

**REPORT ON SOCIAL AUDIT FOR THE PERIOD OF  
2019-20**

**OF**

**USHA MARTIN LTD CSR INITIATIVES**

**Report Submitted to**



**usha martin**

**Report Prepared by**



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## Chapter 1: Introduction

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

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

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

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

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

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

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

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

## **CSR MISSION AND STRATEGY**

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

### **Objectives of Social Audit**

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

## **Scope of Social Audit**

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

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

## **Methodology**

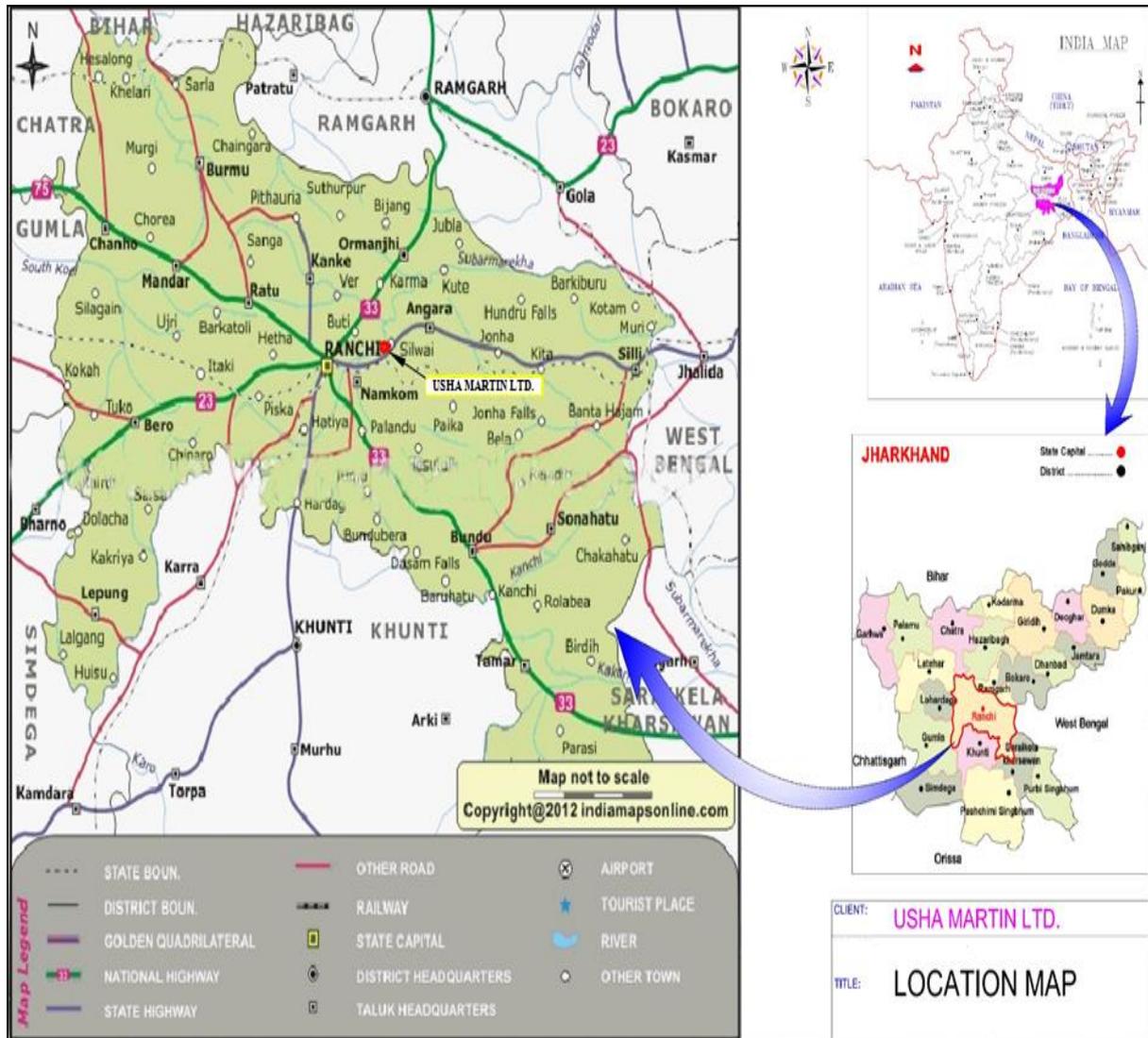
Participative methods have been employed to engage stakeholders. The nature of the data is qualitative and quantitative. As it is a multi-stakeholder study, multiple research tools have been adopted. For the data collection multistage sampling technique has been adopted. In the first stage, data has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

## Chapter 2: Project Area Description

The project area of UML-CSR, Ranchi is operational in 29 villages in and around the Captive Power Plant and rope making plant, covering three Blocks of Ranchi District Namely Namkum, Angara and Kanke. The details are underneath:

Sr. No	Block Name	Village Number	Village Name
1	Namkum	09	LalKhatanga, Bargaon
			Silwai, Khijri
			Mahilong, Ulatu
			Arra, Baram, Kewali
2	Angara	17	Angara, Baheya, Berwari, Chatra,
			Masu, NaraynSoso, Tati E, Tati W,
			Chaldag, Hehey, Haratu, Hesal,
			Jamuari, Janum, Lupung,
			Salhan, Turup,
3	Kanke	02	Lalganj, Pertol,

