



GUJARAT CSR AUTHORITY  
An Initiative by Government of Gujarat

2<sup>nd</sup> edition of  
**National CSR  
Conclave and  
Awards  
2018**

**Organised by:**

**Gujarat CSR Authority  
22<sup>nd</sup>-23<sup>rd</sup> February 2018  
at AMA Ahmedabad**

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## About National CSR Conclave and Awards, 2018

The Gujarat CSR Authority (GCSRA) was established in April 2015 as an institution chaired by the Honourable Chief Minister of the State. The mission of GCSRA is to catalyse sustainable growth by creating an enabling environment for the corporate sector to work in partnership with the Government and with community based organizations in the field of Corporate Social Responsibility. The thrust areas of GCSRA are (a) malnutrition, (b) low cost diagnostic healthcare and allied activities, (c) sanitation, (d) skilling & livelihoods and (e) entrepreneurship & innovation.

GCSRA has organized its second edition of National CSR Conclave and Awards on 22-23<sup>rd</sup> February, 2018 at Ahmedabad Management Association, Ahmedabad which aimed at providing a common platform to various stakeholders to share their expectations and aspirations to address the social challenges faced by fellow practitioners.

Discussions in this Conclave revolved around creating an enabling environment for implementation and strengthening existing CSR initiatives through adoption of best practices.

A Major highlight of this conclave was the presentation of GACL Gujarat State CSR Awards with an aim to identify and recognize the exemplary work of the companies in integrating and internalizing CSR.

### **Objectives of the Conclave**

- Understand the changing paradigm of CSR in India
- Provide a platform to discuss the current issues and developments in CSR
- Share, discuss and ideate on how the state and corporates can collaborate to provide an enabling environment to solve social challenges
- Facilitate dialogue and partnerships for 'development'
- Discuss and share best practices for programme implementation and impact creation, through dissemination of state and national level experiences

### **Conclave Themes**

- Present dynamics & perspective shifts : policy changes & direction of CSR
- Moving from 'transactional CSR' to 'transformational CSR' : conventional to strategic engagement
- Defining benchmarks: creating scale & replicability
- Thematic breakaway sessions on (a) Public-Private-Community partnerships, (b) results based programming (c) identifying 'the' partners and (d) Sustainability Reporting
- Future paradigms on CSR - above & beyond
- 2nd edition of the Gujarat CSR Awards

### **Key Takeaways**

- Creation of a knowledge network with eminent industry experts, civil society stakeholders and more than 300 representatives from different parts of the state / country
- Understanding of views & perspectives of the Government and Policy makers
- Clarifications on doubts / concerns through discussions with India's top CSR thought leaders / practitioners / experts / regulators
- 'Development of an understanding of what is 'sustainable & transformational impact' and what enables the same.

## Session wise proceedings

<b>Session Theme</b>	'Inaugural Session'
<b>Day 1 (22 February, 2018)</b>	Session 1
<b>Time</b>	10.00 am – 10.45 am
<b>Session Format</b>	Welcome Address, Key Note Address & Special Address
<b>Welcome Address</b>	Shri A.M. Tiwari, IAS, CEO, Gujarat CSR Authority
<b>Key Note Address</b>	Ms. Ruchi Mehta, Trustee, Deepak Foundation
<b>Special Address</b>	Shri Binoy Acharya, Founder Director, UNNATI

### Welcome Address

#### **Shri A.M. Tiwari, IAS, Chief Executive Officer, Gujarat CSR Authority (GCSRA)**

The second National CSR Conclave was inaugurated by Shri A.M. Tiwari. It was attended by 267 representatives of corporates, Non-Governmental Organizations (NGOs) and government departments from different parts of the country. Shri Tiwari initiated this edition by emphasizing the role of GCSRA as a unique intervention of the state government that provides a formal mechanism for facilitating ongoing CSR efforts in the state of Gujarat. It enables pooling of resources of multiple corporates to achieve a common goal and provides knowledge about social sector to companies who do not have prior exposure to CSR. It also helps to bring best CSR practices from the industry to the social sector. In the process, GCSRA has developed partnerships with corporates, implementing agencies, knowledge organizations and government bodies.

Shri Tiwari shared that the National CSR Conclave, 2018 will try to flag and address some of the pressing challenges being faced by the implementers of CSR. GCSRA team has spent considerable time to identify the core issues to be discussed at the two-day Conclave and identify relevant thought leaders to provide their perspective and guidance on substantive issues that impact CSR today.

GCSRA has initiated a concerted effort to document the state of CSR efforts in the country. The document will encompass diverse CSR initiatives and is targeted to be completed within a year, before the CSR Conclave, 2019. It will be a joint effort of highly experienced development professionals and the M.S. University, Vadodara. Discussions will be held with different stakeholders to enhance the relevance of the document for development practitioners. The document will:

- chronicle the journey of CSR before and after the mandate of CSR Act
- document successful and best practices of CSR implemented in the country, capturing the reasons for their success and
- capture the ongoing debates and solutions that are emerging to address the current challenges.



