

## Akshaya Patra's 5 Million Meal Dream

It took Akshaya Patra 15 years to reach 1.5 million mid-day meal a day. Now that it has the experience, momentum, newer technologies and a bevy of donors, its senior executives CEO Sridhar Venkat and Chief Projects Officer R Madan are confident they can meet the target of feeding 5 million kids a day by 2020. Here's a low down on its strategy, challenges and concerns

by **Benedict Paramanand**

**T**he Akshaya Patra Foundation has become a legend even when it believes it still has a lot of ground to cover. Surprisingly, the Harvard Business School is reported to be doing a second case study on its unique business model. And its chairman **Madhu Pandit Dasa** has just won the prestigious national award Padma Shri even as the foundation appears all geared up towards meeting its ambitious target of 5 million meals a day. Here's how it is working towards the goal.



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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.

*Editor* **Benedict Paramanand**

*Editorial Advisors*

**Pradeep Kashyap**

Founder & CEO, MART

**Madan Padaki**

CEO, Head Held High

**Vasanthi Srinivasan**

Faculty, IIM Bangalore

**Uma Haridas**

Editorial Coordinator

**Rishabh Media Network**

22, 1st A Main, G M Palya,  
Bangalore - 560 075, India  
Phone - 91 80 41126557/9880602275  
benedict@managementnext.com  
www.sustainabilitynext.in

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For a start, Akshaya Patra is about to announce a major technology tie up with a European firm that will significantly enhance its performance, quality and cut its operating cost. “Even though its capital cost will be high initially, it will come down when we start using it in multiple kitchens in the next couple of years,” Madan said.

Akshaya Patra will soon be supplying meals using insulated containers so that children can eat piping hot meals. The technology and the containers are funded by the Tata Trust. Tata Trust is also helping with streamlining the transport system using Tata Motor’s vans and trucks depending on the nature of roads in different cities. The objective is to reduce delivery time significantly. The turnaround time currently – from start to delivery is around 3.5 hours.

**CEO Sridihar Venkat** believes

“Simplicity is the secret for success in scaling.” Addressing the audience at this year’s Development Dialogue in Hubballi recently, he said: “Growth is not a problem. Sustainable scaling is a problem. If you have a mind of a corporate and the heart of an NGO, it makes it that much less difficult.”



Akshaya Patra has been improving and innovating the efficiency of equipment to make 100,000 meals in one kitchen. Right now it has 24 kitchens of which eight are ISO certified and the rest are in the process of obtaining all possible certifications. To ensure optimum quality, the food is constantly tested in various laboratories.

## Akshaya Patra’s Secret Recipe

- Brain of a corporate, heart of an NGO
- Strong partnership model with the state governments
- Highly committed leadership team experienced in running businesses previously
- Prudent operating model – grains supply by government, land by the local authority for setting up kitchen and operating cost through professional fund-raising team
- Backed by corporate foundations such as Infosys Foundation and Tata Trust
- Investment in state-of-the-art technologies
- Innovations in supply chain, R&D
- Zero tolerance to integrity and quality

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To increase variety, it's also working on a machine that can make 20,000 idlis in 10 minutes. It is also working on making its vegetable cutting machines more efficient. Its rice washing technology is getting smarter too. It will require less water and have faster turnaround time.

## Challenges

**CPO R Madan** says the biggest challenge is finding donors to meet the differential cost which he calls delta. Delta is the overall cost of cooking a meal – about ₹ 7.5 – minus the conversion charge – about Rs. 5.5 – state governments pay. **“We have enough donors who want to bear the capital cost, but not enough to fund the operating expenses. The good news is several organizations are currently evaluating us under their mandatory CSR spend of 2%,”** he adds.



Madan says they are very prudent when it comes to selecting locations to set up a kitchen. “Unless we have comfort about the delta for two years, we don’t take it up. If it runs for two or three years then people begin to know about it and somehow we are able to collect donations,” he adds.

Integrity of all stakeholders is key for the growth of Akshaya Patra’s future plans. It had to shut down its kitchen in Delhi when they found malpractice a few years ago. But it is all set to reopen its kitchen in Delhi under the new AAP government. Its new partner is likely to be the new state of Telengana.

As Akshaya Patra expands, people management is becoming critical. It needs about 300 people to run a kitchen. Madan believes greater automation and introduction of modular kitchen should be able to cut the overall cost. They are working hard to enhance consistency, save energy and reduce waste - all to keep the cost under Rs. 8 a meal even with enhanced quality and service.

While Akshaya Patra story stands out as a shining success story it hardly scratches the surface of India’s gigantic mid-day meal program. It currently serves only 1.5%, while the other NGOs serve 2.5%. Most of the schools serving mid-day meals continue to serve substandard quality food because of lack of accountability. At least for those who want to serve better, they have an example to emulate.

## 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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# Grandmothers As Solar Engineers

The Barefoot College has trained 250 illiterate rural grandmothers in 12 States to become solar engineers. With only six month's



Solar Mamas-training in Tilonia (2013)



training they have so far solar-electrified more than 20,000 houses. The college is doing the same in a few African countries as well. The founder of Barefoot College, **Bunker Roy**, writes about how assumptions about poor rural folk are misplaced and the only solution for rejuvenating rural India is to go back to villages with practical training models

**M**ahatma Gandhi said the ultimate solution for fighting poverty in India was not mass production but production by the masses. If we are to contain massive migration in India from the rural areas to the urban; if we are to preserve the rich traditional knowledge, village skills and practical wisdom in Bharat from fast disappearing into the cities; if we are to protect and improve the quality of life of villages, then we have to apply the Gandhian Model to solar electrifying villages and think and act outside the box. We need to trust and believe in the capacity and competence of very ordinary men and women living in remote villages in Bharat to identify technical problems and offer simple technical solutions.

Forty years of experience have taught Barefoot College that formal education and qualifications are not required for the rural poor to bring sustainable energy, clean water, and sustainable livelihoods to their communities.

**The college today stands as one of the very few Indian organizations that have successfully taken a leading role in setting new development paradigms by scaling a community based model to world-wide proportions by adopting a globally diverse, decentralized approach to implementing large scale solutions.**

For forty years it has been showing that the need to change, learn, unlearn and relearn and encompass diversity of workforce are the keys to making ongoing relevant impact.

What Bharat needs to adopt is a demystified decentralized model where poor rural people of Bharat without

formal education are trained to fabricate, install, repair and maintain their own solar systems. The Gandhian Model believes solar technology must not deprive people of work in villages. Technology must be selected that will improve the quality of life immediately and tangibly. Finally, the choice of solar technology should be such that the people could maintain it themselves.

Popular belief is that it is unwise to train the youth in Bharat. The formal educational system has destroyed them to thinking that staying in a village is demeaning. All the youth want is to acquire any skill so that they can leave their villages looking for any jobs in cities. The only people we find in villages today are the very old and the very young. So why not empower old women to be solar engineers? They are not interested in going to cities looking for a job. They are not interested in certificates that the youth are desperate to get. They will stay and serve their communities and pass their knowledge and skills to the younger generation.

It is about empowering women to assemble solar systems. Train them to be entrepreneurs to fabricate, install, repair and maintain solar systems in their own villages. Stop issuing certificates that do not have any value today and concentrate only on practical skills that will make a visible difference to the lives of people. **Save millions of liters of kerosene from polluting the environment.**

Instead of subsidizing the rich indirectly to produce cheaper solar panels in urban areas subsidize the solar systems directly to provide light to remote non electrified villages on condition that the poor pay for the repair and maintenance thus creating work with dignity. Demonstrate how solar electrified villages can be totally self sufficient. This will generate over 50,000 jobs in the rural areas in Bharat and prevent migration.

