



TERI UNIVERSITY MBA NEWSLETTER

connect

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**Oil subsidy and
sustainability**

ANAND KUMAR
SHARES VIEWS

**Strengthening nations by
strengthening people**

REPORT ON MILLENNIUM
DEVELOPMENT GOALS

**Earth Day
celebration**

TALK BY
TULSI TANTI



chairman's message



While concerns for sustainability are regularly voiced in different forums all over the world, internalization of sustainability issues and perceptions in the business processes is way below the desired level. There is no doubt that this is a key challenge now for organizations across the globe. The challenge is to embrace an all-inclusive and socially relevant growth in its triple bottom line (people, planet, and profit). This challenge has become all the more conspicuous because of the demands and actions of various stakeholders — governments, consumers, clients, judiciary, NGOs, etc.

Business Schools have a very important role to play in this fast-developing scenario. The Department of Business Sustainability in the TERI University with its two unique Programs — MBA (Business Sustainability) and MBA (Infrastructure) — aims at bringing out a new breed of MBA graduates who will imbibe these values reflecting the concerns of environment, society, and ethics.

These values will also help them to contribute to sustainable business practices in all sectors including infrastructure when they become part of various economic or social activities.

The newsletter brought out by the students of these two programs aim at providing a window to the 'unique ethos at TERI'. While a part of the newsletter includes views of eminent persons on oil subsidy, renewable energy, etc., the remaining part has been authored by the students themselves. A comprehensive paper on Millennium Development Goals provides a good exposition of the current scenario on MDG. Project experiences and alumni speak add further value to the newsletter. Overall, this newsletter has covered a much wider horizon than in the past and the students deserve to be congratulated for the same.

I particularly commend the efforts of the Editorial Board and sincerely hope that the quest for continuous improvement will continue to guide all of them.

Prabir Sengupta



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from the editor's desk

M

uch has happened in the world outside and within the four walls of our institution since we published the last issue of our quarterly newsletter *Connect*.

Connect is an attempt to keep all stakeholders from the corporate and academia abreast with the myriad happenings within the campus. And also bring to them a slice of what we, the students of the MBA Programme under the Department of Business Sustainability, think and do about the many issues that are key at a global level.

It is also our attempt to enable this newsletter to be a window to our unique ethos at TERI, where sustainability is at the crux of all that we do.

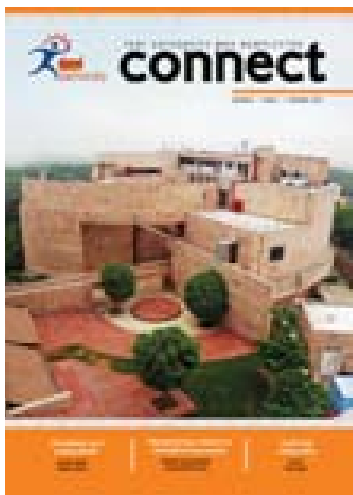
This edition of *Connect* being no different revolves around the theme of 'sustainability in the social domain'.

In our main section, we elucidate on the key issues that plague this domain. We feature views of eminent persons on important issues like energy efficiency and renewable energy. Further, we have an article consolidating the views of the class on the Millennium Development Goals.

And then we introduce you to all the myriad happenings at the Department of Business Sustainability, TERI University. This allows for a glimpse into what do we do at our internships, the accolades we win, and the exposure TERI provides us and finally what the alumni think about the MBA programs and TERI University.

We hope *Connect* makes for an interesting read and allows for you to gauge what we are and what we do.

It is also our constant aim to strive to be better and hence we would request you to provide us with any feedback that you may have. Please do email us at connect@teriuniversity.ac.in



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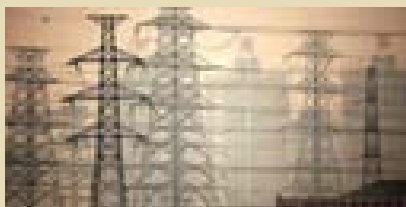
Regards,

Akankshya Baruah

Dinakar Peri

Megha Anukampa Singh

(MBA Business Sustainability and MBA Infrastructure, Class of 2013)



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oil subsidy and sustainability

The discovery of oil is undoubtedly one of the strongest impulses that have driven the society by and large throughout its ontogenesis. While the idea of subsidy was conceived to address the social dimension of sustainability and equity of access, the purpose still remains defeated as the act of balancing has been restricted to addition on one end without a concomitant cutback on the other end.



We are often exposed to the misery of oil companies through media, with questions being raised about the burden of oil subsidy attributing to poor cash flows in oil companies. Gandhiji had professed,

“Business is an opportunity to serve people better”, a task that cannot be accomplished unless the whole model of business is sustainable leaving behind least carbon and water footprint of its opera-



Anand Kumar

Director, Petrotech and
Former Director (R&D)
Indian Oil Corporation Ltd

tions. But, foremost of this is that there has to be enough cash flow for the business to be carried on in a sustainable manner. No business can have zero impact on environment, unless we go back to the pre-industrial era, when life was green and completely eco-friendly.

The basic proposition behind this article is to deliberate on how the subsidy on fuels we use for our mobility has become a stumbling block for all of us in persuing sustainability in a holistic manner.

We are all concerned by the anthropogenic emissions of the green house gases (GHG) causing global warming and climate change. Petroleum fuels contribute nearly 22 per cent of the global emission of CO₂ and it is critical to bring about a reduction to the maximum extent possible through better technology, improving efficiencies, reducing use, and making necessary changes in lifestyle.

Recent times have witnessed introduction of enhanced technology directed to attainment of higher efficiency at each step of the value chain of oil for well-head to the heels of our mobility. The question is whether industrial efficiency is enough to impart a sustainable consumption pattern? The answer lies in introspection of our own selves. What is not happening is efficient use of fuels in non-mobility areas and desired amendments in the mindset and lifestyles, for which the subsidies on oil is the main culprit.

The subsidies on oil do not offer any incentive





Efforts need to be made to avoid rise in temperature, drying of oceans and rivers, shortage of potable water and desertification.

prove quality of life of people, and make the country more energy secure.

Most of the government and business leaders across the globe agree on the issue that there exists a dearth of a sustainable — clean and affordable — alternative to fossil fuels that can be harnessed for consumption on large-scale today; efforts need to be made in this field so as to place a solution quick enough to contain the negative offsets of fossil fuel consumption. It would help avoid worst consequences of climate change and save our future generations from great sufferings of rise in global temperature and other associated natural calamities like dying oceans and rivers, acute shortage of potable water and widespread desertification, etc. An oil import-dependent country like ours has to work for developing its own sources of alternative and renewable energy, which again needs huge investment. Our oil subsidy bill is over 2 lakh crores annually, but how much we have spent in developing and commercializing renewable sources of energy?

What we can do as individuals to reduce this burden?

