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Rediscovering the Purpose of Profit



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TCSR Round up

Natural Resource Management Ornamental Fish Culture linked with Pond Management

The five nursery rearing ponds which were developed last quarter have started to fulfill the demand of fingerlings from the surrounding area. TCSR continued to distribute lime, potassium permanganate and mustard oil cake to the households engaged in fish culture. The women who were trained in pond management have now started to carry out the measurement of PH on their own every month and ask for the required treatment materials from the TCSR staff. The cost of the material is mutually shared between the TCSR and household.

During this quarter, 4 women along with a representative from TCSR and from Jan Shiksha Kendra went for an exposure trip to an ornamental fish farm in Howrah. They learnt a new model for the culture of ornamental fish. Under this new model, the spawn are raised in the separate cemented tanks specially constructed for it and after 20 days they are transferred to the ponds for their full growth. 10 women have been trained on this new model and culture of ornamental fish has started in one of the ponds.

Sundarban Coastal Area Development Project

TCSR started a new project at Sundarban (South 24 Pargana), where due to Aila storm in May 2009 lot of destruction took place.

TCSR signed an MOU with Tagore Society for Rural Development for implementing Sundarban Coastal Area Development Project. The objective of the project is economic development of the area by rejuvenation of mangroves. Some of the broad activities under this project are formation and capacity building of village

committees, federation and Apex Committee; plantation of mangroves; introduction of saline tolerant crops and promotion of livelihoods through sustainable income generation activities.

In this quarter, 40,000 mangroves have been planted and 15 village committees comprising of 150 members along with one federation of 15 members and one Apex Committee comprising of 9 members in the three targeted villages Rangabelia, Bagbagan and Pakhirala of the coastal area have been formed. These committees have started preserving and monitoring the mangroves regularly. Selection of households for the agriculture development and income generation activities has also been started.



Water conservation program

Creating roof rain water harvesting structure is an important step towards water conservation at Mithapur. 245 roof rain water harvesting structures were completed and survey for another 1,000 was done during this quarter.

To replenish ground water at Mithapur, construction of 4 well recharge structures was completed at Rajpara village.

Ground water samples from 100 wells at specified locations in Okhamandal were collected and sent for qualitative analysis as a part of the ground water monitoring program.

Agriculture Development

Pulses play an important role in crop rotation as it increases the overall margin of the crop rotation. Pulse crops provide substantial rotational benefits to subsequent cereal or oilseed crops. The most important feature of pulse crop is their ability to make or "fix" their own nitrogen from the air. Therefore, 41 kg of Pulse crop seeds (Black gram and Arhar) was distributed to 14 farmers for 12 acres. Apart from this, seed production for paddy was also done on 28 acres at Bhirawati.

For improving the agricultural production, 3 Net-house at Vasai and Shivrajpur in Okhamandal were completed.

The first of its kind, solar powered electric fence demonstration was organized at Gurgadh village in Okhamandal. The solar powered electric fence would keep away the stray animals from the agriculture field.

Animal Husbandry

Animal Health centre was opened at Babrala to provide services like Artificial Insemination (AI) for breed improvement and General Animal Health treatment. 240 AI were done and 389 animals were examined and treated in the centre. All the above services are provided by expert veterinary officer along with Pashu Palak Mitra trained by TCSR.

518 animals were treated in the Animal Health camps held at Babrala and Pataria. 27 Murrah Buffaloes were purchased to improve the quality and quantity of milk from Rohtak Cattle fair organized by Govt. of Haryana.

Deworming camps were organized for small cattle and a total of 64,850 sheep and goat were treated in Okhamandal during this camp.

Safe Drinking Water Projects

Awareness programs on safe drinking water, sanitation and hygiene were organized at Dhrasanvel, Vachchu, Samlasar and Goriyali village schools through story-telling, lectures, elocution and drawing competitions, and written tests. Awareness program was also conducted for the labour force at the Arambda Coke Factory.

