



*Connecting Business and Society*



*For the Greater Glory of God*

# Sustainability Leadership Summit

Invoking Sustainability. Inspiring Futures

**July 5 - 6, 2015**

Springs of Sustainability



**TATA STEEL**



**NABARD**



**WIPRO**  
*Applying Thought*



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## *Acknowledgement*

### *A beautiful journey has begun....*

*With the Summit on Sustainability Leadership 2015 we inaugurate a new school of business management conceived to have MBA programme in Sustainability through Xavier School of Sustainability at Xavier University Bhubaneswar (XUB). With this programme we are pioneering a two year value based learning in Sustainability Management, a first of its kind in India. The compendia for the summit named "Springs of Sustainability" is an effort to collate all the thoughts discussed during this two days event.*

*At the very beginning I take this opportunity to thank Prof. Dr.Fr. Paul Fernandes, S.J., Vice Chancellor, Xavier University Bhubaneswar and Director, XIMB for his constant support, encouragement and commitment to care for environment and sustainable communities and societies. It is his vision and inspiration that has led to the birth of Xavier School of Sustainability at XUB. I thank Fr. Tony Uvari, S.J., Registrar, XUB and Associate Director, XIMB for providing administrative support and guidance to XSOS.*

*To guide and inspire our School we have an eminent Strategic Academic Advisory Board consisting of 19 distinguished experts from different fields. I sincerely thank them for coming on board and the encouragement that they have shown towards achieving the vision and mission of Xavier School of Sustainability. Their rich experience and knowledge will steer the School in its endeavour to achieve excellence. My sincere gratitude towards the Distinguished Speakers and Moderators who have richly contributed towards the debate of sustainability and helped us set the tone for future. Their contribution has been highlighted through this compendium. I thank sincerely Prof. Biswa Swarup Misra, Dean, XIMB, Prof. Subhajyoti Ray and Prof. Amar Nayak and Mr. M.V. Ashok, CGM NABARD for helping us in moderating the sessions.*

*I thank the administrative team of XIMB and XUB, consisting of Fr. Arockia Das,S.J., Fr. Donald D'Silva, S.J., Fr. Bipin Kujur, S.J., and the other administrative and support staff for their support and cooperation. I want to specially thank Fr. Loudraj, S.J., and Faculty members and students of Xavier School of Communication for helping in documenting this event as media partner. I am indebted to the Team Illuminatix led by Dibyasundar for media coverage and publicity. I thank Ms. Alora Kar and Mr. Debasis Mohanty for their support in ensuring participation of MBA-Business Management to attend this programme in full strength.*

*I also would like to thank the students of MBA-RM and their class representatives Pratheesh, Krishna, Abhishek and Arisha for taking the initiative and encouraging the students to participate in this programme.*

*The core team consisting of Mr. Kanduru Charan Barik, Ms. Juby George, Ms. Pramila Satpathy, Ms. Bijaylaxmi Singh, Dr. Sutapa Pati, Dr. Tamoghna Achharya, Dr. Elizabeth Abba and Dr. Arup Roy has been working tirelessly for making this event a great success. I am indebted to them for their dedication, commitment and support. The students of MBA in Sustainability Management, the torch bearers of XSOS and XUB, have shown undiminishing enthusiasm and energy by assuming greater responsibilities to make this Summit a historic one. I thank them wholeheartedly for their commitment and zeal.*

*Organising this Summit would not have been possible without the generous financial and professional assistance provided by our sponsors. On behalf of XUB and XSOS, I thank our brand sponsors, Tata Steel and NABARD and other sponsors Livelihoods MANTHAN and Wipro for their support, guidance and encouragement.*



## XAVIER UNIVERSITY BHUBANESWAR (XUB) ODISHA, INDIA

A Digital University, A Research University, A Jesuit University, An Innovative University, A University with a vision.

Xavier University is a private unitary University located in the state of Odisha. The University has been established in accordance with The Xavier University, Odisha Act, 2013. The University is a private self-financing institution of higher learning for imparting professional and technical education.

### VISION

Taking its inspiration from Saint Francis Xavier, a Jesuit scholar whose name this University is privileged to take as its own, the Xavier University strives to become a globally recognized centre of learning and of service to the people of Odisha, of India, and even, of the whole world, by its commitment to excellence in all spheres of human life as lived out in individuals and in institutions.

It seeks to become the leader as a research oriented University that generates knowledge and diffuses it for the benefit of all. It will be a leader as a visionary University by equipping every student with the necessary competence to create a just society in which all can lead a meaningful life. It will endeavour to become a global leader in higher education by its vision that seeks to innovatively transform the world into a just and humane society.

### MISSION

The mission of XUB shall be to imitate Christ as the model of wisdom for youth in the service of justice, peace, truth, and building a civilization of love.

Its avowed mission is to develop scholars, committed to their own life-long and global development, and nurtured in their careers and in their lives by the spirit of their alma mater to be unique person and responsible citizen.

Established in the ancient land of India, XUB believes that serious and sustained dialogue among people of different faiths, cultures, and beliefs carried on in her domain and extended to all forms of public life, can promote intellectual, ethical, and spiritual understanding of all God's people, through its various Schools.

It will use higher education as a means to proclaim the ideals and values of a culture of peace and search for Truth.

It will guide and motivate its students to go beyond knowledge and become practitioners of the Truth that underlies all knowledge and wisdom, the Truth that is the ultimate goal of all learning, economic and cultural discrimination. **XIMB, Xavier University** also believes in doing what is right.



## XAVIER SCHOOL OF SUSTAINABILITY (XSOS)

### VISION

Inspired by the University's vision of inspiring future generations of students, XSOS strives to invoke Sustainability to care for environment, human development and sustainable communities and responsible business and to manage our common future.

### MISSION

Promote values of greater environmental justice and peace (on earth) and thus create enlightened innovative programme to bring about change in the way corporate business is carried out in our Society and Economy. Create and nurture next generation of responsible managers and leaders who can anchor and accelerate sustainability as a strategy for connecting business and society. Be a leader in sustainability studies and action in the Asia-Pacific Region.





### *Message*

*Drawing inspiration from the Jesuit tradition of learning to care for environment, human development and sustainable communities and societies, the Xavier University Bhubaneswar (XUB) in keeping with its vision and mission hopes to promote values of greater environmental justice and peace and thus create enlightened innovative programme to bring about change in the way corporate business is carried out in our Society and Economy.*

*Building on XIMB's cutting-edge programmes in business and rural management and its uncompromising spirit of connecting business and society, Xavier University Bhubaneswar (XUB) has decided to respond to the global call and cry to promote the cause of sustainability. The Xavier School of Sustainability (XSOS) is established in XUB. Through this school we hope to fulfill our social mission and environmental mission of bringing about transformation in our society. As part of that mission, XSOS is offering MBA in Sustainability Management, a two year Masters programme from the academic year 2015-16 to create better leaders for a better world; better leaders for a sustainable world. This programme aims at prepare students who can join the global movement for protecting Earth's systems and resources*

*By accepting our invitation to participate in the Summit on Sustainability Leadership, you have become part of this movement aimed at creating a sustainable future for all. This Summit is also organised to celebrate the Foundation Day of XUB and commemorate the launch of MBA in Sustainability Management by XSOS.*

*The main aim of this Summit is to mainstream sustainability in management education and explore and celebrate sustainability leadership initiatives in various organizations. This Summit will also help us create a platform for creating and strengthening institutional network among all the actors engaged in sustainability.*

*I am extremely happy to have eminent thought leaders and practitioners of Sustainability participating in this Summit. I am sure, with your constant guidance and support, XUB and XSOS will be able to accelerate the movement for mainstreaming Sustainability. Pope Francis in his Encyclical on Climate Change calls for "decisive action, here and now" to create a Sustainable World. Perhaps this Summit is one such decisive action we all have taken.*

***Prof. Dr. Fr. Paul Fernandes, S.J.,  
Vice Chancellor, XUB and Director XIMB***



## *Introduction Springs of Sustainability*



*This compendium titled 'Springs of Sustainability' presents the imagination of the invited speakers and participants of this Summit on Sustainability Leadership. We consider every participant of this Summit a perennial spring nurturing the cause of Sustainability to make our planet a peaceful and a prosperous place to live.*

*We have chosen seven themes for this Summit and each theme focuses on the role of different actors and agencies in promoting and mainstreaming Sustainability. This document is a prelude to create a web of precepts and practices of Sustainability by picking up the key threads from each speaker as we walk in this journey of discovering Sustainability.*

*To create the web of Sustainability we have invited some thought leaders representing academic community, civil society, UN and Bi-lateral agencies, government and private & business organisations and some thinkers who do not wish to be associated with any formal organisation.*

*The key travellers in this journey of Sustainability Discovery are the student community who has the passion to advance the cause of Sustainability. Their views and thoughts on Sustainability are also captured and presented in this document.*

*The thoughts and views expressed by the speakers and participants of this Summit are inspiring and invoking. The mission of Xavier University Bhubaneswar is 'Inspiring Futures.' We at the Xavier School of Sustainability (XSOS) believe that this mission can be achieved faster and better by Invoking Sustainability.*

*We hope, we all will enjoy and celebrate the joy of Invoking Sustainability at this Summit.*

***S. Peppin, PhD  
Professor and Dean  
Xavier School of Sustainability  
Xavier University Bhubaneswar***



## Session 1: Springs of Sustainability

Date: July 5, 2015

Venue: Auditorium (XIMB)

Chairman/Moderator: Fr. Paul Fernandes, S.J., VC, XUB & Director, XIMB

### Speakers

1. Prof. Dr Paul Fernandes S.J., VC, XUB & Director, XIMB
2. Prof. Phillipe Debroux, Soka University, Japan
3. Mr. Nadarajah Manickam, Kuala Lumpur
4. Mr. Srinivasan Iyer, Programme Officer, Ford Foundation
5. Prof. Srikrishna Deva Rao, VC, NLU, Odisha



# INSPIRING FUTURES



**Prof. Dr. Paul Fernandes S.J, VC, XUB & Director, XIMB**

He was born in Moodubelle, Udupi, Karnataka, India. He has a PhD in Economics and Ethics from KU, WWF Ingolstadt, Germany. Before this Father Paul has taught in many Institutes of India like XLRI Jamshedpur, JDV Pune and held important administrative positions. Father Paul is a member of 13 Boards of reputed organisations. He has written articles and Book chapters in the area of Business Ethics and Moral Perspectives.



### ABSTRACT

#### **We have a Planet to Heal, a Planet to Save**

A duty towards future generations is being fulfilled joyfully today in having this summit on sustainability leadership, and inaugurating the Xavier School of Sustainability and its specialized sustainability management programme. My sincere thanks and congratulations to all who helped us make this happen and design this unique Masters programme.

Human activity has been said to be responsible for Global warming and climate change. A “global warning” was also issued to raise awareness about the way the Planet is coming under pressure from economic and other human activity and the effect it is having on human life and human societies.

We obviously have a “Planet to heal”, a “Planet to save”, and a future generation to educate for sustainability.

#### ***1. Nature has Nurtured Spirituality.***

Spirituality refers to the quest for finding meaning in life and leading meaningful life. Spiritualities take us beyond ourselves to the transcendental realities; they take us from the known nature to the unknown. With their genesis in Nature, many spiritualities offer unique perspectives of the relationship of humans with nature. This cultural and spiritual heritage cannot be denied. This is important for understanding Sustainability based on our spiritual heritage.

#### ***2. The Climate Change and the Environmental crisis as Spiritual and Moral Crisis.***

It has been said even before Al Gore’s Video lecture “Climate Change: A Global Warning”, that what is happening around us and to the Planet is a spiritual crisis. With the advent of nuclear holocaust, it is clear that wars and war industries create destructive atmosphere and destroy life on earth en mass. Having peace on earth, bringing peace, saves the earth, our planet and life forms depended on it. Our life is threatened by the climate changes induced due to industrialization and other related human activity. We have to protect the environment and learn from the laws of nature and the life support that nature has to offer. The climate change and the environmental crisis have been rightly described as “spiritual” and “moral” crisis. In order to address this, first we must seek to understand why this is so. Technologies that advanced human activity have been helpful and yet problematic causing some of the panic on climate change and bringing about moral and spiritual crisis.

#### ***3. A new mandate for business and a new business paradigm – the People, Planet, Profit – the triple bottom line paradigm.***

For some years now, especially since GRI popularized and provided guidance to corporate business on sustainability measures and reporting, the “People, Planet, Profits” has become a short hand expression for a new business paradigm. It has an advanced version called Triple Bottom Line plus one. The “plus one” refers to long term



governance strategy, at times also called sustainability strategy. There has been a new mandate for business.

**4. A new mandate for Education.**

A decade ago ending in 2015, there was this understanding that we need to fulfill our duty and do our utmost towards our future generations of children by educating them sustainability. Though India did not take this seriously as you see reflected in almost all study programmes in India, for the most part even the world at large did not bring about a massive transformation in Education for sustainability. The education sector lagged behind the corporate sector on Sustainability. We have also seen the efforts of the world community in advocating and promoting “Education for Sustainability”, we take the lead and hopefully ensure that the lessons from the decade for “Education for Sustainability” are not ended but continued indefinitely for the benefit of future generations. I hope the corporate sector opens up and the students find sustainable jobs or employment of their knowledge, awareness, attitudes, skills, and talents. Through sustainability education they would have learned to build a better human community, a sustainable human community.

**5. A New Transformation.**

We can have sustainable development. The simplest model aims at making development economically, socially, and environmentally sustainable. We have seen the effect millennium development goals had in providing a result oriented framework and focus to country governance and local social development. We have also seen the declaration that with efforts of the world community, the millennium development goals, going forward, transformed or renamed as “sustainability development goals”. We only hope every country will bring forth greater efforts to achieve sustainability development goals and bring about a new transformation that leads to an inclusive global community where we learn from one another, where no one is left behind, where we all have something to contribute to and something to live a environmentally qualitative life in dignity.

**6. Sustainability Means are Available.**

“Sustainability” in various models and uses currently used today is a “means”: a means of assessing a practice, an action, an enterprise, a system, a governance state, economic growth, etc. It is used to bring about change and transformation. Economic growth is a cultural phenomenon, need to understand and appreciate culture and transform it to bring about changes and transformations made necessary by questions raised by sustainability.

**7. Nature offers a Sustainable Strategy on its own.**

We can learn much from the sustainability strategy that nature offers. “Diversity” is a nature’s way of making itself “sustainable”. Diversity is of intrinsic value to sustainability. We must value diversity of life forms, cultures, peoples. We all have one Planet to share our life and its experiences with one another. Diversity management is intrinsic to sustainability.

Thus, we take the first steps, knowing we have a Planet to Heal, a Planet to Save for ourselves and for our future generations. We have a duty to care for the Planet. We have a duty to fulfill joyfully towards our common future!





### Prof. Philippe Debroux, SOKA University, Japan

He is a Belgian citizen resident in Japan since the 1970s. He has a PhD in applied economics from the Free University of Brussels and holds a MBA degree from INSEAD (France). He is professor of international management and international human resource management at SOKA University in Japan. At the same time he teaches at National Economic University (Vietnam); Rennes University (France) and at Sophia and Chuo University in Japan. His research focuses on human resource management, innovation and entrepreneurship (especially female entrepreneurship) in Japan and other East and Southeast Asian countries.



#### ABSTRACT

### Global Leadership for Sustainable Development

Globalization is characterized first by transformation and complexity. Economic, political and social environments are more volatile, turbulent and even disruptive than ever before. Flexibility, constant adaptation and openness to continuous innovation is expected from an organization to strive in such environments. It also suggests that the key element of sustainability of competitive advantages is leadership.

But what does effective leadership mean in today's business environment? Although there is no best way to define it there is an emerging global trend in leadership that reflects upon leading with wisdom, spiritual leadership, mindfulness and responsibility. Talks about the importance of conscience and the changing nature of capitalism, transforming business, society and self are becoming prevalent in the evolution of the concept of leadership in all parts of the world.

Leaders are often under-inspired by what their company wants them to do. It results in tensions, opposition, psychological retreat that leads to burnouts and depressions. Leaders often talk about creating islands of psychological healthiness in the organization, about creating moments of authenticity and creating conditions for them to emerge. It is clear that exchanging good practices is not enough to embrace leadership challenges. The reason for this lies in the traditional logics of efficiency and effectiveness that businesses usually follow. While these logics have been successful in bringing material wealth to economically advanced countries and some developing countries, they have also fostered environmentally destructive practices and a mindset of exploitative instead of regenerative and nurturing behavior.

Most contemporary leadership theories stress the interactive nature of leadership, which is a process that involves its environment. Transactional leaders understand what followers want out of their work and reward the appropriate level of effort. Transformational leaders engage with their followers on a level of higher-order intrinsic beliefs, needs and values. They raise the consciousness of followers regarding the significance of organizational goals and of new ways to achieve them. However, to do so requires further enlargement of leadership concept.

The mind and heart dimensions are already part of traditional leadership learning, but body and spirit are often neglected in leadership development. It might be considered elusive concepts for leadership and it may not be considered as appropriate to include such soft dimensions in the corporate world. Nevertheless, if we think that leadership is about constantly working on what one discovers about oneself in relation with others it may be necessary to think about more holistic type of leadership competencies that could indeed require the involvement of the whole self.

**Message:** *Quote from Aldo Leopold A Sand County Almanac: 'Better to think like a mountain'*  
*Aldo Leopold was focusing on the necessity of having a holistic viewpoint when it comes to protection and nurturing of the natural environment. This viewpoint is also certainly enlightening when leaders have to consider the intricate interconnections that compose the global business eco-systems and, subsequently the multiple ways that lead to sustainable success in business ventures.*



## Mr. Nadarajah Manickam, Kuala Lumpur

Ph.D (Sociology) from JNU, New Delhi in 1993

He has spent his entire life working on the interconnected issues of communication, process development, management, culture, spirituality and sustainability. He has worked in many capacities and positions in a number of initiatives covering consumerism, environmentalism, philanthropy, pre-school education, people-oriented design, process management, urbanism, agro ecology, spirituality, and sustainability. Nat is now in the process of field-testing a portal developed in India – International People’s Agro ecology Multiversity (IPAM) – that is meant for small farmers, fisher folks and indigenous people involved in agro ecology. Nat has several books and documentaries to his credit. His doctoral thesis was published as Culture, Gender and Ecology: Beyond Workerism (1999). His responses to politics and culture in Malaysia was published as Another Malaysia is Possible and Other Essays: Writings on Culture and Politics for a Sustainable World (2004). He co-edited the book Urban Crisis: Culture and the Sustainability of Cities (2007) for a three-year project on urbanization by UNU, Tokyo. Between 2005 and 2006, he was an Asian Public Intellectual (API) Fellow with a Japanese Foundation. It resulted in a book on sustainability and spirituality, Living Pathways: Meditations on Sustainable Cultures and Cosmologies in Asia (2014).



### ABSTRACT

#### Get Off the Highway!!!

Three of the nine planetary boundaries that support a livable Mother Earth have been breached. Climate change and the destruction of biodiversity are among the three and in the red. And they continue to worsen. The other boundary conditions are not looking good either and are moving towards the red. All these, in spite of the many, many meetings, conferences, negotiations, research papers, policies and beautifully illustrated annual reports published across the globe. There are also other aspects of the planetary status, like global slavery, that demand urgent attention, reflection and solutions. All of us are implicated in the ‘crime’ involving the destruction of our planet, some more so than the others. A large section of our leaders continue committing the crime, rationalizing it in myriad ways. Is the national, regional and global leadership in the various sectors really ready to let go and get off the mindless growth highway and take that long but necessary journey of creative diversions or u-turns to save Mother Earth, so that we, and other sentient beings, may all be also saved?