Each citizen should adopt eco-friendly ways of life and adapt to new compulsions by making voluntary amends in their daily routine. Each small thing shall collectively make tremendous impact and contribute to reducing the burden of subsidy on our national economy and help make our every business sustainable. There are many things which need to start from our own self, and one shall pledge oneself to it, if one really cares for one's self and the future generations.

At the policy level, there is no escape from rational energy pricing that will curb wasteful consumption and unauthorized diversion of petroleum products. An appropriate pricing policy will also ensure optimum allocation of resources. ■

for general people to use it efficiently. The subsidies on oil, besides promoting inefficiency, take away large chunks of national wealth, which could have gone into providing basic amenities in health services and education to the people of our country, which, again, are essential elements of sustainable survival.

All companies need to direct a portion of their disburseable profits for orienting their business to all issues of sustainability. But, the catch lies in the fact, “do companies have disburseable profit or cash to accomplish it?” In fact, the performance of the company can be severely dented as a consequence of subsidy burden.

Subsidies in our country have now become a dangerous trap and can be linked to the vested political motives rather than to social necessity. We know how much of the PDS kerosene actually reaches the needy, and where its major portion goes. We hope that with faster implementation of Unique Identification project (UID), the subsidies shall be directly disbursed to the people below poverty line, and the national oil companies shall be spared from bearing the burden of subsidy, saved from cash starvation and becoming sick.

It shall also enable them to invest more in making their existing business greener, and invest more into new and renewable green energies. This approach besides being more sustainable will create greater opportunities for employment and help im-



Water and energy: Are we using them efficiently?

earth day celebration

talk by Tulsī Tanti

Chairman & MD, Suzlon Energy

Written by Aditi Verma

Many speakers address TERI & TERI MBA students round the year. The talk by Mr Tanti is one of the most insightful and inspiring.

In 1995, when Mr Tulsī Tanti commissioned two windmills to provide power for his family-owned textiles business, he stumbled upon the idea with long-term implications regarding the promise and potential of wind energy. Eventually, he went on to find and operate the now successful Suzlon Energy, a global wind power company based in India. In terms of market share, the company is the fifth-largest wind turbine manufacturer worldwide with over 19,000 MW of installations spread across 28 countries.

Mr Tanti is presently the chairman and managing director of Suzlon Energy and along with his siblings owns 58 per cent of the company. Mr Tanti graced TERI University's International Earth Day celebrations and spoke of how India, and the world, is in desperate need of affordable and accessible energy, reiterating that wind is that source of energy for all of us.

Identifying the challenges of increasing demand for energy driven by the rapid growth process, he also emphasized the need for appropriate energy demand management as a possible way out. This, he asserted, could be achieved with the help of better overall and time zone planning and thus saving on daylight hours. He also emphasized on smart metering plans and smart grids besides the need to shift to renewable as possible solutions.



Aditi Verma
MBA Business
Sustainability



Elaborating on his vision of a developed India, Mr Tanti said that our assets are our population, knowledge of the English language, and innovations. By 2030, India would need at least 200 new cities to support our growth and for this to happen the three most vital constituent resources would be water, energy, and food. Our assets need to be fully utilized to meet these challenges.

Considering the need to shift to renewables for meeting at least 20 to 25 per cent of India's energy demand in future, he emphasized on the crucial role of positive government policies and technological advancement towards meeting that ambitious target. He felt that in the next 10 years the price of wind energy could likely hover around Rs 2–2.5 per unit.

While answering questions, pertaining to the government's enthusiasm for the same, Mr Tanti spoke favourably of government policies, saying that the Indian Government has wonderful policy frameworks that are both proactive and innovative. On being asked what a young entrepreneur should do while working in the renewable energy sector, he said one must work and learn in the industry and identify value chains and eventually explore new business opportunities.

At the end, Mr Tanti emphasized on the need for research-oriented education in the country. He praised TERI University for being a pioneer in introducing courses directed towards a responsive education where young minds not only get an exposure of the challenges that lie ahead but the guidance and encouragement to pursue solutions for the same. ■

millennium development goals

strengthening nations by strengthening people

“When there is no enemy within, the enemies outside cannot hurt you.” — Winston Churchill

There is only one Mother Earth for all humans cuddled in her arms. While she loves them all equally, her sons have nurtured disparity amongst themselves; while some are strong and privileged when it comes to sustenance there are others who are disproportionately debilitated and struggling for mere survival on the planet. The whole idea of development appears flawed if there is no unison in the momentum.

An attempt towards mitigating the disparities between the advantaged and the underprivileged has been made in the form of Millennium Development Goals (MDGs). Essentially, these goals are a journey to profess social fairness to all citizens of the world. Technically speaking, these are eight international development goals that all 193 United Nations member states and at least 23 international organizations have agreed to achieve by the year 2015. These goals are really the prerequisites to build up the very social dimension of sustainable survival. Progress towards the MDGs is monitored through a set of 21 measurable and time-bound targets and 60 indicators. Most of the targets are to be achieved by 2015 starting from a 1990 baseline.

The table on the right shows the eight millennium development goals that have aimed at improving conditions of living in the world around us.

The MDGs indicate that the national-level strategies, programs, and policies of the governments have to be supported by international governments and agencies to foster real time improvement. It also builds on the fact that the world possesses enough knowledge, resources, and expertise to empower the most poverty-ridden nations and others held hostage to disease, geographic isolation or civil strife to achieve the MDGs.

The vision propelling the initiative, set out in the ‘Millennium Declaration’ signed in September 2000, is a world with less poverty, hunger, and disease and greater access to health care and education; a world in which women and men have equal opportunities and natural resources are conserved for future generations. The basic premise of this

Compiled by Megha Anukampa Singh based on the papers which were prepared by seven groups of students from MBA Programs in response to an assignment on Millennium Development Goals given to them



Megha Anukampa Singh
MBA Infrastructure

Millennium Development Goals



commitment can be inferred from this excerpt derived from the UN Millennium Project document.

How will the world look in 2015 if the Goals are achieved? More than 500 million people will be lifted out of extreme poverty. More than 300 million will no longer suffer from hunger. There will also be dramatic progress in child health. Rather than dying before reaching their fifth birthdays, 30 million children will be saved. So will the lives of more than 2 million mothers. There's more. Achieving

the Goals will mean 350 million fewer people are without safe drinking water and 650 million fewer people live without the benefits of basic sanitation, allowing them to lead healthier and more dignified lives. Hundreds of millions more women and girls will go to school, access economic and political opportunity, and have greater security and safety. Behind these large numbers are the lives and hopes of people seeking new opportunities to end the burden of grinding poverty and contribute to economic growth and renewal.

While more work lies ahead, the world has a cause to celebrate, in part due to the sustained economic growth of some developing countries and targeted interventions in critical areas. Increased financial patronage from many sources has translated into the expansion of programs to deliver services and resources to those most in need. With the global success of three important targets on poverty, slums, and water having been met, as per the July 2012 report by the United Nations, the stress is now on need for a true global partnership to achieve the remaining MDGs by the 2015 deadline.

