

# Corporate Social Responsibility – Towards a Sustainable Future

## A White Paper

KPMG IN INDIA

## Message



The President of India, Smt. Pratibha Devisingh Patil is happy to know that the Ministry of Corporate Affairs and AS-SOCHAM are organising the 1st International Summit on “Corporate Social Responsibility” on 29<sup>th</sup> and 30<sup>th</sup> January, 2008 at New Delhi.

The President extends her warm greetings and felicitations to the organisers and the participants and wishes the Conference all success.

Officer on Special Duty (PR)  
President of India  
President’s Secretariat  
Rashtrapati Bhavan  
New Delhi

# Message

I am pleased to know that Ministry of Corporate Affairs and ASSOCHAM are organising the 1<sup>st</sup> International Summit on Corporate Social Responsibility at New Delhi.

In a market oriented economic structure, corporate sector is the prime mover of economic growth. It is, therefore, imperative that it comes forward and shares the responsibilities for redistributive and inclusive growth.

During our interactions with the Corporate world, many positives have emerged. Private Sector has come out in favor of social responsibility and demonstrated their support for the Government's commitment to provide greater economic opportunities to the disadvantaged. They have also offered and undertaken initiatives for enhancing employability.

These measures, however, need to be expanded manifold. New and more effective forms of interventions at grassroots level, addressed at disadvantaged sections, are needed. I am confident that deliberations during the summit will generate concrete suggestions for unveiling a roadmap for CSR.

I wish the summit all success.

Veena Chhotray  
Secretary  
Ministry of Social Justice and Empowerment

# Foreword



I am pleased to announce that the Associated Chambers of Commerce and Industry of India (ASSOCHAM), acclaimed as apex knowledge chamber in the country, is doing the 1<sup>st</sup> International Summit on Corporate Social Responsibility. The theme of the International Summit is “Sustainable Actions”.

To mark this important issue ASSOCHAM in association with KPMG India, Aid and Development Services has commissioned a COMPENDIUM titled “Corporate Social Responsibility – Perspectives and Best Practices”. The compendium presents background paper on CSR and showcases best practiced corporate social responsibility.

This joint deliberation would create greater awareness about different aspects relating to global CSR and Sustainable Development.

I am glad to present the compendium for public readership.

Venugopal N. Dhoot  
President  
ASSOCHAM

# Acknowledgement



Today, Corporate Social Responsibility has become a world wide concept whereby organisations consider the interests of society by taking responsibility for the impact of their activities on customers, employees, shareholders, communities and the environment in all aspects of their operations. It is one of the most important global issues with serious challenges and implications on almost all sectors. Surging economies, including India, are coping with issues related to poverty, child rights, community welfare etc and are a hotbed for an innovative CSR Scenario which is still shaping up.

To give a holistic overview of the Corporate Social Responsibility in India, ASSOCHAM's CSR Team and the world's leading consultancy KPMG has published a combined study on Corporate Social Responsibility. This paper attempts to present the wide range of discourse that is happening across globe on the concept. Through its several sections the white paper tries to build a perspective around the concept. The paper has listed few accepted definitions of CSR. It talks about the general trends vis-à-vis CSR globally.

I greatly appreciate the sincere efforts made by the CSR and Corporate Governance wing of the Chamber and the expert research team from KPMG India that provided us with valuable insight and supported us enormously towards the organisation of the compendium.

I hope this compendium gives rich insight and adequate knowledge to all the stakeholders.

D S Rawa  
Secretary General  
ASSOCHAM

# Preface



As India rides the wave of economic boom and commercial success, corporate social responsibility is presenting itself both as an opportunity and an important requirement for corporates to be engaged in. This will help corporates in their brand building and also contribute towards faster and more balanced growth of our society.

KPMG India Aid and Development Services is pleased to be the Knowledge Partners for the “1st International Summit on Corporate Social Responsibility 2008” being organised by The Ministry of Corporate Affairs, Government of India, The German Technical Cooperation (GTZ) and ASSOCHAM in New Delhi.

The theme of the Summit is “**Sustainable Action**” and it serves as an interactive platform to bring together eminent international and national industry thought leaders and experts to share their learnings on the best practices on Corporate Social Responsibility. The highlight of the summit is the launch of the COMPENDIUM by ASSOCHAM titled “Corporate Social Responsibility- Perspectives and Best Practices”.

The COMPENDIUM serves twin objectives:

*To present a white paper titled “Corporate Social Responsibility: Towards a Sustainable Future”*

This white paper provides a comprehensive understanding of how corporate social responsibility has evolved as a concept and the reasons that encourage companies in India to be socially responsible.

*To present 27 outstanding case studies of CSR initiatives taken by companies in India.*

The case studies presented in the compendium should create awareness on successful implementation of CSR practices and acknowledge the efforts of corporates leading socially responsible initiatives.

The case studies included here are indicative of the CSR

being undertaken in India, and are by no means exhaustive. We are convinced that there is extensive CSR work being carried out by Corporate India at present. However, due to the paucity of time and space in the compendium, only few of these could be covered as illustrative cases.

We are confident that the summit will provide an excellent platform for Indian corporates and industry stakeholders to discuss and find workable solutions to change the face of corporate social responsibility in India. We at KPMG, are delighted to be part of this very important effort.

**Vikas Vasal**  
Executive Director  
KPMG



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## Corporate Social Responsibility: Towards a Sustainable Future

### Background

The role of corporates by and large has been understood in terms of a commercial business paradigm of thinking that focuses purely on economic parameters of success.

As corporates have been regarded as institutions that cater to the market demand by providing products and services, and have the onus for creating wealth and jobs, their market position has traditionally been a function of financial performance and profitability.

However, over the past few years, as a consequence of rising globalisation and pressing ecological issues, the perception of the role of corporates in the broader societal context within which it operates, has been altered.

Stakeholders (employees, community, suppliers and shareholders) today are redefining the role of corporates taking into account the corporates' broader responsibility towards society and environment, beyond economic performance, and are evaluating whether they are conducting their role in an ethical and socially responsible manner.

As a result of this shift (from purely economic to 'economic with an added social dimension'), many forums, institutions and corporates are endorsing the term Corporate Social Responsibility (CSR).

They use the term to define organisation's commitment to the society and the environment within which it operates.

The World Business Council on Sustainable Development's (WBCSD) report was titled Corporate Social Responsibility: Making Good Business Sense and the OECD Guidelines for

Multi-National Enterprises which includes a discussion on how CSR is emerging as a global business standard.

Further, there is a global effort towards reinforcing CSR programmes and initiatives through local and international schemes that try to identify best-in-class performers.



## CSR: A Historical Perspective

The concept of CSR in India is not new, the term may be. The process though acclaimed recently, has been followed since ancient times albeit informally.

Philosophers like Kautilya from India and pre-Christian era philosophers in the West preached and promoted ethical principles while doing business. The concept of helping the poor and disadvantaged was cited in much of the ancient literature.

The idea was also supported by several religions where it has been intertwined with religious laws. “Zakaat”, followed by Muslims, is donation from one’s earnings which is specifically given to the poor and disadvantaged. Similarly Hindus follow the principle of “Dhramada” and Sikhs the “Daashaant”.

In the global context, the recent history goes back to the seventeenth century when in 1790s, England witnessed the first large scale consumer boycott over the issue of slave harvested sugar which finally forced importer to have free-labor sourcing.

In India, in the pre independence era, the businesses which pioneered industrialisation along with fighting for independence also followed the idea.

They put the idea into action by setting up charitable foundations, educational and healthcare institutions, and trusts for community development.

The donations either monetary or otherwise were sporadic activities of charity or philanthropy that were taken out of personal savings which neither belonged to the shareholders nor did it constitute an integral part of business.

The term CSR itself came in to common use in the early 1970s although it was seldom abbreviated. By late 1990s, the

concept was fully recognised; people and institutions across all sections of society started supporting it.

This can be corroborated by the fact that while in 1977 less than half of the Fortune 500 firms even mentioned CSR in their annual reports, by the end of 1990, approximately 90 percent Fortune 500 firms embraced CSR as an essential element in their organisational goals, and actively promoted their CSR activities in annual reports (Boli and Hartsuiker, 2001).

According to “Altered Images: the 2001 State of Corporate Responsibility in India Poll”, a survey conducted by Tata Energy Research Institute (TERI), the evolution of CSR in India has followed a chronological evolution of 4 thinking approaches:

**Ethical Model(1930 –1950):** One significant aspect of this model is the promotion of “trusteeship” that was revived and reinterpreted by Gandhiji. Under this notion the businesses were motivated to manage their business entity as a trust held in the interest of the community. The idea prompted many family run businesses to contribute towards socioeconomic development. The efforts of Tata group directed towards the well being of the society are also worth mentioning in this model.

**Statist Model (1950 –1970s):** Under the aegis of Jawahar Lal Nehru, this model came into being in the post independence era. The era was driven by a mixed and socialist kind of economy. The important feature of this model was that the state ownership and legal requirements decided the corporate responsibilities.

**Liberal Model (1970s –1990s):** The model was encapsulated by Milton Friedman. As per this model, corporate responsibility is confined to its economic bottom line. This implies that it is sufficient for business to obey the law and generate wealth, which through taxation and private charitable choices can be directed to social ends.

**Stakeholder Model (1990s – Present):** The model came into existence during 1990s as a consequence of realisation that with growing economic profits, businesses also have certain societal roles to fulfill. The model expects companies to perform according to “triple bottom line” approach. The businesses are also focusing on accountability and transparency through several mechanisms.



## CSR: Definition

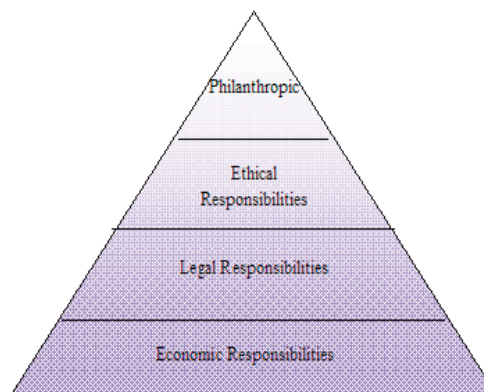
The totality of CSR can be best understood by three words: ‘corporate,’ ‘social,’ and ‘responsibility.’ In broad terms, CSR relates to responsibilities corporations have towards society within which they are based and operate, not denying the fact that the purview of CSR goes much beyond this. CSR is comprehended differently by different people.

Some perceive it to be a commitment of a company to manage its various roles in society, as producer, employer, customer and citizen in a responsible manner while for others it is synonymous to Corporate Responsibility (CR) or Corporate Citizenship or Social Action Programme (SAP). Of late, the term has also been started to link up with Triple Bottom Line Reporting (TBL) which essentially measures an enterprise’s performance against economic, social and environmental indicators.

Discourses on CSR suggest that many definitions of CSR exist within the business community, and CSR continues to be an evolving concept, with no single definition that is universally accepted. Given below are three key definitions that have garnered wide acceptance and favour amongst business circles:

Definition # 1: **Philip Kotler** and **Nancy Lee (2005)** define CSR as “*a commitment to improve community well being through discretionary business practices and contributions of corporate resources*” whereas **Mallen Baker** refers to CSR as “*a way companies manage the business processes to produce an overall positive impact on society.*”

Definition # 2: According to **World Business Council for Sustainable Development** “*Corporate Social Responsibility is 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*”.



Definition # 3: **Archie Carroll** in 1991 describes CSR as a multi layered concept that can be differentiated into four interrelated aspects – economic, legal, ethical and philanthropic responsibilities.

**Carroll** presents these different responsibilities as consecutive layers within a pyramid, such that “true” social responsibility requires the meeting of all four levels consecutively. The model probably is the most accepted and established.

While the definitions of CSR may differ, there is an emerging consensus on some common principles that underline CSR:

*CSR is a business imperative:* Whether pursued as a voluntary corporate initiative or for legal compliance reasons, CSR will achieve its intended objectives only

if businesses truly believe that CSR is beneficial to them.

*CSR is a link to sustainable development:* businesses feel that there is a need to integrate social, economic and environmental impact in their operation; and

*CSR is a way to manage business:* CSR is not an optional add on to business, but it is about the way in which businesses are managed.



## CSR: A Commonly Misunderstood Concept

In the absence of a universally accepted definition for CSR, there are some myths that surround the concept:

- **Myth # 1:** Businesses invest the money, therefore they decide the modus operandi of the CSR initiative

There is a notion that since businesses invest money in society, they are the one who will be deciding upon the modus operandi of the CSR initiative. However this is not true. CSR driven by the mandate of an enterprise alone may not generate desired results. Stakeholders must be involved from the onset in defining an initiative to make it successful. Corporates must not assume that they understand the needs of a community by taking them at face value; stakeholder's needs must be considered within the local context and culture.

- **Myth # 2:** Financial resources alone can meet CSR needs of an enterprise.

In fact, financial resources are only part of the equation. Besides financial resources, it is equally or even more important for the CSR programmes to be well defined and well accompanied by adequate human resources if they are to meet the intended objectives.

- **Myth # 3:** CSR is interchangeable with corporate sponsorship, donation or other philanthropic activities.

The focus of responsible business practices in the profit sector is hitherto largely confined to community charity-based projects.

While this may have been relevant for the historical context in the mid-90s when Carroll's definition was coined, the current thinking of CSR has moved beyond philanthropy to in fact encompass all internal and external segments of business operations: employees, market environment and community.



## **CSR: Rationale**

The rationale for CSR has been articulated in a number of ways. In essence, it is about building sustainable businesses, which need healthy economies, markets and communities. The major reasons for CSR can be outlined as:

### **Globalisation**

As a consequence of cross-border trade, multinational enterprises and global supply chains, there is an increased awareness on CSR concerns related to human resource management practices, environmental protection, and health and safety, among other things. Reporting on the CSR activities by corporates is therefore increasingly becoming mandatory.

In an increasingly fast-paced global economy, CSR initiatives enable corporates to engage in more meaningful and regular stakeholder dialogue and thus be in a better position to anticipate and respond to regulatory, economic, social and environmental changes that may occur.

There is a drive to create a sustainable global economy where markets, labour and communities are able to function well together and companies have better access to capital and new markets.

Financial investors are increasingly incorporating social and environmental criteria when making decisions about where to place their money, and are looking to maximise the social impact of the investment at local or regional levels.

### **International Legal Instruments and Guidelines:**

In the recent past, certain indicators and guidelines such as the SA8000, a social performance standard based on International Labour Organization Conventions have been developed. International agencies such as United Nations and the Organization for Economic Co-operation and Development have developed compacts, declarations, guidelines, principles and other instruments that set the tone for social norms for organisations, though these are advisory for organisations and not mandatory.

One of the United Nations Millennium Development Goals calls for increased contribution of assistance from country states to help alleviate poverty and hunger, and states in turn are advising corporates to be more aware of their impact on society. In order to catalyze actions in support of the MDGs, initiatives such as Global Compact are being put in place to instrumentalise CSR across all countries.

As the world's largest, global corporate citizenship initiative by the UN, the Global Compact, a voluntary initiative is concerned with building the social legitimacy of business.

The Global Compact is a framework for businesses that are committed to aligning their business operations and strategies with ten universally accepted principles that postulate that companies should embrace, support and enact, a set of core values in the areas of human rights, labour standards, the environment, and anti-corruption.

### **Changing Public Expectations of Business:**

Globally companies are expected to do more than merely provide jobs and contribute to the economy through taxes and employment. Consumers and society in general expect more from the companies whose products they buy. This is coherent with believing the idea that whatever profit is generated is because of society, and hence mandates contributing a part of business to the less privileged.

Further, separately in the light of recent corporate scandals, which reduced public trust of corporations, and reduced public confidence in the ability of regulatory bodies and organisations to control corporate excess. This has led to an increasing expectation that companies will be more open, more accountable and be prepared to report publicly on their performance in social and environmental arenas.

### **Corporate Brand**

In an economy where corporates strive for a unique selling proposition to differentiate themselves from their competitors, CSR initiatives enable corporates to build a stronger brand that resonates with key external stakeholders – customers, general public and the government.

Businesses are recognising that adopting an effective approach to CSR can open up new opportunities, and increasingly contribute to the corporates' ability to attract passionate and committed workforces.

Corporates in India are also realising that their reputation is intrinsically connected with how well they consider the effects of their activities on those with whom they interact. Wherever the corporates fail to involve parties, affected by their activities, it may put at risk their ability to create wealth for themselves and society.

Therefore, in terms of business, CSR is essentially a strategic approach for firms to anticipate and address issues associated with their interactions with others and, through those interactions, to succeed in their business endeavors. The idea that CSR is important to profitability and can prevent the loss of customers, shareholders, and even employees is gaining increasing acceptance.

Further, CSR can help to boost the employee morale in the organisation and create a positive brand-centric corporate culture in the organisation. By developing and implementing CSR initiatives, corporates feel contented and proud, and this pride trickles down to their employees.

The sense of fulfilling the social responsibility leaves them with a feeling of elation. Moreover it serves as a soothing diversion from the mundane workplace routine and gives one a feeling of satisfaction and a meaning to their lives.



## **Trends in CSR: From Charity to Responsibility**

An insight into the history of CSR reveals that till 1990s it was solely dominated by the idea of philanthropy. Considering CSR as an act of philanthropy, businesses often restricted themselves to one time financial grant and did not commit their resources for such projects. Moreover, businesses never kept the stakeholder in mind while planning for such initiatives, thereby reducing the efficacy and efficiency of CSR initiatives. However, over the last few years, the concept of CSR has been changing.

There has been an apparent transition from giving as an obligation or charity to giving as a strategy or responsibility. Review of the case studies and work done on CSR by companies in India suggests that the CSR is slowly moving away from charity and dependence and starting to build on empowerment and partnership.

### **Conceptualisation:**

Nowadays corporates are treating CSR as a separate entity and devote attention to it. Most of the corporates have a vision and mission statements often at the corporate level or sometimes at the CSR level that drive their CSR initiative. Deliberations are made to choose specific issues and initiatives. It has been observed that the areas they choose somewhere relate to their core values.

Companies today are increasingly sensitive about their social role. The companies not only concentrate on how they will position their product or how they will sell it but also they have a social strategy because they have started feeling that brands are built not only around good quality of the product; but also around emotions and values that people ascribe to those products.

Today, CSR has been understood in terms of accountability where corporates are feeling that they are responsible for the impact their actions have on several stakeholders. They feel that the basic motive of CSR today is to increase the company's overall impact on the society and stakeholders.

**Implementation:**

Moving away from the traditional approach, corporates rather than following top to bottom mechanism are increasingly bearing stakeholders' perspectives in mind, thereby considering CSR as a comprehensive set of policies, practices and programmes that are integrated throughout the business operations.

It can thus be deduced that radical transformation is happening with CSR practices across India. The changes happened at conceptual level where charity oriented approach is now being seen as a stakeholder oriented approach and at implementation level where other important resources except finance are being dedicated

Several innovative programmes in thematic areas of public health, education, environment, microfinance and related areas are being developed. These programmes are developed bearing in mind the local cultural context and the needs of people. Apart from devoting funds, expertise in terms of knowledge and human resource is also allocated for successful implementation of these programmes.

