

GLOBAL PRO BONO IN
INDIA

A RETROSPECTIVE

PYXERA Global

PYXERA Global is a not-for-profit, non-governmental organization that leverages public and private resources to strengthen the institutions, governments, and industries that drive economic growth around the world. PYXERA Global envisions a world in which individuals, organizations, and institutions from different points on the globe converge to address complex challenges through sustainable and mutually beneficial efforts. Our initiatives include a wide range of services that transform lives and livelihoods, from local content development to global pro bono programs, post-harvest loss to integrated community development.

With more than a quarter century of experience in over 90 countries, PYXERA Global has navigated economic, geographic, and political realities with imagination, determination, and a passionate and dedicated team to find common ground and pinpoint opportunities for purposeful global engagement for our clients and partners. PYXERA Global creates groundbreaking partnerships between the public, private, and social sectors that utilize the unique attributes of each to create shared value and attain mutually beneficial goals through innovative, market-driven solutions.

PYXERA Global prides itself on its keen understanding of the needs of the private sector. Through its work in both enterprise and community development and global pro bono (GPB) programs, PYXERA Global regularly interfaces with leaders working in the areas of corporate social responsibility, human resources, employee engagement and procurement, and has a deep awareness of the need for the private sector to create quality jobs that uphold workers' rights around the world.

The GPB Approach

Over the past eight years, PYXERA Global has partnered with more than 15 different companies to leverage the skills of corporate employees to improve social enterprises, nonprofits, and local governments in more than 25 countries around the world. PYXERA Global helps companies identify the optimal project duration, select the most talented employees to participate, and develop projects that effectively leverage employee skills and provide lasting, sustainable support to the communities where they work.

PYXERA Global leverages an expansive global network of partners and organizations to identify local client organizations with operational challenges in need of rigorous analysis or other consulting services to be effectively understood and addressed. At the same time, our team ensures that local clients have the operational capacity to effectively execute the recommended solutions provided to them. Each assignment is rigorously scoped through multiple rounds of discussion and editing to provide the pro bono team with the flexibility to influence and manage the direction of the solution, yet still manage the expectations of the client to ensure that the project can be achieved within the period of time the pro bono consultants have available.

What follows is a look back at some of the groundbreaking partnerships formed, and the lasting organizational impact achieved through effective GPB approaches in India.

Acknowledgments

PYXERA Global would like to acknowledge our corporate clients and all of the Indian institutions named in this Retrospective. Our lessons learned and future program improvements would not be possible without their critical feedback. In addition, the assessment this Retrospective is grounded in was supported by a diverse and talented PYXERA Global team. Many thanks to the following: Kabi Sherman, Shruti Chakravarty, Jayanthi Kannan, Julie McTernan, Jessica Uy, Sarah Krautbauer, Congming Jiang, Tanya Gapeka, Tasha Raman, Husna Ali-Khan, Alexandra O'Connor, Lars Battle, and Katharine Fraser.

Looking Back at Impact

This retrospective draws from a long-term impact assessment carried out by PYXERA Global from 2015 to 2016. The assessment was designed to evaluate the impact of GPB programs sponsored by 8 different corporations on local host institutions in 15 locations throughout India. By examining these programs and reconnecting with host institutions, PYXERA Global sought answers to the following questions to inform the design and approaches for successful GPB assignments:

