NGO-Corporate Partnerships: Sustainable Development Impact for Indian Children

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Abstract
This paper reviews the importance of NGO-corporate partnerships towards sustainable development for Indian children. Specifically, this paper analyzes Child Rights and You (CRY) India and the three big corporations – Marks & Spencer, Microsoft, Bajaj Finserv – as the research subject. The NGO-corporate partnerships are crucial in the sustainable development process. Moreover, in India, the number of child labor is increasing. Thus, in order to achieve sustainable development, the child labor issue must be tackled in the right ways as children are the basis for all dimensions of sustainable development. For analysis, this paper uses an explanative approach, with secondary data. The analysis found that there are two reasons to explain their significant partnerships, as a 'bridge' between the actors and long-term potential value. A bridge between the actors in this paper refers to CRY India-three big corporations (Marks & Spencer, Microsoft, Bajaj Finserv) interrelations. These interrelations illustrate the needs of NGOs in funding and on the other hand, NGOs provide 'space' for corporate social responsibility through their programs. A 'space' in this paper refers to the access given by CRY India for corporates to do their CSR through CRY India's projects as an altruistic action for both CRY and corporates. Meanwhile, the potential value leads to the benefit and impact that goes beyond partnerships, which is a better sustainable development for Indian children. In conclusion, the NGO-corporate partnerships are still needed to tackle today's problem, and it might give an incredible impact. Though, there are some debates about their relations.

Keywords: *Indian children, NGO-corporate partnerships, sustainable development*

Abstrak
Tulisan ini mengulas pentingnya kemitraan antara LSM dengan perusahaan terhadap pembangunan berkelanjutan bagi anak-anak di India. Secara khusus, tulisan ini mengambil Child Rights and You (CRY) India dan tiga perusahaan besar – Marks & Spencer, Microsoft, Bajaj Finserv – sebagai subjek penelitian. Kemitraan antara LSM dengan perusahaan ini kehadirannya sangat penting dalam proses pembangunan berkelanjutan. Terlebih, di India kasus pekerja anak masih menunjukkan angka yang cukup tinggi sehingga untuk mencapai target pembangunan yang berkelanjutan, permasalahan pekerja anak harus dituntaskan. Hal ini disebabkan karena anak merupakan dasar dari semua dimensi pembangunan berkelanjutan. Untuk analisis, tulisan ini menggunakan pendekatan eksplanatif dengan sumber data sekunder. Hasil analisis menjelaskan bahwa kemitraan LSM-perusahaan penting karena dua hal, pertama sebagai jembatan penghubung kedua aktor dan kedua, ada nilai potensial jangka panjang. Jembatan penghubung kedua aktor mengarah pada hubungan timbal balik LSM CRY India-perusahaan dimana jembatan penghubung menggambarkan kebutuhan LSM akan bantuan dana dari perusahaan, dan di sisi lain, LSM menyediakan 'ruang' untuk program sosial perusahaan melalui kegiatan LSM. 'Ruang' mengacu pada akses yang diberikan CRY untuk aktivitas sosial perusahaan sebagai tindakan altruistik kedua aktor. Sedangkan, nilai potensial mengarah pada manfaat dan dampak yang lebih luas dari sekadar kemitraan, yaitu terciptanya pembangunan berkelanjutan bagi anak di India yang lebih baik. Pada akhirnya, kemitraan LSM-perusahaan tetap dibutuhkan untuk mengatasi permasalahan saat ini karena dapat memberikan dampak signifikan meskipun, kemitraan mereka masih menimbulkan perdebatan.

Kata kunci: *anak-anak India, kemitraan LSM-perusahaan, pembangunan berkelanjutan*

INTRODUCTION

Child Rights and You (CRY) is an Indian non-governmental organization (NGO) that focuses on child and human rights issues. Founded by Rippan Kapoor and his friends in December 1978, CRY's objective is to restore basic rights to underprivileged Indian children (NGOs India, 2021). According to CRY, underprivileged children are children who have no home (street children), bonded in labor, commercial sex worker, also physically and mentally challenged children. In India itself, according to the government, there are 11 million child laborers but, estimates from non-governmental sources suggest that 40 million children may be engaged in child labor issues (Srivastava, 2019). Then, to make a community movement and catalyze change, CRY India focus on four areas of work: education, health and nutrition, safety and protection, and child participation.

Today, more than 40 years after it began to work, CRY is becoming India's most trusted NGO working on children's rights (according to Trust Research Advisory Report 2018) as it is known that children are the basic of sustainable development. In 2020, 6.61 million children have been impacted in CRY project areas – 19 states in India – works with 102 project partners at the grassroots level (CRY, 2021). Beyond that, CRY is creating lasting change by working with corporations. It is interesting that now, CRY builds partnership with 51 corporations (three of them are Marks & Spencer, Microsoft, Bajaj Finserv).

Thus, this paper aims to analyze the importance of NGO-corporate partnerships towards sustainable development, especially for Indian children. A research question proposed in this paper is why the partnership between CRY India and corporate become important. The author argues,

there are two reasons to explain their significant partnerships, as a 'bridge' between the actors and long-term potential value. A bridge between the actors in this paper refers to CRY India-three big corporations (Marks & Spencer, Microsoft, Bajaj Finserv) interrelations. These interrelations illustrate the needs of CRY India in funding and on the other hand, CRY India provides 'space' for corporate social responsibility through their programs. A 'space' in this paper refers to the access given by CRY India for corporates to do their CSR through CRY India's projects as an altruistic action for both CRY and corporates. Meanwhile, the potential value leads to the benefit and impact that goes beyond partnerships, which is a better sustainable development for Indian children.

