



THE TURNING POINT: SPARKING SOCIAL CHANGE THROUGH CORPORATE SOCIAL RESPONSIBILITY

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MAPPING SPACES WITHIN INDIAN PUBLIC SECTOR ENTERPRISES TO EMPOWER WOMEN AND GIRLS: AN EXPLORATORY STUDY

-Jatinder Peters and Pinaki Roy

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Foreword



Indian Institute of
Corporate Affairs
Partners in Knowledge, Governance, Transformation.

It has been fascinating to be part of the sea of changes that is sweeping across corporate India in terms of its engagements within the Sustainability or CSR domain. The efforts of the Government of India have firmly put the mandate as one of the priorities for Board Level engagement. This is pioneering even at a global scale.

The policy architecture already in place encourages business leaders both in the Public and Private sectors, to innovate and to play a leadership role in addressing the environmental, social and governance (ESG) challenges faced by their companies. It encourages the earmarking of dedicated resources for action on ESG challenges within each leading company in the country with the hope that they would set examples for others who look up to them and be at the core of efforts to build a more inclusive, stronger and resilient India.

It also provides guidance on how companies can publicly and transparently communicate with their stakeholders on the milestones that they have set for themselves in meeting ESG challenges and the specific steps that they have taken as part of their respective journeys.

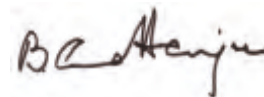
There is a strong need to consolidate experiences within companies on this mandate and to build a more comprehensive body of knowledge that incorporates the diversity of viewpoints, approaches and outcomes that we have seen in the last few years. This would help in building further capacities within companies and across sectors to create a greater impact from their CSR investments. Such efforts require multiple stakeholders to come together as partners and knowledge collaborators. More and more research that embodies such a multi-stakeholder collaborative approach is crucial

for successful evolution and rootedness of the mandate.

How we as a society are dealing with issues concerning women and girls is an important litmus test that gives an indication of the health of our society. Despite the tremendous strides made by women across all walks of life in our country, none of us should be under any delusion about the challenges that are constant realities for many women across the country at their homes and also outside. It is heartening to see that more and more companies are publicly highlighting the fact that issues of women and girls are one of the priority focus areas of their CSR interventions. Some of the innovative approaches taken up by companies while dealing with issues of women and girls have been eye openers.

Yet, the nature and scale of the challenges mean that the interventions need to be further deepened and be more widespread. The Public Sector companies in India are uniquely positioned and can play a much more important role in this regard. I congratulate CARE India for undertaking such an important study at this juncture. I sincerely hope that this effort and more such efforts in the future would take the CSR Mandate in India to the next level.

Warm Regards,

A handwritten signature in dark ink, appearing to read 'B Chatterjee', is positioned above the printed name.

Bhaskar Chatterjee,
Director General & CEO

PREFACE

Profitable public sector enterprises (PSEs) in India -- categorised by the government of India's Department of Public Enterprises tidily under Maharatna, Navratna and Miniratna companies -- play a visible, frontline and powerful role in the government's roll-out measures to encourage responsible businesses practices in the country. They have made concerted efforts in the last few years to consciously transition from unsustainable ways of functioning to adopt socially and environmentally sustainable practices.

Ever since the practice of voluntarily earmarking a certain percentage of profit after tax for Corporate Social Responsibility or CSR was first introduced in 2009 by the Department of Public Enterprises for profitmaking Indian PSEs, the concept has rapidly gained corporate acceptance and support. With a steady and significant progression in standards, guidelines and practices, CSR has today become an inextricable part of the PSE lexicon.

The evolution of CSR began in earnest when it

became an integral part of the annual memorandum of understandings (MOUs) signed between PSEs and the government. This meant that a company's CSR practices and performance became a major determinant of its overall performance and that of its chief executive. From this point on, a shared value framework where profit making and social good overlap and co-exist became the practice.

Over the last four years, the government has endeavoured to anchor CSR far more deeply within the overall business of PSEs, thereby integrating the interests of the enterprises with that of the communities in which it operates.

This is evident from its launch of the 'National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business' (NVGs) in July 2011; the ensuring of compulsory filing of 'Business Responsibility Reports' (BRRs) as a part of Annual Reports from 2012 for top 100 listed companies by market capitalisation (as laid down by the Securities and Exchange Board of India) and

the enactment of the Company's Act 2013 (which now makes it compulsory for all companies within certain criteria, both in the private and public sectors, to develop policies on CSR, earmark a part of the profit for CSR and to monitor the CSR performance at the Board level).

While, at this moment, it is extremely hard to discern or quantify with certitude just how efficiently PSEs are discharging both their stakeholder responsibilities and societal obligations through CSR, a retrospective analysis of progress since 2009 does signal to the broadening of opportunities and huge social returns for society as well as to the seeding of several impressive empowerment measures in CSR focus areas -- poverty reduction, education, health, environmental sustainability, gender equality and vocational skills development.

As the burgeoning CSR initiatives now begin to gain firmer roots and hasten its growth trajectory post the country's corporate law update (Company's Act 2013) after more than 50 years, the time is opportune to seize the many opportunities it throws up for the social sector.

Understandably, the 'time is now' refrain by CSR advocates is not misplaced. For broad-based, robust and inclusive social growth to happen, a

clear understanding of the potential of CSR in a transitioning and developing economy like ours is vital.

This understanding can help evaluate, re-orient or scale up existing opportunities; stimulate new ideas and experimental practices; and propel fresh learnings (from critiquing existing interventions and assessing capacity). Looking back critically can certainly pay in the future, especially if CSR is used for social innovation.

The first step -- in this fluid, fast changing corporate landscape -- to establish an exploratory framework to evaluate the potential of CSR for social transformation is: to list out all the possibilities as well as challenges to investing in social changes that PSEs are interested in.

It also means the developing of: a new investment vocabulary, new non-financial goals and new structures to make purposive action and innovation with impact possible, for the largest number of people. Creating strategies for the social sector through the CSR prism is, hence, a matter of gaining clarity of what opportunities exist, what methods work, under what circumstances and for whom and how many people. Such scrutiny can also uncover information about several viable and untapped opportunities across sectors.

While studying the gamut of possibilities for the social sector as a whole under the CSR ambit can be fascinating and rewarding, it would be a herculean task to undertake. We have, thus, limited our focus to the areas of interest to CARE India. The searchlight of this study is directed towards how to make the most of CSR initiatives that benefit women and girls, especially those from the most marginalised communities.

Our study group in this report has essentially been PSEs. We have drawn primary information from questionnaires and from interviews of managers leading CSR functions in select companies who have shared their practical experiences and motivations. Secondary information has been derived from publicly available material on the subject.

We do hope this report will help clearly articulate the confluence of trends that bode well for CSR and show how it can spur extraordinary changes in the lives of women and girls, especially poor women and girls, if the funds are used to direct social change at scale. Scale is important as social transformation is only possible with mass acceptance and participation. We have, at the same time, taken care to underscore problem areas and hurdles that need to be overcome if CSR is to live up to its potential.

We see our audience to be leaders in companies and important stakeholders from government, academia and civil society. Perhaps, in a small way, this report will inspire business leaders to engage and innovate in CSR interventions by their companies.

Jatinder Peters, December 2013

THE CHANGING CONTOURS OF CSR INTERVENTIONS IN INDIA FOR WOMEN & GIRLS

There is a resurgence of interest in CSR in the recent years as the government has begun to build up its image as a latent force with power to address seemingly intractable social problems and intensify impact by investing in people.

Undoubtedly, as discussed earlier, CSR in the current scenario offers a wide spectrum of opportunities as well as encouraging signals to engage in social change which merits redoubled attention.

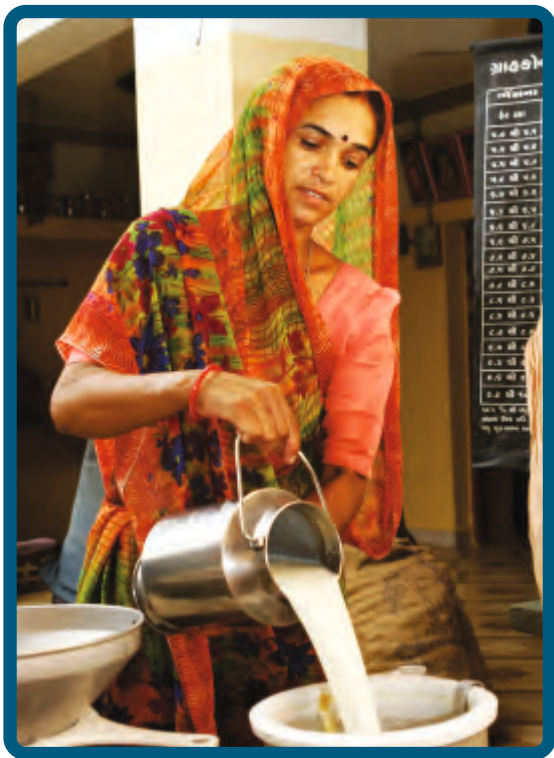
PSEs choose to take up CSR for a variety of reasons. It could stem from a pragmatic response to civil society and consumer pressure or because of their realisation of CSRs strategic value and inherent merits which means that they begin to align products, supply chains and business relationships accordingly. Also, the nature of each enterprise's CSR engagement varies.

The issues they choose to invest in, the geographical locations they work in, and the

numbers of people they hope to impact differ. Yet what holds their efforts together is that all effective CSR programming require a measured, sustained, and integrated approach.

Many CSR initiatives attempt to reach social justice to women and girls. It is laudable as a sizeable population of women and girls in our country are still bound within a circle of gender inequality that locks them into poverty, poor health, illiteracy, low aspirations, limited career options and an absence of choices.

It is widely held that women are capable of effecting an enduring change within their communities when empowered with knowledge, skills and opportunities. There is sufficient demonstrable proof to show that the results of such empowerment are phenomenal not only for women but their children, and the generations to follow. While gender equality is an end in itself, the positive factor while working towards this goal is that it reinforces women's strengths in other areas.



But alongside all their CSR efforts, it is important for PSEs to remember that women and girls are not a homogeneous group and that their concerns are multiple. Interventions for them, thus, need to be cross-cutting, multi-sectoral, nuanced (multiple layers, approaches, components and outcomes) and high-impact (to better outcomes, deepen impact and sustain change).

The Human Rights Framework lays down the universal agenda for engagement on issues

pertaining to women and girls. Within the national context, the country reports prepared under the aegis of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), International Covenant on Economic, Social and Cultural Rights (ICESCR), and Child Rights Convention (CRC) act as the accompanying compass to facilitate interventions that are mindful of the dignity, freedom, economic and social rights and choices of women and girls. Despite the presence of these well-established frames of reference, several issues of gender equality suffer neglect.

Our attempts at an overview of possible CSR interventions targeting women and girls in this report can at best be described as ambitious, or exhaustive but not complete. Yet we feel such an endeavour at mapping trends and opportunities is crucial. It would help understand areas with potential and issues of concern and also help avoid stand-alone, fragmented efforts. We believe that issues are better addressed when synergies of important stakeholders are meshed.

Crossing the social chasm: using CSR for gender-just interventions

It is very heartening to see that issues of women

and girls are a priority for CSR in most companies that have a well-articulated CSR policy. Reviews of their work profiles reveal that they all seem to be aware that the lack of gender-based interventions could seriously undermine the sustainability of other critical interventions.

When announcing the National Voluntary Guidelines (NVGs) on Social, Environmental and Economic Responsibilities of Business, Murli Deora, the then Honorable Union Minister for Corporate Affairs, in his message flagged women's emancipation as one of the key issues that Indian businessmen have supported traditionally after being influenced by Mahatma Gandhi and his theory of trusteeship of wealth.

