



**ACC**

## **Message from the leadership**

## **Executive Summary**

## **Social Audit Methodology**

## **Plant CSR performance in 2017: A snapshot**

## **Plant CSR: Wins in 2017, Strengths and Recommendations**

Eastern Plants: Bargarh, Chaibasa, Damodar, Sindri, Jamul

Western and Central Plants: Tikaria, Chanda, Kymore

Northern Plants: Gagal, Lakheri

Southern Plants: Kudithini, Madukkarai, Thondebhavi, Wadi

## **ACC CSR contribution to key development themes**

### **Sustainable Livelihoods**

- Focus on skill development
- Sustainable agriculture
- Women empowerment

### **Healthcare for all**

- Good health and wellbeing
- Water, Hygiene and Sanitation

### **Quality Education**

# **SOCIAL AUDIT REPORT 2017**


## Damodar, West Bengal

Located on the fringes of the coal block in the western part of West Bengal, Damodar Cement Works plant is located in a socio-economically backward area with the majority of the rural population dependent on rainfed agriculture. The region is characterised by poor access to basic amenities, falling agriculture productivity, small land holdings, limited non-farm livelihood options and tenuous food security. The area has a significant tribal population with its own culture specific development needs and challenges.








Key focus areas of the plant's CSR include support towards livelihood empowerment for women, solar based micro-grid for electricity supply, quality education for children, health and clean drinking water for all.



### Focus of Plant CSR Initiatives

Project	SDG Goals	Key Focus for Damodar plant
ACC Disha		1. <b>Capacity building</b> on fish-breeding technology



ACC LEISA		<ol style="list-style-type: none"> <li>1. Establishment of 295 <b>kitchen gardens</b></li> <li>2. Establishment of <b>agro-service centre</b> for agricultural equipment</li> <li>3. Promoting <b>bio-management</b> of pest-control and <b>organic farming</b></li> </ol>
ACC Swavalamban		<ol style="list-style-type: none"> <li>1. Formation and strengthening of SHGs, including <b>training on book-keeping</b></li> <li>2. Training of women on activities for <b>income generation</b></li> </ol>
ACC Vidya Saarathi		Provision of scholarships for meritorious students from underprivileged backgrounds for higher education, particularly ITI, engineering and graduate courses
ACC Arogyam		Awareness campaigns for various diseases
ACC Sampurn Swachhata		<ol style="list-style-type: none"> <li>1. Training for <b>adolescent girls</b> on sanitation and hygiene</li> <li>2. Awareness drives on sanitation</li> <li>3. Construction of <b>household toilets</b></li> </ol>
ACC Sanrakshit Paryavaran		Re-excavation of silted pond
ACC Drona		Support to conduct football tournament

## Plant CSR Performance in 2017

Parameter	Unit	Planned	Actual	%
Budget (Lakhs)	INR	37.79	45.82	121
Leverage (Lakhs)	INR	46.00	45.66	99
Beneficiaries	-	11,710	7716	66
Cost per beneficiary	INR	323	594	-

This year Damodar has consistently score above average with sustainability showing the highest jump from the previous years. This was due to the formation of the federation of Swanirbhar Swamanya Committee (SSC). Also, this year, Damodar has executed fewer projects however executed well.

