

THE HANDBOOK OF

CASE
STUDIES
IN
CSR

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**Water Management, Environmental Sustainability,
Livelihood, Rural Development etc.**

Rejuvenation of Yashoda River Basin

Organization Name	Kamalnayan Jammalal Bajaj Foundation
Title of the Initiative	Rejuvenation of Yashoda River Basin
Theme of the Initiative	Water Conservation
Duration	2018-19
SDG Alignment	SDG 1: No Poverty SDG 5: Gender Equality SDG 6: Clean Water & Sanitation SDG 13: Climate Action SDG 16: Peace, Justice and Strong Institutions

SDG alignment

Following are the sustainable Development Goals (SDGs) has been broadly addressed under the Yashoda River Basin Rejuvenation Project.

SDGs	Contribution through the Yashoda River Rejuvenation Project
SDG 1	Rejuvenation not only support environment also support to livelihood of farming community as well as create livelihood opportunities
SDG 5	The village development committee formed under the project has 50 % women representation that provide plat form to express themselves
SDG 6	Rejuvenation of River create surface water storage along with ground water recharge helping increase water table
SDG 13	The activity involve plantation which support to increase the green cover in the project area along with the harvesting of the rain water
SDG 16	The work has brought together the community for common cause and contributed 5% of total project const

Introduction to CSR of the company

In an ever-changing world, our agricultural roots and down-to-earth approach may not appear “futuristic”. However, as Gandhiji said, “in nature’s books, the debits are always equal to the credits”. “We may utilize the gifts of nature just as we choose, but in her books the debits are always equal to the credits.”

While corporate social responsibility is a relatively new concept the world over, for us, it is a way of life. Social responsibility is hardwired in our DNA. During initial years, Jamnalal Bajaj distributed profits among farmers who worked in the cane fields. As our efforts paid off, rural communities prospered. Our business philosophy saw us build roads, schools, hospitals and other facilities that continue to improve the lives of millions of farmer families. Several new initiatives are underway in accordance with global best practices for sustainable development.

Mr Shishir Bajaj, Chairman, of the philanthropy initiatives of the Bajaj Group adds, ‘It was the profound conviction of my grandfather Jamnalal Bajaj that the wealth of a business enterprise was bequeathed to it in sacred trust by society. With this inspiration, we have been striving to bring change in the lives of people in Wardha, Maharashtra and Sikar, Rajasthan’.

The Kamalnayan Jamnalal Bajaj Foundation was set up in memory of late Shri Kamalnayan and Shri Jamnalal Bajaj, adopting and fulfilling their vision of an “Integrated development of the society through participatory approaches that sets benchmarks and standards for others to emulate for sustainable development.” To fulfil this vision, KJBF has initiated a number of development interventions, in some of which our partners are Tata Trusts, National Bank for Agriculture & Rural Development (NABARD), International Fund for Agriculture Development (IFAD) Government of Maharashtra and Cotton Connect South East Asia. These activities are aimed at protection of natural resources, agricultural, social progress and providing options of livelihood. These activities are executed through a participatory process and the planning of the programs is decided as per the need of the people. In Wardha district, the programme had expanded over 820 villages benefiting 1,25,639 families and strengthening the livelihood of 6,15,629 rural people.

Efforts are being continuously made through the need-based interventions to achieve individual and village development, ultimately contributing to development of the country.

Glimpses of Programme Area, Wardha

- Villages Reached: 820
- Families Benefitted: 1,25,639
- Population Covered: 6,15,629
- Village Institutes established: 4895

A) Water Resource Development and Soil Conservation Structures

- 235 Rivers/streams of 636 km length rejuvenated (Yashoda River 423 Km)
- 96 Check dams constructed
- 3136 Farm Ponds/Recharge Pits constructed
- 2171 Wells recharged
- 254 group wells constructed
- 1468 lift irrigation devices installed
- 32 percolation tanks constructed
- 4476 drip and sprinkler irrigation systems installed
- 2269 Boribundhs installed
- 1517 acres of farm bunds formed
- 1763 Gabion structures formed
- 56,123 families and 2,39,976 acres of land are covered under soil conservation programme and water resource development

B) Promotion of Sustainable Agriculture

- 11276 families covered under Convergence of Agricultural Interventions in Maharashtra (CAIM) project
- 11,000 families adopted Better Cotton Initiative programme (BCI)
- 7500 families benefitted under WADI project
- 7314 farmers adopted under Natural farming
- 746 families benefitted under climate proofing project
- 36900 farming families and 97272 acres of land are benefitted under a programme of Sustainable Agriculture Practices

