



## Business to Responsible Business a Sustainable Strategy of Survival & Growth for all

### KEYWORDS

responsible business, triple bottom line, payoff domain, responsible lending.

**D M Parikh**

Researcher at Singhania University

**ABSTRACT** *The paper brings out importance that, in a globalised economy for any business to remain sustainable it should be compatible with the environmental and social norms; develop practices for energy conservative measures as well as good governance. The reporting of business is on triple bottom line is emerging. Paper lists different terminology of responsible business. Various activities done by some corporate in the area of business responsibility are narrated. Paper illustrates that small enterprises can also develop payoff domain to strike balance between economic benefit versus social and environmental benefits and remain sustainable. Various programmes undertaken by national and international organizations are described. Concept of responsible lending is introduced to ensure that future credit allocation decision can incorporate business responsible in appraisal as one of criteria. Stock of different models as well as menu of activities of responsible business which MSMEs can explore is compiled.*

### Introduction

The way we do business is changing. Customer needs and demands are developing. Emerging technologies are enabling new ways of working. Supply chains are shifting and new markets are opening up. A more deeply connected generation is emerging. Knowing more about the world presents enormous opportunity, especially for business.<sup>1</sup>

What is needed is a form of capitalism that is driven by businesses which not only think about the short term returns but also about building longer term sustainable businesses that create economic, environmental and social value – what McKinsey & Co call 'long-term capitalism'. To ensure viable and sustainable businesses in a more responsible – and low carbon – economy, we need to increase the speed and scale of change towards responsible business and operate in a more connected way.

Responsible business is not a trade-off between people, planet and profit – companies should be expanding the connections between societal and economic progress and looking at innovative ways to integrate responsible business practices into their core practices. A divide is emerging between those that embrace sustainability-driven strategy and management, and those that don't.

Responsible Business refers to the commitment of an enterprise to operating in an economically, socially and environmentally sustainable manner while balancing the interests of diverse stakeholders<sup>2</sup>

### Concept & Contents of Responsible Business

To attain The Responsible Business Standard you will need to evidence that your business: "Operates efficiently and ethically; meets and exceeds legislation; and always considers its impact on people (the workforce, the community and society at large) and the environment."

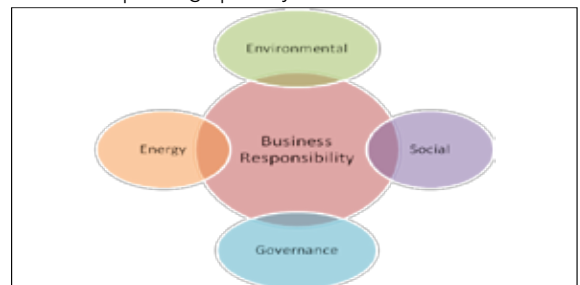
The goal of inclusive growth cannot be achieved unless we have responsible businesses at all levels whether large or small.

### Elements of responsible business practices are:<sup>3</sup>

- Environmental - the environmental impact, direct or indirect, of an organization's operations, products or services including those of its suppliers.
- Community/Social - the impact of an organization's projects, products, services or investments on the community at a local or global level.

- Workplace Practices - including respectful, treatment of employees in matters related to recruitment and selection, diversity and equal opportunity, work/life balance, professional development and progression, managing redundancies and full entitlement to employment rights.
- Marketplace & Business Conduct – responsible behaviour in developing, purchasing, selling and marketing products and services.
- Ethical Governance - from board level and throughout an organisation: transparency; risk management; due diligence; effective codes of conduct and ethics.