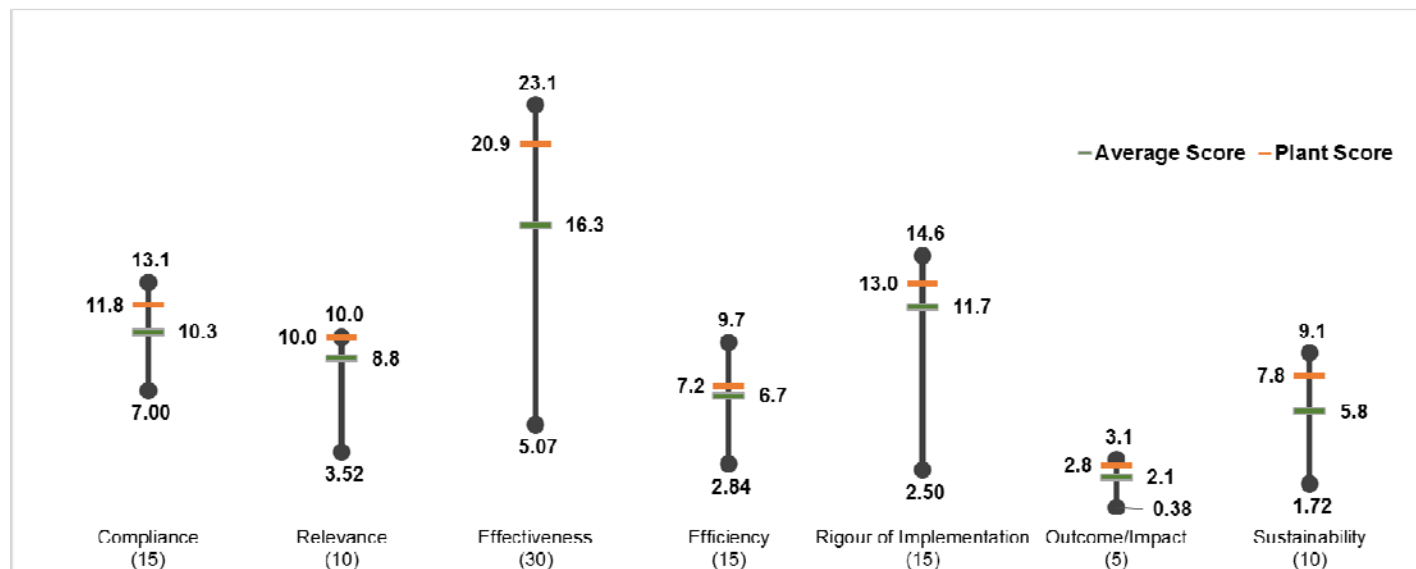


Fig 1: Comparison of Damodar plant CSR performance across parameters of effectiveness, efficiency, rigour of implementation, compliance, impact, and sustainability

## Overall Plant Level Score

The Audit Jury's score for the plant is 80 and calculated out of 84. The parameters and the project wise calculation will be provided by Sattva by 10<sup>th</sup> of January.

The score that is presented and approved by the Social Audit Committee on 4<sup>th</sup> January at Cement House, Mumbai is provided below:

	Plant Score	Minimum	Maximum	Average
Compliance	8	5	8	7
Relevance	11	7	15	12
Effectiveness	16	3	16	13
Efficiency	11	1	15	10
Rigor of Implementation	14	4	17	13
Outcome/Impact	4	1	4	3
Sustainability	6	1	7	5
<b>Total</b>	<b>70</b>			

## Budget Spending

The major variations that have come up in budget spending is in Swalamban and LEISA, despite having achieved 50 percent of the target outcomes. The variation is yet to be verified.