## Practical Training Methods

For tribal women from Jharkhand, Andhra Pradesh and Bihar who have rarely left their own village, it requires undeniable courage and endurance to leave their village for the first time to travel to a far off place where everything, from surroundings, language, food and weather, to clothes, culture and habits, is different. The first month is a period of many adjustments in their lives but with time, care and support from their master trainers (who are also semi literate) they learn to adapt. "Learning by doing" is the practical philosophy adopted for training by the Barefoot College.

In the first weeks of the six months of training the emphasis is on making trainees feel at home and enabling them to familiarize themselves with different terms, tools, components and equipment used in solar technology. Practical demonstrations or 'hands-on' experience and regular repetition help the trainees remember terms, tools, equipment and components that most have heard and seen for the first time.

With each passing day their level of hesitancy decreases and their confidence and 'technical dexterity' increases. The presence of women trainees from different States creates a positive environment of cultural diversity but at the same time raises concerns over language and communication. The need for expression gives birth to a unique combination of gestures, signs and broken English cutting across all language barriers. This unique 'language' consisting of a combination of hands, sight and sound remains the means of training and conversation.



Solar Mama from Africa-fabricating her LED Solar Lantern

The challenges for Women and Girls are profound. The need to innovate and develop new definitions and access to “education” in all its forms to allow women to overcome obstacles to livelihood activity is critical and urgent.

## Barefoot Model

- Barefoot College (BC) is the only community based organization (CBO) in the world that clearly makes a distinction between literacy and education.
- It is the only community based organization (CBO) in the world that targets illiterate rural mothers and grandmothers in the age group of 35 to 60 and in 6 months trains them to be solar engineers. Over 250 grandmothers have been trained from 12 States. They have solar electrified over 20,000 houses and earn around ₹ 2,000/- a month
- The national message of simplicity, austerity, collective decision making and compassion in action makes it a very special and unique organization to train rural grandmothers.

Most conventional development solutions that target the rural poor have failed to take hold at the village level. These solutions miss the mark in two ways: one, they rely on tools and technologies that are overwrought with complicated installation or upkeep, creating communities dependent on outside help. And two, they ignore a large group of people able to learn new skills to generate their own livelihoods and, more importantly, sustain solutions over time: they ignore the rural poor themselves. Development organizations too often neglect the knowledge, wisdom and skills of the world’s poorest, on the assumption that a lack of formal education renders them unfit to contribute meaningfully to society.

[www.barefootcollege.org](http://www.barefootcollege.org)

### Shivamma from Karnataka

“This training has taught me how to install solar equipment, but more important than that I have seen that you do not need to be educated to be able work. If you have a good brain, you can do anything. Where there is a will, there is way.”

### Malamma from Karnataka

“If another batch from my village is selected for solar training, I will strongly encourage them to go and learn. I have gained a lot of confidence and I am ready to work in my village.”

### Kalawati from Karnataka

“I don’t feel like going home. Everyone works here, no one is lazy. If Guruji wants me to come and work here, I will be very happy.”







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# Write Social Fictions Too: Muhammad Yunus



**N**obel Laureate Muhammad Yunus is jealous of science fiction because most of what the writers have been writing for centuries have come true – this includes landing on the moon or going beyond the solar system or landing on the planets.

He asks: Why can't we write social fictions too – Where we can imagine a world without poverty, without unemployment, without malnutrition, without people dying from preventable diseases.

He posed this super large question to a gathering of nearly 5,000 mostly young audience of entrepreneurs in Hubballi, Karnataka, as part of the Development Dialogue hosted by the Deshpande Foundation early February 2016.

**He asked: Can we imagine a world where there will not be even one poor person anywhere in the world? Then the question of why should there be welfare – why should the state provide for people? People are resourceful enough to provide for themselves.**

We take pride in our technology these days, yet why do we let millions of people, particularly children die of highly preventable diseases like diarrhea, cholera or malaria?

Why can't we write about a world which is not more dangerous than what it is today? Can we make it more safe than yesterday? Can we think and work today towards it, so that it can come true in the near future? For that we need to start today!

If imagination can do it to Science, we can do it for the society too. It is easier today because technology is the best today. What is our excuse? Why should anybody be uneducated today. Cost is not an issue. The world can be one class room.

If we don't imagine, it will not happen. If we do, some day it will happen.



## Exponential Thinking and Doing Needed

**Zania Tata, executive director, Global Development XPrize**

We need exponential thinking for bringing about real change. We have to adapt today with the proven idea to expand it to make an impact. We don't have time for small incremental changes.

We must use the power of the crowd. We should not be intimidated by using crowd sourcing. It is not about crowd funding but much more than that. There are hundreds of website offering services that can improve our efficiencies.



**The power of the crowd has to be married with the power of cloud.** You have to learn and use exponential technologies like artificial intelligence, robotics, internet of things and much more to make an impact in the social sector.



## Simplicity & Trust Secrets to Scale

Simplicity in the way you articulating our mission and to avoid exponential decay of vision. **Ramji Raghavan** is the **founder of Agasthya International Foundation**, a NGO that works for sparking creativity and leadership among children and teachers.

**India is a low trust society. If we don't trust there will be a lot of friction. When you trust you can get bitten, it's okay. But trust is important.**

For example, because Andhra Pradesh chief minister Chandrababu Naidu trusted Agasthya Foundation 15 years ago, we now have one of the best campuses in India. Building trust is a continuous relationship building exercise.

## Healthcare is Inexpensive

**Dr. Shibhan Ganju** is a **Consultant Physician and the Chairman of Atrimed Pharma Pvt Ltd.** in Bengaluru. He founded Save a Mother, an NGO.

Unless you are perseverant, don't even start (working in the social sector). You should have pain-bearing capacity. We have been able to start our work in one new village every day. But if we are to address healthcare issues one village at a time, it will take many years, so scale with speed are important. How do we do it?

We started with one village in 2008. We are working in 1500 villages now, touching 2.5 million lives with a footprint of 25 million people. We are currently working in four districts of UP and expanding to Karnataka. How did we do it?

**Health care is all supply driven today. Starting from the top and hoping that the bottom will catch up. This does not work.**

We work on the demand side – of a consumer mind. We need money and knowledge to achieve this and since money is always a constraint, we worked on how to expand knowledge. We have 2500 volunteers who go out and simply focus on four points repeatedly without an end point. When people hear this constantly, the mind starts transforming. Using this methodology, we have reduced maternal mortality from 70 to 90% and neo-natal mortality by 60%.

**This low cost achievement which happened at a cost of ₹ 15,000 per year, per village. This is how inexpensive healthcare is. We, the doctors have made it too expensive.**

However, the numbers we are trying to achieve cannot be done by NGOs alone. We need the government to understand and exercise its social responsibility.

For more log on to [www.developmentdialogue.org](http://www.developmentdialogue.org)





# Budget 2016

## Game Changer. Nearly

Excerpts from Director General, Centre for Science & Environment,  
**Sunita Narain's** interview broadcast on *Down to Earth*



**T**his year's central government's budget is a directional shift in public policy. Last year it was not to invest directly in agriculture, but this year, the government has accepted that there is a deep agrarian crisis and has therefore upped investments in a significant way. The government had believed that general growth would take care of it rural growth as well, but it has realized that has not happened much. However, the focus should now be on delivery and not simply messaging.