Angadwadi workers, Self Help Groups members, Principal and teachers from primary schools of Okhamandal taluka,

Sarpanch - Talati were provided training on importance of safe and pure drinking water. The resource persons for the training were from Gujarat Water Supply and Sanitation Board (GWSSB), WASMO - Jamnagar, Primary Health Centre (PHC) - Surajkaradi, TCSR and TCL. Demonstration of TATA Swachh water purifier was done at the PHC, Surajkaradi.

Drinking water supply pipelines and civil work got completed at Dhrasenvel and Jam Kalyanpur village. This has helped in providing safe drinking water to all household at their doorstep.

The Chief Secretary of Orissa Water Supply Board visited TCSR drinking water project at Bhimrana and Beyt villages. He was accompanied by the Director-WASMO and a team of other senior officers from the State Govt. WASMO, who are the funding partners for these projects often, showcase TCSR projects at various forums.

Rural Tourism Development

There are two wetlands at Chandra Bhaga near Dwarka and the Mukhteshwar pond at Kuranga that attracts large number of waterfowl. TCSR plans to develop these sites as bird watching locations (i.e. avi-tourism sites). A preliminary study on development of avi-tourism at Chandra Bhaga and Mukhteshwar wetland sites was done. The objective of the study was to identify the potential for livelihood opportunities for the local community by developing these sites as bird watching sites.

17 village youth formed a group called "Kachchigadh Yuvak Mandal" at Shivrajpur village to promote beach tourism. The project proposal on development of beach tourism at Shivrajpur has been prepared. An exposure visit to the Hodka tourism village in Kutch was organized for these youth in order to provide an understanding about the whole concept of beach tourism.

Livelihood Development Program

Mobile repairing training

During this quarter at Haldia, six month's mobile repairing training got completed for 26 youth. At the end of the training program, all the participants were given a set of mobile repairing tool kit which can be used by them when they start up their own shop or work elsewhere. Also, a Certificate of



Appreciation by Jan Shiksha Sansthan, an institution sponsored by Ministry of Human Resource Development (Government of India) was given to those who completed the course successfully.

Out of the 26 who were trained, 6 have started their own mobile repairing shop and one has started the repairing service from his home.

Clay and Kantha work training

In collaboration with KADAM - a NGO, 25 women got trained in clay and kantha work. They learnt to make clay beads, danglers, ladies belts, necklace - the products which are demand the in urban market. These products were showcased in an exhibition at Delhi – Dastkar. It got good response from the visitors.

Jute Craft

Women engaged in jute craft have started producing according to the demand of the local market. This quarter, they produced 1000 bags for Mitsubishi Company which was distributed during Viswakarma Puja celebration.

Dr. Bhimrao Ambedkar Rexene Cluster sales reached to Rs. 32,000/-. They backed the order of 200 bags from TCL. The Shri Ramdev Cluster was able to sell paper bags worth Rs. 9,000/- 25 women have been selected as new trainees for paper products manufacture training.

Livelihood awareness programs were conducted in 20 villages and prospective girl candidates were selected for computer, tailoring and beauty parlour training courses sponsored by Dalit Shakti Kendra, Ahmedabad. Training program on jute-craft and welding work started along with the production of apparels and food products.

L&T Construction Skill Training Institute (CSTI) training

20 youth from Babrala got enrolled for L&T Construction Skill Training Institute under skill development program. At Mithapur, 25 youth were selected for training on construction technology at L&T Training Centre, Ahmedabad, and training for the first batch of 8 youth has commenced.

Empowerment program

Self Help Group and Women

Empowerment Programs

A series of awareness programs for the

members of SHGs were organized during this quarter like one on “Climate Change” for the members of SHG Federation at Mithapur which was attended by 51 women; gender training program for 25 women SHG members.

12 SHG members participated in the “Cholo Taluka” awareness program conducted by the Minister, Govt. of Gujarat, Mr. Mohanbhai Katariya. They shared their views on social development issues like education, health and hygiene, women empowerment.

A total of Rs. 13.49 lacs bank loan has been issued to 17 groups from Okhamandal during this quarter.

Health

Annual Breast feeding week was celebrated in August first week with 165 ASHA and Anganwadi workers. A workshop on importance of breast feeding was held at Child Development Project Office, Gunour. It focused on the benefits of kangaroo care and right posture of breast feeding, contents of protein, minerals, and fats in the mother milk.