He underlined that principle three of the NVGs states that 'businesses should promote wellbeing of all employees' and that it lays specific emphasis on women while detailing the core elements of the principle. The NVGs, he reiterated, also identify women and girls as a priority focus group within vulnerable and marginalised groups.

An area that is gaining attention is gender empowerment, the first step towards ensuring gender equality. As UN Women puts it, "Equality between men and women is seen as a precondition

for, and indicator of, sustainable people-centred development." What is more encouraging is that women and girls are also now beneficiaries of CSR interventions that are not specifically targeted at them. For example, they gain help from support provided to communities by companies in times of natural disasters.

However, most companies typically find it a challenge to clearly establish whether the impact of their CSR interventions with women and girls (and in general) is commensurate to their expenditure and efforts. The broad trends of CSR with women and girls by PSEs can be categorised under:

- philanthropic or charitable efforts
- infrastructure building efforts
- efforts involving core business operations and value chain
- government mandated efforts
- R&D and incubation
- cause marketing campaigns and advocacy

Past experience corroborates the fact that positive outcomes and strong impact from CSR happens when there is a strong engagement from a community in a project of the PSE and there is a connection with the company's core business focus and its sphere of influence.

¹http://www.business-standard.com/article/opinion/missing-women-113112001029_1.html

The PSEs by their very nature represent a business ethos that goes much beyond the typical business objective of just maximising profit. Social issues are intertwined with financial gains. The public sector in India today also has one of the most progressive policies with regard to women employees. Yet participation of women in the PSE workforce remains relatively low and more importantly limited to mainly office based roles. Of course, this has to be seen within the larger context where with a 22.5% rate of women employment, India is tenth from the bottom in the global assessments of female labour participation¹.

CSR: towards a phase of transformation and renewal

The first hurdle to be overcome within a corporate framework is getting a leadership buy-in on a new approach, especially one that concerns an aspect of business that does not have a direct co-relation with profit generation. The task becomes infinitely more challenging if the issue at hand is largely invisible (its importance unacknowledged in public discourse and policy and the outcomes of interventions are slow to surface); steeped in deeply-rooted biases and beliefs that cannot be altered soon (which means that progress will be slow and projects have to have sustained on a long-running basis to affect attitudinal change); and its

impacts hard to measure (behavioural change and the results of empowerment are hard to quantify). Corporate engagement on the issue of women's empowerment has been one such area of challenge.

However, in the swiftly changing business scenario, with Indian companies increasingly operating at a global scale, more and more business leaders are now open to newer concepts like the Triple Bottom Line. Here, the performance of a Board is not judged by traditional measures of profits, returns on investment and shareholder value but goes much beyond that to include social and environmental dimensions.

Also, with greater investor sensitivity, together with increased, media scrutiny and consumer awareness, companies today are more proactive about protecting their brand image and are committing to initiatives like the Global Reporting Initiative (GRI) (where they adhere to a global reporting framework for information disclosure on sustainability performance); UN Global Compact (where companies align to UN Global Compact's ten principles in the areas of human rights, labour, the environment and anti-corruption); SA 8000 (where companies comply with auditable social certification standards for workplaces across the industrial sector based on conventions of the International Labour Organization (ILO), UN and

national laws); and similar global and national processes (that sensitise businesses be more responsive to environmental responsibility, human rights, transparency and diversity). The recent measures by the Government of India like the NVGs and the Companies Act, 2013, are steps in this direction.

Fresh impetus from companies has also come from framing a number of policies to address Environmental, Social and Governance (ESG) footprints of their operations. Although, the efforts of some companies have been stymied by their expanding operations. Ideally then, the focus should be on identifying negative footprints and changing core systems and processes to mitigate them.

Transiting to CSR approaches: understanding restraints and tensions

In many companies, there is greater acceptance within CSR in dealing with science- based, purely technical solutions, for example issues pertaining to the environment. On the other hand, there is greater hesitancy, as discussed earlier, to take on difficult-to-measure issues like human rights or on more specific aspects of it like women's empowerment. While there may be more openness among the leadership in some companies to engage on the issue, the hold back comes from the fact that area in itself is vast and confusing and requires a wide variety of complex and comprehensive interventions for defined improvements.



Companies may have strong policies and guidelines that focus on safeguarding rights of women who are direct employees but these in themselves do not help overcome issues like the proverbial glass ceiling, nor does it address the issue of attrition of early or mid-career women on account of marriage or child birth. Women's career decisions -- willingly or unwillingly -- are often driven by a complex interplay of factors that go beyond the company's domain and capabilities.

While there are growing attempts to address such challenges and qualified HR practitioners are handling them with sensitivity, the issue gets skewed and complicated when one steps beyond immediate company domains to approach women who are contract employees, or employees in the supply chain, or those who are in the community or at the marketplace. There are multiple touch points within a company that have a bearing on how women-related issues are handled.

Yet even with these points of contact and overarching policies that facilitate more sensitive approaches to such stakeholders, it has been observed that there are a lot of missing links in engagements with women. This usually happens because both the employers and the women are trapped within normative social practices and customs that do not endorse women's freedom and empowerment.

A major shortcoming is the lack of personnel within corporate enterprises for personalised interactions with women. The arrangement of flexible work schedules to accommodate domestic needs/children's schedules or forums to listen to their constraints are absent. The irony lies in the fact that well-articulated policies of many companies on gender justice fall through simply because there is no clarity or processes to allow gender-just values to permeate through the corporate structures and help those it is intended for.

Selecting key stakeholders and determining inter-sectoral convergences

Identifying major stakeholders is an urgent, foregrounding priority intervention area. The next step would involve understanding each one of their vision, priorities and how they have imagined the path chosen to usher in social change.

This is critical. This would be followed by assimilating the efforts of all these different stakeholders to work strategically with a vision (culled from collaborative wisdom). Here, roles and responsibilities need be delineated so that future programme design, implementation and monitoring becomes clear and navigable.

At the core of all CSR ventures would be the corporates. As discussed at length earlier, engaging with companies on the issue of gender equality is fraught with several challenges as there is a deeply entrenched belief in the business world that corporate engagement on social issues is primarily a fringe activity for a company.

Getting a leadership buy-in to draft a vision and to craft processes to effectively harness a company's expertise and resources to catalyse for social change, will never be easy. It is, however, surmountable if they can be convinced that social justice drives value creation and brings lasting profits for the company. The women's rights movement in India has a rich history and a plethora of stakeholders, but its engagement within the business and human rights framework is still nascent and peripheral. So it is important to forge links with as many women's groups for wider impact. Non-business stakeholders are an important constituency.

Of course, a key point to bear in mind is that in all probability, most non-business stakeholders have not included corporates as an integral partner in their vision of social change. For each of these stakeholders, it will be important, thus, to go beyond perceiving corporates just a source for funds and explore how their businesses can be included to usher change. In this process of consensus-building and forming new synergies, dialogue and mutual understanding of each other's

realities and finding a common ground would be a pre-requisite.

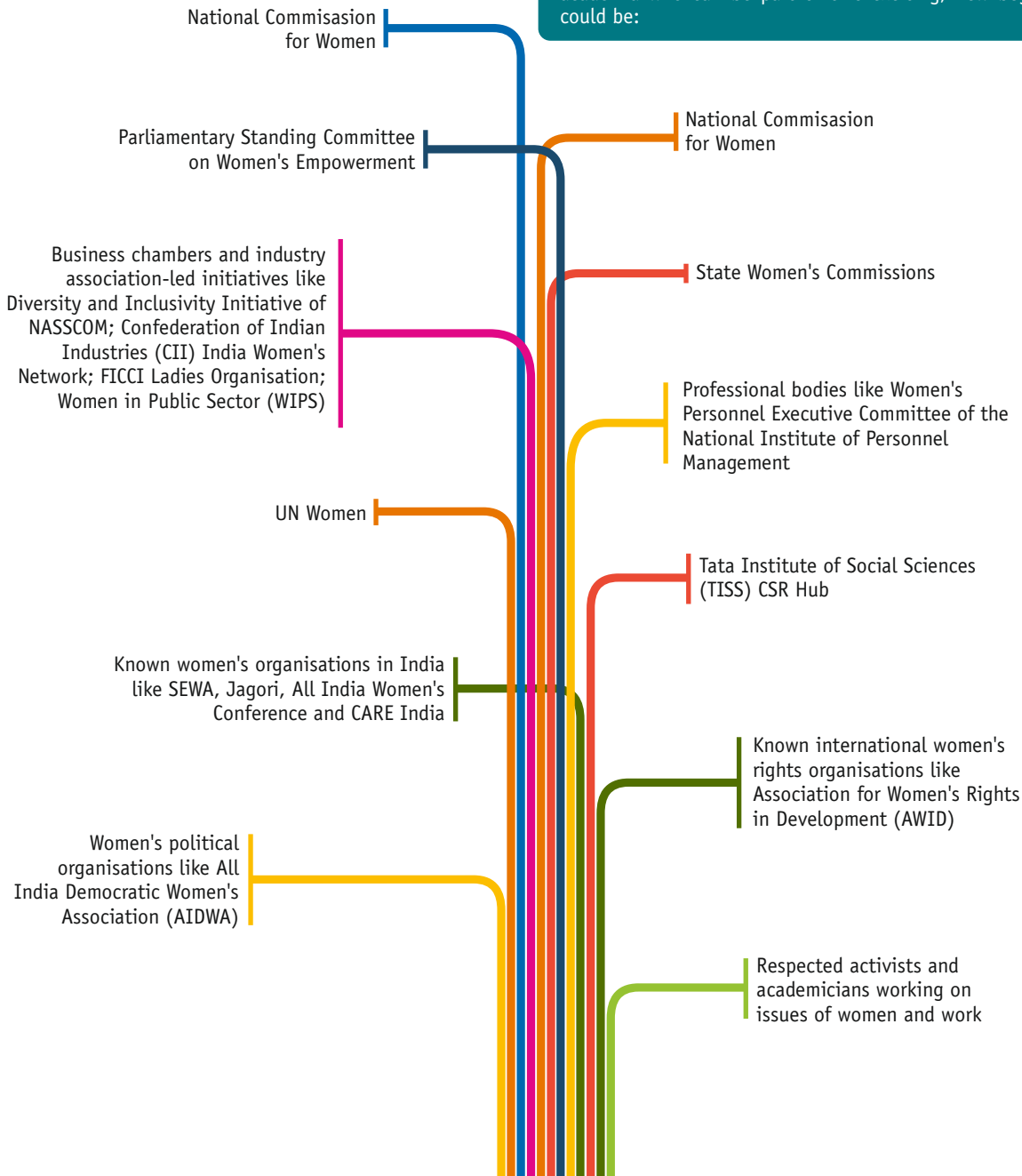
The challenge lies in finding ways of going beyond the usual talking shops and tick box activities that many multi-stakeholder engagements degenerate into and find platforms or mechanisms that would foster knowledge and accelerate action in an effective way. For the dialogue to be effective, there is need to arrive at a common understanding, language and framework for action. More significantly, it is important that the views of minority segments and of people pushed to the margins of society be heard.

We believe that the progression of these dialogues should be phased. The preparatory stage should be confined to developing a vision document. The next step should be to attempt a policy framework. Progress towards engaging in knowledge production on how stakeholders can evolve internal process mechanisms on the issues should be the culminating step.

The intent behind this shared understanding must be on how to protect past and present gains within the ambit of gender equality and meaningfully carry forward unfinished business into future programming for positive, long term outcomes.