Map showing Operational Areas



## Chapter 3: Thematic Intervention

### A. Natural Resource Management

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

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

#### Objectives

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

#### Strategy for improving Natural Resource Management

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



- i. **Soil quality management**-Managing soil for today and tomorrow. As soil quality is linked to sustainability a key strategy adopted was to focus on improving soil quality by assessing and managing soil so that it functions optimally now and is not degraded for future use
- ii. **Enhance organic matter**- regular additions of organic matter improve soil structure, enhance water and nutrient holding capacity, protect soil from erosion and compaction, and support a healthy community of soil organisms. Practices that increase organic matter include: leaving crop residues in the field, choosing crop rotations that include high residue plants, using optimal nutrient and water management practices to grow healthy plants with large amounts of roots and residue, growing cover crops, applying manure or compost.
- iii. **Tillage management**: Reducing tillage minimizes the loss of organic matter and protects the soil surface with plant residue. Tillage is used to loosen surface soil, prepare the seedbed, and control weeds and pests. But tillage can also break up soil structure, speed the decomposition and loss of organic matter, increase the threat of erosion, destroy the habitat of helpful organisms, and cause compaction. New equipment allows crop production with minimal disturbance of the soil. (Link to cultivation practices).
- iv. **Pest management**-Pesticides and chemical fertilizers have valuable benefits, but they also can harm non-target organisms and pollute water and air if they are mismanaged. Nutrients from organic sources also can pollute when misapplied or over-applied. Efficient pest and nutrient management means testing and monitoring soil and pests; applying only the necessary chemicals, at the right time and place to get the job done; and taking advantage of non-chemical approaches to pest and nutrient management such as crop rotations, cover crops, and manure management. (Link to fertility management and pest management practices.)
- v. **Residue management**: Bare soil is susceptible to wind and water erosion, and to drying and crusting. Ground cover protects soil, provides habitats for larger soil organisms, such as insects and earthworms, and can improve water availability. Ground can be covered by leaving crop residue on the surface or by planting cover crops. In addition to ground cover, living cover crops provide additional organic matter, and continuous cover and food for soil organisms. Ground cover must be managed to prevent problems with delayed soil warming in spring, diseases, and excessive build-up of phosphorus at the surface. (Link to residue and cover crop practices.)
- vi. **Diversify cropping systems**: Diversity is beneficial for several reasons. Each plant contributes a unique root structure and type of residue to the soil. A diversity of soil organisms can help control pest populations, and a diversity of cultural practices can reduce weed and disease pressures. Diversity across the landscape can be increased by using buffer strips, small fields, or contour strip cropping. Diversity over time can be increased by using

long crop rotations. Changing vegetation across the landscape or over time not only increases plant diversity, but also the types of insects, microorganisms, and wildlife that live on your farm. (Link to cropping systems and integrated pest management practices.)

### Activities Undertaken

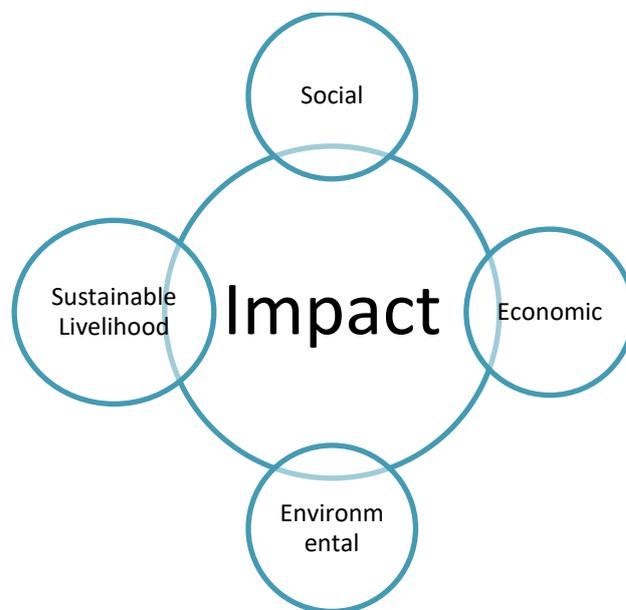
S. No	Key Activities	Number
1.	Hand pump New Installation/ Repair	105
2.	Vermi composting	10
3.	Compost pit	205
4.	NADEP composting	36
5.	Wheat Distribution	21

Hand pumps New Installation and repair of a hundred and five units was undertaken during the year as access and availability of safe drinking water and water for domestic use is a major problem that the communities are facing. Vermi composting of ten units was introduced in the reference villages. The concerned families were trained about the materials required and method for its preparation. Compost pit- Altogether 205 compost pit were dug and filled with plant and other organic residue

NADEP composting was adopted by 36 families. The NadeP method of making compost is unique not because it is successful in making good compost, which other methods can also lay claim to; its real secret lies in the large quantities of compost the process can deliver with a minimum of human effort within a specific period of time. The process basically involves placing select layers of different types of compostable materials in a simple, mud-sealed structure designed with brick and mud water. Wheat distribution among 21 farmers was done to promote crop diversification and improve nutritional status of the families.

### Impact

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



### **Social**

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

### **Economic**

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

### **Environmental**

- Use of compost has provided a rich source of plant nutrients and improved soil fertility. It has made the environment healthy.
- It has increased fertility of land at low cost.
- Further it has enhanced physical, chemical, and biological properties of soil.
- Plant protection medicines are reduced due to its use. Cost of production has also got reduced.
- There is increase in the catchment power of the soil.

## **Sustainable Livelihood**

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

## **Health Activities**

### **Problems**

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

### **Causes**

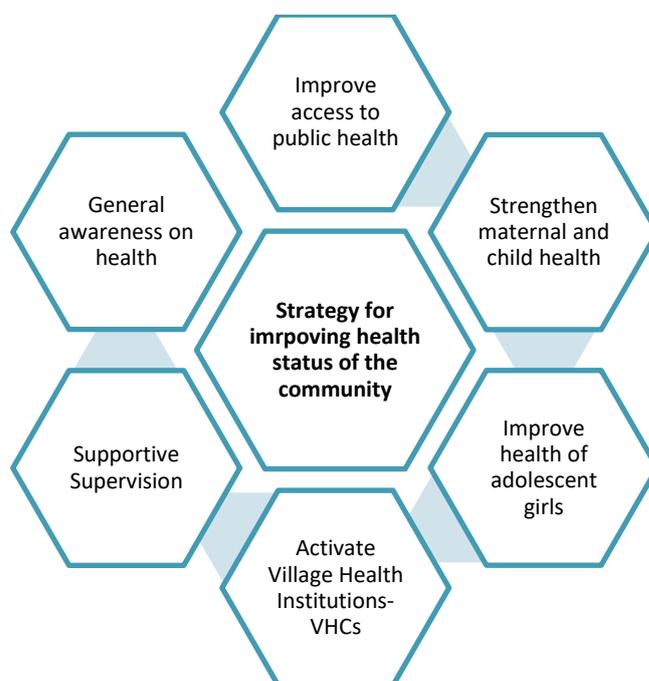
The issue of availability, accessibility, acceptability, affordability and quality with regard to health care remains a serious concern. It is common to find that although there are health centres and dispensaries but very few doctors or trained professional are available to attend to the patients. Lack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

### **Objectives**

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

### **Strategy**

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



## 1. Improve access to public health

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

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

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

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

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

## **2. Strengthen maternal and child health**

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

## **3. Improve health of adolescent girls**

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

## **4. Activate Village Health Institutions-VHCs**

Village Health Committees are the first step towards community orientation of health care services and for making health as a people's movement. Village Health Committee will facilitate in addressing the health needs of the entire village with the help of health providers and health institutions. VHCs will play an important role in planning and monitoring of the health care services through community monitoring mechanism. For strengthening of VHSCs provision of untied fund has been made under NRHM. Each VHSC will receive a grant of 10000 as an untied fund which will be used for the community actions for improvement of health status of the community including demand generation for health care services, sanitation drives, emergency health care needs, rewards for exceptional work in health sector etc.

