



SERVICES OFFERED



Do Sustainability Right – The Community Participation Way!



Prof. Purnima Venkat

Purnima Venkat is a social development professional who has been working in various sectors and across various geographies since 2007. She has rich experience in the areas of micro-entrepreneurship, rights of marginalized sections, creation of small enterprises and renewable energy. She has been engaged in the field of academia since 2015 and has created her niche in the area of experiential learning. At TAPMI, she is the Co-Chair of the TAPMI Centre for Inclusive Growth and Competitiveness and works closely with field level stakeholders across sectors to forward the agenda of sustainability in businesses.

Development has a broad scope and a varied face in a country like India. It takes its shape through the lens of education, gender equality, healthcare, financial inclusion and development. But, for a country as diverse as India, it is essential to look at development as multi-faceted. Yet, the easiest understanding of development is transactional by nature. The people we work with our clients and we have services that they wish to buy/ use and benefit from. Such as transactional approach, narrow though it is, helps us to escape jargon, multiple modes of confusion and helps put things in a market-oriented perspective.

Working for people is essentially the same across societies and social spectrums. In working with groups of people in a different economic or social reality that one is used to, one tends to commit certain cardinal mistakes. Avoiding such mistakes comes from adopting certain best practices which ensure longevity of solutions and interventions. Given below are a few of the best practices that organisations need to adopt when working with communities.

DISCUSS RATHER THAN DISCOURSE – Most development programs have a very governmental approach to services. Most CSR programs are designed without understanding the actual needs of the people they aim to work with. Hence there are spectacular tales of fancy water pumps that go defunct within a month of installation, agri-implements that have adults moving it around instead of children as originally designed, buildings constructed being used by cattle instead of people and trainings provided where the certificate has more worth than the teaching itself.

It is essential to understand and work on 'felt-needs' of communities. Loosely translated, this essential means that one needs to work on what people think is important rather than on what the program implementor thinks is essential. This approach becomes second nature when one views community members as clients rather than as recipients of charity. Sometimes, this cannot translate into what the company's/ implementor's expertise is. Yet it is essential to work first on at least some aspects of the community needs before bringing the focus to an area that could be a long term need or could answer to the specific expertise of the company.

INVOLVE RATHER THAN SOLVE – Most communities have been living with certain lack of resources or problems for many years. Hence, as is famous in Indian local language, most communities are excellent in 'jugaad'. Jugaad is an Indian term roughly translating to 'make-shift'. Most communities will have a broken light mended with some loose hanging wires, water sources prevented from dripping with some old cloth and reflective mirrors that light up dark spaces instead of access to energy. In its essence, these are innovations that need to be celebrated. Involving communities in solving their own problems leads to a sense of ownership, makes solutions long-term and allows people to exhibit local innovations for solving local problems.

CREATE LEADERS RATHER THAN HEEDERS – Most organisations tend to forget that their time with local communities is short. Solutions need to reflect the amount of time that is essential in not just setting it up but also in making them sustainable. The fool proof method of making solutions sustainable, is to increase community buy-in and to create community leaders who will take the onus of the solutions, who believe in the need for the solution and who will champion the cause of the solution irrespective of company/ institutional involvement.

Organisations need to work on identifying local leaders and working with them to help maintain/ solve and prevent problems rather than merely creating people who heed orders and do not innovate or think for themselves. Madagascar has the brilliant concept of 'solar grandmas' where middle-aged/ older women in communities where taught to maintain solar installations to ensure that even far-off communities can be easily serviced and solutions last longer.

USE LOCAL RATHER THAN GLOBAL – Coming back to the need for addressing and identifying local innovations, most interventions tend to not use local resources and local minds. As a result, the solutions are not sustainable to begin with and often simple maintenance issues lead to a huge loss of investment. Rural India saw the installation of lovely hand water pumps which promised to solve the water crisis to some extent. Yet, since these were not local simplified

machine, people were unaware of how to use them and they soon fell into disrepair and lead to a huge loss of money and time. More than these two, it is the loss of faith of the people in organisations and their intervention that is hard to recover from.

Working with people, using local resources, involving people in programs and creating local leaders are essential steps in making any project – be in economic projects, development

projects, conservation projects or social projects, a success. It is to be noted, that if the poor are truly a market, then services need to cater to their needs and the service provider needs to provide the best!