We truly believe that such efforts can galvanise fresh approaches, investments and deep insights with evidence-to-date for the road ahead.

Some of the important stakeholders (this list is in no way exhaustive) from the government, business, civil society and academia who can be part of this exciting, new beginning could be:



WOMEN-CENTRIC CSR INTERVENTIONS BY PSES: HIGHLIGHTS

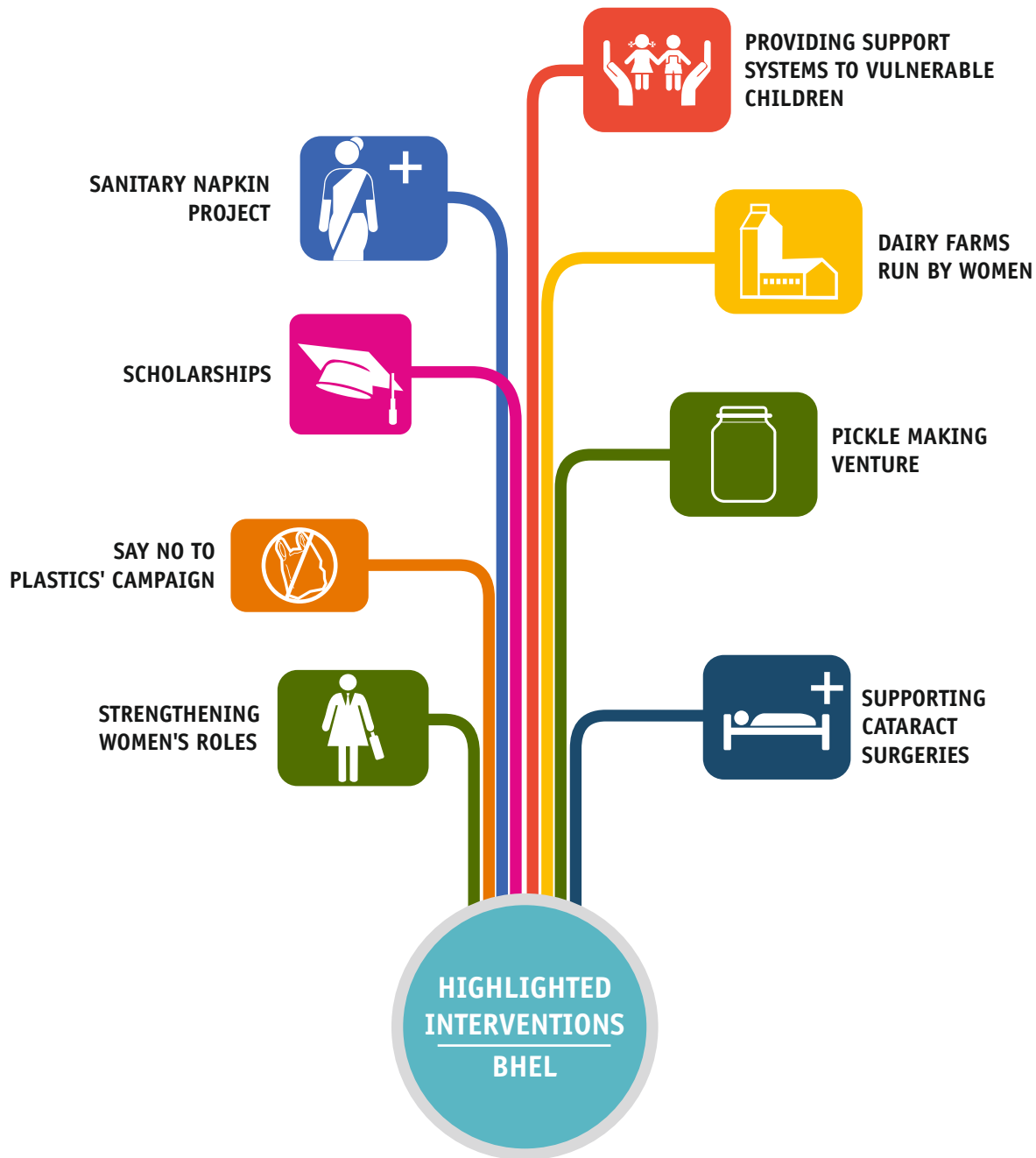
A part of our research has focussed on testimonies of company representatives (from a few chosen companies) who lead CSR interventions. Our interfaces with them may not have covered the entire range of their activities within the CSR landscape for women and girls but it certainly did yield several insights of how and where they were going with these initiatives and what they considered to be areas for immediate attention.

Name of Company
Website: www.bhel.com



Highlighted Interventions:

- **Providing support systems to vulnerable children** - Children of women in prisons often live with them inside the precincts of prisons. The company has started a home for around 40 daughters of women prisoners in NOIDA. Some of these girls have even begun attending engineering colleges.
- **Sanitary napkin project** - Sanitary napkins are important for menstrual health and hygiene for women, yet remain unaffordable. The company has procured a machine to manufacture sanitary napkins and handed it over to a women's group in Munger, Bihar. The idea is for the group to sell them at affordable rates to women and girls at the village level.
- **Dairy farms run by women** - The company has supported a women's group in Munger to invest in a cooling plant. This has made milk transportation over long distances possible and easy.
- **Scholarships** - The company's branch in Haridwar has extended scholarships for girls.
- **Pickle making venture** - Under this project, quality training, space and support for making and marketing of pickles is provided



to women's groups as part of an economic empowerment mission.

- **Say No to Plastics' campaign** - Women's groups have been supported in stitching cloth bags as an alternative to plastic bags.
- **Supporting cataract surgeries** - Conducted in partnership with the Rotary Hospital in Palampur, Himachal Pradesh, so far 125 cataract surgeries have been undertaken. Efforts are being made to identify women in need of this surgery and to ensure that they remain more than half the beneficiaries of this programme.
- **Strengthening women's roles** - In some work centres, like Bangalore and Bhopal, women are preferred as employees (both for contract and regular) because they are far more dexterous with their fingers. They are employed for specific roles in the electronics department and for insulating coils.

Policy Overview:

The CSR budget of the company for the Financial Year (FY) 2013-14 is Rs 100 crore. For FY 2012-13

the CSR budget was Rs 90 crore. As of now no specific data exists on how much of the CSR budget is spent specifically on women and girls.

The practice of gender budgeting in CSR is not yet prevalent in the company. An estimated eight to ten percent of the workforce consists of women.

Individual Viewpoints:

When addressing broad based issues like livelihood and economic empowerment, segregating specific remunerative interventions relevant for women were found to be challenging.

Women are a heterogeneous group belonging to several social groups/classes and have multiple concerns. Also, rural and urban women have varying needs. Issues like gathering fuel wood and the paucity of water and toilets are big challenges for women in Rajasthan. Whereas for women in Himachal Pradesh, their worries pertain to cutting grass, gathering fuel wood, ploughing fields; education, schools and literacy. In nomadic communities, the absence of maternity facilities and maternal health interventions pose huge problems. There is hence a need to address women's concerns and needs in the specificity of their contexts.

Traditionally, women have been custodians of knowledge regarding the environment and of skills like weaving, basket making and pottery. Such local wisdom is unfortunately disappearing. Social innovation can, however, metamorphose their skills and knowledge into remunerative pursuits and their daily routines can be made less of a drudgery. This should be looked into urgently.

With solar energy and water desalination being the core business focus of the company, a natural strategic linkage for the company to engage in safe water or renewable energy security for women is possible.

Ideas for the Future:

Social change is a long, arduous process where efforts need to be long-running and sustained. Fresh roadmaps for the company can emerge by directing energies towards:

Improving the quality of life of migrant labour (both in the contract labour force and within the supply chain; this is especially needed in case of women migrants who face the double burden of difficult work and even more difficult family lives).

Giving women access to new technologies (like

solar energy).

Ensuring education for women (mere literacy is not sufficient).

Bringing about attitudinal changes by helping people move away from cultural practices that endorse gender bias (skewed gender ratios are the result of such beliefs that lay emphasis on son preference).

Supporting widows of workers and senior citizens who lack social support and scaffolding.

Safeguarding biodiversity of the country that will restore the environment and additionally generate money for marginalised groups and women.

Name of Company

Website: www.indianoilcorp.com



Highlighted Interventions:

Women and girls are central to the company's CSR initiatives. The company consciously aims to ensure that half of its CSR ventures are directed towards the empowerment of girls. Some of its significant interventions are:

- **Scholarships and support to children -**

Every year the company provides scholarship support to 2,600 students; 20% of the beneficiaries are girls. In addition, a sum of Rs 1,000 per month is given to 2,000 students within the 10+2 education regimen and Rs 3,000 per month to 600 students pursuing higher education (300 students in engineering courses, 200 students in MBBS courses and 100 students in MBA courses). The money is given to the students for the entire duration of their course. The criteria for selection is on a merit-cum-means basis. Only children of families who earn an income of less than Rs 1 lakh per year are entitled to support under this programme. At any given point of time, approximately 6,200 students gain from support under this programme and IOCL spends Rs 12 crore annually on this programme.

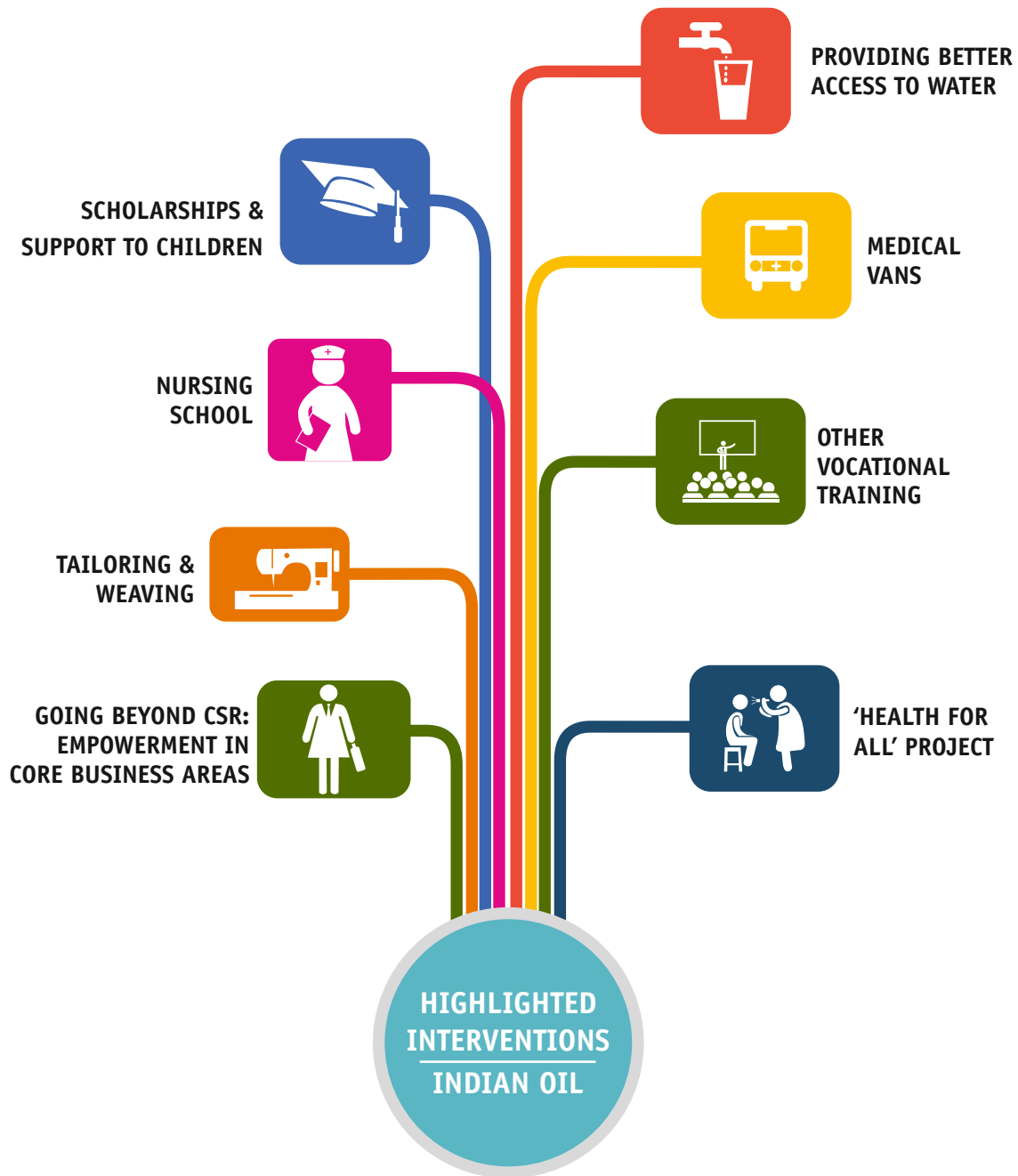
A shelter home for abandoned and destitute children run by Udayan Care also comes within the purview of support. Thirteen children are sponsored under this programme; their education, food and other sundry costs are provided by the company.