## 5. Supportive Supervision

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

## 6. General awareness on health

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

### Activities Undertaken

S. No	Key Activities	Number
1.	General Health Camps	29
2.	Adolescent Girls group Meet	82
3.	Supportive Supervision	162
4.	Village Health Committee Meeting	79

1. A total of 29 General Health Camps were organised. Many people face poor health conditions due to affordability issues or lack of awareness towards health and that causes them chronic diseases. In the health camps expert medical professionals perform thorough medical diagnosis, help people prevent underlying diseases and provide suitable prescription and medical treatment. The health examinations like blood pressure, blood sugar, joints and bones strength, and nutrition and vitamins level are conducted in the health camp and free medicines are also distributed to the beneficiaries as part of the social welfare initiative. In addition, health awareness sessions are conducted by the doctors, emphasize the importance of proper sanitation & hygiene, awareness of timely diagnosis and preventive measures to lead a healthy life.

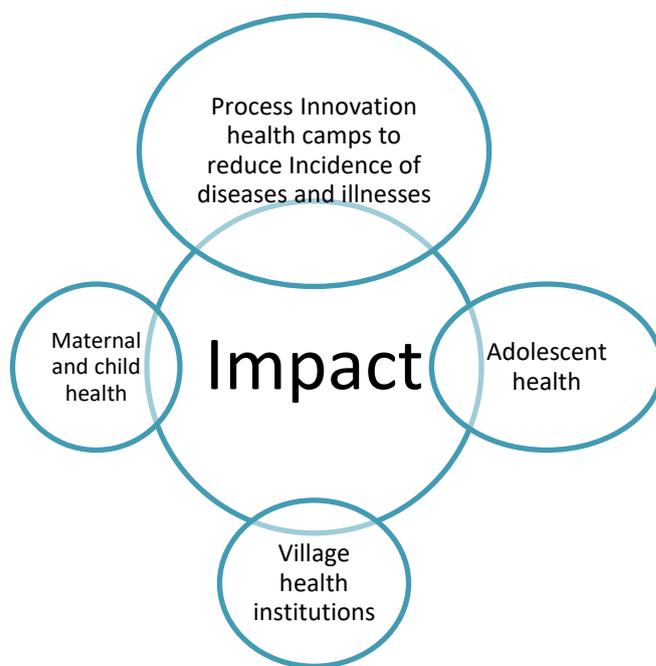
2. Adolescent Girls group Meet are a platform to discuss and share about the issues particularly health issues of adolescent girls. Eighty –two Adolescent Girls group Meet were organised and was widely participated.

3. Supportive Supervisions conducted were 162 in number.

4. Village Health Committee meetings were conducted regularly. Seventy-nine meetings were held to enable community participation in health interventions.

## Impact

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



- a. Process Innovation through the regular conduct of health camps has been successful in identifying diseases and illnesses that the community members succumb to and coordinate measures for their treatment. Timely identification has thus enabled to save several lives.
- b. Adolescent girls became aware about menstrual health and hygiene, importance of balanced diet and intake of nutrients in their foods.
- c. Village health committee meetings facilitated bottom-up community engagement in the planning and implementation of healthcare services. The VHCs promoted community-based health interventions which in turn proved to be effective towards promoting acceptability and utilization of health services incidence of diseases and illnesses has declined as people are now adopting preventive measures, adhering to hygienic practices, accessing the health services and undergoing regular health check-ups.
- d. Access to Maternal and child health services improved. Health check-ups of pregnant women helped to identify their health needs and also to monitor the ANC, delivery and PNC services are availed by them. Coverage of immunisation of children also improved.

## **Capacity Building Programme**

Capacity building is considered to be important as it involves a set of actions that an organization takes to improve its ability to perform successfully in its chosen area. Despite the many initiatives taken under CSR community members continue to face significant capacity challenges undermining their ability to effectively or fully carry out the actions they are intended to pursue. These challenges include:

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

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

## **Problems**

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

## **Causes**

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

## **Objectives**

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

## **Strategy**

A mixed strategic approach has been pursued which can broadly be categorised into institutional and programmatic aspects. Under the institutional aspect the strategy has been to strengthen the gram Sabha and SSS groups that form the backbone for providing support to implement and monitor activities on the ground. As for the programmatic aspect the strategy

has been to improve integrated farming, improved agricultural practices, up scaling horticulture and promoting livelihood particularly mushroom cultivation.

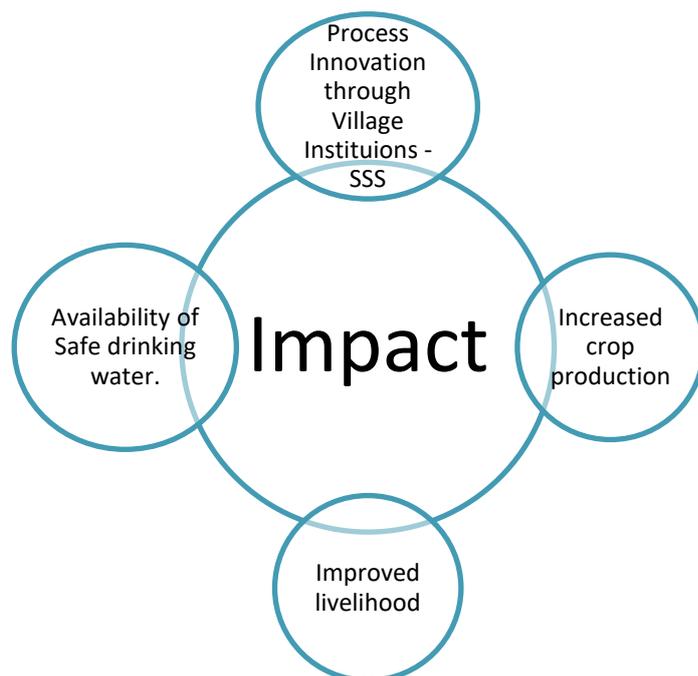


## Activities

S. No	Key Activities	Number
1.	SS S Meeting	15
2.	Gram Sabah Meeting	137
3.	Agriculture and Horticulture	32
4.	Mushroom Cultivation Training	42
5.	Safe Drinking water	31
6.	Integrated Training in Ram Krishna Mission	34

Altogether 137 Gram Sabha meetings and 15 (Samasya Samadhan Samooh (SSS) meetings were held to make them aware about their roles and responsibilities in supporting the smooth implementation of the various agricultural and livelihood opportunities. Similarly, 32 capacity building initiatives on agriculture and horticulture and 42 trainings on Mushroom Cultivation and 34 trainings on Integrated farming through the Ram Krishna Mission organisation were conducted. Thirty-four trainings related to safe drinking water were held.

