

REPORT ON SOCIAL AUDIT FOR THE PERIOD OF 2020-21

OF

USHA MARTIN LTD CSR INITIATIVES

Report Submitted to



usha martin

Report Prepared by



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Chapter 1: Introduction

When Usha Martin Ltd hereinafter referred as “Usha Martin” commenced business in 1962, the Founder’s vision was to be a global company and a world leader in manufacturing wire ropes. Amongst many challenges that lay in the pathway of achieving that vision, was awareness that it would not succeed as a global company and world leader by just being an island of prosperity in a sea of poverty and discontent outside its factory gates in Jharkhand. For several years the Founders of Usha Martin searched for answers to achieve inclusive growth that eliminates discontent in a manner that could be sustained over generations and scalable across a wide population that our capabilities would allow. It is a long-standing observation that India is essentially two countries – one fuelling the drive for urbanization in India’s burgeoning cities and another striving for development in the vast rural landscape of Bharat.

It is indeed a great divide, one that has seemed to widen over the past four decades. Pursuing inclusive growth to bridge this gap was one of the reasons why the Founders of Usha Martin set up Usha Martin Foundation as a registered society under the Societies Registration Act, 1860 in Jharkhand. The Founders vision was that it would deliver the social development and economic growth commitment of Usha Martin to rural Jharkhand. To do so, it was envisaged that Usha Martin performs its activities and to start with, in near and adjacent areas of Usha Martin’s plants and operations. However, to make a real and sustainable difference to rural Jharkhand, Usha Martin would perform activities across as many geographical areas as its resources and capabilities would allow. Accordingly, mobilizing the community and its available resources, we sought to find a way to ensure sustainable development in the region. In the intervening years, we have achieved some of the goals we had set for ourselves. And a lot remains to be done.

In the beginning Usha Martin’s corporate social responsibilities (“CSR”) had attributes of pure philanthropy, and contributed to other non-government organizations (“NGOs”) to implement various CSR projects. The results were a satisfactory until the early 1990s when Usha Martin became more project-oriented engaging with various institutions to understand the needs of rural communities that would make a real measurable difference in their lives.

Usha Martin philosophy is market-based bottom-up approach of integrated interventions that are multi-disciplinary and integrated to effectively deliver and impact poverty reduction strategies. Usha Martin model is conscious about abdication of personal financial gain and tends to support social entrepreneurship among the communities by advocating effective use of resources and available capital which is in contrast with the

conventional charity approach. Decades of government-led and entitlement-based approach to charity towards the local communities of Jharkhand yielded poor results. Human Development Index (HDI), per capita income, per capita consumption and other socio-economic indicators for the local community was abysmally low. Secondary data from different official reports and websites provided enough material to preliminarily analyse the broader trends of socio-economic Conditions of local communities.

The needs were many and basic in nature. While others take these for granted but the reality is that we cannot deliver on rural development unless we develop water infrastructure for drinking and agriculture; provide access to energy; stabilize the domestic environment by tending to the health needs of the mother and child and deliver education; empower women towards an earnings-based vocation; build capacity through training and create market linkages to enable an opportunity to increase income.

Mission: To create an equal and sustainable society by empowering poor, tribal and marginalized communities and farmers.

Vision: Engaging society to become active and supportive partners, advocating and supporting community for sustainable development.

CSR MISSION AND STRATEGY

To achieve inclusive growth in our areas of operations and neighbouring communities through integrated community and rural development that is sustainable, scalable and adaptable by transforming beneficiaries to become producers, entrepreneurs and customers.

Objectives of Social Audit

1. Social Audit (SA) enables organizations to explore and generate their own values. SA provides a coherent and clear image of UML and helps this organization to plan and execute their CSR initiatives in a transparent and fair way.
2. It helps the organization to understand how each of the stakeholders of these projects have met the assigned responsibilities.
3. SA helps UML to assess the capabilities of the implementing agencies and accordingly, the organization can identify and plan its future CSR projects.
4. SA creates a new level of participative democracy focused on values and long-term visions and in the process makes UML transparent to stakeholders and supporters.

Scope of Social Audit

This assessment follows the stakeholder approach to determining social performance, wherein all the actions of the company towards the community stakeholder groups are within the ambit of social audit. Host communities are the villages which are in the immediate neighborhood of UML plant sites and are directly impacted by the plant operations either environmentally, economically or socially.

The social audit is a transparent process and documentation conducted to measure and manages the social objectives of the company. It is geared to provide better governance systems for any organization. The social audit is expected to deliver mechanisms by which UML can identify inconsistencies between its aims and the final implementation. Using the audit report, UML can develop high levels of detailing in what they wish to measure and verify and which will be appropriate to the needs of the organization as well as other stakeholders. The audit will also aid UML to understand the current impact and limitations to impact. In addition, it will provide UML a multi-stakeholder perception of its programme and help in formulation of future CSR policies.