The company has contributed through the Nanhi Kali initiative to girls' education.

- **Nursing school -** The idea for this programme emerged from IOCLs 106-year-old, 200-bed functional hospital in Digboi. A lack of professional nursing service was keenly felt through the years. The company has filled this need by setting up a nursing training facility within the hospital.

The school currently offers a four-and-a-half year diploma course in nursing and midwifery that is approved by the Nursing Council of India. Twenty students are admitted every year and each student gets a stipend of Rs 2,500 per month for three-and-a-half years. In the final year of their internship they are given Rs 5,000. The course has achieved a cent percent record of placements. IOCL spends Rs 1 crore per annum on this programme. A decision to upgrade the course into a Degree Course has been approved. It has also been decided to increase the number of students to 40 for the academic year 2014-15 and onward.

- **Tailoring and weaving -** Tailoring courses are being supported in Paradeep in Odisha.



Girls and women are trained for six months and at the end of the training they are given a sewing machine each.

An initiative, *"Weaving behind the bars"*, that culminated in 2011 focussed on providing vocational training to the women inmates of Tihar Jail. They were taught to weave in partnership with Indic Vision Foundation.

- **Other vocational training** - There are a medley of vocational programmes that are supported by the company across India. This includes cane furniture making, bee keeping, computer proficiency and mobile repairing. The wives of the company's employees conduct classes with women and girls for jam/jelly making or cooking.
- **Medical vans** - In 2012, a programme to ensure equitable access to health for a target population of 15 lakh per year was launched. Fifty two mobile medical vans (40 in Andhra Pradesh and 12 in Uttar Pradesh) have been pressed into service. This project is run in partnership with Wokhard Foundation. Women are the chief beneficiaries of this programme.

Health awareness is also on the agenda. The mobile vans are used to visit two to three villages on a fixed day. The doctors in a single van attend to approximately 100 patients in a day. Patients are given free medicines. Almost all the villages are usually covered through this exercise.

The activity is not entirely philanthropic. IOCL runs Kisan Sewa Kendras (KSKs). There are more than 5,000 KSKs across the country. These are multi-product retail outlets selling diverse products like seeds, diesel and tractor parts. Under this project, villages with KSKs but with a lack of access to a public health centre in a seven-eight kms radius are chosen. The mobile medical vans are parked inside the KSK grounds. Health services are extended from here. This serves several purposes: extending free healthcare, giving visibility to IOCL and KSKs and generating trust from the community.

A mobile medical van to provide health support to widows at Vrindavan has also been supported by the company.

- **Providing better access to water** - The

company has supported the digging of 1,000s of bore wells under this venture. The benefits of this project are evident in Manpur Chaksoli village near the company's Mathura refinery. With the help of a local partner, Braj Foundation, a deep tube well was bored.

Then two storage tanks were constructed each with a capacity to hold one lakh litres of water. The result: 400 households now have a steady supply of clean water. The project is self-sustainable as villagers pay Rs 100 per household per month for the water which covers the maintenance and running costs.

- **Health for All' project** - A new initiative has been launched in Digboi where MBBS doctors and veterinary doctors attend to patients and livestock using a mobile medical vans with the active help of support staff and equipment.
- **Going beyond CSR:** empowerment in core business areas - A 30% of all dealership allotment is reserved for women, helping propel women's empowerment in core business areas.

Policy Overview:

In FY 2013-14 the company's budget for CSR is approximately Rs 102 crores (including carry forward) and for FY 2012-13 the budget was Rs 78 crores. Women and girls are at the core of the company's CSR interventions. In the CSR proposal submission forms, information on whether the beneficiaries include SC/ST, women, and disabled has been sought. Information on the breakdown in numbers of such beneficiaries has also been sought. Information is awaited.

In 2010, the company's CSR cell was created with three officers. In 2012, the Board approved of the placing of CSR professionals within refineries, units and marketing sections across the country's four regions, 16 state offices and within its pipelines. In all, 35 officers occupy CSR positions and the processes are managed in a decentralised manner.

As per the MOU with Department of Public Enterprises, eight marks are awarded for CSR/Sustainability. Thus, earnest efforts are being made to sensitise internal stakeholders about CSR and in the current year an ambitious 40 internal awareness campaigns have been planned.

There is also a Board Committee on CSR with three

independent directors and four functional directors. They meet once a quarter or as and when required. It is mandatory for the Board Committee to approve all CSR projects that fall within the bandwidth of a budget between Rs 15 lakh budget and Rs 5 crore. For project proposals that exceed a budget of Rs 5 crore, the company's Board has to approve the project.

In 2003-04, an impact assessment study of the company's CSR initiatives was conducted by TERI. In 2013-14, the TISS CSR HUB is undertaking a baseline survey in 40 locations in 20 states covering 280 villages. Commitment to CSR is also evident in the serious impact assessments being commissioned in CSR projects -- the KSKs, Assam School of Nursing, the Scholarship Scheme, the Computer Centre in Digboi, Swarna Jayanti Samudayik Hospital in Mathura, and in ITI Digboi (which admits 68 students per year).

Individual Viewpoints:

IOCL is an equal opportunity employer with eight percent of its workforce being women. There is a woman at the helm too, occupying the post of an executive director. Many general managers are women too. In technical departments women are not recruited because of several practical

challenges involved. However there are no dearth of women in the departments of marketing, information technology, communications, human resources, material procurement, engineering, sales and operations.

No gender budgeting processes have as yet been initiated within CSR initiatives.

Ideas for the Future:

It was articulated that support from NGOs could help the company advance behaviour change practices and communication through high-visible, high-impact events, campaigns and communication drives.

Name of Company

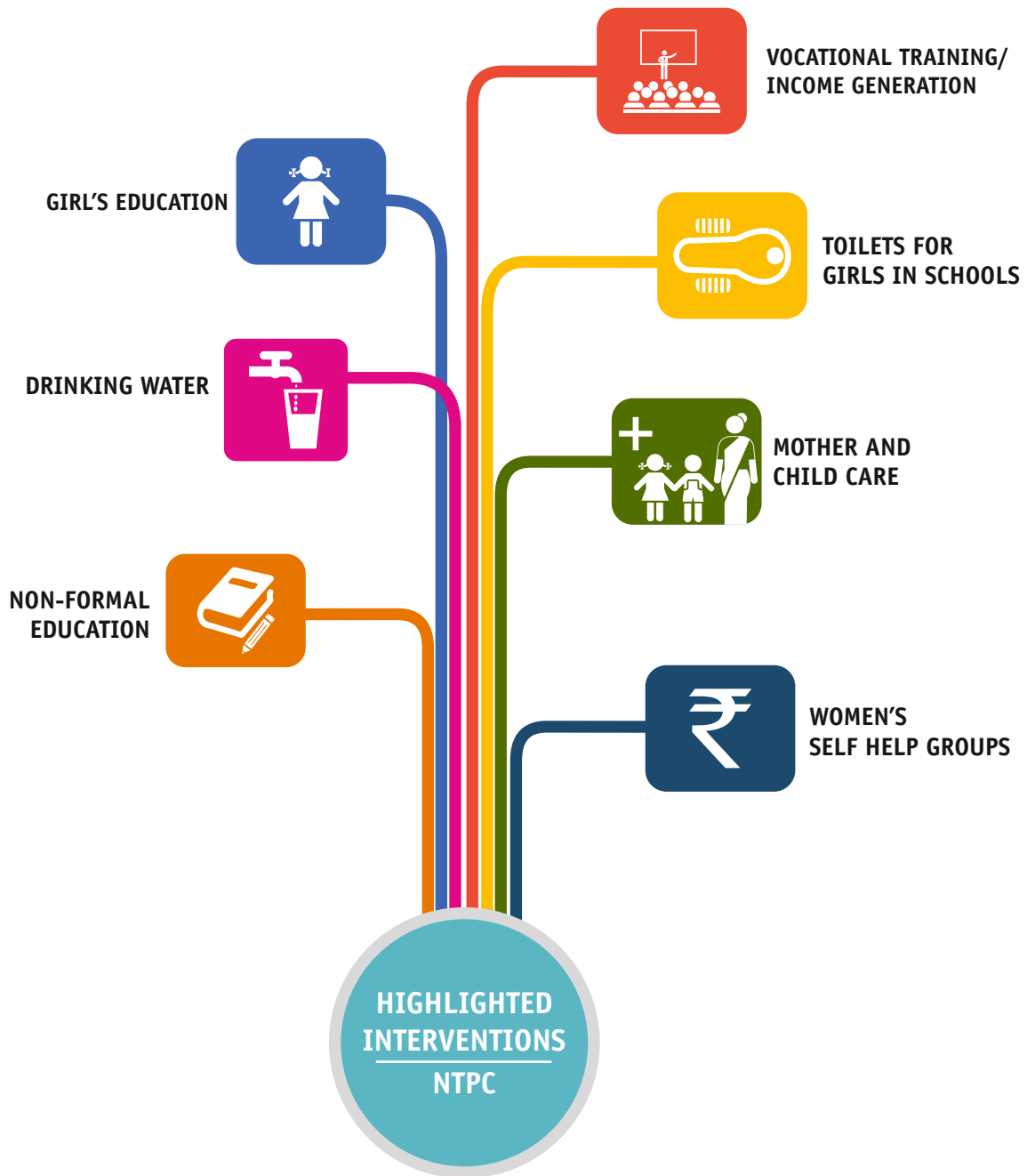
Website: www.ntpc.co.in



Highlighted Interventions:

CSR efforts in NTPC are decentralised and a medley of CSR initiatives are underway at project different locations. The projects with a specific focus on women and girls are:

- **Vocational training/income generation** - includes activities like tailoring (sewing machines are provided in such cases),



stitching, crafting soft toys, making pickles and computer education. Courses for women to turn into beauticians are undertaken in satellite cities like Badarpur and Faridabad.

At Korba, traditional handicrafts like kosa thread making and weaving have been supported. Ten women have been trained and support has been extended to start a weaving business.

In another NTPC township, a shop has been allotted to three women who had been trained as tailors. They have also been provided with sewing machines. These women are earning as much as Rs 10,000 per month.

A new project is being piloted where one girl from each home is to be given computer training. Though it has been a challenge to get a buy in from the communities and support from the staff where these projects are being planned, a target of training 250 girls in five NTPC stations is being attempted as a pilot. If successful, its scope will be expanded to include 10,000 girls in the next phase.

