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The present monograph is an effort of TERI Business Council for Sustainable Development (TERI-BCSD) to understand Corporate Social Responsibility (CSR) as defined in the new Companies Act 2013 and suggesting a roadmap for aligning business with new provisions for social benefit.

The new Companies Act, effective from April 1, 2014, has many new provisions, the most important being, liability of profit-making companies to spend a certain percentage of their profits on activities under CSR as enumerated in Section 135 of the Act. Activities that can be undertaken under CSR have been enumerated under Schedule 7 of the Act. The rules framed under the Act have further enlarged the scope of these activities which broadly include eradication of hunger, poverty and malnutrition, health care, education, environment and sustainability, conservation of natural resources including soil, air and water, rural development, etc. These activities would benefit communities, particularly those, which are on the margins.

There was initial hesitation on the part of the corporate sector to accept CSR as they considered that the larger objectives like securing benefits for communities were chief concerns of the Government. However, the early misgivings have evaporated now with private businesses adopting innovative methods of helping communities under their new responsibilities.

The most important aspect of the policy is that activities that are selected by the company should be in accordance with its own CSR rules. The CSR policy of the company should be of a fairly long duration so that its impact on the community is visible, bringing a qualitative change in its living conditions.

Many corporates are framing their policies in a manner which promotes the image of their brand. Sustained activity in this sphere would ensure lasting benefits to the communities. Supporting Government’s endeavour to benefit weaker and vulnerable Sections of the society; for example, the recent initiative of the Prime Minister to fast track the construction of toilets under CSR will result in durable impact on health and sanitation.

Corporates must plan their CSR activities making them scalable, holistic and integrated. Although there is no framework available to undertake social impact analysis, and no mechanism to judge the capability of the system, no means to monitor and evaluate the effectiveness of CSR, the present provisions will definitely bring a sea change in the relationship of business with the local community.

We in TERI, too, are engaged in the implementation of many CSR projects in different parts of country bringing light in the poor and vulnerable households by using solar and other renewable energy sources, rain water harvesting, introducing new techniques to improve agriculture and horticulture productivity, augmenting water and sanitation facilities, educating youth and students in sustainability issues, etc. Recently, Coal India Limited has sanctioned a three-year project for development of forty villages in West Bengal. TERI’s flagship project, LaBL, Light a Billion Lives, has so far provided access to energy to 1,40,000 households in India and abroad.

I am certain that the practitioners and other readers who are involved in framing CSR policy in the corporate sector would immensely benefit from this effort of TERI-BCSD.

Shri Prakash
Distinguished Fellow, TERI
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Corporate Social Responsibility Working Group

The compendium has benefited greatly from a highly engaged set of thought leaders from the industry and beyond. We would like to acknowledge the contribution of the following individuals (arranged in alphabetic order of the first name):

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Participating Companies
What is Corporate Social Responsibility?

The benefactor of increasing returns to a business is the society. The pertinent question, however, to be answered is whether the benefit amassed is sufficient to envelope all the costs, including the social cost. Corporate Social Responsibility (CSR) is the accountability of the social cost of business.

While there is no single definition of the concept of CSR, every interpretation highlights various benefits it can accrue to a business and its stakeholders. CSR is not new as a concept and has evolved overtime, what started as philanthropic activity has grown globally to encompass the concepts of corporate citizenship, corporate conscience and triple bottom-line.

The World Business Council for Sustainable Development (WBCSD) defines CSR as "the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large".1

The UNIDO states that "Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way by which a company achieves a balance of economic, environmental and social imperatives ("Triple-Bottom-Line-Approach"), while at the same time addressing the expectations of shareholders and stakeholders. In this sense, it is important to draw a distinction between CSR, which can be a strategic business management concept, and charity, sponsorships or philanthropy. Even though the latter can make a valuable contribution to poverty reduction, will directly enhance the reputation of a company and strengthen its brand, the concept of CSR clearly goes beyond that."2

The focal points of the definitions are:
- CSR is more than philanthropy and should be integral to the core business strategy for limiting the adverse impacts of business on the society and environment.
- CSR should address stakeholders and their needs.

• CSR leads to intangible benefits such as brand enhancement and social value to the organizations.

**Corporate Social Responsibility in India – The Evolution**

CSR in India is closely linked to its political and economic history. Four phases of its evolution can be distinguished as follows:

First phase (1850–1914) charity and philanthropy were the main drivers of CSR. CSR activities were mainly undertaken outside companies and included donations to temples and various Corporate Social and Environmental Responsibility in India.

Second phase (1914–1960) was largely influenced by Mahatma Gandhi's theory of trusteeship, the aim of which was to consolidate and amplify social development. The reform programmes included activities geared particularly to abolishing untouchability, empowering women and developing rural areas.

Third phase (1960–1980) was dominated by the paradigm of the “mixed economy”. In this context, CSR largely took the form of the legal regulation of business activities and/or the promotion of public-sector undertakings (PSUs).

Fourth phase (1980 until the present) started abandoning their traditional engagement with CSR and partly taken steps to integrate CSR into a sustainable business strategy. 3

The evolution of the fourth phase of CSR was furthered through the new Companies Act 2013, Section 135, which aims to uphold commitment and complement the efforts of the Government in the nation-building process. The Section came into force on August 29, 2013 when the governing Act was approved by both the houses of the parliament and signed by the President of India. The policy sets the premise for civil society, activists groups, government and the corporate sector to pool resources to create appropriate means and avenues to uplift the marginalized. The CSR provision will be applicable to companies with an annual turnover of ₹10 billion and more, or a net worth of ₹5 billion and more, or a net profit of ₹0.05 billion or more during any financial year. Companies that elicit any of the aforesaid conditions must spend at least two per cent (2 per cent) of their average net profits made during the three immediately preceding financial years on CSR activities and/or report the reason for spending or non-expenditure.

The Companies Act 2013 follows a “comply-and-disclose” approach, which does not envisage a tangible penalty for non-compliance but results in significant loss of reputation for the enterprise in case of non-compliance. The purpose of this approach is to let the corporate fraternity decide for themselves how and where they would like to invest for generating social value. The provisions of the act are designed for companies to adopt the ethos of business responsibility towards protecting the environment and society. In fact, the requirement for disclosure of performance/non-performance on CSR activities, anticipates that only an explanation satisfactory enough can prevent a reputational risk from its stakeholders; therefore, creating a conducive environment for companies to invest in CSR both from a compliance and risk mitigation perspective.

But, the need is definitely to move beyond the rudimentary concept and adopt a robust methodology to determine the need of community and ensure incremental value addition to their lives.

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3 Corporate Social and Environmental Responsibility in India - Assessing the UN Global Compact's Role
Companies Bill 2013, Section 135

Corporate Social Responsibility is governed by Section 135 of the Companies Bill 2013. The provisions put down by the bill, as mentioned earlier, mandate companies that meet any one of the following conditions to undertake CSR activities.

1. Annual turnover of ₹1,000 crore and more
2. Net worth of ₹500 crore and more
3. Profit of ₹5 crore and more

Nearly 2500 firms come under the ambit of the Act. Thus, generating a corpus of ₹18,000 crores for the agenda of development.

- The eligible companies are stipulated to spend at least 2% of their average net profit in the previous three years on CSR activities.
- The firms are required to form a CSR committee constituting at least 3 Board of Directors. Out of which at least one should be an independent director.
- CSR rules notified on February 27, 2014, define net profit as the profit before tax as per the books of accounts, excluding profits arising from branches outside of India.

With the notification having been issued almost a month prior to the date of implementation of CSR provision, the companies will have to gear up to formulate their CSR policy; keeping in mind the revised list of activities enlisted under the amended Schedule VII and the CSR Rules (see Annexure for the details). The Schedule VII to the Act lists out a set of eligible activities to be undertaken as CSR. The activity of choice can be undertaken after due approval of the Board. (Figure 1 illustrates the list of activities under Schedule VII) The CSR provision uses the nomenclature CSR, but does not define the term. The notified rules have indicated it to mean and include but are not limited to projects or programmes relating to activities specified in Schedule VII. However, subsequent Sections reiterate that activities should be restricted to those covered under Schedule VII. Ministry of Corporate Affairs acknowledges the urgent need of the industry to be given more freedom in choosing their CSR activities. However, it would be interesting to watch this space and see whether such autonomy (if given) can have any significant multiplier effect—both for the economy and corporates. It also needs to be seen whether such autonomy will allow flexibility to companies in choosing activities from outside the list of Schedule.

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4 Companies’ Act 2013, Section 135 <www.mca.gov.in>
5 Corporate Social Responsibility and Social Business Models in India, Nishith Desai Associates
The Companies’ Act 2013, Section 135 constitutes the following elements:

- The Board’s report shall disclose the composition of the CSR committee
- The CSR committee shall,
  1) Formulate and recommend to the board a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the company as specified in Schedule VII;
  2) Recommend the amount of expenditure to be incurred on the activities referred to in Section(a) (Refer to Annexure for details);
  3) Monitor the CSR Policy of the company from time to time.
  4) The Board of every company referred to in Sub-section (1) shall,
     i) After taking into account the recommendations made by the CSR committee, approve the CSR Policy for the company and disclose the contents of such Policy in its report and place it on the company’s website, if any, in such manner as may be prescribed; and
     ii) Ensure that the activities as are included in the CSR Policy of the company are undertaken by the company.
  5) The Board of every company referred to in Sub-section (1), shall ensure that the company spends, in every financial year, at least two percent of the average net profits of the company made during the three immediately preceding financial years, in pursuance of its CSR Policy.

Provided that the company shall give preference to the local area and areas around it where it operates, for spending the amount earmarked for Corporate Social Responsibility;

Provided that if the company fails to spend such amount, the Board shall, in its report made under Section (o) of Sub-section (3) of Section 134, specify the reasons for not spending the amount.6

The CSR rules published on February 27, 2014 and further clarified on June 18, 2014 gave effect to the Section 135, Companies’ Act 2013. (See Annexure for details). Highlights are as follows:

- Only CSR activities undertaken in India will be included in the CSR spend.
- The activities need to be taken up in Project Mode, one-off events such as marathons/awards/ sponsorships will not qualify as CSR.
- Expenses incurred by companies for the fulfillment of any Act/ Statute of regulations would not count as CSR expenditure.
- Activities meant for the benefit of the employees or their families will not be considered CSR.
- Activities undertaken in normal course of business will not be considered.
- Salaries paid by the companies to regular CSR staff as well as to volunteers of the companies (in proportion to company’s time/hours spent specifically on CSR) can be factored into CSR project cost as part of the CSR expenditure.
- Surplus arising out of the CSR activity should be ploughed back in to the CSR corpus.
- Time-value of the contribution of personnel towards CSR will not qualify.
- No specific cap on overheads within spending; however, a cap of 5% of annual CSR expenditure for capacity building of personnel/ implementing agencies has been set.

**Governance**

Section 135 of the Act lays down the guidelines for governance to be followed by companies while developing their CSR programme. The CSR Committee so formed, will be responsible for preparing a detailed plan on CSR activities, including the expenditure, type of activities, implementation

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The Companies' Act 2013, Section 135 constitutes the CSR committee shall, of the CSR committee. The Board's report shall disclose the composition and the responsibilities of the CSR committee. The new Act requires that the board of the company to take into account the recommendations made by the CSR committee, approve the CSR policy for the company and disclose its contents in their report and publish the details on the company's official website, if any, in such manner as is prescribed. If the company fails to spend the prescribed amount, the board should specify the reasons in its report. The format of the report has been given in the CSR rules to Act. The report thus, published has to be duly signed by the Managing Director/ CEO/ Director, Chairman CSR Committee and the person specified under Section (d) of the Sub-section (l) of Section 380 of the Act (wherever applicable).

Furthermore, it is worth noting that if there is a failure in reporting, it refers to non-compliance under Section 134(3)(8) relating to Director's Report, which is condemned as a more serious offence than not spending the CSR money. Minimum fine for such a crime for the company is ₹50,000 and maximum fine is ₹25,00,000. The defaulting officer is liable for imprisonment up to 3 years and/or fine of ₹50,000–₹5,00,000.

**Other Important Guidelines and Regulations**

**Business Responsibility Reporting (BRR)**

Securities and Exchange Board of India (SEBI), the market regulator for securities, has mandated the requirement to include the Business Responsibility Reporting (BRR) as the part of the annual reports for top 100 listed entities based on the market capitalization at BSE and NSE as on March 31, 2012. The main aim is to ensure that these enterprises are part of the social system and are accountable not merely to their shareholders from a revenue and profitability perspective but also to the larger society which is also its stakeholder. The responsible business practices which would stress for the concerns of social systems are as important as financial as well as operational performance.

**National Voluntary Guidelines (NVG)**

National Voluntary Guidelines were designed to formulate the role of business sector in helping India achieve the goal of sustainable development and economic growth. These voluntary guidelines create a common standard for how companies can improve their CSR efforts, especially with regard to sustainability. The adoption of a common set of standards creates an expectation that companies will strive to meet the guidelines, and can create peer and public pressure for companies failing to comply.

The nine principles of National Voluntary Guidelines are:

**Principle 1:** Businesses should conduct and govern themselves with ethics, transparency and accountability.

**Principle 2:** Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle.

**Principle 3:** Businesses should promote the well being of all employees.

**Principle 4:** Businesses should respect the interests of, and be responsive toward all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.
Principle 5: Businesses should respect and promote human rights.

Principle 6: Businesses should respect, protect and make efforts to restore the environment.

Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.

Principle 8: Businesses should support inclusive growth and equitable development.

Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner.
Benefits of Corporate Social Responsibility

As a result of significant growth of the global economy, interdependencies & hidden vulnerabilities, businesses face increased uncertainties in corporate decision making, leading to a considerable shift in market power to not just customers, but also to other stakeholders. Each stakeholder is a value driver, and each value driver is a potential source of risk. Thus, with this shift in market dynamics, “social risk” is an area of rising concern. CSR presents an excellent mechanism to address these challenges and transform them to benefits for the society at large.7 Apart from this, CSR is also a tool for substantial social and environmental value creation by engaging with various stakeholders. So, the benefits can be categorized into the following broad heads:

1) Risk Mitigation
2) Value Creation

**Risk Mitigation**

Reputational challenges are equally if not more damaging for a company’s bottom lines than legal challenges. Examples of reputational risk include divestment campaigns, boycotts, hostile shareholder resolutions, negative media articles, sanctions laws, attacks on corporate property and coordinated campaigns by non-governmental organizations (NGOs). CSR, as a means of mitigating reputational risk, often entails serving as a bridge between the business and a range of other stakeholders, including NGOs, religious groups, indigenous leaders, labour unions, governments, multilateral institutions and socially responsible investment companies. By fostering a dialogue, and ensuring that the company complies with industry standards and regulatory standards, we can often negotiate solutions to the reputational risk that benefit both the client and the stakeholder. The stakeholder community is increasingly upbeat in expressing discontent over organizational practices. If the discontent is not addressed by the organization at the correct time, it often leads to discord with the community to the extent of forced termination of operations in some cases. Obtaining the “license to operate” prior to commencement of operations from the community and the government is as pertinent as retaining the “license to operate”. In order to avoid losing the license or averting operational risk, the organization ought to make its operations sustainable on one hand and constantly engage with the stakeholders, on the other. CSR, thus, apart from preventing reputational risk, is also a relevant management tool to avert operational risks.

It is debatable whether reputational risk is a risk in its own right or a consequence of other risks. But all

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7 http://www.cauxroundtable.org/index.cfm?menuid=104
agree on the fact that reputation is one of the most important corporate assets, since it is a major source of competitive advantage. Major source of reputational risk is regulatory risk (may arise from operational negligence), which has far reaching consequences on financial, operational and marketing risks. Those who have faced reputational problems categorize it as the most expensive risks of them all, which also takes a toll on retention of talent and market perception, thus leading to irreversible financial losses. Thus, it will not be incorrect to say that reputational risk also has financial repercussions.8

**Value Creation**

**Tangible Value Creation**

**Socially Responsible Product Line**: CSR cannot only benefit the marginalized communities to grow but also helps businesses to differentiate their products and provide them with an opportunity for exploring new market. It also projects them to function as responsible citizens. For instance, ITC’s premium stationary brand ‘Classmate’ was marketed as a brand that recognizes importance of education and takes initiative to contribute by pledging ₹1 per unit sold for the education of girl child. Despite the apprehension of entering into a highly commoditized category of notebooks in 2003, ITC’s Classmate has become the fastest brand to clock ₹1,000 crores in terms of consumer spends. The firm attributes its success to a distinct branding that was created for it.9

**Impacts the Value Chain**: Innovative CSR practices enable the organization to improve livelihood as well as create a supply chain for the business. This provides the communities livelihood, on one hand, and secure their supply chains, on the other. For example, ITC’s e-Choupal initiative makes use of information technology to virtually cluster all the value chain participants. With a judicious blend of click and mortar capabilities, these internet kiosks known as “sanchalakas”, enable the agricultural community ready and accessible information (in their local language) weather and market prices, scientific agricultural practices & risk management. While the farmers benefit through enhanced farm productivity and doorstep purchase of their produce at better prices, ITC benefits from the lower net cost of procurement having eliminated costs in the value chain that do not add value.10

**Intangible Value Creation**

Over the last 20 years, significance of intangible value has grown as a percent of total market valuation. Even during the worst of recession, companies with similar sizes and earnings had different market valuations. That’s in part because investors and other stakeholders have more confidence in some companies than others.

