

How To Move From CSR To Corporate Responsibility

An Accenture and FICCI Report Shows the Way

As companies in India prepare to meet the new requirements of the Companies Act 2013 on Corporate Social Responsibility (CSR), they have the opportunity to adopt a broader vision of corporate responsibility (CR) that can combine commercial, social and environmental goals while improving their competitiveness



The B Team Wants Net-Zero Greenhouse Gas Emissions by 2050

Trend - Major Impact of 5 Big Decisions in 2015

CStep's Report on How Good Policy Scores Over Business-as-Usual

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Sanjay Srivastava's Entangled Urbanism Raises Big Questions

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Purpose: To excite Indian businesses, SMEs, executives and students about the immense business opportunity in not only adopting Sustainability as Strategy in their companies but also inspire them to the possibilities of a big market for innovative sustainability products and services.

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According to their new report, “*Organizing for Success on Corporate Responsibility: The Path to High Performance*,” the Act encompasses a range of activities it classifies as CSR that, in fact, provide a path for companies to implement innovations and new forms of collaboration that allow them to create environmentally friendly, people-sensitive, safe and ethical businesses that are competitive and capable of generating socially responsible profits.

While the report acknowledges that in the short run, most businesses in India will continue to focus on building their CSR capabilities, it claims that many will gradually embrace the broader opportunities of Corporate Responsibility as they bridge capability gaps and gain experience on the way.

The report outlines a framework to help companies implement CSR activities and seamlessly transition from CSR to CR. The components of the high performance CR framework are as follows:



“Ambitious corporate responsibility programs can strengthen the competitiveness and the sustainability of companies’ commercial strategies while contributing to India’s wider development agenda.”

Sanjay Dawar, MD, Accenture Strategy

Connecting Good Corporates & Good NGOs for CSR

Problem of plenty is as difficult to handle as problem of scarcity. The Indian government’s mandatory two percent spend on CSR projects has thrown up the problem of good companies chasing right projects to fund and the right NGO which can implement them.

The NGO community is eager but is not able to market itself too well.

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“A holistic CR agenda should not just focus on making companies commercially and socially viable but also focus on sustainable and scalable initiatives.”

Shaifalika Panda, Co-Chairperson, FICCI Young Leaders Forum

CR vision - Companies will need to define a clear, compelling future vision that enables company leaders to engage with internal and external stakeholders who must be actively involved for the long term.

Operating footprint and differentiation strategy - Companies must identify the areas in which they want to create value in terms of the social and environmental issues being addressed, the geographic scope, the range of partners and beneficiaries involved, and the nature of the value that initiatives will deliver.

Distinctive capabilities - To execute their CR programs, companies must develop distinctive capabilities, particularly in how they work with partners to identify talent and new ideas, and how they create models that share value appropriately between partners. They also need to put in place the organizational and operational processes and structures to execute initiatives that involve multiple parties.

Performance culture - The report

advocates nurturing a performance culture by establishing internal systems and processes to unleash passion and commitment to CR programs throughout the organization, as well as effective metrics to monitor and guide progress.

Enabling environment - Companies need to invest resources and build relationships in the wider CR ecosystem, through actions such as providing training, supporting innovation or identifying start-ups that can offer relevant solutions.

Sanjay Dawar, Managing Director, Accenture Strategy, says: “Our framework is designed to help organizations think through a wide range of potential requirements and options – from their vision and strategy to their operating model, capabilities and culture -- as they prepare to develop impactful CR initiatives. Ambitious corporate responsibility programs can strengthen the competitiveness and the sustainability of companies’ commercial strategies while contributing to India’s wider development agenda.”

Shaifalika Panda, Co-Chairperson, FICCI Young Leaders Forum, says: “The critical insights identified in this study can serve as a guide for organizations to evolve their current CSR strategy to align with day-to-day operations as well as program their resources so that their CR agenda makes a meaningful social impact. A holistic CR agenda should not just focus on making companies commercially and socially viable but also focus on sustainable and scalable initiatives.”

This research is based on a survey with senior executives from 20 companies across the consumer products, resources and financial services sectors, as well as civil society organizations. The report also features several case studies of CR high performers, which are defined as having consistently allocated a sizeable portion of their economic resources to corporate responsibility initiatives across economic cycles during the last three years; having undertaken a range of social, environmental and people-centric initiatives to help create holistic and harmonious change benefiting communities as well as their businesses; and having developed a well-defined plan for their future CR actions.



Smart Cities India 2015

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Some elements identified for Smart Cities:

- USD 1 trillion to be spent on infrastructure between 2012-17; half of which to come from the private sector
- India to emerge as the world's 3rd largest construction market by 2020
- The Government of India has allocated US\$ 6.1 billion to build 8,500 KMs of new roads in FY 2014-15
- India plans to build 200 low-cost airports in the next 20 years to connect tier-II and tier-III cities
- The Ministry of Human Resource Development plans 1,000 private universities for producing trained manpower to meet the services and industry requirements

843 million

people will be living in Indian cities by 2050

100 new cities

will be developed by Government of India, with plans to transform satellite towns and existing cities

USD 1.2 billion

allocated by the government during FY 2014-15 for smart cities to improve the quality of life for Indian citizens

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THE B TEAM Wants Net-Zero Greenhouse-Gas Emissions by 2050

Leaders of The B Team running some of the world's largest companies, called upon world leaders to commit to a global goal of net-zero greenhouse-gas (GHG) emissions by 2050 – and urged business leaders to match this ambition by committing to bold long-term targets.

The B Team's ambition builds on recent talks at the COP20 climate summit in Lima, and is grounded on an assessment of the latest scientific research, business risks and the economic costs of failing to keep within the 2°C threshold.

Government leaders are set to hold climate talks at COP21 in Paris this December to negotiate a global agreement. The December meeting will be a defining point in human history, with high hopes of an ambitious agreement to replace the Kyoto Protocol and limit mean temperature increases to 2°C.

The B Team Leaders who include Ratan Tata, Richard Branson among others, believe that by committing to net-zero greenhouse-gas (GHG) emissions by 2050, governments will demonstrate they are unequivocally setting the world on a clear, low-carbon trajectory. Businesses will respond by embedding bold climate action into their strategies – unleashing innovation, driving investment in clean energy,



Paul Polman, CEO of Unilever, making a point

scaling-up low carbons solutions, creating jobs and supporting economic growth.

Action Areas

- For governments to commit to a global goal of net-zero greenhouse gas emissions by 2050, and to embed this in the agreement to be signed at COP21 in Paris.
 - For businesses to match this ambition by committing to long-term targets and driving low-carbon solutions to scale – thereby enabling the world to achieve the net-zero 2050 target.
 - For both businesses and governments to adopt meaningful and effective carbon pricing.
 - For governments to end all fossil fuel subsidies, and to shift this capital to help scale affordable renewable energy solutions to enable a wider economic transformation.
- **For both businesses and governments to ensure the benefits of responses to climate change flow to vulnerable and impoverished communities that suffer disproportionately from climate change and are least equipped to cope with its impacts.**

Paul Polman, CEO of Unilever and B Team Leader, encouraged other leaders to follow suit: “A target of net-zero emissions by 2050 is not only desirable but necessary. This is the time to redouble our efforts and further accelerate progress to decarbonize our economy. This is not going to be easy, but the earlier we act the greater the economic opportunities will be.”

Sir Richard Branson, Founder of the Virgin Group and Co-Chair of The B Team noted: “*Taking bold action on climate change simply makes good business sense. It’s also the right thing to do for people and the planet.*”

Nobel Laureate Professor Muhammad Yunus who is Chairman of the Yunus Centre and a B Team Leader stated “We are at a historic crossroads on climate change. I believe that a “net-zero emissions by 2050” target would set the precedent for a sustainable energy world.”

LG Electronics Recognized as One of the Most Sustainable Corporations

LG Electronics has been named one the **world's most sustainable corporations** by two leading research organizations, earning the top honour in its industry sector in both the 2015 Global 100 Most Sustainable Corporations in the World Index from Corporate Knights (www.corporateknights.com) and the 2015 Sustainability Yearbook from RobecoSAM.

It recognizes the top overall sustainability performers in their respective industrial sectors.

Considered the Gold Standard in corporate sustainability analysis,



the 2015 Global 100 singled out LG as the only honouree in the household durables sector, while the company's overall ranking improving significantly to 51st in 2015 from 82nd in 2014.

Global 100 companies are scored on 12 quantitative key performance indicators that range from energy and water use, to product leadership and operational excellence to employee compensation and tax strategy.

US Agencies Commit \$4 billion for Indian Renewable Energy Sector

In one of the biggest deals for the growing renewable energy sector in India, US federal agencies have committed a total \$4 billion for both projects and equipment sourcing.

Reports indicate that the US Trade and Development Agency (USTDA) planned to offer \$2 billion loan to renewable energy projects. In another association, US Overseas Private Investment Corporation (USOPIC) will lend \$1 billion to clean energy projects in India.

The deal which saw its inception during PM Narendra Modi's visit to the US last year, US Exim Bank will culminate \$1 billion lending in a month's time.

