

# REFLECTIONS OF NATCO TRUST ON CORPORATE SOCIAL RESPONSIBILITY

SEPTEMBER  
2022



*Impact assessment by*

**Poverty Learning Foundation**

[www.plf.org.in](http://www.plf.org.in)





Quote

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*"Good actions give strength to ourselves and inspire good actions in others"*

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~ Plato

This report is an outcome of 896 interviews with various categories of stakeholders, across five geographical locations, over 60 days of intensive fieldwork by 16 researchers from the Poverty Learning Foundation. It examined the relevance, coherence, effectiveness, and changes that have occurred over time in each one of the interventions.

The findings, interpretations, and conclusions expressed in this work are based on the information provided by the stakeholders (data-driven evidence) and do not necessarily reflect the views of the authors and the research team at PLF.

The inferences in this report are drawn from real-time data and information, which is dynamic.

While the researchers have made every effort to provide accurate data and information, neither PLF nor researchers assume any responsibility for errors or for changes that occur after completion of this report in future course of time.

Unless otherwise noted, graphs illustrated by the authors.

Report design by 7Shades  
info@7shades.in

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Poverty Learning Foundation

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# Study team from PLF

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*This impact assessment is conceptualized and written by*

**Prof. S. Vijay Kumar and Dr. K. Sundar**

*with the technical advice from*

**Sri S.P Tucker, Retd Chief secretary of AP and Chairman of PLF**

*Group of researchers involved:*

**Ms. G. Vinathi,**

**Ms. S. Varshita,**

**Ms. B. SreePruthvi,**

**Ms. Sakhi Arun,**

**Mr. Y. Sanath Kumar,**

**Ms. N. Aruna,**

**Mr. S. Yadgiri Reddy,**

**Mr. D. Ramaswami,**

**Mr. K. Chandra Mohan.**

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# Roadmap to the contents of this report

This report begins with the "population-focused landscape model" of NATCO Trust CSR. It comes from synthesizing inputs, outcomes, and impact and helps the management make decisions in future planning. It runs in two parts: Part A discusses the critical findings, and part B describes the impact stories.

## PART – A

**Main Report** - consists of seven different sections narrating the process and outcomes

- Section 1 :** Narrates the impact assessment's executive summary and synthesizes the main findings and suggestions.
- Section 2 :** Highlights the background and how it matters to NATCO Pharma CSR.
- Section 3 :** Summarizes the philosophy of NATCO Pharma in choosing the theme-focused verticals and interventions under its Corporate Social Responsibility.
- Section 4 :** Describes different frameworks and pathways adopted during the impact assessment. It summarizes the significance of methods, tools, and analytics used in studying the ground-level situation and arriving at the conclusions.
- Section 5 :** Is the core part of the report explaining the evidence-based analysis of interventions' overall outcomes. Here the analysis and inferences revolved around OECD impact assessment criteria and discussed the four verticals: Health, Education, Livelihoods, and Infrastructure.
- Section 6 :** Is another core part of the report that describes the verticals focused, geographical location specific inputs, outcomes, and impact.
- Section 7 :** Synthesizes the inferences discussed in Sections 5 & 6 and provides evidence-based bottom line messages and suggestions (takeaway) for future planning.

## Part – B

### Impact Stories- profiling selected interventions

The selected seven case stories capture a range of perspectives instead of the single view of an individual survey response or interview. It allows for a greater understanding of the intervention and reduces the potential for bias by diluting inputs and outputs. They, in general, complement the outcomes in the main report.

- Case Story 1:** The Palanquin Bearers - Arm and Arms of NATCO Trust
- Case Story 2:** Covalent Bonding: Health Matters: Government and NATCO Trust
- Case Story 3:** Instituting a new Paradigm: C2C (Corporate 2Community) - BalaVikasa Kendra (BVK)
- Case Story 4:** Residence to Residential - Coaching Rural Kids for Government Residential Schools
- Case Story 5:** NATCO's Formal Schools - free access, wide coverage and easy affordability
- Case Story 6:** Soldiers of the Soil - Farmers Favouring 'No Pesticide' Farming
- Case Story 7:** Medico-Social Partnership - NATCO and LVPEI.





## NATCO Trust

Creating a synergy of ethics and a  
cohesive society  
where communities can benefit  
from the NATCO Pharma business.

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# Executive Summary

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The purpose of NATCO Trust is to help create positive, enduring change in the world of health, nutrition, education, livelihoods, and infrastructure. Partnering with the government, community, and with other stakeholders, NATCO trust has designed the interventions around its pharma hubs in Nagarjuna Sagar, Kothur, Chennai, and Guntur.

Besides its CSR initiations, NATCO Trust worked to address multiple challenges unfolding in the communities amidst one of the worst humanitarian crises. It extended its support to the community, health systems, and frontline health functionaries as a quick response to the highly complex challenges presented by COVID-19.

Across selected 30 locations (58% of the total locations), reflections of 890 primary and secondary stakeholders on the significance of the inputs and outcomes were discussed in this report.

The outreach (of interventions per the NATCO Trust dashboard) is vital to justify that NATCO Trust is addressing rural concerns in and around their hubs and driving toward change.

The more comprehensive coverage is evident from its outreach (score card 2021-22):

- Health: 42,653 patients across 40+ villages benefitted under outreach health services, and 309,282 patients under institutional health care services.
- Nutrition: 483 antenatal and postnatal women benefitted under the supplementary nutrition program across 41 nutrition centers in 27 villages.
- Education: 13,242 students from 39 Government schools, two NATCO high schools, and 104 Anganwadi centres.
- Organic cultivation (NPM & ZBNF): 112 small and marginal farmers cultivated 142.1 acres of agricultural land.
- RO plants: 8000 people (approximate) fetching potable drinking water
- Backyard Kitchen Gardens: 457 households in 29 villages cultivating organic vegetables
- Skill Training: 21 women trained in garment manufacturing
- Veterinary Care: 28,983 domestic animals have undergone veterinary care services

As a pharma company, NATCO Trust has decided to invest in health care and nutrition to strengthen healthcare services in rural areas. In this process, it has introduced "medical care on wheels at the doorsteps of community" – Mobile Health Clinic, and supported e-Vidya primary care, LV Prasad Eye Care, Paediatric ward, Cancer care unit in GGH, OPD block in Maternity care in government hospitals, Paediatric Palliative Care at MNJIO & RCC hospital backed with lifesaving drugs.

NATCO trust has established NATCO high School and NATCO School of Learning, where children from rural communities, especially socially and economically marginalized sections, can avail of quality education. It also supported a few government-run schools with sufficient infrastructure and workforce.



Besides, it initiated "after-school tuitions" to coach the children in a rural setting to improve their learning skills in mathematics, science, and languages. Gurukula Coaching is another important initiative supporting the children to clear the entrance test and get into Gurukula schools (the 21st Century Schools) run by the government.

To reduce the harmful effects of inorganic farming on farmers and consumers, NATCO Trust has promoted Non-Pesticidal Management (NPM) practices encouraging small and marginal farmers. The Trust also urged farmers to adopt Zero Budget Natural Farming (ZBNF), raising crops without using fertilizers, pesticides, or other materials. These two approaches are essential concerns for NATCO Pharma promoters; however, many farmers have not opted for this model for several reasons.

Under the concept of livelihoods, NATCO Trust has initiated Vocational Training programs for women in order to strengthen their economic conditions. Those who trained are involved in income-generating activities such as stitching school uniforms and uniforms for pharma hub employees, and few established their garment stitching units.

Constructing state-of-the-art Anganwadi Centres with child-friendly infrastructure is one of the top-of-mind priorities of NATCO Trust. Along with it, improving school infrastructure, providing RO Plants, street lamps, and laying roads are other priorities.

All the interventions are well designed, aligning with the community's pressing needs and strengthening the government's policies. They are more relevant to the context and efficiently managed. Mainly, interventions on health have resulted in a more significant impact with justifiable social returns to the community. The impact of mobile medical services, Cancer Care Block with sufficient infrastructure and medicines, pediatric palliative care unit and provision of lifesaving drugs are highly relevant.

Besides, and more specifically, interventions on improving learning at Anganwadi, primary and secondary education are showing remarkable progress. Balavikasa - a model Anganwadi, Gurukula coaching, and after-school tuition- needs special mention in this context.

NATCO Trust has constructed a couple of Anganwadi centers with state-of-art model designs and is equipped with sufficient infrastructure. It can be considered one of the best learning models replicated elsewhere.

Besides "feel-good" outcomes, there are quite a few interventions where NATCO Trust tried its best to promote outcomes at the expected level. For instance, interventions focusing on NPM and ZBNF. It has valid reasons, as most farmers who opted for this less benefitted financially except for using the produce for home consumption.

Overall social returns are well established in more than 90% of the interventions by NATCO Trust.

Analysis of the present geographical coverage suggests the expansion of interventions in the Nagarjuna Sagar region, as most of its population comes under the improvised category. Restoring mobile medical services, expanding health care, after-school tuitions, and Gurukula coaching is essential. Given the community's health concerns, NATCO Trust may consider adding one more mobile medical service and expanding its outreach. More focus on these interventions will have long-lasting rewards for the business. It is also essential to map the community's critical concerns, analyze the feasibility, and design the interventions while planning for expanding geographical coverage.

Similarly, in the Kothur region, one more mobile medical service helps expand the outreach. Besides, the expansion of after-school tuition and Gurukula coaching may also bring more visibility to the business. Since NATCO Pharma has its primary business activities in this region, it may consider adopting all Anganwadi Centres, introducing modern infrastructure (the new building structures), and advanced teaching methods based on feasibility.

In the Guntur region, mobile medical service seems to be one of the demand-driven requirements. Also, the expansion of after-school tuition may be considered. Eye care is one of the gray areas in this region, and on a partnership model, facilitating eye care gives visibility to the business. Feasibility models are essential to encourage small and marginal farmers on NPM and ZBNF farming systems, and this can be possible through partnering with agricultural universities or agriculture research centers.

Being one of the leading pharmaceutical companies, NATCO Trust may invest in improving the public health system through programs in a win-win partnership model. Establishing a "learning-lab" model in Nagarjuna Sagar or Kothur or both places by integrating all interventions and showing case the best practices.

The areas to be strengthened are: (i) Documentation and MIS, (ii) Capacitating the volunteer's system further, and (ii) increasing the partnerships for better outcomes. Before any new intervention, it is essential to have baseline and feasibility reports which can be tracked during the formative and summative stages of implementation.

The bottom line is that most of its interventions currently fall under the "low-hanging fruit" model. It refers to easy-to-accomplish interventions, for instance, supporting Anganwadi centres, supplementary nutrition for antenatal and postnatal women, NPM and ZBNF, vocational skills, and veterinary services.

The significant reason behind it – all these interventions are more or less duplicating the government efforts. Of these, constructing Anganwadi centres with a new design is a significant intervention to show the model for the government; however, social returns to the community are less. Similarly, supplementary nutrition to antenatal and postnatal women – is challenging to establish the change in anaemic conditions among the beneficiaries as they are already receiving mid-day-meal under ICDS. Such a low-hanging fruit model of interventions may tempt the CSR businesses, but they may not be beneficial in the long run. In most circumstances, they represent short-term gains.

Whereas high-hanging fruit models: investments in after-school tuitions, Gurukulacoaching's, and supporting hospitals, especially the construction of paediatric wards in MNJ hospital, OPD Block in Niloufer Hospital, Cancer Block in Guntur General Hospital, LV Prasad Eye Hospital and NATCO high School requires significant efforts, however, yield greater long-term rewards to business as well as establish social returns to the community.

Given this, NATCO Trust management may review the "landscape" model suggested in the report and plan its future interventions. The aim has to be long-lasting rewards to the communities and its business.



# PROLOGUE





## Why this report matters in the context of NATCO Pharma CSR?

This impact assessment is part of the evaluation and management activity of the NATCO corporate policy cycle, and it aims to understand to what extent and how the intervention corrects the concerns of different stakeholders.

Impact assessment focuses on the effectiveness of the intervention: its strategic design, the cost and efficiency, its unintended effects, and how to use the experience from this intervention to improve the design of future interventions by NATCO Trust.

Adhering to value for business and society, NATCO Pharma has created a coherent Corporate Social Responsibility (CSR) that aligns social and environmental efforts with societal context to maximize positive social and economic outcomes.

It has adopted a self-regulatory business model that allows businesses to be "socially accountable" to their stakeholders and society. Its approach to social accountability includes: empowers employees to leverage the corporate resources at their disposal to do good; working with the clients to address societal challenges; bolster a company's image and build its brand; and improves employee morale in the workplace and lead to greater productivity, which has an impact on how profitable the company can be, and

NATCO Trust, a philanthropic wing of NATCO Pharma, is looking after the CSR interventions. As one of the firms committed to creating positive, enduring change in the community, take a focused approach to social responsibility that includes empowering people, communities, and institutions to address societal concerns, focusing on health, education, livelihoods, and Infrastructure.

As per new CSR protocols, NATCO Trust intended to understand whether the interventions have impacted society and, if so, to what extent, and thereby continue its CSR investments to readdress the issues challenging social-economic development. In this process, PLF has been handpicked by NATCO Pharma to conduct an impact assessment of its interventions across five geographical locations: Guntur, Kothur, Nagarjuna Sagar, Hyderabad, and Chennai.

PLF has adopted OECD (Organization for Economic Co-operation and Development) impact evaluation framework and analyzes the inputs, outputs, outcomes, and impact. This assessment's

<sup>1</sup>Ministry of Corporate Affairs (2021) General Circular No. 14.2021, MCA, Government of India, [https://www.mca.gov.in/Ministry/pdf/FAQ\\_CSR.pdf](https://www.mca.gov.in/Ministry/pdf/FAQ_CSR.pdf)

<sup>2</sup>Having registered with Ministry of Corporate Affairs – CSR00002642.

richness lies in its approach, sample framework, and assessment pathways. Besides, this assessment has interacted with 896 primary and secondary stakeholders across five geographical locations, covering 21 villages (including three cities: Guntur, Hyderabad & Chennai).

This assessment has revolved around the intervention-wise relevance, coherence, effectiveness, efficiency, and sustainability and finally examined the impact. It contributes to better development results and builds a solid evidence base for NATCO Trust learnings and policy making.

To conclude, this report gives a contextual understanding of a project's setting, such as the influencing factors in the project's environment and significant elements and their relationships.

In a nutshell, this report gives:

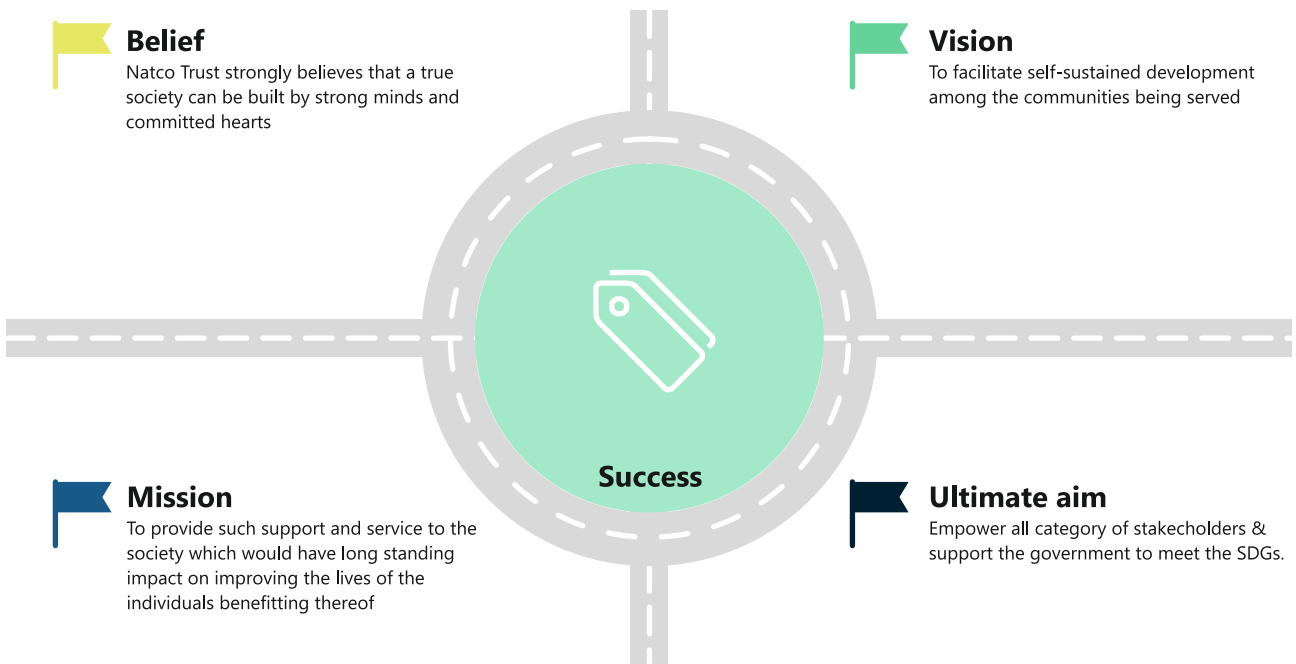
- Significance of interventions to the local context,
- Deep understanding of the tangible and intangible benefits, and
- Smart opportunities to do much better in the future.

## Centre of Excellence Overview of NATCO Trust (Synthesis of NATCO CSR philosophy)

Established in 1995, The Centre of Excellence - NATCO Trust has been engaging with sector-specific interventions. The fundamental aim is to capacitate the community and institutions to ensure: improved learning outcomes; nutritious supplementary to pregnant and lactating women; mobile medical services to the doorsteps of the rural community; potable drinking water; improved medical infrastructure; and organic farming for quality home food.

The interventions are “trilateral” formal arrangements between the (i) government, (ii) community, and (iii) NATCO Trust, and supports the Sustainable Development Goals (SDGs). The core principles of the interventions are guided and aligned with organizations value propositions.

### Value Proposition



<sup>3</sup>What we understood from our interaction with CSR team, including promoters and stakeholders.



NATCO Trust operates across specific geographical locations of Andhra Pradesh, Telangana, Tamil Nadu, Assam, and Uttarakhand. It has focused on four vertices, under which there are quite a few concept based interventions.

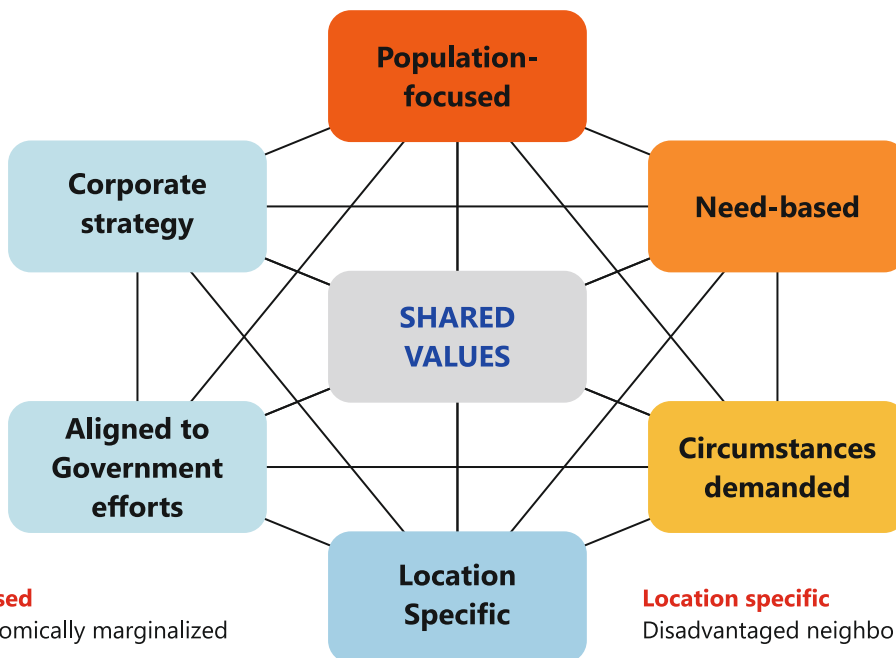
### Four Verticals of NATCO CSR



Besides these vertical-focused interventions, NATCO Trust has contributed a lot during the pandemic period by supporting the government with “pandemic controlling and preventing” materials.

The NATCO Trust CSR space strategy identifies seven components that must work together for effective socio-economic change:

### NATCO Trust CSRspace MODEL



**Population focused**  
Socially and economically marginalized due to exclusion

**Need based**  
Aligning to the individual and community needs to drive the change

**Circumstances demanded**  
Related choices and chances for individual, family and the community

**SHARED VALUES**  
Organizational values developed by the leadership and adopted by the members of the organization

**Location specific**  
Disadvantaged neighborhoods

**Need Aligned to Government efforts**  
Innovations to supplement implementation science

**Corporate business strategy**  
Policies and practices to influence stakeholders positively

## Impact Assessment Framework and Pathways

(Significance of impact assessment, different frameworks used and pathways chosen to analyse the inputs, outputs, outcomes and Impact of interventions)

Present impact assessment examined NATCO Trust interventions and welfare outcomes. More specifically, assessment had tried to established evidences between interventions and their impact on individuals, households, communities, and institutions. The critical objectives of this impact assessment is to: assess the interventions in terms of inputs, output, outcome, and impact through the OECD evaluation criteria<sup>4</sup>, and provide evidence based conclusions.

In this process, assessment has reviewed:

<b>Relevance</b>	: The extent to which the NATCO CSR intervention's objectives and design respond to primary stakeholders needs, NATCO Pharma & Trust policies and priorities, and continue to do so if circumstances change.
<b>Coherence</b>	: The compatibility of the intervention with other interventions in the state, and institution.
<b>Effectiveness</b>	: The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across social groups and geographical locations.
<b>Efficiency</b>	: The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.
<b>Impact</b>	: The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.
<b>Sustainability</b>	: The extent to which the net benefits of the intervention continue, or are likely to continue.

While answering these six criteria, to ensure “high quality” and usefulness of the report, PLF has adopted two OECD principals:

**Principle 1:** The criteria were thoughtfully applied to support the outcomes. In other words, the outcomes are contextualized – understood in the context of the assessment, the intervention being evaluated, and the stakeholders involved. The pre-validated questions and answers explain how the criteria are specifically interpreted and analyzed.

**Principle 2:** Given the purpose of the assessment, mechanistic analysis<sup>5</sup> has been excluded. Instead, it covered the needs of the relevant stakeholders and the assessment context. More time and considerable resources are devoted to data collection and analysis for each criterion,

<sup>4</sup>OECD impact assessment criteria:

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

<sup>5</sup>Relating to theories that explain phenomena in purely physical or deterministic terms.)

depending on the purpose of the assessment. Data availability, resource constraints, timing, and methodological considerations also influenced how (and whether) a particular criterion is covered.

**Research framework:**

Given the nature of assessment and key objectives, a combination of “exploratory” and “conclusive” research designs were considered to draw framework and data collection tools. It includes: descriptive questions to analyse stakeholder views, and normative questions to analyse activities and accomplishments.

While designing and validating the semi-structured questionnaires, checklists for Focus Group Discussions (FGD), observations and records verifications the above three types of contextual questions were embedded into the tools.

The assessment has adopted following series of engagement pathways:

- 1: Understanding the concept: Literature provided by the CSR team has been reviewed thoroughly, understood the concepts behind each one of the interventions, its significance, design, objectives, implementation engineering, and moderated the scope for assessment.
- 2: Mapping the stakeholders: Identified five categories of stakeholders having direct and indirect stakes in the CSR operations. Each one of these categories play different roles at different levels (see Table 1).

	Category of stakeholders	Primary functions	Population groups
Different categories of stakeholders have direct and or indirect concerns about the program.	Primary Stakeholders	Primary stakeholders are those from local communities and are access the interventions.	Children (0to 19 Years); Pregnant women and Lactating mothers (having <3 years infants); Community; Small and marginal farmers; and Women.
	Secondary Stakeholders	Secondary stakeholders are responsible for identifying the pressing needs at the community level, conducting scoping and feasibility studies, identifying sequences of priorities, preparing SWOT analysis, defining the end goals, deriving the budgets, partnering with the concerned government departments, and arrive at Theory of Change/Logical-Frame and implement the interventions.	NATCO CSR team (Project Manager to ground level team).

<sup>6</sup>Conclusive Research Design (CRD) applied to generate findings that are practically useful in reaching conclusions or decision - making. It provides a path-way to verify and quantify findings of exploratory research. In general, exploratory research design explores the topic with varying levels of depth and it forms the basis of more conclusive research.

	Category of stakeholders	Primary functions	Population groups
Different categories of stakeholders have direct and or indirect concerns about the program.	Tertiary Stakeholders	Tertiary stakeholders are employees of the organization and partnering organizations, including external technical experts and government agencies.	Technical experts associated with the interventions; concerned employees of NATCO Pharma; relevant government departments & implementing partners (if any).
	Quaternary Stakeholders	Quaternary stakeholders are the promoters of the organization whose philanthropical stakes are involved and valued much.	NATCO Pharma promoters including chairman, CEO and CSR head & other top management team.
	Quinary Stakeholders	Quinary stakeholders are the customers for out-products and philanthropical associations who are concerned about society's overall well-being and development.	Customers (end product users & promoters); National & international philanthropical associations & Media

- 3: Identifying the resources: The PLF assessment team synthesized available literature (including annual reports, and partnership documents), listed various human, financial and technical resources, examined the design, activities, and implementation pathways, and prepared preliminary notes on “how these resources are being utilized”? PLF assessment team then converted the notes into actionable points and transformed them into questions to understand the relevance, coherence, effectiveness, efficiency, impact, and sustainability.
- 4: How results occurred: Analysing the evidences and mapping the outcomes.

### Sample framework:

In consultation with CSR team, sample for impact assessment has been finalized and accordingly interventions in Guntur, Kothur, Nagarjuna Sagar, Hyderabad and Chennai were covered. PLF team has spent 17 days on preparatory work followed by 48 days field work and 65 days on analytics and report writing (April to July 2022). Along with three senior team members, 4 mid-level associates, 5 investigators, 4 data entry operators, 3 analysts and 2 senior consultants were involved right from conceptualizing the assessment to complete the report.

Assessment has covered following Intervention villages:

- Nagarjuna Sagar : *Nellikal, Pulya Thanda, Tangilla Thanda, Jal Thanda, Chintalpalam, Yerracheruvu Thanda, and Jamma Kota.*
- Kothur : *Inmulnarva, Sanghiguda, Kothur, salivendraguda, Mekaguda, and Devarakonda (in Nalgonda district).*
- Guntur : *Brahmanakoduru, Patchalatadiparru, Jipidi, Gollamudipadu, Guntur (Urban).*
- Hyderabad : *Borabanda*
- Chennai : *Chennai (Urban)*

Location wise sample is as follows:

<b>Location wise sample villages covered</b>			
<b>Regions</b>	<b>Total no. of locations covered under the same</b>	<b>Total no. of locations in which NATCO interventions are present</b>	<b>Percentage</b>
Guntur	7	7	100
Kothur	9	22	41
Sagar	7	16	44
Hyderabad	5	5	100
Chennai	2	2	100
<b>Total</b>	<b>30</b>	<b>52</b>	<b>58</b>

Impact assessment has covered substantial (More than what is required for assessment) locations during the assessment. Of 52 locations (Villages/Urban areas) assessment has covered 58% of the total locations. Looking into the details of interventions covered in each one of the location:

<b>Regions</b>	<b>Interventions covered under sample in each region</b>	
<b>Guntur</b>	After-school tuitions	
	NATCO School of Learning	
	NATCO support to Anganwadi centres	
	Nutrition centres- Antenatal and Postnatal	
	Backyard Kitchen Gardens	
	Non-Pesticide Management	
	Zero Budget Natural Farming	
	NATCO Cancer Care unit in GGH	
	<b>Kothur</b>	After-school tuitions
		Gurukula Coachings
NATCO High School		
NATCO Mobile Health Clinic		
NATCO Digital Primary Health Centre		
NATCO- LV Prasad		
Vocational centre		
NATCO support to Anganwadi centres		
Nutrition centres- Antenatal and Postnatal		
Backyard Kitchen Gardens		
<b>Nagarjuna Sagar</b>	Veterinary clinic	
	Non-Pesticide Management	
	RO plants	
	After-school tuitions	
	Gurukula coaching	
	NATCO Mobile Health Clinic	
	NATCO support to Anganwadi centres	
	BalaVikasa Kendra	
	Nutrition centres- Antenatal and Postnatal	
	Backyard Kitchen Gardens	
Non-Pesticide Management		

<b>Hyderabad</b>	NATCO Govt. High School Borabanda
	NATCO support to Anganwadi centres
	After-school and Gurukula coaching
	NATCO support to MNJIO & RCC hospital
	NATCO Support to Niloufer Hospital
	NATCO Support to Gandhi Hospital
	Osmania Government General Hospital & Dental hospital
<b>Chennai</b>	RO Plants

All to gather, 896 stakeholders (of which 92% from primary<sup>7</sup> and secondary<sup>8</sup> category) were interviewed thoroughly to examine the way interventions were implemented, and their satisfaction levels. Focus Group Discussions were also organized in each one of the village to understand the perceptions of beneficiaries and non-beneficiaries.

### **Quality control**

Quality control is exercised throughout the assessment process. Depending on the assessment's scope and complexity, quality control is carried out internally along with the internal reference group. It adheres to the principle of independence of the evaluator. The assessment cross-validated and critically reviewed the information sources used and the validity of the data using various methods and sources of information.

### **Ethics and standards**

PLF approach to the assessment is based on the evaluation standards set by Oxford Implementation Index Montgomery. It underpins the approach to ethics, which is also governed by PLF's own Institutional Review Board (IRB). It also adhered to the reporting standards. The peer group has reviewed the first draft and revisions made in the final report accordingly.

### **Analytics**

following steps were involved in analysing the data for further inferences:

- Step 1: Examine the completeness of filled-in questionnaires and remove those questionnaires having insufficient information.
- Step 2: Data entry & re-entry on a random basis to check data quality in fabricated master sheets.
- Step 3: Clean the data, and coding's, particularly for qualitative answers
- Step 4: run STATA software and draw final analytical tables
- Step 5: Verify and re-examining the analytical tables for accuracy
- Step 6: Write inferences.
- Step 7: Internal review by senior advisors
- Step 8: Submission of the report

Data analysis for primary qualitative data and documents followed the structure of the assessment matrix, using the analytical 'nodes' that identified during the assessment (a structured approach as well as an unstructured approach to analysis), to code the evidence collected.