## Impact



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

1. Process Innovation through effective functioning of the village institutions namely Gram Sabha and SSS groups. Gram Sabhas are the backbone of all village level institutions. They have a key role in the governance of the village affairs. A conducive and peaceful environment for undertaking development measures in the villages is necessary. Gram Sabhas have been effective in fulfilling these needs. The SSS groups are a sub group functioning under the guidance of the GS. They are active in problem identification and its solution.
2. The trainings on agricultural and horticultural practices have contributed to the adoption of improved farming practices and techniques which in turn have resulted in the increased production of crops and horticultural produce.
3. Income from the farm produce is insufficient to meet all the financial requirements of the households. The trainings on mushroom cultivation have led to the production of mushroom at the household levels. Income from the sale of mushroom has helped to supplement the farm income and also to meet various exigencies.
4. Access and availability of safe drinking water has been ensured due to the trainings provided on safe drinking water.

## **Livelihood Activities**

### **Introduction**

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

### **Problems**

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

### **Causes**

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

### **Objectives**

- To enhance income of households through productive agriculture and horticulture
- To enable assured income from animal husbandry
- To improve household income through fishery
- To promote community involvement in social forestry
- To strengthen women's organisation through self-help groups

### **Strategy**

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



## Activities

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

S. No	Key Activities	Number
1.	S H G Meeting	147
2.	Artificial Insemination	81
3.	Animal health Camps	1
4.	Kitchen Garden	485
5.	Mushroom Cultivation	120
6.	Social Forestry	227
8.	Cow / Goat Bens	2
9.	Fish Jera to Fisherman	40
10.	SRI Transplantation	60

Empowerment of women and strengthening their livelihoods was given priority. One hundred and forty-seven meetings of the self-help groups were held.

2. Animal Husbandry which yields higher returns on income was also focussed upon. Activities like Artificial Insemination of 81 cattle, one animal health camp and two Cow / Goat Bens were done.

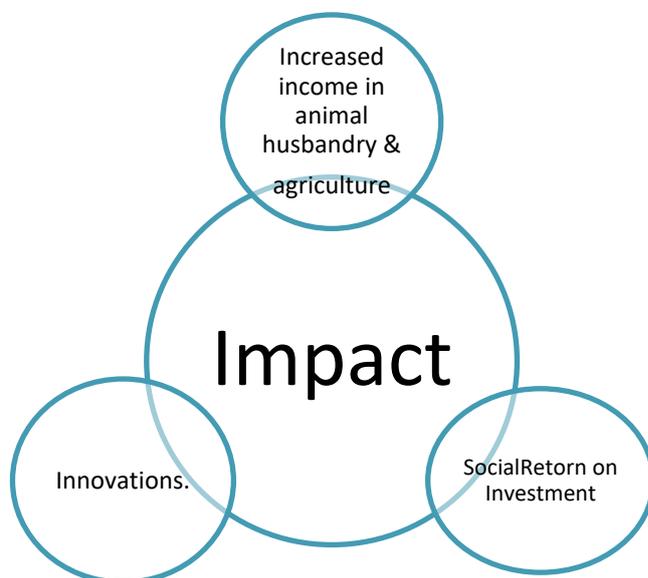
3. Horticulture through 485 Kitchen Gardens was widely taken up. Vegetables, herbs and fruits were grown in these gardens.

4. Social Forestry was taken up with 227 plantations being done by the community

5. Fishery was promoted by the distribution of fish seeds to 40 persons in the project area

## Impact

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



- **Income Level enhancement (village wise)**-The implementation of livelihood generation opportunities be it animal husbandry/SRI/Mushroom cultivation have directly led to an increase in income for each of the households with the amounts ranging from twenty-five thousand to fifty thousand for the marginal farming household and at least fifty to seventy-five thousand for the small farming household.
- **Social Return on Investment** –Financial investments made by Usha Martin Limited have directly and indirectly yielded social returns in the following manner:
  - improved natural resource management i.e., ecologically balanced use of land and water for agriculture
  - adoption of organic farming which not only conserves and restores the soil but also leads to production of healthy agricultural produce and provides to nutritional requirements
  - Women, farmers and youth have been organised not only for improving livelihoods but also deal with local issues like children’s education, protection and conservation of forest, protection of women and girls from violence, mentoring youth on scientific agricultural and horticultural practices

- Observing the benefits that have accrued to the community members it can be stated that the Social return on Investment has been at least three times more than the financial investment made by the company
- **Innovations in Livelihood generation**
  - System of Rice Intensification (SRI). The project team identified sixty small and marginal farmers who practice traditional agriculture and spread nine villages. The aim of the intervention was to improve the standard of living of the farmers through sustainable agriculture technology and women empowerment. Meetings of SHGs and farmers were held which was followed by training and certification on SRI. Seedlings were planted with a spacing of 10 x 10 inch on the main field to promote the production of more tillers. As a result, each plant produced around 40-55 tillers. Organic manure was used to increase fertility of the land. Due to the adoption of SRI method paddy yield not only doubled but the quality of seed also improved significantly.
  - **Mushroom cultivation/Fishery and Kitchen Garden**
  - Mushroom cultivation- Mushroom cultivation has become a very lucrative pursuit in recent years. The project team understanding its remunerative potential provided training and introduced its cultivation among a hundred and twenty community members. It takes about three months to harvest about a kg of mushrooms, which we sold at Rs 300. It is round-the-year production.
  - Fishery-Aquaculture has the potential to generate income and create jobs, especially to the local youth. Being small and less risky, small-scale aquaculture can be adopted easily by resource-poor farmers. Usha Martin Limited decided to promote pisciculture, as a sustainable livelihood. The project team encouraged the fish farmers to enhance the pond carrying capacity, involve farm family, improve resource utilization, integrate different components in the fish farming and optimally utilize farm areas and farm wastes (Cow manure, vermi composting) to enhance the farm income for the family livelihood and better sustainability. Fish seedlings were distributed among forty fish farmers.
  - **Kitchen Garden:** Observing the availability of vacant space in the back yard of most households, and poor nutrition among women and children the project team of Usha Martin Limited oriented the women and asked them about their

interest on the concept of building a vegetable garden in their house hold. The SHG women showed interest in the concept and thereafter the process was initiated. Training was given as to how the beds should be maintained and a seasonal calendar was provided to identify the time of each vegetable which could be grown. The bed size was modified based on the amount of land which the beneficiary has in the backyard. As a result of this innovation Women are growing vegetables in all seasons and these are now being consumed by the family members and also sold in the market