C) Biogas: A boon for the Rural Community

- 3476 biogas plants installed

D) Promotion of Indigenous Cows

- 3969 families adopted Indigenous Cows

E) Women Empowerment

- 3020 Self Help Groups formed
- 38058 families benefitted
- 3333 families benefitted under Rural Enterprise
- 48721 women are benefitted under the programmes of Self-Help Groups, Income Generation Activities, dissemination of Indigenous Cows and installation of Biogas Plants

F) Skill and entrepreneurship development

- 2226 youths benefitted under skill development programme

Introduction to the CSR project

By adopting river basin development approach, rejuvenation of Yashoda river to bring it in to its original shape and length of 630 km for resuming its actual water carrying capacity, recharging ground water and creating water resources for the poor farmers in the catchment area of 153 villages in Arvi, Wardha, Deoli and Hinganghat blocks of Wardha district.

92 % Agricultural land in Wardha district is cultivated under dry land condition and rainfall pattern is erratic in recent years. The agrarian situation has also been aggravated due to continuous soil erosion, use of excessive agro-chemicals and reduction in crop diversity. Besides, rivers and streams in the district, which earlier used to be water source for irrigation during monsoon and post-monsoon periods have now got silted due to ecological damage created in upper catchment areas. This has led to major problems like reduction in river flow, surface storage and ground water recharge and creation of water logging situations. The ground water level has also significantly gone down in the recent years. Wardha district is one of the six most distressed districts in Maharashtra's farmers' suicides prone zone. KJBF undertook appropriate measures to resolve these problems.

The measures undertaken by KJBF in the form of introduction of natural farming, rejuvenation of rivers/streams basins, construction of check dams, farm bunds, farm ponds, harvesting rain water for enhancing ground water levels, use of micro-irrigation and increasing crop diversity, etc. are aimed at improving livelihoods of the farming families and ensuring their sustained and secured incomes. This has been part of objectives and mandate of KJBF.

Objectives of Project

- Strengthening livelihoods of distressed agrarian community of Wardha district through participatory local innovative interventions.
- De-siltation of River bed to bring it to its original carrying capacity
- Increasing River flow from 3-4 months to 8-10 months
- For maximizing surface storage on the river beds, promoting 2-meter depth and 50-meter-long ponds at an interval of 50 meters each
- With the increased surface storage capacity of the riverbeds, enhancing cropping intensity from 1 crop to 2-3 crops.
- Promoting less water intensive, short duration crops with micro irrigation systems.
- Increasing green cover by promoting horticulture and cultivation of forestry species.

Implementation of Project

Yashoda River is one of the major water bodies in Wardha district traversing through four out of eight blocks. Along with its tributaries and small streams, the total length of the running water bodies comes to 630 km. In the distant past, Yashoda River and its tributaries used to flow for about 8-9 months in a year. However, due to continued silting, their beds have become shallow and flow got restricted to only few monsoon months. Since January 2017 to December 2018, the river bed has been deepened and widened to a length of 423 km covering 118 village of 153 proposed villages. This operation was undertaken by creating boxes of the size of 50-meter length, 2-meter depth and width appropriately suitable to the

location. These boxes are created below the level of river bed at every 50-meter distance; in this way about 18-19 boxes are created in a distance of one kilometre. Due to this intervention, a total of 7,646 TCM additional water holding capacity has been created in the river bed which also proved useful for recharging the ground water, besides providing water storage for irrigation for a period of 8-9 month for a year to the fields located along the two sides of the river. Through direct lifting of water to river beds and through wells 1,05,333 acres of land have been irrigated. Due to this intervention, the crop performance of the land improved and livelihood of 12,689 farmers has been strengthened. Due to assured availability of water, it has been possible to raise crops during Kharif as well as Rabi seasons which were earlier restricted to only one season. In addition to this, 4,442 acres of area which used to be inundated and water logged due to spilling of water along the river banks during over flooding resulting into crop losses every year, have now been saved and brought into normal cultivable area. This intervention has been responsible for attaining security in crop production and achieving higher yields per year. As per the survey of the third party verification by NABCON (a subsidiary of NABARD), increase of 6 % in cotton, 15 % in soya bean, 8 % in pigeon pea, 15 % in maize during Khariff season and 17 % in wheat, 14 % in gram, 22 % in sorghum, 29 % in maize and 33 % in vegetables during Rabi season has been noted. (Report attached)

Moreover, the sources of drinking water for the villages in the form of wells are generally located along the sides of the rivers. The widening and deepening of river beds have helped in creation of reliable and sustainable water source for these villagers. In the same river basin, there were 137 check dams constructed by state government which were dis-functional due to neglect over the years. While undertaking the river rejuvenation work, all these structures were restored and made functional and increased the storage capacity up to 1322 TCM

The soil excavated from the river bed was stored along the banks in the form of bunds along the river which also provided farm roads for the farmers to approach their farms. This is important because earlier it was difficult for them to reach their farms through the muddy path during monsoon.