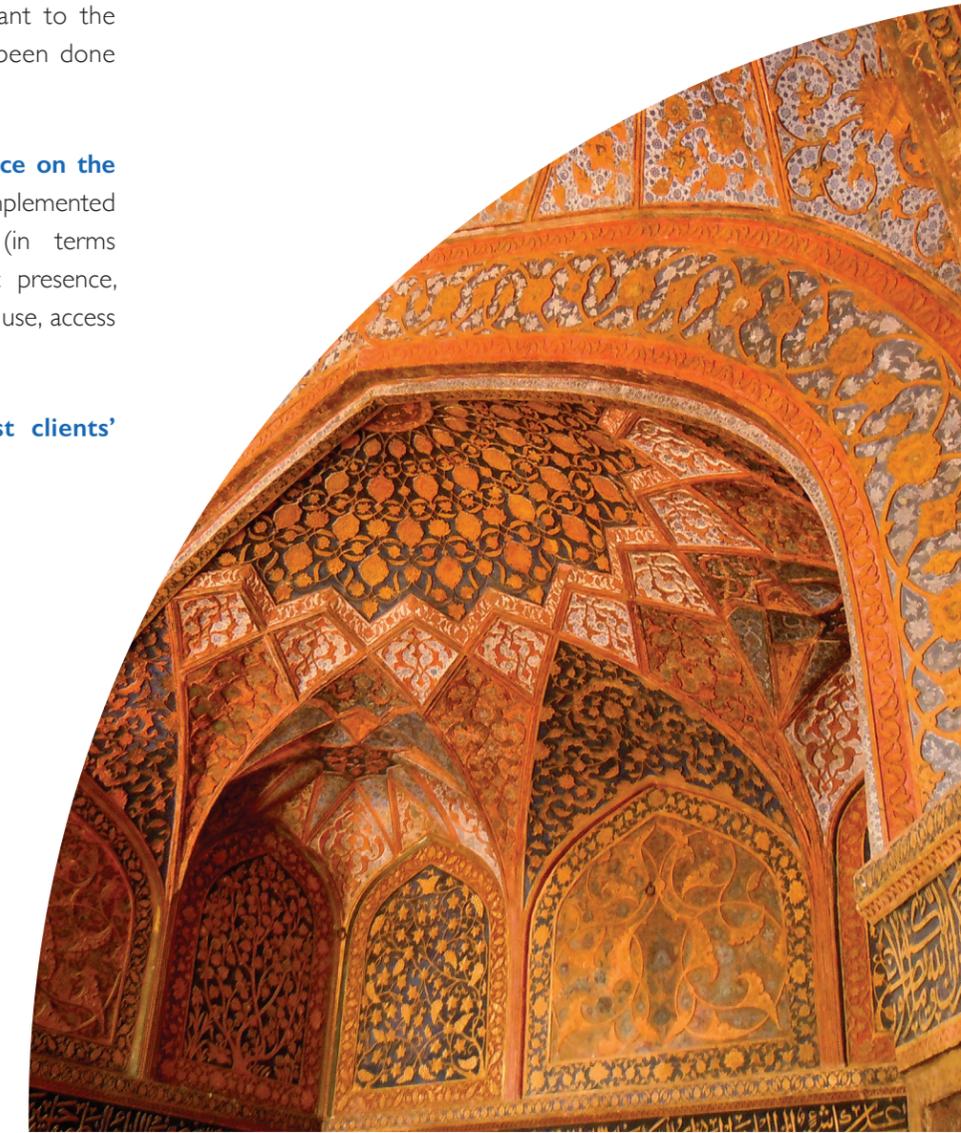
- **Feasibility** of the recommended solutions delivered by CSC teams: have the recommendations been implemented? If not, what were the reasons that prevented implementation?
- **Sustainability** of the recommended solutions: if recommendations have been implemented, are the solutions still in use and/or relevant to the organization? If not, what could have been done to make them more sustainable?
- What was the **impact of the assistance on the host client organization**? Have the implemented recommendations produced results (in terms of revenue, employee size, geographic presence, number of customers, business practice use, access to credit and other metrics).
- What was the **impact on the host clients' beneficiaries**?

The methodology of the assessment was as follows:

Step 1: PYXERA Global administered an online survey to 115 host client organizations that received GPB assistance through 139 projects from 2009-2014. The total number of responses to the survey was 51, calculating a 44% response rate.

Step 2: Based on the 51 survey responses received, 29 cases, of varying degrees of effectiveness, were selected for in-depth interviews. Out of those, 23 host client organizations were interviewed in-person to create the snapshots and case studies contained in this retrospective.

Step 3: All quantitative and qualitative data has also been analyzed to derive best practices and recommendations for GPB programming in India.



Strategies for Success

Leverage Private Sector Market Knowledge:

Organizations specifically mentioned the benefit of exposure to a private-sector mindset and how it will inform their approach to future organizational management. Exposure to high-performing employees from large multinational companies expands how mission-driven, as opposed to profit-driven, organizations think about revenue and manage their organizations.

Rapport as a Foundation:

Establishing a harmonious relationship between all project members is critical for project success. This can be kick-started virtually, prior to face-to-face engagement. On the ground, project members should attempt to engage with one another on a personal level in order to establish a strong project foundation.

Stay Strategic:

Organizations that received strategic-level guidance, whether on their overall operating position or on a specific initiative, were impressed by the results they received. Strategic plans, SWOT (or SOAR) analyses, branding studies, and other strategic insights help drive better results at every level within an organization.

Target Support to Mid-sized, High-growth Organizations or Initiatives:

Organizations that have demonstrated demand for their services and mission but are still on a growth trajectory are ideal recipients of pro bono support. They are in need of strategic planning and guidance, but gaining momentum and resources that will lead to effective utilization.

Consider Timing and Duration as Levers of Impact:

Overall, there does not appear to be one correct project duration. However, choosing the assignment duration that is appropriately suited to achieving the designed scope of work is an important consideration to ensure a project's success. Projects that are overly dependent on an organization reaching a certain stage of progress, (i.e. receiving data, hiring people, receiving financial support) to proceed can hinder results.

Mutual Transparency: When organizations promote transparency about an organizational needs, current and historical issues, and any factors that could stand in the way of progress on a project, it is easier to meet goals together. This level of sharing fosters an environment where the consultants can in turn feel comfortable being honest and critical in their recommendations.

Rigorously Evaluate Resource Dependencies:

It is important to follow a beneficiary client's lead in selecting projects for which there is genuine demand and need. But it is also necessary to investigate the human and financial capital required to execute a project's recommendations, and to scrutinize whether those resources are available to the organization, or will be by the time of project completion. Attention to these potential future deficits can certify a project's success.

Ensure Time in Community is Sufficient to Develop Empathy and Understanding:

It is important to ensure that consultants are educated, not just about general local custom, but about the cultural dynamics that directly affect the challenge they are working to address.