*Message: "We inherit Mother Earth from the Past and the Future. We are part of a journey and share this planetary home with all other living sentient beings and the nonliving world, all of which follow rhythms and patterns of interconnectedness, interdependence and balance. Since we are endowed with self-consciousness and the ability to immensely and extensively transform the world around us by designing and/or re-designing it, we need to do this meaningfully and mindfully so that we do not disturb the rhythms of balance that flow through it. Our activities through social and/or technological innovations, guided by socially-engaged spirituality, need to be creatively directed at sustaining balance or re-establishing it, which include ensuring that we do not disturb or disrupt, but nurture, the futures of generations to come." (Nadarajah, 2012/2015)*

*Note: Sustainability is distinguished from sustainable development here. Sustainability is a critical orientation and a way of Being. It is not about the nature of economic development or growth...It is about value creation for a sustainable way of Being. The distinction is similar to the distinction between spirituality and religion.)*



**Mr. Srinivasan Iyre, Program Officer, Ford Foundation, New Delhi**

He holds a Master of Philosophy degree in economics from JNU, New Delhi. His grant making focuses on sustainably increasing the incomes and assets of poor households by scaling up livelihoods solutions, developing institutional capacities, addressing market barriers and influencing public policy and investments. He was the Assistant Country Director of UNDP in India, leading its work on energy and environment. In the early 1990s, he co-founded Samaj Pragati Sahayog, an NGO that works with poor and marginalized communities in central India on livelihood security and political empowerment.



**ABSTRACT**

The world is heading slowly but surely towards environmental disasters and an ecological shutdown. Some of the damage is of global consequence. A build up in atmospheric carbon is expected to lead to a 2% increase in mean global temperatures, including warmer oceans and more uncertain precipitation patterns. This could disrupt agriculture and fisheries create more frequent and intense extreme weather events, modify disease patterns and raise new challenges for life. Between 15000 and 50000 species disappear annually, with around 28% of mammals under threat. 35% of the world's mangroves are lost forever.

And there are environmental crises of a local or regional nature as well. You are all aware that Delhi is among the world's most polluted cities. A WHO study recently rated Delhi as the worst among 1600 cities studies for Suspended Particulate Matter of specific sizes. And other Indian cities are not far behind. In two thirds of India's blocks, groundwater is either severely depleted or faces major quality problems – arsenic, fluoride, iron. This threatens drinking water supplies and impedes irrigation. Base flows in most Indian rivers in the lean season are well below what is required to maintain ecological integrity of the riverine ecosystem.

There is urgent need for bold action to address these challenges, this being an imperative to sustain a life on this planet as we have known it. There is need for action at the global level, at the local level and everywhere in between.

For sure, the world has woken up to this imperative. Since the early 20th century, there have been some strong voices speaking out for the environment. These include John Muir and the Sierra Club in the US and the Gandhian movements in India. Of course there were several community-based struggles in India which had a distinct element of ecological conservation mixed with assertion of community identity such as in Rajasthan and Jharkhand. Rachel Carson's work in the 1960s spurred action to curb specific forms of air pollution in the US. Over the past half century and more so since the Stockholm Convention in 1972, nations are getting together to acknowledge and address the global and critical challenge posed by environmental degradation. Among the most successful has been the Montreal protocol to phase out ozone-depleting substances.

It was in the 1992 Rio Convention that all nations agreed on an ambitious global environmental agenda. Three major global conventions were agreed upon, one each on climate change, biodiversity conservation and to combat desertification. The world also adopted a non-binding, voluntary action plan known as Agenda 21. And the world adopted the Rio principles, which undergird the three global conventions and actions. Since then, there has been much global action under the three conventions, but many argue that the action has neither been ambitious nor effective. Besides, as the Rio principles foresaw, the world was divided. One major principle that divided nations was the principle of common but differentiated responsibility. This held that one set of nations; also the most economically advanced, had contributed much more than proportionately to the environmental challenge, be it in the form of historical contribution of green house gases or depletion of fishing stock from the oceans. Therefore, while other poorer nations too bore the responsibility to contribute to solving the environmental challenge, the primary burden lay with those nations historically most responsible.

While these differences are being settled on the global platform, sheer necessity prompted many to act. Actions have been driven along three axes– governments, markets and communities.



Firstly, national governments have taken action to address environmental degradation. These include monitoring environmental parameters, regulating activity (along the precautionary principle) to prevent or minimize damage, forcing remedial action to address damage, penalizing offenders or investing in environmental restitution. A mixture of legislation, administrative actions and fiscal decisions has been put to use. Notable in India are the Environmental Protection Act, the Forest Conservation Act, The Pollution Control Boards at the central and state levels and the rules governing environmental and forest clearances. However, governments have had to contend with the tradeoffs between environmental conservation and economic growth and have often had to compromise on environmental issues—‘grow first, clean up later’. At worst, governments which are victims to corruption or crony capitalism have sold environmental goods for profits. Governments the world over have also relied on market mechanisms to influence the actions of private agents. Notable are the European Emissions Trading System, the UN’s CDM and India’s Perform-Achieve and Trade systems.

That brings me to the second and, and in my view, the least promising axis viz the reliance on markets to correct environmental imbalances caused by economic actors. Ecological economics is now a thriving discipline, owing much to its brilliant progenitors such as Georgescu Roegen. But efforts to internalize environmental costs and benefits as streams of expenses and revenues for economic actors, be they firms or individuals, have had limited effects. The European ETS is not ambitious enough, while the Indian PAT is facing enormous teething problems. Efforts to get large corporates to report systematically report on their environmentally footprint have failed, and shareholders have not been insistent in getting environmental performance to affect stock market performance.

Along the third axis, i.e. community action, there is plenty of news. In the Himalayas, Van Panchayats are protecting biodiversity. Fisher communities in some regions voluntarily stop fishing in specific seasons to enable fish stock to grow. As do nomadic pastoralists who practice rotational grazing. Farming communities are paying greater attention to harvesting local water runoffs and to control soil erosion. More urban commuters take to public transport. But these actions lack in scale. There is therefore need for the three axes to fuse, to generate more ambitious and effective action if the world is to be saved. Green shoots are visible, and I will list a few here: There is far greater awareness of environmental threats and the need to sustain ecological integrity. This awareness is backed by rigorous scientific work, and is being adopted in popular culture and imagery. This is particularly true among the young, who are now in the vanguard of the environmental battle the world over. Green technology is being developed rapidly that conserves resources and minimizes pollution; such technology is getting increasingly affordable and accessible due to economies of scale, as well as supportive action by governments. But, however green the technologies become, there is not enough resource to support the lifestyles of the rich. But there is increased willingness across the world, particularly among the elite, to challenge their own consumption patterns and to move to more sustainable lives. This includes cutting on air travel, reducing food miles, living and working in less energy intensive buildings and more. Consumers are willing to pay more for commodities that are sustainably produced. Governments are recognizing that environmental issues are not merely ‘lifestyle environmentalism’ of the rich, but ‘livelihoods environmentalism’ of the poor. Thereby, national consensus is being forged on environmental issues such as in India, on water. This prompts governments to take bolder action. These green shoots make me believe that the world in its collective wisdom will find a way out and ensure sustainability before it gets too late.

But the response has been inadequate, which is why the ecological footprint of humankind extends 25% beyond the ecological capacity of the planet. We must hesitate before we label this a Malthusian nightmare, because it is not population that is causing this. If all of the world’s people live at the current material levels of a US citizen, we would need five planets. And the US is not the most material intensive. Even within India, there are wide disparities in consumption levels between a rich citizen in Lutyens Delhi and a tribal family in Kalahandi.

**Message:** “What we are doing to the forests of the world is but a mirror reflection of what we are doing to ourselves and to one another.” — Chris Maser, *Forest Primeval: The Natural History of an Ancient Forest*



**Prof. Srikrishna Deva Rao, VC, NLU, Odisha**

He holds a Master's degree in Law from Kakatiya University, Warangal, and Master of Philosophy in Law from National Law School, Bangalore and Ph.D. from Delhi University. He has been actively involved with legal education and research in India at National Law School of India University, Bangalore (1990-1995 & 1997-98), NALSAR, Hyderabad (1998-2004), Gujarat National Law University, Gandhi Nagar (2004-2007) and National Law University, Delhi (2010-14) including short stint with Jawaharlal Nehru University (1995-96) and University of Delhi (1996-97). He was a member of the UGC Expert Committee in Law to transform legal education in India (2010-2012). He was a visiting fellow at School of Oriental & African Studies, SOAS, London (2013) and University of Washington at Seattle (2012), He was engaged with several research projects with UKERI, UNDP, Law Commission of India and Ministry of Law and Justice etc. He was a consultant to the Indian Medical Association (IMA), Swedish Development Cooperation (SDC), Sir Dorabji Tata Trust (SDTT), Child Rights and You (CRY) and Swedish National Science Foundation (SNSF). His research interests include Criminal Law, Human Rights, Legal Education and Access to Justice.



*Message: Sustainability, ensuring the future of life on Earth, is an infinite game, the endless expression of generosity on behalf of all. Paul Hawken*





## Session 2: Sustainability & Sustainable Livelihoods: Role of State & Civil Society

Date: July 5, 2015

Venue: Room No.231 (XIMB)

Chairman/Moderator: Mr. M.V. Ashok, CGM, NABARD

### Speakers

1. Prof. Amar Nayak, XIMB
2. Prof. C. Shambu Prasad, IRMA
3. Mr. Rama Subramanian, IRD, Auroville
4. Mr. Jagadananda, Member Secretary, CYSD
5. Prof. Hilda Bairamian, St. Joseph University of Beirut, Lebanon.
6. Prof. Subhasis Ray, XIMB
7. Mr. Arindom Datta, Executive Director and Head of Rural & Development Banking / Advisory for Rabo Bank Group





**Dr. Amar KJR Nayak, Professor (Strategic Management), XIMB& NABARD  
Chair Professor**

He has been the Centre Director, National Centre for Sustainable Community Systems at LBS National Academy of Administration, Mussoorie during March 2014 – Feb 2015. In addition to research, teaching and training, he has been an advisor on policy and strategy to a number of stakeholders working towards development and sustainability; such as the State Governments, Ministry of Rural Development, Ministry of Agriculture & Cooperation, Planning Commission, CAG, NABARD, RBI, & SFAC in India as well as World Bank, UNDP, ICRISAT, FAO, and many other organizations. He is a graduate of Chemical Engineering from National Institute of Technology, Rourkela (1987-91), a PGDM (MBA) from Indian Institute of Management, Bangalore (1992-94), a Research Scholar and an MBA from the Graduate School of Business, Kobe University, Japan (1998-2002). He has done his Ph.D. in Strategic Management from the Indian Institute of Technology, Kharagpur (2005) and is also a post-doctoral fellow from the Kobe University, Japan. He has worked in both private and public sector multinational companies in India for about six years in different functions viz., engineering design, commissioning, marketing and business development prior to his academic career.



**ABSTRACT**

**Convergence: A means to heal Contradictions in Policies & achieve Sustainability**

This note is primarily based on my recent article “Asymmetries in Organizations, Institutions and Policy Signals in the context of Sustainable Governance in India” published in the Administrator, Lal Bahadur Shastri National Academy of Administration. Despite commonality in the noble intent to create a sustainable society by different stakeholders, the outcome of development efforts during the last 60 years appears to be a losing battle in sustainability. Among the various contradictions in terms of development approach, agricultural technology, governance, logic of efficiency, and values, the contradictions in development policies and programmes appear to be at the heart of the problem.

**Dysfunctional Signaling effect of Government Schemes on Coordination Processes:** Since the late seventies, both the state governments and the national government have been rolling out a number of development schemes and programmes and more so during the last two decades. These schemes are being implemented by multiple departments and their agencies at the district level. The budgetary support by the state and central government for various development activities in a district is rather substantial as of today. The budgetary provision available per Gram Panchayat typically average around INR 200 lakhs per annum.

Presently, the different schemes are implemented by multiple agencies of the government or civil society organizations appointed by the government to the same set of people in the GP. The structural design of implementation in a high information, knowledge, resource, political, and social asymmetric environment tends to generate opportunistic behavior among those few who might have some advantages on asymmetric generating variables. Some describe this phenomenon as elite capture in rural communities.

The opportunistic behavior of people within a community often tends to disable the coordination processes of a community organization such as producer organization/cooperative. Once the coordination processes are weakened or disrupted; it is natural that the efficiency of the community organization becomes sub optimal. Empirically, it has been found that the social capital of the rural communities are reducing and establishing sustainable producer organizations/cooperatives becoming



harder by the day. The various schemes of the governments for the people in a GP in the present scheme of things may be metaphorically visualized as a situation where a group of hungry people are exposed to an orchard of trees with loosely hanging fruits. In the overall analysis, it appears that implementation of the various schemes by multiple institutions has dysfunctional signaling effect on the coordination processes of the community based producer organizations.

In the context of transactional losses, information asymmetry, opportunistic behavior suboptimal performance of the development schemes due to multiple implementing agencies; there is indeed a need to focus our attention to optimal organization design and institutional architecture of people driven community organizations. The significance of viable community organizations for sustainability has also been reiterated by the Working Group on Agriculture, 12th Five Year Plan, 2013, Government of India.

**Institutional Architecture of Producer Organizations:** In the growing market economic system that is based on external competition and rivalry, producer organizations based on the principles of cooperation are less likely to survive. This phenomenon is largely because the language, logic and values in the paradigm of cooperation are indeed contrary from those in the paradigm of external competition. Hence setting up producer cooperatives/companies in isolated pockets without an enabling ecosystem for development of these producer organizations may be futile. Further, the target oriented schemes of the government implemented through multiple departments, agencies and institutions at the grass root level tends to have dysfunctional signaling effect coordination process and social capital in a community and hence tends to undermine the functioning and purpose of even an optimally designed producer organization.

Given these experiences, there is an increasing appreciation among the policy makers and development practitioners that cluster based producer organizations of the people as a single window for convergence of development schemes of the government is the way forward. However, this can be realized only if an appropriate architecture of producer companies at GP level, block level and district level were planned and implemented in a district level saturation approach. Facilitating such institutional architecture has the potential to improve coordination and transparency, minimize opportunistic behavior, reduce transaction costs, improve public service delivery and lead to self reliant and sustainable communities.

In Summary, the asymmetries in community organizational design, their institutional architecture (if any), and the institutional architecture of the government to deliver development schemes and programmes have been at the core of the less than desirable levels of efficiency, effectiveness and equity. Indeed, there is a great need for the Indian polity and policy to review them and adopt appropriate development approach before it is too late. Accordingly, it is suggested that optimally designed community based producer organization need to be promoted at 1-2 Gram Panchayat level which can serve as a single window for the various schemes of the government to converge at the grass root level. Further, the state and the district administration have to build an optimal institutional architecture of these community organizations within the district and not beyond to recreate sustainable community enterprise systems for overall sustainability.

**Message:** *Sustainability is a dynamic state of deep relationship and love among all the actors and actants in a micro ecosystem; arising out of deep sense among the actors on the reality of inter-connectedness and of the need for inter-dependence among the various constituents in the ecosystem.*



**Prof. C Shambu Prasad, Professor (General Management – Strategy and Policy) IRMA.**

He is an engineer who pursued his doctoral work on science, technology and society studies from IIT Delhi after stints in the industry, a Masters in science policy and an active engagement with a civil society organization in between. He brings to his research, teaching and strategic consulting multidisciplinary insights on innovation and public policy and has been involved in knowledge dialogues and learning alliances with practitioners and academics working together to enhance innovation capacities of communities at the margins. His work encompasses the domains of innovation management, social entrepreneurship, public policies and public system management, rural livelihoods, sustainable agriculture and ecosystem and sustainability management. He coordinates multiple actor networks on rural livelihoods, sustainable agriculture and science policy and has coordinated multi-country projects. He has been awarded the Villgro CSIE award for his academic contribution to social entrepreneurship (2013), Dewang Mehta award for Rural Management (2014) and has been a Senior Fulbright Research Fellow at Cornell University (2013-14)



**ABSTRACT**

**A Green Economy of Permanence: Innovation, Sustainable Livelihoods and Civil Society**

Recent discussions have rightly pointed to the role of businesses in rooting sustainability in their practices. Given their scale of operations sustainable businesses can undoubtedly reduce the ecological footprint of planets and do so, hopefully, profitably and with people. In current discourses the role of civil society is seen in a restricted frame of ensuring accountability of (big) businesses towards environmental practice and civil society has, especially in India in recent times, seen by the state as hindering development. I suggest that any contemporary discourse on sustainability needs to engage seriously with civil society imaginations for several reasons. Civil society needs to be seen as the source of ideas and dissenting scientific imaginations and not just narrowly in terms of ensuring that ideas emanating from the state and market are kept in check or for ensuring that civil society helps in last mile connectivity alone. Sustainability in the Indian context needs to be linked to ideas and thinking on plurality and cognitive justice as a recent citizen's manifesto on Indian science and technology suggests. Indian sustainability enthusiasts would do well to not look at sustainability as a new fad but part of a rich tradition of Indian environmentalism, which as Guha suggests has a different trajectory that environmentalism in the West.

This paper would highlight some of the insights on sustainability from some Indian environmental thinkers and movements. I suggest a closer look at the forgotten Gandhian economist J C Kumarappa and his ideas on a (Green) economy of permanence. Students wishing to work on sustainability need to engage with alternate and dissenting scientific imaginations and draw on principles of cooperation, interdependence, frugally, voluntary simplicity, trusteeship, Swaraj, etc that many Indian thinkers have highlighted. While Indian academia is guilty of ignoring these thinkers and thinking social movements have been in the forefront of carrying out sustainability experiments. The paper also calls for a rooting of sustainability in the inter-disciplinary livelihoods framework and the need for Indian academia to learn from the emerging fields of sustainability transition management literature that unfortunately has not received the attention of Indian scholars. Some examples from the fields of sustainable agriculture and ecosystem management are provided to indicate new possibilities of the green economy of permanence.

***Message:** The new declaration of rights of man in the twenty-first century is likely to be based more on the links between sustainability, plurality and justice than the earlier triad of liberty, equality and fraternity"*



Mr. Rama Subramanian, Director, Sustainable Livelihood Institute, Auroville

### ABSTRACT

#### Developing Sustainable Livelihoods – Some Lessons in Co-Creating with the State Agency

Sustainable Development Goals (SDGs) replacing the MDGs and a change in the policy environment at the National level have created several debates around the idea of Sustainability and Sustainable Livelihoods in the last year. One of the developments was the announcement of the Sustainable Livelihood Institute by the Government of Tamil Nadu launched in collaboration with the Auroville Foundation. When the State Rural Development Department and an autonomous institution such as Auroville come together for creating a joint effort towards sustainable livelihoods, the friction in the way things are done are high, in managing these and learning to live together a new possibility is being created in the Sustainable Livelihood Institute in Tamil Nadu. Co-creating a livelihood institution for the purpose of ‘sustainability’ has generated much learning –

- It is possible to engage and work with the State machinery on rural livelihood as long as there is good relations and conviction at the very top
- Government officials are happy to learn in an environment that has positive evidence of what is being learnt
- The emphasis on human potential and capacity to achieve higher and better world as a larger goal does gain traction with the community and government official both
- Creativity as a value and practice has some attraction within the State machinery though coexistence and co-creation does throw up challenges, particularly in the non-creative domains of accounting
- The knowledge and pride of the local and traditional knowledge and processes sustains even today and provides scope for introducing sustainable ethos
- Aesthetics has a role to play in learning; it creates for a better environment in imbibing learning
- While means of accessing of several types of best practices and sources of the same are available, the motivation to take the first step from within the department often needs to come from external impetus as an intervention / engagement.