**(In Pic: Shri. A. M. Tiwari, IAS, CEO, GCSRA inaugurating the National CSR Conclave)**

Shri A.M. Tiwari expressed his gratitude to Gujarat Alkalies and Chemicals Limited (GACL) for agreeing to sponsor the GCSRA awards for 3 years and added that the awards for these three years will be rechristened as the GACL Gujarat CSR Awards. A rigorous process, spanning over six months, was followed for selection of award winners for 2018. The Conclave will also showcase some other noteworthy efforts in CSR that were identified by the team while processing the awards. A Coffee Table book, comprising a compilation of the stories of good CSR practices and their potential for scaling up, will be released.

### **Key Note Address by a Young CSR Champion**

#### **Ms. Ruchi Mehta, Trustee, Deepak Foundation**

Ms. Ruchi Mehta began her address by sharing her diverse educational and professional background and how she has attempted to transfer the skills acquired in one sector to the others; her background has also helped to add value to the new sector of CSR with which she is currently associated.

The speaker highlighted how accountability and transparency have begun to acquire prominence in the emerging culture of the CSR projects. The next important step is to incorporate innovation. Sharing an example of innovation, Ms. Mehta shared how through concerted research and initiative of the Ship Association for improving the transport system, a journey by ship from London to Boston that took 45 days in 1900's can now be achieved in just six days. The Wright Brothers also invented the airplane around the 1900s and now the journey by air from London to Boston takes just 6 hours. This is an example of 'disruptive technology', a term often used liberally, but not incorporated as much in practice. In addition to focusing on transparency, CSR committees must also focus on innovation, take calculated risks and transfer their skills and Return on Investment (RoI) focus in business activities to CSR practices.

Ms. Mehta suggested the CSR committees to focus on yet another aspect viz. sustainability. She gave an example from the 1860's when people in London were severely affected by plague. The sewage water was getting mixed with the water of River Thames and the same was being consumed for drinking purposes by the residents, resulting in life threatening infections. The necessity to address the problem and find a solution resulted in the building of a sewage system. Since 1860's when it was built, the system is still functional and is the world's first and largest sewage system. This is an ultimate example of sustainability and CSR projects should also follow such practices. It has been seen that generally, CSR funds are allocated towards the end of the year and the urgency of utilising them leads to a focus on short-term projects rather than long-term sustainable projects.

The speaker also commented that the new mandate in CSR is creating healthy competition not just among CSR committees/teams of different companies but also between government and CSR projects. As in the case of business, competition helps all those involved to innovate and improve their performance. Collaborations between different stakeholders for CSR implementation helps everyone to grow.

Concluding her address, Ms. Mehta suggested that CSR committees be represented on the corporate boards, so that CSR is taken seriously, is more systematic, and business skills and ideologies are also transferred to CSR committees.

### **CSR and Equitable Development in the State of Gujarat**

#### **Special Address by Shri Binoy Acharya, Founder Director, UNNATI**

Shri Binoy Acharya set the context by stating, "Perhaps this earth has never seen so much money and wealth ever. However, despite this enormous wealth, there is a high degree of inequity." The wealth that

is available can address any issue, but the challenge is how it can be equitably distributed and how it can reach the last mile.

The speaker shared about his interaction with an elderly person who was in the 0-16 BPL category<sup>1</sup> and was receiving old age pension. The old man wondered why people in the 16-20 BPL list were not eligible for pension benefits when the difference between people in these two BPL categories was not sufficient enough to warrant their exclusion from social security. Shri Acharya discussed this observation with the government officials. The government of Gujarat accepted the recommendations made and three months back, issued a resolution extending the provision of all pension programmes to those in the 16-20 BPL list. As a result, the number of people eligible for pension has almost doubled. This has brought a significant change among the people residing in villages.

Shri Acharya shared his relationship with GCSRA for the last two years as a member of the committee for selection of the CSR award winners. He observed that while the 70 CSR projects that were screened by GCSRA are doing a lot for input provisioning, it is also important that they have a robust partnership with the government. Talking to the government does not mean opposing them; it means partnering with them. Shri Acharya's organization, UNNATI, worked for 4 years on MGNREGA with the Department of Rural Development. During this association, every year they collectively gathered around 5,000 grievances. The support extended by UNNATI in providing information was appreciated by the government as it helped them in addressing critical issues. Voicing a commonly felt concern, Shri Acharya said, "Can CSR, by bringing so much wealth into development sector and making input-oriented development, also engage with the government in addressing issues which are not addressed?" In order to do that, it is first important to understand the ground reality and thereafter assess the nature of programmes that need to be developed.

The speaker shared that there are several good quality services being provided by the government and suggested to the corporates to partner with the government to help evolve and improve such services. In the current context, CSR is a reality and is making tremendous contribution but it is important to continually reinvent ourselves. The use of CSR funds should be continuously planned and regularly monitored for proper and effective utilization.