- **Girls' education** - The company runs 48 schools all over India, 23 of which are exclusively for communities in project areas. Education Societies have been formed to take care of the schools.
- **Toilets for girls in schools** - Constructing toilets for girls has reversed the alarming trend of girls dropping out of schools.
- **Drinking water** - This is an area of priority where support for hand pumps and pipelines are provided by the company. Women are important stakeholders who benefit from the project.
- **Mother and child care** - The company has been supporting awareness campaigns on maternal health and encouraging institutional births. Company doctors have been enlisted to play an active role.
- **Non-formal education** - The Ladies Club of NTPC has taken the lead on providing non-formal education in project areas.
- **Women's Self Help Groups (SHGs)** - Many SHGs are supported by the company via NGO partners. The NGOs help link the community

with local banks. The SHGs focus on critical issues like health and sanitation. In Kahelgaon station, for instance, there are 20-30 SHGs who offer micro-credit support to members at interest rates as low as one or two percent per month.

One NGO has been commissioned by NTPC to take up issues of women's empowerment.

Policy Overview:

NTPC is a multi-project company spread across different locations. CSR in the company is not top driven, rather it adopts a bottom up approach. Planning is done at the level of the station in consultation with local communities. The budgets drawn up are sent to corporate office for approval and allocation of funds. Projects identified at the station level as feasible first undergo stringent and specific screening processes. It is followed by a rigorous scrutiny of proposal and financials. CSR activities are taken up here in the same way as the company's other business activities as CSR has always been part of business for NTPC. Activities that involve donations are undertaken by separate group and is not part of CSR.

From 2010-11 on, several CSR activities have swung

into action. Data collation of late has been turning into a complex process due to the increasing number of projects. Data is normally collected, sorted and collated at the station level. They serve as the nerve centres of the company's CSR projects. While data has been assiduously collected at the station level, its assimilation at the central level is posing several challenges.

During the FY 2012-13, 0.5% of net profit by the company was earmarked for CSR and it amounts to Rs 46.12 crore. For the FY 2013-14, one percent of the net profit or Rs 100 crore has been allocated. Only a part of this money goes to NTPC Foundation. A distinct characteristic of NTPC's CSR activities is the audit of interventions undertaken.

A committee of three persons has been especially set up for this purpose. It consists of an officer from the corporate office, one member from the region and one member from the station level. A number of stations are chosen for the audit from a prepared sample sheet. Financial reports of every station is audited by a member from the region and one member from the station level. The details of each activity are surveyed and weighted against how much funds were allocated, project inception details, project completion details, outcomes and physical verification results.

Apart from this, regular monitoring of projects is done from the corporate office, whose representatives also hold regular meetings with all stakeholders.

Impact assessments are also done at the station level for each location. At the station level, either a needs assessment survey or an impact assessment is done every two years to reinforce learnings. This is done by external agencies of repute, for example, the Jamia Milia University or the Delhi University, or the Indian Institute of Technology.

The practice of conducting gender budgeting for CSR in the company does not exist.

Individual Viewpoints:

Several infrastructure development projects initiated under the CSR banner have been of enormous benefit to several people. But in the absence of complete and reliable data, it is difficult to say how many persons have benefitted or more specifically whether women and girls have gained. Take a small example. The building of classrooms benefit children for many, many years. But to actually fix a number to the number of children who have benefitted over the years is not possible.

The company recognises that there is a strategic value in focusing on women and girls as part of CSR. Health and education are starting points of social development. If girls are helped in these areas, the impacts revolutionise into intergenerational gains.

Ideas for the Future:

CSR is a concept whose time is now. Many exciting possibilities exist.

Sanitation and toilets could be important starting points as they are linked to dignity and safety of women.

Support to ensure institutionalised deliveries could be another important focus area.

Scholarships for girls could open up several avenues of opportunities for them.

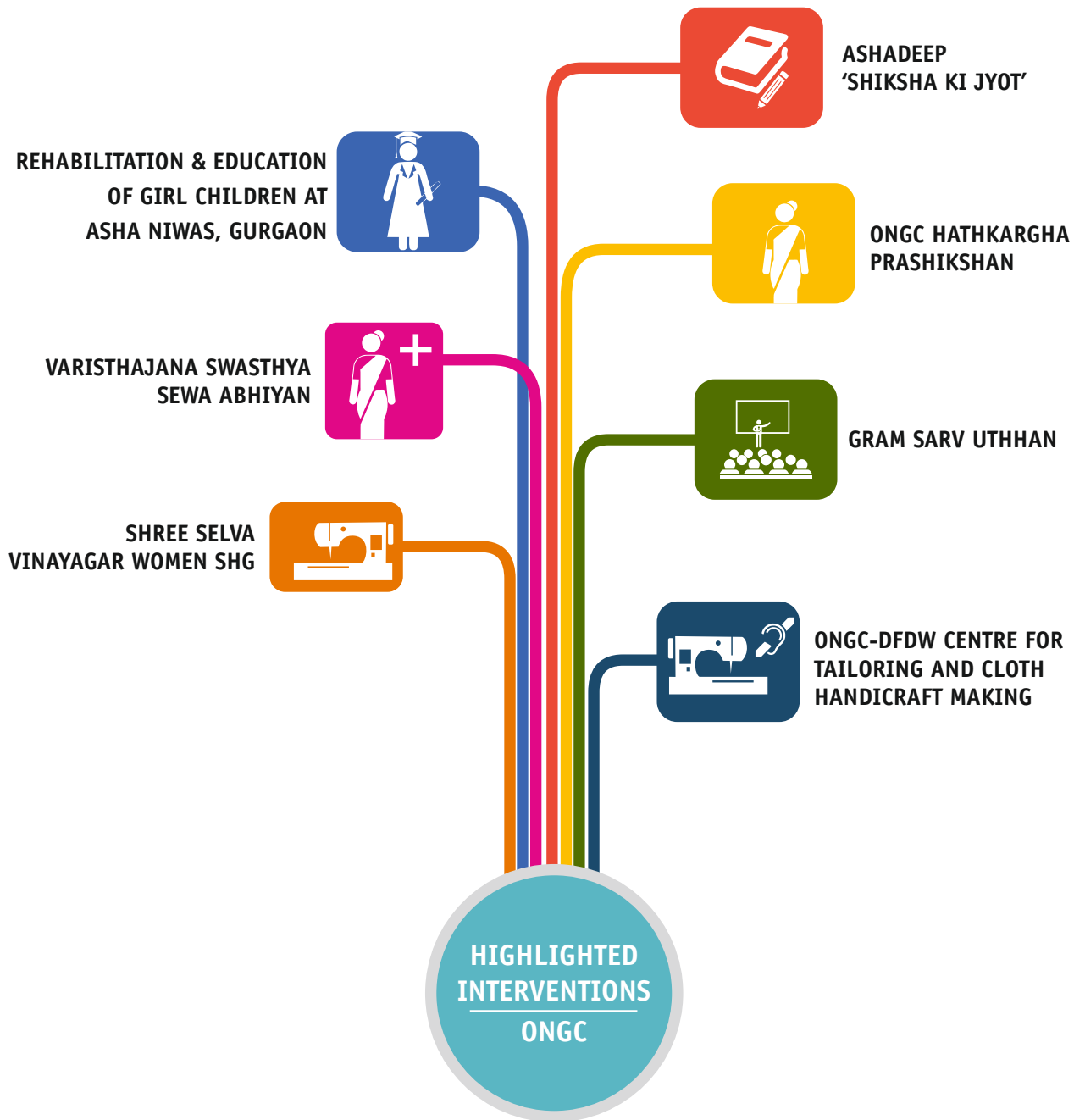
Name of Company

Website: www.ongcindia.com



Highlighted Interventions:

All CSR initiatives undertaken by ONGC fall within its 12 identified focus areas of intervention. Women have a central role as direct or indirect



beneficiaries. There are a large number of projects that are initiated every year. Projects get initiated at the work centre level. There are also projects that are championed by the chairman or other Board level functionaries like the director of human resources.

One of the current focus areas for the company is sanitation for girls, especially in urban areas where municipal schools are targeted. Another interesting initiative currently in progress is in Chennai, in partnership with the Nanhi Kali initiative of the Mahindra Foundation. Approximately 500 girls have been identified for support under the initiative and ONGC staff members are active in the implementation process.

Some of the other CSR interventions that concentrate on women and girls are:

Ashadeep 'Shiksha Ki Jyot' - This project that benefits 13,428 girls is focused on providing financial assistance for girl children of families living Below Poverty Line (BPL) in and around the ONGC work centres. It is implemented by the ONGC Officer's Mahila Samiti, the aim being to ensure continued schooling of the girl students belonging

to economically weaker sections of society, with observable improved learning levels.

Rehabilitation and education of girl children at Asha Niwas, Gurgaon - This CSR project aims to support the educational and counselling requirements of 15 girl children rescued by the implementing agency (Sisters of Charity, Nazareth) from high risk situations prostitution and trafficking; and from single parents who are affected by substance abuse or HIV AIDS. It also attends to orphans. These girls live in Asha Niwas, Gurgaon, established by the agency to provide shelter and guidance for girl children at high risk.

ONGC Hathkargha Prashikshan - This CSR project aims to economically empower the tribal handloom women artisans in and around Sibasagar, Majuli, Jorhat and Golaghat in Assam. The thrust is on upgrading their existing skills and developing their business acumen. The project lays emphasis on 'on-the-job' training using improvised looms by master craftsmen.

An additional element of training on intricate designs to cater to wider markets has been woven in. The 300 hours of skills training over three

months for 100 beneficiaries, many of them women, have, in the long run, imparted knowledge and built skills on design and technical interventions. The artisans have also formed SHGs and market linkages for the goods that are to be produced by the trainees are being established.

Varisthajana Swasthya Sewa Abhiyan - Implemented in partnership with HelpAge India, ONGC has supported 20,654 elderly women treat their ailments through the 20 mobile medicare units operational in the nine states where ONGC has its operations.

Gram Sarv Uthhan - This is a community development project in three villages in Bokaro, Jharkhand. Under this project, activities like skill training, adult education and formation of SHGs are targeted especially for women.

Shree Selva Vinayagar Women SHG - This project is meant to empower women workers by giving sewing machines and ironing boxes to them through the Shree Selva Vinayagar Women Self Help Group, Thooraipakkam, Chennai, Tamil Nadu.

ONGC-DFDW Centre for Tailoring and Cloth

Handicraft Making - Run by Delhi Foundation for Deaf Women (DFDW), this project teaches skills to deaf women. It also has a component focusing on prevention, early intervention, education, and awareness on hearing impairments. DFDW targets women in the age group between 15 and 40 years and ensures sound vocational and technical courses for them.

Policy Overview:

The total CSR budget for FY 2012-13 in the company was Rs 500 crores and for FY 2013 -14 it is Rs 500 crore. There are no restrictions/limits in ONGC's CSR budget for women-centric activities.

Seven percent of the workforce in the company consists of women. ONGC has implemented women-friendly policies to encourage women's continuance in the workforce and for their career progression. Some of these measures are: 180 days of maternity leave and 730 days of child care leave. Women consider these developments as important and progressive initiatives. Women are also given special consideration on policies such as transfers and job rotation. Efforts are made to post working couples at the same location.

Gender budgeting is not a practice as yet for CSR in the company.

Individual Viewpoints:

CSR is not intended solely for strategic benefit.

Efforts are beginning to be made to make people more gender sensitive across companies.

Many women are becoming business leaders. But their numbers are still few. In many companies the glass ceiling is still a reality.