**Talent attraction and retention**: The accrued knowledge, skills and experience of those employed by a firm are principally ‘rented’ rather than owned and can therefore be easily lost to competitors. Most employees want to work for a firm with corporate values that align with their individual values. CSR provides a great opportunity to align values around positive themes like good health, productivity, conservation, charity, and doing better by doing good, through various voluntary employee engagement drives in the CSR initiatives. The more the firms embed CSR at a corporate level, the more likely it is for employees to find meaning and purpose in their work. This in turn will support employee attraction and retention.

**License to Operate**: Production facilities usually attract a lot of flak for degrading the natural resource profile of community. Degradation in the level of ground water and water quality as in case of Coca-Cola which led to massive uproar in Kerela in 2004 leading to shutting down of its bottling plants; and excessive deforestation by mining companies are few examples of lack of community support. Stakeholder community is increasingly gaining importance in India. The “license to operate” is no longer given by the government alone, but also by communities that are impacted by a firm’s business operations. A robust CSR programme meets the

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aspirations of these communities, thereby; helps attain and maintain a “social license” to operate.

**Enhancing Brand Reputation:** A brand known to be socially responsible vis-à-vis to a brand not known be socially responsible, generates goodwill by creating a positive image. Thus, benefits exist for firms that operate effective CSR programmes as this allows positioning themselves as responsible corporate citizens.

**Inclusive Development:** It is imperative for the companies to realize that even if they do not witness overnight business benefits through CSR activities such as community development, they will reap benefits in form of improved quality and loyalty of labour force. This will enhance the firms’ productivity at large & create a “win-win” for all.

![Myths about CSR](image-url)
In India, the social and environmental problems are significant, complex and challenging. These problems stem from the escalating population of the country and the socio-economic disparities that need immediate attention. Companies are also under pressure to speedily establish CSR policies and implement them rapidly enough to act in accordance with the obligation. Short-term solutions to social problems are rare, and meaningful social investment require long-term commitment of resources and attention. Companies should evaluate CSR investments with the same care and rigour they use when investing large sums of money in projects.

While CSR projects should be treated similar to other projects, it is essential that companies account for and plan in significant detail to deal with unexpected resource demands and budget overruns. One rule of thumb used is that 10 per cent of the cost of the social initiative should be allocated towards performance measurement. If the company fails to gather solid evidence about the impacts its initiatives are making, it risks wasting considerable funds on ineffectual projects or, worse yet, causing damage to those very communities it seeks to serve.11

Planning and strategizing for CSR is complex in nature. Ideally, a company should follow an approach that is holistic, inclusive, interspersed and includes different perspectives. It’s only fair to discuss the various phases of a CSR continuum and steps to implement an impactful CSR policy. What follows in the upcoming Sections is a roadmap for effective CSR programmes that draws from existing experience as well as knowledge of other fields, such as service quality and environment management. The roadmap essentially follows a ‘plan-do-check-improve’ model and is intened to be flexible. Firms are encouraged to adapt to it as appropriate for the organization. Our roadmap is principally divided into four stages:

**Stage 1: Strategy**
A sound strategy is the basis of an effective CSR programme. It determines the way forward as well as defines how the corporate should align its resources, skills and competencies to meet the goals and create value for the business and its stakeholders. It defines process of designing an effective CSR Policy by the CSR Committee.

**Stage 2: Institutional Mechanism**
This stage defines the instrument of implementation of the strategy created in Stage 1. It assimilates intellectual, financial and infrastructural capital in order to leverage the best corporate capabilities for CSR implementation. This stage puts forth a choice of instruments, to be chosen by the corporate depending on its approach towards CSR, intended benefits, corporate culture and management style.

**Stage 3: Implementation**
The assimilated capital is put to use by choice of instrument in this stage. It will entail carrying out activities planned in the previous stage. It is principally the stage where vision and plans become reality.

**Stage 4: Appraisal**
This stage refers to the process of assessing and communicating the impact of the intervention. It also

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11 Marc J. Epstein, Kristi Yuthas and Deval Sanghavi. CSR and the Companies Act, 2013: Be Bold, Take Action
Involves accepting feedback from all stakeholders in the CSR value chain to improve delivery for the next time frame.

We will discuss each stage in detail as we proceed.

**Stage 1: Strategy**
- Establish the CSR committee
- Formulate the CSR strategy
- Frame the CSR Policy
**Step 1: Constitute the CSR committee with at least 3 members**

As per rule 3 of the Companies Act 2013, every company which qualifies any one of the three conditions put forward by the Act (See Sub-section (2): Companies’ Act, Section 135), has to compulsorily constitute a CSR committee (See Annexure for more details). CSR Committee, like other management committees in an organization, should be set up by way of nomination from board of directors. The committee fulfills the purpose of overlooking and operationalizing of CSR initiatives. It is the prerogative of this committee to formulate the CSR policy for recommendation to the board of directors. It should institute a transparent monitoring mechanism for implementation of the CSR projects or programmes or activities undertaken by the company.

The Act mandates that the CSR committee be constituted with at least 3 directors, of which at least 2 directors and at least one independent director have to be from the existing board of directors.

- Any unlisted public company or a private company which is covered under the Sub-section (1) of Section 135 is not required to appoint an independent director pursuant to Sub-section (4) of Section 149 of the Act, shall have its CSR Committee without such a director.
- A private company having only two directors on its Board shall constitute its CSR Committee with two such directors.
- Foreign company covered under these rules, the CSR committee shall comprise of at least 2 persons of which one person shall be as specified under Section (d) of Sub-section (1) of Section 380 of the Act and another person shall be nominated by the foreign company (See Annexure for more details).

**Why constitute the CSR committee?**

Involving the Board of Directors in CSR policy making and governance, the Act envisions elevating the status of CSR as a strategic function. This also suggests that companies need to move away from the philanthropic mode of CSR and see strategic value in practicing CSR as a business function, as the philanthropic approach is no longer sustainable in the long run.

**How to constitute the CSR committee?**

Nominating the correct mix of directors is as important as constituting the committee itself. The success of the activities depends on this leadership. To build and maintain the momentum of the activity, the members who have an interest in such activities should be a part of the team. CSR process needs high level management support and vision along with engagement at all levels of the company. These representatives could be from human resource, environmental services, health and safety, legal affairs, finance, marketing and communications.

The committee may, however, also create a working group to assist in brainstorming and putting together the CSR strategy and policy. The working group could constitute employees, volunteers or paid professionals, preferably from diverse backgrounds to assist the committee in assessments, consultations, research, etc. These professionals should have the necessary time, resources and interest to commit to the work involved.

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**Action Onus**

- (denotes the actors’, i.e., person(s)/department(s)/organization(s), responsible for performing the action, for example, constituting the CSR committee)

1. Board of Directors

**Action Flow**

1. Constitute the CSR Committee
2. Create a working team

**Key Inputs:** (denotes resources such as information and people required to attain the desired outcome)

1. Companies’ Act 2013, Section 135
2. Corporate Social Responsibility notification, 2014
3. Guidance from the Board of Directors and Top Management
Step 2: Articulate the CSR strategy

Once the CSR committee is constituted, and is bestowed with the responsibility of formulating the roadmap for implementing the CSR agenda. The strategy determines the firm's direction and scope of engagement in the realms of CSR over the long term (3 to 5 years), allowing the firm to move strategically towards adding social value. The strategy should be coherent with the firm's resources, expertise, culture and risk profile.

The strategy should be outcome oriented; hence, it is beneficial to articulate an answer to the question: “what is it that we want to achieve over the next 3 to 5 years, with our CSR intervention, for the company and for the community.” The company should phrase what it understands by CSR, and this understanding will become the basis for an assessment to identify any on-going initiatives for addressing social and environmental issues.

The firm may be completely capable of framing the CSR strategy itself, but there is much value in drawing from the know-how and experience of others. It will, thus, be a good idea to consult other firms, industry associations and CSR-specialist organizations for the purpose.

How to formulate a CSR strategy?

A well-defined CSR strategy enables the company to conceive a pathway towards a CSR vision. This also provides an opportunity for re-examining and re-designing the company's vision and mission to incorporate values of CSR on a broader level. It, thus, provides a framework for a coherent business strategy based on the issues that its stakeholders consider material. It is the first step towards formulating a CSR policy.

For the purpose of formulating a CSR strategy, the firm may follow the approach suggested below:

- **Assessment of the present initiatives vis-a-vis Schedule VII, Companies Act**

The committee can start with an assessment of the current CSR practices it undertakes and consequently profile it with the activities mentioned in Schedule VII of the Companies Act, to understand the areas in which the corporate operates, identify gaps (if any) in its approach to CSR and ascertain opportunities for the benefit of the society as a whole.

While it is essential to limit the scope of interventions to Schedule VII, it is not necessary to cover all the ten activities in the CSR initiative. It is noteworthy, that company can address multiple activities under the Schedule VII through a single holistic project.

- **Pick the Thrust Areas for Intervention – Identify Risks and Opportunities**

The company should begin with mapping the environmental and social risks it imposes on the planet. It can engage a specialist in doing so or the firm may do an internal assessment using internal resources and information.

The company can create CSR programmes on the basis of empirical evidence obtained from the mapping study of environmental and social risk. It may choose to design a programme for conservation of environment and natural resources depending on the extent of its exploitation of such resources, coherent with Schedule VII of the Act. The organization should, ideally, seek to replenish the natural resource it expends maximum in course of its operations. For instance, an organization that depends heavily on water for production, can harvest rain water for the surrounding community.

However, upon mapping if an organization concludes that their operations are environmentally benign, in such a case it may shift scope to general welfare of a community or a marginalized group. It may undertake programme(s) for rural development, promotion of education, eradication of poverty, gender equality and others, in coherence with the activities mentioned in Schedule VII.

If the scope of CSR programme for the company is general welfare of a community, the committee can establish their CSR’s scope of intervention through consensus amongst its members based on the vision & mission of the company, review of available literature on national & local developmental priorities and discussion on potential engagement focus with local authorities.

It should further be noted that the outcome of this step may not be one single activity, but a gamut of activities
CORPORATE SOCIAL RESPONSIBILITY: A GUIDE TO STRATEGY DEVELOPMENT AND IMPLEMENTATION

deemed beneficial for the stakeholders. The broad base of activities decided, gives a flexible footing to direct resources in the direction(s) stakeholders want intervention(s). Thus, the interventions should be finalized only after comprehensive consultation with stakeholders.

- **Target groups**

Depending on the type of thrust area, i.e., environmental or social risk and general welfare of community, we categorize our target group (intended beneficiaries of our CSR programme), broadly, into three groups:

  **Susceptible Groups**

Susceptible group would be members of a population which is at the risk of being affected by the environmental and societal impact of the organization’s operations. These groups will essentially be located in and around the production facility.

  **Marginalized Groups**

Marginalized groups such as women, armed forces veterans & widows and the impoverished are systematically blocked from opportunities and resources such as housing, employment, healthcare, etc. It is particularly challenging to engage with these groups, given their loss of faith in any institutional mechanism. Adding to which are the infrastructure constraints, geographical challenges, language and literacy barriers. Advancement of these groups has always been on the agenda of our government, thus, bears national relevance.

  **Natural Resource Conservation**

The company can design programmes to replenish the natural resource they are exploiting the most. For instance, Coca-Cola being a highly water intensive company has launched an initiative on “Water Stewardship” to return to nature and all communities an amount equivalent to what they use in all of their beverages and production.¹²

- **Identify the geographical location**

The Companies Act, 2013 encourages companies to target their CSR programmes/initiatives in regions local to their business operation.¹³ Though it is not a compulsion, but, for companies operating in the manufacturing domain, it makes much sense to practice CSR around their operations as this gives a way to mitigate reputational risk and boost the firm’s goodwill with the community. On the other hand, for a firm in the service sector which has a global presence but no local footprint, local CSR programmes do not imply. Their choice of intervention has to be related to activities listed in Schedule VII, choice of community and location may be based upon demographic analysis or it may simply be a region of choice depending on convenience. It should, however, be noted that CSR activities undertaken in India only will be considered CSR expenditure.

- **Gauge level of engagement**

Deciding the level of engagement fundamentally entails determining the level of utilization of company’s resources such as infrastructure, human resource and financial resource. The committee may decide to undertake its CSR activities, through a registered trust or a registered company or its holding or its subsidiary or associate company under the Section 8 of the Act.

However, in case the firm or its subsidiary has not established a trust or a society or a Section 8 company, the firm is allowed to partner with an external agency. The external agency must have a sound track record of previous three financial years in undertaking similar programmes or projects. The Act also encourages organizations to collaborate with other organizations for undertaking projects or programmes. The activities should then be undertaken in such a way that the CSR committees of respective companies are in a position to report separately on such projects in accordance with the rules.¹⁴ The idea behind such a provision is to encourage companies to put societal needs ahead of their own for the CSR expending. This facilitates the emergence of high-impact CSR paradigms, where

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the firms play a rather pronounced role in enabling impact on the society than merely playing instruments of fund disbursement. The companies should use this opportunity to leverage their core capabilities and forge multi-stakeholder partnerships to address the root cause of the issues at hand. Ecosystems need to be created to enable differing interventions and players to interact and work towards a unified goal.\(^\text{15}\)

### Action Onus

1. CSR Committee
2. Working team constituted by the committee

### Action flow

- Assessment of present CSR practices
- Environmental & social risk mapping
- Pick thrust area
- Identify target group
- Identify geographical location
- Gauge level of engagement

### Key Action Inputs

1. Publicly available literature on developmental agendas of national and local importance
2. Consultation with government authorities and NGOs to understand the concerns of the community better
3. Consultation with experts on natural resource assessment and conservation
4. Regulatory frameworks, Companies’ Act and National Environmental and Social Policies & Guidelines
5. Internal meetings with business leaders on select initiative that may be of business relevance

### Step 3: Formulate the CSR Policy

Upon articulating the CSR strategy, which lays a foundation for developing the CSR policy, we move on to formulate a brief CSR policy document for the purpose of recommendation to the Board of Directors. CSR policy shares the activities to be undertaken by the organization as specified in Schedule VII to the Act and the expenditure estimated.

The policy is a visible statement, principle or a protocol to guide decisions and state the intended outcome over a period of one year. It may include multiple thrust areas depending on the aggregate of risks faced by the firm. It should be noted that various units of a single organization face issues unique to their geography, resource utilization and community. A good practice would be to give autonomy to these units for the choice, design and implementation of CSR intervention (relevant to their focus areas and distinct risks), as these units would have easy access to knowledge of ground realities. However, organizations may prefer a centralized CSR decision making structure; as opposed to a decentralized one, while still others may want a hybrid. The choice of decision making structure would depend on the operating features and management style.

It is worth notifying that activities undertaken in pursuance of normal course of business of a company, like commissioning a water treatment plant for the purpose of reusing waste water for business processes, have been excluded from the ambit of Schedule VII. Also, any activities undertaken for the benefit of employees and their families, will not find their way in the CSR policy as per the Act.

\(^\text{15}\) http://www.dasra.org/ csr-guide.pdf
Why formulate the CSR Policy?
As per the Companies’ Act 2013, Section 135(3), the CSR Committee must formulate and recommend a brief policy outline to the board, which includes the statement of intent reflecting the ethos of the company, broad areas of interest, an overview of the activities to be undertaken and expenditure over the next one year. The Act also requires the company to provide a web link to the approved CSR policy for public knowledge.16

How to formulate the CSR Policy?
The CSR Policy document to be presented to the board should constitute the following elements:

Statement of intent: The statement of intent communicates the ethos of the company and the thought process behind the firm’s strategic planning with regard to CSR. It states a brief profile of beneficiaries and describes the intended impact of its interventions, outcomes and objectives which the firm aspire to focus on.

Broad areas of interest: Having conducted a pre-assessment for the purpose of developing a CSR strategy, the organization can identified key thrust areas that are of concern to its operation. For example, a company “A” that provides solutions for innovative teaching would see much value in launching remedial classes for the weaker Sections of the population. Thus, education of the weaker Sections is the area of interest for this firm. Similarly, a mining company “B” that affects the medical health of the community around its mining sites would realize value in enhancing medical facilities in the area. So, area of interest for company “B” would be health.

Overview of activities to be undertaken and geographic location: Continuing with the example above, remedial classes for the weaker Section by company “A” and medical facilities by company “B” will make for the activities in pursuance of the considered areas of interest for intervention. However, it should be noted that activities considered at this stage would merely be proposals, and any final decision would be taken after a due stakeholder consultation process.

Implementation: It would be a matter of strategic decision so as to decide the modus operandi. The choice is essentially between self-execution and grant making.

