



ADITYA BIRLA GROUP  
FICCI— ADITYA BIRLA  
CSR Centre For Excellence

# MAXIMIZING IMPACT OF CSR THROUGH ENTERPRISE DEVELOPMENT MODEL



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# Acknowledgement:

This compendium seeks to document and share impactful CSR projects that are based on Enterprise Development Model.

Our heartfelt appreciation and thanks to the companies and CSR leaders who gave us their time and shared information, insights and experience in the sector. Their support was invaluable to this compendium.

Our special thanks to, **Padma Bhushan Smt. Rajashree Birla**, Chairperson, FICCI CSR and Community Development Committee and **Ms. Jyoti Vij**, Deputy Secretary General, FICCI for their direction and guidance.

# Introduction...

India continues to grow economically at a steady pace year-on-year and the new initiatives of the government such as: Make in India campaign, Digital India, ease of doing business, skill mission, Swachh Bharat Abhiyan, Clean Ganga Mission etc. are improving investment climate and accelerating further growth. However, the economic prosperity has not been at parallel to improvement in the quality of life of the poor and infact the social benefits of growth remained confined to small sections of the population. Market and government will not be able to solve all socio- economic challenges

Decades of poverty alleviation and employment generation efforts, from the Government has not yielded results therefor there is an increased realization amongst development planners that rather than employment creation, emphasis should be on self-employment and entrepreneurial development.

**India need large-scale change**, one that is based on inclusive economic growth, poverty alleviation, access to basic healthcare, water & sanitation, education based on principles of social justice and sustainable development. Need of the hour is to focus on solving the social gaps sustainably and not only on profit maximization for reducing vulnerabilities for the vulnerable population.

At this cross road, we require broad based, collaborative, creative and market-based approach model based on principles of social justice and sustainable development is part of the solution, as it explicitly aims to provide innovative solutions **to unsolved social problems**, putting **social value**

**creation at the heart of its overall strategy** to improve individuals' and communities' lives, increase their well-being and continues to deliver value. In other words, maximize improvements in financial, social and environmental well-being of the targeted communities. The concept also exemplifies 'organic growth' or 'bottom up growth', sustainability, replicability and deals with the overall social development of a collective rather than an individual. Global corporations have launched **innovative ways of delivering benefit using market mechanisms** and presents an **opportunity for under-privilege communities** through transformative CSR projects; aim - to maximise, create large-scale change and sustainable impact. With CSR becoming an integral part of corporations in India, this is the right opportunity to identify and design initiatives, which are sustainable, replicable and scalable.

Thus the concept of Enterprise Development Model(EDM) has emerged from CSR- interventions for creating empowered and equitable community. Through CSR, the support could encompass capital funding, capacity building and forward market linkages. Few examples of collaborative approach towards creating livelihood opportunities are self-help groups (SHG), Farmers Producer groups and also to those individuals desiring to enter in to enterprise activities by skilling them and creating market linkages.

Enterprises could also be formed under the cooperative model with corporate handholding during initial stages. This will demand investing in best practices and capacities, removing barriers to scale, implementing conducive policies and fostering collective action across sectors. The way ahead appears interesting and promising but not without challenges

Over the years, the centre through its consulting, advisory and policy work has seen directly witnessing the progress companies have made and moved ahead to endorse the best of the work through the FICCI CSR Awards. The case studies included here are indicative of the different fields of good practices in CSR incorporating EDM model in different parts of India. We hope that the stories provide an excellent background to discuss and find workable and effective solutions to address the development challenges of the country.



# AAKRITI – Reshaping Lives



## Organization behind the project

Nuvoco Vistas Corp. Limited (formerly Lafarge India Limited)

## Location

15 villages of 5 Gram Panchayats in Nimbahera block of Chittorgarh District, Rajasthan, India.

## Socio-economic profile of the area

The condition of women in Chittorgarh is pitiable in comparison to other districts of Rajasthan. Early marriages, lack of safety in schools, low aspirations related to girls' education pushes them into helping with household chores and sibling care. Therefore, female school dropout ratios are very high in our project area. Even though, Chittorgarh being an industry hub, the locals are still very conservative about their daughters, wives and daughters-in-law leaving the village for training and subsequent job placements. With limited or no opportunities for education and skill development; women in these areas lack in getting dignified work opportunities and are dependent on male

members or are used as agriculture labourers. So, women often end up in lower-paid and less-responsible positions than their abilities would otherwise allow them – which, in turn, makes it less likely that they will choose to work at all.

Through AAKRITI, Nuvoco's aim was to improve the quality of life of these women through elevated income opportunities and economic empowerment, which also helps in enhancing their overall status in their respective families as well as within the community.

## Market systems approach applied

- Keeping in mind the milieu in which Nuvoco was operating – a state which has one of the worst sex ratios in the country, women being treated as second-class citizens and largely relegated to the home-front – we knew we would have to identify those employment opportunities, which would tackle multiple issues at the same time.
- Based on our experience of working at the grassroots level in communities around our manufacturing units; tailoring was identified as a safe and acceptable skill to be imparted, which could be converted into a sustainable and rewarding profession for the women-folk.
- At AAKRITI (which means shape, presence, clothing and even, stature in Hindi – all of which are beautifully relevant to this situation) the women design and produce (tailor) a range of products (ranging from safety jackets and kurtas/tunics kits for newborns, and even handbags and wallets) on a regular basis. They undertake all related activities, right from cutting and tailoring to the packing and marketing.
- Chittorgarh, being an industrial hub, provides immense opportunities in terms of supply of garments, gift items and safety items, which increases the possibility for forward linkages. AAKRITI receives regular orders from nearby industries and leading retail entities due to its high-quality product offerings at a competitive market price, which has enabled the centre to create a niche for itself in the market. Additionally, AAKRITI also participates in trade and handicrafts fairs to maximise its reach in the market.

## Technologies used in the project

The work undertaken at AAKRITI comprises of stitching, tailoring and embroidery, all of which require a relatively small capital investment. This encompasses a rented space to operate (centre), industrial sewing machines, scissors, threads, buttons, and handheld electric cutting machines. The



skills can be easily learned through a short duration of training, and don't involve any major technology. All this allows for ease in transfer of knowledge and operation, which also enables members to work from home, if they so choose. Today, some of the AAKRITI members are also independently earning their livelihood; while receiving intermittent training support from the Centre.

## Implementation Model & Methodology

Implementation of the AAKRITI Project followed the process outlined below:

- i. **Need Assessment Study** – Primary and secondary data of the community was collected through participatory methods, focus group discussions, government sites and books to understand the demographic profiles, village infrastructure, access to health and sanitation, drinking water and dropout rates and village level institutions. This data provided enough information to organise a focus group discussion with the community members to draw out a plan on which they could work together with Nuvoco.
- ii. **Sensitisation and Mobilisation of Village Women** – Based on the study, it was identified that women were the most vulnerable part of the community. Village meetings were organised with women and possible solutions were explored.

Employment Potential Study (EPA) was also conducted to identify the potential skills in women and stitching came out as one of the accepted interventions. This was not only accepted by women but also by the community at large.

- iii. **Identification and Selection of Beneficiary** – Beneficiaries were identified based on their income. Multiple meetings were organised with beneficiaries and their family members and those interested to learn and attend the training programmes.
- iv. **Capacity Building** – Started tailoring and stitching classes with expert trainers to provide basic stitching knowledge and use of motorised sewing machines further leading to advance stitching techniques.
- v. **Pilot Phase (Transforming)** – After two years of capacity building; it was decided to shift the role of AAKRITI from '**Training Centre**' to '**Production Centre**'. The market was further explored and AAKRITI also received its initial orders from nearby industries. Both forward and backward linkages were established to ensure smooth flow of production.
- vi. **Expansion** – Following the success of the AAKRITI project model with two villages; it was decided to include more communities in its scope, which today encompasses 15 villages. Women from other villages nearby were provided with training in tailoring



and capacity building, which helped them to generate income and also be an integral part of AAKRITI. This, in turn, enabled AAKRITI to spread and reach out to newer markets; thereby expanding its geographical presence.

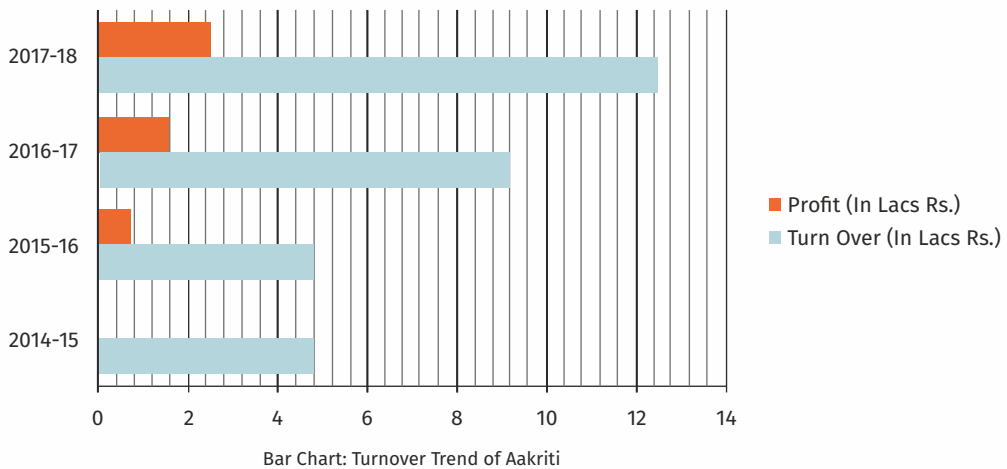
- vii. **Market Development** – Market development is an important aspect for AAKRITI; where dedicated staff is employed to get new orders from the market on a regular basis. Though AAKRITI specialises in the supply of safety jackets and other bulk stitching orders; Nuvoco also gives them exposure visits and timely training sessions to keep the staff updated with new trends and requirements of the market. Nuvoco has also encouraged and supported the centre to develop an independent brand of readymade garments for women.
- viii. **Formation of a Formal Institution** – In 2016, AAKRITI was registered with the Ministry of Micro, Small & Medium Enterprises as a Self Help Group with 12 women as its primary members. This enabled AAKRITI to make a transition from a training centre and commence operations as a production centre.
- ix. **Sustainability and Phase Out** – The plan is to phase out from the project in the next two years, as by the end of that period, we estimate AAKRITI will be able a self-sustaining, revenue-generating unit. However, Nuvoco will always be around to provide any assistance or support, and will also conduct regular interactions to address issues, if required.

## Impact of the project

The model on which AAKRITI is based gives Nuvoco the confidence that this programme will continue to run and prosper long after Nuvoco is no longer actively involved with the centre. Independence and long-term sustainability comprise the robust foundation on which this project rests, and various measures are being taken to ensure that the initiative becomes a self-sustainable enterprise.

- The (women) members are the direct beneficiaries of this programme, and they have been independently driving this programme following support in the initial phase of the project.
- The programme participants have received training in order to enable them to autonomously run it in the long term; namely in procurement, marketing, balancing books, accounting, etc. They also have access to trained resources to further enhance their skills.

- The programme also ensures strengthening of linkages between the centre and the potential markets along with the supply of quality raw material; as well as getting optimised prices for the finished products.
- At a later stage, Nuvoco will assist them in getting registered as Producer Company with all necessary licences to run the centre. Apart from the registration, we will also train them to manage day-to-day functioning of the company and its associated legalities will equip the members to independently run the company.



- Taking into consideration the turnover trend of the past few years (showcased in the bar graph above), we are confident that the group will remain self-sustainable in the future as well.
- Nuvoco also plans to replicate the AAKRITI model in other locations where it operates; such as Chhattisgarh and West Bengal. A training centre has already been started at our Mejia Cement Plant in West Bengal; where approximately 60 women are presently engaged in meaningful employment. We will be soon starting training centres at our Sonadih and Arasmeta cement plants in Chhattisgarh as well.



## Partners of the project

The programme was initiated and implemented by Nuvoco through its plant CSR team. The team is supported by the Plant Management Team as well as the Corporate CSR function. The day-to-day management of the centre is carried out by Mrs. Anamika Kirti, an expert trainer; who has been appointed as Programme Facilitator. Her responsibilities involve project implementation, production analysis, daily sales monitoring, liaising with the plant CSR team at regular intervals, and also preparing monthly project reports for Nuvoco.

The Nuvoco CSR team makes weekly field visits to review the project progress and also holds fortnightly team meetings to monitor the progress and resolve issues that may emerge. The team also helps the Centre to identify and analyse any bottlenecks in the project implementation and arrive at win-win solutions. The Plant Manager receives regular progress reports from the CSR team, which supplements the more formal monthly project report shared by the Centre's Programme Facilitator.



# AMAZON CARES

Women Empowerment through Livelihood and Entrepreneurship Development (A part of Amazon's holistic community development program)



## Organization behind the project

Amazon India Pvt. Ltd.

## Location

Haryana (14 villages in Tauru, Manesar and Sonapat districts) - Apart from other geographies covered by Amazon

## Socio-economic profile of the area

Amazon India's storage and warehousing facilities - the 'Fulfilment Centres (FCs)' are operational in more than 50 locations across the country. These FCs function in very close proximity to the communities in the villages around them. These communities are usually in remote rural locations and suffer from several societal challenges. Three such FCs exist in Haryana, in the districts of Tauru, Manesar and Sonapat. Women constitute a major disadvantaged social group and face several





social and economic challenges in their everyday lives. When Amazon first engaged with these communities, few of the glaring issues faced by women were:

- **Lack of access to education:** The women in these communities do not have access to education and most adolescent girls drop out of school owing to the lack of awareness and sensitization towards the importance of education for women. For instance, in Deengarheri, Haryana, the literacy rate of women was 40% as compared to the average village literacy rate of 63% based on a baseline assessment conducted by Amazon in 2015.
- **Lack of adequate livelihood opportunities:** Directly linked to the lack of education is the lack of avenues of livelihood. The women in the community do not have access to means of income due to lack of awareness, lack of marketable skills and social stigma. These roadblocks keep them from becoming financially independent and making their own life decisions.
- **Socio-Economic status and Financial Dependence:** The women in the community are not viewed as equal contributing members of the society. They do not have access to sources of income and are dependent on the male members of the family for their livelihood. Most women get married at an early age and do not have the independence to make their own decisions, thereby impeding social and financial inclusion. The acute societal problems faced by the women in these communities formed the premise for the need of women empowerment initiatives in the region.

The program was designed after careful consideration of the local community needs and the problems they are facing.

## Market systems approach applied

Most of the problems faced by women in the villages around Amazon's Haryana FCs are majorly due to the lack of exposure and opportunities of employment. The heart of the problem is lack of awareness of the demands in the local community around which a sustainable business can be built. Hence, Amazon began with identifying the needs in the regions around the districts of Tauru, Manesar and Sonapat.

The baseline study resulted in the identification of demand in multiple fields, of which tailoring services and consumables were found to have the highest demand. These were the kind of skills that women from the local community could learn and make substantial income from. Amazon started skill development training sessions on various skills like tailoring, papad making, driving, etc. which would run for 3 to 6 months based on the type of skill.

Skill training of women resulted in significant increase in their employable skills. The next step towards building a sustainable livelihood was to equip women with entrepreneurial skills to help them sell their products. Recognizing the demand for such skills, Amazon launched business development and entrepreneurship programs thus equipping the local beneficiaries with the expertise to market and sell their products. In addition to the local demand that these new entrepreneurs were fulfilling, Amazon identified demand for products like satin bags to use for packaging purposes. Beneficiaries from sewing and stitching batches from Amazon's livelihood programs were offered an opportunity to fulfil orders of satin bags. Over 38,000 satin bag orders were completed by the women.

## Technologies used in the project

Amazon's community development programs are implemented throughout the year with interventions occurring at a daily level with interactions across thousands of beneficiaries across different geographies. In such a scenario, it is paramount that technology be leveraged to monitor the programs on a real-time basis. Amazon, in association with Goodera (a technology solution provider in the CSR space), has deployed an online data monitoring platform that allows Amazon to monitor and review the work being done by its implementing partners on a real time basis.

The platform is a monitoring and evaluation system that helps capture data from implementing partners on a periodic basis. It captures inputs, outputs and outcomes for the different projects and our performance against the targets planned at the beginning of the year.

For the women empowerment, livelihood and women entrepreneurship programs, Amazon is able to monitor different trainings that are implemented, the number and profile of beneficiaries who are engaged in the training programs, the number and profile of women who have secured a livelihood through their own entrepreneurial activities or through employment with other organizations, on a real-time basis.

## Implementation Model & Methodology

Each Amazon Cares intervention is implemented after a careful assessment of the needs of the target beneficiary group through baseline surveys, focus group discussions and other instruments of research. Based on the outcomes of the initial assessment, a tailor-made program for the region is implemented which is designed to proliferate outcomes. Every intervention by Amazon Cares goes through phases that are defined with meticulous planning and cognizance of local needs, ensuring maximum impact. Implementation of a project includes the following phases:

### ■ **Baseline assessment and Mobilization**

Before designing an intervention, it is imperative to understand the contour and key concerns of the community. Amazon, along with its implementing partner conducted a baseline survey in the villages from the target districts and obtained their priority needs and challenges of the community. For instance, during the baseline assessment in Tauru, it was found that 92% of the girls dropped out of school after standard 12th and were married whilst the dropout rate for boys was lower. Education and livelihood opportunities for the girls was seen as an additional burden. Additionally, most of the girls did not even have aspirations other than to get married, which is a troubling reality. The community was mobilized to recognize the need for the representation and inclusion of women in the functioning of the community and encouraged to step forward and be a part of the initiative.

Based on the baseline assessment of the target population, the needs of the community were identified. During this phase, the focus was on the skills that were in demand in the local markets and how Amazon could train beneficiaries to fill the demand and supply gap.

### ■ **Planning and Implementation**

The Amazon Cares Women Empowerment and Livelihood initiative has been designed with the support of the implementation partner, READ India (a non-profit organization working towards rural development) leveraging their expertise of working in the domain. The skill trainings are planned, keeping in mind the beneficiary profile, needs and potential to dovetail with the demands of the market. The women are trained in

skills like sewing, beautician practice, basic computer skills, candle making, baking, spice making etc. These trainings are imparted by certified trainers and practitioners.

#### ■ **Monitoring and Evaluation:**

The vast expanse and scale of the Amazon Cares project demands a robust and vigilant monitoring and evaluation machinery. In addition to the weekly and monthly reports shared by the on-ground implementation partner, Amazon uses Goodera's data monitoring platform for tracking the implementation of the initiative. Measurable KPIs such as the number of sessions conducted for a particular skill, the number of women attending the sessions, government linkages established etc are defined and tracked throughout the implementation of the program.

#### ■ **Key Outcomes**

Amazon believes in transforming lives by providing opportunities to people to realize their dreams. Women's entrepreneurship can make a particularly strong contribution to the economic well-being of the family and communities, poverty reduction and women's empowerment, thus contributing to the Sustainable Development Goals (SDGs). Amazon, through its livelihood development activities trains women in locally demanded skills like sewing and beautician training. These women who earlier were untrained and financially dependent on the male members of the family are now capable of earning on their own.