Men should not resent about having more women around in work places. Joint efforts by men and women to address gender discriminatory practices can help us move towards a gender equitable society.

Ideas for the Future:

ONGC intends to set up a Foundation for CSR.

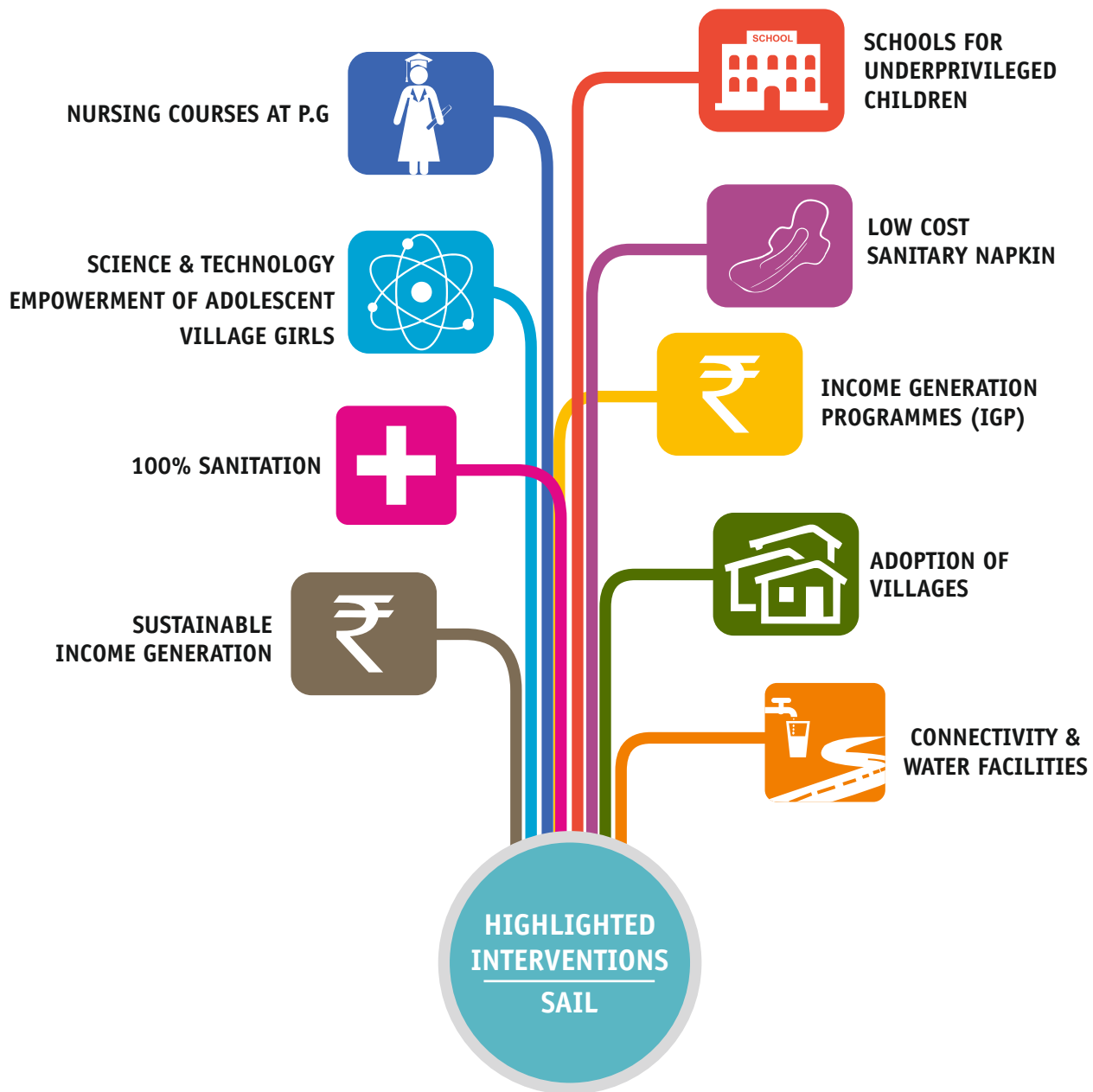
The company is keen to focus on impact assessments of its CSR interventions thus far. There are plans to appoint third party assessors for this.

Name of Company
Website: www.sail.co.in



Highlighted Interventions:

- **Schools for underprivileged children** - Seven Special Schools for BPL (Kalyan Vidyalaya) at Bhilai, Durgapur, Rourkela & Bokaro, with facilities of free education, mid-day meals, uniform including shoes, text books, stationary items, school bag, water bottles and transportation in some cases are running under CSR. Two of these schools at Durgapur & Bokaro are especially for girls.
- Tribal girls from Naxal affected area of Chattisgarh (Rowghat Mines area) are sponsored for their Nursing courses at P.G., College of Nursing Bhilai. Presently 22 girls are pursuing their studies.
- **Science & Technology empowerment of adolescent village girls:** In order to sensitize the adolescent girls of the rural areas to build up scientific temperament for qualitative improvement in their life, the project of Science & Technology



empowerment of adolescent village girls was taken up in which 100 adolescent tribal girls of 5 villages of Rourkela Steel Plant (RSP) were under this program.

- **Low cost Sanitary Napkin:** Promotion and production of low cost sanitary napkins for village women to promote the use of sanitary napkin by women and adolescent girls of the rural area is being taken up. This not only improves the hygiene but also provides income generation for the women.
- **Income generation programmes (IGP) -** Plants sponsor income generation activities where women's SHGs are given seed money ranging between Rs 2,000 and Rs 3,000. The SHGs produce industrial gloves and gunny bags, among other articles, that are sold to the company for its use in its sites.

There are a variety of other such income generating activities around project areas based on local needs and the specificity of their context. Under project in Kiran Kiriburu mines, women are supported to undertake weaving and handloom related activities. IGPs are also the focus of project

Swam Siddha in Bhilai and are managed by the local CSR team. In Rourkela, a very big handicraft project is managed by the Mahila Samiti and staff.

Computer training for girls has also been introduced.

- **100% Sanitation -** Implemented in project areas of Rourkela over a period of five years, the scheme aims to provide 100% sanitation plus water supply to selected villages. The project has been successfully commissioned in some peripheral villages and ongoing in other villages. The first and foremost stage in the project involves mobilization of the villagers for participation of all households of the village in the scheme. The villagers are also educated on the need and importance of sanitation and hygiene.

The cost of sanitation unit (bathroom+toilet) is shared by RSP and the villager concerned. This ensures involvement of the villager concerned and instils the sense of ownership. In order to make the system self-sustainable so as to ensure its smooth operation even after

completion of the project, the villagers are facilitated to form a Village Executive Committee to look after the day to day operation and maintenance of the system. The committee, which typically comprises of 5 men and 5 women members, ensures long terms operation and maintenance of the system through raising corpus fund for the system by collection from the villagers.

- **Adoption of villages as Model Steel Villages** - In order to bridge the gap between rural and urban areas and to provide comprehensive development of both physical and social infrastructure, 79 villages have been identified as “Model Steel Villages” across the country (in eight states). The developmental activities being undertaken in these villages include medical & health services, education, roads & connectivity, sanitation, community centers, livelihood generation, sports facilities, etc.
- **Sustainable Income generation:** Vocational training has been provided to in areas such as Improved agriculture, Mushroom cultivation, Goatery, Poultry,

Fishery, Piggery, Achar / Pappad/ Agarbati making, Welder, Fitter & Electrician Training, Sewing & embroidery, Smoke less chullah making etc. Vocational Training centre for rural and unemployed youths – 'Bhilai Ispat Kaushal Kutir' & Swayamsiddha at Bhilai, Skill Development and Self Employment Training Institute (SDSETI) at Durgapur, Garment Technician Training at Salem, JHARCRAFT centre at Bokaro and Self employment centre “KIRAN” at Kiriburu Ore Mines are benefitting common masses by way of financial inclusion/ SHG/training for income generation and then empowering them to be part of main stream.

- **Connectivity & water facilities :** SAIL has provided access to over 75.56 Lakh people across 435 villages since inception by constructing and repairing of roads. It has provided access to water infrastructure to people living in far-flung areas by installing over 7381 water sources, thereby providing drinking water access to around over 41.38 lakh people.

Policy Overview:

Health, environment, women's empowerment and sustainable income generation are issues of vital significance to the company's CSR.

As women remain marginalised within social and economic structures, they need to be priority stakeholders. Listening to their voices is critical.

Every plant/mine has initiated CSR activities based on their local needs and context. Planning is done locally. Though proposals are sent to the corporate office, execution of the projects is done locally. Monitoring happens both at the local and the corporate level. In plants/mines with larger capacities, officers with the rank of general managers look after CSR.

Compared to total expenditure on CSR, spending on women's issues is relatively low. For FY 2012-13, the CSR budget was roughly Rs 40 crore and overall expenditure was around Rs 50 crore. The spending on women-centric projects is, however, estimated around Rs 5 crore (non-audited figures).

The company started a formal impact assessment process about two years ago. Impact assessment and needs assessment exercises are being

undertaken by credible organisations like the Centre for Research in Rural and Industrial Development (CRRID); Xavier Institute of Social Science (XISS); TISS; and the Indian Statistical Institute (ISI), Kolkata. Earlier local officials and PRI leaders were consulted for impact or need assessment.

Gender budgeting is not done for any CSR activity by the company.

Individual Viewpoints:

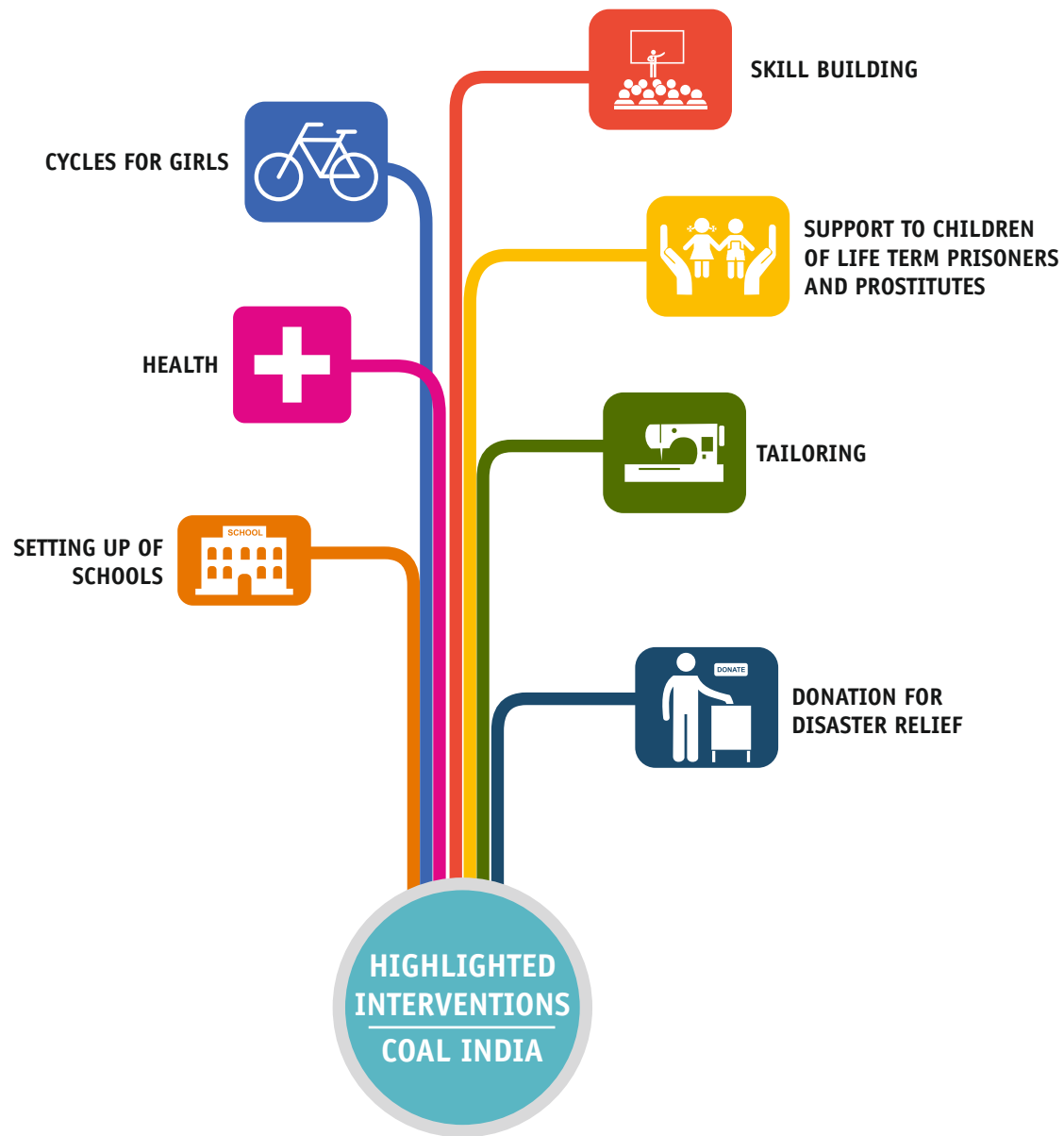
CSR activities have and should continue to have strategic approaches whether they relate to SHG, sanitation or IGP.