# METALOGUE



సాంఘిక శాస్త్రం 1. స్వశక్తి 2. పట్టుదలు

దస్త్రాల వ్యవస్థలను కలిగి ఉంటే శత్రువు కూడ నిస్సహాయుడు



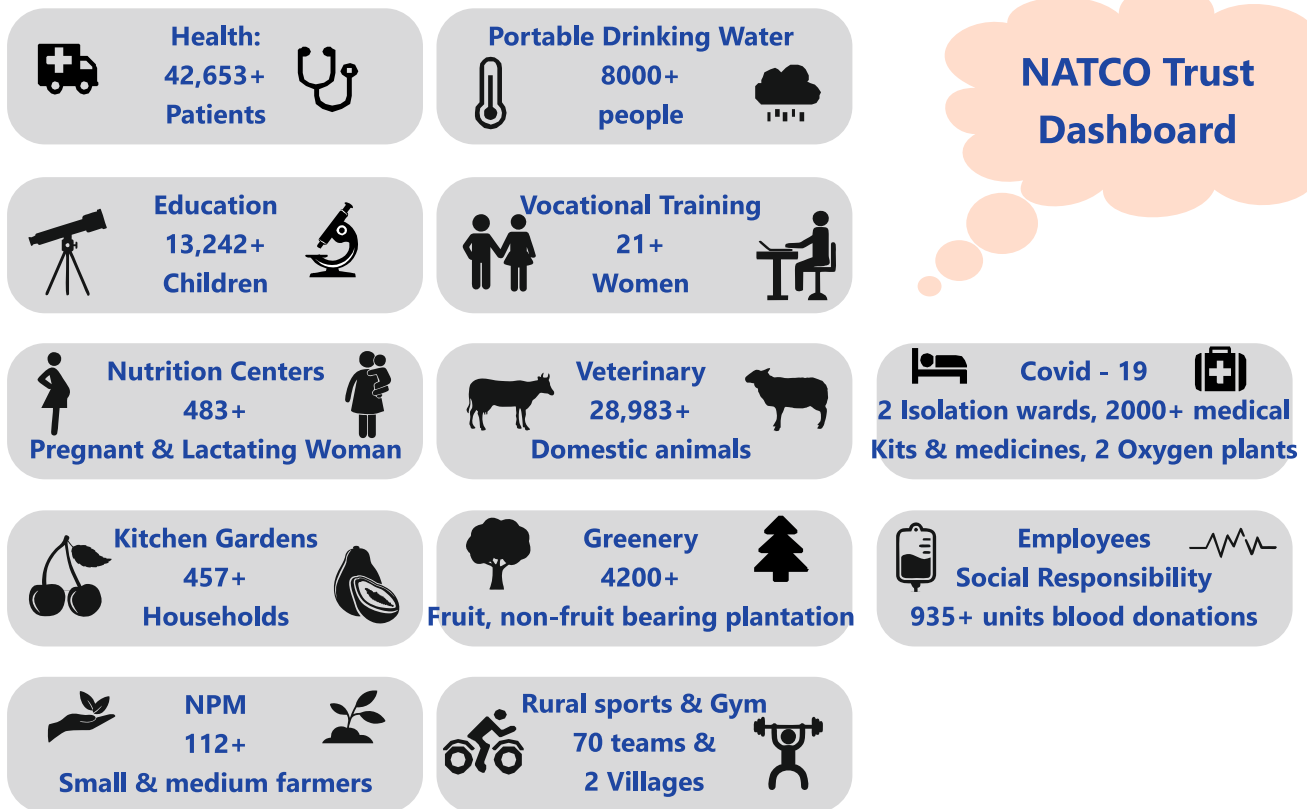
Date: 14/03/2022  
Wednesday  
Maths:-  
2nd Lesson  
□ → చతురస్రం  
□ → బిగ్గ చతురస్రం  
△ → త్రిభుజం  
○ → వృత్తం



## Giving back to the communities

### NATCO Trust dashboard

Supplementing the government initiatives towards Sustainable Development Goals is one of the principal adopted by NATCO Trust. Its outreach is wider, covering Andhra Pradesh, Telangana, Tamil Nadu, Assam and Uttarakhand, and the intervention wise outreach is as follows<sup>9</sup>:



Twelve interventions, covering 41 villages across THREE States<sup>10</sup> (Andhra Pradesh, Telangana and Tamil Nadu) itself is one of the strong points to justify that NATCO Trust is addressing rural challenges<sup>11</sup> and drive towards change and support Sustainable Development Goals.

These interventions are intended to bring tangible and intangible benefits into the lives of the primary stakeholders<sup>12</sup>. Besides, they are either directly or indirectly supporting the initiatives of the government. To being the social value, NATCO Trust has prioritized stakeholder engagement involvement right from the beginning of the interventions. Intervention wise stakeholders, both primary and secondary, were identified, consulted and brought them on board to bring maximum success to each one of the interventions. This system has helped in creating value to the intervention and its outcome.

<sup>9</sup>Source: data presented to the NATCO Board in June 2022 by NATCO Trust

<sup>10</sup>States covered during impact assessment

<sup>11</sup>In its operational areas

<sup>12</sup>Primary stakeholders are beneficiaries.





6

## NATCO Trust journey towards Outcomes

Health, Nutrition, Education, Livelihoods & Infrastructure

*(Summary of vertical wise critical inputs, outcomes, learnings and best practices emerged).*

### Context:

*During the formative stage CSR team has mapped the concerns of the community in the specified locations, mapped the Government welfare schemes, examined the gap and drafted its Detailed Project Report (DPR) by aligning it to the company business policy.*

*The notable point in this context is – NATCO Trust has taken ethical approach by keeping its CSR interventions away from political affiliations, and adopted "leave no one behind" policy.*

NATCO Trust has designed location specific intervention in and around its pharma hubs located in Kothur, Nagarjuna Sagar, Hyderabad (Telangana State) and Chennai (Tamil Nadu). As it happens to be the native place of the promoters, need based interventions were introduced in Guntur (Andhra Pradesh).

As specified in the forgoing discussion, NATCO Trust is focusing on four verticals:

(I) Health and nutrition, (ii) Education, (iii)

Livelihoods and (iv) Infrastructure. Under each one of these verticals, based on the pressing needs of the community, it has planned demand driven interventions.





## Health & Nutrition

Access to "quality health care facilities" is one of the biggest challenges in rural areas. Many rural people are caught in poverty, ill health, low-productivity downward spiral, and hence meeting the health expenditures is one of the catastrophic challenges for most of the low and middle-income families in a rural setting. Government schemes to provide health care seem to have been of little help. The out-of-pocket expenditure of households in rural India has shot up, says the study conducted by Prayas, a non-profit from Chittorgarh in Rajasthan, along with Oxfam India<sup>13</sup>.

Improving nutritional status among pre and post-natal women, ensuring primary medical services for seasonal and non-communicable diseases, and strengthening the local health care systems are the priorities for NATCO Trust.

Given the in-sufficient primary health care services in rural areas, being a pharma company, NATCO Trust has decided to invest on health care and nutrition. In this process, it has introduced "medical care

<sup>13</sup>Oxfam India study, <https://www.downtoearth.org.in/news/out-of-pocket-health-spending-has-risen-in-rural-india-study-35613>

on wheels at the doorsteps of community” – Mobile Health Clinic, and supported e-Vidya primary care, LV Prasad Eye Care, Paediatric ward, Cancer care unit in GGH, OPD block in Maternity care in government hospitals, Paediatric Palliative Care at MNJIO & RCC hospital backed with lifesaving drugs.

To ensure the nutritious food for post and pre-natal women, NATCO Trust has introduced National Institute of Nutrition recommended supplementary nutrition (milk, egg, peanut chickpea, etc through nutrition centres). Such supplementation during pregnancy and lactation will have positive association with nutritional status of children under-five years of age.

Along with supplementary nutrition, NATCO Trust is educating the post and pre-natal women on food habits, Antenatal Care (ANC), and consumption of Iron Folic Acid Tablets (IFA).

Patient counselling in Government Hospitals is another activity promoted to educate and sensitize the patients and their care givers.

Supporting the Swachh Bharath Mission, Trust has taken steps to ensuring proper sanitation in schools, Anganwadi centres and the hospitals.

NATCO Trust has promoted the backyard kitchen garden<sup>14</sup> to ensure some savings for women on their grocery, produce organic vegetables that have more nutrients for daily consumption and thereby have healthy food for their family.

In a few locations, NATCO Trust has identified scarcity of water during the summer seasons. People, particularly women, fetch drinking water from a long distance in a few areas. To facilitate the community with potable drinking water, NATCO Trust has introduced RO (Reverse Osmosis) water plants from which families can fetch potable drinking water.

The sad consequences for domestic animals are life-threatening diseases that spread unchecked and painful untreated injuries with the parasite infestation. It negatively impacts the routine agricultural operations of the community. Thus, NATCO Trust has focused on strengthening animal welfare (Veterinary services) as one of its CSR activity.

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<sup>14</sup>*Backyard Kitchen Gardens is the most utilitarian department of the garden and also the most ancient. The cultivation of an orchard-cum-vegetable garden close to the household or community to which it belongs is considered by the archaeologist Helen Leach to be the earliest form of gardening.*





## Education:

Over the last decade, learning outcomes for children in India have steadily declined<sup>15</sup>. The ASER report repeatedly giving warning signals: enrolment rates at primary level are declining, dropout rates at secondary level is increasing, and rising the question – Why Indian children cannot read and write? To revitalize the education system, Government of India has introduced several programs, including “Samagra Shiksha” - an Integrated Scheme for school education, which is an overarching programme for the school education sector extending from pre-school to class XII and aims to ensure inclusive and equitable quality education at all levels of school education.

To bring the change in the education system and ensure quality of outcomes, NATCO trust has established NATCO high School and NATCO School of Learning where children from rural communities, especially socially and economically marginalized sections can avail quality education. It also supported few government run schools with sufficient infrastructure and man power.

<sup>15</sup>[https://idronline.org/state-of-school-education-india-pre-covid/?gclid=Cj0KCQjwof6WBhD4ARIsAOi65ajxHr6bBsSCxnpluBZ-LsCMqzCMsrbbqu7tcGjiwSZnrVG06Lzu3UAaAg8NEALw\\_wcB](https://idronline.org/state-of-school-education-india-pre-covid/?gclid=Cj0KCQjwof6WBhD4ARIsAOi65ajxHr6bBsSCxnpluBZ-LsCMqzCMsrbbqu7tcGjiwSZnrVG06Lzu3UAaAg8NEALw_wcB)

Besides, it initiated "after school tuitions" to coach the children in rural setting to improve their learning skills in mathematics, science, and languages. Gurukula Coaching is another important initiative supporting the children to clear the common entrance test and get into Gurukula schools (the 21st Century Schools) run by the government.

It is also supporting improvement of physical infrastructure in selected Anganwadi Centres and also with trained volunteers to coach the young and build their learning suits to the next level transition (between pre-primary to primary).

One of the notable intervention is – Balavikasa centre where the children in the age group of 3 to 6 years are trained with innovative teaching methods and learning materials. It is the unique intervention of NATCO Trust.





## Livelihoods

The ecological and economic problems of pests and pesticides in agriculture gave rise to several eco-friendly innovative approaches that do not rely on chemical pesticides. These initiatives involved rediscovering traditional practices such as Non-Pesticidal Management, and this trend has important implications both for policy and practice.

To reduce the harmful effects of in-organic farming on farmers and consumers, NATCO Trust has promoted Non-Pesticidal Management (NPM) practices encouraging small and marginal farmers. The Trust also urged farmers to adopt Zero Budget Natural Farming (ZBNF), raising crops without using fertilizers, pesticides, or other materials. These two approaches are important concerns for NATCO Pharma promoters as well.

Under the concept of livelihoods, NATCO Trust has initiated Vocational Training programs to women in order to strengthen their economic conditions.





## Infrastructure

Constructing modern Anganwadi Centres with state-of-art infrastructure is one of the top of mind priority of NATCO Trust. The design of the Anganwadi centres are child friendly with ample space for children to learn, play and take rest.

Along with it, improving school infrastructure, providing street lamps, laying roads are also another priority.







## Interventions in

### Nagarjuna Sagar, Telangana State

Given its presence in Nagarjuna Sagar, in Nalgonda District, NATCO Trust has invested its CSR in 16 villages<sup>16</sup> focusing on health, education, and livelihoods. With most of the population being Scheduled Tribes (*Lambadi/Sugali* tribe), the remote villages in and around the Nagarjuna Sagar region do not have full-fledged access to clean drinking water, accessible and affordable healthcare facilities, good quality education for children, and alternative livelihoods. With its demand-driven<sup>17</sup> approach, interventions are tailored to the needs of the local communities.

The impact has been assessed by interacting with 266 primary and 44 secondary stakeholders. Besides, 6 Focus Group Discussions were also a part of the assessment, and the synthesized results are as follows:

#### 6.1.1 HEALTH AND NUTRITION

*Three significant interventions were identified in Nagarjuna Sagar: NATCO Mobile Health Clinic, Nutrition Centres, and Backyard Kitchen Gardens, under the umbrella of Health and Nutrition. Given the (i) geographical location of 16 villages, (ii) lifestyles of the community, particularly the tribal community, and (iii) support from government systems, having mobile health clinics, providing supplementary nutrition, and promoting backyard kitchen gardens are the most relevant under CSR.*

##### i) NATCO Mobile Health Clinic (NMHC)

It is one of the public friendly healthcare delivery model that could help alleviate health disparities among the vulnerable populations, particularly in rural and tribal areas where primary health care is ineffective.

Starting in 2010, the NMHC offered primary healthcare and referral services at the doorsteps of the community focusing on non-communicable diseases in 16 villages. A doctor, a nurse and a pharmacist are the part of NMHC who are visiting the villages providing free treatments and medicines to the deserved people.

During the pandemic, NATCO Trust stopped its services and in course of time, due to the non-availability of the doctor, mobile services were not resumed to date (situation in May 2022).

To quantify the outcomes, 38 informants who have availed of the services were thoroughly interviewed and the critical outcomes are:

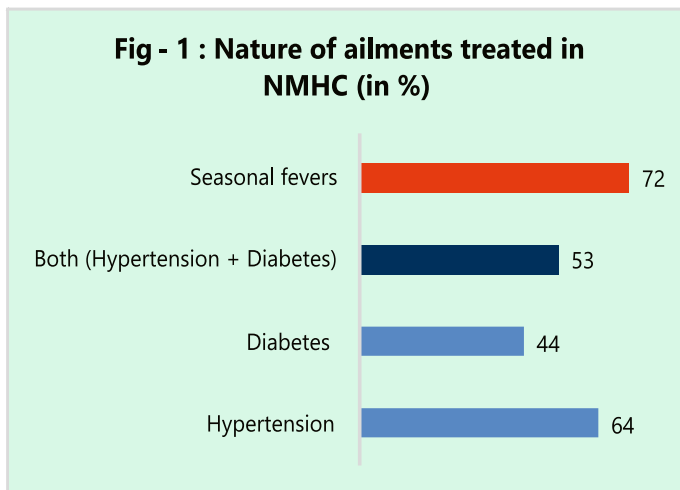
<sup>16</sup>Surrounding areas of the NATCO Pharma formulation facility.

<sup>17</sup>Demand made by the community/addressing the community's pressing needs on priority.

Responses from the 38 informants and outcomes of FGDs indicates that medical team of NMHC played a prominent role in educating the community on health issues', and mobilizing the needy to the

NMHC. Publicity campaigns, neighbourhood networks and peer communication are instrumental in propagating the services of NMHC in the villages. NMHC moves around the villages in line with the timesheet prepared in consultation with local coordinator from NATCO Trust.

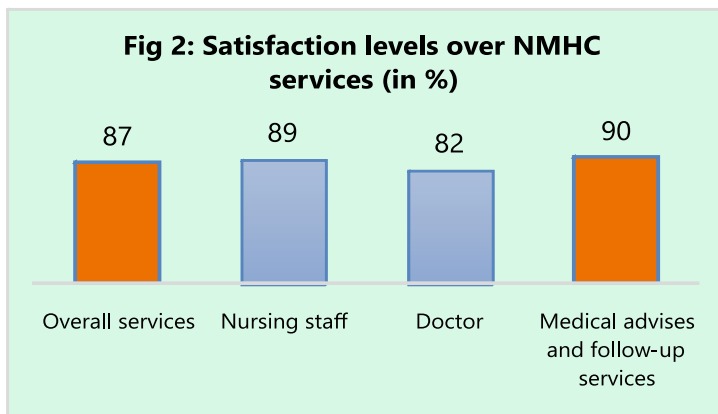
In terms of accessibility and affordability, NMHC had proven to extend its services to the needy, provided treatment with free medication to chronic ailments: seasonal fevers, hypertension and diabetes (Fig 1).



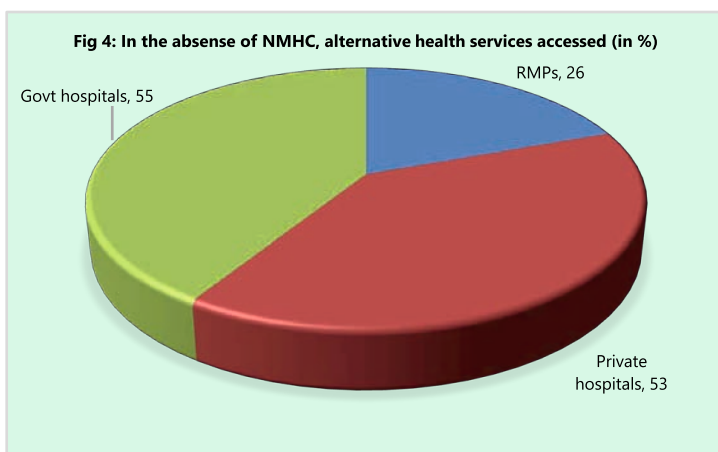
The Referral system is vital as the illnesses and medical conditions of the patient are beyond the medical capacities of NMHC. Such cases were referred to hospitals where they could get next-level appropriate treatment. In this context, the advantage for NATCO Trust is having network with the Government general and specialized hospitals in Hyderabad.

In this process, a systematic communication network was established between NATCO Trust counsellors, staff nurses in NMHC, and administration of -

LVPEC (Kothur), Gandhi Medical Hospital, Osmania Government General Hospital, Niloufer Hospital, and MNJ Cancer Hospital. Having counsellors at these hospitals is one of the significant advantages of ensuring timely health services at the tertiary level.



The satisfaction levels of those who were interviewed (n. 38), seems to high, as 87% are satisfied with overall services (Fig 2).



It is evident that many beneficiaries heavily relied on NMHC for primary healthcare services. Since the NMHC is frozen its services, the majority are visiting government hospitals, private hospitals for treatment. Quite a few approaching RMPs where they have to invest more on consultancy and medication.

One significant observation is that while

*"our village has no proper transport facility. Many older people are dependent on NMHC for primary health needs. The doctor at NMHC used patiently check each and every patient, and provide free medication" – FGD participants in Pulyathanda*

NMHC was active (before to July 2021), people stopped going to RMPs (Local Rural Medical Practitioners), where the services are expensive (both consultation fees and medicines). It benefited the local community, whose out-of-pocket expenses on primary health care came to "zero" as the services are free of cost in NMHC.

Besides, expenses and time on travel (to approach PHCs) have been gained by the needy when NMHC services come to their villages/habitations. This way, NMHC services are more effective and efficient. Presently existing para-medical staff is providing basic health services to the in-house employees.

Keeping NMHC on a shelf has left many people with primary health challenges. Out-of-pocket health expenditures have increased for many families, as they are forced to approach private or RMP practitioners. "We cannot afford the treatment and medicines from private and or from RMPs, as the expenditure will go beyond our capacities. – says elderly women from Jammankota village.

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For most of the needy, the health expenditures are sometimes going beyond their financial capacities. During the FGDs, villagers also expressed that they relied on RMPs, Private hospitals and often on healers/folk medicine for treatment in the absence of NMHC, which increased their household expenditures.

Under CSR planning, having health services, mainly Mobile Health services, is one of the primary factors in gaining the confidence and trust of the local community. It is because the community always prioritizes health and related services and makes its journey with CSR implementers. Therefore, it is advised that NATCO Trust has to move towards filling the gap and re-initiate the NMHC services as quickly as possible.

#### **i) Backyard Kitchen Garden<sup>18</sup>**

NATCO Trust has promoted Backyard Kitchen gardens in 16 operational villages of Nagarjuna Sagar. The motive is to encourage and enhance the concept of "healthy food and healthy living" among the community.

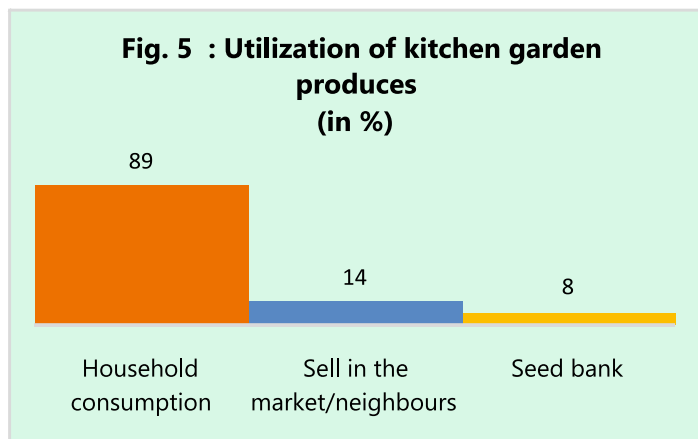
It is more relevant concept where households will have control on when to harvest, what kind of fertilizers to be used and what to consume and what to sell (if excess production is there). NATCO Trust has taken appropriate step promoting this concept in their operational areas where most of the families are improvised.

The volunteer's role is significant in promoting this concept as well as taking active role in educating

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<sup>18</sup>Establishing the "effectiveness" of the kitchen garden on the health outcomes of those who use the kitchen garden produce is required scientific investigations, which is not a part of the present assessment – limitation.

women, distributing the seeds and orienting the community on organic vegetables production mainly for home consumption. It has increased the awareness levels of women on the benefits of eating home-grown vegetables, for instance brinjal, ladyfinger, beans, tomatoes, leafy greens, and bitter guard.



Owning livestock, was observed to be an added benefit in cultivating backyard kitchen gardens, as 78% are using backyard manure. Those who do not own livestock, 60% are either procuring manure from other farmers or are using kitchen ingredients as fertilisers. 13.3 % are purchasing similar manure.

Majority of the growers of kitchen garden are using the produce at household level consumption. It is what NATCO Trust is

propagating in the community – consuming organic vegetables from backyard kitchen gardens.

Besides, family level consumption, quite a few are selling the produce in the market or to neighbours and making small monetary gains. Few are cultivating vegetables for seed purpose (fig: 5).

Quantified FGD outcomes says that 96 % rated the intervention as useful program, and expressed that they would recommend others to cultivate NATCO-supported backyard kitchen gardens. It can be considered as impact of the backyard kitchen gardens as it is giving social and economic returns to the households.

With confidence, non of the women interviewed and those who participated in the FGDs, justify the tangible and intangible benefits of backyard kitchen gardens (Fig 6). Though to some extent, they perceived benefits from selling the minimal produce in the market, using the seeds for more extensive cultivation, and saving some expenditure on purchasing for household-level consumption, coming to health benefits, half of the informants said they feel better consuming the vegetables from their own kitchen gardens.

There are few obvious reflections from the informants on challenges while managing backyard kitchen gardens: animal and pest infestation, in-adequate training and information, timely supply of seeds.

### iii) Supplementary Nutrition centres

NATCO Trust provides supplementary nutrition, educates antenatal and postnatal women on maternal health institutional deliveries, and ensures proper child-rearing practices. It supplements the Department of Women and Child Welfare's efforts through Anganwadi centres ensuring early childhood care and development.

In addition to the hot cooked meal provided at Anganwadi centres, supplementary food in the form of chikki (prepared with handmade sugar and dry peanuts), dates, millets, and biscuits are provided by NATCO Trust to those women registered with Anganwadi centres.

The supplementary food is distributed to eligible women until six months after the delivery. The volunteers undertake awareness classes regarding the importance of regular health check-ups, awareness of home-cooked nutritious meals, breastfeeding, institutional deliveries, and infant care.

One important finding is that the professionals train all volunteers associated with this intervention in women and child welfare. Their role is to track ANC follow-up visits by the eligible women, distribute nutritious supplements, make home visits, and keep the records updated.

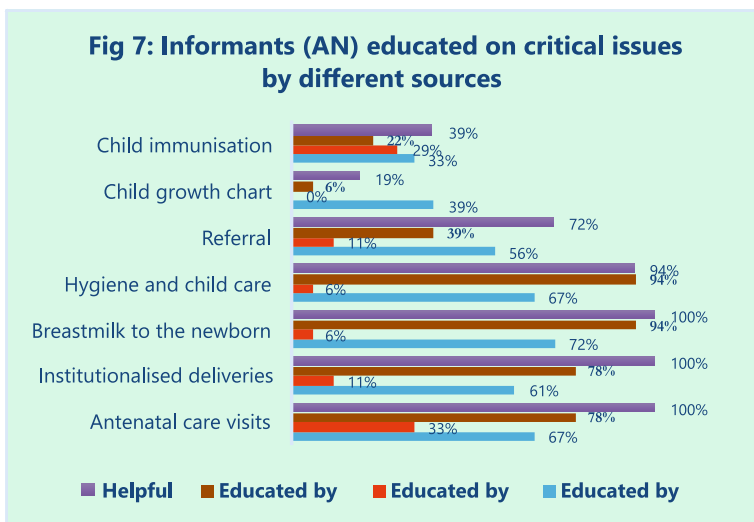
**Antenatal women:**

*“In the Sagar region, many women face the problem of blood percentage deficiency (anaemic). Those who are not educated enough do not fully understand the importance of consuming nutritional food. In addition to this, many families cannot afford consuming nutritional food due to economic circumstances. In this context, nutrition centres in the Sagar region are crucial for the betterment of pregnant and lactating women's health” – says one of the village volunteers.*

“In the Sagar region, many women face the problem of blood percentage deficiency (anaemic). Those who are not educated enough do not fully understand the importance of consuming nutritional food. In addition to this, many families cannot afford consuming nutritional food due to economic circumstances. In this context, nutrition centres in the Sagar region are crucial for the betterment of pregnant and lactating women's health” – says one of the village volunteers. To understand the benefits from the supplementary nutrition program, 18 randomly selected antenatal women (in the age group of 18 to 26) from sample villages were consulted. Half of the respondents were currently in the 8th month of their pregnancy.

Along with Anganwadi teachers, NATCO volunteers are playing important role in educating the eligible women about the importance of supplementary nutrition as well as other critical antenatal measures.

It was found that 89% of women are visiting the Anganwadi centre every day, where they would receive nutritional supplements from NATCO Trust. Those who are pre-occupied with domestic work, child rearing, and supporting the family in agriculture operations (11%) are availing supplementary nutrition twice a week.

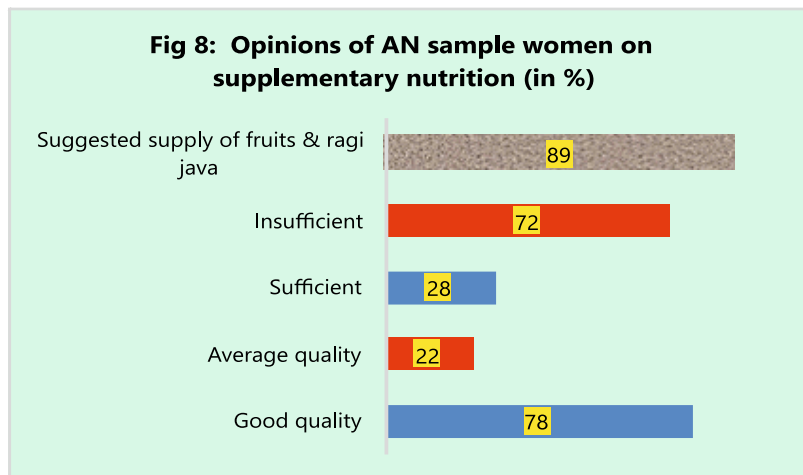


In Anganwadi centres, along with Anganwadi teachers, ASHA, and NATCO volunteers, are educating AN Women on cortical issues. The most critical knowledge required is ANC, Institutionalised deliveries, Initiating breast milk, and hygiene of newborns. In this context, a mixed picture has emerged showing the critical role of Anganwadi teachers and NATCO Volunteers. All AN women interviewed are satisfied with the information provided.



It appears that NATCO volunteers are making extra efforts to educate the AN women on ANC, institutional deliveries, and newborn care.

The weak point identified is that none of these service providers can educate the AN women on child growth charts and immunization, which are critical in child development. NATCO volunteers must be technically capacitated to track the child growth chart and mentoring and monitoring AN women.



Majority of AN women suggested fruits and ragi java, in addition to what ever supplementary nutrition given by NATCO trust.

It is to be noted that majority (78%) are satisfied with the quality, but not satisfied (72%) with the quantity of the nutrition supplements they are receiving (Fig 8).

Referring to the supplementary nutrition from NATCO trust, one of the Anganwadi teachers in Chintalapalem, says that 7 years ago, NATCO trust provided eggs and milk. During the pandemic volunteers visited the homes of Antenatal and Postnatal mothers and distributed nutritional supplements and educated them on pandemic precautions. It is one of the best services provided by volunteers.

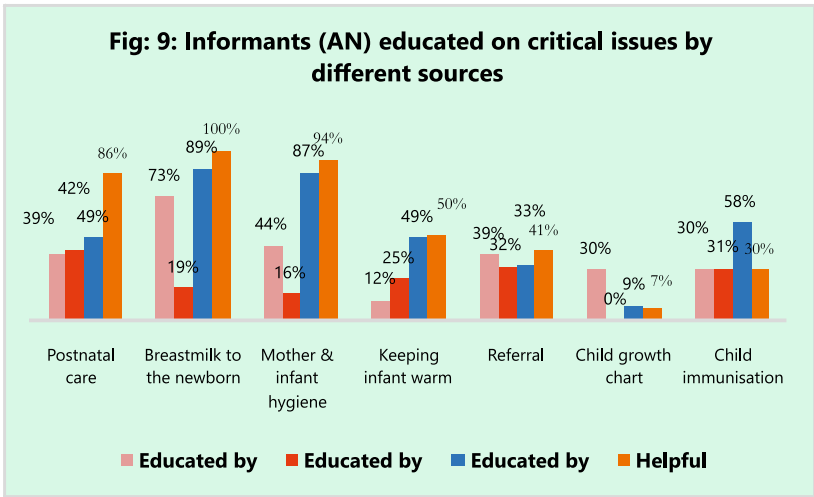
**Postnatal women:**

Postnatal care is more critical and require support and careful monitoring, as most maternal and infant deaths occur in the first six weeks after delivery. In view of this, NATCO Trust has initiated supplementary nutrition for postnatal women and educating them on child care. To understand the outcomes, 23 postnatal women (between 18 to 26 years) were interviewed.

It appears that most of the postnatal women are not visiting the Anganwadi centre every-day, as they are in postpartum recovery stage. Of the total interviewed, 74 % are visiting Anganwadi centres every-day and 26 % once or twice in a month. Many of these women mentioned that their caretakers go in their place to receive Anganwadi meals from the centre.

Given the difficulty, NATCO volunteers are visiting those postnatal women who are irregular to Anganwadi and distributing the nutrition supplements: chikki, dry dates, biscutes and verifying the hospital visit reports, educating them on immunization, infant care, breast milk, keeping the baby warm, mother baby hygienic care.

Statistical data (Fig 9) shows that NATCO volunteers are playing critical role in supporting postnatal women, particularly those who are not visiting anganwadi regularly, with nutrition supplements as well as educating them on postnatal care. Majority of the postnatal mothers (86%+) are happy and satisfied with the services such as postnatal care, early initiation of breast milk to infant, and hygiene practices

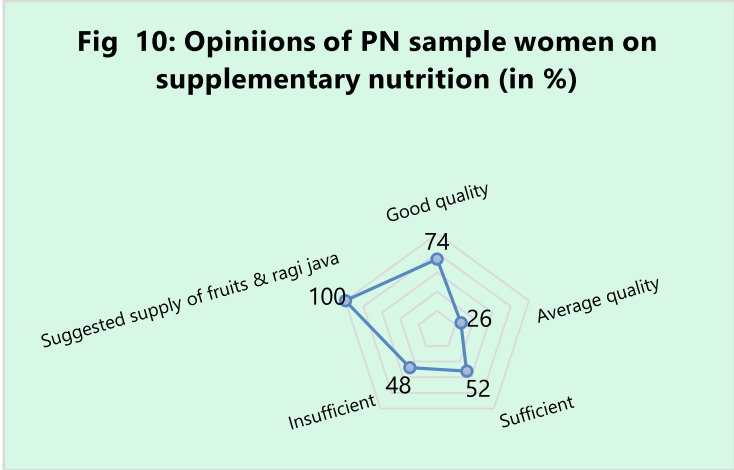


from NATCO Trust as well as from Anganwadi centres.