Additionally, the awareness programs on career, employment and government schemes have helped women realize the possible opportunities and skills required in the region. Also, people who earlier were unaware of the different government schemes are now not just well informed but also actively availing their benefits.

## Impact of the project

Amazon's women empowerment initiative in the villages of Haryana has touched the lives of over 3,000 women over the years. Focused effort on the upliftment, development and inclusion of women has led to a significant shift in the status of women as equally contributing members of the community. Launched in 2015 in one village in Tauru, the initiative has now been scaled up to 14 villages. Each year, new members of the community become part of the initiative, thus expanding the outreach of the program across the state.

Each new member goes through a life cycle of training and support leading to social and financial independence.

Amazon Cares meticulously plans the administration of skills to the beneficiaries. Community centers, equipped with the adequate equipment and skilled trainers are setup in the community, ensuring proximity and easier access to the women who enrol for the training program. To ensure maximum impact, the curriculum is planned in adherence to the local needs, identified by the implementation partner.

Not only are the women trained in marketable skills, they are also linked to various Government schemes that will benefit them, such as procuring sewing machines at subsidized rates. Often, the community women are unaware of any such benefits offered by the Government. Amazon Cares ensures that the women are aware of the Government schemes that they can benefit from and sets up linkages with said schemes, handholding the beneficiaries through the process. The women are provided access to schemes like

Mudra Loans, Sukanya Samridhi Yojana, Indira Gandhi Pension scheme, etc. These schemes help women reap long term benefits, thus making the program sustainable.

As a step towards making the community self-sustainable, Amazon Cares focuses on the establishment of collectives such as Self-Help Groups (SHGs) and Joint Liability Groups (JLGs). Some of the key initiatives towards this goal are providing vocational training, training on financial literacy and linking SHGs to banks. Working with such institutions helps in strengthening them which further helps in sustaining the effectiveness of the program once Amazon exits. Women constituting these groups are also trained in different skills. The women earn a livelihood from anywhere between **INR 2,000 per month up to INR 10,000 per month** depending on the demand of the skill and business opportunities available to the individual or group. Over **200 members SHG members have benefitted** from this initiative.

In addition to skills, business development trainings are also conducted for the SHG members, thus connecting women trained in skills to market opportunities and helping them establish businesses. Follow up activities are conducted once the training is completed to ensure that members are linked to the right business opportunities. Post the training, beneficiaries need handholding to bring their income stream to a steady state.

Joint Liability Groups are also created comprising women who were trained in skills such as tailoring and beautician skills. These JLGs are trained in financial literacy and business management. These JLGs are then provided seed funding based on their business proposal in order to make them sustainable. These JLGs will then be integrated into a district-level federation that comprises 20 JLGs which is responsible for the continuation of the interventions.

As a testament to the guiding principle of transforming lives through linking people to opportunities, Amazon Cares explores opportunities to leverage cross-functional collaboration with Amazon procurement teams, identifying needs to provide business opportunities to these women.



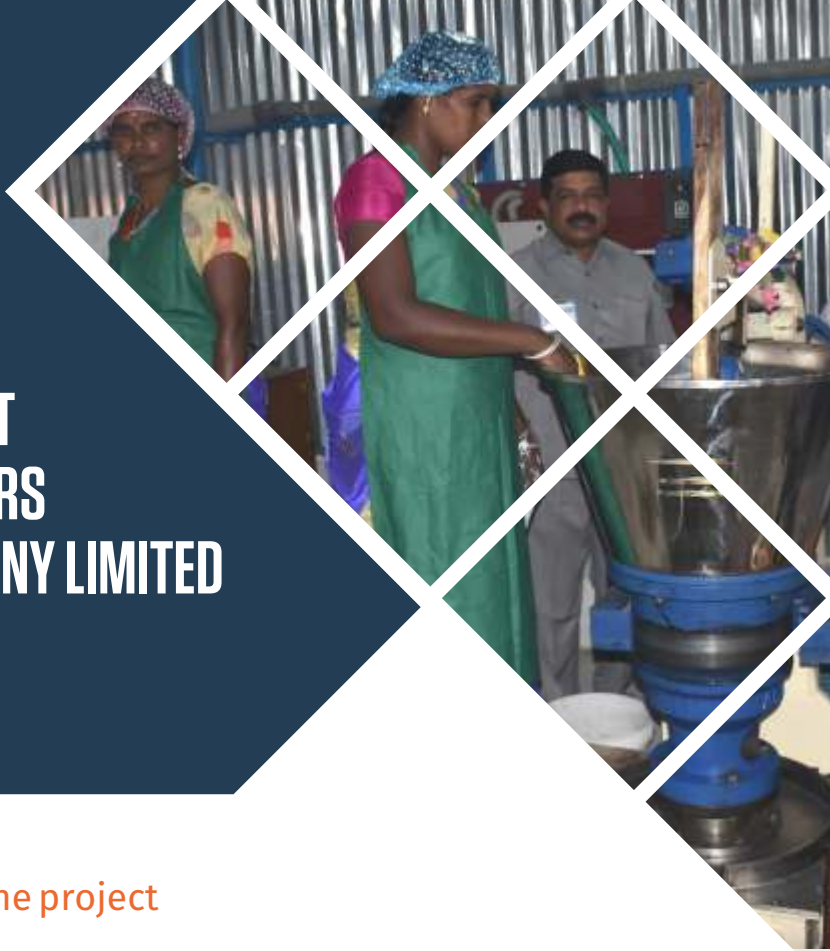
## Partner of the project

The project is implemented with the support of Rural Education and Development (READ) India, a non-profit organization with pan India presence and credibility in the domain of rural development. READ India works to ensure that people from the most marginalized communities are empowered, live in dignity, and have secure livelihoods, allowing them to support their household and community. The organization focuses on empowering women by building their skills and capacities, and creating an enabling environment with stakeholders committed to their socio-economic development.

In order to provide livelihood opportunities to the community members, the demand for skills, and the potential for income had to be assessed. READ India conducted this research in the region. A Community Mobilizer, appointed for each district, led this survey along with the help from volunteers. This survey helped READ India to understand the skill demand, the beneficiary profile and how skill trainings could be designed to meet the demand. The community mobilizers work in close association with the members of the community, constantly engaging and ensuring the delivery of the intended impact to maximum number of beneficiaries.



# ARIYALUR DISTRICT VEGETABLE FARMERS PRODUCER COMPANY LIMITED



## Organization behind the project

Dalmia Cement

## Location

Ariyalur, Tamil Nadu

## Socio-economic profile of the area

The majority of the community in Ariyalur is directly or indirectly dependent on agriculture, with large number of farmers having small and medium-sized landholdings. They still practice the traditional methods of agriculture and are dependent on rainfall for irrigation.

Inadequate access to critical inputs such as quality seeds, fertilizers, irrigation water, power and credit have created a hugely disabling ecosystem for the small farmers. Most farmers do not have access to consumer market and therefore are forced to sell their produce to the numerous intermediaries operating in the market. This reduces their profit margin, making the farming

business, in most cases, a non-viable one. *Therefore, at one hand, we have ever increasing prices of agricultural inputs, and on the other, profit margin of the farms are not increasing proportionately, leading to a situation of crisis where the small farms struggle to survive.*

One of the ways to overcome the challenges mentioned above is to collectivize the farmers into Farmers Producer Organizations (FPOs), which will aid in providing end to end services to the farmers collectively.

## Market Systems approach applied

### a. Vision & Mission

*To build a prosperous and sustainable agriculture sector by promoting and supporting farmer-owned producer Organization, that enable farmers to enhance productivity through efficient, cost-effective and sustainable resource use and realize higher returns for their produce, through collective action financially supported by NABARD & Facilitated by DBF.*

### b. Mission

- To promote economically viable, democratic, and self-governing Farmer Producer Companies (FPC) and handhold them for 3 years
- To facilitate linkages with Government and like-minded institutions for leveraging financial and technical assistance to strengthen these FPC.
- To identify supply chain partners thereby enabling farmers a fair access to the markets through their FPC, both as buyers and sellers.
- To create an enabling policy environment for investments in FPC to leverage their collective production and marketing power

### c. Objectives

The primary objective is of mobilising small and marginal farmers in Ariyalur block and collectivise them into farmer producer organisation to enhance their production, productivity and profitability in coherence with environment.

#### Project Objectives Are:

- Mobilising farmers and federate them into Farmer Producer Companies (FPC) of a minimum membership base of 500 each and plan & implement product-specific cluster/commercial crop cycles.



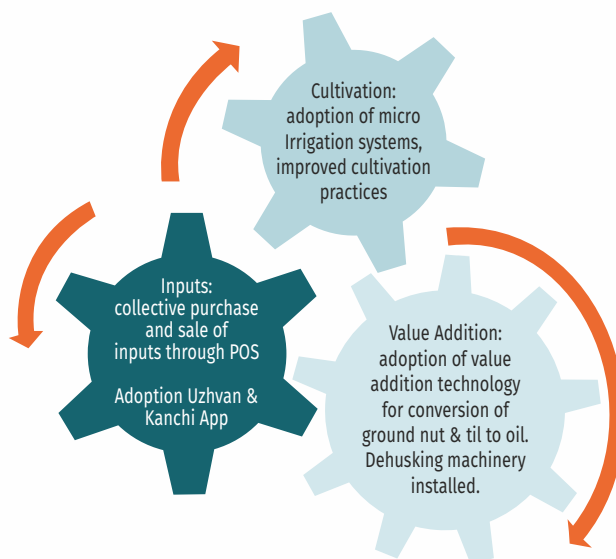
- Strengthening farmer capacity through agricultural best practices for enhanced productivity.
- Ensuring access to and usage of quality inputs and services for intensive agriculture production and enhancing cluster competitiveness.
- Facilitating access to fair and remunerative markets including linking of producer groups to marketing opportunities through market aggregators

Clearly spelt-out vision, mission and objectives of the FPC has aligned with market focussed approach.

The Farmer Producer Company (FPC) initiated with collective purchase of agricultural inputs as well as sale of agricultural produce thereby increasing the profit margin by reaching economies of scale and elimination of the role of middleman.

Recently, the FPC set up a Value Addition centres through which FPC is purchasing all their commodities directly from the farmers and after processing the products, FPC is selling the value added products to the market or directly to the consumers. This has not only benefitted the shareholders, but also the other farmers in the villages and thereby increasing the income of poor and marginal farmers.

## Technologies used in the project



The farmers in the FPC are shifting to micro irrigation technology – drip irrigation for reduction in expenses on water withdrawal and increased yield. Our FPCs are using **Point of Sale (POS)** machines for buying inputs and all the **financial transactions are cashless**. At the value addition centres, machines are being used for processing the Agri products. We are further in process of adopting software - *Uzhavan* and *Kanchi* for real time information and marketing, respectively.

## Implementation Model and Methodology



Initially cluster areas are identified by Producer Organization Promoting Institution (POPI). The baseline/feasibility study was carried out for preliminary situation of farmers and level of agriculture in that area. Main methodology for the monitoring for FPC is primary data collection through survey / focused group discussion. There is integrated approach that has been followed for FPC implementation like need based, flexible, convergence with government schemes etc.

## Impact of the project

Farmers got their strength through FPC by agricultural best practices for enhanced productivity.

The FPC offers end-to-end services to its members, covering almost all aspects of cultivation (from inputs, technical services to processing and marketing). The FPC facilitates linkages between farmers, processors, traders, and retailers to coordinate supply and demand and to access key business development services such as market information, input supplies, and transport services. Based on the emerging needs, the FPC will keep on adding new services from time to time.

The FPC (paid up capital INR 3.14 lakh) was set up with a shareholder base of 314 farmers in 2016. Since then, the FPC has taken lot of initiatives in increasing income of farmers by reducing the input



cost and increasing the sale price of produce. The FPC recently set up a Value addition Centre for processing and sale of agricultural and allied products. The Centre was set up at cost of INR 30 Lakhs with convergence from government schemes, capital from shareholders of the FPC and funding from Dalmia Bharat Foundation. Within a short span of time, the turnover of the value addition centre has reached to INR 1 Lakh. The turnover of FPC for year 2018-19 is 30 Lakh, with an average monthly profit of INR 19,000.

For the cropping season in 2018-19, FPC bought agricultural inputs worth of approx. INR 20 Lakh and distributed them to shareholders and other farmers. The collective purchase from government centres helped the FPC made a profit of INR 1 Lakh. The part produce of around 410 tons was collected and sold at INR 24 lakh, generating a profit of INR 3.5 Lakh for FPC. With the collective purchase of inputs and sale of produces, individual farmers have had an approx. increase of income by INR 6,500 per acre.

The set of services include Financial, Business and Welfare services. An indicative list of services includes:

- **Input Supply Services:** The FPC provides low cost and quality inputs to member farmers. It supplies fertilizers, pesticides, seeds, sprayers, pump sets, accessories, and pipelines.
- **Procurement and Packaging Services:** The FPC procures agriculture produce from its member farmers and; does the storage, value addition and packaging.
- **Marketing Services:** The FPC undertake direct marketing after procurement of agricultural produce. This will enable members to save in terms of time, transaction costs, weighment losses, distress sales, price fluctuations, transportation, quality maintenance etc.

- **Insurance Services:** The FPC also provides various insurance like Crop Insurance, Electric Motors Insurance and Life Insurance.
- **Technical Services:** FPC promotes best practices of farming, maintain marketing information system, diversifying and raising levels of knowledge and skills in agricultural production and post-harvest processing that adds value to products.
- **Networking Services:** Making channels of information (e.g. about product specifications, market prices) and other business services accessible to rural producers; facilitating linkages with financial institutions, building linkages of producers, processors, traders and consumers, facilitating linkages with government programme.

## Partners of the project

There are many partners namely NABARD, Dalmia Bharat Foundation & Government institutions like agricultural department, bank, NBFC, Corporates KVK etc. These institutions act as technology guide, as twinning partners of FPC and mainly provide technical, managerial and financial support for hand holding, capacity building and market interventions support etc. development since stating level. All the farmers can have role to improve their business through FPC. Board of Director has execution power to implement the activities. The significant role of FPC is mobilization of producer and creates forward and backward market linkage between farmers and FPC.



# “CLEAN - 4 – U”, HI-TECH CLEANING UNIT OF COMMUNITY WOMEN



## Organization behind the project

Adani Enterprise Limited

## Location

The group started the hi-tech cleaning unit on a call basis for institutions, flats, cars, hotels and resorts in and around the city of Thiruvananthapuram.

## Socio-economic profile of the area

The communities near the Vizhinjam port are dependent on fishing for their livelihoods and thus are subjected to vagaries of catch. In addition the community is riven with rampant alcoholism and substance abuse. The area is also known for high incidence of cancer and more often than not it's the primary breadwinner who ends up suffering. This again leads to a very strong drain on the family income and savings as the money which could have gone in for children's education etc. is now used to attend to the medical illness. In absence of any alternate livelihood the families are left to suffer from the brunt of income shocks and thus the families suffer from perennial social insecurity and are caught in the vicious cycle of poverty.

## Market Systems approach applied

The approach used for designing the program was based on two main criteria- one that the most vulnerable women should benefit from the program and other that the business which is incubated in the program is viable i.e. it's competitive, needed, is capable of being replicated and scaled and that it provides the group member with an assured source of income thereby securing their lives.

Necessity	The target group was selected from the poorest of families. Currently 5 women entrepreneurs are working in this project. Clean-4-U has brought the cleaning services which were hitherto limited to the very niche population to the masses. There is a strong and robust demand for services from around the city which would enable the group to employ an additional 50 needy women.
Market Study	<p>The members of Clean-4-U group did a market study by visiting flats, institutions and houses at Vizhinjam to understand the market demand for the type of cleaning services. The study highlighted the following, giving confidence to the group to start their own unit.</p> <p>Majority of the institutions preferred to outsource cleaning jobs to avoid risk, responsibilities and other statutory measures, which could give a good opportunity to the group.</p> <p>There was no registered and designated institution in and around Vizhinjam area for providing cleaning and allied services.</p> <p>There were hospitals, public institutions, flats and houses, etc...which were in active need for such services "Swatch Bharath" movement gave an impetus to the businesses and other organisations to ensure that their areas of operation were kept clean and in hygienic condition.</p>
Objectivity in transforming the economic system	<p>The activity of the group works in two ways:</p> <ol style="list-style-type: none"> <li>1. Improving the income levels of the women involved in offering the services</li> <li>2. Improving cleanliness - Kerala is facing a lot of issues related to the cleanliness in water &amp; sanitation. Half of the wells in the intervention area are E-Coli affected and sewage waste is getting mixed with well water. During monsoon, there are huge out breaks of water borne diseases. This impacts the home budget. This project has the potential to reduce the risk of water contamination in the long term thereby providing savings in the home and public spending.</li> </ol>
Improving opportunities / scope for widening	This is a unique and innovative business activity and therefore has huge opportunities across the state. Every Panchayath of Kerala can have a Clean-4-U unit once it is stabilised. It is a totally new avenue for local livelihood.
Additional family income	For many members the activity is full time, however associate members can also do it part time along with their normal occupation. This will also help in generating additional family income thereby providing much needed social security to the marginalised families
Replication possibilities	Project is replicable to at least 500 locations in Kerala alone. Kerala has a very strong 1000 number Panchayaths with 5000 to 8000 families, 6 Municipal Corporations and 87 Municipalities. Clean-4-U can provide a proven model which can be replicated in every Local Panchayaths, municipalities and municipal corporations
Inclusiveness	Project takes care of the women in the BoP segment, improves the cleanliness of the households, helps the Govt to save huge expenditure on healthcare systems, therefore it is inclusive.