That MNREGA is not a dole program but a way of creating rural infrastructure. If it has to succeed **it is important to redesign this program so that it focuses on creating assets rather**

**than about rights to jobs.** It should not be seen as a drought relief program but drought resilient program. The good news is this program is now being used for irrigation.

### Tough on Diesel

The climate change is likely to affect monsoon even further this year. Investment in irrigation is good but irrigation does not mean only large irrigation projects but big effort to retain water. **Cities should be made more self reliant on water which would release water for the farming sector.**

It's good news that air pollution challenge has made it to the budget. Diesel has been recognized as a polluting fuel with 2.5 % cess and SUVs will have to pay 4% cess. The message that this country should not promote fuel guzzlers is good.

### Public transport, where is the bus?

While big investment on roads and metro are good we need a plan for investment on buses. The package for buses should be more focused.

### Dirty Coal

The doubling of the cess on coal from ₹ 200 to now ₹ 400 is a very good move. It is the dirtiest but also the cheaper source. By allotting the cess collection to a Clean Energy Fund is a good idea. **The new standards for power plants will dramatically bring down pollution.**

Increase in cess on aerated drinks to 21% is a good move. There are several attempts at game changers, but it will depend on execution.

# Ontario Funds Research to Fight Malaria in India

The Government of the Canadian province of Ontario announced an investment of CAD\$ 900,000 through the Ontario-India Research Collaboration Fund (OIRCF) for three projects, according to a report in Business Standard. This bilateral program between the Ministry of Research and Innovation and India's Department of Science and Technology (DST) and the Department of Biotechnology (DBT) will improve health and sustainable technologies.

**The OIRCF project in bio-sciences will develop new treatments against drug resistant malaria that can be deployed in remote areas.** The two projects in clean-technology will develop a new water treatment system, as well as community energy storage facility in an Indian setting.

On sustainable technologies, India and Canada are working together to ensure reduced energy use in buildings, increased water conservation and development of innovative low carbon construction materials and improved performance of structures and flows, including networks and internet connectivity.

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## IISc Scientist Develops “Fastest, Safest” DNA/RNA Stain



**F**athima Benazir, cofounder and CEO, Azooka Life Sciences, an alumnus of the Indian Institute of Science, Bengaluru, announced the discovery of tintorang™, a patent pending, food-grade nucleic acid gel stain to protect lab scientists from hazardous side effects. Researchers in DNA analysis, DNA forensics and Genomic labs are constantly exposed to toxic and carcinogenic nucleic acid stains. The currently available nucleic acid stains are synthetic and are known to cause mutations and adversely affect health. They are known to alter the structure of the DNA due to their strong interactions. The improper disposal of these stains causes environmental and aquatic hazards. Although several handling and safety practices are followed, the exposure to these chemicals becomes inevitable during their long term use.

**The company says tintorang™ would be safe even on consumption as it is a food additive and thereby would play a significant role in protecting the scientific community from exposure to carcinogens and mutagens.** This will also have a direct impact on the cost of molecular diagnostics, by eliminating import and excise duties. In addition it will also cut down handling and disposal costs. Further it will help build an ecosystem for assay kit and master mix kit manufacturers. “The focus of Azooka is to develop safe DNA/RNA fluorescent stains for applications in Biological sciences and Genomics. tintorang™ is the first ever food grade nucleic acid gel stain making it the safest option currently available in the world” said Dr. Benazir.

She said: “We are thrilled with this much needed discovery. tintorang™ stains in 30 seconds while SYBR Gold takes 10 minutes. It is also 7 times more sensitive than Ethidium Bromide, making it the world's safest and fastest DNA/RNA stain. The best property of tintorang™ is that it doesn't alter the structure of the DNA and can be used for multiple tests.” The stain is scheduled to hit the market in the second quarter of this year and to the global market by the end of the year. Azooka Life Sciences is a specialty fluorescent dye company with focus on bringing safe fluorescent stains for application in biological sciences and Genomics. It was seed funded and incubated by the Society for Innovation and Development, Indian Institute of Science, Bengaluru.



# IEEE's 2016 Energy Trends

The Institute of Electrical and Electronics Engineers (IEEE) released its technology predictions from their experts for the year 2016. Here are the highlights:

- Newer and more efficient ways to consume energy using renewables sources as well as energy efficiency.
- Extensive use of smart-grids and technologies that improve resilience and reliability while assimilating clean energy resources. IEEE adds that 2016 will witness an increased share of technological innovation in the energy sector with a focus on 'global clean energy.'
- Greater **integration of smart grids with renewable power sources such as wind and solar energy.**
- Integration of renewable energy into the smart grid, powered by innovative technology solutions for energy storage will be fundamental in addressing these challenges and achieving greater degrees of reliability and consistency in delivery.
- We will see **more distribution, automation and renewable integration onto the smart grid.** Around 13 percent of India's generation is already from renewable energy. With a large boost in the solar power installations happening in North India, India will be a powerhouse in the field of renewable energy.
- Yet another trend that will surface in 2016 is more **consumer interface of electronic vehicles.**
- **Energy applications of IoT.** The power sector is already witnessing real-time deployment of IoT with a few production and distribution companies adopting smart grid technology to manage supply and demand and also study customers' power usage behavior. A few companies in the Indian oil and gas industry have also initiated IoT pilot projects for cost-effective remote monitoring and maintenance of pipeline networks. The impetus is real and I see 2016 as the year when IoT will move beyond hype to being visible in all of our lives.

## ArcelorMittal is Top Steel Recycler

ArcelorMittal has been named a top company in a new sustainability study.

The Dutch Association of Investors for Sustainable Development (VBDO) has published its 2015 study, Benchmark of Circular Business Practices, which is a comparative study of 52 Netherlands-listed companies. ArcelorMittal, which is listed on the Amsterdam stock exchange, was ranked ninth in the report's overall league table, in recognition of the company's alignment with the concept of a circular economy.

Steel's recyclability gives it an inherent advantage in this respect. **ArcelorMittal's recycling rate of end of life/obsolete steel products is 87%,** while steel is the most recycled material in the world. The company was singled out in VBDO's report for its good practice in steel recycling: "ArcelorMittal is working on steel recycling and optimal reuse of by-products and other residues. The company is one of the biggest recyclers of steel in the world, recycling around 30 million tones every year. When developing new products, it ensures that the steel in it is recyclable. ArcelorMittal also develops new processes that will help recovering more steel from waste streams. Additionally, the company has life cycle analysis experts and a dedicated R&D team working on the reuse of residues from the steelmaking process."

<http://www.automotiveworld.com/news-releases/arcelormittal-recognised-sustainability-work-circular-economy-report/>



# Bangalore Airport Gets GreenCo Platinum Rating

**T**he Kempegowda International Airport (KIA), India's first green field airport to be built on private-public partnership, has been given a GreenCo Platinum rating by the Green Business Centre (GBC) by the Confederation of Indian Industry (CII), making it the first airport in India to receive its rating.

Launched in February 2011, CII's GBC attempts to certify a company on its environment friendliness and sustainability initiatives, instead of certifying a building or part of its operations. **The award is**

**evaluated on criteria like implementation of water saving projects, energy efficiency, renewable energy utilisation, greenhouse gas emission, waste management, green supply chain, and optimising three 'r's: reduce, reuse and recycle, among others.**

"BIAL has constantly endeavoured to create an enabling environment through its green initiative," said Hari Marar, president, airport operations, BIAL. "We see this rating from CII's Green Building Council as a testimony towards our efforts in building an energy efficient and green airport."



