

**“I want to be like the didi who came from Maruti and get a company job. This will make my parents proud of me. They will realise they did the right thing by sending me to school and not forcing me into child labour.”**

*15-year old Neetu Kumar, student of Class VII and a scholarship aspirant*

**Arresting drop outs:** Efforts made to improve school facilities has resulted in student enrolments going up and a corresponding drop in attrition. Attendance is better and pass percentages have improved. For many children school is a refuge, a place to escape from the drudgery of daily lives.

### Voices

*“Don’t want to miss single day of school”*

*“School toilets cleaner than ones at home”*

*“Washing tiffins much more fun in the special wash basins”*

*“No outsiders and stray cattle in school now”*

*“We follow the no-litter policy”*

*“I have my sight on the Academic Excellence award”*

### Instilling the “I can do it” spirit

There is a spark in the eyes of boys and girls as they express their desire to study hard, learn new things and get jobs that can end the vicious cycle of poverty and exploitation they find themselves in. They no longer feel helpless and trapped. The attention students received has made them feel important. From a scenario where no one visited their school, the sudden importance they have received has helped them push the bar and set their sights higher.



**A vision for who and what they want to be:** The sharing that follows in an informal setting helps many to come to terms with the social and economic inequities of their lives, hardship their parents endure and abuse and exploitation they see on daily basis. Teachers and Principals too feel reassured and empowered.

**“My vision of running a disciplined school where students actually gained knowledge became a reality. Speed with which my suggestions were implemented by Maruti Suzuki was reassuring.”**

*Usha Rani, Principal, Sarhaul Government Senior Secondary School*

**Sports transforms attitudes and self confidence:** Tall and athletic Sooraj Thapa, a class IX student of Saraul Government Senior Secondary School always wanted to play Volley Ball but had no opportunity to do so. With no playgrounds at home, school grounds being barren pieces of land and parents being unable to afford sports equipment, any indulgence in structured sports was a pipedream. With Maruti Suzuki’s intervention, school grounds got spruced up. He was one of the first to enrol in Volley Ball coaching and went on to become Captain of the team, representing the school four times at the state level. Thanks to Maruti Suzuki, they have provided a special coach, equipment and sports attire like track suits, balls and good diet. His performance on the field has motivated him to aspire joining the Indian police.

**Building a culture of ownership:** Students have begun to take ownership for initiatives started by Maruti Suzuki. Sanitation champs and leaders ensure school standards are maintained. They are vigilant about aberrant behaviour and strangers entering the school and are quick to report the same. Many join hands to help those in need of help, be it at home or school, finding solutions collectively. Regular visits by company CSR team gives them an opportunity to seek advice and guidance.



### Results on the Ground

#### Tangibles

- 14 schools in Haryana upgraded, 8 in 2014-15
- 24 toilet blocks in 12 schools constructed
- 28 scholarships distributed to youth of 10 villages in Manesar and Rohtak in 2014-15
- Academic Excellence Award given to 49 students of Government schools in 2014-15
- In 2014, over 13, 500 children benefitted across Gurgaon, Manesar and Rohtak schools
- 5 schools declared most beautiful schools under the Chief Minister’s School Beautification Scheme of Haryana
- 2 Primary middle schools upgraded to middle level schools out of which one has been upgraded to a high school in 2014

#### Intangibles

- Safe and secure school environment
- Motivated teachers and students
- Behaviour change with respect to hygiene, cleanliness and sanitation
- Less drop outs, more enrolments
- Improvement in pass percentage and results
- Scholarship incentivises performance
- Sporting achievements and records being set
- Less bullying and indiscipline
- Teachers finding students more manageable with better classroom facilities

### Planning Next Steps keeping CONTINUITY in mind

With no plans of exiting the 14 schools for the next few years, Maruti plans to carry out an independent assessment to gauge impact at the school and community level to further hone their efforts. While infrastructure upgradation will remain a focus area, enhancing quality of teaching through a learning improvement model that works with teachers at one level and students at another will be a priority. Counselling efforts will be stepped up in skill development and career prospects, sexual and reproductive health and lifeskills.