As a new movement, there are some debates towards NGO-corporate partnerships. The contra groups said that their partnerships will create challenges: they have different core logics: goals, structures, motivating factors and cultures (Huijstee et al., 2011; Chakravorti, 2015). Chakravorti (2015) stated that the primary motivation for a corporation to enter such a partnership is to enhance its brand, reputation and credibility. On the other hand, NGOs enter partnerships primarily to access funds. This kind of relationship is somehow getting corporations and NGOs less wary of each other. Further, NGO-corporate partnerships won't work if they are simply a badging exercise: their partnerships are evolving, no longer are they simply a reputation-building or fundraising exercise, and now it's about sparking innovation and spurring on societal and environmental missions (Chahal, 2016).

By contrast, the pro groups said that their collaboration serves an especially potent remedy in this regard: they are

able to mitigate problems and provides assistance with greater success than individual NGO or private sector approaches (Kis and Dilday, 2015). In line with Kis and Dilday's argument, Dahan et al (2010) stated that NGOs and companies can offer missing capabilities to complete each other's business models or even co-create new and innovative multi-organizational business models. According to Damlamian (2006), in the last 15 years, the trend of NGOs-business cooperation has developed considerably. The global community has recognized the importance of including business in the process of international development. NGOs, on the other hand, have become instrumental in development work internationally (Damlamian, 2006).

The NGOs-corporates partnerships are considered beneficially in development alternatives. Their new hybrid, which conflates interests – investors, industries, and companies with civil society and non-governmental organizations – are fecund in this regard (Ganitosh in Kis and Dilday, 2015). Beyond the debate of NGO-corporate partnerships, argument in this paper indicates that their collaborative actions are still needed to solve today's problems, including child labor issues and their partnerships will create incredible impact especially for some issues related to sustainable development: poverty, health, education, zero hunger, gender equality, etc.

Conceptual Framework
NGO-Corporates Partnerships

Around the world, disaster relief and development challenges call for decisive action from all potential actors (Moshtari & Vanpoucke, 2021). This complexity encourages the actors (government, non-governmental organizations, business sector, civil society) to deal with these challenges: poverty reduction, children's rights, equality, development assistance, and other global issues. According to Moshtari & Vanpoucke (2021) now, a more widely shared social responsibility is needed: thus, NGOs or government organizations are joined by businesses or local community groups to implement development programs. To make these development programs work, Demiroz and Kapucu (2015 in Moshtari & Vanpoucke, 2021) emphasize different types of organizations or actors need to collaborate in diverse ways. Thus, Moshtari & Vanpoucke (2021) define NGO-business relationships as long term relationships that focus on capability building and knowledge sharing to improve the supply chains of both partners: when business sponsors take an active role in NGOs to help with emerging societal issues (it encouraged NGOs to generate revenues) and business, on the other hand, need to respond to broader demands by stakeholders also requiring more engaged citizenship behaviors.

Partnerships between the actors in international stage, NGO-corporate relations for example, are becoming essential to tackle global issues. Menasce (2016) stated that NGO-business partnerships have been multiplying for several years now: these new alliances help to strengthen the legitimacy and social acceptability of companies and they also make essential goods and services accessible to a wider population. In this way, these partnerships boost the efficacy of NGO actions while reinventing the way in which businesses envisage their activity in developing countries (Menasce, 2016).

At this point, some scholars explain the reason why NGOs cooperate with the business sector. Graf and Rothlauf (2011) stated that there is motivation, success factors and threats of NGO-

corporate partnerships. First, corporates collaborate with NGOs mainly to get access to the reputation and legitimacy of an NGO. In contrast, NGOs enter collaboration with a corporate partner to advance its managerial skills and receive financial resources. Second, corporates and NGOs measure the performance and success of a corporate-NGO relationship differently. While corporates primarily seek financial success, NGOs pursue more ideological goals and offer intangible assets such as reputation and authenticity that are hard to quantify. Third, an NGO suffers stronger if a partner does not behave in a way that fits to the partnership and damages the reputation and legitimacy of the NGO. This might be problematic for NGOs, as reputation and legitimacy are their main resources.

Further, Frithiof and Mossberg (2006) identified three stages of NGO-companies partnerships development using Austin's (2001) level identification: philanthropic stage, transactional stage, and integrative stage. Philanthropic here basically means corporate donations, transactional means the exchanging of information or resources, and integrative means that the corporation and the NGO share their mission, people and activities also focus on organizational integration and on doing their collective actions. Although there are still some debates on NGO-corporates partnership: legitimacy, different motivations, efficacy, etc. But, this collaborative action is essential to implement global development programs.

Corporate Social Responsibility (CSR)

There is an impressive history associated with the evolution of the concept and definition of corporate social responsibility. In the early 1950s, CSR was referred to more often as social responsibility (SR) than as CSR because the dominance in the business sector had not yet occurred. Bowen (1953, cited in Caroll, 1999) set forth an initial definition of the social responsibilities of businessmen: refers to the obligations of businessmen to pursue policies, to make decisions, or to follow those lines of action which are desirable in terms of the objectives and values of the society.

Further, Davis (1960, cited in Caroll, 1999) set forth his definition of social responsibility: refers to businessmen's decisions and actions taken for reasons at least partially beyond the firm's direct economic or technical interest. Davis's contributions to early definitions of CSR were so significant that has been accepted and developed in the 1970s. Steiner tended to defer to Davis' definitions of CSR, but he did state his views on the subject: business is and must remain fundamentally an economic institution. But it does have responsibilities to help society achieve its basic goals and does, therefore, have social responsibilities. The larger a company becomes, the greater are these responsibilities, but all companies can assume some share of them at no cost and often at a short-run as well as a long-run profit (Steiner, 1971 cited in Caroll, 1999). Others, Henry Eilbert and I. Robert Parket (1973, cited in Caroll, 1999) defined CSR as: perhaps the best way to understand social responsibility is to think of it as 'good neighborliness.' The concept involves two phases. On one hand, it means not doing things that spoil the neighborhood. On the other, it may be expressed as the voluntary assumption of the obligation to help solve neighborhood problems.