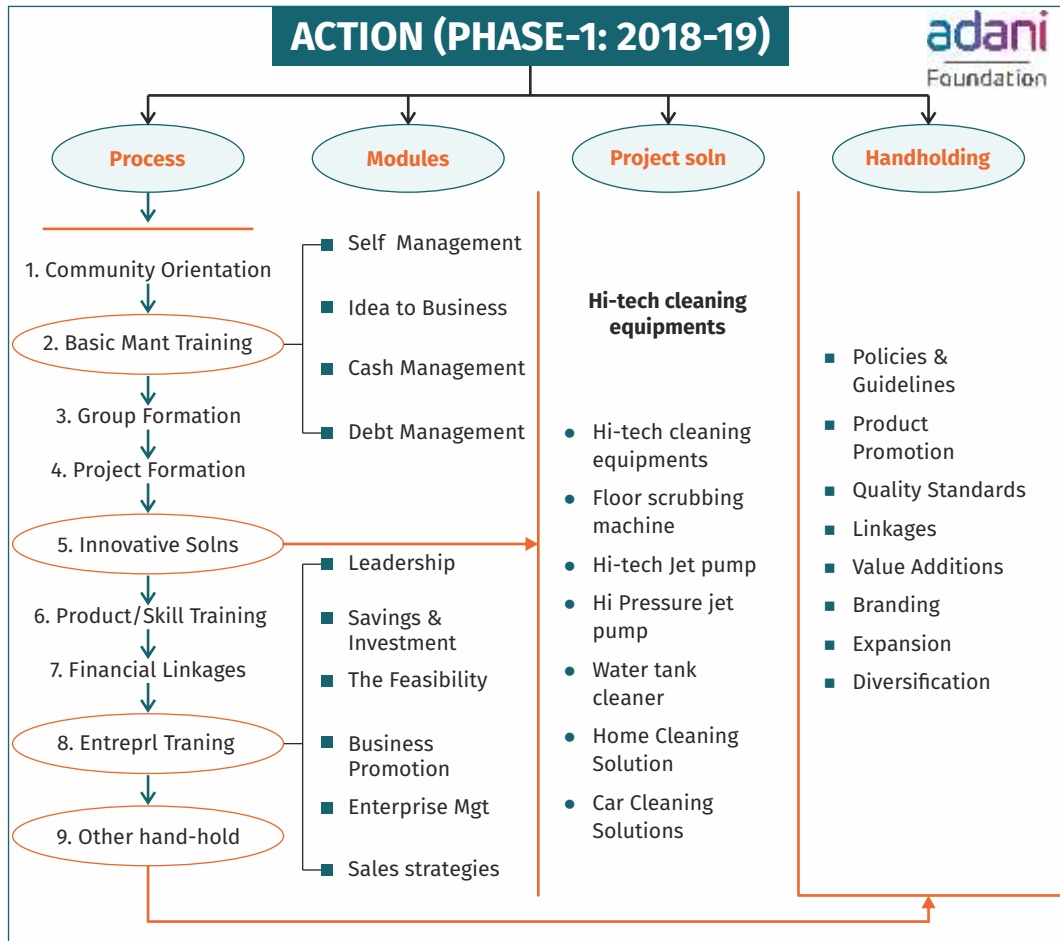
## Technologies used in the project

As the service is based on high-end technology, the group has invested enough time in identifying the latest equipment available in the market to provide the best of service for the customers. Based on the understanding of the market, needs and preferences the group has finalised equipments like hi-tech vacuum cleaner, floor scrubbing machine, high pressure jet pump, water tank cleaner, home cleaning solution, car cleaning solutions...etc.

The following technology applications have been used in the project

Machines for cleaning	<ul style="list-style-type: none"> <li>• Appropriate washing machines are used to clean water tanks- to save time and improve efficiency.</li> <li>• Machines are also used for cleaning inside the households, for pest control etc.</li> <li>• Biological and herbal methods are applied to reduce the usage of chemicals</li> </ul>
Disinfectant for Water Tanks	Clean-4-U is also using disinfectants that are organic to clean the water tanks and wells
EM Solutions/ Micro Nutrients	Effective Microbes approved and supplied by Govt and micro nutrients for waste management and sewage treatment / Odour control are also used.
Nano Tech Applications for Temperature Control	Nano Paints are used for reducing the exposure of water tanks to sun and to reduce the in-house temperature.

## Implementation Model & Methodology



The program was designed in such a manner that the most committed and dedicated persons from the community were encouraged to develop business idea. This was a very involved and long drawn process.

**Step-1:** Awareness Generation and Registration for Livelihood Training: This was conducted among community structures including kudumbashree groups, SHGs, religious platforms and residence associations in the intervening wards. Awareness generation had reached out to nearly 3000 people in the five wards.



### **Step-2:** Basic Management Training and formation of Livelihood groups.

The registered participants got the opportunity to undergo training in four basic management modules on the following subjects-

1. Self-Management: Whereby the participants identified their skills, available resources and the projects that were suited to them for potential self-employment.
2. Cash Management & Idea to business: Wherein the participants were guided to prepare the projects with cash flow while being mindful of project feasibility.
3. Debt Management: Wherein the participants had to identify financial resources for the projects and consequent liability.
4. Leadership and sales strategies: Wherein the groups were equipped with marketing techniques for identifying their customer based and coming up with strategies of reaching them.

### **Step-3:** Identification and Preparation of feasible project proposals.

The livelihood projects were identified by the trained participants with the help of Resource Persons. In all about 11 projects were identified of which Clean-4-U was one. The long list of projects is given below:

1. Clean for you (Hi-Tech cleaning group),
2. Happy Days (Sanitary Napkin Distribution Unit),
3. Harbour – Canteen,
4. Poultry Unit( Hi-Tech Unit),
5. Snehaddeepam (Catering Unit),
6. Sree Bhadra (Bigshopper Unit),
7. Green going Paper/ Eco-friendly bag unit,
8. Prime Events - Event Management Group,
9. Tasty Buddy Chips making unit,
10. Eco-shop unit – Fresh vegetable selling unit
11. Data Plus Unit – Data Entry and digital preparation unit.

All the proposals were evaluated on the basis of their feasibility and potential for providing sustainable livelihood. Clean-4-U was identified as a project with the most potential to succeed.

#### **Step-4: Mobilizing Resources & linking groups to financial institutions**

A committee was formed with financial institutions, representative of Adani Foundation, government representative through VISL and livelihood group leaders. The group scrutinised the proposal and the feasibility of the project was reviewed by the financial institution. The financing for the project was fixed on the following ratio

- Beneficiary contribution – 10% of project cost
- Bank loan – 40% of project cost
- Subsidy from Adani Foundation – 25% of project cost
- Subsidy from Govt. through VISL – 25% of project cost

#### **Step-5: Setting up the unit, extending hand-hold support / Follow-up support**

Adani Foundation under its CSR extended handholding support to the group. The support started from getting the group registered, marketing, product packing-branding and guiding them to promote sales by reaching directly to new customers.

1. Women members who had participated in the basic management training programme from Vizhinjam, Venganoor, Mulloor divisions of Thiruvananthapuram Corporation joined as a group and formed the 'Clean-4-U' society. It was registered as a charitable society in June 2017. Smt Suraja TK was elected the president and Smt Preeja the secretary of the group. Smt Usha Kumari, Smt Asha Bindu, Suresh Bhavan, Smt Sati are executive members of the group. All these members are from poor families who are struggling to make a livelihood.
2. The CSR team helped the group in preparing its bye-laws and guideline, which generally covers the operational responsibilities, system disciplines, loan repayments, grievance redressal, income sharing and conditions for expansion and diversification of the unit.
3. Opening of a new bank account: A Bank account in the name of president and secretary of "Clean -4-U" was opening in the Bank of India, Vizhinjam Branch on 10.05.2017. The account was opened based on the decisions of meeting of financial institutions held on 28 April 2017 at Vizhinjam conducted by Adani Foundation. The meeting discussed the importance of livelihood initiatives and obtained inputs in designing the projects, its feasibility and conditions to be ensured in the proposals to support livelihood groups. The meeting was attended by the managers of Union Bank of India, Federal Bank, Canara Bank, Vijaya Bank, SBI and Syndicate Bank. The meeting ensured that the banks would provide loans to the livelihood groups that were coming up with good proposals under the guidance of Adani CSR group.

4. **Project Preparation:** The group prepared the project report with the support of CSR team considering the feasibility and market study. As per the proposal, the project cost amounted to Rs.5,58,677/-.
5. **Product Training:** The “Clean - 4 - U” group was provided with one month on the job training from 05-04-2017 to 05.05-2017 through Smash Cleaning company, one of the well-established cleaning solution providers having centres across Kerala. The members completed one month training in that company, undergoing rigorous training in handling sophisticated equipments to laundry items even cleaning of toilet blocks. The training provided not only helped the group to understand the nitty gritty of the services but also instilled in them the confidence to get into the operation of cleaning flats, equipment, vehicles and rooms.
6. **Branding procedures:** The group designed their uniforms, visiting cards, notice of business, tariff card and letter head for business connections and networking. The group started visiting all institutions and agencies in their uniform from the inception itself.
7. **Adani Foundation** supported the group initially in linking to different institutions and agencies.
8. **Procurement of equipment:** The CSR team supported the group in identifying high-end equipment needed for cleaning purpose based on the market need. The guidance of an established cleaning company was also brought into for getting right input and support. Based on the input, the group had taken five quotations from major players and finalized the equipments through commercial negotiations undertaken directly by the group members. The equipments included hi-tech vacuum cleaner, floor scrubbing machine, high pressure jet pump, water tank cleaner, home cleaning solution, car cleaning solutions...etc.
9. **Marketing / Building Customer base:** Being a service unit, this was one of the fundamental training provided to the units by leveraging quality and timeliness of service. The strategy followed was to get business through word of mouth from the existing customers highlighting the quality of work. During the first month of inception, the group visited many flats, institutions and agencies and provided their visiting cards and tariff cards. The first work they received was from flats to clean. Thereafter the story of the group came in newspapers and social media whereby they received multiple calls from hospitals and houses for frequent services.

Implementation framework		
Frame Work/ Tools	Description	Related Aspects
<b>Project Design</b>	Identification of Problems & causes Project Goals & Strategies Selection of Group Market Assessment Design of the Support Systems Monitoring & Mentoring systems	Beneficiaries from BoP Segment Livelihood Model Gender & Safety Aspects Impacts to the society & inclusiveness of the project
<b>Social Impact Assessment Method</b>	Designed a framework for incorporating the social aspects, ensuring stake holders participation	Need Analysis Stake holder analysis Community Need requirements Gender analysis
<b>Livelihood Security &amp; Women Empowerment Aspects</b>	To ensure livelihood security & women empowerment aspects	Support systems Training & handholding Support in piloting Support in market connect Support by providing subsidies & financial support
<b>Stakeholder Analysis</b>	Identifying and making all stake holders part of the project including community , govt, local elected representatives, officials, families of the entrepreneurs	Different Socio & Economic methods followed

## Financials

As can be seen from the table below, the group is showing robust growth in revenues. In just under a year the revenue has grown 144%

Period	Revenue (Rs.)
Jan – Mar 2018	45,000.00
April – June 2018	55,000.00
July – Sep 2018	85,000.00
Oct – Dec 2018	1,25,000.00
Jan – Mar 2019 (Progressing)	1,10,000.00

IMPACT HIGHLIGHTS													
Impact	Description												
<b>Number of Women in Clean-4-U</b>	Provided sustainable livelihood opportunities to 5 women and 5 more workers.												
<b>No of customers served so far</b>	<p>Presently the group has a good customer base of 14 flats, one hospital, 20 houses, two religious institutions and four corporate offices to do continuous work.</p> <p>They have taken five more women from Vizhinjam on contract basis to complete the works. Now the unit is looking forward to expand with 50 members and engage annual rate contract with institutions and flats to take up cleaning works and related home service works.</p> <p>In the last one and half years they have earned a turnover of Rs.4,20,000/-. In the first three quarters, the group members have taken a wage of Rs.5000/- per month. Thereafter in the last two quarters each member has taken a wage of Rs.8,000/- per month. Given the increase in work and profits, the group has decided to take home a pay of Rs.12,000/- per month on completion of 2 years.</p> <p>The quarterly finance progress of the unit shows a steady progress as follows.</p> <table> <tr> <th>Period</th><th>Revenue (Rs.)</th></tr> <tr> <td>Jan – Mar 2018</td><td>45,000.00</td></tr> <tr> <td>April – June 2018</td><td>55,000.00</td></tr> <tr> <td>July –Sep 2018</td><td>85,000.00</td></tr> <tr> <td>Oct – Dec 2018</td><td>1,25,000.00</td></tr> <tr> <td>Jan – Mar 2019</td><td>1,10,000.00 (March pending)</td></tr> </table>	Period	Revenue (Rs.)	Jan – Mar 2018	45,000.00	April – June 2018	55,000.00	July –Sep 2018	85,000.00	Oct – Dec 2018	1,25,000.00	Jan – Mar 2019	1,10,000.00 (March pending)
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<b>No of regular customer base</b>	80% of the present customers are regular												
<b>No of corporate deals</b>	Apart from normal households, Clean-4-U is providing solutions to the following Corporate clients. This shows the acceptance of the solutions to corporate clients like hospitals where quality service is a must. This includes Yogi raj hospital, Skyline builders, Smash Group, Adani Foundation and some of the schools.												
<b>Community Acceptance</b>	The project is accepted by the community. Even the operating area is not very affluent, there is large number of customer acceptance												
<b>Loan support provided</b>	As per the proposal, the project cost is amounting to Rs.5,58,677/-. It is raised from different sources such as 10% (Rs.55,867/-) beneficiary contribution, 40% bank loan (Rs. 2,23,470.89), 25% subsidy from Adani Foundation under CSR (i.e., Rs.1,39,670) and another 25% subsidy from Government through VISL (Rs.1,39,670). It was further decided that all transactions related the unit should happen only through banks.												

IMPACT HIGHLIGHTS	
<b>Loan Repayment details</b>	Unit could close the loan in 8 months of its operation, that shows the viability of the project
<b>Skill &amp; Empowerment</b>	10 Members of the group are now capable of handling Hi Tech Cleaning services, including environment friendly applications
<b>Scaling Up</b>	Project is replicable at least to 500 locations in Kerala alone. Kerala has a very strong 1000 number Panchayaths with 5000 to 8000 families. Clean-4-U kinds of units are feasible in every Local Panchayaths.
<b>Impact after scaling up</b>	Once the project is scaled up it can provide livelihood opportunities to 2500 women (500 units X 5 women) and there will be an indirect impact to 10000 people in the state
<b>Social Impact</b>	Unit will also help to create awareness in the community for the need for having clean living environment and the importance of healthy living.



# GOAT REARING



## Organization behind the project

JK Paper Mills

## Location

Rayagada – Odisha

## Socio-economic profile of the area

The target groups are mostly marginal and landless farmers. Goat rearing as a supplementary income livelihood support system is promoted for these families. Being a community based project, the programme involved its share of difficulty and roadblocks. The initial challenge was to convince the villagers to own the programme. Even though the villagers were skeptical and low in optimism and enthusiasm of the outcome and success of the project, with constant support and motivation from SPARSH, the villagers were convinced to start the project. The next challenge was to provide medical help and vaccination to the goats. The villagers believed and relied upon unscientific and orthodox practices to treat the disease.



Lack of information and awareness regarding good management practices were impediments to strengthening goat based livelihoods. Effective sensitization, support from financial institution and the health dept in addition to raising awareness among goat rearers, proved valuable in motivating the groups to take up goat-rearing as a profitable occupation.

External trainers and SPARSH employees worked relentlessly to sensitize them and convinced them.

## Market systems approach applied

The aspect of market linkages was conceptualised right at the inception of the project and was the overriding factor in the selection of the groups. Most of the SHG members in the group were adept at goat rearing, however the practice was mostly for own consumption or during festival time and occasion like weddings etc.

The market had been witnessing a growing demand for fresh mutton from organised meat markets and at peak times the supply was far less than that of demand. The felt need was to organise goat rearing as an entrepreneurial activity with the objective of profit maximisation.

The first challenge was to create an entrepreneurial mindset amongst the selected SHG's, this required business orientation through interaction with experts and capacity building workshops.







The next step was to access funds for the purchase of mother goats, Odisha Livelihood Mission (OLM) was approached and funds secured for training, capacity building and expert visits.

A total of 4.16 lakhs was secured from OLM and the funds utilised for the aforementioned activities. The loan money was utilised to buy 82 mother goats, as of date the ownership of goats has increased 332, this is primarily on account of scientific goat rearing practices followed by the enterprise owners. The enterprise value of the groups is as of date at prevailing market prices is Rs 21.58 lakhs, which is more than 5 times the investment.

The marketing strategy is to rear the goats in low season and sell when the demand peaks.

The groups are linked to the meat traders in the area. The market is completely demand driven and supply is insufficient to keep up with the demand.

Sparsh, JK Papers CSR implementing arm is closely working with the SHG members and plans to expand the project from the current 70 groups to 200 in the next two years.

## Implementation Model & Methodology

They were successfully trained in both theoretical and in practice, aimed at valuing the role and importance of goat rearing in economic upliftment involving various topics like first aid, usefulness of antiparasitic drugs, dressing of wounds in injured animals, different managerial and medical

practices to be adopted goat rearing, housing and overall management, selection and breeding strategy/practices for breed improvement in goats, sign and symptoms of infection/disease and insemination procedures, formulation and dispensation of balanced feed mixture for bucks and does, common diseases of goats and their treatment, various contagious diseases and their prevention by vaccination, importance and economic benefit of various milk and meat products, different methods of identification in goats, bank linkage and insurance for goat farming to be taken up as business, preparation of income and expenditure account in goatery etc.

Through this initiative the maximum no of goats owned by a beneficiary is 9 and the minimum is 3 per beneficiary. All the beneficiaries are being trained regularly on scientific rearing practices by SPARSH in consultation with retired veterinary officers. Along with the loan availability, the producers group is also facilitated with insurance of mother goats in collaboration with Universal Sampo General Insurance Company Ltd. empanelled with Indian Overseas Bank.

## Impact of the project

SPARSH has promoted the formation of a Goatery Producers Group which is a business organization, owned and managed by the poor and marginal tribal women for their mutual benefit to access to common facilities like infrastructure, capacity building, hand-holding & market



linkages. Producer Group is one of the most effective & safest platforms for economic development through collective effort of the rural poor. The members of the group are mostly marginal farmers & landless. Goat rearing as a supplementary income livelihood support system is promoted for these families.

The project is ongoing and present status is as follows:

**No. of beneficiaries: 70**

**No. of SHG formed: 06**

**No of goats provided: 70**

**No. of goats raised: 212**

**Total Loan amount: Rs.3.7 lakhs**

**Total Repayment: Rs.1.2 lakhs**

Today the members are proud owners of goats and there is positive upliftment in their financial condition. Each member has at least 3 goats and maximum being 11. Through this practice they are encouraging other villagers to adapt this practice as it doesn't involve any stress and no maintenance. This project is a success story and has been replicated by many other villages and SHGs.

It is our endeavor to scale up the project from 70 members to 100 members and from 06 SHGs to 10 SHGs. Besides, facilitate to register Goatery Producers Group, which will enable the members to avail the opportunities and facilities that a Producer group can avail.

## Partners of the project

**Sparsh**, the CSR implementing arm of JK Paper along with OLM are the project partners. Sparsh has the principal role of group formation, training, capacity building, and overseeing the operational aspects of the enterprise. OLM provides the start up funding to the groups.

# “GRAMEEN MYTRAH - SKILL DEVELOPMENT AND ENTREPRENEURSHIP PROJECT”



## Organization behind the project

Mytrah Energy (India) Limited

## Location

Grameen Mytrah, Pargi, Vikarabad District, Telangana State.