For instance, access to primary education has improved substantially since 1990. Net enrollment increased from 80 per cent in 1991 to 88 per cent in 2005. South East Asia, North Africa, Latin America, and East Asia are close to achieving universal access to primary education. However, for the developing world as a whole, more efforts need to be ushered in as the net enrollment ratio increased by just seven percentage points since 1999, reaching 89 per cent in 2009.

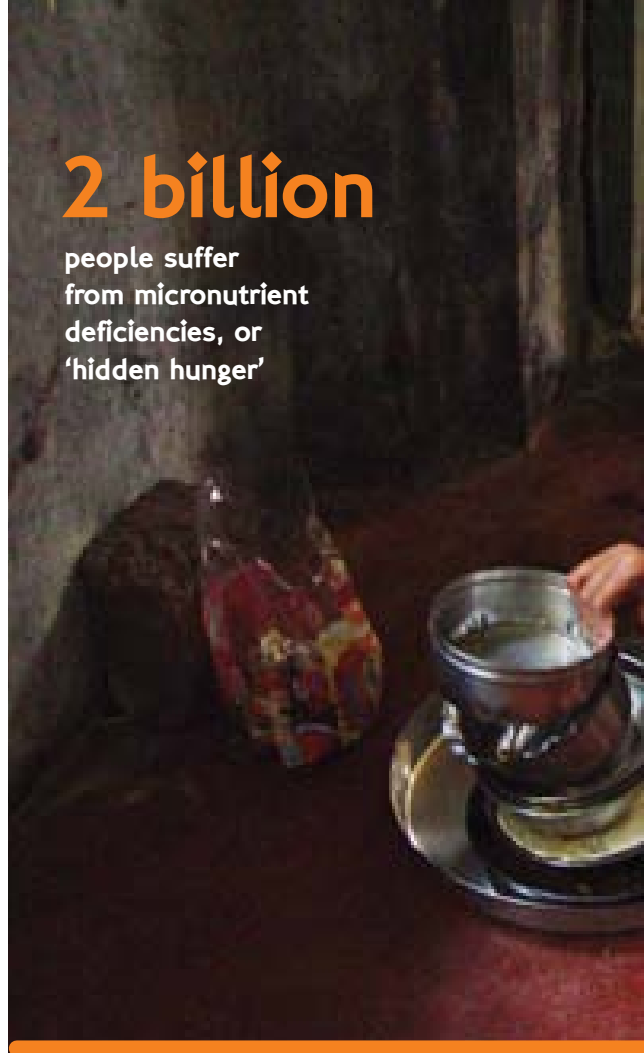
The efficacy of the efforts is still far from clear. Disparities in progress between urban and rural areas remain arduous but ambitious moves and allegiance to the cause can render the task successfully. For instance, the poorest children have made the slowest progress in terms of improved nutrition while underweight prevalence among children from the richest 20 per cent of households decreased by almost one-third. Children living in rural areas of developing regions are twice as likely to be underweight as are their urban counterparts. The Food and Agriculture Organization (FAO) of the United Nations estimates that more than 1 billion people suffered from hunger in 2009. The number fell to 925 million in 2010, but is still well above the Millennium Development Goal target for hunger. Micronutrient deficiencies, or 'hidden hunger', affect around 2 billion people worldwide.

Progress has been asymmetric, often with modest impact on the poorest and most vulnerable. Economic growth has facilitated developing countries advance in many areas, but it has often also increased inequality. Policies and interventions have not fostered simultaneous progress towards meeting all MDGs targets for all segments of the population. In the Indian context, an ideal exercise with MDG indicators needs an appropriation of the

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depth and spread of the catchment population that forms the problem spheres.

While there are 12 targets that India is trying to adhere to — including 4 targets which are composite targets — national monitoring cannot be effective while overlooking the subnational picture. In international perspective, the dimensions of the indicators at India's subnational levels may be immaterial, but such monitoring is a prime instrument to aid in identifying the locale of the problems, particularly when presented alongside the programmatic elements that address the issues.

Deeper decomposition of the measures of MDG indicators down below the state levels can reveal the micro-dimensions of the outcomes, which would help demonstrate precise epicenters of the problems when spatially mapped. At the subnational levels, data with respect to most of the MDG indicators is inadequate below the stratum of states.

In some cases, only national estimates are available. State-level estimates as available for a number of indicators however, provide a broader cross-section of the inequalities in progress in different parts of the country including their rural–urban and male–female dimensions, wherever possible. The Millennium Development Goals: States of India Report 2010 highlights several important dimensions of India's journey to attain the MDGs by 2015. It highlights that though India is nearly on track in



reducing poverty at the national level to half of the proportion of people under national poverty line, as existed in 1990, by 2015, as many as 14 of the 35 states/UTs will fall short of their individual MDG-targets. The slow-moving states, which tend to fail in achieving their 2015 targets, obviously need relatively much greater attention.

For instance, India is slow or off-track on the 'Improving Maternal Health Indicator'. In 2006, on an average 254 women died giving birth to a child for every 100,000 live births down from 327 in 1990. At the historical pace of decrease, India tends to reach MMR of 139 per 100,000 live births by 2015, falling short by 30 points. The States of Kerala, West Bengal, Bihar, and Jharkhand are likely to achieve their state-level MMR targets by 2015, with the current trend continuing. However, from their 2007–09 levels, Assam (390), Haryana (153), and Orissa (258), are likely to fall short of their state-level targets by huge margins. The remaining states are likely to miss the targets by 18 to 65 points.

The results are even poorer on the 'Under Five Mortality Rate Indicator' of children in India, with nearly 16.55 lakh children below the age of five dying in the year 2011. Although India made progress with a 48 per cent decline in the death rate — performance was much poor than neighbouring countries like Bangladesh and Nepal having a decline of

66.9 per cent and 64.3 per cent, respectively — the absolute results offset the progress as India reported the highest mortality rate of under five children around the world.

The MDGs are too important to fail. It is time to put them on the fast-track they require and deserve. Sustainable development goals need to remain at the centre. Not all MDGs are expected to be achieved by 2015, but even if they were, much further progress would be needed to attain higher levels of sustainable development beyond 2015 (to eradicate, rather than halve the poverty, for example, as called for in the MDGs agenda).

The post-2015 development framework could likely have the best development impact if it emerges from an inclusive, open, and transparent process with multi-stakeholder participation. Using established global, regional, and national mechanisms and processes is one way to ensure that such deliberations benefit from the wide range of lessons learned and the experiences of different stakeholders. The world is changing with new development issues and challenges. In coming years, the canvas will change even more and a simple continuation of the current set will not be desirable, either politically or in terms of development challenges.

During the remaining period of 2012 and 2015 and beyond 2015, continuous advocacy is required for more resources for the MDGs. We should make the point quite strongly that financial and economic crises should not be used as an excuse for cutting down on Official Development Assistance, rather such crises strengthen the case for devoting more resources for the MDGs. A collective failure in steering the world towards the MDG achievement might push the financial and economic crises turning into a political and social crises and the price that we will have to pay for such a catastrophic situation would be abnormally high.