## **Education Activities**

### **Introduction**

Education is the most powerful tool for the development of human being. No society can gain momentum without education. This is the reason why Usha Martin Limited CSR has given utmost priority to education of children in the project area. In order to strengthen the implementation of Sarva Shiksha Abhiyan (SSA) the project has focused on making Village Education Committees functional and effective. The Government scheme (SSA) has developed a hierarchical system for school education in our country. There are different governmental bodies at different levels, like National Council of Education Research and Training (NCERT) at national level, State Council of Education Research and Training (SCERTs) at state level, District Institute of Educational Training (DIETs) at district level, Block Resource Centre (BRCs) at block level and Cluster Resource Centre (CRCs) at cluster level to improve the quality, functioning and to make decentralized system in school education. Such a decentralized system of school education is functional and has no major problem at any stage. As we all know that school is a miniature society because learners of the school come from the adjoined society. Local issues, local problems and local management can be handled easily and effectively by local people. Since, parents/ guardians of the students are also local people, they will help the school seriously in all issues and problems if they are involved in the policies and decisions of school activities. Keeping in mind such benefits of community participation for improving the quality, functioning and to make primary education more decentralized, VEC has been constituted in each village and SMC has been constituted each government primary/ upper primary/ aided school in India.

The geographical condition of the project area is quite diverse. In such scenario, this is very difficult for any official to reach each and every school regularly. But only due to these reasons, schools cannot be left at their own fate. Keeping in mind such unfavourable conditions, some provisions have been made by the government to run schools properly with the help of community participation. The provision of village education committee (VEC) in each village was made to achieve the objectives of universal elementary education. VEC has been given some powers as well as some responsibilities for the development of school. RTE Act, 2009 makes provisions for the formation of SMC in each government primary/ upper primary/ aided school which receives grants from government. SMC has been given powers as well as responsibilities in RTE Act, 2009 to help the schools and to handle local problems and issues related to the schools. Since, VECs and SMCs are village level bodies comprising of community members therefore, people have so many expectations from these two bodies regarding the development of schools.

While it is important to make regulatory bodies functional multiple interventions are required to ensure that children stay in school and learn basic skills .One such key intervention is the School Sanitation and Hygiene Education which is recognised as a medium to promote children’s right to health and clean environment and to influence a generational change in health promotion behaviour and attitudes. It is now known that not only the quality of teaching but also the environment, especially the availability of safe drinking water and sanitation together with good hygiene practices, influence learning

### **Problems**

Schools in the project villages face quite a number of problems that hinder the optimal learning of children. Problems of school infrastructure, teacher availability, teaching learning material involve higher financial resources and are mostly dealt by the government. However, issues like functioning of VECs, School sanitation and hygiene and computer education remain largely unaddressed.

### **Causes**

- Lack of adequate teachers hampers the execution of School sanitation and hygiene programme and also the provision of computer education.
- VECs become redundant due to lack of proper guidance, training and mentoring

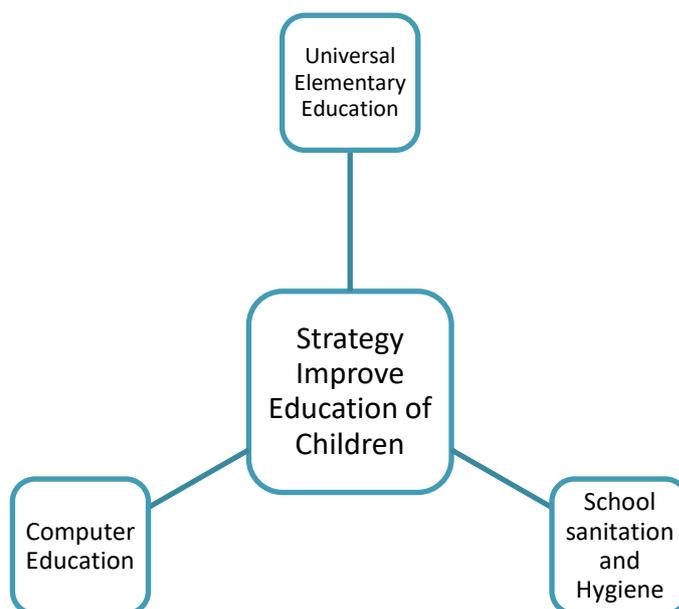
## Objectives

The key objectives of the initiatives on education are

- Promotion of school sanitation and hygiene
- Enable children to be proficient in use of computers
- Achieve universal elementary education

## Strategy

As per the stated objectives the strategy designed to achieve it comprised of three components namely 1. Universal Elementary Education, 2. School Sanitation and Hygiene and 3. Computer education



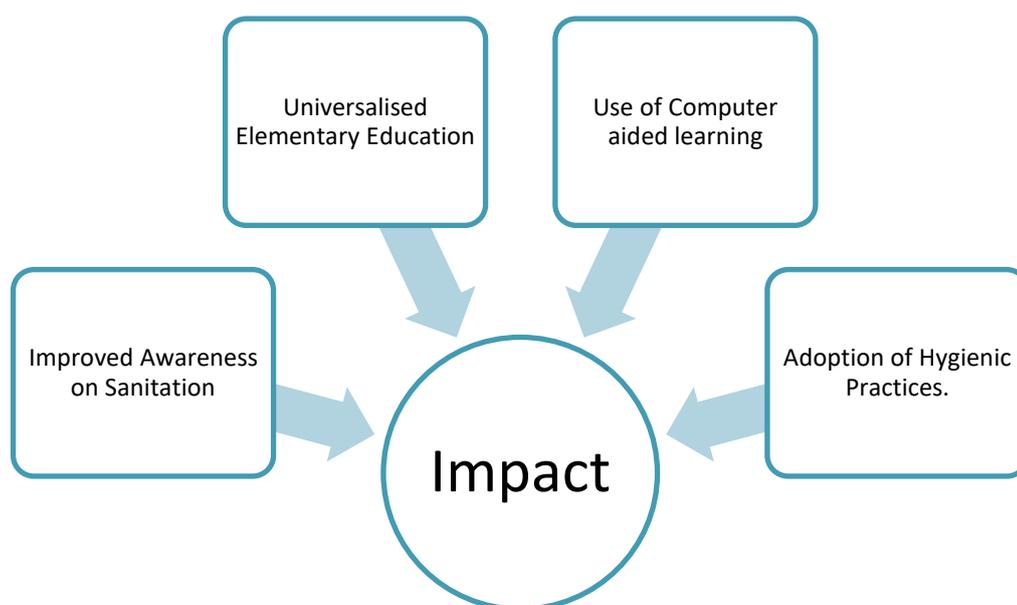
## Activities

S. No	Key Activities	Number
1.	Village Education Committee	41
2.	Sanitation Program	7
3.	Computer Education	16

1. Village Education Committees were activated by conducting 41 meetings. Regular participation of its members and discussions on achieving universal elementary education of all children in the project area were held.
2. Under the School sanitation and hygiene programme seven events were organised in collaboration with the schools. Students were made aware about the importance of hygiene, hand washing and safe drinking water.
3. 16 adolescents are given computer education.