In a growing number of companies these processes are encouraged and rewarded by top management. The implementation of programmes through a trained resource makes a real difference in the community that has been chosen for implementation.

The following are key focus areas being incorporated into business practices:

**Partnership with NGOs and Government:**

There has been an increase in the number of corporates partnering with NGOs and the Government to ensure successful execution of initiatives.

**Community development:**

Most large companies either have their own foundations or contribute to other initiatives that directly support the community upliftment, notably in health, education, and agriculture.

**Environmental management:**

Environmental policies and programmes are now standard, and many companies have implemented the ISO 14 001 system throughout their businesses.

**Workplace**

Growing out of a long-standing commitment to training and safety is a more recent emphasis on knowledge and employee well-being.

## Evaluation

Along with innovation at conceptualisation and implementation, corporates are now undertaking greater evaluation and stricter accountability and transparency norms. Evaluating the programme essentially answers the question “what good did we do?” Evaluating programmes, based on internationally accepted formats provide feedback for correction and based on that public disclosure is done.

## Reporting

A very important aspect of CSR is the reporting practices that corporates adhere to inform their key internal and external stakeholders of social responsibility practices. In the recent



past, several indicators such as the Global Reporting Initiatives guidelines and sustainability reporting have been developed. Sustainability Reporting (SR) frameworks help the companies conform to the global standards of disclosures for maintaining transparency with regard to its operations and value chain and ensuring accountability towards its internal and external stakeholders.

## **CSR : A Quantitative Analysis**

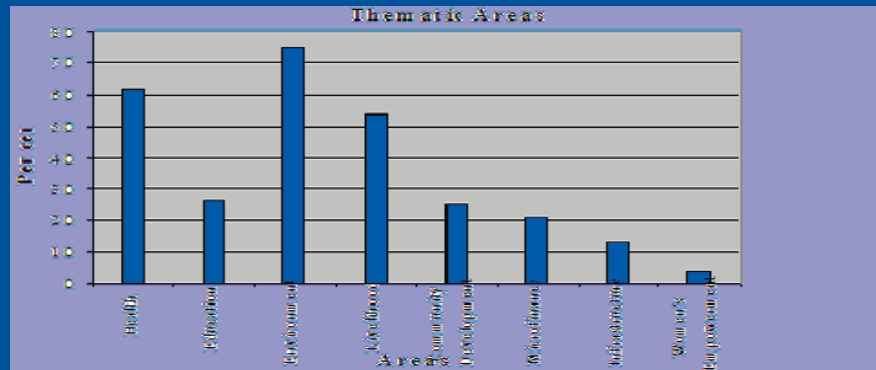
*The Case Study quantitative analysis represents an objective overview of the corporate social responsibility trends in India based on the desktop research and case study analysis of the corporates who have responded to the request by ASSOCHAM to share their CSR efforts and initiatives, for the compendium. 27 case studies were submitted in total and out of these 24 were used as a base to deduce some directional pointers on the status of CSR and some trends in India. The analysis does not intend or aim to pass a qualitative judgement on any corporate initiative or how good or bad it is, but rather focuses on presenting a broad overview of implementing the CSR practices.*

*It is assumed that there is an inherent bias, as the corporates that have submitted case studies are implementing the CSR in a way or other. Moreover the source of information being they (corporates) is not an unbiased source.*

### **Thematic Areas**

Action in CSR in India largely spans a diverse set of thematic areas – health, education, livelihood, poverty alleviation, environment, water, housing, energy and microfinance. However some other areas like women empowerment, child development and infrastructure also appeared in the case studies.

Based on the comparative study of the 24 companies, it was found that while some companies chose to narrow their focus on a few thematic areas, others took a broader view and undertook a larger scope of areas to focus on. Out of 24 case studies that were analysed, it was found that there were as many as 16 corporates focusing on 3-5 thematic areas,

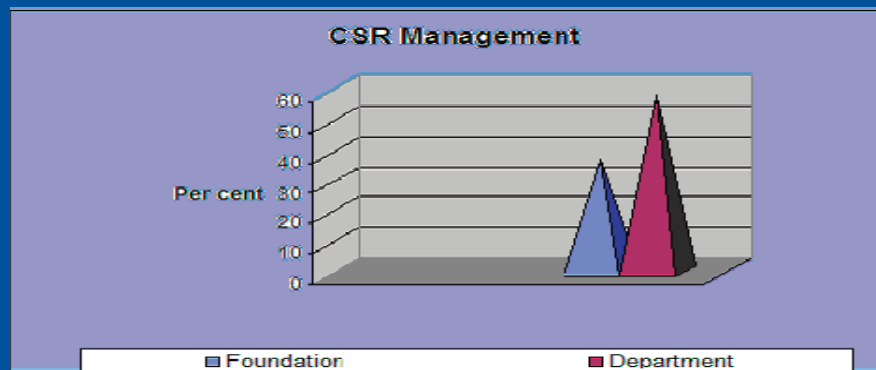


whereas only 4 corporates catered to 1-2 thematic areas of work and remaining four stuck to six or more thematic areas.

In terms of the area focus, environment garnered the maximum

attention from corporates while women empowerment and poverty alleviation were neglected areas with minimal corporates focusing on the same.

### CSR Management



It has been observed that for 37 percent corporates, the CSR initiative is being implemented through a well structured separated Foundation. Among 58 percent corporates there is a sep-

arate CSR department that takes care of the activities to be implemented.

### Partnerships

The importance of building strong public-private partnerships as well as working closely with NGOs as implementation partners is being increasingly realised by corporates. It has been

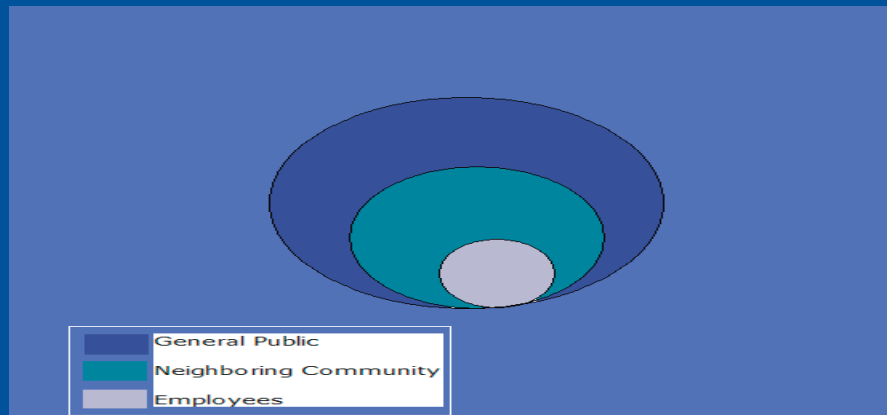


observed that 58 percent of the corporates within the surveyed sample partnered with the government departments. The number is higher for the engagement with NGOs, where approximately 67 percent corporates have formed linkages. 21 percent corporates were working in partnership with multilateral or bilateral organisations.

### Stakeholders

Stakeholder engagement has become one of the important aspects of CSR practices. Though there are different sets of stakeholders that can be taken into account while implementing CSR, we decided to obtain information on the following – employees, neighboring community and general public. Neighboring community refers to the people in catchment area of corporate who have a direct effect of business on them.

Out of total 24, five corporates work towards the benefit of employees, neighboring community and general public. There are 2 corporates that have set of employees and general public as their stakeholders.



Five and two corporates have as their stakeholders the set of general public and neighboring community and employees and neighboring community respectively.

Only one corporate has decided to concentrate on the neighboring community as the stakeholder.

Sustainability Reporting (SR) is also gaining prominence and recognition as a value added tool for displaying a corporate's commitment towards transparency and accountability towards its stakeholders.

It helps a company to report on the social, environmental and economic impact of its activities, along with a report on the internal state of its management and employee welfare system in a manner as rigorous and transparent as financial reporting.

A well drafted Sustainability report provides a balanced and reasonable representation of the sustainability performance of a reporting organisation (both positive & negative).

SR helps the organisations define and communicate their overall context and rationale to solve global problems through its specific business model or elicit whether its business model design is influenced by those problems. SR is also increasingly recognised as a tool for brand and image building.

## Reporting Initiatives

Public disclosure and reporting was another metric used to compare the CSR initiatives of corporates. It was observed that within the sample of 24 companies used, 25 percent are reporting as per the GRI guidelines while 21 percent were signatories of the UN Global Compact.

An equal number of corporates (21 percent) come up with a separate CSR report while there are only a few (8 percent) who have a mention of their CSR activities in the annual report.

Comparative numbers of reporting of CSR in the annual report at global level are much higher. For instance in 1977 the number was 50 percent, which rose to 90 percent in 1990.



## The Way Forward

The World Business Council for Sustainable Development has noted that a coherent CSR strategy based on integrity, sound values and a long-term approach offers clear business benefits to companies and contributes to the well-being of society. As companies move forward to design a CSR strategy that provides the intended leverage point as intended, key success factors that need to be borne in mind are:

### Corporate Social Responsibility is not charity

The originally defined concept of CSR needs to be interpreted and dimensionalised in the broader conceptual framework of how the corporate embed their corporate values as a new strategic asset, to build a basis for trust and cooperation within the wider stakeholder community.

Though there have been evidences that record a paradigm shift from charity to a long-term strategy, yet the concept still is believed to be strongly linked to philanthropy. There is a need to bring about an attitudinal change in people about the concept.

By having more coherent and ethically driven discourses on CSR, it has to be understood that CSR is about how corporates place their business ethics and behaviors to balance business growth and commercial success with a positive change in the stakeholder community.

Several corporates today have specific departments to operationalise CSR. There are either foundations or trusts or a separate department within an organisation that looks into implementation of practices.

Being treated as a separate entity, there is always a flexibility and independence to carry out the tasks.



But often these entities work in isolation without creating a synergy with the other departments of the corporate. There is a need to understand that CSR is not only a pure management directive but it is something that is central to the company and has to be embedded in the core values and principles of the corporate.

Whatever corporates do within the purview of CSR has to be related to core business. It has to utilise things at which corporates are good; it has to be something that takes advantage of the core skills and competencies of the companies. It has to be a mandate of the entire organisation and its scope does not simply begin and end with one department in the organisation.

While conceptualisation and implementation seem firmly underway, evaluation is still taking a back seat. There is a need to incorporate an evaluation plan, which along with presenting a scope of improvement in terms of fund utilisation and methodology adopted for the project, measures the short and long term impact of the practices.

While there have been success stories of short term interventions, their impact has been limited and have faded over a period of time. It is essential for corporates to adopt a long term approach rather than sticking to short term interventions, involving the companies and employees in the long-term process of positive social transition.

A clearly defined mission and a vision statement combined with a sound implementation strategy and a plan of action firmly rooted in ground realities and developed in close collaboration with implementation partners, is what it takes for a successful execution of CSR.

An area that can be looked upon is the sharing of best practices by corporates. A plausible framework for this could be benchmarking. While benchmarking will help corporates evaluate

their initiatives and rank them, it will also provide an impetus to others to develop similar kind of practices. Credibility Alliance, a consortium of voluntary organisations follows a mechanism of accreditation for voluntary sector. Efforts have to be directed towards building a similar kind of mechanism for CSR as well.

Sustainable development, like building a successful business, requires taking the long-term view. The KPMG International Survey of Corporate Responsibility Reporting 2005 showed that voluntary reporting on sustainability is on the increase across all the countries. Sustainability Reporting is emerging as a key vehicle to implement CSR and measure its progress in organisations.

As we move forward, increasing numbers of companies are expected to issue Sustainability Reports, with the scope of issues broadening from purely environmental reporting to a more comprehensive coverage of the environmental, social and economic dimensions.

There is a strong corporate initiative on joining the Global Compact Society in India, as well, with 43 Indian companies having already joined Global Compact as of January 2008.

## **Corporate Citizenship: A new way to market CSR?**

A new terminology that has been gaining grounds in the business community today is Corporate Citizenship. So what is corporate citizenship and is this fundamentally different from corporate social responsibility? Corporate citizenship is defined by the Boston College Centre for Corporate Citizenship, as the business strategy that shapes the values underpinning a company's mission and the choices made each day by its executives, managers and employees as they engage with society.

According to this definition, the four key principles that define the essence of corporate citizenship are: (i) Minimise harm (ii) Maximise benefit (iii) Be accountable and responsive to key stakeholders (iv) Support strong financial results.

Thus, corporate citizenship, similar to its CSR concept, is focusing on the membership of the corporation in the political, social and cultural community, with a focus on enhancing social capital. Notwithstanding the different terminologies and nomenclature used, the focus for companies today should be to focus on delivering to the basic essence and promise of the message that embodies these key concepts – CSR and Corporate Citizenship.



## Conclusion

Corporate Social Responsibility is not a fad or a passing trend, it is a business imperative that many Indian companies are either beginning to think about or are engaging with in one way or another.

While some of these initiatives may be labeled as corporate citizenship by some organisations, their basic message and purpose is the same.

A successfully implemented CSR strategy calls for aligning these initiatives with business objectives and corporate values thereby integrating corporate responsibility across the business functions and enhancing business reputation.

The challenge for us is to apply fundamental business principles to make CSR sharper, smarter, and focused on what really matters.

This can be done by:

- Focusing on priorities
- Allocating finance for treating CSR as an investment from which returns are expected
- Optimising available resources by ensuring that efforts are not duplicated and existing services are strengthened and supplemented
- Monitoring activities and liaising closely with implementation partners such as NGOs to ensure that initiatives really deliver the desired outcomes
- Reporting performance in an open and transparent way so that all can celebrate progress and identify areas for further action.

A long term perspective by organisations, which encom-

passes their commitment to both internal and external stakeholders will be critical to the success of CSR and the ability of companies to deliver on the goals of their CSR strategy.

Corporate Social Responsibility: The journey has begun!

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## Case Study I

**Name:** Abhijeet Group

**Thematic Areas:** Health and Nutrition, Education, Employment, Environment, Community and Participatory Development

### Case Study:

Mr. Manoj Jayaswal is the Chairman and Managing Director and the driving force behind the Group. According to the leaders of the group CSR activities are just a mode showing respect to the people along with their community and in the environment they are living.

They treat the CSR activities as their duties for the people who principally own the resources that are being used for their business. The CSR activities of the group are basically divided in to four categories:

- (a) With the help of local co-operatives
- (b) By providing the grants to the local organisations
- (c) In collaboration with Governmental and private programmes
- (d) Self motivated activities

Today the Company is a transformed organisation driven by vision & powered by vitality. Mr Jayaswal considers CSR activities to be a materialisation of the relationship between business and society. In other words CSR activities are the parallel efforts done by the private sector for upliftment of Society.

CSR can play a vital role in poverty eradication in developing countries. He believes that CSR activities are an expression of love of the corporates towards their country and the citizens. For the identification of their partners the Group does a survey of the area to recognise the past experiences of community in terms of working and area of the working. Then the

group management goes through the various NGO and co-operatives involved in the social activities and reviews them on the basis of their past performance and interaction with the community.

For monitoring their progress they go to the community and assess their performance after discussion with beneficiaries from the local community.

The impact of the activity is measured by how the community is affected by them and how it associates these effects with the group. When the community is able to recognise their requirements, can plan and act accordingly, the CSR activities start to generate the results for the betterment of the community.

And for the impact of the activities is measured on the basis of the survey conducted prior and after the programme. The qualitative and quantitative results of CSR activities in the surrounding locality have contributed to a healthy, educated, empowered and competitive community.

Suggestions and comments about the activities are also recorded so that they can be taken into consideration at the time of next activity. As the CSR activities are conducted in many areas more and more people become aware towards education especially about the girl child.

Because of the CSR activities the company is gaining respect at the local as well as national level. The key success areas of their CSR activities are Health, Education, Employment, Environment, Community and Participatory Development.

The health conditions are improved and the community becomes aware about AIDS, family planning and necessity of hygienic conditions of living. The occurrence of Malaria, Leprosy and Tuberculosis is remarkably reduced.

Due to the CSR activities the Group is respected by the community. The assurance for their CSR activities is the local

community that is benefited and their own evaluation system. They do not require external assurance. The Group has created a new standard to be followed by the others in the area.

The key success of the CSR activity is the strengthened communication between the community and Group. The people who don't agree with the Group ideology come to for discussions about their problems and expectations.

## Case Study II

**Name:** ACC Limited

**Thematic Areas:** Education, Health, Environment, Livelihood and Waste Management

### Case Study:

In 2007 several CSR initiatives were taken to meet the requirements of various stakeholder groups

### Community development

We commenced a fresh round of Community Needs Assessment studies by external agencies for those living in the vicinity of all our plants across India.

An important partnership was forged with Development Alternatives, a reputed NGO, to help launch a Sustainable Community Development programme for those living near our Wadi Plant in Karnataka.

The time-bound plan spread over 3 years targets the building of local institutional and human capacities, creation of local enterprise-based livelihoods, healthier habitats with adequate community physical infrastructure, household services and village institution building.

### HIV/AIDS Programme

ACC's effort to participate in the national effort against HIV/AIDS included the establishment of a treatment center at Wadi, and partnership with Christian Medical College, Vellore both of which address the challenges in the two states where this virus is most prevalent. The Wadi Anti Retroviral Treatment Center for HIV/AIDS commenced regular operations in March last year.

It has a complement of trained medical and para-medical

staff and caters exclusively to the general public. We became the first corporate in the country to have established a stand-alone center of this kind. It is also the first outside the Government sector to be included in the list of NACO's approved ART Centers in the country.

### **Knowledge Development**

The prestigious Sumant Moolgaokar Technical Institute at Ky-more was opened with a new educational curriculum to complement the education provided at ITI's.

Similarly the focus of the Regional Training Center in Jamul, Chattisgarh was redirected to offer professional technical courses of relevance to manufacturing sectors such as cement.

A state-of-the-art Learning Center, ACC Academy, was opened at our Thane complex. We began work on partnering with the government and industry to upgrade the 7 ITI's located near our plants.

### **Sustainable Construction**

We are partnering with Holcim Foundation for Sustainable Construction to promote the concept of sustainable construction in India.

We signed an understanding with Development Alternatives to create a Center of Excellence to pursue solutions for sustainable housing and rural infrastructure, by providing innovation support, capacity building and outreach services to the construction industry and to enable the creation of livelihood opportunities and provide support to small rural entrepreneurs in rural habitat and infrastructure.

### **Other initiatives Sustainable Development**

Other significant achievements included promotion of nationwide services in Waste Management, and the commissioning of a Wind Farm in Tamil Nadu.

### **Planning and measuring effectiveness**

A CSR Business plan and roadmap has been made listing yearly targets, priority areas and tasks from 2008 till 2011. We adopted 2 good participative practices last year. The first is a model that helps matches areas which are of concern to various stakeholder groups with their impact on the company.

The second is a scorecard that attempts a qualitative assessment of the impact and efficacy of individual community development schemes. We have tested this process successfully and will henceforth use it to measure the effectiveness of all major schemes.