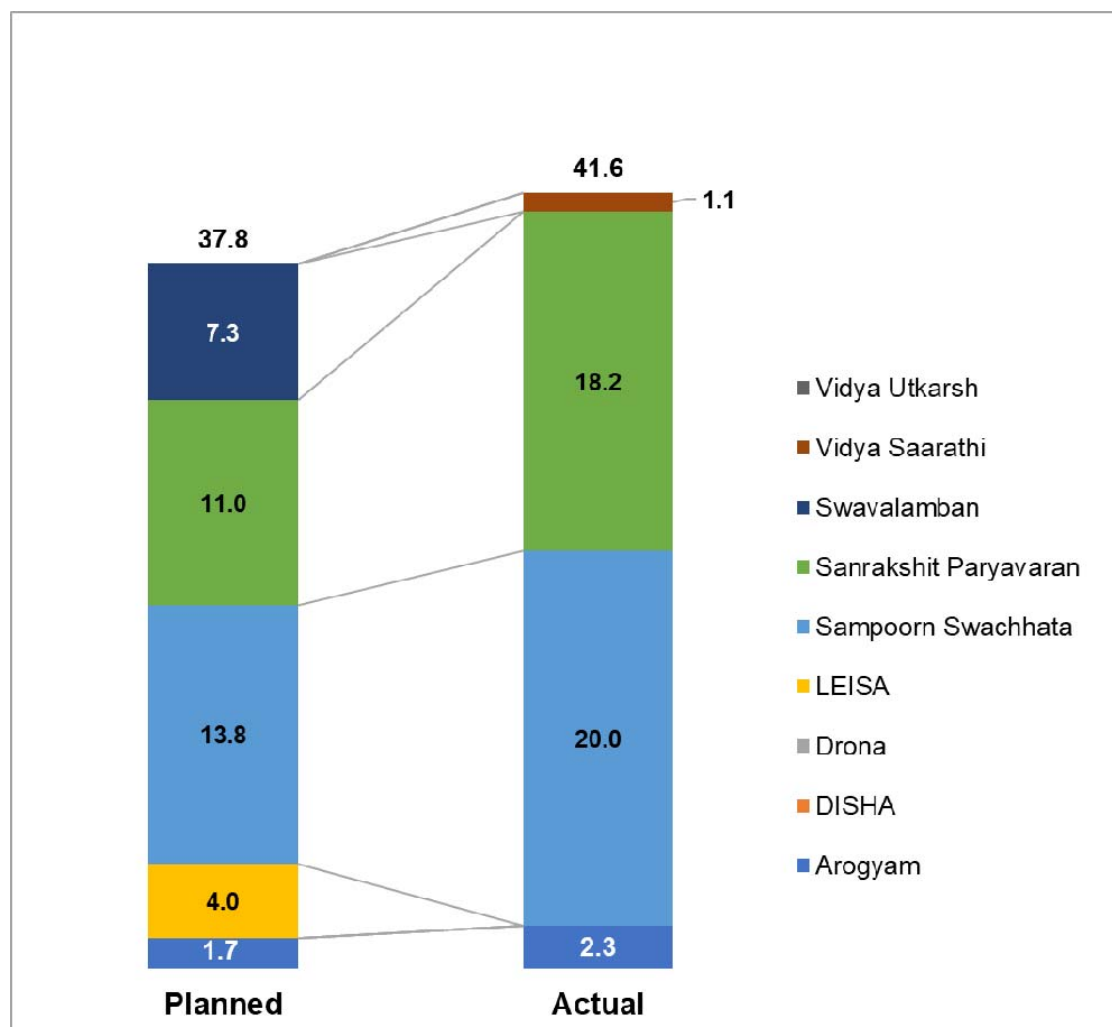


Fig 2: Planned versus actual budget spending in lakhs in 2017

## Leverage

The plant has shown excellent leverage, with the total amount raised being 89 percent of planned and 99 percent of ACC's expenditure. The major sources of leverage have been from the bank for the federation and from the communities to build water access to the toilets.

