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# NEELIMA KHETAN

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## 1. CURRENT AFFILIATIONS

- **Partner, Nous Consultants**
- **Visiting Fellow, Brookings India**
- **Visiting Faculty, Chandragupta Institute of Management Patna**

I have over 3 decades of experience of working on developmental/social challenges, from both the non-profit and for-profit side. Apart from that, I have also had brief leadership stints as head of a Foundation, and head of a Management School. My core strengths are – strong subject matter understanding, design & measurement skills, systems & robust governance processes, building partnerships, enabling teams to give their best, written & oral communication.

## 2. ROLES IN THE FOR-PROFIT SPACE

### A. Vedanta

→ **Group CSR Head, Vedanta Limited** (January 2017 – August 2019)

As the Group CSR Head for Vedanta Limited, I led the CSR function for the entire Vedanta Group, with 12 different Business Units across India and Africa. In this role, I was responsible for developing a unified CSR vision, putting in place uniform standards & governance, encourage cross-fertilization of ideas, build team capacities and strengthen the social license to operate. I led a team of 100-plus CSR professionals, and provided direction to a total CSR budget of over INR 300 crores. Alongside, I continued to be directly responsible for Hindustan Zinc's CSR, which is approximately one-third of the total Group spend.

→ **Vice President CSR, Hindustan Zinc Limited** (November 2015 – August 2019)

Hindustan Zinc (a Vedanta subsidiary) is the world's second largest producer of zinc. It's mining and smelting operations are spread across 7 locations in Rajasthan and Uttarakhand, and its annual CSR spend is around INR 100 crores. After I joined, HZL put in place major partnerships with government and civil society organizations in the areas of early childhood care, higher education, skilling, women's empowerment, agriculture, health and sports. Other than that, a very comprehensive and meticulous governance structure was put in place for CSR programs, including a focus on impacts.

### B. Coca-Cola India & South-West Asia

→ **Director, CSR & Sustainability** (October 2014 – November 2015)

As Director, CSR & Sustainability, I was responsible for embedding sustainability within company operations – both through our own efforts, as well as in partnership with communities, civil society organizations, other like-minded corporates and industry associations. Coca-Cola's Sustainability Framework encompasses three dimensions of well-being – personal, societal and environmental. My job was to drive these ideas

deeper within the Coca-Cola system in 6 countries and provide leadership on ensuring effective execution.

Some of the new programs introduced in my tenure included setting up a Department of Regional Water Studies at TERI University, setting up field pilots on water efficient agriculture, innovations in plastic bottles recovery/recycling and women's empowerment programs.

→ **General Manager, Public Affairs & Communication** (May 2011 – September 2014)

As GM, PAC, I was responsible for leading the corporate CSR initiatives, as well as develop protocols for sustainability governance. I helped the company enter the GRI reporting space, and soon made that an integral part of its ethos. I led the execution of the company's signature campaign called 'Support my School' which was directed at improving educational infrastructure in government schools. Apart from that, I initiated several new and strategic partnerships for the company. A comprehensive volunteering and payroll giving policy was also designed and introduced by me for the company.

### 3. ROLES IN THE NON-PROFIT SPACE

#### A. American India Foundation (September 2011 – April 2012)

As the Country Director for India, I was responsible for leading and coordinating all of AIF's ([www.aif.org](http://www.aif.org)) programs in India in the fields of livelihoods, education and health. AIF is a diaspora philanthropy organization with ex-President Bill Clinton as its permanent Honorary Chair.

#### B. Seva Mandir

→ **Chief Executive** (April 1999 – March 2011)

Seva Mandir's work extends to over 600 villages of Udaipur and Rajsamand Districts in Rajasthan. Seva Mandir works closely with tribal populations – women, youth, children – and has programs in health, education, early childhood care, agriculture, forestry, livelihoods, women's empowerment and strengthening of community institutions. I was responsible for the overall effectiveness of and coherence within Seva Mandir ([www.sevamandir.org](http://www.sevamandir.org)) programs, organization development & team building matters, and representing the organization at various external forums and committees. I also strengthened the research culture at Seva Mandir, including a 13 year long research partnership with JPAL, and Professors Abhijit Banerjee and Esther Duflo. In fact the first RCT that was conducted by JPAL in India was done at Seva Mandir. As Chief Executive, I led a team of almost 300 professional colleagues and around 1000 village volunteers.

→ **Various Positions** (October 1985 – March 1999)

I joined Seva Mandir in 1985, on deputation from PRADAN, to assist in the economic empowerment initiatives of the organization. Thereafter, I worked on the setting up of the new Forestry Program in Seva Mandir. Thereafter, I led the Planning, Research and Training division of Seva

Mandir, and incubated the idea of a community fund (Gram Vikas Kosh), which eventually became the cornerstone of all of Seva Mandir's community interventions. These 14 years on the ground gave me an intense experience in a diverse range of program design and delivery issues.