### Case Study III

**Name:** Ambuja Cements Limited

**Thematic Areas:** Poverty Reduction, Reducing Child Mortality, HIV/AIDS, Education and Environment

#### Case Study:

Ambuja Cements Ltd. established a foundation, called the Ambuja Cement Foundation in 1993. With its cement plants being situated in the rural areas, the Company realised the need to address the needs of the rural people. These people formed direct or indirect stakeholders of the Company and therefore were important for the Company's sustainability.

Consequently, the ACF's focus has been on integrated rural development programmes. The Foundation works with the mission to "energise, involve and enable communities to realise their potential".

It upholds as its guiding light the parent company's core values and alongside pays due attention to international trends in social development, expressed through guidelines like the Millennium Developmental Goals. Poverty alleviation, achieving universal primary education, reducing child mortality, improving maternal health, combating HIV/AIDS and ensuring environmental sustainability are all integral to the work of the Company and its Foundation.

The Foundation in each location begins by working at the micro level/in a small way with the villages impacted by the Company's operations and gradually over time as partnerships develop expands its area and scope of work. The Foundation at present reaches out to over 1.2 million people in about 670 villages spread across ten states in India.

The large chunk of work of the Foundation is carried out by a team of well-trained and experienced professionals. The range of work of the Foundation is expansive/diverse and



though there are common programmes run across locations, regional variations due to local needs exist.

Provision of preventive and curative health services including reproductive and child health, promotion of education and generation of alternate sources of livelihood coupled with capacity building are some of the key areas of intervention of the Foundation.

Natural Resource Management (NRM) by far forms the largest part of the community initiatives of the Company. NRM includes activities centered on conservation and management of water, land, energy and livestock. Water being the prime mover in rural life and an essential factor for overall rural development, prescribes their work in the area of water resource management.

In all its endeavors, ACF has since inception made it a mandatory practice to include people's participation in its activities. Those who are stakeholders in the social setting are consciously and regularly included in programmes that are principally meant for them.

They engage with their communities at all levels. Programmes are decided based on the needs expressed by the people during Participatory Rural Appraisals (PRAs). Implementation is carried out with the participation of the people - whether direct or indirect, financial or non-financial. This helps in developing a sense of belonging to the programmes and makes the programmes sustainable.

Natural Resource Management, especially water management, forms a significant part of their work in the rural sector. Water management and conservation is a very broad area of intervention.

The diverse geographical, climatic, topographical and cultural variations across the states have made it necessary for them to make suitable modifications in their water projects to cater to the particular requirements and problems of different re-

gions. Substantial water resource management activities are conducted in 4 states – Gujarat, Rajasthan, Maharashtra and Himachal Pradesh.

Each of these states faced specific water- related problems which they have tried to address through their scientifically grounded, economically viable and socially acceptable techniques. A brief description of the water projects in these states follows.

### **Salinity Ingress Reduction**

In the state of Gujarat the rural communities are situated along the coastal belt in Junagadh and Amreli Districts. Due to over-utilisation and over-exploitation of ground water over years, these areas faced a serious salinity ingress problem. The rivers in this area were seasonal and the ponds that were fed by these rivers also dried up by the time winter arrived making the water problem even worse.

To tackle these problems, ACF adopted innovative techniques like interlinking of water bodies, tidal regulators and rivers through link water channels. This technique proved to be effective in collecting the run-offs of the rivers and consequently increased the quantity of water being saved and stored.

Ground water was recharged and the salinity levels of the underground water declined to improve the quality of water. The mined out pits of the Company have been converted into water reservoirs creating a store of 11.04 MCM of water for the use of the people.

Parts of Rajasthan being desert areas have for centuries had chronic water scarcity. The rainfall in the state is scanty and often uncertain. Rivers are seasonal and traditional ponds have over the years become silted and hold lesser and lesser quantities of water with each passing year.

The ground water is characterised by high fluoride and other salts contents that are known to be hazardous to health. ACF

is situated in the Jaitaran block of Pali and Mundwa block of Nagaur District in this State.

The water problems here were addressed in 2 ways – by revival of old water reservoirs and construction of new structures to collect water. Traditional ponds were deepened and de-silted so that they would hold water for upto 10–12 months in the year as opposed to only 3–4 months.

Dykes were constructed in the rivers that directly impacted the ground water level and at the same time the river banks were de-silted. These immediately raised the water level by an average of 14 feet. Agricultural productivity increased. As in Gujarat, Roof Rain Water Harvesting (RRWHS) structures were constructed in Rajasthan too. These structures helped households collect monsoon water and store it for use through the year.

In the hilly state of Himachal Pradesh, the local people depend heavily on the forests for their livelihood. The terrain makes storage of water and conservation of the top soil issues of serious consideration. NRM in the State is aimed at enabling the people to manage their own resources and derive a fair share from them. Water shed development covered 9000Ha in the last 4 years.

As a result of decreased soil erosion and increased moisture, the agricultural production has gone up. The water and soil conservation programme along with forestation have shown good results. Farmers are able to grow more than one crop a year. Their cropping pattern has diversified and consequently their incomes have increased. Wastelands have been developed as pasture lands, which have benefited villagers owning cattle. The milk yield of the cattle has also seen an improvement as a result of this.

ACF is active in Rajura, Korpana and Jivati blocks of Chandrapur District in Maharashtra. The focus in this State has been improving access and availability of potable water. For this, old ponds were renovated and brought into use one

again. Streams and rivers were de-silted. Wherever possible check dams were built, bore wells dug and storage structures constructed. To address soil erosion, large tracts were collected under bunding and gully plugging. A fall out of these activities was that the availability of water for agricultural and household uses improved and a positive impact on agricultural productivity was noted.

### **Detailing specific project: Salinity Ingress Mitigation**

The water resource management work has been going on for the longest duration in Kodinar, Junagadh District, Gujarat. The scope of work being done here is extensive. As a result of numerous factors, salinity ingress is a serious problem in this location. With the increase in the population, demands on existent water resources have increased and therefore there has been an over-exploitation of these resources.

With the fragmentation of the joint family system, each of the nuclear family unit involved in agriculture is increasing the number of wells and extensively using pumps to meet their increasing water demands.

Water intensive crops have been artificially introduced in the area, sharply increasing the demand on water for agricultural purposes. Mismanagement and misuse of water along with recurrent droughts have further worsened the situation.

The cumulative impact of all these occurrences has been that the villagers have been facing water shortage along with salinity ingress in this area.

Taking into consideration the scale of the problem, multiple interventions were planned and implemented by ACF and the rural people. This multi-pronged approach included the following:

### **Interlinking of rivers and canals**

They initiated an innovative intervention technique of inter-

linking local rivers and canals. This was done in a relatively limited geographical area where the distance between the rivers and /or canals wasn't too large.

A large amount of water in Kodnar gets wasted because it gets drained into the sea.

This water was diverted into nearby water bodies through channels. In interlinking, excess water from one source flows into the next, almost completely eliminating water wastage.

Water conservation structures like check dams have been made at appropriate places along the rivers and streams increasing recharge of the entire area. Villagers provided crucial information for this project. Having inhabited the area for generations, they were able to help locate the potential sinks and the shortest routes to these, which were essential for identifying watershed dynamics.

There have been direct benefits of this project. The crops in the region have diversified because of increased availability of water; and there is now a sustained water table. Farmers are now also growing crops and vegetables which are less water intensive.

The household income of the farming families has resultantly increased. We have been successful in changing the farming practices of the cultivators. The crop yields have also increased.

### **Pond deepening and interlinking**

In 1999–2000 an interlinking project was undertaken that involved five adjacent villages. The village ponds in these villages were identified and deepened to increase their capacity and interlinking canals were constructed between villages

During monsoons, the stream overflowed and the excess water got collected in these ponds. After the water level passed a stipulated height in one pond, it automatically got

diverted to the next interlinked pond, thereby preventing wastage of water.

The total storage capacity of 0.42 million cubic meters benefited 339 wells and 1161 hectares of parched land thereby benefiting 316 farmers of the region. A lot of water that used to flow into the sea in the past has now been diverted into the downstream ponds which were previously starved of water. An analysis of the impact of this project showed a drastic reduction in the salinity in the area and farmers are now able to cultivate three crops in a year, as against one earlier. Due to the reduction in the salinity, now farmers also require 30–60 percent less seeds for sowing as compared to earlier, while yield in Kg/Ha increase by an average of 55 percent for the 5 major crops being grown in this area.

#### **Utilising mined out pits:**

ACL uses open cast mines to obtain limestone and marl that are essential for cement production. Owing to the mining, large pits measuring between 12 to 15 meters in depth are created. Generally these pits are reclaimed by filling, afforestation, pastureland development.

#### **Tidal regulator**

Tidal regulators were constructed by the Government to act as a barrier between the agricultural land and salinity. The regulators reverse the natural flow of water from the sea to the land. To further augment the benefits of the regulators, ACF excavated link canals from the tidal regulators to the villages.

This has given the villagers numerous benefits of the project. In just one village Panch Pipalwa 67 farmers covering an area of 234Ha benefited, with all their wells being recharged. There is now multi-cropping in the area and agriculture yields are higher by at least 30 percent and the salinity in drinking water wells has reduced.

## Roof Rain Water Harvesting Structures

The droughts and water salinity in Kodinar area created a serious drinking water crisis for many years. Villagers were forced to either walk unreasonable distances to collect water or had to depend on the uncertain tanker water provided by the local authorities.

In almost all cases without exception, the women and girls in the families had to shoulder the responsibility of collecting water. This meant a large chunk of daytime was spent on this activity and very often young girls had to drop out of school to help out in this chore.

ACF has promoted a simple and cost effective means to deal with the problem. Roof Rain Water Harvesting Structures (RRWHS) have been built in homes. RRWHS are simple structures that collect fresh rain water during the monsoons and store it in underground tanks for use throughout the year.

In addition to the RRWHS, ACF has also renovated wells to provide drinking water to the villagers. The renovation of wells has greatly improved the quality of the water in these wells. In conclusion

Their work in water management and salinity mitigation in Gujarat has become a model for them. They have applied some of the water management techniques to other locations and found them to be just as effective.

Their projects have been appreciated by their people and governmental and non-governmental organisations. They would be very keen in sharing their experiences and learning with other organisations working in the same field.

## **Case Study IV**

**Name:** Apollo Tyres Limited

**Thematic Areas:** Health

### **Case Study:**

HIV-AIDS Programme in Apollo Tyres Ltd.

### **Background**

Apollo started its fight against HIV-AIDS in a project called Healthy Highways. The project was in partnership with DFID and started in Sanjay Gandhi Transport Nagar in the year 2000.

Today Apollo has a comprehensive programme on HIV-AIDS focusing on its employees, customers and supply chain.

The programme focus is on building awareness and prevention aspect of the epidemic. The approach is to forge strategic tie-ups with organisations, which bring the technical skills and capacity building aspects in to the partnership.

### **Apollo Tyres Health Care Centers**

Apollo Tyres Health Care Centers are targeted interventions for truckers. The location for clinics is identified on the HIV prevalence, density of trucking and mobile population and the current level of work being done by other organisations in the area .

Currently, the company has 7 clinics running in North, West & South of India. All clinics are strategically located in transport nagars.

They are positioned as general health clinics to avoid stigma attached to HIV-AIDS, however the focus of the services provided is on HIV-AIDS.





The main components of the programme are:

**(a) Behaviour Change Communication (BCC)**

The communication is directed at increasing awareness regarding the basics of HIV/AIDS. The communication addresses the modes of transmission, myths regarding HIV, connection between sexually transmitted diseases and HIV through one-to-one and one-to-group interactions.

**(b) Peer Educators**

Building an effective peer educator network is the most important link of the entire program. The peer educators become imperative given the geographical spread of the transportnagars and the mobile nature of the population.

**(c) Condom Promotion**

Condom promotion takes place through free distribution as well as social marketing of condoms. These condoms are available at various outlets and strategic points within the transport nagars.

Also the outreach workers and the peer educators emphasise and educate the target audience on the correct usage and disposal of condoms.

**Sexually Transmitted Diseases and Infection Identification and Treatment**

The outreach workers and the peer educators are trained in the identification of sexually transmitted diseases and infections. There is a strong referral system in place and patients are by guided by the outreach workers and peer educators to the clinic.

The clinics provide treatment for sexually transmitted diseases and infections only. In case the doctor or the counselors are not satisfied they refer the patient for voluntary

testing at the government hospitals. The pre and post test counseling is available at all Apollo Tyres Health Care Centers.

### **Workplace Programme**

In June 2006 a workplace sensitisation programme was rolled out in partnership with International Labour Organisation. The programme targets 7500 employees across all locations of the company.

The programme started with a half day sensitisation of the top management of Apollo. A steering committee was formed post the sensitisation of the top management. About 26 ambassadors were identified and trained as master trainers in a two day workshop and simultaneously a survey to gauge the existing knowledge in the company was undertaken.

So far over 5000 employees have been covered under the programme. The next level of this programme is targeting contract workers.

### **Integration with Supply Chain**

Extension of the HIV programme into the supply chain was a natural progression for ATL. Under this Apollo has taken the prevention and awareness programme across its supply chain.

The model is similar to the employee engagement programme wherein a peer educator network is trained by Apollo's master trainers. The objective is to create a chain which has a multiplier effect in carrying the message on prevention forward.

### **Monitoring, Reporting & Evaluation**

- The reporting system is standardised and a common format is available with all clinics to file a monthly report. The reports capture all details of BCC, STI and counseling at the

centers. The reports provide both quantitative and qualitative aspect

- A monthly report is filed by the master trainers for the workplace programme as per ILO's format
- A monthly report is received from supply chain partners and also by Apollo
- A six monthly detailed report is filed to steering committee on the entire committee

A study on an annual basis is undertaken to gauge the impact of the programme across the target segments. The first one has been conducted in December 2007

## Case Study V

**Name:** Bharat Petroleum

**Thematic Areas:** Health, Education, Infrastructure, Income Generation, Vocational Guidance, Livelihood & Environment Conservation

### Case Study:

Community Development at village 'Ramthenga', Jajpur Dist, Orissa

#### Objectives of the Project

- To help the village become socially conscious
- To improve the general health of the villagers
- To improve community participation
- To help them become self-reliant.

This village is dominated by the tribal population – 'Santhal Tribe'. Their socioeconomic status was highly impoverished. Most of the villagers worked in the neighboring mines. Due to prolonged and non-conducive working environment, they had developed severe respiratory / skin infections.

The children did not attend any school and the nutrition status of the children was very poor. There was also a severe problem of alcohol abuse amongst the men. The women were suppressed and worked in the farm as well as in the mines. Lack of availability of water was also one of the main concerns of the villagers. There were bore wells but they were non-functional.

Major interventions were required in the area of:

- Health
- Education
- Awareness about health/ sanitation/ hazards of working in the mines

- Precautions to prevent respiratory illness
- Making water available

Having understood the need of the community, BPCL constituted a team to implement the work in the community. The main participants in the project were :

- Villagers
- NGO partner – Research Analysis Consultants
- BPCL LPG Team based in Bhuvaneshwar and Khurda headed by TM Khurda
- BPCL HR Team at Kolkatta headed by HR Chief and CSR co-ordinator
- BPCL Corporate CSR Team headed by GM (Admin)

### **Strategy & Execution**

A plethora of activities were undertaken in the village. However, depending upon the need at that particular time, the activities were phased out. The activity matrix developed was very strategically planned and executed.

### **Phase 1**

A visit was made to the village by BPCL Kurda Team. There was lot of inhibition among the villagers to discuss and participate. However with repeated visits the villagers began to open up.

Since there was a need to execute the project very professionally, the BPCL Khurda Team identified an NGO with its main office in Bhuvaneshwar. The NGO had extensive experience of having worked in the mentioned areas and implemented community development projects.

The NGO did a need assessment of the village with complete village participation. Assistance for providing health services and primary education emerged as one of the main needs.

Also what emerged from the need assessment was to enable the formation of Self Help Groups. The general participation level among the villagers was very high.

## **Phase 2**

BPCL supported the project through NGO RAC by:

### **Providing the services of a doctor (from neighboring area)**

The Homeopathic Doctor would check the patients for free thrice in a week. Since the medicines were sweet there was less resistance among the villagers and children to eat the same. Moreover for the problems that they were more succumbing to, like respiratory illness, skin infections, homeopathic medicines were much more effective.

### **Initiating a Balwadi (pre-primary) for children within the village**

This put the children into the habit of attending school especially when their parents would go to work in the mine. The teacher for the village was identified from within the village. She was subsequently trained about innovative methods in teaching and needs of pre primary children. She was also the main force in convincing the parents to put the children in main school after their pre primary.

## **Phase 3**

Once the basic trust level amongst the villagers was attained, then:

### **Awareness was created about precautions for working in the mines**

Awareness was created amongst the villagers about the pre-

cautions they need to take while working in the mines near by. The modes of communication were through street plays, skits during village festivals, drawing competitions for children.

The homeopathic doctor played a vital role in creating this awareness. A lot of awareness was also created about alcohol abuse.

### **Deepening of village pond and encouraged fishery**

There was a pond in the village, which had to be cleaned. With support from RAC the villagers engaged in cleaning the pond and also dredging the same. With the help of Central Institute of Fresh Acqua Culture, Bhuvaneshwar, the villagers were trained of fishery management. It was a community pond, and the fishes caught were shared by the villagers This activity was more favored by villagers during monsoon, when there is ample of water in pond.

### **Need for formation of Self Help Groups (SHG's)**

The fishery management activity established the need for the formation of Self Help Groups – A group which would be trained in activities that can generate income. Meetings were held in the village for formation of Self Help Groups.

### **Repair and maintenance of Bore wells**

Availability of water was an area of concern for the villagers. There were bore wells in the village, but they were non-functional. With the help of volunteers from the village, the bore wells were repaired and the villagers were also trained to maintain the same. Now there is ample water to sustain throughout the year.

### **Phase 4**

The first batch of SHG was formed comprising of mainly women.

### **Formation of 1st SHG in the village**

The group comprised mainly of women. They had mutually agreed to learn stitching and appliqué work (a form of embroidery famous in Eastern India). BPCL supported by way of providing teacher from the nearby village and also 4 sewing machines. Initially the women used to learn stitching work etc in the spare time they got after working in the mines.

Subsequently when the first batch finished the course, simultaneously a course was conducted on marketing the stitched products. A group of women were trained to market the stitched products in the local haats (local bazaar). The course included:

- Communication skills
- Perceiving the market requirements
- Quality of stitched products
- Pricing the clothes stitched
- Co-ordination within SHG
- Roles and responsibilities

The group slowly began to generate income through stitching and that made a breakthrough in the village.

The women from the SHG were able to, though in very small way, substitute the family income which came mainly from mining and agriculture. More and more women began to learn stitching and discontinued the mining job.

### **Promoting Mushroom Cultivation**

The NGO assisted the villagers through the SHG to initiate mushroom cultivation. The SHG would purchase mushroom sponge at INR 17 a packet from 'Orissa Institute of Agriculture and Technology' Bhubaneswar.





Each packet of sponge would generate approximately 1.5 kg of mushroom. This mushroom when sold generates INR 80 from the INR 17 per packet.

The villagers who had very poor health, especially the children were encouraged to include mushroom in their diet and the extra ones were sold in the local market. This activity also generated income for the SHG.