Name of Company
Website: www.coalindia.in



Highlighted Interventions:

- **Skill building** - This is being implemented in backward the district of Purulia, West Bengal. The project targets the BPL/illiterate population. A baseline for this survey has been done by the TISS CSR Hub.



- **Cycles for girls** - A scheme to distribute 12,000 cycles to girls in 89 villages of the Noapada district in Odisha has been launched. The project is being implemented in partnership with the district administration. The Sunebhadra cycle distribution initiative, as it is called, has a total budget Rs 360 lakhs for FY 2013-14.
- **Support to children of life term prisoners and prostitutes** - The company has supported the repair of a Children's Home and the installation of water filter in Ranaghat, West Bengal. The Home has been extended Rs 14.87 lakh and Rs 4.74 lakhs (FY 2012-13) for these activities.
- **Health** - The company has partnered with the NGO Child In Need Institute (CINI) on health and nutrition projects targeting women and girls. The earmarked budget for this was Rs 10.33 lakh (FY 2012-13). Free health camps at the headquarter level in West Bengal were held and Rs 2.12 lakh was spent on 10 health camps in FY 2012-13. In FY 2011-12, a total of Rs 2.5 lakh was given to support Ishwar Sankalpo, an organisation working with mentally ill women who suffer from social isolation.
- **Tailoring** - Empowerment through tailoring and embroidery training has been possible through the initiatives of an NGO Karma Kutir who have provided sewing machines to women. The budget for the project was Rs 5.5 lakh (FY 2010-11).
- Setting up of schools in project areas have been successful enterprises.
- CIL has donated Rs 50 crore for disaster relief in Uttarakhand and Rs 50 crore to the Odisha government.

Policy Overview:

CIL has had a well-defined CSR policy since June 2010. The policy takes into account that the company's operations have significant environmental and health and safety fallouts.

As the company operates mostly in economically backward areas, 80% of the CSR funds is spent within a 25 kms radius of the mines run by the company and 20 is spent on the welfare of the State.

As the safety of miners and their well-being is important to the company; 80% of the budget is spent on them to ensure this.

An MOU with TISS CSR Hub was signed on 1 December 2012. The Hub conducts baseline surveys, needs assessments and impact assessments. CSR initiatives that focus on women is a priority issue for the company.

Public representatives, district authorities as well as panchayat representatives are consulted while planning. At its corporate headquarter level, the company has a mandate to support CSR on a national scale. For FY 2012-13, the total CSR budget for the company was Rs 763.97 lakh.

No gender budgeting exercises have taken up so far by the company in its CSR.

Individual Viewpoints:

Systems pertaining to CSR are in their evolutionary stage. The emphasis at this point is to supplement the efforts of the government.

Ideas for the Future:

Awareness camps to ensure participation of girls in sports can be encouraged.

There needs to be support for the construction of hostels for nurses.

Support for education for primary children of BPL/poor families is important so that higher education becomes possible.

New opportunities for girls - like enrolling them into professional courses, the service industry or training them to be air hostess - should be encouraged.

COOPERATIVE SECTOR
INDIAN FARMERS FERTILISER
COOPERATIVE LIMITED

Website: www.iffco.in



Indian Farmers Fertiliser Co-operative Limited (IFFCO) a Multi State Cooperative Society registered under the Multi State Cooperative Society Act, 2002 is one of the largest producers and marketers of Chemical Fertilizers.

It is a unique venture in which the farmers of the country through their own Co-operative Societies created an institution to safeguard their interests. The number of co-operative societies associated with IFFCO has risen from 57 in 1967 to about 40000 at present. 50 million farmers are associated with the organisation.

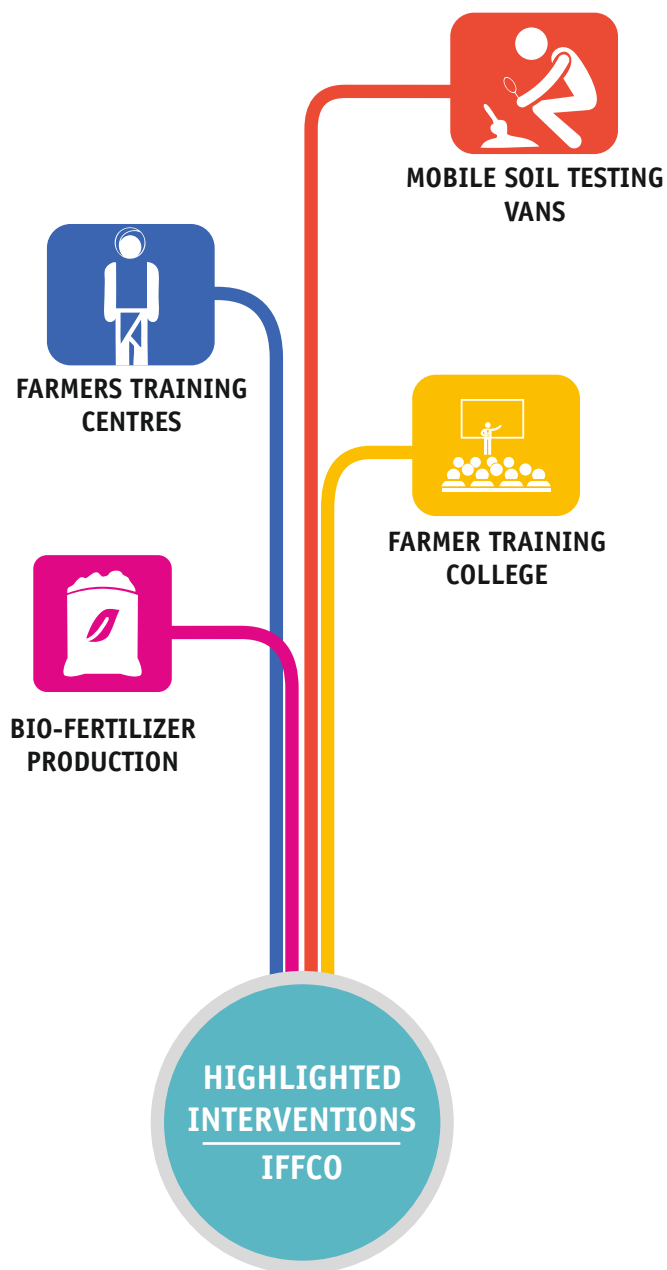
The new provisions of CSR under the Companies Act 2013 are not applicable to it.

IFFCO's Mission is to "enable the Indian Farmers to prosper through timely supply of reliable, high quality Agricultural inputs and services in the environmentally sustainable manner to undertake other activities to improve their welfare.

Highlighted Interventions:

By and large, the cooperative does not have any CSR intervention singularly dedicated to women and girls. However, IFFCO of its own has been doing following activities.

1. Providing Drinking Water facilities
 2. Veterinary health checkup programmes
 3. Human Health checkup and distribution of medicine to the needy patient.
 4. Assistance to School and School going Children
 5. Watershed Development
 6. Kiosks set up in village to disseminate Technical information in regional language for the better socio economic condition of the farmers
 7. Farmers Education programmes both for Rural women and male farmers
 8. Vocational Training Programmes.
- Static Soil Testing facility and thru mobile soil testing vans to the farmers free of cost
 - Farmers training programme at village level.
 - Farmers Training Institute at Kalol in Ahmedabad and Allahabad under CORDET
 - Bio-fertilizer production



Indian Farmers Fertiliser Cooperative “Associated subsidiaries IFFCO Foundation, Indian Farm Forestry Development Cooperative (IFFDC), Cooperative Rural Development Trust, (CORDET) on the other hand, do have some specific engagements Rural women's Empowerment issues (they involve the setting up of SHGs, Vocational programmes of Tailoring, Preservation Processing of Fruits and Vegetables, trainings in Pickles jam jelly making, dairy initiatives, and distillation of mustard oil).

The IFFCO Kisan Seva Trust focusses on providing relief to farmers in times of natural calamities. It was set up after the Gujarat earthquake. In calmer times, the Trust provides medical aid to very poor farmers. They provide aid up to Rs 25,000 per case.

More than 500 field representatives/officers Agricultural Graduates/Post Graduates in Agriculture are working in IFFCO for sales promotion etc. Each of them inductees is required to adopt at least two villages and conduct their needs assessment in such chosen villages for their holistic development.

Policy Overview:

IFFCO has direct contact with farmers across the country so it does not need to work with NGOs .

IFFCO roughly has four percent women in its workforce. The Factory Act constrains women workers from performing certain jobs. Oftentimes, this creates practical challenges. Field based work can be difficult and hazardous for women. Odd hours of work is another problem.

Area managers usually feel hesitant to send a woman to deal with contractors or labourers. Some women, fresh out of college and enthusiastic about opting for field postings, have had to withdraw from field jobs because of the hostile conditions of work. They have chosen postings in metro cities.

There are, however, encouraging signs from other departments. Large numbers of women are employed in departments like: factory systems, HR, and technical cells. An increasing number of girls are joining the HR department.

THE VOICE OF LEADERSHIP

This section pulls together the opinions and insights of people who lead CSR interventions and the leaders of their organisations. They are people who inspire, influence and achieve results.

Their personalised views, which were captured through our exhaustive interviews, have been categorised issue and priority-wise.

CSR focus areas (current and possible) as mentioned by respondents	
Education	*****
Economic empowerment/income generation /skill building/ vocational training/self-employment/handicrafts	*****
Health and hygiene	*****
Sanitation	*****
Maternal health	*
Water	***
Women's empowerment	*
Social infrastructure	*
Sports	*
Disaster management	*
Support to senior citizens	*
Female foeticide/girl child	**
Sponsorship and scholarship for children to ensure basic amenities and to wean them off child labour	*

Contd.