Aiming to finance the renewable power project developers in India sourcing components from US,



IREDA (Indian Renewable Energy Development Agency) and US EXIM bank signed an agreement to finance such projects over a period of 18 years in September 2014.

The Indian government recently revised targets for solar and wind capacity addition - Solar 1 lakh Mw by 2019, wind power generation target 10,000 Mw annually. The government would also push domestic manufacturing in renewable energy under its flagship 'Make in India' program.

While wind turbines in the country are mostly domestically sourced, 70% of the country's solar capacity is based on imported content, mostly from China and the US. While the country aims to add around 4,500 Mw of solar power capacity during the current fiscal to the current 2,600 Mw, the manufacturing capacity in the country is just 1,500 Mw.

ICICI Launches Digital Village Project in Gujarat

ICICI Bank launched India's first digital village project in Akodara, in Sabarkantha district of Gujarat, in January 2015. It goes beyond ATMs, it includes sale of goods to purchase of products

including milk from the vendor or *kirana* stores. Even school records have been digitized along with Gujarati syllabus and even teaching methods and tools.

“This way, we are ensuring that the teaching can be much more effective and can be done without physical books or any other physical items in a school,” ICICI CEO Chanda Kochhar said at the launch ceremony.

The bank has set up e-health, e-milk producer group, Wi-Fi connectivity and schools with digital black boards in the village, along with a host of other digital facilities.

The village also has high speed broadband connectivity via Wi-Fi and farmers can access the latest information on prices of agricultural commodities on NCDEX. Besides, a website is being created for the village.

Ashok Leyland Introduces New Electric Bus

Commercial vehicle major Ashok Leyland launched a new electric bus at the Bus & Special Vehicles Show organized

by SIAM in Greater Noida, Delhi NCR.

The bus is targeted for feeder, airport tarmac and intra-city applications. Versa EV, the low-floor electric bus, minimizes environmental impact, including zero emissions and zero noise; while matching the performance of a diesel vehicle.

The bus can accommodate up to 44 seats, optimizing seating and it is available in lengths of 9.7m, 10.4m, 11.1m and 11.8m.

India Plans Five \$5 Billion Green Energy Funds

As part of its blueprint for energy security, the Modi government plans to float five funds of \$5 billion each, targeted at promoting green energy sources. India's ministry of new and renewable energy (MNRE) plans to get the help of state-owned and private sector financial institutions such as Power Finance Corp. Ltd (PFC), Rural Electrification Corp. Ltd (REC), Indian Renewable Energy Development Agency (IREDA), IFCI Ltd, SBI Capital Markets Ltd and ICICI Bank

Ltd to create a corpus of \$25 billion.

The fund is to facilitate revised targets for achieving 20,000 megawatts (MW) capacity by 2022 to 100,000 MW. In addition the government plans to have 60,000 MW of wind power capacity by then, requiring an overall investment of around Rs.10 trillion in the renewable energy sector.

India Clean-Energy Investments Rise to \$7.9 Billion

Clean-energy investments in India increased to \$7.9 billion in 2014 and are expected to surpass \$10 billion in 2015.

Investments in clean technologies including solar and wind power rose almost 13 percent in 2014 from a year earlier, according to estimates from London-based Bloomberg New Energy Finance. That makes India the seventh-largest investor in the industry worldwide.

India has one of the lowest costs for renewable-energy generation in the world making it more competitive.



Big Impact of 5 Decisions in 2015

Clean India, Clean Ganga, Smart Cities, Digital India and financial inclusion through bank accounts for the poor are expected to open up big opportunities for businesses in this space. The positive spiral will take several adjacent sectors along creating huge value bottom up. The upcoming budget is expected to set the direction and financial commitment by the government.

The other big ticket reforms that could have major impact are related to renewable energy. One of the provisions in the Electricity Amendment Bill introduced in the Lok Sabha last December is to **make thermal power plants compulsorily generate energy from renewable sources.** The bill also seeks to raise fines for non-compliance.

The expected Renewable Energy Bill would overhaul the transmission and distribution systems as well as encourage indigenous manufacturing of renewable energy equipment with the provision of 100% tax breaks in order to ensure that 15% of the country's power requirement is addressed through renewable energy sources by 2020.

Railways, Refineries and Power distributors to Come Under PAT

The first round of the PAT (Perform-Achieve-Trade) Scheme covering the aluminum, cement, chlor-alkali, fertilizer, iron & steel, paper & pulp, thermal power and textiles sectors comes to an

end in March 2015. In the second phase the PAT scheme will include three more heavily polluting industries – railways, oil refineries and power distributors.

Overall, all the plants in the six sectors were to achieve a 4.05 per cent reduction in the average energy consumption by 2014-15. This was estimated to reduce annual energy consumption by 6.69 million tones-of-oil-equivalents (mtoe) at the end of Phase 1. The BEE (Bureau of Energy Efficiency) reports show that in 2013-2014 annual energy savings worth 4.12 mtoe were already achieved and 217 of the 478 plants (45%) have already met their targets and another 60 plants are well on their way to do so. BEE expects that there will be overall compliance with the scheme, with some amount of trading of the Energy Savings Certificates to meet targets.

Reintroduction of Subsidy for Electric Vehicles

It is expected that a subsidy scheme could be reintroduced to revive the lackluster EV market in India.

The National Mission for Electric

Mobility 2020 was launched in January, 2013 for fostering adoption and manufacture of electrical vehicles (including hybrid vehicles) and aims to sell 6-7 million units of EVs by 2020. When the subsidy was cancelled, it saw a sharp decline in EVs sales in the country, but its re-introduction is expected to boost the market again.

Companies like Mahindra & Mahindra, Terra Motors and Tesla are already gearing up to meet the increased demand of EVs once the subsidy scheme comes into place.



Sustainable Economic Development

The Positive Impact of Policy vs. Business-as-Usual

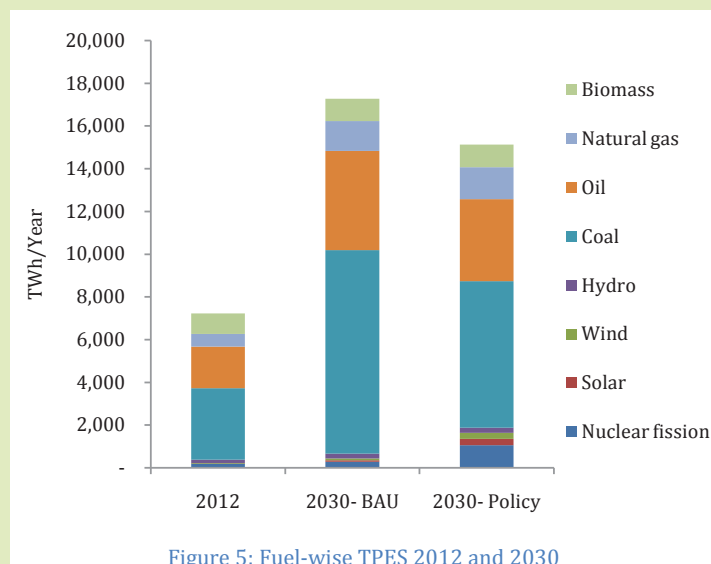
CStep's interim report 'A Sustainable Development Framework for India's Climate Policy' could help Indian and other developing countries' negotiators at the Climate Summit in Paris in December

As a large developing country, India's challenge is to meet its development aspirations in a carbon-constrained world. This study, undertaken by the Centre for Study of Science Technology and Policy (CSTEP) uses Sustainable Development (SD) as the overarching framework and aims at equitable access to energy, clean air and water, food, health and livelihoods and economic growth.

The study connects elements of SD in an integrated bottom-up approach to understand the implications for economy, energy trajectories, emissions and costs. Any reduction of CO₂ is treated as a co-benefit of the framework.

The present study is an initial assessment of such an

We believe that India has an opportunity to carve out a unique developmental trajectory that ensures quality of life for all its citizens when guided by the aspirations of energy security, clean air and a shift to sustainable development.



analysis and focuses on three objectives: (1) Energy security, meaning that the energy system should not be vulnerable to potential fuel supply disruptions, (2) Inclusivity, which ensures access to energy services for all and, (3) Environment, which implies that the pollutant emissions are within reasonable limits to avoid high risk of mortality and morbidity.

The analysis develops two scenarios: Business-as-Usual (BAU) and Policy scenario, which achieves the objectives of SD mentioned above. The results suggest that India's present energy demand of about 5,000 TWh is expected to increase to about 12,500 TWh in 2030 under BAU. This reduces to about 10,000 TWh under the Policy scenario, mostly through the adoption of energy efficient technologies and processes across all sectors. The share of fossil-free sources (excluding non-commercial biomass), which is presently about 4%, increases to 13% in the Policy scenario.

The electricity demand in 2030 is expected to be about 3,000 TWh. In the Policy scenario, fossil-free sources, (solar, wind, biomass, hydro and nuclear)

Table 9: Production Levels of Various Industrial Sectors, 2012 and 2030

Sector	Production (Mt) Level at 2012	Growth Rate (%) 2012	Growth Rate (%) 2030
Cement	246.7	8	6
Fertilizer	16.4	1.4	0.6
Aluminium	1.6	7.2	5.0
Iron and Steel	79.9	8.0	6.0
Pulp and Paper	10.9	8.0	4.0
Textile	3.1	1.9	2.2
Chlor- Alkali	2.3	3.8	4.5
Others	590	21.8	7.8

The question now is what could be India's options in the forthcoming COP meeting in Paris? How can India meet its development aspirations, in particular, meeting the energy needs of the poor, in a carbon-constrained world?