Communicate Early and Often on Scope of Work:

By being intentional and realistic about the project scope, all project members can avoid disappointment. Consultants that defined the scopes prior to departure and then, upon arrival, had reaffirming conversations around the scopes throughout their engagement were better able to meet deliverables. Furthermore, the organizations that viewed the scopes of work as a co-creation process, and flagged concerns early in the engagement, felt satisfied with the final deliverables and were well-positioned to implement the recommendations.

RETROSPECTIVE GUIDE

Impact Themes

The GPB projects fall under the following themes. It is important to note that many of the projects straddle multiple themes.

OPTIMIZATION: Projects that improve operational efficiency or establish a new process, typically within the operational departments such as accounting, HR, finance, and business development. Projects can include any and all of the following sub-themes.

- **Human Capacity:** increased staff size, capacity or confidence
- **Tech Advancement:** new or improved tech tools
- **System Enhancement:** change to the business process and/or business development

ACCELERATION: Projects that improve existing programs/services/products.

REEVALUATION: Projects that offer a new perspective/way of seeing a problem, which leads to a different approach for the entity.

Sector Impact Areas

The overall sector that the project touched upon.

-  **INCOME GENERATION**
-  **ENVIRONMENT**
-  **WOMEN & YOUTH**
-  **HEALTH & SAFETY**
-  **AFFORDABLE HOUSING**
-  **ARTS & CULTURE**

Project Impact Areas

Specific results from GPB engagements.

Documentation and Reporting

Hired Additional Staff

Staff Trained and Empowered

Increased Revenue

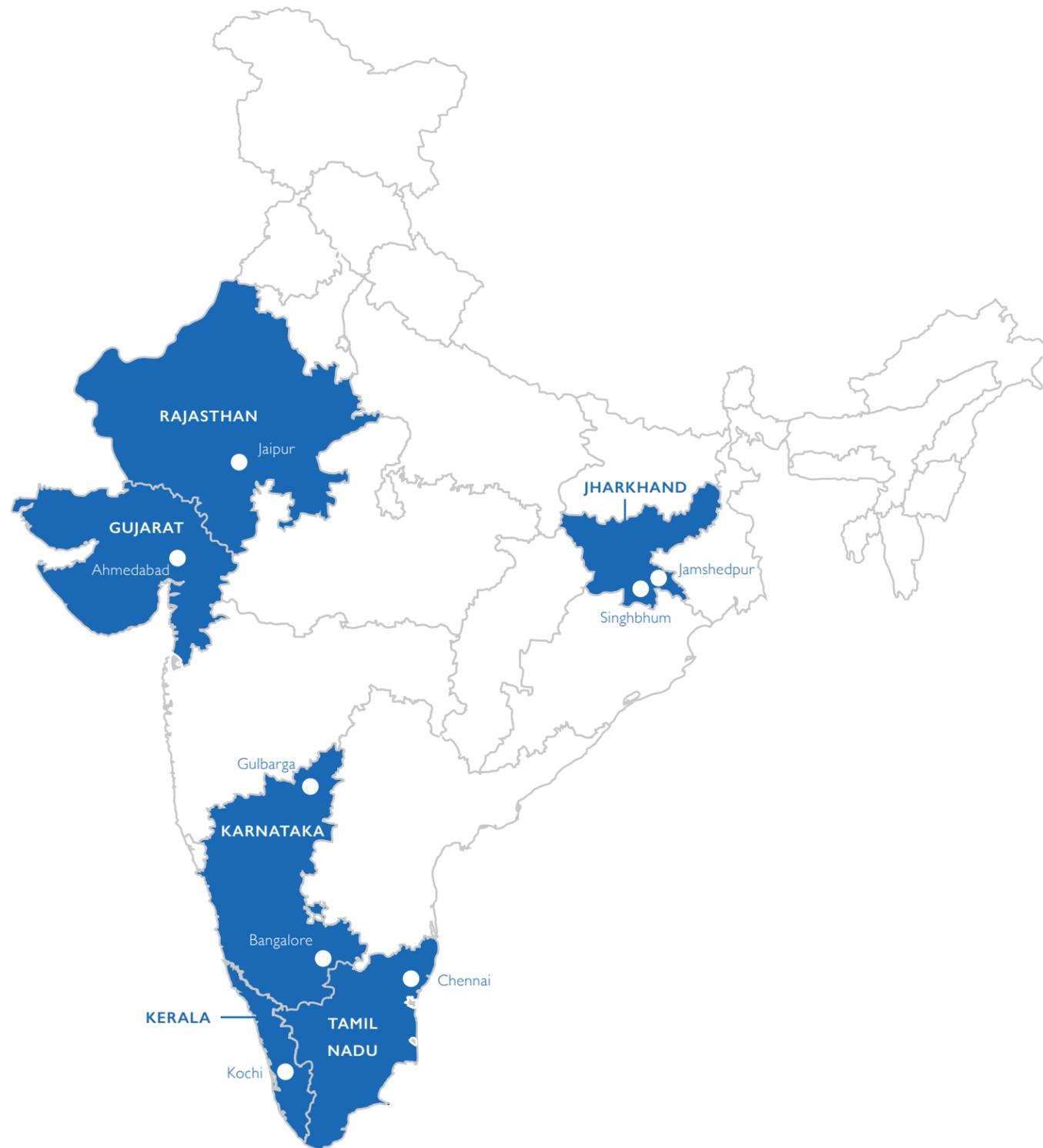
Improved Customer Relations

New Tech Tool

New Funding Source

Social Media Presence

New Partnership



*Map depicted is a graphic representation of locations and may be incorrect



Arunodhaya Center for Street & Working Children

Chennai

Since 1992, the Arunodhaya Center for Street and Working Children has been working to uproot all forms of child exploitation and oppression. The NGO reaches their beneficiaries, over 7,000 women and 11,000 children and youth, primarily in the slums of Chennai, through a combination of educational interventions, youth forums, female empowerment strategies, and advocacy-raising efforts.