### Phase 5

There were 2 well-functioning SHG's in the village. The success of the women's group SHG was instrumental in the formation of the 2nd group, which was a mixed group of men and women.

The good work done by SHG's in this village was duly recognised by the Block Development Officer (BDO), who in turn has rewarded them with the "BEST SHG AWARD" in the District. As an incentive they were given a sum of Rs 2 lakhs. With this, the SHG has bought a stone-cutting machine, which is in turn fetching the SHG INR 15,000 to 20,000 per month.

Where working in the mines the villagers use to earn a meager amount of INR 50 per day, and were employed hardly for 10 to 12 days in a month, now the members of the SHG earn INR 2000 per month, through the various activities of the SHG.

### Phase 6

A new group of 20 villagers has been formed in the village, wherein they have been enrolled in an income generation programme – 'Agro Based'. They have been given 2000 banana plantations. The plantations are being grown on 2 hectares of a common land.

The offshoots of the plantations would be given to another 20 families free of cost. Once the fruit comes, a market linkage for the same has already been created. Through this activity the results are that each house hold is getting an additional income of INR 7,000 to 8,000 in the first year.

Another group of 20 villagers are being supported in poultry. In the first year itself all the group members will benefit. However from the second year offspring of the nurtured animals will be freely distributed to other needy villagers and the process will continue.

### **Phase 7**

Already necessary approvals have been obtained to support another set of 20 and 20 families by way of papaya cultivation under agro-based initiatives and goatry under non-farm sector.

This way the entire village will have been roped into diverse activities and each family is can earn extra income for the sustenance of the entire family.

The education of pre-primary students, which was initiated and supported by BPCL, has been withdrawn. The pre-primary education has now been taken over under central Government ICDS scheme.

This way the Corporations fund were more channelised towards health support, formation of SHG's and developing income generation programmes.

### **Evaluation of Success/Results**

The impact of the whole programme has been overwhelming. In another two years, BPCL would be in a position to withdraw all the financial support being extended to this village, and extend its support to some other deserving village.

- Where the entire village was mainly into mining work, now there are hardly a couple of families
- There are two registered SHG's functioning very well with good co-ordination
- BPCL initiated pre-primary school and mid-day meal scheme, which has now been withdrawn and through the NGO made village, children receive the same benefit from central Governments ICDS scheme
- The State health workers are involved in creating awareness about health and hygiene issues in the village
- All the bore wells of the village are functional and there is no scarcity of water even during summers
- The pond, which was a breeding ground for mosquitoes, is now being utilised for fishery
- The SHG group members are earning a steady income of INR 2000 per month
- The members of the banana plantations and poultry are earning an additional income of INR 7,000 to 8,000 per annum
- The work done by SHG's in this village has been recognised by the Block Development Officer (BDO), who in turn has rewarded them with the "BEST SHG AWARD" in the District.

The entire project has created goodwill for the company in the hearts of villagers in and around Ramthenga. More so the success from this project has given us the confidence about project replication in other regions.

## Case Study VI

**Name:** Centurion Bank of Punjab Limited

**Thematic Areas:** Education

### Case Study:

We all want to do our bit for the betterment of society. We all want to be good Samaritans.

So what's stopping us?

Often we don't know how to go about it, where to begin or simply put it on hold due to the lack of time!

What if you could contribute to the social cause without putting any extra effort?

What if every underprivileged child in the country could be educated because you paid your bills or shopped using a credit card.

Wouldn't you call that a miracle?

### The Miracle Card

The Miracle Card – a one of a kind credit card, popularly referred to as a card with a conscience, ensures that every time you spend, you spend for a cause.

It funds a programme aimed at bringing joy to millions of rural, underprivileged children by sponsoring their education and overall development. An everyday banking product combined with an everyday activity resulting in everyday goodness!

### The 'Gift a Future– Spread a Smile' Miracle

The Miracle begins as soon as a member signs up for the card.

For every member, we debit a nominal amount of INR 50 on the card which is matched by a similar contribution from



CBOP thus totaling to INR 100 per card. This amount is sent to the 'Gift a Smile' initiative run by AOL which focuses on creating 'first time literates'.

### **How can INR 100 make a difference?**

Imagine when all the proposed 500,000 people subscribe to the card. The amount changes from a mere INR 100 to a monumental 5 crores!

This money is in turn put into Ved Vignan Maha Vidyapeeth, a school in Bangalore committed to providing free education to underprivileged children from rural backgrounds thus helping them break the shackles of poverty and face the world with more confidence.

It costs INR 10, 000 to sponsor a kid's education for one year (including food, travel, uniform, books). Hence with an estimated corpus of INR 5 crores, the miracle can potentially add 3500 more kids to school (INR 1.5 crores going towards funding the infrastructure).

### **A miracle when the member uses the card**

Whenever card members spend on this card they earn Seva Points as against reward points on other credit cards. The difference here being, instead of redeeming, the Miracle card is committed to contribute 100 percent of the rewards to the cause and though the points look miniscule for individual customers, the collective base presents quite an overwhelming picture.

Example: Using nominal assumptions, if members spend on average INR 1700 per month on this card (the national average is INR 2000 per month), the card programme could potentially contribute another INR 3.5 crores every year – an amount sufficient to sustain the 3,500 children throughout their schooling period.

### **A miracle for all involved**

Within the first eighteen months we have signed up 200,000 members resulting in sponsoring education for 1000 kids with a contribution of INR 1.5 crores.

And this miracle happened simply because we sourced card applications; people subscribed to these and used the card.

Thus each member gets to participate in a self-sustaining miracle without having to do anything extra. The card works for both members as well as the bank.

For the member it provides all the regular features of a normal credit card besides the added goodness of sponsoring underprivileged kids to school without any extra effort.

For the bank it helps complete the retail portfolio and at the same time aligns the business to CSR. The more business we do, the more underprivileged kids get to go to school.

## Case Study VII

**Name:** Coca-Cola India Inc

**Thematic Areas:** Health, Environment, Education, Livelihood

### Case Study:

According to Atul Singh, President & CEO, Coca-Cola India, "We at Coca-Cola are committed to refresh the lives of communities on an everyday, all-day basis. As part of the same strategy, sustainable water management remains our top priority. We will continue to find innovative solutions in all areas of water management through our integrated 4 R strategy. Starting in 2000, over the last 7 years, we have taken the lead in improving water use efficiency by nearly 30 percent in our operations across India."

They identify partners primarily on the basis of the need of a specific project, understand their experience and expertise in specific fields; their ability to deal/engage with the community; their working relationships with other stakeholders such as the government at state/local or district level; their commitment to make the project sustainable; manage crisis as and when they arise etc.

They form a group comprising of experts from (within the system) departments such as Technical, Public Affairs & Communications, Regional bottling units and the implementing agency; visit the project sites; interact with the community frequently; understand the progress and impact of the project.

So far, the Company's water initiatives have improved the lives of more than 140,000 Indians and made millions more aware of the crucial importance of water conservation.

The Company's aim is to return whatever water it has been drawing from the ground by 2009 through water conservation projects.

To this effect, they have taken the lead in improving water use efficiency by nearly 30 percent in our operations across India and have returned 85 percent of the total water that we have returned approximately 85 percent of the water that they have drawn from the ground”

Their key activities include:

#### **(a) Rain Water Harvesting**

Working alongside local NGOs and communities, Coca Cola India has been installing rooftop rainwater harvesting projects at all of its bottling plants in India besides other communities and has also been installing checkdams, recharge shafts etc in rural areas.

In Delhi alone, the existing RWH structures have the potential to harvest over 100 million liters of rain water.

Other key water sustainability projects that have run alongside the rainwater harvesting programmes are the construction of check dams.

#### **(b) Check dams**

In Andhra Pradesh, in partnership with the Hyderabad Urban Development Agency, local village committees and NGOs, Coca-Cola India has helped 16,000 villagers of Saroor Nayar restore existing “check dam” water catchment areas.

The project involved removing silt, recreating the pond and making the check dam with strengthened stone in order to stop the decline in groundwater levels.

In Bangalore, Karnataka, the Company recently dedicated a Check Dam at Kurubarakarena Halli.

With a capacity to harvest 1080 Kilo liters (1080000 litres) of rain water per annum, this Check Dam with a catchment



area of 2 Sq Km will benefit 3000 people in the villages around. The system helps in recharging (improving water levels) of 30 bore wells around the check dam area.

### **(c) Recharge Shafts**

Also in Rajasthan, in its many arid open areas, the Company has undertaken the construction of more than 100 Recharge Shafts where rainwater collects but does not percolate into the ground due to the nature of the soil.

Today, nearly 15,000 villagers are reaping the benefits of a steady or increasing water table without having the need to further deepen their existing bore wells.

The result of the water programmes is an increase in the amount of ground water available to local residents. Studies of the Rajasthan State Ground Water Board, for example, show the 2005 Kaladera ground water level was 21.85 meters below the ground, up from 22.23 meters in 2004.

### **(d) Restoring Old Water Bodies**

In Rajasthan, one of the driest states of India, Coca-Cola has aided the restoration of a series of ancient and historic “Bawari”, or step well, water catchment systems.

The 400-year-old Sarai Bawari and Kala Hanuman ki Bawari, both located on the Delhi-Jaipur Highway in Jaipur, have both been completed and residents in the nearby communities are now able to draw drinking water from them.

The restoration project of Kale Hanuman ki Bawari witnessed active community involvement in the selection of the project site, design, source of supply for labor and material, implementation and creation of awareness for the project.

The actual restoration work included the removal of silt, rubble and algae, repairs to the infrastructure in the traditional “Jaipuri” style, and re-opening of the facility for use.

Today, thousands of gallons of water flow into the step wells from underground pores or streams, and the storage and recharge capacity has reached more than 8m liters of water. More than 3,000 villagers near each of the Bawari now have a sustained source of clean water. In addition, both step wells are now fully restored heritage sites and tourist attractions.

### **Facilitating Water Access**

In its aim to provide access to clean drinking for the underprivileged in and around Chennai and in northern parts of Tamil Nadu covering the districts of Thiruvannamalai, Vellore, Kanchipuram and Chengelpet, the Company has launched Elixir of Life, which is a convergence of the vision of the 2 partners – Rotary International and Coca-Cola India, and is an extension of the Rotary’s ‘Schools into Smiles’ project that envisages betterment of the quality of lives of students.

Elixir of Life is enhancing the quality of life of students in these schools as unsafe water is the root cause for most of the health hazards and fatal diseases affecting young children, and in particular those from the underprivileged sections in the country.

These children are more susceptible to the water-borne diseases and the project is helping to realise one of their distant dreams by making clean drinking water available to them.

The unique aspects of the Elixir of Life project include a pioneering initiative to maintain the system for the next 3 years. In addition to this, a comprehensive maintenance and servicing protocol has been prepared for ensuring the ongoing success of this project.

This includes fortnightly inspection, cleaning of raw and treated water tanks, rinsing and flushing of micron filters, apart from emergency breakdown and repair service.

When Rotary celebrated the 100th year during 2004–05, RI District 3230 planned to execute a landmark project to commemorate the centenary year. The team surveyed 1,200 schools in five northern districts of Tamil Nadu and selected the 100 worst schools.

Thereafter, these schools were adopted through different Rotary Clubs which reconstructed the schools and added new class rooms, compound walls, good toilet/water facilities, besides providing noon meal kitchens, desks and benches.

The Schools into Smiles project is being continued this year by adding more schools but, at the same time, in order to improve the existing schools which have already been renovated, the Elixir of Life project has been launched with the support of Coca-Cola India so that every child gets access to potable water.

As of now the project has been completed in 20 Schools impacting the lives of around 10,000 children.

### **Creating Awareness**

Besides the quantitative results, Coca-Cola's water initiatives in India have ushered in a new wave of water consciousness. Millions of Indians are being made aware of the importance of water management through the Company's marketing activities and other different fora in partnership with key institutions across the country.

Seminars/Workshops; Jal Yatra; Jaldhara Karavan; Jal Bima Abhiyan; Jal Sanchay Abhiyan; Film on Water Conservation, Community Mobilisation Programme, India celebrations on Water Water Day and World Environment Day, key events with Assocham, CII, FICCI, Rotary etc.

### **Playing the Role of a Mentor**

The Company would be happy to play the role of a mentor in setting up water conservation projects on which it has developed core expertise.

## Case Study VIII

**Name:** DLF Limited

**Thematic Areas:** Rural Development, Urban Community Development, Education and Environment

### Case Study:

While DLF continues to create world class infrastructure throughout India, it has not lost sight of its responsibilities as a change agent for accelerating the pace of social and economic transformation across various segments.

Even though there has been tremendous improvement in construction technology and quality, it is distressing to note that the people who actually make all the glitzy buildings are a neglected lot and are often required to do so in inhuman conditions. The sight of construction workers and their children living in jhuggies without even the basic facilities at most of the construction sites is not uncommon.

At DLF it has been our constant endeavor to improve the living conditions of our construction workers by providing them all the basic necessities at the site itself by efficient and effective space management.

DLF seized the initiative in this respect and became a pioneer in providing all necessary facilities to its construction workers on site when it tied up with Laing O Rourke for construction projects.

As a pilot project the site selected was an area of approximately 42 acres in village Silokhera district Gurgaon where an IT Park of 10 million sq feet was to come up. The construction on this site is slated to be completed by 2010.

The total workforce currently deployed at the site consists of about 6000 people. Out of this 5500 are essentially construction labor, with 500 supervisors. Further 1500 people are with

families and 3500 are single. There are a total of 4200 men, 1800 women and 2000 children.

Before commencement of the construction a suitable location was identified on site for construction of hutments to house the workforce for the entire duration of the project. Instead of constructing makeshift or temporary accommodation, a budget of INR 6 crores was sanctioned to build a mix of cemented hutments and dormitories for the workers.

The entire area was paved to ensure easy access even during the monsoons and the work of sanitation and housekeeping was outsourced to a third party namely M/s Lion Services.

All the residential accommodation is provided with electricity, water, fans, beds and linen, and separate areas have been provided for toilets and washing. In order to take care of the children of the workers mobile crèches have been made available on site through a strategic tie up with an NGO.

A subsidised canteen manned by a third party has also been made available on site to ensure hygienic and good quality food on site. Medical help is available on site along with a 24 hour ambulance to take care of emergencies.

In order to improve the skills of the workers as well as train potential workers on site a non profit residential "Apprentice Training Centre" for imparting skills in carpentry and masonry has also been constructed.

This model is being replicated in 17 sites all over India catering to a workforce of approximately 20,000 workers. It is proposed to extend this model to all future sites being developed by DLF.

If all construction companies were to adopt a similar approach then the construction workers would not be forced to live in inhuman conditions on site for the duration of the time they spend in creating the infrastructure which becomes the pride of the nation.

## Case Study IX

**Name:** Development Promotion Group (DPG)

**Thematic Areas:** Microfinance, Education, Environment, Health, Livelihood and Tsunami Relief & Rehabilitation Services

### Case Study:

Introduction – The Asian Tsunami that struck India and a few other countries on 26 December 2004 caused unprecedented devastation in the coastal districts of the state of Tamil Nadu. It is estimated that over USD 14 billion was contributed worldwide to various international organisations to assist in the myriad humanitarian reconstruction efforts.

Development Promotion Group (DPG), a Chennai-based development agency received support to the tune of INR 277 million to assist in the rehabilitation efforts. After nearly 36 months of service, DPG feels obliged to report to the local community, government officials and the general public its efforts, achievements and the lessons learnt through this experience.

### Reach & Services

DPG has provided relief and rehabilitation services not only to the affected fishermen, but also to few farmer and Dalit communities. DPG, in the past three years, has provided support to 1894 families across the 12 villages.

### Livelihood Restoration

The biggest challenge during the first 6 months, especially between March and June 2005 was the restoration of traditional livelihoods of the affected families especially among the fisher folk community.

Eventually, the efforts of the government, NGOs and others

resulted in fisher folk venturing into the sea from June 2005. In our working villages, DPG by completely replaced all the damaged boats in Vanavanmahadevi (Nagagappitam), Thomiarapuram (Tirunelveli) and in Puthur (Kanyakumari).

### **Education, Health and Vocational Training**

Since 2005, every year, in May, more than 150 children between the age of 4 to 14, both boys and girls attended a 20 day summer camp. They were exposed to the art of glass painting fabric painting etc.

In our working villages, till date, 425 youths / girls / married women underwent vocational training of different kinds – tailoring (embroidery), making seashell products and repairing of outboard motors, food processing and domestic appliance mechanics.

Homes – DPG has handed over 652 new homes measuring 409 – 456 sq.ft, as part of the shelter programme. 170 more homes will be handed over by Jan. 2008. Those families who have already moved into their DPG homes are happy with the standard of the housing, which was designed in consultation with the local communities.

The government is now providing other basic amenities like internal road, water, electricity etc. The families are given joint ownership by government. The shelter cost, depending upon the locality, varies from INR 2.25 lakhs to INR 2.75 lakhs.

DPG has also constructed one Community Hall at Vilunthamavadi costing INR 26.55 lakhs and two small ones in Mapillaioorani costing about INR 9 lakhs.

### **Lessons Learnt**

Do we, as INGOs, NGOs and Corporates need to wait for a disaster? Instead, if possible, should we not make efforts to arrest the occurrence of these disasters?



DPG in particular has realised the importance of anchoring relief and rehabilitation efforts in long-term development programmes, which focus on improved community, creating an environment that supports restoration of sustainable livelihood, gender equity in all initiative and growth.

According to a study “while the tsunami had given visibility to the fishing communities, it had simultaneously degraded a highly independent and self-reliant community to the level of aid-seekers”.

In view of the above DPG has realised the need to collaborate with corporate houses to make the programme more sustainable with local support.

## Case Study X

**Name:** Dr Reddy's Laboratories

**Thematic Areas:** Microfinance, Education, Health, Environment, Livelihood and Social Entrepreneurship

### Case Study:

Dr. Reddy's purpose is to help people lead healthier lives. This, combined with a clear commitment to their values and ethical practices, forms the foundation of sustainability or CSR.

Being a pharmaceutical company they are deeply sensitive to the needs of accessibility and affordability of medicines in developing and developed countries. They define their strategy and determine their impact.

In an era when increasing demands are being made on healthcare services, generic medicines provide a major benefit to society by ensuring patient access to quality, safe and effective medicines while reducing the cost of healthcare.

Generic medicines cost a fraction of the original products, which is good news for patients and means greater access for more people.

Their active pharmaceutical ingredients (API) and generics businesses focus on affordability by providing lower cost alternatives. They are addressing access needs by investing in innovation with emphasis on New Chemical Entity (NCE) Research and Differentiated Product Development that address unmet and poorly met medical needs.

Their product development effort with biosimilars is an example of innovation in making medicines affordable and accessible. In addition, the triple bottom line approach enables us to deliver sustained value with equal emphasis on people, planet and profits through environmentally friendly and socially responsible operations.

Their CSR efforts encompass sustainable business practices, safety, health and environment (SHE) systems, patient assistance programmes, community development, people practices and citizenship.