The uniqueness of the programmes at SLI includes:

**Learning from Practitioners** – Auroville community has practitioners of each of the areas in which the programmes have been built

**Repeated learning opportunities** unlike regular government programmes that often have one time learning (training)

**Customized curriculum** by targeted grouping of the candidates who arrive for each batch of the programme

**Follow-up in the field** – each of the programme detailing has follow-up in the field that is being done by the government agency as part of its review of activity of the staff and the community members

**Emphasis on Reflective time** – learning of sustainability has to be with time provided for internalizing, relating and critical thinking, all of which needs reflective time that is structured into the curriculum

**Emphasis on Hands-on experiencing the solution** – whether it be earth friendly construction, preparation of bio-inputs for agriculture or herbal extracts for livestock management, all are directly done hands on during the learning period at the Institute



**Spaces** – utilizing outdoor spaces and serene ambience at Auroville for the learning situation is provided much emphasis so as to provide the candidates with an unique experience of learning. Of course, the State machinery is quite a bit deep in its own challenges.

- Successive generations of State ‘Rural Development’ efforts have continued to treat the rural community as ignorant or manipulative. Knowledge is seen as a one-way traffic
- Quick-fix solution seeking international agencies have inadvertently provided space for ‘short cut’ solutions that render the community as the most vulnerable link in the globalized market supply chain
- Information and communication technology that is adopted for transactional purpose of entitlements is not adequately adopted for the more complex analysis on livelihoods
- Co modification of training programmes have seeped deep into the State systems, these are seen as ‘solution’ delivering pipelines and comforting stereotypes have emerged with no follow-up
- In a dynamic learning society, thinking is restricted to the top and target achieving at the bottom of the State set-up on rural livelihoods, the middle management is often caught in fixing their reconcilability of the two
- ‘Sustainability’ is a buzz word that has been planted by the international agencies with not adequate adaptation within the State managed systems
- The ideas on sustainability have better traction with the community than with the field officers of the government; however communities often under the pressure of sustenance and out of habit often seek ‘solutions’ rather than processes. But then, much of these challenges are part of the larger society and the system but represents only a fraction of the larger social challenge. So, SLI team’s efforts extend to provide clarity and learning opportunity during meetings and negotiations as well.

**Message:** Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has.- Margaret Mead





**MR. Jagadananda, Member Secretary, CYSD**



He is a Social Activist and Civil Society Leader. Presently he leads the Centre for Youth and Social Development (CYSD), an autonomous development organization working with the tribal and rural poor in Odisha with an aim to realize the goal of people-centered equitable development. Sustainable Rural livelihoods, participatory governance, community health and community based disaster resilience are amongst the major areas of work of the centre.

Jagadananda demitted the office as the State Information Commissioner, Odisha to advance the Right to Information (RTI) agenda in the State in August 2013 and was a member of the State Planning Board of Odisha, following his active campaigning for people-centric decentralized planning.

He is also the President of the National Social Watch (NSW), a broad-based coalition of civil society organizations, which brings out annual citizens' reports on the performance of the key governance institutions like the Parliament, the Judiciary, the Executive and local self governance institutions.

In 2008, he was a Member of the Committee on State Agrarian Relations and the Unfinished Task in Land Reforms formed by the Union Ministry for Rural Development, Government of India. Jagadananda has held offices as Chairperson, Voluntary Action Network India (VANI), the largest national network of social development agencies in India, Chair of Credibility Alliance, a national forum for promotion of accountability norms for Civil Society Organizations and currently the Chair of Sa-Dhan, a national network of Community Development Micro Finance Institutions with wide membership spread across the country.

In 2005, he was offered a senior visiting fellowship at CIVICUS-World Alliance for Citizen Participation, and worked on the issues of legitimacy, transparency and accountability within civil society at the Kennedy School of Government at Harvard University, Cambridge, USA. His publication 'Civil Society Legitimacy and Accountability' is widely available in French, Spanish, Arabic and English languages. His other publications include "Organisation Behavior" a framework for Non-Governmental Development Organisations and an Organisation Self-Assessment tool for NGOs' (OSANGO).

**Message:** "Earth provides enough to satisfy every man's needs, but not every man's greed."  
Mahatma Gandhi







**Prof. Hilda Bairamian, St. Joseph University of Beirut, Lebanon.**

She is an active member of the “Groupement Interprofessionnel International Arménien” (French Association) an association that is managing various not for profit activities in Yerevan (Armenia) a market economy training center for middle and upper level managers; CEMA Responsible of the marketing and management training seminars; Elected member of the higher executive committee of the Armenian community in Lebanon that is responsible for the social active life of the community in Lebanon; and Member of the “Euro-Med Partenariat” Network of researchers affiliated to European Documentation and Research Center under the sponsorship of the University of Malta . She is an active member of the ADG (Association Des Gestionnaires –University Alumni) in the organization of fairs and various academic activities. She is a USJ-Mentor Unit .Project manager and represents Saint Joseph University in the higher commission of “Assurance QualitéExterne” operating under the supervision of the Lebanese Ministry of Higher Education. She is a Lecturer in the field of marketing management.

**ABSTRACT**

**Sustainability Leadership: The role of nascent NGOs in sustainability leadership in Lebanon and the MENA region.**

Sustainability leadership has emerged as a topic on its own right in recent years. According to a survey of 766 United NATIONS Global Compact (UNGC) member CEOs (Accenture &UNGC 2010) 93% of CEOs see sustainability as important to their community’s future success. A sustainability leader is someone who inspires and supports action towards a better world. In our paper the focus is on rather practical tenets of leadership as described by Goffee and Jones (2009), meaning that:

- a- Leadership is relational
- b- Leadership is non-hierarchical
- c- Leadership is contextual

According to Knowles (2009) sustainability as understood and implemented by sustainable leaders means integrity and defending the principles of sustainable development. This means “meeting the needs of the present without compromising the ability of future generations to meet their own needs” (Meadow,1972).We believe that institutions engaged in academic fields have the responsibility to set footprints on the “highway” of sustainability leadership in order to allow the survival of future generations. Our contribution as a business school at Saint Joseph University is not focused on the business “for profit” organizations only but also on the NGOs who are acting as change agents in civil society. The paper will present the contribution of the academic world in providing institutional strengthening program to nascent NGOs active in areas that represent interesting axes for sustainability such as women empowerment, youth support, environment protection ..... Their efforts will lead to sustainability through the strong networks that are being built among the NGOs and also through the power of their advocacy campaigns in various fields. The project presented is run in partnership between the Saint Joseph University of Beirut(Lebanon) and the Catholic Relief Services –Lebanon. It is funded by the Middle East Partnership Initiative in order to let the voice of the CSOs be heard and also their actions to impact society. Because sustainability is a major concern of the project, the NGOs that have been selected to participate in the training process are nascent. These NGO members are highly motivated and dedicated to the causes they defend



(environment, youth, women empowerment etc.) and they welcome the trainings offered. The broad guidelines of the program were developed in close collaboration between the Business school of the Saint Joseph University and The Social Education school of Saint Joseph University (Ecole Libanaise de Formation Sociale) .We believe that even an NGO needs strong managerial understanding as well as insights in areas of expertise provided by the Social School. The paper will expose the project implementation and the change introduced in the NGOs in terms of structure, policies and procedures development, financial managerial issues and others. More importantly the NGOs are trained in the area of project management, application for grants, fund raising, proposal writing. They are required to write a project and apply for a small grant provided by the program and to implement the project as an exercise for future fund raising and various other issues. This step is intending to prepare them to play a sustainability leadership role in their environment.

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*Message: " Socrates made the following comment: "Those in power are either to save or destroy society ".I would like to add my opinion which is:" We academics may not necessarily be in power but we certainly contribute to save society.*





### Prof. Subhasis Ray, XIMB

Dr. Subhasis Ray is Professor of Marketing at Xavier Institute of Management Bhubaneswar (XIMB), a part of Xavier University, India. Dr. Ray holds an MBA in marketing from IIM, Calcutta and PhD in CSR from Osmania University, Hyderabad. He has 20 years of corporate and academic experience, including managing business development in leading corporates like the British Petroleum and the Tata group. He is the founder co-coordinator of the “Centre for Resettlement, Rehabilitation and Corporate Social Responsibility (CRRCSR)” at XIMB. The Centre’s one year programme on ‘Management of Resettlement, Rehabilitation and Corporate Social responsibility’, a first of its kind in India, received a special mention for teaching innovation by the Aspen Institute, USA. He has been an invited speaker/ visiting faculty of sustainability and marketing in leading universities of the world in more than 15 countries, including Harvard Business School and Yale University, USA. In India, he has been a visiting faculty to IIM- Calcutta and IIM-Kashipur. He has received grants and scholarships from European Union, Duke- NUS, DFID (UK), IDRC (Canada), IBM, International Council of Mines and Minerals (ICMM), Babson College (US). In 2014-15, he has been a Visiting Professor at Soka University, Japan and Graduate School of Management, St Petersburg State University, Russia (CEMS programme), teaching courses on sustainability & marketing. His research interest is in the area of business and society, sustainability and marketing. His book ‘**CSR implementation: Indian Perspectives**’ was published by Springer in 2014.



### ABSTRACT

Cognizant to the widening discourse on CSR and sustainability, business schools have taken many steps- introducing new programmes and courses; organizing social initiatives and increasing campus awareness of green issues (Christensen, 2007). They have been encouraged by government regulations and international voluntary initiatives like Global Compact, Net Impact and PRME. Yet, there is little evidence about the quality and impact of such innovations in business education. It may be too early to judge if management education will at all be successful in changing the capitalistic world view promoted within the walls of the business schools. Yet, we need to reflect on the pedagogy that espouses a linear, meta- narrative of sustainability narrated by the global north.

Management education in developing countries is yet to come out of the western models and concepts that led to the foundation of business management and organizational studies. The subaltern realities of the global south find no mention in the management institutions of ‘third world’ countries. The semantics of humanism and local reality is absent from a discourse that considers human ‘capital’ as another resource to be developed and utilized. To create pedagogy for freedom (Freire, 2000) we need to question the post- colonial models of education that has brought in ‘managerialism’ (Foucault, 1991) and a new sociology of sustainability knowledge. New moral technologies of governance are based on a ‘liquid modernity’ that is completely delinked from the dynamic and vibrant reality of the global south.

Sustainability education has to bring in robust discussion of alternative forms of organizing as well as a consciousness based integral approach to business education. This goes beyond systems thinking and sustainability modeling to an approach that considers the anthropogenic as a part of the cosmic whole. It can only start with radical institutions ready to question existing models and able to provide alternative ones.

*Message: All problems of existence are essentially problems of harmony- Sri Aurobindo*





**Mr. ArindomDatta, Executive Director and Head of Rural & Development Banking / Advisory for Rabo Bank Group**



He has over 22 years of experience in Rural Finance, Cooperative Banking, Microfinance and Agribusiness. He heads the Rural Banking and advisory portfolio and for Rabo Bank Foundation oversees projects in rural cooperatives and “access to finance”. He also leads the Sustainability Banking initiatives for the Rabo Bank group in India. His earlier experience was with NABARD, IDBI Bank and CARE India. He is a graduate from St. Stephens’ College, Delhi and has an MBA with specialization in Finance and Strategy from Indian Institute of Management.

*Message: “The quality of life of the future generations will not depend on how we spend our money today but on how we earn our money”.*





## Session 3: Sustainability and Development: Role of UN and Bilateral Agencies

Date: July 5, 2015

Venue: Room No.404 (XIMB)

Chairman/Moderator: Prof. S. Peppin, Dean, Xavier School of Sustainability, XUB



### Speakers

1. Mr. Pooran Pandey, Executive Director, UNGC
2. Prof. P.D. Jose, IIM-Bangalore
3. Mr. Aditya Batra, Programme Director, Board & Funding, CSE
4. Mr. Balu Iyer, Regional Director, Asia and Pacific, ICA.
5. Mr. Bimal Rath, Founder-Think Talent Services
6. Mr. Priya Ranjan Sinha, Country Representative, IUCN
7. Dr. Ambika P. Nanda, Head CSR Odisha, Tata Steel
8. Prof. Suresh Jain, Head, Dept. of Natural Resources, TERI University



**Prof. .S .Peppin, Dean, Xavier School of Sustainability, XUB**

He was born and brought up in a small fishing hamlet named Keela Manakudy in Kanyakumari District which is known for the confluence of the Indian Ocean, the Bay of Bengal and the Arabian Sea.



He believes that since the oceans cover a major 70% of earth's surface and are extremely important for maintaining the ecological balance of our planet earth, we the humans who spend our entire lifetime on the rest of the 30% of the planet earth, own the responsibility of providing a protective cover to the whole of our planet that sustains all of us. It is this belief and passion that has been shaping his life to be in service of others as a learner, teacher and an agent of human and institution building.

He was a Dean, School of Rural Development, TISS and a visiting professor at IIM Ranchi and was a faculty at Loyola College Chennai and IGNOU. He worked as a Senior Programme Advisor, HID, with Indo-Swiss Natural Resources Management Programme. Led a series of studies on the progress of achieving MDGs in Odisha with support from UNICEF, Odisha. He designed and conducted a Certificate Programme in Leadership and Managerial Proficiency (LAMP) for People Living with HIV, a unique management programme offered for the first time in India by a B'School, in partnership with UNDP. He was Coordinator of PGPRM at XIMB. He has undertaken evaluation studies in Bolivia, Venezuela, Colombia, Brazil and Costa Rica. He has had professional association with Swiss Development Cooperation, DRDO, Ministry of Defense, London School of Hygiene and Tropical Medicine, German Development Cooperation (GTZ), UNFPA, DFID, World Bank Institute, MYRADA, Bangalore, NACO, Government of Odisha, Government of Andhra Pradesh, Concern Worldwide, German Red Cross, Caritas Switzerland, NDDDB, Ministry of Environment and Forests, Government of India, Government of West Bengal, International Development Enterprises-India, Comprehensive Rural Health Project, Jamkhed, MESCO Steel and GFATM.

He is educated at Morning Star College, Calcutta University, Loyola College, Madras University, Jawaharlal Nehru University, Delhi and International Agricultural Centre, The Netherlands and trained at XLRI and IIM A. Currently he is serving Xavier University Bhubaneswar as the Dean of Xavier School of Sustainability trying to create an academic ecosystem fostering innovative and inspiring ideas and actions that can create a confluence of Protection, Peace and Prosperity on our Planet.

**ABSTRACT**

**Zones of Comfort and Conflict: "The Future We Do Not Want"**

Soon, Millennium Development Goals (MDGs) declared in 2000 and to be achieved by 2015, will be replaced by another set of goals called Sustainable Development Goals (SDGs). At the behest of Rio+20 Summit on 'The Future We Want,' a 30-member Open Working Group (OWG) was established on 22 January 2013 by the decision of the UN General Assembly to propose a set of Sustainable Development Goals (SDGs). The OWG has proposed 17 goals and 169 targets. The United Nations summit for the adoption of the post-2015 development agenda will be held from 25 to 27 September 2015, in New York and it is expected that the proposed SDGs (2016-2030) will be adopted and announced by the UN.

Fifteen years of efforts have not led to significant progress in achieving the MDGs (<http://www.theguardian.com/global-development/ng-interactive/2015>) though a time bound target and indicator specific approach was adopted globally to accelerate the pace of development. However, it is assumed that the lessons learnt during the MDG period will be used as inputs to design strategies for achieving SDGs.

For development to be sustainable, we need to understand certain critical factors that are necessary for the development of communities and nations. Two important factors that need greater attention are the growing inequality and the unabated uprising of conflict and violence.



*Oxfam Wealth Report (2015)* points out how global wealth is increasingly being concentrated in the hands of small wealthy elite. This report states that “in 2014, the richest 1% of people in the world owned 48% of global wealth, leaving just 52% to be shared between the other 99% of adults on the planet. Almost all of that 52% is owned by those included in the richest 20%, leaving just 5.5% for the remaining 80% of people in the world.”

The panel discussion on “*Fragile Development 2015-2030*” hosted by Stockholm International Peace Research Institute (SIPRI) brought out clearly how insecurity and poor governance will affect sustainable development. Conflicts and insecurity are often associated with extreme form of poverty and hunger and ever growing inequality.

The UN and the other agencies, including us, engaged in creating ‘The Future We Want’ by promulgating SDGs, seem to lack courage and conviction to address the vulgarity of disparity between the rich and the poor. We have failed to accept the fact that disturbing the comfort zone of the rich and the wealthy is a necessary condition to create the path and process of sustainable and inclusive development. We do not have the will to put an end to war and conflicts and work towards converting our planet into a place for peace. The nations that enjoy high peace index are the ones involved in exporting arms and ammunitions to the nations ravaged by conflicts and violence. The degree of violence and pain inflicted on the people living in some of the most conflicted countries such as South Sudan, Iraq, Syria, Somalia, Pakistan and Nigeria evokes images of despair and hopelessness and also promotes opportunities for arms trade at the cost of human dignity, freedom and peace.

Peace has always been an elusive and excluded item in the development agenda. Though the proposed SDGs do mention peace (SDG 16), reduction in manufacturing and exporting of arms as an indicator of justice and peace is not pronounced boldly. However, inequality has always been part of development discourse and this has been brought under SDG 15 that deals with ‘Dignity’ as a development goal. It’s an uncontestable fact that the efforts taken to reduce inequality seem to have been futile as the gap between the rich and the poor is widening faster and bigger. The idea of SDG is dominated by a paradigm that does not want to create any discomfort and disturbance to those who are living in the zone of comfort marked by the vulgar display of wealth. Ironically such comfort zones are built on the foundation of conflicts and wars that serve as a weapon for creating wealth by producing and selling arms and ammunitions. Such a co-existence is extremely dangerous to the very existence of humanity and our planet. It’s frightening to see how we are engaged in sustaining an unsustainable world in the name of sustainable development.

While it is necessary to dream of the ‘Future We Want,’ it’s also equally important to decide and demand for the ‘Future We Don’t Want.’ Such a shift in our thinking, values and action calls for an approach that is radically different from the current dominant thinking that is camouflaged in an ideology that believes in absolute individual freedom and free market. Such an ideology is unleashed to convince the world that the Future We Want is possible only if all of us embrace this ideology which is increasingly becoming infectious.

The time has come for us to search for an alternative paradigm that will put Peace at the development agenda at any cost. ‘The Future We Want’ cannot be built on the ‘Future We Don’t Want.’ It has to be built on a foundation where structural and physical violence is absent (Spring, 2001) and Peace is fully present.

**Message:** *Sustainability is all about exploiting our present abilities and capabilities to ensure that the ‘Future We Want’ and the ‘Future We Don’t Want’ do not co-exist. The ‘Future We Want’ is nothing but Peace on Earth.*



**Mr. Pooran Chandra Pandey, Executive Director, United Nations Global Compact Network India**



He is a member of the Global Working Group on Human Rights and Labour of the United Nations, New York besides advising UNDP, Maldives and Kenyan Network of the United Nations Global Compact. He is also a Climate Reality Leader personally trained by Al Gore, the former Vice President of the USA and the noble laureate and an advisory committee member of a joint research project on 'sustainable development' between St. Gallen University and Yale University as a part of Swiss Network for International Studies (SNIS). Prior to this role, he served leading non-profits, large companies and the largest media house in senior leadership positions including Ispat International and Times of India, contributing significantly to framing of public policies on voluntary sector, corporate social responsibility, sustainability, satellite accounting, volunteering, philanthropy and social enterprises in India and internationally. During his stint at the Times of India group as its Director, he initiated and led some of the largest public service campaigns such as 'India Poised', 'Teach India' and 'Lead India', and 'Social Impact Awards', earning appreciation from the United Nations' Secretary General for his thought leadership. He also led the launch of the world's largest CEO Survey on sustainability and first India sustainability report with Accenture, the largest such global report to date besides leading regional cooperation project in Dhaka, Sustainability Practices of 19 leading Indian and global businesses, setting up of the Asia Pacific Resource Centre on Responsible Business Practices and launch of the Global Compact Awards among significant initiatives. He is currently leading Rapid Metro Gurgaon's Sustainability report besides being a reviewer of UNICEF's training pilot on global guidelines on child rights principles. An M.Phil from the Jawaharlal Nehru University, New Delhi in International Affairs, he has been educated at the Indian Institute of Management, Ahmedabad (IIMA) in Business Policy, Asian Productivity Organization, Tokyo in Service Excellence and Swedish Institute in Stockholm in Corporate Social Responsibility and Sustainability. He is also a British Chevening Scholar at the prestigious London School of Economics and Political Science, London, UK, a visiting professor at the UTS, Sydney, a visitor at the Deakin University in Melbourne, project adviser at the John Hopkins University and a visiting Professor at the Management Development Institute, Gurgaon. He has also been a jury member on a number of social initiatives initiated by Yes Bank, Nokia, CRY, World Bank, ICAI, UNDP, John Hopkins University and Volkswagen Foundation. He also sits on boards of a number of credible non-profits and academic institutions in India and overseas and speaks frequently on public policy issues at national and international forums including at United Nations and its systems.