**Fodder:** 13 villages, 103 direct beneficiaries -three districts

**Artificial insemination:** 25 villages, 1355 direct beneficiaries

**Farmer Producer Company:** 4 villages, 200 direct beneficiaries

**Skill Development:** 13 villages, 51 direct beneficiaries

**Shadenet:** established in 2 villages, impacting four districts

**Safe Drinking Water:** 3 villages, 1956 direct beneficiaries





## Socio-economic profile of the area

- A. Income Poverty** - During Mytrah's baseline, it was identified that a large no. of households were below poverty line and the cause of their abject poverty was lack of resources that was passed through generations. The poor start with a very low level of capital per person, and then find themselves trapped in poverty because the ratio of capital per person actually falls from generation to generation. During Project's Participatory Rural Appraisal, addressing root cause of income poverty emerged as a major factor. Hence, all aspects of project ensured that the household income is increased through various skill and entrepreneurship development. Efforts at tackling rural inequality can succeed only if they go beyond economic measures of progress and address the underlying factors that continue to keep people in poverty. Hence, Mytrah focused on a holistic approach.
- B. Poor Agricultural Practices** - Low productivity is a bigger long-term problem. Agricultural markets are fractured and distorted. Despite the fact that agriculture accounts for as much as a quarter of the Indian economy and employs an estimated 60 percent of the labour force, it is considered highly inefficient, wasteful, and incapable of solving the hunger and malnutrition problems. It is estimated that as much as one-fifth of the total agricultural output is lost due to inefficiencies in harvesting, transport, and storage of government-subsidized crops. With Mytrah's baseline and

needs assessment studies, it was clear that the farming techniques used by project population engaged in agriculture is outdated. Hence, Mytrah focused on improving agriculture practices by developing farmer's collectives which have developed as Farmers Producer Company.

- C. **Skills Gap** - Being agriculture dependent, majority of population in rural areas understand is traditional agricultural practices. Hence, with limited skills, they ended up with limited resources. Skill development activities need to be done in a cost-efficient way in order to have a sustainable development over a long term. Proper identification of skill challenges faced by people, finding out what works in promoting and sustaining skill development in rural areas, enumerating the measures taken to boost employment in rural areas in both agricultural and non-agricultural sectors and discovering the skills which are foreseen to be in high demand in the coming years were some of the strategies integrated in Mytrah rural development interventions.
- D. **Poor Health due to Water Borne Diseases** - Water-borne diseases like cholera, gastroenteritis and diarrhoea erupt every year during summer and rainy seasons in India due to poor quality drinking water and sanitation. It isn't cheap to treat water so that it is safe to drink. But it also isn't cheap to treat everyone who becomes ill during a waterborne illness outbreak. As the level of protection becomes more effective, the cost of water treatment generally rises, as well. The scenario is certainly not different in the Project villages. Hence, Mytrah amongst other development interventions also ensured that safe and clean drinking water is provided to rural population through RO Water Units which are cost effective, easy to maintain and reduce the disease burden on local population.

## Market systems approach applied

- A. **Farmers Producer Organisations** – FPOs have been promoted to address issues of agriculture inputs, access to finance, procurement, hiring of machinery, and marketing of produce. Farmer's collectives which have been growing to address all these issues have been institutionalized and successfully improved different aspects of agriculture in project area. With over 200 members in FPOs, the FPOS are consolidated in Farmers Producer Company (FPC) which will run as a business unit. The FPC is crucial for sustainability and have emerged as strongest institution in this project.
- B. **Fodder Cultivation** – Mytrah introduced an improved variety of fodder for livestock development. This activity was planned in an entrepreneurship model. The fodder slips which were given first set of farmers are now being spread across intervention

villages and beyond as new hybrid variety fodder (BNH-10) has faster growth rate, requires less water and substantially increases the milk yield. New farmers have already started purchasing fodder slips from early adopters and this activity is expanding among the farmers at a steady pace. With hybrid variety of fodder, the fat content has increased and milk yield also increased in the same way the milk collections centres have been increased in the Project area. The farmers now able to market the surplus fodder slips not only in the target villages, but also from other districts of the State.

- C. Artificial Insemination Centres** – These centres have led to introduction of hybrid variety of cattle in project area. This has resulted in producing over 600 hybrid animals in project area worth over Rs. 1.5 crores as well as 17% improved yield as compared to pre-intervention phase. Mytrah has trained local youths who are running these centres in an entrepreneurship model with clear return on investments. With technology in terms of mobile application to track inceptions and animal health, linking them up with certified agency for sourcing high quality semen and developing a business plan, Mytrah has provided end to end support for AI centres to continue to grow beyond its direct intervention. On call basis AI technician visits door to door and giving the AI services to farmers not only target villages but also hamlets in the Project area.
- D. Shadenets** - Shadenet through an entrepreneurship model has helped in providing access to high quality seeds and helped boost productivity. When local entrepreneurs were trained and provided soft loans to set up shadenets, it was based on the need to improve seed quality and reduce input cost as these shadenets provided saplings based on needs of local farmers at closer proximity. Shadenets have already become sustainable as entrepreneurs after generating profit have repaid over 80% of loan.
- E. Drinking Water** – RO Units have been provided to Gram Panchayat which takes the ownership in running and maintaining the unit. Gram Panchayat has engaged local youth and trained them in operations and maintenance as well as cost benefit analysis. With ever increasing subscription to RO water, the plants have not only provided clean water to local communities at extremely reasonable costs, it has also provided employment to local youth.

## Technologies used in the project

**Artificial Insemination Centres** – These centres have led to introduction of hybrid variety of cattle in project area – HF (foreign), Jersey (foreign), Gir (Indian), Sahival (Indian), Ongole (Indian), and



Murrah (Indian). These hybrid semen is developed by BAIF Rural Development Research Foundation in their Pune campus.

**APP:** With technology in terms of mobile application to track inceptions and animal health, linking them up with certified agency for sourcing high quality semen and developing a business plan.

**Fodder Cultivation** – The project introduced three varieties of fodder in the area. However, new hybrid variety fodder BNH-10, Australian grass have faster growth, requires less water and substantially increases the milk yield. The third variety, BAIF Bajra was not so successful in the area.

**ATW for safe drinking water:** The Project has introduced Anytime Water Cards, to swipe and draw water round the clock. These cards give exactly 20 litres of water for Rs. 3 and can be charged.

## Implementation Model & Methodology

All CSR Projects are executed through Mytrah Foundation, the CSR wing of Mytrah Group. The CSR Projects are identified strictly adhering to Schedule VII of the Companies Act, the Bye laws of the Trust, the CSR Policy of the Company and the Needs assessment studies conducted by a third - party organisation.

The Annual CSR Budgets are approved by the Board level CSR Committee through an internal system called “Annual Operating Plan”. The method followed to identify projects for implementation are based on the 3-year Business Plan developed for CSR and the priorities of the communities, based on the Need Assessment Studies. The projects are broadly divided into two categories; the site level interventions and off-site projects. About 90% of Mytrah's CSR Projects are being implemented by grass-roots NGOs, identified through a rigorous process, using tools such as the NGO Selection Policy and NGO Partner Due diligence Check list developed in-house.

Once the Projects are identified, NGOs are requested develop a detailed project proposal, following Mytrah Project Proposal Format. Usually, the projects are developed following the Log Frame method and all aspects of Project Cycle Management are covered in the document, such as Smart Objectives, monitoring and evaluation plan and detailed budgets. The project proposals are developed together with the implementing NGO and Mytrah CSR team. Budgets are released to the NGOs on quarterly basis. External audit is conducted every year.

While the NGOs play the role of implementation, Mytrah CSR Team monitors the projects on monthly basis with field visits and field reports. Mytrah's Monitoring is an extremely structured process which clearly defines the purpose, guiding principles, which components to monitor, who to involve and key activities to be monitored. Once this framework is put together, the monitoring is conducted by a team of subject matter experts together with experienced monitoring professionals by engaging the implementation team and other stakeholders on ground. The data collected through concurrent monitoring is used for midterm course correction and revising major activities where necessary.

At Mytrah, Management Information System (MIS) is backbone of Decision -Making Process. Mytrah believes in Data Driven Management. This not only informs the core team on progress, it also helps in close monitoring and concurrent course correction. Key to Mytrah's MIS is in its simplicity as some of Mytrah CSR interventions are in resource poor settings hence, the formats and data collection processes have been kept to simplest possible.

Mytrah's MIS is not only providing the overall progress, it also helps to team to understand activity-wise growth. With an aim to make it as real-time as possible, Mytrah reviews every project through various MIS Report on fortnightly, monthly and quarterly basis. The strength of Mytrah MIS is the need assessment and baseline study which defines the indicators to understand the Social Cost Benefit (SCB) and Social Return on Investments (SROI). Right from defining CSR Key Performing Indicators (KPIs) to project review and monitoring visits, these indicators provide a robust data set to document progress of Mytrah's projects. Mid-term reviews are conducted by an external agency like TISS.

## Impact of the project

Mytrah from the beginning was clear that only way the project is going to sustain if there are community institutions. While building of community institutions was important, helping them to develop, grow and strengthen independently was equally important. Since, the communities are agrarian in nature, Mytrah identified Farmers Producer Organizations being core community institution which can play a pivotal role for the bringing the community together as well managing the sustainability of the project in long ter.

The project activities are developed with an idea that once the basic structure, systems and processes are defined, Mytrah will focus on the convergence with government development programmes.

Specifically, FPOs are being consolidated as Farmer Producer Companies (FPC) where NABARD and Small Farmers Agri-Business Consortium (SFAC) will fund the activities. The share capital from farmers has already been collected and going forward the FPOs are going to be part of one umbrella FPC which will ensure that linkages with relevant government schemes are developed and resources to develop the rural community institution are mobilized through external resources.

For Integrated Livestock Development Centre, the project is already providing support to local veterinary department in providing high quality semen and conducting animal health camps. The services provided by Mytrah under ILDC intervention has already been recognized by government and activities are expanded in collaboration in field area through a partnership model.

This has been defined through a sustainability strategy for each activity. There is inbuilt mechanism of sustainability in each project as at the core of all activities, skill development and

entrepreneurship development play a primary role. Moreover, the development of community institutions has already started to take over the management of project activities. Mytrah has designed the activities in such a way that they have long term sustainable impact which can be driven by local community by building capacities, developing systems and structures, identifying linkages and developing convergence and most importantly gradually handing over the management and expansion of activities to local communities.

The project has been implemented in a sustainable mode right from the beginning through entrepreneurship mode. The project started in 8 villages initially but expanded to 13 villages. Besides the project, services such as Artificial insemination is reaching another 12 villages in the area, bringing the total coverage to 25 villages. Initially one Artificial Insemination was started and the second AI centre was initiated in the second year to cover more villages.

Fodder cultivation started in a few villages now spread to the not only to the entire project area, but also to other districts in the state.

This project can be replicated anywhere taking in to consideration the local requirements

Following are the mechanisms through which the activities will continue beyond Mytrah's direct engagement;

- 1) **Farmers Producer Organisations** – FPOs have been promoted to address issues of agriculture inputs, access to finance, procurement, hiring of machinery, and



marketing of produce. Farmer's collectives which have been growing to address all these issues have been institutionalized and successfully improved different aspects of agriculture in project area. With over 335 members in FPOs, the FPOs are consolidated in Farmers Producer Company (FPC) which will run as a business unit. The FPC is crucial for sustainability and have emerged as strongest institution in this project.

- 2) **Fodder Cultivation** – Mytrah introduced an improved variety of fodder for livestock development. This activity was planned in an entrepreneurship model. The fodder slips which were given first set of farmers are now being spread across intervention villages and beyond as new hybrid variety fodder (BNH-10) has faster growth rate, requires less water and substantially increases the milk yield. New farmers have already started purchasing fodder slips from early adopters and this activity is expanding among the farmers at a steady pace.
- 3) **Artificial Insemination Centres** – These centres have led to introduction of hybrid variety of cattle in project area. This has resulted to increase in no. of animals in project area worth Rs. 1.5 crores as well as 17% improved yield as compared to pre-intervention phase. Mytrah has trained local youths who are running these centres in an entrepreneurship model with clear return on investments. With technology in terms of mobile application to track inceptions and animal health, linking them up with certified agency for sourcing high quality semen and developing a business plan, Mytrah has provided end to end support for AI centres to continue to grow beyond its direct intervention.
- 4) **Shadenets** - Shadenet through an entrepreneurship model has helped in providing access to high quality seeds and helped boost farmer's productivity. When local entrepreneurs were trained and provided soft loans to set up shadenets, it was based on the need to improve seed quality and reduce input cost as these shadenets provided saplings based on needs of local farmers at closer proximity. Shadenets have already become sustainable as entrepreneurs after generating profit have started to repay loan.
- 5) **Drinking Water** – RO Unit have been provided to Gram Panchayat which takes the ownership in running and maintaining the unit. Gram Panchayat has engaged local youth and trained them in operations and maintenance as well as cost benefit analysis. With ever increasing subscription to RO water, the plants have not only provided clean water to local communities at extremely reasonable costs, it has also provided employment to local youth.
- 6) **Scaling Up** – Since the project area covers vast geography, it was difficult to scale up all activities at one go. Hence, the project activities were expanded in phased manner

and by engaging local community. Initially, the process took efforts and time to cover larger geography however, with community's engagement this roadblock was addressed in second year of implementation.

## Partners of the project

The Project essentially deals with the Primary and Secondary stakeholders. The utmost priority is given to the Primary Stakeholders in the entire Project Cycle Management. The Project revolves around four major partners as below:

1. Primary Stakeholders – the community
2. Implementing NGO – BAIF (BISLD)
3. Mytrah Foundation and Mytrah CSR Team
4. Secondary stakeholders include external Reviews & Evaluations and External financial audits.

Problem identification is done by the primary stakeholders, implementing NGO, third party carrying out Needs Assessment Studies and Mytrah CSR Team. Project design is done by the Implementing NGO and Mytrah CSR team in consultation with the primary stakeholders.

BAIF (BISLD), a NGO with expertise in livestock management is implementing the project, while experienced CSR Team at Mytrah monitors and manages the project, besides providing financial support.

About FPO: Currently three are FPOs constituting one Farmers Producer Company (Registered). There are 300 members in the Company each FPO consisting of 50 members. Members contribute membership fee and monthly savings to carry on activities. These community level institutions form the primary stakeholders and represent beneficiaries.

# INTEGRATED AGRICULTURAL DEVELOPMENT



## Organization behind the project

Hindalco Industries Ltd. Unit-Mahan Aluminium

## Location

Hindalco Industries Ltd., Unit – Mahan Aluminium works in Bargawan and other 16 villages in the remote part of Singrauli district in Madhya Pradesh. Even though dense forest cover is there topography of the region is undulating due to which the water flows away.

## Socio-economic profile of the area

The agriculture in the region is dependent on seasonal rainfall. Recurrent droughts and lack of Sustainable Livelihood exacerbate the agricultural conditions in this region. There has been scope of improvement in agricultural conditions by reducing the reliance on rain fed agriculture in accordance with the implementation of the measures for developing a better Sustainable Livelihood. Can be summarized as below:

- Dependence of agriculture on seasonal rainfall
- Lack of right knowledge and resources resulting in slow transformation to more intensive and value adding crop production
- Bottlenecks in water resources and its management
- Limited accountability in management system to farmers and villagers
- 89.7% of Household with low standard of living index

Though the area is having good amount of forest and experiences good amount of rain, in spite of that there is crisis of water in this area because rain water does not retain for a long time due to undulated and uneven land. Most of the villages are not having connecting pitch roads so in rainy season these villages are cut off from the main stream. High Political Influences and other outfits always hinder the developmental activities of the area. Literacy rate in this area was very low and lacking of all the basic facilities in respect of health education, dominance of dogmas and taboos for tackling the diseases and other events. Without sufficient employment opportunities, this population trend lead to a more rapid rate of outmigration.

## Market Systems approach applied

The approach was to address the causes hindering in agricultural development focused on the interventions in access to water, agriculture and sustainable livelihood, healthcare, and education for betterment of the farmers and their family and is self-sustainable.

And yet, while market systems approaches are inherently unique, they share some important features:

### Objectives

- To increase the level of income of farmers
- To tackle the water scarcity and increase the ground water level
- To focus on transforming the market in which the farmers could participate by buying or selling goods, services or labor
- Benefits of Government schemes to the farmers
- To bring the change in functioning of the system – making agriculture more financially rewarding, accessible and resilient in the long term.

### Principles

- The aim is to tackle the root causes instead of focusing on the visible problems.



- Will provide support but not make them dependable, market systems approach must ensure that desired behavior changes reflect the genuine outcomes and enable the farmers to succeed in the long-term
- To role of every stakeholders, each with unique characteristics must have individual roles, but any intervention must consider this complexity into account.

## Methods

- A thorough process involving how and why systems function as they do – identifying the changes that appear to be key to agricultural development
- Recognizing the limits to initial analysis – committing to on-going review and learning, willing to adapt/revise plans and abandon or make new interventions depending on the outcomes
- Embracing complexity – recognizing that catalyzing lasting change is neither straightforward nor predictable. Approaches require time, curiosity and experimentation. They also need flexible and adaptive management and a commitment to ongoing learning.

## Technologies used in the project

Majority of the population belonging to the tribal community were dependent on the traditional methods of farming they were introduced with modern farming techniques

Below is a summary on the use of technology in agriculture:-

**Use of machines and equipments:-** The farmers were introduced with farming equipments like cutter, fans, sprinklers, irrigation pumps and machineries like tractor, harvesters, grain separators which has helped them in cultivating more land with less labor in a shortest period of time.

**Storage facilities:-** The farmers were introduced with cold storage facilities for storage of their produces like potatoes, onions and other vegetables and even were linked with various government schemes which encourages and provides subsidiary for construction of the facilities.

**Hybrid quality seeds:-** High quality seeds which can resist diseases and pest and gives farmers high yield and in a less time were provided to the farmers at subsidized price.

**Hybrid animals:-** Hybrid breed of dairy animals which produce more milk and are more disease resistant in comparison to normal animals.

**Modern techniques of Agriculture:-** The farmers were introduced with techniques like green house, shed net farming which through controlled environment gives them higher yield and more profits.

Soil testing are done to identify the suitable, best produce which could be produced there.

## Implementation Model & Methodology

Prior to the commencement of project, a baseline study of the villages was done. The study encompasses various parameters such as – health indicators, literacy levels, sustainable livelihood processes, and population data - below the poverty line and above the poverty line, state of infrastructure, among others. Valued information on need based projects from Government, the District Authorities, the village panchayats, NGOs and other like-minded stakeholders were collected. This helped widen the Company's CSR reach and leverage upon the collective expertise, wisdom and experience that these partnerships bring to the table. From the data generated, a 1-year plan and a 5-year rolling plan are developed for the holistic and integrated development of the marginalized.

This project targeted more than 17069 families directly. 80% of these families are marginal and medium farmers whose livelihood depends on agriculture. Since their main earnings depend upon agriculture and its allied activities. And since agriculture is mainly rain fed, efforts in agriculture and Sustainable Livelihood would help them a lot to increase their earnings.

The objectives were

- Assessing the standard of living, available livelihood opportunities and scope of alternate livelihood opportunities.



- Assessing the resource and infrastructure inventory at household level to identify the available opportunities to enhance the livelihood.
- Understanding then current level off productivity in agriculture and allied activities.