Methodology

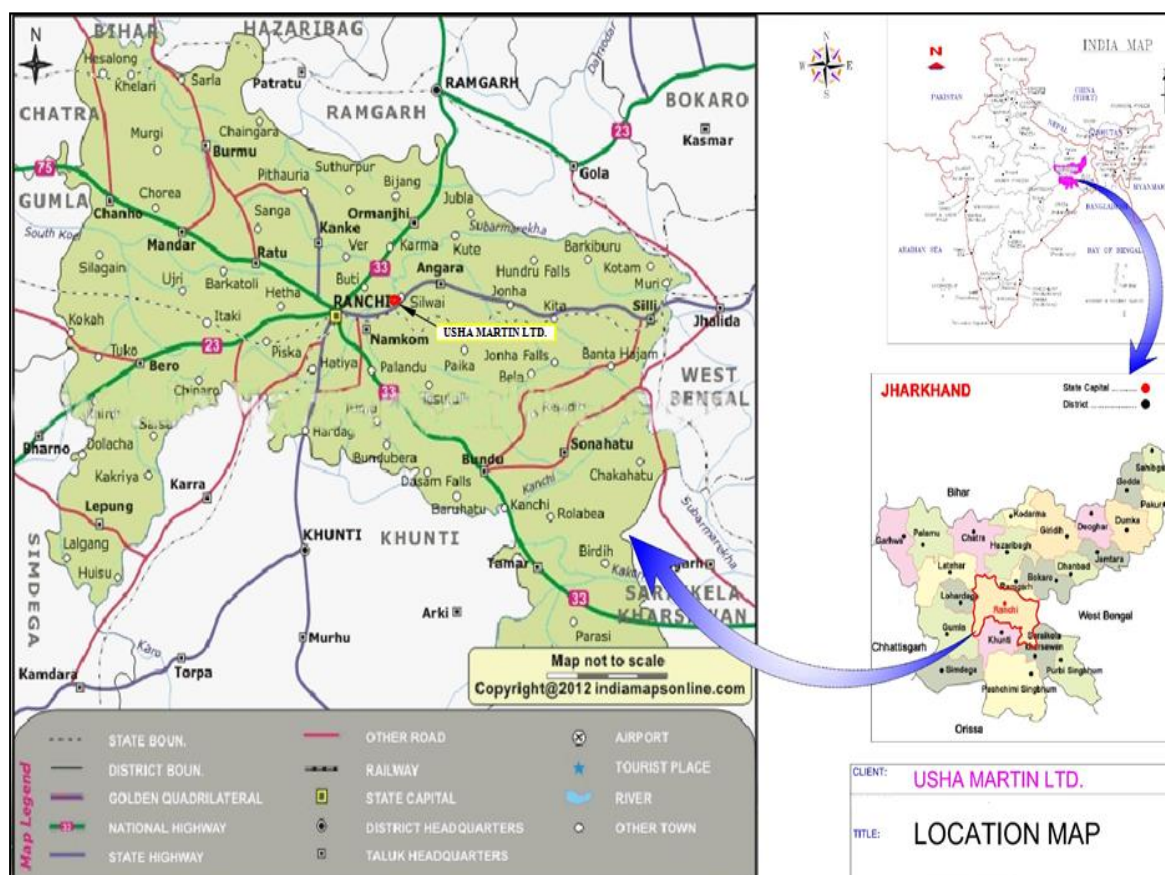
Participative methods have been employed to engage stakeholders. The nature of the data is qualitative and quantitative. As it is a multi-stakeholder study, multiple research tools have been adopted. For the data collection multistage sampling technique has been adopted. In the first stage, data has been collected from UML through interview and focus group discussion. In the second stage stratified sampling technique has been adopted for data collection regarding implementation of activities. In the last stage, individual beneficiaries have been identified for interview and focus group discussion. For interviews, semi-structured questionnaire has been designed. The questions are based on the background, development, current conditions, and overall implementation of the project. Even the environmental interactions of one or more individuals, groups, communities involved in the projects have been studied.

Chapter 2: Project Area Description

The project area of UML-CSR comprises of 29 villages in and around the Captive Power Plant and rope making plant, but at present Usha Martin Foundation is only working in the 15 villages covering 10 panchayats and two Blocks of Ranchi District Namely Namkum and Angara. Namkum Block is having 07 villages and Angara Block is having 08 villages.

Sr. No	Block Name	Village Number	Village Name
1	Namkum	07	Silwai, Mahilong, Arra, Baram, Tati(E), Tati(W), Haratu,
2	Angara	08	Angara, Baheya, Chatra, Masu, Hahey, Hesal, Lupung, Bedwari

Map showing Operational Areas



Chapter 3: Thematic Intervention

A. Natural Resource Management

Introduction-Natural resources comprise of land, water, biodiversity and genetic resources, biomass resources, forests, livestock, fisheries, wild flora and fauna. Natural Resources Management (NRM) refers to the sustainable utilization of major natural resources, such as land, water, air, minerals, forests, fisheries, and wild flora and fauna. Together, these resources provide the ecosystem services that underpin human life.

Problems-Soil and water quality problems caused by unsustainable agricultural production practices are not only leading to low productivity and quality of agricultural produce but also to environmental problems such as air quality and the release of toxic pollutants. In fact, unsustainable use and uninformed land use changes are depleting the quantity and deteriorating the quality of groundwater and associated ecosystems, upon which livelihoods is dependent. Severe soil degradation from erosion, compaction, or salinization can destroy the productive capacity of the soil and exacerbate water pollution from sediment and agricultural chemicals.

Objectives

- To ensure availability of safe drinking water
- To promote sustainable agricultural practices
- To ensure food security of the village communities

Strategy for improving Natural Resource Management

Towards fulfilment of the desired objectives a multi-pronged strategy was adopted. It involved the following aspects:



- i. **Soil quality management**-Managing soil for today and tomorrow. As soil quality is linked to sustainability a key strategy adopted was to focus on improving soil quality by assessing and managing soil so that it functions optimally now and is not degraded for future use

ii. **Enhance organic matter-** regular additions of organic matter improve soil structure, enhance water and nutrient holding capacity, protect soil from erosion and compaction, and support a healthy community of soil organisms. Practices that increase organic matter include: leaving crop residues in the field, choosing crop rotations that include high residue plants, using optimal nutrient and water management practices to grow healthy plants with large amounts of roots and residue, growing cover crops, applying manure or compost.

iii. **Tillage management:** Reducing tillage minimizes the loss of organic matter and protects the soil surface with plant residue. Tillage is used to loosen surface soil, prepare the seedbed, and control weeds and pests. But tillage can also break up soil structure, speed the decomposition and loss of organic matter, increase the threat of erosion, destroy the habitat of



Mr. Lalan, village Tati showing his crop

helpful organisms, and cause compaction. New equipment allows crop production with minimal disturbance of the soil. (Link to cultivation practices).



Etwa Kachhap showing Pea Cultivation

v. **Pest management-** Pesticides and chemical fertilizers have valuable benefits, but they also can harm non-target organisms and pollute water and air if they are mismanaged. Nutrients from organic sources also can pollute when misapplied or over-applied. Efficient pest and nutrient management means testing and monitoring soil and pests; applying only the necessary chemicals, at the right time and place to get the job done; and taking

advantage of non-chemical approaches to pest and nutrient management such as crop rotations, cover crops, and manure management. (Link to fertility management and pest management practices.)

v. **Residue management:** Bare soil is susceptible to wind and water erosion, and to drying and crusting. Ground cover protects soil, provides habitats for larger soil organisms, such as insects and earthworms, and can improve water availability. Ground can be covered by

leaving crop residue on the surface or by planting cover crops. In addition to ground cover, living cover crops provide additional organic matter, and continuous cover and food for soil organisms. Ground cover must be managed to prevent problems with delayed soil warming in spring, diseases, and excessive build-up of phosphorus at the surface. (Link to residue and cover crop practices.)