Dr Reddy's was one of the earliest in establishing a zero liquid discharge facility to ensure 100 percent effluent recycling. They have significant improvements in process development with growing emphasis on green chemistry. Energy saving initiatives and awareness communication on Climate Change is being accelerated in the company

Programmes like Sparsh, betaCare, Sarathi, deliver assistance to doctors, pharmacists and patients by improving access to medicines and patient education. These efforts complement our commitment to product responsibility addressing quality and safety of our products

Dr. Reddy's Execution Excellence Model (DREEM) has spawned focus action in Lean Manufacturing ("doing more with less") in both finished dosage and active pharmaceuticals. Organisational redesign of teams has increased throughput, provided higher quality, lower cost and integration of Intellectual Property in product development

The community development efforts are evident in places where we live and work, with specific focus on manufacturing locations, implemented by CSR teams in each facility. With a combination of approaches communities in the neighborhood are being assisted to access healthcare, improved education opportunities and sustainable livelihoods

They encourage employee giving in association with Naandi foundation, an organisation co-founded by Dr Reddy's. 6000 employees contribute to The Power of Ten, the employee giving programme.

Employees are encouraged to volunteer by forming specific interest groups and also join volunteering programmes with Dr Reddy's Foundation.

The Foundation, setup by the company, demonstrates their Citizenship work in the area of poverty alleviation, with specific emphasis on quality in education and sustainable livelihoods.

Over 100,000 sustainable livelihoods with Livelihood Advancement Business School (LABS) programme and outreach to over 34,000 children in government run schools through School Community Partnerships in Education (SCOPE).

Sustainability involves almost every aspect of a company. It ranges from purpose and values, marketplace and innovation, workplace safety, people practices, environment management, human rights to community contribution.

Dr Reddy's embraces the principles of sustainability to drive responsibility and to create the capacity to re-invent, sustain and thrive through changing generations of technology, managers, shareholders and society.

Dr. Reddy's is the only Indian pharmaceutical company to publish a Sustainability Report and among the few Indian companies to do so. The report is prepared according to guidelines recommended by Global Reporting Initiatives.

## Case Study XI

**Name:** Gateway Terminals India Pvt. Limited

**Thematic Areas:** Health, Sanitation, Education, Infrastructure

### Case Study:

At GTI the philosophy “we will thrive if the community thrives” is believed and practiced. As part of the same philosophy the organisation decided to contribute to the upliftment of the community.

To achieve this objective GTI appointed Tata Institute of Social Sciences (TISS) to conduct a study on the Project Affected Villages and suggest areas where GTI can contribute in a meaningful way. TISS came up with many areas like Health, Sanitation, Education, Infrastructure etc. where the community needed help.

GTI has always put safety ahead of all the initiatives. Living by its values GTI donated a pair of Breath Analyzers to the local traffic police to arrest the rising phenomenon of drunken driving.

Keeping in view the requirements of the villagers the organisation decided to start a Mobile Medical Van to provide basic health care, medication and health counseling for the villagers by going to each village once in a week.

### About the camps:

The Mobile Van Services started on April 23, 2007 covering 5 villages in the vicinity.

Within a span of about 3 months around 200 patients were examined and treated.

The village heads of other villages approached GTI to extend

the facility to their villages as well. In view of their demands, GTI extended its scope from 5 villages to 9 villages from July 16, 2007.

Till date 1665 patients have been examined. Out of these 1573 were provided medication. About 53 patients were found to be in need of specialist opinions and were thus referred to such specialists.

As part of the health awareness various camps were organised:–

a. Lecture on nutrition and healthy eating was conducted on August 17, 2007.

b. Eye check-up Camps in all villages from September 5, 2007 till October 3, 2007. During this a total of 78 villagers took advantage of the camp.

c. A blood donation camp was organised in the premises of the company on October 31, 2007. A total of 105 units were collected.

d. Diabetes check-up camp from November 15, 2007 till November 23, 2007. A total of 132 samples were collected and reports delivered to respective patients after a week.

#### **Future Projects:**

As suggested by the TISS study, a toilet will be constructed with the help of an NGO. The same will be run and maintained by the NGO.

The company will participate in the Mumbai Marathon to be held on January 20, 2008. 25 employees have expressed their interest in participating for the same.

#### **Sustainability:**

The organisation has always believed in community development and hence even though the organisation is only 1 year

old, it has put in many initiatives towards community welfare. The project of Mobile Medical Van will continue to run on the funding by the company.

The toilet once constructed will be managed and maintained by the NGO and the major part of the funds for sustaining the project will be generated by providing the facility on pay-and-use basis. If the need arises company will also contribute to sustain the project.

## Case Study XII

**Name:** The Godavari Sugar Mills Limited

**Thematic Areas:** Rural Development, Urban Community Development, Education and Environment

### Case Study:

#### Help a Child to Study

There is always a story behind every cause and this is no different. The Godavari Sugar Mills Ltd. came across a young boy whose results in the 10th grade exams were so outstanding, that the student was listed in the merit list put forth by the state of Karnataka. He is the son of a laborer, and did not even have an assured access to electricity.

To achieve such results despite seemingly insurmountable odds was truly inspiring. His father earns hardly INR 800 per month and student would need INR 6000 to study beyond the 10th grade. His parents did mention that they would borrow to help their son study.

Even if they did manage for their son, there would be no money to help their 13-year-old intelligent daughter's further study. To enable this child to study further was the company's responsibility.

For a child like him to return to hard labor work for want of financial support would be a shame, and certainly a disincentive for his parents, teachers, sister, and his classmates, who would then see no merit in studying so hard and achieving so much.

Also during a field visit of their Executive Director in Hallur village in Belgaum district of Karnataka, he met with a girl child who was studying for the 10th class. She lived in a small hut without any access to electricity.



There were plethora of cases like these and to help such meritorious children by inspiring them to pursue their dreams of a better and secure future the company developed a website [www.somaiya.org/helpachild](http://www.somaiya.org/helpachild). The website provides a platform to facilitate interface between such students and sponsors in order to empower these students.

### **Target Group & Location:**

The needy and meritorious students studying in more than 100 education institutes in Bagalkot and Belgaum district of Karnataka, Kolhapur, Satara, Ahamadanagar and Mumbai districts in Maharastra are the beneficiaries of the project.

So far more than 352 students have benefited from this project and were sponsored to pursue further studies. The company has fixed the target of 500 students to be sponsored for this academic year.

### **Future sustainability:**

The company along with the co-operation of the sponsors / donors started the project. The company has developed an online application which bridges the gap between needy students who have the potential but are financially incapable to afford higher education and the people who want to donate.

The entire site is user-friendly and one can donate online from other countries .Yes the project integrates the priorities of sustainable development as it provides financial help so that a student can fulfill his/ her dreams. As we are all aware, more than 70 percent of India's population resides in rural parts of India.

Most of them are working as agriculturists, farm laborers to fulfill their basic requirements of food, shelter, clothing and health. The government has schools in almost all villages / in a cluster of villages to provide almost free education up to 10th class.

But after 10th class, most of the parents are unable send their child to nearby colleges due to lack of funds. The company through this project is providing financial help to fulfill the dreams of the children.

### **Stakeholders & Participants:**

- Sponsors / donors from all over the world
- Underprivileged and needy but meritorious students
- The company acting in the role of the mediator to facilitate interaction between the sponsored students and the sponsors

### **Socioeconomic Impact:**

The company has always believed in serving the underprivileged of the society (students in particular). With the help of this scholarship scheme, we have helped few students complete their education. A few of them are working in different sectors which includes IT with attractive salaries and they have promised to chip in their best for this venture .

### **A Brief Snapshot**

- More than 65 years of treasured relationship with the farming community
- A Network covering more than 600 villages
- More than 15000 farmers catered to
- Microfinance –INR 50 crores advanced so far with average transaction size of INR 4000
- More than 6 Villages connected on Wifi Network
- More than 300 scholarships given under the help a child project
- Established a Modern English Medium school

Through this relationship of caring and mutually derived benefits, in the areas of farming and rural communities, the company tries to make a positive impact and revolutionise the lives of the people it serves, thus bringing about a sea change and contributing to the overall development.

## Case Study XIII

**Name:** Infosys Technologies Limited

**Thematic Areas:** Education, Health, Environment, Livelihood

### Case Study:

Infosys was founded in 1981 with the view that sustainability and the success of the organisation would depend on how much wealth they create for their customers, employees and the society in which they operate.

They have been responsible for creating multiple frameworks involving corporate governance, education, infrastructure, and inclusive growth. They believe that corporations must reach out to the society if they want longevity.

It is this belief that drives their commitment to be fair and transparent to their stakeholders, to help people and communities enhance their living conditions, and to improve the quality of education and healthcare through various community development programmes.

Their CSR activities are carried out at 4 different levels – at the Infosys group level, through the Infosys Foundation, through the Internal Board of Directors and by the Infosys Employees at an individual or team level.

Infosys as an organisation runs global initiatives to develop human capital by creating sustainable frameworks with educational institutes for training students and faculty. At the Infosys Foundation level, Mrs. Sudha Murty, Trustee and Chairperson, manages a team of dedicated members to reach out to the underprivileged and enrich their lives.

At the Board level, the members lead by example, by participating in the advisory councils of NGOs and civil bodies, donating their time, money and effort to various causes. At the

employee level, there are location-wise CSR teams to cater to local requirements.

The 5 major CSR themes at Infosys include education, healthcare, art and culture, rural upliftment and inclusive growth. They identify partners and beneficiaries based on their goals, credibility, performance and alignment to Infosys vision and values.

They are the first Indian company to emphasise strong Corporate Governance practices and they have expanded their practices significantly beyond the norms.

They complied with the US GAAP accounting requirements and were first to incorporate a number of innovative disclosures in financial reporting including human resources valuation, brand valuation, value added statement and EVA reports

They are very committed to supplementing Government efforts in branding India in global forums. As a strategic partner of the World Economic Forum (WEF) they lead discussions on social and economic issues.

They help the forum shape its agenda by actively participating in the “Forum of Young Global Leader” and the “Global Growth Companies” programmes. They are prime sponsors at several flagship events like Gartner Summit, Sapphire, Oracle OpenWorld, and World Wide Webs Consortium’s W3C Conference.

They have recently initiated the Infosys Young Indians (INFYi), the first corporate chapter of Confederation of Indian Industry (CII) which will strive to provide a platform for social entrepreneurs by undertaking activities in the areas of economy, education, environment, and healthcare and youth affairs. They also participate actively in pro bono engagements.

Their mission to go beyond business translates into every Infoscion and the Internal Board Of Directors (IBOD) the sense of being responsible corporate citizens.

The IBOD serves as member of advisory council / founder trustee in various Government and non-profit organisations to establish views or codes on corporate governance, global warming, education and training, social welfare, healthcare, infrastructure management and rural upliftment.

They have always been the forerunners in providing assistance when disaster strikes – be it the Tsunami, the Gujarat earthquake or Katrina.

As responsible corporate citizens, they not only rushed funds but their employees personally helped the relief operations undertaken by Infosys Foundation and other NGOs.

They have been recognised in fora where CSR is also one of the parameters to measure a company's success:

- Citizen Award – 2001
- Helen Keller Award – 2006, 2007
- NASSCOM – India Today award for gender inclusivity – 2007
- Ranked the “Business world most respected Company” in a survey
- Named the “Most Admired Company” for the sixth consecutive survey by Asia Wall Street Journal

They touched the lives of 150,000 beneficiaries during 2007 and will continue to conduct business responsibly and ethically in the years to come.

## Case Study XIV

**Name:** Jindal Stainless Foundation

**Thematic Areas:** Education, Vocational Education and Training, Health Care, Environment Protection, Community Development, Women Empowerment and Capacity Building

### Case Study:

Jindal Stainless Ltd (JSL) CSR Initiative has focused its activities on two basic entities, i.e. the internal environment as also the community. Both these target groups have been addressed through various supportive programmes toward sustainable development.

In its endeavor, the Company for its social agenda has invested in infrastructure development and education programmes, besides other social activities which are resource intensive and for which adequate funds have always been made available.

The major initiative towards infrastructure development is the construction of a 400 bed multi-speciality hospital at Hissar, Haryana, which provides health care to all staff of the Jindal Group at Hissar as also to the community.

Assessing the requirements of the people and with little or no treatment available for cancer patients, a new 'Cancer Department' is being added to the hospital, which will serve a large segment of the population and lend towards achieving the national goal of 'Health for all'.

In addition to the hospital, 2 schools, housing 830 girls in one school and 3000 children in the other have been constructed at Hissar, where children from all social strata of society are being provided holistic education volition with all modern facilities available like any other public school in the country.

The Vidya Devi Jindal School is a girls residential school,

while the other school, O.P. Jindal Modern School is a co-educational school. Besides health care and education, the CSR

Initiatives include women empowerment through vocational education and training programmes, reproductive child health care programmes, medical health camps, environment conservation programmes, promotion of sports and a host of extracurricular activities at local levels. The bottom line is beneficiary satisfaction and the list is long and continues to spiral upwards.

The N.C. Jindal Hospital, Hissar has 13 specialties and serves approximately 1000 patients daily with an annual budget outlay of approximately INR 10 crores. The two schools are affiliated to CBSE and the results are encouraging.

For education the CSR initiative has addressed the poor and the needy with adult education centers in the villages around Hissar, and the volunteering programme has found favor with many employees, who volunteer their time and resources for the community.

The women empowerment programmes include skill development through various training programmes, promoting handicrafts, beauty culture, dress designing, cookery, computer literacy programmes and a host of other interventions.

Surprisingly the interest shown toward beauty culture even amongst some of the rather conservative families has been very substantial and it just brings out the point that beauty in different segments of society has a common denominator.

Environmental conservation is being carried out in different ways, from tree plantation to town beautification and aesthetic promotion. Issues relating to industrial pollution are also being addressed in a very structured manner especially in the state of Orissa.

To cater to the enthusiastic needs of the youth, sports tournaments are being sponsored regularly and teams from diverse sections of society are encouraged to participate, giving life to the concept of 'Unity in diversity'. It is with these interventions that JSL is making a difference in people's lives, and is contributing toward the achievement of the social charter of corporate citizenship.



## Case Study XV

**Name:** JSW Steel

**Thematics:** Women Empowerment

### Case Study:

**Data Halli – Building and Running a Rural BPO for Women**  
The JSW Group of Companies has interests in core manufacturing, energy and infrastructure areas. In almost all areas, the manufacturing facility/operation is in remote locations, far from the cities.

The primary source of income in these areas is farming. As new manufacturing facilities are built in these areas, the skill sets of the population around the facilities do not always meet the requirements of the operations. Providing meaningful employment to the local population is thus seen as a challenge.

In order to provide a sustainable and alternate livelihood to the population around the facilities, JSW Foundation, which manages the CSR activities of the JSW Group, embarked upon a novel approach of building a BPO at these remote locations. This gave an alternative employment avenue to the rural men and women, thus empowering them socially and economically.

The idea was spearheaded by Mrs. Sangita Jindal, Chairperson of JSW Foundation. The first BPO at Toranagallu was inaugurated on 15th August 2006. The BPO focuses on non-voice activities and is located adjacent to the JSW Steel Ltd.'s Toranagallu facilities, near Bellary, Karnataka. Starting with a mere 40 men and women, the BPO now employs about 200 women.

The concept of a rural BPO sounds unique and challenging, primarily because BPOs are typically associated with cities. This unique Innovation turns this concept on its head and has demonstrated that the stigma associated with BPOs can be

challenged and proven otherwise. Considering the location and activities carried out at the BPOs, the name Data Halli was selected. Halli, in Kannada, means village.

Focusing on womenfolk in the rural areas, where education levels are also lower than in the cities, the rural BPO provides an avenue for these womenfolk to work outside their conventional livelihood and enrich their lives, with the aim of empowering women socially and economically.

JSoft Solutions Ltd., the IT & ITES Company in the JSW Group, currently runs a non-voice BPO at Toranagallu, next to the JSW Steel Ltd.'s Integrated Steel Plant at the same location. The BPO focuses on data entry activities for multiple clients and employs about 200 women.

Plans are afoot to open more such BPOs across the country.

Most women come with little or no exposure to computers. A computer skill is therefore not mandatory. The eligibility criteria are simple - should be 18 years or above and should have passed the SSLC examination.

Upon joining the BPO, the women are given training for a period of 3 to 6 months, depending on their grasping ability, on basic typing, English reading etc. - skills that enable them to be productive, earn a decent living and deliver value at the BPO. In addition, professional training, specific to the projects on hand, is provided for up to 2 months.

Most women come from the near-by villages, from up to a radius of about 60 km. Buses are provided for pick-up and drop from the village to the work spot. In order to take the skills development to the doorsteps, the requisite software is also installed at the village schools where JSW Foundation runs Computer-aided Learning Centers (CALCs).

These are supervised by the BPO women from the same village. Potential candidates therefore do not need to travel to the BPO to develop the requisite skills.

The rural BPO has had a positive impact on many persons. As the nature of the initiative suggests, this impact has been significant on the employees of the BPO. Some of the impact areas are:

- Transformed simple village girls into matured, positive, confident and economically independent professionals who hold a respectable place in their homes and are looked upon as examples of transformation in the villages
- Encouraged villages girls to continue their education up to 10th or 12th Standard, an impossible task prior to the BPO
- Has given them the courage to postpone their marriages which would have otherwise made them wives and mothers at the young ages of 14 or 15
- Teaching of English and Personality Development has boosted their self-confidence and has made them socially known figures in their society as they are now affiliated with a large entity, namely, the JSW Group
- Sowed the seeds of leadership in these ladies by giving them job responsibilities of Supervisors, Trainers, etc., through which they lead their respective teams which has in turn helped in showing them a career path
- Equal employment opportunity is given to quite a few physically challenged ladies who have carved their own identity
- Providing a springboard to look for better work opportunities in the vicinity

Along the way, there have been many challenges – social barriers, resistance from the men folk at home, training, technology, quality of work, transportation, shift working, etc.

Some of the challenges faced were:

### **Internal Challenges**

#### **Skepticism about viability of the Concept**

Overcome by focused efforts to streamline the processes, attack the issues on hand and hire managerial talent with BPO experience. All this led to a turn-around in the operations and show-casing of the BPO for every one to see the success

#### **Lack of infrastructure (IT, space, people, etc.) to handle the daily stream of potential candidates**

Overcome by taking the skills development to the villages via the CALCs, thus building a resource pipeline

### **External Challenges**

#### **Lower Quality and Throughput**

Overcome by providing adequate training, dummy projects and hand-holding. With the implementation of a batch tracking software,

Individual performance and throughput is also monitored and tracked

#### **Hesitation by the village folk to send their women folk away from their villages**

Overcome by arranging for transport up to the villages and making the BPO an all-women center.

## Case Study XVI

**Name:** Jubilant Organosys Limited

### **Thematic Areas:**

Education, Health, Environment, Community Development, Rural Infrastructure, Women Empowerment and Livelihood

### **Case Study**

#### **Public – Private Partnership in Tuberculosis Control & Prevention**

Jubilant Organosys is an integrated pharmaceuticals industry player offering products and services to the global life sciences sector by continuously moving up the value chain through innovation, cost leadership and wise investment decisions.