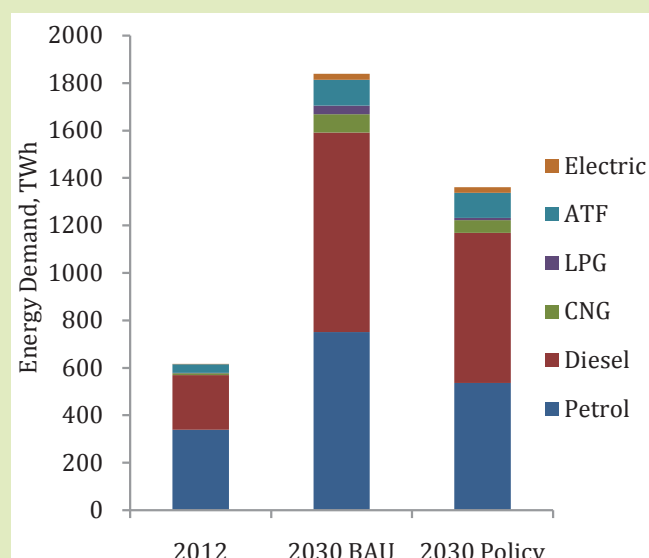
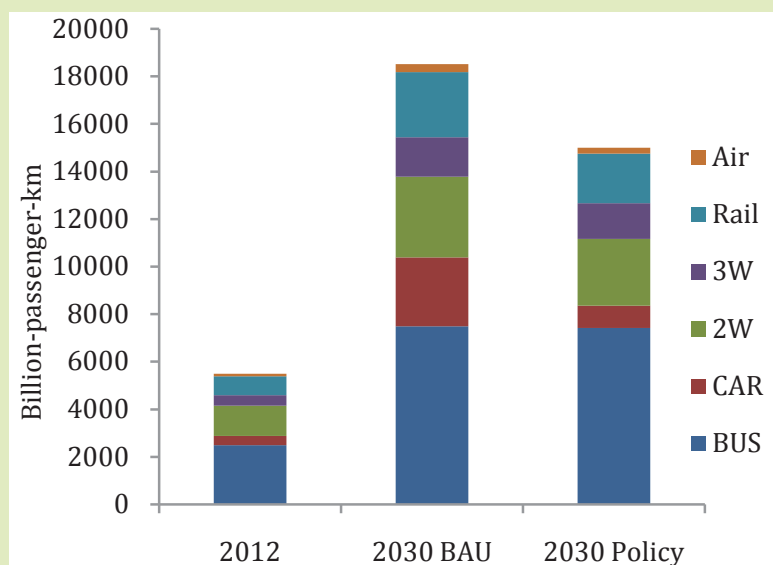
contribute at least 40% of total generation by 2030 (this is 23% at present). Renewable sources contribute about 20% of electricity generated (6% at present).

The Policy scenario in 2030 shows a significant increase in the deployment of fossil-free sources of energy. It's important to note that such a transition is driven by the objective of sustainable development, in

particular ensuring energy security and improving air quality. In the process, the lowering of CO₂ emissions is achieved as a co-benefit.

Given these results, we believe that India has an opportunity to carve out a unique developmental trajectory that ensures quality of life for all its citizens when guided by the aspirations of energy security, clean air and a shift to sustainable development. These transformations take place without imposing any restrictions on CO₂ emissions, but nevertheless generate lower CO₂ emissions. This study's framework could serve as an alternative development paradigm for India and other developing countries. It could also be India's distinctive contribution at the Conference of Parties (COP-21) meeting in Paris in December 2015.

See full report <http://vedaviz.com/Portal/Playground.aspx?p=IMRT23Dec14&g=a24c44>.



Listen to the Child Inside You

Any initiative at reforming societies should begin with children, Nobel Laureate **Kailash Satyarthi** said during his keynote at the Development Dialogue, organized by Deshpande Foundation recently, in Hubli. Edited excerpts

We can learn a lot from children. We can learn simplicity from them. We can learn transparency, learn to be very straight forward and not be diplomatic and artificial. We can learn how to learn, the quest for learning is always there in children.

We can learn forgiveness which is needed in the world today. We are making a very intolerant world. The biggest crisis I see in the coming years is intolerance. **Let us learn from children to be simple, humble, to forgive, to be transparent.**

If you have all these qualities it's not because you are a successful businessman or highly educated, it is because there is a child inside you. Each one of us has a child inside us, that's why we have all these qualities. While you are doing business, politics, anything, please listen to the child inside you.

Education is Tied to Justice

Education is key to empowerment, sustainability; it's a right which is key to rest of the rights in life. Education is key to social justice, it's key to so many things but the key is not given in the hands of all the people in the world. Every sixth person cannot read and write.

We cannot think without education for any kind of economic justice. If children are denied education now, they are denied a future, denied all opportunities to be a partner in this economic world. **Money spent on defence in one week is enough to educate all children, that is not a big deal if the governments have political will.**



It has to be quality education; it's not just reading and writing skills. More clear indicators, efforts, more investments in providing facilities to children so that education becomes inclusive, quality and equitable. Otherwise, we will create gaps in society.

Morality is Key to Survival of Humanity

Sometimes political leadership graphs go up and down. We change leaders and we think it will change.

Sometimes the economic graphs go up and down but when the moral graph goes down in our life then it's very very hard to bring it back. We

need morality in our day to day life; we need it in our personal life, social life, in religious institutions. We have to work towards ethical and moral politics and business. It's the key for survival for humanity. Today, the values are declining, we have to work hard to bring it back and that's possible.

Helping People Solve Their Own Problems



Old sayings rarely go stale. One that has stood the test of time is - ‘Give a man a fish and you feed him for a day; teach a man to fish and you feed him for a lifetime.’

Gururaj Deshpande has taken this mantra a notch higher – ‘Help people solve their problems instead of solving it for them.’ He is turning Hubli, his hometown, into an oasis of social innovation and social entrepreneurship with the belief that people can solve most of their problems with some support from the ecosystem.

Called ‘Desh’ by his friends and colleagues, apart from founding and mentoring many of his multi-billion

dollar global ventures, Mr. Deshpande has been running a massive annual development dialogue (DD) since 2006 in Hubli. The DD turns into a vibrant congregation of social entrepreneurship ecosystem including NGOs, academia, social entrepreneurs, government and others from all over the world.

As India struggles to speed up its development efforts, dialogues play a crucial role in bridging knowledge and skills gaps and help create a vibrant community. Deshpande Foundation’s initiative is beginning to have widespread and deep impact because it also doubles up as a major networking platform for people in this domain.

Efforts are being made to expand DD's reach through web technologies from the next edition.

Apart from incubating dozens of social entrepreneurship projects through Hubli Sandbox, interestingly, his foundation has also started to incubate start-up foundations. The foundation also conducts regular dialogues in education and agriculture. The central belief is that dialogue, not debate helps achieve rapid progress.

Mr. Deshpande chats up **Benedict Paramanand** at the end of this year's DD and shares his grand vision for India

The Harvard Business Review wrote about Deshpande Foundation in 2011, what's changed after that?

The journey has continued and there is a lot more reinforcement on the basic belief **that the best way to do development is to enable people to solve their own problems as opposed to solving it for them.** In the article they wonder if this could be duplicated in the US and its turning out that it's absolutely the right thing to do.

I guess social entrepreneurs are the same everywhere...

In the economically depressed places in US and Canada, the best way to solve problems there is not through the old model. They went and built massive infrastructure, skilled people, and big companies went there and hired people. That is not happening anymore. So, getting people to solve their own problems is the best way to do development.

The biggest issue India is facing today is scaling of everything. For example, in sanitation, we need 12 million toilets, we have the idea, the technology, but how can we do that in the next 5-10 years?

Make in India is about making things in India. I think

we need a **lot of makers in India who will make things in India and we have the people.** In other countries there aren't enough of people, so every time you think about scale in other countries you think about automation.

In India, to spread any good intervention, first of all you have to educate people, make things happen and change behavior. The only way we are going to be able to do that is by having millions of people do it. We need innovation and a distribution channel.

Let's say we need clean water for every 1000 people, then, we need one entrepreneur for every million, and we are talking of the need for 1000 entrepreneurs. So the number of people required is huge. If people make two rupees everyday and have to prioritize one rupee for clean water every day, somebody has to convince them that it's worth diverting that much money to this intervention. It's not just a question of technology, you need a distribution channel and you need innovation in the way people will think about entrepreneurship.

Is there something we can learn from CK Prahalad's Bottom of Pyramid here?

It's going a step further. People paid a premium for the same product that people get in a rich place, but it is a little bit more than that now. I think it was a very good concept. But the **BOP need to make products for itself**, there is enough innovation, technology, enough access to capital and that's what we are trying to do here.