**ABSTRACT**

**Sustainability Practices in India: Themes, Phases and Future Trends**

Sustainable development in India includes a variety of development schemes in social, environmental (clean energy, clean water and sustainable agriculture) and human resources segments, having attracted the attention of both Central and State governments as well as public and private sectors. Social sector, investments into green energy and fuel alternatives and development schemes for backward and below the poverty line (BPL) families have been touted as some of the more heavily invested segments in India in 2009, despite the economic slowdown. At the release of a report on green accounting in April 2013 the then Indian Prime Minister Manmohan Singh also asserted that in India "a number of national strategies and policies, which inculcate the principle of sustainability, are already in place," while giving examples of the National Clean Energy Fund and the Compensatory Afforestation Fund<sup>2</sup>.

**Sustainability issues during 1990's**

Up until the early 1990s, India was virtually a closed economy with industrial sector subjected to



plethora of controls and regulatory mechanisms. With export pessimism underlying the policy approach, India largely directed its policies toward import substitution, quantitative controls and administrative exchange rate right from the beginning of planning era. It was during this phase that India embraced the UNDP concept of Human Development, introduced in 1990, which shifted the focus away from national income as the sole indicator of development to include the choices available to people.

In moving forward, the Government of India (GOI) launched its major environmental document, the National Environmental Action Plan (NEAP) in 1993, which identified addressing the pollution of air and water resources as a main priority, as well as land degradation that threaten the health and prosperity of the population, but its implementation was lagging. In 1993, the Ministry of Environment and Forests introduced the first non-fiscal reporting for the companies under the Air, Environment, Waste and Water Act that aimed at the prevention and control of pollution of natural resources. On the other hand, the United Nations Global Compact (UNGC) was launched to bring together and call upon the corporate sector to innovatively address developmental issues as part of their business strategy.

In the year 2000, with an aim to conjoin private sector activities with civil society initiatives, and for the establishment of inclusive corporate sustainability in the global economy, a leadership platform with a global dimension - United Nations Global Compact was launched by the then UN Secretary - General Kofi Anan. The UNGC primarily operates on four fold realms - Human Rights, Labor, Environment and Anti-Corruption, further dispersed into ten universally accepted principles adopted by diverse signatories across geographies, as value based approaches in achieving sustainable development.

Beyond 2015, sustainability in India will blend the rapid growth of the sustainability agenda with the societal and economic imperatives presented in the Indian context. The companies need to tailor the global best practices to fit the unique diversity presented in India and carve out a unique path towards achieving inclusive growth through sustainability agenda.

### **Role of GCNI at National and Global Levels**

GCNI is catalyzing solutions to meet the sustainable development challenges. Through its increasing outreach, activities and programmes, GCNI is *'galvanizing action around sustainability processes and value chains for escalated, coordinated and comprehensive interventions that create win win situation for businesses and community'*. Its innovative platforms and initiatives such as Asia Pacific Resource Centre on Responsible Business Practices, Global Compact Awards, cutting edge research, training and capacity building and knowledge sharing and learning platforms create opportunities for adoption of a global ethical framework based on the ten universal principles centered on Human Rights, Labor, Environment and Anti-corruption and broad UN goals.

**Message:** *"Sustainability as a concept has gradually transitioned from being an operational theme to that of being a board room forum - a strategic integration of business processes with value chain considerations. Concept over the last few years has gained much transaction as it now works at the interaction of public policy spaces, business approaches and civil society interventions. It is in this background that Xavier School of Sustainability (XSOS), Xavier University Bhubaneswar (XUB)'s thought leadership in starting a separate school on sustainability augurs well for key stakeholders nationally and globally, more importantly for future leaders with knowledge and know-how around sustainability issues irrespective of the field they choose to enter in future".*



**Dr. P.D. Jose, Associate Professor, Corporate Strategy and Policy,  
Indian Institute of Management, Bangalore**



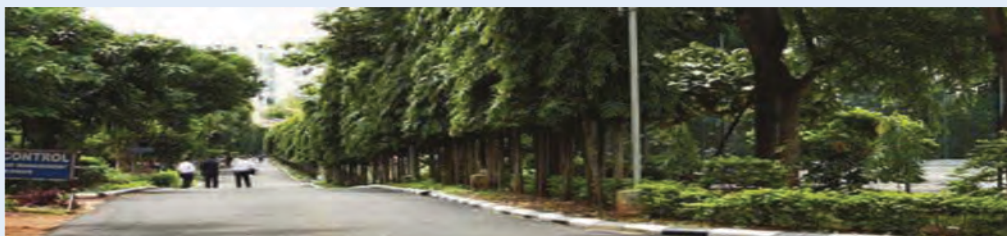
His research interests cover areas that interface between business strategy and sustainability, corporate social responsibility and governance issues, crisis management and organizational failures and renewal. He is a Fellow of the Indian Institute of Management, Ahmedabad. He was earlier a member of the faculty at the Administrative Staff College of India, Hyderabad. He has also taught at the Cardiff University Business School, UK as well as at the School of Economics and Business at the University of Goteborg, Sweden. He has also consulted with several government agencies, state governments, international agencies and private sector organizations. He has published in academic journals as well as presented papers in several international conferences on themes related to sustainability and business strategy. He has also written several teaching cases on sustainability and business strategy.

### ABSTRACT

As business schools grow in popularity and reach, the impact of management education on society and environment have become subject to intensive scrutiny and criticism. The pressure to revise and even reinvent traditional b-school paradigms have risen from increasing concerns about the state of the social and ecological environment - broadly grouped under sustainability issues. While there is an increasing recognition of the role that businesses, given their access to and control over huge amounts of capital and other resources can play in shaping our future, there is also a greater concern about how markets drive business growth and goals. If left unmanaged, the long term environmental and social costs of business prosperity can be devastating. Consequently there is also a greater appreciation of the role that management education plays in shaping business thought, leadership and future agendas.

Given the above, it has become necessary for management educationists to adopt a proactive role in mentoring students to have a good understanding sustainability issues as well as create knowledge repositories to facilitate to better decision making from a social and environmental perspective. In short, the vision and the philosophy that drives traditional management education may need to be revised in the context of these trends. While the need for change is apparent, most b-schools are constrained due to the existing institutional and market barriers that make the transition to a more sustainable approach both challenging as well as fraught with possibilities of failure. This presentation examines the reasons behind this and attempts to build a case for reinventing the business school vision and curriculum on more sustainable lines.

**Message:** *Because we don't think about future generations, they will never forget us – Henrik Tikkanen*





### Mr. Aditya Batra, Programme Director, Board and Funding, CSE

He looks after fund raising and institutional partnership affairs of CSE. He has been with CSE for more than a decade, and has been a web editor and consulting editor with the magazine 'Down to Earth'. He has been the head of the Anil Agarwal Green College, and a lead to the South Asia programme. He has also been a senior editor at The Earth Times in New York City. He has earned an MA in Sociology from the University of Hyderabad, and MA in Journalism from the University of Missouri, Columbia, USA.



#### ABSTRACT

#### Environment – Development Challenge: CSE Perspective

In its third decade of strong economic performance since the economic 'liberalization' of the 1980s, India's urban-industrial infrastructure is poised to continue grow at an astounding pace. The country will be consuming more as it gets more affluent, building more homes, malls, industries and power plants, opening more mines, and laying a network of new roads, building new ports and airports. Managing the environmental fallouts of such growth is vital, especially as a diminishing natural resource base exacerbates the rigors of poverty as the poor depend directly on the natural resource base for their livelihood, the workload of poor women, and the susceptibility of the poor to natural emergencies like floods and droughts. A variable climate only worsens existing 'development deficits'.

The environmental challenge therefore in India is two-pronged -- on one hand, millions live within a biomass-based subsistence economy with the environment as their only natural asset. A degraded environment means increased destitution and poverty; conversely, there are enormous opportunities therefore to build a viable local economy dependent on natural resources for livelihood security. Protection of forests cannot come at the cost of local economic growth of people who live in and around these areas. The poorest people of India still live in its richest forests, a classic symptom of resource curse. In the past few decades as India has opened its economy for industrialization and urbanization, the struggles for control over resources have intensified.

Across India where land is acquired or water sourced or forest destroyed for development projects, a million pollution mutinies are brewing. The fact is in India vast numbers depend on the land, the forests and the water in their vicinity for their livelihood. For them, the environment is not a matter of luxury; it is not about fixing the problems of growth, but of survival. It is fixing growth itself. They know that when the land is mined and trees are cut, their water source dries up or they lose grazing and agricultural land. This is what we call environmentalism of the poor. The fact is today development projects take local resources—minerals, water or land—but cannot provide employment to replace the livelihoods of all those they displace. Therefore, the question is how development can be inclusive and sustainable.

On the other hand, rapid industrial-urban growth is throwing up new problems: growing toxification that exacerbates poverty and costly disease burden. River pollution is worse today than three decades ago. The garbage in cities is growing by the day, even as governments scramble to find ways of reducing plastic and hiding the rest in landfills in far-off places. Air pollution in cities is worse and toxins damage human bodies, particularly of the poorest and the most vulnerable. Even as developing countries are struggling to find answers to problems of poverty, hunger, water scarcity and pollution, the entire world is faced with the catastrophe of climate change, which hits the poorest



and most vulnerable the most. This, in spite of efforts to contain the problem: India, for instance, has invested in building sewage treatment plants to deal with water pollution. It has greatly improved the quality of fuel that runs vehicles, changed emission standards and set up institutions to regulate industrial emissions. But still countries find they cannot catch up in this game of growth and its toxic fallout. Countries like India cannot afford to play the game of first-pollute and then-clean up. We need a trajectory of growth which leapfrogs us from no-growth-no-pollution to growth-without-pollution.

There remain two distinct challenges: First to manage the ecological fallout of economic growth—the pollution and toxification, which comes from generating wealth. Second, to learn how to use the wealth of the natural environment to build economic wellbeing—a truly green economy.

The challenges of sustainable development cannot be addressed by policy solutions alone. Good governance, built on people’s empowerment to deal with the problem of ecological poverty is going to be critical. Environmental governance faces several challenges – *lack of political will* that privileges economic growth over sustainable development concerns; *lack of good science*, as evidenced from measly amounts invested in research in environmental innovations; *outdated governance frameworks* that rely on command and control mechanisms, instead of adopting other methods; *lack of public participation* in environmental management, leading to major conflicts between people and development projects; *lack of awareness* and data on environmental threats, leading to lack of public pressure and support for environmental conservation; and importantly, a *critical capacity deficit* in regulatory bodies, private sector professionals, industry representatives and in civil society in shaping sustainable environmental development.

**Message:** *“Even as the environment and development crisis intensifies, you the students and youth are living in privileged times. You, perhaps like no generation before, have the tools, enthusiasm and opportunities to make a real difference. Don’t squander it.”*





**Mr. Balu Iyer, Regional Director, Asia and Pacific, ICA**



His experience across Asia extends in the areas of cooperatives, business associations, water, food-security, women’s empowerment, and economic development. He has worked with The Asia Foundation, The International Development Exchange, ActionAid India, and Aga Khan Rural Support Programme. He has consulted for the Applied Research Center, CDFI Fund, California Budget Project, Intellibridge, Myrada, and Hewlett Packard. He has served as Adjunct Faculty at Southern New Hampshire University where he designed and taught online courses in Economics and Development. He has a Masters Degree in Public Policy from the Goldman School of Public Policy, University of California, Berkeley. He has a Bachelors Degree in Civil Engineering from the National Institute of Technology in Durgapur, India and a Post Graduate Diploma in Rural Management from the Institute of Rural Management, Anand, India. He serves as the Administrator for the Domus Trust and is on the Steering Committee of the World Co-operative Monitor. He has served on the Goldman School of Public Policy Alumni Board and was part of the team that co-founded the Global Women’s Leadership Network.

**ABSTRACT**

**Co-operatives are a reminder to the international community that it is possible to pursue both economic viability and social responsibility - Ban Ki-moon, UN Secretary General**

The global landscape has been changing profoundly over the last few years: the demographic trends showing a growing and ageing population, the environmental imbalance, the scarcity of resources and the gradual urbanization process represent immediate challenges for present and future generations<sup>1</sup>.

Investor-owned business models currently suffer from a crisis of unsustainability, in economic, social and environmental terms. The financial crisis has been an epic example of the perils of valuing very short-term gain over longer-term viability. The dominant model of capitalism of the past three decades has also been accompanied by increased levels of inequality, translating into lower levels of ‘social capital’ and wellbeing<sup>2</sup>.

There is a need to better define what is meant by 'private sector' as it does not mean investor-owned business models or large multinational companies. According to European Commission, “Private sector activity can take many forms and will impact on economic development in various ways. The private sector is highly diverse, ranging from enterprising individuals to large multinational corporations and financial institutions; from enterprises creating shareholder value to people-centered social businesses, cooperatives and workers and employers organizations.” An integrated approach to development (economic, social and environmental) should be concretely translated into a coherent set of indicators orienting policy makers to recognize and promote the best suited types of business as actors in the private sector require different conditions and incentives to contribute to development, entailing differentiated approaches to their support and engagement for development.

A co-operative is an “autonomous association of persons united voluntarily to meet their



common economic, social and cultural needs and aspirations through jointly owned and democratically controlled enterprises. Co-operatives are businesses owned and run by and for their members. Whether the members are the customers, employees or residents they have an equal say in what the business does and a share in the profits. As businesses driven by values not just profit, co-operatives share internationally agreed principles and act together to build a better world through co-operation.

Sustainable Development is at the very core of co-operative enterprises. This is a model of business based on ethical values and principles whose goal is to provide for the needs and aspirations of their members. Through self-help and empowerment, enhancing local resources and capacities and reinvesting surpluses, co-operatives play a pivotal role in responding to local community needs and objectives. Instead of looking at short-term goals of maximizing profits, co-operatives have a long-term aim of sustainable economic growth, social development and environmental responsibility. Therefore co-operative enterprises support and promote a vision of sustainable development based on a triple bottom line approach: economic, social and environmental.

Co-operatives are a major part of the global economy. According to the most recent figures of the World Co-operative Monitor the 300 largest co-operatives in the world have a combined turnover of USD 2.2 trillion, the equivalent of the 7th largest national economy, and according to a recent study Cooperatives and Employment, A Global Report 250 million people are employed or earn their livings thanks to a co-operative. In total, about one billion people are involved in cooperatives in some way, either as members/ customers, as employees/participants, or as or both.

### **Workers lead the way**

In India the thrust is on building civil infrastructure especially in roads and utilities. Almost 52% of the unorganized workers are employed as construction laborers and there are hardly any regulations in regard to sustainability of their livelihood, earnings and work conditions. The Uralungal Labor Contract Cooperative Society (ULCCS) an 87-year old construction society in North Kerala has more than 2,000 workers including 750 members and about 1,749 non-members engaged on a daily basis. ULCCS is an ISO 9001:2008 Organization and in it 87 years has not lost even a single day of work due to labor problem. Its laborers earn higher wages than lowest grade employee of the government, every members gets a bonus twice a year, medical allowances, gratuity and provident fund contribution. In 2009, ULCCS invested Rs 600 crore, in the development India's first technopark in the co-operative sector.

Successful, self-sustainable social enterprise of waste pickers SWaCH, a wholly-owned workers' cooperative, has in place a pro-poor Public Private Partnership in place. The SWaCH door-to-door waste collection (DTDC) model is based on recovery of user fees from service users and provision of infrastructure and management support from the municipality that plays an enabling role. Through its 2300 members, SWaCH services over 4,00,000 households in Pune city. SWaCH has helped improve the work conditions of waste pickers and upgraded their livelihoods, and effectively bridged the gap between households and the municipal waste collection service. Their initiative has brought together two interests – the waste pickers' interest in upgrading their livelihood and the municipality's interest in sustainable waste management.



### Energy transition to energy democracy

A REScoop, or Renewable Energy Sources Cooperative, is a renewable energy cooperative. They can have the legal status of a cooperative society, but can also be any other type of company or association of citizens. REScoops are initiatives of citizens who invest in their own production, distribution and/or supply of renewable energy, according to the principles of the International Co-operative Alliance. The more than 2,400 REScoops in Europe invest in the energy transition from fossil and nuclear fuels to renewable energy and energy efficiency from hydropower, wind power, solar power and biomass. By making maximum use of local renewable energy sources and leaving the investments to local people, much money stays local that otherwise would be lost. This translates into a resurgent local economy and increased employment.

*Message: In a winner take all world, are you going to make the world work for all of us or just a few? As responsible management students you have the opportunity to challenge the status quo. Be inquisitive and globally aware. Offer suggestions, solve problems, be resourceful and enterprising in order to face the inevitable social, economic and environmental challenges we face as a world community.*





**Mr. Bimal Rath, Founder-Think Talent Services and Chairman- Braahmam Net Solutions**

He has over 23 years of experience across different industries, across geographies including the USA, Middle East, Africa and APAC. His latest corporate position was as HR Director for Nokia-Asia Pacific, supporting the massive growth for the company. His experience has been across different areas in HR including building and maturing management teams, M&A integration, HR system and process implementation, large scale change interventions, and setting up high performing factories and R&D centers. He has been supporting several NGOs over time and does pro-bono work with several non-government organizations including advising them on governance and funding. He is also associated with Center for Creative Leadership, USA, a not for profit leadership development institution, as an executive coach and with Duke Corporate Education as an educator. He sits on the boards of several small to mid-size young entrepreneurial companies.