Similarly, our failure today to address the issues of human poverty by not devoting enough resources to them will create human insecurity, human deprivations, and inequalities tomorrow, the consequences of which will not be good for human kind. Hence our extended self-interest lies in the fact that we should not take our eyes off the MDGs. In many developing countries, there exist fiscal spaces that can be used for generating more resources. Scopes for expenditure reallocations are there too, for example, high defense expenditures can be reduced in many countries and more resources can be allocated to basic social services.

Efficiency in resource use would not only reduce resource leakages but would result in more resources. Building on the lessons learned, monitoring MDG progress and gaps beyond 2015, will have to take a new direction. Part of the direction will depend on the set of goals and target issues, described earlier, but part of it will also depend on where we want to go. ■

performance benchmarking of power distribution companies



Power distribution companies' efficiency has been one of the most important concerns in the electricity sector during recent times. Power distribution continues to be the weakest link in the sector. Losses of distribution companies have increased from INR 27,101 crore in 2006–07 to about INR 60,000 crores in 2010–11.

There exist around 73 power distribution utilities in India. For the purpose of study, we have included all states where distribution function is unbundled and data is available in public domain. The list includes states like West Bengal, Assam, Delhi, Haryana, Rajasthan, Uttar Pradesh, Andhra Pradesh, Karnataka, Chhattisgarh, Gujarat, Madhya Pradesh, and Maharashtra.

In this sector, there are a number of stakehold-

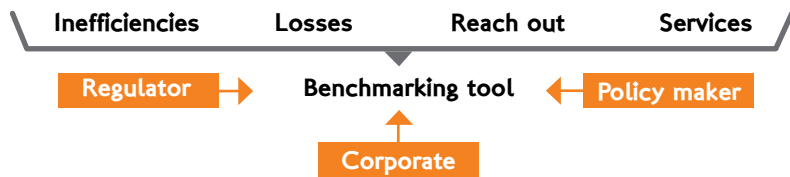


Shalini S. Prasad
MBA Infrastructure

ers involved and we need to evaluate their performances in order to capture the best practice so that it can benefit customers at the grass-root level and stakeholders at large. We cannot expect in today's scenario a bail out for state-run utilities as was done almost 10 years back by the central government. We cannot afford losses for future, as estimated by Planning Commission for the year 2014–15 at Rs 1,16,000 crore. Peer evaluation and benchmarking can be helpful to generate competition among the players existing in the industry. This will be beneficial for both regulators and corporate. They can review their status in comparison to each other's input and output.

This research project presented a Data Development Analysis approach for assessment and optimization of electricity distribution units in India.

Electricity Distribution



Two inputs and two outputs are selected. Input-oriented and output-oriented DEA models of Banker, Charnes and Cooper (BCC) (Variable Returns to Scale) and Charnes, Cooper & Rhodes (CCR) (Constant Returns to Scale) are applied for assessment, ranking, and benchmarking electricity distribution utilities/companies. Here, slack and surplus values of limitations are also obtained. The decision makers (corporate), regulators, policy-makers can determine which inputs and outputs could increase efficiency. These inputs and outputs which are required for achieving higher efficiencies are identified here. Slack and surplus values indicate the inputs and outputs, which could be reduced and increased respectively, to become effective. With this we can easily analyse the electricity distribution business in India and judge their weak and strong points with the help of input and output values.

According to the input-oriented DEA model except the efficient units, other distribution utilities should reduce input opex and capex. Results show

that maximum value of reduction in opex variable comes to around 53 per cent and a maximum value of 18 per cent reduction in capex can be done by some of the distribution companies to become efficient. In output-oriented DEA model, most of the distribution utilities having optimum output except for one. In the output-oriented model we see most of the firms have decreasing returns to scale. In that case, they are highly inefficient and cater to larger geographical areas and are hence unable to connect to grass root issues of management leading to their inefficient functioning. On the contrary the smaller firms have constant returns to scale, which signifies the importance of vernacular distribution firms rather than a large central one. In the input-oriented models, we find most of the firms with increasing returns to scale, This implies that the firms should utilize the input resources in a better manner and thus gain on their existing level of output.

The research work lays the foundation for rating of power distribution utilities, which even the Ministry of Power is hoping to make it operational from next year (2013). The results of the research raise questions on the present domain of distribution companies. The smaller firms outperform the larger ones and lead us to ponder on the existence of larger centralized players in this sector in today's era. It can act as guiding pillars for the policy-makers or the regulators to keep a check on these public utilities and select apt model for distribution from various choices of public private partnership, franchise, total state run or total private. ■

digitization of K-12 education: the way forward for Macmillan India

The project analyses the key drivers and the parameters of the Grade 12 (K-12) segment in the Indian education industry from the perspective of digitization. The project has been carried out at Macmillan Publishers India Ltd., and studies major players from Kindergarten to Grade 12 (K-12) segment with the objective of recommending the way forward for Macmillan India in digitization of school publishing.

The Indian education market has witnessed a series of developments in the last few years, which resulted in a significant increase in market size of the education industry.

With rapid economic growth, especially over the last few years and technological innovation, new segments like e-learning are slowly shifting the education market in a new direction. The game



Vandana Rellan Juneja

AVP, Product Development, MacMillan India

changer in the education industry right now is the convergence of education, publishing and digital technologies.

In the light of this changing scenario, the project revisits the education system in India and explores the various segments along with their regulatory status, the market size and growth, the distribution of schools across private and public sector, enrollment levels, segmentation of schools, and the market share of each segment in the K-12 market.

The project outcome underscored that the convergence of digital technology, school education and publishing will not only lead to a dynamic profitable market segment for the new players from the digital field but would also offer a great opportunity for the traditional publishers like Macmillan to change their strategic orbit and become a player in the digital education arena. ■

MBA students undergo summer training for two months and they are required to submit a project report at the end of this training. Brief summary of two such reports is given in this and the following paper.

impact assessment

the supplier factories of Marks & Spencer in the NCR

The Centre for Responsible Business links a global approach to corporate responsibility and performance, with a forward-thinking orientation pertaining to the challenges businesses will face in the coming decades. It is developing and delivering affordable generic and customized trainings and advisory services that enable companies, particularly small and medium enterprises (SMEs) to develop management systems to embed policy and practices for responsible business. It is also building local capacities in India through training of trainers (ToTs) and conducting research and initiating dialogues by setting sectoral and multi-stakeholder forums including various national and international voluntary standards to build corporate linkages among them.

My internship with the Centre for Responsible Business (GIZ) introduced me to the area of social compliance of business. Social compliance, or the conformance to the rules of social accountability by the organization, is taking place on a large scale



Jyotika Bami
MBA Business
Sustainability

in the garment manufacturing and textile industry. The 'buyers' impose certain standards on their factories and these factories maybe supplying to more than one brand. Therefore, they might have to undergo more than one compliance inspection per year. One of the successful ways of establishing social compliance is through continuous auditing and monitoring. Voluntary standards are the tools through which compliance takes place. To ensure that workforces and communities throughout the supply chain benefit from their engagement with the company, Marks & Spencer initiated a training and education programme for its suppliers called the 'Supplier Training and Education Programme (STEP)' which was implemented in Bangladesh, Sri Lanka, and India. The Centre for Responsible Business (GIZ) managed the STEP program in India.

