

Preface

Corporate Social Responsibility (CSR) is a rapidly growing area of research and activity, especially in developing countries such as India. When companies initiate or expand any activity, it impacts communities. Ensuring that the impact of such activities is not detrimental to communities is of vital concern today. Companies realize their own social responsibility, given that they work within societal networks with multiple stakeholder interests, including the environment. Companies are also realizing the importance of taking on a sustainable approach to business, in the interests of being able to continue to grow their activities over the long term, which can only be done if a range of stakeholder interests are considered when initiating or expanding business activity. Recent legislation through the Indian Companies Act of 2013 stipulates that at least 2% of their profits in the immediate three preceding years are to be spent on Corporate Social Responsibility Activities. The purpose is to engender a giving back to the communities from whom resources are taken. Some of the articles in this volume go into further discussion toward this end, enabling us to see complexities involved in the execution of Corporate Social Responsibility Activities for all stakeholders, for which we need better understanding.

The research work available on CSR in India is still in its initial stages, and articles and books on the subject are rapidly growing. Prior work on the subject includes that of Siva Raju and Ray (2010), which highlights Indian perspectives on CSR. Given the impact of globalization and a strong emerging industrial sector, recent emphasis has been on community development. A strong social perspective with regard to research activities is necessary such that the interests and concerns of the communities impacted by the company are central. And while there is a growing literature on the topic of CSR, many lack scientific rigor. There is a need to highlight issues concerning CSR activities with sound methodologies and scientific data. A database comprising of qualitative and quantitative approaches by tracking CSR activities would meet a vital need in comprehensively understanding the subject and to design appropriate and effective interventions for improving quality of life of the community members. Accordingly, CSR or company stakeholders need to have a sound knowledge in conducting studies related to baseline data

generation, community needs assessments, profiling of the communities, stakeholder mapping, social impact assessments, monitoring and evaluation, and social auditing of CSR projects and related issues. This volume is expected to meet these issues, with an objective to provide insight and understanding into some of the complex issues involved in the execution of CSR activities in communities and some key social concerns illustrated with the help of examples based on field projects.

The volume has a major focus on community development initiatives undertaken by some companies presented as Part I and on methodological issues presented as Part II, which are also based on field projects. The projects undertaken by companies presented in Part I go in-depth into particular projects, which have been specially selected given that these studies focus on projects that encourage alternative approaches and possibilities to traditional methods of doing such as with the organic waste management project. The various methodological issues in CSR pertain to issues related to baseline surveys, community needs assessment, social impact assessment, stakeholder mapping, social auditing, assessment of indices, and public-private partnership models. Some of the CSR projects presented are a well-developed database collected over the course of execution of various CSR projects of different companies across India, using both quantitative and qualitative data. The specific objectives of each study involved conducting, for instance, a baseline survey in order to understand the living conditions of the people in the area of company activity. To suggest measures for effective implementation of the CSR activities under focus, need assessment of the communities in the area was undertaken, and stakeholder engagement involving community members, local government officials, and NGO representatives was analyzed. Data collection tools ranging from interview schedules and stakeholder mapping to field observation, sample household surveys, and focus group discussions among the community members were used. The data in some chapters is from field projects of CSR, collated and adapted in order to serve as examples for instructional purposes.

The first section on CSR Community Development Initiatives begins with a chapter by Kiran Somvanshi that analyzes the Corporate Social Responsibility Models in Indian companies that have emerged in some of the biggest companies across a variety of industries. The chapter highlights some of the literature on CSR and ways in which it is understood or defined and difficulties thereof, and the theories that have evolved around it. The literature helps to contextualize the study, which uses qualitative research methods including interviews with executives of different CSR companies across India, representing major sectors of the economy. Based on analysis of the data from the study, different CSR models adopted by these companies are brought to the forefront, and these models are detailed in the chapter along with advantages and limitations, as well as diagrams to illustrate the organizational structure of each model. The second chapter from Rohan Sarma and Ananya Samajdar takes on practitioner perspectives on CSR Initiatives of Public Sector Enterprises, considering them in light of the tussle between balance sheets and health of the communities. It discusses various CSR practices and approaches of Public Sector Enterprises (PSEs) in India, particularly with regard to health