- vi. **Diversify cropping systems:** Diversity is beneficial for several reasons. Each plant contributes a unique root structure and type of residue to the soil. A diversity of soil organisms can help control pest populations, and a diversity of cultural practices can reduce weed and disease pressures. Diversity across the landscape can be increased by using buffer strips, small fields, or contour strip cropping. Diversity over time can be increased by using long crop rotations. Changing vegetation across the landscape or over time not only increases plant diversity, but also the types of insects, microorganisms, and wildlife that live on your farm. (Link to cropping systems and integrated pest management practices.)

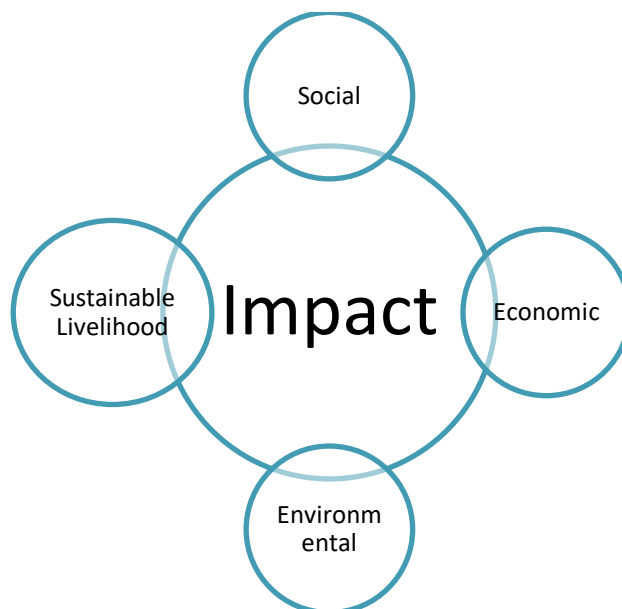
Activities Undertaken

S. No	Key Activities	Number
1.	NADEP Compost	05
2.	Compost pits	80
3.	Low Cost Vermi Compost	09
4.	No of village covered under Hand pumps repairing	29
5.	Training to youths for Handpumps repairing	40
6.	Hand Pump repaired	48
7	Farmers given seed for SWI	53 farmers
8	Linked with Multi cropping schemes	339 HHs
9	Motivation and convergence training for farmers	2
10	Construction of new Low Land Well	59
11	Jal Minar Construction	6

Usha martin Foundation distributed pigeon pea to 46 farmers, pea seed to 74 farmers, paddy seeds distributed in 24 farmers, Mustard seed distribution to 94 farmers, Gram Seed distributed to 310 farmers and wheat seed distribution to 24 farmers.

Impact

Activities have been undertaken keeping in view the set objectives for bringing about an effective and sustainable application of natural resource management in the reference village. These activities have been instrumental in bringing about short term and long-term impacts in the following areas:



Social

Most people have become aware that using composts is an effective way to increase healthy plant production, help save money, reduce the use of chemical fertilizers, and conserve natural resources. Compost provides a stable organic matter that improves the physical, chemical, and biological properties of soils, thereby enhancing soil quality and crop production. When correctly applied, compost has the following beneficial effects on soil properties, thus creating suitable conditions for root development and consequently promoting higher yield and higher quality of crops.

Economic

The farmers are able to fetch higher prices for their organically grown crops. It has resulted in significant cost savings by reducing the need for water, pesticides, fungicides, herbicides, and nematodes. NADEP has helped to reduce cash expenses on chemical fertilizer, improved soil fertility, increased crop yield. The use of compost reduced the need for mineral fertilizer thus reducing production costs and outside dependence

Environmental

- Use of compost has provided a rich source of plant nutrients and improved soil fertility. It has made the environment healthy.
- It has increased fertility of land at low cost.

- Further it has enhanced physical, chemical, and biological properties of soil.
- Plant protection medicines are reduced due to its use. Cost of production has also got reduced.
- There is increase in the catchment power of the soil.

Sustainable Livelihood

The various activities in natural resource management have created new jobs for the community members. As it has led to organic crop production, there is reduced dependence on outside inputs.

Health

In spite of this progress, the communicable diseases are expected to continue to remain a major public health problem in the coming years at community level. Besides endemic diseases tuberculosis (TB), malaria, and neglected tropical diseases, the communicable disease outbreaks will continue to challenge public health, requiring high level of readiness in terms of early detection and rapid response. In this regard, vector-borne diseases, such as dengue and acute encephalitis syndrome, are of particular



Distribution of Mask at Village Level

concern. Antimicrobial resistance is one of the biggest health challenges that must be tackled with all seriousness. Community health is a medical specialty that focuses on the physical and mental well-being of the people in a specific geographic region. This important subsection of public health includes initiatives to help community members maintain and improve their health, prevent the spread of infectious diseases and prepare for natural disasters. Working at the community level promotes healthy living, helps prevent chronic diseases and brings the greatest health benefits to the greatest number of people in need.

We live in unprecedented times, faced with a pandemic of monumental proportions. Not only has COVID-19 wreaked havoc across the country, it also has exposed fundamental weaknesses in healthcare systems in the operational areas of USHA Martin. The company has identified challenges and opportunities that COVID-19 presents by connecting the immediate need to curb the spread of the disease. Considering broad social, political, and economic impacts, we focus on health disparities and the severe effects of the crisis on some populations, especially disadvantaged and underserved ones.

Problems

Although improving maternal and child health care continues to adversely affect the community. Child malnutrition is a major area of concern as the progress is extremely slow. Poor child nutritional status is further confirmed by high levels of anaemia among children as well as women of reproductive age. Approximately half the children (aged 6–35 months) and one-third of women (aged 15–49 years) suffer from moderate to severe Anaemia. The people often suffer from the burden of communicable diseases like TB, malaria and other vector-borne diseases. Adolescent girls face multiple challenges. In addition to anaemia and lack of adequate nutrition they have to deal with the social challenges of early marriage and social taboos.

Causes

The issue of availability, accessibility, acceptability, affordability and quality with regard to health care remains a serious concern. It is common to find that although there are health centres and dispensaries but very few doctors or trained professional are available to attend to the patients. Lack of behaviour change communication and demand side barriers also lead to poor response from the community.

Objectives

- To improve the overall general health of the community members
- To ensure access to maternal and child health care
- To improve the health status of adolescent girls.

Strategy

The strategy adopted for improving health status of the community focuses on access to health, strengthening village health and supportive supervision.