We have successful models in social entrepreneurship, yours is one but again the scale, what we need to achieve is so humungous, how can we scale social entrepreneurship?

Scaling is about policy. The mistake the world makes is, policy is made by smart people and they think it will solve the problem. What I have found is that it doesn't happen. **I am a strong believer that policy should be made by proof of concept.** So you try something in one place, try in two or four places but once it becomes obvious that it is a good model then you do a policy to duplicate it.

Sandbox is one such experiment. Right now, it's feeling good. So, I think, what we have to do is to make policy makers have a serious look at experiments like Sandbox and start paying more attention to innovative ways of solving problems. And then if it looks good, have a policy to duplicate a lot faster.

Running a foundation is an expertise which you have. When 100s of foundations are cropping up, can you incubate them some of them?

We are already doing it for Telangana (run by Raju Reddy and Phanindra Sama (of Red Bus fame). They are funding it and we are running it. Dilip Modi is funding one in Varanasi which we run. I think we know how to scale these things if other people can provide the resources. **After a while it becomes more of a process than personality.** It's not like it will work only if I am there or Jaishree (wife of Mr. Gururaj Deshpande) or Naveen Jha (CEO of Deshpande Foundation, are there.

Considering the staggering poverty numbers in India the social sector is beginning to get some capacity only now.

How far are we from the tipping point?

I think we need the government to participate. The way it works in the private sector is that experiments are done with money of angel investors and venture capitalists. Very few among them become public and stand alone companies. A lot of times the companies get acquired by bigger companies.

The government is bigger than the biggest companies; they should not try to innovate. What they should do is get the philanthropic money, try different experiments but keep their eye on all experiments that are going on, just like mergers and acquisitions of big companies, and when they see good things, they should try to promote them. Then make it a public policy. **I think it should be good public, private, nonprofit and philanthropic combination because no one person can solve this problem.**

I think the attitude that I saw in NGOs years ago was that the government cannot do it and therefore I am going to. I don't see that anymore. In Sandbox here the amount of cooperation that we have from the government is enormous.

RESOURCEFUL INDIAN

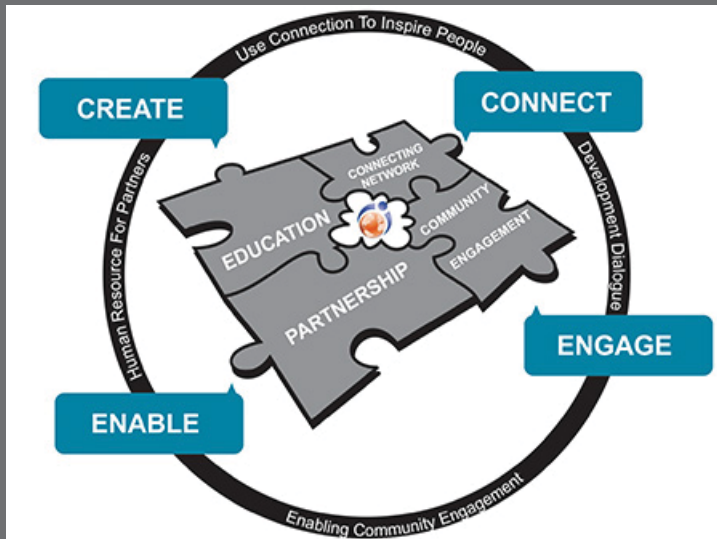
Mr. Deshpande is the President and Chairman of Sparta Group LLC, a family investment office and is also the Chairman of Tejas Networks. Dr. Deshpande has pursued an entrepreneurial career for the last three decades. He is involved either as the founder, a founding investor or chairman of several companies including Cascade Communications, Sycamore Networks, Coral Networks, Tejas Networks, Cimaron, Webdialogs, Airvana, Sandstone Capital, A123 Systems and Curata.

Dr. Deshpande lives in Boston and serves as a life-member of the MIT Corporation, and his support has made possible MIT's Deshpande Center for Technological Innovation. Leveraging the experience gained at the MIT Center, the Deshpande Foundation has facilitated the set up of three other centers; Deshpande Center for Social Entrepreneurship in India, Merrimack Valley Sandbox in Lowell/Lawrence Massachusetts and Pond-Deshpande Center at the University of New Brunswick in Canada.

Dr. Deshpande holds a B. Tech. in Electrical Engineering from the Indian Institute of Technology – Madras, an M.E. from the University of New Brunswick in Canada, and Ph.D from Queens University in Canada. He co-chairs a National Council to support President Obama's innovation and entrepreneurship strategy.

Source: Wikipedia

Hubli Sandbox' Success Stories



The Hubli Sandbox Ecosystem consists of five districts in Northwest Karnataka. The aim of the Sandbox is to create an environment where innovative approaches to addressing social challenges is encouraged. The Sandbox provides a place for the catalysts to test ideas, make changes and eventually develop truly scalable solutions. The ecosystem allows for sharing, networking, collaborating and deliberating ideas with other catalysts. The value of the Sandbox lies in its ability to identify synergies and explore potential collaboration among the catalyst network.

- First producer-owned self-sustaining-Vana-shree Rural Development Society (VRDS)
- Agricultural, horticultural and forestry based farming in partnership with BAIF
- Farm ponds for rainwater harvesting and facilitating irrigation - a Ratan Tata supported scaling programme
- Affordable bore well recharge that reduces costs for farmers by 1/10th
- SRI method of sustainable rice cultivation to double the crop production and federation to gather and bring fresh produce to the cities
- First sustainable Family Health Center and Satellite Center for remote rural areas
- A farmers market collective and federation to gather and bring fresh produce to the cities
- A pilot science lab-in-a-box model at Agastya Foundation making it scalable, high impact model executed at under Rs 20/student
- Reduced costs for the Sikshana Foundations public school model from Rs. 500 to under Rs. 300 per student
- Akshaya Patra, a high profile non-profit organization was adopted by the Government mid-day meal scheme in the Sandbox, ensuring scale and sustainability



LEAD is one of Deshpande Foundation's biggest programs, where college students take on leadership projects that foster entrepreneurship

What Makes The Aga Khan Foundation Excel

Running a foundation is more challenging than running a business. Meeting global philanthropist The Aga Khan's long-term vision with strong execution excellence standards is even more demanding. Yet, **Matt Reed**, once an academic, says he is excited because of the social impact he can make. Excerpts of his chat with **Benedict Paramanand** on the sidelines of the 2015 Jaipur Literature Festival

Foundations need to be managed very well if they are to succeed...

The first thing to understand about our foundation in India is that we are an operating foundation, not a grant making foundation like many others. Lots of people assume that we only give money. In fact, we implement programs on our own. What we do is we conceptualize, design and implement programs in education, health, water, sanitation, rural development, among others. So it means that management and implementation are a big part of what we have to do.

And you have a corpus for that?

Roughly between 10-20% of our budget in any year comes from His Highness The Aga Khan and the rest comes from other partners. The partners are other grant-making foundations, corporate, and several bilateral donors. We have received funding from the European Commission, the UK government, and USAID, among others. That's essentially how we are funded.

How old is it in India?

In India, the Foundation has been incorporated since 1978. There are other The Aga Khan Development agencies, 10 agencies working worldwide - some that are also in India. Some of these have been in India for 100 years. The first school in Gujarat was established a hundred years ago.



There are now several The Aga Khan Schools running in Gujarat, Maharashtra and Telengana. They were originally started as parochial schools for the Ismaili community but for at least 40 years they have been opened to everyone.

We are currently working in seven states. When I came in a year and half go, my job, just like a CEO in a company, was to do a stakeholder analysis, understand who and what are important for our organization. His Highness The Aga Khan gave us the goal to think 25 years ahead.

For him, by the way, that's a midterm view. That gives you a sense of what he is thinking. What is it that you



The Aga Khan in Africa

want to achieve; you want to do, look as an institution. In the development sector a lot of organizations manage from project to project. But our time frames are from 25-35 years. This forces you to think like an institution.

What's the kind of impact you have already made?

In Gujarat, for example, we have been working with a number of communities in coastal areas who, 20 years ago, were suffering from drought. Water tables were depleting, not enough rain, no drinking water, it was a massive problem. We helped these villages restore the water table through conservation and resource management, constructing over a thousand check dams, improving over 40,000 hectares of land, and doubling crop output in several thousand villages (8000 villages). In forest conservation, we've helped communities plant 12 million trees and protect 11,000 hectares of land.

Right now we are present in 7 states and we work with 3.8 million people and over 400 schools. In my organization the ultimate stakeholder has been the person in the village. Does that person get value from what we do and has that changed his/her life? We facilitate community organizations around all of these things.

Sometimes, we work with the organization, get the top spinning and then we step away. We offer them technical assistance, sometimes funding from another partner.

How is it working with The Aga Khan?

What His Highness really wants to know from us is – are we making a difference in the quality of life of the people we touch? He wants data and stories. We are an extension of his commitment to humanity. ...He has been doing social entrepreneurship for 50 years. The Network has both for-profit and not-for-profit side. That's unique because most foundations are only grant-oriented.

What made you choose to be a CEO here? What's your driving inspiration?