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## Kolkata Municipal Corporation App for Disaster Alerts

India's first ever integrated climate cell at Kolkata Municipal Corporation is in the process of activating a mobile app for citizens that will give them alerts during natural disasters.

This first-of-its-kind app in the country is intended to give information to citizens on various eco-friendly measures and alerts during disasters as part of preparedness planning. The climate change cell consists of a rooftop solar feasibility calculator, a first of its kind in the country. **The initiative is expected to help people take steps at individual and collective levels to make a difference to the city.**

The set-up of the climate change cell has been supported by the UK under a two-year UK-Kolkata Municipal Corporation Program of 1 million pound technical assistance on low carbon and climate-resilient Kolkata.

# Kerala School to Introduce Sustainable Agriculture as Subject

In a landmark move, a school in Kerala is all set to introduce sustainable agriculture courses into its Plus Two syllabus to **help achieve Goal Number Two of the United Nations Sustainable Development Goals** (UN SDG) for 2016.



In a tie-up with the MS Swaminathan Research Foundation (MSSRF)-funded Centre for Research on Sustainable Agriculture and Rural Development, the **AvittamThirunal Government Vocational Higher Secondary School**, Moncompu in the Kuttanad region of Alapuzha is all set to introduce a sustainable agricultural course at its 10+2 level from 6 February.

A Quint report notes that what adds to its significance is that the **school is located in a region designated by the UN Food and Agriculture Organization (FAO) as a “Globally Important Agriculture Heritage Site”** too.

Dr. Padmakumar, Project Director of the International Research Centre for Below Sea-Level Farming at Kuttanad elaborates: “The idea for this Research Centre as well as the introduction of a sustainable agriculture course at school-level came from MS Swaminathan himself. This should be seen in the backdrop of the Climate Change our world is facing.”

Climate Change, Padmakumar says, is now giving rise to a new phenomenon called ‘climate refugees’ who are people sorely affected by unseasonal floods like the ones in Chennai and Jammu.

“Due to this, our low-lying coastal areas get severely affected. **Organic agriculture developed on scientific lines is the need of the hour. Both the Research Centre as well as the school-level agriculture course are our steps in this direction to come up with a sustainable model of below sea-level farming which will revolutionize the agriculture sector in the long run as well as contribute to the preservation of our coastal areas from Nature’s ravages,**” he adds .

Mr. Swaminathan is hopeful that the school will set a pioneering example to neighboring schools as well as those located in other agriculturally important areas so that –as he prefers to put it- sustainable agriculture becomes the norm in rural India.



# Affordable Learning Firm Avanti Raises ₹ 33 Crore

**A**vanti, a Mumbai-based firm that offers a blended model of high quality Science and Mathematics teaching and engineering entrance exams coaching at affordable prices across India raised ₹ 33 crore of venture funding.

Avanti currently runs 39 centers in 20 cities, a 200% growth in centers and 410% growth in number of students from the previous year. Strong focus on quality outcomes, supported by a technology driven model, has ensured that this rapid growth has come with strong learning level

results. Avanti, was able to outperform traditional coaching players with 40 percent of their students clearing the IIT JEE Mains and 70 percent of their students placed in the top 20 percent on their grade 12 Board Exams.

This investment round will help Avanti to expand to 400 centers over the next five years with capacity to serve 50,000 students across India. Avanti is also expanding its footprint in grades 9 and 10, and the capital will help them to continue with their curriculum and technology development. The investors said they are excited about Avanti's potential to build a large fast-growing business that could significantly increase the percentage of students from smaller towns and low-income families that go on to higher education. Existing co-investors

**Ted Dintersmith** and **Pearson Affordable Learning Fund (PALF)** along with a new investor, **Asha Impact**, join the Michael & Susan Dell Foundation as co-investors in Avanti.

**The uniqueness of the model lies in allowing young teachers to outperform high-cost tutors through structured classroom facilitation and technology-enabled student follow-up and the selective use of expert faculty for advanced tutorials.** This hybrid approach enables Avanti to achieve high learning gains for students at a much lower cost. Their learning outcomes are comparable to other after-school test-prep programs.

The Michael & Susan Dell Foundation has committed Rs. 16.2 Crore in this round and had committed Rs. 5.6 crore in early 2015. Avanti used those funds to prove the sustainability and scalability of the model. Avanti has been able to sustain high levels of growth for last two years with a very healthy growth in revenues. **It is on a path to disrupt the traditional coaching market and become one of the largest pan-India players in the space.**



Krishna Ramkumar & Akshay Saxena

**Krishna Ramkumar, CEO and Co-Founder**, says the new funding round will take us to profitability and help us rapidly move closer to achieving our goal of reaching 100,000 students over the next five years.

**Akshay Saxena, President and Co-Founder**, “More than 95 percent of all students who go to top engineering schools in India come from the top two or three towns in their state. This past year, we’ve managed to prove that a combination of high-quality instructional design and great classroom technology is a viable solution to this problem. We now operate in several small towns in 11 states across India, beyond traditional education hubs.”

The social impact of Avanti’s work has been recognized by Ashoka, The Draper Richards Kaplan Foundation, Echoing Green and the PanIIT Alumni Organization. Their investors include Pearson Affordable Learning Fund, Michael & Susan Dell Foundation, Asha Impact and Ted Dintersmith of Charles River Ventures. [www.avanti.in](http://www.avanti.in)



## India's Highest Medical Camp

Indranil Banerjee, senior manager, HR at WBSEDCL (West Bengal power company) reports about his company's efforts to reach the remotest areas to provide medical aid. Seen in the picture is a medical camp in a primary school at Upper Srikhola, Darjeeling at a height of 2,800 m above sea level. The place also happens to be the highest polling booth of an eastern Indian state with 841 odd voters inhabited by hill tribes like Lepchas, Sherpas, Tamangs and Limbus.

With no roads, electricity, drinking water or health centre, reaching the spot involved an 11-km stiff climb. The CSR implementing team was accompanied by ponies for carrying medicines and equipment.

Contributed by  
**Indranil Banerjee**,  
Senior Manager / HR  
WBSEDCL





# Ireland's Winds to Run Facebook's Data Centers

Facebook will construct a data centre facility at Ireland's Clonee village that will become part of the infrastructure that enables billions of people connect on the social networking platform, Messenger, Instagram and more.

The 227-acre site will be packed full of cutting-edge technology, making it one of the most advanced, efficient

and sustainable data centers in the world. "All the racks, servers, and other components have been designed and built from scratch as part of the Open Compute Project, an industry-wide coalition of companies dedicated to creating energy- and cost-efficient infrastructure solutions and sharing them as open source," Tom Furlong, vice president (infrastructure) informed.



**The Clonee data centre will be powered by 100 per cent renewable energy thanks to Ireland's robust wind resources. This will help Facebook reach its goal of powering 50% of its infrastructure with clean and renewable energy by the end of 2018.**

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## China Funds Pakistan Parliament's Solar Power

Pakistan's parliament became the world's first to run fully on solar power. Prime Minister Nawaz Sharif inaugurated the solar power system, which provides 62MW to the parliament and a surplus 18MW to the national grid.