Growth charts are effective tool in identifying nutritional status of the children. It requires time to time updating and accordingly concerned postnatal women has to be monitored. Such a mechanism seems to be a weak point in the ongoing intervention, and NATCO trust can look into this aspect and

build the capacities of volunteers on how to manage and track the child's growth. It indeed becomes additional technical support to the efforts of the women and child welfare department.

Regarding the opinions of postnatal women on the quality and quantity of supplementary nutrition (Fig 10), though the quality is good, close to half are unsatisfied with the quantity.



Besides, all of them are looking for fruits and ragi java. During the FGDs, it was mentioned that before the pandemic, ragi java was one among other supplements, but it was later stopped. Now, much demand is for re-introducing the ragi java into the menu.

Overall, majority of the antenatal and postnatal women are benefitting with the services made available by NATCO Trust. Particularly, number of ANC visits and

institutional births have increased. However, there are certain grey areas, for instance capacity of the volunteers providing support to the eligible antenatal and postnatal women need to be revisited and improved to ensure quality of outcomes.

### 6.1.2 EDUCATION

In Nagarjuna Sagar, NATCO Trust has invested in 'gurukula coaching' and "after-school tuitions" to improve the learning skills of the children and help them successfully enter gurukula schools. These two are appropriate and context-specific interventions, particularly for children from tribal communities.

#### i) Gurukula coaching

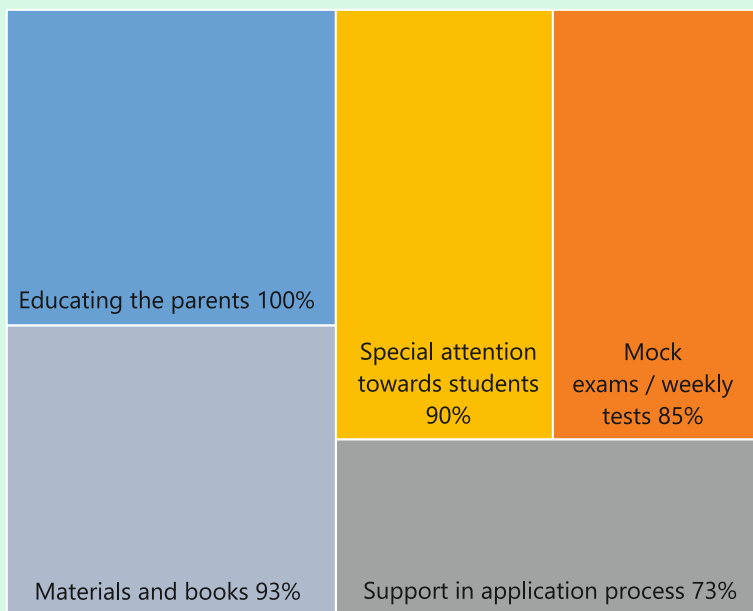
The Telangana Gurukul Common Entrance Test is conducted annually by the Telangana Residential Educational Institutions Society (TREIS), Telangana State Government. Students selected in the

entrance exam join 5th class vacancy seats in social welfare schools and receive free education, food, and clothes. The children in remote villages of Nagarjuna Sagar do not have access to good quality education and the skills required to attempt competitive exams.

Many are first-generation learners; whose parents are either illiterate or have minimal education with which they cannot groom their children with proper mentoring. It is one of the significant interventions introduced by the NATCO Trust in the Nagarjuna Sagar region. NATCO Trust Gurukula coaching being conducted in two centres in the government primary schools. Children from the surrounding villages travel to the locations to avail of coaching. As per annual report of NATCO Trust (March, 2022), 58 students got into Government-run Social Welfare Schools.

*While the initiative by the government has proven to transform the lives of underprivileged children, NATCO Trust supports increasing the accessibility of the initiative to a larger population.*

**Fig 11: NATCO Trust support acknowledged by parents**



To understand the outcomes, 40 parents of those children in Gurukula coaching were interviewed. Most parents (55%) reported that their children are currently in Gurukula coaching, whereas 20% said they have been sending their children to the same for the past year. There are about 25% whose children have been taking coaching for the past two years. All these informants have recognised the role of NATCO volunteers in making home visits, motivating parents to send their children to schools, and the importance of Gurukula coaching.

NATCO Trust appointed vidya-volunteers are playing critical role in educating and motivating the parents. Besides, students are receiving materials and books to an extent, mock exams/weekly tests, support in application process, special attention towards students, and sometimes providing transport facility to the children to the examination centre (Fig 11). "Gurukula coaching is not only enhancing the future of the children in these remote villages but is also changing the behavior of parents towards their children's education" – Vidya volunteer Given the innovative teaching methods (for instance, group exercise), constant monitoring and mentoring, and visible improvement in learning skills, parents have rated Gurukula coaching at highest level.

*"Gurukula coaching is not only enhancing the future of the children in these remote villages but is also changing the behavior of parents towards their children's education" – Vidya volunteer*

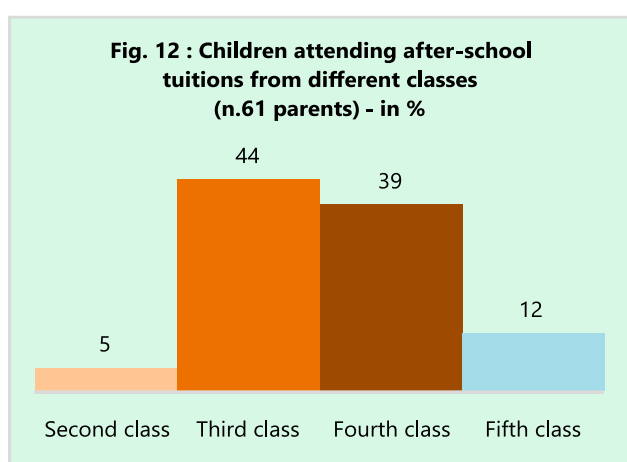
While the benefit of the intervention is evident, the parents have a few concerns about insufficient or lack of infrastructure in the coaching centres, and limiting coaching centres to only two villages. It was told during the FGDs that their out-of-pocket

expenditure on supporting the children to travel long distances (5 to 7 Km) is costing them. In future, NATCO Trust may consider required infrastructure in Gurukula coaching centres and think on cluster approach to increase the outreach.

## ii) After-school tuitions

As more pressure is placed on young minds, they will undoubtedly need to be afforded the time to learn and perform better. Expanded learning programs after school, particularly after-school tuitions help close achievement and opportunity gaps. Given this, NATCO Trust has taken steps to improve children's learning skills in upcoming class (second to fifth standards), where children are struggling with reading, writing, and simple arithmetic, by onboarding them into after-school tuitions.

Such intervention is essential in the Nagarjuna Sagar area, as most children are from tribal communities where education for children is one of the most culturally neglected by the community. After-school tuitions are covering 704 students (NATCO Trust annual report 2022).



Children from various classes (standards) are attending the after-school tuitions. Statistics indicates, majority of the children are from 3rd class, followed by 4th class, 5th class and very less from 2nd class (Fig. 12).

It is evident that volunteers are managing day-to-day activities of the tuition, design lesson plans, and track the progress of each child. They maintain registers to track the attendance of the child. Over the years, they have observed significant improvement in writing and reading among the students, and overall performance at schools.

The parents have observed the impact of after-school tuition, as the majority said that their children's performance in reading (97%) had improved significantly. Similarly, changes were noticed in writing (97%). Less than 50% of the parents believe that their children's performance in simple arithmetic has improved. Overall, 44% of the parents agreed that their children's subject knowledge is good (Fig 13), and they appreciated the efforts taken by the volunteers during after-school tuitions. In this context, one government school teacher says, "NATCO volunteers use child-centric and innovative teaching methods to enhance the child's abilities. After-school tuitions are useful not only to the children but

*In this context, one government school teacher says, "NATCO volunteers use child-centric and innovative teaching methods to enhance the child's abilities. After-school tuitions are useful not only to the children but also to government teachers as they supplement the efforts of the teachers. NATCO volunteers strengthen the child's basic understanding and skills, making them more prepared and equipped to understand classroom lessons better".*

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While appreciating the efforts made by NATCO Trust, most parents suggested the required infrastructure in the premises where after-school tuitions are taking place. Few of them suggested stationary support and drinking water.



### iii) Support to Anganwadi centres

NATCO Trust supports Anganwadi centres in three ways: (i) demand-driven infrastructure, (ii) academic and nutritional support to children, and (iii) human resource support to the centres. The aim is to enhance the access, equity, and quality of education at the foundation level and supplement the efforts of the women and child welfare program.

In sample villages, interactions with parents (n 44) highlighted the efforts of NATCO trust in improving the inputs, such as flashcard model teaching, rhythmic rhymes, worksheet & drawings, and child-centred learning outcomes in Anganwadi centres. In this context, NATCO volunteers are taking additional responsibilities in grooming the children in Anganwadi and supporting the Anganwadi teachers in the daily lesson plan.

“Children listen more attentively when the volunteer teaches them. They get very excited about the rhymes and are enthusiastic about coming to the centre. The volunteer speaks in both local tribal language and Telugu to ensure that the children understand the lessons better” – Anganwadi teacher.

Besides, volunteers are trying to inculcate hygienic habits such as hand-washing among the children. They are educating the parents on nutritious food for children. Most parents regularly interact with the volunteers and understand their children's progress in the Anganwadi centre. Most of the parents (98%) appreciated the teaching methods and learning materials used to strengthen the foundation

*“As government employees, we have multiple duties, and often difficult to manage day-to-day activities in Anganwadi. Having NATCO volunteers is an added advantage as they are, in addition to their tasks in Anganwadi, supporting us in educating the parents, maintaining hygiene, and updating the growth charts”  
– Anganwadi teacher*

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However, as per the parents, a lot more can be done to improve the Anganwadi centres by NATCO Trust, one-fourth of the parents suggested nutritional supplements, few suggested required stationary, flashcards, play cards, and improved infrastructural conditions. Some of these requirements were discussed during FGDs.

### iv) Balavikasa Centre<sup>19</sup>

The NATCO Trust has promoted a model Anganwadi centre – Balavikasa a vibrant early child

development centre - with an intention to experiment innovative teaching materials and methods to improve the learning skills among children below 6 years of age. For this purpose, NATCO trust has designed and constructed a separate building, and appointed a volunteer to manage its operations.

Community involvement in running the Balavikasa centre is one of the best practices introduced. Every day the hot meal is cooked and served by the mother of a child in the centre. Nutritious food, including eggs and vegetables grown in the region, is served to children (Mid-day meal).

Better reading abilities and hand wash practices among the children are the initial outcomes of Balavikasa. Given the child-friendly protocols, the assessment team felt immediate improvements in the centre: inner walls need eye-strain-free colors (preferably creamy white); a user-friendly pathway to reach the centre; replacement of existing outdoor playing materials; minimum 4 feet smooth surface to the inner walls to prevent injuries while children are playing inside the centre; sufficient light within the centre and uniforms for children. These are most critical in terms of safety and user-friendly requirements.

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<sup>19</sup>The assessment team discussed elaborately in impact/case stories.







## Interventions in Kothur, Telanagana State

NATCO Pharma has a formulation facility with 1038 employees at Kothur in Telangana. As a mandatory CSR policy, NATCO Trust undertakes several interventions focusing on health and nutrition, education, livelihoods, and infrastructure programs benefitting the local community in 19 villages surrounding the facility.

In order to understand the functioning, efficiency, impact, and relevance of these interventions to the target populations, an impact evaluation team has visited 6 sample villages, interacted with 268 beneficiaries and 46 volunteers, and interacted with the villagers during five Focus Group Discussions.

### 6.1.2 HEALTH AND NUTRITION

*With focus on community-based healthcare and health education, NATCO trust attempts to promote healthy living among those who cannot access and afford the same.*

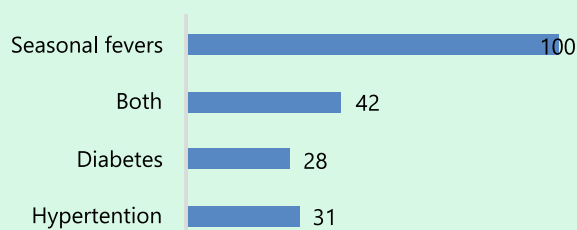
NATCO trust is committed to improving the target population's health and nutrition by providing free medical services and nutritional supplements, educating women on health issues, and conducting health camps through village volunteers. Besides, the trust also supported the establishment of LV Prasad eye clinic in the region.

#### i) NATCO Mobile Health Clinic (NMHC)

The NATCO Mobile Health Clinic started its operations in 2010, providing primary healthcare facilities accessible at the doorsteps of villagers, specifically those residing in poorly connected villages and elders. Its primary function is to examine individuals with hypertension and diabetes and those suffering from seasonal fevers, including Non-Communicable diseases (NCD), and provide appropriate medication. In deserved cases, the patients were referred to appropriate hospitals in Hyderabad, where NATCO has strong relations.

With one doctor, paramedical staff, and a pharmacist, the NMHC visits villages surrounding the NATCO pharma facility and conducts health check-ups. In 7 sample villages, 36 individuals who utilized the NMHC services for themselves or family members were interviewed.

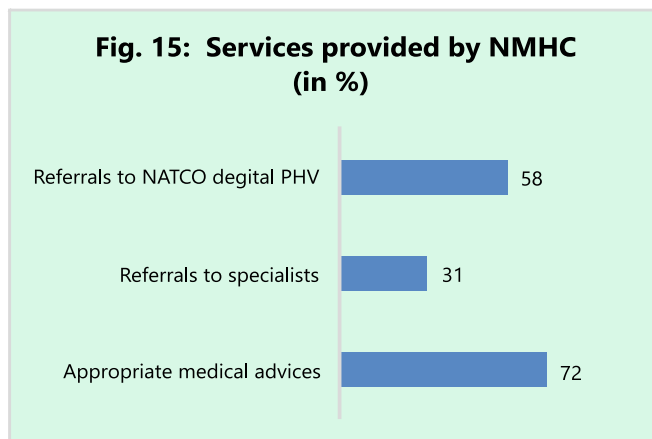
**Fig 14: Ailments treated in NMHC  
(in %)**



NMHC is doing good service when seasonal fevers, such as dengue, viral fevers, influenza, and malaria, are spreading in the Kothur region. Statistics indicate that majority are availing of NMHC services for seasonal fevers. Besides, people with diabetes, hypertension and a combination of these cardiovascular risks are also taking regular services of NMHC

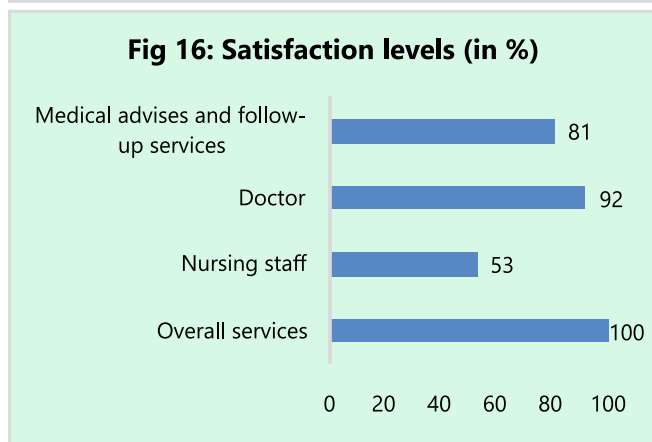


As a protocol, those suffering from ailments that are not curable/treatable at NMHC were referred to the tertiary-level government hospitals in Hyderabad. Occasionally, a few deserved cases were referred to NATCO Digital Primary Health Centre (NDPHC).



Further statistical details (Fig 15) indicate that half of the informants were referred to NATCO digital PHV for further examination. Quite a few referred to specialists in government or private hospitals. Most of them said they received appropriate medical advice.

“The mobile clinic is very helpful for elders like me to get treatment and support to maintain my health”, says an elderly person during the FGDs.



The satisfaction levels of the informants highlights that they are all satisfied with the overall services of NMHC (Fig 16). Most of them are satisfied (92%) with the services of medical

*“The mobile clinic is very helpful for elders like me to get treatment and support to maintain my health”, says an elderly person during the FGDs.*

doctor, where as less number expressed their satisfaction over the services of nursing staff (53%). Though the reasons are not so clear, however according to quite a few patients little harsh behaviour seems to be hearting factor.

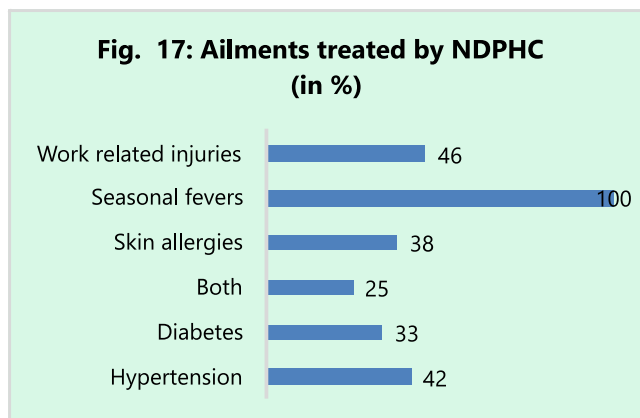
During the FGDs, villagers expressed that NMHC made healthcare services easily accessible and reduced their out-of-pocket health expenditures by providing free doctor consultations and medication. Better medical infrastructure (at least a few chairs for elders to rest while accessing NMHC), and facility to get a complete urine examination (CUE), and a complete blood picture (CBP) at NMHC is expected by the majority.

**ii) NATCO Digital Primary Health Centre**

The NATCO Digital Primary Health Centre (NDPHC) is one of the collaborative efforts (partnering) with e-Vaidya services. Located in Mekaguda village, NDPHC's primary aim is to offer essential healthcare services to residents of 70 surrounding villages and to provide treatment for non-communicable diseases, seasonal diseases, and minor injuries. Given the outreach of the services, partnering with e-Vidya services is one of the appreciable strategic steps by NATCO Trust.

Due to the pandemic protocols, the services, however, became restricted to villagers in Mekaguda only, as most of the patients interviewed (67 %) who have availed of the services live within one

kilometer of NDPHC. As of now, NDPHC has one female doctor and paramedical staff, including the receptionist, pharmacist, and nurse. It has introduced health cards system to the patients to track their visits.



According to the doctor at NDPHC, an average of 80 patients visits the centre every day, and most of the patients come with complaints such as viral and seasonal fevers, skin allergies, and agriculture work-related injuries. Such trends were confirmed by 24 patients who were interviewed.

Hypertension is one of the critical cardiovascular challenges for most of the patients (42%) followed by diabetes (33%). There are quite a few

having both hypertension and diabetes (25%) and they are getting regular medical treatment and free medicines from NDPHC.

For critical health issues that are beyond the capacity of NDPHC, the doctors refer the patients to specialists in closest government or private hospitals. The paramedical staff at NDPHC do the follow-ups, and NATCO volunteers' role is also visible in follow up services (29 %).

Quite exciting points came out during the one-to-one interactions as well as FGDs. While quite a few (58%) are satisfied with NDPHC services, 42 % rated the services as "not up to the mark," and the "why" factor says the delay in issuing the test reports (38%), not getting relief despite of using medication (21%), and being a primary health centre, and its services are confined only to Mekaguda village.

### iii) LVPrasad Eye Clinic (LVPEC)

NATCO trust partnered with LV Prasad Eye hospital in setting up LV Prasad Eye Clinic in Kothur to facilitate affordable eye care accessible to villagers in the surrounding areas. NATCO Trust provided financial support for the construction of the hospital building.

Along with regular eye care services, NATCO Trust and LVPEC organize free eye screening camps in the Kothur region. It helps in restoring vision to the residents of remote areas, thus reducing the burden of blindness due to cataract and refractive error.

Of the 40 patients and their caregivers interviewed (In-person as well as through telephonic

*"Many patients from surrounding villages visit LV Prasad Eye Clinic for treatment. Before the construction of LVPEC, we had to travel to Hyderabad to access eye care. At LVPEC, we can access check-ups and glasses for an affordable cost," says a villager in a Focus Group Discussion.*

*"The eye camps conducted by NATCO trust are very beneficial to us as we cannot afford these services otherwise. Many older people have undergone free and successful cataract surgeries at LVPEC with the support of NATCO Trust's eye camps. NATCO volunteers are taking responsibility in post-surgery follow-ups which is critical during the recovery stage," says one of the villagers during FGD.*

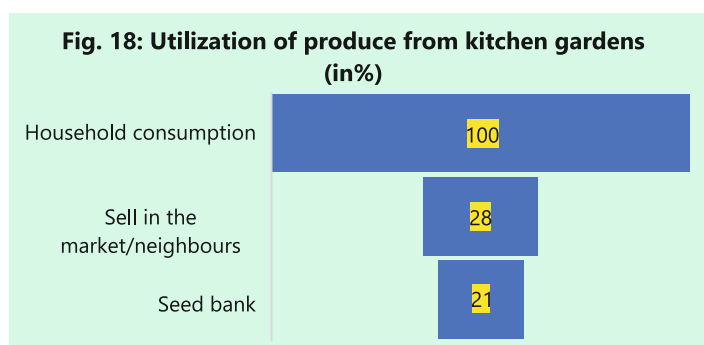
interviews), most of them (58%) availed services more than twice, and the more significant majority (83%) have been admitted to the hospital at least once to undergo more prolonged treatment procedures such as cataract surgery and post-surgery care.

"The eye camps conducted by NATCO trust are very beneficial to us as we cannot afford these services otherwise. Many older people have undergone free and successful cataract surgeries at LVPEC with the support of NATCO Trust's eye camps. NATCO volunteers are taking responsibility in post-surgery follow-ups which is critical during the recovery stage," says one of the villagers during FGD. "Many patients from surrounding villages visit LV Prasad Eye Clinic for treatment. Before the construction of LVPEC, we had to travel to Hyderabad to access eye care. At LVPEC, we can access check-ups and glasses for an affordable cost," says a villager in a Focus Group Discussion.

The satisfaction levels are high on overall services of LVPEC, as the system in the hospital, especially with fixing appointments with the doctors, services by professional ophthalmologists, and services of supporting staff. Long waiting times to consult the doctor and the behavior of nursing and pharmacy staff are the concerns expressed by some (18%) informants.

#### iv) Backyard Kitchen Gardens

As part of the NATCO Trust's initiatives, women were encouraged to cultivate pesticide-free backyard kitchen gardens to increase consumption of fresh vegetables and save expenditure on purchasing

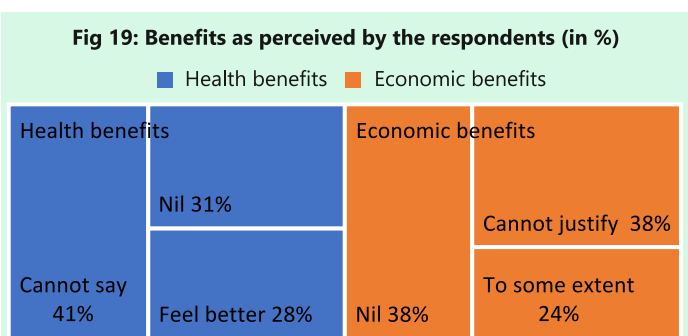


vegetables from outside markets. As per 29 women informants who are managing backyard kitchen gardens, volunteers are educating them and supplying the seeds, and occasionally organic manure.

Households are utilizing the product for multiple purposes (Fig 18). Besides consuming a portion of the produce, quite a few sell the extra product to neighbours or

in the market, and few cultivate the seeds and keep them for larger cultivation (seed bank).

Women respondents are not so firm in perceiving the benefits of kitchen gardens. Establishing the



logical link between household health and the economic benefits of kitchen garden products is challenging. In this context, perceptions emerged during the individual interactions and FGDs, indicating that a few respondents said they felt better consuming the vegetables produced in the kitchen gardens and earning meager income by selling the products to neighbors occasionally (Fig 19).

One observation is that volunteers are trying to push the importance of organic manure experimentally in the kitchen gardens so that households understand its significance and use organic manure in more extensive farming.

Despite constant volunteer efforts, most women are not interested in backyard kitchen gardens as they are not finding many benefits. Besides, being unable to get seeds on time and pest attacks are discouraging factors.

### v) Supplementary Nutrition Centres

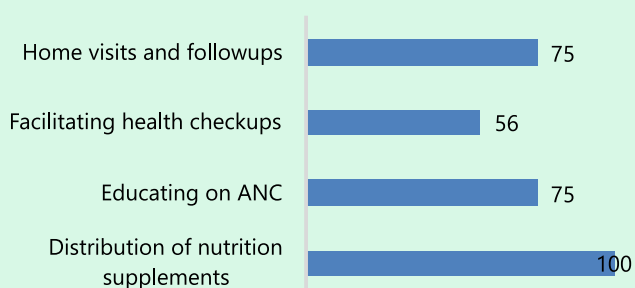
*"Many women in the region cannot afford nutritional supplements, and several women have iron deficiency. In such cases, the supplements provided by NATCO trust are beneficial", according to an ASHA worker.*

"Many women in the region cannot afford nutritional supplements, and several women have iron deficiency. In such cases, the supplements provided by NATCO trust are beneficial", according to an ASHA worker.

NATCO trust Nutrition centres in Anganwadi centres aimed at educating pre and post-natal women on health, specifically ANC, hygiene, child-rearing practices, and nutritional supplement. It is a collaborative effort with ICDS to ensure necessary services to pregnant and lactating women in the villages.

### Antenatal women

**Fig 20: Respondents receiving various services from volunteers (in %)**

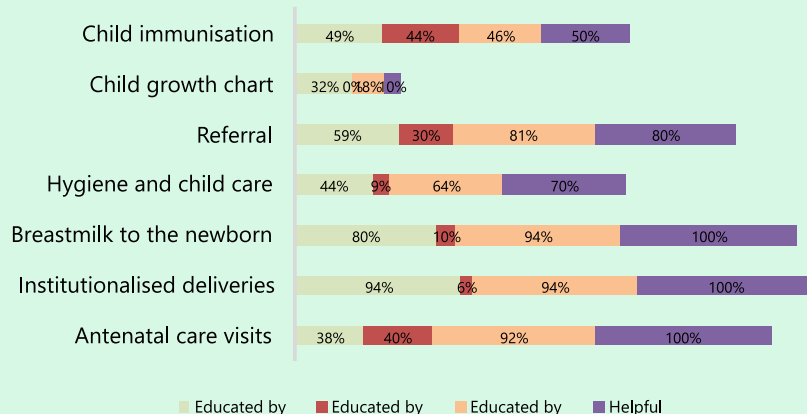


During one-to-one interaction with 16 antenatal women (between 4 and 9 months pregnant), it was found that volunteers are making efforts to educate them on the importance of ANC visits and hygienic food.

The NATCO Trust volunteers role, in this context, is more significant as they are undertaking multiple activities. According to the informants (Fig 20), distribution of nutrition supplements: chikki, dry dates and biscuits, is

the major tasks of volunteers, followed by educating them on ANC visits, home visits and follow-ups, and facilitating health check-ups at nearby PHC and NMHC.

**Fig 21: Informants (AN) educated on critical issues by different sources**

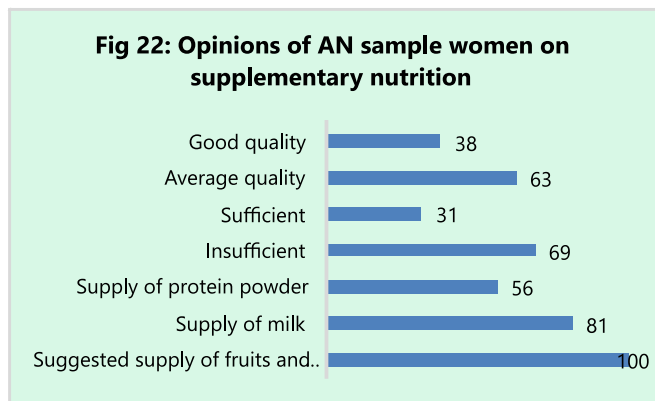


All respondents said that they visit Anganwadi centres every day to obtain hot cooked meal and other services from and at the same time interact with the NATCO Trust volunteers.

The volunteers also track and document the changes in the health status of the women in Anganwadi centres. They assist the Anganwadi teachers



and ASHA workers in supporting ANwoman through various services. In Anganwadi centre, both Anganwadi teachers, ASHA and NATCO Trust volunteers are educating the eligible women. As indicated by the informants, NATCO trust Volunteers role is significant in providing awareness on ANC visits, institutional deliveries, breastmilk to new born (Fig 21).



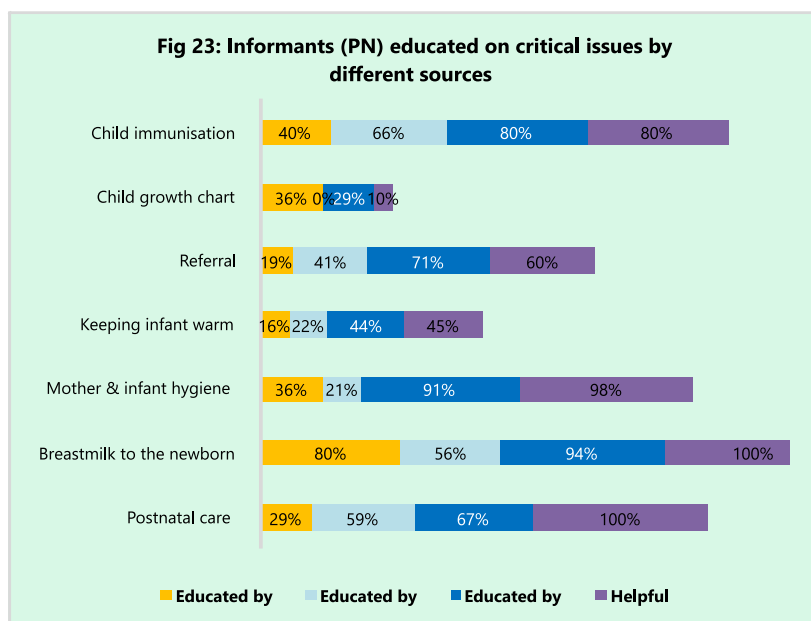
Most of the informants acknowledged the referral systems, however quite a few know little about growth charts. This is one of the gray areas where NATCO Trust has to capacitate its volunteers.

Most AN women interviewed and the community during FGDs suggested fruits and ragi java is essential supplementary nutrition. Quantity, according to the majority (69%), is insufficient, and a more or less similar majority (63%) said whatever supplements being given are of average quality (Fig 22). Few felt that adding milk and protein powder would be an advantage for most of the anemic AN and PN women.

The storage of supplementary nutrition products in Anganwadi centres also matters, and NATCO Trust has to look into this matter and take appropriate steps.