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### Action Onus
1. CSR Committee
2. Working team constituted by the CSR Committee

### Action flow

| Determine objective of CSR policy | Determine expenditure for CSR programme | Formulate document | Recommend the policy to board of Directors |

### Key Action Inputs:
1. Results of the assessment
2. CSR policy documents and CSR good practices of other firms for reference
3. Schedule VII to the Companies’ Act 2013
4. Development experts in the government as well as the NGOs to understand priorities on the development agenda and the locality
5. Internal meetings with the committee, board and the working team to establish relevance with the core business

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16 It should be noted, that the approved CSR policy of a company would be a separate document created after details such as modalities of execution, implementation schedule, monitoring mechanism, etc., are worked out. The same has been discussed in Phase 3.
Expenditure: The CSR committee should indicate a budget for the proposed activities to the board. It is recommended that firms should put aside a budget for any delays and cost overruns.

Stage 2: Institutional Mechanism

- Define Institutional Mechanism
- Need Assessment and Scoping Area of Intervention
- Project Approval and Final Arrangement

Step 1: Define Institutional Mechanism

Institutional mechanism is the process by which intellectual, financial and infrastructural resources are invested in order to gain from the best corporate capabilities. The methods of execution of CSR are essentially two:

1. Either through self-execution; or

2. Through grant making to an implementing partner.

The choice of method may vary depending on the management style of the organization, on accessibility of an implementation partner, option of customization, cost of implementation, level of control and expertise. The following examples may further your understanding on the factors mentioned above:

- Self-execution should be preferred over grant making when there is lack of availability of and access to an implementation partner in the target location and identified thrust area.
- If cost of implementation is a critical factor for the organization, grant making should be preferred over self-execution because implementation partners are more likely to have lower costs due to their concentrated focus and domain knowledge in pursuing development activities.
- If the management prefers high level of control on day to day activities and outputs, the firm should chose self-execution as their modus operandi.17

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17 Handbook on Corporate Social Responsibility in India, PWC
• It is noteworthy, in case of making grants to CSR foundation or an external agency, the company runs the risk of executing CSR as an ad-hoc activity without any links with the business operation and inculcating the essence of CSR in the organization. In such a case, firm may not be able to reap the additional benefits of CSR, such as sensitivity towards sustainable practices and employee engagement. In fact, employees may not be aware of any CSR projects or programmes, if not communicated within the organization.

Why should the company define its institutional mechanism?

The Companies’ Act 2013 entitles the corporate to decide its own modus of operandi in order to leverage a strategic advantage.

The instruments of execution of CSR based on the methods described above are essentially three:

In-house CSR Department

• The company may choose to deploy its already employed personnel in their in-house CSR departments or hire trained professionals. The department has the choice of executing CSR projects on its own or through grants to an implementing partner.

• CSR often is considered a marketing strategy for differentiating products and seizing new market and is thus, administered by Public Relation and Corporate Communication Specialists. Some other organizations consider CSR as a tool for employee engagement and thus, thrust the responsibility of CSR on Human Resource specialists.

• However, it’s high time for a change in this trend for the sake of specialized knowledge and improved utilization resources for CSR. Personnel trained in the field should be hired for a scalable, strategic and an impact driven approach.

CSR Foundation

• The organization may create a Foundation for the purpose of implementing CSR. Foundation is a not-for-profit organization registered under the Section 8 of the Companies Act with limited liability to its members. It enjoys the status of a corporate body or a limited company and is thus, an independent entity governed as any other company under law of the land. It should be noted that contribution to Corpus of a Trust/ society/ Section 8 companies, etc., will qualify as CSR spend only when the Trust/ society/ Section 8 companies, etc., are created exclusively for undertaking CSR activities. The foundation, as any other NGO, can receive grants from the concerned corporate or any other company under the purview of Section 135. A CSR foundation can also receive funds from multilateral agencies and government, which an in-house CSR department cannot. These foundations enjoy the privilege of specialized knowledge of the social sector and thus improved efficacies but, it is at a possible disadvantage of not being aligned with the core business strategy of the company. The foundation can execute projects on its own. It may also write grants to other NGOs for execution. It can either execute projects using its own capabilities or by approving grants to an implementation partner.

Implementation Agency

The law authorizes the company to partner with an external implementation agency with at least a sound three financial year track record of executing activities similar in nature as intended by the company. The cost of implementation is comparatively low for an implementation agency as the cost of human resource is lower and general operational efficiencies are high, due to sufficient know-how and domain knowledge. Fixed cost of a project is usually shared amongst multiple sources of funding including government assistance, multilateral organizations, other corporate entities, etc.

A due diligence of the partnering NGO is mandatory as per the law.

18 Companies Act, 2013
The following checklist may assist with the same:

- Check for the management; no. of members, composition of the board, level of expertise of the board, vision and mission of the management, experience of the management.
- Study previous three years audited annual financial report. Check for the sources of funding and how it matches funds on different projects.
- Interact with people associated with the NGO-staff, trustees, donors and beneficiaries.
- Check the social media presence and what people have to say about it.
- Try and personally visit the projects and see things yourself.
- Check the registration details.
- Check the impact of its previous projects.

The decision as to which instrument fits your function best can be taken on the basis of the following criteria:

### Step 2: Need Assessment

Need assessment study is essentially a mapping study of the community’s resources. It is a systematic process of determining the gap between our understanding of the need of the community and the actual resource deficiency. It is a way to establish and justify the need of the project ideated in a particular geographic location, through the use of important tools for resource mapping.

**Why do we require a need assessment?**

- Need assessment is crucial to examine the ground situation for success of the project, for it may occur that our intended activity and community’s need do not match. In case, we finalize and implement an activity for a community which is not needed on ground would

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### Decision Criteria - Implementation Partner

<table>
<thead>
<tr>
<th>Decision Criteria</th>
<th>CSR Department</th>
<th>CSR Foundation</th>
<th>Implementation Agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of Control</td>
<td>High</td>
<td>Moderate</td>
<td>Low</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>High</td>
<td>Low</td>
<td>Low to Moderate</td>
</tr>
<tr>
<td>Cost of Implementation</td>
<td>High to Moderate</td>
<td>Moderate</td>
<td>Low</td>
</tr>
<tr>
<td>Level of Expertise</td>
<td>Low to Moderate</td>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td>Efficacy</td>
<td>Low to Moderate</td>
<td>Moderate</td>
<td>High</td>
</tr>
</tbody>
</table>

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### Action Onus

1. CSR Committee
2. Working team

### Action Flow

- Evaluate company on the decision criteria as mentioned
- Pick critical decision criteria
- Choose an instrument that best suits critical criteria
- Due diligence of the implementing partner (if applicable)

### Key Action Inputs

1. CSR Policy of the company
2. Companies’ Act 2013 and Rules notified under Section 135 to the Act
3. Availability of resources; intellectual, infrastructural and financial
4. Availability of expertise
5. Due diligence of partnering agency
in fact be a waste of time, effort and resources because the community will not value it, thus, rendering it difficult to sustain. It is, therefore, very important to co-create an intervention with the community which would be according to its need and priorities it associates value with. Need assessment follows a two-pronged approach:

- Level 1: Stakeholder Consultation
- Level 2: Scoping Study (Resource Mapping)

**Level 1: Stakeholder Consultation**

Stakeholder consultation is about initiating and sustaining constructive external relationships overtime. Companies that start early with regard to stakeholder consultation, take a long-term strategic view to develop their local “social license to operate”. The idea is to pre-consult the stakeholders for assessment of their needs and make them a party to the decision making process. The importance of this step is highly under-rated. It addresses the problem of “trust-deficit” within the community for the organization, as they feel valued, heard and acknowledged. It is a good practice to co-design the project with them. For this purpose, the company should design an effective consultation process. The first step to which would be to decide what do you want to consult stakeholders on. Thus, articulation of your objectives for consultation should be clear and precise.19

**List of Potential Stakeholders for a Community Development Project**

<table>
<thead>
<tr>
<th>Primary Stakeholders (immediate beneficiaries)</th>
<th>Secondary Stakeholders (play an intermediary role)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Demographic groups</td>
<td>Local NGOs and humanitarian agencies</td>
</tr>
<tr>
<td>Ethnic Groups</td>
<td>Local government</td>
</tr>
<tr>
<td>Regulators</td>
<td>Donors</td>
</tr>
<tr>
<td>Village Panchayat</td>
<td></td>
</tr>
</tbody>
</table>

It is of consequence to design and execute the consultation process effectively. The following process, devised by the United Nations, is a suggestion20; companies may modify it according to their requirement:

- **Stage 1:** Identify Key Stakeholders
  Who needs to be consulted, over what topics and for what purpose?

- **Stage 2:** Scoping for priority issue
  Identify any high risk groups or issues that require special attention; categorize potential stakeholders under primary and secondary through the following tool.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Interests</th>
<th>Potential project impact (positive or negative)</th>
<th>Relative priorities of interests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Primary Stakeholders</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

![Stakeholder Priority Assessment Tool](image)

- This table identifies the interests of the stakeholders in relation to the problems being addressed by the project and its objectives. It is noteworthy that each stakeholder may have multiple interests. It is advised to briefly assess the impact of the project on each interest (positive, negative or unknown). Thereafter, indicate the relative priority which the project would give to each stakeholder in meeting interests (for instance: 5 = high priority; 1 = low priority)

- Key stakeholders who can significantly influential are important to the success of the project. “Influence” refers to how powerful the stakeholder is. Combining stakeholders on the basis of importance and influence, helps identify risks and assumptions which require attention in the project design.

- The following matrix for classification of stakeholders on the parameters of importance and influence:

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19 IFC, Stakeholder Consultation Part One <www.ifc.org>
20 United Nations
Key stakeholders with high influence and importance to project success are likely to provide the basis of the project “coalition of support”, and are potential partners in planning and implementation. Conversely, key stakeholders with high influence, but with low importance to project success may be “managed” by being consulted or informed. On the basis of the above study we can segment the various target groups according to their level of participation required in each project phase. The following matrix may be a useful tool for the same.

<table>
<thead>
<tr>
<th>Type of Participation</th>
<th>Inform</th>
<th>Consult</th>
<th>Partnership</th>
<th>Control</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage in cycle</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Identification</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Monitoring</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Stage 3: Communicating the intended project activity**

The communication should be non-technical and in appropriate language.

**Stage 4: Inviting their opinion through the following tools**

**Tools for Stakeholder Consultation**

- **Focus Group Discussion** is a qualitative research technique, wherein segmented groups of people are questioned on their opinions, expectations and attitude towards an intended project activity.

- **Door-to Door Survey** interviews are conducted in pre-selected areas involving knocking on the doors of homes to find qualifying respondents.

- **Participatory Rural Appraisal** requires facilitators to assist the locals conduct their own analysis, plan, take action, resolve conflicts, monitor and evaluate accordingly. The basic concept of PRA is to learn from locals.

The design of the consultation process can use one or more than one of the above tools.

- **Stage 5: Incorporate feedback**
  Consultation entails an implicit “promise” that their views will be considered while making decision. Action to incorporate the feedback will make good business sense, contribute to local development and can be done as a gesture of good faith and relationship building. There concerns should definitely be included in the project design.

- **Stage 6: Documenting the process and results of consultation**
  It is an important tool for demonstrating & archiving the views of the beneficiaries. It may be required for due diligence inquiries by financial institutions and regulatory bodies later for scaling the project.

- **Stage 7: Report Back**
  It is a good practice to follow up with stakeholders with whom we consulted to let them know what has happened so far and what are the next steps. There are also practical benefits such as double checking information, testing and refining proposed approaches.

**Level 2: Resource Mapping**

Resource mapping study of the area gives greater perspective to solve the problem as it maps the gap between the results of the stakeholder consultation and visible third person perspective of the area. The scoping study may even identify root causes obscure to the residents and thus, not captured by the need assessment. Need assessment is the premise for a scoping study. Hence, community resource mapping is a method for collating and plotting information on the occurrence, distribution, access and use of resources within the economic and cultural domain of a specific community. The process is effectively two-pronged:

**Participatory Approach**

It is based on the premise that local inhabitants possess expert knowledge of their local environments which can be expressed in a geographical framework, which is easily understandable and universally recognized. Participatory maps often represent a socially or
culturally distinct understanding of landscape and include information that is excluded from mainstream or official maps. Maps created by local communities represent the place in which they live, showing those elements that communities themselves perceive as important such as customary land boundaries, traditional natural resource management practices and sacred areas. Participatory mapping has emerged as a powerful tool that allows remote and marginalized communities to represent themselves spatially, bringing their local knowledge and perspectives to the attention of governmental authorities and decision-makers.21

**Technical Approach**

This involves transposing the information from the sketch map (inferred from participants’ sketches) to a conventional topographic map. The conventional map can then be transferred with minimal distortion to more sophisticated information storage systems like the Geographic Information System (GIS) and that can be used for planning and monitoring on broader geographic areas. Techniques such as the GIS, GPS and remote-sensing support to prepare precise maps. Participatory mapping gives us people’s perspective of resources, but technical approaches such as these give scale and precision to the map.

### Action Onus

1. Institutional Mechanism
2. GIS, GPS and remote-sensing experts
3. CSR Committee
4. Employees (through engagement and volunteering initiatives)

### Action Flow

1. Identify objective of need assessment
2. Stakeholder consultation
3. Resource mapping

### Key Action Inputs:

1. Local authorities for required permissions
2. Research on the issues of the community
3. Local NGO for facilitating the process

### Step 3: Project Approval and Final Arrangement

Once the CSR strategy has been ideated and assessed on the ground level, project needs to be formalized. The instrument of implementation may vary (CSR department, CSR Foundation or an external agency) but, it is important for the project to be developed clearly with distinct baselines, defined activities, targets to monitor and budgets. The CSR strategy of the company may be implemented through multi-year series of projects. In case of multi-year projects, it is important to include a provision to undertake annual reviews which can form a basis to revise the project.

**Why do we need a project approval and a final arrangement?**

The CSR project development and approval, and consequently finalizing the agreement with the implementing agency ensures that words are transformed into effective and monitor able action.

For this purpose, the project proposal must contain:

- Background note and context of the project
- Intended overall and immediate objectives
- Description of activities

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23 [http://www.mappingforrights.org/participatory_mapping](http://www.mappingforrights.org/participatory_mapping)
• Work Plan
• Time-line
• Budget
• Key Milestones
• Key Performance Indicators
• Perceived risks and mitigation strategy

The proposal may, thereafter, be approved on the basis of CSR Policy objectives of the organization, stakeholder consultation and need assessment. If the implementing agency happens to be external to the organization, a memorandum of understanding (MoU) needs to signed between the partnering organizations. The MoU should define the roles, responsibilities, deliverables, commitments and consequences in case any breach of understanding. The MoU may range from a formal, legally enforceable contract on one hand to a simple exchange of written documents to the other. It may also be noted that the MoU is relevant only if the project is being implemented by a legal entity other than the company’s own CSR department. It must also be executed if the project is being implemented by the company foundation if it is a separate legal entity.

**Disbursement of funds**

The disbursement of funds should ideally be linked with activities planned for each period, could be a

<table>
<thead>
<tr>
<th>Summary: Phase 2- Institutional Mechanism</th>
</tr>
</thead>
</table>
| Output | • Due diligence report  
          • Stakeholder consultation report  
          • Resource Mapping report  
          • Memorandum of Understanding with the Implementation Agency |
| Critical Parameters | • Incorporating result of the stakeholder consultation in project design  
                      • Community Resource and Asset Mapping |
| **Do's** | • Separate meetings with target groups  
          • Multiple personal visits to project location  
          • Repeated consultation with key stakeholders and their approval  
          • Knowledge of the social structure of the community, a prerequisite |
| **Don'ts** | • Do not design the entire project on your own, participation and involvement from community is essential.  
          • Do not create a philanthropic model. Incorporate a business case. |

**Action Onus**

1. Implementation Agency
2. Finance Department
3. Legal Department
4. Working Team

**Action Flow**

- Determine implementation mechanism
- Implementation schedule
- Identify monitoring mechanism
- Identify key performance indicators
- Project approval
- MoU (if applicable)
- Disbursement of funds

**Key Action Inputs:**

1. Result of stakeholder mapping
2. Result of stakeholder consultation
3. Result of resource mapping
4. CSR Strategy

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22 PWC, Handbook on Corporate Social Responsibility in India
quarter or six months or a year. Thus, the project needs to be divided into similar levels and sub-levels accordingly. The funds required for the subsequent level should be made available in advance and the mechanism of undisbursement should also be mentioned in the MoU. The MoU must mention the documentation that need to be submitted in support of a funds request. 22

Stage 3: Implementation
• Resource Mobilization
• Project Execution

Before we get on with the modalities of this phase of project implementation, it is worth noting that the firm needs to make its CSR policy public at this stage. As per the Companies’ Act 2013, Section 135(4), the board should disclose the contents of such a policy in its report and place it on the company’s website (if any). This step would ensure that the firms deliver their promise and is the first step towards an external communication campaign. The CSR policy should constitute the following elements, as per the Act:

1. Statement of Intent
2. List of projects or programmes which the company plans to undertake
3. Modalities of execution
4. Implementation schedules
5. Monitoring process
6. Surplus arising out of CSR projects

Step 1: Resource Mobilization
It is an important step towards project implementation. It deals with what the firm would want to invest for creating impact through its activities, including the 2 per cent spending requirement and beyond. The firm should take stock of other assets that might be of value to partners and beneficiaries. These assets could be employee time, buildings, equipment, products and many other resources. In addition, the CSR initiative can benefit from the general business knowledge and skill and core capabilities of the firm, which includes:23

- **Brand**: Associating a social investment to a trusted brand will reassure people to consider that the intervention is beneficial.
- **Patents**: A firm might permit the use of a patent for a social cause or might make patented products or processes available at steep markdowns to government agencies and organizations operating in underprivileged areas.
- **Products**: A firm might develop an extremely low-cost version of a product suitable for impoverished environment.
- **Process Knowledge**: Sharing process expertise, those possessed by firms with advanced manufacturing processes or operating within tight cost or time constraints, can enhance the performance of social sector partners.
- **Logistics**: Well-established supply chains and distribution mechanisms can be used to support delivery of goods and services to meet social needs.
- **Research & Development**: R & D expertise can be directed towards solving problems unique to remote regions.
- **Relationships**: Social-sector partner can leverage the strong relationships of the firm with industry, government, investors and policy makers which may be useful to provide network access, information and resources.
- **Media Attention**: Some firms have the power to draw media attention, this can increase public awareness to a problem and can be useful to educate beneficiaries about their rights or availability of desirable resources.
- **Information Technology**: Ability to gather, process and analyze data that can be valuable to organizations that lack the infrastructure and expertise to produce information that could enhance their impact.