The project was completed in seven months at a cost of Rs.280.61 million. First announced in 2014, **the venture was funded by China as an act of friendship.** It was officially launched during President Xi Jinping's visit last year.

Sharif said, "It is encouraging to note that the parliament's solar plant will not only meet its own energy requirements but the additional electricity will contribute to the national grid."

The solar plant will help the parliament save around ₹ 12 million in electricity bills every year, officials said.



*"An excellent course, one of the best I have ever attended in many years."*

*Danisa Malope  
Maintenance Manager, Eskom*

*"An excellent course, more than I expected. This was the most informative and best course I ever attended. Thank you very much."*

*Sanet Flooks  
Senior Systems Planner, Matla Colliery, Exxaro*

Book by 18 Dec 2015  
and save up to \$500

# Lean Maintenance & Lean Plant/Asset Management

*Modern approach in maintenance operations and plant/assets management to tackle challenges in the new century*

**15 - 17 March 2016, Lagos, Nigeria**



## Introduction

This course is very interactive and supplemented with abundant practical exercises and case studies. This course is beneficial for all Industrial Sectors (Manufacturing Industry, Continuous Process Industry, Construction Industry, Service Establishments, Engineering) and for Public/Governmental and semi-Public Bodies and Institutions active in all sizes Maintenance works.

## Who Should Attend

- Heads and Directors of Operations, Maintenance and Production
- Operations Managers, Maintenance Managers
- Reliability Engineers, Production Managers and Engineers
- Maintenance Supervisors, Maintenance Planners, Schedulers and Controllers
- Plant Managers / Assets Managers
- Engineering Managers / Chief Engineers
- Project and Shutdown Managers / Leaders / Planners / Coordinators

## Benefits of Attending

- Understand modern Maintenance and Plant Management and the Lean Thinking philosophy, performance goals and critical success factors
- Understand the real reasons of failure of maintenance operations managed and planned with a "traditional" style
- Trigger a different thinking mechanism suited to focus onto crucial issues of the planning process
- Use lean ideas to see maintenance works as "waste-less flow processes" and to think about improvement of the whole maintenance function
- Equip your toolbox with lean planning tools, tips and techniques
- Ensure Maintenance works of any size / scale will be accomplished in time, within budget and with overall satisfaction
- Understand the difference between traditional Plant Management and Lean Plant / Assets Management
- Transmit lean concepts to your own people and to external parties such as sub-contractors
- Optimise Plant Performance through lean-thinking people while assuring their job satisfaction

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# Smarter Solutions for a Better Tomorrow



## 2<sup>nd</sup> Smart Cities India 2016 Expo

**11 12 13 May 2016**

Pragati Maidan, New Delhi

### India's only dedicated exhibition on making cities SMARTER

With ₹98,000 crore (US\$ 15 billion) approved by cabinet for development of 100 smart cities and rejuvenation of 500 others. The 2nd Smart Cities India 2016 expo is a great platform for all solution providers to exhibit at India's only dedicated exhibition on Smart Cities.

#### Key Exhibiting Segments for 2nd Smart Cities India 2016 expo

- Water and waste management / *Swachh Bharat*
- Clean energy / Smart grids
- Smart / green transportation
- Smart / Green buildings
- Smart IT and communications / *Digital India*
- Smart education / *Skilling India*
- Smart health
- Smart urban planning
- Smart security, safety and surveillance
- Disaster management
- Smart manufacturing / *Make in India*

#### Previous show highlights (2015 edition)

- 207 exhibition participants
- Over 40 countries participated
- 39 conferences session
- 241 speakers
- 3 country pavilions by Europe, Poland, and Sweden
- 7 central government ministries endorsed the expo
- 17 Indian states visited the expo
- Over 700 million lives touched through PR and Marketing campaign

**We invite you to exhibit, sponsor and participate as a speaker.  
Kindly register @ [www.smartcitiesindia.com](http://www.smartcitiesindia.com)**

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# GAS/LNG CONTRACTS

## STRUCTURES, PRICING & NEGOTIATION

A comprehensive all-in-one course addressing all key elements for successful gas & LNG business strategies

9 - 13 May 2016 **Kuala Lumpur**  
26 - 30 Sep 2016 **Port of Spain**  
17 - 21 Oct 2016 **Johannesburg**  
14 - 18 Nov 2016 **Singapore**

Back by popular demand with updated agenda for 2016!

### Who Should Attend

Energy professionals of:

- Sourcing/Purchasing
- Legal/Contracts Negotiation
- Commercial
- Finance/Pricing
- Marketing
- Trading
- Sales/Business Development
- Project Finance
- Corporate Planning
- Investor Relations

From sectors:

- Natural gas E&P
- Gas/LNG trade, shipping, transmission, distribution
- Government agencies
- Gas based power generation
- Gas/LNG related project finance, asset management, hedge funds, equity/fixed income
- Petrochemical
- Gas pipeline and high pressure transportation

### Course Highlights

- Global gas/LNG market and market structure
- Current gas/LNG trading activities in Europe, USA, Asia Pacific, Africa, Atlantic and Middle East region
- Principles and formulation of gas/LNG Sales and Purchase Agreement (GSPA/SPA) and Gas Transportation Agreement (GTA)
- Contract terminology and construction - operational, commercial and legal basis of gas, LNG and Gas Transportation Contracts
- Gas/LNG pricing strategy and price indexation in a competitive gas market
- Contract negotiation - best practice techniques

### Key Learning Objectives

- Background knowledge to facilitate gas/LNG sourcing decisions
- Understanding current trends of the gas organisation structure
- Knowledge of the underlying reasons for gas contract terms and conditions
- Sufficient knowledge enabling construction of gas, LNG and gas transportation contracts
- Expertise for contract negotiation
- Techniques of gas/LNG pricing in a competitive market
- Understanding of operation of trading hubs, spot and arbitrage
- Knowledge of transportation tariff determination methodologies

**Contact Person: Reanne Lee**

**Tel: +65 6325 0254**

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  - EPC contracts in the global market
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**\$300**

# Managing and Negotiating Engineering, Procurement and Construction (EPC) Contracts for Energy Industry

Mastering the legal and commercial framework, contract negotiation, financing, risk and contractor relationship complexities of upstream and downstream EPC projects

- 10 - 12 May 2016, Kuala Lumpur, Malaysia
- 15 - 17 August 2016, Johannesburg, South Africa

## Course Highlights

- Global and local legal and commercial framework in Asia, Middle East, Africa, Europe and the CIS
- Contract negotiation best practices
- Tips on contractual risk mitigation
- Contract financing and project structuring
- Contractor relationship management
- Clause-by-clause discussion based on an actual contract precedent

## Key Learning Objectives

**UNDERSTAND** the current finance market for EPC contracts  
**MANAGE** legal risks and environment for EPC contracts in the region  
**DISCOVER** alternative procurement options for projects and the risks and opportunities associated with these options  
**DISTINGUISH** new and effective contract negotiation strategies  
**ANALYSE** the types of claims that may be made under EPC contracts and develop strategies to manage these claims  
**GAIN INSIGHTS** into the best current dispute resolution options and the risks and costs associated with each option

**Contact Person: Reanne Lee**

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"The best training course on construction and projects issues I have ever attended."

- Qatari Diar

"A very thorough presentation with excellent real life examples and war stories from trainer."

- Exxonmobil

"The seminars were highly informative and trainer is clearly very experienced in the EPC and major projects worldwide. It was very relevant for us in our business."