issues and interventions, and also provides a critique into project proposals of PSEs in the health sector, some of the strengths and also shortcomings, which enables insight into the many challenges involved in considering activities of PSEs in the health sector in India. The chapter goes into discussion about the CSR context in India particularly with regard to PSEs, in addition to a brief discussion into the legal framework related to CSR projects concerning the health sector, and also a critical analysis of gaps in India's healthcare sector in which some of the projects going forward can focus on. Also discussed are different patterns and trends of PSE CSR activities related to health based on various projects proposed for activity, and the role of NGOs and health agencies in CSR, based on data through work with PSE related projects. The paper concludes that there are very few projects involved in innovative areas, and there is need for more focus on preventive aspects of healthcare, linking with other sectors and activities such as livelihood generation, and also highlights the need for organizational capacity building to overcome rigidity in processes that will enable them better able to be both niche and multi-dimensional. The third chapter by Sangeeta Sharma focuses on a model of organic waste management that has been successfully implemented and is both sustainable and revenue generating. The project addresses a significant problem of waste disposal which is often transported to landfills including more organic waste, which is then often burnt which leads to toxic emissions, posing a threat to environment, society and economy by taking us away from sustainable development approaches. The paper highlights a project which, in working with multiple stakeholders including city municipal corporation and nonprofits, initially started out as a pilot waste management project that converted municipal organic waste into organic manure as a more sustainable waste management solution. A model was then designed using low-cost technology to convert waste into wealth through organic manure and preventing waste from going to landfills, thereby benefiting society and the environment. The fourth chapter by S.S. Sripriya illustrates a case study of a vocational training center, where skill development is the focus of the CSR activity. The chapter highlights the importance of work and in particular, skill development, in sustainable development of a country to meet the opportunities as well as the challenges that changing economies bring about in an era of globalization. Skill development for marginalized sections of society is at the very center of inclusive growth approaches to national development. In this light, the chapter discusses government agencies that focus on skill development, the importance of skill development in facilitating the growth of small and medium enterprises (SMEs) in India, as well as considering the large and growing proportion of youth in the country to be absorbed into the workforce, and also highlights some examples of successful collaboration in a literature review. The focus of the chapter is on case study of a private company's CSR activities that provides vocational training and skills to youth in a particular area in order to increase their employability and entrepreneurial capacities. The study focuses on findings that help to understand the impact of the vocational training center, through deploying a mixed method approach including a sample survey conducted among beneficiaries of a skill development program. Covering feedback regarding socioeconomic and

demographic background, the training and employability aspects after the training among other aspects facilitate improvement of the program and insight more generally regarding skill development programmatic possibilities. The next chapter in the volume from S. Siva Raju and Khushboo Ahire discusses a case study of preschool education where Anganwadi workers are trained as part of the CSR initiative. The chapter gives a background of some of the CSR literature and the role of companies before discussing a case study of the Integrated Child Development Services (ICDS), which stands out among early childhood programs in the world, started by the Government of India in 1975 in order to address child health, which is currently more expanded in scope and which includes anganwadis in providing preschool education to children in rural, tribal areas, and slums focusing on integrated growth and development of children. The chapter discusses the objectives of the ICDS, the functioning of the anganwadis, and also the importance of early childhood education and development. The focus is on discussion of a particular CSR initiative to enhance the quality of preschool education, broadening the scope of the ICDS, and involving anganwadis as a key stakeholder in the program activities, and by partnering with an NGO in its work. The study highlights data collected from a study of model anganwadis including focus group discussions with anganwadi staff and other stakeholders in the area in order to understand the benefit of the preschool education program. The findings are detailed in the chapter, which are very insightful into the activities.

The second part of the volume focuses on reflections on methodological issues in CSR. The section begins with a chapter by S. Siva Raju on understanding community, focusing on baseline surveys. A brief discussion on baseline survey and some projects that have utilized the baseline survey are touched upon before going into an illustration of the methodological approach of baseline studies carried out drawing upon field projects. The different variables taken into account are highlighted ranging from family profile, including type of family, family size, and others to health conditions of respondents in the community, including data with regard to annual expenditure on health and type of illness. Variables to assess accessibility and utilization of services are also discussed such as distance covered to reach the healer and feelings about distance, as well with regard to healthcare facilities, such as health facilities availed of other than government and awareness about health education programs. Presentation and analysis of data has been given to illustrate findings from baseline surveys carried out in the field as a part of CSR research. The next chapter from S. Siva Raju and P.M. Sandhya Rani discusses approaches to assessing community needs. The community needs assessment study is touched upon with regard to its objective in order to identify the needs and satisfaction of a CSR intervention in the community, its role as part of a larger baseline study or after the baseline study and examples are highlighted of projects that use similar approaches to understand impact of a programme in a community. The chapter highlights the different components such as education, health, and infrastructure for which data is gathered in such a study, as well as some of the subcomponents of each as with level of education, vocation training, and educational institutes pertaining to the component of education. Different methodologies toward assessing