### **Impact**

The initiatives under education have brought about four visible changes in the education of children. The impacts are:



Universalised Elementary Education. The role of Village Education Committees has been predominantly in areas related to accessibility and participation of children, particularly girls. Enrolment in the first three classes have increased considerably. Enrolment of girls has been perceptibly high. There is a visible change in the attitudes towards girls' education since last few years.

- a. Use of Computer aided learning. Students were made aware of the use of computers and their confidence and self-esteem were boosted by gaining

adequate knowledge of computers. The training has empowered the students with computer skills that would help them in their academic endeavours.

- b. Adoption of Hygienic Practices. Students have greater awareness about the need for adopting hygienic practices in their day to day lives.
- c. Improved Awareness on Sanitation. Children have developed understanding on importance of using toilets, and hand washing

### **Government Convergence**

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

### **Problems**

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

### **Causes**

Activities are conducted in silos and there is lack of knowledge and information of activities which can help in complimenting a particular activity.

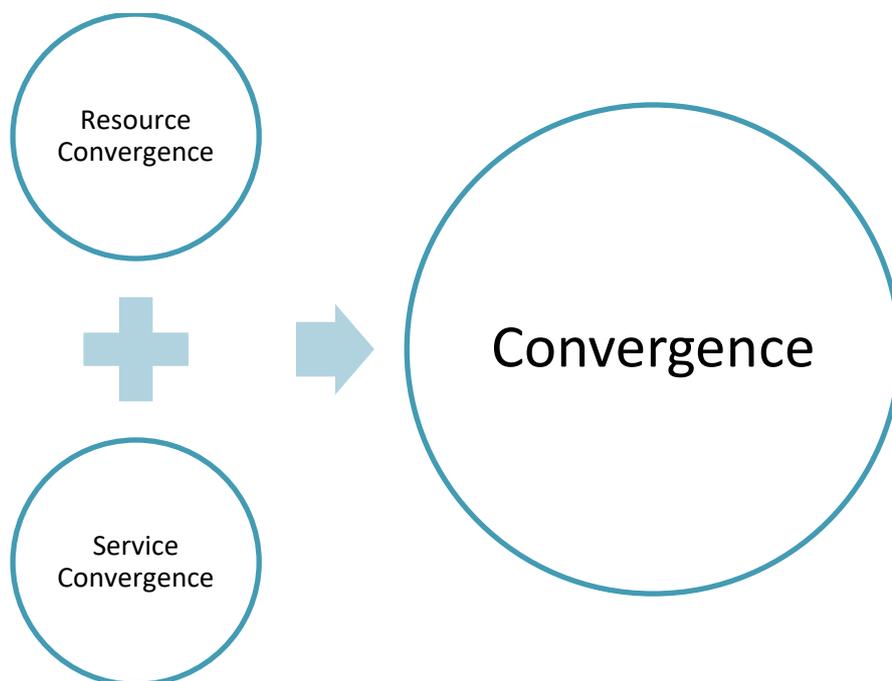
### **Objectives**

- To transform activities and outputs into outcomes
- To ensure sustainability of the various initiatives
- To complement government resources

### **Strategy**

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

convergence could be of both the types while in some other cases, it would be either resource based or service-based convergence.



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

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

Service based Convergence. This type of convergence will not necessarily look at resource contribution from other schemes / programmes; rather it would look at different services offered by different departments, either under different programmes / schemes or under its core functions. For example, agricultural extension services offered by agriculture department, health care services offered by ICDS and NRHM, social security services offered by Rural Development Department etc. Convergence at the service delivery level not necessarily demands resource dovetailing. Rather, it is basically guided by the emerging needs of the people/SHG in a given project location where other departments / programmes / schemes will make available their services. The required services from different departments / programmes / schemes would be need based and people would be utilising those services, as per their need, for attending a better quality of life.

## Activities

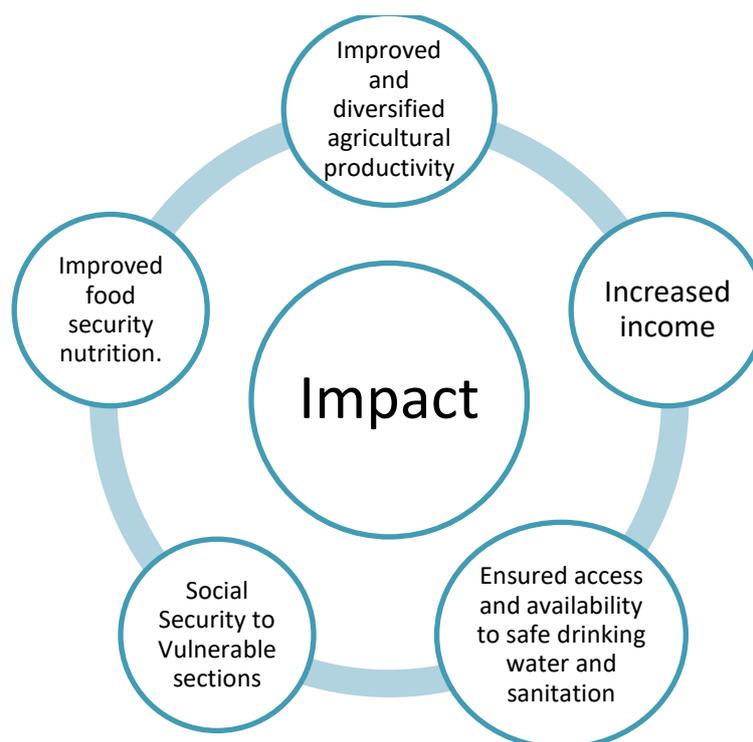
S. No	Key Activities	Number
1.	Health Card	20
2.	Old Age Pension	45
3.	Widow Pension	18
4.	Handicapped Aid	3
5.	Agriculture Mechanism	7
6.	Toilet Construction	23
8.	Lal Cards	16
9.	P M Ashirwad Yajna	519
10.	Jal Minar Installation	20
11.	C M Jan Dhan Yojna	15
12.	HIV AIDS Awareness	3
13.	Multi cropping	337
14.	Ujjwala Gas	52
15.	Certificate to SRI	8
16.	Crops Insurance	215
17.	Soil Testing Training	4
18.	Fishery Training	7
19.	Chan Mung Distribution	57
20.	SRI Training	37
21.	SRI Transplantation	60
22.	Pea and Dhan Distribution	66