1. Improve access to public health

Access to healthcare services is critical to good health, yet community members face a variety of access barriers. Ideally, residents should be able to conveniently and confidently access services such as primary care, dental care, behavioural health, emergency care, and public health services. Access to healthcare is important for:

- Overall physical, social, and mental health status
- Disease prevention
- Detection, diagnosis, and treatment of illness
- Quality of life
- Preventable death
- Life expectancy

Even when an adequate supply of healthcare services exists in the community, there are other factors to consider in terms of healthcare access. For instance, to have good healthcare access, a rural resident must also have:

- Financial means to pay for services, such as health insurance that is accepted by the provider

- Means to reach and use services, such as transportation to services that may be located at a distance.
- Confidence in their ability to communicate with healthcare providers has poor health literacy
- Belief that they will receive quality care

2. Strengthen maternal and child health

Pregnant women are particularly disadvantaged when it comes to their socio-cultural status, political participation and opportunities for personal development. Improved quality of obstetric services is essential for convincing the women to give birth in health facilities, where they will benefit from emergency care in the event of complications. Pregnant women are given counselling on Ante natal, delivery and post-natal care services. Similarly, initiatives are taken to ensure that children get fully immunised and provided balanced nutrition.

3. Improve health of adolescent girls

Promoting healthy behaviours during adolescence, and taking steps to better protect young people from health risks are critical for the prevention of health problems in adulthood, and for countries' future health and ability to develop and thrive.

4. Activate Village Health Institutions-VHCs

Village Health Committees are the first step towards community orientation of health care services and for making health as a people's movement. Village Health Committee will facilitate in addressing the health needs of the entire village with the help of health providers and health institutions. VHCs will play an important role in planning and monitoring of the health care services through community monitoring mechanism.



VHC meeting in Silwai

For strengthening of VHSCs provision of untied fund has been made under NRHM. Each VHSC will receive a grant of 10000 as an untied fund which will be used for the community actions for improvement of health status of the community including demand generation for

health care services, sanitation drives, emergency health care needs, rewards for exceptional work in health sector etc.

5. Supportive Supervision

Ongoing support is needed for health workers in the frontline of service delivery to perform to their full potential and deliver quality patient care. The aim of supportive supervision is to increase the capacity and confidence of the individual to take on the specific tasks addressed via focused observation, mentorship, and feedback. Supportive supervision helps to assure that critical investments in training and technical assistance are realized.



Covid Vaccination Camp at Middle School Tatisilwai

6. General awareness on health

Health check-ups and dos and don'ts in matters of healthcare are an important component of improving people's awareness on health.

Activities Undertaken

S. No	Key Activities	Number
1.	Conducted Corona Test	1382
2.	Vaccination drive	500
3.	Bleaching power distribution	1253 HHs of 15 villages
4.	Distribution of Covid 19 Medicines	Tati East, Haratu, Silwai, Mahilong Baram, Angara, Chatra and Hahey
5	Repairing of Sub-health Center and Garbage Pit	East Tati
6	Construction of Toilet	15 villages
7	Conducted Village Health Committee Meetings	33

1. 18 Adolescent girl's group meeting has been conducted in 16 villages and make them aware about personal hygiene, communicable diseases, Anemia etc. Haemoglobin Test of adolescent girls has been done in villages to check the level and to make them aware about the curative measures.

2. Home Visit has regularly been done for awareness about Anti Natal Check-up, Post Natal Check-up, Immunization with the women who were present in Sahiya health list. The company has supported 54 immunizations programs through logistic as well as technically.

3. The organization has facilitated the process of drinking water testing in the operational areas of USHA



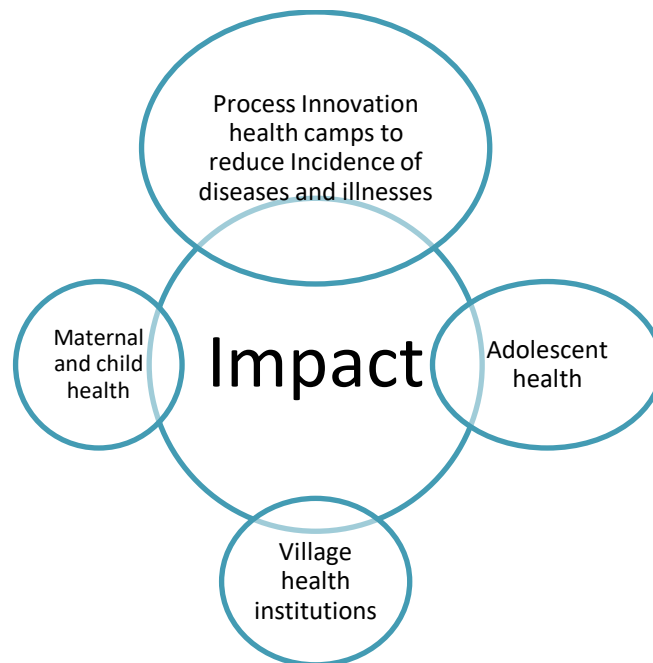
Corono Warriors

Martin. Till now 52 tests are done and reports are widely shared. The tests are conducted in villages Haratu, Mahilong, Chatra, Ara, Baram, Silwai and Masu.

4. Under its covid response programme, the company has distributed food grain to need community members and mask and sanitizer distribution drive at community and market place level.

Impact

Interventions and activities undertaken in the area of health have been effective in impacting people's health. These are evident in the aspect of maternal and child health, adolescent health, Village health institutions and incidence of diseases and illnesses.



a. Process Innovation through the regular conduct of health camps has been successful in identifying diseases and illnesses that the community members succumb to and coordinate measures for their treatment. Timely identification has thus enabled to save several lives.

b. Adolescent girls became aware about menstrual health and hygiene, importance of balanced diet and intake of nutrients in their foods.

c. Village health committee meetings facilitated bottom-up community engagement in the planning and implementation of healthcare services. The VHCs promoted community-based health interventions which in turn proved to be effective towards promoting acceptability and utilization of health services incidence of diseases and illnesses has declined as people are now adopting preventive measures, adhering to hygienic practices, accessing the health services and undergoing regular health check-ups.

d. Access to Maternal and child health services improved. Health check-ups of pregnant women helped to identify their health needs and also to monitor the ANC, delivery and PNC services are availed by them. Coverage of immunisation of children also improved.

7. Capacity Building Programme

Capacity building is considered to be important as it involves a set of actions that an organization takes to improve its ability to perform successful in its chosen area. Despite the

many initiatives taken under CSR community members continue to face significant capacity challenges undermining their ability to effectively or fully carry out the actions they are intended to pursue. These challenges include:

- A lack of knowhow on integrated farming, livelihood generation, functioning and role of local governance institutions.
- Fragmentation of information, and lack of training in farming approaches
- A lack of skills and organizational or institutional capacity
- A lack of established systems, and processes new or existing bodies or entities would use to efficiently and effectively plan, manage and coordinate

The management team well recognises that improving capacity building on the ground through enhanced trainings and skill building with sustained resource provisions is critical to success of the development interventions.

