

# CSR- A participative Management with Speical Reference to WCL, Nagpur

Gayathri Band

**“Every company harms the  
environment!”**

*(Just as an individual does)*

Corporate Social Responsibility is thus only about two aspects:

- 1) **Reducing the Negative Effects:** Steps taken by a company to neutralise, minimise or offset the harmful effects caused by its processes and product-usage
- 2) **Increasing the Positive Contributions:** Further steps taken using its resources, core competence, skills, location and funds for the benefit of people and the environment.

When public sector enterprises were started, they located themselves in backward areas, set up townships for employees, followed socially desirable policies like job reservation, employing the physically disabled, purchase preference to small-scale industries, etc. Ignoring Drucker’s advice, they pursued CSR to the detriment of profitability and many of them became sick wasting national resources and endangering employment. Does CSR need incentives? A knee-jerk reaction to this question would be: ‘Socially responsible behavior needs no incentives at all as it is the basic duty of every citizen and corporate; in fact, socially irresponsible behavior deserves punishment.’

**Westen Coalfields Limited at a Glance:**

*If trade and commerce - and by extension, business and industry - is not sensitive to its social and environmental contexts, it will not be sustainable. And if it is not sustainable, it will collapse.”*

*- Kamal Nath, Union Minister (Commerce and Industry), in May 2005.*

Western Coalfields Limited (WCL) is one of the eight Subsidiary Companies of Coal India Limited (CIL) which is under administrative control of Ministry of Coal. The Company incorporated under the Companies Act, 1956 has its registered office at Coal Estate, Civil Lines, Nagpur-440001

The Company has contributed about 9.5% of the national coal production during 2007-08. It has mining operation spread over the states of Maharashtra (in Nagpur, Chandrapur & Yeotmal Districts) and Madhya Pradesh (in Betul and Chhindawara Districts).

The Company is a major source of supplies of coal to the industries located in Western India in the States of Maharashtra, Madhya Pradesh, Gujarat and also in Southern India in the States of Andhra Pradesh, Tamil Nadu, Karnataka and Kerala. A large numbers of Power Houses under Maharashtra, Madhya Pradesh, Gujarat, Karnataka, Punjab and Uttar Pradesh - Electricity Boards are major consumers of its coal along with cement, steel, chemical, fertilizer, paper and brick Industries in these states.

## Mission of the Coal India

“The Mission of Coal India Limited is to produce and market, the planned quantity of Coal and Coal products efficiently and economically, with due regard to Safety, Conservation and Quality.”

The welfare department of Western Coalfields Limited is shouldering the responsibility for implementation and monitoring of various welfare programmes as per plans and policies of Coal India. For this purpose, a Welfare Board has been constituted, consisting of Heads of the Departments of Welfare, Civil Engineering, Finance, Medical and one representative each from the five Central Trade Unions headed by Director (Personnel) as Chairman. It shoulders the following responsibilities:

- Formulation of Welfare Plans, programmes, policies, guidelines and its implementation.
- Preparation of annual Revenue and Capital Welfare Budget.
- To monitor, review and evaluate the performance of all functions relating to welfare activities.
- To promote social, cultural and recreational activities amongst the employees and their families.
- To ensure implementation of 20 point programme for the upliftment of people living in and around coalfields and SC/ST communities in particular.

The Welfare Board has constituted two sub Committees viz. Monitoring and Evaluation Committee. These committees function as links between the corporate and area management. Functioning of the Welfare Board and Area Welfare Committees has given encouraging results as can be seen in further data representation.

## Highlights with Special Focus

- Welfare Department, WCL has been awarded with ISO 9001:2000 certification
- Organized **Mega Artificial Limb Camp** (Jaipur Foot) at Barkuhi Hospital of PENCH Area in March'08 where 205 beneficiaries have been provided with Artificial limbs/calipers.
- Talent search for sports from dependents and land oustees
- Sports for physically handicapped children of employees and non employees

## Community Health Programmes

Besides serving the employees and their dependents, WCL is also extending certain facilities to the nearby rural population as a part of community health programme. Under this, the following activities are being undertaken –

## Major Surgical & Gynecological Camps

It is being held in all areas by a team of WCL's own specialists in which 55 major and 76 minor cases were operated during 2007-08.