These soil bunds have also served as a protecting wall to save five villages in the operational area which used to get flooded due to over spilling of water from the river. In order to protect the soil bunds along the river, 1,20,924 bamboo and forestry saplings have been planted which besides checking the soil erosion is also going to be an important perennial livelihood resource for the villagers in the years to come.

Project Budget

The total budget of the project is Rs. 100.086cr with 55% financial contribution from Government of Maharashtra, 35% Contribution from Bajaj Foundation, 5% contribution from TATA trust and 5% from project community. Following are the source wise details of expense to cover a 423 Km of length under the project.

Yashoda River Basin Project

<i>Particular</i>	<i>Amount Spent Rs.(Crore)</i>
KJBF	18,88,94,989
GOM	14,68,05,000
TATA Trust	2,77,32,000
People Contribution	1,64,97,715
Total	37,99,29,704

Uniqueness of the Project

Bajaj Foundation has developed a innovative financial model in which 55% grant is from Govt of Maharashtra, 5% as community contribution, 5% of Tata Trust (equitant to community contribution) and rest of the share is by Bajaj Foundation. This model has been scaled up by Govt of Maharashtra.

Bajaj Foundation had also realized certain aspects in its design to make the best of the work that it undertakes. Three broad innovations have happened as a result of looking at what best can these river revivals do for the farmers. The first element in the design is the excavation of Dug ponds all along the river systems that are revived. These dug ponds are of 2 meters depth and are of 50 to 60 meters in length. A patch of ten to twenty meters are left and another such pond is excavated. These dug ponds are sources for additional

storages and also serve as structures for recharge. They also act as silting structures in the upper ridges. The silts are available to farmers who would have to use their own tractors to desilt and carry them to their land. However, the user group being the custodian of these resources has to be consulted and only when permitted can the farmer carry out desilting.

Challenges faced under the Project

The work on rejuvenation of Yashoda River started in January, 2017. The crossing of river from one bank to other bank emerges as major road block in the project due to deepening and widening of the river bed. Although the traditional roads were kept as it is and the original earthen barriers used as their crossing road. Since, the project involves rejuvenation of river and stream as main activity and no scope for construction of cement crossing road. The issue has been taken up to Government department in coordination with district collector. A detailed site-wise report has been submitted by Bajaj Foundation of these sites. The state water resource department has visited these sites along with the technical staff of Bajaj Foundation and the access road work will be initiated through them after this monsoon season.

Impact of the Project

Following table shows impact of the project

<i>Quantifiable physical/ general outcomes</i>	<i>Indicator</i>	<i>Baseline</i>	<i>End line</i>
Length of the River Rejuvenated	Length Revived	630 Km.	423 Km.
Water Availability in the river stream	No. of days water available in river basin	Water Available 3 -4 months	Water available 8-9 months
Land brought under cultivation	Acres of land brought under cultivation/irrigation	2,05,000 acres	1,05,333 acres
Improvement in ground water availability	Increase in depth of water table	Water available 25 ft.	Water available 16 ft.
Flood control	Flood prone villages	5 flood prone villages	5 village protected from flood

Quantitative Impact

The Yashoda river Rejuvenation work at Wardha has been something which had moved from being a supply driven to that of demand driven. Today after almost 2 years of project duration a total of 423 Km of rejuvenation of rivers work have been completed. The work has reached out to over 118 villages out of 153 projected villages covering 12,689 farmers and benefitting 1,05,333 acres of farming land.

Behavioural impact in the Community

Our continuous motivational efforts and dialogues through group meetings slowly resulted in their believing the concept and that has ultimately led to building a confidence amongst them that 'Yes, we can together do it with the support of Bajaj Foundation. The process got hastened with formation of 'Water User Groups'. As the work progressed and results started discerning, the confidence of the people started going up and their participation became more active and purposeful. Their attitude towards the project team became more respectful and their internal social bonding enhanced which made them to undertake cooperative ventures.

Damage of crops from flooding has disappeared in our villages

The 467 user group members of project village in Arvi, Deoli and Wardha blocks were suffering from flooding of their agricultural lands during the monsoon months. The flooding damaged the crops and also damaged their hopes to earn from agriculture. These farmers together had brought about 4,442 acres of land under cultivation. After the revival of the streams which ran adjacent to their land, the farmers have not witnessed a single year of such damage.

Impact on Government Policy

Earlier, at the level of state government, there used to be scattered approach in solving local water related problems in the form of nallah bunding, construction of check dams, construction of farm ponds, etc. The government used to implement the field level programmes through its own agencies. However, impressed by an integrated and comprehensive approach of 'River Basin Development'

to be implemented by Bajaj Foundation, the state government came forward and became a partner by providing part of the funds required and entrusting the full responsibility of implementation to our institution. This policy change has been adopted by government in similar projects being implemented in other districts.