### Survey Findings

Our study revealed the following prevailing facts of the 15 project villages:

01. High hilly terrain
02. Low Agricultural productivity
03. Use of traditional method of agriculture
04. Lack of technical knowledge
05. Lack of market facility
06. Deforestation
07. Below Poverty Line families as majority
08. Lack of irrigation facilities
09. Lack of safe drinking water facility
10. Poor means of communication and lack of infrastructural support
11. Poor management of land and water
12. Very low per capita income i.e. Rs.24000.00
13. Low water table
14. Scanty rainfall
15. Poor Soil Productivity

### Strategic Plan for implementation:

- Formation and strengthening of CBOs (Community Based Organizations) such as water user committee and Self Help Groups (SHGs) and Village Development Committees (VDCs)
- Constant monitoring of the project
- Involvement of PRI (Panchayati Raj institutions) and block officials for ensuring their participation and in the process ensuring sustainability of the project

- Establishing clearly defined roles and responsibilities of user groups
- Promotion of corpus fund by User Group

### Implementation:

- Hindalco Mahan's team conducted the needs assessment in all targeted villages. Lack of requisite training & expertise was a major concern in most of these villages. Planning along with the villagers and block officials was done and it was decided that the government, Hindalco Mahan and the community jointly design the Sustainable Livelihood initiatives.
- It was decided that the expense incurred in the initiatives of the projects would be borne by the community and Hindalco Mahan jointly. The government decided that it would also support us equally in completion of our projects. Apart from that Hindalco Mahan would do micro-planning with villagers and send proposals to Govt. to undertake those projects under various Govt. schemes of the Horticulture, Agriculture & Animal Husbandry Departments.
- Most of the supplies and technical training was provided by Hindalco Mahan.
- Accordingly, the entire project of designing and implementation of these livelihood projects was a wonderful example of strategic partnership between the community, government and Hindalco Mahan. Community involvement is very much essential for the success of the project in rural areas. We used to involve the community in each and every stage of the project phase. We used to involve the community right from the beginning of the project i.e. conceptualization of the project. They give us an idea to take up the project in regular meeting then referred to the target community to discuss within them and check the pros and cons of the project.

After that a project specific meeting is organized immediately. Everything is discussed what would be the project, what would be the probable area, what would be the project cost, how the resources would be generated to meet the cost, who would be the beneficiaries, how the resource generated would be shared, where shall be the market for the produce, how the project would be maintained and sustained. Hindalco Mahan focused on three main components of Sustainable Livelihood i.e., land management, water management and Biomass management. It undertaken its work in three broad categories:

- a. Capacity building measures,
- b. Structural measures,
- c. Supportive Measures.



### Components of three categories:

- a. **Capacity building Measures:**
  - i. Organizing Kissan Gosthi, exposure trips,
  - ii. Self Help Group Promotion
  - iii. Farmers' training
- b. **Structural measures**
  - i. Skill Development Training
  - ii. Cooperative formation
  - iii. Animal Husbandry
  - iv. Establishment of Nadep & Vermin Composts
- c. **Supportive measures**
  - i. Support to the farmers by distributing subsidized seeds, agricultural equipments, fertilizers, etc.
  - ii. Support outlets for the farmers like, farmers resource centres, kisaan mitras
  - iii. Animal Husbandry, breed improvement and vaccination,
  - iv. Support farmers by developing marketing linkages

Objectives	Criteria or indicators	Source of Information	Important Assumptions
Goal: To improve the H.D.I through development in the field of Sustainable Livelihood focusing on Agriculture	Increase in Produce, Sustainable ways of farming, Infrastructures, Water Management		To create awareness and understanding the problem of farmers and giving result
Objectives:- To improve the standard of living and per capita income through agriculture and secondary sources of income like animal husbandry. Environmentally –Increase in ground water level, Afforestation and improvement of quality of soil. In the process Improving the good will of company in the villages near plant and surrounding areas	Cattle breeding, Goat farming, Poultry, Involvement of women through SHG in income generation, Plantation	Community Groups, Government data, Social Survey, Field coordinators, Internal and external ssessment. Reports from Government, Agriculture Horticulture, Animal Husbandry departments	Conditions for Expectations of result on schedule  Sufficient rainfall, Participation of the community fully, support from Government and various departments and panchayats, Training and exposure visits
Activities:-Construction of Check dams, distribution of High quality seeds, distribution of agricultural equipments	<b>Means to implement</b> are Field visit and monitoring by Unit Head, department head, Executives and field coordinators and financially utilizing CSR Funds and Government mobilized and beneficiaries contribution in the proper way.		<b>Precondition requirement before action:-</b> Identification of the targeted Population, Soil quality monitoring, Location for water management. Planning and budgeting

## Impact of the project

For the sustainable development of agriculture it is essential to increase food availability and utilization, improve human health, create more prosperous rural communities, and rejuvenate the environment. Within few years the check dams in each and every channel would have been completed battling the question of water scarcity out of equation resulting in cropping throughout the year and maximum utilization of agricultural lands through lift irrigation. Knowledge imparted and thorough efforts making the projected farmers self-sustainable and aware helping the other

new farmers in linkage with government schemes and making farming as a major source of income option among the youth.

Integrating agriculture with the technology, gain in productivity and more efficient resource use and improved food safety overcoming challenges including the uneven demography, the threats posed by climate change, the intensification of natural disasters and upsurges in pests and diseases. In addition, there will be an increased focus on renewable energy to sustain farms and agricultural processing. This includes using available land for wind and solar power generation as well as converting bio waste into energy.

Technology has started to permeate almost everything and in every industry and agriculture is no different. From crop monitor technology and mobile apps to aid farmers in “when” “where” or “what” to plant to drought resistant crops and precision agriculture. Incredible advances have been made in technology for agriculture, affording farmers greater control over production, the ability to increase yields, operate more sustainably and more flexibility as the weather changes. With an ultimate objective to make the farmers self-sustainable.

## Partners of the project

The essence of good community work lies in efficiently balancing between local context and needs, company/organization vision for development and development goals and agendas of the local communities, local NGOs, local administration, and panchayats. Public interest is growing in how company is taking in stakeholders' voices to develop and promote ways of capitalizing on the opinions of the members of society with whom we engage in activities. The local communities, Local Administration and panchayats plays an integrated part in the implementation of CSR activities done by the company. There is a systematic method of communication with them. They are constantly kept in the loop regarding any development or proceedings. In the Case of district administration weekly meetings are done where it is discussed what projects are undergoing currently, what is the progress, how the stakeholders are benefited, feedback from their end, support from company in any ongoing or new social beneficial projects and the executives are kept well informed through mail/telephone on daily basis. Panchayats acts as a bridge between the company and the community so it necessary to maintain good relation and constantly is touch with them. So weekly meetings are organised with the CSR department head to discuss the progress and what could be done further. On an annual basis felicitation ceremony is organised for sarpanchs and local communities where they are felicitated for their work towards development of the community. The unit head and department head meets with the local communities, panchayats and administration on an regular basis where he discusses with them about existing projects and new ones, receives their requests and feedbacks In the meetings/programme feedback is requested from the villagers and legit ones are discussed and implemented accordingly. The ground level field





coordinator meets and communicates with the sarpanchs, village community on daily basis during the field visit and convey the information to the department accordingly. Even some members of village community are involved in projects like given responsibility to monitor the quality and some are provided with contracts it helps in generating income for them and making the company society relation stronger and transparent. The local communities, local NGOs, local administration, State Government and panchayats. are kept well informed about the initiatives/activities through press releases in the newspaper.

# LAB TO LAND (POULTRY FARMING IN TRIBAL AREAS.)



## Organization behind the project

Tata Motors

## Location

East Singhbhum District of Jharkhand : 300 Farmers each year in Six Villages of Jamshedpur and Potka Block (Kanikola, Kero, Beyangbil, Tupudang, Rajdoha & Khursi).

## Socio-economic profile of the area

In our peripheral area of operations, about 65 – 70 % of rural community members are from scheduled castes and scheduled tribes who are at the bottom of development pyramid. These communities and farmers in the region further have limited access to diverse means of livelihood and dependency on agriculture is quite high. About 80 % of these farmers have less than 1 acre of net cropped area and an annual household income of Rs. 25000 – 30000/-. Low-income level of the communities results in subsistence with limited social security and inability of the population to access better goods and services, adversely affecting quality of life.

## Market Systems approach applied

To market these eggs, in each of the six project villages, one direct sales representative for selling of eggs has been selected by the community.

The direct sales representative being from the community is the one practicing poultry farming and voluntarily facilitates sales of eggs collected from all poultry rearing families. This community owned and run model in turn reduces cost of facilitation and eliminates middle man taking the product (eggs) directly to the market from the farms. The model also encourages entrepreneurial potential of community and inspires community leadership.

## Implementation Model & Methodology

In the year 2017, Lab to Land programme was conceptualised at Jamshedpur with an aim to increase farmer's annual household income by 10 %. The programme is implemented in six villages of Potka and Jamshedpur Block of East Singhbhum district in Jharkhand and focuses on alternative livelihood model by providing newly researched and successful models of livelihood such as high



Eggs Laid by Hens collected by direct sales representative from the community who is also a practicing poultry farmer.



egg laying breed of Rhode Island Red (RIR) poultry for rearing. This alternative livelihood model in the geographical area of our CSR Operations is derived from aspirational and behavioural potential of the communities. Therefore, post baseline surveys at the household level, RIR poultry projects for 80 farming households with an approximate beneficiary population of about 400 were undertaken.

## Impact of the project

In its medieval phase of implementation as on date, the 80 identified poultry farmers were trained to make habitations for poultry within their homes for scientific rearing of poultry with a sense of community ownership. Subsequently, Rhode Island Red (RIR) which is an American breed of chicken were provided to these farming households and each farming family was given 10 immunised RIR chicks. In total about 800 chicks were provided. The RIR chicks are known to be relatively hardy and are probably the best egg layers among the dual purpose breeds. This breed is a good choice for the small flock owner as they continue producing eggs even in poor housing conditions than any other breeds and can also handle marginal diets. Hence, the chicks have grown into hens, laying about 200 -220 eggs per month for a poultry farming family leading to an income generation of Rs. 2000 - 2200 per month as each egg is sold at Rs.10 in the open market.



## Partners of the project

With 100 % project funding from Tata Motors CSR; Gram Vikas Kendra, Jamshedpur (An NGO promoted by Tata Motors.) is implementing the project in association with Flora Horticulture Society, Telco. Herein, Gram Vikas Kendra primarily identifies beneficiaries from the communities and implements the project whereas Flora Horticulture Society provides RIR Chicks with its state of the art poultry rearing centre in Telco Colony, Jamshedpur.



# MUTHOOT HARITHATHEERAM PROJECT



## Organization behind the project

Muthoot Finance Limited

## Location

Chellanam, it is a coastal village in the Kochi sub-district of Ernakulam District in Kerala.

## Socio-economic profile of the area

Chellanam is on a narrow landform about 10 km in length, situated in the southern coastal tip of Ernakulam district. Chellanam means "place where no one goes" (in Malayalam - Chella Vanam). Most of the people make their living from fishing and agriculture. Fishermen work at deep-sea and fresh-water fishing. Most of the people in Chellanam were from Pulaya and Kudumbi castes.

The panchayat is a semi-urban area populated mostly by traditional fishermen community and persons belonging to other economically and socially backward communities. Mostly, people owned small plots. As most of the people were living in poverty, they were unable to purchase new



land. They are not able to fully utilise their land for cultivation because of the inferior quality coastal soil and coastal attack.

And, they face lack of drinking water in summer and sea erosion in the rainy months. People living closest to the shoreline continue to bear the brunt of a rough sea during the rains.

Poverty is another social issue faced by the people in Chellanam, even though fishing comes under primary sector in technical terms. It is also found that unemployment of women one of the reasons which lead to the poverty of the community.

## Market Systems approach applied

The initial step was to identify the underlying causes for the problems faced by the community members. Other than the natural disasters faced by the community members, poverty is the another severe issue faced by them.

Unemployment of women was identified as one of the root causes which leads to the unending poverty. When the fishermen go for fishing, women community members had nothing to do. And our concern was to make them productive to help themselves.

We had to find an approach that makes desired behavioural changes to reflect the genuine incentives and capabilities of the community members to succeed in the long-term and to build sustainable livelihoods.



As an initial step, we have chosen women as the target group for the development of the community. A thorough analysis has made for identifying the possibilities for employing women for reducing poverty.

**Bio-vegetable Garden** was an idea to make women productive and to produce pesticide free vegetables from the community itself. The objectives of the program were;

- Promote the women community members to earn livelihoods.
- Encourage cultivation of pesticide free vegetables.
- Making them capable of cultivating for themselves and for others.
- Promoting the women entrepreneurship programme by helping them to market the cultivated vegetables.
- Improvising the role of women in poverty alleviation and help in women empowerment.

## Implementation Model & Methodology

- Identifying beneficiaries  
Most deserving 300 families were identified with help of Local agencies for the purpose of initial implementation of the programme. All these families were from poor financial background. The objective was to encourage them for organic vegetable gardening and develop we-feeling in the community and to make women become an earning member.
- Capacity building  
Training was given to the women for the cultivation and maintenance of the bio-vegetables.
- Supply of grow bags with saplings  
The beneficiaries were given saplings in grow-bags which are grown using organic fertilisers. The beneficiaries cultivated vegetables in grow bags, and maintained the saplings for over three months period. We expected a production of 10 kg of vegetables from the 10 saplings in each house from the 3000 saplings that the company supplied.

- Supplying Bio fertilisers

The company also provided the fertilisers for the cultivation of the given saplings along with the training how to use the same.

- Monitoring

An NGO named Women's Initiatives Network (WIN) was assigned to monitor the programme regularly. An employee also was deputed to visit the houses in every 10 days.

- Impact assessment

Impact assessment studies were conducted to understand the impact of the programme and changes to be made.

## Impact of the project

- Women engagement and empowerment

We are proud to say that we could help the Women in Chellanam to come out from their houses and to become an earning member in the family. After these





programmes, Self-help groups were actively formed to think about the new possibilities. We were also ready to support them for their further development. We continued to provide saplings and helped them in these activities.

- Self-help groups

They started self-help groups to find the new possibilities and for mutually helping them in their financial needs. They had to find the market possibilities also for the project. We happily assisted them with the help of the NGO.

- Production of 3000 KG organic vegetable

Cultivating and producing good quality bio vegetable was not an easy task. They managed it with help of the capacity building training given by us and other practises taught them for organic vegetable cultivation.

- Haritha Market for bio-vegetable

Making them sell these vegetable in their own area and for others was also one of the objectives we had. Initially they started selling it in their nearby areas and then we helped them to setup a Haritha market, where they can come together and sell their vegetables.

- Sustainable livelihood



The success story of the programme can be understood from various activities which the women in Chellanam doing for their livelihood. The initial assistance was given to them and later they started doing it their own. Now the all process cycle of purchasing saplings, cultivating it, and selling it in the market are done by the women in Chellanam. They feel so proud that they became income generating members in the community.


## Partner of the project

Women's Initiatives Network (WIN) is partnering with us in coordinating the project. It is an NGO works to make the women in fisheries sector capable of helping themselves.

We approached them after identifying the needs of the community to coordinate and follow up the Muthoot Harithatheeram project. Their duties and roles were;

- Mobilising the community members
- Capacity building
- Monitoring and evaluation
- Report of the project





# PROJECT SHAKTI – VIJIMA BAKER'S – A SELF-HELP GROUP ENTERPRISE PROJECT

## Organization behind the project

Bharat Petroleum Corporation Limited

## Location

30 Self Help Group Women from Mahul-Ambapada area, Chembur, Mumbai.

## Socio-economic profile of the area

A major part of BPCL – Mumbai Refinery's CSR initiatives over the years have been focused on integrated community development programs in Mahul Gaon with the prime objective of energizing lives of local community who inhabit around Mumbai Refinery. Our activities are broadly focused around 5 thrust areas i.e. Education, Health & Hygiene, Water Conservation, Skill Development and Community Development.

Majority of the people in Mahul Gaon mainly consists of Koli community. BPCL Mumbai Refinery had facilitated forming of 3 SHG groups each having 10 members. To give necessary exposure and develop required Entrepreneurial skills among these women of SHG, CSR team provided opportunities like -to market and sell Diwali sweets, Masala, home-cooked food etc. Based on the successful outcome of these pilot initiatives, the SHG group discussed the need for more

sustainable and constant source of livelihood for them. In our constant endeavour to build a sustainable partnership with the communities around us, we have institutionalised the project with SHG group on an enterprise development model. The project for bakery enterprise model took a shape which will not only create livelihood opportunities for these women but will enable them to be a catalyst for change in the community.

## Market Systems approach applied

To assess the scope and feasibility of the project, an assessment was carried out in the community for needs and the available market potential for those probable products in terms of commercial sales. It was found that bakery products such as biscuits, cookies, cakes etc. are consumed by almost all the households in the area whereas the nearest available bakery was far away. The local population was found to be the immediate target group for consumption/ sales.

## Technologies used in the project

To get the best results of finished product, appropriate commercial equipment such as a gas oven, mixer, measuring scale with accuracy, production and packaging tables, product storyboards for recipe/design test/ shapes/ colours/ costing/material stocking/safety/hygiene/standard packaging and branding of the products were installed.



## Implementation Model & Methodology

### PLANNED ACTIVITY AND STRATEGIES

S.N.	Activity	Strategy
1	Assessment of SHG Members	SHG members were assessed on the following parameters: Skill, Interest, Current resource and Qualification through an interactive meeting.
2	Market Exposure	Group visit to 3 different types of bakeries in order to understand the functioning of a bakery, the market taste, basic operation V/S specialized operations, working condition, time commitment, revenue and business strategies, etc.
3	Selection of Key Roles eg. President, Secretary Treasurer and Marketing	<ul style="list-style-type: none"> <li>An established and reputed Implementing partner was identified and in consultation with all the SHG members key role holders were identified for performing critical production/ Quality check/ Distribution &amp; Sales and Accounting through a democratic process</li> <li>The Roles including back up support members were also finalised keeping in view their adaptability and ability to handle required role responsibility. Provision to switch roles and responsibility should the need arise was also examined in consensus with the members.</li> <li>Initially 2 marketing team members were identified for working on monthly salary basis (for ensuring higher commitment/ responsibility) and other members were convinced to work on profit sharing basis.</li> </ul>
4	Infrastructure set-up	Rented premises in the community was taken and renovated suitably to facilitate setting up of a bakery with necessary equipment/ appliances including the storage area required to commence commercial production and sales. (Some of the Equipment provided were - Production and packaging tables/ pantry, product storyboards for recipe mixing/designing cut-outs/ testing utensils/ different shaped containers/colour mixing vessels, Material stocking shelves/safe/hygienic/standard packaging material and branding labels including costing/ store registers were finalised and provided). The minimum space required was identified as 300 sq. ft. in which all the equipment and areas for managing different functions of the bakery was systematically designed. The raw materials were stored on wall mounted shelves with comfortable ladder for easy access considering space restrictions.
5	Training of the SHG Members	Experienced Chefs were enrolled to teach, orient and train the SHG members on how to bake quality and delicious popular products.
6	Sample testing and Market Outreach	The Implementing partner's nodal co-ordinator has been mandated to groom 2 SHG members on product testing, feedback collection studies by visiting 2 big departmental stores in Mumbai and Navi Mumbai. In addition, the Implementing partner has also been enrolled to organize a testing cum counter Sale opportunity for SHG members at few prospective customer avenues like BPCL Mumbai Refinery & other locations along with other surrounding industries/nearby large Gated residential societies. It is proposed to use these experiences and feedback processes to analyse and develop further competencies of the SHG members for improvement.