Jubilant has a Sustainability Policy, which focuses on the triple bottom lines of Economics, Environment and People. As a business entity, we aim at improving stakeholder value through improved eco-efficiency of operations, economic upliftment of the communities we operate in and efficient use of capital and natural resources.

We believe that sustainable growth is all about growth, which strikes a balance between economic, social and environmental objectives.

In 2004, re-evaluation of need assessment around the Gajraula plant was carried out. It revealed an urgent necessity to address the high incidence of TB in the area (1.9 percent incidence rate in western Uttar Pradesh as against the national average of 1.5 percent).

Since the company already had a community health center operating, it was felt a meaningful contribution could be made towards fighting this widely prevalent disease in collaboration



with the government. Hence Jubilant approached the government Health Department, WHO and CII with its intention of undertaking Revised National Tuberculosis Control Programme.

Certain infrastructure modifications were carried out in company's community health center as per recommendations of the WHO.

Jubilant's DOTS center started operations from August 2005. Jubilant recruited a doctor, lab technician and Dots provider and provided them with the necessary training to implement this programme.

Monitoring of the programme is being done at two levels. Monthly reports are generated for providing the information to project partners - WHO, Government of India as well as for in-house analysis and reporting at review meeting being organised at regular intervals.

Corrective actions are planned especially for those TB Cases which turn out to be defaulters. At the field level, project partners have appointed District Tuberculosis officers as Nodal officer of the programme who directs Senior Treatment Supervisors and Senior Laboratory Technician to monitor the activities of the Centre through visits of Centre and patients at their place of residence.

The impacts of the activities are measured through analysis of the quantitative and qualitative data collected every month from the DOTS cum Microscopy Centre.

Today, this DOTS & Microscopy Centre is the only private sector Dots Centre in the District. Till date 1514 suspected cases were referred for sputum examination. About 217 cases were found to be TB positive cases that are undergoing treatment. As of date 86 cases have been fully cured.

There were initially 16 defaulter cases that have been brought back under the treatment regimen. The Detection

and treatment of 10 percent New Sputum Positive (NSP) cases with OPD attendance of 4.1 percent at the Center indicates greater penetration of services of the Center. Acknowledging this achievement, the State Government has now decided to accord Jubilant a supervisory role on overseeing the activities of three other DOTS centers run by Government.

Health being one of the key issues in the local area, from where most of the labor comes for work, the company has benefited in terms of healthy workforce supply.

External assurance is being sought every year through social audit of CSR activities inclusive of DOTS Centre by an external agency Ernst & Young, Kolkata. Additionally a team of delegates from World Economic Forum & CII had also visited the center.

## Case Study XVII

**Name:** Lodha Group

**Thematic Areas:** Education and Environment

### Case Study:

Corporate Social Responsibility for a company is its social conscience and commitments to the community and society at large within which it operates. This is a fact that drives Lodha Group.

A real estate development company, the Group is committed to undertake initiatives in the areas of education and training, public area development, community welfare and environment.

The Group's vision of 'Building a Better Life' extends to its social responsibilities, to create a better life for its customers and society through proactive social initiatives. Mangal Prabhakar Lodha, Chairman and Managing Director, Lodha Group and a well-known social figure, has fostered a strong spirit of social service amongst the Group and has inspired to give back to society.

The Group believes that if one wants the best minds in the business, one has to nurture them early. Lodha Group has made a mark by running two schools by the name of 'Chandresh Lodha Memorial School' to provide good quality education to the underprivileged.

Located in Mumbai's two upcoming suburbs Dombivali and Nalasopora, each school has more than 3000 students across the pre-primary, primary and secondary sections. Fees are made affordable through subsidies provided by the Group.

These schools focus on creating well-rounded individuals through a blend of excellent academics and extra-curricular activities.



Looking at the current scenario of primary education to the underprivileged, the Group is in the process of adopting 2 more schools with a support organisation.

Lodha Group also provides free education and care to underprivileged children of construction workers at Lodha Paradise, one of the largest townships in Thane. The Group works closely with an NGO called Mobile Crèche.

Lodha actively sponsors workshops for vocational training for those seeking job opportunities in specialised areas like electronics repairs, diamond polishing, cooking and computers. They also support computer training programmes at subsidised rates in order to create digital awareness.

Currently, Lodha Group has joined hands with Khushii for the event India on Canvas' 07. Khushii, an NGO spearheaded by Kapil Dev works towards the upliftment of the poor and destitute communities in both rural and urban India.

Khushii - India on Canvas' 07 is an endeavor to bring eminent personalities and the greatest names in the art fraternity together to jointly produce or endorse an artwork, which will then be auctioned.

The money raised will benefit two of Khushii's projects for the homeless youth and the elderly. Lodha Group is proud to be associated with Khushii as a presenter of the event while also supporting in fund raising.

Lodha is a socially responsible group concerned about the environment. Its IT Park at Kanjurmarg has met the stringent LEED (Leadership in Energy and Environmental Design) standards – making it the first real estate project in Mumbai to get the certification.

The Group has already applied to the Brihan Mumbai Municipal Corporation (BMC) for adoption and beautification of three public usage areas in Mumbai. These parks will be developed and utilised for public convenience as well as a plat-

form to interact with community and spread awareness on crucial issues.

In the near future, the Group aims to bring about visible and measurable improvements in the lives of the less-privileged and the society at large.

## Case Study XVIII

**Name:** Motorola India Private Limited

**Thematic Areas:** Education, Environment, Community

### Case Study:

The Vision of leadership for starting CSR at Motorola is:

- To encourage all Motorola Associates in India to "give" - be it time, money, love or a helping hand - and to make "giving with your heart" a habit
- To identify, encourage and support activities covering a wide span of areas like – education for the underprivileged, help integrate the specially challenged with mainstream society, provide support for destitute women and the aged
- To be an Inclusive & Diversity sensitive employer
- To abide by & respect the Environment, Health & Safety issues by taking a long-term view of continuous improvement and a responsible, short-term focus on our day-to-day activities
- To foster innovation by partnering with Indian Universities

Motorola has been funding mainly the capital expense needs of the NGO partners. Motorola has funded libraries, school bus, tri-wheeler, equipped audiology, physiotherapy, early intervention labs, hearing aids, Rain water harvesting unit, ICU equipment.

Recently Motorola has enabled Parikrma Humanity Foundation, NGO working to educate underprivileged children, to become a Digital school by interconnecting through interactive classroom setup all of its 4 schools across Bangalore.

Motorolans are associated right from planning, vendor identi-

fication, installation & commissioning. Capital expenses are fairly easy to track compared to funding Operational expenses which need more detailed audit mechanisms.

Motorola has a Core group which screens the NGO partners. If the partner's roadmap is in alignment with Motorola's CSR charter, the NGOs are asked to submit their financial statements for the preceding 3 years or more, documents relating to their Trust formation, their governing guidelines, Roadmap, their activities in the recent past & the like. This is verified for consistency & completeness by the Core team.

A simple but effective mechanism to measure the impact is to have Senior Motorolans attend all the events (Annual Day, Sports day, Meets etc) organised by the NGO partner where they showcase the competencies achieved.

The events provide an excellent opportunity to assess the progress of our partners as well as network & interact with the community the NGOs are engaged with.

Additionally Motorola has calendarised reviews with the NGO partners which include site visits.

All their NGO partners like Concern India Foundation at Hyderabad, Shristi Special Academy & Parikrma Humanity Foundation at Bangalore have moved substantially ahead in terms of infrastructure capability & availability of equipment to provide best in class intervention for their children.

Shristi for example has a more modern setup to help children inflicted with Down's & Autism. Their preliminary assessment capability has also been enhanced enabling early identification of children with special needs & enabling early integration with mainstream society.

In lieu of the funds being limited, Motorola understands that it is important to work with a few organisations for a long time to achieve the maximum impact.

Motorola has partnered with the CSR arms of multinationals like Microsoft & donated aged PCs to their “Unlimited Potential” Programme. If Motorola were to do it alone, it would mean a portion of the budget would need to be spent on Software & the like. But by partnering, the same impact is achieved with minimal spend.

Motorola has invited NGOs like Narayana Hrudyalaya, Shristi Special Academy, Parikrma Humanity Foundation to open Trust accounts at Corp Bank extension counters in Motorola premises. Associates can electronically transfer funds to the NGO of their choice.

Motorola matches the Associate contribution with an equal amount. As there is no link NGO between the Associate & the end user, the Associate has the satisfaction of seeing his funds fully utilised without any administration expenses in-between.

Motorola has been allowing charity sales throughout the year by several different NGOs which has enabled them to raise funds plus access potential volunteers

Motorola in partnership with TTK has been running successful blood donation camps for over a decade at its premises.

It has also sponsored Student Technical Events in Engineering Colleges to enable overall student skills development. COMSWARE 2007 – Gold Sponsor: International Technical Event in India attended by eminent technologists from all over the world.

Motorola Foundation and Foundation for Advanced Education & Research (FAER, [www.f aer.ac.in](http://www.f aer.ac.in)) launched a programme called Motorola Scholar Programme in June 2005. The objective of the programme is to provide 3 awards to engineering student projects on using communication technology for rural India. Students from 1200 engineering colleges in India submit proposals. The top 3 projects get the monetary rewards.

Towards EHS, it initiated “ECOMOTO Takeback” programme to cultivate reuse and recycle initiatives enabling protection of our environment & to initiate industry-driven “responsible care programmes”. This programme was initiated in the Motorola offices in India and also in 5 of the Motorola Authorised Service Centers.

In the new manufacturing facility at Chennai, where most of the workforce is from villages and first-time employees, Motorola celebrated the World Earth Day & World Environmental Day, through tree plantation, conducting environment related competition among employees. This helped create employee awareness about the importance of Global Warming and Climate Change.

Overall gender diversity ratio is at 19 percent competitively placed in relation to comparator basket of companies

Motorola has “Annual Reach out Day” where the Associate’s family can also interact with all our NGO partners to identify possible opportunities to contribute.

Motorola conducts a worldwide GLOBAL day which has greatly helped in initiating aspects of volunteerism. Associates are invited to participate in a 4 hour activity at the NGO’s premises. 10 percent of the organisation has been volunteering for this programme

## Case Study XIX

**Name:** Modicare Foundation

**Thematic Areas:** Health

### Case Study:

“The world has given us much to cherish, and it is up to us to give back - in whatever way we can - what it needs to support its development.”- Mr. Samir Modi .

Set up under the auspices of the K.K. Modi Group of Industries, Modicare Foundation was established in 1996, under the vice-chairmanship of Mr. Samir Modi, with the commitment to prevent the spread of HIV/AIDS, enhance awareness and erase the myths and misconceptions surrounding it.

Realising the enormity of the current scenario, the group took this initiative not only as a conscientious corporate, but also because it felt that it had the privilege and opportunity to contribute to the society. It believes that by working together with persistence, the HIV/AIDS pandemic can be curtailed.

The Foundation uses a four-pronged technique in order to address the concerns in the field:

**Ambassadors of Change Programme** – The aim of this life skills programme is to encourage adolescents and youth to make informed choices related to growing up and HIV/AIDS.

So far the Foundation has covered 87 government and public schools, 44 NGOs and communities, and 24 colleges, reaching out to approximately 50, 296 adolescents, 6196 youth and 2270 teachers and NGO staff.

**Workplace HIV/AIDS Intervention Programme** – The Foundation works as a technical resource agency helping companies (private & public sector undertakings) formulate

and implement the 'Comprehensive HIV/AIDS Programme' based on the ILO Code of Practice. It has associated with 26 private and 11 public sector enterprises, and 3 international agencies, covering approximately 65317 employees.

### **Integrated Counseling and Testing Center (ICTC) and Sponsorship Programme**

Established in October 2002 at Lok Nayak Hospital, the center is one of the very few examples of Public Private Partnership, in the arena of HIV testing. It has dealt with approximately 6500+ cases and is rated to be one of the best ICTCs with trained professionals managing it.

The center is linked with the ART (Antiretroviral Therapy) clinic at the hospital from where clients obtain referrals and access medical treatment. The aim of the Sponsorship Programme is to provide medical, psychological and social support to PLHIVs (People Living with HIV/AIDS).

### **Special Projects**

The Foundation has reached out to various segments of the population under its special projects, in partnership with other agencies. Prominent among these are interventions with truckers (in collaboration with Gates Foundation); sex workers (under the Foundation's banner of Health Empowerment and Linkages); and construction workers (with support from Delhi Metro Rail Corporation and CII).

Modicare Foundation has got a strong resource base of efficient in-house trainers, a well-established programme strategy and effective monitoring system.

Since inception, it has remained focused on the issue of HIV/AIDS without diluting it with allied concerns and has gone beyond its borders, playing a catalyst role in other corporates to sustain the programme at their end.

Today, the Foundation has grown from a small CSR initiative



to a national technical resource and implementation agency, which is known for its quality programmes and for reaching the unreached.

It is recognised as one of the finest technical resource agencies by various national and international organisations, such as, NACO, UNICEF, Chambers of Commerce, ILO; corporates and the Government of NCT of Delhi.

It was one of the core members of the Technical Support Group for the development of YUVA module, an endeavour of the Department of Education, Delhi and Delhi State AIDS Control Society (DSACS). It is a member of Global Business Coalition on HIV/AIDS, Confederation of Indian Industries & World Economic Forum.

With more than a decade of existence, the organisation has worked actively to achieve its goals, and still believes that with persistent commitment and resilience, they will be able to realise their vision of an AIDS free healthy society.

## Case Study XX

**Name:** Multi Commodity Exchange

**Thematic Areas:** Information Dissemination

### Case Study:

Gramin Suvidha Kendra (GSK) is an innovative Public Private Partnership (PPP) model leveraging on the strength of one of its partners i.e. India Post to serve the basic objective of creation of the other partner i.e. Multi Commodity Exchange of India Limited (MCX), to disseminate the futures prices of relevant commodities discovered on its platform while making the entire model self-sustainable by creating commercial activities to add value to the rural masses that it caters to.

MCX provides a nation-wide electronic platform for players to buy or sell the commodity futures contracts, whereby it aids in efficient price discovery mechanism as all the information available in the public domain is utilised by the players to arrive at the futures price of a commodity.

It improves the quality of decision-making process of all the participants in the commodity chain. The GSK model benefits the small and marginal farmers by helping him decide which crops to sow and when to sell the harvested produce, by providing him with the best available price-trends of commodities at a future date.

GSK endeavors to create futures price-sensitivity among the commodity eco-system participants and build a credible agri-decision support framework in the rural arena to improve returns to farming in areas where they are present.

This initiative caters to the fundamental and advanced needs of the farmers for market information, services such as warehousing, advisory, and agriculture inputs. Operating on trust and credibility, it also works on the principle of taking goods and services from reliable partners to the doorsteps of farm-



ers, offering them a basket of services and providing market linkages.

At MCX, it was their vision to partner with an organisation that could help them reach out to farmers located in far flung remote areas of the country with an infrastructure that is available locally to overcome constraints such as power, telecommunication, cost of price dissemination, etc.

With a network of 1,55,516 post offices (with 1,25,148 in rural areas) across nearly 5,94,000 villages across the country, India Post provides the unparalleled reach and depth to take across any offering right to the doorsteps of the farmers.

As the minimum level of infrastructure remains available with each post office, it helps minimise the project cost because of established and time-tested systems and processes with India Post, besides making scalability much easier. Last but not the least, it minimises the efforts required on various government agencies to get their support and compliance for the project.

GSK operates from the taluka level to village level in order to cater effectively the varying needs of the rural farmers. Towards operational set-up, hub and spoke model is utilised.

The Sub-Post office (SOs) is made the hub and MCX provides it with a PC, fax-copier-printer-scanner, web-cam, internet connection and a center-coordinator. Branch-Post offices (BOs - usually one for a few villages) reporting to SOs, function as the spokes of the hub.

To display the informational content of Gramin Suvidha Kendra, the BOs are provided with the Blackboards along with necessary stationery, suiting to the power-reality in rural India.

The project began in June 2006 at Jalgaon and was later spread over Dhamangaon too in Maharashtra, Unjha (Gujarat) and Itarsi in MP. Beginning with a registration of mere

300 farmers, today more than 2200 farmers avail of the services offered by GSK across 4 locations in 3 States.

Currently, it is an evolving model with National Bulk Handling Corporation providing the warehousing services, DCM Shriram, Mahyco, Syngenta, and UPL providing Agricultural Inputs, Krishi Vigyan Kendra – Baramati providing the query redressal services.

They expect that many more partners are likely to join the GSK platform to add value to it. Impact analysis and economic assessment of the model shows positive trends with 57 percent of farmers saying MCX futures prices help them in deciding the crop to be sown in the coming season.

It means that looking at profitability indications in advance, the farmers were willing to diversify into non-traditional crops. 66 percent of the farmers surveyed claim that their farm productivity has gone up on account of the quality agri-input services available through GSK. The needs based assessment tool helps increase the scope of the model and bring in value-added services.

## Case Study XXI

**Name:** Reliance Industries Limited

**Thematic Areas:** Microfinance, Education, Environment, Health, Livelihood, Community Development, Child Welfare and Infrastructure Development

### Case Study:

**Vision:** What is good for India is good for Reliance

Reliance Industries Limited has embraced sustainability as a core business strategy and regards sustainability as a foundation for lasting economic success. After all, sustainability is about meeting the needs of the present generation without diluting the ability of the future generation to meet their needs.

Their commitment to sustainability is backed by active initiatives on the ground, together with a detailed reporting system with third party external assurance certification. Further, they actively engage with their stakeholders (along with their partners who are associated with their various CSR projects) to take their feedback and monitor the progress of the work.

Their maiden Corporate Sustainability Report (2004-05) report was the first Corporate Sustainability Report from the Indian Oil & Gas sector. Further, this report obtained "in-accordance" 2002-guidelines status from the Global Reporting Initiative (GRI) - the official collaborating centre of the United Nations Environment Program (UNEP)

Pursuing their goal of continual improvement in their reporting, the report for FY 2005-06 has an enhanced scope based upon the feedback received for its maiden CSR. Further, it focuses on "issues" and "stakeholders" and includes numerous case studies from different locations and divisions. This report is the only "GRI Checked A+ level" rating report from India.

Their belief, "What is good for India is good for Reliance",

drives their effort in positively impacting the life of more than one billion Indians.

They will use sustainability to drive process innovation, new product development, improving manufacturing efficiencies and reducing material and energy consumptions.

They manufacture products that have made a positive impact on millions of people in the country, i.e. fuels for transportation, plastic bags to fiber optics, synthetic fabrics to name a few. Continuing this strategy is their plan to provide a cleaner fuel to millions of households by way of natural gas.

On the health front, they have the distinction of being the founder member of the India Business Alliance of the World Economic Forum. They have resolved to share the responsibility of combating diseases such as Tuberculosis (TB) and HIV/AIDS.

To achieve this, they have collaborated with a large number of agencies working on these issues to create some rather unique Public-Private Partnerships (PPP).

In addition to setting up hospitals at some of their manufacturing locations, they offer medical services at all their manufacturing facilities and offices.