It is at this stage that we need to identify the key performance indicators to set in a robust monitoring mechanism, which will form the basis of appraisal of the project.

22 Epstein, Be Bold Take Action
23 Epstein, Be Bold Take Action
**Why do we need resource mobilization?**

It is not enough to fund the project and walk away. The firm is responsible for the efficient utilization of its funds to provide the promised outcome, social benefits and desired changes for the community. A detailed analysis of the project schedule would reveal set of resources in required in each stage. Thereafter, a flow of resources can be set in to achieve the goal/deliverable of each phase of the schedule. It is also important to finalize the mechanism, as to how the resource will reach the implementing partner. Defining the mechanism is important to avoid any chaos at the last moment, leading to delay in project timeline.

**Action Onus**

1. CSR committee
2. Working team
3. Implementing partner
4. Finance department
5. Human resource department
6. IT department
7. R&D
8. Project management unit

**Summary: Phase 3- Implementation**

<table>
<thead>
<tr>
<th>Output</th>
<th>Desired deliverable for each phase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Parameters</td>
<td>Achieving the deliverable</td>
</tr>
<tr>
<td></td>
<td>Sticking to the time-line</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Request release of resources for each phase, well in advance</td>
<td>Do not hesitate to alter the schedules for achieving the desired results</td>
</tr>
<tr>
<td>Keep the motivation of the work force high</td>
<td></td>
</tr>
<tr>
<td>Engage employees</td>
<td></td>
</tr>
</tbody>
</table>

**Step 2: Project Execution**

The execution phase involves putting the project plan into action. It’s here that the implementing partner will coordinate and direct project resources to meet the objectives of the project plan. The execution team utilizes all the schedules, procedures and templates that were prepared and anticipated during prior phases. Unanticipated events and situations will inevitably be encountered, and the team will have to deal with them as they come up. The execution is however, not bound in interpretation of the aforementioned in the schedule, but it is a watchful process of altering the procedures mentioned to achieve the desired result.

**Action Onus**

1. Implementation Agency
2. Project Management Unit
3. Finance Department
4. Human Resource

**Key Action Inputs:**

1. Project Schedules
2. Memorandum of Understanding

**Stage 4: APPRAISAL**

- Monitoring and Evaluation
- Impact Assessment
- Reporting and Communication
- Review

**Step 1: Monitoring and Evaluation**

Monitoring is a continuing process that takes place throughout the implementation of the project. It is primarily a regular part of the project and focuses on
corporation “what is delivered” to “what was planned”. Evaluation, on the other hand, is the assessment of the entire project cycle with the aim to review the achievements of the project. It assesses the positive/negative/intended and unintended effects of the project while scrutinizing whether the plan was the best one to achieve the outcomes. Evaluation looks for best practices which can be applied elsewhere. Monitoring is done by the human resource directly involved in implementing the project, whereas, evaluation is best conducted by an independent outsider. Data collected and insights gained in the course of monitoring are then fed into and used by the evaluation process.

**Why do we need monitoring and evaluation?**

Programmes and projects with strong monitoring and evaluation components tend to stay on track. Additionally, problems are often detected earlier, which reduces the likelihood of having major cost overruns or time delays later. In addition, CSR rules notified under Section 135 require the CSR policy to notify monitoring process of such projects and programmes.

---

### Indicative Approaches for Monitoring and Evaluation

| Performance Indicators | • Measures of input, processes, outputs, outcomes and impact  
| • When supported by sound data collection-involving formal surveys-analysis and reporting, indicators, enable managers to track progress and take corrective action on improved service delivery  
| • Participation of key stakeholders in defining indicators is important because they are then more likely to understand and use indicators for management decision-making  
| • Facilitate benchmarking comparisons over time  
| Theory-based Evaluation | • Determining causal factors important for success and how might they interact, it can then be decided which steps to monitor  
| • Leads to identification of critical success factors  
| Formal Surveys | • Used to collect standardized information from a carefully selected sample of the target population  
| • Can be used to compare different groups at a given point in time  
| • Comparing changes over time in the same group  

---

24 World Bank, Monitoring and Evaluation: Tools, Methods and Approaches
Step 2: Impact Assessment

Impact Assessment is a systematic identification of effects—positive or negative, intended or unintended—on the community. Impact evaluations can range from large-scale sample surveys in which project populations are compared before and after, and possibly at several points during programme intervention; to small-scale rapid assessment and participatory appraisals where estimates of impact are obtained from combining group interviews, key informants, case studies and available secondary data. The factors under assessment could social, economic and environmental. Each factor can be assessed on various indicators, such as the examples given in the following table.

<table>
<thead>
<tr>
<th>Potential Indicators</th>
<th>Social</th>
<th>Economic</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of doctors/hospitals/ dispensaries</td>
<td>Livelihood</td>
<td>Tree cover</td>
<td></td>
</tr>
<tr>
<td>Municipal services/basic amenities</td>
<td>Employment avenues</td>
<td>Flora and fauna</td>
<td></td>
</tr>
<tr>
<td>No. of schools</td>
<td>No. of self-employed</td>
<td>Natural resource profiling</td>
<td></td>
</tr>
<tr>
<td>No. of students enrolled in school</td>
<td>Access to micro-enterprises/banks</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Why do we need an Impact Assessment?

Impact Assessment helps us to understand the extent to which the intervention has reached the target community. It provides the magnitude of the outcomes on different demographic groups within the community. Additionally, as the Act demands the CSR projects to be carried out in a “Project Mode”, Impact Assessment is a logical step.

24 http://www.nbcbr.com/Project_Documents/Progress_Reports_2010/Environmental_Impact_Assessment_Cluster/Environmental_Impact_Assessment_G2.pdf?phpMyAdmin=1e796e9e294108ca4f0d0ff59673cc7e

Step 3: Reporting and Communication

The Act mandates all eligible companies to report on CSR. All such companies have to report whether or not they are undertaking CSR activities with a characteristic list of what activities are being undertaken. If the company, for some reason, does not perform CSR, there is a mandate for disclosure of the reason in their annual report. The notification prescribes a format for reporting CSR activities. (See Annexure)

Reporting and communication is pivotal to successful stakeholder engagement. Communication should be undertaken on two-levels, with the primary stakeholders and with secondary stakeholders. Since the stake of each category is different in the intervention, approach to communication will have to specific to the need. It is necessary to communicate with the primary stakeholders as it helps in building trust in the intervention, thus, garnering greater community support. Additionally, we come to identify any shortcomings that we might have overlooked in the project, after all the community has the maximum knowledge of their needs and they are the ones using the facility. Not to forget, there is a delicate balance between providing sufficient information to be open and transparent, on the one hand, and burdening employees and stakeholders with excessive data, on the other.
Why do we need to report and communicate?

Reporting is communicating with stakeholders about a firm’s economic, environmental and social management and performance. It addresses how societal trends are affecting a firm and, how the firm’s operations are affecting society. Reporting can demonstrate a company’s motivation and willingness to position itself in a broader context. The objective is to share information with stakeholders to gain their trust and be viewed as credible.

**Action Onus**
1. CSR Committee
2. Marketing and Communication

**Action Flow**
- Distinguish stakeholders into primary secondary
- Identify information of relevance to each stakeholder
- Select mode of communication for each
- Design communication material
- Deliver information

**Key Action Inputs:**
1. Communication experts
2. Village meetings

**Step 4: Review and Feedback**

Establishment of a review and feedback mechanism is critical to the long-run sustainability of the project. Qualitative understanding of socio-economic changes, highly interactive social situations, or people’s values, motivation and reaction is necessary.

**Action Onus**
1. Implementation Agency
2. Volunteers/Employees
3. CSR Committee
4. Working Team
5. Finance Department
6. Legal Compliance
7. IT Department
8. Marketing Department
9. Community/Target Group

**Action Flow**
- Seek feedback from all stakeholders
- Allow time to think
- Provide a platform for communication
- Encourage participation
- Document feedback
- Incorporate in project design

**Key Action Inputs:**
1. Non-directive Interviewing
2. Group Facilitation
3. Field Observation
4. Note-taking
5. Basic Statistical Skills
Summary: Phase 4- Appraisal

<table>
<thead>
<tr>
<th>Output</th>
<th>Success Parameters</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Communication with stakeholders</td>
<td>• Setting performance indicators in the planning stage</td>
</tr>
<tr>
<td>• Impact Assessment Report</td>
<td>• Feedback Mechanism</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Do’s</th>
<th>Don’ts</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Identify the CSR chain of accountability</td>
<td>• Do not hurry with the feedback</td>
</tr>
<tr>
<td>through the firm</td>
<td>• Do not ignore the feedback. Incorporate as many as</td>
</tr>
<tr>
<td>• Incorporate key CSR indicators into the</td>
<td>possible</td>
</tr>
<tr>
<td>business plan</td>
<td></td>
</tr>
<tr>
<td>• Create a strategic communication plan</td>
<td></td>
</tr>
</tbody>
</table>

To improve service quality, thereby addressing the needs of the beneficiaries with greater efficacy. It provides flexibility to explore new ideas. Setting in a feedback mechanism is generally low cost and can be implemented quickly.

Annexure: Links to Original Documents

I. Section 135, Companies Act 2013

II. Companies (Corporate Social Responsibility Policy) Rules, 2014 and Annual Report Format

III. Clarification of CSR Rules
CSR Case Studies
Water Resource Management

Company Profile
Ambuja Cement Foundation (ACF), founded in 1993, takes forward the vision of its founders to foster prosperity of the host community along with their own. It is the social development arm of Ambuja Cements Limited and works exclusively with rural communities on issues of water development, agro and skill-based livelihoods, women empowerment, education and health. ACF’s work in community development is in line with its mission statement “Energize, involve and enable communities to realize their potential”. Today ACF works in 12 States and 22 locations. In 2011, Ambuja Cements undertook a detailed water accounting exercise in plant operations and water recharges. The years of work on Water Resource Management have ensured that the Company gives back more water than it consumes. This assurance was given by DNV which declared Ambuja as water positive Company. Total harvesting & recharge (credit) in 2011 was about two times (16,860 million litres) the Company’s water consumption or debit (8389 million litres). Ambuja Cements’ ensured that the vision of water availability is engrained across the plant and its host communities. ACF adopted a multi-pronged approach to tackle the issue of water. Inside the plant boundaries, optimum utilization of water is ensured by the re-use of water in plant operations and colonies as well. In its communities, extensive work on water resource management has improved quantity and quality of water for drinking purposes, agriculture and associated activities in the region.

Choosing the Intervention – The Motivations
ACF’s needs assessment of the community at their plant in Kodinar, Gujarat, revealed “non-availability of water” owing to erratic rainfall, aridity and sea water intrusion resulting in scarcity of fresh water availability. Similarly, communities at the Rajasthan plant were in dire need of availability of water due to low and erratic distribution of rainfall, extreme annual temperature, low humidity and high and high wind velocity. Women and young girls spent most of their time in assuring water for household purposes. This left no time for other household activities or education of these young girls.

It was also foreseen that water sustainability would emerge as a major issue in the near future in India. Even though cement manufacturing is not water intensive compared to numerous other industries, it does consume some water. This prompted the company to focus on water sustainability for advancement of host communities and resource conservation for the company.

Brief Description of the Intervention
The methodologies used for Water Resource Management are Rainwater Harvesting, Groundwater Check Dam
Recharge and Micro Irrigation. They intend to improve the quantity and quality of water for the purpose of drinking, agriculture and other associated activities. The programme of water resource management is implemented with complete participation of the communities.

**Rainwater harvesting is done through the following measures:**

- **Revival/renovation of traditional water bodies such as 'Talab'** for increasing the water storage capacity.
- **Roof Rain Water Harvesting Structure (RRWHS)** at household and community level intends to address the rural drinking water problem at household level.

Khadin, a structure, is constructed to harvest surface runoff water. It is an earthen embankment (100–300 m) built across the lower hill slopes lying below gravelly uplands. The channels allow excess water to drain off.

- **Farm Pond** is a structure which is constructed for harvesting run-off water from local field to ensure supplementary irrigation during dry spells.
- **Check Dam** is a barrier constructed across the drainage to store rainwater for agriculture purpose and for ground water recharge.

**Groundwater recharge is undertaken through:**

- **Tube Well Recharge**, wherein a defunct tube well was connected to the nearby roof area to recharge groundwater in the hard rock region.
- **Subsurface Dykes** which are sub-surface barriers constructed in a sandy river bed, in the semi-arid Pali district in Rajasthan, for conservation and utilization of ground water.
- **Percolation Well**

**Micro Irrigation**

Methodologies such as sprinkler and drip irrigation have been promoted to increase availability of water. These are appropriate for local terrain, rainfall and existing water bodies. People participation is encouraged at community level. They own and support the programme financially and as volunteers to spread message. ACF has also developed Water User Association in the communities to ensure equitable distribution of water and maintenance of infrastructure. In addition, the programme is supported by various other NGOs, Trusts and Governmental agencies such as Sir Ratan Tata Trust (SRTT), NABARD, JICA, etc.

**Tangible or Intangible Benefits Accrued to the Community or Environment**

Total harvesting and recharge (credit) in 2011 was about two times (16,860 million litres) the Company's water consumption or debit (8,389 million litres).

**Volume of Work done in Water Resource Management at ACF**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. Check dam construction / Renovation</td>
<td>No</td>
<td>274</td>
</tr>
<tr>
<td>b. Dykes construction</td>
<td>No</td>
<td>20</td>
</tr>
<tr>
<td>c. Well Recharging / Percolation well</td>
<td>No</td>
<td>1301</td>
</tr>
<tr>
<td>d. Ponds Construction / Renovation</td>
<td>No</td>
<td>390</td>
</tr>
<tr>
<td>e. Link Channels / Canals construction</td>
<td>Kms</td>
<td>69</td>
</tr>
<tr>
<td>f. Water Storage Tank / Farm Ponds</td>
<td>No</td>
<td>1917</td>
</tr>
<tr>
<td>g. Khadin Bund</td>
<td>No</td>
<td>10</td>
</tr>
<tr>
<td>h. RRWHS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Availability of water has had a cascading impact in communities.

**Benefits to the environment**

- Reduced exploitation of groundwater through water harvesting has led to increased storage capacity, groundwater recharges and reduced pumping by promoting efficient irrigation methods and awareness among the people.
- In Rajasthan, increased availability of potable water in the villages for additional 3–4 months in the year, i.e., people have water for 10–12 months of the year.
• Pond renovation has snow bailed into an increase in groundwater table
• In Rajasthan, farm ponds and Khadin have successfully demonstrated adaptation to climate change/variability. During excess rain, these structure hold water while during low rainfall, they hold soil moisture.
• Treatment in the catchment area led to a decrease in soil erosion.
• Higher amount of moisture in the ground led to an increase in the vegetation in the area.

Socio-Economic benefits to the communities

• Water availability at household level has reduced drudgery of women who would spend 1–4 hours per day to collect water.
• Improved health of the community with availability of clean drinking water.

Better understanding among the people about maintenance of traditional water bodies and community participation solve water problem in the villages.

• Farmers with wells within the influence area of subsurface dyke found to have increased livestock holding.
• Increased availability of water has led to farmers growing up to 3 crops in some areas.
• Reduced household expenditure (annual) on water purchase & medicines to cure water borne diseases was reported
• *Kharif* crops grown on the *khadin* bed gave much higher yield & net return as compared to those cultivated outside *khadin* area.
• Improved availability and quality of water has benefited the cattle as well.

CONTACT INFORMATION

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Doh Bin

**Company Profile**
Doh Bin is a collaborative initiative of like-minded environmental stewards – Tetra Pak and Coca-Cola. At its core, Tetra Pak believes in protecting what’s good and that “a package should save more than it costs”. The company ensures safety of the food we eat and drink with minimal process impact on the environment. The Coca-Cola Company, as a leading global FMCG brand, leverages its unique strengths to actively support and respond to local needs—be it the need for education, health, water or nutrition. Tetra Pak and Coca-Cola both share an immense sense of responsibility towards sustainable growth as business entities in pursuit of which they collaborated to craft a positive change in the state of waste management in Gurgaon, through the initiative Doh Bin. Other crucial partners in this initiative are Indian Pollution Control Association (IPCA), Hindustan Times (HT), Prakash Environmental Group (PEG), Resident Welfare Associations (RWA) and DLF.