Sustainability plan of the project

There has been a great enhancement in benefits accrued through the project due to assured water supply for irrigation, enhanced productivity of diversified crops, reduction in cost of production and substantial increase in the farm incomes, which can be reaped on a long term sustainable basis, it is the self-interest of the stakeholders that would keep the ball rolling. Moreover, they are now well aware of the long-term adverse impact of climate change and so the need to keep the mitigation and adaptation measures intact. The future maintenance of the rivers and streams will be maintained by community.

Additional Information

Yashoda River Basin project has been covered under media portal like YouTube link as

<https://www.youtube.com/watch?v=vsuUYMD-Wfk&t=274s>

https://www.youtube.com/watch?v=d_3kDScd99A&t=16s

Photographs of the Initiatives: Rejuvenation of Yashoda River Basin

Pre and Post image of Rejuvenation of Yashoda River in Village Waifad (Wardha)



A stretch of Yashoda River Rejuvenated in village Nimgaon in Wardha block



Ram Kumar Mishra, Senior Professor, Director and NLCIL Chair Professor on Corporate Social Responsibility at the Institute of Public Enterprise, is a graduate of International Management Programme, SDA Bocconi, Milan, Italy. He has been a Fellow of British Council and Commonwealth Secretariat. He has had research stints at London Business School and Maison Des Sciences De L' Hommes, Paris. He has taught at the University of Bradford, United Kingdom and was a visiting Professor at Maison Des Sciences De L' Hommes, Paris, University of Technology Mara, Malaysia, Faculty of Economics, University of Ljubljana, Slovenia. He was a member of the UN Task Force on Standards of Excellence in Public Administration and Education. He has been a Management Consultant to several organizations including DFID, Deloitte, Adam Smith Institute, ADB and Centre for Good Governance. He has handled assignments for the Ministry of Finance, Ministry of Power, Ministry of Trade and Commerce, Ministry of Heavy Industries and Public Enterprises, and Ministry of Finance. He was also a Member of the working group on privatization set up by the International Institute of Administrative Sciences, Belgium. He was been a researcher for Planning Commission, Finance Commission, Prime Minister's Economic Advisory Council, OECD, United Nations University-World Institute for Economic Development Research, International Civil Service Consortium, State Bureaus of Public Enterprises, Financial Institutions and Banks. He was on the Boards of a few Public and Private Sector Enterprises. Member, 'Panel of Experts on Reforms in Central Public Sector Enterprises' set up by the Planning Commission, Govt of India; Member, Adhoc Task Force set up by the Cabinet Secretariat, Govt of India to review the Results Framework Documents of the various ministries of the Govt of India. His current interests include corporate social responsibility, corporate governance, sustainable development, public sector financial management, civil service systems, environmental administration, privatization, SOE reforms, restructuring, management education, and good governance.

Shulagna Sarkar is Dy Chief Manager -HR in NLCIL (A Navratna Gol Enterprise). She has more than 15 years of experience widely ranging from industry to academics. She was an Assistant Professor at Institute of Public Enterprise (IPE), Hyderabad, India. She has undertaken consulting assignments for State Owned Enterprises (SOEs) of India namely ONGC, OIL, GAIL, GSL, BDL, MOIL as well as State Level Public Enterprises in India.

J. Kiranmai is currently Assistant Professor in the areas of accounting and finance at IPE, Hyderabad. She holds Masters in Philosophy in Management and Masters in Commerce (MCom) with specialization in Banking and Finance. She has undertaken many research and consultancy assignments for state and central public sector enterprises. She has also conducted management development programmes relating to board level training, corporate governance, corporate social responsibility, performance management and MoU in CPSEs, etc. She is presently Head, Center for Corporate Governance. She coordinates activities of the ONGC Subir Raha Chair on Corporate Governance at IPE.

The Handbook of Case Studies in CSR is an attempt to share the best practices of CSR across public and private enterprise across India. The various case studies have been segregated in different areas in Schedule VII of Companies Act, 2013 as well as Sustainable Development Goals (SDGs). Each case study is also attempted to be presented in alignment to the SDGs. The major +areas that have been identified for sharing Best practices in CSR are Education (SDG 4), Health (SDG 3), Resources like Water (SDG 6), and Rural Development Projects (SDG 10, 11), Capacity and Individual Development (SDG 8, 4), and Waste Management Projects (SDG 13). The KPMG report of 2019 clearly indicates that 41% Companies have aligned CSR projects to SDGs in their annual report while Education and Health receives most attention with 60% of the CSR expenditure.



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