It can be depicted graphically as under



Further Responsible business practice advocates that the true costs and obligations of business and organizational activity are accounted for - both financial and non-financial and require a process of accountability, transparency and comparability through:

- Reflection on actual business impacts, risks and opportunities
- Responsible business practices through integrated and inclusive management processes
- Reporting on these practices in the public domain via a multi-stakeholder approach to management, measurement and monitoring
- Resilience through transparency, trust, adaptability and innovation

The broad frame work to understand & appreciate the dimensions the responsible business as well as broad terms & definitions is given at Annexure-A.<sup>4</sup>

### Corporate Practices in responsible business in India:

The reputation of a company is much more than an abstract

concept; it is a corporate asset that is a magnet to attract customers, employees and investors. Transparency, accountability and good governance have been the adages of business in the last few years. Companies and organizations are under increasing pressure from customers, governments, and NGOs to demonstrate their efforts to manage the impacts of their operations, products and services. One way to quell anxieties of clients and stakeholders is for companies and organizations to publicly disclose - in a credible manner - the social, environmental and economic dimensions related to their activities, products and services

While previously Corporate Social Responsibility was mostly defined as a philanthropic exercise by companies that want to work on their image as socially aware 'corporate citizens' by supporting social initiatives, an increasing number of businesses realizes that CSR needs to be embedded in the core business operations. Instead of an "add on" social responsible business behavior is guiding the whole production processes, taking into consideration the "triple bottom line" of social, environmental and economic sustainability criteria, hence creating sustainable businesses

A number of multinational companies are spearheading initiatives, showing their "corporate social responsibility" and proving that competitiveness and responsible business behaviour are not necessarily contradicting. As many companies recognize how commitment to economically, ecologically and socially sustainable development pays off, the concept of Corporate Social Responsibility (CSR) has evolved as a corporate response to the paradigm of Sustainable Development. An increasing number of companies commit to respecting social and environmental principles as well as human rights in their daily operations and their relationships with employees, shareholders, consumers, investors and civil society.

#### **Some Initiatives of Social & Environmental Responsibility of Businesses are:<sup>5</sup>**

Sports Goods Foundation of India; Initiated & implemented a collective industry action to have a Monitoring System in place to ensure Prevention & Rehabilitation of child labour in Sports Industry.

Self Help Groups; with a vision to empower home based stitching locations by creating the linkages with banks to promote savings; group Insurance and carry out training and capacity building to sustain themselves.

Swasth Man Swasth Tan (Healthy mind, healthy body); a health Project for the industry workers and their families. The Vision is to create Capacity building measures in factories and local community through training and awareness on healthy living, occupational safety and to reduce drug addiction. To also support rehabilitation of those already trapped

MUSKAAN (Smile); an education project comprising of 30 tuition centres to help children complete their homework and encourage them to attend their respective schools with the vision to convert tuition centres into Personality Development Institutions.

REACH; A project that collects underutilized goods and recycles them to make useful for the underprivileged sections. The vision of the initiative is to bring together people, who are willing to share and volunteer for community welfare

One can realise from success of above initiative that socially responsible business behavior has become a business case that can lead to increased productivity and efficiency gains, while generating a "social return of investment". Now it is accepted that there is no dispute that "the business of business is to do business", however in the light of re-defined term as well as benefits of inclusive agenda; now vision of business gets replaced with "the business of business is to

do responsible business".

#### **Responsible Business in MSME**

The goal of inclusive growth cannot be achieved unless we have responsible businesses at all levels whether large or small. Considering the enormous heterogeneity of MSMEs, they are the less understood and, therefore, provide the biggest challenge and opportunity to help contribute to a more just and equitable world for sustainable development and growth.

According to the Ministry of Micro Small and Medium Enterprise and Central Statistical Organisation, the contribution of MSMEs to India's GDP has increased from 13.1 per cent in 2000-2001 to around 15.5 per cent in 2007-08. The MSME sector employs around 29.5 million of people across 12.8 million units.

Researchers and media have often depicted the large scale non-adherence of statutory measures by pointing at contractual labour, avoidance of environmental norms, aiding corruption, providing sub-optimal working environment and hiring child labour to work among MSMEs.

There are also concerns that have been raised about high degree of inefficiencies and input wastages among MSMEs. For example, the consumption of fossil fuel of MSMEs is estimated to be around 60 per cent of the total energy consumed in India compared to the contribution that they make towards total industrial production (45%).

The main probable reason for large scale non adherence to statutory measures as well as non-adoption of new initiative for sustainable business strategy is conflicts between expected gain from economic benefits and social benefits. MSMEs initially tackle those business responsibility issues which are in the payoff domain of both economic as well as social benefits; as shown in the diagram below.<sup>6</sup>

**Tackle BR issues with inherent economic benefits**



Some of such business responsibility activities for MSMEs are given at annexure- D; which can be in a pay off domain.