In the 1980s, the researchers witnessed fewer original definitions of CSR, more attempts to measure and conduct research on CSR, and alternative thematic frameworks. Finally, in the 1990s, the CSR concept transitioned

significantly to alternative themes such as stakeholder theory, business ethics theory, Corporate Social Performance (CSP), and corporate citizenship. Caroll (1999) stated that for CSR to be accepted by the conscientious business person, it should be framed in such a way that the entire range of business responsibilities is embraced. It is suggested here that four kinds of social responsibilities constitute total CSR: economic, legal, ethical and philanthropic. It is clear that business has an economic responsibility which is to produce goods and services for people's need and business's profit. Meanwhile, ethical responsibility refers to ethical norms and behavior that society expects the business to follow.

Furthermore, these four categories or components of CSR might be depicted as a pyramid. To be sure, all of these kinds of responsibilities have always existed to some extent, but it has only been in recent years that ethical and philanthropic functions have taken a significant place. Caroll (1999) emphasized that many businesses have adopted and practiced CSR and this concept of CSR will remain an important part of business practice. Also, CSR is a significant foundation of what society expects from businesses.

Sustainable Development

According to Klarin (2018) the concept of sustainable development has undergone various development phases since its introduction: the history comes from organizations or institutions' participation in implementing their principles and objectives. Further, the concept of sustainable development has been adapting to the contemporary requirements of a complex global environment, but the principles and objectives are almost unchanged: even so, some objectives have been updated and the new objectives were set (Klarin, 2018). Other scholars explain that

sustainable development has become a ubiquitous development paradigm: the catchphrase for international aid agencies, the jargon of development planners, the theme of conferences and academic papers, as well as the slogan of development and environment activist (Ukaga, Maser and Reichenbach, 2011 in Mensah, 2019; Maser and Reichenbach, 2011 in Mensah, 2019). In brief, most definitions include these elements: living within the limits, understanding the interconnections among economy, society, and environment, and equitable distribution of resources and opportunities (Grossman, 2012).

As a visionary and forward-looking development paradigm, sustainable development emphasis a positive transformation trajectory anchored essentially on social, economic and environmental factors (Mensah, 2019). According to Taylor (2016 in Mensah, 2019), the three main issues of sustainable development are economic growth, environmental protection and social equality. Based on this, it can be said that the concept of sustainable development fundamentally has three conceptual pillars: economic sustainability (a system of production that satisfies present consumption levels without compromising future needs), social sustainability (notions of equity, empowerment, accessibility, participation, cultural identity and institutional stability), and environmental sustainability (about the natural environment and how it remains productive and resilient to support human life) (Lobo, Pietriga and Appert, 2015 in Mensah, 2019; Daly, 1992 in Mensah, 2019).

At this point, children have become more intensively engaged in the sustainable development process. According to ECLAC (2017) childhood – and especially early childhood – is a stage of particular importance for the

development of human capacities: it is the period when the foundations for a person's future cognitive, affective and social development are set. Thus, the social pillars (including social policies) targeting the children are important. Social policies targeting children, adolescents and youth can contribute to the full enjoyment of economic and social rights by the entire population, particularly by protecting their right to an adequate standard of living and access to basic services (UNICEF, 2012 in ECLAC, 2017).

Research Methods

This paper uses explanative type of research to give depth explanation of the CRY India-corporate (Marks & Spencer, Microsoft, Bajaj Finserv) partnerships, including the facts behind their collaborative actions. Data collections are obtained by using secondary data (books, journals, thesis, articles and other official publications) that are relevant to this subject of study. These data collections will help the author to analyze the importance of NGO-corporate partnerships and interpret their impact on sustainable development for Indian children.

RESULT AND DISCUSSION
Child Labor Issues in India

According to The United Nations Convention on the Rights of the Child, The UNCRC defines the child as a person under the age of 18 years (the recommendation has been globally approved). According to ILO report in 2015, child labor is identified as work that deprives children of their childhood, potential and dignity and that is harmful to physical and mental development. It refers to work that is mentally, physically, emotionally, socially or morally dangerous, and work whose schedule interferes with their ability to attend regular school or work that affects in any manner to experience a healthy childhood. Child labor has been categorized as human rights issue since it has created bigger risks for children exploitation. Weston and Teerink (2006) stated that child labor-work done by children that is harmful to them for being abusive, exploitative, hazardous, or otherwise contrary to their best interests-constitutes a major blight on human civility and welfare worldwide.

Therefore, to solve these problems, the role of INGOs is needed. Bell & Carens (2004) defined that international human rights and humanitarian nongovernmental organizations are major players on the world stage: they fund human rights projects, actively participate in human rights and humanitarian work, and criticize human rights violations. Globally, metrics show that about 152 million were in child labor, of which, 73 million were in hazardous work (ILO, 2017). It can be seen in figure 1:

Figure 1.
Regional Prevalence of Child Labor

■ Africa	19.6%
■ Americas	5.3%
■ Arab States	2.9%
■ Asia and the Pacific	7.4%
■ Europe and Central Asia	4.1%

Source: ILO Report, 2017.

Asia and the Pacific ranks second highest in both these measures: 7% of all children, 62 million in absolute terms (ILO, 2017) are in child labor in this region. In India, according to the government, there are 11 million child laborers but, estimates from non-governmental sources suggest that 40 million children may be engaged in child labor issues (Srivastava, 2019). Srivastava (2019) indicated that there are millions of child laborers in the state (8.9 million in Uttar Pradesh; 4.5 million in Bihar; 4.9 million in Maharashtra and 1 million in Delhi). Child labor in India primarily in agriculture: 70.9% in the urban and semi-urban areas, 17.1% in service sector and 11.9% in industry (Banerjee in Srivastava, 2019). It shows that numbers of child labor in India is high and it requires special attention. The child has the right to freely access education, health facility and enjoys their childhood. Meanwhile, for some reason, economic factors force them into hazardous work. At this point, the child labor issue might be hard to be solved, but children exploitation could be prevented with the collaborative actions of government, international institutions and civil society.