I started out as an academic. **I wanted to do less thinking about the world and more action because I wanted to make a difference.** I still think about strategies, of course, but spend much more of my time thinking about how we can get it done.

What motivated me was the opportunity to make a difference and to lead an organization that is distinctive and has that mission at its core.

I also benefited from a lot of institutions that supported me. I just felt I wanted to give back; wanted to make a difference and this is an opportunity to do that. It is very rewarding.

What makes me successful? Well, I am an enthusiastic person but basically I know how to get things done. I am analytical; I am able to look at the big picture, strategize and can handle complexities.

What's your target for next 5 years?

I want to double if not triple the size of the foundation; triple the amount of work that we are doing. I feel we have much more potential: the quality is good but we could be doing much much more. I also want to create more meaningful partnerships with Indian corporates.

Right now it's a great time to be in India because the landscape for financing development is totally changing in India. It's more advanced here than it is anywhere else in the world.

Making Mentally-challenged Self-Reliant

Umang is a Jaipur-based NGO that works on making 250 mentally-challenged people employable. It reaches out to persons with disabilities in rural and tribal areas, promotes self reliance and community participation.



Salman Khan,
Brand Ambassador

Ms. Pramila Jain has been in the field of vocational training and functional education for over 14 years. She chats up with SustainabilityNext at her stall at 2015 Jaipur Literature Festival. Excerpts

What was your inspiration to get into this area?

We started Umang in 2006. My motivation was to help these special children become part of the society instead of being out of it. Parents and trained staff play a big role in making this happen.

As a venture is it breaking even?

Yes. We have three categories of offering in the school – vocational training, work with those who are severely challenged and the last is about helping them with functional activities. In vocational training we have 45 students, 10 are paid, 25 are under training, 10 are also in training but we can't take them as they are under 18. With them we do skills training.

What's been your experience working here?

It feels good as I am working for a cause. It's personally very fulfilling.

Those who can go for open employment, we are trying to train them accordingly – we train them for employment in packaging units. A parent has a sari shop, they want their son to learn how to pack saris and be able to handle the shop. So we train him accordingly, sometimes it takes 2-3 years also. We also train a few in housekeeping in hotels.



Girls' parents are not interested in sending them out because they aren't able to protect themselves. So they work in the shelter workshop, under supervision of instructors. Last year two students were employed in a pottery unit in Jaipur.

As a career how do you see it?

There are a lot of choices but if you want to do something then you have to think differently.

You sell clothes and other handicraft made by these people. How's it selling?

We do anywhere between Rs.15 -20 lakhs a year. We are trying to manage our expenses with this. We do get some private donations but we have not taken grants as such.

Earthian Awards 2014



Students and teachers of City Montessori School Lucknow receive the award from Wipro Chairman Azim Premji

YOU Can Solve Your Water Problem

A lot of India's problems can be solved if Indians choose to get their hands wet and dirty instead of expecting government agencies to solve all their problems. This was evident when children of 500 schools, across India, came up with that many ideas to either solve or manage their water problems in their schools and colleges better. This was part of the Wipro's 'Water in Your School' competition.

Of the 500, 23 were recognized with a certificate and cash prize by Wipro Chairman Azim Premji himself recently in Bangalore. What the Earthian Awards has demonstrated is that sustainability goals can be achieved faster if we get children engaged.

It goes to show that Prime Minister Modi's 'Clean India' movement will require a close partnership of

local community, school/college students-faculty, government agencies and businesses to succeed. It's clear that Wipro's 'Water in Your School' competition can be replicated in areas such as clean toilets, community water projects, reforestation, primary health, renewable energy among others.

The awards list shows that remote rural schools are as much up to speed with water issues as their urban counterparts. It's surprising why urban colleges like the Indian Institute of Science and BMS didn't figure out solutions long before the Earthian competition hit them. For example, the 400 odd acre IISc campus is big enough to manage its water needs considering the amount of water Bangalore receives instead of complaining. And that too the solution has come from graduate students, not the hundreds of doctoral students who pass out of this campus every year.

Shri Ramdeobaba College of Engineering and Management, Nagpur

Indian Institute of Management, Indore, Madhya Pradesh

XLRI, Jamshedpur, Jharkhand

Maulana Azad National Institute of Technology, Bhopal

SASTRA University, Trichy

TOP WINNING TEAMS

City Montessori School, Lucknow

Gyan Mandir Public School, New Delhi

Rachana School, Ahmedabad

M.L. Convent School, Bhitara, Jalaun (UP)

Anand Niketan Sewagram, Maharashtra

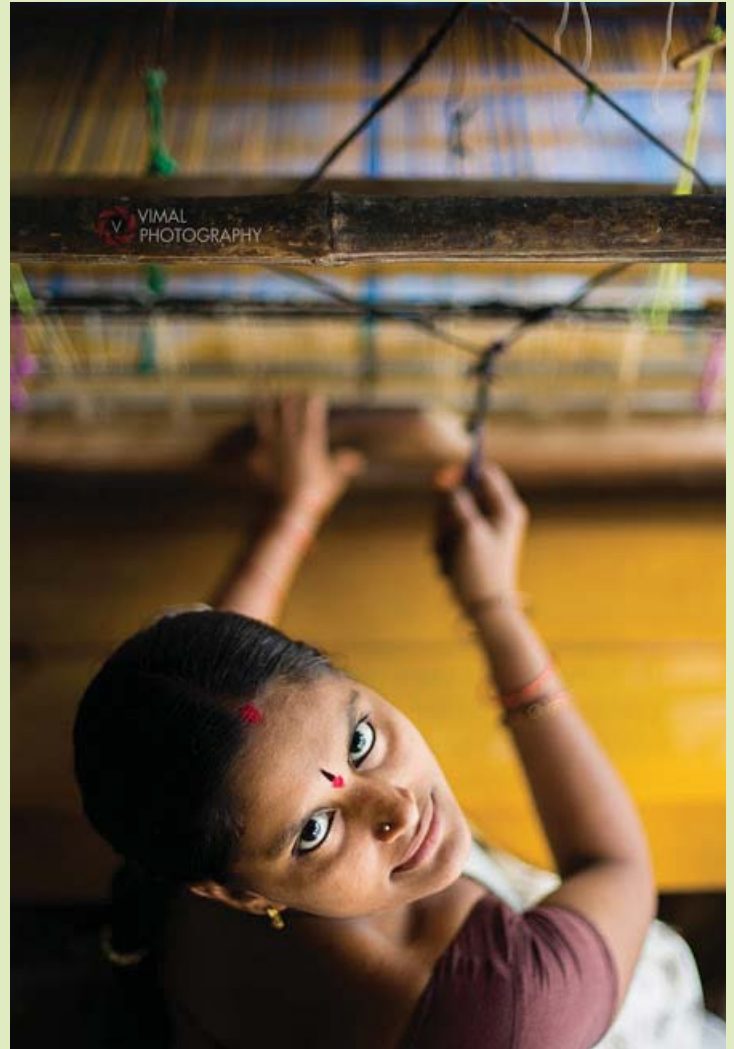
Godavari Women Weavers Win Tata Social Enterprise Challenge

The Godavari Women Weaver's Services Producer Company (GWWSPC) from Mandapeta, AP, won the Tata Social Enterprise Challenge 2014-15 (TSEC), a joint initiative of the Tata group and Indian Institute of Management Calcutta (IIMC), as the first runner up.

The challenge spots India's most promising early-stage social enterprises, and create an ecosystem for social entrepreneurship – encouraging sustainable, scalable and measurable social impact.

Weavers are India's second largest community after farmers. However, they get a mere 10-15 per cent of the total price that consumers pay. Therefore to improve their incomes and ensure that they get a share of the price, Chitrika partnered with Society for Elimination of Rural Poverty (SERP) to work on a unique project called the GWWSPC. It is a company that weavers manage and control on their own.

The company will procure, process and sell the products from 300 members of the producer company. Vijayan Switha Gandhi, founder of GWWSPC, had developed this business model to strengthen the weaver base by collectivisation and integration of the entire value chain involved in the handloom process.



Low-cost Medical Device for Babies

Saans, a start-up, shared the first-runner up award. Saans is also the name of the low-cost medical device which maintains constant pressure and air flow to keep premature babies' lungs open.

Designed by Team Saans, it could cost four times less than the current equipment available in India but it is expected to take approximately nine months before the model is finalized.

Ultrasafe masks gender

Abhishek Biswas, who is now doing his MBA at IIM-Calcutta, identified ultrasound machines as primary facilitators in female foeticide and began working on ways to censor the image so that even doctors and lab technicians cannot identify the sex of a fetus.

He has named his invention 'Ultrasafe Ultrasound'. While ultrasound machines cost \$10,000-30,000 (Rs 6.2-18.5 lakh), the cost of installing the masking software is a mere \$500 (Rs 30,000). This could end the curse of female foeticide in India.

The Top 10 Eco-Friendly Gadgets

iBamboo: No need for an outlet, or batteries, or any high-tech gear at all!

iBamboo portable speakers are bamboo cut to the usual portable speaker size with a slot on the top to rest your iPhone.