#### C. PRADAN (1984 – 1992)

I started my career in 1984, as a Project Executive with PRADAN (Professional Assistance for Development Action), first on deputation to a non-profit in Gujarat, and later on deputation to Seva Mandir.

### 4. OTHER ROLES

#### A. Acting Director, Institute of Rural Management (June 2006 – May 2007)

IRMA is a leading business school based in Anand, Gujarat ([www.irma.ac.in](http://www.irma.ac.in)). I served as the Acting Director of IRMA for a year, along with continuing my responsibilities as CEO of Seva Mandir. IRMA was then going through a leadership crisis and I was requested by the IRMA Board to oversee this transition, and prepare the ground for a new leadership to take over.

#### B. Board Positions

Over the years, I have served on the Boards of numerous organizations –

- **Academic Institutions** – Institute of Rural Management, Anand (IRMA); Institute of Financial Management & Research, Chennai (IFMR); Indian Institute of Health Management & Research, Jaipur (IIHMR).
- **Foundations** – Charities Aid Foundation, Delhi; GSFC Science Foundation, Vadodara;
- **Non-Profits** – Seva Mandir, Udaipur; Gram Vikas, Odisha; Watershed Support Services and Activity Network (WASSAN), Hyderabad; Rejuvenate India Movement (RIM); Charotar Arogya Mandal, Gujarat; Utthan, Gujarat; Ibtada, Alwar; Sadhna, Udaipur.
- **Other** – DFID supported program called the Poorest Areas Civil Society (PACS); ARAVALI, a State level NGO set up by Rajasthan Government.

#### C. Committee Roles

- Committee on State Agrarian Relations and the Unfinished Task in Land Reforms, Ministry of Rural Development, Government of India.
- National Rural Employment Guarantee Act (NREGA) Council's National Working Group on "Works to be taken up on Individual Lands".
- NAREGA Council for Rajasthan.
- Working Committee of VANI (Voluntary Action Network India), which is a National Network of NGOs in India.
- SADHAN's Policy Sub Group – SADHAN is a National level network of organizations working in the area of Microfinance.
- Ad-Hoc National Federation of SHGs, Ministry of Rural Development, Government of India as a Social Mobilization Expert.

- The first National Standing Committee for Watershed Development at CAPART, till October 1998 (3-year tenure).
- Planning Commission's Joint Machinery for Collaborative Relationship between the Government and the Voluntary Sector (2003 to 2005).
- Planning Commission's Task Force on Decentralized Funding Mechanism for NGOs (2009-10).

## 5. PUBLICATIONS

- 1) Paper titled **“Building a More Gender-Just and Equitable Society : Overcoming the Internal Contradictions to Self-Governance”**, by Neelima Khetan and Ajay Mehta, published by the International Food Policy Research Institute, in its book titled “The Poorest and Hungry”, 2009.
- 2) Paper titled **“Development and the Path of Duty”**, by Ajay Mehta and Neelima Khetan, published by EED, Germany, 2009.
- 3) Paper titled **“Land Ownership Patterns: Implications for Natural Resources Development and Governance”**, in ‘New Development Paradigms and Challenges for Western & Central India’, published by Gujarat Institute for Development Research, Ahmedabad, 2006.
- 4) Paper on **“Funding, Sustainability and Regulatory Framework”** – in ‘Society, Politics & the Voluntary Sector’ - A collection of papers published by the Voluntary Action Network India, 2003.
- 5) Paper titled **“Enigmas of Development Action”** published in ‘A Common Cause: NGOs & Civil Society’, a compendium compiled by the National Foundation of India, March 2002.
- 6) **“Mining and Community Development”**, paper written for Roundtable on Mining and Community Development (31st January to 1st February, 2002) compiled by the International Finance Corporation (World Bank Group) for Federation of Indian Mineral Industries.
- 7) Chapter on **“Constraints on Demand for Watershed Development”**, published in ‘Social and Institutional Issues in Watershed Management in India’, published by the International Institute of Rural Reconstruction, Philippines, in 2000.
- 8) **“Natural Resource Management and Panchayati Raj Institutions - The Seva Mandir Experience”**, paper written for SPWD workshop in 1999.

## 6. RECOGNITION

- 101 Most Impactful CSR Leaders, 2019 – by World CSR Day & World Sustainability.
- Received the Laxmipat Singhania-IIM Lucknow National Leadership Award for young leaders by India's Prime Minister in December 2006.
- In March 2007, received the Maharana Mewar Award from the Maharana Mewar Foundation, for work of permanent value to society through service and philanthropy.

## 7. EDUCATION

- Masters in Rural Management (PGDRM); Institute of Rural Management, Anand (IRMA), Gujarat, India.
- Bachelor of Commerce; Shri Ram College of Commerce, Delhi University, India

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