As an intern with GIZ, I got an exposure to the issues pertaining to the labour rights and voluntary standards, which every manufacturing unit has to follow. My project involved undertaking an impact assessment for the supplier factories of Marks & Spencer in the NCR Region. We visited these factories where training of workers on the various aspects of the labour rights and standards had already taken place and to find out if there had been any loopholes. Managers of these factories were asked about three areas. These included human resources (HR), workers rights and responsibilities, and financial literacy.

The aim of carrying out this study was to find out the issues they faced and whether they benefited after the training. The results were mixed as in the case of HR, there were many positives such as the adoption of new practices and improvement in the existing ones. However, financial literacy was the area, where shortfalls had been observed as the performance of Geo Sansaar, the organization responsible for providing financial services to the workers in various factories was dismal.

This assessment helped me to understand that what is written on paper, does not always translate into meaningful action. There are several loopholes in the implementation and functioning, which need to be resolved for providing our workers with a better and equitable fraction of that they deserve. The workers at the ground level are the disadvantaged lot. The impact assessment study made me come face to face with the harsh reality of unfulfilled hopes and promises made to our labour force. ■



mapping the political context

case of sustainable urban transport in Delhi

Shakti in its endeavor to promote Sustainable Development has launched many campaigns in various sectors. One of the sectors, where I worked was Sustainable Urban Transport. The aim of Shakti Sustainable Energy Foundation in this sector is to promote initiatives towards the development of Sustainable Urban Transport. This includes promotion of walking, cycling, and other forms of non-motorized transport. Shakti Sustainable Energy Foundation holds high regard for the Bus Rapid Transport System and is actively participating in the promotion of the same. As an intern with Shakti Sustainable Energy Foundation, my work involved conducting a political stakeholder mapping for the state of Delhi and devising strategies that would enable to reduce carbon footprint at a city level.

The project titled 'Mapping the Political Context: Case of Sustainable Urban Transport in Delhi' carried out political mapping, which is the base-level step for understanding the power, positions, and perspectives of the players (stakeholders) who have an interest in, and/or are likely to be affected by a particular policy reform. With respect to the campaign of Sustainable Urban Transport (SUT) in Delhi, it is necessary to carry out this step, as the promotion of SUT requires many changes. If the broad idea is to somehow influence the awareness and promotion of sustainable transport, then there are many changes that are required to be made. This ranges from behaviour or attitude change, perception changes, and changes in supply of infrastructure for positive mode choices to be made. For these to happen, it is necessary to carry out a large campaign, to make sure that all the stakeholders are satisfied and there is no such party which is left out and government agencies work in responsive fashion to achieve the same.

Policy is the result of interactions among different organizations, with particular interests and ideas, about what course of action should be taken. The sum of these interactions constitutes the policy process which is part of a wider environment, campaign or context. Political context shapes the ways in which policy processes work. Understanding the context is vital for stakeholders to understand and engage effectively in the policy processes. In some contexts, policy-makers are keen to receive evidence and ideas from certain stakeholders; there are established channels through which stakehold-



Smriti Bhatnagar
MBA Infrastructure

ers can give their inputs. In others, certain stakeholders are excluded from formal policy processes. To be effective, these stakeholders need to adopt a differential approach in different contexts accordingly.

Political mapping and analysis is very useful for understanding the prospects of policy change, but as all stakeholder analysis are focussed on particular policy reforms, they provide information that is useful only for understanding that particular reform; this is a tool which provides a highly specific mapping of political context. There are many variations on stakeholder analysis; in general, the approach is a pragmatic one, rooted in managerial or programmatic decision making and in the search for efficient use of resources. What the approach can reveal, and exactly how it can influence action, depends on the specific instance in which it is used. The methodology involved in conducting this project has been to manually develop a list and analyze the stand point of all stakeholders involved with the initiative of SUT in Delhi, viz., Research and Training Institutes, Private Business Houses, Government Agencies, and Not-for-Profit Organizations.

The result of the project is the development of a stakeholder map which indicates the power to influence and the attitude of each organization mentioned in the report. This map will make it possible for various organizations interested in promoting SUT, to identify the stakeholders, which have greater power to change policies and those which can be influenced to do the same. At the same time, there are some organizations whose attitude towards SUT, needs to be corrected. There are a separate set of measures that need to be taken for this. Hence, the map makes it clear and gives a measure of the kind of effort and how much that needs to be put in on various organizations to bring about change. ■



delhi sustainable development summit 2012

TERI's Delhi Sustainable Development Summit, organized annually since 2001, is an international platform for exchange of knowledge on all nuances of sustainable development. Over the past 12 years, it has emerged as one of the leading forums on issues of global sustainability. The Summit witnesses the attendance of various heads of state, thought leaders, policy-makers, and the crème de la crème of industry and academia who come together to deliberate on myriad issues. Till date, a total of 32 heads of state and over 43 countries have registered their presence at the Summit.



Akankshya Baruah
MBA Business
Sustainability

The 12th edition of the Delhi Sustainable Development Summit (DSDS), hosted by parent organization TERI at the Taj Palace, New Delhi, from 2–4 February 2012 saw the active participation of 10 students of the Business Programme at TERI University.

The theme for the year was 'Protecting the Global Commons: 20 Years Post Rio' and we got an opportunity to listen to a varied set of opinions on this matter, from that of the Prime Minister of India to that of Nobel Laureates from across the globe.

It allowed us to understand how people are an intrinsic part of biodiversity and one cannot be conserved without the other. The complexities of the problem vary across nations and that was elu-

cidated through the opinions of eminent speakers who passionately illustrated how the problems of Bangladesh are varied from that of Africa and further different in USA or Europe.

Further, we saw the debate between the developed and the developing countries often read about in classroom articles unfolding in front of us. The irony that the debate brings out is astounding and shows us the changing face of international politics, courtesy the challenges of sustainability. DSDS also allowed us to get close to industry honchos and superstars alike.

The CEO summit, offered a yet different take on the issues of sustainability while clearly stating the great need for incorporating environmental, social, and economic sustainability in businesses globally.

To see Abhishek Bachchan and Arnold Schwarzenegger associate themselves physically and in principle with the event creates optimism about adoption of this concern by the youth which is key in the battle for sustainability.

Most of all, we learnt that TERI has been very successful in bringing at one place senior ministers, diplomats, politicians, intellectuals, etc., for deliberating on the burning issues both at the global and national level, relating to sustainability.