**Choosing the Intervention – The Motivations**
The essential motivation behind taking up this initiative for all partners is to tackle increasing waste management problems at their crux by inculcating source segregation of waste as a pro-environmental behavioural practice. Also, as businesses that use recyclable packaging, lack of source segregation compounds losses due to lack of recoverable material. By segregating wet and dry waste, they not only control what is being sent to the landfills, but also improve the use of limited resources through recycling.

**Brief Description of the Intervention**
Doh Bin is an effort aimed at sensitizing the masses about source segregation of waste into wet and dry at the point of its origination. It aims to do it by driving an attitude change and increasing citizen’s involvement in the waste management system in Gurgaon. To this end, the project uses manual carts operated by 5 waste workers, who make daily rounds of DLF Phase IV Gurgaon covering 1000 households to collect the segregated waste. A dry waste collection and sorting centre has also been established (in Ghitorni) for waste collectors to ensure occupational health and safety standards.

The project is supported by PEG and IPCA as implementation partners whereby PEG is responsible for the door-to-door collection of segregated waste and IPCA is responsible for spreading awareness on the importance of source segregation through multi media events and distribution of IEC (information, education and communication) material to bridge gaps in knowledge and practice. Leading media publication, Hindustan Times, is the media partner for this initiative and through its involvement it has significantly helped build a network of stakeholders for the project through circulation of authentic quality content. Ganesha Ecosphere Pvt. Ltd., the largest player in the Recycled Polyester Staple Fibre industry, provides logistical competence in terms of transportation of waste to factory, manufacturing and distribution of products made of recycled waste. One of the most significant partners in the Doh Bin campaign are DLF City RWAs which form the grass-roots source of execution for this project.
**Tangible or Intangible Benefits Accrued to the Environment Or Community**

Since Doh Bin’s inception in December 2013, the number of individual households in DLF Phase IV, Gurgaon actively practicing source segregation is now at 186 within a period of six months. Doh Bin has also been successful in reaching out to condominiums such as Richmond and Hamilton in Gurgaon whereby, the former is now seeing 60 per cent source segregation out of a total of 280 flats and the behavioural pattern is increasing steadily every day.

It is worth noting that Doh Bin has led to a significant increase in employing waste workers and stabilizing their income through its incentive based model whereby non-salaried waste workers are paid every day on the basis of value of the amount of segregated waste they collect from households. Additionally, periodic trainings provided to domestic aides, residents as well as RWAs’ have lent sustainability to the initiative by creating impact on perspectives related to waste and health, environment and related cost benefits.

Hindustan Times, through sustained editorial efforts, brought to light the larger role of waste management in cities’ future. The media outreach helped bring the issue into focus at a macro level. Furthermore, through its carefully designed IEC materials like posters, pamphlets and brochures distributed amongst its multifarious stakeholders, Doh Bin has significantly increased awareness on waste management and intends to supplement this with its forthcoming website on waste management, which is targeted to bring all resources on issues pertaining to waste under one roof (http://www.doh-bin.com/). Through its social media outreach and past and prospective events (https://www.facebook.com/dohbin), Doh Bin has brought different viewpoints on source segregation on a multi-stakeholder platform by opening dialogue on the same amongst members from all age groups like kids, youth and senior citizens.
Anhad Gram

Company Profile
GAIL(I) limited is a Maharatna company under the Ministry of Petroleum and natural gas. Since its inception, it has been guided by the objective to be a good corporate citizen with the essence of sustainability ingrained in its vision and mission. Their business philosophy stresses on growth that is sustainable for the economy, stakeholders, community and environment. GAIL has aligned with the principle of triple bottom line through responsible corporate citizenship and meeting energy demands while value creation for stakeholders and environment.

Community Friendly Movement (CFM): CFM is a grassroots NGO working with villagers across India to strengthen village resources, establish supply chains and provide knowledge inputs through technology dissemination. The main area of focus has been natural and organic farming application of rural technologies, environment, water protection and above all women health & hygiene.

Choosing the Intervention – The Motivations
The census of India has placed Jhabua district among the least five underdeveloped districts in India based on its poor performance on socio-economic indicators. As established by baseline data analysis some villages of the region reel in acute poverty due to rampant migration to metropolitan cities. The literacy rate is very low especially with the age group above 25 years. Enrollment rate of children is good but migration plays a major role in the high dropout rate. Villagers take loan from the local moneylenders at very high rate of interest thus, fall prey to the debt trap. These debt traps along with low employment opportunities in the villages provide enough reason for high migration rate from the village.

Brief Description of the Intervention
Project “Anhad Gram” under the aegis of GAIL (India) Ltd with its implementing partner Community Friendly Movement (CFM) is one of the many projects for development in the 25 villages located in Jhabua, Madhya Pradesh. The project strived to check migration and create livelihood opportunities in villages itself. This it did through skill-based training, better technologies and market linkages for their produce. Project Anhad Gram was an effort to enrich and improve the quality of lives of tribal communities (Bhils) in and around GAIL’s operational facilities. The project also promoted organic farming, briquettes as low-cost fuel, animal husbandry and water management in the selected villages for holistic development.

Tangible or Intangible Benefits Accrued to the Environment Or Community

Tangible Benefits
- 165 SHGs with about 2000 women and men are associated with the programme, working

Sulindhan–Biomass briquetting to provide cleaner fule for household use.
 incessantly with the organization for their progress.

- Total number of livestock distributed during the project phase – 400 Goats and 10,000 Day-Old Chicks (DOC)
- Assets created - one poultry farm
- Increase in annual income from ₹35,000 to ₹11,000 per increase in livestock population
- Number of 10000 trees planted
- Nutrition support was provided to 1800 families
- Forty Five women now assume kitchen garden as an a business and a source of income
- Eight briquette production units have been developed

**Intangible Benefits**

- Development of leadership qualities, skill enhancement and knowledge updating leading to better employment opportunities
- Check on migration of a family member, leading to regular schooling of children
- Use organic manures and modern tools in agricultural practices is prominent now
- Improved woman health and hygiene
- Progress in food security

**CONTACT INFORMATION**

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Contact No: +918224911150
Joining Hands for Tomorrow

Company Profile
HCC is a business group of global scale developing and building responsible infrastructure through next practices. With an engineering heritage of nearly 100 years, HCC has executed a majority of India’s landmark infrastructure projects, having constructed 25 per cent of India’s Hydel Power generation and over 50 per cent of India’s Nuclear Power generation capacities, over 3,500 lane km of Expressways and Highways, more than 280 km of complex Tunneling and over 350 Bridges. Today, HCC Ltd. serves the infrastructure sectors of Transportation, Power and Water. HCC is also developing Lavasa City, a planned hill city and one of India’s largest urban development and management initiatives.

Choosing the Intervention – The Motivations
HCC, under its corporate responsibility, undertakes a range of initiatives that are broadly categorized into Water Sustainability, Disaster Relief and Response, HIV/AIDS Awareness, Community Development and Education. The Kihim intervention was taken-up as a stand alone community development activity under the umbrella of community development programme of HCC.

Setting-up a solid waste management system for Kihim village was started on a pilot basis with active community participation and other stakeholders. The Kihim village being a major tourist destination attracts over 2000 travellers during the weekend that adds to domestic waste created by natives. The proportion of the waste generation in this village was alarming and became the apt location for establishing an effective Solid Waste Management System.

Brief Description of the Intervention (S)
HCC ideated and co-created the Solid Waste Management system for Kihim village with the Kihim grampanchayat. Motivational, orientation and training programmes were conducted by the HCC and CEE teams for the beneficiaries of this initiative. The beneficiaries namely residents, traders, vendors, hoteliers, tour operators and other business establishments were educated about the health hazards involved in improper management of solid waste.

To start with, the housewives were motivated to segregate household waste and handover the segregated waste to the HCC sponsored ghanta gadis (with separate compartments) assigned for the door-to-door collection of segregated waste. Educational material specially developed for project implementation was distributed amongst the residents. It highlighted the prevalent scenario of waste management in the village and simple solutions to be practised by the residents in day to day lives. Through special sessions, house-helpers at the richer households were oriented towards the waste management practices generated in their premises instead of incineration. They were also trained for composting biodegradable waste within their premises.

Orientation and motivation programme was also conducted for shopkeepers, hoteliers, vegetable vendors, tour operators, Khanavalis, fishermen community, vendors at the beach, etc. All business establishments including the individual vendors, were made aware about littering and mismanagement of waste generated, creating a non-aesthetic effect, thus, leading to an adverse effect on their business. The vendors were continuously encouraged to
take remedial actions such as segregating waste and handing it over to the *ghanta gadi*. The Gram Panchayat employed two women to clean the complete stretch of the beach. This exclusive cleanliness drive for beach was carried for more than a month.

HCC procured colour-coded special dustbins for placing on the beach. The vendors were oriented and motivated to make the tourists segregate and discard their waste material in the designated bins only. For example, coconut vendors who left coconut shells scattered on the beach for drying (for fuel purposes) were advised to dry the shells in the burial grounds specially allocated for the purpose. Additionally, vendors at the beach took up responsibility of cleaning the beach on weekends and vacations when the tourists’ inflow is high, thus, generating more waste. Further, the resort owners and those who are operating home-stays also concurred to take up the responsibility to manage the waste created by the visitors/guests visiting their premises.

The fully functional system for solid waste management was designed by CEE. HCC procured community dustbins, which were colour coded as per the segregation scheme mentioned in the Municipal Waste (Management and Handling) Rules, 2000. The placement of the dustbins was ascertained after interaction with the Grampanchayat and the residents.

The primary segregation process started with door-to-door collection of the waste through the *ghanta gadi*. The waste was transported to the site of segregation and composting, where secondary segregation was carried out. Recyclable items such as glass, plastic bottles, rubber and metal items were handed over to vendors tied-up to collect the waste on a periodic basis.

The composting unit was established for composting the biodegradable waste. The GP personnel were oriented for the process of composting and the process has been initiated with successful trial run.

Kihim generates plastic bags in significant quantity. These plastic bags are found littered on the streets or end up clogging gutters or are burnt in open thus
affecting the environment adversely. To address this issue, HCC established a Polybag Weaving Unit at Kihim. The plastic weaving concept is based on the fact that plastic bags which are thin and flimsy have an average life-time of 2–3 hours after which they are discarded.

The bags are collected, washed, cleaned, dried, cut into strips and woven into the basic plastic textile fabric, which can then be stitched into various products like mats, folders, hand bags and purses. In this manner, both the plastic and paper waste becomes more manageable and less destructive. Training programme was undertaken by Nemiraj Memorial Demonstration Unit (NMDU), Virajpet, Karnataka and handed over to Shri Chamunda Aalambi Utpadak Sahakari Sanstha, a local CBO. The initiative is being overlooked by local government authorities and communities.

Training programme was undertaken by Nemiraj Memorial Demonstration Unit (NMDU), Virajpet, Karnataka and handed over to Shri Chamunda Aalambi Utpadak Sahakari Sanstha, a local CBO. The initiative is being overlooked by local government authorities and communities.

Tangible or Intangible Benefits Accrued to the Environment Or Community

- General public of Kihim, Chondhi and Bamansure villages benefited by healthier living conditions
- Municipal staff or staff of Grampanchayat assigned the responsibility of waste management because they can adopt a safer method for implementing waste management
- Citizen groups, NGOs, CBOs, Youth groups, private sectors, bulk waste generators, recycling enterprises and other associations that are connected with waste management
- Grampanchayat Kihim benefited by the system established under the project and information being provided for various aspects of village development

Looking at the success of the solid waste management system established in Kihim, the Avas Village Grampanchayat was inspired to set-up their own
system. The Awas Grampanchyat proactively came forward and started the unit by purchasing a Tractor to carry the dry waste garbage from the village to the dumping ground. From wet garbage, the fertilizer is made in each house in a traditional manner.

The Grampanchayat from one more adjacent villages—Navagaon—approached HCC to support them to set up a project of a similar nature at their village. A majority of the population of Navagaon are from the fishing community from the low-income group. Hence, they were on the lookout for financial support to set up a solid waste management unit and Ghanta Gadi at Navagaon. HCC carried out a feasibility study of Navagaon and agreed to support them. The problems related to solid waste management at Navagaon was similar to Kihim and consequently, it was only natural that this successful model was replicated.
Provision of Foot Curing Clubfoot Braces for Children Suffering from Clubfoot

Company Profile
IDBI Bank is the youngest, new generation public sector universal bank that rides on a cutting edge Core Banking Information Technology platform. This enables the Bank to offer customized banking and financial solutions to its clients through its country-wide branch and ATM network. IDBI Bank’s vision is to be the most preferred and trusted bank enhancing value for all stakeholders. To relentlessly strive to become a greener bank is one of IDBI Bank’s missions.

Choosing the Intervention – The Motivations
Clubfoot is a congenital deformity that severely twists the foot downward and inward, making walking difficult or impossible. One out of every 750 children born in every country suffers from clubfoot. It can be permanently corrected without surgery using a technique called ‘Ponseti’ and if treated in time, the child can lead a normal life.

As a conscientious and CSR-driven initiative, IDBI Bank decided to partner with CURE International India Trust in order to cure clubfoot among 500 children. It may be mentioned that the said CSR activity can be classified under the category of ‘Promoting Preventive Health Care’ included in the schedule VII of Companies Act, 2013.

Brief Description of the Intervention
IDBI Bank is supporting the treatment of children with Clubfoot by providing financial assistance for buying 1,000 Steenbeck foot abduction braces. IDBI Bank has partnered with CURE International India Trust, which is an international organization having presence in over 29 countries.

Intangible or Tangible Benefits Accrued to the Community or Environment
The target beneficiaries are 500 children born with clubfoot. Children with inward or outward clubfoot or with neglected clubfoot are treated under this programme and the ones belonging to BPL families or who cannot afford the treatment cost or are treatment dropouts, are accorded priority for treatment. Once the treatment is complete, the children can lead a normal life. Thus, the project not only impacts the lives of these children during one year of implementation but it also has a multiplier effect as it brings about a desirable impact on their families.

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Parishudh

Company Profile
Infosys is a global leader in consulting, technology, and outsourcing solutions. As a proven partner focused on building tomorrow’s enterprise, Infosys enables clients in more than 30 countries to outperform the competition and stay ahead of the innovation curve. With $8.25 bn in FY14 revenues and 160,000+ employees, we provide enterprises with strategic insights on what lies ahead. We help enterprises transform and thrive in a changing world through strategic consulting, operational leadership, and the co-creation of breakthrough solutions, including those in mobility, sustainability, big data and cloud computing.

Choosing the Intervention – The Motivations
It is found that over 15 crore out of the 25 crore families in India do not have sanitation facilities. This affects our economy by nearly $54 billion in GDP and the situation is even worse in North Karnataka with sanitation coverage at only 20 per cent. Studies proved that lack of adequate sanitation facilities causes many health issues in children, thereby impacting their education. It also causes frequent illness in men and women, thereby impacting their earnings. Lack of adequate sanitation has converted many rivers into defecation grounds, causing further health and environmental hazards. Based on these findings, Infosys Foundation, the CSR arm of Infosys Limited had taken up “Parishudh”, sanitation project in North Karnataka. This flagship programme began as a responsibility towards addressing a humanitarian crisis in 2011–2012, with an aim to improve hygiene and sanitation conditions in the villages of North Karnataka which were affected by the devastating floods in 2010.

Brief Description of the Intervention
Infosys Foundation funded ₹10 crores to the Parishudh Initiative in 2011 and worked with Kottala Basaveshwara Bharatheya Sikshana Samiti in Sedam located in North Karnataka and other NGOs to increase awareness about hygiene and sanitation programmes in the selected villages.

Since its inception, the initiative has been educating the beneficiaries on the need for hygiene and proper sanitation, as well as constructing toilets for them (in a PPP mode).

Parishudh encouraged entrepreneurs in the area to make precast toilets. The business model has been sustainable, viable and replicable rendered so by its reusable design and artifacts. Applications based on GIS were a boon to track the locations of the toilets being constructed.

Infosys volunteers educating the family
Intangible or Tangible Benefits Accrued to the Community or Environment

Parishudh constructed over 10,000 toilets in partnership with the beneficiaries and the government. Over 50,000 people were benefited by this programme resulting in savings of over 200,000 person days which otherwise would have been lost to illness. This amounts to an average income of $5 per day which translates into a saving of $800,000 per year.

It has influenced a threefold increase in incentives given to each family for construction of toilet by the central government.

Furthermore, it has built best practices for repeatability of the programme and created a capacity for construction of toilets each year.

A family building a toilet for their home

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My School

Company Profile
Infosys is a global leader in consulting, technology, and outsourcing solutions. As a proven partner focused on building tomorrow’s enterprise, Infosys enables clients in more than 30 countries to outperform the competition and stay ahead of the innovation curve. With $8.25 bn in FY14 revenues and 160,000+ employees, we provide enterprises with strategic insights on what lies ahead. We help enterprises transform and thrive in a changing world through strategic consulting, operational leadership, and the co-creation of breakthrough solutions, including those in mobility, sustainability, big data and cloud computing.