Turn your phone's speaker on, set it in the slot, and the natural acoustics of the bamboo will amplify the sound, no electricity required. The big downside for audiophiles is that because it only amplifies the iPhone's mono speaker, the sound will still be mono. iBamboo is compatible with iPhone 4 through 5s and is available in natural and black



USBCell Rechargeable Batteries: With

billions of alkaline batteries dumped each year, why add to the waste? USBCell offers AA batteries that operate and look just like normal AA, but the positive end opens to reveal a USB plug that will connect to any USB charger, including your computer. Five hours will charge them 90 percent, and they can also be used with NiMH chargers



Water Pebble: If there's anything modern society does well,

it's wasting water by taking long showers. Water Pebble helps you reduce your shower time in a simple

way. Put it near the drain and it will monitor how much water goes down. Using that as a benchmark it will display lights—green, orange, and red—to let you know when you're using more than your last shower. Every time you shower, Water Pebble will reduce the time by seven seconds, helping you shorten your showers without having to deal with anything but looking at the indicator lights (you can reset it if your showers are getting too short). It costs \$10 to \$20, depending where you buy it.



Philips Hue Connected Bulb: These LED

bulbs use 80 percent less power than normal light bulbs and you can control not only their intensity, but their hue as well—from your smartphone. The Philips bulbs connect over your Wi-Fi, allowing you

to use an app to control hue and dimming for each individual bulb. They still work like regular bulbs if you don't have your phone around you, and they still use less energy. The app has presets for the bulbs to create different light settings like a sunrise or specific hues for different moods. You can even upload your own picture and use the app to recreate the lighting in it. You can also set timers and alarms for the bulbs if you want your lights to be in sync with an alarm or to suggest that it's time to go to sleep.



Eton Mobius: Eton put out a rechargeable battery for the iPhone 4 and 4s that is essentially a case with a solar panel attached to the back. Called Mobius, it helps when you're out for a day of traveling and need a quick and simple way to have a little bit extra juice, and you want to be eco-friendly about it. It's a solar panel, so it's slower: an hour in the direct sunlight gives you the energy for a couple short calls. But the energy is free wherever there's sunlight.



Bracketron Stone GreenZero Charger:

A lot of energy gets used up today when devices are idle, slowly draining power. The GreenZero Charger is a USB charger that automatically shuts off when the device you're charging is full. It's small and plugs into any outlet.



Source: <http://petergreenberg.com/2014/04/22/top-10-eco-friendly-gadgets-earth-day/>



Delhi fit for cattle?

How Not to Build a City

Sanjay Srivastava, Professor of Sociology at the Institute of Economic Growth, Delhi, asks searching questions about how India has let its cities degenerate into chaos and highlights the surreal ways that define both the dynamism and instability of its inhabitants.

His new book *Entangled Urbanism* is a harsh critique of our cities and suggests ways of bringing some sanity into them. It looks at various sites in Delhi and the National Capital Region, unraveling the politics of settlement, construction, demolition, and exclusion.

He covers issues like notions of citizenship, symbolic order of the nation-state; rituals of suburban life; and emergent relations between middle classes, the state, and the market, this work captures the myriad overlapping meanings of the city in all its fragments. Excerpts of his chat with ManagementNext:

What is the central theme of your book?

The book explores the different ways in which seemingly separate aspects of the city are, actually, connected. Hence, for example, it seeks to foreground the fact that if one section of the urban population lives well it's welfare might be at the cost of another section; we speak of building 'global

cities', but what does it mean if this is sought to be achieved through removing the poor from its key parts, rather than providing them with decent housing and other resources? That is to say, **if cities are to become truly inclusive, then we need to think of them as being made of interconnected spaces such that actions in one sphere have effects in another.**

What are the three top trends of how urban India is evolving – good and not so good?

- 1) **Good:** A growing awareness of the significance of cities in national life, as opposed to an earlier overwhelming emphasis on rural India.
- 2) **Not so good:** Lack of opportunities in tier 2 and 3 cities and rural areas leading to massive flows of poor populations to metros, without adequate provisions for their welfare.
- 3) **Not so good:** lack of attention to reliable, economical and comfortable public transport leading to unsustainable levels of private car ownership and use.

The concept of gated community is creating two worlds – what impact does this have on the children living there?

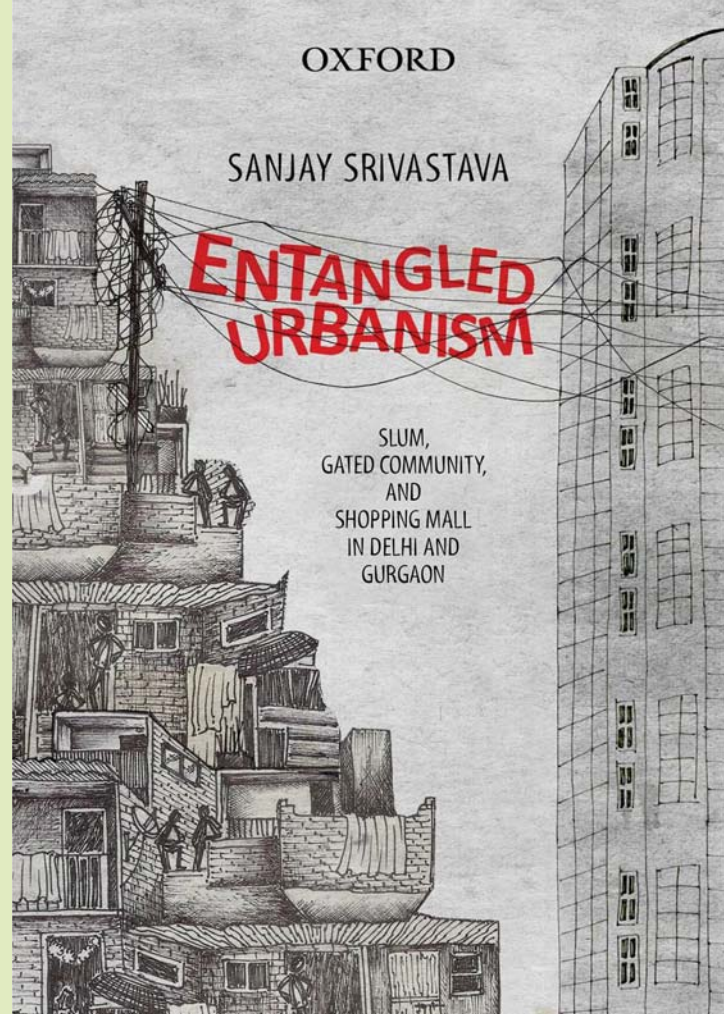
Increasing distance from populations that are different and decreasing empathy with the marginalized. It is leading to a sense of the city as a series of unconnected spaces.

What are your suggestions for building a more inclusive India since a large part of the population will move to urban spaces in the next decade?

- a) Greater availability of decent housing for economically weak populations
- b) Removal of stigma and police targeting of migrant populations
- c) Re-invigoration of regional cities
- d) Greater attention to the conditions of work in the urban casual sector

Anything else you'd like to add

We require an understanding of the urban condition -- whether the environment, work, leisure, housing patterns or governance -- that incorporate the social sciences. Cities are, in the first place, social spaces and their problems cannot be solved through narrow economic and technological thinking (with respect to the latter for example: Apps for women's safety. Women's safety issues are linked to how we think and this needs to be addressed; no amount of sophisticated technology can prevent rape).

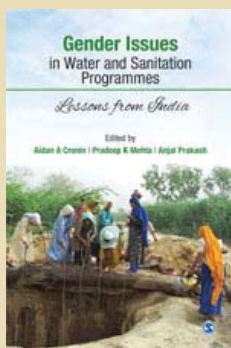


*Sanjay Srivastava,
Professor of Sociology
at the Institute of
Economic Growth, Delhi*

Sanjay Srivastava's other books

Constructing Post-colonial India: National Character and the Doon School (Routledge, 1998), **Passionate Modernity:** Sexuality, Class and Consumption in India (Routledge, 2007). **He has edited and contributed to Sexual Sites, Seminal Attitudes, Sexualities, Masculinities and Culture in South Asia** (Sage, 2004) and **Sexuality Studies** (OUP, 2013). **He is the co-author (with David Birch and Tony Schirato) of Asia: Cultural Politics in the Global Age** (Palgrave, 2001).

BOOKSHELF

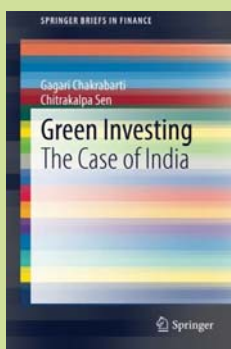


Gender Issues in Water and Sanitation Programmes: Lessons from India

by Aidan A Cronin, Pradeep K Mehta, Anjal Prakash, SAGE Publications, January 2015

Exclusion and inequitable access to water, sanitation and hygiene (WASH) services and opportunities are major concerns to development practitioners. The job of providing water for the household invariably falls on women, often at the expense of their education, income-earning opportunities and social, cultural and political involvement.

This book aims to unpack the key elements of the WASH–gender nexus, examine these and recommend ways ahead for improved gender outcomes and WASH impact in India.