Sustainability as taught in classrooms makes one want to do something about it, DSDS showed us how that something can be done! ■

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1. The TERI team
2. The inaugural session
3. Laureates of the 2012 Green Globe Foundation Awards
4. HE Tarja Halonen, President of Finland, receives the Sustainable Development Leadership Award
5. Delegates at the summit
6. Arnold Schwarzenegger, Sheila Dixit and Mike Rann

lighting a billion lives

the LaBL initiative: an ode to sustainable development

In 2007, at the Clinton Global Initiatives Annual Meet, The Energy and Resources Institute (TERI) committed to bring light and socio-economic development to a million rural people in India in a sustainable way through solar lighting devices within a span of four years. Within a year since that pledge, the idea evolved to encompass a billion people around the world. This unique and far-sighted campaign that illuminates the path to achieving the UN's Millennium Development Goals, Lighting a Billion Lives (LaBL) was formally inaugurated by Dr Manmohan Singh, Prime Minister of India, on 7 February 2008 during the Delhi Sustainable Development Summit (DSDS).

TERI has become a household name in 15 villages around Gorakhpur district of Uttar Pradesh, India. TERI is well known to people as the provider of the 'Laltini' or the solar lantern. This is a result of the 'Lighting a Billion Lives' (LaBL) initiative of TERI to bring light into



Dinakar Peri
MBA Business
Sustainability

a billion rural households and transform their lives using solar energy. It is an initiative that incorporates all the facets of sustainable development for social upliftment and directly contributes to achieving 6 of the 8 UN Millennium Development Goals (MDGs).

We chose Christmas week of 2011 for interning at TERI under the 'LaBL: International Torchbearers Programme'. We went on a field trip to visit existing solar charging stations in villages around Gorakhpur for impact assessment and to record the change it has made on the ground. On paper all these villages are fully electrified but in fact there is no electricity when it is needed most, i.e., in the evening 5–10 pm. As a result, by dusk the villages are plunged into darkness and the villagers are forced to make do with kerosene lamps as inverters and generators are way beyond their budget. Here we are talking of people much below the poverty line with an average family size of 5–7 persons. Their livelihood is agriculture and animal husbandry on the small patch of land they own, where the



One lantern makes tremendous impact on so many aspects, such as education, household work and safety.



entire family works to earn their daily square meal. The subsidized kerosene on their ration card is limited to 2 litres per month, not enough to meet the monthly need which necessitates purchasing from the black market at a steep price. It is here that the solar lantern has come to their rescue providing them with bright LED light which lasts anywhere between 4–8 hours depending on the mode of operation. Users have no maintenance hassles, not even charging and they pay a nominal amount for the usage which is only to install in them a sense of ownership and responsibility. Women are happy that cooking has become easier, men are happy that it comes handy in the fields at night and children are happy and feel elated to study under the white, bright light. In almost all the villages visited, the most striking observation is that the solar lantern is being used primarily for study by children. They are sacrificing the lantern for the children and using kerosene lamps for other household work. They categorically said that children's education is more important than their household chores. With an LED light three children were able to concentrate better and study for longer time. This shows their yearning for change and their investment for the future. One lantern makes tremendous impact on so many aspects like education, household work, safety, and livelihood. There is also significant savings for the users in terms of reduced kerosene consumption and no wonder there is so much demand for additional lanterns among those who have not availed of the facility earlier.

This initiative is one small step towards the Herculean task of rural development in a sustainable way across the country. Many more such innovative programs at the grass roots level are needed with active participation of the educated class to achieve Millennium Development Goals (MDGs) and eradicate poverty in India. For the many more initiatives yet to come, the LaBL initiative is a torch bearer for sustainable development in practice to uplift the 421 million below poverty in India. ■

udayan care: an effort towards social sustainability

Udayan Care is a registered charitable trust under the Indian Trust Act registered with Sub Registrar III, in February 1994, working under the guidance of Dr Kiran Modi for the last 15 years. It works towards quality care of disadvantaged children and women, expanding its horizons to reach out to underserved sections of society that need intervention.

Udayan Care, an Indian NGO headquartered in Delhi, is where 10 students of the Department of Business Sustainability, TERI University, spent the first 10 days of their summer break.

This interaction, though limited, made for an eye-opening foray into the complexities of social sustainability in India.

Udayan is a Sanskrit word meaning 'eternal sunshine' and that is what the NGO aims to bring into the lives of those it touches by empowering them to build a future of their own. It does this through multiple programs, each designed to help an underprivileged child.

One of the programs is 'LIFE: Udayan Care Ghars' that revolves around the principle of 'Living in Family Environment' (group foster care model).

These *ghars* are run separately for both boys and girls above the age of 6 who do not have natural families or are orphaned. It aims at making mentally and physically healthy adults of them who can partake sustainably in the development of society.

On a visit to the Sant Nagar Ghar, we met exuberant and bright young children who were only overjoyed to find new company to play with and talk to. The children do indeed live like one big family and talk of dreams that they are confident Udayan care will help them realize. It seems like their scars do not govern their destiny anymore, which in a country like India is a rare exception.

The Udayan Shalini fellowship programme aims at enhancing India's female literacy rate that is still amongst the worst in Asia. For this, girls living with their natural families who are meritorious but underprivileged are provided monetary help and mentorship.

Another interesting programme is CREATE, that aims at providing the best education possible and supports the children till they become economically self-sufficient.



Udayan Care showed us first-hand how strong a will is needed to make a change in society.

This programme in particular makes Udayan Care a class apart. It shows us that charity does good only if it can empower, a message that corporate India seldom remembers and a mission the government seldom succeeds at.

The association showed us first-hand how strong a will is needed to make a change in society. That getting economic support for an NGO does not come easy and how most funds are actually from grants of foreign countries, each country having its own varied interest.

Perhaps, if the corporate and NGOs could come together with support from the government, many children could live a life determined not by which household they were born into but the freedom of opportunities that the country allows them. ■

carbon capture event during independence day celebration

Students of MBA at TERI University having imbibed the essence of a proactive role that each individual needs to play in constructing a cleaner and sustainable society, did spread the word to the public through a presentation made on the eve of Independence Day Celebration.

As the nation celebrated the 65th Independence Day on 15 August 2012, the entire family of TERI rose up in jubilation to pay respect to all the martyrs of the freedom struggle.

As Dr RK Pachauri, Chancellor TERI University, and Director-General TERI unfurled the tricolour at the India Habitat Centre, all those present stood up with pride to celebrate the success of our Independence. Dr Pachauri congratulated all those present on the achievements the nation had accomplished and called for introspection

about what remains to be done in the future.

With a bountiful of cultural events and joy that followed, five students from TERI MBA presented an interesting learning for the crowd through the game of 'Carbon Capture'.

Bringing awareness on the issue of rising concentration of CO₂ in the environment, students presented a concept of an individual contribution and a group contribution to minimize one's own carbon footprint. The event was a crowd puller for people of all ages, from school kids to the elderly who appreciated and participated with enthusiasm in the game to capture maximum number of balls representing CO₂ molecules in the stipulated time.