Energy holds a predominant position in any discussion on MSME innovation. In fact, the prosperity of a nation is often measured in terms of the per capita energy consumption in addition to GDP. Therefore, both the extent of energy used, and the type of energy that has been in use are central to any discussion on enterprise development.

Setting up additional generating capacities to meet increasing energy demands, would not only cost dearly, but would also add to further degradation of the environment. Implementation of an effective energy management program, as far as, India is concerned, would lead to energy sufficiency and environmental safety.

Indian economy, though considered one of the least energy – intensive among the world, the government has projected a 20 to 25 per cent cut in emission intensity by 2020. These targets would obviously imply that the two lines of initiatives mentioned i.e. energy saving, and green energy production, should be significantly supported by the MSME sector as well.

Various enterprises in the Chennai Leather & Leather Products cluster implemented the energy conservation initiative and realized the benefit of saving in energy bills from 6% to 27%. The list of the units & benefits accrued is given at Annexure-B. The Pallavaram Industrial Effluents Treatment Company (PIETC) established "Energy Efficiency Cell" to carry on the initiative on permanent basis.

Similarly depending on the nature of the business enterprises initiative can be prioritized base on the degree of the benefit available in the pay off domain of economics and non economics

Case of Chennai leather cluster indicates that business membership organisation (BMO) can play prominent role in promoting and propagating the responsible business practices which is in the pay off domain. Other agenda on RB can be taken up base on the prioritization of the various activities as well as typologies of RB.

National Programme – Bureau of Energy Efficiency Programme<sup>7</sup>

Bureau of Energy Efficiency (BEE) is implementing a national program to improve the energy performance in 25 selected SME clusters. The objective of the program is to accelerate the adoption of EE technologies and practices in the chosen SME clusters through knowledge sharing, capacity building and development of innovative financing mechanisms.

There are some standards to address individual dimension of triple bottom line tabulated as under

Economic	ISO 9001, Know and meet customer requirement
Environment	ISO 14001, Know and reduce impact on environment and meet regulations
Social Responsibility	OHSAS 18001 Know and reduce occupational hazards and risk to employees. SA 8000, Improve employee working condition and welfare
Stakeholder Engagement	Accountability AA 1000, Know, engage, measure and account of stakeholders
Sustainability Reporting	GRI-G 3.1, measure and report sustainability performance to stakeholders

**Responsible Investment and Lending:**

Responsible investment," sometimes used synonymously with "socially responsible investment" can be defined as:"An investment process that considers the social and environmental consequences of investments, both positive and negative, within the context of rigorous financial analysis It is a process of identifying and investing in companies that meet certain standards of Corporate Social Responsibility..." (Social Investment Forum, 2003)

The ways in which investors integrate "environmental, social and governance" (ESG) performance criteria in their investment decisions to sway companies towards responsible investment are broadly three

Positive screening: implies selection of companies by institutional investors for the purpose of investment based on certain ESG criteria

Negative screening: entails excluding certain industries such as the tobacco industry, or the arms industry from the investment portfolio by financial institutions

Shareholder activism: refers to investors engaging with the companies with the view of attempting to shape their environmental, social and government policies and practices in directions that are beneficial to the company. Often this relates to improvements in the field of corporate governance, i.e., influencing companies to appoint majority independent directors.

Responsible investment in India is still in its nascent stages. The reasons for this are manifold: ranging from lack of awareness on the part of investors, to a lack of publicly-available ESG information about companies that is needed for investors to make decisions as to responsible investment.

The Indian financial sector regulators, including the Ministry of Corporate Affairs, Securities Exchange Board of India (SEBI) and Reserve Bank of India (RBI) have, in recent years, begun to focus on the role of financial institutions in the field of business responsibility, and have released directives on various aspects of responsible investment, such as sustainability reporting, CSR and proxy voting.