CRY India-Corporate Partnerships: A 'Bridge' to Meet their Needs

Children are the basis for all dimensions of sustainable development: they have a right to thrive, develop to their full potential, and live in a sustainable world (Chan in GSDR Brief 2015). Most people argue that children and sustainable development are integrated: poverty, health, education, gender equality must be tackled together and children should be at the center of these goals (The Department of Economic and Social Affairs of the UN, 2005; The Final List of Proposed Sustainable Development Goal Indicators by The UN). It is proven that early childhood is a critical stage of human development.

There are two reasons why we have to put children on the SDGs (Sustainable Development Goals) agenda according to Brukauf and Cook (2017): (1) childhood has been recognized as an appropriate stage for policy focus on normative and moral grounds given that governments

have committed to realizing children's economic, social, political and cultural rights to the maximum extent possible under the UNCRC (UN Convention on the Rights of the Child), and (2) alongside addressing family and community needs, public investments at an early stage of human development are justified based on purely economic and social grounds due to expected wider benefits to individuals and society at large. Therefore, problems that interfere with child development and their rights – including child labor issues – have to be tackled immediately.

As NGOs that supports Indian children development, CRY has been working with 51 corporations (in this paper, the author focus on Marks & Spencer, Microsoft, Bajaj Finserv). At this point, CRY need donor to support their projects – CRY is open for corporate donations and the donations would be directed towards CRY's programs which address the corporate preferred cause – and at the same time, the corporates have to do CSR (Corporate Social Responsibility). Through this partnership, 11.96 million INR and 16.05 million INR have been distributed by CRY through their projects for the Indian children (CRY, 2020). For the corporates, they could adopt one or more of CRY projects that fit their CSR needs in terms of geographical location and area of intervention (CRY will be responsible for monitoring the program, providing programmatic direction and technical expertise to project staff and sending project impact reports periodically).

For example, Bajaj Finserv – the holding company for the businesses dealing with financial services of the Bajaj Group – partnered with CRY to launch a customized program: it aims to address the children's issues in some of the most critically marginalized districts of Maharashtra and Rajasthan. Marks & Spencer (M&S) – major British multinational retailer that specializes in selling clothing, home products and food products – also partnered with CRY to launch a check-out charity drive across all its stores in India by adding an amount of customer choice to their bill as a donation to CRY: it reinforces M&S identity that supports happy childhoods. Moreover, Microsoft – multinational computer technology corporation – partnered with CRY to engage over 150 of its employees in fun games that inspired them to donate to CRY's Back to School campaign and help underprivileged children continue their education. Microsoft also matched the funds raised through this activity, thus raising their staff morale and reinforcing their commitment to the cause. So, it can be said that this partnership brings beneficial change for both CRY and the corporate's activities as seen in the figure below:

Figure 2.
The NGO-Corporate Interrelations
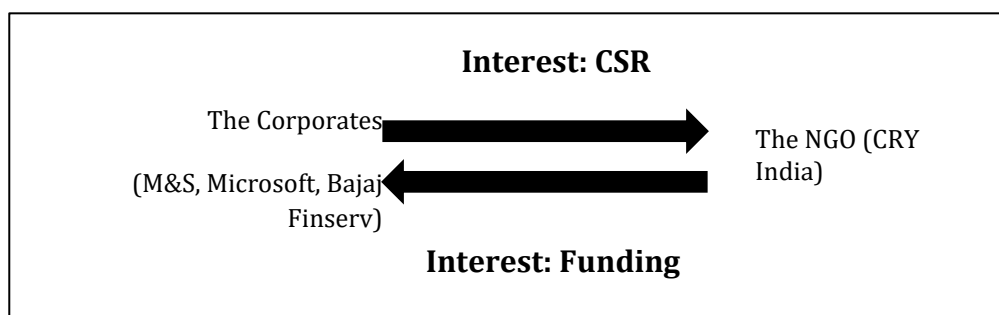
Source: Analyzed by the Author through CRY India-Corporate Partnerships

Potential Value: Sustainable Development Impact for Indian Children

INGOs have 'doctrines of development' in their history. Cowen and Shenton (1996; 1998 in Bebbington et al 2008) distinguish between two meanings of the term 'development' that has been consistently confused: development as an immanent and unintentional process as in, for example, the 'development of capitalism' and development as an intentional activity. Hart (2001 in Bebbington et al., 2008) amends this distinction slightly to talk of 'little d' and 'big D' d/Development, whereby the former involves the geographically uneven, profoundly contradictory set of processes underlying capitalist developments, while the latter refers to the project of intervention in the third world that emerged in a context of decolonization and the cold war. It is clear that there is a fundamental process of uneven development and it needs the role of institutions to solve these problems.

Bebbington (2008) stated that INGOs have roles in promoting development alternatives: they have been seen as sources of alternative ways of arranging microfinance, project planning, service delivery, and also alternative ways of 'intervening'. So, in this context, to be 'developed' means that how to create good governance – poverty eradication, prevent conflicts, promote and protect children and other vulnerable groups, health and education assistance and so on – (UN, 2005) through ideal ways helped by INGOs.

In this term, children issues such as child labor have to be tackled to achieve sustainable development. This is quite important as sustainable development recognizes the positive contribution to inclusive growth in economic: therefore, human rights have to be protected (Faozanudin, 2021). The main target of Government of India to achieve sustainable development is mentioned in target 1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable (The Ministry of Women and Child Development of the Government of India, 2018).