S.N.	Activity	Strategy
7	Setting supply order chain	Implementing agency will develop the computerized orders checklist, inventory planning, supply chain order charts, payment schedules, distributors list and order track records and distribute the duties among the SHG Members.
8	Technical training	SHG members will be trained by local electricians and 2 volunteers on how to clean, maintain and use all equipment.
9	Marketing and Sales training	The women and the volunteers selected will be trained on marketing the products. They will be trained on how to sell products in society exhibition sale on weekly basis, sale in government offices, corporate parks during festivals seasons.
10	Capacity and Skills training	In order to motivate the members, there will be frequent capacity and skills development training. They will receive training on Digital literacy and E-Commerce, Language learning and reading, Accounting and adherence, Techniques of improving confidence, Business management, pricing and Scaling up and also Effective communication.
11	Banking	The SHG members will be supported by implementing partner will have a regularized banking system which will allow them to ease their transactions.
12	Material Procurement	The raw materials required for making the products will be procured from the APMC Market.
13	Monitoring	Key SHG members and implementing partner's representative will do monitoring. Daily computerized Inventory and Financial transactions will be maintained by the implementing agency with assistance from Key SHG members.



## Impact of the project

As per the project deliverables, the implementing agency was required to obtain all necessary Permissions and Licences before commencing any commercial sales through the SHG – Bakery Enterprise. Since it involved seeking licences and approval from local MCGM and Fire Dept., there were many limitations and difficulty in getting the timely permissions/licenses. Meanwhile, Government of Maharashtra proposed a ban on plastic and complying with the same also required changes in packaging material.

The above cited challenges collectively led to delays in completion of the Project milestones by the implementing agency and achievement of our earlier envisaged objectives. Considering the factual and genuine limitations faced by the enthused SHG members and in turn the Implementing agency, BPCL has decided to extend the hand holding support to the Project for another year.

Simultaneously, the SHG members on their own also started the sampling process for a very high selling bakery item “Ladi Pav” in the local community. Considering the potential sales volume and commercial value that introducing this additional item in the sales basket; “Ladi pav” production and the allied equipment/ resources have been sanctioned to the SHG project which we are positive will make the enterprise more profitable and sustainable in the long run.





## Partner of the project

To partner with this project BPCL selected an NGO – EDREST (Entrepreneurship Development and Resources Support Trust) who are engaged in creation and development of sustainable and successful community entrepreneurship models. Their team has all the desired experience and shown success in setting up similar Entrepreneurial programs for various other organizations.

Their Entrepreneurial programs have created benchmarking results and led to positive impacts on identified communities like SHG's and some individuals. The NGO has a proven track record of working with SHG women's group and has helped in providing them with livelihood development skills and entrepreneurship development opportunities. In entrepreneurship development, they handhold in conducting skill assessment, product development, installation of machinery, pricing, establishing supply chain, quality management, marketing, and administration. In short they cater to all aspects required to successfully impact community-entrepreneurship-development programs.

In our project the NGO has successfully trained the Mahul goan women SHG members in the full gamut of bakery production, operation, material purchase, order management, banking and cash management.

They have helped in improving the SHG member's socio- economic knowledge and skills sets to run a sustainable entrepreneurship model and generate regular livelihood prospects.





# SALON-I BEAUTYPRENEURS



## Organization behind the project

Godrej Consumer Products

## Location

Gujarat, India, with an active network of Beautypreneurs across India.

## Socio-economic profile of the area

According to the 11th Plan (2007-2012), the proportion of formally and informally skilled workers in the country's workforce was a mere two per cent. Women, though a significant proportion of the workforce in India, are largely concentrated in the informal sector engaged in vocations characterized by low earning, low productivity, poor working conditions and lack of social protection. In spite of a rise in India's GDP, India's female labour force participation rate has declined. Women between ages 21-50 have a high dropout rate from workforce. The 2011 Indian Human Development Survey shows that a sizeable number of Indian women say that they require permission from a family member to even go out to the local market. The social norms associated

with the women and the enforcement of these norms by the women's family and society are barriers to gender equality.

Governments, both in the recent past and the present, have aimed at skills development so as to meet the demand for skilled workforce in industry

At Godrej Consumer Products, our sustainability efforts are based on shared value approach. Being an FMCG company, women form a large part of our customer base and play essential roles in our value chain. With low involvement of women in India's workforce, they are financially dependent on others. Addressing gender inequality is not only the right thing to do but also important for our future growth. By promoting formal and active participation of women in the economy we aim to build their lives, families, communities and the economy. Our skill training programme works with the women and the community to enhance their domain skills while creating social and political awareness that helps them voice their opinions, negotiate their rights and make their own decisions. More employable women will enable economic empowerment and will add to development of the region and the nation.

Salon-i had been designed to instill basic skills of beauty, skin, hair-care and mehendi application along with EDP (Entrepreneurship Development Program) to enable women to take up jobs or self-employment. Though Salon-i's employability goal is a small part as compared to the country's overall need, the programme is unique as it specifically aims at employability, entrepreneurship and empowerment of women.

Further, our programme reached out to women micro entrepreneurs in the beauty and wellness sector in various parts of the country and setup the “Beautypreneur” platform. The Beautypreneur initiative is aimed to incubate entrepreneurship in women in the area of beauty and wellness, thereby enabling these women to start training other girls as well as empowering them through life skills and entrepreneurship. This is in addition to their regular salon business and helps them expand their enterprise. Entrepreneurship, beauty and life skills are core components of the training. Our effort is helping create opportunities for skilled women in their own region and enabling them to expand their business.

One of the biggest bias/challenge that our team faces, is the preconceived notion of the status of women in the family. In most cases, they were conditioned to believe that their life is subject to the permission of a male family member – father, brother, husband.

## Need for Beautypreneur



One of our talented beautypreneur, Savita, shared at our Life Skills workshop that, she can manage her own vehicle, life and finances. But till date, she is not permitted to take the vehicle on her own, since her husband feels that is detrimental to his image as a man. Many have quit jobs in salons, since they had no support to work out of home and even an hour's delay to reach home led to verbal and physical abuse. We typically see a 60% dropout rate of our students from their jobs, post marriage. They face sexual harassment at work, given many of the salons are informal workplaces, and receive limited support to speak out against it. They face added bias at work, with the industry being skewed towards a particular look or body image.

## Market Systems approach applied

Being an FMCG company with a focus on hair care, we partner closely with the programme to make our trainees market ready. In one of our initiatives, our Godrej Expert Rich Crème (GERC) marketing team partnered with our Beautypreneurs. The first leg of the project was a 3-month long competition where GERC facilitated the Salon-i beautypreneurs to offer a free hair colour to their clientele, on availing of other services at their salons. The second leg was a 'Colourathon'- a high decibel 2-week activation where the Salon-i teams reached out to over a lakh consumers and got them to colour their hair with GERC.

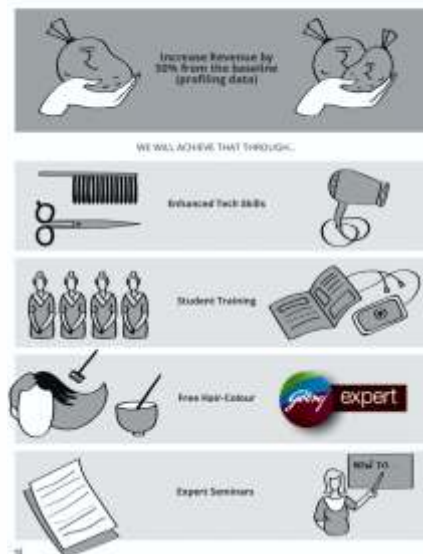
This initiative helped our Beautypreneurs to increase their income by an average of 50%. It also helped in expanding their customer base, and make their salons more visible. Such initiatives also enable our trainees to understand how to create bundled offers and hence increase the putdown amount per customer and created awareness for our training programme and reach out to the marginalised sections of the society showcasing to them the financial potential of this initiative for women.

There are three clear outcomes of the Salon-i Beautypreneur programme:

1. Building the technical knowledge of the trainees and supporting their entrepreneurial drive
2. Growing their business and profits, as well as their own well-being and of their family
3. Providing support with access to more customers, revenue sources, and branding

We recently completed a Social Return on Investment (SROI) study of the programme and found an overall social return of **INR 6.46** on the programme for every INR 1 rupee invested. The study details performance on technical

### Objective of the Program





knowledge & personality development of the trainees, their financial and non-financial empowerment, their entrepreneurial spirit, their income change, their shared value of being associated with Godrej, and outcomes of our NGO project implementation partners. (A detailed study is attached for your reference).

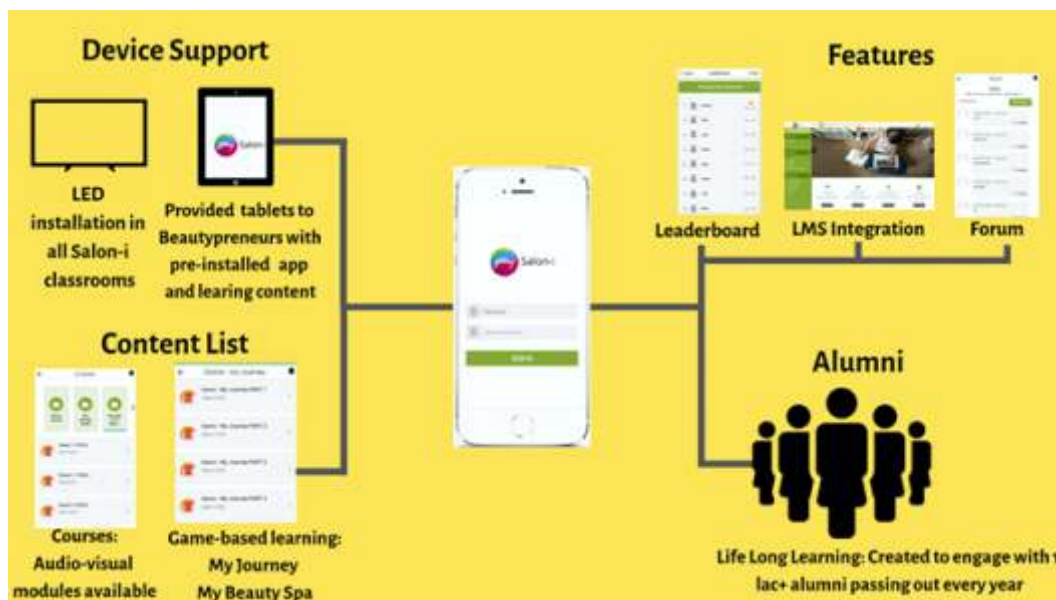
## Technologies used in the project

We designed and implemented Learning Management System (LMS) to initiate the training and learning for the Salon-i program. The LMS enables blended learning by using multimedia formats like audio, video, PDFs, presentations etc. We have customised the following elements:

- Offline and online mode
- Forum creation
- Mobile accessibility
- Customized reporting and analytics

We have developed interactive modules that train on technical knowledge, hygiene, prevention of sexual harassment, video demonstrations, game modules that help internalise the content, and quizzes and assessments to measure the learner's performance.

We distributed 500+ tablets with pre-installed training and learning courses for instant communication and content delivery in English and 6 other regional languages. The tablets provided an all-rounded exposure to trainers as well as the learners across centres in India.



## Implementation Model & Methodology

We have a detailed 9-step process to implementing the programme explained in the infographic below. Our local partner organisations implement the programme on ground, and help us in mobilising the women, train them, and handhold them throughout the process.

The training curriculum (trainer manual, audio visual content, assessment app, and other learning tools) has been developed entirely in-house at GCPL with the entrepreneurship and life skills modules at the core. While domain skills are the focus of the program, life skills and entrepreneurship development have become the soul of the program over time. We have also developed integrated activities and games to help trainees imbibe these concepts.

The Godrej Salon-i team works closely with master trainers and trainers by providing them periodic trainings. We organise a 7-day training of the trainers where we equip them with our course modules, the trainer handbook, audio-visual teaching aids, and provide them access of the our mobile application to help them access the course content on the go and feed in their evaluation data. Further, we organise 8 days of annual facilitation training to build their capacity on life skills facilitation and pedagogy.

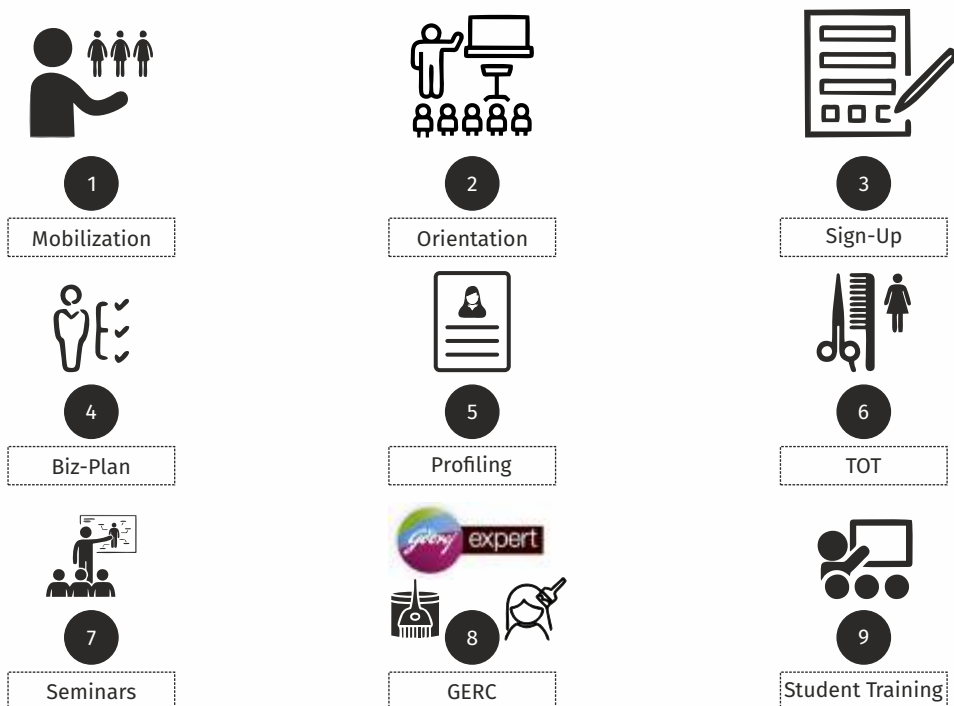
### Process of the Program



### ASPECTS OF BEAUTYPRENEUR PROGRAM OUTCOMES



## BEAUTYPRENEUR PROCESS FLOW (NEW):



We provide Godrej Expert hair colour to our beautypreneurs and they offer it for free to their customers when they avail other services at their salon. This helps in building their customer base and the number of services availed by each customer. We take our trainees to attend seminars by experts and gain insight to the industry. This also helps in learning from the network and form a bond of sisterhood within the community.

## Impact of the project

We are scaling our project through our Beautypreneur programme that builds the capacity of our alumni to become trainers. We are incubating women entrepreneurship and enabling women to start training other local girls in beauty and wellness. Our effort is helping create opportunities for skilled women in their own region and expand their enterprise and our training programme. Our Beauty-preneurs are linked to a financial institute and have a credit history that helps them expand their training enterprise besides their regular salon business.

Since the project started in 2011, we have systematically reduced our funding in the project while continuously increasing the number of women we engage with. Through our open curriculum and technical knowledge support to our partners, we have increased the reach of the project and to make it a benchmark in beauty training and skill development.

## Testimonials

### Renewed Career

*My income increased and family support has increased in time so much that now my husband accompanies to take my kits. I have learnt the beautician course 15 years ago, was not regularly practising as I was extremely doubtful. Now my business has increased and profits have doubled from Rs5,000 to 12,000 per month*

### Educating customers

*I was a freelancer beautician but now started my small saloon and it's income has increased. There was a lot of struggle before joining the program to attract customers. Now I educate my customer hygiene, merits of PCH and they see value in it to spread a positive word in the neighbourhood-Kumkum, Mumbai*

### Found sisterhood and became outgoing person

*I was not an outgoing person and never went out to deliver business. I couldn't seek technical advice and was absolutely confused about service and products I was forbidden to go for work but now that is a change. It is more of sisterhood rather than any training program and I often reach out to Meera/Archana-Trainers in case of doubts-Hetal Ahmedabad*

### Investing more into business

*My family reputation, income and social reputation have increased. I actively conduct seminars and Participate to win prizes worth 21akh. My fellow BPs have become my family. I am regularly investing in my saloon, planned to invest more 3-5 Lakh to convert into Unisex saloons, as my son became hair stylist-Jaya, Bangalore*

### Finance knowledge and became competitive

*My Confidence and clarity to do business have improved, started using logbook from expenses and sources of incomes and there has been a lot of learning. After the colour competitions, it led to more footfalls and it helped our marketing through customers' word of mouth. I have a joint family, my 2 daughters and all are proud of my progress in business and supporting the finances for family-Jayshree, Baroda*



## Partners of the project

Our non-profit partners implement the programme on ground. We work with Pratham, Dhriti, YouthNet and Saath to mobilise the women and negotiate for their time to attend the training. They train the students on our modules and provide post-training support.



# SUPPORTING ENTERPRISE IN MANGALAJODI, ODISHA



## Organization behind the project

Royal Bank of Scotland

## Location

Mangalajodi is a picturesque village of 1000+ households located in the northern shore of Chilika Lake, in Odisha, India. It is primarily a fresh water zone with marshes, emergent vegetation and reed beds. The Mangalajodi wetlands is spread over 15 sq. km. and host more than 30 thousand birds (CDA 2018) at peak season. It is host to more than 200 species of resident and migratory birds that come flocking to the region from as far as Russia and Mongolia each winter. It is also designated as an 'Important Bird Area' by Birdlife International as a significant global waterfowl habitat.

## Socio-economic profile of the area

Lack of livelihoods opportunities had led to killing of migratory birds by villagers which had reduced the migratory bird population. It was reported that the villagers engaged in self consumption and, selling the birds in the market, and roadside restaurants for meat. Birds are an

important indicator of biodiversity. Dwindling population of the birds in Mangalajodi year after year raised concerns by various agencies/individuals. In year 2000, the census counted the birds to be only 5000 in these marshes. The wetland ecosystem was damaged and its vulnerability augmented due to increasing anthropogenic interference.