While the Right To Education (RTI) Act implemented in 2009, enforcing free and compulsory education to all 6-14 year olds may well be achieved, what is critical is that this education is relevant and aligned to changing needs of a global economy. Education is the plank on which rests not just the quality of life of employees but also those of communities around its facilities. Maruti’s endeavour is to contribute to the nation’s skill development infrastructure in a way that sustains the country’s industrial growth. From being a trusted and highly visible car company, it hopes to make a sizeable impact on the lives of young children through education, skills and all-round development.

**MARUTI SUZUKI**  
Way of Life!

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**SMALL STEPS, BIG RESULTS**



**Maruti’s education initiative strengthens school infrastructure, improves scholastic performance and instils an “I can” spirit**

### Education MATTERS

“Education for All” and “Each one teach one” are slogans that gained momentum when the nation committed to achieving 100% school enrolment and education. India succeeded in reducing its out-of-school children by over 90% and also achieved Universal Primary Education. However, have these schools emerged as institutions where students look forward to coming, teachers are trained and motivated to teach, classrooms can accommodate large numbers, premises are clean, grounds are zones where play activities are carried out and quality of teaching is at par with private schools?

Although India is amongst 10 fastest growing economies in the world with the largest youth capital, it still has a large number of uneducated children and adults. Sixty years post independence, its greatest challenge remains to educate its citizens, notably the poor. The bigger challenge is to make education relevant and equitable across public and private domains.

## Corporate Intervention: Maruti JOINS hands with Government on School Agenda

Much before corporates were mandated to increase Corporate Social Responsibility (CSR) spending, Maruti Suzuki India embarked on a holistic growth model, pushing the bar on production no doubt, but also recognising the need to work with communities to achieve fruits of success. Working in areas around their factories, they outlined an ambitious charter to improve education and skill development, community

development and road safety – three areas of human endeavour directly linked to survival, employment and better quality of life.

Working with school Principals, teachers, students and Municipal bodies and education departments, they drew up a simple agenda, to engage with schools in the vicinity by strengthening existing infrastructure in a transparent, efficient and need-based way. Initiated in 2013, the initiative has gained momentum with perceptible improvement on all counts.

## Sturdy and Reliable: The 'Ladder of Success'



### Strengthening School Infrastructure

- Assigning permanent coordinators to manage and supervise
- Installing and repairing toilets and sanitation facilities
- Fixing classrooms and outdoor infrastructure
- Undertaking electrical and civil works
- Improving playgrounds and common areas
- Giving an impetus to cultural activities and paving the way for a cleaner/greener environment



### Raising the Bar on Academic Prowess

- Hiring ad hoc teachers to fill vacant positions
- Putting up boards/notices highlighting achievements of winners
- Painting walls with attractive educational concepts
- Offering scholarships to high achievers
- Providing lifeskills training, monitoring students and providing support



### Building Bridges that can Last

- Inviting Maruti Suzuki's new joiners as motivational speakers, career counsellors
- Aiding Principals/teachers to enhance their and students' productivity
- Working closely with government's education and municipal departments
- Connecting with local communities to expand circle of influence
- Developing sustainability and facilitating an overall learning environment

## Conducive environment for the teacher-taught relationship to thrive

Interlinkages between different aspects of school administration and management and motivation levels of teachers and students, discipline, results and performance are clearly established in the 14 Maruti Suzuki-upgraded schools of Haryana. Post an assessment of existing facilities and detailed interviews with all stakeholders to draw up a priority-wise wishlist, the CSR team set about developing milestones with clear timelines.

**Fixing school infrastructure:** Most government school buildings are well laid out on large plot sizes but maintenance is an issue. According to Principals, with a meagre Rs25,000 sanctioned for repairs per annum, they are able to address only emergency situations. For the rest, they have to get funds sanctioned through a process that is both time consuming and frustrating. Entry of corporates is therefore a blessing, creating an upbeat mood across the school.

Maruti Suzuki's school upgradation programme involves construction of separate toilet blocks for girls and boys with provision for physically challenged students, better drinking water facility with water tanks, providing safe electrical fittings, fixing existing and installing new furniture, undertaking horticulture work and rain water harvesting, repairing boundary walls and main gates. Walls have been punctured to create larger windows, allowing for better natural lighting. Staff rooms and Principals offices have been spruced up.