Posters and pamphlets were distributed to the Anganwadi workers to further disseminate information among women. To spread awareness among the community in 55 villages of Gunour block, slogans on importance of early breast feeding were also painted on the walls.

Blood Donation Camp on the eve of Viswakarma Puja was organized in Haldia. This event has become an annual feature for TCL employees, contract workers and vendors at TCL Haldia. 48 people came forward to donate blood themselves.

An anemia check up camp and awareness session was organized in Paranchak High School, Haldia. During the camp, 185 girls got their check up done by the pathologists from LIFE Diagnosis Centre. The eco club members formed at this school helped in organizing the camp. After the check up camp, Dr. Durgesh Chakraborty, a resource person from TCL talked about the causes, treatment and scales of hemoglobin contents in their blood. At the end of the session the parents were counseled and were provided with Iron Folic Acid Tablets and Albendazol tablets for de-worming.

A new initiative of constructing energy



efficient chuulah started at Haldia. Out of the target of 500 chuulah, 90 chullahs have already been constructed. The construction of chullah would help in reducing the dependency on fuel wood and also help in decreasing the diseases occurring due to the harmful effects of smokes.

Education

Awareness rallies were organized in 8 villages involving the Nagaliya Kazi primary school students on the importance of formal education.

At Babrala in the Baghou village, a play school for the kids between 3-5 years has been established. At present 100 children are coming to this school.

Under the adult education program, 265 women from 5 core command villages of Babrala appeared for exams conducted under Sakshar Bharat mission.

8 adult education classes covering 164 women have been started at Bhimpara, Gayatrinagar, Poshitra, Arambda and Makanpur villages from Mithapur.

SNDT classes for women have been started at Makanpur, Dwarka, Gaga, Bhimrapa, Gayatrinagar and Arambda villages.

“Dharti Ko Aarpan” Program

Work on raising mangrove nursery at Arambda saltworks was completed and a total of 1.80 lac seedlings of the “Avacennia marina” mangrove species have been raised.

A “Chintan Shibir” was organised at Shivrajpur village for the Biodiversity Champions to review their participation in ECO Fair project and finalise plan to enhance the same. A field study trip was organised for ECO club volunteers at the Momai forest to study the indigenous flora. Tree plantation programs were organised at 5 ECO Club schools.

Site clearance and work on expansion of the Biodiversity Reserve Plantation site by another 30 acres was completed. Seedlings of the highly endangered Gugal plant were arranged from the Forest Dept. and planted at site. Monthly surveys for fauna species were conducted and sighting of migratory bird species including the Harrier, Pied-crested Cuckoo and the Blue Jays were recorded.

Monitoring of mortality rate and nesting of marine turtles at six sites along the Okhamandal west coast continued. Monitoring of the bird population at Charakla saltworks also continued and monthly bird counts were organised.

Monitoring of sea water parameters continued as a part of the coral reef restoration project. A program for creating awareness on corals and reef visit was also organised where volunteers helped in correcting the orientation of upturned corals. The Assistant Conservator of Forest, Marine National Park Dept., and team from the GEER Foundation, Gandhinagar visited mangrove plantation site at Rukshmani and the coral reef site at Mithapur.

Infrastructure Development

80 running meter of Brick Pavement was constructed in Baghou ki Madhiyan village and 2 toilets were constructed in Baghou ki Madhiyan and Mehua Hasan Ganj villages.

Work on construction of a new school room at Hamusr and community cattle shed at Mulvel village was completed. Work on construction of CC road at Bhimrana is in progress. The final design for the “Nageshwar Heritage Complex” has been completed in partnership with M/s. JAG Engineers, Ahmedabad, and the same has been submitted to the Director, District Rural Development Agency at Jamnagar.

Rural Energy Program

Work on construction of smokeless Chullahs continued. 273 smokeless chulla have been installed in the villages of Okhamandal till date.