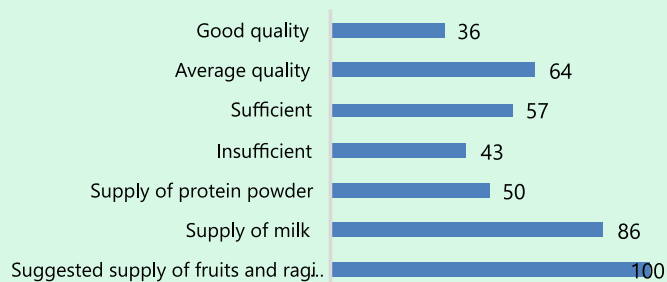
**Postnatal women:**

NATCO Trust also facilitates similar services to postnatal women in the region. All 14 postnatal women acknowledged the role of NATCO Trust volunteers who have educated them on the importance of institutional deliveries, and all of them have undergone institutional deliveries. Most of them visit the Anganwadi centres daily and receive hot-cooked meals provided under ICDS, along with nutritional supplements such as chikki, dates, and biscuits from NATCO Trust. Those who cannot visit also receive supplements from volunteers during their home visits.



Most postnatal women are well aware of the significance of breast milk to newborns, postnatal care, and immunization. NATCO Trust volunteer's role is acknowledged by them as well as by caregivers and the community during FGDs (Fig 23). However, managing child growth charts and sensitizing postnatal women on the importance of tracking the child's growth seems to be very weak. It is where NATCO Trust improves the volunteers' technical capacities.

**Fig 24: Opinions of PN women on supplementary nutrition (in %)**



While discussing supplementary nutrition, most of the women believe that chikki, milk, fruits, and ragi java will do better, improving their postnatal health. Few have suggested protein powder. From the respondent's point of view, whatever supplements are being given are insufficient and suggest more quantity (for instance number of chikkis and dates). At the same time majority (64%) talked about the average quality of the supplements (Fig 24).

NATCO Trust, in consultation with the nutrition experts, may consider the quantity (in terms of nutritious mixtures) of the supplementary nutrition, for instance, the quantity and composition of Zinc, Iron, Calcium, Folic acid, and supplements with Vitamin A & B12 in the daily supplements to both antenatal and postnatal women. It will significantly impact the pre and postnatal outcomes by reducing the risk factors.

## 6.2.2 EDUCATION

### i) After-school tuitions and Gurukula coaching

In the villages surrounding the NATCO Pharma facility, NATCO trust initiated after-school tuition and Gurukula coaching to improve the learning skills of children studying in Government schools and secure seats in Government Social Welfare schools. Both these interventions are relevant to the region as most of the population is dominated by Sugali (Lambada) tribes whose perceptions of education are less than other communities in the region. About 38 students got into Government run Social Welfare Schools (NATCO Trust annual report 2022).

Interaction with 63 parents of children attending the tuitions indicate that most (81%) of the children are in Gurukula coaching to get into Government Ashram Schools. Mock tests, reading materials and personal focus by volunteers are the added advantages perceived by most (94%) of the parents. "Students in these villages cannot afford private tuition. Gurukula coaching through NATCO Trust aims to support such students in achieving their academic plans.....upon receiving admission into Gurukula schools, students obtain free education until the intermediate level. It reduces a huge financial burden on their parents, and students and their parents are thus motivated to attend NATCO Trust's coaching classes." ~ says one of the parents.

*"Students in these villages cannot afford private tuition. Gurukula coaching through NATCO Trust aims to support such students in achieving their academic plans.....upon receiving admission into Gurukula schools, students obtain free education until the intermediate level. It reduces a huge financial burden on their parents, and students and their parents are thus motivated to attend NATCO Trust's coaching classes." ~ says one of the parents.*

The outcomes of Gurukula coaching is clear as 32% of those students undergone the coaching secured seats in Government Ashram Schools. According this section of students, volunteers are counselling them to overcome certain entry level challenges and also support in admission process.

Besides, Gurukula coaching, quite a good number (60%) of parents acknowledged their children attending after-school tuitions on their children during the current academic year. The outcomes of after-school tuition are visible as most of the respondents (84 %) witnessed improvement in their children's reading and writing abilities and scored better in their school examinations. NATCO Trust vidya volunteers also conducted tuitions during the pandemic lockdown periods by making home visits.

Most of the parents (65 %) suggested the provision of snacks, drinking water, stationary and better infrastructure for those children attending after-school tuitions.

## ii) Anganwadi centres

In the Kothur region, NATCO Trust supports Anganwadi centres to supplement the ongoing efforts of ICDS in strengthening early childhood care and development. In this process, NATCO Trust volunteers play a critical role in providing snacks, and reading materials, supporting the Anganwadi teacher in child health and hygiene care and updating the records.

According to the 45 individual interactions with the parents, innovative teaching methods such as flashcards and visual diagrams are critical factors in improving the children's understanding and learning skills. As children are acquainted with and oriented towards the teaching methods of

"We support Anganwadi teachers in delivering government curriculum to the children. We also use the

*"NATCO trust's focus on English is necessary to children's growth. The curriculum followed by NATCO volunteers complements the government curriculum and ensures the overall educational development of a child", says an Anganwadi teacher.*

*"We support Anganwadi teachers in delivering government curriculum to the children. We also use the curriculum developed by NATCO Trust, including rhymes, poems, worksheets, and flash cards. In addition to this, we make children do exercises and teach them habits of hygiene", says a NATCO volunteer.*

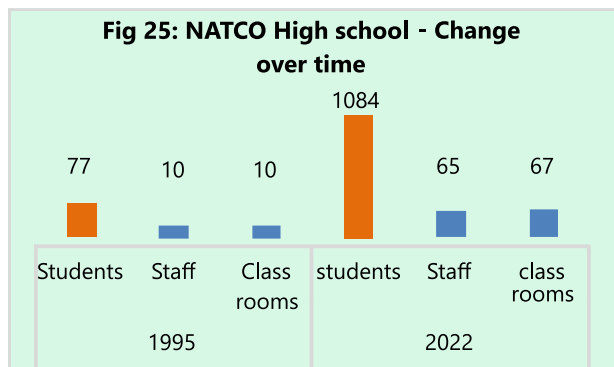
curriculum developed by NATCO Trust, including rhymes, poems, worksheets, and flash cards. In addition to this, we make children do exercises and teach them habits of hygiene", says a NATCO volunteer. "NATCO trust's focus on English is necessary to children's growth. The curriculum followed by NATCO volunteers complements the government curriculum and ensures the overall educational development of a child", says an Anganwadi teacher.

volunteers, they are becoming quick learners. Play, communication, and proper feeding help a child grow healthy and learn. They inculcated a habit of hand wash, and reciting rhymes and alphabets in English language. These are some of the observations made by majority of the parents (73%).

Regular interactions with parents and sensitizing them on their children's cognitive growth are the best practice adopted by the volunteers. It is one factor in giving hope and confidence to parents about the outcomes in Anganwadi centres. Most of the parents (56 %) are interacting with volunteers' monthly meetings conducted at the Anganwadi centres, and few are meeting every day to understand the progress.

To develop infrastructure, NATCO Trust has taken another step in constructing a model Anganwadi centre with all required infrastructure. It attracts parents and children, and perhaps children will get more interest in attending regularly. It supplements the ICDS efforts to improve the child-friendly Anganwadi infrastructure.

### iii) NATCO High School (NHS)



The NATCO High School (estd. 1995), is another initiative of NATCO Trust to make the best-quality education accessible to children residing in the surrounding villages in the Kothur region. This initiative has been well received by the local communities. It started with 77 students, 10 class rooms, and 10 faculty and now it is having 1084 students, 67 class rooms and 65 employees.

In interaction with 20 students (in 9th and 10th grade), it appears that most of them (65%) were admitted into the school during their pre-primary level education. The unconventional methods of teaching: digital methods, lab experiments, practical learning, open classes, and field exposure are the significant pushing factors in cognitive improvement.

Besides, additional hours of teaching and interaction with teachers, additional reading materials, and pre-board examinations are advantages for most students (55%) to improve their subject knowledge.

Unconventional methods are the significant advantage perceived by most of the students (90 %). "At NHS, we use activity-based learning, art-integrated learning, ICT, and peer learning as some teaching methods. This makes learning livelier and more inclusive for the children", says a teacher at NHS.

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*"I conduct puppet shows, screen documentaries, and make children listen to podcasts. I believe, this way, the students understand the concepts better" - science teacher.*

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It is also evident that students are receiving assistance from school staff for their future educational pursuits. Mentoring and regular monitoring significantly impacting the learning skills of the students.

Extracurricular activities, including sports, arts, dance, farming, annual day celebrations, and

others, are the encouraging factors in NHS. Awareness programs on menstrual hygiene, WASH practices, and behavior are regular programs conducted by teachers, academic mentors, and staff.

Most of the students (80%) found these programs helpful. The students duly acknowledge the support of an academic mentor in organizing such programs. Parent-teacher monthly meetings are being



*"Every batch of students should undergo career counselling and is oriented to choose the right and interesting career paths. We also encourage students to regularly interact with their seniors and build their awareness about various career options", a teacher doing career counselling.*

*"NHS provides opportunities for students and teachers to develop their skills, focusing more on holistic development rather than securing marks. Working here allows me to help students from economically poor backgrounds" - teacher.*

conducted regularly to update the parents/caretakers with the progress and learning of children. "NHS provides opportunities for students and teachers to develop their skills, focusing more on holistic development rather than securing marks. Working here allows me to help students from economically poor backgrounds" - teacher. While there are several outstanding aspects of NHS and the satisfaction levels of students and their parents, one critical concern expressed by girl students is that they are uncomfortable with the current school uniform (Jeans and T-shirts) – which needs to be addressed by the NATCO Trust.

### **6.2.3 LIVELIHOODS through Vocational Training**

With the objective of up-skilling rural women and helping them generate a source of income, NATCO trust established vocational training centre with all required infrastructure in the premises of NATCO High School in Kothur. Trainees are oriented by trained instructor on various techniques of stitching that finally help them establish independent and or collective practice for income generation. On several occasions, NATCO trust provided paid tailoring opportunities for trained women for NATCO High School uniforms and NATCO pharma uniforms. During the pandemic, this centre was closed and recently re-opened its operations with fewer trainees.

Interaction with 12 trainees indicates that they came to know about the skill centre and its advantages through volunteers. Most of them (62%) have started refreshing their training skills which they acquired before to pandemic in this centre. Stitching apparels such as: blouses, kurtas, t-shirts, shirts, skirts and shorts are the usual skills provided here. Upon completion of course at the vocational centre, formal examination is conducted towards the end. Based on the performance in the examination, trainees are awarded with the certificates.

It is evident that less than half of the trainees consulted established their own tailoring units and supplementing the household income. Particularly they provided uniforms for students in NATCO High school and employees of NACTO Pharma.

Through various methods - own tailoring or employed elsewhere - on average, they are earning Rs. 3300 per month. It has to be considered as the impact of vocational training. For regular income, trainees are looking for sustainable business arrangements by NATCO Trust, including advanced tailoring machines and networks with schools and hospitals where the opportunity is there to supply uniforms.

#### **6.2.4 Veterinary services**

NATCO trust supports a government veterinary hospital in Mekaguda village. Households with livestock access free treatment and medicines (Calcium mineral mixture) for their animals from this veterinary clinic. Being dominated by the tribal community, the Kothur region has good numbers of domestic animals, mainly cows, buffalos, and lambs. For most households, dairy is the primary source of income (for a few, it is a secondary source of income). Thus, veterinary care has much demand.

All the farmers (n.8) from Mekaguda have livestock such as cows, buffalos, and lambs; they said that livestock is one of the primary sources of living for the farmers, and they primarily use the livestock to sell milk and dairy products.

Most of the farmers are satisfied with the medicines supported by NATCO Trust; however, looking for veterinary doctors at frequent intervals and whenever the situation demands. Though farmers are satisfied with the services, having a full-time doctor is the most preferred requirement by the farmers.







## Interventions in Guntur, Andhra Pradesh

As a part of CSR, NATCO Trust has invested in health, nutrition, education, and agriculture in four villages in the Ponnur Mandal of the Guntur region. Besides, it also constructed a separate block for cancer care in Guntur Government General Hospital.

### 6.3.1 HEALTH AND NUTRITION

#### i) NATCO Trust Cancer Block, Guntur General Hospital

With the ongoing demographic and epidemiological transition, cancer is a significant public health concern in India. The household economic burden on cancer treatment is among the highest for any ailment, and the average out-of-pocket spending on inpatient care in private facilities is about three times that of public facilities. Furthermore, treatment for about 40 percent of cancer hospitalization cases is financed mainly through borrowings, the sale of assets, and contributions from friends and relatives. Also, over 60 percent of the households who seek care from the private sector incur out-of-pocket expenditure of over 20 percent of their annual per capita household expenditure.

Given the scenario, to support the improvised households with cancer patients, NATCO Trust has taken steps and constructed a separate block in GGH and dedicated it to cancer care. This “partnership” model of CSR will have a more significant impact and sustainability. Individuals diagnosed with cancer undergo free treatment from government doctors with oncology specialization. Most cancer patients from neighboring districts are availing of services.

Interaction with 28 patients and their care givers confirmed that majority visited (61%) the hospital more than twice and most of them (64%) admitted into the hospital for further treatment.

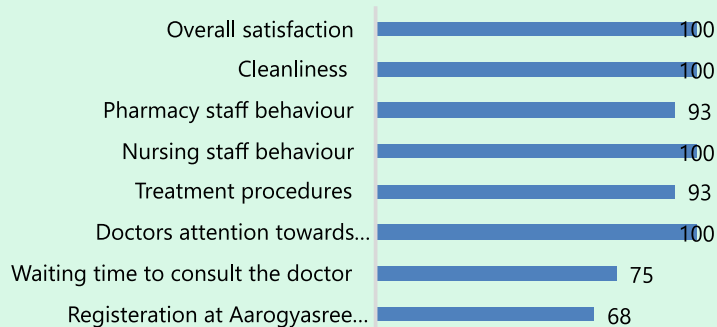
Results of the patient/caretakers' satisfaction survey show greater satisfaction with the doctor's attention (100%) towards patients and addressing their specific health concerns. Similarly, they are satisfied with the behavior and support of the nursing staff and the cleanliness of the hospital.

Though 100% are satisfied with the overall services, most expressed concerns over registration counters and waiting time to see the doctors. These were apparent concerns when the patient flow and the number of doctors were mismatched.

NATCO Trust provides free medicines and sometimes due to delay in transit, scarcity of certain medicines is reported by the patients. This can be addressed by NATCO Trust.

Besides, lack of counselling facilities is

**Fig. 26 : Patients/caretakers satisfaction over the services (in %)**

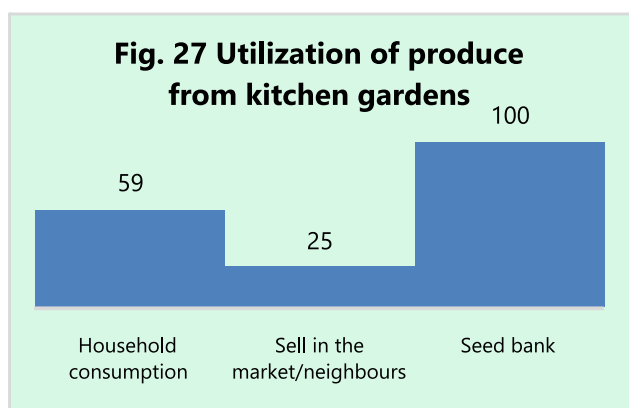




one of the significant disadvantages expressed by the patients as well as their caregivers. Counselling for cancer patients is an integral part of oncology treatment as it makes the patient feel better and confident, and their family goes through upheaval. Patients and their families/caregivers usually have several concerns about treatment, survival, lifestyle, and follow-ups. Such issues have to be answered by the counsellor that can perhaps support their recovery. Given this scenario, NATCO trust has to quickly add professional counselors to their team at the cancer block.

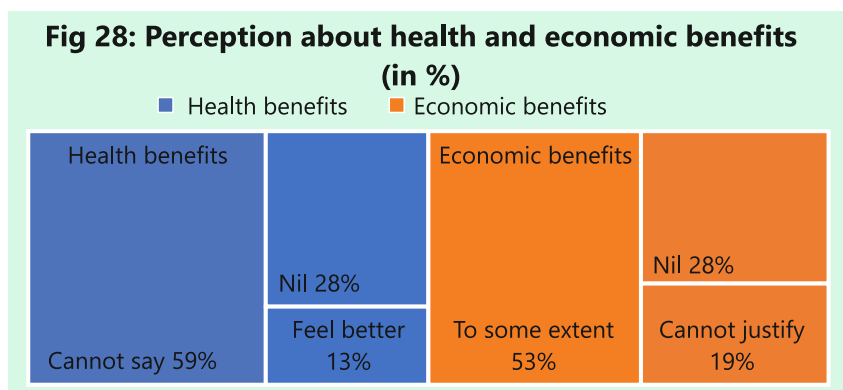
### i) Backyard Kitchen Gardens

NATCO Trust initiated the Backyard Kitchen Gardens initiative to encourage people to grow pesticide-free vegetable produce. Out of 32 women informants having backyard kitchen gardens, agriculture is the primary occupation for most (44%), and being educated by volunteers on the economic and social benefits of having kitchen gardens in their backyards. These women cultivate leafy vegetables, tomatoes, and brinjal.



Data indicates that majority are using the produce as seed bank, particularly when they cultivate brinjal and tomatoes. Very few are selling the produce in the market or to neighbours, whereas household level consumption is also evident (Fig 59).

As this region is an agriculture-rich area, most households are not interested in backyard kitchen gardens. A few farmers in FGDs said they cultivate vegetables in a small portion of their farmlands for household consumption, which may be one reason for not showing much interest in backyard kitchen gardens.



Most of the informants are not able to perceive any health and economic benefits from consuming the products of kitchen gardens. Specifically, it is difficult to establish the health benefits. As most of them (53%) are selling and or using the seeds are getting

supplementary income (Fig 28).

Despite such responses from the households, NATCO volunteers are making efforts visiting households review the pros and cons of the kitchen gardens and suggesting to come out from challenges. According to one of the NATCO volunteers, there are more than 200 beneficiaries of backyard kitchen gardens in the villages surrounding Gollamudipadu in the Guntur region. It is an outcome of regular visits by volunteers and technical support to the households.

Non-pesticide Management (NPM)&Zero Budget Natural Farming (ZBNF)

Through NPM and ZBNF, NATCO trust not only aims to make pesticide-free food accessible to target populations, but also improve their livelihood by selling the produce such as paddy in the outside markets.

About 14 NPM farmers and 8 ZBMF farmers in the four villages in Guntur district were consulted, to understand the health, nutrition and economic benefits of the interventions.

### iii) Non-pesticide Management (NPM)

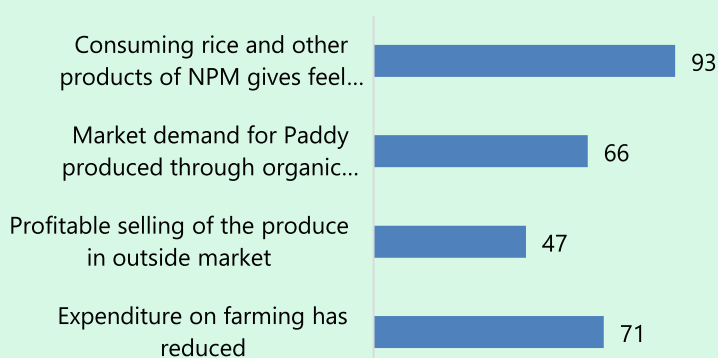
Non-pesticidal management in agriculture is a win-win model for farmers and consumers. It involves multiple strategies to control pests and maintain the crop's health: before, during, and after the crop cycle, and includes intercropping, mixed cropping, crop rotation, planting of trap crops and border crops, and the use of organic matter. The Ministry of Agriculture and Farmers Welfare (MoFAW) brought a new Pesticide Management Bill, which the Union Cabinet approved on February 12, 2020. In this way the significance of NPM has been promoted in India.

Interaction with 14 NPM farmers, it is to be noted that they are all small and marginal, owning 3 to 5 acres of cultivable land. On average, 0.8 to 1 acre of land is used to practice the NMP method, and whatever (mainly paddy) is cultivated is primarily used for domestic consumption. In the words of a Sarpanch, "though this is an age-old method forgotten by all farming community, NATCO Trust reintroduced it, and quite a few now practice organic farming for various health and economic reasons, and it is benefitting them" - Serpanch

In the words of a Sarpanch, "though this is an age-old method forgotten by all farming community, NATCO Trust reintroduced it, and quite a few now practice organic farming for various health and economic reasons, and it is benefitting them" - Serpanch

Paddy, maize, jowar, and black gram are the common crops grown by farmers using NPM. Quite a few farmers cultivated more than one crop at a time.

**Fig 29: Benefits as told by the NPM farmers (in %)**



All the farmers adopted NPM are using Jeevamrutham, panchagavya, fish and egg amino acids, neem oil, DAP, and urea as advised by the volunteers. The benefits of NPM, as indicated by majority are: domestic consumption gives feel good feeling (93%), expenditure on farming has reduced (71%), and few confirmed markets demand, particularly for Paddy (66%). However, the significant observation is that less farmers said that selling the products for low profitability in

the market sometimes impacting their expenditures on NPM. This is one of the factor discussed by many farmers during FGDs (Fig 29).

The role of NATCO volunteers is well established in motivating the farmers towards NPM, train them for

One of the NPM farmers said: "in pesticide farming, we use weedicides to remove weeds. Since that cannot be used in NPM farming, I incur high costs to pay laborers to remove the weeds manually...sometimes unseasonal rains also affect adversely".

the same, and provide support whenever necessary. Particularly their technical role in preparing organic fertilizers, cropping methods and organic farming.

One of the NPM farmers said: "in pesticide farming, we use weedicides to remove weeds. Since that cannot be used in NPM farming, I incur high costs to pay laborers to remove the weeds manually...sometimes unseasonal rains also affect adversely". While the respondents have rated the intervention as good, some of them were facing certain challenges in practicing NPM, for instance unseasonal rains and price variations in the market for NPM products.

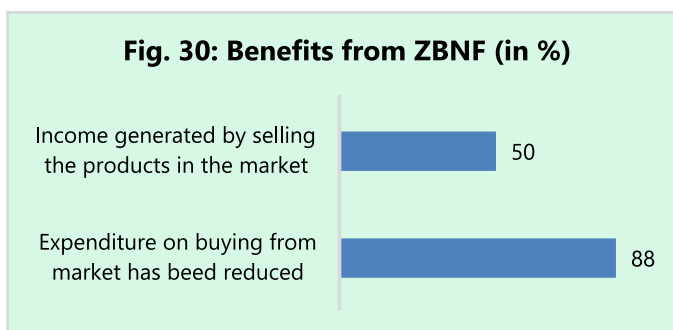
### i) Zero Budget Natural Farming (ZBNF)

Zero Budget Natural farming is a method of chemical-free agriculture drawing from traditional Indian agriculture practices. It was promoted by Maharashtrian agriculturist and Padma Shri recipient Subhash Palekar, who developed it in the mid-1990s as an alternative to the Green Revolution's methods driven by chemical fertilizers and pesticides and intensive irrigation.

Promoting ZBNF by NATCO trust is to improve the soil's natural fertility, reduce the burden of indebtedness among small and marginal farmers, and reduce the expenditure on production and farming made into a "zero budget" exercise, breaking the debt cycle for many small farmers.

NATCO Trust volunteers promote the application of jeevamrutha — a mixture of fresh desi cow dung and aged desi cow urine, jaggery, pulse flour, water, and soil — on farmland. This fermented microbial culture adds nutrients to the soil and acts as a catalytic agent to promote the activity of microorganisms and earthworms in the soil. A similar mixture, called bijamrita, is used to treat seeds, while concoctions using neem leaves and pulp, tobacco, and green chillis are prepared for insect and pest management.

For all farmers contacted, agriculture is the primary occupation. Most of them are using leased land for ZBNF farming methods, and less using their own lands.



According to the farmers in this category, paddy is the major produce followed by jowar and maize. Organic fertilizers including jeevamrutham, kashayam, neem oil, panchagavya, and kitchen ingredients are used extensively.

Most informants (88%) said that their household expenditure on food grains, particularly on paddy, has been reduced to a more significant extent as they are using rice for domestic consumption. Half of the informants (50%) said they earned money by selling the paddy and other products cultivated using ZBNF in the local market (Fig 30).

Nearly 70% of the farmers said that though market demand is there for organic products, buyers are not showing interest to purchase because of higher prices, and selling at lower prices may not be helpful in earnings.

Though farmers, during FGDs, discussed the health benefits of using ZBNF products, none have firmly confirmed it. It gives a “feel-better” perception – says most of the farmers.

NATCO Trust has facilitated the training of farmers in making organic fertilizers, distributing seeds, supporting them to overcome challenges, and tracking their progress. Most of the ZBNF farmers suggested that NATCO Trust supply organic fertilizers.

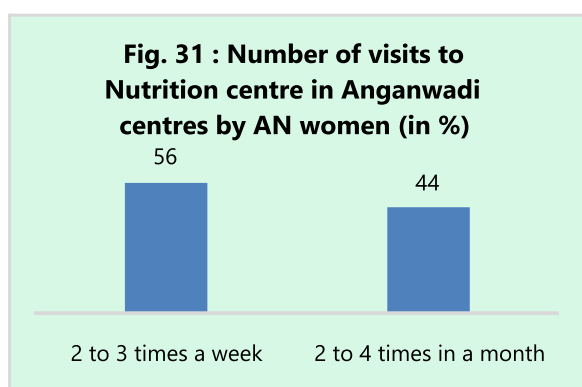
## ii) Supplementary Nutrition Centres

By providing supplementary nutrition and educating Pregnant and Lactating women (AN & PN),

NATCO Trust's nutrition centres aim to work hand-in-hand with government ICDS services.

### **Antenatal women:**

During the assessment, the team found a smaller number of antenatal women in the sample villages who were pre-occupied with other activities and could not give time, which is one of the limitations.



NATCO volunteers distribute nutrition supplements – chikki, dates, and often biscuits and millet laddus, and educate antenatal women on health, hygiene, and the importance of ANC and institutional deliveries. An interesting observation in these four villages is that quite a few AN women visit Nutrition centers located in Anganwadi centres. Half of them (56%) visit two to three times a week, and slightly less than half (44%) two to four times a month (Fig 31).

The main reason is that most households have farming and are busy with agricultural activities throughout the year. Women's contribution to agriculture is significant in this region.

Given this, NATCO trust volunteers are visiting the families of eligible women distributing the nutrition supplements regularly. NATCO Trust volunteers are regularly monitoring the ANC visits by the antenatal women.

NATCO Trust volunteers and Anganwadi Teachers educate the eligible women on precautionary measures during the antenatal stage. Besides, volunteers support updating records, distributing mid-day meals (consisting of egg and milk), and teaching alphabets and rhymes to children in Anganwadi centres.

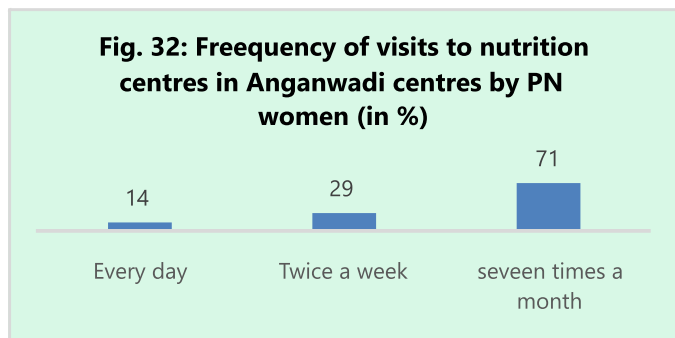
While all of the informants during FGDs have suggested improving the quality and quantity of supplements, most (41%) suggested regular supply and more frequent awareness sessions.



## **Postnatal women:**

NATCO Trust extending its support to postnatal women in all four villages. Along with supplementary nutrition (chikki and dates), they are educated on postnatal health care, importance of breast milk, immunization and infant care.

Similar to the visits by antenatal women, these women are also not so regular to the nutrition centre in Anganwadi centre. According to the informants (n. 14), fewer women (14%) visit the Anganwadi centre daily, receiving nutrition supplements and a mid-day meal. In most cases, they skip mid-day meals; however, receiving the supplements from volunteers regularly.



Of the 14 postnatal women, only 14% (n.2) are visiting the centre every day. Similarly fewer women are visiting twice a week and larger majority (71%) visiting average seven times a month (Fig 32).

Their irregular visits highlight that most are in the subacute postpartum stage (2 to 6 weeks after delivery). Besides, the food practices in

the region and the quality of mid-day meal in the Anganwadi center discourages even caretakers from visiting the Anganwadi centre.

Irrespective of their visits, volunteers visit their homes regularly, distributing supplements and mentoring them on postnatal care. It is to be noted that half of the postnatal women suggested improving the quality and quantity of supplements served by NATCO Trust.

## **6.3.2 EDUCATION**

### **i) After-school Tuitions**

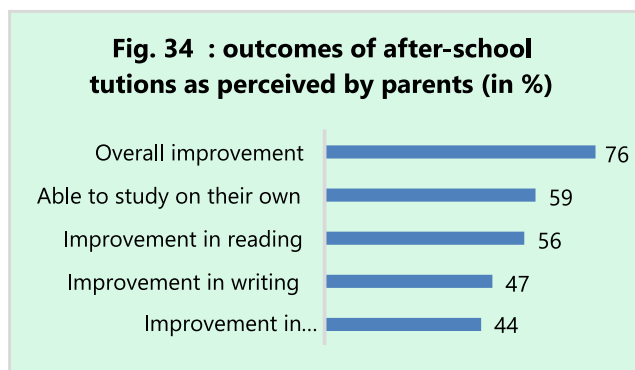
NATCO Trust conducts After-school tuitions for primary and secondary school students to improve their learning outcomes and foster their fundamental cognitive abilities. Interaction with 27 parents of

"volunteers' role is highly appreciable as they not only mentor and monitor during the tuition classes and conducting exams, but also keep us informed about the progress but also...it is the supplementary benefit to most of the children who are lagging in education."... parent during discussions.

those children who are attending after-school tuition indicates that most of the children (44%) have been attending the class for more than two years."volunteers' role is highly appreciable as they not only mentor and monitor during the tuition classes and conducting exams, but also keep

us informed about the progress but also...it is the supplementary benefit to most of the children who are lagging in education."... parent during discussions.

Most of the parents (87%) confirmed volunteers' significant responsibility in improving the learning skills of children by strengthening the basics, clarifying doubts, conducting exams, motivating and monitoring regular attendance. It is the individual attention that makes a difference.



Overall, majority (76 %) of the parents have confirmed improvement in their child's learning skills, particularly their children are able to study on their own. Data indicates the improvements in reading, writing and solving simple mathematics (Fig 34).

It can be considered as one of the significant outcomes of NATCO Trust CSR.

Most parents (80%) have expressed their satisfaction with the role of volunteers, teaching methods, and learning materials and suggested that providing infrastructure, stationary (Ex: notebooks), drinking water, and snacks will be an added advantage.

According to Government high school headmaster, students are performing better in their classes and exams, and it is one of the change makers.

## ii) Anganwadi Centres

NATCO Trust's support Anganwadi centres in the four villages surrounding Gollamudipadu village. The support is mainly focusing on improving learning skills of children below 6 years of age. Besides, volunteers orienting the children on hygiene and behavioral aspects.

Of the 27 parents interviewed, the majority (85%) said that flashcards developed by NATCO Trust are a significant attraction to children in the learning stage. The improved learning outcomes are visible as all most all children are good at repeating the learnings through flash cards. Quite a few parents (26%) observe that their children are well oriented towards volunteers' teaching style, identifying numbers and reciting rhymes, and few (59%) observed children recall hand washing before taking food.