## Market Systems approach applied

Given the high scale of poaching by villagers, community was mobilized to promote/nominate local leaders to take up conservation. It was important for the community to develop a sense of ownership and responsibility towards the globally important ecosystem in whose vicinity they belonged. Rigorous engagement with the community based on social and ethical reasoning convinced a few villagers to take up conservation measures. With persistent protection measures the poaching had gradually reduced but the situation was tenuous in the absence of alternative sources of livelihoods. Since poverty levels were high, it was necessary to provide livelihoods to sustain conservation efforts. Through market led interventions to create sustainable tourism RBS planned, supported, and ensured execution through training, capacity building, business development and pricing. The concept of a trust was designed to enable and encourage the community to take ownership of the enterprise and run it like an enterprise. A community owned and managed ecotourism enterprise called the Mangalajodi Ecotourism Enterprise (MET) was thus set up in 2010. Hence, the market systems approach was applied to identify and mobilize the community as the long term players as also to set up a community – led enterprise. Intervention of non market players like a corporate (RBS), NGO / CSO (IGS, Wild Orrisa) was ensured through their participation, advocacy, and support.

## Technologies used in the project

MET has a fully functional website - <http://www.mangalajodiecotourism.com/>

This was setup with the help of RBS employees who spent their time and skill volunteering at the project. MET actively uses social media (facebook, twitter) to reach out to the audience. The payments are managed online.

Besides using technology for marketing and operations, the Innovation of this initiative lies in its hands on hand approach of building synergy and partnership. Ecotourism created an avenue for local livelihoods with Community Governance through their institutions/enterprises at the core.



## Implementation Model & Methodology

### Awareness creation and Mobilization of the community

Effort were made by various agencies including Wild Orissa, a local NGO working on conservation, local forest department, Chilika Development Authority, Bombay Natural History Society (BNHS) etc. through community dialogue, consultations to reverse the situation. The community was motivated for bird protection, conservation of the wetland. Patrolling and restrictions on poaching led to loss of the illegal income. The next challenge was creating alternative sources of livelihoods.

### Setting up of Mangalajodi Ecotourism Trust

During 2010-11, RBS Foundation India roped in Indian Grameen Services to create alternate livelihood opportunities through Ecotourism initiatives and strengthening community institution development framework.

### Partnership for transformation & community well – being

A series of community consultations, mobilization, counselling, relationship with key stakeholders, marketing strategy for the enterprise (prepared by RBS volunteers, launched in Kolkata city) were undertaken. MET constituted of representatives selected from Gram Panchayat amongst the poorest and landless families of the Mangalajodi village. Trustees of the ecotourism trust were selected in 2009. Activities like training and hospitality, tourist management, establishing roles and guidelines / do's and don'ts, creating tourism facilities were undertaken. Marketing strategy for MET was prepared by RBS volunteers



## Impact of the project

### Sustainable livelihoods and vibrant ecosystem

MET was set up in 2010. It comprises 50 members and 10 of the members are on the board. The board is in charge of the overall management of the trust. The trust offers two kinds of employment to the members a) For birding services – boatmen and guides b) For hospitality services – cooks, cleaners, maintenance staff. A series of capacity building and technical training have been imparted to the members to enable them to govern and operate the trust. All members on a rotation basis undertake protection measures like patrolling the marshes or educating the villagers to ensure that poaching does not resurface. MET offers a 30 bed boarding and lodging facility. Tourism inflow has led to emergence of several micro enterprises in the village like taxi services, internet cafes etc. generating more livelihoods. The project also influenced regional development strategy as the Government of Odisha declared Mangalajodi as eco-destination in 2014 and developed ecotourism guidelines for the state. The project significantly contributed to achieving 8th, 13th, 15th Sustainable Development Goals of Decent Work and Economic Growth, Climate Action, and Life on Land.

MET has also received awards and recognition by prestigious organizations such as United Nations Development Programme (UNDP) 2015 , United Nations World Tourism Organization (UNWTO) 2018, and Outlook Indian Responsible Tourism Awards 2019.

The below table shows the status on some of the indicators –

Indicator	Status in 2010-11	Status in 2017-18
No. of tourists	350	2293
Bird census	not available 5,000 (in 2000-01)	30,000
Total Revenue of MET (INR)	70019	2366898

## Partners of the project

The project was led by RBS. RBS Foundation India's NGO partner for this project is Indian Grameen Services (IGS). IGS was responsible for implementation and monitoring of the project. Mangalajodi Ecotourism Trust (MET) was setup by RBS and IGS. The role of MET has been described earlier in point 4,6,7.



# SUSTAINABLE AGRICULTURE MANAGEMENT AND DEVELOPMENT BY HUMAN ACTION FOR NATURE (SAMADHAN)



## Organization behind the project

Hindustan Zinc Limited (CSR Department)

## Location

The project is implemented in 174 villages spread across Udaipur, Rajsamand, Chittaurgarh, Bhilwara and Ajmer. Around 30000 families will be ensured of sustainable livelihood of which 15000 families will be benefitted through integrated farming system practices and rest through livestock development activities. The uniqueness of the project is that it is spread across various topological and demographic terrain covering hilly regions, arid regions etc.

Sr. No.	District	Unit	Total Village
1	Chittaurgarh	Chanderiya	48
2	Bhilwara	Agucha	30
3	Rajsamand	Dariba	32
4	Udaipur	Zawar & Debari	58
5	Ajmer	Kayad	6
	<b>Total</b>		<b>174</b>

## Socio-economic profile of the area

India is preparing the ground to achieve Sustainable development goals. The period from decade of 1960 to 1990 is known as golden era due to green revolution and last twenty-five years were very critical to survive agriculture, due to globalization and of climate change. Rajasthan which is a resource scare state in terms of fertile land and water resources has been adopting advanced technologies in farming in last few decades, but in recent times the state is facing the challenge of climate variability. With this in back ground capacity building of farming community, sensitization on sustainable agriculture management practices, engagement of small farmers, transfer of advance technologies and strengthening of producer groups are some necessary steps to create healthy environment against commodity development for global competition. Profit making agriculture is necessary to engage new generation and sufficient growth of the sector in economy. **SAMADHAN** focuses on farm based development ensuring values of nature or environment through community participation. It is necessary to ensure engagement of new generation in management of farm through various activities like rural entrepreneurship, vegetable cultivation etc. It will be possible through demonstration of proven technologies, good management practices and empowerment of farming community and orientation of rural youth. This is hard fact that agriculture can't sustain without ensuring values of nature. Some well-known examples are self-explanatory. In Punjab, high scale of production had achieved but soil health has gone down to alarming status. In villages, hundreds of tube wells are bored every year, resulting into depletion of ground water table. Hence sustainable agriculture must contribute and achieve Sustainable Development Goals (SDGs) like food security, nutrition and sustainable agriculture, productivity and income i.e. to double agricultural productivity and income of small scale farmers etc.

## Market systems approach applied

Project has 3 system approach for linkages and support for market as below: -

1. **Harvesting support:** - Farmers are being provided with storage equipments of their fruits which helps them to collect their produce safely and which can reach in the market without any damage. Through this approach, they get good value of their produce.
2. **Market Awareness:** - Farmers Interest Groups are being formed to make farmers aware about current market trends and values of their produces. Our Agri Experts attends each FIG meeting and share best practices which helps farmers for good market linkages.
3. **Creating Local Market:** - All our operations are having residential colonies, where farmers from nearby villages are being linked to sell their produce directly to the consumers. Program provide them a platform to sell their produce in the colonies by putting stalls. Fruits, Wheat and Vegetables are being sold through these stalls.

## Technologies used in the project

There are many packages which are part of the project. There are various technologies being transferred at the grass root level. These may range from improved method of compost preparation to Ultra High Density Plantation (UHDP). Some of the main technologies being adopted are

- **Hydrogel:** Used in rain fed package of project. It is an IARI approved technology, which absorbs water and expands up to 300 times, it sticks to root of the plant and when there is shortage of moisture in the soil gel provides the water to the plant. Also providing the much needed critical irrigation in case of temporary dry spell during monsoon.
- **Drip System:** In synonym with government's "More crop per drop" motto, drip system is provided under micro-irrigation for our orchard farmers. This initiative helps farmers in better nutrient and water management of their orchard.
- **UHDP:** To improve the income of the farmers at times of climate variability, high density plantation is promoted which involves greater plants per unit area. High density plantation of mango and guava is being developed in the project.
- **Artificial Insemination:** To improve milk production through breed improvement is done through AI services. Many progenies of Gir and other improved breeds have been born during the project period. In addition, the cutting edge technology of sorted semen which guarantees 90% female calf is being rolled out from Feb, 2019.





## Implementation Model & Methodology

The project covers around 30 thousand families in both agriculture and livestock, a participatory and holistic approach is adopted by the project. The implementation process of the project is as follows

- Village entry and concept sharing in targeted villages: During this village level activities and PRA tools are used. The village meetings are held where the basic concept and purpose of the project and its benefits are explained to the community.
- List out the targeted families based on ranking of marginal, small, landless & women headed families: Here the families are ranked in village meeting based on ranking criteria set like land holding size. This categorization is recorded for planning and implementation of the various package.
- Meetings with targeted groups and concept sharing: Meetings are held with the farmers selected explaining further to them the process involved in being part of the project, the principle behind the project. Also various packages present in the project are described with its required criteria and benefits of each package.
- Selection of activity for targeted families out of basket of activities: From the basket of activities or packages, the beneficiary families choose the package according to their desires and interest.

- Selection of site as per technical specifications: Following the selection of package, site is analysed to check the technical parameters required like irrigation facility, topology etc. Following this the final list beneficiary activity wise is finalized.
- Formation of producer groups based on crop, common interest, cohesion, and group behaviours: Farmer Interest groups (FIG) are formed for each activity wise at village level with 5-20 members per group. These groups are formed to share the knowledge, technology dissemination etc. regarding the package they have adopted. In other words, this gives opportunity for the farmers to share their experience and carry forward the learning through this platform.
- Strengthening of producer groups: In order to make these Producer groups (FIG's) more effective various trainings, exposure visits, experience sharing etc. are carried out.
- Orientation on selected activities and activity calendar: The planning of activity/package to be implemented is planned with the group and an activity calendar is prepared.
- Lay out as per activity: Implementation of the activity/package begins according to the planning.
- Implementation as per activity calendar
- Data collection and entry in Group records: The baseline data is collected following other data like adoption of technology, production etc.
- Follow-up and regular facilitation and training to producer groups as per training calendar: Regular training and Scientist visit are held to help farmers get exposure.
- Activity completion and proper closing with exit protocol: Post the activity completion the post intervention impact is carried out. The process of change is documented along with Process documentation & impact level documentation.

## Impact of the project

As the project has two main themes namely agriculture and livestock, the project implementation is planned to make the intervention sustainable post the project period. Project is designed for sustainability through formation of producer groups in agriculture and continued operation of Integrated Livestock Development Centre (ILDC).

ILDC & Producer groups will play key role after post project period. Post project management will be ensured through corpus of ILDC. Total of 650 farmers will be trained during project period who will

lead to scale up the proven technologies in their villages through linkages and needful convergence from NRLM and other schemes. All producer groups will be involved satisfying the need of input management in post project period. This will be initiated during implementation itself. ILDC will also support to agriculture activities as paid service on the basis of community demand. ILDC will work as bridge to pool resources, knowledge and schemes in cluster to provide support to participants after post project period.

ILDC will charge an amount of Rs.100 per AI service to the participating family to start with. The amount collected will be kept in separate account by BAIF. This corpus will be used after completion of 05 years of the project tenure for the sustainability of the ILDC.

The project is currently in third year of the implementation and there is some process of change which has been initiated like:

- Systemization of specific area of package (POP): Under this the beneficiaries who have irrigated water are trained in techniques of line sowing, using seed treatment, improved seeds, Integrated pest management (IPM), using organic manure etc. The inputs are provided for the same for two years like seeds, manure etc. along with training for the FIG's formed under this activity. Currently 500 ha of area is covered under this improved POP, beneficiaries are interested about non chemical pest management through solar light traps, pheromone traps etc. and process of adoption/replication of these interventions has been initiated.
- Adoption of moisture conservation techniques is integral part of rain fed package for rain fed agriculture. This is comprehensive package with focus on soil moisture conservation to help the farmers take two crops from the farm. Around 500 ha of land had been covered where deep ploughing, bunding, hydrogel application etc. has been carried out aimed at improving the soil moisture content of the soil. This will help farmers to take second crop during Rabi season like Mustard, Gram. Training related to the package was provided to FIG's. Similar packages were designed for fruit growers, vegetable growers and floriculture farmers.
- Farmers interest group (FIG's): In order make these interventions sustainable, management through institution building has been designed through FIG's. As marginal farmers can't access resources as compared to large landholding farmers, institution based approach has been applied in the project. Around 420 FIG's comprising of more than 6000 farmers has been formed in the project. Basically FIG's are group of farmers applying same agricultural practices, same socio-economic condition, collective input management and forward linkages. Some of the advantages of this are reduction in cost due to collective input management, capacity building of small farmers by enabling them and exposing them to technology, rural entrepreneurship etc.

In brief the process involves the introduction on improve practices in the farming and training for the same through FIG's. Finally building of institution through these FIG's for sustainability of these practices.

## Partner of the project

BISLD (BAIF Institute for Sustainable Livelihood and Development), is a reputed voluntary organisation established in 1967 by Dr. Manibhai Desai, a disciple of Mahatma Gandhi, at Urulikanchan, near Pune to promote sustainable livelihood in Rural India.

BAIF is the project implementing partner for the CSR project. BAIF along with HZL CSR carries out project implementation process. BAIF implements both agriculture and livestock component of the project. The organization is responsible for selection of beneficiaries, planning of activities, technical and material input support, documentation, monitoring and evaluation etc. While under livestock BAIF provides AI services, animal health camps etc. In addition, BAIF integrates new innovative technologies like UHDP, Sorted semen etc. in the project in consultation with CSR.

# SUSTAINABLE LIVELIHOODS ACTIVITIES IN THE PERIPHERAL VILLAGES OF IB THERMAL POWER STATION (ITPS), BANHARPALI, JHARSUGUDA



## Organization behind the project

Odisha Power Generation Corporation

## Location

Lakhanpur Block (Jharsuguda district)

## Socio-economic profile of the area

- Livelihood consists of both generation of income as well as the ownership of productive assets that reduces the vulnerability of marginalized communities. 67% of the target population, as per baseline data, are having **annual income of less than Rs. 90,000.00**. The project aimed to address this disparity.
- The majority of the village population is still dependent upon the agricultural & fishery sector for their income. The **income derived from these is too little to up their economic status**. The project aims to provide another basket of opportunities to the target population that are feasible, accessible, profitable and sustainable.

- The **poor in the target region are unable to save and do not have access to credit** in order to invest in creating assets. As a result, they were **exploited at the hands of MFIs, Chit funds and other private financial institutions** offering loans at exorbitant interest rates (18 to 24% annual interest rate). The project has to a great extent eliminated this phenomenon that put people in this area in a life-long vicious debt-trap. Members of the PC are receiving loans at the rate of 9.2% per annum.
- Since the **employment options available to women are severely limited** and since the opportunities for skill acquisition and job mobility are more limited for the female than the male, the work force participation for the female is also minimal. The project seeks to address this issue by providing them with employment and self-employment avenues at their village or panchayat level with proper entrepreneurship and skill-based training, credit linkage and handholding support.

## Market Systems approach applied

- Establishing functional Forward linkage (e.g. obtaining loan from various sources such as nationalised banks, promotion of farmer interest groups, and fishermen groups, marketing of products, etc.) & Backward linkages (e.g. building association of self-help groups, farmers groups to derive economies of scale, setting up production units and their capacity building)

## Technologies used in the project

- Retail Business- **HDPOS Smart** software for billing, inventory management, financial accounting.
- Customer support for members provided via email using Google Chrome OS, over phone, via WhatsApp
- Accountant using Tally ERP 9 is in continuation
- WhatsApp Monitoring Groups for staff- Jeevika Saathis, Marketing personnel and Board members of the Producer Company
- MIS on computer spreadsheets such as MS-EXCEL;





## Implementation Model & Methodology

- The target population/ beneficiaries were already identified after baseline study considering the project geography is fixed earlier.

The following methodology was adopted for implementation:

- **Phase I: Group formation/ Institution building (Completed)** - Formation of new Self Help Groups, Fishermen Groups and Farmer Interest Groups, Activation of defunct SHGs, Identification of promoters and key influencers.
- **Phase II: Capacity building (Ongoing):** Financial, technical or skill-based, and institutional
- **Phase III: Input provisioning (Ongoing):** Access to capital through grant from OPGC, collection as monthly thrift and voluntary saving scheme.
- **Phase IV: Business Development Services (Ongoing):** Technical assistance on value chain upgrading, market linkages, and other direct support.

The Project's primary focus is now from Phase II to IV. The project is contributing to the following Strategic Objectives and Outcomes:

**Outcome 1: Reach:** Initiation and strengthening of livelihood support activities in 22 identified peripheral villages 6 Gram panchayats located near ITPS at Banharpali. The number of villages/hamlets has reached 28 now.

**Outcome 2: Institutionalisation:** Incubation and promotion of Producer Company (PC) named '**Ib Srushti Women Livelihoods Services Producer Company Ltd.**' incorporated on 16th September 2016 (one year after launch of the project) pursuant to sub-section (2) of section 7 of the Companies Act, 2013 with 1060 shareholders to enhance livelihoods opportunities of women, farmers and fishermen. All the members have contributed @Rs. 500 as Share Capital and @Rs. 50 as Membership Fees.

- 2 years of PC completed successfully (Incorporated on 15th September 2016 after its incorporation by Ministry of Corporate Affairs, Govt. of India)
- Rs. 9.94 Lakhs of member-contributed finances (shareholder capital, membership fees, voluntary savings, etc.)
- In Poultry business, the number of members who have joined since last year has increased to 162 members from 20
- 439 members have availed loan for various activities till date- poultry, agriculture, fishery (more and more members are eager to start new business ventures at the village level.
- Around 500 (50%) members have already benefited from the PC either through saving of costs or through increase in incomes).
- “Retail Services” introduced by the Company which does doorstep delivery of grocery items to its members at prices lower than prevailing market rates which is a revolutionary initiative in this part of the state.
- 25 persons are already working as PC staff at the ground level (22 Jeevika Saathis+ 1 Accountant +2 Marketing Personnel)- Aiding in local employment
- Capacity building of Company's decision makers- Financial, better audit system been developed for internal audits and generate transparent reports
- Sradhanjali Fund created as insurance product, 387 members covered under LIC life insurance with Rs.38.7 Lakh coverage

**Outcome 3: Market Linkage:** Establishing functional Forward and Backward linkages.

**Outcome 4: Economic Empowerment:** Visible increase in the income of the target group i.e. by 100%. Although the impact assessment of the project is yet to be carried out, the visible results indicate achievement of all project indicators along with many associated positive changes meant to raise the standard of living of the target population better. The Impact assessment of the project shall be done at the end of the project i.e. in 2020.