Choosing the Intervention – The Motivations
Sparsh – A Healing Touch” which is the CSR wing of Infosys, Pune decided to help the villages in and around Hinjewadi (location of Infosys campus) It initiated “My School” an initiative anchored by the Sparsh team, a group of self-motivated employees of the Development Centre.

The school in Mann village lacked basic amenities such as benches and desks, adding to which was the problem of leaking roofs during monsoons and cold bare floors during winters. Weather conditions sometimes made it impossible for the students to sit on the floor and assume uninterrupted learning throughout the year. These factors resulted in a high dropout rate from the school. The school and its students were in a dire need of a decent infrastructure with proper sanitation facilities (especially for girls), in order to contain the high drop-out rate. “Sparsh” took it upon itself to provide improved infrastructure and aid holistic development of the School.

Brief Description of the Intervention
A volunteering initiative which started with providing basic amenities like raincoats, school bags and water filter to the students grew into a full-fledged project. A total of 15,000 employees, in association with Infosys Foundation contributed financially towards the construction of the school building, constituting 10 classrooms, computer lab, pantry, staff room and a library. Additionally, Infosys Foundation provided benches and desks to the school.

The project which was implemented on 16th October, 2013 had an overall cost outlay of ₹1,48,04,400 and more than half of it came from employee contributions (including contributions from even their security staff). The “My school” core team, consisted of 14 people and over 100 volunteers who worked tirelessly for two years to make this dream a reality.

Intangible or Tangible Benefits Accrued to the Community or Environment
The infrastructure is a step towards containing the high drop-out rate. Presently, over 600 students study...
in the school and a lot many will be benefitted in the years to come.

The computer lab and the interventions of e-learning in the school curriculum will improve the quality of the education. Life skills and teacher’s training programmes will boost the standard of learning among the children.
Ingersoll Rand advances the quality of life by creating comfortable, sustainable and efficient environments. Our people and our family of brands—including Club Car®, Ingersoll Rand®, Thermo King® and Trane®—work together to enhance the quality and comfort of air in homes and buildings; transport and protect food and perishables; and increase industrial productivity and efficiency. Ingersoll Rand products range from complete compressed air systems, tools and pumps to material and fluid handling systems.

Choosing the Intervention – The Motivations
Ingersoll Rand is committed to good corporate citizenship and believes that advancing the quality of life requires taking an active role in addressing social issues that impact our organization and the communities it operates in. It actively engages with NGOs and social communities to positively impact the issues of education, healthcare, sustainability and livelihood. Providing education has been one of the core issues of our CSR focus in India.

Keeping in line with the philosophy, Ingersoll Rand has set up a Science Centre with the Agastya Foundation for economically disadvantaged children in remote, rural areas, with a special focus to help the girl child and teachers. Through this initiative, Ingersoll Rand aims to spark curiosity and address gaps in the education system, namely absence of questioning and enquiry in the classroom, lack of practical exposure to science concepts and poor teacher-student interaction.

Brief Description of the Intervention
The Science Centre is set up at Government Girls Senior Secondary School in Jacubpura, Gurgaon. It has an estimated expenditure of ₹40 lakhs, for the period 2013–15, and serves as a resource centre, teacher training centre, a hub of special training activities such as project based integrated learning, summer camps, etc. The Science Centre helps...
catalyze local schools and educators to improve the content and quality of education for rural children and teachers.

In future, the Science Centre, with its integrated Project Based Learning (PBL), aims to promote innovation in Engineering and Science. PBL engages student's ability to reason, think, experience and experiment. The innovative leaning methodology addresses the issues of:

- Lack of hands-on teaching resources
- Rote-based learning and lack of hands-on learning
- Lack of school labs and access to a quality science centre

**Intangible or Tangible Benefits Accrued to the Community or Environment**

The Ingersoll Rand Science Centre at Jacobpura aims to impact 12,000 children in one year, with a special focus to reach the girl child. Additionally, it aims to train 125 teachers for stimulating science education through experience and practical mentoring. In a short span of 10 months, since its inception in September 2013, the Science Centre has already reached out to over 8000 beneficiaries, both students and teachers, across 41 schools equipping them the learning tools and confidence to deal with constraints.

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Bettering Lives of Thousands!

Company Profile
KPIT is a global IT consulting and product engineering partner focused on co-innovating domain intensive technology solutions for corporations specializing in automotive & transportation, manufacturing and energy & utilities. A leader in technology solutions and services, KPIT currently partners with 200+ global corporations including Original Equipment Manufacturers (OEMs), and Tier 1 companies.

Choosing the Intervention – The Motivations
CSR has been an intrinsic part of KPIT’s philosophy since its inception. Being a socially responsible business organization, KPIT continues to push the bar higher through technology and innovation driven CSR activities in the areas of Environment, Education, Energy, and Employee engagement. During FY14 KPIT focused on two programmes namely:

- **Zero Garbage** (Environment): Pune generates 1,700 tons of garbage per day which was earlier being dumped in nearby villages causing health problems for residents in those areas. KPITs motivation to select the Zero Garbage initiative was to create an inclusive model for safe and environment-friendly waste disposal to reduce the hazardous impact of waste dumping. Additionally, it intends to save collection and processing costs for Municipal Corporation.

- **Chhote Scientists** (Education): It was a realization of the CSR-Education team of KPIT that the current education system does not encourage students to think beyond textbooks. As a result the students lack the acumen to apply learning in science to find solutions to their day-to-day problems, or fail to identify real-life application of science and scientific principles.

Brief Description of the Intervention

**Programme 1: Zero Garbage**
Zero Garbage initiative focuses on separating the organic and inorganic waste at the source. Organic material is used in the biogas plant, thus eliminating its transportation cost to the landfill. Inorganic material, such as plastics and glass, is sold as scrap. The ultimate goal of the Zero Garbage Project is to process all waste at the ward level, reducing transportation and labor costs for the city and eliminating the need of landfill sites.
The programme also has the potential to make such garbage disposal a commercially viable venture, by engaging waste pickers.

The initiative covers 20 municipal wards and over 1,60,000 households have been reached till now. The initiative inspires and pulls volunteers (non-employees, employees and their families) in large numbers to participate in zero garbage awareness rallies and to drive the zero garbage programme.

KPIT has invested approximately ₹50 lakhs till date. It projects to cover the entire city over the next 2 years and recycle almost 95 per cent of the 2000 tons of garbage generated per day.

**Programme 2: Chhote Scientists**

This initiative bridges the gap between textbook knowledge and real-life applications by taking a practical oriented approach and thus making science fun to learn for children. Using frugally developed scientific toys, we teach various topics, like electricity, motion, pressure, energy, magnetism and electronics.

KPIT selected schools close to the KPIT head office in Hinjawad, Pune that lacked basic laboratory infrastructure. The students of 8th and 9th grades were selected for the programme, since; these are the formative years of academic life. To conclude the Chhote Scientists 2013 programme, a Science exhibition was organized for all students who participated in the programme, wherein these participants put their creative minds to work and produced nearly 400 innovative projects.

Furthering this initiative, KPIT has enhanced this programme to develop Chhote Scientists Android based application for Aakash Tablet with IIT, Mumbai that can be used to teach students. Approximately, ₹10 lakhs have been invested by KPIT in this initiative. Chhote Scientists pulled immense employee participation with as much as 800 employees contributing time and effort to conduct 250 sessions with the students.

The initiative has covered 20 schools, benefitting 1,600 students, and there are plans to extend it to 30 more schools to add 1,200 more beneficiaries. Soon, the initiative will be extended to Mumbai and Bangalore offices, wherein the first phase will cover two school and 100 students.

**Intangible or Tangible Benefits Accrued to the Community or Environment**

**Programme 1: Zero Garbage**

The initiative which started with 8 lakhs city residents now covers 16 lakhs residents and the waste segregated has increased from 40 per cent to 50 per cent since its inception in 2011. The initiative is an effective tool to engage with employees and motivate them to contribute to the betterment of the society. It engaged and motivated over 100 employees to work in close association with Janwani (the CSR wing of MCCIA, Pune) and Pune Municipal Corporation (PMC) to drive the Zero Garbage programme.

**Programme 2: Chhote Scientists**

Increased level of curiosity has been recorded in the students towards the concepts of science, which they measured through indicators such as the number of questions asked and the number of examples quoted by the students from their day to day life. Additionally, KPIT had set knowledge sharing as its objective, which it observed to be in progress as students were discussing their concepts, sharing notes among peers.

**CONTACT INFORMATION**

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Quality Education for Children

Company Profile
Lavasa is India’s first planned hill city being developed by HCC. Located in the Western region of India in the picturesque landscape of the Sahayadri Mountains, it is set amidst 7 hills and 60 kms of lakefront. A 3 hour drive from Mumbai and an hour’s drive from Pune is a fourth of the size of Mumbai. Lavasa is envisioned to be a liveable city of the future where residents can live, work, learn and play in harmony with nature.

Choosing the Intervention – The Motivations
Lavasa believes that every child has right to quality education as good education is the foundation of person’s overall development, which is essential to survive in this competitive world. However, remote areas lack this basic right due to inaccessibility and unavailability of centres of education.

One such area is Mose Khore Valley in Mulshi Taluka of Pune district, the project location of Lavasa City. There are 18 villages in the project catchment with a population of 5000+ people having good number of school going children. There are ZP Marathi medium schools in the area but are only till 4th Std, for further education children have to go either Andgaon which is 25 kms or to Pirangut 40 kms. Most of the people in the area are economically vulnerable; they cannot afford private education and cost of transportation. Considering the need of quality education for children of the area, Lavasa Corporation Limited decided to start an English Medium school where children of villagers will get free education till XIIth Std.

Lavasa has also introduced community development initiatives. The initiatives include healthcare facilities, potable water supply, housing, employment and basic infrastructure.

Brief Description of the Intervention
Lavasa envisions enriching the lives of the children in the area by imparting quality education. It has partnered with, Christel House to make it the focal point for their engagement with the local community.

With monthly family incomes being below ₹3,500, the future seemed bleak for these children until Lavasa Christel School stepped in. Lavasa Corporation Ltd. invested ₹11,85,12,989 in the school and ₹4.5 crore is added each year. Lavasa Christel School, which is operational since April 2009, has enrolled about 350 children across age groups spanning right from kindergarten up to Grade VIII at the Lavasa centre’s 3 acre campus. It empowers them to improve their quality of life in a sustained manner by making them capable of a secure employment. The process, however, requires active participation from both parents and the community at large. In order to facilitate this, school has come up with a unique initiative whereby parents are made a part of the school programmes.

Students enjoying the interactive group session
Lavasa Christel School provides the students an undifferentiated environment along with the best of educational and extracurricular activities completely free of cost. It provides them mainstream education by excellent and well-trained faculty. Other facilities such as pick-ups and drops, uniforms, nutrition and health-care are also provided to the students.

With over 9 educational institutions and facilities planned for its students, Lavasa is poised to be an education hub. Lavasa Christel School aims to take world class education to the grassroots, thus, provides a shining example of how an inclusive society can be created if there is a will to do so.

**Intangible or Tangible Benefits Accrued to the Community or Environment**

In the academic year 2012-13, the following was the performance of the School.

<table>
<thead>
<tr>
<th>Metric</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of students returning annually</td>
<td>99.5%</td>
</tr>
<tr>
<td>Student Attendance</td>
<td>94%</td>
</tr>
<tr>
<td>Percentage of students meeting or exceeding grade level standard in language arts</td>
<td>89%</td>
</tr>
<tr>
<td>Percentage of students meeting or exceeding grade level standard in Math</td>
<td>87%</td>
</tr>
</tbody>
</table>

These children will achieve their overall development during academic life at the school. They are going to be not just educated but will have moral values, self-confidence, discipline, positive attitude and the capability to face any challenge in life. They will be trained in music, sports and effective communication. The initiative thus, aims to break this cycle of poverty in the area to ensure that their forthcoming generations lead a quality life.

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Company Profile
A subsidiary of Mahindra & Mahindra Limited (M&M), Mahindra Logistics Limited (MLL) is a third party logistics (3PL) provider operating primarily in two segments namely, Supply Chain Management (SCM) and People Transport (PTS). Before its incorporation, Mahindra Logistics was a division of M&M to handle the captive logistics and supply chain needs of the Mahindra group companies. The division later began operating for external clients across the country. In October 2008, it was spun off as a wholly owned subsidiary of M&M. This spin off was with effect from April 1, 2008. The company is 2008. The company is head quartered in Mumbai, has 13 offices across the country and has over 1,700 employees. Since its inception Mahindra & Mahindra Ltd has been a socially responsible corporate going beyond the legal & statutory requirements to make responsible investments in the community and being as one of the group companies, Mahindra Logistics Ltd is also a part of CSR initiatives.

Choosing the Intervention – The Motivations
At Mahindra Logistics recognizes the importance of its most critical partners: Drivers. Today, the biggest problem the industry faces is the shortage of drivers with nearly 28 per cent of commercial vehicles lying idle without drivers.

MLL is worried about the condition of its drivers, who operate under extreme conditions yet are not respected in the society. There is a pressing need to orient drivers, accord them the security, dignity and respect they deserve for their relentless day-to-day struggle and contribution towards economic development of the country. MLL has, thus, decided to perk up their conditions by giving them a sentiment of superior and improved living.

Brief Description of the Intervention
Mahindra Logistics Limited conducted a survey among the target group viz., truck drivers to gain first-hand knowledge and identify challenges they encounter. The basic idea was to find solutions to make living and working conditions better for them and their families. After the survey, MLL constituted Drivers Welfare Forum, on October 1, 2012, comprising 12 Business Associates (BAs). The forum came out with a future action plan to share the responsibilities of driver’s welfare activities. The forum included Mr Ramesh Kumar, Chairman of KRK Foundation, a Registered Trust working for driver’s welfare. He has travelled around 21,000 kms across India in trucks, trailers, etc., and has closely seen the life of drivers and problems faced by them. He provides constant guidance to the forum for conducting the driver’s welfare activities.

MLL has undertaken several initiatives with a total investment of ₹30 lakhs till date. The initiatives are as follows:

1. Brainstorming for Challenges faced by Drivers:
   It conducts brainstorming sessions and meetings so that their stakeholders can be aware about this issue and invite their cumulative support & action for effective implementation.

2. Driver Safety – Seat Belt Campaign:
   This campaign involves employees, especially at the plan site, to crosscheck vehicles to see whether safety belt is installed and accordingly communicate
with BAs for making it mandatory that each vehicle be equipped with a seatbelt and each driver wears it. A Section, regarding the same, has been included in the contract of all BAs. MLL now trains the drivers to wear seatbelt.

3. Driver Relationship Management – Dignity of Labour – Cup of Tea:

Those who are engaged in manual labour often suffer from an inferiority complex. There is a need to re-instill their confidence in themselves and the dignity of their work. It is the responsibility of the privileged to treat them as their equal. The society at large needs to cultivate the notion that every work is dignified. In line with this philosophy, MLL initiated – “Cup of Tea with Drivers”, wherein drivers are invited to sit with the senior management or location heads in their cabins, interact with them and other employees over a cup of tea. This puts a smile on their faces and they feel a part of the employees.

4. Infrastructure at Sites – Restrooms & Convenience:

As per the result of the survey, the drivers face difficulty in resting, taking bath and sanitation, etc. while they wait during unloading and uploading of goods at the site. Considering this, MLL has started installing “Porta Cabins” at the halt point for the driver’s rest room facility. MLL, as of now, has installed 3 Porta Cabins, 1 at Haridwar and 2 at Nagpur.

5. Enroute Facilities – Restrooms & Convenience:

The Indian Oil Company Ltd. has installed around 650 restroom facilities for drivers. MLL has tied up with IOCL to make these accessible for its drivers. MLL looks forward to make the drivers aware about availability of these facilities.

6. Personal Hygiene Awareness and Health Checkup Camps:

MLL along with KRK Foundation has started the initiative named “Look Good, Feel Good” under the tagline “Ache dikne mein bura kya hai?” wherein it conducts road shows on health, safety and personal hygiene. They provide free haircut/shave to drivers at transport hubs, parking lots, because MLL believes that dressing well improves an individual’s self-confidence and self-esteem.

7. Health & Accident Insurance to the drivers:

MLL tied up with New India Assurance and targets to insure 1500 drivers yearly, premium payment of which will be done by MLL.

8. Scholarships for Driver’s Children:

It provides scholarships to enable children in driver’s families to overcome their financial challenge and fulfill their educational dreams. In some cases, scholarships have provided students an opportunity to pursue their studies beyond school.

9. Initiatives by MLL Spouses Society:

The spouses of MLL employees constituted the MLL Spouses Society, headed by the spouse of CEO of MLL, to drive initiatives for drivers and their families. The society engages with them on regular basis through various initiatives and provides a soothing touch to the community.

10. Visit to villages of truck drivers in remote India along with business partners (3PLs/Transporters):

The senior management right from the CEO to the BAs visits the villages of the driver community and interacts with their families through various social initiatives and charity events.

11. Signage Campaign:

MLL undertakes regular road trips along with KRK Foundation and BAs, across India, to educate the drivers on highway signage for improving their road safety.