These includes free outdoor medical services for nearby communities, outreach mobile medical services, family planning camps, blood donation drives, antenatal check-ups, vaccination centers, pulse polio camps, school health check-ups, diagnostic multidisciplinary camps, eye camps and other outreach programmes.

On December 28, 2006, over 40,000 villagers and other stakeholders located near their Dahej Manufacturing Division, Gujarat State, got a unique 'Gift of Life' from this manufacturing facility. In a unique public-private partnership initiative, Dahej Manufacturing Division in partnership with the State Government of Gujarat adopted the existing Public Health

Centre (PHC). This is the only nearest public health centre located in this vicinity. The other nearest one is at least 45 to 50 kms away, located at district Bharuch.

Aligned with the goals and vision of the management, several educational initiatives have been proposed/established as leaps into the future. These ventures aim at building confidence, capacity, global mindsets and communication skills among young people. Their growth will shape and give direction to the growth of our country.

Reliance Rural Development Trust has undertaken a unique corporate initiative to create infrastructure facilities in rural areas. The projects undertaken in rural areas are construction of roads, anganwadis (kindergarten school), panchayat offices and community halls. These are some basic development priorities of rural areas.

In order to give focused attention to the needs of surrounding rural communities, Baroda Manufacturing Division, Gujarat State, initiated a collective action programme by setting up a voluntary society SVADES with the co-operation of all the neighboring industries in Vadodara.

SVADES is a collective endeavor that binds industry and rural community together towards socioeconomic development in the rural areas surrounding the industry. SVADES works in 40 villages covering a population of nearly 200,000.

At Reliance a clean environment for sustainable development is of prime concern. At all their manufacturing sites lush greenery has been developed utilising treated effluents.

### **Some of their leading Other Community Initiatives**

Road at Dwarka, guest house for devotees, electronic security services and maintenance at Dwarka; Gardening of airport waste land; Gaushala (Cow shed); Cultural promotion programmes for all races; Road safety and emergency services on state highways; Greening and lighting of road di-

viders; Sheets and Pipes for Jaipur Foot and Prosthesis with Bhagawan Mahaveer Viklang Sahayata Samiti, Jaipur; Community meals / providing potable water; Empowering women through formation of Mahila Mandals organising vocational training courses for women.

Further, Dhirubhai Ambani Foundation (DAF) - founded under the Patronage of Shri Dhirubhai Ambani (registered under the Bombay Public Trust Act in August 1995) - has been working in partnership with RIL in most of its social initiatives. Smt. Nita Mukesh Ambani leads the CSR initiative at DAF and RIL.

The overall objective of the Foundation is to make philanthropic interventions for the welfare of Indian Society and promote sustainable development of its people through initiatives in the fields of: Health, Hygiene and Sanitation, Education.

Community Revitalisation, Promotion of Social and Economic welfare of and upliftment of the People; Conservation of Natural Resources, Environmental and Ecological Protection; Rural Development and Assistance to other organisations with similar objectives.

The DAF joined hands with the management of Sir Hurkison-das Nurrotumdas Hospital and Research Centre in December 1997 with the commitment to restore the hospital to its erstwhile glory. Consequently the hospital services were restructured and state-of-the-art healthcare technology, conforming to international standards was set up.

Project Drishti, launched, in 2003, in association with the National Association for the Blind (NAB - a non-profit institution serving the blind in India for over five decades) – is a nationwide corneal grafting drive to bring light in the lives of visually challenged from the underprivileged segment of the society - has illuminated lives of over 5,000 Indians – all free of cost.

This project is the largest (corneal grafting surgery) project undertaken by any corporate entity in the country. Presently, this project has conducted corneal grafting surgeries in over



16 cities in India and efforts are on to spread to far-flung mofussil areas of the country.

Dhirubhai Ambani International School, Mumbai, provides international educational opportunities in the context of the emerging educational needs of students.

The school prepares students for the Indian Certificate of Secondary Education (ICSE), Cambridge University's International General Certificate of Secondary Education (IGCSE) and the International Baccalaureate Diploma (IB) examinations.

Faculty members with rich experience in national and international curricula, educate, mentor and guide the children through these developmentally critical years of growth.

## Case Study XXII

**Name:** Sesame Workshop India

**Thematic Areas:** Education

### Case Study:

:

Sesame Workshop is a non-profit, educational organisation that harnesses the power of media to provide access to engaging, high-quality, educational experiences.

Using its proprietary research methodology to ensure its programmes are engaging and enriching, the Workshop has almost 4 decades of experience in entertaining and educating children in over 120 countries.

Grounded in content that is endemic to the cultural context, Sesame Workshop has over 20 local co-productions addressing various academic and social needs of countries across the world.

In 1997, Sesame Workshop was looking to launch its South-African co-production and forged a collaborative partnership with USAID, the South Africa Department of Education, South African Broadcasting Association and Sanlam.

In post-apartheid South Africa, where less than 10 percent of children have any formal pre-primary education, Sanlam identified early childhood education as a key focus area for its corporate social investment. Thus, Takalani Sesame.

["Takalani" means "be happy" in Venda, one of South Africa's 11 official languages] started its life as a social responsibility project for Sanlam with the main objective to improve education in South Africa and to be seen as a caring company.

Takalani Sesame is a multimedia initiative aimed at conveying educational messages on literacy, numeracy, and life skills. Since 2000, Takalani Sesame has provided engaging,

educational messages to children and their caregivers through television, radio, and outreach initiatives.

Today, Takalani Sesame enjoys mass reach and strong awareness in South Africa, and has documented educational impact. More than two-thirds of children aged 3-9 in urban areas and almost half of those in rural areas viewed Takalani Sesame on television, adding up to an estimated television reach of 4 million children aged 3-9 in 2003.<sup>1,2,3</sup>

Surveys indicate that almost a third of children aged 3 - 4 years were listeners of Takalani Sesame radio in 2003<sup>4</sup>. The radio programme is very popular among children in the rural areas and overall Takalani Sesame is rated as their favorite radio programme.

Research on the first season of Takalani Sesame demonstrated that children aged 3-6 who listened to the Takalani Sesame radio programme and/or viewed the television series showed particular gains with respect to life skills. Children under 5 years of age showed improvement in the areas of literacy and numerical ability<sup>5</sup>.

Takalani Sesame has also been a critical platform for extending much needed educational messages about HIV and AIDS to young children. The project developed the first early childhood HIV and AIDS curriculum in South Africa.

Children exposed to Takalani Sesame on radio and television showed substantial gains in HIV and AIDS education including knowing about blood safety, coping with the illness and learning not to discriminate against victims of HIV.

Findings indicated that caregivers exposed to Takalani Sesame's "Talk to Me" TV special on HIV and AIDS were more than 2 times as likely to talk about the disease with children in their homes<sup>7</sup>.

Exposure to this special segment was associated with a positive shift in caregivers' attitudes about communicating with

older children about HIV and AIDS.<sup>6</sup> Through the project's extensive outreach efforts, a body of educators has received training for the use of multimedia to facilitate and mediate learning.

Disadvantaged educators from under-resourced schools in rural areas have been equipped with better access to educational materials and an understanding of multimedia.

Additionally, innovative materials designed to reach children and caregivers in their home languages have been developed. These were widely distributed to caregivers and estimated to benefit more than 2 million children in four regions of the country.

Takalani Sesame started off as a purely philanthropic project, with Sanlam investing money in good pre-school education and a better future for all young South Africans.

This project has now grown into a self-sustainable Public Private Partnership (PPP) where all the partners are winners. A quarterly in-house brand review by Sanlam indicated that Takalani Sesame is contributing hugely to its brand awareness and image as a caring company.

It also plays an enormous role in introducing Sanlam in areas where it was previously unknown. Association with a trusted brand like Takalani Sesame enhances Sanlam's reputation as a truly "South African" company.

The project's special focus on HIV and AIDS education has resulted in the first ever extensive educational curriculum on the topic for preschoolers. This has situated Takalani Sesame as a world leader in the field of HIV and AIDS education.

With the appointment of Takalani Sesame's character, Kami, as UNICEF's Champion for Children, the project has become recognised across the globe as a leader in HIV and AIDS education and the effective use of media to promote learning.

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## Case Study XXIII

**Name:** Tata Chemicals Limited

**Thematic Areas:** Microfinance, Education, Environment, Health, Livelihood

### Case Study:

The community is an important stakeholder for TCL, and engaging with and support to the key community is a well-established process and includes:

**Understanding their needs:** Includes diverse methods like Participatory Appraisals (PRA), Open Discussions - formal & informal, Verbal and written requests/ grievances raised, Output from impact assessments/ surveys, Inputs from national / global concerns

**Prioritisation of programmes:** Through correlation of needs with specific projects, ranking them in their order of importance and highest impact on a larger section of society

**Community development programmes:** Programmes under three heads - Natural Resource Management (NRM), Income Generation Programmeme (IGP) and Health, Education and Infrastructure (HEI)

**Listening and learning:** Evaluation of Effectiveness is through periodic monitoring, impact assessments, third party audits, community satisfaction surveys, self-assessment by CS protocol (Tata group wide) process

Gaps are identified and recommendations are made for future action from the input for prioritisation and short and long term planning

**Sensitisation of employees:** A robust volunteering program for employees and their families is guided by the "volunteer policy. Employees volunteer in all community development programmes.

The guiding principles enshrined in the Community Development Policy (Annexure B) include: sustainability, transparency, participatory approach, partnering with others, sharing knowledge and promotion of volunteerism.

TCL believes in partnering with the government and other NGOs to bring resources and expertise for the benefit of the community.

Capacity building and training of village committees, user groups, self-help groups etc., cash or kind contribution, and transferring the asset created to the community through a withdrawal phase ensures sustainability.

## **Programmes**

### **Natural Resource Management Programme:**

#### **Water and Water management:**

3 complementary programmes viz. Integrated Watershed Development, Water & Sanitation management, Salinity Ingress Mitigation programme, target augmenting water-holding capacities, recharging ground water, and drinking water supply at the doorstep focusing on availability, quality and sustenance.

#### **Achievements:**

135 large and medium structures (Check dams, Community ponds, water storage tanks etc)

1500 small structures (Farm ponds, farm bunds, well recharge, community wells, community bore wells, hand pumps, roof rainwater harvesting structures)

Drinking water infrastructure



### **Land and Agriculture:**

An integrated agriculture growth programme targets improvement in crop quality and variety, crop yields, land quality and promotion of latest technology.

More than 100 farmers trained per year

More than 300 farmers benefited from loans and inputs

273 hectares have been brought under diversification of agriculture programme

More than 350 hectares of saline lands reclaimed.

### **Animal Husbandry promotion:**

Through providing support for breed improvement, animal health care, fodder improvement and creating market linkages through dairy co-operatives, training of Paravets for healthcare at doorstep, pond management and pisciculture .

### **Environmental programmes:**

Biodiversity Reserve plantation in 90 Acres

Save the whale shark campaign: Launched in 2004-05 in partnership with Wildlife Trust of India (WTI), sensitises communities living along the coast to prevent the killing of the whale shark - the largest fish in the world leading to proactive action by fishermen to release and save them

### **Income Generation Programme:**

Self-help groups: 240 self-help groups covering approximately 2500 households

Rural entrepreneurship development programme: Training of youth and women to equip them with skills needed to start



small enterprises on their own. 350 trained, more than 150 enterprises improved/ started

Handicrafts development: Branded as "OKHAI", 450 rural women earn up to Rs2500/month

Vocational Training: Trades include typing, tailoring classes, Khadi weaving, Sarkanda furniture making, house wiring, diesel motor repairing and computer education

### **Health, education and infrastructure:**

#### **Health**

"Mithapur Hospital" caters to the community through subsidised services at the hospital and free mobile clinic service in 42 villages.

Other programmes include awareness activities, polio drives, health camps, AIDS awareness programmes, eye camps, Life line express camps, Vision 20/20 programme and trainings.

Intensive Family welfare programme which in collaboration with PFI, aims to improve infant and maternal mortality rate, and reduce the crude birth rate. Approximately 7500 patients are treated every month covering 96 villages.

#### **Education**

Quality schools for all (60 percent of the students from nearby community)

Infrastructure support and facilities in the rural schools

"Desh ko Arpan programme" where 0.10 INR from every packet of salt sold during a specified period is used to promote education

More than 20,000 children have benefited

90 scholarships are given every year to the children of salt workers

Adult education programmes

Bal Mahotsav, informal education for rural children

### **Infrastructure**

Repair & construction of schools/ anganwadis, roads, brick pathways, roadside drainages, culverts, toilets, community health centers, community cattle sheds, low cost housing, new community wells and water storage

Rural Energy Programme (solar water pumps, solar cookers, solar lights, biogas plants, electrification)

## Case Study XXIV

**Name:** Tata Steel Limited

**Thematic Areas:** Microfinance, Education, Environment, Health, Livelihood and Relief during calamities

### Case Study:

**Vision:** To improve the quality of life of the employees and the communities we serve

Tata Steel Ltd, established in 1907, is India's first and fully-integrated steel plant located in Jamshedpur, having employee strength of over 42,000.

As a conscious Corporate Citizen, Tata Steel Ltd is committed to improving the quality of life of its employees and also of the citizens residing in and around the Steel Works in Jamshedpur and the various out locations scattered in different states in the country as well as abroad.

These dual interventions in workplace and community have a far reaching impact. This responsible corporate citizenship is reinforced by the organisation by being a signatory to Global Compact and accepting and practicing the "Ten Principles" in total as well as being a Member of Global Business Coalition on HIV/AIDS.

HIV/AIDS is a disease that threatens to affect communities all over the world and especially the young and productive industrial workforce.

Tata Steel Ltd's involvement vis-à-vis preventing HIV/AIDS dates back to early 1990s when the organisation realised that the disease had acquired epidemic proportions and accepted that its control or prevention was not the sole responsibility of the government.

It decided to respond to the situation by taking appropriate

initiatives to safeguard health of the community and prevent spread of the disease.

Tata Steel Ltd., fully mindful of its role, promptly mobilised its resources and evolved a policy on control of HIV/AIDS. The policy is revisited every couple of years with inputs from HIV+ people, and the need of the stakeholders. It also formulated a strategy of creating mass awareness and educating the society to prevent and combat the menace of HIV/AIDS.

In 1994, the management of Tata Steel Ltd evolved a Corporate Sector Model to prevent STD/HIV/AIDS and constituted a Core Group – AIDS and Nodal Centre – AIDS to focus on this disease and formulate strategies for its control and prevention.

The members of Core Group – AIDS comprise experts from various divisions of the company e.g., Community Development & Social Welfare Department, Centre for Family Initiatives, Personnel, Tata Steel Rural Development Society, Tribal Cultural Society, Public Health & Medical Division as well as invitees from local governmental and private organisations. Convener Core Group – AIDS, a technical person, was assigned full time by the Company to run the HIV/AIDS initiatives.

The members conduct AIDS Awareness Programmes especially for women and youth, using various IEC (Information-Education-Communication) media and forum, not only among the citizens in and around the Steel City, but also for those residing in (700) villages around its out-locations.

Feedback from the target group acts as input to further improve the programmes. Each year International Candlelight Memorial and World AIDS Day are observed to express solidarity with those affected by HIV/AIDS.

Testimony to Tata Steel Ltd's commitment to prevent and check HIV/AIDS disease is amply provided by the adoption of practice of non-discrimination between HIV infected employ-



ees and other employees. The Company firmly believes that by continuously informing and educating various levels of society, adequate awareness can be built in the community, which in turn would take appropriate preventive measures against the disease.

There is no pre-employment screening for HIV status. Confidentiality of HIV+ employees is maintained with continuation of their employment. They are re-located to assignments that are best suited to their physical ability and continue till they are medically fit to work.

Workplace programmes are conducted regularly with the help of HR Personnel for both the permanent employees as well as the contract labor which also helps sensitise employees and reduces stigma and discrimination. Approximately 250 AIDS Awareness Programmes are conducted every year in the workplace.

Comprehensive counseling, treatment and care including the Preventing Parent To Child Transmission Plus programme is provided through all health centers of Tata Steel such as:

Tata Main Hospital, an 850-bed modern specialty hospital and has an Out-patients Department in all specialties and provides “treatment without discrimination” to all positive people. All HIV+ employees or their dependents are provided with HAART free of cost by the Company

12 Out-patients clinics in Jamshedpur township attached to Tata Main Hospital

21 Maternal & Child Health clinics of Tata Steel Family Initiatives Foundation and  
4 Clinics of Tata Steel’s Community Development & Social Welfare

Jamshedpur Blood Bank encourages voluntary blood donation which ensures availability of “safe blood”

A “Single window” health delivery concept, Sneh Kendra, was started to provide care and support to those affected by STI/HIV/AIDS. All cases detected HIV+ and their family members are finally referred here by above-mentioned agencies for on-going support. The family members of these patients regularly come for counseling, group support and life skills training.

They are also benefiting from programmes on vocational training, economic support for education of children, formation of Self Help Group for economic rehabilitation and sustainability.

To increase the reach of the programmes Peer leaders are identified in the community and trained. Internal and external experts are invited to conduct training and workshops for capacity building of knowledge and skills of all stakeholders in health and community-based care and support services on a regular basis.

Tata Steel Ltd believes in networking with like-minded agencies e.g. National AIDS Control Organisation (NACO), UN-AIDS, Global Business Coalition on HIV/AIDS (Tata Steel received an award for its HIV/AIDS initiatives in the community in 2003), ILO, CII-Indian Business Trust, WHO, JSACS, Transport Corporation of India Foundation (TCIF), PFI, The David & Lucile Packard Foundation to share resources.

To help the district health services Core Group – AIDS introduced computer-based Health Information Management System (HIMS) in Jamshedpur. Each month statistics on new HIV+ cases from local Health Institutions is collated in the Civil Surgeon’s office.

Tata Steel Ltd is a recipient of Global Business Coalition on HIV/AIDS Award 2003 for its initiatives on HIV/AIDS in the community.

## Case study XXV

**Name:** Tata Teleservices Limited

**Thematic Areas:** Microfinance, Education, Livelihood

### Case Study:

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All the developing countries across globe are facing problems of development, not only economic but also that of human development. This includes problems like poverty, unemployment and under-employment, low standards of living and skewed distribution of wealth.

Tata Teleservices Limited follows the Tata tradition of working with people and for the people. It believes that being one of the country's leading telecom companies, it has a responsibility towards all its stakeholders, employees, the customers, the community at large and the environment.

The villages in the remotest corner of the country are deprived of the benefits of development. TTSL through its initiatives connects these villages and integrates them in the development scenario. This write-up proposes to discuss the 3 Star Initiatives of TTSL -FISHING APPLICATION, FARM TO FORK AND M -REMINANTCE.

### **FISH - Intelligent Navigation Gear - FISHING**

This application has been designed especially for the fishermen. It evolved as a result of the TTSL representatives spending a night with the fishermen.

These fishermen faced problems like lack of weather information, no information pertaining to concentration of fish in the sea. They put their lives at risk to earn their livelihood and were not sure of getting the catch.