The presentation by the students brought out that carbon footprint can be related to several activities that we get involved, in our day to day lives, and is an attempt to sensitize the audience to the responsibility that all must shoulder to create a cleaner and greener India for tomorrow. ■



The alumni of TERI embellished with the value-oriented curriculum of the University are successfully placed in various organizations in the industry delivering value to the organization. The following write-ups by two alumni reflect how the University has helped shape their perspective and thought process.



Safalya Mishra

(Class of 2011)

Officer, Renewable Energy and Sustainable Development, Indian Oil Corporation Ltd.

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here goes a saying 'Philosophy precedes Research' and MBA in Business Sustainability from TERI University has certainly gone a long way in instilling in all its students, a philosophy of caring for the environment and society while striving towards economic well-being. TERI boasts of a highly respected and regarded brand image in the business world and remains a pioneer in sustainability. The effect certainly rubs-off to all those associated with this esteemed institute.

The TERI campus would be most remembered for the friendships made, the opportunity to learn from knowledgeable faculty with such distinctive qualifications, and the encouragement provided to think differently. Living a lifestyle which promotes sustainability, highlighted most prominently by the green building which houses the university leaves an indelible mark on every student. It's a world in itself, a group of like-minded people, where everybody is striving to ensure a better tomorrow.

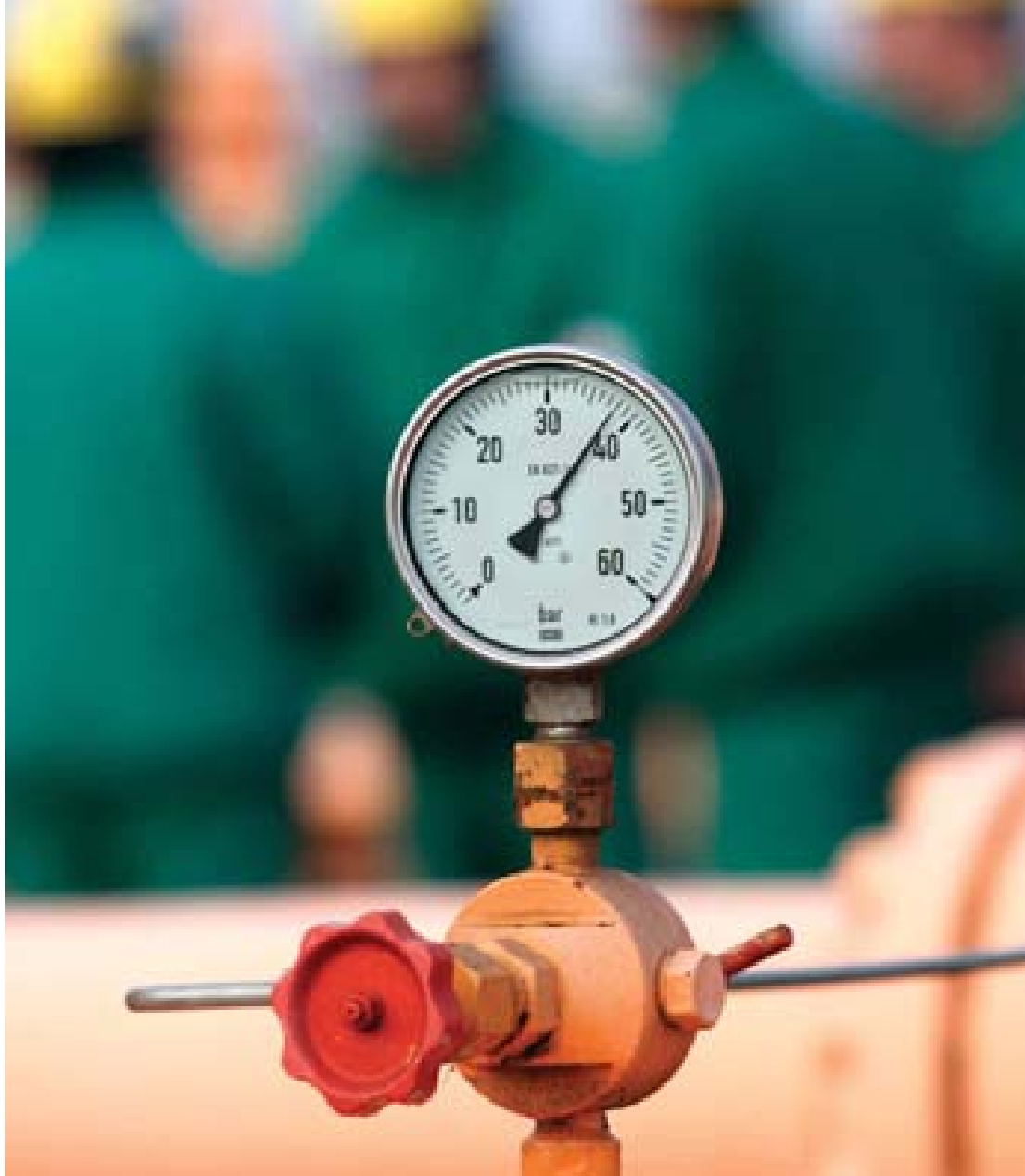
MBA Programme at TERI University encourages its students to think holistically while coming up with a solution. The priority is placed on finding business solutions which are economically acceptable to a company while being acceptable to a whole host of stakeholders, which prominently involve the society and environment. Special emphasis is given to understand the importance of ethics in any

sustainable business decision. The task is fulfilled through a unique blend of case studies, talks by industry professionals, participation in business contests, classroom simulations, among others.

Following my education at TERI University, I got recruited by the Indian Oil Corporation Ltd (IOCL) to work in the Renewable Energy and Sustainable Development department through the campus-placement process. While acknowledging that sustainability is not a key concern area for IOCL, the department has been growing in prominence within the organization. I am directly involved in corporate policy-making for sustainability, decision-making on alternate pathways to doing business, accounting for resource utilization of IOCL's operations and optimizing it, as part of a deepening efforts towards sustainability. I could not have been better equipped and at ease in this role if not for the solid foundation laid by the multi-dimensional approach to MBA at TERI University.

Finally, sustainability is more than just a corporate strategy and is the next revolution we are looking at. It is indeed a way of life. Our quest to fulfil the requirements of a sustainability manager begins with being a responsible corporate and global citizen. The ultimate aim is to bring about the change the world requires and TERI University has definitely played a significant role in helping us realize and understand this responsibility. ■





I joined the MBA (Class of 2011) at TERI University as an ambitious and passionate young boy with the objective of contributing to Humanity and Mother Earth. MBA at TERI University has further strengthened my resolve and fuelled my passion.

The courses in TERI MBA gave me a holistic understanding of the interrelatedness of the global and local world. The lectures, case studies, and group assignments have helped in sharpening my analytical skills, honing my decision-making abilities while working in a team or leading it. Primary Research for assignments helped in gathering the intelligence of markets, stakeholders, and governance system. Lectures and discussions by people from the industry and academicians of diverse disciplines from India as well as across the globe were very enlightening.