Problems

Lack of capacity is manifested in the functioning of the institutions, ability to execute activities and also in the implementation of activities particularly when new initiatives are to be started.

Causes

Lack of skill and knowledge about modern methods and techniques of agricultural practices, initiation of new livelihood opportunities, poor capacity of the village institutions is among the key causes for low capacity.

Objectives

- To enable successful implementation of agricultural and livelihood opportunities.
- To strengthen village institutions
- To inculcate capacities for providing safe drinking water

Strategy

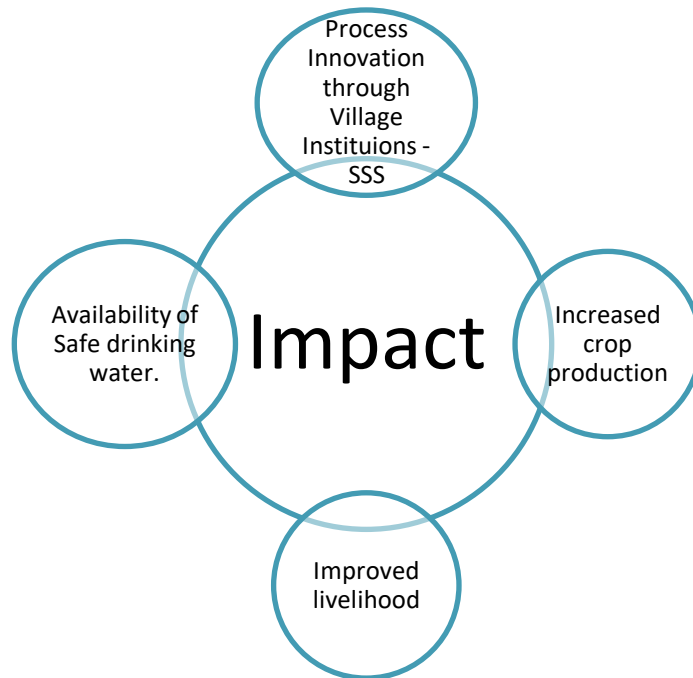
A mixed strategic approach has been pursued which can broadly be categorised into institutional and programmatic aspects. Under the institutional aspect the strategy has been to strengthen the Gram Sabha and SSS groups that form the backbone for providing support to implement and monitor activities on the ground. As for the programmatic aspect the strategy has been to improve integrated farming, improved agricultural practices, up scaling horticulture and promoting livelihood particularly mushroom cultivation.



Activities

S. No	Key Activities	Number
1.	Mushroom Cultivation Training	7 (80 participants)
2.	Gram Sabah Meeting	147
3.	Soil Testing training	04
4.	Social Forestry Training	11
5.	Fisheries Training	7
6.	Promotion of livelihoods programmes	07

Impact



Impact of the capacity building initiatives has been observed in the following areas:

1. Process Innovation through effective functioning of the village institutions namely Gram Sabha. They have a key role in the governance of the village affairs.
2. Income from the farm produce is insufficient to meet all the financial requirements of the households. The trainings on mushroom cultivation have led to the production of mushroom at the household levels. Income from the sale of mushroom has helped to supplement the farm income and also to meet various exigencies.
3. Fishery development training has brought new perspective in community engaged in livelihood promotion. At initial level, few households shown interest to take part in fishery development.
4. Village level meetings of VHC, VEC, and SHGs are regularly organized in 15 villages. Regular Quality circle meeting are being held in all villages on problems like Water Logging, Alcoholism, Sanitation, Unsafe drinking water, Income generation alternatives, Illiteracy, Open defecation etc.

8. Livelihood Activities

Introduction

More than seventy percent of the households in the project villages derive their livelihoods from small scale agriculture and allied activities. Sub optimal performance in agriculture has been resulting in lower incomes for the families. Improved productivity of agriculture and allied activities has a direct effect on the income and quality of life of the families. Therefore, any measure to improve the prosperity and human development of the families in the project area must focus on improving their livelihoods.

Problems

The families engaged in small scale agriculture and allied activities lack information, resources and low-cost techniques leading to low production and income. Other factors like damage to crops from diseases, erratic weather, grazing by cattle add to their burden. Thus, the various types of losses make the returns on their livelihood inadequate to break out of the poverty trap.

Causes

Low productivity in agriculture and horticulture is due to poor access to irrigation, soil nutrient (carbon, nitrogen, zinc, phosphorus) depletion, delays in planting and availability of quality seeds. The marked decrease in soil nutrients has noticeably affected crop yield per hectare. Imbalanced fertilizer use is the root cause of poor crop yields and poor soil fertility status. Micronutrient deficiencies in soils are also emerging as yield limiting factors.

Strategy

The strategic approach for developing livelihood of the communities in the project area comprises of farm and allied activities. The thrust is appropriate as communities have traditionally engaged in agriculture and possess land. The diagram below depicts the strategy adopted.



Activities

The activities undertaken for promotion of livelihoods were aligned to the objectives and strategy adopted.

S. No	Key Activities	Number
1.	Mushroom Cultivation	124 SHG members
2.	Kitchen Garden Promotion	1365 HHs
3.	Fisheries Promotion	101 farmers
4.	Seed of Vegetables and Maize	100 for Maize and 118 Vegetable seed.

1.

Focus was on SRI and encouraged to adopt seasoned crops as well as exploring various off farm income avenues like duckery, backyard poultry, piggery and fisheries.

2. Horticulture through Kitchen Gardens, covering 1365 households.

Impact



Mushroom distribution

The coherent and coordinated approach to livelihood generation has yielded positive results. Households have been able to improve production in all the livelihoods taken up by them. The increased production has yielded enhanced incomes for the

households. One of the prime objectives of CSR's activity is to improve the capacity building of the communities. Through livelihood generation. Thus, under its CSR initiatives the company has initiated the SRI (Systematic Rice Intensification) method of cultivation among the farmers community. Now the target is to encourage them to adopt a second Crop, and exploring various off-farm income avenues like mushroom, duckery, Backyard poultry, piggery, and fishery.