On the children issues, the Ministry of Women and Child Development, a branch of the Government of India has been concerned with promoting inter-ministerial and inter-sectoral convergence to create gender equitable and child-centered legislation, policies, and programs. The target to be achieved is stated in the National Plan of Action for Children (2016): survival, health, and nutrition; education and development; protection; and participation (National Plan of Action for Children, 2016). It means that the SDGs offer the opportunity for a new conversation that places children at the heart of the vision for India's future. Following the target, Amit Shah, the Minister of Home Affairs, said that the safety of women and children is the top most priority of the Narendra Modi government (The Times of India, 2020).

To achieve the goal, there are specific commitments for children: poverty eradication actions and ending hunger, promoting learning and educational outcomes, end all forms of malnutrition, address the nutritional needs, end preventable deaths of newborns, end all forms of discrimination, eliminate all forms of violence, adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality, protect labor rights, and make sure in promoting peaceful and just societies (The Ministry of Women and Child Development of the Government of India, 2018).

For CRY, children are the building blocks of the nation's future. Therefore, it is crucial to invest in their potential today and enable people to take responsibility for the situation of the deprived Indian

child, so that they could become great people of tomorrow. To achieve the target especially for children rights as it is the CRY's mission itself, CRY works separately in the North and South. According to CRY, there are 46 million children between 6-18 years, do not go to school, 33 million child laborers go to work instead of school. As a response, CRY work with the community and corporation (through their funding in CRY projects) to eliminate the practice at the village level while simultaneously ensuring that children go to school instead of work. In the Songachi, red-light district in Kolkata, there was a 15-year-old, Payal who had a risk of being forced into prostitution like her mother (she was also forced to drop out of school to work to support her family). To help Payal, CRY's project called SANLAAP immediately intervened and made sure that Payal was re-enrolled in school (to support her potential). Through this project, CRY had been saved Payal's future (after graduating from school, Payal is studying hotel management and having discovered her passion in Kung Fu, recently also won the National Kung Fu Championship in Guwahati).

In other stories, Rohit was forced to drop out of school and work as a security guard when his father, a rickshaw puller, fell seriously ill. This condition forced him to move far away from his home and became a child laborer to support his family. CRY's project called DEEP found out about his predicament, counseled his father and helped the family raise money from their tribe's Traditional Governance Unit to fund Rohit's education. Now, Rohit become a part of the Bihar Military Police Academy and he hopes to make his nation proud. Not only focus on child labor, CRY also concern on child bride. As an example, in a small village near Latur, a girl named Asha born into a poor family. Despite her commitment to get an education, her parents asked her to drop out of school and get married after 10th grade. As a response to this unjustness situation, CRY's adolescent girls group reached out to her parents and convinced them to allow her to study further. Not only did Asha go back to school but also went on to become the first-ever woman police officer in her village in Latur.

Now, there are more than 6.61 million children have been impacted: 1.46 million children in CRY project areas between the ages of 6-18 years in school and 16.05 million INR impact created for Indian children (CRY, 2020). This shows that the partnership between the actors (CRY India and the three big corporates) goes beyond what is called 'partnerships'. The author argues that when both actors meet in a favorable situation, their connection is becoming bigger and it drives to what the author called 'level up of partnership' (refers to their impact in supporting better and sustainable children's life). By giving donations, sponsorships, volunteering, and so on to CRY, the corporates also help children who are in vulnerable conditions through the CRY projects. However, by giving attention to children's rights (such as education) and not allowing underage children to work, it will help the nation to achieve sustainable development.

In this context, the author use multidimensional accountability by Williams (2010) to evaluate CRY's effectiveness towards Indian children development. According to Williams (2010) there are three indicators that could be used to evaluate the effectiveness or the accountability of NGOs: first, upward vertical accountability to the donors, second, downward vertical accountability to local communities (is it addressed the local interest?), and third, horizontal accountability to the NGO's value and missions itself (NGOs have to be responsible to their mission, how they stick into it and also consistent with their value) as can be seen in the figure below:

Figure 3.
CRY's Effectiveness towards Indian Children Development
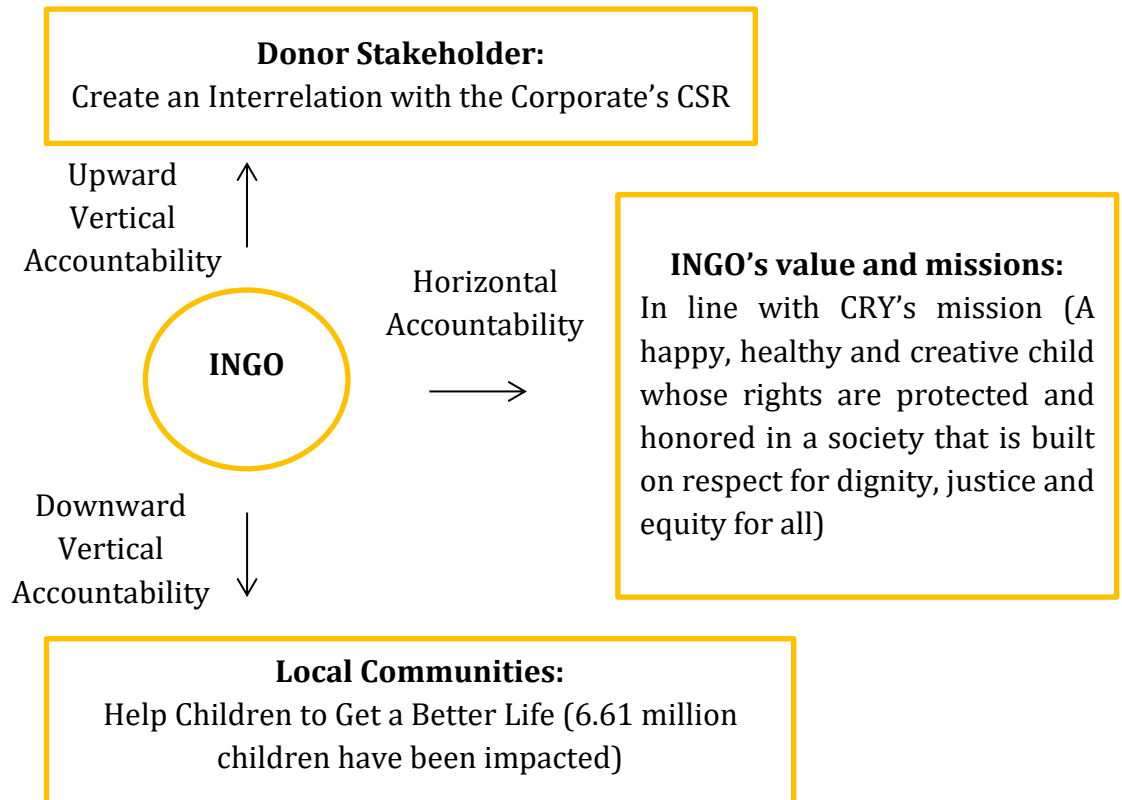
Source: Analyzed by the Author using Williams' Multidimensional Accountability Concept