The Center requested that the corporate consultants assist in training to select senior staff members in vital operational skills such as time and project management,

WOMEN & YOUTH

Staff Trained & Empowered
Documentation and Reporting



decision-making, and prioritization techniques. The GPB team helped Arunodhaya select 12 high-performing senior staff members to participate in a highly interactive activity-based training. After completing the training curriculum, Arunodhaya observed a marked improvement in the leadership capacity of these staff members, as well as a generally heightened sense of staff morale and team spirit. This, in addition to the creation of a new reporting template to track Arunodhaya's many program, resulted in an estimated 30 percent improvement in their operational effectiveness.

Karunalaya

Chennai

In 1975, Karunalaya was founded to address the welfare and rehabilitation of street children in Chennai. Over the years, they expanded their scope to include the protection and empowerment of women and children in the fishing industry. Though their work had evolved and scaled over the years, Karunalaya suffered from limited visibility outside of Chennai and funding for core programming was drying up. In 2011, a pro bono consulting team worked closely with Karunalaya to develop a strategic marketing,

branding, and fundraising plan. Before leaving, the team also spent time relaying concrete recommendations for immediate implementation of these plans. As a result, over 15 Karunalaya staff were immediately able to take plans forward and transform the organization's visibility. Karunalaya now has a strong social media presence and new funders. They have also expanded their operations and opened a new shelter for street girls in 2014.

WOMEN & YOUTH

Staff Trained & Empowered
Documentation and Reporting
Social Media Presence
New Funding Source



India Foundation for the Arts (IFA)

Bangalore

India Foundation for the Arts (IFA) is a non-profit grant-making organization that supports practice, research, and education of the arts in India. Since its establishment as a Public Charitable Trust in Bangalore in 1993, IFA has strengthened capacity and infrastructure for the arts through over 400 projects across 21 states. Due to limited public and private funding for such work, IFA relies heavily on fundraising. During fundraising activities, the staff was experiencing difficulty accessing crucial materials such as institutional documents, photographs, slides, sketches, paintings, and videos. Without a digital system, significant time and resources were being wasted on repeated digitization, causing a tremendous data overload.

In 2010, a team of two pro bono consultants set out to design and create a framework for a centralized knowledge management system that would allow documents to be accessible and retrievable to all relevant users. After developing a deeper understanding of the organization's programs, interviewing each person on staff to understand their needs, and evaluating the current IT system, the two consultants were able to provide IFA with several useful deliverables, including a design solution for a new Content Management System (CMS), internal processes to manage and catalog key documents, and organizational IT standards.

The project was integral to the organization and the consultants' recommendations were relevant, user-friendly, and most importantly, actionable due to their commitment to training staff on the new processes. IFA leadership also pointed to the consultants' self-driven nature and clear planning process as major success factors. While not all recommendations have been implemented as of 2015, IFA has been able to attract several new donors and has hired an archivist. There has also been a dramatic reduction in the time spent searching for fundraising materials and the internal CMS project has turned into a much larger initiative that will lead to a public archive. IFA recently completed its 20th year of grant-making and is well-positioned to move forward with full implementation.



ARTS & CULTURE

Documentation and Reporting
Hired Additional Staff
Staff Trained and Empowered
New Tech Tool
New Funding Source





WOMEN & YOUTH

Staff Trained & Empowered
Increased Revenue
Documentation and Reporting

The Belaku Trust

Karnataka

The Belaku Trust is a nonprofit organization that focuses on women's empowerment through the support of women's income generation groups. The pro bono team assigned to assist with their mission produced two deliverables: a pricing structure tool and a time-management training workshop. The Executive Director, Mrs. Ganapathy, stated that the "eye-opening" interactive workshop provided the Belaku staff with time management skills and equipped them with the necessary concepts, tools, and techniques to effectively guide the income generation groups towards financial stability. Ultimately, this led to a 20 percent improvement in operational efficiency. Unfortunately, due to issues related to staff turn-over and logistical challenges, the recommended pricing tool was not implemented. However, the model did help lay the foundation for a separate pricing tool created by the organization later on, which was ultimately successful in helping Belaku's income generation groups increase their sales.