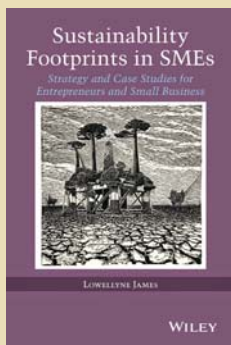


Green Investing: The Case of India

By Gagari Chakrabarti, Chitrakalpa Sen, Springer, August 2014

This book seeks to answer the essential question of the investment-worthiness of green instruments. It is evident that investing in green and energy-efficient firms will be the most profitable choice for wise investors in the years to come. The reconciliation of the social choice for green technology and investors' choice for gray technology will be automatically achieved once green firms become more profitable than gray ones, in the Indian context. As there has been very little research done in this area, especially in the Indian context, this book addresses that gap.

The book attempts to answer questions such as: Do green portfolios entail less relative own-risk as compared to their gray counterparts? How effectively do green portfolios avoid market risk? Are green portfolios inherently more stable? Do green portfolios have a higher probability of surviving a financial crisis? Is the performance of green portfolios backed by their fundamentals? Is there any particular technical trading strategy that can ensure a consistently above-average return from these portfolios?

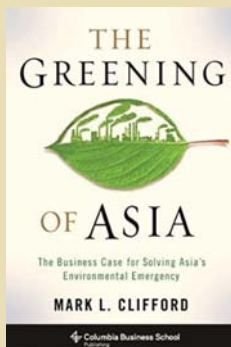


Sustainability Footprints in SMEs: Strategy and Case Studies for Entrepreneurs and Small Business

By Lowellyne James, Wiley, February 2015

Reviews the evolution and theory of Sustainability Footprints e.g. carbon footprint and examines the critical success factors and contributions to small to medium sized enterprises (SME) growth

- * Assist firms in achieving sustainable growth in four key areas Innovation Impact, Cost Impact, Environmental Impact, and Stakeholder Impact
- * Identifies the challenges and Critical Success Factors (CSFs) in the use of sustainability footprint methodology within small businesses by the use of case studies
- * Proposes a strategic model suitable for the deployment of sustainability strategy and initiatives within business.

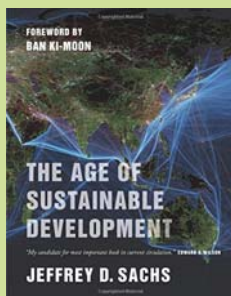


The Greening of Asia: The Business Case for Solving Asia's Environmental Emergency

By **Mark L. Clifford**, Columbia University Press, March 2015

One of Asia's best-respected writers on business and economy, Hong Kong-based author Mark L. Clifford provides a behind-the-scenes look at what companies in China, India, Japan, Korea, the Philippines, South Korea, Singapore, and Thailand are doing to build businesses that will lessen the environmental impact of Asia's extraordinary economic growth. Dirty air, foul water, and hellishly overcrowded cities are threatening to choke the region's impressive prosperity. Recognizing a business opportunity in solving social problems, Asian businesses have developed innovative responses to the region's environmental crises.

From solar and wind power technologies to green buildings, electric cars, water services, and sustainable tropical forestry, Asian corporations are upending old business models in their home countries and throughout the world. Companies have the money, the technology, and the people to act--yet, as Clifford emphasizes, support from the government (in the form of more effective, market-friendly policies) and the engagement of civil society are crucial for a region-wide shift to greener business practices. Clifford paints detailed profiles of what some of these companies are doing and includes a unique appendix that encapsulates the environmental business practices of more than fifty companies mentioned in the book.

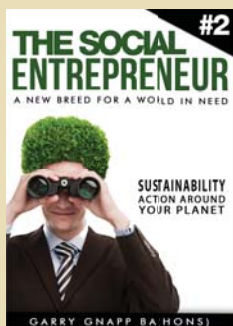


The Age of Sustainable Development

By **Jeffrey D. Sachs**, Columbia University Press, January 2015

Jeffrey D. Sachs has shown himself to be one of the world's most perceptive and original analysts of global development in his groundbreaking books, including *The End of Poverty* and *Common Wealth: Economics for a Crowded Planet*. Now, in this major new work he presents a compelling and practical framework for how global citizens can address the seemingly intractable worldwide problems of persistent extreme poverty, environmental degradation, and political-economic injustice. Sachs outlines the holistic way forward: sustainable development.

This provocative work offers readers, students, activists, environmentalists, and policy makers the tools, metrics, and practical pathways they need to achieve Sustainable Development Goals. Far more than a rhetorical exercise, this book is designed to inform, inspire, and spur action. Based on Sachs's twelve years as director of the Earth Institute at Columbia University, his thirteen years advising the United Nations secretary-general on the Millennium Development Goals, and his recent presentation of these ideas in a popular online course, *The Age of Sustainable Development* is a landmark publication and a clarion call for all who care about our planet and global justice.



Sustainability - Action Around Your Planet (The Social Entrepreneur, A New Breed for a World in Need)

By **Garry Gnapp**, Activate Solutions Publishing, January 2015

The Social Entrepreneur, A New Breed for a World in Need, Book One: Sustainability – It's A Serious Business, is a timely book that should be issued to every citizen of the world, and one you will not only enjoy and apply yourself but want your fellow human beings to have. Author and social entrepreneur Garry Gnapp deals with sustainability in a thoroughly researched, conversational and anecdotal way, and your mind will be newly opened to how the future good health of our planet and our most entrepreneurial endeavors actually synergistically go hand in hand. And each of three volumes in this series end, with a special invitation from the author, encouraging us all to take our own next step in true sustainability.

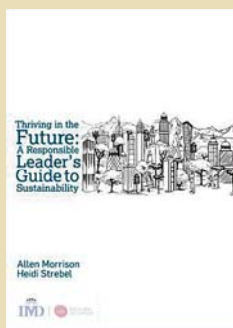


Will Sustainability Fly? Aviation Fuel Options in a Low-carbon World

By **Walter J. Palmer**, Variorum, January 2015

While international negotiations to reduce greenhouse gas (GHG) emissions have been less than satisfactory, there is a presumption that a significant level of multi-lateral commitment will be realized at some point. International air and marine travel have been left to one side in past talks because the pursuit of agreement proceeds on the basis of commitment by sovereign nations and the effects of these specific commercial activities are, by their nature, difficult to corral and assign to specific national jurisdictions. However, air travel is increasing and, unless something is done, emissions from this segment of our world economy will form a progressively larger percentage of the total, especially as emissions fall in other activities.

This book focuses on fuel. The aim is to provide background in technical and policy terms, from the broadest reliable sources of information available, for the necessary discourse on society's reaction to the evolving aviation emissions profile. It considers what policy has been, why and how commercial air travel is committed to its current liquid fuel, how that fuel can be made without using fossil-source materials, and the barriers to change. It also advances some elements of policy remedies that make sense in providing an environmentally and economically sound way forward in a context that comprehends a more complete vision of sustainability than 'renewable fuels' traditionally have. The goal of the book is to broaden and contextualize the knowledge resource available to academics, policy makers, air industry leaders and stakeholders, and interested members of the public.

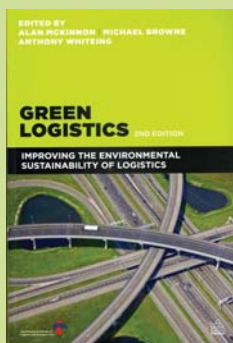


Thriving in the Future: A Responsible Leader's Guide to Sustainability

By Allen Morrison, Heidi Strebel, IMD International, January 2015

Sustainability and responsible leadership are more than hot boardroom topics. They are the key to a successful future for every company, large or small, across the globe. But do the enormous technical and psychological challenges of transforming your organization into a sustainable poster-child fill you with frustration, skepticism or feelings of helplessness? Do you feel overwhelmed? Confused? Burned by expensive attempts to lead your organization onto sustainable paths that failed to result in “triple wins” for your business, society and the planet? Let global leadership guru Professor Allen Morrison and sustainability expert Dr Heidi Strebel of IMD's Global CEO Center guide you into a future in which your company will not only survive but thrive. You have the power to change the world.

Thriving in the Future: A Responsible Leader's Guide to Sustainability will show you how. Morrison and Strebel offer responsible leaders a practical, step-by-step, transformative path forward to a sustainable future developed from their extensive research and in-depth interviews with game-changing innovators like Herman Miller, Tata Motors, Philips, Nestlé, Natura, Tupperware, LEGO and many others. Their success can be your success.



Green Logistics: Improving the Environmental Sustainability of Logistics

by Alan McKinnon, Michael Browne, Anthony Whiteing, Maja Piecyk Kogan Page, February 2015

As concern for the environment rises, companies are taking more account of the external costs of logistics—specifically those costs associated with climate change, air pollution, noise, vibration, and accidents. With contributions written by leading international logistics academics, Green Logistics examines ways of reducing these factors and achieving a more sustainable balance between economic, environmental, and social objectives.