*"On a bright summer morning in 2012, a red painted board with "Maruti Suzuki" was put up in school. Within days, hectic activity was seen with toilets getting repaired, brand new taps seeing running water 24X7, flowers blooming in dead flower beds, school gate getting repaired and boundary walls being raised. Desks, chairs, blackboards, lights and fans were now in functional shape. Coming to school became an event we all began to look forward to."*

*17-year old Jyoti Verma, class XI student of Government Senior Secondary School, Sarhoul, Gurgaon*

*"Government cannot do so many things quickly. Maruti Suzuki is doing a splendid job in giving the school a robustness. With over 70% children of the country studying in these schools, it is imperative to make their upgradation a priority and to give this large student mass a better school environment."*

*Vimal Yadav, Mayor, Gurgaon Municipal Corporation and former student of the school and an ardent supporter*

**Launching a beautification drive:** Convinced that students' performance levels will register an upward spike if the environment in which they study is clean and beautified, Maruti Suzuki set about weeding out irritants. This meant altering perceptions, behaviours and attitudes and getting everyone to take up ownership.

*"The sanitation brigade doggedly pursues their cleanliness mission. 10-year old Khushi, along with Kajal, Priya and Nisha were crowned Sanitation Champions in 2014. They got new bags and sweaters as prizes for keeping the school clean. The initiative started by Maruti Suzuki, extended beyond the school with these sanitation ambassadors coaching parents and neighbours too on the merits of hygiene."*



**Addressing unique challenges:** On case-to-case basis Maruti Suzuki takes up pressing issues. In Molla Heda village, the school compound had so much mud/dust that running of students displaced the same, sending flying particles of mud and sand. According to Tanu Agarwal, from CSR team, "We discussed with the Principal and drew up a plan that was approved by the company. Vendors were hired and work undertaken after school hours. Such remedial measures are taken all the time."

*"Problem of dust led to allergy, drop in attendance, children coughing and eyes watering, making it impossible to be in school. Maruti Suzuki laid out Paver blocks and cemented the surfaces which are now convenient to sit and also give a neat look."*

*Sushma Kumari, Teacher, Government Senior Higher Secondary School, Molla Heda village, Gurgaon*

**Hiring extra staff:** Sports coaches, gardeners and sweepers were hired by Maruti Suzuki as full-time staff for the school. This ensured facilities that were created were well maintained and results were there for all to see.

*"Students from schools in neighbouring villages want to come to our school because they have heard good things about us. Many of the things that Maruti Suzuki has done and fast tracking them has served as a confidence building measure for all of us. There should be more such public private partnerships (PPP) and corporate interventions."*

*Usha Rani, Principal, Sarhoul Government High School*

### Creating a yearning for learning

The overall study and play environment has arrested discipline issues. Girls feel safer and more protected. All students are better engaged in activities and boys particularly in sports. The ratio of boys to girls is almost equal and in most schools girls are achieving better grades. There has been a big leap forward in attendance, grades, sports and cultural activities.

**Incentivising performance:** The motivation to perform and see their photos on school walls pushes students to aim for financial incentives offered for top achievers. Maruti Suzuki's Academic Excellence awards are designed to encourage economically disadvantaged village youth to get more focused so they can pursue vocational and skill training courses that ensure employability.

**Hiring ad hoc teachers:** The concept of providing ad hoc teachers by Maruti Suzuki ensures minimum break in teaching. Vacant seats take time to be filled in and can take 2-3 months. This affects students' performance, especially in subjects like Maths and Chemistry. Through the company's intervention, an ad hoc teacher is hired by the school immediately and classes resumed.

**Providing opportunities:** Whether academics, sports or cultural activities, Maruti Suzuki's close interaction with students allows for many individual cases being taken up. From facilitating sports teams to participate in tournaments, to providing daily refreshments, sports gear and extra tuitions, a culture is fast emerging where students can put their best foot forward knowing that if they show potential, they will be rewarded, guided and supported.

*"I no longer feel I am alone. Earlier I did not even feel it worthwhile to talk about my feelings, desires and emotions. Today I can share easily, find answers to my dilemmas and set my sights high."*

*14-year old Sahil Rohtagi, student of Bass Hariya Dhana Government Middle School*

**Engaging with employee volunteers:** Maruti Suzuki's new joiners spend a day at the schools. The interaction and experience sharing is a great hit with students, who love the exposure and chance to connect with these young professionals.