MYRADA

Gulbarga

The Mysore Resettlement and Development Agency (MYRADA) is an NGO with extensive experience in incubating, developing, and managing savings and credit programs in southern India. MYRADA builds structures and opportunities that promote the sustainable livelihoods of the marginalized and exploited members of society. In Gulbarga District, it is estimated that over 120,000 small farmers depend solely on Tur cultivation. Tur is one of the most common varieties of bean in India and is an important source of protein. MYRADA proposed a pilot to bring together 5,400 smallholder Tur farmers to arrive at a common platform to sell Tur and to ensure correct prices for their produce. The pro bono consultants helped MYRADA develop a strategic model for their Marginalized Farmers Project and provided recommendations that incorporated farmer participation, local ownership, scalability, and sustainability. Nearly 50 percent of MYRADA's 100+ staff were trained in the recommended methodologies, resulting in improved support for the Tur farmers. A surprising outcome of this collaboration was that the recommendations directly enabled local farmers to set up a for-profit Farmer Producer Organization (FPO) which grew to cover 5,000-6,000 local farmers in 2014. Led by five female farmers, the FPO has been profitable enough to sustain its own operation and has become a major supporting organization for farmers in the region.

INCOME GENERATION

Staff Trained & Empowered
Improved Customer Relations



Ashoka

Bangalore

Ashoka Innovators for the Public is the world's largest association of social entrepreneurs who pioneer new institutions and system-changing solutions for society's most urgent problems. Housing for All (HFA) is an Ashoka India project that aims to provide affordable housing by fostering large-scale collaboration between mortgage financiers, developers, citizens, and informal sector clients. With the help of the pro bono consultants, HFA wanted to develop a standard practice, from planning to completion, for all affordable housing development projects in India. The pro bono consultants created the overall framework for the Affordable Housing standards and developed a housing development model that incorporates renewable energy and environmental standards. Overall, Ashoka was highly satisfied with the quality, feasibility, and sustainability of the team's recommendations. Looking back at the contributions of the team one year after project completion, Martina Wengle, an Ashoka India team member, stated, "Creating such a broad framework in just 4 weeks enabled us to visualize the possibilities much more clearly and laid a path to achieve what we set out to do quickly!" Ashoka stated that the recommendations eventually enabled them to expand their services, hire two more employees, as well as develop new partnerships with both private and social organizations. The result of the implemented recommendations impacted roughly 10,000 beneficiaries, including 8,000 women, and 5,000 youth.



AFFORDABLE HOUSING

Documentation and Reporting
Hired Additional Staff
New Partnerships

ENVIRONMENT

Improved Customer Relations
New Partnership
Increased Revenue
Documentation and Reporting



Envirofit

Bangalore

Since 2008, Envirofit India has been developing and distributing clean, energy efficient technology solutions to improve health, livelihoods, and the environment. The implementation of the pro bono team's recommendations shifted its business operations from a business-to-consumer model to a business-to-business model, and subsequently led to increasing their reach to 100+ clients, expanding partnerships, and facilitating a broader impact with their clean burning stoves. Additionally, Envirofit's decision to manufacture locally instead of purchasing from China was one of the most impactful changes made based off of the pro bono consulting team's recommendations. This increased operational efficiency and organizational capacity by saving significant financial resources in shipping costs and customs duties, as well as providing faster product delivery. These improvements helped Envirofit grow approximately 25 percent from 2009 to 2012, resulting in 400,000 women benefiting from their clean burning stoves.

WOMEN & YOUTH

- Increased Revenue
- New Partnership
- New Funding Source
- Social Media Presence



Vatsalya

Jaipur

Vatsalya was founded in 1995 with a focus on improving quality of life for vulnerable children. In 2006, Vatsalya's founders made a conscious decision to address the needs of women as well. As a result, Anoothi, a program providing underprivileged Rajasthani women with an opportunity to leverage their unique handiwork skills for income generation, was born. As a result of two pro-bono team visits in 2011, Vatsalya was able to give new direction and structure to the program activities through a SWOT analysis, a 5-year strategy and financial plan, and restructuring recommendations. In addition to scaling women's participation in the program by 35 percent in the subsequent four years, Anoothi has introduced new, higher quality products to both existing and new markets. Vatsalya has also opened two new local stores and has plans for expansion across India and online. Marking a big shift in their prior growth strategy, Vatsalya has decided to accept grants from angel investors and is applying for loans to support their improved social business model. In 2015 alone, the revenue growth for Vatsalya was at about 20 percent. Growth has also impacted Anoothi entrepreneurs, who are now taking advantage of new partnerships formed between Vatsalya, health camps, and banks.



Umang

Jaipur

Umang was started at the local level by parents of disabled and special needs children. Its team of specialized educators, doctors, and trainers offers a diverse range of services to provide holistic development for disabled youth in Rajasthan. In 2011, two pro bono consultants helped improve the operational effectiveness of the Umang work training unit, where youth 18 and older are given the technical and soft skills to enable them to secure and retain employment. At this time, Umang was experiencing significant losses on products made in the training unit and was hoping to turn that around. The one-month consultant engagement, which mainly focused on the creation of a business plan and training staff on new systems, led to some astonishing results. After improving their marketing and branding, Umang has expanded service delivery to the UK, the U.S., Japan, and throughout India itself. Use of new software designed by the consultants allowed staff to carry out sales analysis and keep records for the first time. With this came improved quality and efficiency in the training unit and, subsequently, increases in revenue. A full year ahead of schedule, Umang, no longer relying on grant funding, is operating a self-sustaining social business with additional youth trainees.