Williams (2010) stated that the legitimacy of INGOs is dependent upon successfully maintaining multiple types of relationships and it is suggested that INGOs must practice a form of methodological pluralism to produce accounts that satisfy all of their various stakeholders. In this case, this paper argues that CRY India successfully satisfies all of their stakeholders which in line with their value. Through their project, CRY India could help corporations to do their CSR. It means that the corporate's objective to give social impact to the society has been achieved. Also, CRY projects in 19 states in India – works with 102 project partners at the grassroots level – would accelerate this sustainable development goal: creating an ecosystem where children are made the nation's priority.

CRY Works on Children's Education, Health, Protection, and Participation

According to CRY, 1.4 million of children in India lack access to education and can't even write their own names. Moreover, children between the ages of 11 to 14 years are hugely vulnerable to dropping out of schools (The Times of India, 2016). Now, 80% of children (between the ages of 6-18 years) in CRY project areas are in school. In the 15-18 groups, which is most vulnerable to dropping out of school, CRY enrolment and retention rate is 14% – 26% better than the prevailing average in similar areas where CRY is not present (CRY, 2021). One of the successful works by CRY was Naveen who dropped out of school in the fourth grade to work at a tea stall and contribute money to the household. In this case, the project staff of PORD (People's Organization for Rural Development, a

grassroots NGO supported by CRY) tried to get him back to school but the family resisted because of the need for Naveen's money. After several rounds of talks, the PORD team in return helped them to get ration cards and access to government financial schemes and his parents agreed he could return to school (Their World Organization, 2017).

Further, Priti Mahara, Director of Policy Research and Advocacy at CRY, stated that in India, one of the most under-served needs during this vital period is adequate nutrition especially for children and adolescence (Mahara in The Week Magazine, 2019). The Comprehensive National Nutritional Survey (CNNS) indicated that 28% of adolescents in India suffer from some form of anemia, and adolescent girls had a higher prevalence of anemia (40%), compared to boys (18%) data released in 2019 (Mahara in The Week Magazine, 2019). Also, Soha Moitra, Regional Director of CRY added that the ongoing pandemic has completely disrupted immunization services and delivery of nutritional supplements and made children more vulnerable to malnutrition among other illnesses (Moitra in Swachhindia NDTV News, 2021).

Following this issue, CRY has been working across the country to help children meet their nutritional needs to improve India's malnutrition status. One of the stories, 4-year-old, Ajay (name changed) was identified as severely malnourished in October 2019, as he weighed only 9 kilograms. His father lost his work during the lockdown. In this case, CRY's project partner organization, Jan Mitra Nyas found the situation extremely concerning. Thus, the team did advocacy at the block level and made Public Distribution System facilities available for the family, they reached out to the representative who arranged continuous supply of vegetables and other food items needed by the family for weeks. Apart

from that, constant guidance was provided to the family to maintain sanitation at home, and techniques to take care of a malnourished child were also taught to them (Swachhindia NDTV News, 2021). Now, 86% of children (under the age of 5 years) in CRY project areas are prevented from malnutrition. CRY malnutrition prevention rate is 14% – 27% better than the prevailing average in similar areas where CRY is not present (CRY, 2021).

Over the past couple of decades, it had been a hard battle to ensure that children in India are in schools and well-protected from being pushed into child labor (Marwaha, CEO of CRY India in The Week Magazine, 2021). In this context, the Child Labor Global Estimates 2020 report by the International Labor Organization (ILO) and United Nations Children's Fund (UNICEF) reveals that in Central and Southern Asia more than 35.3% of children between 5–14 years in child labor are not attending schools. In India, as per census 2011 data, more than 51% of total child laborers within the age of 5-14 years had not been attending educational institutions (Marwaha in The Week Magazine, 2021). But now, 94% of children in CRY project areas between the ages of 6-18 years are protected from child labor (CRY, 2021).

Going by the numbers from CRY-supported intervention areas across states, in 2020, close to 4000 cases of child labor in India were prevented or referred for rescue and support (Marwaha in The Week Magazine, 2021). For example, Lakshmi, a 14-year-old from Uttar Pradesh, and Babua, a 15-year-old from a tribal village in Odisha, had to discontinue their studies and were pushed into child labor as the COVID-19 pandemic raged. However, timely interventions by local NGOs supported by CRY brought both the children out of work and put them back to school (Marwaha in The Week Magazine, 2021). CRY's works on these programs

show that CRY's projects in some intervention areas across states are succeed and there is still a long way to go and fully address the vulnerabilities of children to achieve their goals.