Various banks have realized the need of responsible lending and have special schemes to promote the responsible lending. The list of such schemes compiled is given at Annexure-B

**Various approaches<sup>8</sup>**

Different models followed are narrated here under in India;

**The Community Model**

The community model, which involves several forms, emerged over a period of time, contributing to what has been described as 'social capital', with varying impacts relating to creation of entrepreneurial capacities and development of enterprises.

**Government Sponsored Models**

The Kudumbashree model in Kerala, the Aravali model in Rajasthan and the Madhya Pradesh Livelihood Project and the Tamil Nadu Women's Development Corporation, deserves special mention.

**Initiatives by SME Associations**

While the SME associations are traditionally considered as essentially lobbying organizations, their social role has undergone major changes over time. The culture of demand-driven services has been increasingly assumed by several of these associations. Hence most SME associations today assure a mix of social and developmental goals. Small Industry Cluster Development Program, implemented by the Ministry of MSME and various other organizations, has active involvement of some of these associations. Similarly, cleaner production programs, such as in glassware industry of UP and leather industry in Tamil Nadu have helped to bring in a new culture environment sensitivity for SMEs.

**Multi-stakeholder approach<sup>9</sup>**

The GIZ approach will enable Indian producers and suppliers, from large to small; to access relevant and affordable CSR related training and advice beyond the conclusion of this project. This, in turn, is expected to put them in a storage position to implement credible CSR policies, and improve their social, ecological and ethical performance accordingly.

UNIDO has evolved a programme which is design on a collective efficiency mode. According to UNIDO:

- 1) Responsible business practices can help support upgrading in existing clusters, and even create the trust needed for new clusters to form.
- 2) Business working together in clusters and multi-sector partnerships has achieved social and environmental improvements unavailable individually.

Cluster approaches can reduce the pain barrier of cost and risk, and adapt international tools and standards for local contexts. Several responsibility clusters concentrate on shared monitoring or certification systems which reduce cost and increases learning.

UNIDO suggests there are five key components to the development of responsibility clusters:

1. External support from outside the local business sector can often be a key factor in catalyzing the development of responsible clusters, but initiatives also rely on dynamic local champions and informal as well as formal local networks.
2. Responsible cluster initiatives should be designed to respond effectively to specific challenges and market opportunities that the cluster faces in the short term.
3. Development of appropriate standards is a key part of the response of local clusters to international pressures to demonstrate responsible business practices. This should be driven by cluster requirements not by consultant preferences or global standard setters' ambitions.
4. Responsibility cluster initiatives should focus on local capacity development to overcome the obstacles of meeting higher standards of social and environmental performance.
5. Effective collaborative governance is crucial to allow clusters to seize responsible business opportunities. This refers as much to informal social networks as to more formal cluster institutions.

The UNIDO proposes a seven step programme for promoting responsibility clusters, combining research, pilot projects and communication. These are:

1. In-depth on-the ground research with existing and emerging responsibility clusters to understand the dynamics of cluster development and collaborative governance.
2. South-South learning sharing this experience with other industrial clusters that have not yet taken on responsible business issues.
3. Identify opportunities with these clusters for addressing responsible business issues.
4. Work with clusters to pilot an approach to responsible cluster development based on market opportunity analysis, standards development and capacity building.
5. Build capacity in local & national organizations such as business schools to deliver ongoing support and services to clusters outside of the industry-specific pilots.
6. Share learning and experience internationally through a high-level report and symposium.
7. Build links and continue to share information with other ongoing cluster development and responsible competitiveness initiatives.

#### The SCORE Programme of ILO

The ILO's Sustaining Competitive and Responsible Enterprises (SCORE) programme aims to improve productivity and quality among SMEs by building good workplace practices.

SCORE supports enterprises to strengthen collaboration and communication between managers and workers to: improve working conditions; boost quality and productivity; reduce environmental footprint; and make enterprises more competitive in national and global markets, thereby creating or safeguarding jobs in the economic crisis. The programme supports SMEs to improve quality and productivity by building their capacity for good workplace practices.

#### The programme is based on two components:

1. A training and in-factory counseling programme with five modules;
  - Quality management
  - Productivity and cleaner production
  - Organize your people to be motivated and productive
  - Organize your workplace to be safe and healthy.
2. A social marketing strategy to disseminate good workplace practices to a wider audience.