- **Income Level enhancement (village wise)**-The implementation of livelihood generation opportunities be it Kitchen Garden/SRI/Mushroom cultivation have directly led to an increase in income for each of the households with the amounts ranging from Fifteen thousand to Twenty Thousand for the marginal farming household and at least Ten to Twelve thousand for the small farming household.
- **Social Return on Investment** –Financial investments made by Usha Martin Limited have directly and indirectly yielded social returns in the following manner:
 - improved natural resource management i.e., ecologically balanced use of land and water for agriculture.
 - adoption of organic farming which not only conserves and restores the soil but also leads to production of healthy agricultural produce and provides to nutritional requirements.

- **Mushroom cultivation/Fishery and Kitchen Garden**
- Mushroom cultivation- Mushroom cultivation has become a very lucrative pursuit in recent years. The project team understanding its remunerative potential provided training and introduced its cultivation among a hundred and twenty community members. It takes about three months to harvest about a kg of mushrooms, which we sold at Rs 300. It is round-the-year production.
- Fishery-Aquaculture has the potential to generate income and create jobs, especially to the local youth. Being small and less risky, small-scale aquaculture can be adopted easily by resource-poor farmers. Usha Martin Limited decided to promote pisciculture, as a sustainable livelihood. The project team encouraged the farmers to enhance the pond carrying capacity, involve farm family, improve resource utilization, integrate different components in the fish farming and optimally utilize farm areas and farm wastes to enhance the farm income for the family livelihood and better sustainability.

- **Kitchen Garden:**

Observing the availability of vacant space in the back yard of most households, and poor nutrition among women and children the project team of Usha Martin Limited oriented the women and asked them about their interest



Livelihood Meeting in village Silwai

on the concept of building a vegetable garden in their house hold. The SHG women showed interest in the concept and thereafter the process was initiated. The bed size was modified based on the amount of land which the beneficiary has in the backyard. As a result of this innovation Women are growing vegetables in all seasons and these are now being consumed by the family members and also sold in the market

09. Education Activities

Education is the most powerful tool for the development of human being. No society can gain momentum without education. This is the reason why Usha Martin Limited CSR has given utmost priority to education of children in the project area. Covid-19 has affected the ongoing educational activities however



Gurukul School



Gurukul School Function

the company has been doing CSR initiative through one Gurukul School, which is situated at nearby factory. We take care of poor children and those who are unable to give fee.

10. Government Convergence

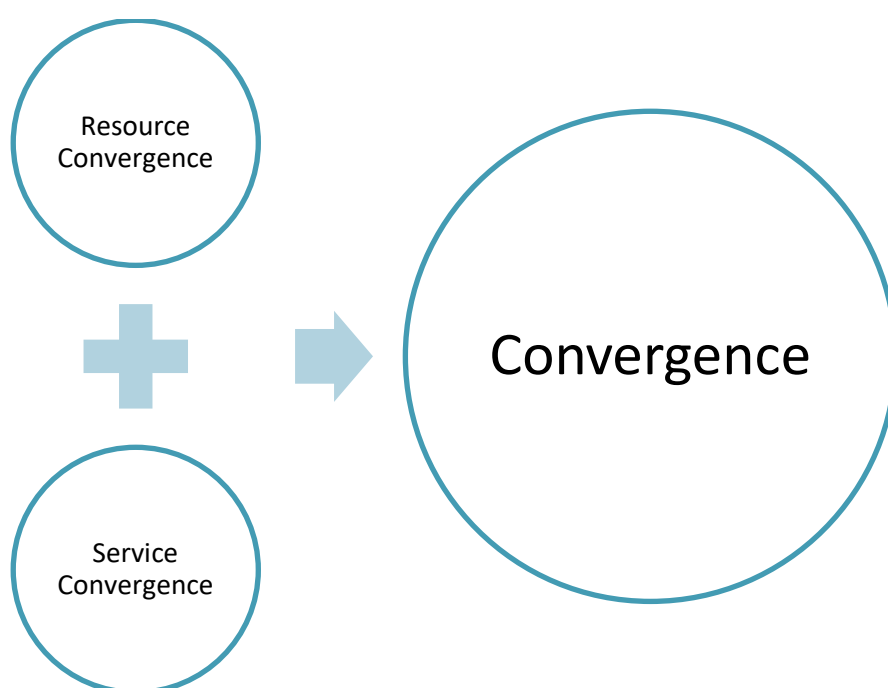
The basic objective of convergence of different CSR initiatives with Government schemes is to establish synergy among different programmes so that benefits to the community can be optimised. Secondly, appropriate convergence strategies will bring enhanced social and economic opportunities for the target mass in the project locations which will strengthen the welfare and livelihood of the people. It is expected that through convergence, there would be additional resource support to project from different other schematic provisions of Government which will contribute to realise the project outputs.

Problems

Although numerous activities are undertaken unless all the components for a particular initiative is completed the desired outcomes cannot take place. For example, in agriculture unless all its components from seeds, soil, irrigation, fertiliser, labour etc. are provided the desired yield will not take place.

Strategy

The approach to convergence has been conceived at two different levels, irrespective of schemes / programmes / departments i.e., convergence at resource level and convergence at service delivery level. Both types of convergence would be beneficial depending upon the factors like nature of the programme/schemes, departmental priorities etc. In some cases, specific to the nature of the scheme/programme, convergence could be of both the types while in some other cases, it would be either resource based or service-based convergence.



The perspective on convergence adopted by the project team was guided by the activities undertaken in the sector of NRM, Health, and Capacity Building and Livelihood generation.

Resource based convergence could be made possible only after planning of resources covering required resource base, availability of resources from own sources, identification of resource gap and finalising the additional resource requirements.

Service based Convergence: This type of convergence will not necessarily look at resource contribution from other schemes / programmes; rather it would look at different services offered by different departments, either under different programmes / schemes or under its core functions. For example, agricultural extension services offered by agriculture department, health care services offered by ICDS and NRHM, social security services offered by Rural Development Department etc. It is basically guided by the emerging needs of the people/SHG in a given project location where

other departments / programmes / schemes will make available their services. The required services from different departments / programmes / schemes would be need based and people would be utilising those services, as per their need, for attending a better quality of life.