A 'Space' as an Altruistic Action for NGO and the Corporates

According to Olsson (2015) altruism is in essence the idea of a selfless and other oriented behavior: it has often been regarded as unrealistic concept, but altruism has nevertheless still found its way into international relations research (especially in humanitarian action and intervention). Bar Tal (1986 in Olsson, 2015) explained altruism into five criteria: (1) have to give benefit to another person; (2) must be performed voluntarily; (3) must be performed intentionally; (4) the benefit must be the goal by itself; and (5) must be performed without expecting any external reward.

Through this explanation, analysis in this paper emphasizes two things. First, CRY India is one of non-governmental organizations which really work for the benefit to others (especially for Indian children) like its founder (Rippan Kapoor) intention. Rippan Kapoor is a middle-class guy, no connections, no wealth but he has unshakable conviction that Indian children were India's responsibility (Varma, 2018). He has seriously pursued justice for children. Then, he created a group with his friends in 1978 to talk about the organization that would work all over India using their individual funding. Now, according to Trust Research Advisory Report 2018 and the CRY project impact so far (as described in the previous subsection), CRY is becoming India's most trusted NGO working on children's rights. Thus, the author argue, CRY has a selfless and other oriented behavior: justice for children.

"What I can do, I must do. CRY is my home, family and life. I can see the faces of smiling children outside my window." (Rippan Kapoor, 1994 in Varma, 2018).

This selflessness reflected on CRY's value and focus on children's life: no discrimination, valuing and listening to children, treating with respect and dignity, zero tolerance towards child abuse (Child Protection Policy of CRY India in CRY, 2020). CRY's principle is about commitment to protect children with and for whom they work, including their partnership with corporates. To achieve their goals in making a better life for Indian children, CRY India advocate the children's rights at multiple levels and influence policy by engaging with stakeholders in Indian government. As an example, CRY participated in the 'Voice of India' campaign as a part of the National Alliance for the Fundamental Right to Education (NAFRE). They were able to propose a constitutional amendment to the government for free and compulsory education to all kids (CRY, 2020). Because of the 'Voice of India' crusade, NAFRE contributed towards achieving the Right of Children to Free and Compulsory Education Act in 2009 (Sebastian, 2020). NGOs often contribute to global governance through their advocacy or policy brief, especially on human rights issues (Ginanjar, 2020).

Sebastian (2020) also mentioned about CRY's various awards for their contributions: Indira Super Achiever Award in 2003, Fundraising Campaign Award in 2011 and 2012, Lakshya Awards in 2009 and 2012, honor as the most trusted NGO in 2018, one of the top 100 non-profit in the world in 2018, the best multi-channel campaign for a cause #YellowFellow in 2008, ICAI CSR Award for best CSR project in health and education in 2014, and CFBP Jamnalal Bajaj Award for fair business practices in 2014. For the latest CRY campaign, they are focused on the importance of girls completing their secondary education

(this campaign started in April 2021). #PooriPadhaiDeshKiBhalai – as the campaign title – has an objective to build Indian girls' awareness in having secondary education. In collaboration with Lintas Live (PR firm agency) and Absolute Productions (film productions), CRY India wants to create a big impact: supporting every Indian girl to complete their secondary education. CRY India believes that this movement will give long-term economic benefits to the country.

> "We do hope that the campaign #PooriPadhaiDeshKiBhalai, and the way the film captures the essence of the core issue of girl-child education with an imaginative articulation, will be able to mirror the largeness of our mission and purpose. The campaign intends to bring to light the importance of secondary education for the girls and table the positive potential that such investment will bring to the country's socio-economic growth. We urge people from all walks of life to come forward, take note and support the cause." (Puja Marwaha, the CEO of CRY India, 2021).

Second, the term 'space' in this context leads to an access given by CRY India for corporates to do their social program or CSR (as explained in the previous subsection). The concept of corporate social responsibility (CSR) has a long and varied history (Carroll, 1999). According to United Nations Industrial Development Organization (UNIDO), CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives ("Triple-Bottom-Line-Approach"), while at the same time addressing the expectations of shareholders and stakeholders. At this point, CSR goes beyond social impact: create a good image for the corporates brand.

Related to CSR, India is the primary nation to make corporate social responsibility (CSR) obligatory, following an alteration to the Companies Act, 2013 in April 2014 replaced the Companies Act of 1956 (FICCI, 2016). The New Act has introduced far-reaching changes that affect company formation, administration, governance, and incorporates an additional section: Section 135 clause on CSR obligations for companies listed in India. The clause covers the essential prerequisites pertaining to the execution, fund allotment and reporting for successful project implementation.

The Act requires companies with a net worth of Rs.500 Crores or more, or turnover of Rs.1000 Crores or more, or a net profit of Rs.5 Crores or more during the immediately preceding financial year, to spend 2% of the average net profits of the immediately preceding three years on CSR activities (Nangia, 2021). It enumerates the activities that can be undertaken and the manner in which the companies can undertake CSR projects or programs. Also, it suggests areas of activities for companies to implement their CSR in project mode: eradicating hunger, poverty and malnutrition, promoting health care, promoting education among children, women elderly and the differently-abled and livelihood enhancement projects, promoting gender equality, empowering women, ensuring environmental sustainability, protection of national heritage, art and culture, and contribution to the prime minister's national relief fund or any other fund set up by the central government for socio economic development (FICCI, 2016).