Dr. Sharmila Neogi

News and views

Reflections on partnership with TCSR

About PFI - Population Foundation of India (PFI) is a national non-government organization at the forefront of policy advocacy and research on population issues in the country. It supports governmental and non-governmental organizations in programmes that focus on Reproductive and Child Health (RCH), Family Planning, Adolescent Reproductive and Sexual Health (ARSH), HIV/AIDS and Urban Health. PFI is implementing the project 'Swasthya Aangan' with TCSR in Gunnour Block in Badaun district. This project is a sequel to an earlier four year grant (October'03-March'07), which focused on promoting reproductive health and family planning through an integrated approach.

Background and achievements of Intensive Family Welfare Program (IFWP)

TCSR has been running IFWP since April 2002 in the Gunnour block in Badaun District of Uttar Pradesh in collaboration with PFI (implemented from December 2001 - April 2007). Under the project, 96 villages were covered in two phases. This program aimed to build awareness about Reproductive and Child Health (RCH) and provide services through mobile clinics. The project intervention lasted over a period of 5 years. The end line study identified some good practices which were- Group meetings of women on RH issues, street plays with characters taken from community and puppet shows done by people trained from the community. Innovative use of communication material like flip charts and establishment of Parivar Kalyan Kendras (PKKs) in the community were other good practices observed. It was also seen that in absence of institutional safe delivery services, training of dais helped in improving safe delivery services. The most significant achievement was in Family Planning (Couple Protection Rate), increased from 9.1 percent to 23.7 by the end of the project.

Some gaps identified in the above IFWP were:

- Due to the remoteness of the project villages, it became difficult for the existing project staff to work effectively in all the villages. Therefore, there was a need for consolidation of the geographical areas which could be easily manageable within the available resource.
- The programme needed increased integration with the public health system for it to become sustainable. The linkage with Public Health System needed to be given greater emphasis.
- There was a need to adopt people's participation approach in order to get their commitment and to make the project successful. The community needed to take ownership of the health at the village level.
- Women and children availed services, but the important decisions like adoption of family planning methods were taken by husbands, mother-in-laws and other important stakeholders in the family. Hence, involvement of family members/heads of household needed to be increased in the project for better acceptance, especially of family planning services.
- A strong need was also felt to increase project documentation as well as building the capacities of the team for proper documentation.

Over all, there was a significant impact of IFWP project in the project area. Contraceptive prevalence rate had shown improvement but it was still way behind the state contraceptive prevalence rate. Seeing the above gaps, it was decided to continue the project. Also, it was felt that by continuing the services at this stage would probably lead to greater impact in the coming years as an environment for positive health seeking behavior had already been built. Therefore, the current project 'Swastha Aangan - Promoting Healthy Families' was started in November 2007. It aimed at consolidating the gains of the IFWP project and sustaining the benefits. The area for

intervention was reduced to 40 villages out of 92 villages, covering a population of about 75,000. The target group for the project was women between 15-49 years and children between 0-5 years of age.

It was envisaged that sustainability and consolidation of activities in these 40 villages could be done in the first 3 years of implementation. The key component of the project was to increase the involvement of community in management of their health affairs. By activating village health committees and their coordination with other village groups and ASHAs would help to increase access to reproductive health and family planning services at the village level. There was a strong focus in the project

to increase the availability and access to family planning methods at the village level through social marketing through the Parivar Kalyan Kendras (PKK) established in the houses of the male volunteers. It was envisaged that with current intervention, TCSR would become a facilitator and the ownership of the project would be transferred to the community so that benefits could be sustained. Liasoning and networking with the governmental system which was a gap identified in the earlier phase was also strengthened in the project. Currently, the project is being evaluated by doing end-line survey. A strong focus is also there on documenting the learning's of the program which will provide lessons for scaling up.