Among the key SCORE tools, an important one is the component called "productivity through Cleaner Production and Creating Green Jobs". The rationale is that, while global emissions of greenhouse gas need to be reduced sharply over the next decades, it requires the contribution of millions of enterprises and workers to drastically improving energy

efficiency and shifting to clean sources such as renewable energy.

#### Conclusion

A practical approach to make social responsibility of business work in the context of SMEs in India is making it demand-driven. The question here is, why do SME look for RB practices? What is the perceived demand for an RB style in their functioning?

- A thrust on price and reputation, are the most probable answers. But for most SMEs, these are long term goals requiring long term strategies.
- Most firms look for short term goals and market strategies than long run ones.
- The question, therefore, is how to make them think of long run strategies.

While thinking of an operational plan, two types of sequences are relevant:

- (a) compulsive séquence      (b) permission séquence

While both these sequences are objective, these become operational only through constant efforts of entrepreneur education.<sup>10</sup> It is in this context that the roles of business development services (BDS) arise. Business development services are a comprehensive term including, identification of opportunities, mentoring, training, escorts services etc. It is possible that RB practices can be effectively built into the scheme of BDS through the platform of BMO.

#### Abbreviation

BDS	:	Business Development Services
BEE	:	Bureau of Energy Efficiency
BMO	:	Business Management Organization
BR	:	Business Responsible
CSR	:	Corporate Social Responsibility
ESG	:	Environmental, social & governance
GDP	:	Gross Domestic Product
GTZ	:	German Technology Zone
ILO	:	International Labour Organization
ISO	:	Indian Statistical Organization
MSMEs	:	Micros Small & Medium Enterprises
NGOs	:	Non-Government Organization
OHSAs	:	Operational Hazard, Safety and Security
PIETC Company	:	Pallavaram Industrial Effluent Treatment Company
RBI	:	Reserve Bank of India
SA	:	Social Audit
SCORE	:	Sustaining Competitive and Responsible Enterprises
SEBI	:	Security Exchange Board of India
SME	:	Small Medium Enterprises
UNIDO	:	United Nations Industrial Development Organization

**Annexure-A**

**What is responsible business?**

Business in the community uses this framework to help members to integrate responsible practices into their day-to-day operations:

- Demonstrating clear leadership, governance and values and integrating responsible business practices across all business operations.
- Developing products and services with improved social and environmental impacts, and positively influencing customers' behaviour
- Developing employees and the future workforce to build successful working lives
- Investing in the communities in which the business operates and in greatest need.
- Managing social, environmental, and economic impacts in your supply chain
- Taking action to reduce climate change and prepare for a low carbon economy.
- Working with others in collaboration to create change that benefits both business and society

Understanding the broad terms and its definitions

A single and agreed upon definition of responsible business practice has eluded this complex and multidisciplinary field. Instead a range of terms and acronyms exist each with a slightly different emphasis. Responsible business practice overarches these;

Corporate Social Responsibility (CSR); CSR applies to all aspects of corporate responsibility; community, social, environmental, workplace, governance.

ESG; A term commonly used in the investment industry referring to environmental, social and governance considerations to incorporate in investment decision-making processes: responsible investment.

Triple Bottom Line Reporting (TBL); A framework for measuring corporate performance against not only economic, but also social and environmental parameters

Sustainability; An organization's practices "... that meet the needs of the present without compromising ... the environmental, social and human needs of our descendants."

Global Citizenship; Implies an organization's commitment to and awareness of good CSR practices across its operations at all levels, from local to global

Stakeholder Engagement; Moving beyond overemphasis on short-term benefits for shareholders to consideration of long-term organizational implications for all stakeholders: shareholders, communities, customers, employees, the environment, the supply chain etc.

Enlightened Self-Interest ;It is today widely accepted in the business community that entrepreneurial success is not only based on internal parameters, but that business success is increasingly dependent on factors in the wider business environment and the firm's "eco-system".