The regular parent and volunteer meetings and interaction with Anganwadi Teachers support the planning of the Anganwadi-level interventions and implementation.

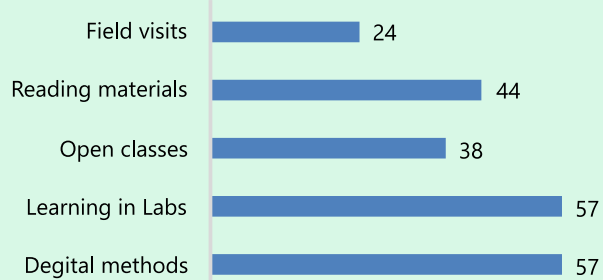
Moat of the parents (89 %), are satisfied with NATCO Trust and volunteer's in improving the learning outcomes at Anganwadi level.

## iii) NATCO School of Learning

The NATCO School of Learning (NSL), with a CBSE syllabus located in the Gollamudipadu village, is an educational institution with state-of-the-art facilities to provide quality education to rural children. As per records (NATCO trust progress report 2021-22), it functions with 531 students and 64 staff members. All these students are from rural backgrounds.

Interviews with 21 students in 9th and 10th standards indicates that most of the students (86%) were enrolled in this school during their elementary standard through entrance examination.

**Fig. 35: Non-conventional methods appreciated by students (in %)**



Non-conventional teaching techniques (Fig. 35) are the effective method adopted by the teachers in this school. It includes digital teaching and learning in labs, and a few students (57%) rated these methods as encouraging and boosting their interest in education. Quite a few (38%) are interested in the open classroom model and rated it as one of the other good teaching practices. Added to it, field visits are also contributing methods to improve learning skills, as indicated by a few students (24%). Few (44%) said that

reading material is of great help in preparing for board examinations.

Teachers during FGD, also expressed the advantages of non-conventional teaching methods and how it is benefitting the children. An English teacher at NSL explains, “we give children scope to conduct interviews, interviews and participate in role-plays, dramatization and perform in different events”. She continues, “Students get hands-on experience and understand the concepts in a better way. Through

*“At NATCO School of Learning, I am encouraged to use non-conventional methods of teaching in my classroom. I use resources like abacus, place value blocks, solids, pan balances, and occasionally outdoor environment such as trees, to explain concepts to my students. I believe they understand more clearly when they learn practically”, says the mathematics teacher at school.*

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Teachers, including academic mentor are sensitizing the students on how to prepare for board examinations, academic planning, and potential higher educational opportunities. Students also confirmed that such mentoring and sensitization helps them in understanding and aligning their future academic plans with on-going activities. “Teachers are given opportunities to train in advanced teaching methods through capacity-building programs. There is a focus on holistic development of students here, while in other schools, the focus is only on academics”, explains a teacher who has been working with NSL since its inception.

Besides teaching and organizing extracurricular activities, educating students on WASH practices, girl students on menstrual hygiene are other significant contributions by the staff in the school. Parent-

*"Teachers are given opportunities to train in advanced teaching methods through capacity-building programs. There is a focus on holistic development of students here, while in other schools, the focus is only on academics",* explains a teacher who has been working with NSL since its inception.

teacher meetings are conducted once in a month or based on necessity to discuss the performance and behavior of children with the parents.

While it is evident that the students were satisfied with their experiences at NATCO School of Learning, many

expressed that there is scope for improvement in certain aspects. Most of the students (62%) of the students suggested extra time for sports and non-academic activities such as craft making.

During the FGDs, parents requested for stationery and uniforms and additional tuition support through increasing tuition hours and expanding tuitions to other locations.



**NATCO GOVT. HIGH SCHOOL**  
**BORABANDA**  
(G.B.H.S. Nampally) SY.No.127, Weaker Section Colony  
Peddamma Nagar, Site-III Borabanda-18.





## Interventions in Hyderabad, Telangana State

NATCO Trust partnered with the Department of Education and Women and Child Welfare Departments and invested in bringing change in school education outcomes and Anganwadi in the Borabanda region of Hyderabad. Borabanda is heavily populated with socially and economically improved people living in slums. Investing in school education, particularly improving infrastructure and teaching support, has high relevance and coherence.

### 6.4 EDUCATION

#### i) Gurukula coaching and After-school tuitions

Besides developing infrastructures, such as seating benches and drinking water, NATCO Trust provides human resources support to NATCO Government High School. After-school tuitions, Gurukula coaching and supplementing teaching classes to children in 2nd to 5th standards are some of the activities carried out by the volunteers.

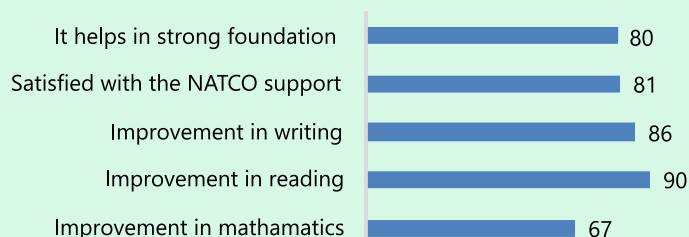
Of 21 parents interviewed, the majority (90%) said their children received support from NATCO Trust towards the Gurukula entrance exam. According to them, volunteers provide training classes for their children for the Gurukula entrance exam. Quite a few (43 %) acknowledged reading materials and books for NATCO Trust. The regular coaching, mentoring, and counselling of the parents have resulted in 17 students securing seats in Government Gurukula schools.

One of NATCO Trust volunteers says: *"we motivate students and parents by making home visits and explaining the benefits of attending after-school tuitions and coaching for Gurukula entrance exam. We ensure their regular attendance, and mentor them until they reach to certain level of understanding about the subjects".*

Integrating Gurukula coaching with After-school tuition is another advantage for volunteers to achieve their targets. In other words, students are oriented toward Gurukula entrance examinations starting from after-school tuition. Specifically, providing additional coaching on the English language, reading, and simple mathematics helps the students improve their skills and take the entrance examination.

Starting with educating the parents on the importance of school education and after-school tuition, the role of volunteers is more significant in coaching the students for Gurukula entrance examinations. They update the parents on their children's progress, supporting the school teachers in managing the classes, including extra curricula. In this way, this intervention is making a significant contribution to children's education.

**Fig. 36 : Parents assessment on impact of after-school tuitions (in %)**



Parents have assessed the impact/outcomes of after-school tuition (Fig. 36). Majority observed their children's skills improvement in writing (86%), reading (90%), and simple mathematics (67%). Overall, most parents are satisfied with the support from NATCO Trust that helps ascertain a strong foundation for their children.

Quite a few parents (38%) requested for stationery and uniforms to be provided for the children by NATCO trust, and a few (33 %) suggested providing additional tuition support by increasing tuition hours and expanding tuition to other locations.

## **ii) Anganwadi centres**

NATCO Trust has constructed a state-of-art Anganwadi center in Borabanda and facilitated early childhood care and development. As most families are below the poverty line, supporting early childhood in Anganwadi is the most relevant intervention. The significant contribution is: strengthening early childhood education, health and hygiene awareness, and behavioral counselling of children below six years of age.

Flash cards are the main tool for teaching adopted by the volunteers. Of 35 parents interviewed, majority (91%) mentioned about the advantage of flash cards in improving the learning skills of children. Similarly, majority (97%) have appreciated the way rhymes in Telugu and English taught by the volunteers.

Through the interactions with the Anganwadi teachers, it was evident that the NATCO volunteer plays a supporting role in the Anganwadi centres by assisting the Anganwadi teacher in everyday classes and curriculum. According to the teachers, the volunteers primarily focus on teaching children habits of good hygiene.

Most of the parents (94 %) said that they interact with the NATCO Trust volunteer and participate in discussions, either daily or during monthly meetings, related to their children in Anganwadi centre. Parents (89 %) have given good rating to the centre and NATCO trust support, and suggested to facilitate nutritional supplements and play materials for children.

## **6.4.2 Health initiatives**

### **i) Osmania Government General Hospital**

NATCO trust established Out-Patient (OP) desk in Osmania hospital. Through this the counsellors assist the patients in taking the OP slip and approaching the respective departments.

The health counsellor at the NATCO trust desk enquires about the illnesses and problems of the patients, and guides them to take the OP slip. After this, the counsellor checks the OP slip and guides the patients about which doctor or department to visit. The counsellors also enquire about the health history of the patients and check their previous reports. They clarify questions and act as a bridge between the patients and hospital administration/doctors.

The HoD of the dental department at Osmania Hospital, discussed the importance and impact of the dental camps conducted in several NATCO villages by NATCO trust and Osmania. He explained that in

the most recent camp, nearly 230 people were screened and many were referred for further treatment. He emphasized that making such camps accessible to those who cannot afford dental treatment, is necessary and extremely beneficial. The HoD suggested to increase the frequency of camps, to extend its benefits to larger populations. In the words of the RMO at Osmania Government General Hospital, "Health counsellors are the need of the hour in hospitals such as Osmania. Most patients are illiterate and belong to very poor and vulnerable communities. With the support of counsellors, are able to access the medical services they require without much difficulty".

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RMO says that with about 1200-1400 outpatients in a day at Osmania, health counsellors bridge the gap between administration and patients and ensure efficient functioning of the hospital.

She mentioned that the counsellors also used to provide counselling to patients regarding diet, drug compliance, hygiene, post-operative care and addictions. However, this has been discontinued after the pandemic. She suggested

continuation of the counselling facilities to improve awareness among patients and caretakers.

Another RMO at Osmania Government General Hospital, requested for an increase in the number of health counsellors assigned to Osmania hospital. He also sought the support of NATCO trust in modernizing and digitizing the help-desk platform, to make the services more efficient and accessible.

## **ii) Gandhi hospital**

The health counsellors at Gandhi Hospital also assist the outpatients through a help desk set up at the entrance of the hospital. With over 3000 outpatients a day at Gandhi, health counsellors help the patients by guiding them to their respective departments for consultation. The counsellors constantly interact with the doctors and staff management to discuss the grievances of the patients and address their concerns.

The RMO of the hospital mentioned that the health counsellors often visit the doctors to learn about several medical terminology to assist the patients, as the counsellors are not medically trained.

The cases that are identified from villages where NATCO Trust is having its interventions are taken up by health counsellors with utmost attention. They guide the patients and support them throughout the process. They also follow-up with the doctors about the treatment and ensure that all services reach the patients.

"The support of the health counsellors reduced the waiting time at the hospital for the patients. Due to the large number of outpatients and a complex system at the hospital, many patients otherwise would not have been able to access the services", said the RMO.

The RMO also requested NATCO trust to support the infrastructure of the hospital, by providing additional ventilators and addressing ward-specific issues.



### iii) Niloufer hospital

NATCO trust supported Niloufer hospital by constructing the outpatient building with pediatric facilities. The construction of the three-floored building, and the provision of infrastructure including lights, fans, benches and lifts were undertaken by NATCO trust. NATCO trust also took the responsibility of maintaining the building for the initial six years after the construction.

The two NATCO health counsellors at Niloufer, run a registration and OP help desk at the entrance of the hospital. They check the reports OP slips of the patients, and guide them to the departments they are required to go to. "Without the support of NATCO health counsellors, the process and schedule of the hospital would go haywire" - RMO

*"Without the support of NATCO health counsellors, the process and schedule of the hospital would go haywire" - RMO*

RMO say that the counsellors are fully aware of the topography of the building and the departments, are help patients access quick and timely care.

NATCO trust with the help of health counsellors and doctors at Niloufer, conducted health camps in the Borabanda of Hyderabad to address the pediatric concerns of the children. The cases from the camps have been referred to Niloufer hospitals, and are followed up by the health counsellors.

While the health counsellors are currently operating for the OP, the RMO suggested NATCO trust to appoint health counsellors for in-patients. He also requested for having health counsellors during all hospital shifts to facilitate the services better. "The NATCO nurses are very well-trained and efficient, I

*"The NATCO nurses are very well-trained and efficient, I do not have to worry about the wards when the nurses are there", says the head nurse. She adds, "the nurses have a cordial relationship with the patients, doctors and other nurses. Sometimes they work both shifts as per the requirement of the hospital. It will be helpful to have more nurses from NATCO trust".*

do not have to worry about the wards when the nurses are there", says the head nurse. She adds, "the nurses have a cordial relationship with the patients, doctors and other nurses. Sometimes they work both shifts as per the requirement of the hospital. It will be helpful to have more nurses from NATCO trust".

NATCO trust also supports the labour ward of Niloufer hospital through two nurses. The counsellors take care of referral cases at the labour ward and support the patients through the process.

Blood donation camps have been facilitated by NATCO Trust to support the blood bank at Niloufer, Osmania Government General Hospital, Gandhi Government General Hospital, Rotary and Rotract Clubs, and NTR Trust.

Employees of NATCO pharma facilities participate in the camps, which usually are conducted annually.

### iv) MNJ Cancer Hospital

Under smart partnering with the Government, NATCO trust supported MNJ Cancer Hospital in establishing a well-equipped 44 bedded pediatric palliative care ward. NATCO Trust and MNJ Cancer Hospital management together moved further to organizing cancer screening camps to identify early

cancer detection among women, particularly in NATCO Trust operational villages. Nearly 300 women were mobilized for such screening camps from nearby villages. The cases detected were then referred to MNJ cancer hospital, and the patients received treatment there with the support of the NATCO trust. It is one of the significant interventions of NATCO Trust.

*"The essential and free cancer drugs are given to extremely poor patients with or without Aarogyasree cards", explains the director of MNJ.*

The health counsellors of NATCO Trust established an OP desk at the MNJ clinic to assist the patients in accessing the required facilities. Several patients coming to MNJ belong to improvised sections of society and are unaware of

the procedures to be followed at the hospital right from registration and admission into the hospital. Besides, they also participate in other activities such as awareness walks, survivors' meetings, etc. They also conduct games and activities in the pediatric ward to engage children who have cancer.

The significant support from NATCO trust is providing essential cancer drugs free. During the discussions with the caregivers, it is evident that getting free medicines and playing materials for children in the ward is helping them save the extraordinary costs of pediatric cancer care beyond their economic capacities.

During the discussions, the director suggested appointing additional and trained counsellors in MNJ. She said that there is a requirement of at least 10-12 counsellors in each ward. In addition, the director and other staff requested a more regular and systematic supply of essential cancer drugs from NATCO Trust.

It also provides support to MNJ, at the palliative care wing through a health counsellor. The palliative care health counsellor conducts home visits and runs home care programs with the objective of understanding family dynamics and addressing the psychological needs of children. The counsellor categorizes the needs of the children into high priority, medium priority and low priority, and helps the ward in delivering better services.





கன்னியம்மாள் விலை  
கிராமம்

சமூக குடிநீர்  
சுத்திகரிப்பு நிலையம்



natoctrust



கூய குடிநீர்



COMMUNITY  
WATER CENTER



## Interventions in Chennai, Tamil Nadu

### i) RO plants

Present assessment has focused on RO Plants in Chennai. The provision of potable water is a high priority in overall development of the standard of living of a community. To support this objective, NATCO has partnered with the village panchayats of Andarkuppam and Kaniyammanpet villages, in setting up an RO plant in both the villages on an operator run model.

NATCO Trust has set up two RO plants, each of 2000 liters capacity, at a cost of Rs. 11 lakhs each in the villages of Andarkuppam and Kaniyammanpet villages, Manali New Town. The community has identified and provided the required site for establishment of the plants. The water source from the plants is from the borewells. NATCO has provided the plant equipment. NATCO is also supporting in maintaining the plant for a period of one year. The units are managed in a business mode and self-managed by the community.

A token system has been established and issued to those who want to obtain water from the same. In the community operated model, the users will have to insert a Rs.5 coin into the slot provided and take the required water. Currently the maintenance of the plant is being done from the revenue generated from the plant operations.

Each 20-liter draw is charged Rs. 5. The maintenance and the operator salary is being met from this revenue generated. The maintenance and supply operations are currently running smoothly without any major hindrances except power fluctuations.

The ground water in the town of Manali is highly compromised. Due to the presence of several industries in the area, the quality of groundwater in the area is very poor. This accentuates the need for a RO plant in the area to provide clean and pure drinking water to the households. In terms of coverage, currently the two plants cater to 250 HH and 300 HH respectively. The number of cans is not restricted to the households. The water is currently being used for drinking and cooking by the households. In this way, establishing RO plants in this area is more relevant.

A few beneficiaries of the water plants were interviewed. All of them opined that the water obtained from the plant was of better quality than the water they obtain from the borewell and the private operators. The cost was also economical when compared to the private operators. Many of them use the water for cooking purposes also. Since the village committee themselves oversee the operations of the plant, any issues pertaining to the plant are immediately resolved. The issue of equitable water access has also been resolved to a great extent as previously, the SC/ST households in the area were unable to purchase water from private operators due to high cost and had to rely on borewells and piped water supply which is available only once in 3 days.

The RO plants are currently being maintained by the village committees themselves, thereby promoting ownership and sustainability of operations in the long run. There is currently a plan to link



the corporation water supply pipeline to the RO plant directly, eliminating the need for water problems. The proposal has been submitted and they are awaiting sanction of the same. The major investment to be incurred is with regard to setting up the equipment, however, as the plant self-generates revenue, the model is sustainable and easily replicable in places of demand.

## **ii) Infrastructure Support in Schools**

NATCO Trust approached the Panchayat Union Middle School, Andarkuppam, and supported the school by providing essential infrastructure. In 2016, when the area was inundated with heavy rains and flooded, the NATCO Trust provided the children with clothes and school uniform as most of their clothes were damaged due to the water. Since 2017-18, they have been regularly supporting the school, by providing essential infrastructure like desks, tables, and chairs for use of students and teachers and school bags. In addition, they have provided an incinerator for sanitary pads disposal in the girl's bathroom. The school ground was also levelled, and shrubs and weeds were cleared.

NATCO Trust also provided the school with 2 RO units for provision of safe drinking water for the children. Currently only one is operational since the cost of maintenance of both the units together is very high.

The school management are very with the facilities provided and have also made a request for more essential infrastructure requirements, such as reading tables, modern sitting benches for the school in the upcoming academic year. Due to the interventions undertaken, the school strength has increased from 80 students in 2018 to 213 students in the current academic year.

Quite a few field realities for NATCO Trust for future course of action: The NATCO CSR unit in Chennai is constantly flooded by requests from the local municipal corporation and the nearby villages for even minor things like pipe repairs, clothes distribution. If not undertaken, sometimes they are being pressured to do the same. In addition to the defined plan for the CSR unit to implement in the year, several activities are undertaken without a sustainable plan and direction. There is only a two-man team to manage the implementation of the activities. If the scale of activities is proposed to be increased, a larger team may be needed to be kept in place to manage the implementation of the activities.

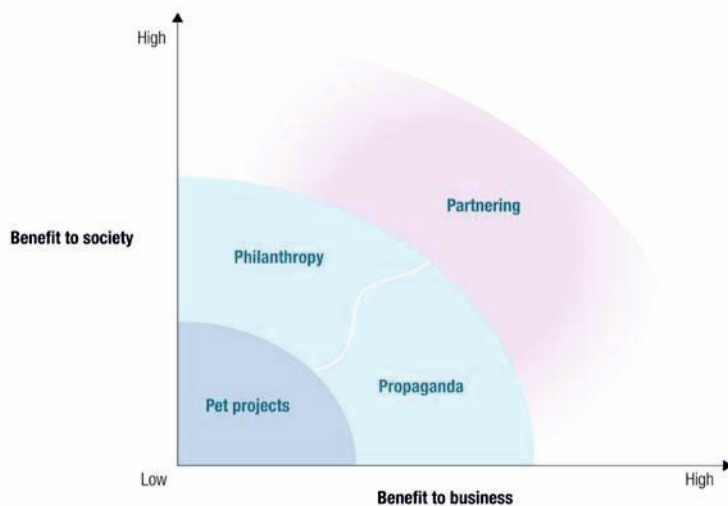






## NATCO Trust CSR Landscape

To examine the CSR space created by NATCO Trust, PLF has used the lens suggested by Tracey Keys et al (@Mckinsey & Company)<sup>1</sup>, that falls under the dual objectives – (i) benefiting business, and (ii) benefiting society, and the range of potential benefits in each case.



The landscape presented here says that “pet projects” (feel-good) reflect the personal interests of senior executives, which in general, offer minimal benefits to either society or business. “Philanthropy” – corporate donations, for example, confers most of the benefits on the society but questionable reputational benefits to the society. Similarly, “propaganda” focuses primarily on building a company's reputation with few real benefits to society.

“Smart partnering” – leads to opportunities for significant shared values creation where the focus of the business move towards improving its core value creation, and for society, the focus shifts from maintaining minimum standards to improving the overall quality of life and living standards. The key is for each partner to tap into the resources, finding creative solutions to critical social challenges<sup>2</sup>.

In summary, pet projects, philanthropy, and propaganda activities are quick and easy to decide and implement. To maximize the benefits of CSR, Tracey Keys et al suggested three core principles: (1) Concentrate CSR efforts, (2) Build a deep understanding of the benefits, and (3) Finding the right partner, and go in with a long-term commitment. It takes scientific understanding and planning by internal and external experts, which adds value to the stakeholders over time.

Based on the initial outcomes of the present assessment, a model landscape (not a mandatory landscape) has been drawn suggesting a call from NATCO Trust. Here it is to be noted that the landscape in the following exhibit requires a scientific and deeper understanding of the investments, perceptions, and outcomes if NATCO Trust wishes to revisit its ongoing CSR framework.

<sup>1</sup> <https://www.mckinsey.com/featured-insights/leadership/making-the-most-of-corporate-social-responsibility>

<sup>2</sup> Ibid



Landscape of NATCO Trust - synthesized from the story board of Impact Assessment						
Population Group who are availing the interventions	Intervention	Framework *	Challenges identified at ground level	Core Objective	Benefits created	Social Impact on community (preliminary assumptions)
<b>Children (Cohort 3 to 6 years of age)</b>	Early childhood education	Propaganda & Partnering	Quality of teaching and outcome	Supplement the efforts of WD&CW in strengthen foundation platform	Improve ment in learning skills	<b>Moderate</b>
	Balavikasa (Model Anganwadi)	Propaganda	Quality of teaching and outcome	Create a learning model with innovative teaching methods & community engagement	Improve ment in learning skills	<b>High</b>
	Snacks	Pet projects		Enjoyment to kids		<b>Less</b>
	Construction of new Anganwadis	Propaganda & Partnering	Lack of proper infrastructure and facilities	Supplement the efforts of WD&CW in establishing user friendly learning hub	Spacious infrastructure (Not child friendly)	<b>Moderate</b>
	Paediatric Ward in MNJ	Philanthropy & Partnering	Poor infrastructure for paediatric cancer patients	Facilitate cancer care & cancer cure medicines for children with cancer	Better care & support	<b>High</b>
	Nutrition supplementation	Pet projects	Follow-up services (Hypothetical)	Supplement the efforts of WD&CW in minimize anaemic conditions and promote safe delivery	Cannot establish scientific reasoning - limitation	<b>Less</b>
<b>Pregnant &amp; Lactating Women</b>						

	Sensitizing on Pre & Post-natal care	Pet projects	Follow-up services (Hypothetical)	Supplement the efforts of WD&CW in promote safe delivery	Awareness	<b>Moderate</b>
	OPD Block in Niloufer Hospital	Philanthropy & Partnering	Poor / insufficient infrastructure	Facilitate care & support to lactating mothers	Better care & support	<b>High</b>
	After School Tuitions	Philanthropy	Quality of learning outcome	Improve the learning standards	Improved learnings	<b>High</b>
	NATCO High schools	Propaganda	Quality of learning outcome	Improve quality of teaching and strengthen its outcomes	Better learnings	<b>Moderate</b>
	School infrastructure	Pet projects	Lack of proper infrastructure and facilities	Supplement the efforts of ED in bringing better infrastructure	Infrastructure	<b>Moderate</b>
	Snacks	Pet projects		Enjoyment to students		<b>Less</b>
	Gurukula entrance coaching	Propaganda	Quality of learning outcome	Quality inputs and improve learnings outcomes	Improved learnings	<b>High</b>
	Mobile Medical Services	Philanthropy	Limited outreach of the services	Supplement the efforts of Health Dept in providing quality services at the doorsteps of rural & tribal community	Significant outreach	<b>High</b>
<b>Children &amp; Adolescents (Cohort 7 to 18 years of age &amp; 19 + age)</b>						
<b>General Population</b>						

	Cancer Block, GGH	Philanthropy & Partnering	Quality of cancer care with no out of pocket expenditure on hospital services	Supplement the efforts of Health Dept in providing high standard quality of cancer care services and save the lives	Significant care & support services	<b>High</b>
	LVP Eye Hospital	Philanthropy & Partnering	Quality of eye care with minim expenditure	Supplement the efforts of Health Dept in providing high standard quality of eye care services to rural and tribal communities	Significant care & support services	<b>High</b>
	e Vidya clinic/PHC	Propaganda & Partnering	Quality of health care to tribal communities	Supplement the efforts of Health Dept in providing high standard quality of eye care services to rural and tribal communities	Better care & support	<b>Moderate</b>
	RO Plants	Pet projects	Quality of potable drinking water	Accessible potable drinking water facilities	Quality of drinking water	<b>High</b>
	Support during Pandemic	Philanthropy & Partnering	Government under pressure to consolidate the needed health care materials	Supplement the efforts of Health Dept in facilitating the care and support services to the people at risk	Significant care & support services	<b>High</b>



<b>Small &amp; marginal Framers</b>	NPM & ZBNF	Propaganda	Quality of inputs and outputs & soil fertility	Promote organic farming and improving healthy foods, increase soil fertility	Quality of inhouse food consumption	<b>Moderate</b>
<b>Women</b>	Vocational Trainings	Pet projects	Women in economically vulnerable position	Empower women economically to improve the inputs & outcomes in the household	Economic benefits (cannot establish significant evidences)	<b>Moderate</b>
<b>Domestic Animals</b>	Veterinary Services	Propaganda	Quality and timely services	Supplement the efforts of Veterinary services of the government	Risk mitigation	<b>Less</b>

### Definitions

**Pet projects** reflects individual/personal interest results in minimal benefits to society & company business

**Philanthropy** projects confer majority of benefits on society and branding

**Propaganda projects** builds company reputation with little real benefits to society

**Partnering projects** allows significant shared value creation that has been achieved through smart partnering.







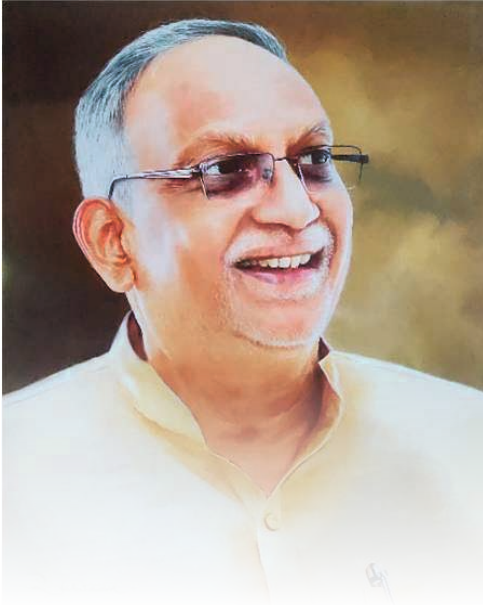
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## Case Story – I

# The Palanquin Bearers

*Natco Trust: The Social Programmers*

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I

Indian heritage and value systems always revolved round the idea of greater social good which resulted in unflinching support for, and pervasive influence on people and families. Traditional chants such as *Sarve Jana Sukhino Bhavantu; Sarve Bhadraanni Pashyantu* (may everyone be happy; may everyone be free from all diseases) echo the healthy approach of Indian philosophical thoughts to society and human beings. These thoughts have influenced philanthropists, individual and institutional, over different periods of history. Their contributions to surrounding society have been immense and immeasurable. Thoughts on ordinary human beings and common poor citizens always preoccupied the minds of many. In other words, it was a concern about the faceless human operating and living in discreet locations: *unto this last*, as John Ruskin puts it.

The lofty Indian values have recurrently been promoted and propagated by all conscientious souls of modern and contemporary era. The founder of Natco Pharma, VC Nannapaneni literally echoes these sentiments when unfolding his broad-spectrum social vision. He wants to *reach the ignored, the forgotten and the uncovered* in our







society. His choice of programmes has been education, health and welfare of common peasants. As such, the Natco Trust has been pickled in this philosophical approach. The vision enjoys ample support and respect. According to the Chief Financial Officer of Natco Pharma, SVVN Appa Rao, the social service activities (now better known as Corporate Social Responsibility in big-business corridors) of the promoters are embedded in their family's DNA and, naturally CSR funding is more a personal choice than a legal mandate for the Company and the promoters.



Social service programmes of the Trust are in receipt of two forms of investment as on date: material (both at individual and institutional levels) and intellectual. While material funding is more than what is legally mandated, the other form of investment is of much interest indicating long-term implications for the future of the Trust. Trustee and CSR Head, Swathi Kantamani's *shameless curiosity to ask, question, know and learn* more about society, programmes and outcomes has been the real intellectual investment going into the Trust's activities today. Her dialectical, didactic and dialogical approach to social service activities form the mitochondria of programming. It indicates a perfect sync between the vision and the intellectual investment within Natco Trust. It also





informs that the scope, scale and progress of the interventions would be safe, smooth and substantial in the years to come. Added, pragmatic thinking of policy-makers within the Company adds additional value to the concept of social service.

The CEO of Natco Pharma, Rajeev Nannapaneni minces no words while admitting the obvious: *the more we earn, the more we spend; the more we spend, the more we reach; the more we reach, the better will our vision be fructified.* He means what he says. This is attested by contributions made to CSR activities



of the Trust from the individual profits accrued to the promoters of Natco Pharma. Of course, they necessarily include he, his father and his wife.



## II

Vision and philosophy of social service activities of Natco Trust are appropriately translated into action by a band of committed young women and men operating at different locations (Guntur and Gollamudipadu in Andhra Pradesh, and Hyderabad, Kothur and Nagarjunasagar in Telangana). Banking on his own experience from the two Telugu-speaking states, Sadasiva Rao Nannapaneni (Vice President, Legal Affairs, Natco Pharma) describes the ground staffers as *veins and nerves of Natco Trust*. He further adds: *they complement (programme philosophy); they continue (CSR vision) and they contribute (outcome results).*

His description sounds smart and ideal as the geographical spread, interventional diversity, programme coverage, multiplicity of functions of ground force and tenacity of operations are

considered and estimated. The volunteers and field staff are seen busy with important activities in the domains of health and education. Serving various interventions, volunteers made a mark of their own.



Quite interestingly, logo of the Natco Trust (*People's Tree*) is wedded to a 'trinity of values', says A. Lakshminarayana (Vice President, HR, Natco Pharma): *engaging the eligible through employment; covering habitations across Telangana and Andhra Pradesh on humanitarian grounds; reaching out to the needy through CSR programming.* All these three social dimensions as analysed by him are truly people-centric. The stated values are satisfactorily realised at the grassroots level by the volunteers. Their strong and imposing presence is visible across many domains, especially health and education. The niche the volunteers carved for themselves at the community level is

deeply entrenched into public and social memory today. This is manifest by striking visibility of Trust's social investment in various geographical locations under consideration.