- Qatar Petroleum

"Trainer spoke knowledgeably about matters that concern lenders, sponsors and borrowers bringing different perspectives to the discussion."

- KBC Bank NV

"Interesting explanation of every clause of the contract (i.e. the thorough assessment of an EPC contract)."

- KFW Bankengruppe

"The seminars have been very useful and practical, thoughtfully structured and generously described in all the handouts."

- United Company RUSAL

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*"Excellent delivery. Trainer balanced theory with live examples and his own experiences. The material was easy to understand with clear models easy to replicate and implement in reality. The combination of discussion and case study will cement my understanding."*  
Tanzania Investment Centre, PRIME MINISTER'S OFFICE

# Human Capital & Talent Management in Public Sectors

Building next generation competency development, succession planning and talent management programs:  
Attract, develop, retain and engage high potentials & talented people during tough times

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Course Director:

Internationally recognised thought leader in OD and Strategic HR  
with 26 years of experience

## Who Should Attend

All levels of management who involved in:

- Workforce planning
- Operational and strategic HR
- Personnel management
- Corporate development and planning
- Talent management
- Recruitment and selection
- Training and development
- Managed turnover and retention
- Career development
- Leadership and management
- HR advisors / consultants
- Capability development
- Corporate communications
- Compensation and benefits
- Job design and redesign
- Coaching and mentoring
- Organisational change
- Plus anyone who deal with people management

## Benefits of Attending

**LEARN** how to construct a Leadership Competency Framework to strategically develop the leaders you want

**DEVELOP** competency-based skill matrices for technical staff to expedite "time to autonomy"

**EXPLORE** industry best practice from dozens of real examples

**GAIN** insights on strategic compensation and benefits management to attract and retain high performers

**CONDUCT** a retention audit and build a retention plan for your organisation

**SEE** the most innovative talent management strategies and realise how inexpensive and easy they are to duplicate

**DISCERN** the benefits of self-managed learning and learning ecologies to fast-track employee skill and knowledge acquisition

**UNDERSTAND** why most succession management strategies are doomed to fail and learn how to do succession management well

**Contact Person : Reanne Lee**

**Tel: +65 6325 0254**

**Email: reanne.lee@infocusinternational.com**

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# A Practical Guide For Social Entrepreneurs

by **Benedict Paramanand**

“Every article highlights a value, principle, mindset or an approach at the foundational level rather than providing a popular tip or a technique. The focus is on the long-term rather than gaining from a fleeting advantage.” N R Narayana Murthy, Founder Infosys

There are an umpteen number of books by professors and entrepreneurs on entrepreneurship but the choice narrows down when one looks for books for entrepreneurs who want to make a social impact. This book by Desh Deshpande has come at a time when social entrepreneurship has become a mainstream idea, not a fringe as it was even five years ago.

And it's perhaps the first in the Indian context. This book should be a must read for anyone who wants to dabble even remotely in social entrepreneurship anywhere, particularly in India. There's a general perception that social entrepreneurship is not as difficult as entrepreneurship as we know it. Far from it! The challenges are more because here one's stakeholders are bigger in number and you cannot let them down. One may fail in normal entrepreneurship and move on, but here, one has to be not only smarter but more committed to a cause.

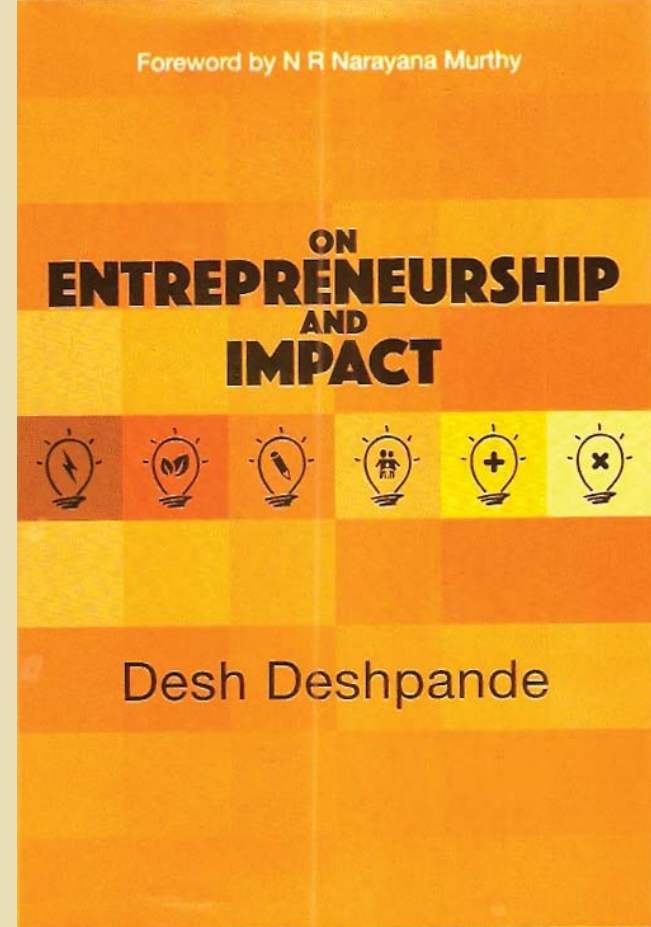
**This book debunks many lazy assumptions and straight jacketing about the business of impact.** No one would have done a better job than Desh because he has been a very successful serial entrepreneur in the US. He brings the hard core business experience and has been blending it with his new passion – creating an enabling ecosystem for social entrepreneurship to flourish. Desh set up the Hubli Sandbox nine years ago. He hails from Hubli and his father who is 91 now, continues to inspire him.

**Don't be fooled by the small size of the book. It packs enough punch for you to go and have a blast at the market and the social space.**

This book will also benefit entrepreneurs since Desh shares some of his significant high and low points in his career and how he managed them. It is almost his mini-autobiography. Desh has been running **Hubli Development Dialogue** for the last nine years. It is one of India's foremost two-day annual unconference for NGOs, philanthropists, funders and the rest of the ecosystem in the business of impact. He invites the best of Indian and global minds to enrich the discourse surrounding in social entrepreneurship.

Check it out at [developmentdialogue.org](http://developmentdialogue.org)

Also check out dozens of amazing firms that have emerged from here and the robust ecosystem he is trying to create. <http://www.deshpandefoundation.org/>





# BOOKSHELF



## **We Need A Revolution**

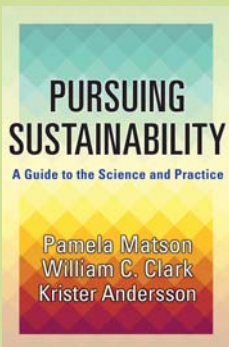
by Sachin Garg, Grapevine India, February 2016

**S**hubhrodeep Shyamchaudhary is a drifter travelling across India, who has a weakness that whenever he sees some injustice happening with anybody, he cannot resist getting involved. When he reaches the Andamans, he faces a challenge much bigger than he had initially expected, as innocent members of the Jarawa tribe face rapes, disease, violence and inhumane treatment.

Along with his bunch of friends, he decides to do something about it.

But how much is he willing to endure?

Can regular people with regular lives, rise against all odds and stand up for their ideals?