This new edition introduces a new co-editor and contributors, as well as international case studies, for a more global perspective. For the first time, the book will include downloadable supporting materials, technical information, and guidelines for teachers/lecturers. The editors have added new material on e-business, e-logistics, and the environment along with new chapters on green performance and environmental reporting, nature-inspired network design for distributed logistics, green logistics developments in different parts of the world (including North America, Latin America, and South East Asia) and future scenarios for green logistics.



Lean Sustainable Supply Chain Management

By Ade Asefeso MCIPS MBA, CreateSpace Independent Publishing Platform, January 2015

It's More Than Just Being Green. In today's business environment, companies are being held accountable to a growing list of stakeholders who assess company performance against a variety of criteria, from financial and operational performance to labor practices and environmental issues. The pressure for greater transparency in all areas of performance is increasing; not only for consumer-facing companies, but for all business entities throughout the supply chain; including manufacturers who are several steps removed from the ultimate consumer.



Changing the Food Game: Market Transformation Strategies for Sustainable Agriculture

By Lucas Simons, Greenleaf, February 2015

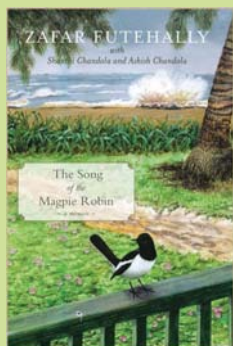
A key contribution to the debate on sustainable agriculture and food

- * Includes interviews with 40 world-leading experts
- * An innovative step-by-step process approach to solving complex problems that can be applied to any business

By 2100, the world's population is estimated to grow to over 10 billion. *Changing the Food Game* shows how our unsustainable food production system cannot support this growth. In this prescient book, Lucas Simons argues that the biggest challenge for our generation can only be solved by effective market transformation to achieve sustainable agriculture and food production.

Lucas Simons explains clearly how we have created a production and trading system which is inherently unsustainable. But he also explores that we have reason to be hopeful – from a sustainability race in the cocoa industry to examples of market transformation taking place in palm oil, timber and sugarcane production. He also poses the question: where next?

Rigorous and eye-opening, *Changing the Food Game* uncovers the real story of how our food makes it on to our plates and presents a game-changing solution to revolutionize the industry.



The Song of the Magpie Robin

By Zafar Futehally, Shanthi Chandola, Ashish Chandola, Rupa Publications, November 2014

Birder, naturalist and writer, Zafar Futehally was born in 1920 into a business family of Bombay. He grew up in Andheri, then one of the greenest areas of the city, and went on to join the family trade. However, it was with Salim Ali, the famed ornithologist also known as the Birdman of India, that Zafar found his true calling.

Zafar accompanied Salim Ali on his expeditions and helped him ring birds, collect specimens and take notes. On these field trips, he came in contact with some of the world's foremost naturalists and conservationists Dillon Ripley, Loke Wan Tho, Richard Fitter and Sir Peter Scott amongst others. These associations helped Zafar develop a nuanced, far-ranging understanding of ornithology as well as of the natural world. This, together with his diplomatic skills, made him a vital consensus-builder on matters relating to conservation.

Zafar Futehally spearheaded the conservation movement in India and played a key role in transforming it from a fringe concern of the middle-class to a matter of national importance. Zafar held key posts in all the important conservation organizations and initiatives in India and abroad BNHS, IUCN, WWF India and Project Tiger.

Witty, humble and deeply thoughtful, *The Song of the Magpie Robin* is a vibrant portrait of a man of principle, who spent his entire life striving to find a balance between development and nature conservation.

Events

Training Programme on Greenco Green Company Rating System

February 19-20, 2015, Bengaluru

<http://www.greenco.in/site/greenco/traincalendar.jsp>

A Workshop on New Trends in Green Chemistry

February 18, 2015, Hotel Vivanta, Mumbai

<http://www.cii.in>

Certified Sustainability Assurance Practitioner Training Course

February 23-26, 2015, Hyderabad

<http://cii.in/Events>

3 day India- Africa experience sharing workshop on 'Mainstreaming Sustainable Water Management'

February 25-27, 2015, New Delhi

<http://www.cseindia.org/content/3-day-india-africa-experience-sharing-workshop-%E2%80%98mainstreaming-sustainable-water-management%E2%80%99>

International Conference on Integrated & Collaborative solutions for a Water Secure Future

February 27, 2015, Pragati Maidan, New Delhi

www.cii.in

National Conference on Human Capital Challenges in Knowledge Driven Organizations

March 6-7, 2015, Bangalore

<http://www.christuniversity.in/uploadimages/Conference%20Brochure%281%29.pdf>

GRIHA SUMMIT

March 12-14, 2015 India Habitat Centre, Delhi

<http://www.grihaIndia.org/grihasummit/index.php>

One Week Advanced Training Program on POLLUTION MONITORING TECHNIQUES AND INSTRUMENTATION

March 16-20, 2015, India Habitat Centre, New Delhi

<http://www.cseindia.org/content/one-week-advanced-training-program-pollution-monitoring-techniques-and-instrumentation>

International Training Programme: Mainstreaming Sustainable Urban Water Management

March 23-26, 2015, Colombo, Sri Lanka

<http://www.cseindia.org/content/international-training-programme-mainstreaming-sustainable-urban-water-management>

Seminar on Health, Safety, Security and Environment (HSSE)

March 24, 2015, Chennai

<http://www.ficci.com/events.asp>

TERI-ITEC Courses 2014-15: Course VII - Natural Resource Security: Governance, Challenges and Opportunities

March 9-27 2015, Gurgaon

<http://www.teriin.org/our-events>

CSE Media Fellowships Programme for the Global South

May 2015-July 2015

<http://www.cseindia.org/content/cse-media-fellowships-programme-global-south>

Global Summit on Corporate Social Responsibility

May 15-16, 2015, New Delhi

<http://www.iimraipur.ac.in/gscsr2015>

The Sixth International Conference on Future Energy Systems

July 14-17, 2015, Bangalore, India

<http://www.wikicfp.com/cfp/servlet/event.showcfp?eventid=39226©ownerid=45395>

TERI-ITEC Courses 2014-15: Special Course on Social Enterprise for Sustainable Development

September 15 – 3 October 2015, Gurgaon

<http://www.teriin.org/our-events>

Mail suchitra@managementnext.com
for inclusion of conferences, seminars, events
related to renewable energy, forest, cleantech, water,
climate change, green economics

Courses

Science and Management for Sustainable Living

www.bhoomicollege.org

Post Graduate Diploma Course in Sustainable Development (PGDM-SD)

<http://bimtech.ac.in/>

M.Sc. in Sustainable Development - Distance learning Course + information

The Global Open University

<http://nagaland.net.in/>

Post-Graduate Certificate in Sustainable Enterprise

Indian Institute for Sustainable Enterprise

<http://theiise.net/pgcertinse.html>

Postgraduate in Sustainability Management

Silver Bright Institute of Management

<http://www.htcampus.com/college/silver-bright-institute-management-sbim>

Post Graduate Diploma in Sustainability (Distance learning)

Chhattisgarh University

<http://www.cguniversity.com/>

Post Graduate Diploma

IGNOU- Indira Gandhi National Open University

<http://www.ignou.ac.in/>

MBA in Environmental Science

School of Management & Infrastructure and Development Studies

<http://www.minds-india.org/>

Master of Architecture (Sustainable Architecture)

Bharati Vidyapeeth Deemed University

<http://www.bharativedyapeeth.edu/Campuses/Pune/default.aspx>

MBA and MA in Sustainability Management

TERI University

<http://www.teriuniversity.ac.in/>

M Tech, MSc Environmental Science

Thapar University

<http://www.thapar.edu/>

PG Diploma

Entrepreneurship Development Institute of India

<http://www.ediindia.org/>

M Tech in Environmental Engineering

The National Institute Of Technology, Tiruchirappalli

<http://www.nitt.edu/home/>

Advanced Diploma in Bio Degradable & Solid Waste

Vellalar College for Women

<http://www.vellalar.com/Arts/carrer-oriented-programmes.php>

PhD in Environmental Science

Gauhati University

<http://www.gauhati.ac.in/>

MSc in Environmental Science

Dr Babasaheb Ambedkar Marathawada University

<http://www.bamu.net/dept/environment/>

Advanced Diploma in Energy

Vidya Prasarak Mandals Polytechnic

<http://www.vpmthane.org/polywebnew/courses.html>

BSc in Environmental Science

University of Calicut

<http://www.universityofcalicut.info/>

PhD in Environmental Science

Punjab University

<http://puachd.ac.in/>

MSc in Environmental Science

Bharathiar University

<http://www.b-u.ac.in/>

MA in Environmental Economics (Distance Learning Course)

Annamalai University

<http://www.annamalaiuniversity.ac.in/>

PhD in Environmental Bio-Technology & Solid Waste Management School of Environmental Sciences

Jawaharlal Nehru University

[http://www.jnu.ac.in/main.](http://www.jnu.ac.in/main.asp?sendval=SchoolOfEnvironmentalSciences)

[asp?sendval=SchoolOfEnvironmentalSciences](http://www.jnu.ac.in/main.asp?sendval=SchoolOfEnvironmentalSciences)

MBA in Energy & Environmental Science

Symbiosis Institute of International Business

<http://www.siib.ac.in/programmes.aspx>

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