III

The nature of services provided by health volunteers at different places (Gandhi Medical College, MNJ Cancer Hospital and Niloufer Hospital in Hyderabad and, Natco Cancer Care Centre at Guntur) are described as *chain reaction* by G Sudha presently working at Niloufer Hospital. The chain referred to by her speaks more of inter-connected chain of services. For, most of the patients visiting these government facilities are non-literate.





From the time of registration to the time of discharge/return, the volunteers are there to provide services. Volunteers often refer to the repeat visits of the patients to the hospitals, even from far-flung areas and locations (such as Rajahmundry, Visakhapatnam, Nellore and Tirupati in case of Andhra Pradesh). Steep rise in patient rush has been observed after the opening of Cancer Care Centre by Natco in Guntur General Hospital. Personal interactions with the patients unfold many interesting episodes that tell upon the role of Natco Trust.

Counselling of individual patients on a regular basis has two important implications: *first*, the free service provided to ordinary patients and their attendants (registration, consultation, lab tests, dietary advice, follow-up visits, supply of free medicines etc). On an average, 3-5 patients receive detailed counselling every day in most of the hospitals where Natco volunteers are placed; *secondly*, continuous interactions with patients on a regular scale are reported to be teaching the volunteers lessons in inter-personal relations. D. Haritha says it all: *it is a kind of unformatted, yet effective learning for us received from visiting patients. The entire process is a trust with wisdom for us.* Seconding her opinion,



Shilpa adds that the experience serves as a *textbook on human relations for us. Our personal abilities of patience and perseverance are further refined and periodically replenished. We too benefit from the experience at domestic front and official routines.* Role of volunteers in nursing, guidance and counselling are reported to be second to none. A patient under treatment at MNJ Cancer Hospital, Hyderabad equates the services of Natco volunteers with that of an immediate family member. *The level of patients' personal identification with the staff makes all the difference between us and others,* said Venkatesh, a senior male nursing staff looking into palliative care.

The visibility factor of Natco Trust is on constant rise as the volunteers deliver their assigned duties at these medical-centres day by day. Referrals by Natco field medical teams add value to the quality of services. While the patients thus referred feel at home in the presence of volunteers, the government medical staff at the designated government hospitals feel secure when the Natco volunteers are on duty. Association of volunteers with almost every activity involving the in-patients as well as out-patients is described as *thorough, complete and complementing in nature* by the Resident Medical Officer of Guntur General Hospital, Dr. B V Satish Kumar. At Hyderabad (Gandhi Hospital, MNJ Cancer Hospital and Niloufer Hospital), the presence of volunteers has received almost a kind of eulogistic appreciation from the state government, doctors, paramedical staff and individual patients. Sometimes, Natco-volunteers foot an extra mile while admitting orphan and abandoned patients in ashrams (free orphanages in the respective locality). Acts such as these are rated highly satisfying by them. The resultant contentment is described as *happiness in recurrence.*



It is uniformly acknowledged by the volunteers that the quality of medical services in all the government hospitals has shown definite signs of improvement and, one of the important reasons

ascribed for the change is the presence of Natco volunteers for a long time in these institutions. The opinion is duly attested and corroborated by serving doctors in government hospitals. Dr. G. Durga Prasad (Prof & Head, Radiation Oncology, Guntur General Hospital) is very modest to admit that *the image graph of the Guntur government hospital is constantly up after Natco Trust's intervention. The virulent stigma that government hospitals are dungeons is, once for all, deconstructed now.*



#### IV

The education programme of Natco Trust proceeds along two major lines: formal (mainstream education) and informal (remedial support to schools and institutions). While the formal schools run by the Trust form a separate saga, the presence of additional (supporting) teaching staff in the state-funded schools and pre-primary anganwadi centres is a great desideratum. Responding to the needs of community and government schools, the Trust engaged the services of qualified youth to support, and strengthen the process of learning and formal schooling. There are multiple advantages observed. While the employed youth, as stated earlier, heave a great sigh of relief at personal level for being employed by the Trust, there are other seminal benefits flowing from the intervention. At the outset, these additional teachers serve as *the best gap-filling resources*. It is known that the employment drives undertaken by the government are often sporadic. Whereas, the need for qualified teaching staff is continuous. The timely intervention from Natco Trust is cementing the gap and fulfilling the needs of schools, students and community at large. The Natco teachers/additional human resources are fondly called *friends of public schooling* by one of the most senior teachers working in the government high school located in Borabanda (Nampally) colony.

While handling the classrooms and subjects (both at primary and secondary levels), the additional teachers in government schools ably perform various other duties such as distribution of books, uniform and mid-day meal. These complementing acts save time for school administration to focus on other issues. One of the recent developments in the post-covid period is the extra effort put in by the additional teaching staff in mobilising admissions from local anganwadi centres for government schools. Quoting an example, V. Tulasi (Borabanda government school) refers to 23 admissions of last year (2021). Out of 33 children graduating (after completion of 5th year) from 11 anganwadi centres in the locality, 23 children were (almost 70%) admitted in government school where she is working. When the government schools suffer from dwindling number of admissions, efforts of Natco volunteers compensate. A senior science teacher in the school, P. Pavan Kumar summates the cumulative impact of the volunteers: the volunteers of Natco Trust are the *God-send Manna* for all of us. He particularly refers to the presence of volunteers for a long time. Unlike some private NGOs, Natco Trust's association for a lengthy period of time is catalysing the school atmosphere. To conclude, he adds, *classrooms are peaceful and teachers are in peace of mind*. This estimate reads like a conduct certificate for the additional teachers as well as Natco Trust's interventions.



The process of downward filtration on account of additional teaching members is conspicuous. The additional teachers are reported to be striking healthy chords between three important stakeholders: *Community-School-Natco Trust*. This interlinkage has been possible owing to the presence of volunteers. The Trust's intervention is said to be yielding results beyond programme expectations. Another senior educational (additional) volunteer, K. Shivamma of primary school wing best captures the influence: *social credibility and institutional visibility of Natco Trust are there to witness in our area today*. Additional strength for Trust's activities is the location of Natco Pharma families in the locality whose members are stated to be propaganda agents for the humanitarian services provided by the Trust.



V

The volunteers have one united and unanimous declaration. It is three-dimensional in nature. *First*, the assured placement opportunity they have received from Natco Trust; *secondly*, regular payments with unflinching periodicity and awarding of salary increments (payment of full salary during the entire period of Covid-19 pandemic is emphasised); *thirdly*, moral and material support provided by the management in times of need.

Satisfaction of volunteers is attested by the insignificant rate of staff attrition. The freedom they enjoy in performance of daily routines has been thoroughly appreciated even though there are a few glitches in the communication flow between management and employees. When compared to other private institutions, Natco Trust is held in high esteem for the basic values it promotes in respect of human resource management. Many of them acknowledge that one of the enduring lessons they have received from the Trust is reflective a social change. It is a change seen both at the *personal level* (financial freedom, fiscal discipline and time management) and *institutional level* (Trust's emphasis on empowerment through education and

earning, especially by educated young women). Underlying the programming of Natco Trust there is an unwritten conviction that runs through the process like a golden mean. It is all about women empowerment. In the words of its CSR Head, Swathi Kantamani, *Me First must be a priority; Me Last is not cool anymore*. Logically, Me refers to women and the current assertion is one of the effective and impactful solutions offered by the organisation for balancing the programme routines. Number of women volunteers including mid-level managerial personnel and teaching staff working for the Trust is substantial (in other words, a favourable sex ratio in workforce of the Trust). The effort of CSR Head in trying to apprehend *the tendency to let the women self-slip on their priority list* is noteworthy.



In quantum terms, her current indulgence may be atomic, but its inherent strength has a potential implication. Her pragmatic approach, more than the pedagogical oration is acclaimed as a healthy trend within the organisation. The Chairman of Natco Pharma, VC Nannapaneni has an emphatic assertion in this context: *Swathi Kantamani is instrumental in instituting the change within the Trust*.

From an operational perspective, the Trust's emphasis on employing and training more women volunteers (especially at the community and implementation levels) unconsciously forms another





ed and inbuilt programme of Natco Trust. It, perhaps, jurates a historical perspective of future with attention on, preciation of and approbation for women's role in social development interventions. Prasad Kommineni (Sr. Manager, HR&OD, Kothur) and Narayana TV (Dy. Manager, HR&OD, Nagarjunasagar) sound highly academic in asserting that volunteer engagement at all important levels, especially of women is consciously designed to promote values of volunteering and deeds of integral programming by the Trust.

These informed opinions lead us to a valid question: Why and how do the volunteers of Natco Trust form the main pedestal for

programming? The answer necessarily

draws one's attention to many points of pivotal importance: philosophical approach of the Trust to social issues, pragmatic thinking about programme components and realistic considerations about the implementing force. For the Project Manager (CSR), S. Rambabu, the role of multi-specialist volunteers has been the core strength of programme implementation. The same sentiments are expressed by other senior members of Natco. To cite an example are Chief Financial Officer (Appa Rao) and Unit Head, Nagarjunasagar (Veera Narayana). They are among those few who have reasonably understood the priorities guiding the members of Natco Trust and, the chief promoters of



Natco Pharma. The senior most volunteer of Natco Trust, Nagamani Yaksha sums up: *just as doting mothers take kids into their soothing laps, we have taken the programmes of the Trust onto our responsive shoulders. It is a win-win situation for the Trust as well as volunteers, both male and female. She is frank, true and candid in her assertion.*



Volunteers have become the trusted and loyal palanquin bearers of Natco Trust today. This healthy example is fit for easy replication elsewhere from

the perspective of strengthening grassroots programmes of any similar organisation. Natco Trust has this humble experience to offer...

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## Case Story – II

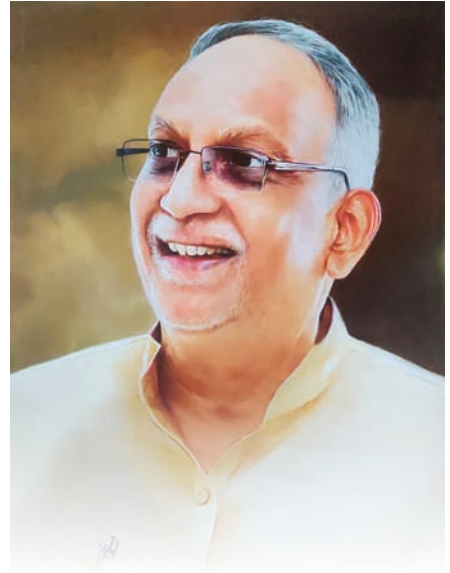
# Covalent Bonding:

*Health Matters: Government and Natco Trust*

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I

Broad-spectrum minds and magnanimous hearts react in a big way to the woes of the needy and poor in society. For them, the reactions are not part of mere service, but denote a social responsibility. Founder of Natco Pharma, VC Nannapaneni belongs to this class of rare individuals who serve the surrounding society not as a matter of mere compulsion but as a matter of social inclusion. Sometimes these individuals react with force. At times they are prepared to stoop down. Some other times they coordinate with like-minded individuals and institutions. On the whole, their mission is to accomplish a thing of social good. The way young Nannapaneni Venkaiah Chowdary in his early



adolescence spearheaded a briefstinted agitation in his native village Gollamudipadu to install drinking water facility for the villagers is an eloquent testimony to his grit, determination and socially-anointed mind. He says the trait is inherited from his parents (late Seetharamamma and Lokadityudu). The qualities of self-respect, hard-work, penchant for task-accomplishment and ideas of peaceful social inclusion are to travel with him and decorate his later career and activities.

VC Nannapaneni has been a student of pharmacology. Having been instructed and groomed under stalwart faculty members like Prof. Nori Viswanadham in Andhra University (Visakhapatnam) during graduate studies, he migrated to America in 1969 to pursue studies and research in pharmacology (New York Brookline College). Later he was associated with Vitarin Pharmaceutical Company, New York and became familiar with *time release technology* (a mechanism used in pill tablets or capsules to dissolve a drug over time in order to be released slower and steadier into the bloodstream). He returned to homeland in 1991 and established Natco Pharma in Kothur region in RR district of the present-day Telangana. The childhood traits of grit, determination and task-focus continued. Soon he raised the banner of success in introducing new medications and drugs in Indian market. The first break of light was visible in 2003 when his Company launched *Veenat*, a generic version of cancer drug *Glivec*. For the next ten years



VC Nannapaneni had to fight a legal battle against Novartis AG for patent protection in India. When he won the long-drawn legal battle, the verdict ushered in a new epoch in cancer treatment. Soon the portfolio medication for cancer from Natco Pharma (especially blood, lung and kidney) diversified. VC Nannapaneni became a pathfinder and his company became a pioneer. And the rest is success in perennity.

Sr. Manager (HR&OD) at Kothur, Prasad Kommineni says that the vision of Natco's Chairman VC Nannapaneni always was pivoted on two considerations: *first*, to help the needy in the vicinity, a trait he inherited from parents and family traditions; *secondly*, education and health concerns of the poor (eye on discreet rural village habitations and treatment of chronic ailments). *Most of the programmes executed in early 1990s (much before the talk of CSR) had a direct relation with these two programme verticals.* The Natco factory areas received priority in the process which approach is reflective of the oft-quoted adage: *charity begins at home.* As the years go by, the service network has expanded far and wide. Narayana T.V., Dy. Manager (HR&OD) at Nagarjunasagar sums up the legacy in a few words: *presently, even urban poor wish for expansion of Trust's social service net wherever possible.*

## II

Business activities and service considerations travelled together in the life of VC Nannapaneni. Being a pharmaceutical entrepreneur and successful industrialist, he always favoured the idea of selfless service to the fellow human beings. Very close



observers of his life and service fondly call him using an amenable sobriquet. N. Sadasiva Rao, Vice President (Legal Affairs) and Yadlapati Ashok Kumar (Natco Cancer Centre, GGH, Guntur) describe him as an interventional sociologist. VC Nannapaneni's pharmacological formulations, especially in the







domain of cancer treatment are known as path-breaking in the field. At the same time, focus and emphasis on social service ideally match his pharmacological interests. His continued interest and concern for the needy brought him this sobriquet from close quarters, *interventional sociologist*. Even before the Natco Trust was formulated, VC Nannapaneni and



his family began spending money on projects of social importance. In the process, three subjects became endeared to his heart: health, education and organic agriculture. In the words of Senior Vice President (HR) of Natco Pharma, A. Lakshminarayana, *VC Nannapaneni's response mechanism to the emerging social needs is at once passionately emotional, highly logical and contextually interventional*. Following his vision, the priorities and needs of the poor in both the Telugu-speaking states, the Natco Trust's flagship programmes can be seen in the domains of education, health and farm-based activities. For example:

- MNJ Cancer Hospital, Hyderabad (*pediatric ward, treatment, palliative care and counselling, free medicine supply, counselling services etc.*)
- Niloufer Children's Hospital, Hyderabad (*OPD Block, maintenance of the facility for a brief period, patient registration block, infrastructure, free medicine supply, counselling services etc.*)
- Gandhi Hospital, Hyderabad (*free medicine supply, counselling services etc.*)
- Osmania Hospital, Hyderabad (*free medicine supply, counselling services etc.*)





- Community Health Centre (CHS), Ponnur, Guntur Dt., AP (*building construction and infrastructure support*)
- Natco Cancer Care Centre, Guntur General Hospital (*Building construction, maintenance, patient counselling, free medicine supply etc.*)
- Promotion of non-pesticide management of crops (*Gollamudipadu and Nagarjunasagar*)

The home district, Guntur has always occupied the active thoughts and imagination of the Chairman of Natco Pharma. He was always in a readiness to help the cause of public health. When approached, he caused the Trust to support CHS (Community Health Centre) at Ponnur, Guntur district. It received 60 lakh rupees (during 2017) towards the construction of first



floor in the hospital. In addition, 200 medical kits were gifted to the centre during the covid-19 pandemic period. So also, non-pesticide farming practice was introduced in Gollamudipadu area on an

experimental basis.



Guntur General Hospital is one of the most reputed medical centres in coastal Andhra Pradesh. It attracts patients from the entire state as it is known for treating rare diseases and complicated cases. Being born in a village near Guntur town, VC Nannapaneni had always GGH in his



mind and thoughts. Following reports about decay in the general conditions and structures of the hospital, he suggested to Natco Trust to undertake projects that have an immediate and direct bearing on the patients and treatment procedures. Subsequently, the Trust spent around nine crore rupees (2013-2018) and helped in the improvement of infrastructural facilities in the hospital: Neurology (Sleep Lab Equipment); modular operation theatres and ICU for orthopedic department; installation of





ventilators; pediatric ICU; neo-natal ICU; dialysis machines for nephrology department; waiting hall for patients; renovation of nursing college/hostel premises; installation of oxygen concentrators, renovation or replacement of medical equipment etc.

### III

Real life anecdotes involving the Chairman of Natco Pharma caused his later day social actions. His decision to support Guntur General Hospital became most reasonable and logical after the bifurcation of Andhra Pradesh into two regions. While the reputed cancer hospitals have gone to Telangana, the residual Andhra Pradesh state was in need of new facilities. As the Chairman of Natco Pharma realised the need, he



favoured the idea of establishment of a comprehensive cancer care centre. As the days rolled on, he came across a few rattling reports on the disturbing incidents in Guntur (Government) General Hospital. The Natco Trust, by that time, had successfully accomplished the task of improvising facilities in government hospitals at Hyderabad (MNJ Cancer Hospital and Niloufer Children's Hospital). With this experience at the backdrop, the Chairman decided to intervene in the GGH.

Following his final decision, the Natco Trust approached the Government of Andhra Pradesh and began negotiating. The prolonged deliberations ended on a positive note. The Government released a GO (Government Order) Rt. 154 on 28th April, 2016. Subsequently it was amended and the Natco Trust entered into a MoU with the government on 22nd November 2016. The inking of the agreement was followed by the constitution of a six-member advisory committee (GO No. 470 dated December 5, 2016) with three representatives from Natco Trust. A piece measuring 5950 square yards (1.16 acres) of land was allotted for the construction of a new cancer facility (80000 square feet). On the other, the government assured to procure latest equipment (radiation) after the completion of the construction. The Natco Trust completed the task and spent around 35 crore rupees on the new building (cellar, ground and three floors; 110 beds; 10 outpatient consultation rooms, laboratory, pathology lab, surgical operating room, library, conference hall, board room etc.).

The three main aims that guide the cancer centre, GGH are:

- To provide optimal expert care to cancer patients
- To achieve and maintain acceptable standards of quality of services
- To ensure that services are of universal standard, responsive and sensitive to the patient needs





Using a simile, Prof. Sivaramakrishna (Dept of Medical Oncology) of GGH-Natco Cancer Centre describes the new facility as a *Medical Marvel in Public Space*. His choice of the phrase is the conclusive public attestation for Natco Trust's timely intervention. On its part, the government procured and installed Varian Vital Beam Linear Accelerator radiation machine, HDR brachy therapy equipment and CT simulator. Though not part of the MoU, the Natco Trust incurred an additional expenditure in installing various infrastructural gadgets in the new building (air conditioning systems, furniture and fixtures, medical furniture, air handling units, CC cameras, public address system, mineral water plant etc.).

The Cancer Care Centre was officially inaugurated in the month of July 2020. Needless to state, the period of inauguration coincided with the active period of covid-19. Since covid-19 too was a public health concern, the new facility initially accommodated covid-19 patients too. The establishment of ultra-modern cancer care centre in the government general hospital sent positive signals to the poor patients and, warning signals to private institutions that are habituated to squeeze the patients under the pretext of cancer. To begin with, ordinary patients were subject to a dismay. Natco staffers in the cancer care centre, Prabhudas, Mallikarjun, Krishna Rao and Karimulla have observed the common patients consciously avoiding the Natco Cancer Centre as they could not believe their eyes that the new facility could be a government centre offering free treatment. The dismay of the unassuming poor patients was slowly replaced by confidence. The new-found confidence is reflected in growing numbers thronging the Natco Cancer Centre during the last year:

S. No.	Particulars	Number
1.	Out-Patient (New)	1140
2.	Out-Patient (Old)	9638
3.	In-Patients (All)	2432
4.	Surgeries Performed	184
5.	Radio Therapy (New Patients)	266
6.	Chemotherapy Cycles (All)	3619
<b>Total</b>		<b>1727</b>







Improvements in the centre continue till date. In the last one-year modular operation theatre and air-conditioning facility in the conference have been completed. With all these facilities in place, avers Ashok Kumar Yadlapati, the cancer centre is poised to serve as a single-window solution for cancer treatment. Impressed by Natco Trust's commitment, the government too is geared up to plug in the existing few gaps. The recent official announcement about inaugurating palliative

cancer care centre in Bongaraala Beedu in Guntur town is a constructive gesture in this regard. Commending Natco Trust, the resident medical officer (RMO), Dr. B. V. Satish Kumar feels that the *corporate ethics promoted by the Trust are the real moving forces for all of us in public service*. As enshrined in the signed-MoU, the Natco Trust takes care of maintenance aspects of the facility till date and has employed its own staffers to look into daily routines. It incurs an expenditure of rupees seven lakhs in a



calendar month. In addition, cost of free medicine supplied to patients under cancer treatment is pegged around one crore rupees in a given fiscal year. Quite impressed by the Trust's involvement in the public health facility, the Nodal Officer of Govt of AP, Dr. Srinivas (Radio Oncologist, Rangaraya Medical College, Kakinada) strongly feels that the *Natco Cancer Care Centre in GGH has all the potential to link infrastructure with institutional intellectual initiatives in the form of workshops, conferences and further medical research. Let Natco Trust create R&D base in GGH*. The same sentiments are echoed in a different form by Sr. Vice President, Natco (Operations-Pharma Division), Dr. S. Raviprakash Reddy. While applauding the services of Natco Trust, he opines, *I would try my best to impress on the management to support research and treatment processes in case of rare disorders such as skin diseases and genetic anomalies in poor patients (people)*.

# IV

The pervasive influence of the Natco Cancer Care Centre in GGH is now a writing on the wall. The Centre is a boon for those patients who can be dubbed as, in the words of Prof. G. Durgaprasad (Head, Dept of Radiation Oncology, GGH), *left-over patients*. Most of them exhaust their money in private hospitals and remain pauperized due to the exorbitant medical charges. When left with no money or insurance, they are mercilessly sent out. These *left-overs* finally descend on Natco Cancer Centre-GGH and get freely treated. Kudos to Natco Trust that has instituted the facility catering to these faceless and powerless commoners in society. Image of Guntur Government Hospital is on the rise in recent period. The earlier stigma attached to government hospitals (*government hospitals are sure roads to hell*) is now demolished once for all. The assertion is manifest by growing number of first-time patients visiting the hospital. Confidence levels among the poor and ordinary patients are on constant rise presently.

One interesting outcome in the post-Natco intervention period is the huge income generated by the GGH. The phrase, *government hospital and generation of income* reads self-conflicting, but it is happening in the Natco Cancer Care Centre today. If any medical intervention is carried out under *Arogyasree Scheme* of AP Government the corresponding amount/medical charges will be reimbursed to the medical institution, whether private or public. Thus, GGH too claims the amount under the extant scheme whenever it extends treatment to patients. Before Natco Trust, the GGH had an old Cobalt radiation machine to treat patients. The hospital used to generate (from 12-15 *Arogyasree* patients) an income of 4.5 lakh rupees every month. After the Natco's intervention, government purchased and installed the latest Lineac machine (Varian Beam) through which the hospital is today generating a whopping 40 lakh rupees. This amount is now sufficient for maintenance of the centre without difficulty. Natco's infrastructure is solely responsible for the current development.

Natco's intervention has caused a chain reaction which had an immediate and positive bearing on the hospital's running and administration. In view of upgraded facilities and availability of *state-of-art*

infrastructure, the government sanctioned six new posts for the department of oncology. This is a huge leap forward in terms of coverage of patients and quality of treatment. In addition, two PG (post-graduation) seats per academic year in Radiation Oncology were sanctioned. This move certainly eases pressure on the existing medical fraternity in government hospitals. Natco's one intervention has resulted in a chain of positive consequences. Dr. Durgaprasad says: *Natco's intervention may be stand-alone, but its results are now branching-off. The current model, Government-CSR Partnership is the best I have seen in my public service so far. I wish Natco's example gets adopted, adapted and emulated by others in near future.*





The social concern with which the Chairman of Natco Pharma, VC Nannapaneni advised his team to intervene and improve facilities in GGH has met its poetic justice today. It is ideally manifest in the results. Deeply moved by melancholic incidents such as *rat-bitten* death of children (reported in the columns of the press a few years ago) in the hospital, he was bent upon doing his bit in favour of health concerns of the poor and ordinary patients. Among others, the initial focus was on solid improvements in pediatric wards (*general treatment wards, waiting hall, general ICU, supply of warmers and photo-therapy equipment, support for NICU for new-born babies etc.*). The interventions created an enabling atmosphere in the hospital. The renovation of pediatric wards had three immediate outcomes: first, mortality rate was controlled. Prof. (Rtd.) Yasodhara Penugonda is emphatic in declaring so; secondly, installation of quality infrastructure influenced the government's decision in increasing the number of PG seats. There are now six MD seats attached to the pediatric department (as against three in the past- one MD and two DCH seats); thirdly, improvements in government hospital had drastically affected practice of private pediatric specialists in the town. Dr. Yasodhara minces no words in informing that *as a retired doctor I have no fears or favours to declare this. Many reputed private pediatric doctors in Guntur town confided with me in private and poured out their agony.* The negation of private doctors denotes the assertion of improved public health facility in favour of ordinary and poor families. Her appreciation for Natco Trust is thorough and complementary.





Quality of treatment and post-surgical recovery are declared safer after the improvements in the hospital. Number of patients visiting the hospital for OP and IP services has shown significant change. The new facilities supported and funded by Natco Trust have resulted in the quality of patient recovery. Dr. V. V. Narayana Rao (Associate Professor, Dept of Orthopedics) informs that *there has been a drastic reduction in the rate of hospital infections after Natco Trust supported improvement of infrastructure.* Owing to



reduction in post-treatment infection rates coupled with fast recovery, the satisfaction levels of patients are now strikingly visible. In addition, facilities for disorders such as insomnia are not available everywhere. Referring to the installation of *Sleep Lab* in neurology wing of the hospital along with appointment of trained technician, Dr. N. V. Sundarachary has all praise for the Trust as the new medical addition is attracting patients from the entire state of Andhra Pradesh. The sleep test costs 15000 rupees in private market. To that extent, common patients are relieved.



The Natco Cancer Centre is considered by many as a great reliever. Poorest of the poor possess ration cards or *Arogyasree* cards. The affluent possess resources at command. Both of these sections are neither afraid of nor rattled on account of escalating medical expenses. It is only the middle-class patients who do not have cards or insurance suffer the most. For these people Natco Cancer Centre is acting as a friend in need. Drawing from his own personal experiences spanning over the last





couple of years, the Centre's Coordinator, Ashok Kumar Yadlapati confidently declares the net effect of the Centre on these people. *I am often moved when patients, at the time of discharge ask me for a framed photograph of the Chairman or Head of Natco Trust.* The request (in the form of an amicable demand) is simple, but the meaning it conveys is very deep, moving and haunting in nature.

The most effective byproduct of the Natco Cancer Centre has a psychological dimension. Most of the nursing staff and volunteers working in the facility refer to this abstract social change. They confess: patient confidence levels have dramatically and magically enhanced in the last two years. The enhanced level of confidence is directly proportional to the power of patient recuperation. The establishment of ultra-modern cancer care centre is responsible for the change. Borrowing the words of Jawaharlal Nehru, the local press correspondent concludes: *ordinary patients are now free from the 'psychology of fear'. Earlier their thoughts were illogically and unnecessarily dominated by a fear of imminent fatality.*

Change in doctors' attitude is reported after the opening of the Natco Cancer Care Centre in GGH. The level of comfort for doctors while treating the patients (both OP and IP) is assured by the new infrastructural facilities. There is a change in the concept of time followed by the medical fraternity. Dr. Sivaramakrishna (Medical Oncology) *admits that there is a qualitative change in the concept of 'doctors' time'. Earlier we were under the spell of lethargic concept of time since the old facilities and infrastructure were neither sufficient nor encouraging. After Natco's intervention, our concept of time is electrified. We are comfortable while extending the treatment for growing number of patients. And the patients too are comfortable while receiving the treatment. The change is promoted and nurtured by Natco Trust.*





*Vox Populi. Vox Dei.* Public opinion as reflected by contemporary journals shall be believed. A leading staffer (district correspondent) of a popular Telugu daily acknowledges that *there is 30% diversion of patient traffic from private hospitals in Guntur town after the inauguration of Natco Cancer Care Centre. These patients now knock at the doors of GGH. The traffic diversion is enabled by three important variables: highly qualified doctors, corporate-like infrastructure and free treatment including medicine. Supply of free medicine is acting as a major catalyst at two levels: patients and, public pharmacists in government hospitals. For patients (Hyderabad and Guntur hospitals), medicine supply is considered a great personal favour. For example, at Guntur, it is reported, there are patients who, earlier were treated and exhausted in private clinics/ hospitals, come to Natco Cancer Care Centre and register for OP treatment. The OP registration is only meant to receive expensive, yet free cancer medicines supplied by Natco Trust. At MNJ hospital Hyderabad, the government pharmacists openly*





acknowledge that the free medicine retains poor patients in treatment process for longer duration with assurances on the prospect of new lease of life. Associate Vice President (Domestic Marketing, Natco Pharma), James Rajakumar stands witness to the impact of free medicines. He presents the crux: *the free medicine supply has a bifurcated advantage: it brings the neediest patients to the doorsteps of quality treatment; it takes the Natco Trust to the threshold of larger society outside.*

There are other delicate and sensible attestations that tell on the impact of Natco Cancer Care Centre. Dr. Jahnavi (Asst. Professor, Dept of Surgical Oncology) refers to a new and recent benchmark. *For me, the few patients who come here from the highly reputed AIIMS (All India Institute of Medical Sciences), Mangalagiri for treatment denote the most effective benchmark for the quality services rendered by Natco Cancer Care Centre.* The Resident Medical Officer has a frank and candid submission: *I receive complaints from individual patients on a regular basis from other wards in the hospital. But the number of complaints on Natco's Cancer Care Centre in the last two years is a big cypher.* His emphatic declaration poses a straight question: *What more qualitative benchmark we need to measure and assess the efficacy, effectiveness and efficiency of Natco's Cancer Care Centre in the GGH?* The Vice President of Natco Pharma (Legal Affairs), N. Sadasiva Rao has the final words to share: *the bonding between corporate social responsibility of NATCO and public health institutions is on a strong pedestal today and, is seen at its best.* A substantial and well-conveyed opinion with prospective implications for future course of action by the Trust in the domain of public health...



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## Case Story – III

# Instituting a new Paradigm: C2C Bala Vikasa Kendra (BVK)

Thangella Thanda, Nagarjunasagar

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Small is always beautiful. Often times it is effective and the effect is contagious. The modest initiative of Natco Trust in

establishing (July 2008) and running a pre-primary training centre BVK, Bala Vikasa Kendra (Anganwadi centre pedastalled on different modes of operation) for local kids in Thangella Thanda of Nagarjunasagar is being touted for emulation today. The institution makes news for a few soul-searching reasons: *first*, the model has inaugurated a new and reversible paradigm: C2C (Corporate to Community; Community to Corporate) dynamic model where responsibility-sharing is mutual, equal and highly complementary. This is a win-win situation for the local community and the corporate

(Natco Trust). A. Veera Narayana (Unit Head, Natco Pharma, Nagarjunasagar) loves to name it as a *unique experiment in local social dynamics*. For, it best represents an ideal mixture of corporate contribution and community participation on a continuous scale. *Secondly*, training methods and academic approach followed in the BVK (Multi Grade Multi Level or MGML Method) stand in striking contrast to other such institutions in society and, Natco has focused on ten key important mile stones in the growth of kids (physical and intellectual). *Thirdly*, according to members of the local parents' committee and tribal youth club, *BVK is the ideal catchment area for government primary school in the locality*.