**ABSTRACT**

**Sustainability Leadership and Social Entrepreneurship**

Businesses, Governments and Social Sector not only have a considerable impact but also have a collective responsibility to lead and take effective decisions for sustainable future. Individuals and organizations have to deal with unpredictable challenges sustainability issues which are interconnected in nature. The challenge here is not only to find solutions, but to develop a new form of leadership for individuals and organizations which are holistic in nature. In a recent research which was conducted by “Ethical Corporation”, 45% of respondents stated that embedding sustainability throughout the organization is a top priority for 2015. The second highest priority is creating a culture of sustainability and third is sustainable innovation, at 44% and 33% respectively. Through this summit we intend to discover: What sort of leadership will be required by entrepreneurs, government officials, CEO’s, diplomats, managers, and social entrepreneurs, civil society and youth leaders? Which organizations are champions of corporate social responsibility from different sectors? What are their best practices? A research suggests that the following seven key characteristics are among the most important in distinguishing the leadership approach taken by individuals tackling sustainability issues:

1. Systemic understanding
2. Emotional intelligence
3. Values orientation
4. Compelling vision
5. Inclusive style
6. Innovative approach
7. Long term perspective

By facilitating dialogue, expect to map the emerging trends of the innovative solutions and the type of leadership required to deal with issues related to sustainability leadership and how social entrepreneurship is contributing towards it

*Message: “What does it take to be sustainable – good judgment, balancing various interest groups, trust of communities, a meaningful purpose and the resilience to live up to it”*



**Mr. Priya Ranjan Sinha, Country Representative, IUCN**

He is an ex Indian Forest Service officer with specialization in Wild Life management & Nature Conservation. He is a Post Graduate Diploma in Wild Life Management from Wild Life Institute of India and currently Country Representative, International Union Of Conservation Of Nature, India Office New Delhi(IUCN has Permanent Observer Status At The United Nations General Assembly). He served in State & Central Govt. for over more than three decades of work experience in Wild Life Management, Research and Training. He has been Deputy Director And Field Director Palamau Tiger Reserve, Director, Patna Zoo,, Member Secretary Central Zoo Authority, Govt. of India, Director, Wild life Institute of India, Dehradun and Conservator of Forest, Extension, Training & Publication, Bihar. he is the Founder President of Society of Hill Resource Management School (SHRMS), an organization working in villages for sustainable and equitable utilization of natural resources and a Member, National Board for Wildlife, Government of India. He has also represented in many international forums and institutional reforms in the area of wildlife management



*Message: Conservation is a state of harmony between men and land. Aldo Leopold*





**Dr. Ambika P. Nanda, Head, CSR Odisha, Tata Steel**

He is a post graduate in Economics and has done his doctoral studies from J.N.U, New Delhi on the issues of “Universalisation of Primary Education in South Asia”. He has worked with international NGOs on the issues of education, land, training and capacity building, sustainable livelihoods, and climate change and disaster management to facilitate creation of people’s institutions through participatory public discourse. He has been a facilitator of “Participatory Rural Appraisal” as an approach to people’s planning and has implemented large scale disaster risk reduction projects in similar process. He has also been a Member of the State Planning Board, Government of Odisha and facilitated democratic space for the civil society organizations to share evidences from the field to influence policy work. This includes policies like “Rehabilitation and Resettlement” and “Disaster Management”. He has also been the head of UNDP programmes in the states of Odisha and Jharkhand and has initiated many policy works. This includes “State Agriculture Policy of the Government of Odisha”, review of the Odisha Relief Code, Public Services Delivery Act, State Livelihoods Societies and more importantly developing the Human Development Reports at the state as well as at the district level. Currently he is the head of Corporate Social Responsibility of Tata Steel in Odisha and facilitating sustainable development solutions through community participation in an inclusive manner. Involvement of community as well as constitutional institutions has been the main focus of all the development projects at the village level.



**ABSTRACT**

Development discourse has undergone lot of changes in India and more recently it has witnessed the shift from charity & service delivery to rights based approach in various development programmes. The demand of various people’s organizations and network of institutions have helped the state to come up with schemes and programmes in the framework of ‘Rights Approach’. This has actually unfolded a new development paradigm; where communities and the affected population are no more in the margins and but are the very essence and center of development discourse.

The economic growth in India in the post liberalization period has come up with large scale corporate houses spread all over the country and are into many activities. Some of the large scale corporate houses have the history of responsible business and many have been guided only by the profit motive. When the overall development discourse in the country has created space for the affected and the marginalized communities as an important stakeholder; it is essential that the same spirit is maintained in every economic activity which creates impact on environment and population around the business establishment and together must look for development solutions.

The recent Corporate Social Responsibility Act is going to strengthen this process in finding ways for responsible and sustainable business which aims at addressing the larger wellbeing of the societies. This creates an opportunity to bring on board the strengths of community based organizations (CBOs) and the professional approach of the corporate houses to carry forward economic activity in addressing inter-generational and intra-generational equity issues. The coexistence of agriculture and allied activities along with industry needs a careful scrutiny and planning; so that we do no harm to the societies.

Human development as an approach to development practices promotes inclusion and participation of affected and marginalized population in the development planning. The role of the state in promotion and achievement of Millennium Development Goals cannot be achieved without the active participation of the business houses. The state needs to create space for the business houses to participate in various development schemes and programmes; so that they contribute and enjoy the ‘Joy of Giving’.

The accelerated economic activities in the country need serious partnerships with various groups of people and more importantly the academic world to help us do reflection on all our activities.



The recent economic growth actually raises lot of questions; which needs serious thinking. The inclusion and promotion of technology needs to be accelerated so that the efficiency in production and distribution system is enhanced. We need to bridge the gap between the “communities of practice” and “communities of knowledge”. It is essential that we create various platforms where development ideas are exchanged, discussed and come up with consensus with larger benefit for the society. Promotion of ideas will definitely help in carrying forward this process; so that sustainability is not an end in itself but becomes a way of life.

*Message: The Earth does not belong to us; we belong to the Earth. Marlee Matlin*





**Prof. Suresh Jain, Head, Dept. of Natural Resources, TERI University, New Delhi**

He received his Ph.D. in air quality modeling for urban transport emissions from Civil Engineering Department, IIT Delhi; Master in Technology in Environmental Engineering and Management from IIT Kanpur, India. He had received DAAD scholarship during his master's degree and he worked on human health and ecological risk assessment at University of Stuttgart, Germany from May 2000 to February 2001. He has more than 12 years research, teaching and consultancy experience in the area of Environmental Science and Engineering. He has also worked for SGS India Pvt. Ltd. Where he was leading the team and was responsible for environmental consultancy in the field of urban air quality modeling, environmental impact assessment, environmental management, carbon foot print analysis, life cycle analysis etc. He has 3 international/national books/monographs and around 45 international papers in journals to his credit. Presently, he is supervising 7 Ph.D. students. He is involved in several international and national projects related to above topics. He is a member of several professional bodies. He is also associated with the Ford Foundation, USA and Open Society Foundations, UK for International Fellowship program. He is a recipient of Role of Honor by TERI and KTP Visiting Fellow by UTS, Sydney, earthian-2013 award by Wipro as a part of sustainability program. He is working with many international groups such as UTS, Australia, University of Surrey, University of Birmingham, UK and Yale University, University of California, USA.



**ABSTRACT**

**Fostering sustainability through education, research and practice: A new paradigm of change**

Educational institutions are the core for innovation and new ideas. Therefore they also play a pivotal role in inculcating the idea of sustainability in the minds of future citizens of the world. These institutions hold the potential to offer many opportunities for the improvement of environmental health and the wellbeing of the community. Educational institutions all around the world are adopting strategies and pledging to make their campuses carbon neutral and sustainable. There have been many successful programmes at university level worldwide which address the need to incorporate sustainability at the institutional level. The primary rationale for this change is to create a unique leadership opportunity for educational institutions for building a culture of sustainability while at the same time contributing towards the mitigation of climate change and environmental degradation. The integration of sustainability in everyday activities of an educational institution requires meticulous planning and support from all the tiers of the university management. The higher education institutions have a fundamental responsibility to teach, train and do research for sustainability for contributing values, health and wellbeing of society. The TERI University firmly believes that students should be given space to think-and-innovate as well as opportunities to unwind and relax. Therefore, bringing sustainability in curricula is very important for helping students to think differently and preparing them to meet the challenges presented by environment and climate change, depletion of natural resources, loss of biodiversity, limited water resources and global health and poverty.

The United Nations Secretary-General in his Synthesis Report: *The Road to Dignity by 2030* also stated that the sustainable development agenda, as proposed by UN Member States, is a wide-ranging and transformational new development paradigm. These options call for an urgent transition to sustainable approaches, reinforced by global cooperation at an unprecedented scale in technology development and diffusion, which allows stirring for adoption of low-carbon sustainable technologies. As a result, it would



be very critical to adopt low carbon pathways by the business in various sectors. The United Nations Secretary-General, Mr. Ban Ki-moon, put it best when he said: “The objectives and priorities of the international community and the business world are more aligned than ever before...for business to enjoy sustained growth, we need to build trust and legitimacy...for markets to expand in a sustainable way, we must provide those currently excluded with better and more opportunities to improve their livelihoods.” The Prime Minister of India has recently started a new initiative of “Make in India” bringing investments, infrastructure, innovation and the number of business opportunities. This type of initiative in turn, is expected to yield continuous and inclusive economic growth and industrialization, another key determining factor of sustainable development. India, being one of the world's fastest growing economies, requires optimal consumption of its natural and human resources to generate equitable growth. The future lies with those companies who integrate sustainability into their business practices. Sustainable practices, provides businesses with better access to markets, finance, and resources and additionally brings with it tax savings and tax benefits. Having management professionals trained in sustainability within the organization not only optimizes business operations, but also generates positive returns to the company. Therefore, the success of higher education in the twenty-first century will be judged by our talent to put forward a bold agenda that makes sustainability and the environment a basis of academic practice.

*Message: “economy is important but not at the cost of environment – remains sustainable by bringing some changes in lifestyle and behaviour.”*







## Session 4: Sustainability and Business: Role of Public and Private Sector

Date: July 6, 2015

Venue: Conference Hall 1 (XUB)

Chairman/Moderator: Prof. Subhajyoti Ray, Former Dean, XIMB

### Speakers

1. Mr. P.S. Narayan, VP and Head Sustainability, WIPRO
2. Mr. Subrat Beura, Director, Biz Ops/Planning, HP
3. Prof. Yury Blagov, Director, Pricewaterhouse Coopers, St. Petersburg State University, Russia.
4. Mr. Anil Prakash Chirravuri, Founder, Potenza Solar
5. Dr. Aditi Haldar, Director, GRI Focal Point India





### Mr. P.S.Narayan, Vice President and Head – Sustainability, Wipro Ltd

He has been instrumental in the creation of Wipro's sustainability initiative and has stewarded it since its inception in early 2008. Wipro's sustainability charter is built on the core principle that business and social purpose must reinforce each other in addressing several key challenges around ecology and the environment, education and communities. Among the several recognitions of Wipro's leadership in this space are: Five times member of the Dow Jones Sustainability Index (World), the top ranked company for the Carbon Disclosure Leadership Index India for 2014 and four time member of Ethisphere's "The world's most ethical companies". A graduate in Electrical Engineering with a post-graduation in Management, Narayan has more than twenty years of cross-disciplinary experience in consulting, business development, Enterprise Systems and most recently, in Corporate Sustainability. He is also involved in sustainability advocacy as a member of several industry forums on sustainability. He is currently the Co-Chair of the CII-GBC Greenco forum for Bangalore. In addition, Narayan is a guest faculty at the AzimPremji University where he teaches 'Ecology and Development' as part of the Masters in Development course. Prior to the current role, Narayan was the global head of Information Systems for Wipro's IT business, when he was chosen as one of CIO's global 25 Ones to Watch.



### ABSTRACT

My talk will center on the theme(s) of why sustainability is integral to the business of today and tomorrow. It will address this from at least four perspectives: Resource Efficiency, New Business Models, Risk Management and Reputation/Brand spinoffs. The talk will also address the challenges for business in this journey – the trade-offs involved, the change management approaches required and most crucially, the change in mindsets that is required. The broad questions that underpin these fundamental issues are:

- What constitutes a firm's license to operate – economic, social and environmental?
- Who are the stakeholders of a company and how should it service them?
- Are 'Sustainability' and 'CSR' the same? If not, what is different and why?
- Can legislation lead to effective sustainability adoption by a company? What alternate approaches work best?

**Message:** *"It was Buckminster Fuller who said that one cannot transform something by changing existing reality but by only building new models that make the old model obsolete. It is thus both a challenge and opportunity for the business sector to make the existing unsustainable models of planet earth redundant. To do this will require a radically innovative vision backed by deep commitment for the long term. The year 2015 holds special significance for humanity with the new Sustainable Development Goals (SDGs) framework and the successor regime to the Kyoto protocol at the Paris COP on the anvil. Both of these have the potential to change the trajectory for our society for the better if conceived and executed well. But none of these will matter much if we don't change our mindsets at individual and collective levels. And this perhaps, is at the heart of sustainability education. Marcel Proust's famous lines "The real voyage of discovery consists not in seeking new landscapes but in having new eyes" convey this aptly. My congratulations and best wishes to XUB for taking this pioneering step of giving young minds new eyes to see and engage with the issues that matter the most, not just for today but for future generations as well"*



**Mr. Subrat Beura, Director, Biz Ops/Planning, HP**



*Message: The sacred has to be back in our imagination, we need to consider moving beyond our fascination with anthropomorphism, re-evaluating our current fixations with markets, our mode of politics, our education systems, to learn from living communities, to live in balance and care for the planet for the generations to come.*

**Prof. Yury Blagov, Director, PwC Center for Corporate Social Responsibility, St.Petersburg University Graduate School of Management (GSOM SPbU) Russia**



He gained his doctoral degree in Economics from the St.Petersburg University in 1987. He has been developing and teaching courses on Business Ethics, Corporate Social Responsibility, and Business and Society for BSc and MSc in Management, MBA and Executive MBA programs at SPbU GSOM. He has also had visiting positions at the UC Berkeley, St.Mary's College of California, and Aalto University (Helsinki). He has participated in many national and international teaching, research and consulting projects in the field of CSR, including projects with the Russian Managers Association, the Russian Donors Forum, the Caux Round Table, JSC Severstal, EADS, IBM, the European Business Ethics Network (EBEN), and ABIS — the Academy of Business in Society. He is a member of the Editorial boards of the Vestnik of Saint Petersburg University, Management Series and the Russian Management Journal; and a member of the Editorial Advisory board of the Corporate Governance: The international journal of business and society. He is a fellow of the Caux Round Table and a member of EBEN.

**ABSTRACT**

**CSR Strategies and Sustainability: The Experience of Leading Russian Companies**

The very idea of sustainability continues to be one of the main stones for the CSR strategies of leading Russian companies. Nevertheless, many of them are searching for other approaches to corporate social performance or just waiting for some new theoretical insights or practical impulses on the crossroad. These developments have many national peculiarities but are generally in line with the global trend emphasized in 2012 Rio+20 Corporate Sustainability Forum: "...corporate sustainability has not penetrated the majority of companies around the world, nor have we seen the depth of action needed to address the most pressing challenges. To reach scale, economic incentive structures must be realigned so that sustainability is valid and profitable" [Innovation and Collaboration for the Future We Want. Overview and outcomes. 2012.P.8].

In 2014-2015 the PwC Center for CSR at SPbU GSOM has been leading two continuing nation-wide research projects in the field of CSR: "Report on Social Investments in Russia — 2014: creating value for business and society" conducted in co-operation with the Russian Managers Association and the "Report on Corporate Philanthropy in Russia" settled on survey data collected from participants of the national "Corporate Philanthropy Leaders" award competition. These projects covered about 80 leading Russian companies of different industries which tended to be the national champions in all CSR-related activities. The data presented in these reports have led to the following major conclusions in the field under review:



1. Even the formal commitment to the sustainability/corporate sustainability orientation is not typical to the majority of leading Russian companies. Only 17% of them follow sustainability-based ISO 26000 guidelines. It is significant that about 40% created original CSR definitions; but only 55% of these definitions included the inter-connected economic, social and ecological concerns.
2. The development of CSR strategies in Russian business is becoming more oriented toward obtaining competitive advantages through value creation for business and society. Nevertheless, the value creation process is usually fragmented both in conceptual and managerial sense and not necessarily results in sustainability/corporate sustainability KPIs.
3. Implementation of new strategic approaches to CSR is largely hindered by the deeply-embedded view on the corporate social performance as a source for maintaining reputation through the social value creation (60%) rather than for gaining long-term competitive advantages (47%) and creating shared value (42%). In such context the responsible innovations offered by these companies are mainly limited by the unclear “social innovations” (62%) rather than connected with the process-, product-, or marketing ones.
4. Leading Russian companies usually create particular strategies for corporate philanthropy (95%) with a purpose to create social value for multiple stakeholders (88%). In many cases these strategies actually substitute the officially proclaimed corporate “CSR strategies”. Paradoxically, some companies (34%) have been trying to connect these efforts with the competitive advantages through transforming their traditional philanthropic projects into multisided networks, for example, to develop social entrepreneurship in cooperation with the NGOs and local governments.
5. The Global Reporting Initiative (GRI) standards for sustainability reporting have been used by 46% of leading Russian companies. On the other hand, only 48% of these companies present non-financial reports as such. The Integrated Reporting is just started in Russia (11% of responding companies) but companies interpret this option as a substitute for the sustainability reporting rather than its development.

**Message:** *The very idea of sustainability continues to be one of the main stones for the CSR strategies of leading Russian companies. Nevertheless, many of them are searching for other approaches to corporate social performance or just waiting for some new theoretical insights or practical impulses on the crossroad*





### Anil Prakash Chirravuri, Founder, Potenna



An entrepreneur in Renewable Energy and Managing Partner of Potenza Solar, he is an MBA graduate from IIM Lucknow and a career professional with work experience of 23 years including 13 years with General Electric in Manufacturing and Service Industries. He has gained global expertise across functions and roles, in the areas of Sales and Marketing, Relationship Management, Operations and Supply Chain Management. As an integral part of Leadership team, Anil provided Consulting and Influence to the CEO on Operational and Strategic issues. He has operations Leadership in ITES (IT Enabled Services /BPO) – Transaction and Knowledge Processes; International sales and commercial experience in diverse territories - Asia & Europe; Industrial (Technology) Sales requiring Account and Relationship Management ; Project Management in ITES leading Intra site Migration involving Cross Functional Teams . As Vice President, he was head of the Delivery Function for all Non Voice Business Processes supported at Mahindra Satyam. He has Strong Business to Business (B2B) Sales and Relationship Management Experience having Setup and led Exports Team at GE Plastics. He is a Six Sigma Certified Green Belt and leverages Six Sigma practices in the day to day job. With an analytical approach, he has championed and Mentored many quality projects by direct reports yielding substantial Net Income benefit and changing their day to day approach. He has led Complex Migration Projects including transition of Business processes from US, UK and Australia to India

### ABSTRACT Sustainability and Business

Sustainability has become a buzz word, especially as one sees the impact of industrialization, population growth and consumerism. The effects are all too familiar and the present generations are paying for the excesses of the past. Global Warming and Climate Change are now becoming every day lingo and scarcely a day goes by when one sees it's after effects from adverse natural events across the world. Countries, companies and citizens are increasingly seeing the need and are adopting Sustainable approaches...but nowhere near the pace required.

Sustainability presents an opportunity for Corporates. It is about creating the confidence in stakeholders that the company has a solid foundation for future success. It is about creating the culture and ethos within the organization. That which makes every employee constantly strives for a Sustainable option among the opportunities available to them.

Sustainability in Business has been present though in different forms even in earlier years. With the regulatory push coming in, Sustainability has come to the forefront especially from the Reporting perspective. Though seen among the Leadership agenda at Corporates, the need exists for internalizing societal and environmental issues.

A sustainable approach brings with its attendant benefits in Corporates. Apart from the benefits of improving operational efficiencies and energy efficiencies, it can foster innovation as stakeholders find Sustainable Business opportunities. The competitive edge and an innovation based approach leading to Sustainable growth can become the Game Changer for the corporate.

Challenges come with the nature of Business and the continuous need to report growth and profits with the quarterly reporting system. Organizations are under increasing pressure to show shareholder benefits and while Sustainable growth does benefit, both are in different timescale. And herein lays a contradiction.

Sustainability for Business is hence a long term goal and a continuously evolving process. Beyond the regulatory and reporting aspects, Sustainability strategy and implementation are unique to every individual company's context and impact the public perception of the Company.

**Message:** *"Sustainability is now a Business imperative, more than ever before. The benefits are visible and many directly impact the bottom line. But beyond all, the magic is the feel good factor which Sustainable growth brings of being productive and doing it right."*



### **Dr. Aditi Haldar, Director, GRI Focal Point India**



She is an expert on sustainable development with over 22 years' experience in working with national, regional and global organizations in enhancing sustainability, transparency and reporting. In her current role as Director, GRI Focal Point India, she leads the Global Reporting Initiative's efforts to make sustainability reporting a standard practice in India and in the broader South Asian region. Throughout her career, she has been active in various national and global advisory committees, networking groups and forums, including the Global Agenda Council Network of the World Economic Forum. A frequent contributor to publications on environmental management and sustainable development, she is also a popular speaker on sustainability and transparency issues in India and internationally. She has a PhD in Environmental Sciences.