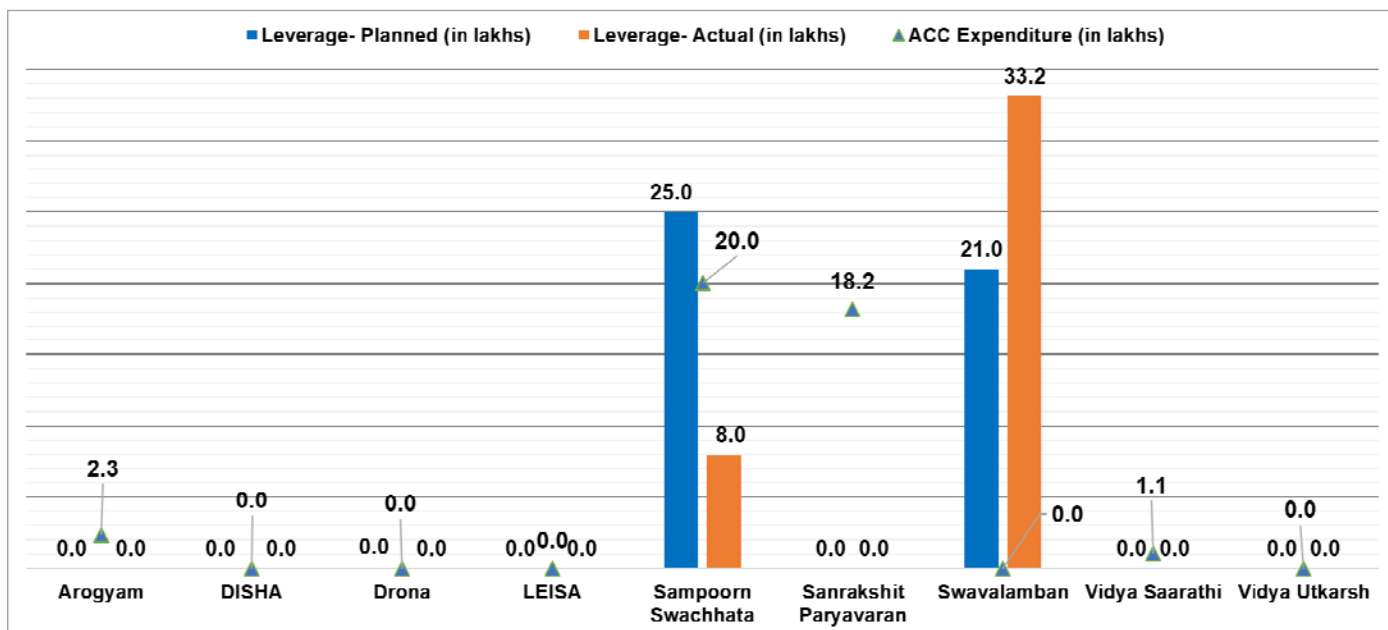


Fig 3: Leverage performance vs planned and ACC expenditure

## Beneficiaries

Only Disha, Drona and Swavalamban have reached more than 50 percent of the planned target beneficiaries.