community needs have also been discussed utilizing examples from the field and adapting it in order to illustrate some of these methodologies, such as assigning needs and satisfaction scores toward a particular service or facility existing in the community through a questionnaire for heads of sampled households. The chapter also discusses a Community Satisfaction Index (CSI) that weights the community satisfaction of the services to the relative need, and also utilizing a traffic signal graphical representation to enable analysis of where needs and satisfactions meet and where there is scope for improvement. These methodological approaches enable understanding of the impact of each service with regard to its need and also facilitate comparison across different plant areas for an overall assessment. The third chapter in the section pertains to stakeholder mapping approaches for holistic interventions, from S. Siva Raju and S. S. Sripriya. The chapter highlights an understanding of the multiple stakeholders who are central to any CSR activity, and their interests and goals which may differ in some respects and may be in common among others. In that regard, a stakeholder mapping study enables analysis into the different stakeholders in any given area, and their interests and goals as understanding will enable insight into how best to work in common and toward understanding possibilities of future directions. The chapter touches upon what stakeholder mapping is, why it is important, objectives of such a study, processes involved. The main focus is on the methodology of a stakeholder mapping study, charting out some of the key stakeholders in communities ranging from community members, mahila mandals, or self-help groups to government land schemes, health center, and also flora and fauna in the area. A case study is also discussed drawn from experiences in the field, discussing particular stakeholders in the area and detailing some of their interests and objectives to better illustrate a stakeholder mapping study for insight. Analysis of the data is presented, both quantitative and qualitative, and is also accompanied by an overall analysis and presentation of suggestions made to the company based on the stakeholder mapping so as to enable better decision-making regarding CSR activities in the future to the benefit of all.

The chapter that follows from S. Siva Raju and Maya Pillai is with regard to methodological issues in profiling the communities concerned who are impacted by the company's activities. The objective of a study regarding profiling of the communities is highlighted to better understand the socioeconomic, cultural, and political profile of a community, issues and concerns with regard to the company's activities in order to better cater to the community's needs and concerns. The study is often conducted before the baseline and is based on various secondary sources of data including census data, and also from the local panchayat and other such sources. The chapter discusses briefly the importance of having such a study drawing from experiences of CSR projects in the field and focuses on case studies to illustrate the methodologies adopted in order to carry out a study of profiling the community, ranging from determining the sources of information to determining key indicators of study and preparing a questionnaire to carry out such a study. A template of a questionnaire used for such studies has also been included as an example. An illustration of how data has been analyzed and presented, supplemented with narratives, has also been included to give an idea of how best to depict

the findings from the study. Such a study is expected to enhance programs toward working to the benefit of communities concerned. The final chapter from S. Siva Raju, Gandharva Pednekar, Khushboo Ahire, and Rajeshwari Biradar discusses a case study to highlight approaches to assess changes in community development in CSR initiatives. The chapter highlights methods of tracking developmental outcomes over time by assessing change that has taken place with regard to any particular factor of impact variable, and thereby enables measurement of effectiveness and possibility for change. The chapter discusses the two methods generally used to assess change, of cross-sectional studies and longitudinal studies, explaining and distinguishing between the two based on the literature. A case study is highlighted where both qualitative and quantitative methods have been utilized to assess change, and where comparisons are made between experimental and control groups to identify specific changes that have occurred in particular indicators, which can be attributed to the presence of the company, thereby enabling understanding into the impact of the company on communities around. Examples are given to illustrate the methods.

The different chapters in the volume cover a range of projects and methodological issues encountered in CSR research, which provide insight into the multidimensionality of the field. The global community—including leaders of international governmental institutions and of the nonprofit sector as well as some corporate leaders—have recognized the importance of including CSR in the process of development. Presenting both theory and practices of CSR is hoped to provide those in the field to understand trends, best practices, and key learning issues that will help in research and implementation related to Corporate Social Responsibility Activities and enable better understanding toward improving quality of life for all.

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Corporate Social Responsibility in India

Some Empirical Evidence

Raju, S.S. (Ed.)

2017, XIII, 194 p. 55 illus., Hardcover

ISBN: 978-981-10-3901-0