Distribution of Span under Zila Udhyan Vikas Yojna

Activities

S. No	Key Activities	Number
1.	Health Card	05
2.	Old Age Pension	12
3.	Widow Pension	07
4.	Physically Challenged Pension	01
5.	Ujjwala Connection	05
6.	Red Ration Card	10
8.	Pond Construction	04
9.	Sports Item Distribution	15
10.	New Well Construction	08
11.	Form Filled for Animal Husbandry Schemes	72
12.	Exposure visits of Farmers	22
13	Drip Irrigation	27 (Assistance to Govt under convergence)
14	Jal Minar with Solar Energy	6
15	Organized Animal Health Camps	125 HHs benefited

Impact- Convergence of training and scheme and its impact analysis



The activities undertaken by the project team has led to convergence in the following sectors

1. As observed earlier maximum thrust were given on sustainable NRM, agriculture and agriculture-based livelihoods. But this year social security schemes are tapped and benefits are provided to needy communities.
2. Piped drinking water and sanitation facilities will be provided through construction of 6 Solar based Jal Minar.
3. Clean fuel to women under the Ujjwala scheme of the central government has been beneficial in reducing the household drudgery of women

11. Women Empowerment

As Govt. has started the drive for Laxmi ladli Yojana, Atal Pension Yojana, PMBSY, PMJJY we have conducted several rounds of meeting in villages to motivate farmers for towards opening their account in these schemes so to make them financially strong. These are:

- Samsaya Samadhan Samooh Meeting-----02 Nos.
- SHG meeting ----- 24 Nos.
- Training on SWI-----07 Nos.
- Village Health Committee meeting -----21 Nos.

Chapter IV: Quality Check Matrix

On the basis of the above observation, it is required to check the quality of the programme whether each stage of proposed operation was properly followed or not. To do this, we have prepared the quality check matrix to know about the inconsistency existed between the stated governance statement and actual plan of action. It will also help us to locate the source of instability in the process of implementation. It will also help to understand about the lacuna in the process of overall supervision and would help them to revise their future plan of action.

Quality Criteria	Scoring Category				
	Fully	Partly	Fairly	Hardly	Not at all
Is there a relevant governance statement that describes the CSR programme of UML?	Yes				
Did stakeholders participate in creating the governance statement?	Yes				
Are the values of the programme clearly stated?	Yes				
Are the programme rules clearly listed?	Yes				
Are the programme rules covering every aspect of the planning?			Yes		
Are the programme rules following strictly by each of the stake holders?			Yes		
Is there any lack of co-ordinations found among different stakeholders in the phases of Operation?				Yes	
Whether proper timeline/ calendar was followed at the outset of the financial year/ phase of Operation?	Yes				
Is UML consistently providing fund?	Yes				
Do the stakeholders know about the organization?	Yes				
Is there effective dialogue among stakeholders?	Yes				
Are stakeholders satisfied with the programme?	Yes				
Are stakeholders appropriately involved in the Execution of the programme?	Yes				

The Quality matrix check clearly highlights some critical issues. A governance statement can emerge out of the same. A well-developed plan is extremely essential to ensure systematic implementation of the programme across the villages. For any development programme, it is pertinent that the stakeholders are continually engaged and involved in the planning process. There is fair amount of stakeholder involve in the planning. It has to be excellent category for the execution of successful programmes.

Chapter V: Recommendations

Based on previous experiences and execution, four major key aspects are identified:

- Sustainability
- Co-creation
- Local team
- Long-term investment

Sustainability

Ensuring towards sustainability has to be a prime concern of all the company programmes and activities. Rather than treating community like beneficiaries and mere receptacle of corporate donations, the company should work on teaming up with the community, and other local stakeholders like the Government, rural entrepreneurs, etc. to create winning collaborations that can sustain over the long-term.

Co-creation

As sustainability, co-creation is crucial to ensure that the community has a stake in the development scheme, and hence fully engages in order to achieve the success of the CSR initiative. Co-creating solutions with the community, rather than adopting a top-down approach, is the best way to ensure these will be feasible, accepted, and successful. This means that the company will not necessarily implement the exact strategy it had planned. On the contrary, it requires a sense of compromise and adaptation to how the community envisions its own development.

Local Team

Having a dedicated on-ground implementing team is an essential feature. Although the company is having its local team but in a longer perspective the team members must not be changed. By its knowledge of the field, it can easily avoid mistakes and it can re-orientate the strategy as soon as difficulties or blockages emerge. In addition, its proximity with the community is the guarantee of continuous corporate/community dialogue and personal engagement of team members in initiatives that affect their own community.

Long Term Investment

Finally, long-term investment is the condition for success of local CSR initiatives and of their most valuable outcomes. As a matter of fact, what is most valuable in CSR initiatives is also what takes more time to be built: trust, social license to operate and reputation, and the belief that the corporate will stay with the community in attaining the long-term social outcomes like better health, infrastructures or livelihoods. Long-term engagement is thus crucial if the company is willing to achieve these objectives, by establishing a trustful relation with the community. Without mutual trust, the money invested can be frittered away in mere activities and the initiative's impact can become unsustainable.

Success Story

Innovation in livelihood generation-Mushroom Cultivation

FACTSHEET

PLACE OF IMPLEMENTATION	Village – Silve
IMPLEMENTING AGENCY	Usha Martin Limited
SECTOR(S)	Livelihood Generation/Innovation
YEAR OF LAUNCH	2020-21

Background

Promotion and development of agro-based enterprises in the rural sector can play an important role in diversification of economic activities and generation of employment opportunities for the farmers. Recognising the potential Mushroom cultivation as an emerging livelihood opportunity which uses agriculture residue as raw material to yield protein the project team of Usha Martin Limited decided to introduce it in the project villages. The success story of Jagni Devi W/O of Vishnu



Pahan who confidently took up mushroom cultivation is a testimony of its potential as lucrative livelihood opportunities for several more women in the surrounding villages.

Jagni Devi of village Silve used to be engaged in different types of farming activities without proper skill and adopted old traditional methods. Being young and energetic Jagni Devi wanted to be an entrepreneur, start her own farm based small business and earn sufficient income. However, she lacked guidance and skill for undertaking a new and enterprising livelihood activity

Intervention

Opportunity knocked at her door when the project team of Usha Martin Limited decided to introduced Mushroom cultivation in her village. Along with other women Jagni Devi also received training on mushroom cultivation from bed preparation to harvesting. During training the trainees were given practical demonstration on bed preparation, cutting, wetting sterilizing straw. After the training the trainees were supplied with spawn and polythene. Proper follow up taken by the field staff for better management. Poonam adopted the proper process.

Impact

The findings that emerged from the social audit show that the project's development objectives have been achieved: community members engaged in mushroom cultivation have been enabled to make better informed decisions about it. Their incomes have improved due the high price of mushrooms in the market. In the case of Jagni Devi, she is harnessing a very good yield of mushroom. She is earning up to Nine Thousand per crop from its sale. This has not only stabilized her income but it has also become a means of healthy nutritional lifestyle for her and her family.