## Preventive Health Care

In addition to taking care of the patients, stress is also being given by the organization on prevention of diseases through health education and health awareness. Besides serving the employees and their dependants, WCL is also extending certain facilities to the nearby population as a part of community health programme. Some of the activities covered are as under:

- Diabetes awareness camps were held in the Areas as well as in Headquarters. The purpose for conducting the above programmes was to make people aware that through changes in their life style, many diseases can be prevented including diabetes.
- De-addiction programme is continuously being conducted at Majri Area Hospital and nearby areas of Maharashtra. In this, not only company's employees but others are also taking advantage of it. As a result, a good number of persons have been benefited and the results have been encouraging.
- AIDS awareness programmes are being conducted regularly by distributing pamphlets, displaying banners and posters and holding symposiums in schools, colleges and workers colony etc.
- Public meeting on cleanliness, deaddiction and prevention of cancer.
- For prevention of malaria, burned engine oil is sprinkled in the water logged ponds in Umrer Area and a pond with Guffi Fish is stored to distribute to different places.
- Camp for prevention of water borne diseases was organized in Umrer Area.

### Family Welfare

Considering family welfare as people's movement, the management strives to spread the message of "SMALL FAMILY - CONTENTED FAMILY". Family Welfare Camps are being organized in collaboration with local State Government Authority and Voluntary Organizations to educate and motivate people for adopting family welfare

measures. The company has a number of motivators working in the Areas/ Units. The progress made by the company in implementing this is given in Table 1

**Table 1**  
**Adoption of Family Welfare Programme at WCL, Nagpur**

YEAR	TT+ VT	IUCD	MTP
2002-03	4368	148	59
2003-04	3914	191	68
2004-05	4002	159	78
2005-06	3994	92	55
2006-07	3894	123	35
2007-08	3828	84	22

**Table 2**  
**The Camps Arranged for employees/ Community Health Services during 2007-08**

CAMPS	NO. OF CAMPS	BENEFICIARIES
Family Planning	88	2251
IOL/ Eye	20	915
Major Gynecological surgical	11	131
Artificial Limb	1	195
School health check up camps	4	1879
Blood Donation	1	86
Hypertension & Diabetic	2	92
Meditation and Yoga	1	90
General health check up	7	2425
Bone density	1	540
Child health check up	1	214
Anemia	1	140
Cancer detection	1	82
Dental Check up	1	1326
Flood Relief Medical	1	587
Tuberculosis	1	42
Respiratory	3	93
Hydrocele	5	34
<b>TOTAL</b>	<b>150</b>	<b>11122</b>

## Educational Facilities

Though, Education is a State subject, WCL provided financial grants both Recurring, Non Recurring and other infrastructural assistances to the schools, being run by the State Government, Gram Panchayats and Private Societies as children are getting education in these remotely located schools functioning in and around the coalfield areas of WCL.

The schools numbering 103, functioning in and around the coalfield areas are being extended financial assistance, infrastructural facilities in the form of construction of school rooms, labs, provision of free electricity, drinking water, furniture & fixtures etc. as and when required. A total of 58,119 students are enrolled in these schools comprising of 38,762 wards of employees and 19,352 other students.

In the Revenue Welfare Budget of the Company for the year 2007-08 under the head 'SCHOOL & EDUCATION' a total budget of Rs.380 Lakhs was made. Against this, Rs.354.99 Lakhs was incurred towards Recurring Grant to meet the requirement of 4 Central Schools and one DAV School and Non Recurring requirement of the other schools functioning in our Coal Mining Areas during 2007-08

One Hundred and Fifty school buses have been deployed in service for use by school going children.

During 2008-09, an additional 5 class rooms will be constructed at Kendriya Vidyalaya, Barkuhi – Pench Area for a total cost of Rs.9.67 lakhs for which a scheme has already been approved.