Prior to Companies Act 2013, CSR in India has traditionally been seen as a philanthropic activity. Keeping with the Indian tradition, it was believed that every company has a moral responsibility to play an active role in discharging the social obligations, subject to the financial health of the company. The history began in the

early 90's when Mahatma Gandhi introduced the concept of trusteeship helping socio-economic growth. Thus, CSR was influenced by family values, traditions, culture and religion. For example, Bajaj Finserv is one of the companies that using CSR as a philanthropic activity: they strongly believed that common good was more important than individual gain (Bajaj Finserv CSR Policy).

CSR activities of Bajaj Finserv are guided by the vision and philosophy of its founding father, Shri Jamnalal Bajaj, who embodied the concept of trusteeship in business and common good, and laid the foundation for ethical, value-based and transparent functioning (Bajaj Finserv CSR Policy). Thus, this company took the unprecedented step of using business to serve society over a century ago with the guiding principles: identify sustainable projects which will benefit the society over long period, each and every Indian, promote health, encourage for self-help, be focused in monitoring and implementing specific projects, target those who need it the most, and sustain natural resources to ensure least adverse impact on environment (Bajaj Finance Limited Annual Report 2020-2021).

In this context, Bajaj Finance partnered with CRY to launch a customized program that aims to address the children's issues in some of the most critically marginalized districts of Maharashtra and Rajasthan. The program run through a group of CRY projects in 389 villages and has impacted over 50.000 children in reducing malnutrition, improving maternal and child health, reducing the instances of child marriage and child labor, ensuring that children go to school, and working with the local government to ensure children's protection (CRY, 2021). Thus, the author emphasizes that even though India became the first country to legally mandate corporate social responsibility in 2014, CSR in India has traditionally been seen for altruistic motive or as a philanthropic activity for over a century ago that was influenced by family values, traditions, culture and religion in India. For example, Bajaj Finserv shows that its CSR activities are guided by the vision and philosophy of its founding father and are implemented well as its visions through CRY's project.

Although the basic altruistic actions emphasize performance without expecting any external reward, the author has a depth-analysis (especially in this case) on the point that CSR as donors – apart from the corporate's obligations or Indian law – plays an important role in supporting a better life for Indian children. The argument in this paper shows that the CRY India-corporate partnerships (through their programs) have been well-implemented to encourage sustainable development in India. This positive impact also creates a good image to the corporates brand (the author called this situation a 'bonus'). Even if there's an argument stated that donors are not totally altruistic and are motivated by private benefits from donating (Reside, 2017) however, in this case, the author points out at the benefits generated by the donor (corporates).

At this point, the author emphasizes that values – the purposes, visions, and missions brought by the organization – are important to be adapted in an organization, especially in humanitarian NGO. It might bring incredible goodwill to the organization's existence. At first, a 'space' in this context refers to how CRY's provide access to corporates to do their social responsibility. But, a 'space' turns out in bringing incredible opportunity (as an altruistic action): for corporates, their donor through CRY's programs show their contributions in creating a better life for Indian children and for CRY India itself, it proves their legitimacy.

NGO-Corporate Partnerships: Dilemmatic Relationship?

Since NGOs could do collaborative actions with corporate, there were some problems that occurred. For example, how NGO's activities are legitimate if they work with corporations that have human rights issues – including child labor – as many researchers wrote about corporations and their human rights problems (Wettstein, 2009; Frynas & Pegg, 2003). At this point of view, the author argues that this situation might generate dilemmatic relationships: it's needed but it is questioning about NGO's legitimacy. For example, in 2010, an investigation found that Mark and Spencer India's staff had been worked up to 16 hours a day and they were paid at half the legal overtime rate (Chamberlain, 2010). In 2018, a CNN investigation found that Microsoft had been using young children – 7 years of age – to mine cobalt in the Democratic Republic of Congo (Toh, 2019). Later on, both M&S and Microsoft expand the fight against human rights issues. M&S had acted quickly to tackle the problem: now, since 2018 they have been asking their customers to donate the change on every purchase they made to CRY. On the other hand, Microsoft announced an expanded partnership with Pact – an international development organization – to address child labor in mining in the Democratic Republic of Congo (Microsoft News Center, 2017).

Therefore, there is still a 'grey area' that describes this dilemmatic relationship. The NGOs-corporate partnerships are still needed to tackle today's problem but, the dualism of corporate activities shows that somehow, they fully support human rights and at the same time, they do human rights issues. Moreover, the binding treaty – regulation for the global corporation about their good and bad impact (not only their important contributions, but also their ethical business) – initiated by global civil society is still negotiated until today. This binding treaty is important to reform corporate's ethical business: not only CSR but the whole their business activity. Thus, through this binding treaty, the corporates could drive their business in good and effective governance: no more child labor and other human rights issues.

CONCLUSION

Corporate partnerships are not only a way to help brands meet their CSR objectives, but also create sustainable impact for Indian children. In this paper, CRY India has been proven that their collaborative work with the corporation leads to what the author called 'level up of partnership'. It shows that their interrelations bring them to their goals: CRY to protect Indian children's rights and the corporates to do their CSR (simply the author called this phenomenon as 'a bridge'). Also, 'a space' given by CRY (through CRY's projects) brings incredible opportunity for corporates to show their contributions in creating a better life for Indian children and it will create a better brand image not only for corporates, but also for the legitimacy of CRY India itself. Beyond that, their partnerships also bring better and sustainable life for Indian children (it doesn't mean that all of children's rights issues had been tackled and had been solved but it will give significant changes in the future).

CRY has been awarded as the most trusted NGO in India in 2018: they have been tackling humanitarian issues faced by Indian children as the number of child labor in India is worrying. It can be seen that CRY provides a good CSR adoption and open donations to their mechanism of works. Their partnerships might drive incredible impact (sustainable development), but at the same time, they also trapped by dilemmatic relationships: about corporate dualism (they fully support human rights, but in some cases, they do human rights issues).

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