It prompted me to take actions which help in creating an equitable society and greener future. Professional conferences and cultural programs in the University gave me chance to perform/test my knowledge and personality and an opportunity to

work in a team with students of different courses.

Sustainability perspectives from TERI's unique culture clearly showed me that many paradigms are getting outdated or require changes, and therefore the world requires leaders who are not merely analytical with soft skills abound, but also people with moral uprightness and a vision. The realization of being responsible came to me when I started to minimize/offset my footprint. It imbibed the holistic perspective in my thinking.

My role profile in Gas Authority of India Ltd (GAIL) covers various aspects of sustainable development. It includes sustainability reporting, sustainable development projects, communicating to stakeholders, institutionalizing sustainability and documentation for various purposes. My profile requirements are met by TERI MBA as it facilitated in inculcating skills to comprehend any situation and deliver the performance accordingly.

I feel the relevance of my MBA from TERI University every day and will remain thankful to all the people and associates from TERI family throughout my life. ■



Anand Acharya
(Class of 2011)
Executive Trainee,
Corporate Planning–
Sustainable Development,
GAIL (India) Ltd

the most innovative curriculum

TERI University is a pioneer in education in India with a strong research orientation in the pedagogy. The write up that follows is one of the several instances of the recognition of this curriculum pedagogy.

With the literacy rate constantly rising for the good over the years and competition brimming at its peak, it is knowledge and differentiation that may help one in emerging out from the crowd. Education in India has been evolving in multi-faceted dimensions pertaining to the necessity and thrives for more by its stakeholders for comprehensive development. Possible flipside is studying too much of the same sort and redundancy that calls for the need of diversification in the education portfolio. With the growing need for developing alternative methods, the expansion of higher education and re-orientation of the same in several directions is required to bring in a sustainable living for the people of India and across the globe.

Dr RK Pachauri, Chancellor TERI University and Director-General TERI says:

There is not only a need of a major expansion of higher education in this country but also a compelling imperative to re-orient higher education in several directions to create conditions for sustainable living of people across the world.



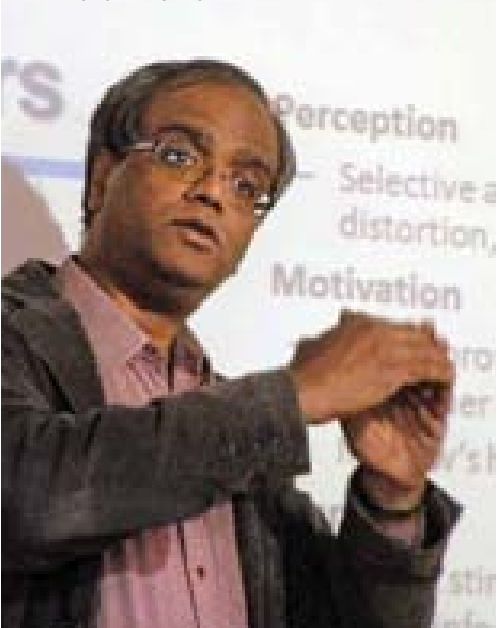
Sushant Anand
MBA Infrastructure

With a plethora of options available to students for graduate and post-graduate education, government and private, scholarship options, etc., everyone aspires to reap the optimum benefit. Amidst the bandwagon of these courses and institutions, TERI University plays a significant role by introducing a curriculum for post-graduate studies that are niche and possess an indispensable importance towards a responsible and greener society in the years to come.

Designed in line with national policies for comprehensive development and sustenance, the university keeps itself abreast with the contemporary issues and challenges in the country and introduces subjects that will make the students ready to tackle issues faced by the nation. The value of education that one earns in TERI University is of high practical importance as exhaustive research projects are laid down as a part of the pedagogy touching issues of national importance, policy framework, regulation, and law reformation.

In its endeavour to impart quality education via research oriented pedagogy, TERI University was bestowed upon with the 'Most Innovative Curriculum' award by India Today in the India Today Aspire Education Summit Awards in January, 2012. The award went to TERI University for incorporating elements in education that are the need of the hour by understanding and adapting to change. ■

Dr Mohan Krishnan

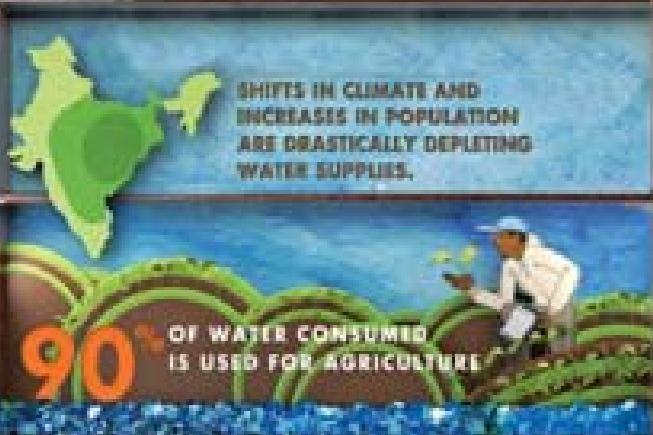


Dr NM Ahuja



the story of water in india

INDIA TODAY



SHIFTS IN CLIMATE AND INCREASES IN POPULATION ARE DRASTICALLY DEPLETING WATER SUPPLIES.

90% OF WATER CONSUMED IS USED FOR AGRICULTURE

GROUNDWATER SUPPLIES IN INDIA'S BREADBASKET HAVE FALLEN

1 METER PER YEAR BETWEEN 1990 AND 2010



1990 2010

MORE PEOPLE. LESS WATER.

Welcome to INDIA

Pop: **1,224,614,000** And growing

INDIA TOMORROW

CROP REALLOCATION

COLUMBIA WATER CENTER USES CLIMATE MODELING TO HELP FARMERS AND GOVERNMENTS FIND THE RIGHT REGIONS TO GROW CROPS MORE EFFICIENTLY.



CROP REALLOCATION COULD HELP BRING BALANCE.



WIN-WIN DEAL



THE CWC ESTABLISHED A PILOT INCENTIVE PROGRAM REWARDING FARMERS FOR USING LESS ENERGY AND WATER.

- COSTS THE GOVERNMENT NOTHING
- LESS GROUNDWATER DEPLETION
- 20-25% IRRIGATION WATER SAVED

THE TENSIO METER

TENSIO METERS HELP FARMERS EFFICIENTLY MEASURE THE MOISTURE IN THE SOIL.

COST: \$7

LASTS: 3 YEARS

PREVENTS OVER-WATERING



525 FARMERS SAVED 23.5% WATER/HECTARE

24% LESS ENERGY NEEDED FOR PUMPS



FORECAST

IF 2/3 OF INDIA'S FARMERS IN PUNJAB USED TENSIO METERS:

5.6 TRILLION LITERS OF WATER WOULD BE SAVED

\$42 MILLION IN ELECTRICITY COSTS WOULD BE SAVED

PEPSICO
SUSTAINABLE

Columbia Water Center
3000 PATTON AVENUE, COLUMBIA, MISSOURI

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