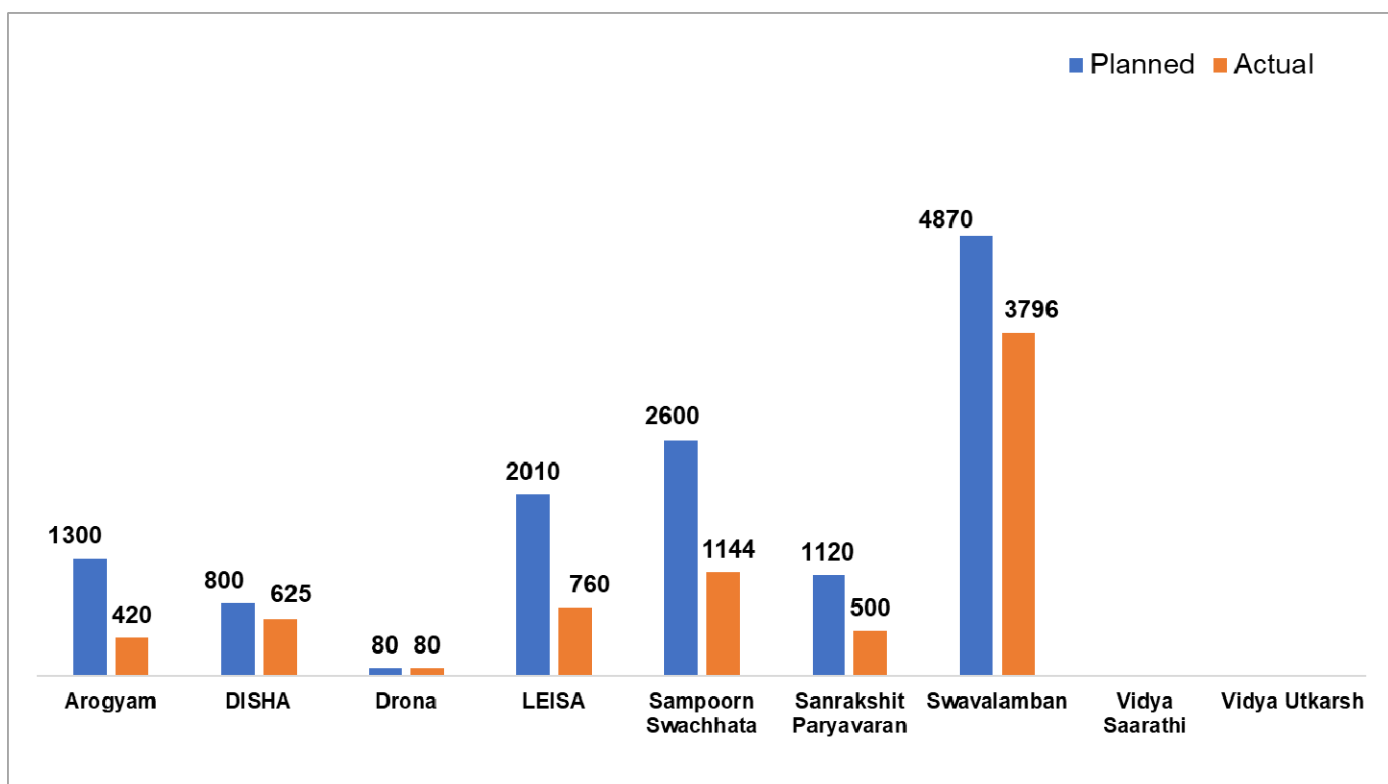


Fig 4: Planned versus actual beneficiaries reached

## Plant Performance across CSR Initiatives

CSR Initiative	Plant Score	ACC Average
Arogyam	26	36
Disha	-	32
Drona	6	18
LEISA	40	33
Sampoorn Swachhata	49	33
Sanrakshit Paryavaran	38	24
Swavalamban	64	40
Vidya Sarathi	32	39
Vidya Utkarsh	-	35
<b>Overall Score</b>	<b>69</b>	<b>61</b>

The best performing project in Damodar is Swavalamban. The project excels in effectiveness, effectiveness and sustainability, hence justifying the scores and performance. The other projects in Damodar that stand out are LEISA, Sampoorn Swachhata and Sanrakshit Paryavaran, which score high on relevance and impact.