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

1. Agriculture. As observed earlier maximum thrust has been given on sustainable NRM, agriculture and agriculture-based livelihoods. Reaching benefit to 519 persons under the P M Aashirwad Yojana, Multi cropping of 337 and crop insurance of 215 community members are significant in number. Emphasis has been made to converge with schemes for the cultivation of cereals and pulses. Boosting production of rice through SRI method also remained a priority.
2. Convergence in health was achieved through the health card and awareness on HIV /AIDs.
3. Social Security benefits were provided to the aged and widowed.
4. Food security for the vulnerable families was enabled through convergence with the Antyoday Ann Yojana

5. Piped drinking water and sanitation facilities was provided through construction of toilets and installation of water tanks called Jal Minar
6. Clean fuel to women under the Ujjawala scheme of the central government has been beneficial in reducing the household drudgery of women
7. Final inclusion of families through the PM Jan Dhan Yojana facilitated the opening of bank accounts and receipt of cash transfers.

### **Impact- Convergence of training and scheme and its impact analysis**



The interventions focussed on converging with the government schemes and training have brought about perceptible changes thereby impacting people’s lives and conditions in the following manner:

1. Improved and diversified agricultural productivity-The interventions under CSR and convergence with government schemes have led to crop diversification like cultivation of cereals like wheat and pulses. There is enhanced production of rice and other crops. Fruits and vegetables are also being grown.
2. Increased income –The diversified and increased crop production has resulted in surplus crop yield which were sold in the market.
3. Ensured access and availability to safe drinking water and sanitation-Construction of individual toilets and installation of Jal Minar have ensured the people sanitation and safe drinking water.

4. Social Security to Vulnerable sections-The various livelihood generation opportunities is being taken up by youth, women and farmers. However, the aged persons are incapable of engaging in these physically demanding activities. Hence care has been taken to ensure that they do not get deprived of their basic needs. Accordingly, forty-five older persons have been enrolled for receiving old age pension. Similarly widowed women are also extremely vulnerable and the burden of the family is on their shoulders. Eighteen widows have been linked with the pension scheme.
5. Improved food security nutrition-Sixteen households who were suffering from extreme deprivation lacking two square meals a day have been linked with the Antyoday Ann Yojana wherein they are provided food grains at a highly subsidized rate of Rs.2/- per kg. for wheat and Rs.3/- per kg for rice.

## Chapter IV: Quality Check Matrix

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

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

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

## **Chapter V: Recommendations**

### **Strong record keeping**

Regular, accessible information is the bedrock of a social audit. Steps must be taken by UML to computerize record management at every level of the implementation chain so that information requests for social audits can be easily responded to.

### **Effective follow-up and grievance redressal**

UML is implementing diverse and numerous activities. In the course of undertaking the activities grievances are bound to take place. It is suggested that UML should build a grievance redressal system that is empowered to take quick action for such a system to work steps must be taken to bring all relevant departments involved in CSR on board with the social audit process.

### **Community and institutional structures**

More organised and detailed information on the size and structure of community and institutional structures, their local and regional linkages, commercial diversity, leadership capability and characteristics would go a long way in enabling UML to inculcate the components of sustainability in their initiatives.

### **Community resources**

The strategies and focussed approach to NRM and Livelihood generation has brought about change in the social, environmental and health status of the community. However, in order to measure the quantifiable results UML should document the change in community infrastructure, land use pattern and effects on cultural resources.

### **Linkage of core values with social, environmental and health indicators**

All activities of UML are driven by some core values which it seeks to promulgate through its interventions on the ground. Therefore, it would be useful for UML to develop clarity by establishing linkages between its core values and social, environmental and health indicators. This process can be initiated by looking at the active participation of the Institutions in creating formal, informal and societal structures for managing resources networks and forums which in turn can be gauged through indicators on Number of formal, informal and social institutions created or strengthened, networks and forums for maximising social benefits and concerns, community contributions (both financial and non-financial)

# Success Story

## Mango and Litchi Plantation: Horticulture transformation in Angara

### FACTSHEET

PLACE OF IMPLEMENTATION	Village – Angara, BajnathTola
IMPLEMENTING AGENCY	Usha Martin Limited
SECTOR(S)	Horticulture and Agriculture
YEAR OF LAUNCH	2016

### Background

Kapil Mahto is like any other youth with aspirations for making a successful career and earning a decent income. However, being the son of a poor farmer carving out his dream life appeared to be a mammoth task. Besides his studies he used to help his father in the field. But no matter how hard he worked his family would struggle making ends meet. When thinking of cultivating new crops he would give up the idea as his family didn't have the capital for investing. Still come what may, Kapil never gave up on his dream.

### Intervention

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



Observing his keen interest, the project team of Usha Martin Limited got him registered for attending the training conducted by the Agriculture Department in Palandu. After completing the training Kapil returned to his village and identified the land wherein, he would begin plantation of mango and litchi. In the beginning, he had to improve the quality of soil as the land was barren and consisted of rock and hard soil. Here again he got the technical support from the project team of Usha Martin Limited. Once the land was prepared saplings were provided to him. He used the available water resource for drip irrigation system to irrigate mango and litchi trees.

### Impact

The barren land used for plantation of mango and litchi has become lush green with healthy growth of the fruit trees. Since the past four years the plants have been growing steadily under the watchful care of Kapil. In another year or so the plants will start bearing fruits and fetch Kapil a good income.