WOMEN & YOUTH

- New Tech Tool
- Increased Revenue
- Staff Trained & Empowered



Family Planning Association of India

Singhbum

Organizational Overview

Established in 1949, the Family Planning Association of India (FPAI) is recognized as the country's premiere reproductive and sexual health organization. FPAI promotes access to information about sexual and reproductive health (SRH) and services related to family planning, safe abortions, and HIV/AIDS treatment to marginalized and vulnerable populations. The Association envisions sexual and reproductive health as a human right and believes that promoting gender equality will lead to the alleviation of poverty, population stabilization, and sustainable development. On a national level, FPAI has a presence in 17 Indian states and one Union Territory.

In 2005, FPAI sponsored a new branch of the organization in the district of Singhbum, Jharkand. The branch initially operated as a health center focused on promoting healthy lifestyles and family planning. The initiative in Singhbum quickly revealed an additional need in the community for more basic health services. The branch's mission evolved to include providing quality, affordable health care to Singhbum's rural and semi-urban population, with a special focus on ensuring safe, institutionalized birth delivery facilities. To address these urgent needs, the idea of transitioning the Singhbum branch from a health center to a multi-specialty hospital, the Medical & Diagnostic Centre (M&DC), began to take shape. The first are rural community members that cannot afford the cost of hospitalization in nearby villages. The second are the workers from small scale industries nearby. These workers have a better ability to pay for medical services, however, they too find it difficult to travel into Jamshedpur to access health care. The third are Rashtriya Swasthya Bima Yojna (RSBY) insurance policy holders. RSBY is a government-run national health insurance program for the poor. Approximately

HEALTH & SAFETY

Documentation and Reporting
New Tech Tool
Staff Trained & Empowered
Increased Customer Service
Increased Revenue
New Partnership



1,000 patients access the hospital facilities each month, seeking outpatient consultations, health checkups, diagnoses, and pre- and post-natal checkups and surgeries. The M&DC employs roughly 30 permanent staff, including six doctors and others on call. The hospital operates 24/7, and, barring emergencies, the reception is busy catering to the needs of patients throughout the entire day.

Project Overview

The underlying premise of the pro bono consulting engagement with the FPAI Singhbum Branch M&DC was to help develop a high-quality data management system. In order to provide quality healthcare services, the hospital needed a streamlined records and data management system. However, the original system was paper-based and relied on the manual completion of patient forms. This system was prone to human error and would often lead to data getting lost or never being collected at all. Beyond being tedious and time consuming, it hampered the efficiency of patient care and risked a breach of confidentiality.

FPAI requested the consultants' support in creating a framework and design for a centralized MIS that would be searchable, accessible, and retrievable across the Singhbum Branch MSH. The primary goal of the system was to increase the quality of patient care. FPAI also hoped it would save the hospital valuable time and resources by allowing staff to retrieve records more efficiently. Finally, the system was intended to minimize human errors, and in turn increase the hospital's credibility with patients and other agencies. A final scope of work was established within the first week of the consultants' assignment and resulted in three main recommendations:

1. Identifying free software to cater to the hospital's data management needs
2. Designing an MIS system able to effectively capture patient data
3. Enabling Wi-Fi connectivity across the entire hospital

Project Accomplishments

During the engagement, the consultants successfully identified free software to use as the foundation of the M&DC's new data management system. They then provided training to six hospital staff, including three women, so that they could manage the system after the engagement's conclusion. Before the training, FPAI stated that their clerical staff had "no clue" how to capture the necessary information and access it when required, but, afterwards, they could find everything they needed "at the click of their mouse." The hospital was able to implement the new system that the consultants helped design about three months after the program's end, and staff now use the system to upload all new patient information. The engagement was a tremendous success and improved the hospital's operational efficiency and the quality of services delivered. Highly satisfied with the quality, feasibility, and sustainability of the recommendations, the FPAI Director Dr. Amit Mukherjee stated,

“
We are on the road to
implement [the new system]
and get great advantages
at practically no cost,
thanks to IBM.
”

Organizational Impact

According to Dr. Mukherjee, the new data management system has impacted approximately 40,000 beneficiaries by increasing the hospital's day-to-day capacity and enabling doctors and staff to dedicate more time to patient services. Among these beneficiaries are an estimated 12,000 women and 9,000 young people. While the number of patients the hospital sees on any given day varies, they estimate an increase of 40 patients per day, or approximately 20 percent growth. FPAI stated that the ease of securing timely services has both greatly improved the experience of existing patients and provided a large incentive for new patients to seek out the hospital. The increased demand has created more revenue and helped the hospital move closer to its goal of financial self-sufficiency.

In addition to improving the hospital's efficiency, attracting new patients and increasing revenue, the data management system has also provided the hospital with an opportunity to develop a new partnership with a neighboring NGO. The new MIS will be incorporated into a one-year training course for 16 girls from villages where FPAI already conducts health outreach work. After receiving the training, the girls will be better equipped to gain employment in nursing homes and other health centers in need of skilled professionals. The impact of the pro bono engagement with the Family Planning Association of India resulted in a new data management system that has helped the hospital operate more efficiently, increase the quality of patient care, attract new patients, build partnerships with neighboring organizations, and move towards financial stability. The level of collaboration and mutual respect between the teams greatly contributed to the engagement's success, although FPAI would have preferred for the team's pre-departure communication to have started earlier. Some of the consultants' recommendations have not been implemented due to funding or staff capacity challenges, but the hospital's administration has become increasingly aware of future opportunities for growth and plans to continue improving the caliber of patient care.