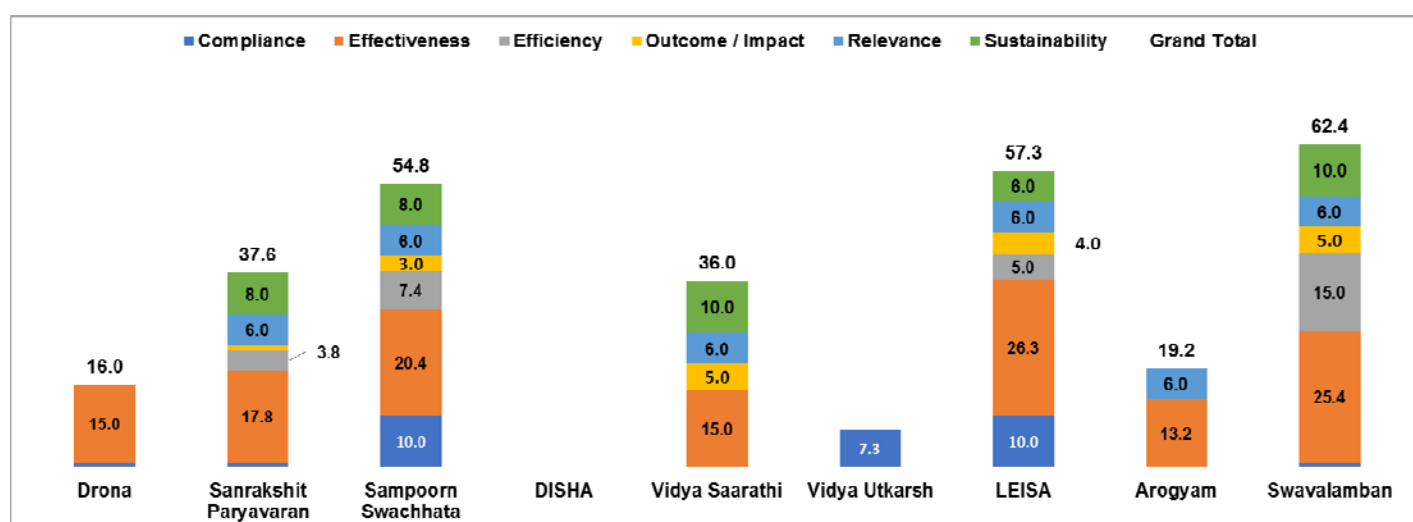


Fig 5: Plant Performance across Projects

## Cost per Beneficiary

The cost per beneficiary in Damodar is quite high as compared to the ACC average, especially in Arogyam, Sampoorn Swachhata and Sanrakshit Paryavaran.