Thus with the development intervention of Usha Martin Limited, Kapil has begun his journey to fulfil his aspirations

### Key Learning

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

### Banana Plantation with Optimum Irrigation

#### FACTSHEET

PLACE OF IMPLEMENTATION	Village – Chatra
IMPLEMENTING AGENCY	Usha Martin Limited
SECTOR(S)	Horticulture
YEAR OF LAUNCH	2016

### Background

Asha Devi as the first name connotes ‘hope’ is a strong willed and determined lady who wants to provide the best resources for her family. Asha is a multi-tasker managing her domestic chores and also working in the field. Asha wondered how she would make her life fruitful. The land which her family possessed produced food grains for less than a year. She had a deep interest in farming and yearned to explore her limited knowledge to expand the agricultural activities and earn a higher income

### Intervention

The project team of Usha Martin Limited visited village Chatra and held meetings with the Self-Help Groups of women. Asha Devi was an active member of a self-help group formed and nurtured by the project team of Usha Martin Limited.



The SHGs were grappling with the challenge of taking up new livelihood opportunities. Based on their vision and approach for promoting agriculture-based livelihoods the project team enlightened the group members about the possible avenues for new livelihoods. Asha Devi’s desires resonated closely with the project team interventions. Together they planned to undertake banana

plantation on a large scale.

The plan was realised and Asha Devi started Banana plantation in 1.67 acres of land. Her land was barren. Armed with the technical knowhow from Usha Martin Limited she left no stone unturned to make the lands fertile. She used drip irrigation system to irrigate the

## Impact

The hard labour of Asha Devi coupled with the support and inputs Usha Martin Limited bore fruit. The banana plantation thrived and flourished. Now she is getting very good yield from her Banana plantation and is satisfied that she has succeeded in carving a fulfilling life for herself and her family.

## Key Learnings

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

## SRI-Innovative Farming Method

### FACTSHEET

PLACE OF IMPLEMENTATION	<b>Village – Janum</b>
IMPLEMENTING AGENCY	<b>Usha Martin Limited</b>
SECTOR(S)	<b>Agriculture</b>
YEAR OF LAUNCH	<b>2018</b>

## Background

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

## Intervention



The turning point came when the project team of Usha Martin Limited visited village Janum and came into contact with Gobardhan Munda. During his farming operations Gobardhan Munda used to have several concerns about the adverse impact of the heavy use of chemical fertilisers and pesticides on the land and produce. Through his interactions with the project team of Usha Martin Limited he realised that his concerns were not without fault. He was exposed to an alternative and eco-friendly method of

farming when he received a training on appropriate agricultural practices. He learnt the System of Rice Intensification popularly called (SRI), which is a farming methodology aimed at increasing the yield of rice produced in farming. It is a low water, labour-intensive, method that uses younger seedlings singly spaced and typically hand weeded with special tools. Gobardhan Munda took to this method and initially started farming in one acre of land. Observing the manifold increase in

production he used the method in three acres of land. He switched to using organic pesticides called “Jivamrit Pesticides” to prevent damage to crops from different types of pests.

### Impact

The adoption of SRI technique had a positive impact on rice yield and income and this indicates that the rice yield and household income was relatively higher for Gobardhan Munda than for those farmers who were practising the traditional method. He also profited with seeds which helped him save money and would like to continue with SRI next year. Gobardhan Munda also stated that health risks by use of chemical pesticides are reduced with SRI

### Key Learnings

SRI holds the potential to provide a solution to the issue of low productivity of rice. Farmers can improved their yields significantly with SRI compared to their traditional grown rice fields.

### Jal Minar

#### FACTSHEET

PLACE OF IMPLEMENTATION	Village – Tati
IMPLEMENTING AGENCY	Usha Martin Limited
SECTOR(S)	Water and Sanitation
YEAR OF LAUNCH	2019-20

### Background

Water and sanitation complement each other and is essential for a healthy life. However, the households in village Tati were facing multiple hurdles due to lack of both. Women bore the maximum brunt as they had to struggle not only to fetch water for domestic and drinking purposes from afar but were also vulnerable to external harm while going for open defecation.



### Intervention

Identifying the impediments that were limiting the access of water and sanitation for the households and women, children and aged in particular the project team of Usha Martin introduced a community led integrated approach to water and sanitation to address both the issues. They intervened through the project of Jal Minar wherein an overhead water tank run on solar energy was constructed. This enabled the surrounding households to get access to piped water supply. Individual household toilets were constructed to ensure sanitation facilities. While rainwater is collected for bathing and sanitation piped water is used for drinking

## Impact

The construction of Jal Minar and toilets have ensured access to water and sanitation to households in village Tati. Women have been relieved of the burden of fetching water and also feel protected from harm as they no longer have to go out at odd hours for defecating. Through the collection of rain water households have improved sanitation and hygienic practices. The incidence of illnesses too has got reduced through the use of safe drinking water.

## Key Learnings

The community driven integrated approach to the construction, use and maintenance of Jal Minar and promotion of sanitation is a model for sustainable interventions in villages lacking the basic facilities of water and sanitation.

## Innovation in livelihood generation-Mushroom Cultivation

### FACTSHEET

PLACE OF IMPLEMENTATION	<b>Village – Mahilong</b>
IMPLEMENTING AGENCY	<b>Usha Martin Limited</b>
SECTOR(S)	<b>Livelihood Generation/Innovation</b>
YEAR OF LAUNCH	<b>2020</b>

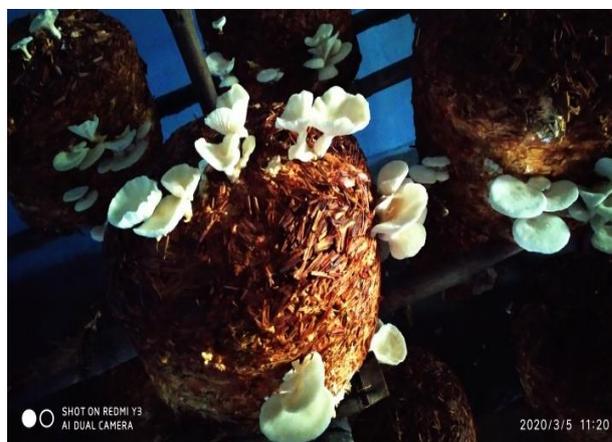
## Background

Promotion and development of agro-based enterprises in the rural sector can play an important role in diversification of economic activities and generation of employment opportunities for the farmers. Recognising the potential Mushroom cultivation as an emerging livelihood opportunity which uses agriculture residue as raw material to yield protein the project team of Usha Martin Limited decided to introduce it in the project villages. The success story of Poonam Pushpa Toppo who confidently took up mushroom cultivation is a testimony of its potential as lucrative livelihood opportunities for several more



women in the surrounding villages.

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



## Intervention

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

## Impact

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

## Key Learnings

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

## Good Practices

Usha Martin Foundation has taken very good practice to publish monthly magazine which indicates the way of working among the community also proud of other Organization those who have involved with Usha Martine Limited.