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My Opinion

'Rediscovering the Purpose of Profit'

A) A conceptual perspective: *The Tata group has been on the forefront of both development and free enterprise. It has aimed at bringing in the benefits of the industrial revolution to improve the economy and grow into a better society. Since independence, business has been a welfare arm of the State. Under the ideology of yesteryears business as seen as a source of employment and technological growth measured more by a scale of economic prosperity. It is only after socio-economic reforms in the nineties simultaneously with the growing global interest in human development that a triple context has emerged - economic, social and environmental. From this awareness, the Tata group has been revisited by all concerned with Corporate Sustainability. In our whole experience of learning-from-doing, in the changing context, our understanding has improved. Some of the perspectives are:*

i. Impact and purpose of development initiatives: A typical development program presents the activities, numbers and sometimes success stories, future plans and scale up. The assumption seems to be that poverty is more about fulfilling a resource gap, giving away tangibles or helping people make products themselves, market and generate revenues. The focus is entirely on fulfilling that gap by providing inputs, carrying out activities and being satisfied by certain outcomes. The idea of a larger impact and bigger purpose is less spoken of. For instance, there would be few good answers for what *Community* was built in the process. Whether access to resource improved, what dependencies reduced or if participation enhanced. Could all this be ever aggregated towards: whether overall human well-being improved? Although measurement of social action was felt, the actual application of qualitative methodology is far from being recognized. Our own TBEM processes of consensus and aggregation are progressive steps in this direction. Sustainability

facilitators from the Tata group, including Tata Chemicals have taken a step forward to create an assessment tool for sustainability to measure impact and have experimented with it over several years now.

Secondly, institutions, especially corporations have somewhere lost their innate ability to create larger purpose. While revenues and profits are means, other aspirations such as advancement in one's profession, developing one's talents, enhancing the quality of self-expression and other forms of fulfillment such as bringing up families and so on are some completely untouched or scantily understood aspects. Like social developers do not have complete answers to whether they built *Community*, business leaders are a bit lost as to whether they have built any non-financial goals for their company. Can a company really talk about its 'purpose of profits'?!

ii. Learning and growing:

Development can best happen when all institutions of the *Community* co-create wellbeing together. When I once asked a noted social activist, whether we corporates can ever learn from the social sector about development, she replied, "Learning is required for both sides but let's at least begin with listening to each other...."! Deep listening between stakeholder communities certainly helps accelerate learning beyond our 'present knowledge' about issues which is so important to development and growth. The practice of serious engagement and experimentation is likely to help form the habit of multi stakeholder contribution to work and generate better insights and tacit knowledge. Since quality of life is subjective, collective learning and acceptability of outcomes would be possible. For instance, if a *Community* of self-help groups could apply micro finance for a variety of activities, their knowledge about managing different business cycles would improve. This can be collaterally integrated to earn more for the community! Then, what is significant is how that *Community*

has further increased savings and assets and how they have been deployed to enhance aspirations and higher achievements. Collectively, people can reflect on what behavioural changes happened, what their institutions of governance and regulatory authorities modified in their rules and laws; and understand better what they learnt as individuals. The main thing is whether individual improved their behaviour to move a little from being self centered into a more transpersonal culture. It also should have led to enhance the capacity of a community to become more anticipatory to risk control of sorts. And to do all this, a knowledge creating community or company typically relies on motivational leadership, voluntary work anchored in commitment more than compliance.

iii. Co-creation is a pre-requisite to scaling up:

Many times, development work has been criticized for its inability to scale up. One of the reasons is because the focus is on spreading the activity rather than influencing change through an idea. An activity requires deployment of resources not necessarily in the hands of those who are equally passionate or interested in the idea. While if we go by the way to co-create, it involves the incremental communities who first become participants in the co-creation of the idea further and maybe long term owners of the new game, even while say, digging a well. Large multinational brands have had to localize their products in order to get a sustained ownership of incremental communities to promote the expansion of the idea. If various institutions in microfinance and self help groups would have brought basic ideas that unify them together rather than fall apart by their uniqueness of method or formula, they would have perhaps scaled up and served better.

Another key learning on this front is about leadership. To quote Mr. Kishor Chaukar, Chairman, TCCI "Leadership must necessarily get wholehearted acceptance for itself, for its

programmes and for its workers from the society where it wishes to implement these programmes. A pre-requisite for achieving this acceptance is to convince oneself and the co-workers to work 'with' the people and not 'at' them or 'for' them". The process of co-creation will be run by a leadership that has a temperament for motivating and creating acceptability for ideas rather than use authority of some kind to get work done. Therefore, one can manage to enhance human well being which is by nature an aggregation of opinions and perceptions of the people. Reputation, goodwill, ethics, responsibility and so on are therefore sustainable when they are co-created by all concerned rather than one trying to impose it on the other. While the push factor in a scale up is necessary, the pull factor from the opposite side is even more significant!