The analysis is a genuine reflection on the logical consequence of BVK establishment. For, the kids trained in the institution and admitted in class I of local primary school are making waves in the district for their intellectual improvement and subject grasping powers. The local educational and revenue authorities have repeatedly acknowledged that BVK kids are active in learning and proactive in interpersonal communication skills. A conclusive verification comes from the local headmistress who recommended, in recent times, a few BVK kids for direct admission into class II for *their amazing skills, commendable power of grasping and ideal ways of classroom presentation*. It is a social commentary on the efficacy of C2C experimental model supported by Natco Trust.

Establishment of BVK was preceded by what is known as *locational discovery*. Thangella Thanda was earlier part of Palthi Thanda. Owing to low-lying nature of village topography, the problem of submergence was always lurking in the face of the local community. To avoid the problem, part of the problematic habitation moved up and resettled on a nearby plateau which later was christened as Thangella Thanda. Shifted thus and settled in 2008, the new habitation had very few houses and population (today there are 91 houses with 403 population). Since it was a new habitation, public bureaucracy took its own time to step in and provide basic necessities. On the other, the social life was anything but drab. At this juncture Natco Trust was the first major civilian contact outside the Thanda. The local inhabitants equate it with a new finding. They feel obliged that *I V Suryanarayana, member of Natco Trust's survey team, in fact, discovered the thanda and 'us' in the year 2008*. The story of cooperation and coordination between the Trust and the local community has begun. It continues till date without any hitch or glitch.



There have been three crucial variables that shaped and strengthened the Bala Vikasa Kendra at Thangella Thanda. *The first factor* was about the community's humble demand forwarded after Trust's entry into the thanda. The post-discovery interactions with the community were conducted on a modest scale. Team members of the Trust were struck by a great surprise during these community conversations. The reason for their awe was the unanimous demand from the local community to establish a pre-primary school for their children and prepare them for next phases of learning. This submission was the most unexpected outcome from community confabulations. The submission was immediately forwarded to the management. The Trustee and CSR Head of Natco, Swathi Kantamani has been of a considered opinion that the Trust shall often work in collaboration with elect



governments and, it cannot, in ideal terms, indulge in creation of parallels in society. But the case of Thangella Thanda was under a special consideration.

It is common sense that any newly-founded village habitation looks for basic minimum requirements followed by other peripherals. Here at Thangella Thanda kids' education was accorded top priority even when the community was struggling with other locational issues. This community resolve has finally clinched the issue to its great advantage. From a broad perspective, Natco Trust's priority sectors of CSR intervention have been education and health. When the Thangella Thanda's community



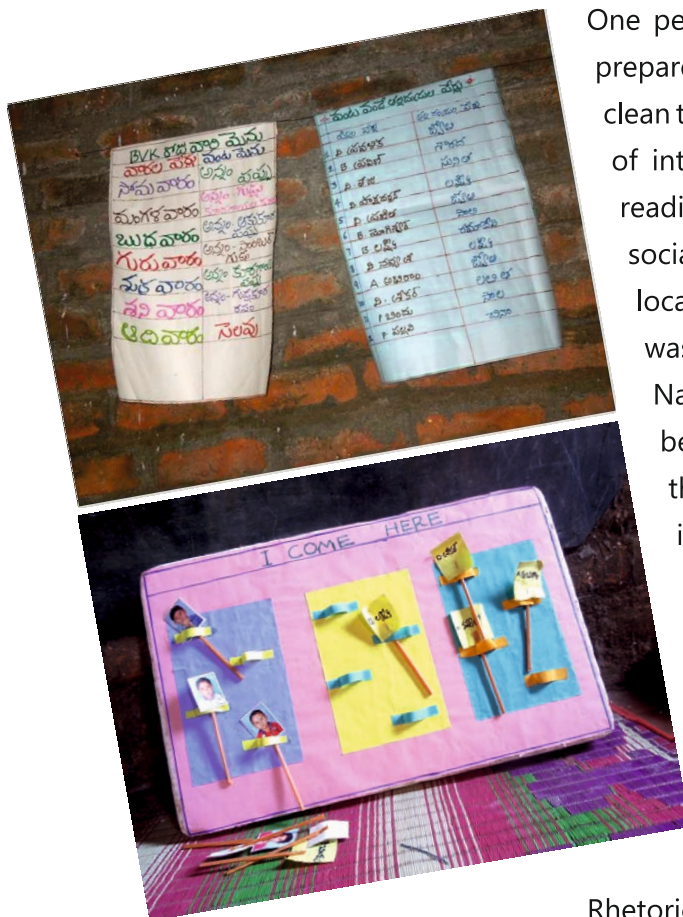
BVK-1 పాఠశాల విద్యులు			BVK-2 పాఠశాల విద్యులు		
YEAR	G	T	YEAR	G	T
2008-2009	7	18 25	2009	3	6 9
2009-2010	2	5 7	2010	1	5 6
2010-2011	5	2 7	2011	6	11 17
2011-2012	5	7 12	2012	2	3 5
2012-2013	1	4 5	2013	6	1 7
2013-2014	4	3 7	2014	7	10 17
2014-2015	21	17 38	2015	14	16 30
2015-2016	4	5 9	2016	2	2 4
2016-2017	2	0 2	2017	3	2 5
2017-2018	3	1 4	2018	4	1 5
2018-2019	0	2 2	2019	4	1 5
2019-2020	4	2 6	2020	3	2 5
2020-2021	2	4 6	2021	2	4 6
2021-2022	4	1 5	2022		
		135			121

resolution reached the management, the matter was favourably considered on an isolated case-to-case basis. The experience and association of the local volunteer Banavat Ganesh with the Trust are as old as the village itself. He proudly says that *we have won over Natco Trust. Our winning represents a social cause. The community request was all about a humble submission seeking a social favour. In all modesty and humility, the Trust management too submitted itself to our submission. The social magnanimity was in the form of granting a learning center.* The Thangella Thanda and its community began on a winning note since they put society before self, not the cart before horse. Till date, the BVK is first of its kind in the



entire operational area of Nagarjunasagar. *The second important variable* was another enabling and convincing factor in the current sociological episode. A local resident, Degavat Mangla donated a piece of his personal land (measuring 244 square yards) for the construction of new facility.

The donation too had its share of imposing influence on the decision of Natco Trust. The community resolve in favour of kids' education and voluntary donation of land for founding the school did not fail in their ultimate goal. The Natco Trust returned an equal and encouraging intervention. The BVK initially began in a small hut which later was replaced by a modern building accommodating kids, classes, kitchen, playground and washrooms. *The third complementing factor* was community's preparedness to shoulder the responsibility of management of the BVK. This has been realised in two ways. At the outset, the parental community accepted the responsibility of daily management of the school premises. And the real add-on value was to be seen in the next move. Mothers and grandparents of the kids admitted into BVK shouldered a perennial responsibility of kitchen management (cooking, serving and cleaning).



One person per family visits the centre every day to prepare food for children, serve the hot-cooked meal, clean the surroundings and retire. At the very inception of intervention, this kind of qualitative community readiness was unthinkable. From the perspective of social and development intervention in a new habitat location, the decision of community in this regard was a decisive stroke that had its immediate say on Natco Trust's favourable decision. The saga, thus began in 2008 continues without break till date. As the instructor (volunteer) and the everyday cook-in-the kitchen are from the local community, kids too are highly comfortable in enjoying their stay in the school without asking for a break other than the lunch-break. In a nut shell, the small and exuberant kids passionately participate in the schooling activity characterized by a frivolous earnestness. The resultant decency in the school atmosphere is praiseworthy. Rhetorically, a soothing silence and orderly behaviour of



children reverberate and echo in the ramparts of the institution though it is full of naughty kids. There is calmness everywhere. Instructor Banavat Ganesh uses a flowery expression and informs the enthusiastic visitors with a signature proclamation: *there is serenity in continuity dominating the BVK of today.*



The BVK has completed a 14-year successful run by the year 2022. It follows a scientific methodology to instruct the kids. It is known by the name MGML. The original framework recommends measuring of 21 milestones in the life of kids between the age of 3 and 5. Volunteers of the Natco Trust received basic training in the Rishi Valley Model of instruction. At the Thanda level, the Natco team customized the curriculum keeping in view the local needs and requirements. Presently, ten milestones (physical, psycho-motor, interventional learning etc.) are measured. In other words, it is an age-specific appropriate learning through which kids are engaged in the process of grasping the curriculum.

Any participant observer can conclude with ease that it is all about *dialogical learning*. Dialogue, whether in a public discourse or classroom pedagogy, is a kind of contractual agreement between those who share and inform (instructors or teachers) and those who receive and grasp (prospective learners). In the process both the stakeholders are benefited by learning and grasping new things and



topics. Instructors, as days roll on, learn to deal with information in more effective ways. The receivers do so by way of questioning, the questions often being innocently intelligent. In the continuum, innovative teaching tools and instructional materials play a crucial role. To cite a few are pictorial representation of school timings, kids' daily attendance and subject aids touching on basic topics such as math, language and environmental science.

The school follows fixed time-table (9 am to 4 pm) with breaks in between: morning snacks, lunch, time for small nap, evening snacks, evening play etc. Classroom transactions too are conducted in an informal manner and children sit in circles while attending and learning. A total of 135 kids were admitted in the BVK since inception of the school while 121 kids graduated (after completion of 5th year of age) from the institution. Out of them 57 (almost 50%) were girls and the rest are boys. All the children, by default, are attached to the local government primary school where they would continue



formal academics beginning with class I. It is a kind of academic relay race. Kids admitted in primary school were later trained by Natco Volunteers to sit for entrance examination of government residential schools in the state (Gurukula institutions). In addition, there is another scheme called *best available scheme* of Telangana government which allows rural kids get free admission in private educational institutions of repute.

Over the last few years, forty children thus were selected for residential government schools as well as famous private institutions. It is a modest success rate of 33% for a small and new tribal habitat location (40 selections out of 121). In her frank and candid assertion, the headmistress of local government school (MPPS) has all praise for BVK and its instructional delicacies: *learning in BVK is contagious; personal hygiene habits of kids are continuous; personality development of young children is momentous*. Though she represents government educational stream, the headmistress in her personal capacity feels that the Natco Trust may gainfully replicate the current model across all discreet tribal thanadas of Telangana state.

It has been observed that the abilities of BVK children to read, write, grasp, comprehend and present are amazing by the time they seek admission for class I in government primary schools. This is in quite contrast to other children graduating from public Anganwadi centres and those kids who directly get admitted at the beginning of 6th year. BVK kids are reported to be lessening the burden of government teachers in schools. This prospect of intelligent kids fountaining from Natco's BVK has received

approbation and appreciation from public educational authorities in the district. Sometimes, BVK kids are promoted to higher classes due to their qualitative academic skills. In doing so, the factor of age appropriation is comfortably and conveniently bypassed.

Enumerating the benefits flowing out of the BVK, the volunteers put forth a few interesting outcomes. The dropout rate from the institution is a cypher. It is a rewarding experience when the age of kids under school preparation (3-5 years) is considered. The childhood



wavering and changing aspirations of the infants are dominated by soothing atmosphere and encouraging ambience at the BVK. It is this feature that has touched the hearts of parents and community at once. The domineering influence of the school on children is manifest by a few important characteristics: improved personal habits, decency in behaviour, improved hygienic protocols, fast-paced grasping, easy identification with local environment, conversational abilities, inter-personal relations, enthusiastic participation in co-curricular activities etc.



The pervasive influence of Bala Vikasa Kendra (BVK) supported by Natco Trust is now a part of public social discourse in Nagarjunasagar area. The government teachers and local communities forward a demand to the Trust for replication of the model. Though it is a hypothetical proposition at present, the Thangella Thanda experiment has instituted a working model in terms strong bonding with the CSR activities of corporate companies. The Natco Trust too deserves social recognition for promoting this pastoral paradigm put into motion by a discreet tribal community where the relation between the community and corporate is friendly, responsive, complementary and emulative. It is an experience

to be shared, an interventional memory to be preserved and a social outcome requiring to be discussed in public space.





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## Case Story – IV

# Residence to Residential... Ignorance to Enlightenment...

## *Coaching Rural Kids for Government Residential Schools*

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I

Change is the law of nature. Times, conditions and situations change. The process is manifest across various fields including education. Social contentment and personal gratification of the yester years and bygone era in just knowing 3R's is over. In the wake of technology-driven learning process and, immediate accessibility to information through what is called *Googling Experience*, the need for approaching fast-paced and competitive learning is increasingly felt at all levels, urban and rural at once. Ignorance is no more a bliss today in terms of education and information. While the urban kids and clientele have a few default advantages, the rural kids are still steeped in defective learning. And their daily-wager parents (mostly labourers, on-farm or off-farm) are plagued by access to liquid and easily transactable resources (private schools are reported to charge approx. INR 40000 pa). To mitigate the problems, Natco Trust has devised many a programme intervening into rural government schools at the grassroots.

Efforts of Natco Trust are not only diversified, but often tailor-made in response to the needs at local level. This approach is reasonably explained using a simple and effective matrix by the Project Manager, S. Rambabu: *we try to improvise; we endeavor to revise and provide; we plan to customize*. It is a sequential process adopted by the programme team at Natco. Improvisation of the existing facilities is undertaken wherever possible in due coordination with the democratic government. In the words of Swathi Kantamani (Trustee and Head, CSR), *we have realised that working with elect governments is*





*crucial...and wisened up to the reality that we cannot do it alone.* The irreducible minimum of interventional want in the process is community participation.

Her approach is best represented by Natco Trust's efforts in training young kids for entrance examination seeking admission into public residential schools. Trust's programmes are often customized against the backdrop of emerging realities which would ideally be followed by provision of services, both material and educational. As part of this programmatic continuum, efforts of the Trust in organising special classes for young kids of primary schooling need to be estimated. The central aim has been to take them to the threshold of government residential schools that offer free, residential and qualitative academic instruction.



The estimate of Natco Trust's foray into organising special coaching classes for kids of government schools has three obvious and valid considerations: first, at the outset is the dearth of teaching staff in government schools. The problem has been chronic in nature and the existing staff members are overburdened with workload. In addition to the academic load, teachers are expected to perform more administrative functions than the classroom functions. One of the teachers effectively expressed the state of affairs when she said, we have more co-curricular activities in school than our students. The net effect is the adverse impact on quality instruction in the schools. Secondly, in primary and upper primary schools managed by single or double teachers, the problem is in more precipitate form. Their attention is always occupied by retaining the student numbers than attaining academic standards. As a result, most of the students (though in small numbers) are left to spend time in trivialities more than classroom formalities.

Parents from across the locations (for example, Nellikal, Rangapur, Thangella Thanda etc.) complain of an obvious outcome: *students' life is occupied more by loitering than actual learning.* The observation can be debated, but not disputed. Thirdly, there is a psychological angle involved in the process. Insufficient staff and classroom activities coupled with teachers' occupation with more non-academic functions leave a tell-tale effect on student-teacher interpersonal relations. This relationship is the main anvil and influential pivot round which school life revolves. The set of foregoing factors, in addition to a few other minor variables has resulted in an uneasy

calm in the process of learning and academic preparation. The nagging issues are solved by the appointment of community volunteers and additional teachers by Natco Trust. They today act as the gap-filling agents. Since most of them are from the same localities, their relationship with community, school and students is often friendly and complementing. Majority of them received decent education with a few additional qualifications such as diploma or graduate degree in education.

One of the chief functions performed by village volunteers (often described as *multi-functional programme specialists*) is to instruct students, mostly primary and upper primary kids, and refine their academic skills in languages and basic math/science. In addition, as and when required, they shoulder other responsibilities in the schools along with government teachers. According to them (volunteers),



the following are the functions of immediate importance to students and community at large:



- Training students in time management
- Providing extra/remedial tuitions in the schools
- Focus on students considered dull in classroom learning
- Continuous dialogue with parents and community
- Using activity-based learning methods in instruction (teaching aids, flip charts etc.)
- Linking student memories to the locally available resources (academic and environment)
- Coaching 4th class students for admission to government residential (Gurukula) schools

These interventions have necessarily opened a new chapter in the life of village communities and students. The budding talents of learners are sharpened further to the best of ability of the additional teachers. Among all others, coaching classes conducted for the 4th class students that enable young kids sit for entrance examination and seek admission into government residential schools (5th-10th class) is rated as the most effective and most satisfying experience of all. Over the last few years, preparation of students for admission has become the flagship programme of the Trust in the domain of educational interventions.



One salient future of the programme has been the focus on tribal students inhabiting discreet tribal thandas in the vicinity of Nagarjunasagar and, dotting the semi-urban locales of mofussil Hyderabad. In the process concentration on girl students has been specific and emphatic for a few valid reasons. Avoiding child marriages and, training girls as the prospective, conscientious and responsible citizens of future have informed the programme operations. For example, Nellikal and Thangella Thanda volunteers refer to the recent results of admission tests to strengthen the current argument. When 90 students of class IV are trained during 2018-2021 for residential admissions, 54 students were selected and around 50% of them are girls. During 2019-2020 the Thangella Thanda area reported 99 selections out of 220 children trained. 60 among the successful candidates were girl students (60%).

The respective volunteers, Murali and Ganesh term the success as a programme festival. Explaining the phrase, they, with glee in their protruding visages declare that selection of girls into government residential schools has twin advantages: on one hand, it brings unfathomable happiness to the instructors for their coaching abilities; on the other, it is a great sigh of relief for parents as they are relieved from unavoidable expenditures on girls' education. On both counts, it is a mood of celebration for girls, parents and teachers of Natco Trust. The mother of Ankita (now pursuing fifth class at Chennaram Government Gurukula, Telangana), Banavat Mangamma says *I am delighted by the prospect of my daughter journeying from a discreet tribal (rural) residence and stepping into a government residential school with hopes fixed on a rosy future.*

The cumulative impact of the coaching classes for Gurukula (residential schooling) admissions is best represented by the following tabulation:

*Natco Coaching Classes for Rural Kids:  
No of admissions during 2014-2022 (Govt Residential Schools)*

<b>Location</b>	<b>Total number of admissions secured</b>	<b>Remarks</b>
Hyderabad	93	Urban and Semi-urban
Kothur	78	Semi-urban; Tribal students are more
Nagarjunasagar	390	Rural; More than 50% are tribal students
Gollamudipadu	18	Rural
<b>Total</b>	<b>579*</b>	

*\* Around 65 admissions per one academic year*

Children from Nagarjunasagar followed by those from Hyderabad have received major benefit in the immediate past. The coaching classes of Natco volunteers follow a fixed timeline (before and after school timings). While after-school tuitions are conducted for all classes, coaching for government gurukula schools is conducted for 4th class students. Admissions in the government residential schools start with fifth class. It is reported that many children from Sagar region are admitted into schools at places such as Devarakonda, Nagarjunasagar, Peddavoora, Damaracherla, Miryalaguda etc. However,



seat allotment for the select students is the prerogative and responsibility of the state government. While the students are the immediate and most impactful stakeholders in the process, there are many socio-cultural benefits for the families in particular and local communities at large. In a way, the current intervention is indirectly complementing government's resolve to cover maximum number of children from rural background and backward regions.

The reasonable success of the intervention, at the outset, is due to the level of intimacy between students and instructors. Volunteers describe this as learning continuum. Most of the children attending coaching classes are those who have been under instruction for the last few years, say for example, from class I onwards. Volunteers and students, thus, have an opportunity to strike long-standing interpersonal relation. The flow of instruction is then rendered smooth and live. Initial response to coaching classes from the parents was lukewarm. But they were influenced by the kids who return to native homes during the holidays. Along with them, other kids in the same age group. Volunteers have observed two kinds of influences over the last few years.



- First, *peer-peer influence*: when the residential school children return to village and share their enlarging world view in the new place, their friends and other younger kids listen to them in rapt attention. These interactions set stage for others to prepare and sit for examination the following year. Such a resolve is manifest in growing number of students seeking access to coaching classes.
- Secondly, *peer-parent influence*. Natco Trust volunteers, Vasram, Lakshman and Kasaiah feel amazed to witness the students influencing parents which process, for them is a reversal of what often generally takes place. Instead of parents, kids are the motivating forces in the present context. When parents observe the changed and refined behavioural patterns of the kids from the government residential schools (Gurukula Schools), they are immensely influenced. The results are not far to seek now. More and more numbers of parents are approaching the volunteers with a request to train their younger kids for entrance examination.

Improvement of communication skills of the kids admitted in government residential schools is a game changer according to many observers. Non-literate and semi-literate parents are thoroughly influenced by the English communication skills of the residential school kids. Parents are aware that communication skills pave way for a rosy future of educated youth. This basic awareness acts as a catalyst and drives many parents in taking their kids to coaching classes. *On the whole the training classes for residential school (Gurukula) entrance examination are directly proportional to the rise of Natco*



Trust's credibility in community, says G L N Rao (CSR Executive) operating at Nagarjunasagar. His opinion is duly seconded by I V Suryanarayana, Assistant Manager (CSR) who earlier had a memorable stint working with village communities in the region. The silver lining in the episode is a remark by a local volunteer (teacher and trainer): *a girl student trained and coached by me was successful in examination and joined Gurukula school of Telangana government. Today, a couple of years later, I have no qualms to declare that the communication abilities and skills of my student are better than mine.* Perhaps, this one remark is the clinching evidence for the efficacy of quality education offered at government residential schools. On the other, it is a certificate of appreciation expressed in spontaneity on Natco Trust's capability in designing and implementing the programme in remote pastoral habitations.

Tribal hamlets are often known for certain social maladies such as girl child marriages. Since the onset of Natco Trust and its development activities, the tendency is arrested. Citing the example of Sapavat Thanda in Nagarjunasagar region the Project Manager (CSR), S. Rambabu goes down the memory lane: *earlier many tribal thandas are notorious for child marriages. Thanks to Natco Trust and its activities, today the problem is under complete control. We can boast of elimination of the social malady in around 16 operational villages of Natco Trust.* The Trust, through its coaching classes, has been consciously encouraging girl children to sit and get admission into government residential schools. The programme strategy of the organisation received immense support and enviable success. Ramavat Cheena, a trained pharmacist working with the organisation, has a spontaneous response: *being born and groomed in a tribal thanda, I am aware of the consequences of Trust's programmes. Without any reservations I would love to declare the Trust as a Social Change Agent.*



Analysing the influence of Trust's programmes, the Headmistress of a local government school (Mandal Parishad Primary School, Marrisipuri-II), Banavat Jyothi goes philosophical and nostalgic. *For her the nature of social change brought about by the Natco Trust is both top-down and bottom-up (two-dimensional). Apprehending the child marriages in thandas forms the top-down process where the organisation has been an effective change agent. On the other, the Trust was responsible for creation of budding agents of social change in tribal thandas.* Explaining her assertion further, she says that influence of improved personal hygiene and cleanliness-etiquettes on the kids in public residential schools has its further share of influence on the local communities.



When the residential kids, especially girl children return home for holidays, they refuse to go out for relieving themselves. Instead, there are many instances when these kids forced their parents to build ISLs (Individual Sanitary Latrines) in their residences. It is a perceptible change in the recent times. Banavat Jyothi has all praise for Natco Trust in instituting this social change.



There is a third dimension to the social change resulting from Natco's programme. Volunteer at Rangapur village, T. Kalpana loves to call the process a *three-dimensional social change*. The third social dimension being the arrest of seasonal migration of children. Earlier many of the kids used to accompany their parents when they would go out for gainful work during certain seasons. Once the results of Natco Trust's coaching classes for 4th class kids are in place, they have their immediate impact. The potential and prospective migrant kids are now left behind with grandparents or close relations so as to enable them attend coaching classes without break. Asked to present a gist of the

Social Change Dimension that Kalpana is referring to, she succinctly puts it thus: Natco Trust's programme aimed at coaching rural kids for residential school admissions (Gurukula) *is recreating life for many innocent kids; refurbishing parental hopes on future of their wards; reclaiming confidence of village communities.* This one comment is the conclusive verification for two important programme variables: the kind of social legacy created by Natco Trust in rural society, and the need for continuation or handing over of this legacy without fail. Let the posterity continue the success trail...



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## Case Story – V

# Natco's Formal Schools:

*free access, wide coverage and easy affordability*

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Natco Trust's support for formal education has been extensive and wide-ranging. The support is bifurcated: running two formal schools of its own and helping 39 government schools across Andhra Pradesh and Telangana states (including a social welfare school at Devarakonda, Nalgonda district, Telangana). There are six high schools and 32 primary schools serving 8200 children, and 28 schools (where *after-school tuition programs* are in operation) covering 1468 children. On the whole, the formal education programme serves 9668 students by the end of academic year 2021-2022. This is in addition to the support extended for preparatory learning process of children who are under instruction in various Anganwadi Centres.

Of all the activities, formal schools of Natco Trust located at Rangapur (Natco High School-NHS; Estd. 1995) and Gollamudipadu (Natco School of Learning-NSL; Estd. 2011) deserve appreciation for three reasons: *first*, meeting and visualizing the goal of the founder, VC Nannapaneni who has a feminine partiality towards education of rural kids (coverage, accessibility and affordability). Both the schools put together cover around 35 village communities and offer education at the most economical and





affordable cost. The existing fees structure (fixed according to the local conditions) attests the Trust's approach; *secondly*, introduction of CBSE pattern in both the schools (NHS shifted to CBSE syllabus from AY 2019-20 whereas NSL adopted it right from the beginning) and, readiness of both the institutions to adopt and adapt to the changing policy announcements of the Government of India in respect of successive New Educational Policies; *thirdly*, an ideal emphasis on capacity building of staff, an advisable focus on co-curricular activities (inclusive of subject-specific exposure trips, exposure to ecology and environment and, interest in promotion of indigenous cultural forms and sport activities), and child-centric learning process.



*Total strength of students in Natco-administered formal schools (CBSE)*

Name of the School	AY 2019-2020	AY 2020-2021	AY 2021-2022	Remarks
Natco School of Learning (NSL), Gollamudipadu, Guntur Dt., AP	700	657	521	In view of NPE-2022, admissions for nursery classes are closed in Natco Schools. The students graduating from the local Anganwadi Centres are given priority and considered for admission into Class I.
Natco High School (NHS), Rangapur, RR Dt., Telangana	1267	1141	1085	-do-

Fees Structure (Indian Rupees) in Natco-administered formal schools (CBSE)

Name of the School	Academic Fees: Class I-V	Academic Fees: Class VI-VIII	Academic Fees: Class IX-X	Remarks
Natco School of Learning (NSL), Gollamudipadu, Guntur Dt., AP	20000	24000	26600	It is reported that the fees charged is almost 40%-45% less than the amount collected by local private schools. Amount of fees is subject to need assessment at the local level; family economic conditions; affordability of lower middle-class families etc. Fee is not revised every year. Around 25% of the students get free education every year.
Natco High School (NHS), Rangapur, RR Dt., Telangana	13500 (I) 11500 (II-V)	12000	15000	Amount of fees is subject to need assessment at the local level; family economic conditions etc. The school remains considerate to the poor and orphan families. Around 60 orphan students have been given free admission in recent past. In addition, around 25% students get fee waiver every year.



According to Dr. Madan Kumar, CSR Manager and Principal-NSL, the formal education programme supported by Natco Trust revolves round the dictum: *to learn to live; to live and learn*. For him, education should train a child to be prepared for life (with focus on the initial years of children's learning while shaping the individual personality) and, help them realize their innate potential. He is given to a staunch belief that holistic and sensitive education has the power to affect necessary social progress and social change. In brief, efforts of Natco Trust make serious endeavours to provide a positive and enriching learning environment that helps the budding learners intellectually, socially, and emotionally. Deducing from the recent experiences Dr. Madan Kumar argues in favour of a combination: encouragement for experimentation, personal involvement of stakeholders in the classroom transactions and appropriate use of digital technology. This combination is expected to return student learners as true agents of change by the time they





leave the school, he adds.

Unlike the less-staffed private schools, the Natco Schools (NHS and NSL) have appointed sufficient number of qualified teachers and supporting staff in both the schools.

For example, there are 67 members in NHS, Rangapur (catering to the needs of around 1100 students), and NSL, Gollamudipadu appointed 64 staffers (catering to the needs of around 600 students). Services of an *academic mentor* are engaged by the Trust. The mentor is expected work as a support mechanism in strengthening the teaching and learning process.



On digitization and digital classrooms, Dr. Madan Kumar entertains different views and bats for conventional approaches. He forwards a sensible and logical explanation. Referring to the recent covid-19 period, he says: *students returning to school after attending online classes during the covid-19 period are found totally distracted. Personal involvement of teachers and students in the process of mutual interactions is conspicuous by its absence.* Involvement of teachers in classroom transactions and their day-to-day relations with students will get diluted in the face of surging rush for digitized classrooms. Added, teachers may soon be influenced by an academic lethargy in preparing for the class and for the lessons. However, he favours scientific approach to subject-experimentation and innovation. For example, the Natco Schools established labs for each subject that include language labs too. The Atal Tinkering Lab by Niti Ayog (Govt of India) in Natco High School at Rangapur is a shining example promoting scientific spirit among students under instruction.

## II

Results of Natco Trust's support (both material and intellectual) are strikingly manifest in examination results. For example, 100% pass has been reported during the last six years by Natco School of Learning at Gollamudipadu (172 students out of 181 appeared for class X secured first grade in the public examination). So also, the Natco High School at Rangapur too reported hundred percent result in the last one decade. For example, the NHS at Rangapur posted encouraging results during the last academic year (2021-22): 93

students achieved 1st division, eight students secured 2nd division, and only one student passed in 3rd division.

During the last couple of years staff members (faculty from NSLand NHS) successfully completed in-service training sessions (both offline and online) organised by various academic institutions of repute such as NCERT/RIE, SCERT, CBSE-Diksha, University of Madras, Homi J. Bhabha Centre for Science Education (Mumbai), Telangana Innovation Cell, IIT-Ahmedabad, Webinar Sessions of famous organisations etc.

In addition, training sessions on themes such as parents' engagement, parent-teacher meets and home visits have been organised by the Natco Trust. On an average, each teacher attended around fifty training sessions. Subject themes covered during these sessions and conferences are highly complementary in nature. As senior faculty members, Dhanalakshmi and IVS Narayana put it, *capacity building sessions for the faculty members and the diversity of themes covered therein have truly added strength and innovation to the ongoing classroom transactions*. Coverage of subject-specific and general academic themes has been extensive and all-encompassing: science education, analytical chemistry, art integration in schools, Blooms' Taxonomy and its applications, experiential learning, practice of blended learning, use of storytelling technique, anger-free schooling atmosphere, design thinking process, use of toys and games as pedagogical tools, digital transformation, SAFAL (Structured Assessment For Analysing Learning), innovative pedagogy, action research, accessibility and special education, unsupervised learning process, introduction to data science, use of statistics in data science, introduction to R studio, coding curriculum, financial education, holistic assessment, career guidance and counselling etc.