**Annexure-B**

Units which adopted Energy Conservation measures & saving per annum

Sr No	Name of the unit	Total Saving in energy consumption
1	Anchor leathers	40,000 kWh / annum at Rs.4.70/kWh equating to Rs. 188,000/- annum. On the current average annual consumption of about 192,000 kWh, the projected saving works out to: 21%.

2	Euro international	21,600 kWh. This equates to Rs. 101,520 per annum at Rs.4.70/kWh
3	Meenakshi leathers	46,900 kWh / annum at Rs.4.70/kWh or Rs. 220,430/- annum. On the current average annual consumption of about 200,000 kWh, the projected saving works out to: 23%.
4	Noor & sons	38,400 kWh / annum @ Rs.4.70/kWh: or Rs. 180,480/- annum. On the current average annual consumption of about 140,000 kWh, the projected saving works out to: 27%.
5	Rathinam leather	31,500 kWh / annum at Rs.4.70/kWh or Rs. 148,050/- annum. On the current average annual consumption of about 120,000 kWh, the projected saving works out to: 26%.
6	Blue diamond leathers	55,700 kWh/annum @ Rs.5 / kWh or Rs. 278,500 / annum On an annual present consumption of about 737,000 kWh, saving; this works out to 7.5 %.
7	Chamundi leathers	Saving of 28,500 kWh/annum @ Rs.5 / kWh or Rs. 142,500 / annum. On an annual present consumption of about 505,000 kWh, saving; works out to 5.6 %.
8	General & industrial leathers pvt. Ltd	Saving of 19,000 kWh/annum @ Rs.5 / kWh or Rs. 95,000 / annum. On a present consumption of about 213,000 kWh, saving works out to 9%.
9	Gokulraam leathers pvt. Ltd.	Saving of 20,300 kWh/annum @ Rs.5 / kWh or Rs. 101,500 / annum. On a present consumption of about 298,000 kWh, saving works out to 7 %.
10	Harsha exports	Saving of 18,000 kwh/annum @ Rs.5 / kwh or Rs. 90,000 / annum. On a present consumption of about 270,000 kwh, saving works out to 7%.
11	Loyal international	Savings of 13,300 kWh/annum @ Rs.5 / kWh or Rs. 66,500 /annum On a present consumption of about 224,000 kWh, saving works out to 6 %.
12	Success apparels pvt ltd	Saving of 56,000 kwh/annum @ Rs.5 / kWh or Rs. 2,24,000 / annum. On an annual present consumption of about 750,000 kWh, saving works out to 7.5%.
13	Keerti shoes India pvt ltd	Three energy saving measures have been taken up of 18.2 MWH which is 10% of the consumption. About Rs.94600 per annum
14	Creative tannery ltd	The energy saving is 68.12 MWH power per annum and 60 tones wood fuel per annum. Saving in percentage is 6.1% and 10% respectively. The cost saving is Rs.6.40 lakhs

**ENERGY EFFICIENCY CELL WAS ESTABLISHED IN THE PREMISES OF BMO TO PROVIDE SERVICES ON SUSTAINABLE BASIS TO ALL TANNERIES LOCATED IN THE CLUSTER FOR ENERGY CONSERVATION.**