B) In Business too, people are at the centre stage: *At the turn of the century, out of three richest people in the world two were corporate leaders and their personal wealth was more than the GDP of 34 poorest nations. Out of 100 largest revenue-generating institutions, 51 were corporates (not governments). And in 2003, 51 became 84! The power of the corporations could not be ignored. So, corporations began to trespass the turf of the lesser organized sectors. They duplicated government's work because of better efficiency. They pretended to be NGO's because companies had resources, they began to influence the independence of the press because of advertisements and so on. Hence, this power came under scathing criticism rather than celebrating it. Some key perspectives in this domain are*

i. Business is a Force for Good: No matter how semantics have changed - corporate citizenship, CSR, environment, climate change, Corporate Sustainability and so on, the identity of a business needs to be carefully preserved. Our founder, Jamsetji Tata was among the pioneers who demonstrated a way to improve quality of life using the medium of business. There could be governments and other institutions

or individuals like painters, poet, singers who all do the same and retain their identities. The challenge of our time is, how can this powerful medium of business retain its identity truly a force for good. Like material and labor costs, business should account for short and long terms costs of development and should capture and ensure that '...what comes from the people goes back to the people many times over'.

ii. From Scarcity to Abundance: There has been a gradual but a rather slow and difficult transition from charity to development in general and in business. The average percentage of profit spent on CSR across the world is between 1-3% of profit. While businesses have grown exponentially, their service to the people in external communities has been dismal. If people have to really be at centre stage of development as envisioned by our Founder, every manager or functional head of our companies must truly answer this question: 'What is it that I can do to improve the quality of life of all the people down my value chain'? When people get involved through a transaction in every part of business by alternate purchasing, recruitment, logistics, dealerships and retailers, then there is a huge opening up of the possibility of making the turnover available for development!! So it is all about giving a purchase order or signing a contract rather than dolling out a charity cheque. This is the essence of Stakeholder Engagement wherein Stakeholders and the allied communities co-create the enterprise.

iii. Leveraging the Magic of Technology: Imaginative application of technology is well known to the Tata group. Whether it is the Adult Literacy Programme of TCS, Learning Disability Forum of Tata Interactive Systems, Swach of Tata Chemicals and all of these and more are examples one is so familiar with. They are of course innovations first but also guided by a bigger purpose and solving one of the world's toughest problems. In traditional outreach programmes, the "needs were felt"

and known to the people of the giving and receiving communities. But take the example of the Learning Disability programme, nobody in the concerned communities - doctors, teachers, educational authorities, educational experts and counselors, parents knew that an associate of the company could possibly have the solution of educating children with learning disability better! Therefore, the big challenge to unleash this magic will entirely lie with highly skilled and management people who will be given opportunities to mingle with the underprivileged or afflicted communities thereby increasing the possibilities of such breakthroughs. We do not yet know how to 'manage' or 'organize' this process except through a good volunteering programme. Would each one of you consider this seriously and realize what an enormous possibility you are?

iv. No Pyramid only Bottom: If only the proponents of the Bottom of the Pyramid (BoP) could have told us what is the precise geometric shape of the pyramid they are talking about, there would have been no arguments or the issue that there is more Bottom than the Pyramid. Over four billion people do not even have livelihoods, leave along incomes or purchasing power. These four plus billion people are the ones who are going to become six billion sooner than later!! One realizes that business models, leadership temperament, cost accounting and so on will transform in a manner that slowly a geometric pyramid will be built. Inequities born out of mindsets and created from institutional exclusiveness will have to temper down and people in really large numbers should begin to get on up the socio-economic ladder. The nature of tomorrow's business, its talent and its ability to leverage more from less will all be reinvented differently. Frugality, ethics, slower pace of work, moderation in target setting, volunteerism and initiative as an attribute of an employee and so on are set to come back with new avatars and contexts.