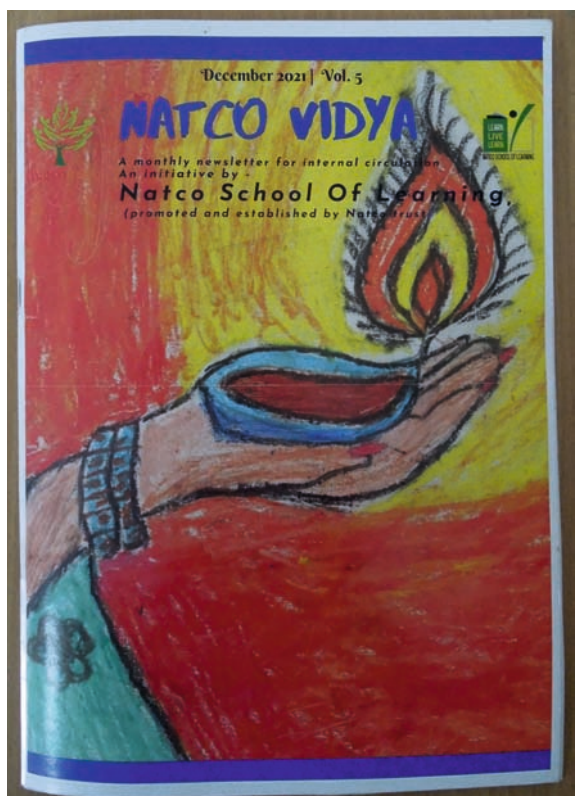
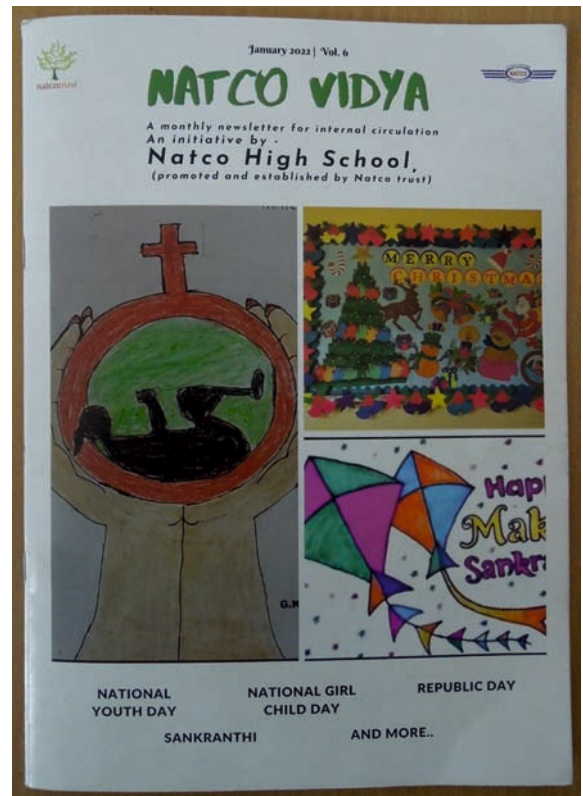
Capacity building and training sessions are both ways: teachers as well as students. While the faculty have attended regional and national workshops, and the online and offline sessions organised by government and private institutions, the Natco Trust schools have organised special workshops for students on appropriate themes. These topics, according to Jitesh Kumar, Hari Kumari, P. Neelima, J. Srinivasulu, Shimy Joy and Srilatha Bondalapati, have been selected after the much-required brainstorming. Young learners were exposed to important topics such as gender parity, evolution of science education in India, design thinking, communication skills, time management, personality development etc. In addition, students are often encouraged to take active part in co-contributory academic activities (NCC), competitions (INSPIRE Awards), *Vidyarthi Vigyan Manthan*, ISRO painting competitions, BRICS mathematics, international science festival, Yuvika, school innovation challenge etc. Results have already started pouring in. The first batch of NCC students completed their two-year period and, all of them successfully cleared the exams. A student from grade IX from NHS was selected for the prestigious *INSPIRE Award*. Three students were selected for district level and one for state-level championship. From NSL, three students reached national level softball championship, one student bagged gold and one more student won silver medal. The physical education trainers in the school, K. Srinivasa Reddy, Sk. Khadar Basha and Sk. Reshma sport a glowing face when they inform that the school and management are known in the district for their unreserved encouragement, support and help to sports and games.

The Natco Schools have an equal focus on co-curricular activities. In terms of *out-of-classroom academic learning*, students are introduced to pisciculture and agriculture operations. To encourage and promote, the Natco Trust has swathes of land left available for non-academic learning on farm lands. This approach reiterates and reimposes Natco Trust's education goal, *to learn to live; to live and*



learn. Both at Gollamudipadu and Rangapur, students are encouraged (rather mandated) to participate in farm-based activities. Many students have appreciated the approach saying that the activity informed them on the need for pro-active participation in socio-economic aspects of life. Participation of students in cultural activities is highly conspicuous. Children from NHS, for example, are trained in *Madhubani* and *Bhilpithora* art forms. An admirable feature is the extra care and interest shown by Natco Trust in inviting artists from far-flung places (North India) to Rangapur and train students in the art forms (drawing and painting). The art teacher at NHS, Sajjo Singh feels happy that *Natco Trust's approach to formal education is equally influenced by an enlightened academic approach and an aesthetic approach of a true connoisseur.*

Publication of in-house educational magazine, *Natco Vidya* is a very innovative move planned by the schools. The very act of publication hints at two important variables: *first*, it provides space for free expression of new ideas and narratives from students and teachers; *secondly*, skills of presentation, reporting and documentation are refined over a period of time. In the age of corporate communications, the act of comprehensive learning and the art of effective presentation hold key to professional success. Unless trained in free expression of thoughts, comprehension, editing and effective presentation (recollection of emotive expressions and innovative ideas in tranquility), students cut a sorry figure in their social and professional careers. *Natco Vidya* is presently serving as an intellectual anvil for young learners to sharpen their communication (especially, writing abilities) skills. The contents covered in the magazine are diversified and inspiring. Especially, drawings by students make the magazines more attractive and alluring. Usha Kumari, Shaik Kadheeja, Sridevi and Sandhya (NHS faculty) are encouraged by the prospect and equate the publication with *an instrument engaging the creative and intellectual faculties of young children towards perfection and precision.* Their opinion is correct and prophetic.





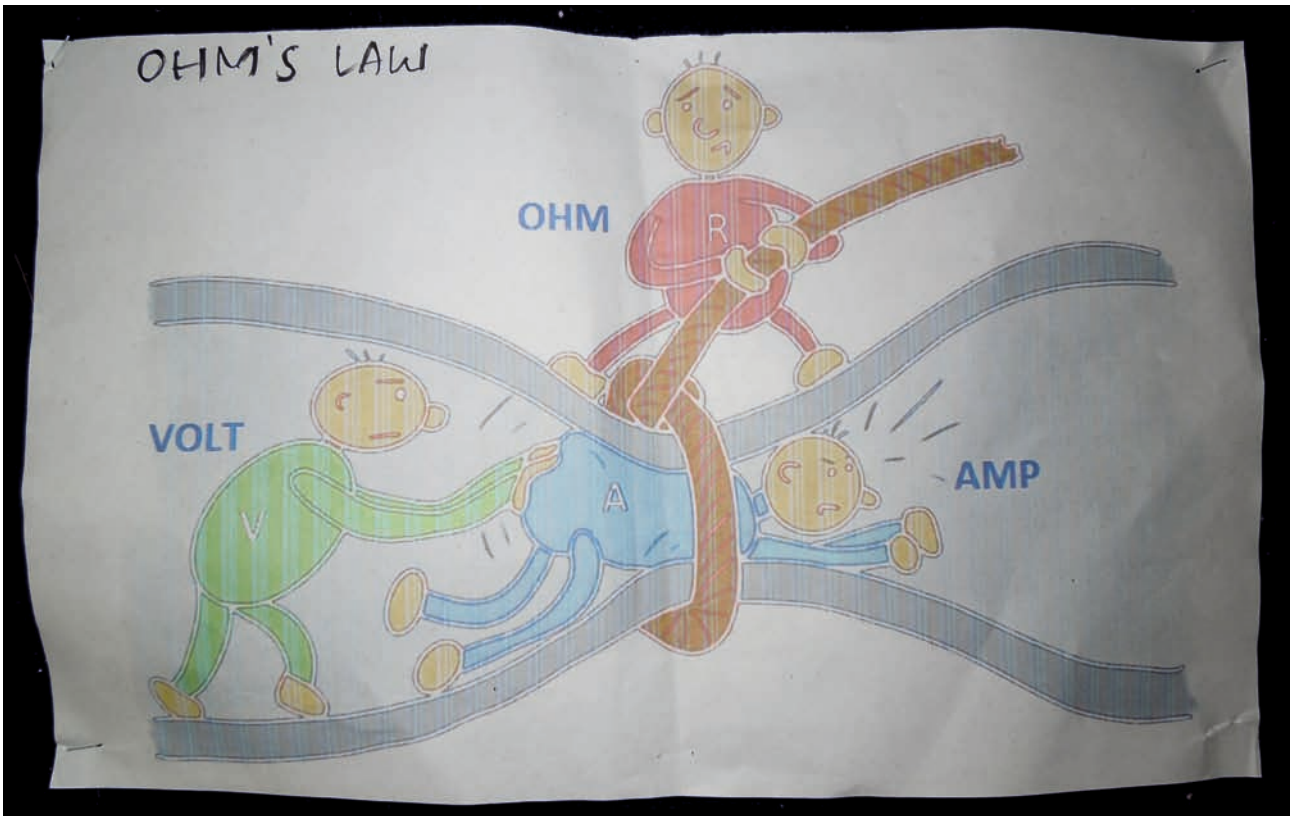
The formal schools promoted by Natco Trust are in the good books of all stakeholders. At the outset, young learners attending the schools (at Gollamudipadu and Rangapur) are taken over by a kind of nostalgia identifying themselves with the institutions. For them CBSE pattern in the schools is the most appealing feature. Asked why it is rated high, their answer is quick and brief. CBSE syllabus is creative and refines student's analytical skills. One quick remark from students of NHS (Navateja, Harish, Adarsh, Dheeraj and Sarat) is very catchy and thought-provoking: *the CBSE syllabus gives us the advantage of one nation-one curriculum*. Elaborating further on the comment it has been averred that Natco schools involve students in differently-learning the prescribed syllabus and subjects. For example, students explain English prose lesson (story) in dialogic form or through meaningful and contextual cartoons. One of the students uses an interesting phrase to name this process as *representative learning*. The innovative approach to teaching and the attendant results are primarily ascribed to the ability of teachers in the schools. It is a unanimous and willing declaration that faculty members are solely responsible for the kind of innovative classroom practices as they are experienced today.

Qualifying the statement, a few students (Amulya, Vanaja, Hasini, Suchi Kumari, Noorain Fathima, Bhavya and Bhavyasri) chip in saying that innovation is interwoven with a scientific spirit in the schools. Exposure trips to field, opportunities provided to understand nuances in the local eco-systems and environment, experience-based learning, creative assignments etc. are cited as examples. The guided-teaching and participant-learning go hand in hand in Natco schools. Quite interestingly laboratory work is introduced from class VII onwards. Principal of NHS, I.V. Suryanarayana is confident when he says that the current trends will continue in future.



Both the schools are thoroughly appreciated by students and parents for the kind of amazing infrastructure facilities provided by Natco Trust. Both the schools have huge playgrounds, imposing and massive buildings, sports equipment, laboratory facilities, aerated and spacious classrooms, well-stacked libraries, toilets and drinking water in the most hygienic conditions, lush green campuses, cleanliness of surroundings etc. Above all, privacy and child protection are accorded top priority by the management. Fact that girls, sometimes, outnumbering boy students in Natco schools is an acknowledgement for the care and concern for students, especially girl students. Abuse, in any form is alien to Natco schools.





Natco Schools are known for gender parity. At the outset, the number of girl students pursuing their studies either equals the number of boys or exceeds it sometimes. On the other, female staff members are more than their male counterparts. Equal treatment of both the sexes is one of the striking



elements of the institutions. Students and teachers are always involved in a dialogic form of conversation, both inside the classroom and outside. Natco schools are one of the very few in the field that encourage student tutorials and seminars. Through this exercise, opine Jasti Rajya Lakshmi and Dedeepya of NSL, *students' confidence* is pedestalled. Catch them young, thus goes the maxim. It needs a special mention here that the habit of student tutorials is practised from class IV onwards when the Natco teacher-volunteers introduce the exercise during the coaching classes for young students as part of Gurukula exam preparation (admission test for entry into government residential schools). This is strikingly visible in Kothur and Nagarjunasagar project areas of Telangana. The free exchange of ideas and thoughts is much to the liking of the young learners. *Freedom to raise questions without fear is conspicuous in our school*, declare the girl students of NSL at Gollamudipadu (Nandini, Reshma, Vinaya and Anjali). It is a trait



denoting free flourishing of life-skills among students. The local coordinator, Ramana Reddy and the school administrator, K. Suresh sound right in declaring that Natco schools are unique in their respective locations.

Above all, the factor of empathy is a game changer in the Natco schools. As most of the parents are non-literate and most of the students are first-generation learners, Natco teachers take extra care and concern while dealing with the young learners. Academic matters as well as personal issues of students receive equal attention from the teachers. In other words, it is *counselling in continuity*. In doing so, teachers act as the real friends, philosophers and guides for the young students. The caring touch and personal attention make the Natco schools different from all other institutions. This one feature more than justifies the founding and existence of NHS and NSL at Rangapur and Gollamudipadu respectively. The true spirit of accommodation, sympathy and empathy as are embedded into the learning process in these schools goes on...



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## Case Story – VI

# Soldiers of the Soil:

## *Farmers Favouring 'No Pesticide' Farming*

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I

*One impulse from a vernal wood  
May teach you more of man,  
Of moral evil and of good  
Than all the sages can*



Let nature be the ultimate teacher.

On the eve of the Diamond Jubilee celebration of Indian Independence (Azadi Ka Amrit Mahotsav-2022), the engaging lines penned by the Nightingale of India, Sarojini Naidu capture the sacrificing national spirit of selfless freedom fighters: In silence we strove for the joy of the morrow; And watered the seeds from the wells our sorrow. It was a spirited sorrow; it was a passionate sorrow and, a deep longing for the well-being of Indians in their life and living. Both of these important aspects of human beings on the face of earth require healthy environs. The oft-quoted words of Mahatma Gandhi need to be pondered over in this context: the nature has enough for man's need but not enough for man's greed.

The five elements of nature do not tolerate any disturbance in the natural equilibrium. Whenever disturbed nature has its own innate mechanism to control. Time and again history of environment and natural eco systems stand testimony to this. Land/soil, being the major source of food-production for human race, calls for friendly treatment. The need for doing so is more pronounced in contemporary era as soil health has been thoroughly interfered





with the blind use of artificial fertilisers and pesticides. The talk of organic farming or natural farming (emphasis on non-pesticide management of crops) has been in public discourse for the last couple of decades.

Promotion of NPM practices in agriculture is shouldered by many individuals and institutions with an ardent passion and convincing argument in favour of soil health and human health. Among them Natco Trust is one. The chairman of Natco Pharma, VC Nannapaneni is a passionate supporter of organic farming and non-pesticide management of crops. Though his aspirations, hopes and wishes for large scale NPM practices oscillate between strong doses of optimism and considerable pinches of pessimism, he never went back on his promise of support for pesticide-free agrarian practices. The CSR programmes of Natco Trust follow this line of Chairman's vision in promoting, supporting and strengthening NPM crops in its operational areas. Though there are miles to go, support for the project operations is continuous and encouraging. Progression of this passionate programme, however stumbling it may be, needs a special mention as the Natco Trust makes indulgent efforts in order to inspire other farmers and encourage those already involved in the NPM practices.





The non-pesticide management of crops is slowly catching fire, though not on the expected scale. For example, Jupudi village near Gollamudipadu (Guntur district) reported just four farmers four years ago. And the number has shot up to forty today. Of course, these farmers are raising NPM crops only on 10% of their land (either own land or leased land). Local coordinator of Natco Trust, Ramana Reddy considers this as a great step forward. Most of the villages witness migration of the land owners to abroad or urban areas leaving their land in the hands of lease-farmers. Among the tillers in the village today, 90% are peasants conducting agriculture on leased lands. Though this is a field constraint, a few of them are taking to NPM



practices on some portion of rented farm lands. Ramana Reddy sees this as an encouraging trend for future. Figures of peasants seriously involved in non-pesticide management of crops (edible as well as commercial) from Andhra Pradesh and Telangana paint a rosy and encouraging picture. The data from both the states hint at the contemporary mood among the willing peasants, motivated slowly for the much-required change.

Crops grown without pesticides are reported to have resulted in a few important gains for the farmers as well as members of their families. Some of the peasants declared that occurrence of body pains and



alimentary canal ailments have significantly reduced over the last couple of years. Though they cannot substantiate their claim in medical terms, they use another yardstick in measuring the impact. Anjaneyulu, Satyanarayana, Sambasiva Rao and Nagaraju inform that *the impact is manifest in the reduction of visits to doctors. Earlier we used to see a medical doctor every six months. After switching over to NPM food crops, we have not visited doctor for the last one year. Though we cannot scientifically explain the outcomes of our activity, our observations are enough and, valid in this context. We present ourselves as example for other farmers in our area.*

The peasants inhabiting Nagarjunasagar (Nalgonda district) have intelligently analysed the cost factor and benefits resulting from NPM crops. They agree that yield will be more when pesticides are used. Proportionately, investment too is on the same scale. The profits (surplus) are slightly marginal. But the major side effect is its debilitating impact on health. Whereas, the NPM methods yield less upon investing less. It is non-profitable. But its effect on health is contributory and complementary. At the end of the day, declare the individual peasants that we are in a win-win situation. *There may not be profits out of NPM. But health is saved and food intake is guarded.* Consumption of healthy food (especially rice) on a regular basis has contained chronic problems such as intestinal ulcers, acidity and gastric irritation.

Farmers taking to 'No Pesticide Farming' Practices  
(Gollamudipadu Village, Guntur Dt., Andhra Pradesh)

Year	Number of Farmers practising NPM methods	Remarks
2017	04	Farmers conduct the NPM (Non-Pesticide Management) crops on their own agricultural farms as well as leased lands
2018	08	
2019	16	
2020	24	
2021	30	

Individual Farmers and NPM Practices  
(Nagarjunasagar, Nalgonda Dt., Telangana)

S. No.	Farmer's Name	Village/Habitat	Extent of land ownership	Land under NPM practice
1.	Ms. P Manemma	Nellikal	18 acres	05 acres
2.	Mr. G Ananth Reddy	Nellikal	15 acres	10 acres
3.	Mr. B Sreeramulu	Nellikal	10 acres	04 acres
4.	Mr. Jatavat Ramakoti Nayak	Jal Thanda	06 acres	03 acres
5.	Mr. B Venkateswarlu	Nellikal	10 acres	04 acres
6.	Mr. Ketavat Balaji Nayak	Chenchuvani Thanda	05 acres	03 acres
7.	Mr. R Kasaiah	Nellikal	4.5 acres	2.5 acres
8.	Mr. G Narasimha Reddy	Nellikal	04 acres	04 acres



Individual Farmers and NPM Practices  
(Nagarjunasagar, Nalgonda Dt., Telangana)

Farming Method	Cotton	Chilli (Mirchi)	Paddy	Remarks
NPM Practice (use of herbal extracts)	07 bales	25-30 quintals	20 bags	1. Use of herbal-based products 2. One bale is roughly 170 kgs
Non-NPM Methods (use of chemicals)	12 bales	Uncertain	40 bags	Use of chemical products

It is also reported that the twin problems of diabetes and hypertension are under control now. The sole reason behind this, Sambasiva Rao of Jupudi village (Guntur) declares, *is the paddy variety, Dasmati that that we consume today.* Adding further to these observations, another young farmer Nagaraju testifies the impact in a simple expression: *there are flowing more health benefits than economic benefits form NPM practice.* In saying so he underlines the fact that health is wealth. These benefits are



known to all close observers and there is a demand for Dasmati variety rice in the locality today. Some of the farmers are selling this variety of rice at the rate of Rs. 150 per each kilogram. Nagaraju has gone a step forward in propagating its benefits through Facebook, LinkedIn and WhatsApp applications. He is satisfied with the online business.

One of the most important outcomes from the practice of NPM methods in agriculture is the development of earthworms in soil. This trend has been observed in Nagarjunasagar region in the last couple of years. It is common knowledge that earthworms are the real friends of farmers and soil. Soil is





naturally tilled and made sufficiently loosened-up enabling fixation of fair and optimal amounts of oxygen and nitrogen. Otherwise, a lot of investment (labour as well as material) has to go into pre-sowing activity.

The development of earthworms is the most welcome sign for soil health. The local farmers would like to demonstrate the present outcome and use it as a propaganda tool for agricultural outreach or agriculture extension programme. NPM methods are the obvious consideration in

the entire process. Continuation of NPM methods for a long time certainly improve the soil fertility. Most of the farmers are of the opinion that Natco Trust is expected to join the movement and support the cause in the years to come. The initial results from NPM crops reimpose the need for organic way of dealing with the land and crops. More farmers will be willing when there is an equal assurance of institutional support, either corporate CSR or government.



The farmers, though in small numbers, with confidence and satisfaction at their command, are convinced about the prospect of enlarging network of peasants taking to NPM practices in the years to come. The prophetic expectation is based on a staunch hope that they could regionally mobilise their fellow-ryots for NPM methods at least to the tune of 10% of the land under the plough. This prospect encourages the ryots of Gollamudipadu and Jupudi villages though the rest is neither assured nor promised at this critical juncture. Other than the efforts of Natco Trust, individual tillers are prepared to approach local farmers and try to influence them.

A seasoned agriculturist, Kotapati Satyanarayana (Satyam) whose experience of NPM is well informed by long term practices, sums up the effect in the most simplistic and, a rustic expression: *NPM is for two things: relief from 'green diseases' for people and hope for 'healthy greens' for posterity.* For him, green diseases obviously refer to the health disorders spread through pesticide-sprinkled green crops, vegetables and fruits. Today Satyanarayana acts as a resource person for many, individuals as well as institutions. Of course, Natco Trust is one institution that has already considered his services in Guntur district. The relation is reversible and operates both ways. The Natco Trust supports and encourages





NPM practices through training, awareness and initial material support. On the other Satyanarayana shares his pooled-up experience surging ahead from his agrarian activities over the last few decades. He trains farmers of far-flung places (including Nagarjunasagar) and tries his best to spread motivation.

The only irritant in the journey is the availability of and access to qualitative herbal extracts (fertiliser as well as pesticides such as neem extract). Many peasants look for support. Otherwise, their valuable time is lost in travel. Added, uncertainty of immediate availability of these products is another minor irritant. To overcome the problem and mitigate the concern, peasants in Nagarjunasagar have come out with an innovative proposal. Let there be a kind of mobile vehicle selling these products at the doorsteps of farmers. On their part, individual ryots are ready to pay and procure the required herbal extracts. They look for some innovative programme intervention like the one they proposed. Just as the mobile health clinic dispenses medicines on the spot, let there be a kind of mobile facility delivering materials at the grassroots. Let the peasants prevail...





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## Case Story – VII

# Medico-Social Work: Natco and LVPEI

*Kothur, Rangareddy District, Telangana*

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## I

Support and funding from Natco Trust for projects of social importance is quadrangular in nature. The four verticals, according to the CEO of Natco Pharma, Rajeev Nannapaneni proceed along a few contextual considerations: the first category is the support for small interventions that are placed under the category, obligatory. Most of them form *cheque-book charity* programmes; the second category comprises one-time and isolated major grants for programmes with an eye on larger social benefit (*L V Prasad Eye Institute/Natco Eye Care Centre, Kothur*). Some of these projects receive support in cash as well as land; the third important category is large grants supporting the cause of public health (*Community Health Centre, Nidubrolu;*

*MNJ Cancer Hospital, Hyderabad*), sometimes clubbed with maintenance agreements (*Niloufer Hospital, Hyderabad and Natco Cancer Care Centre, Guntur General Hospital*). It is observed that most of the large grants end up in supporting health issues and concerns of the needy and poor in society. The fourth vertical is the funding for Natco Trust's CSR activities managed by a team of committed young volunteers spread across the nation, Andhra Pradesh and Telangana in particular (the receivers of lion's share of the funding).







Thematically, in qualitative terms, the support from Natco Pharma to social service interventions is dichotomous in its manifestation: institutional funding (mostly external) and CSR funding (very often programmes managed by Natco Trust; a kind of in-house support strengthening CSR vision of the Company and Trust). The large grant favouring L V Prasad Eye Institute at Kothur (*Secondary Hospital located in mofussil region offering economical eye care to the poor and needy*) constitutes institutional support. LVPEI is a reputed institute for ophthalmological treatment in both the Telugu-speaking states. It is also a research body with interests in academic research, publications and training.

The real add-on value of the institute comes through its service tie-ups with corporates and philanthropists, the chief objective being providing economical services to the poor patients inhabiting rural, semi-rural and discreet locations. The Kothur-based LVPEI hospital received two kinds of support from Natco: donation of land (approx. 2.25 acres) for establishing medical facility and grant for construction of the eye institute/hospital. And the rest of the cost (staff, equipment, maintenance etc.) was absorbed by LVPEI. The hospital was opened for public in the month of December 2017.



The LVPEI has a chain of hospitals across Telangana and Andhra Pradesh catering to the needs of people with eye (sight) disorders. It is not a purely corporate (business) institution. Neither it is complete charity. But the founders of the institute have a soft corner for social service and their preferences are realised by tie-up with CSR or philanthropic grants from institutions and individuals. LVPEI was supported by Natco in building a new eye hospital at Kothur in the Rangareddy district of Telangana. The medical activities of the LVPEI are a four-layered process: *first layer* encourages tie-up with local Anganwadi teachers, ASHA workers, RMPs (Registered Medical Practitioners), school teachers etc. so as to enable them refer patients suffering from optical dysfunctionalities to LVPEI. They are called *Vision Guardians*. Most of the time they operate in a very casual and informal manner.



Whenever they come across people with eye issues, they send them to the next level for treatment; *the second layer* comprises *Vision Centres* established by LVPEI as part of service activity as well as health awareness campaigns. Each centre is supervised by a trained person called *Vision Technician*. For example, there are ten such centres around Kothur (located at Shahbad, Kesampet, Maheswaram, Balanagar, Zadcherla, Talakondapalli, Tolkatta, Kondurgu, Kadtal and Shadnagar). Each vision centre is supported by a few paid volunteers covering a population of 50000. The primary duty of these volunteers is to conduct household survey,

identify patients and bring them to vision centres. This activity is often supported by CSR funding or corporate houses.





Basic eye testing and rectifying glasses are provided to patients (free of cost or at most economical rate) at these centres. Problematic cases are referred to the *third layer facility* called Secondary Centres located at places such as Kothur. Here most of the eye-related ailments (including surgeries) are treated. Complicated cases that require higher level of surgical equipment and super-speciality treatment are sent to the *fourth layer of medical facility* known as *Tertiary Hospitals* such as LVPEI, Banjara Hills (Hyderabad). As the Junior Admin Officer of Kothur facility, Vamsikrishna puts it *the Natco Eye Care Centre /LVPEI is a boon for patients and gift for the poor inhabiting rural and semi-urban areas of Hyderabad metropolis on the Bengaluru highway. Natco's intervention is highly laudable since it saves time and money for most of the patients visiting this centre today. Interestingly, even the paying patients (economically well-off) are thronging our centre since it offers the same kind of treatment that is offered at Banjara Hills facility. Natco's support to the LVPEI is manifest in growing number of patients year after year (surgical as well as non-surgical). The influential political leaders and elected representatives who otherwise and often are afraid to get treated in district-level hospitals are freely coming to our centre now. Added, they are referring and sending patients time and again. This politico-social tendency is an eloquent testimony for the efficacy and legacy of LVPEI presently.*

The hospital at Kothur is managed by two highly qualified doctors supported by ten paramedical and eight house-keeping staff. It treats all common disorders in the eye and performs operations (cataract, refractive errors and rectification of squint eye). The hospital is supported by one ultra-modern operation theatre. The equipments fixed in the institute are of the latest make: Faco machine,



slit lamps, OR microscope, scan machine, keratometer, drone slit lamp, HVF machine, yag laser etc. The consultation fees charged is nominal and is in the range of Rs. 150-250 per head. Many of the patients enjoy complete fee waiver if they fall under poor category (such as white ration card holders). They form non-paying category of patients. Among the visiting patients, 70% are reported to be non-paying patients while rest are paying patients. Natco (donor) employees enjoy 20-30% discount on treatment



and surgical expenses (subject to a letter issued by HR department). The institute covers the needs of populace spread over 50 square kilometres around Kothur industrial belt (0.5 million population). On an average, 60-80 patients visit the facility (the number was between 40 and 60 during the Covid-19 pandemic period).

As on date, the hospital conducts 8-10 operations (mostly cataract) per day. The following tables present the quantified information:

*Outpatient Details (Category-wise Numbers)*

Year	Paying	Non-paying	Adult	Peadiatric	Male	Female
2019	8023	6201	12699	1525	7428	6796
2020	7303	2753	9216	840	5435	4621
2021	10577	3642	13166	1053	7621	6598

*Surgical Patient Details (Category-wise Numbers)*

Year	Paying	Non-paying	Adult	Peadiatric	Male	Female
2019	204	773	806	171	436	541
2020	287	393	564	116	397	283
2021	566	559	966	159	460	665





The LVPEI facility began attracting patients in trickles to begin with and, soon the number became something to reckon with. The Natco branding was initially responsible for the visibility of the institute in the earlier days. Later the qualitative treatment aspects (especially cataract surgeries and bilateral cataract or refractive error rectification operations) as propagated through mouth publicity had their



recurring impact on the patient psychology and confidence levels. Added, credibility of the LV Prasad eye hospitals and unreserved local support from private doctors and RMPs were responsible for the speedy growth of the hospital in the last few years. The success of Mudhole experiment (secondary centre of LVPEI in Adilabad district, Telangana state) had generated enough convincing confidence that LVPEI could comfortably shoulder medico-social outreach programmes in the larger benefit of the poor, needy and physically challenged. The junior admin officer Vamsikrishna chips in again saying that



there has been a steep rise in the patient numbers in the last couple of years. It was observed that 60% of patients who earlier opted for Mahabubnagar or Hyderabad for eye-treatment are now trading their road to Kothur LVPEI.

Everything is transparent in the hospital as is demonstrated by bills and invoice copies for every single expenditure. Hard copy bills are handed over to the patients on the spot. For example, stickers of lens used in cataract surgeries are attached with the invoice bills and given to patients. Transparency in patient relations is the bedrock of success today.

Dr. Noel Ved Sadan, a senior surgical ophthalmologist of the hospital declares that the most engaging result, in other words the medical impact indicator, of the institute has

been drastic reduction, rather elimination of treatable blindness in the Kothur region. The treating doctors, the hospital and the Natco are equally responsible for this success graph. Natco's emphasis on public health matters meets its proverbial justification in the programmes that extend optimal support to institutions such as LV Prasad Eye Institute (LVPEI). This is proved time and again in case of the Trust's interventions elsewhere too.







**natcotrust**

NATCO Trust  
NATCO Pharma Ltd  
Natco House,  
Road No. 2, Banjara Hills,  
Hyderabad 500034  
[www.natcopharma.co.in](http://www.natcopharma.co.in)

**plf** Poverty Learning  
Foundation

305, 3rd Floor  
Babukhan Millennium Centre  
Somajiguda, Hyderabad 500082  
[www.plf.org.in](http://www.plf.org.in)