Kalamandir

Jamshedpur

Kalamandir-the Celluloid Chapter Art Foundation- (Kalamandir) is a non-profit organization established in 1997 through the Sir Dorabjee Tata Trust. It strives to preserve and restore Jharkhand state's tribal art and culture, which is in danger of being lost due to industrialization and urbanization. Their target beneficiaries include tribal artisans, women and youth, and all groups that have limited access to social and political platforms. Their main focus is creating the necessary infrastructure and institutions for sustainable livelihoods development through the creation of micro-enterprises.

INCOME GENERATION

Social Media Presence
Staff Trained & Empowered
Improved Customer Relations



In 2013, through a partnership with the Jharkhand Tourism Department and the Village Tourism Development Committee, Kalamandir opened the The Amadubi-Panijiya Rural Tourism Center, where visitors can enjoy tribal dance performances, watch local artisans at work, and purchase a variety of local crafts. The mission of the center is to develop Jharkhand as a sustainable tourist destination while safeguarding tribal culture and providing livelihood opportunities for the local community.



A year after the Center was inaugurated, Kalamandir partnered with three pro bono consultants to work on an integrated marketing strategy to raise awareness about the Center in both local and international markets. Ultimately, Kalamandir sought to provide more avenues for tourists to experience and appreciate rural life and in turn create more employment opportunities for the people of Jharkhand. In addition to marketing, Kalamandir hoped to get assistance with replication of their eco-tourism center across the state.

Though there was no pre-project communication, the consulting team worked with Kalamandir leadership to review the scope of work and set mutual expectations upon their arrival. Within the first week of the engagement, 50 percent of the initial scope of work was revised to become more focused and reflective of the 26-day project duration.

The team approached the project by conducting a complete review of Kalamandir business processes and financial status, interviewing key stakeholders, and researching best practices in rural tourism development. An immersive visit to the Center helped the team better understand the project context and community.

Organizational Impact

According to Kalamandir, the consulting engagement contributed to:

- Direct economic benefit for 53 community members, including seven women and two youth, whose livelihood is tied to the tourism industry.
- Better visibility due to a strong online presence with TripAdvisor and Google Maps.
- Triple the earning potential for community members based on an increase in work days.
- Double the amount of visitors to the Center.
- A new logo and slogan that represents the unique spirit of Kalamandir.

- An eco-tourism scaling report that was enthusiastically received by the State government.
- Increased prestige and legitimacy of the organization and its products.

Success Factors

The Secretary of Kalamandir felt that the entire consulting engagement was highly successful. He praised the consultants for taking time to understand the local context of work and for respecting the cultural realities of the organization. The consultants showed dedication to thoroughly discussing deliverables with Kalamandir and the beneficiary community during every step of the process, which led to clear and relevant recommendations.

The Secretary also mentioned that, as the project progressed, the staff members invested a lot of time and energy into supporting the consultants to ensure the success of the engagement. Due to this mutual time investment and willingness to learn, the two groups worked very well as a team. Lastly, the Secretary himself was integral in facilitating introductions to the community and acting as a bridge between the consultants and his staff.



Abellon CleanEnergy

Ahmedabad

Abellon CleanEnergy is an integrated sustainable energy solutions provider that develops products and solutions to lower greenhouse gas emissions and productively harnesses abundant solar energy. The company's primary business focus is on producing biomass pellets and pellet-based heating equipment including cook stoves, burners, hot water generators, and other heating equipment for commercial distribution. Prior to the pro bono engagement, Abellon's customer base had shifted from a small volume of large-scale industrial customers to a high-volume of small-scale retail and commercial clients. While the consultants' goal to address emerging supply chain challenges and improve equipment and fuel packing and delivery changed considerably once the team arrived, Abellon was highly sat-

ENVIRONMENT

- Hired Additional Staff
- Improved Customer Relations
- Increased Revenue



isfied with the final recommendations. Ultimately, Abellon implemented 60 to 79 percent of the recommendations by adapting market strategies, monitoring and evaluating practices, as well as service delivery and operations management. In particular, the engagement had a high impact on inventory control, procurement processes, and supply chain management. Furthermore, Abellon was able to hire new employees and expand their operations from 40 locations to 60. This resulted in improved customer relations for Abellon's 3,000 beneficiaries through better communication, timely delivery, and reduced product damage.



SAATH

Ahmedabad

SAATH's mission is to make human settlements equitable living environments, where all residents, including vulnerable people, have access to health, education, essential infrastructure services, and livelihood options, regardless of their economic or social status. The NGO reaches approximately 4 million individuals through its integrated services and by investing in the human capacity of urban slum dwellers to make their lives more equitable. SAATH identified a need to increase the safety conditions of their worker's construction sites. With the help of the pro bono consultants, SAATH wanted to develop a new campaign and strategy to pitch to employers to convince them to partner in providing safe work sites and sufficient bathroom facilities for male and female workers. The pro bono team's proposed strategy led SAATH to bridge communication gaps with major local safety equipment suppliers, incorporate safety components in all programs and trainings, and raise awareness about the importance and feasibility of safe working conditions. According to SAATH, 1,500 participants, including 200-300 women, have benefited from safer working conditions under its program.