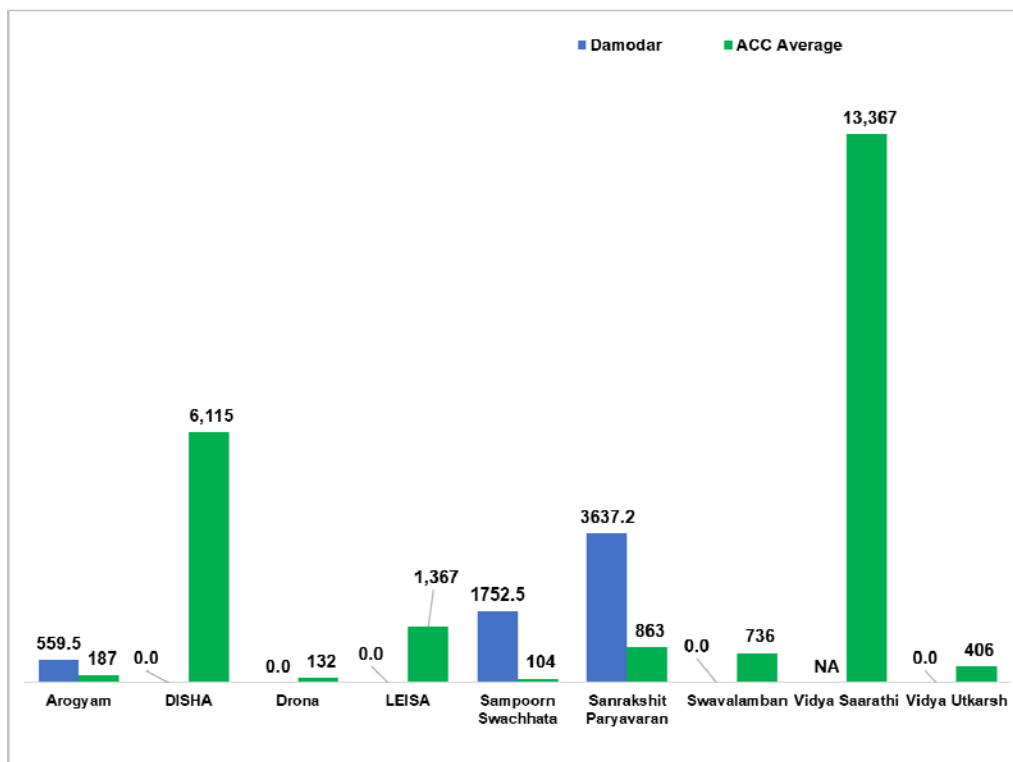


Fig 6: Cost per beneficiary

## Wins in 2017

- Swavalamban performance:** This is the largest focus area of the Damodar plant in 2017. There are ~90 SHGs in the hamlets covering about 950 households and running livelihood initiatives encompassing mushroom cultivation, papad, pickles, incense sticks, puffed rice, stitching of blouse pieces, phenyl and detergents. Many SHGs have improved their income by Rs. 3000 per month by branding and retailing the produce. Some women are also appointed as trainers by the government and have trained other SHGs in other districts in the state. Integrating this programme with an adult literacy programme has led to upgrading of NABARD ratings. 2/3rd of these SHGs are rated A by NABARD and have been successful in generating savings and re-investing in the business. This year, the SHGs have availed of loans amounting to 42 lakhs (vs. ~36 lakhs in 2016), maintaining Damodar's status as a plant with high leverage capacity. To maintain the performance, the Swanirbhar Swamanya Committee, as an apex body for the SHGs, has been formed.
- Establishment of a DISHA centre (Damodar Institute of Sustainable and Holistic Advancement):** The centre serves as a training space and enables interaction between SHGs from different villages in the area, integrating all the activities under this scheme under one umbrella and increasing the programme adoption rate by the community members. Women who visit the centre are enabled to choose multiple activities to augment income and sales. Apart from this, a **DISHA retail outlet** has been opened to sell products made by these SHGs to the external market. Inventory and stock is maintained by SHG groups, and profits are further re-invested in the businesses.
- Increasing food security:** Through 295 kitchen gardens, the LEISA project has successfully taken steps towards ensuring food security. Use of drip irrigation technology has helped households sell the extra produce to neighbouring markets or communities. Vegetables like Broccoli, cabbage, beans, tomatoes, cauliflower, spinach have been the primary focus in the gardens.
- With the construction of 180 household latrines being achieved across 5 villages, **the focus in 2017 was to ensure behavioural change and usage of the existing toilets.** In order to generate

demand and ensure adoption, it was important for the community to engage with the activity itself. For this purpose, beneficiaries were asked to construct elevated stands with concrete outside the latrines to receive individual water tanks. These water tanks would be installed on these elevated stands. All the beneficiaries completed the construction of the stands with their own resources, hence demonstrating intent for adoption.

## Key Strengths

- **High levels of collaboration in the ecosystem and trust from the community:** With 3 NGOs (Lok Kalyan Parishad, Sanskaar and Head Held High) being on-ground partners, there is a strong sense of collaboration, which is visible in one partner mobilising communities for another's programmes. The community has strong trust in ACC and the partner NGOs, many of whom have been working with them since 2012. This collaboration is helping drive fast adoption of new programmes such as latrine usage, awareness of issues due to rapid mobilisation.
- **Innovative use of technology** such as patented puffed rice makers from IIT Kharagpur, micro-grids for access to power, solar power for street lighting and access to water for sanitation and drinking, drip irrigation kits, etc. is pervasive in all interventions of the Damodar plant. While puffed rice makers were started in 2016, solar powered water pumps with water tank storage to augment sanitation projects, was a key additions this year in 2017.
- **Last-mile community mobilisers** in each village is instrumental in achieving outputs for the programmes. Each village engages a para worker who leads and organises projects in her village. These para workers are members of the communities themselves and go door-to-door helping people with their issues, queries, installations and adoption of programmes. Challenges are solved together by the NGO and the para workers collaboratively.

## Recommendations

- **Support in monitoring of programmes, evaluation of partner organisations, and documentation:** Capability building of NGO partners for programme design, focus on outcomes and documentation can help programmes become more effective in the long-run. We recommend building partner capacities for better M&E, process compliance and focus on outcomes and targets. We recommend supporting plant CSR manager with M&E, technology and strategic programmedesign advice and outside-in linkages, as it can be translated better to outcomes.
- **Branding and market linkages for Swavalamban:** While most products currently being made are sold within the local communities itself, and through the retail outlet, the volume of sales merit improvement; with profits per SHG being to the tune of ~Rs.3000 per month, divided by about 5 members on an average. Though this is from a base of 0, it is not a self-sufficient income. For this to rise significantly, volumes must be created by strategic branding and market linkages.
- **Operationalise Vidya Utkarsh:** The plant conducted an assessment study in 2016-17 on the learning outcomes of students in primary schools in the CSR project area. The results highlight scope to improve the learning outcomes of students in English and Mathematics. The plant can consider reorienting from current focus on infrastructure augmentation to a more comprehensive programme for improving learning levels of primary school students.