### **ABSTRACT**

#### **About the Global Reporting Initiative**

The Global Reporting Initiative (GRI) is a leading international organization in the sustainability field. Its Secretariat is based in Amsterdam with seven Focal Point offices located around the world, including one in India. GRI promotes the use of sustainability reporting as a way for organizations to become more sustainable and contribute to sustainable development. The most updated version of GRI's Guidelines for Sustainability Reporting, G4, was launched in May 2013. This has been developed through a global multi-stakeholder process involving representatives from business, labor, civil society financial markets, regulators and governmental agencies as well as auditors and experts in various fields.

#### **GRI Focal Point India**

The GRI Focal Point India provides guidance and support to local organizations, driving GRI's mission to make sustainability reporting standard practice. By having an office on the ground, GRI can help change the sustainability reporting landscape and improve overall transparency. After the Focal Point was established, the number of reporters in India has increased. With support from the GRI Focal Point India, Indian corporations can shape GRI's continuously developing Sustainability Reporting Framework, as well as the standards and emerging regulatory landscape for sustainability reporting in India. The Focal Point enables collaborative engagements through capacity building, policy advocacy, and research and consultations with ministries. It also works closely with regulators, business, industry associations, financial market players, business schools, and civil societies from India and South Asia.

#### **Sustainability Reporting**

Sustainability reports published by companies provide information on the economic, environmental, and social impact caused by their business activities. A sustainability report also presents the organization's values and governance model, and demonstrates the link between its strategy and its commitment to a sustainable global economy. Through sustainability reporting, organizations can measure, understand, manage, and communicate their economic, environmental, and social and governance performance. It also helps evaluate the direct and indirect impact of business activities on the internal organization and the supply chain. Indian companies have made great progress in sustainability reporting. Interestingly, they have always been more socially involved



than some of their regional and global counterparts due to the way business is conducted in the country. However, this did not always translate into effective reporting. The initial drivers of sustainability reporting were customer requirements and regulatory pressures. A global, connected marketplace and increasing international expansion served as further drivers. Competitive peer pressure has also played an important role in necessitating sustainability reporting, which is why certain sectors have progressed faster than others. Two other factors that have significantly helped reporting mature over the years are a more conscious and vocal stakeholder community (employees, customers, and society) as well as the growing realization that a better understanding of these sustainability parameters can improve operational effectiveness and performance. The Securities and Exchange Board of India (SEBI) has mandated business responsibility reporting for the top 100 listed entities based on market capitalization, further boosting reporting in India.

*Message: When one tugs at a single thing in nature, he finds it attached to the rest of the world. – John Muir*





**Prof. Subhajyoti Ray, Former Dean, XIMB**

M-Stat (ISI), Fellow (IIM-Ahmedabad)

He completed his masters from Indian Statistical Institute and Fellow programme from IIM A. He has worked with the Reserve Bank of Bank in the areas of data analysis, data warehousing and research.

After 8 years with the bank, He joined as a faculty of Decision Sciences at XIMB. His teaching interests are in the areas of business statistics and analytics. He has also been a visiting faculty to institutes like ESSEC in France, Antwerp Management School Belgium, Great Lakes, Gurgaon and IIM Ranchi.



*Message: Time is running out. Mankind has to decide now – Who makes the first move Nature or Man?*





## Session 5: Sustainability in Practice: Stories of Success and Struggles

Date: July 6, 2015

Venue: Conference Hall 2 (XUB)

Chairman/Moderator: Prof. Amar Nayak, Professor of Strategy and  
NABARD Chair Professor

### Speakers

1. Mr. M.V. Ashok, CGM, NABARD
2. Mr.P.L.Kulkarni, DGM, NABARD
3. Dr.Ajit Kumar Pattnaik, IFS, Chief Executive, Chilka Development Authority
4. Mr.Inir Pinheiro, Co Founder& MD, Grassroutes Journeys Pvt Ltd, Bombay
5. Dr.Geeta Vaidyanathan, VP, CTxGREEN/University of Guelph/VLB FFIS Project Odisha





**Mr.M.V. Ashok, CGM, Dept. of Economic Analysis & Research, NABARD.**



He is also on the Board of NABARD Financial Services Ltd (NABFINS), a subsidiary of NABARD, based at Bangalore. He is a Post Graduate in Agriculture from the Indian Agricultural Research Institute (IARI) New Delhi after a Bachelor's degree in Agriculture from the Tamil Nadu Agricultural University Coimbatore. He has additional qualifications in General Management from IGNOU, Human resources Development from W. Institute of Management, Mumbai and Training & Development from the Indian Society of Training & Development New Delhi. He has also done a Certificate course on Financing Micro Enterprises from the Institute of Development Studies, University of Reading, UK. With a career in banking spanning 34 years, since 1980, beginning as an Agricultural Officer with Canara Bank for two years, then as a Banking Officer with RBI in 1982 and services having been transferred to NABARD in 1983 on voluntary option. Mr. Ashok has varied experience in rural management and implementing sustainable rural development projects having worked headed two state Regional Offices of NABARD at Jharkhand and Maharashtra States besides serving in various other capacities in the States of Kerala, Tamil Nadu and the Head Office. He has also served as a District Development Manager (DDM) in Kannur district of Kerala state and as a Faculty Member of the Bankers Institute for Rural Development (BIRD) Lucknow. Mr. Ashok has ample experience in designing and implementing sustainable development programmes for rural communities and has associated himself with several corporates in choosing appropriate development programs using CSR funds and in helping choose implementing partners like NGOs in the project area. Mr. Ashok has had exposure of rural finance sector in several countries including Thailand, Kenya, China, Germany and England

### ABSTRACT

#### **Sustainability initiatives of NABARD through community participation**

This paper attempts to bring out the major development initiatives of NABARD where the sustainability is the central theme around which all related activities are designed for providing sustainable livelihood for rural communities with the active participation of the community with the following flagship development programmes:

*Watershed Development*

*Tribal Development*

*Natural Resource Management*

*Climate Change Adaptation*

*Value Chain Management*

The paper describes how NABARD gives large emphasis on community participation in the development projects to bring about a sense of involvement and ownership of the project and creates awareness among the village community about the importance of scarce natural resources like water, soil and human capital. The projects make the village communities understand the meaning of sustainability though it takes time to manifest.

The paper also covers the unique case study of an obscure tribal village Mendha-Lekha and how the villagers adopted the concept of sustainability in all their activities and the success of the village in their journey towards sustainability. The co-author of this paper is Mr.P.L. Kulkarni, DGM, Watershed Development Project Monitoring Centre, NABARD Amravati.

*Message: Experiencing the need for change is the first step towards mainstreaming sustainability - Sally Uren, CEO, Forum for the Future (2013)*



**Dr. Ajit Kumar Pattnaik, IFS, Chief Executive, Chilika Development Authority**



He has got 32 years varied professional experience & expertise in management of natural resources, community forestry, coastal ecosystem, restoration and management of wetlands and biodiversity conservation. He has done his PhD on phytodiversity of Chilika Lake, a Ramsar site of India and Diploma on Integrated Coastal Zone Management from University of New Castle upon Tyne, U.K. His expertise is in the field of Wetland Restoration and Wetland management & Research, Integrated Coastal Zone Management, and integrated Lake Basin Management, biodiversity conservation and implementation of community based forestry livelihood projects. He headed the most successful project of restoration of the Chilika Lagoon a wetland of international importance (a Ramsar site) and a common property resource with an ecosystem approach. He has got 17 years rich experience in holistic management of coastal ecosystem with key activities like; resource management, research, monitoring and assessment, networking, strategic partnerships with the community and various relevant organizations both at national and international level. He formulated the World Bank aided Integrated Coastal Zone Management Project for Odisha, India and is currently the Project Director for implementation of the project for the pilot component of Odisha state. He has got rich experience in joint forest management and community based livelihood programme. He has written (over 80 scientific publications) and oral communication, workshop facilitation. He is a member of Scientific Committee, International lake Environment Committee (ILEC) Japan; National Steering Committee of Small Grant Funds, UNDP GEF, India; Member of the State Coastal Zone Authority, Department of Forest and Environment, Government of Orissa; Governing Body, Wetlands International South Asia (WISA) and International Steering Committee Ramsar Center Japan.

**ABSTRACT**

**Rebooting a Coastal Ecosystem; Restoration of Chilika Lagoon- A Case Study**

Lagoons are the most valuable components of coastal zone in terms of both ecosystem and natural capital. Chilika is the largest lagoon along the east coast of India and is a unique assemblage of marine, brackish and fresh water eco-systems with estuarine characters. This fragile ecosystem is known for its amazing biodiversity and is a designated “Ramsar site”. It is the largest wintering ground of migratory waterfowl in Asiatic subcontinent. The highly productive lagoon eco-system with its rich fishery resources & wide array of ecosystem services sustains the livelihood of more than 0.2 million local fishers. The spatial and temporal salinity gradients resulting from the freshwater flow from the drainage basin and the seawater influx; gave it the unique characteristics of an estuarine eco-system, exercising a continuous and selective influence on its biota. The annual long shore sediment transport along the coast of Bay of Bengal to a tune of 0.1 million metric tons tend to shift the lagoon inlet. This had been adversely impacting the lagoon ecosystem. This changed flushing pattern significantly affected the salinity regime, and consequent natural recruitment and breeding migration of the species in the past. The hydrological alteration due to choking of the inlet was transforming the lagoon to a fresh water ecosystem. This was considered as a potential threat to the biota of this unique ecosystem. The lagoon encountered a combination of increased siltation due to changes in the land use pattern and degradation of the drainage basin, as well as partial closure of the outlet channel connecting the sea. The



consequent decrease in salinity caused proliferation of invasive species, increased turbidity and shrinkage of water spread area, depletion of the fishery resources and an overall loss of biodiversity. The decline in the productivity adversely affected the livelihood of the local community. Due to change in its ecological character, it was added to the list the Montreux Record (threatened list of Ramsar sites) in 1993.

Chilika Development Authority (CDA) adopted the principle largely based on the Ramsar guidelines for restoration of the lagoon, which recommend a diagnostic approach based on a critical evaluation of ecological characters, economic and socio-cultural features to identify objectives and operational limits including factors for effective restoration and management of wetland ecosystems. Targeted studies were initiated to bridge the knowledge gaps. Based on a rigorous model study backed by the credible data a hydrological intervention was made by CDA in 2000 by way of opening of a new mouth to reconnect the lake to the Bay of Bengal. Considering the complex lagoon ecosystem, a close monitoring protocol is adopted to assess the impact of various management interventions. This is being carried out from 30 fixed stations covering all the four ecological zones. In addition to this sensors are deployed on floating buoys at 10 strategic locations that transmit the water quality data telemetrically on real time basis to the lab. A number of performance indicators are selected to track the ecosystem.

The monitoring outcome indicates that after opening of the mouth there has been significant improvement of the lake ecosystem. The ecosystem-based management intervention demonstrates how restoration of the lagoon with active community participation not only can have positive impact on the biodiversity but can significantly improve the livelihood of the local communities. The restoration of lagoon ecosystem significantly improved the coastal zone ecosystem and playing a major role in the protection of the marine environment from land-based activities. This is evident from the increase in the fish production from the adjoining coastal areas and increase in the number nesting Olive Reedley on the sand bar located along the estuarine zone.

The adaptive planning with ecosystem approach and its implementation with active support of the local community through extensive consultative process are key to the success. Management steps by CDA have been widely debated, researched and implemented and this extensive outreach approach has contributed significantly to the success. This is further testified from the fact that Chilika was removed from the Montreux record by the Ramsar bureau with effect from 11th November 2003. Chilika lagoon is the first wetland from Asia to be removed from Montreux record. The prestigious Ramsar Wetland Conservation Award 2002 and Indira Gandhi Paryavaran Purashkar were also conferred on CDA for the impressive way in which the restoration was carried out with the active participation of the local communities.

**Message:** *“Wise use of natural resources can lead to Healthy Ecosystems & Human Wellbeing”*



**Mr. Inir Pinheiro, Co Founder & MD, Grassroutes Journeys Pvt Ltd, Bombay**



He is a social entrepreneur involved in rural livelihoods having over 10 years of experience in the social sector ranging from resource mobilization, to building triple bottom line (financial, social & environmental) sustainable ventures and training. He has an MBA from XIMB where he specialized in sustainable development, social enterprises & livelihoods. He has been recognized as amongst 50 social entrepreneurs changing India by Outlook Business, has been awarded the Karamveer Purashkar for Social Justice and Citizen Action in 2008 by ICONGO & Khemka Foundation. Inir is a visiting faculty in XLRI, IIMC & XIMB conducting courses on Social Entrepreneurship and Start Ups. He is also a TEDx speaker.

**ABSTRACT**

**The Grassroutes Journey**

Grassroutes, began as a personal journey of discovery of identity and purpose. The session will be about the evolution from a personal journey to a social enterprise. Covering many of the quintessential doubts, apprehensions and fears of a start up, especially those which high social and environmental goals, the session will touch on the dilemmas and joys of a social entrepreneur.

*Message: "Dream, even if it's the impossible dream, and once you do....date your dream"*





**Dr. Geeta Vaidyanathan, VP, CTxGREEN/University of Guelph/VLB FFIS Project Odisha**



She has a Ph.D. in Geography & Environmental Management (2009) from the Faculty of Environment, University of Waterloo, Canada and Masters in Environment and Resource Studies (2002) from the University of Waterloo, Canada. She has taken an advanced training course on Rural Livelihood Systems (1999) organized by the Swiss Federal Inst. of Technology, ETH/NADEL, Zurich, Switzerland. Rural livelihood systems compared - Sustainable Resource, Management in India and Switzerland. She also has a B. Arch (1988), from the Maharaja Sayajirao University, Baroda, India. She has 15 years experience in participatory habitat design and community processes in Canada and India, accompanied with action research. In addition, 12 years of Research on energy in building and coupled with practical implementation experience designing and implementing people-oriented and gender-sensitive livelihood solutions through technological innovations for specific agro-climatic and cultural context. Projects were focused on shelter, renewable energy and appropriate technologies, and micro-enterprise development, while mobilizing and training members of the local community.

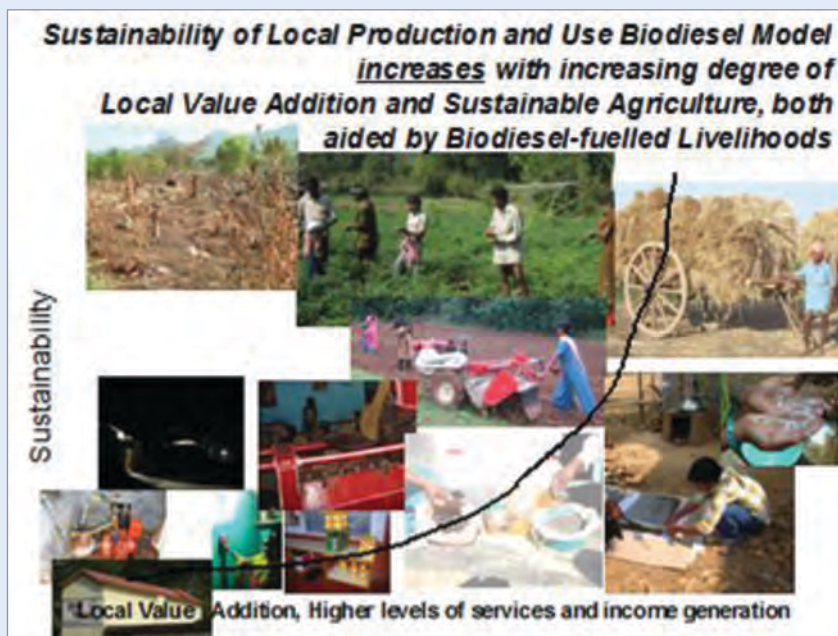
**ABSTRACT**

**Adoption of Renewable energy technologies – adaptive cycles and growth trajectories**

Sustainability reflects a fundamental value - living *within our means*. As Thomas Hayden put it, “a new planet is not an option and descent into global poverty is unthinkable.” There is no denying that we have to move ahead in meeting development goals, while inflicting minimal damage to our environment. This may seem paradoxical, yet technologies that tap into renewable energy sources offer such a low carbon economic development pathway. There are associated socio-technical challenges of embedding these technologies within a community. Lessons learned on factors determining adoption though not universal, are applicable to other similar technological innovations.

Each renewable and energy efficient technology has a niche and a trajectory of growth. The stage beyond initiation, when the technology is field tested by a few individuals, to full implementation and adoption by a critical mass, is a slow and gradual learning curve for organizations promoting the technologies. During this phase the technological innovations are recast and reinvented paving the way for integration into the local value chain. The transition beyond the reinvention stage of the innovation and its internal adoption by organizations is very critical as it sets the stage for the wider adoption of the innovation(s). The cases of the CTx GREEN Village Level Biotechnologies (VLB), and

two cleaner production innovations in the cashew processing and foundry sectors, as



two cleaner production innovations in the cashew processing and foundry sectors, as



representative of Micro-, Small-, and Medium Enterprises, respectively, (within the broader MSME sector) will be used to illustrate this.

The CTx GREEN VLB is a renewable energy technology package for service delivery in infrastructure starved communities, focused on ensuring food-fuel-fertilizer-and-income security. This model is being implemented in Odisha, India and Bondo, Kenya. The reinvention loop and the adoption process in the community, both have involved multiple stakeholders in the decision making process.

The adoption of cleaner production innovation by the micro-small and medium enterprises presents similar challenges. The stimulus for their diffusion and factors determining their rate of adoption will be discussed in the context of the Divided Blast Cupola in the foundry sector and the Boiling technique in the cashew sector.

***Message:** When production and consumption both become localized, the temptation to speed up Production, indefinitely and at any price, disappears - Mahatma Gandhi on village development and economics. People need new tools to work with rather than new tools that work for them- Ivan Illich*





## Session 6: Sustainability and Management Education & Research: Role of Academic Institutions

Date: July 6, 2015

Venue: Room No.9 (XUB)

Chairman/Moderator: Prof.Biswa.Swarup.Misra, Dean, XIMB

### Speakers

1. Mr. Satyajit Puhan, Consultant
2. Dr. Aditi Haldar, Director, GRI Focal Point India
3. Mr. B. Naik, GM, NABARD
4. Mr. Abhishek Mazumdar, Playwrighter
5. Dr. Ramani Sankarnarayan, President, CTxGREEN/ University of Guelph/  
VLB FFIS Project Odisha
6. Dr. Ritesh Kumar, Director, WISA
7. Mr. Sanjeev Kakoty, IIM Shillong





### Mr. Satyajit Puhan, Consultant

He did his Masters in Development Economics and M.Phil in Development Studies from Jawaharlal Nehru University, New Delhi. He has worked as a freelance consultant for more than a decade in the development sector, both at the grassroots level and policy. His area of experience includes education, livelihood and human rights. He has been involved in setting up and capacity building of collectives and organizations working in community development. He is based out of Odisha and is engaged in independent research and writing in education, art and social history. At the moment he is associated with Centre for Human Sciences, Bhubaneswar. In his free time he likes to work with children to understand the process of learning and development of human consciousness.



#### ABSTRACT

#### **Between the Parts and the Whole: Some Critical Reflections in Notion and Practice of Sustainability”**

Sustainability has become an important term in modern public lexicon. In the modern political, economic and social discourse the concept keeps cropping up through policy frameworks and legislation, in governance and management, in reappraisal of cultural patterns and practices. These are manifold responses to an ecological crisis that is deemed to be nothing less than planetary in scale. The health of the planet, and by that the very future of life, seems to be under question. But the conception of “health” is not limiting to the “cure” or the mere absence of disease. A different and more foundational conception of health could be rooted in the concept of wholeness. The first part of the paper takes this as a point of departure to explore notions of sustainability that could be intrinsically significant and puts them in the context of practices both past and present. It also brings into discussion a cluster of concepts that stand in foundational relation to such a premise of sustainability, and their epistemic implications in terms life, work and thought. The second part of the paper will attempt to anchor this premise of sustainability in the specific domain of education, with reference to theory and practice of knowledge. It will end by exploring some possibilities in designing of programs and curriculums of sustainability.