## **Pursuing Sustainability: A Guide to the Science and Practice**

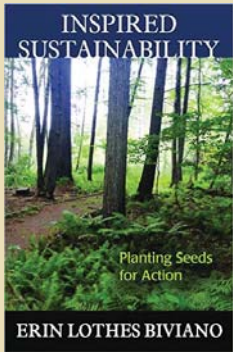
by Pamela Matson, William C. Clark, Krister Andersson, Princeton University Press, March 2016

**S**ustainability is a global imperative and a scientific challenge like no other. This concise guide provides students and practitioners with a strategic framework for linking knowledge with action in the pursuit of sustainable development, and serves as an invaluable companion to more narrowly focused courses dealing with sustainability in particular sectors such as energy, food, water, and housing, or in particular regions of the world.

Written by leading experts, Pursuing Sustainability shows how more inclusive and interdisciplinary approaches and systems perspectives can help you achieve your sustainability objectives. It stresses the need for understanding how capital assets are linked to sustainability goals through the complex adaptive dynamics of social-environmental systems, how committed people can use governance processes to alter those dynamics, and how successful interventions can be shaped through collaborations among researchers and practitioners on the ground.

The ideal textbook for undergraduate and graduate students and an invaluable resource for anyone working in this fast-growing field, Pursuing Sustainability also features case studies, a glossary, and suggestions for further reading.

- Provides a strategic framework for linking knowledge with action
- Draws on the latest cutting-edge science and practices
- Serves as the ideal companion text to more narrowly focused courses
- Utilizes interdisciplinary approaches and systems perspectives
- Illustrates concepts with a core set of case studies used throughout the book
- Written by world authorities on sustainability
- An online illustration package is available to professors



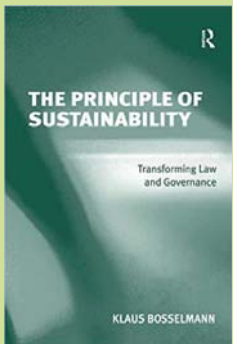
## Inspired Sustainability: Planting Seeds for Action (Ecology and Justice)

by Erin Lothes Biviano, ORBIS, April 2016

Asking (and answering) an important question: **How do we encourage and empower activists and scholars to work for environmental sustainability?**

In *Inspired Sustainability*, Lothes, a professor at the College of St. Elizabeth in New Jersey, analyzes the insights of activists and scholars who are deeply committed to environmental sustainability. Their insights illuminate the positive experiences and effective processes that empower community leaders to engage others and move past these conflicts.

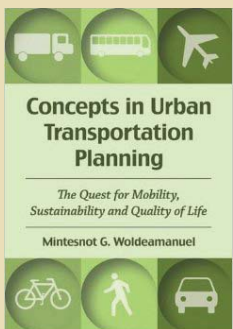
She combines empirically-based focus group data with interdisciplinary research and theological analysis. *Inspired Sustainability*'s most important accomplishment is a unique analysis of the barriers to sustainable decision-making, including the cognitive, behavioral, and emotional conflicts inherent in confronting climate change. Lothes' focus groups show that scientific literacy, a commitment to social justice, awareness of global interdependencies, and the support of working in small communities foster new interpretations of traditional worldviews. These new interpretations are powered by an awareness of their complicity in a morally globalized world, and the possibility of consciously choosing to live in just and sustainable ways.



## The Principle of Sustainability: Transforming Law and Governance

by Klaus Bosselmann, Routledge, February 2016

This book investigates how sustainability informs the universal principles used in domestic and international law. It calls for the acceptance of sustainability as a recognized legal principle which could be applied to the entire legal system rather than just environmental law and regardless of its international or domestic levels. To this end, the book makes a contribution to a theory of global law by discussing whether, as a universally shared concern, environmental protection and the principle of sustainability should contribute to the 'greening' of the fundamental principles of law and governance. The book will be a valuable resource for students, researchers and policy makers working in the areas of environmental law and governance.

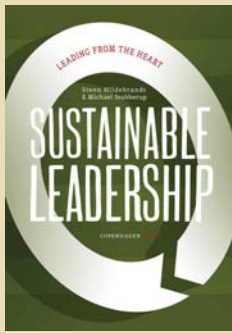


## Concepts in Urban Transportation Planning: The Quest for Mobility, Sustainability and Quality of Life

by Mintesnot G. Woldeamanuel, McFarland, January 2016

This book offers solutions for creating sustainable urban transportation. Topics include historical developments, planning, policy and legislative initiatives, nonmotorized and public transportation, environmental and social justice issues, and safety.

The author discusses social, health and economic consequences of autocentric transportation and possible policy measures to address them. The important topic of changing travel behavior is discussed. Chapters contain straightforward concepts, case studies, review questions and ideas for class projects.



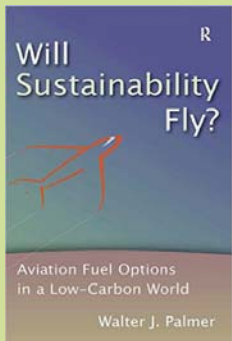
## **Sustainable Leadership: Leadership from the heart**

by **Steen Hildebrandt, Michael Stubberup**, Copenhagen Press, February 2016

**T**his book calls for a radical change of heart towards leadership. It is no less than a paradigm shift in the way we think about leadership - and the way we should lead our companies, people and organizations.

Authors Hildebrandt and Stubberup urges executives and managers to adopt a new approach to leadership. An approach that leverage peoples individual experiences and values, and creates sustainable value for both the company and individuals. Sustainable Leadership is a bold vision. But it is a vision that resonates deeply with all aspects of human existence and the existence of the firm or organization. And a sustainable future for both.

Building on recent advances in neuroscience, psychology, organizational research, and management thinking, this unique book invites leaders onto a journey towards a sustainable future for all.



## **Will Sustainability Fly?: Aviation Fuel Options in a Low-Carbon World**

by **Walter J. Palmer**, Routledge, February 2016

**W**hile 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 Will Sustainability Fly? is to broaden and contextualize the knowledge resource available to academics, policy makers, air industry leaders and stakeholders, and interested members of the public.



## INDIA MANUFACTURING EXCELLENCE AWARDS 2015



**Congratulations to all the award recipients!**

Company Name	Facility Location	Award
<b>Indian Manufacturer of The Year Award</b>		
Toyota Kirloskar Motor Pvt. Limited	Bangalore	Indian Manufacturer of The Year Award
Mahindra & Mahindra Limited	Igatpuri	Indian Manufacturer of The Year Award - 1st Runner up
<b>Future Ready Factory of the Year Award</b>		
JCB India Limited	Ballabgarh	Future Ready Factory - Platinum Award   Engineering Sector, Mega Large Business
Mahindra & Mahindra Limited, Plant I	Nashik	Future Ready Factory - Platinum Award   Automotive Sector, Mega Large Business
Mahindra & Mahindra Limited	Haridwar	Future Ready Factory - Platinum Award   Automotive Sector, Mega Large Business
ITC Limited - India Tobacco Division	Bangalore	Future Ready Factory - Platinum Award   FMCG Sector, Mega Large Business
	Saharanpur	
	Kidderpore	
Pfizer Limited	Goa	Future Ready Factory - Platinum Award   Pharma Sector, Large Business
		Consistency Award   Aspirer
SKF India Limited	Pune	Future Ready Factory - Platinum Award   Engineering Sector, Large Business
Hindustan Coca Cola Beverages Pvt. Limited	Ameenpur	Future Ready Factory - Platinum Award   FMCG Sector, Large Business
Subros Limited	Noida	Future Ready Factory - Platinum Award   Auto Ancillary Sector, Medium Business
<b>Gold Awards</b>		
Bharat Petroleum Corporation Limited - Mumbai Refinery	Mahul	Gold Award   Process Sector, Mega Large Business
Essar Oil Limited	Vadinar	
Bharat Aluminium Company Limited	Korba	Gold Award   Metals Sector, Mega Large Business
Hindustan Unilever Limited	Barotiwalla	Gold Award   FMCG Sector, Large Business
Johnson & Johnson Pvt. Limited	Baddi	Gold Award   1st Runner Up - FMCG Sector, Large Business
Dr. Reddy's Laboratories Limited - FTO 2	Hyderabad	Gold Award   Pharma Sector, Large Business
Schneider Electric IT Business India Pvt. Limited - IDF 4 & 5	Bangalore	Gold Award   Engineering Sector, Medium Business
Philips India Limited	Vadodara	Gold Award   Engineering Sector, Medium Business
Johnson & Johnson Pvt. Limited	Mulund	Gold Award   FMCG Sector, Medium Business
Raychem RPG Pvt. Limited	Vasai - East	Gold Award   Engineering Sector, Emerging Business
Schneider Electric India Pvt. Limited	Hyderabad	Gold Award - 1st Runner Up   Engineering Sector, Emerging Business
SKF India Limited	Haridwar	