HEALTH & SAFETY

- Staff Trained & Empowered

WOMEN & YOUTH

- New Tech Tool
- Staff Trained & Empowered
- Improved Customer Relations



SEWA (Self-Employed Women's Association)

Ahmedabad

SEWA is an organization and movement of poor, self-employed women who earn a living in India's informal sector. As a registered trade union, it is the largest in the world with over 2 million participating members. Over two years, three separate pro bono consultant teams spurred the transformation of SEWA's fragile and outdated IT systems so that it could better manage, track, and support its large membership pool. The initial team assessed flaws in the existing system and provided an IT solution and plans for an intranet system to reach 550,000 members. A second team followed six months later to assess solution implementation. By lowering the breakdown rate with a new technology solution, SEWA found that user complaints decreased and a sense of trust was regained among their membership. As a result of internal training conducted by both consulting teams, SEWA staff are applying the same approaches to other products that are important to their members.

Kara Weaves

Kochi

Since 2007, Kara Weaves has worked at the intersection of design, technology, and entrepreneurship to address social needs in the state of Kerala. By partnering with local weaving co-operatives and, in the process, reviving traditional Kerala handlooms, Kara Weaves has created sustainable income-generating opportunities and an exclusive brand that caters to markets worldwide.

By 2012, Kara Weaves had progressed well in its goals of implementing design and technology and its products were being featured in Better Homes and Gardens, Martha Stewart Living, and other popular publications. Nevertheless, a spike in sales following these press features did not translate to sustained revenues. Kara Weaves had both a domestic and international demand for its products, but sales volatility remained.

Kara Weaves' co-founders determined a potential solution to foster sustained growth: Fair-Trade Certification. In their opinion, a Fair-Trade Certification would open up a whole new

marketplace for their products, in addition to providing new opportunities for collaboration. As they were already mindfully adhering to government cooperative rules to ensure fair wages and no exploitative labor, this was a natural next step.

A pro bono consulting team working with the social enterprise agreed that certification could generate new business and stepped in to guide the process. Over a one-month span, they worked on a roadmap for Fair-Trade Certification and the interrelated issue of pricing policies. Two major accomplishments with regards to the roadmap were identifying fair-trade certified farmers, from whom cotton could be purchased, and international Fair-Trade buyers. One of the co-founders worked face-to-face, almost daily, with the team to map out concrete next steps. Other employees were integral in sharing information on inventory and accounts to inform pricing structures. Small changes in the scope were agreed upon within the first week. This helped the team avoid setbacks and ultimately to expand the scope of the project.



Kara Weaves staff came away from the experience confident about implementing the plan they had mapped out with the Team. Within three months, they adopted a new pricing policy and in February of 2013 Kara Weaves received Fair Trade Certification. In addition to the original project scope, the team was able to offer several recommendations to expand service delivery and develop a plan for strategic marketing and fundraising management. Regarding marketing, the team suggested creating better product awareness through storytelling, spurring the hiring of a new marketing employee who was able to develop the story behind the product, make packaging more appealing, and attend trade fairs to more aggressively pursue buyers. Another major shift for Kara Weaves was a change in focus from online retail to wholesale, triggering growth and expansion to this day.

Organizational Impact

According to Kara Weaves leadership, the pro bono team consultants helped their company achieve the following:

- An increase in revenue from \$45,000 USD in 2012 to \$100,000 USD in 2015.
- More weavers and tailors, the majority of whom are women, now have steady, year-round employment.
- More reputable U.S. wholesale buyers stocking Kara Weaves products, including Urban Outfitters, Williams Sonoma, and Schoolhouse Electric.
- New buyers from Canada, the Bahamas, and the Middle East.
- Increased staff capacity to manage all operational and business development aspects of the company.
- Eight additional staff for finance, office management, inventory management, and marketing.
- Product refinement and expansion.
- Attendance at more trade fairs and more visibility in magazines and with wholesalers.

- Participation in an ethical fashion show with the organization's first fashion line
- Investing interest coming from venture capitalists.
- Expanded product storage facilities.

Success Factors

One of the co-founders of Kara Weaves was able to clearly articulate why this consulting experience was so successful. According to her, by breaking the ice early through multiple conference calls, a rapport was established even before the team arrived in Kerala. She also put forth the mantra of "a diverse team working towards same goals." With this in mind, the organization put all their cards on the table and did not hide any information, which enabled the team to give frank, constructive feedback. The level of commitment shown by the consultants was contagious and gave staff a morale boost and inspiration to keep moving ahead.

In 2013, as part of a consecutive pro bono engagement model, another consultant joined Kara Weaves to build on the work of the previous team. She worked closely with the Kara Weaves team to ensure that the organization's back-end was sufficiently prepared to absorb their increased sales while fine-tuning the pricing policy and building a database for product tracking.

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