*Message: If we closely observe life around us then it presents an ever-widening tapestry of interrelatedness. Our being in the world is never one of isolation but one of interdependence. The physical reality of our existence makes it clearly evident but does not exhaust the limits of that interdependence (which includes elements not necessarily reducible in material terms). Sustainability of life is rooted in the acceptance of responsibility for our interdependence, both in the material and non-material sense.*





**Mr.B.Naik, GM, NABARD**

*Message: "Conservation means the wise use of the earth and its resources for the lasting good of man"—Gifford Pinchot.*

**Mr. Abhishek Mazumdar, Playwright**

He is a playwright, designer and theatre director based out of Bangalore. He is the artistic director of 'Indian Ensemble' a Bangalore based theatre company . He is a Visiting Associate professor at New York University, Abu Dhabi and also teaches theatre based programs in other institutions in and outside India.



He is an Alumnus of NIT Trichy, The London International School of Performing Arts , Delhi University and was briefly at the RM program in XIM Bhubaneswar.

### ABSTRACT

I would like to focus my talk on 'Sustainability and Education'.

If we want to create a sustainable society and equip the young to work in a sustainable manner in sustainable industries, what should be the way we think of our academic institutions and their pedagogy?

Is our current education system equipped to model itself along these lines or is it built on certain assumptions that are fundamentally contrary to what we want to achieve through our education.

Is our process of selection and placements in traditional university fundamentally at odds with the objective of creating workers who work for sustainability and philosophically how do we align our objectives and the practical work outside the university.

As an academic and a student of different subjects, this is my own attempt to look at my education and dissect it for its challenges, and then to hopefully throw some light on the above mentioned ideas.

*Message: "We rushed into renewable energy without any thought. The schemes are largely hopelessly inefficient and unpleasant. I personally can't stand windmills at any price."--JAMES LOVELOCK*





**Dr. Ramani Sankarnarayan, Ph.D. (P.Eng) President, CTxGREEN/ University of Guelph/ VLB FFIS Project Odisha**



He is the President and Lead Process Engineer, CTx GREEN, Canada; Project Manager, YSM-D-CTx GREEN VLB FFIS Project, Gram Vikas, Mohuda, Odisha;

Principal Investigator, CPG-MCHDP-CTx GREEN VLB FFIS Project, Matangwe, Bondo, Kenya and Adjunct Professor, University of Guelph, School of Environmental Design & Rural Dev't., Canada.

He has a Ph.D in Metallurgical Engineering, McGill University, Montreal, Canada, 1994; M.Eng in Metallurgy from Indian Institute of Science, Bangalore, India, 1983; B.Eng., Metallurgy from Indian Institute of Science, Bangalore, India, 1981 and B.Sc., Chemistry from Madras University, Madras, India, 1977

He has relevant work experience in Ispat Inland Inc; Iron Ore Company of Canada ; Jersey Central Power & Light, New Jersey, USA; Maple Leaf Foods; Natural Resources Canada; Kinectrics Inc. ; By-Product Synergy; Cem Star; Merchant Slab Plant Feasibility and Global Steel Company (Egypt).

His awards and recognitions include 1996 Jerry Silver Award (Iron and Steel Society of AIME) – Excellence in Research;

Winner - World Bank Development Marketplace (DM 2003 Project No.1551): Carbon-neutral Biodiesel-fuelled Energy System;

Social Entrepreneur 2005 – nominated for Global Giving Social Entrepreneur Award by the World Bank Development Marketplace; 2005 Intel Environment Laureate of Tech Awards, The Tech Museum, San Jose, CA, USA;

Social Entrepreneur 2004, Global Social Benefit Incubator, Santa Clara Univ., CA, USA;

Case Studies: (i) WISIONS PREP-8, [www.wisions.net](http://www.wisions.net). “Village-scale biodiesel-fuelled energy system,” Feb. 2007; (ii) ENERGIA, compiled for IUCN, May 2009: “India: Producing Biodiesel Fuel from Local Seeds for Livelihoods, Water Pumping and Power Generation.”

Star of Global Health, Grand Challenges Canada, 2013, as Principal Investigator for Project “Health Within Our Reach - Road to Matangwe,” funded by an award from Grand Challenges Canada to Grantee CTx GREEN.

## **ABSTRACT**

### **Grassroots Academics - Sowing and Reaping the Seeds of Transition to a Greener and Fairer world**

I would like to look at the role of academic institutions with a broader perspective given my belief that the reach of academia should extend beyond formal education in the institute into the world of real stakeholders. With a grassroots perspective, students and graduates will be better enabled to grasp the intricacies of complex interrelationships in the real world and come up with solutions that are sustainable: efficient, economical, environment-friendly, and most importantly, equitable. We have been working with Universities in Canada (Waterloo, McGill, and Guelph), India (XIMB, KSRM, Berhampur Univ., TERI), and we have been building an incremental relationship with the University of Twente in the Netherlands, more specifically the CSTM department (Governance and Technology for Sustainable Development). After working with us over a period of three months these students are not only better equipped to find Green Jobs, a fast growing segment in Europe and North America (and in Asia now); they also



participate in a reciprocal collaborative relationship with the community and are better able (and humbled) to design more relevantly and with reverence.

I will be drawing upon our experiences with the implementation of our (CT<sub>x</sub> GREEN) model for Village Level Biotechnologies (VLB) in Odisha and Kenya, to draw out existing gaps in the policy space that need to be overcome with the help of various actors: government - spanning an entire gamut of line departments and their silo-ish programs; bilaterals and multilaterals; micro-finance and related institutions; academic and training institutes, and so on.

The VLB model in India and Kenya focuses on 'Base-Of-the-Pyramid' producers, primarily small holder farmers, and explores the potential to build the capacity of disadvantaged women and youth to act as change agents in the creation wealth amongst \$2-a-day farmers.

The VLB model is as applicable in the Northern (slow-food movement; renewable energy in Europe and California) and urban contexts (Waterloo region's bio-oil project, New York's food production movement), being based on our maxim of "Local Production for local use."

We at CT<sub>x</sub> GREEN, with a highly qualified interdisciplinary network of resource persons working at the grassroots, can act as a bridge between the University and community, since we work with:

***Small and marginal farmers and local food producers  
Women's Self-Help-Groups (SHGs) and youth  
Community based organizations and Universities***

I would like to coax/encourage various organizations/institutions/actors to work with organizations like us to set up long term programs that could encourage the grooming/ graduation/ progressive retraining of barefoot technicians as well as trainers and managers so that approaches like the VLB to Food-Fuel-Fertilizer-and-Income-Security could sustainably propagate the three "micro-economics" tenets of promoting local value-addition, creating green livelihoods and integrating Sustainable Agriculture practices that not only strive to increase the levels of agricultural mechanization but also targets simultaneous improvements in food production (tonnes/year), land acreage under timely tilling and sowing, land productivity (kg/acre or tonnes/hectare) and soil health.

Such a partnership will offer the University a continuously evolving field for training future managers, while reciprocating by grooming grass root green social entrepreneurs. For us at CT<sub>x</sub> GREEN, it will be an investment in committed promoters of sustainable solutions for a greener and more equitable world.

***Message:*** "It was not until we saw the picture of the earth, from the moon, that we realized how small and how helpless this planet is - something that we must hold in our arms and care for."-- Margaret Mead.



**Dr. Ritesh Kumar, Conservation Programme Manager, Wetlands International South Asia**



He leads the technical programme of WISA which is a global organization working for conservation and wise use of wetlands worldwide. He has led integrated management planning for several wetlands in the region since last 15 years. His work focuses on integrating wetlands in river basin and coastal zone management, ecosystem services assessment and valuation, and sustainable livelihoods. He is a member of the Scientific and Technical Review Panel of Ramsar Convention and an expert member of the Intergovernmental Policy Platform for Biodiversity and Ecosystem Services (IPBES). The Economics of Ecosystem Services and Biodiversity – Water and Wetlands Synthesis, of which he is one of the lead authors, was released by Ramsar Convention in February 2013. He holds a PhD in environmental economics from University of Delhi, India.

**ABSTRACT**  
**Wetlands as Natural Capital**

Wetlands, ecosystems located at the interface of land and water, form an important component of India's natural resource endowment. Spanning over 15.6 million ha of our land area, wetlands play an important role in providing freshwater, purifying wastewater, buffering floods and storms, regulating water regimes, trapping sediments and nutrients and ultimately providing water and food security for all. A number of plant and animal species depend on wetlands and for several rare and endangered ones, these ecosystems are indeed their last refuge.

The high altitude wetlands of Himalayas serve as headwaters of ten largest rivers of Asia, basins of which support nearly one-fifth of global population. Cities, as Bhopal (Madhya Pradesh), New Delhi and Kollam (Kerala) depend on wetlands for their water supplies. The East Kolkata Wetlands (West Bengal) form an important component of waste water treatment infrastructure of the Kolkata City; nearly treating 600 million litres of sewage daily through an ingenious practice of waste based pisciculture, agriculture and horticulture. The temple tanks of Tamil Nadu are a unique example of cascading rainwater harvesting system. Floods of River Brahmaputra in Guwahati (Assam) would be several times more devastating if DeeporBeel and associated wetlands did not accommodate monsoon flows. The 0.45 million tourists visiting Lake Chilika (Odisha) create an economy worth Rs. 2,300 million for various sectors. A recent World Bank assessment on economic values of major biomes of the country has estimated the economic value of wetlands to be Rs. 600,950 million.

Notwithstanding their immense value, wetlands continue to be degraded due to range of developmental pressures emanating from urbanization, agriculture intensification, industrialization, and aquaculture. As per conservative estimates, nearly 30% of natural wetlands have been lost in last three decades alone. The resultant losses in ecosystem services and biodiversity have direct economic repercussions, which are unfortunately underestimated. For example, loss of flood absorption capacity of wetlands of Kashmir Valley is widely recognized as a major factor behind the extensive damages caused by September 2014 deluge, which put back development in Kashmir Valley by several decades imposing a cost of over Rs. 10,000 million in relief and reconstruction. Effectiveness of current management efforts has been limited due to use of ad hoc approaches for management; inter sectoral conflicts, limited capacities for integrated management, and limited research-management interface. There is still a predominance



of ‘protected area’ based approaches for wetland conservation, which does not adequately address the genuine livelihood needs of dependent communities.

In our increasingly water insecure economy, wetlands need to be repositioned as ‘natural capital’ considering their role in ensuring food, water and energy security and climate change adaptation. In an encouraging development, the National Programme for Conservation of Aquatic Ecosystems (NPCA) of the MoEFCC, GoI is being reorganized around these principles. Several states also constitute Wetland Authorities which will provide the requisite institutional framework for cross sectoral management of wetlands. Models of funding wetland restoration through convergence with ongoing developmental sectoral schemes are also being promoted.

The domain of wetland sciences have been traditionally dominated by biophysical and limnological sciences with little involvement of landscape ecologists, hydrologists and humanities. With wetlands being impacted by the choices of economic and social development, we need higher investment into the science and practice of ‘ecosystem services’ – connecting the structural elements of wetlands, to their functioning and ultimately linkages with well-being of the communities and stakeholders to be able to generate policy relevant information. Future assessments would require not only determining the trends of wetlands extent and ecosystem integrity, but also what implications change has for societal well-being and ecological security.

The future of our wetlands is predicated on the extent to which wetlands are mainstreamed in state and national developmental programming. Making the value of wetlands visible to economies and society will create the evidence base to pave the way for more targeted and cost-effective solutions.

***Message:** Integrated management of water and wetlands is the key to India’s sustainable future. The full range of ecosystem services and biodiversity values of water and wetland ecosystems need to be mainstreamed in developmental programming and decision making*





**Mr. SanjeebKakoty, IIM Shillong**

Sanjeeb Kakoty was born and educated in Shillong. After Post Graduating in history, he did a PhD in the history of technology from NEHU and completed the 3 TP programme of management from IIM Ahmedabad. A teacher, writer and a documentary film maker, his latest book entitled *Science, Technology and Social Formation in Medieval Assam* was published by Cambridge in 2012.



One of the founder members of the world Business School Council for Sustainable Business, he was part of the team that wrote the report *Management Education for the World*, that was presented UN Earth Conference at Rio in 2012. He was also invited to the World Economic Forum Curators meet where he spoke about the urgent need to preserve and protect local diversity in a Globalised world Order. He is also the coordinator for the course offered to Hamburg Media School, Germany and has also been appointed their International Consultant for India.

He has a number of startups to his credit and has been involved with the Kasturba Gandhi National Memorial Trust ( Assam Branch ) in his attempt to investigate Gandhian philosophy being taught and practiced in select villages of the north east, to see whether it can be the basis of a Sustainable future. He is also actively mentoring a group of young engineering and IIM graduates in a social venture known as *Organic Majuli*.

Currently a faculty at IIM Shillong, he has also done guest lectures at IIM A and IIM B as well at NEHU, Guwahati University and Jamia Milia Islamia University.

**ABSTRACT**

**Need to Re-think Sustainability Education**

The sporadic debates, over the last few decades, about ill effects of human intervention on the ecology and health of the planet had initiated a fair amount of discussion on the issue of sustainability. This was graphically conveyed on to a world stage by Al Gore and his popular film *An inconvenient Truth*. Factual accuracy or otherwise of some data notwithstanding, it succeeded in raising awareness like never before and a number of terms that subsequently gained currency include global warming, climate change, retreating glaciers and polar ice caps, rising sea levels etc. This started a debate about need to curtail ecologically harmful human activity and re-think the trajectory and nature of future human growth.

By human growth, one is talking about the more than 7 billion souls and their per capita requirement of fresh water and arable land. It is estimated that the ecological foot or the average amount of productive land and shallow sea that is used to service the life on an individual from around the world for food, water, housing, energy, transportation, commerce, and waste absorption—is about 9.6 hectares (24 acres) in the United States and about one hectare (2,5 acres) in developing countries. The average per capita global human footprint is 2.1 hectares or 5.2 acres. If development aspirations means reaching current U.S. consumption levels with prevalent technology, it would require four more planet Earths. In the meantime, the atmospheric carbon dioxide has risen to the highest levels in at least two hundred thousand years and unbalanced the nitrogen cycle that would lead to unimagined consequences.

For instance, North American farmers and ranchers draw out 20 billion more gallons of water than is replenished by rainfall. The Ogalala Aquifer, one of the largest fresh water bodies on earth, may dry up in the next 30 to 40 years, at present rates of consumption. Globally, the total topsoil loss is estimated at 25 billion tons, a figure that equals all the wheat fields of Australia!

But the problem remained, who would bell the cat? Who would take the initiative and lead the charge to change the order of things? Would it be governments changing their policies and goals, would it be society taking up leadership roles or should it be business that would lead from the front? Soon it became apparent that nobody was willing to take the responsibility to bring about



desired change. While governments hid behind the argument that their job was to provide good governance and ensure a higher standard of life for its citizens, ordinary citizens passed on the onus for change on to policy makers and to business for making the change. Business on its part, hid behind the argument that the *Business of Business is Business PERIOD*.

This brought us back to the beginning of the debate, that the future of world was in jeopardy due to harmful human activity and unless this was controlled or stopped, mankind was in for serious trouble. But who would take the lead in redirecting human activity to ensure sustainability. During this time, it was also becoming increasingly evident that much of the harm being wrecked on nature had been accelerated due to increasing consumerism and exponential consumption that was being promoted by the unbridled growth of capitalism, free market economies and globalization. Strong voices about this were being raised, be it Joseph Stiglitz or Assem Srivastava, Syeed Hussein Alatas or Claude Alvares. Finally David Korten in his monumental work *When Corporations Rule the World*, succeeded in clearly demonstrating the tremendous power and influence of modern day corporations and the astounding assertion and that the combined turnover of the top twenty MNC's was more than the GDP's of the hundred poorest countries of the world!

If this be the power and reach of a modern day corporation, it was only right that they took the lead in bring about fundamental changes in ensuring sustainability. In this effort, management institutions and B Schools were asked to re-orient their teaching syllabi and pedagogy to incorporate sustainability as a major area. To that end the leading institutes of the world came together under the banner of the World Business School Council for Sustainable Business, which debated and researched what the management education should look like. This report was presented to the UN at the Rio Earth Conference.

The report seeks to change the development paradigm, ensure a just and equitable world order and make every individual a co-creator of a common and sustainable future. Can we rise to the challenge and do it? This would need radical change of lifestyle and human aspirations. For instance the total grain production in the world is about 2 billion tons. This can theoretically feed 10 million Indians but only 2.5 billion Americans, who convert a large part of their grain to poultry and livestock. Similar is the case with energy and water consumption. We can either change or we shall happily perish!

**Message:** *The earth has existed for approximately 4.5 billion years, the earliest evidence of life on earth is 3.7 billion years ago While our ancestors have been around for about six million years, the modern form of humans only evolved about 200,000 years ago. Civilization as we know it is only about 6,000 years old, and the process of industrialization gained steam only in the 1800s. In other words, the earth existed before humans did and would continue to do so after us. So, when we talk of sustainability, we mean our own sustainability and of human civilization as we know it. So sustainability is not an option, but the only way forward!*





**Prof. BiswaSwarup Misra, XIMB**

He is currently working as a Professor of Economics and Dean at the Xavier Institute of Management, Bhubaneswar of Xavier University, Odisha. He was an Economist in the Reserve Bank of India during 2002-2010. His previous industry engagements include Chief Economist at Bank of India and Economist at the Union Bank of India. His research interest includes study of Growth Dynamics, Fiscal Behaviour, Finance and Development, Banking and Macro Economic Modeling. He is a widely published author and has contributed to many journals such as *Comparative Economic Studies*, Reserve Bank's *Occasional Papers*, the *Journal of Quantitative Economics*, the *Indian Economic Journal* and *Journal of Income and Wealth*. He is a Member of the Scientific Council of Journal of Management and Financial Sciences, Warsaw School of Economics, Poland. He has been a member of the Working Group on Savings constituted by the Planning Commission for the 12<sup>th</sup> Five Year Plan and at present is a Member of the 'Expert Group for Development of a Methodology for Computation of an Index for Infrastructure Development at the all India level and for States' constituted by the Ministry of Statistic and Programme Implementation, New Delhi.



*Message: Nature has been nurturing us for so long, now it is our turn.*

## Messages from Faculty, Xavier School of Sustainability, XUB

**Prof. Sutapa Pati ,Associate Professor**

She holds a Bachelors Degree in Mechanical Engineering from UCE, Burla and Masters in Industrial Design from IIT Delhi and PhD in Sustainable Design from IIT Delhi. She has worked in the automotive industry as a Manager in the Research & Design Centre of Tata Motors, ERC, Pune and Maruti Suzuki India Ltd, Gurgaon and also in the sector of microfinance and livelihood generation for rural community in Rajasthan for Professional Assistance for Development Action (PRADAN, New Delhi). She was involved in the conceptualization phase of setting up of Mahatma Gandhi Institute for Rural Industrialization (supported by IIT Delhi) for the Rural Engineering and Crafts Division. She has taught courses like Sustainable Product Design and Development, Design Thinking, Ergonomics and Cultural Anthropology. Her research interests include Sustainable Design Practices, Personal Energy Systems, Sustainable Mobility and Green Technologies; Vehicle Safety Systems; Product Life Cycle; Product Design & Detailing, Sustainable Business Models



**Message: Marlee Matlin said "The Earth does not belong to us; we belong to the Earth."**

Sustainability is at the core of any culture. It is a constant endeavour to animate the glory of earth for the future. Focusing on sustainability will help in achieving harmonious progress; build understanding of symbiotic engagements of beings with nature; promote responsible living while emphasizing care as a founding value of society. It is crucial for mitigating conflicts and shall lead to creation of a healthy and happy planet.