## Impact of the project

### a. **Project conceptualisation as a Game-changer for women-led entrepreneurship in rural area**

- Shift from financial inclusion at the grassroots level by traditional SHGs to developing business enterprises, a Producer Company, could be a more effective vehicle in becoming an engine of economic development
- Incorporated as a Company to derive benefits of economy of scale in business and for diversification in future by leveraging backward, forward and cross business linkages.

### b. **Distinct Institutional Structure**

- Multi-tiered organizational structure for stability, agility, resilience and robustness. Strongest at the bottom-of-the-pyramid.
- [Members-SHG/FG/FIG- Cluster- Staff/ Management- Board]
- All women-led Board of Directors will allow the Company to leverage funds-flow and other schematic benefits from government

### c. **Multi-service and Multi-Commodity Business Promotion**

- Variety of financial instruments/ services provided by the PC (share capital, deposits, transaction linked deposits and other regular savings) in the enterprise which in turn facilitates raising resources from formal sources of finance as per the norms of equity to debt.
- Since all members are keen to engage in entrepreneurship, multi commodity businesses are being promoted and facilitated.

Current businesses of Producer Company are:

- A. Poultry (Promotion of Shed model with capacity of rearing up to 200 chicks)

- B. Retail Services (Doorstep delivery of grocery items to members of PC)
- C. Financial Services (Agri-allied and Business Loans, Insurance, Voluntary Savings, Monthly Compulsory Thrift, etc.)

**d. Social Safety Net:**

Schemes such as 'Shradhanjali Welfare Fund' have established by the Producer Company in collaboration with LIC for benefit of Rs. 10,000/- in case of death of any shareholder.

**e. Inclusion:**

All categories of the population irrespective of gender, caste, religion, geographic location have been included under the project.

**f. Convergence:**

- 51 Youth have been mobilized to undertake placement-linked skill development programmes such as BPO, Hospitality Management, and Nursing under DDU-GKY (a skills development programme of the Government of India-GoI).
- INR 1.11 crore life insurance cover @ Rs.1 lakh each mobilized for 111 fishermen facilitated through the Fisheries Dept., Government of Odisha-GoO.
- Trainings and facilitation sessions are being regularly organised in collaboration with District Horticulture, Fisheries and Agriculture Departments of Jharsuguda.

**g. Robust Handholding support by OPGC**

- Engagement of expert, and experienced agency (ALC India Ltd.) to provide hand-holding support as well as guidance for five years leading to sustainability of the project.
- Provision of Rupees Fifty Lakh Grant to the Producer Company by OPGC towards supporting and promoting multiple businesses and sustainability.
- Deep and multiple levels of strategic involvement of CSR, finance, procurement and HR professionals of OPGC in constantly guiding the PC to attain efficiency and business sustainability in critical areas.
- Producer Company has been guided by OPGC to put in place its own Financial Management Policy, Procurement Manual and Loan Policy, HR Policy and all activities are being done accordingly.

- Board-level Committees for Loan, Audit and Procurement have been constituted for effective and proper decision-making.

#### **h. Scalability**

- After initial success, the Producer Company has ample scope for spreading its wings to include more and more number of members/ shareholders which will give it a further boost for multi-dimensional business ventures along with providing many services at the doorstep of its members thus, contributing to the overall goal of self-sufficiency and sustainability.

### **Partner of the project**

- Engagement of expert and experienced agency (Access Livelihoods Consulting India Ltd.) for formation and providing hand-holding support to the Project.

They played the role of:

- Initiation and strengthening of livelihood support activities in identified peripheral villages of ITPS, OPGC at Banharpali.
- Ensure visible increase in the income of the target group i.e. 100% by end of 2019.
- Ensuring sustainability of the project after OPGC's exit by establishing appropriate institutional mechanisms
- To pilot an integrated sustainable livelihood project in OPGC's ITPS peripheral villages so that further scaling up and replication to other locations of Odisha is ensured.

# PROJECT UNNAYAN



## Organization behind the project

Adani Enterprise Limited

## Location

Parsa is the Project Village located in Udaipur block of Surguja district in Chhattisgarh state.

## Social problems of that area

Parsa has a population of 1085 people (Approx.). The demography of Parsa is as below: -



Particulars	Total	Male	Female
Total no. of houses	262		
Population	1085	567	518
Schedule Caste	60	32	28
Schedule Tribe	775	404	371
Literacy	64.65%	76.92%	51.17%
Total Worker	671	357	314
Main worker	433	-	-
Marginal Worker	238	78	160

In the initial days there were various social issues that had to be tackled and had to be resolved. The major social issues faced during the implementation were as follows-

**Low literacy level-** People residing in the area were not well educated and the literacy level was also low, because of which people were not aware about livelihood earning activities and were hesitant to start anything new and take risks.

**Alcoholism/Liquor consumption-** It was one of the major issue that was prevalent among the people especially male population. People spent a major part of their day in drinking because of which their work was hampered and they were least bothered about their family and children. Also a major population was involved in making local liquor named “Mahua” so apart from making they consumed it daily which had an adverse effect on their health as well.

**Domestic violence-** Due to alcoholism female often became the victim of domestic violence. The male members who were supposed to earn never earned due to alcohol consumption and even if the female earned anything it was forcefully taken by their husband and on denying to do so they suffered domestic violence.

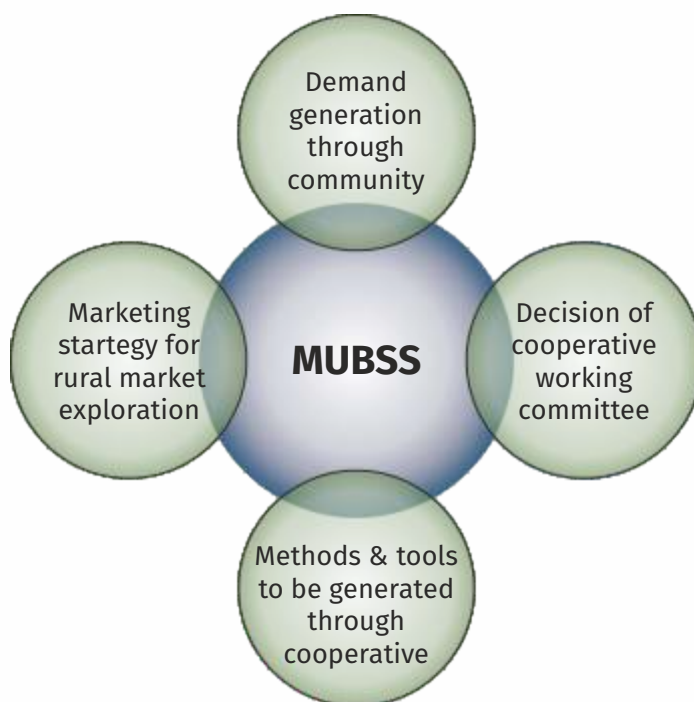
**Cultural Barrier-** Women living in the area were suppressed due to various cultural barriers. They were not allowed to go out and earn or start anything such as cooperative. They were also underestimated for their capabilities and were not seen as worthy or capable to do any business.

**Poor health condition of children-** As majority of people were engaged in alcoholism and they did not earn sufficiently to feed their family affected the health of children as well.

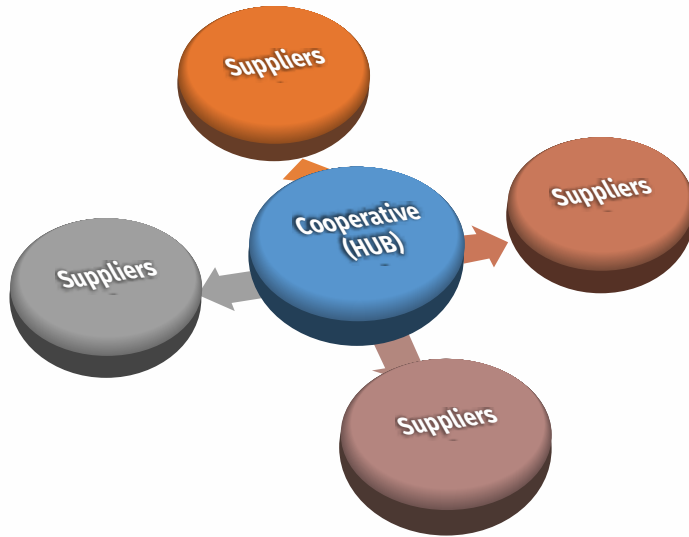
## Market systems approach applied

**Participatory approach method-** Before implementing the project we adopted participatory approach by involving the community in decision making and planning which gave them a feeling of ownership towards the project. Right from the initial stage we involved the community for

generating need and deciding the type of livelihood activities that can be undertaken by the cooperative for example, how people will be mobilized, where the products can be sold and what will be the marketing strategy, everything was done and decided with the community. So with this approach we were able to convince them that it is a people owned business and they all are the whole and soul of the cooperative. It also developed a feeling of self-help and self-responsibility in them and once this feeling of ownership develops then sustainability of the project is also ensured. Below is the representation of participatory approach cooperative.



**Hub and Spoke Model based business operation methodology-** Under this method the business model works from a central hub and out of this hub goes several routes, or the spokes of the wheel, that leads to the end results. So as working on this module we also have a cooperative as a hub through which products are sent to different spokes who then sell the products to the final destination i.e. to the customers or to the market place. The spokes appointed are the women of the village itself who visit households and market places to sell the final products.



Apart from the above, the following are the key strategic marketing approach:

1. **Be in competition with lesser cost in comparison with other brands:** The survey of other brands of the product White Phenyl was surveyed along with the wholesale and retail prices. Accordingly, the prices of MUBSS White Phenyl product were decided at a lower end with quality to capture the sizeable market beating the other brands at all levels.
2. **Ensuring Product promise:** Once the product was brought in the market, it was ensured that the continuous supply of the same should be there so that the customers would not switch over to the other brand product.
3. **Brand ambassadors:** The role of women is not limited to sale of product. Given the difficult terrain it was realised early on that any product produced would not be consumed automatically. Thus though there was a need for the product there was no demand for it. To create demand, the women first created awareness about clean toilets, filtered drinking water etc. Thus the first step was awareness creation. This awareness creation then led to demand for the product. Given that the women who were selling were from the same community and locality, there is a relation of trust created between the women and the end consumer.
4. **Reinforcing positive behaviour:** The women in their meetings in group and at various other occasions highlight the positive cases which serve to reinforce positive behaviour. This also leads to an increase in demand for the products being offered.

## Technologies used in the project

- **Low cost innovative technology-** Low cost churning technology was introduced for mixing of the ingredients of the product like pine oil, emulsifier and water etc. For example, For making white phenyl reducing the cost of electricity and water purification we involved more human resources than opting for technological devices such as electric churner. This low cost method ensured livelihood opportunity for more women and also ensured making of good quality white phenyl. This initiative has not only assisted the members of cooperative to sustain their livelihood on regular basis but has also nurtured the skill of communication and marketing to sell the product out of village boundary.
- Digital platforms were created to be in touch with the customers and the suppliers with relevant messages. WhatsApp Group, SMS and internet were the digital platforms for creating and sustaining markets.

## Implementation model & Methodology

The implementation methodology was based on the unique challenges and opportunities afforded by the area. Given that the women were our prime beneficiary and the purpose of the project was to improve the socio-economic status of them, we started with an intensive reach to them. Specifically,

### A) **Robust community mobilization at all desired levels:**

**Individual level for women-** Since we were focused on a project that involved women so our first level of approach started by interacting with them on individual basis. We made sure that we convince them and also make them aware about various livelihood earning opportunities they can start, and help for the betterment of their family as well as for the community.

**Family Level interaction-** After interacting on individual basis we approached each family and explained them about benefits of cooperatives and various livelihood opportunities they can avail through such cooperatives.

**Institutional Level including SHGs, PRIs and the Govt. Line Departments-** We planned to start our work by focusing the SHGs that already existed and also by creating new ones, with PRIs and Govt. line departments as it was the best platform to communicate our plan directly with the community.

Once the mobilisation was completed, following process was undertaken:

- 1) **Awareness Generation-** Before establishing the cooperative various meetings, FGDs were conducted with the women of SHGs, at household level, at institutional level so that people become aware about the concept of Cooperative.
- 2) **Formation of groups-** After the meetings, Mobilization of women from different villages was done and groups of interested women was formed.
- 3) **Identification of feasible projects-** During the meeting it was derived from the women about the type of business they can initiate and that can sustain in future. So various ideas came up like Stitching, Mid-day meal facility for the school, Phenyl and Papad making etc.
- 4) **Market study-** After few activities were decided, market study was conducted in nearby market places, by visiting households to understand the demand and types of products they need.
- 5) **Setting up of working area-** As there are various livelihood activities that have been undertaken by cooperative like Phenyl production, Stitching, mid-day meal etc. so finding proper place where work can be initiated and can run without any hindrance in future. Various places for each activity was selected where work could be initiated.
- 6) **Procurement and setting up of equipment-** As there are activities which require equipment for the manufacturing of final product so finding proper equipment and in reasonable rate was very important.
- 7) **Identification of resources for training-** Shortlisting and finalizing various resources that can provide training on various livelihood activities was an important step of the project.
- 8) **Hand holding support-** After the cooperative was established hand holding support was always required for management of the team, marketing of the final products, managing the finances etc.
- 9) **Exposure visit-** Visits were also planned for the team because at times it is important to learn from other institutions who are doing good in the same area. So the members of the women cooperative were taken on exposure visits to such places.

Special attention was paid to the choice of project to be undertaken.

**Identification of Social need based Projects –** It was important for us to understand that we cannot enforce any thing on anyone. So rather than just convincing people on starting up a cooperative we worked towards the identification of social need based projects and make it more demand driven such as White phenyl that be used for floor cleaning and Toilet cleaning leading to behavioural changes in the villagers to keep clean by developing a cleaning culture. Another was operation of nitrate removal water filter plant to make clean and safe drinking water to the villagers

**Employment generation of Village Youths focusing women** through the Women Cooperative driven livelihood projects: More than 50 women of Parsa are engaged in livelihood projects such as-

- a) White phenyl
- b) Water filter plant
- c) Organic farming
- d) Stitching and various other projects
- e) Mid-day meal for Adani Vidya Mandir

Through such projects they are now able to earn up to 6,500/- per month

**Sustainability of the livelihood projects** – Our strategy was also to ensure that each livelihood activity should be sustainable in nature. So we focused on initiating those projects which were more demand driven and is need based and will ensure the sustainability of the project.

## Impact of the project

**Tangible impact of the project**- The tangible impact from the project can be seen in the employment of women in productive work thereby generating a source of revenue for their wellbeing and growth. In addition to this by virtue of sustained interaction of the women selling phenyl with the households we have seen an increase in the use of toilets by the members of the household.

Due to intensive awareness generation the households have started buying water for drinking purposes and anecdotally they have informed that the incidences of stomach ache and other gastric related problems have drastically reduced.

### Non tangible impact of the project

Women living in Parsa are involved both in White Phenyl production and water filter plant. They are much more content and economically independent than before. The employment opportunity provide through MUBSS has given them a chance to live a better and improved life. These women are serving as visible symbols of empowerment to the wider community and have instilled in other women confidence.

The transformation of the women associated with cooperative is remarkable. From not being able to engage with outsiders, these women today have become entrepreneurs wherein they take all the decisions regarding the running of various businesses. So much so MUBSS is now an employer and employs women and other staff to carry out its various activities.



Major behavioural changes can be seen in people residing in the area. Some of them are listed below:

### White Phenyl

The monthly production of phenyl has been approximately 200 litres

Before white phenyl production	After white phenyl production
30% people used toilets.	More than 70% people have started using toilets.
People were less aware about sanitation and hygiene	People are now more aware about sanitation and hygiene.
No women were involved in any livelihood earning activity	15 women are now involved in the value chain for White phenyl production.

### Impact of Water Filter plant

Before water filter plant	After water filter plant
Water was full of nitrate that was harmful for human consumption.	After the filter of water nitrate content has been removed and water becomes safe for consumption.
60% villagers complaint of stomach related issues.	Less than 20% people have raised the stomach related issue.
No women was engaged in livelihood earning activities.	10 women are now associated with water filter plant.

### MDM facility in schools

Before MDM facility taken over by cooperative	After MDM facility MDM facility taken over by cooperative
The women engaged in cooking food were not getting salary on time, there used to be much delay.	After the cooperative took over there is no delay in the salary of the women.
8 women were engaged in the activity	There is increase in number of employed women so now 10 women are working for this project.
Women used to take care but were not much aware about the sanitation and hygiene while cooking at their village and residential level.	Women are now aware about the sanitation and hygiene facility while cooking at their residential location as well as in their village.

## Partner of the project

Adani Enterprise Limited (AEL) operates open cast coal mines named Parsa Kente collieries Limited in Parsa & Kente villages of Udaipur Tehsil at Surguja District. Aligning with the vision and mission of Adani Foundation, Corporate Social Responsibility, Parsa unit of Surguja district is working with Project Affected Villages (PAV) Project Effected People (PEP) since 2012-13.

RRVUNL (Rajasthan Rajya Vidyut Udpadak Nigam Limited) supports the CSR fund of one crore (5 yrs. project), AEL coordinates RRVUNL and district administration for necessary funding & Government supports for statutory compliances related to livelihood projects, Adani foundation provides ground level technical support, field execution and also capacity building of rural women.









## About Us:

FICCI ADITYA BIRLA CSR CENTRE FOR EXCELLENCE has evolved in consonance with Mahatma Gandhi's dream: ethics-based business practices leading to improvement in the quality of life for the common people.

The Centre for Excellence is a joint endeavour of Federation of Indian Chambers of Commerce & Industry (FICCI), a rallying point for free enterprise in India since 1927 and the Aditya Birla Group - a prominent business group with a mission to deliver superior value to customers, shareholders, employees and society at large.

**Vision of the Centre** - To incubate, nurture and accelerate a paradigm of sustainable and inclusive CSR in India and across the globe, thereby raising the Human Development Index through poverty alleviation.

As a resource centre, the Centre for Excellence provides strategic direction to the development of inclusive and holistic CSR practices; create synergy by providing platform to various stakeholders to share their experiences, learn, exchange ideas and support partnerships that add value to business and recognise and reward business enterprises contributing towards sustainable and inclusive development.

### **Focus of the Centre for Excellence are:**

- Provide an enabling environment for business to pursue their CSR goals.
- Generate awareness about holistic CSR practices and sustainable development
- Create synergy amongst CSR stakeholders for exchange of ideas and shared learning
- Support capacity building of enterprises, civil society organizations and other stakeholders
- Acknowledging CSR best practices through the FICCI CSR Award
- Korea - India CSR forum for sharing, learning and exchange of ideas, best practices & challenges
- Annual FICCI CSR Summit - aim is to bring all development partners such as businesses, Non - Profit Organisation (NPOs) and Governments to share, learn, discuss on CSR and allied issues.