The Table 3 below details about the educational institutions available in and around coalfields areas and provided with grants and facilities

**Table 3 Schools in Coalfield Area Provided with Grants and Facilities**

Schools	No. of Institutions	No of Students
Primary	23	2,767
Middle	20	7,565
High	26	29,208
Central	4	3,178
DAV	1	735
Shishu Vidya Mandir	3	1,472
Others	26	8,694
<b>TOTAL</b>	<b>103</b>	<b>58,119</b>

## Peripheral Development Policy

In pursuance of the directives from Ministry of Coal and Coal India Limited, WCL has been undertaking various developmental activities for the Community residing in and around its various mining areas for the benefit of its local populace. These developmental activities are undertaken in the towns and villages adjoining Coal Mining belt for the benefit of the general populace. Budget provision @ Re.1/- per tonne of coal produced by WCL in the previous year is made for different works under this programme. They are divided under the following sub groups

- Special Component Plan (SCP) for benefit of SCs
- Tribal Sub Plan (TSDP) for the benefit of STs
- Community Development Plan (CDP) for the Community at large in & around coalfields area.

While planning the activities to be undertaken in each financial year under the above mentioned sub groups, requests and recommendations from Village Panchayat, Local District Authorities and People's representatives are also considered. Types of work done:

- Provision of drinking water by sinking wells, installation of hand pumps, deepening and development of existing ponds etc.
- Provision of Educational facilities by construction/ extension of school buildings and other infrastructure assistance to the schools including teaching aids, uniform, Tiffin etc
- Construction of roads
- Provision of medical facilities
- Construction of Community Centres
- Sports and Cultural programs in the villages
- Extending financial assistance to voluntary agencies working for the welfare of the communities.

The Expenditure for the above sub-groups is given below. This does not include expenditure under Educational Head

### “ECOLOGICAL SUCCESS”- Story of WCL

In earlier days, mining was carried out on the basis of techno-economics and Geo-mining conditions of the area, but now the projects are planned with deep environmental thought and angle. All components related to environmental concern are incorporated in the project at the planning stage and at the time of formulation of Environmental Management Plans (EMP) in WCL Pollution Control measures adopted:

- **Air Pollution Control** : To minimize the levels of dust, water spraying arrangements through sprinklers are being made during blasting, drilling, loading, unloading in CHP and Haul roads. To reduce fugitive dust, OB Dumps have been vegetated.
- **Water Pollution Control** : The mine water is allowed to settle in the dump created at mine site before it is

discharged into natural drainage. Mine water is being treated in conventional water treatment plant for drinking purpose in most mines. Garland drains constructed to avoid siltation due to erosion of UB Dumps. Oil and grease traps are being introduced to check oil pollution and recovery of oil for further use. Oxidation of ponds, lagoons is taken care of in most of the projects.

**Table 4**  
**Budget and Actual Expenditure for Community in the Mining Area (2004-2008)**

HEAD	2004-05		2005-06		2006-07		2007-08	
	BUD.	EXP.	BUD.	EXP.	BUD.	EXP.	BUD.	EXP.
SCP/ TSP	115.00	71.74	125.00	99.60	117.41	111.03	130.96	101.70
CD	235.00	150.97	250.00	235.92	314.59	163.94	308.11	249.76
<b>TOTAL</b>	<b>350.00</b>	<b>222.71</b>	<b>375.00</b>	<b>335.52</b>	<b>432.00</b>	<b>274.97</b>	<b>439.07</b>	<b>351.46</b>

- **Noise Pollution Control** : Noise proof cabins provided to operators of HEMM. Ear Muff and plug provided to employees to reduce noise exposures. Green belt of plantation around industrial complex and Township developed to reduce noise exposure.

### Steps taken for Restoration of Environment

- **Afforestation** : Every year WCL takes up massive plantation programmes in the Mining Areas under the guidance of scientific institutions like Forest Development Corporation of Maharashtra (FDCM), MP Rajya Vikas Nigam (MPVN), National Environmental Engineering Research Institute (NEERI). WCL has planted more than 10 million trees since the time of nationalization. WCL has got its own nurseries to cater to the need of massive plantation.