Key Learnings

Mushrooms can be successfully grown without access to land, and can provide a regular income throughout the year. Cultivation is also independent of weather, and can recycle agricultural by-products as composted substrate which, in turn, can be used as organic mulch in growing other horticultural crops, including vegetables. Mushroom cultivation is highly combinable with a variety of other traditional agricultural and domestic activities, and can make a particularly important contribution to the livelihoods of the disabled, of women and the landless poor who, with appropriate training and access to inputs, can increase their independence and self-esteem through income generation.

System of Wheat Intensification-Innovative Farming Method

FACTSHEET

PLACE OF IMPLEMENTATION	Village – Baram (Jarra Toli)
IMPLEMENTING AGENCY	Usha Martin Limited
SECTOR(S)	Agriculture
YEAR OF LAUNCH	2020-21

Background

Josheph Toppo is a unknown as young tribal farmer who toiled in his fields from dawn to dusk. For him agriculture was just a traditional occupation in which his family had been engaged for a long time. The produce from the farm mostly comprised of staple crops for household consumption. Deficiencies in soil nutrient and pest control were treated with chemical fertilisers and the old method of transplanting was followed.

Intervention

The turning point came when the project team of Usha Martin Limited visited Jarra Toli, village Baram and came into contact with Mr. Josheph Toppo. During his farming operations Josheph Toppo used to have several concerns about the adverse impact of the heavy use of chemical fertilisers and pesticides on the land and produce. Through his interactions with the project team of Usha Martin Limited he realised that his concerns were not without fault. He was exposed to an alternative and eco-friendly method of farming when he received a training on appropriate agricultural practices. He learnt the System of Wheat Intensification popularly called (SWI), which is a farming methodology aimed at increasing the yield of wheat produced in farming. It is a low water, labour-intensive, method that uses younger seedlings singly spaced and typically hand weeded with special tools Josheph Toppo took to this method and initially started farming in one acre of land. There was also a Raddu River which flows nearby his land. He did Borri Bandhan in that River and used the water for irrigation purposes.

Impact

The adoption of SWI technique had a positive impact on Wheat yield and income and this indicates that the wheat yield and household income was relatively higher for Josheph Toppo than for those farmers who were practising the traditional method. Some of his nearby farmers have also started using same methodology along with vegetable cultivation.

Key Learnings

System of Wheat Intensification holds the potential to provide a solution to the issue of low productivity of wheat thus leads to double cropping and increase in income. Farmers can improve their yields significantly with SWI compared to their traditional grown Wheat fields.

Vegetable Cultivation

FACTSHEET

PLACE OF IMPLEMENTATION	Village – Tati East
IMPLEMENTING AGENCY	Usha Martin Limited
SECTOR(S)	Agriculture
YEAR OF LAUNCH	2020-21

Background

Mr. Lalan Pahan, a staff of Usha Martin Limited is having Three Daughters and One son residing in a Tati East village. Although Lalan is working in a Usha Martin but his income was not adequate to suffice the need of five members family. His daughters are likely to get married but due to lack of money he was unable to take any personal initiatives.

Intervention

The project team of Usha Martin Limited once briefed him about drip irrigation and vegetable cultivation. Mr. Lalan was interested and eagerly wanted to earn some extra money to fulfil the need of the family. He decided to go for vegetable cultivation in his 1 acre of land. He got the knowledge of vegetable cultivation and drip irrigation from Usha Martin field team and started sowing vegetables like cauliflower, cabbage, Jhinga, bottlegreen etc. He used drip irrigation to reduce the input cost and used minimum water to grow vegetables. He also used organic farming and invested Rs. 15000 thousand in vegetable cultivation.



Impact

The hard labour of Mr. Lalan coupled with the support and inputs from Usha Martin Limited started paying off. Now he is getting very good yield from her 1 acre of land. Right Now, he has earned Rs. 5000 from one produce and selling vegetables in weekly hats. He still has few produces left in his land and likely to sell it in the local market for another 2 to 3 months. It is expected that he will be earning nearly around 300000 from one crop cycle.

Key Learnings

The vegetable sector in the project area has emerged as economically rewarding and the most viable option in the diversification of agriculture in today's time. In fact, vegetable cultivation is heading for a drastic transformation as most of the produces are having advantage over the traditional crops in generating rural employment, enhancing rural income and have high potential to tap larger markets.

Watermelon Cultivation

FACTSHEET

PLACE OF IMPLEMENTATION	Village – Bedwari
IMPLEMENTING AGENCY	Usha Martin Limited
SECTOR(S)	Agriculture
YEAR OF LAUNCH	2020-21

Background

Ishwar Mehto is like any other youth from village Bedwari, Panchayat Salhan, block Angara; with aspirations for making a successful career and earning a decent income. However, being the son of a poor farmer carving out his dream life appeared to be a mammoth task. He has done ITI and used to work in Usha Martin. But after getting married, he lost his job due to Pandemic. When thinking of cultivating new crops he would give up the idea as his family didn't have the capital for investing. Still come what may, Kapil never gave up on his dream. He has 1 acre of Barren land which could further be used to grow any crops.



Intervention

The project team of Usha Martin Limited visited village Bedwari in pursuit of their goal to improve the natural resource management and securing livelihood opportunities for the families in the project area. During one such visit Mr. Ishwar Mehto interacted with them and was motivated to take a new road to success. After attending several meetings and learning about the potential of Watermelon cultivation by using the unutilised barren land Ishwar made up his mind to chart a new pathway as a progressive farmer.

Observing his keen interest, the project team of Usha Martin Limited got him registered for attending the training. After completing the training Ishwar returned to his village and identified the land wherein, he would begin watermelon cultivation. In the beginning, he had

to improve the quality of soil as the land was barren and consisted of rock and hard soil. Here again he got the technical support from the project team of Usha Martin Limited. He used organic manure to improve the soil fertility. He nearly invested Rs. 55000 in seed, fertilizers, mulching etc. Once the land was prepared saplings were provided to him. He used the available water resource for drip irrigation for irrigation purposes.

Impact

The barren land used for watermelon cultivation has become lush green with healthy growth of the crop. Thus, with the development intervention of Usha Martin Limited, Ishwar has begun his journey to fulfil his aspirations. From his first crop, he earned Rs. 45000 and now he has started taking two crops in a year.

Key Learning

The Usha Martin Limited project experiment has demonstrated a successful model for demystifying the potential of converting barren land into a lucrative livelihood opportunity specially for households who possess unproductive land but do not undertake its cultivation.