### Annexure-C Green Energy Schemes in India

Ministry / Agency	Purpose of the Scheme	Target Group	Criteria
Bank of India	Scheme for Financing EE Projects	SME	Energy cost saving of at least 150% of cost of servicing the proposed term loan (interest, installment and other charges) Energy audit done by BEE/PCRA-approved auditor or an auditor who has done similar work for other reputed companies.
Canara Bank	Loan Scheme for Energy Saving for SMEs	SME	Investment in plant and machinery of up to INR 100 million (USD 2.2 million) Energy bill accounting for at least 20% of total production cost.
Bank of Baroda	Energy Efficiency Project (EEP) Scheme	SME	Energy cost not more than 20% of total production cost The EEP to reduce energy cost by at least 10% over a 3-year period Energy audit to be conducted by IREDA-approved auditor/ESCO/consultant Average DSCR to be at least 1.50 Debt component to be at most 75%
Union Bank of India	Scheme for Loans for Energy Savings to SMEs	SME	Investment in Plant and Machinery of up to INR 100 million (USD 2.2 million) Annual turnover of up to INR 1 billion (USD 22 million) Energy bill accounting for at least 20% of total production cost Have an energy audit report prepared by an IREDA-approved energy auditor/consultant.
SIDBI- KIW -CP Scheme	Financing integrated cleaner production measures	SMEs- Leather textile wet processing, metal finishing, electro- plating; foundries	Satisfactory track record of past performance, sound financial position, having common effluent treatment plant, Greenfield projects also considered selectively.
SIDBI- JICA Project	Direct finance and refinance	SMEs existing and new	Energy saving projects as per Energy Saving List of SIDBI
State Bank of India	Project Uptech for Energy Efficiency	SME	SMEs with investment in plant and machinery of less than INR 100 million (USD 2.2 million)
IREDA	Revolving Fund	SME	Projects for the production of energy efficiency equipment's.
Ministry of MSME	Energy efficiency & Quality Programme	MSME Clusters	Action Plan with the components.

### Annexure-D

#### Menu of illustrative such possible business responsibility activities for MSMEs

##### 1 Socio-economic issues:

- Ethical issues related to marketing and after sales & services
- Proper and optimum utilization of natural resources

##### 2. Labour Welfare

- Improvement in working Conditions
- Health & Safety training
- Fair wages
- Skills up gradation facilities for the workers
- Special facilities for women workers
- Group Social Security

##### 3 Health Care for worker / community

- Awareness creating through lecture, seminar, workshops,
- Adolescent health education and counseling
- Organization of health camps for the workers, their families,
- Mobile diagnostic and treatment facilities
- Creation of infrastructure and facilities on health care

##### 4. Education

- Scholarships for children of workers
- Tuition Centres for workers children's in child labour intensive clusters
- Non-formal Education
- Vocational Training

##### 5 Environment;

- Activities related to Pollution- Air, Water and Noise
- Activities related to Waste Management- ETP Plants, Landfills, etc.
- Rain Water Harvesting
- Water shed management
- A forestation

##### 6. Energy

- Energy audits,
- Energy efficient technologies,
- Use of alternative sources of energy,
- Conversion of by-products and waste into energy

### REFERENCE

- FHFB office of supervision, Interest rate risk management, Examination Manual April 2007. | • Christoph Memmel, Banks Exposure to interest rate risk, their earnings from term transformation and the dynamics of the term structure. Discussion paper, Series 2: Banking and Financial Studies, No 07/2010. | • Sara Noorali, Carlos Santos (2005), Interest Rate Risk in the Banking Book, Financial Stability Report 2005, Part II. | • Konstantijn Maes (2004), Interest Rate Risk in the Belgian Banking Sector, Financial Stability Report (2004). | • Amadou Sy (2005), Managing the Interest Rate Risk of Indian Banks Government Securities Holdings, IMF Working Paper (2005), WP/05/78. | • Interest Rate Risk – Comptrollers Handbook, Narrative – June 1997, Procedures – March 1998, Liquidity and Fund Management, L – IRR. | • Yourougou, P (1990), Interest Rate Risk and the pricing of depository financial intermediary common stock, Journal of Banking and Finance -14. | • Frazer D.R, J Madura and R A Weigand (2002). Sources of bank interest rate risk. The Financial Review, 37. | • Entrop O, C Memmel, M Wickens and A Zeisler (2008). Analyzing the interest rate risk of banks using time series of accounting based data: Evidence from Germany. Discussion Paper, Deutsche Bundesbank, Series 2: No 01/2008. | • Laura Ballester, Roman Ferrer and Cristobal Gonzalez (2008), Impact of Interest Rate Risk on the Spanish Banking Sector, Spanish Journal of Finance and Accounting. | • Ila Pathaik and Ajay Shah (2002), Interest Rate Risk in the Indian Banking System, Working paper 92, Indian Council for Research on International Economic Relations. | • Eitan Gurel and David Pyle (1984), Bank Income taxes and Interest rate risk management: A Note, Journal of Finance, Vol XXXIX, No: 4.