12. Sleep Well Drive:

MLL along with KRK Foundation wish to fight driver fatigue. For the same, they gifted soft pillows to the drivers for a relaxing sleep.

13. Eat Well Drive:

MLL along with KRK Foundation has initiated this drive to make the drivers aware of good eating habits. The drive aims to de-addict the drivers of substances such as Gutka and alternate it with eating scented Elaichi (price for both is same). MLL recognizes that de-addiction is a slow process, yet it is their first step in the direction.
Intangible or Tangible Benefits Accrued to the Community or Environment

MLL served more than 16,000 truck drivers across the country. It covered more than 1,000 drivers for their general health checkup and eye checkup, provided restroom facilities, health and safety training to more than 13,000 drivers across India.

Another impact that MLL observed is the increasing sensitivity and number of initiatives by other logistics companies, business associates and stakeholders to deal with the issues faced by the driver community. MLL also observed increasing collaboration on the same objectives.
Integrated Watershed Management Programme

Company Profile
The Mahindra Group focuses on enabling people to rise through solutions that power mobility, drive rural prosperity, enhance urban lifestyles and increase business efficiency.

It operates in the key industries that drive economic growth, enjoying a leadership position in tractors, utility vehicles, information technology, financial services and vacation ownership. In addition, Mahindra enjoys a strong presence in the agribusiness, aerospace, components, consulting services, defence, energy, industrial equipment, logistics, real estate, retail, steel, commercial vehicles and two-wheeler industries.

Choosing the Intervention – The Motivations
Mahindra Farm Equipment Sector is motivated by its Vision “to deliver farm tech prosperity”. It considers water scarcity an area for immediate action, due to the magnitude of the problem as it affects over 40 per cent of the population of the planet. Thus, it spearheads interventions for water conservation to incorporate the 3Rs – reduce, replenish and recharge into systematic action. It aims to provide a year-long access to water to a local community in Madhya Pradesh, in addition to the knowledge of maximizing productivity from every drop.

Brief Description of the Intervention
Mahindra believes that Integrated Watershed Management Programme (IWMP) is the only solution to address climate change as it conserves fertile soil, harvest runoff, recharge ground water table, create green belts, increase crop productivity, etc., along with community development. It is implementing two IWMP projects in 32 villages of the Damoh district of Madhya Pradesh in PPP mode.

Mahindra is investing in excess of `500 lakhs from its own funds in addition to the government funding for the project. The programme began with creating awareness and enrolling the community followed by a baseline survey and detailed planning in the project area. The baseline study facilitated gathering of raw data and setting 5-year developmental targets. The key interventions in the project include:

- Soil and Water conservation
- Water Resource Development
- Vegetative Measures
- Enhancement of staples and increase in cultivation of vegetables
- Enhancing livelihoods through self-help groups
- Open defecation through sanitation
- Reducing drudgery in the lives of rural women through multiple interventions
- Promoting better management of cattle and increasing yield of milk

The programme is in an advanced stage of implementation. The water and soil conservation structures have all been constructed, seed replacement has been widely done, and 384 self-help groups have been formed with most of them
having started a micro-enterprise. The heartening aspect of this work is that many self-help groups have been able to repay the first tranche of their revolving fund and are ready to scale up their micro-enterprise.

**Intangible or Tangible Benefits Accrued to the Community or Environment**

Twenty-eight check dams, 37 ponds and tanks, 1100 soil and water conservation structures, 318 km of trenches and bunds have been constructed. Also, vegetative plantations have been done on 130.38 hectares of land and the tree cover has increased by more than 30,000 trees.

As a result, more than 100 hectares of previously barren land has been brought under cultivation, incremental storage capacity of 1486.65 million litres has been created and almost every farmer in the area is able to better irrigate his crop. Many farmers are able to grow an additional crop due to increased moisture in the soil. Soil erosion has also been sharply reduced.

More than 2,790 farmers received improved varieties of seeds for both Rabi (Wheat and Chickpea) and Kharif cycles (Paddy, Pigeon pea, Black gram and Soybean). Agriculture experts and assistants (Agri-doctors) have guided the farmers to adopt multiple best practices. More than 50 farmers have adopted micro-irrigation techniques. As a result many farmers have registered productivity increase by 25–30 per cent during the course of the programme.

Furthermore, 384 Self-Help Groups (SHG) have been constituted and more than 1500 individuals have been directly linked to economic activities. One important activity adopted by the self-help groups is the cultivation of vegetables. To enable greater earning from the produce Mahindra has built “grameen fridges” in some households as a pilot and plans to proliferate the technology if it finds widespread acceptance.

Mahindra has installed a bulk milk cooler and started a milk collection operation to enhance household income. Milk collection increased from 15 litres on the first day to more than 1000 litres per day within a short period of 4 months from households that were not a part of the milk ecosystem earlier. Mahindra has taken steps to help the cattle rearing households increase their milk yield from their existing cattle to start with.

Mahindra has addressed the issue of female health and reduction of drudgery in the lives of rural women through a set of coordinated activities that include building toilets with community participation, constructing smokeless chulhas, providing easy ways of transporting water from distant water bodies, creating cattle feeding structures and bio-gas plants. These initiatives are supported by periodic health camps. As a result, the women of the beneficiary households are able to spend more time on livelihood generation activities and are able to complete their chores with much less effort.

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Create to Inspire

Company Profile
Microsoft (Nasdaq “MSFT”) was founded in 1975. It is the worldwide leader in software, services, devices and solutions that help people and businesses realize their full potential.

The Microsoft Devices Group includes award-winning hardware used by over a billion people around the world, including Lumia smartphones and tablets, Nokia mobile phones, Xbox hardware, Surface, Perceptive Pixel products and accessories.

Choosing the Intervention – The Motivations
The consumption of goods and services is growing rapidly with the rise in household incomes and population growth. This growth in consumption is significantly offsetting and underplaying the environmental gains being made on the production side.

Microsoft Mobile (erstwhile Nokia) believes changing consumption patterns. This requires businesses to play an entirely new and additional role and look beyond the scope of work set by Life-Cycle Thinking.

Consumption patterns are a derivative of the choices people make, their actions, reasons, influences and the things that inspire and drive them. These actions, choices are all in turn influenced by the context.

For the creation of a sustainable future, we believe we need to create and evolve a context that inspires sustainable actions and choices. We have developed an “ecosystem approach” to help create such an inspiring context. It builds on the ecological principles by which the natural ecosystems operate and includes:

- Identification and partnering with the critical members in the ecosystem who shape the context
- Development of a shared vision with the members and co-creation of programmes
- Creation of cyclical flows—e.g., interactions, resources, capacity building, feedbacks
- Engaging, enrolling and inspiring people via the programmes

Using the ecosystem approach, we have identified and partnered with the members, created a shared vision and evolved projects that inspire sustainable lifestyles. The identified members include, e.g., educational institutions such as schools, colleges and technology institutes, research institutes, retailers and repair shops of mobile phones, national and grassroots-level NGOs, the informal networks of waste pickers, individuals, policymakers, corporations and their employees, funding agencies and multilateral organizations.

We, along with our partner members have developed programmes that focus on energy, e-waste, water and transportation. Create to Inspire is an umbrella initiative aligned to this strategy. New members are constantly being introduced and added to this system by existing members.

Brief Description of the Intervention
The ‘Microsoft Create to Inspire’ Fellowship is an initiative to enroll and engage today’s youth on sustainable consumption. The programme provides youth with a platform to use creative arts to build innovative environmental campaigns that can initiate exciting conversations amongst masses and lead to creation of a sustainable context. This fellowship is an out of the box challenge for youngsters to create campaigns based on the judicious consumption and management of water, energy, transport, biodiversity and e-waste.

Under the fellowship, young people in the age group of 18 to 25 years are selected and mentored by renowned artists from various creative fields. These
fellows develop performances, campaigns and social action projects that can initiate fun and exciting conversations on sustainable consumption amongst masses. Through music, dance, theatre, drama, film, photography, art & handicraft, design and technology the fellows create a new social context in the city which encourages people to green their behaviour.

For the first year, Nokia partnered with Oxfam India to launch the fellowship in two cities—Delhi and Hyderabad. Over 200 fellows were selected and trained by artist mentors. Fellows created energetic pieces of music and choreography, flash mobs, humorous plays, puppetry and computer/mobile applications based on themes of Energy, Water, E-waste & Transport and engaged with 50,000 plus people. The programme ended in September 2013, with projects sure enough to take sustainable consumption from something seldom spoken about to something people discuss over coffee!

After receiving remarkable response from the first season of the Create to Inspire Fellowship, it was decided to scale up the programme by taking it to more cities. We partnered with GIZ to launch the programme in Kolkata and Ahmedabad and with WWF India for the Delhi edition. All these fellowships are currently ongoing.

**Intangible or Tangible Benefits Accrued to the Community or Environment**

1. The fellowship has enrolled, inspired and built capacities of over 300 youths on judicious consumption of resources.

2. The initiative has reached out to over 50,000 people and initiated exciting conversations on sustainable lifestyles. An ecosystem has been developed which helps in shaping the context of sustainable lifestyle in the society.

3. The ecosystem consists of 10 plus NGOs, Youth bodies, 30 plus Performing Art Institutions/Studios, 30 plus artists (mentors) of International repute, and over 30 cultural centres.

**CONTACT INFORMATION**

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Quality Education for All

Company Profile
Ricoh is a global technology company specializing in office imaging equipment, production print solutions, document management systems and IT services. In the financial year ending March 2013, Ricoh Group had worldwide sales of ¥1,924 billion (approx. $20 billion). The majority of the company’s revenue comes from products, solutions and services that improve the interaction between people and information. Ricoh helps companies transform the way they work and harness the collective imagination of their employees. It is known for the quality of its technology, the exceptional standard of its customer service and sustainability initiatives.

Ricoh’s commitment to social responsibility is woven into its corporate DNA, in the form of “The RICOH Way” the group’s founding principle - “The spirits of Three Loves” - Love your neighbor, Love your Country & Love your Work.

Choosing the Intervention – The Motivations
India has the largest number of young population. However, in spite of government’s emphasis on primary education, there is a massive gap in the education system in India. Ricoh believes that children are the essential for a sustainable society. And to realize sustainability, the society must be aware and participative to encourage children’s right to education (community involvement). This is in addition to the prevailing gaps in infrastructure in primary education.

Hence, Ricoh tried to address this larger issue with its intervention to improve education system in Hyderabad.

Brief Description of the Intervention
The basic aim behind this programme was to help the educational stakeholders (children, parents, teachers and governmental agencies) build a network to provide children with a better educational environment, encouraging local communities to improve standards in an independent & consistent manner so that more kids can attend school on a continual basis. Ricoh invested a total of ₹42 lakhs in the initiative. The project was initiated in May’2011 with a survey in the schools and the villages to find out the gap in the education system and was successfully completed in Mar’2014 with Ricoh’s efforts in bridging the gap by promoting a learner friendly environment & school community relationships in the region.

Students at study
The programme was structured in 4 phases starting from Project launch by using Ricoh Digital Duplicators & PCs to enhance learning environment and creating children, school management and child protection committee. During the next two phases of Collaboration and Independence, these committees were strengthened with building network with educational bureaus and conducting various activities. At the final stage of the project, all these communities were able to independently implement measures for sustainable enhancement of educational environment.

Though the three years, programme by Ricoh has greatly changed people’s attitude towards education in the region. However, Ricoh has not limited its efforts to this. Indeed the company has plans to start with Phase-II of the project to create joyful classes for learning.

**Intangible or Tangible Benefits Accrued to the Community or Environment**

A total of 183 schools (active participation by 63 schools) and 14,328 children benefitted within the project. The initiative created an idea of Child Resource Centres in facilitating children learning with improved infrastructure (PCs, digital duplicators and other devices) and supplementary reading material & equipment for science experiments. It successfully encouraged local communities, teachers and children to work to improve school environments and solve issues facing children. Also established strong network between schools, block and district administration. Ricoh established 63 SMC (School Management Committee) & 46 CPC (Child Protection committees) with 302 women and 440 men to safeguard the rights of the children through designing various mechanisms in all the villages. With the improvement in the learning environment, the dropout ratio was magnificently improved. Other initiatives such as Mobile Resource Centres (Mobile Van) for children, activities to spread awareness on “Stop child marriage” and “importance of girl child education” were launched.

**CONTACT INFORMATION**

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Company Profile
Siemens Ltd., in which Siemens AG holds 75 per cent of the capital, is the flagship listed company of Siemens AG in India. Siemens in India including Siemens Ltd. comprises 13 legal entities (as of December 31, 2013), is a leading powerhouse in electronics and electrical engineering with a business volume aggregating about ₹12,000 crore. It partners in India’s sustainable progress and plays a key role in the nation’s quest for developing modern infrastructure. Its solutions address challenges ranging from efficient and modernized manufacturing, intelligent infrastructure, accessible healthcare, energy efficiency and integrated automation to mobility and transportation, rapid urbanization, reliable power and sustainability.

Choosing the Intervention – The Motivations
Siemens India’s Corporate Citizenship strategy has been based on a comprehensive stakeholder survey conducted in various locations across India and revolves around society, environment and education. Project Asha has been driven by the Siemens Corporate Citizenship strategy; thereby incorporates all the key aspects of the strategy. Project Asha, which was initiated in April 2012 (for a span of 3 years) aims to enhance living conditions and empower residents of the target community, through integrated rural development, sustainable & inclusive technology along with technical know-how. The interventions are integrated with developmental issues of national relevance which correspond to health, education, livelihood and self-governance to meet community’s varied needs.

Village Amle, 130 kms away from Mumbai, was subsequently identified as the target community. It was recognized that the village lacked basic amenities such as electricity, water, sanitation and basic healthcare. The diverse interventions from Siemens were addressed to craft a sustainable solution to such issues.

Brief Description of the Intervention
Siemens used renewable technology to the advantage of the community to provide basic amenities such as electricity and water to the community. Following were the interventions in this direction:

1. Off-grid solar power stations of 7.5 KW and 5 KW each were set up to power the village, pump water for irrigation and drinking.
2. Pumps powered by solar power were installed.
3. Rain water harvesting was done to enable year round irrigation.
4. A reservoir for storing water was built.
5. Siemens SM1 Community Water Filter was installed to reduce water borne diseases.

Siemens introduced interventions to improve the agricultural practices en route for transforming sporadic farmers to multi crop farmers so as to increase livelihood options and provide year-long employment. It encouraged afforestation (social forestry) to improve socio-economic condition by...
Corporate Social Responsibility

increasing livelihood options for the community through plantation. Additionally, afforestation will help in combating climate change.

Siemens lead health awareness and education programme on Reproductive and Child Health for improving maternal and child health in the community. In addition, it also facilitated the implementation of Government schemes in the village.

It built capacity of the Community Based Organizations on:

1. Operating the solar power station and other project installations
2. Enhancing skills & improve agricultural practices for more livelihood options
3. Schemes, policies and services of Government and availing the same
4. Health education & education index of the village

Siemens created a corpus fund for sustainability of Project Asha.

Intangible or Tangible Benefits Accrued to the Community or Environment

Introducing electricity for the first time in the village improved living conditions of 63 households. With 100 per cent electrification of Amle, it has increased productive hours and productivity, like vocational employability, education and community development activities.

Water conservation of 10 million litres per annum, for consumption and livelihood, through rain water harvesting has ensured clean drinking. Access to clean drinking water has reduced infant and child mortality to zero. A decrease in water borne diseases has been observed leading to saving of monthly medical expenses. Availability of year round water for irrigation has led to increase in livelihood by enabling nearly 15 acres of arable land to be irrigated during non-monsoon period using multiple cropping, thereby reducing migration to other locations by 32 per cent. These interventions have led to an increase in livelihood opportunities for over 50 per cent of the families with 20% increase in income.

Strengthening of Community Based Organizations has led to having Gram Sabhas (Statutory Village Gathering) on rotation and had conducted one in their hamlet which was never the case before. The Gram Sabhas are held mostly at the village level. The community has started accessing public distribution system and the school management committee got sanction of toilet in school, inspection of mid-day meal, developing infrastructure in school, etc.

In addition, Anti-Child Marriage & Anti-Alcohol resolutions have been passed in the village and 70 per cent of the adolescent girls are aware on health and its related schemes.

The Forest Department has transferred 4046.82 sq. m. of land to 18 families for agricultural activities. The community is preparing biodiversity register, thereby, enhancing the green cover of the village and identifying livelihood generation opportunities from the natural forest resources.

CONTACT INFORMATION

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The School Project

Company Profile
Thermax thinks beyond profit and looks out for the wellbeing of society. Guided by the vision of its founder Chairman, Rohinton Aga—‘profit is not just a set of figure but of values’—Thermax has over the years worked on a modest CSR agenda. The company tries to fulfill its obligations to a wider circle of stakeholders including communities in which it operates. The CSR programme of the company got a formal structure and a governing body when the Thermax Social Initiative Foundation (TSIF) was formed in March 2007 as a not-for-profit body registered under Section 25 of the Companies Act 1956 (or under Section 8 of the Companies Act 2013).

Choosing the Intervention – The Motivations
“Where a child comes from should not dictate who he can become.”