TCIGC aims to bridge these gaps and to use these lessons in their capacity building strategy. Our services are field proven and meet the needs of stakeholders across spectrums.

Services from TCIGC

TCIGC offers a range of services to meet the current need of the development and sustainability fields in India. There is an urgent need for capacity building amongst development professionals and TCIGC aims to fill this gap. We have tailor-made our services in such a manner that each training program is designed with stakeholders rather than merely for them. This is in keeping with our philosophy that all projects/ services and interventions need to be designed with the clients rather than with a top-down approach. Our services are also centred around development professionals and those looking to work in the spectrums of sustainability.

Services we provide:

1. Certificate Programs
2. Management Development Programs & Certificate Programs & Management Development Programs
3. Immersion Programs

Illustrated below is an image of the types and customizations possible with our capacity building programs –

Our main areas of intervention are development and sustainability are –

- Strategy based
- Implementation-based and
- Evaluation based

We believe that this trifecta ensures that that all interventions in the areas of development and sustainability are long-term and effective. Within these broader areas, we look at specific processes and tailor-make them to suit needs of the field. We have further categorized our offerings into –

1. Certificate Programs
2. Management Development Programs & Certificate Programs & Management Development Programs
3. Immersion Programs

Illustrated below is an image of the types and customizations possible with our capacity building programs –



Figure 1 TCIGC Clients



Figure 2 TCIGC Service-Client Matrix

STRATEGY CERTIFICATION	Sustainability / CSR, Frugal/Reverse Innovation Management, Economic & Inclusive Growth Strategy Design Shared Economy & Circular Economy Strategy Development Emerging Markets & Global Value Chains Strategies
IMPLEMENTATION CERTIFICATION	Shared Value Playbook Development & Project Implementation, Management Development Programs in Business with Government, Design Thinking, Business Model Canvas & Value Proposition Design
EVALUATION CERTIFICATION	GRI and other sustainability reporting, Competitiveness & Industry Future-scaping Assessments, Social Implementation & Monitoring

CERTIFICATE PROGRAMS & MANAGEMENT DEVELOPMENT PROGRAMS

CERTIFICATE PROGRAMS & MDPs Blended Programs with Theoretical and Practical Inputs	ASPECTS COVERED		
TIME PERIOD	1 DAY	3 DAYS	5 DAYS
STRATEGY CERTIFICATION	Design Thinking, Stakeholder Mapping, Need Assessment	Design Thinking, Stakeholder Mapping, Need Assessment, Participation, Participatory Rural Appraisals & Rapid Resource Appraisals	Design Thinking, Stakeholder Mapping, Need Assessment, Participation, Participatory Rural Appraisals & Rapid Resource Appraisals, Logical Framework Analysis, Field Based Strategy Inputs
IMPLEMENTATION CERTIFICATION	Resource Mapping, Social Engineering, Community Based Problem Solving	Resource Mapping, Social Engineering, Community Based Problem Solving, Leadership Development, LFA Analysis with implementation, Field Based Inputs	Resource Mapping, Social Engineering, Community Based Problem Solving, Leadership Development, LFA Analysis with implementation, Field Based Inputs, Project Design and Resource Allocation, Predicting Timelines, GAANT Chart Time Management
EVALUATION CERTIFICATION	Basics of Social Impact Evaluation	Social Impact Evaluation, Community Based Evaluation, Community Engagement in Monitoring and Evaluation	Social Impact Evaluation, Community Based Evaluation, Community Engagement in Monitoring and Evaluation, Field Based long term imaging, Predicting Project Utility, Social Audits

IMMERSION PROGRAMS

TCIGC's immersion programs are blended offering with theoretical and practical inputs from various stakeholders working closely in the areas of business, economic development and sustainability. We integrate access to basic resources with economic, environmental and social sustainability in identifying our partners as well. TCIGC's immersion program is titled SEVA which is the Sanskrit term for service. It expands into Society, Environment, Values and Attitudes and is an attempt to ensure that management development students are integrated into the world of sustainability and social development.

SEVA is a compulsory course for the first-year management students at TAPMI and we provide an opportunity for immersion students to work closely with TAPMI students for the desired period of time. Immersion programs are tailor-made to suit the needs of the students. Students are exposed to theoretical aspects of development in India, field-based orientation, involved in problem solving, stakeholder engagement and in cultural immersion as well. Students leave with an in-depth understanding of Indian systems and structures and of practical problem solving at the field level.