This application is contained in a mobile, which the fishermen has and through which the fisherman gets information per-

taining to the following parameters:

**Location of Schools of Fish:** They get to know area-wise fish zones across Tamil Nadu. The information is provided by the institute of oceanography, downloaded at the MSSRF servers and is accurate with respect to location of the schools of fish available

**Wave and Wind Information:** The fishermen get to know the velocity of waves, the direction of wind and wind velocity so that they can venture safely into the sea

**Fish Market Details and Information:** They get the rates of the fish in the markets near to their area. They can sell the produce at their own price

**Safety Alerts and Safety measures:** These provide alerts to the fishermen so that they can decide whether to venture into the sea or not

**Government Policies:** The mobile also makes available the government policies of their concern to the fishermen

The project has impacted the fishermen in terms of increase in the quantity of fish, increase in income as a result of selling the fish, reducing the time taken and increasing the safety at sea.

### **Farm to Fork**

Agriculture till now continues to be the dominant occupation in the rural areas. The agricultural produce travels from farm to fork and in between this process there exist at least 9 levels of middlemen, depending on temporal and geographical factors.

The middlemen block the reaching of crucial market information to the average farmer. Thus middlemen get a chunk of share of the cost of the produce and the average farmer is paid very meagerly for his produce.



A project was developed which utilises the existing telecom products and infrastructure to provide the information to the farmers pertaining to the prices of the crops.

The project is executed by implanting the unique cycle PCO in the villages. There is one person in the village who is the owner of the Mobile Cycle PCO. The farmer can make use of this PCO to check the prices of his produce in the market.

Apart from the price the farmer can access information about the latest farming techniques and relevant information, credit and loan facilities, fertilizer and seed availability and so on. Apart from these the PCO operates as a connecting point with the otherwise not easily accessible village.

This project has impacted over 100 villages. The success of this model motivated another 500 entrepreneurs to embrace this model. These PCO's are being utilised to by banks and the insurance companies to extend credit and other facilities to the village folk in the community.

PCO owners have now become an integral part of social fabric of the village and are seen as pillars of integrity and integration. Thus the project not only impacts the farmers but it also generates business opportunity for other Telecom companies.

### **M-Remit**

This project seeks to fill in the gaps that exist in the scenario of financial inclusion. 80 percent of India's population is kept out of the process of financial inclusion. The project has tie-ups with PPWA and Atom Technologies. The members of PPWA use the technology developed by Tata-Atom to carry on the project.

The PCO has 'distribution rights' to function as point of remittance. This enables many of the migrant laborers - skilled, semi-skilled and unskilled; who are a part of the disorganised segment, to transfer their hard-earned incomes to their fami-

lies back in the villages through this PCO thereby ensuring that they get exact amount sent for them. This also provides tremendous business opportunity for the companies to take advantage of.

It is expected that these PCO's can reach a modest transaction level of Rs 15,000 per day. With approximately 500,000 PCO/IONS dotting the country and its population of over 100 crore, it is expected that a PCO/ION has an opportunity to impact an average of 400 households / 2000 lives in the neighborhood in its area of operation.

The PCO will also disseminate information pertaining to the government schemes and provides information about the NGO's working in the nearby areas. Needless to say they generate tremendous business opportunity for the companies.

Thus Tata Teleservices Limited has designed its CS initiatives in such a manner that they can exploit the company's business strength to its fullest. This kind of integration does wonders for the communities and at the same time generates profits for business.

## Case Study XXVI

**Name:** Bennett Coleman & Co Limited

**Thematic Areas:** Education, Environment, Livelihood, Women Empowerment, Disaster Management, Climate Change and Capacity Building

### Case Study:

CSR has always been an inherent part of the company; reporting on issues of social relevance is an inseparable component of its character as a media organisation. Focused CSR activities through Times Foundation were a natural evolution after recognising the importance and future impact of CSR on development in India.

Times Foundation was set up as a 'strategic organisation', working on a macro canvas – connecting, highlighting, facilitating – creating effective bridges among stakeholders of civil society.

Thus Times Foundation's role encompasses facilitating, networking and effectively bonding with all stakeholders in their pursuit of an inclusive society where people and their concerns are mainstreamed and effectively addressed.

Times Foundation is a central organisation; it acts as a catalyst primarily through Public-Private Partnerships, Public Policy Advocacy, CSR, Capacity Building and Information Dissemination.

Times Foundation is a point of convergence for government agencies, NGOs, the corporate sector and individuals to synergise initiatives for inclusive and equitable socio-economic development.

Partners are chosen on the basis of their defined mandates, credibility, financial accountability and scope of initiatives. Times Foundation has formed enduring relationships with or-

organisations such as Human Rights Watch, London School Of Economics, World Bank, INTRAC, John Hopkins University, Corporate Foundations, Governments in India and overseas and grassroots organisations among others.

Times Foundation's operational philosophy is that of an outcome driven approach; campaigns are executed to timelines mutually agreed with the partnering organisations with due diligence and monitored closely through comprehensive and periodic project reports.

Times Foundation uses long term reporting and statistics on campaigns to trace variance and impact. In some cases the impact is immediate and easily gauged. Times Foundation has been actively involved in the writing of various policies including the National Compact on Voluntary Sector, bringing into play an enabling environment in the Voluntary and Civil Society Sector.

Times Foundation has implemented large projects in social sector arena. Highlights of Times Foundation's achievements include:

- Successful building of 94 homes for Tsunami affected people in Nagapattanam with support from the Government of Tamil Nadu and an NGO. The houses were handed over to the needy and affected, bringing relief and respite to those affected by the disaster. Successful initiation of social development projects with the Governments of Tamil Nadu and Jammu & Kashmir
- On the international front Times Foundation participated in the Global Assembly on Measuring Civil Society and Volunteering in Bonn, the INTRAC conference on Counter Terror Measures in Damascus, the LSE lecture series, the 8th International Conference on Corporate Governance organised by the World Council for Corporate Governance in London and dialogue with European Union, donor agencies and foundations in Maastricht among others

- Public Policy Advocacy by bringing together focus groups of stakeholders for a series of interactive sessions with Mr. Shao Qiwei, Chinese Minister for Tourism, Mr. Brad Adams, Asia Director, Human Rights Watch, and Ms Daniele Smatja, Head of Delegation of the European Commission to India, Nepal and Bhutan. Times Foundation is also part of CII's National Committee on NGO-Industry Interface
- Times Foundation initiated Legal Literacy sessions in Community Centers and an Advocacy Drive on Women Issues with Mumbai Colleges. 'YouVa' and 'Impressionable Minds' - value based education programmes were initiated along with an Economic Empowerment programme for Women
- The Times Center for Disaster Management was inaugurated in Mumbai. The institute has commenced offering full and part-time courses for professionals and students. Times Foundation also signed an MOU with SNDT's Women's University for the establishment of Times Centre for Youth Development and Research at Palghar, Mumbai. This initiative is specifically aimed at women
- Anti-smoking campaign was launched in Mumbai, aimed at sensitising the youth. Interactive theatre was used as a medium to communicate the message of the program. 'Paramarsh' a comprehensive corporate health program focusing on holistic well-being of employees began in New Delhi for ToI employees and has been incorporated as a permanent initiative
- Launch of 'CONCERN PLANET' - an initiative in schools and colleges in India to sensitise young Indians on Climate Change. Times Foundation also partnered with organisations to conduct events on various fronts: The Times-IMF adventure workshop, the FMS Annual Convention, FICCI Workshop for Women leaders to name a few.
- Launch of Times Foundation Communiqué – The Times

Foundation Communiqué, a civil society monthly e-newsletter aimed at dissemination of information in the civil society sector.

Times Foundation's CSR initiatives have made measurable impacts to the company, as a 'doer' rather than a mere observer. As a media organisation it has taken the important step of consciously making a difference rather than just exhorting and reporting on it.

In addition, the CSR has also created goodwill for the company; which believes in going beyond the bottom line and impacting people on the ground positively. The company is perceived widely as a socially sensitive and responsible organisation, promoting inclusiveness and benefiting all its stakeholders - internal and external.

Times Foundation has initiated and completed numerous projects and campaigns in the span of the last 6 years across the country. Topically speaking, significant inroads in education via Private Public Partnerships were made in 2007.

Times Foundation in association with the Government of Tamil Nadu initiated building of houses for Tsunami affected families. Times Foundation has with the Governments of Tamil Nadu and the J&K undertaken the task of creating social assets including schools, health centers and multi-purpose community centers in disaster prone and affected areas.

All such work is being carried out in consultation with local self-government after ascertaining local needs and after due diligence. The projects also aim at providing local community vocational training, health-check-ups, and sustainable livelihood options at the local level.

Times Foundation has also been assisting John Hopkins University, USA and United Nations in implementation of the UN handbook guidelines in India, a move which underscores Times Foundation's presence and credibility globally.

Times Foundation is known as an apex facilitating body in the CSR arena. All stakeholders in Civil Society routinely approach Times Foundation for accurate information, guidelines, facilitation and networking. Times Foundation is widely recognised in civil society circles as a pioneering organisation which foresees the importance of CSR; something which is evinced by the emerging strength of corporate foundations in India today.

This tacit yet irrefutable acknowledgement from stakeholders of civil society is the external assurance. Given the context, Times Foundation has emerged over the years as a 'strategic' Corporate Foundation building synergies and leveraging relationships by acting in the larger interest of common people and their common good.

## Case Study XXVII

**Name:** Wockhardt Hospitals Limited

**Thematic Areas:** Health, Societal Values

### Case Study:

Wockhardt Hospitals Group is one of the largest private health care providers in India. The company, which pioneered the concept of corporate hospitals, owns and operates a chain of specialty hospitals across the country.

Starting with a 67 bed hospital in Calcutta in 1989, the Group currently has 15 hospitals with over 1500 beds. A further 12 Hospitals are in various stages of commissioning, which would raise the bed strength to about 3000 by the end of 2008.

Wockhardt Hospitals have a pan-India presence and, with their quality focus, clinical talent as well as state-of-the-art technology, are market leaders in their respective locations. The hospitals of the Group are credited with many “firsts” in clinical achievements – awake heart surgery and liver transplant being two cases in point.

The Wockhardt Hospitals at Mulund in Mumbai was one first centers in South Asia to be awarded the coveted JCI Accreditation.

The Wockhardt Hospitals Group has been engaged in several community focused initiatives, particularly in the areas of preventive and promotive health particularly among the old – typically the underserved segment of the population. The company works through the doctors’ community and other local groups on these issues.

### “Suraksha Bandhan”

That the population of India is now well over a billion is well



known and often quoted in many a fora. However, what is not so well known is the fact that about 10 percent of this population – over 100 million people, is above 60 years of age, and this number is expected to cross 160 million in the next 10 years. There are two important social aspects to this:

- (a) With a substantial drop in the number of joint families, for a variety of reasons, the old are often left on their own
- (b) Health care needs of a person increase manifold beyond the age of 60

These issues have led to a situation where the old are often left feeling neglected, unwanted and without a purpose. At the same time the younger generation continues to grow indifferent to the needs of the old. Practically everyone is aware of such a situation in either their own families or that of friend or relative.

While arrangements could perhaps be made to address the medical needs of the old, it is equally, if not more, important to provide them emotional support. It is necessary to recognise their contribution, utilise their experience and acknowledge their role in maintaining the social fabric that our country has always been proud of.

Realising this, Wockhardt Hospitals embarked upon an initiative in India, which aimed to connect children with their elderly – a bond that was the hallmark of joint families of yesteryears – through the programme, “Suraksha Bandhan”. The programme aimed to function at three levels:

- sensitise the children about the family values
- make the old feel wanted
- connect the 3 generations (the child, parents and grand parents)

As part of this programme, on the eve of World Elders’ day, children took a pledge of respect for their grandparents and the elderly during their morning school assembly; they also lit

a candle as a symbolic gesture. This was done in a large number of schools at Bangalore where functions were organised during which the three generations were present. About 5000 children took part in the programme.

Wockhardt on its part took upon itself the task of educating the grandparents on health issues related with age and conducting Life Style Modification Programmes besides carrying out health check ups and medical consultations – termed as a gift to them from their grandchildren, for them.

While this is a modest and tangible side of the programme, the focus really is on the intangible – of bringing families together.

Wockhardt believed that this is an important social responsibility and took up the challenge of making an impact on the societal values.

While it is indeed a modest beginning that was made at Bangalore, the company has extended the programme to all locations where it is present so as to spread this message to a large cross section of the country.

While the task ahead is extremely arduous and would require a social movement, Wockhardt firmly believes that it should take up the challenge and set an example for the rest of the stakeholders of the process.

As Confucius said, “A journey of a thousand miles begins but with one step”.

# About Assocham

The Associated Chambers of Commerce and Industry of India (ASSOCHAM), India's premier apex chamber covers a membership of over 300,000 companies and professionals across the country. It was established in 1920 by promoter chambers, representing all regions of India.

Through its more than 3,00,000 direct and indirect members, heterogeneous membership, ASSOCHAM combines the entrepreneurial spirit and business acumen of owners with management skills and expertise of professionals to set itself apart as a Chamber with a difference.

Currently, ASSOCHAM has 79 Expert Committees covering the entire gamut of economic activity in India. It has been especially acknowledged as a significant voice of Indian industry in the field of Corporate Social Responsibility, Environment & Safety, Corporate Governance, Information Technology, Biotechnology, Telecom, Banking & Finance, Company Law, Corporate Finance, Economic and International Affairs, Tourism, Civil Aviation, Infrastructure, Energy & Power, Education, Legal Reforms, Real Estate, Rural Development etc. The Chamber has five international offices in China, Sharjah, Moscow, UK and USA and has over the years matured as Knowledge Chamber of India.

# KPMG in India

The member firms of KPMG International in India were established in September 1993. As members of a cohesive business unit KPMG in India responds to a client service environment by leveraging the resources of a globally aligned organisation and providing detailed knowledge of local laws, regulations, markets and competition.

Our range of services includes audit, tax, and advisory services to over 2,000 international and national clients. KPMG has offices in India in Mumbai, Delhi Bangalore, Chennai, Hyderabad, Pune, and Kolkata. The firms in India have access to more than 2,000 Indian and expatriate professionals, many of whom are internationally trained.

KPMG in India brings cross-functional experience and a global knowledge network to assist investors. KPMG's Strategic and Commercial Intelligence practice helps clients evaluate their strategy, validate assumptions, review projections, and execute a winning deal, while managing associated risks. Our global and multidisciplinary approach combined with a holistic understanding of our client's key strategic and operational drivers facilitates the process of assisting our clients in understanding the big picture and evolving a proactive strategic response. As an independent advisor, KPMG works with all the key stakeholders (industry participants/banks/regulators/government and industry associations) and market players (such as private and government insurers and reinsurers, etc.).

## KPMG - Aid and Development Services

KPMG's aid and development services is committed in its efforts and has extensive international experience to strengthen the capacities of Charitable Organisations and Corporate Foundations towards effective, responsible and sustainable contribution to the country's social development. The Aid and Development sector in India is witnessing a positive transformation. Every charitable organisation is committed to bringing about positive change in the society. We believe that there is a great social and business benefit from being strategic about community empowerment.

In India, we have a dedicated service line to facilitate Corporate Foundations (CSR initiatives), International Foundations, Funding agencies and NGOs to address the research, administrative, regulatory, pragmatic and financial challenges faced by them.



**PEPSICO**

## PARTNERS IN PROGRESS

As part of its sustainable development initiatives, PepsiCo India has been a committed leader in the field of agriculture. In partnership with the Punjab Agricultural University and Punjab Agro Industries Exports Corporation Limited, PepsiCo India has made significant investments to usher contract farming and, through its dedicated work, has helped convert dreams into reality. The development of a comprehensive agro-technology programme has helped a thousand farmers across Punjab improve their farm yields and the quality of their agricultural produce.

In 2002, PepsiCo India partnered with the Punjab Government to actualize its vision to turn Punjab into a prime citrus growing state, with one million acres under cultivation by 2015. Given its long association with Punjab's farmers and the core expertise of Tropicana, PepsiCo was the Punjab Government's natural choice. With PepsiCo's citrus technology expertise, state of the art greenhouses have been built to make world class citrus cultivars available to Punjab's farmers. PepsiCo India has supplemented this with intensive comprehensive training for farmers.



*Photos (clockwise from top left): PepsiCo's state of the art citrus greenhouse and nurseries in Punjab*

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## GTZ in India

### Partnership for Development

The Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH is an international cooperation enterprise for sustainable development operating worldwide. GTZ Head Office is in Eschborn near Frankfurt in Germany.

<b>Background</b>	Established in 1975, organised as a private company owned by the German Federal Government
<b>Operations</b>	Works on a public benefit basis, using surplus funds exclusively for international cooperation projects
<b>Clients</b>	Main client – German Federal Ministry for Economic Cooperation and Development (BMZ)  Other clients – German ministries, partner-country governments and international clients such as the ADB, EC, UN, World Bank as well as private enterprises
<b>Projects</b>	Currently implementing 2,300 development programmes in 126 countries, with country offices in 67 of them



### Context

India has been a priority partner country of German Development Cooperation for more than 40 years. Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH – has been active in India on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) for almost all of this period.

### A country perspective

Today India has emerged as a global leader in information technology, business process outsourcing, telecommunications and pharmaceuticals. Literacy levels have gone up and better health care has improved the quality of life. However, India's impressive growth also comes with the burden of a rising population.

Parallel to economic growth, unemployment rates have risen and there is skill shortage for jobs in modern industries. Low agricultural productivity has compounded farmers' distress in many parts of the country. Also, one of the main challenges before India is to provide adequate, affordable fossil and renewable energy for development of all, at the same time addressing social inequities and income disparities in this regard.

### Technical Cooperation with India: BMZ's priority areas

To address India's development priorities of sustainable and inclusive growth, GTZ's joint efforts with the partners in India currently focus on three priority sectors:

#### ● Energy

The rational and economic utilisation of scarce resources such as energy is a top national priority for India. To pursue a highly energy intensive consumption pattern as developed countries have followed in the past is not possible for the country any longer. India's per capita availability of electricity is very low and the country has a long way to go in catching up with levels of energy consumption of even middle income countries. The challenge is therefore to contribute to simultaneous improvement of both the quality and quantity of energy supply in a most resource efficient manner.

### Highlights

- GTZ through NABARD is contributing to the largest and fastest growing microfinance programme worldwide reaching about 2.2 million Self-Help Groups (SHGs) with 30 million borrowers
- 300 firms invest € 280 million per year on energy-saving measures
- Solid waste management and drainage systems in place in Tirupati, Vrindavan and Puri under the EcoCity Project
- Pilgrim tanks revived and civic amenities provided for pilgrims and tourists in Ujjain, Tirupati, Puri and Vrindavan
- Eco industrial estates developed in Andhra Pradesh
- Technical inputs provided for construction of toxic waste disposal site with a project cost of € 30 million
- Success of the Indo-German Watershed Development Programme led to the creation of a national programme – Watershed Development Fund (approximately € 100 million in 2006) at the NABARD to implement the Indo-German programme's methodology and results across 100 poorest rainfed districts in the country



World Vision  
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World Vision

World Vision is a Christian humanitarian organisation working to create lasting change in the lives of children, families and communities living in poverty and injustice. World Vision serves all people regardless of religion, caste, race, ethnicity or gender

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