The sense of justice and empathy contained in the words above explain the existence of TSIF. It believes that education is the greatest leveler of social inequality, and in the long run, the only sustainable way to ensure equity in education is to improve the public education system. TSIF’s programme of action is committed to invest in improving the quality of education available to the most economically disadvantaged children in Pune. It would like to bring in a measure of corrective action to rectify the unfortunate situation where public education system has been neglected. Moreover, people from low-income. With this view, in 2007 TSIF set up its first school in partnership with Akanksha Foundation and Pune Municipal Corporation.

Brief Description of the Intervention
In a recent trend, people from low-income urban communities began transferring their children from government schools and enrolling them in low-fee or “affordable” private schools. This was in response to the poor quality of education delivered and a reflection of the felt need for English medium education. Recognizing the insufficient availability of English-medium schools, TSIF partnered with the Pune Municipal Corporation and Akanksha Foundation to initiate English medium public schools in Pune.

Under this public-private partnership (PPP) model, the Municipal Corporation provides the infrastructure, regular books and stationery, mid-day meal and school uniforms for the students. Akanksha Foundation is responsible for all the educational input to the schools. TSIF takes care of the day-to-day administration and the remuneration of staff and teachers who are on its payroll.

The School Project aims to achieve the following key goals:
1. Demonstrate that it is possible for children from low-income communities to achieve high levels, when given excellent education in an enabling environment.
2. Create a scalable school model within the government system that drives wider systemic reform in education.

Currently, six schools with an investment of ₹4.5 crores are operational under this PPP model, with a total strength of 2075 students.
TSIF believes and demonstrates that it is possible to get excellent results with children from low-income communities and all it takes to do that, is an excellent teacher. Convinced that great teachers are not always born but made, TSIF partnered with the local government to set up a year-long professional development programme for teachers in government schools and a select few low-income private schools to scale up and share the learning from the success of ‘The School Project’. This programme is called ‘Leadership Institute For Teachers (LIFT)’.

Additionally, TSIF has also established an Alumni Support Programme so that the children are well supported even after they leave the schools. The objective is to support them till they secure a stable livelihood.

Intangible or Tangible Benefits Accrued to the Community or Environment

- The first of TSIF’s schools, KC Thackrey Vidya Niketan PMC English Medium School, has for the past two years achieved 100 per cent pass percentage on SSC results. Additionally, 72 per cent of the students have achieved a first class in the year 2013, where as in the year 2014 the school improved its performance with 77 per cent students achieving first class. The students scored better than the state average in almost all classes.
- Students of TSIF schools took the Assessment of Scholastic Skills through Educational Testing (ASSET), which focuses on determining the level of conceptual understanding in students. The ASSET compares a student’s performance against his or her peers across the country and is predominantly taken by students from high-end private schools. In the three subjects that the ASSET tests are administered - English, Math and Science – students in the school have scored above the national average across all grades.
- LIFT trained 72 public school teachers across 34 PMC schools in Pune and in this academic year, 2014–15, 68 public school teachers are being trained to build more effective classrooms.

CONTACT INFORMATION

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Yes Community

Company Profile
YES BANK, India’s fourth largest private sector bank to establish a high quality, customer centric, service driven to cater to the “Future Businesses of India”. It is the only Greenfield license awarded by the RBI in the last 17 years, associated with the finest pedigree investors.

YES BANK has fructified into a “Full Service Commercial Bank” that has steadily built Corporate and Institutional Banking, Financial Markets, Investment Banking, Corporate Finance, Branch Banking, Business and Transaction Banking, and Wealth Management business lines across the country, and is well equipped to offer a range of products and services to corporate and retail customers.

Choosing the Intervention – The Motivations
Banks though are trust institutions rarely engage with customers and traditionally do not play a continuous role in their lives. YES BANK feels that customers, being the sole largest stakeholder group, need to be engaged with regularly on matters more concerned with their daily lives.

To achieve this kind of continuous engaging relationship, YES BANK has launched a unique community engagement platform called ‘YES COMMUNITY’ which catalyzes positive action through creating awareness and facilitating action on local pertinent environment and social issues, within a branch’s service area.

Brief Description of the Intervention
YES COMMUNITY is a community engagement initiative, launched in 2006, with a view to utilize Bank’s branches as knowledge sharing centres or choupals for like-minded people to come together, build relations and trigger relevant action on social and environmental issues. The objective of YES COMMUNITY is to catalyze positive action within the community, thus leveraging Responsible Banking to create stakeholder value.

On the basis of an annual calendar, World and National days of social and environmental importance are celebrated in collaboration with NGOs. YES COMMUNITY uses either inbound or an outbound model for celebrating the above mentioned days. Inbound is where the community is invited into the branch for the event. Outbound is where branches go out to corporate, academic institutions or residential...
housing societies to conduct these events. Thereafter, the bank invites suggestions from the participants of various YES COMMUNITY events to further improve the programme.

YES COMMUNITY organized the following events/campaigns over the year 2013–14:

1. **World Population Day:** On the occasion, YES COMMUNITY in collaboration with Help Age India launched an exclusive project- YES RESPECT that provides senior citizens with a host of add-ons, such as discounts on health services and insurance, extended branch banking timing, and better deposit rates. The Bank also offered to the elderly, HelpAge India’s Advant-Age card, which provides discounts that offers at over 1,800 healthcare, retail and hospitality partners across India.

2. **North East Interventions:** North-East being important to YES BANK, it flagged off the Save the Rhino campaign at the Kaziranga National Park, in partnership with the Assam Government. It reached out to villagers, schools and businesses to raise awareness on protecting the ‘Vulnerable Species’. Similarly, in Nagaland, the Bank participated in the famous Hornbill festival where art competitions were organized for school children to sensitize them on ecological conservation.

3. **Media for Development:** The YES COMMUNITY platform was used to accelerate YES FOUNDATION’s first initiative, Yes! I am the Change, a nationwide filmmaking project aimed at achieving social transformation through schools. The Bank has engaged with 41,400 students through this initiative.

4. **Self-defence for Women:** YES BANK in association with CARE India, launched a nationwide campaign- “Say YES to Women’s Safety”. It invited London-based self-defence expert, Debi Steven and her highly trained team from Action Breaks Silence to train over 500 participants in Mumbai and Delhi. The Bank also sent the ten best crowd-sourced ideas mediated towards strengthening women’s safety to all Chief Ministers, Union Ministers, State Ministers and key bureaucrats across the nation.

5. **Save the Rhino Campaign:** Bank is proud to have partnered with the Government of Assam in launching the “YES to Save Our Pride – the One Horned Rhino” campaign under the aegis of the YES COMMUNITY initiative. This campaign forms a crucial part of YES BANK’s broader focus on sustainable development and conserving biodiversity, a commitment that it took by signing the Natural Capital Declaration.

YES COMMUNITY, the Bank organized “Garh Basauk Abhiyans” which aimed at sensitizing people living near the National Park and help convert them into being protectors of the Rhino. The Bank came up with an audio visual and signature radio tune drawn from the folk music of Assam as well as Karbi folk elements, which spoke of the Rhino’s habitat in Kaziranga. The audio visual was directed and produced by award-winning filmmaker, Mr Gautom Saikia. The moving AV played across cinema halls in Assam, captured the heartbreaking tale of how poaching can impact the bond between the Rhino mother and her cub. It also highlights key initiatives that the Assam Government is undertaking towards conserving the Rhino population. The Campaign was flagged off by the Hon’ble Chief Minister of Assam, Mr Tarun Gogoi, with active support from the Department of Environment and Forests, Government of Assam, the State’s Chief Wildlife Warden, Chief Conservator of Forests, Assam Forest Department and the Centre for Humanistic Development.

**Intangible or Tangible Benefits Accrued to the Community or Environment**

YES COMMUNITY has grown both in size and reach. In 2009, it had reached out to around 20,000 people annually and in 2013, it has seen 3.48 lakhs touch points. In the last financial year, more than 4000 YES COMMUNITY activities have been conducted pan-India. YES COMMUNITY has not only deepened the
Bank’s existing relationships with customers but also enabled and facilitated ‘New To Bank (NTB)’ relations. In the last year, 4,157 YES COMMUNITY events have been conducted across India.
“Kampoeng BNI” (BNI Village)—CSR programme of the Bank Negara Indonesia—is a smart example of a corporate initiative in order to empower the communities suffering from low development in Indonesia. Moreover, the case study introduced has been chosen for its simple framework required but the ability to produce large scope of results.

The Business Case
The Bank Negara Indonesia since its foundation in 1946, is established as a leading banking companies in Indonesia. BNI is the fourth largest banking institution in Indonesia according to the assets.

As a major national banking and financial operation institution, BNI claims its long term view on growth thanks to the environmental and social development linked with business. In this purpose, a separate organization has been created to focus on environmental and social sustainability and community development; it refers to the Partnership and Community Development Programme (PKBL). The PKBL meets the provision of the Minister of State Owned Enterprises (SOE) which obligates SOE to allocate PKBL Fund as operational cost, which was effectively applied in 2013. From 2011 the focus has been made in the areas of creative industries and food resilience.

Throughout the last decade, the concern about sustainable development has become more and more present in the company strategy. BNI takes the challenges of this century seriously and therefore the operations and the lendings of the bank ensure a positive impact on the society and lead to sustainable benefits. BNI aims to enrich lives, ensure value growth and sustain development.

Low quality of life for Indonesians is a great challenge ahead for economic performers. One of the most efficient solutions is to support the development of the community through their own traditions and work craft in order to empower them with their own capability.

BNI is particularly active in driving economic growth and supporting the development of the lowest part of the population. An emphasis has been made on enhancing the welfare for communities.

The Issue
Indonesia hosts 32 million inhabitants who live below poverty line. In other words, approximately half of all the households remain clustered around poverty line set at 200,262 rupiahs per month.

The Indonesian government encourages the programmes launched for Indonesian sustainable development to better reach poor and vulnerable households, to enhance the design and performance of the Government’s community development programmes, to promote agricultural revitalization, and to improve health and nutrition outcomes, particularly of the poor, by supporting improved access to quality healthcare, including maternal and
child health services. Because the task is huge, the cooperation among the different actors interfering is a priority. This explains why the governmental decisions about sustainable development affect the BNI programmes.

**The Response**

The Project has been designed under the name of “Kampoeng BNI” and started since 2007–08. Under this project, BNI implemented infrastructures to empower the villages, thanks to soft loans and also skill teaching. The idea is to avoid the classic financial circuit that is not fit for individual business-makers. The focus is made on the traditional work craft and the ancestral activities, such as fishing. The point is to bring the first input and let the community develop and organize small businesses. The future of the chosen communities is to be part of a network of villages and promote their product with exhibition at national events.

The expression ‘give a man a fish and you feed him for a day, teach a man how to fish and you feed him for lifetime’ is a perfect illustration for the “Kampoeng BNI” programme. Indeed, it is smart to conjugate both soft loans and teaching skills in order to create sustainable incomes that will eventually produce development.

The “Kampoeng BNI” is a teaching experience for any company that wants to enhance the communities’ development but does not have an activity that directly links them with the villages. The conclusions about this programme should be used as a reference for other initiatives. Indeed the fight against the extreme poverty is one of the top priorities in Indonesia’s development.

**Activities**

The Programme is about regional community empowerment programme with a cluster concept to optimize effectiveness. At micro and small businesses as well as cooperative the aim is to create business that could present sound and strong economic strength and thus finally access larger scale of market. More concretely, BNI provides soft loans through partnership programmes. The distribution and the assistance are minimalized through two loan institutions small loans centre called SKC and a second one which is named Stand Alone STA branches. Also allocation of effective fund distributions of partnership programme was made in cooperation with partnered SOE SYNERGY disbursements.

“Kampoeng BNI” is also responsible for developing a particular field of economy in a village such as fishery, silk worn, etc. For this purpose, they install training groups, in order to increase the already existing skills. More concretely, what BNI has done can be measured with the communities that benefit from the “Kampoeng BNI” programme. After six years of existence there are 14 villages which have been helped by the programme (last data for 2013). They also helped creative entrepreneurs through Creative Business Partner development programme; for craft and apparel industries 2012 more than 22 partners in craft and 48 in fashion. In this programme, BNI not only provides the funding, but also capacity building or training, such as training-based weaving.
pattern (tenun) on international market demand, accounting, effective marketing, and other necessary training for the trained partners.

BNI also provides other facilities in Kampoeng BNI (KBNI) such as showrooms, packing houses, meeting hall, and community facilities. BNI also give education support to the trained partners in the form of scholarship and other forms of support. They also helped creative entrepreneurs through Creative Business Partner development programme for craft and apparel industries 2012 supporting around 22 partners in craft and 48 in fashion.

In 2012 after 5 years of programmes implemented, there are;

- Kampoeng BNI Corn – Tasikmalaya
- Kampoeng BNI Silkworm- Imogiri Yogyakarta
- Kampoeng BNI Cows – Subang
- Kampoeng BNI Weaving Songket – Ogan ilir South Sumatra
- Kampoeng BNI Corn Products – Solok West Sumatra
- Kampoeng BNI Cultivating Bananas – Lumajang East Java
- Kampoeng BNI Marine Products Processing – Lamongan east Java

- Kampoeng BNI Traditional Arts – Kamasan Klungkung Bali

New in 2012 :

- Kampoeng BNI Traditional Arts in the village of Kamasan, Bali
- Kampoeng BNI Traditional Fishery Products Processing – Muara Angke in North Jakarta

Four new “Kampoeng BNI” in 2013 :

- KBNI tenun Silungkang—Weaving in Silungkang West Sumatra
- KBNI tenun Pandai sikek bukittinggi—Handy Craft in Pandai Singkek West Sumatra
- KBNI kain Ulos Samosir—Ulos weaving in Samosir Island North Sumatra
- KBNI kain Tapis south lampung—Tapis weaving in South Lampung

The results

Currently BNI has established 27 Kampoeng BNI programmes through out Indonesia with a total business financing of Rp 31,49 billion for 1.654 funded partners. Kampoeng BNI aims to improve economic and social livelihood of their Small Medium Enterprise (SME) partners. By giving soft loans, the beneficiary is expected to improve their working capital and gain profits in the long run by growing up in business volume and even possibly change from SME into middle business entities.

The “Kampoeng BNI” Partnership Programme is indeed a proper programme for the community or small business owners. For example: a weaver in Sumba Island East Nusa Tenggara confessed that
after getting soft loan from BNI, initially he didn’t have savings, now he saves around $2 million a month on average, either in cash or in raw materials. BNI also helps the marketing of his products through the exhibition such in “Kampoeng BNI Nusantara” annual event. They also help them improve or increase their quality of live, for instance: the machinery, gallery room, workshop centre, Village Street, and so on.
BNI: Risks Analysis on Mini Hydro Power Plant in Supporting Electrification Rate in Indonesia

**The Business Case**

BNI is a large bank with a long history in the Republic of Indonesia. As such, the Bank also supports the people of the country in their ups and downs. Indonesia, since its beginning, has progressed in all directions—building infrastructure, developing commerce and industry, supporting health and education with BNI’s support.

The Bank is proceeding with both internal and external initiatives to support sustainable practices. Internally, efficient usage of water and paper has been observed, and the highly visible BNI Go Green posters have impacted staff and customer understanding about protecting Indonesia’s natural environment. Externally, our early commitment to offer environmentally beneficial lending—Green Lending—produced total lending in this area to 5.7% of total lending. These in addition to information campaigns are spreading knowledge of the economic benefits to all customers and partners in following an environmentally sustainable course. Through a strong relationship with an extensive base of large corporates, SMEs and individual customers, BNI expects to transform “thinking small” into “thinking big”.

As the example, BNI is supporting the conservation of nature on developing an appropriate technology for mini hydro power plant programme in terms of finance.

**The Issue**

Mini hydro power plant project is highly profitable but faces high risks that need to be mitigated both by bank as financier and also by customer as developer. In supporting the energy policy on emission reduction, BNI has put efforts on analysing risk in running the mini hydro power plant project.

**The Response**

For the implementation, BNI conducts a completed feasibility study, environmental risk, construction risk, legal risk, financial risk, repayment capacity risk, operational risk, and social risk in 2012.
Activities
While conducting the complete feasibility study, due diligence check list or pre-screening was completed, as well as site visits were done and second opinions were sought from independent consultants or experts on mini hydro.

The involved unit are the Risk Management Unit, Corporate Lending Unit and other necessary entities. BNI used the check list as the pre-screening with information describing the main factors which are:

- Track record of the company and the company owner
- Company operation
- Financial profile

In total there are 20 “Yes” or “No” questions for prospective debtors. The result from Pre-Screening is:

- For a new prospective debtor, the minimum condition should be greater than 70%, while for the existing customer (review/interim), the total score should be greater than 60%.
- If the score is greater than 80% the credit will be further processed.
- For example: “Yes” answer =16, 16/20=80%. In this condition, the credit will be further processed.

Site visit is conducted for:

- Data/information checking: Checking the submitted data/information to the gathered data on the ground
- Observing activities and operation of prospective debtors
- Interviewing/establishing interactions/dialog with prospective debtor or existing debtor.

The Results
The feasibility study gives benefit to customers as developers of the project, PLN as off taker of the power/electricity, local government and its staff who have the authority, and the bank as the lender. The result of the feasibility study will be a lesson learn for BNI, on gaining profit and managing risks.