**Dr. Elizabeth Abba, Assistant Professor**

She has earned M.Sc. in Chemistry from Institute of Science, Mumbai University, Fellow (Ph.D.) in Environment Management from National Institute of Industrial Engineering, Mumbai and P.G. Diploma in Pollution Control Technology from Garware Institute, Mumbai University. She was also awarded Fulbright doctoral and professional research scholarship. She has ten years of research experience at National Environmental Engineering Research Institute, Mumbai Zonal Laboratory and more than 3 years of teaching and consultancy experience in the area of Environmental Science. Prior to joining XUB, She has been teaching at K.J Somaiya College of Science and Commerce, M.Sc. Environmental Science and taught courses in Environmental Science and Management. She has published her research work in 13 peer reviewed international and 6 national journals. Her areas of research interest are fine particles speciation and source apportionment, health-effect linkages due to air pollution, organic marker estimation, and indoor air quality measurements.



*Message: Sustainability teaches us that Stewardship of both natural and human resources needs to be practised by the citizens for future generation as there is only one Earth. Sustainable thinking instills in us that we need to adapt to nature and not vice-versa.*

**Prof. Tamoghna Acharyya, Assistant Professor**

M.Sc. in Env. Sc., Ph.D. in Chemical Oceanography, Shyama Prasad Mukherjee Fellow (CSIR), Kothari Post-Doctoral Fellow (UGC), NET (CSIR, ICAR, ICMR & UGC), Academic visitor Plymouth Marine Laboratory, UK. He has more than 8 years of research experience in the field of estuarine & coastal biogeochemistry and has 9 international publications to his credit. His research interests are Ecotoxicology of harmful algal bloom, phytoplankton community dynamics and succession, Validation of ocean colour sensor, Climate change and anthropogenic impact on aquatic ecosystem. Prior to joining XUB he had a short stint in an MNC (IIC Technologies) where he served as a Subject Matter Expert in marine geospatial sciences.



*Message: Sustainability is our ability to –Stay frugal; Undertake universal health coverage; Shift to clean energy; Terminate world hunger; Assure good governance; Inculcate economic and social parity; Nurture human relation with the nature.*

**Prof. Arup Roy, Assistant Professor**

He has received his B.Sc. in Microbiology from the University of Calcutta; M.Sc. in Microbiology from Vidyasagar University and Ph.D. in Environmental Nanotechnology from Indian Institute of Technology, Kharagpur. He has more than 7 years of research experience in the field of waste water treatment specially mine water. Prior to joining XUB, he was working as Research Associate at IIT Kharagpur. He also worked as lecturer of Department of Microbiology in Raiganj College (University College), West Bengal. His research interests include Application of Nanotechnology for Sustainable Development; Renewable Energy; Environmental Pollution Control; Nano–Biotechnology.



*Message: “We recognize the pathway for sustainable development, but unless all our efforts are directed toward it, we cannot achieve sustainable development in true sense.”*



## Messages from Students, Xavier School of Sustainability, XUB



### **Aashirvad Patnaik**

Sustainability management in plain and simple concept would be the involvement of people, planet and profit. It is the ability to manage the resources effectively so that their usage can be maximized while minimizing the wastage. Managers today cannot be limited in their minds to be slaves to making profit only, there are hoards of other factors to be taken into account, like if a work is done, how much energy is it taking conventionally and if it can be done in any other way with less usage of energy while getting the same desired output. Sustainability management is important because it is the only way in which we can secure a future for us and our generations to come where lack of resources would not be an issue, and that we can enjoy our day to day activities without having to worry about running out of resources. Sustainability in early days meant compromise, but thanks to development in technology, sustainability today is all about efficiency and comfort. It is the beginning of entirely revolutionizing the way mankind has lived so far. And I am proud to be a part of the revolution.

### **Abha Mahapatra**

If you have watched the movie 'Interstellar' you might have noticed that the environment of earth had become so hostile within a couple of hundred years that it could not support many crops and farmers needed to grow only a particular crop. Even after that, those crops might not grow because of the depleting environment and scientists wanted to find another planets which might support life like earth. I believe that is not fiction anymore. That might become reality if we don't work now to save environment. The pace of development cannot be slowed down, but we can work our way towards developing without depleting resources and at the same time maintaining economic viability.



**Abinav Ram S** We all practice sustainability in our lives. Sometimes we are aware of it, most times we are not. Sustainability in business world is all about making existing business models continue to exist grow and progress only with lesser inputs. So to say, sustainably.

**Aman Srivastava**

The idea of sustainability began as a developmental ideal. Over time, it has become an important focus of policy as we struggle to reconcile our effort to develop with the compelling need to protect our environment. Air pollution, industrial pollution, increasing quantum of waste and pollution of our rivers are problems we all face. The threat of climate change caused by greenhouse gas emissions has brought the world to a critical point where the actions of each and every country affect the planet as a whole. Sustainable development is not optional now; it has become mandatory as it is said that "The best way to predict the future is to create it now"

**Ankit Kumar Subudhi Ray**

As human being, we are vulnerable to confusing the unprecedented with the improbable. In our everyday experience something has never happened before we are generally safe in assuming it is not going to happen in the future but the exceptions can kill you and climate change is one of those exceptions.

**Ankita Ayushi Gardner.**

"Sustainability in its most literal sense means to utilize something while upholding its innate value. It means to draw on to things without depleting their essence. Man was created to survive, endure, contain and coexist. But, to achieve all of that; to capitalize on everything provided without exploiting it, is accomplishing true sustainability."

**Ankita Sinha**

"To supply for the growing needs of present without limiting the choices for future, calls for a need of sustainable business management. Also for companies to adapt and grow with the changing market while being a socially responsible business, Sustainability Management is a must. Sustainability Management is the need of the hour and XUB has taken a bold initiative to address this need. Being a part of SM program is like a dream come true not only for the breadth of opportunities it provides but also because of the legacy I get to be a part of. "

**Archana Patnaik**

In the words of Mahatma Gandhi "The earth has enough resources for our need, but not for our greed" Sustainability is a finely tuned music composed and conducted by Mother Nature. We must endeavor to be in tune with this music while making rapid strides to achieve economic and industrial progress. A judicious utilization of all available resources without compromising or impacting the environment is the key to sustainable development.

**Bharat Bagri**

To reverse the effects of civilization would destroy the dreams of lot of people. There's no way around it. We can talk all we want about sustainability, but there's a sense in which it doesn't matter that people's dreams based on embedded in, intertwined with, and formed by an inherently destructive economic and social system.



### **Biswabhusan Samantray**

You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.

### **Deepika Ganesh**

Sustainability as a term wouldn't mean much if we cannot answer 'of what', 'to whom' and 'how'. It makes us accountable not only to ourselves but society at large. I'm really excited to learn the answers to my questions and make sustainability a way of life.

### **Jasmin Jyoti Pani**

Sustainability management deals with the coexistence of growth & environment. It deals with 3 major branches: the environment, needs of present and future generations and the economy. So now it's time to build a society to maintain the existing & to make a space for future to come in peace to make it run indefinitely and ensure longevity, so that it will benefit the current & the future generations as well.

### **Nitya Sarayu Ongole**

Sustainability is the need of the hour. One cannot be sustainable overnight by checking their tracks at the end of the day. Sustainability is from beginning to end, ingrained in all process akin to ethics. Besides, who wouldn't want better results within minimum resources and look good while doing it!

### **Prajna Pratik Kashyap**

In the era of globalization, high rate of economic development assumes utmost importance. This approach imposes heavy pressure on latent resources and climatic condition. In this context, optimization of objectives of present generation without affecting the future one becomes very important; hence sustainable development has been the order of the day. To materialize this goal, sustainability management is becoming a main curriculum of present professional studies.

### **Sarthak Sengupta**

Sustainability is achieving equal distribution of wealth thereby bridging the gap between the rich and the poor. It shows the direction for industrial and agricultural growth by making us realize that our needs are limited but wants are more. Hence we need to consume less for many more millenniums to follow.

### **Satish Mohapatra**

Sustainability is a broad discipline which gives insights into most aspects of the human world from business to technology to environment and the social sciences. Sustainability skills and environmental awareness is now a priority from social to corporate level. In short, sustainability looks to protect our natural environment, human and ecological health, while driving innovation and not compromising our way of life

### **Saurav Dandapat**

Sustainability according to different corporations, nations means different. There is no fixed definition. Some define it as monitoring of environmental issues only which include (greenhouse gas emission, waste management, water conservation, green product development). Some may



focus only on social and governance issue that includes (proper compliance with industry standards, promoting ethical practices). However “SUSTAINABILITY IS ABOUT CREATING REAL VALUE”.

### **Shruti Mallick**

Sustainability is not only about protecting the environment but also about increasing energy, resource and overall efficiency which leads to boost in economic growth. Hence I believe it is immensely important to implement sustainability in every field which will make an economy more stronger and not only benefit the present but also the future generation.

### **Shubhankar Biswal**

The time has come when making profits should no longer be the sole objective of a business. As large businesses mostly drive the economy, it is high time that they step up and take the concept of sustainable growth seriously. There is a lot to do, sustainability can be likened not to a near-term destination, but rather to a broader journey that seeks to align our core values with business strategies in a means that benefits the society at large and makes sure that we leave a livable planet for the future generations

### **Soumya Ranjan Nayak**

A sustainable future is no longer a choice nor an option, it is a necessity; about which every human being, every person in an organization chart & organization (including banks -"SBI") should be aware of and upgrade their business practices to establish balance between environment, economics, society & etc (In near future many more would be added, as we are losing balance & the proof is recent spurt in earthquakes & temperature). This balance means sustainability & is needed to successfully maintain the quality of life on our planet. I feel in near future we have to exceed every limits to implement sustainable practices at ground level. As maintaining hypocrisy by simply using the term green & sustainability in every business activities will not serve the purpose. So being a warrior we have to cross every limit to make the system adapt to new management style

### **Aditya S. Pulavarti**

In this present day and age, financial aspects alone do not dictate the success of a business. Success today depends on efficiency and resourcefulness of companies; social and environmental performances help businesses turn most profitable. Sustainability is a better way for bigger profits and the goal should be to ensure that sustainability shifts from being more than just a motto or a tagline to being the norm and the standard of the coming decades.

### **V. Avijeet Kumar**

Sustainable Management is a holistic approach for integration of natural resources. We live within our means whether economic, ecological, political, but the crux of the matter remains how can we live within our means when those very means can change swiftly, unexpectedly beneath us? - A million dollar question.

### **Vivek Balachander S**

The unprecedented spurt in the advancement of Science and Technology in the 21st century has led to economic growth and globalization which has touched the lives of millions of people,



however its negative impact such as expanding economic disparity, increase in manmade pollution, human rights violation, climate change etc, pose a serious threat to our future generations. Therefore it is incumbent upon us to solve these problems and create a sustainable society and environment.

## Messages from Participants

**Mr Arun Misra, Vice President (Gopalpur Project) and Managing Director (Tata Steel Special Economic Zone Ltd)**



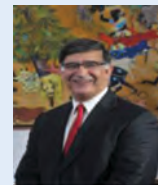
To prepare a country committed to sustainability Education will play a major role. There is a need to embed concepts of sustainability in primary education and secondary education. There is even greater need to allow students to pursue sustainability in higher education and research work. There is a need to review the science curriculum that is typically adhered to in scholastic education and ensure science courses thus modified should kindle the quest in students mind to discover and rediscover answers to adverse impacts of all physical processes that people adopt in their day to day lives.

**Ms. Jessica**



Sustainability is about place. If we connect to place, we are invested in that place and we take care of that place. Sustainability is also about communities. If we establish strong ties within our communities, we work together to make them more resilient

**Mr.Suresh Dutt**



A Sustainable society is one with a perfect harmony and balance amongst the Social, Economic and Environmental aspects. Any development which misses out to address, and has a negative impact on any one of these areas is bound to be impacted adversely in the future due to rejection by stakeholders.

**Mr.Cherian M George** , Vice President Human Resources, Harrisons Malayalam Ltd, Cochin, Kerala



“Do what you can, with what you have, where you are.” – Theodore Roosevelt

**Ms. Pramila Satpathy, Development Professional, Alumnus RM, XIMB**



We enjoy a sustainable world when we use land not as a *Commodity* that belongs to us but treat it as a *Community* to which we belong and use it with love and respect.



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**Livelihoods MANTHAN** believes that sustainable livelihoods for the poor are effective through co-creation of knowledge by all actors in the livelihoods ecosystem through pro-active collaboration and partnerships with local communities.

Livelihoods MANTHAN (Management Academic institutes Network for Transforming Human Resources through Action and Knowledge) is a consortium of eight partners that seeks to strengthen the livelihoods ecosystem in India through engaged participation of academic institutes and civil society organizations with state missions and the communities they serve. The consortium is involved in: creating learning and knowledge platforms on livelihoods; designing customized and contemporary training & capacity building curriculum for livelihood promotion, and provides strategic and advisory support to state missions.

The consortium has been working together since 2011 following a study to map the human resource requirements of state livelihood missions and the need for strategic and need based support that emerged out of the study.

## The Mission

Livelihoods **MANTHAN** provides a dynamic platform for academics, practitioners and livelihood promoting agencies to work together for a vibrant livelihoods ecosystem in India with state missions and the communities they serve.

The consortium's involvement and offerings on livelihoods are broadly through:

- Creating learning alliances through engaged and diverse livelihood networks by making use of and creating open source learning & sharing platforms for resources on livelihoods in India
- Offering customized orientation, management development & training programmes
- Designing curriculum and certificate courses for officials of state livelihood missions and
- Providing strategic support to state livelihood missions

**MANTHAN** partners worked with State Rural Livelihood Missions (SRLMs) in more than nine states and are recognized as knowledge and capacity building partners by the National Rural Livelihood Mission (NRLM).



## A Summary -Wipro's Sustainability, CSR Initiatives

At Wipro, we think that it is critical to engage with the social and ecological challenges that face humanity. It is our conviction that the engagement with social issues must be deep, meaningful and formed on the bedrock of long term commitment; for that is the only way by which real change can happen on the ground. This is also reflective of the fact that such an approach serves both, enlightened business interest and social good. We run our social programs on a strong foundation of ethical principles, good governance and sound management. This includes transparent disclosures and reporting which is an integral part of our sustainability program and we see them as catalysts for transformation.

### **Ecological Sustainability**

As a part of Wipro's deep commitment to ecological sustainability Wipro has been involved with multiple environment related programs both, within our business ecosystem as well as in the civic and social sectors outside. Commonly called eco-eye, the inception of our sustainability program goes back to 2008. The four pillars of our program are **Water, Waste, and Energy & Carbon**

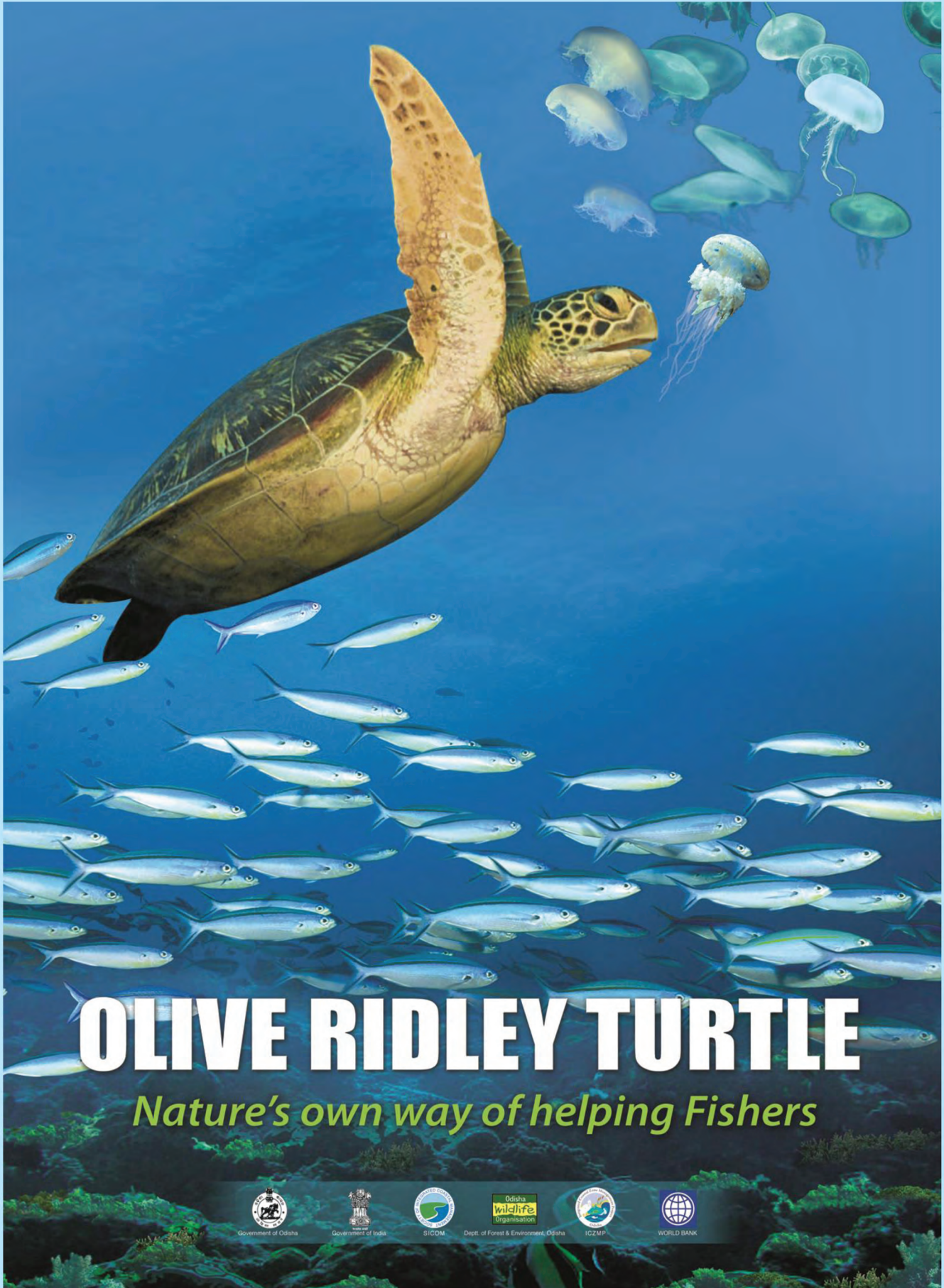
**Disclosures & Recognitions:** Five time member of Dow Jones Sustainability Index (World) Ranked # 1 in the Carbon Disclosure Leadership Index (India) three times in a row. Listed in the 'World's Most Ethical Companies' by Ethisphere three times in succession. Ranked # 1 in the IT industry in the ESG rating by Societe Generale

**Education:** Our work in education is driven by the belief that education is a key enabler of social change and a better society. Wipro Applying Thought in Schools is a social initiative of Wipro's that aims to build capacities for school education reform in India. A specific initiative, started in 2014, to contribute to education of children with disability supports the educational and rehabilitative needs of 1350 underprivileged children with disability through five projects in the cities of Bangalore, Pune, Jaipur and Hyderabad. The Wipro Academy of Software Excellence (WASE) program is a 4-year program unique program that blends rigorous academic exposure at the graduate level with practical professional learning at the workplace. We also celebrate our fifth year of the Wipro earthian program this year, which brings together, two of our key concerns: education and sustainability. It comprises of an activity-based learning program leading to an annual awards event and a Continuous Engagement Program for winning institutions that demonstrates Wipro's long term commitment.

### **Community Initiatives (Wipro Cares)**

Wipro Cares is a not-for-profit trust that engages with our proximate communities on the issues of Education for the Underprivileged, Primary Health-Care and Environment. In addition, the trust also works on long-term rehabilitation of affected communities after natural disasters. Health care services reach out to nearly 75000 people in 53 villages across Maharashtra, Karnataka, Andhra Pradesh & Uttarakhand. The education program reaches out to more than 50000 children from disadvantaged communities in the cities of Bangalore, Pune, Hyderabad, Kolkata, Mumbai and Chennai.





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