- **Green belt Development :** To create a buffer and to isolate the township and public utility buildings from the dust and noise generation points, Green Belt Development is adopted as an important mitigation measure. Research and Development Project has been undertaken with NEERI and Ballarpur Industries Limited (BILT) for rejuvenation through Integrated Bio-Technological Approach (IBA). This project is the first of its kind in Mining Industry. WCL has taken up each option and alternative for restoration of mined out areas and converted wastes into wealth by converting mined areas for agricultural purpose.
- **Root Trainer Technology :** This technology has been introduced by FDCML for the first time in the country. Roots are mainly responsible for continuous supply of water and mineral nutrition. In this system, primary root, exposed to sunlight gets trimmed and energy stored in the collar region gets diverted allowing vigorous secondary root system. As a result, in a very short span of time, vigorous and multiple numbers of roots get developed to form a root mass. This helps early establishment of seedlings. In WCL, about 4.3 Lakhs of such Saplings (Root Trainer Technology) have been planted in the current year at Chandrapur, Ballarpur, Wani, Wani North and Majri Areas.
- **Environmental and Commercial approach with Green Revolution :** The massive plantation done by WCL has created good green cover and in future, these areas can be converted into natural forests. WCL has planted some commercial species of plants like Teak, Bamboo, Eucalyptus, Shishan etc.

- **Environmental Education & Awareness:** To educate the general public, employees and school children various programmes have been created. Plantations have been done through school children including deaf and dumb school Mahila Mandals of backward areas of this region. The environmental day is being observed every year with exposure through seminar, workshop, exhibitions etc. WCL also contributes towards programmes through voluntary, NGOs in the State Government programme of beautification of Nagpur City.

### Resettlement and Rehabilitation (R&R) Benefits

Table 5 :

#### Employment is provided to Land Oustees as per R&R Policy of WCL.

(Since Nationalization up to 31<sup>st</sup> May 2008)

YEAR	EMPLOYMENT PROVIDED
UP TO MAR 01	5562
2001-02	60
2002-03	21
2003-04	29
2004-05	53
2005-06	62
2006-07	24
2007-08	61
2008 APRIL	2
2008 MAY	0
<b>TOTAL</b>	<b>5874</b>

- **One time Monetary Compensation status in Lieu of employment as per R&R Policy of WCL.**

(From Aug 2000 to 31<sup>st</sup> May 2008)

Total number of cases .... 600

Amount paid .... Rs.15.77 Crores

## Resettlement of Affected Villages

WCL provided rehabilitation benefits to affected villages may provide one or more of the following services:

- Alternate house measuring 100 Sq Mtr per family
- Rs.10,000 for shifting
- Rs.25,000 for construction of working shed for the rural traders or self employed person
- Rs.15,000 for construction of cattle shed if families have any
- Rs.1,00,000 as one time infrastructure grant in lieu of all above benefits

**Table 6**

**Village Resettlement Completed  
(Till May 2008)**

S. No	Village	Project	Familie
1	BHADANGI	SASTI OCP	177
2	RI COLONY	GHUGUS OCP	1120
3	KAWADI	KAWADI PHASE II	311
4	BOREGAON	JUNAD OCP	120
5	BELLORA	BELLORA OCP	475
6	KOLGAON (old)	MUNGOLI OCP	41
7	NEW UKNI	UKNI OCP	41
8	MINAGAON	PADMAPUR OCP	56
9	NILJAI	NILJAI	388

## Conclusion

Jubilant Organosys, a pharmaceutical company, while acknowledging the harm caused in manufacturing its chemicals, actively works to minimise the damage. It is one of the 6 Indian companies that publish a Corporate Sustainability Report.

“There are stakeholders who can voice their concerns today while we engage them. There is another category of stakeholders like flora, fauna and physical environment, whose voices we cannot hear, but who are affected by anthropogenic impacts of global population. The future generation is another important group of stakeholders that does not exist today but will be impacted by our activities.....”

**Jubilant Organosys Limited,  
Corporate Sustainability Report, FY 2007**

Enlightened businesses worldwide, small and large, have begun to realise that responsible practices enhance profitability & ensure long-term survival. Companies not doing CSR will not survive – it’s only a question of when.

For those companies which disrespect the environment or living beings, we, as responsible citizens, need to individually and collectively, reward or penalise them through our voices and our wallets.

### About the Author:

Gayathri Band is a faculty at  
NYSS Institute of Research and Management,  
Nagpur  
She can be reached at aries\_gayathri@yahoo.com