Improving soil quality	*
Groundwater regeneration	*
Social forestry	*

Key stakeholders identified by respondents	
Women employees/employees	***
Contract labourers (including wives of male workers who may live in the labour colonies)	***
Communities in project areas	**
Project displaced persons	**
Affected persons	**
Supply chain/buyer/customer (most companies have not been able to engage them through CSR)	**
Children (from project areas)/girls from BPL families in urban slums/migrant families	***
Women in project areas	**
Senior citizens in project areas/retired employees	***
Economically weaker sections (especially SC & ST communities)	*
Wives of employees	

Invigourating CSR interventions

How can one pin down effective strategies to overcome the elusive effectiveness of CSR interventions? Ways to work around the many tensions that exist while implementing CSR initiatives (identified by CSR managers and the leaders of their enterprises in our conversations with them) are listed below:

- The core business of the company is where the focus lies. While CSR activities do merit a great deal of attention and its managers strive to bring creativity and energy to their work, these initiatives are viewed by many to be outside of the corporate boundary. The interlocking connectivity between these two work areas, their points of overlap, the ingenious notion of using business methods for social good, CSR's intrinsic worth to the company and its goals, and its ability to shore up the competitive advantage of corporates remain unacknowledged.
- Unsurprisingly, then CSR field interventions are often unplanned and unstructured in light of the secondary importance accorded to them. Oftentimes, planned agendas with definite timelines within CSR initiatives
- also get skewed because of the pressure exerted to give other proposals precedence. Executives need to understand that this new paradigm will require fundamental changes to mindsets and business models. The senior management needs to be able to draw up firm plans with the CSR team, allow the CSR team to direct the course of action, and not veer from set plans.
- What is the purpose of CSR? There is need to spell this out as misconceptions are rife. There are assumptions that CSR projects redirect much needed funds of a corporate to activities that are not central to the corporate's interests. If the latent force and invisible potential of CSR is made clear, and the way CSR aligns closely with the company's vision and goals (and actually complements and amplifies the company's achievements) is clarified and validated, there is bound to be a wider acceptance and support for its initiatives.
- Dissemination of awareness on CSR and the immense promise it holds for social and corporate well-being -- through trainings and sensitisation workshops -- within corporate structures would be useful to

leverage the dormant yet stupendous potential that it holds. Innovations and adaptations are only possible when awareness of CSR permeates through the organisation from the level of the Board to the senior, middle and lower management levels.

- It is equally vital for everyone across the corporate ladder to have clarity on the guidelines of the Department of Public Enterprises with regard to CSR to be acquainted with all the possibilities that exist.
- There is also a compelling need for precise understanding on the policy level confusions or gaps as it can have adverse implications on CSR programme implementation. For example, the DPE guidelines highlight and insist on the sustainability of CSR interventions. A DPE Sustainability Fund was to be created by pooling together money unspent by companies over two years. But there is uncertainty about how to take forward issues of sustainability (in the wake of several new companies entering the fray) and the fate of the Fund stands in suspense.

Further, under the DPE guidelines no lapsing of funds earmarked is allowed. The Companies Act, on the other hand, only mandates that reasons be given for the non-utilisation of funds and what the company intends to do with it in the future. The ironing out of such inconsistencies is imperative.

- DPE guidelines for screening of proposals are stringent, making vetting of proposals forbidding.
- It has been observed that the young professionals who have been trained in CSR have a better understanding of issues involved and its nuances. There is need to induct the senior management into an in-depth understanding as well.
- Funds for CSR are scarce and so are human resource dedicated for CSR functions. Often there are just two or three people managing huge budgets. Slim budgets and teams can undermine efficacy. There is need for critical re-alignment in this area.
- The role of CSR departments, their mode of functioning, work schedules, and portfolios

of staff working on CSR projects must be delineated for smooth functioning.

- It is important that there be transparency while projects are being chosen for CSR. This strengthens the bona fides of CSR functioning and boosts the credibility of the corporate group as well.
- Developing leadership and managerial skills within departments handling CSR is pivotal if the interventions are to be creative, meaningful and have enduring impact.
- There is a need to think and execute at scale and explore issues/projects that are off the radar yet extremely central to the purpose of social justice. Nurturing talent within CSR cadres could boost outreach efforts.
- There is a lack of understanding at the community level on the role and potential of CSR and the leadership and direction a company can provide. Take the case of building infrastructure. It is the lifeline of development. Sustained efforts are required to build functioning networks. But the link between CSR and infrastructure is seldom made by people. Similarly, linkages between



CSR and social imperatives like health, hygiene, and the education of the girl child are missed. Such connections need to be established, and the deep interconnectedness between all developmental issues underlined. The fact that improvements in one area will spill into positive outcomes in another sector must be underscored.

- Also, it is important to point out that outcomes primarily determine the choice of a CSR project. Infrastructure projects are chosen with alacrity because the outcomes are visible and measurable. This is sadly not true of projects on gender equality. It is the reason that those at the helm of CSR initiatives are reluctant to take them on. Though the changes effected in such

projects are extraordinary, their outcomes are undermined because they are not visible.

- CSR programmes that engage with women and girls have to, in addition, cope with the tremendous resistance of communities in allowing women and girls to step out their homes. Cultural and social practices rigidly control women's mobility as it does her reproductive rights to ensure power and control. CSR initiatives must, hence, be prepared to foreground their programme efforts by breaking down such barriers and gaining community support. It is important to gain acceptance from all sections of the community and not just the upper castes/class because perspectives and needs vary among these sections. If the interventions are for poor women, it is necessary to engage them and their families as a key constituency.
- The elderly population and men in particular are extremely resistant to change and social engineering in the area of gender equations, where the norms have been deeply embedded over centuries. It is important to bring these two sections of people into the

fold and ensure their cooperation so that upgrading women's skills and opening up new roles and horizons for them has the strength of these two key constituencies behind it as well.

- Strengthening the information infrastructure through the effective streamlining of CSR data and management of information (to optimise benefits by shaping it into usable knowledge) remains an area where concerted investments need to be made. Documentation of CSR programmes, their processes and good practices (for replication and scale ups) are urgent priorities.
- The goal of bridging sectors is key. Many sectors need to work in tandem for social equity. Identifying NGOs with a wide outreach, and collaborating on work plans with timelines poses challenges. Some NGOs are well meaning but don't have the reach; those with reach may not have the resources to devote to such partnerships. A supportive local administration can work wonders to lend longevity and efficacy to CSR interventions. But it is very often not possible to find easy access or

encouragement from this quarter. These issues need to be looked into.

- Mapping of risk, and need and impact assessments are neglected in many CSR interventions making course corrections and scale ups difficult.
- Gender budgeting is an area of woeful neglect. The concept remains unrecognized and its processes weak. There is a lot of effort required in this area.

Getting together to give: fostering NGO partnerships

NGOs are important stakeholders in the CSR domain. Yet efforts at partnerships between NGOs and companies in social investing remain thwarted as the right balance between matching entrepreneurial fervour and development work has not been attained. This despite a phenomenal increase in requests for funding from Indian NGOs in the last few years.

Our respondents have identified the following obstacles in engaging with NGOs:

- Several NGOs spearhead path breaking social justice initiatives and are keen to

partner with companies. Yet their weakly established internal mechanisms for reporting and accountability impede productive collaborations.

- Many NGOs are led by charismatic leaders but lack structured organisational tiers and second-rung managers. Such asymmetries unbalance rewarding ties.
- NGO proposals oftentimes factor in internal overhead costs. This slows down partnerships as companies prefer to focus on benefits to the communities rather than spread expenditure to cover organisation overheads. CSR managers in companies agree that a 10-15% overhead level to be the acceptable limit.
- It has been observed that close to 90% of the NGOs who approach companies with proposals are from Delhi. They are usually reluctant to go beyond their current locations of work to spread their operations to factories or plants in remote areas. Many NGOs back away when approached for an intervention in a specific area where the company works.
- In infrastructure-related CSR interventions,

the scope for involving NGOs as partners is limited or non-existent.

- NGOs do not attempt to dovetail with government schemes after attaining CSR support for their initiatives to scale up and affect a wider impact.
- The work of PSEs involve functioning within certain frameworks like competitive bidding. NGOs are sometimes not open to re-aligning systems to be accepting of such processes.
- NGOs must also ensure transparent accounting and management practices that stand up to audit scrutiny.
- Choosing the right NGO to partner with requires a meaningful evaluation of criteria such as:

Is the NGO sharing all information with the company?

*What is the mission/vision of the NGO?
Is its functioning transparent?*

Who are the beneficiaries of their projects?

What are the accountability measures it has in place?

- NGOs are used to working independently; partnerships with corporates will require adjustments in functioning styles. They need to factor this element into their functioning.
- Many NGOs are keen to expand their scope of activities. Yet caution must be exercised when taking them away from their core areas of work and competencies as this may dilute their efficiency and impact.



BREAKTHROUGHS FOR THE FUTURE: RECOMMENDATIONS

For strategic inflexion points to happen in CSR projects within the business framework and for CSR opportunities to rise to new heights, a few suggestions were offered by respondents:

- For swifter evaluations and initiation of projects, it is important to explore several avenues to screen proposals other than the tendering process.
- Most companies would be better abled by guidance on how to screen prospective NGO partners and on how to identify appropriate partners.
- Gender empowerment interventions focussing on women contract or migrant labour in the informal sector needs urgent attention.
- Conscious efforts should be made to move away from supporting infrastructure development projects where impact is easy to demonstrate to projects that grapple with social change and women's empowerment.
- Transparency in operational procedures and spending are a must.
- Training modules to orient CSR team members on the guiding principles of CSR, followed by regular trainings to update them on recent developments are essential.
- CSR should not become just another domain of HR functionaries. It should be open to all: engineers, geo-physicists or other technical functionaries. This would help both expand CSR horizons and the perspectives and skill sets of personnel.
- Reporting mechanisms for CSR initiatives need to be strengthened to effectively track outputs, outcomes, and impacts for future planning and programming.

ANNEXURES

Annexure 1:

Questionnaires were used to elicit answers on the following broad focus areas of the study:

- Good practices within CSR projects for women and girls being implemented by Indian PSEs
- Challenges faced in design, selection and implementation of CSR projects for women and girls
- Suggestions by corporate leaders to strengthen CSR interventions for women and girls to reach new milestones

The questions in each category included:

a) **Best Practices (to be highlighted as a case study in the report):**

1. What in your opinion is the most successful CSR intervention targeting women and girls in your company? What are the major achievements of this intervention? How did the intervention come together? What were the processes at the planning, inception and implementation stages? Who (internal and external stakeholders) played a key role in making the intervention successful?
 2. What are the other CSR interventions targeting women and girls in your company? What has been the year-wise spending on CSR interventions specifically targeting women and girls for FY 2012-13 & 2013-14? What percentage of your total CSR spending would this amount constitute?
- b) **Gaps and challenges (all responses to be collated together/no response to be attributed to any individual or company):**

1. Does your company need to have CSR interventions specifically targeting women and girls? Why?
2. Has the company derived any strategic value by supporting the above interventions?
3. What have been the major challenges while implementing the above interventions?
4. Do you think that the impact of the projects have been commensurate with the amount invested? Are you doing any formal impact assessments?
5. Our society is still strongly patriarchal. How do you think it affects attitudes and approach while implementing such interventions? What in your opinion can be done to bring attitude change?.

c) Suggestions (all responses to be collated together/no response would be attributed to any individual or company):

1. What in your opinion should be the top ten focus areas for your company's CSR? Please rank from most important to least important

2. If you look at women stakeholders in your company's sphere of influence, who are the top five stakeholders that you should target through your CSR?
3. Are there any specific expectations or suggestions regarding role of NGOs in strengthening your CSR interventions with women and girls?
4. What has been your experience of working with NGOs?

d) In-house discrimination exists in companies: Is your company doing any work on gender budgeting? Do you think it has any impact on empowerment within and outside?







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