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For 2016 Nominations - write to us at [imea@frost.com](mailto:imea@frost.com)

## Courses - Degree/Diploma

### Science and Management for Sustainable Living

[www.bhoomicollege.org](http://www.bhoomicollege.org)

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### 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/>

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### Post-Graduate Certificate in Sustainable Enterprise

Indian Institute for Sustainable Enterprise

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

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### Postgraduate in Sustainability Management

Silver Bright Institute of Management

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

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### Post Graduate Diploma in Sustainability (Distance learning)

Chhattisgarh University

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

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### Post Graduate Diploma

IGNOU- Indira Gandhi National Open University

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

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### MBA in Environmental Science

School of Management & Infrastructure and Development Studies

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

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### Master of Architecture (Sustainable Architecture)

Bharati Vidyapeeth Deemed University

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

---

### MBA and MA in Sustainability Management

TERI University

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

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### M Tech, MSc Environmental Science

Thapar University

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

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### PG Diploma

Entrepreneurship Development Institute of India

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

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### 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/>

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### 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>

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### BSc in Environmental Science

University of Calicut

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

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### PhD in Environmental Science

Punjab University

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

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### MSc in Environmental Science

Bharathiar University

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

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### MA in Environmental Economics (Distance Learning Course)

Annamalai University

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

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

Jawaharlal Nehru University

<http://www.jnu.ac.in/main.asp?sendval=SchoolOfEnvironmentalSciences>

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### MBA in Energy & Environmental Science

Symbiosis Institute of International Business

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

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**Send Names & Details About Courses Related With Sustainability To  
[uma@managementnext.com](mailto:uma@managementnext.com)**

## Events

### **AgriCon 2016 - Conference on Precision Agriculture Technologies**

04th March 2016, Hotel Hilton, Chennai, INDIA  
Contact: selvaraj@cii.in

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### **8th Edition of Conference on Automotive R&D Trends, Theme: "Strategizing R&D: Meeting the Regulatory Challenges"**

7th March 2016: 0900 Hrs; Hotel Hilton, Chennai  
Contact: www.automotive-rnd.com

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### **Seminar on "Wellness in the Workplace"**

Wednesday, 9th March 2016, Hotel Hilton, Chennai.  
Contact: K Savitha [Savitha@cii.in]

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### **Session on Going Green: A Business Sense**

0930 hrs, Friday, 11 March 2016: Hotel Radisson, Sector 18, Noida  
Contact: rohin.agarwal@cii.in

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### **India Aviation 2016 (5 Day Event)**

March 16, 2016, Hyderabad  
Contact: Mr Abdul Salam, infra@ficci.com

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### **The Travel & Hospitality Technology Conclave (2 Day Event)**

March 17, 2016, FICCI, New Delhi  
Contact: Anirban Chatterjee, anirban.chatterjee@ficci.com

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### **Two days Workshop on Optimum Utilization of SAP – SCM SD-MM-PP Modules**

0900 hrs, Thursday & Friday, 17 & 18 March 2016, Hotel Atithi, Puducherry  
cii.puducherry@cii.in; nagender.rao@cii.in; www.cii.in

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### **CII - CSR Online Educational Series Exclusively for NGOs**

4 - 24 March 2016  
Dr Deepamala [deepa.mala@cii.in]  
[http://cii.in/PrjOnlineRegistration.aspx?Event\\_ID=E000028587](http://cii.in/PrjOnlineRegistration.aspx?Event_ID=E000028587)

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### **Sustainable Energy & Technology Asia (SETA) 2016**

23-25 March 2016, Bangkok International Trade & Exhibition Centre (BITEC) in Bangkok, Thailand  
<http://www.seta.asia/>

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### **Estimation of Measurement Uncertainty in Test and Calibration (3 Day Event)**

March 28, 2016, FICCI, New Delhi

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### **Role of Corporates in Road Safety**

April 05, 2016, FICCI, New Delhi  
Contact: Mr. Ankit Gupta, ankit.gupta@ficci.com

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### **Two Day Training Programme on Procurement and Managing Suppliers**

12-13 April 2016, Pune  
25-26 April 2016, Gurgaon  
Contact : Pramila T [t.pramila@cii.in]

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### **Two Day Workshop on Managerial Skills & Dynamic Leadership**

10-11 March 2016, Chennai  
22-23 March 2016, Pune  
21-22 April 2016, Bangalore  
Contact: Pramila T [t.pramila@cii.in]

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### **3rd Asia Power Utility**

April 11-13, 2016, Kuala Lumpur, Malaysia  
[www.connecforce.com/asia-utility](http://www.connecforce.com/asia-utility), [info@connecforce.com](mailto:info@connecforce.com)

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### **Smart Building Automation Summit 2016**

26- 27 April, 2016 | Dubai, UAE  
<http://www.infoxg.com/events/buildingautomation2016>  
Contact: Email: shveta@infoxg.com

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### **Human Capital & Talent Management for Public Sectors**

10 - 13 May 2016, Cape Town  
Contact: <http://infocusinternational.com/talent/>

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### **1st Smart Transport India 2016 expo**

11-13 May 2016, Pragati Maidan, New Delhi  
Contact: [www.smarttransportindia.com](http://www.smarttransportindia.com)

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### **The Responsible Business Summit Asia 2016 - Empowering Suppliers & Engaging Customers**

17-18 May 2016, Novotel Clark Quay, Singapore  
Contact: <http://events.ethicalcorp.com/rbs-asia2016/>

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### **2nd Annual Responsible Business Summit Asia**

17-18 May 2016, Singapore  
Contact: [elina.yumasheva@ethicalcorp.com](mailto:elina.yumasheva@ethicalcorp.com)

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### **International Conference on Water Management**

17th June 2016, Hotel Hilton; Chennai, INDIA

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### **Strategic Workforce Planning**

14 - 17 March 2016, Kuala Lumpur  
15 - 18 August 2016, Johannesburg  
Contact: <http://www.infocusinternational.com/workforce>

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### **Succession Planning, Performance Management, and ROI on Training & Development**

10 - 13 October 2016, Johannesburg  
<http://www.infocusinternational.com/successionplan/>

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**Send Your Events Plan To - [uma@managementnext.com](mailto:uma@managementnext.com)**