Sustainable development and partnership go hand in hand. Sustainable development cannot come without good partnership. It is important to work in collaboration with different institutions, encompassing the academia, media, government, international institutions, and most importantly with the poor people.

Shri Acharya concluded the special address with this message, "Having an ear on ground is most important. Equity can only come if our ears are grounded. Listen to the people and act accordingly; that will lead to sustainable development and bring equity."

### **Panelist's Views**

**Shri P.K. Gera, IAS, Managing Director, Gujarat Alkalies and Chemicals Limited (GACL)**

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<sup>1</sup> Below Poverty Line (BPL) refers to an economic benchmark (based on the per capita income) developed by the Government of India to ascertain individuals/households who are at an economic disadvantage and in need of government assistance and aid. Different criteria have been developed for measuring poverty in the rural and urban areas. The degree of deprivation is measured with the help of 13 parameters, and each parameter is scored on a scale of 0-4. Earlier, families with 16 marks or less (currently 17 marks or less) out of a maximum 52 marks were classified as BPL.

*Shri Gera shared his valuable insights on the importance of CSR and the philosophy of GACL. Technically, CSR should not have been required as the Constitution assigns the government the responsibility of taking care of the downtrodden and poor in an equitable manner. CSR may probably have come into existence, either because the government is not able to provide the required funds or there is a need to supplement the government funds in the areas where the corporates work. As a government promoted company, GACL addresses the challenges often faced in the implementation of government programmes in 'reaching the last mile'.*

*GACL has been working for education, health and care of children. It has provided management support to a government orphanage for the care of mentally retarded children in Vadodara. It has renovated the building of the orphanage and aims to provide education facilities to children within its premises. Currently, they attend classes at an educational facility provided by another organization, Spandan.*

*Shri Gera also shared that GACL has given a commitment to the government, while seeking environmental clearance, to take care of 31 villages in Dahej with an annual expenditure of around 5 crores. The primary focus is on ODF and making the toilets functional. Local people are being involved in this project and provided with monetary support to construct toilets. Shri Gera invited organizations to partner with GACL to strengthen this work.*



***(In Pic L-R: Shri P.K. Gera, IAS, Managing Director, Gujarat Alkalies and Chemicals Limited and Shri. Sudhir Sinha, CSR Expert and Advisor, PwC India)***

<b>Session Theme</b>	<i>'CSR Awards Ceremony'</i>
<b>Day 1 (22 February 2018)</b>	Session 2
<b>Time</b>	11.00 am – 12.00 pm
<b>Session Format</b>	Welcome Address, Process and Presentation of CSR Awards & Address by the Honourable Governorshri of Gujarat
<b>Welcome Address</b>	Shri A.M. Tiwari, IAS, CEO, GCSRA
<b>The CSR Awards: A Process</b>	Shri Abhishek Tripathi, Director, PricewaterhouseCoopers (PwC), India
<b>Video Documents &amp; Presentation of the Awards</b>	Awards Presentation
<b>Release of Coffee Table Book &amp; Address</b>	Honourable Governorshri of Gujarat, Shri O.P. Kohli
<b>Vote of Thanks</b>	Shri A.M. Tiwari, IAS, CEO, GCSRA



*(Awards Ceremony of GCSRA's National CSR Conclave and Awards, 2018)*

### Welcome Address

**Shri A.M. Tiwari, IAS, Chief Executive Officer, GCSRA**

*"Honourable Governorshri, distinguished panelists and guests, partners, I welcome you all to the GCSRA CSR Awards 2018. The aim of these awards is to acknowledge and recognize the exemplary work of companies in integrating and internalizing Corporate Social Responsibility in the state of Gujarat. This year marks the second edition of the GCSRA National CSR Awards and the selection process has been rigorous and assessed by an eminent Screening Committee and Jury members, through a 3-tier rigorous assessment process, comprising secondary evaluation, field impact validation and committee scoring, before finally tabling it to the jury for deliberations. The Committee & Jury members comprised civil*



society luminaries, CSR practitioners, administrators and were a healthy and diverse set of individuals who assessed these projects with a very critical lens.

The first edition of the awards in 2017, felicitated various corporates for their exemplary works in the domain of CSR. The GCSRA awards has now successfully moved into its second year and with a similar vision and zeal, this year the Conclave will continue to felicitate the best CSR practices which have been successful in realising sustained results and driving partnerships to create impact at a large level. From this year on, we have on board with us – GACL, who have agreed to sponsor these CSR Awards for the next three years. We thank GACL for this commitment to the cause of recognising exemplary CSR works in the State of Gujarat. Our knowledge partner PwC, who have been with us through this process last year as well as this, shall now share the details of the award process.”

### **The CSR Award: A Process**

#### **Shri Abhishek Tripathi, Director, CSR Advisory, PwC India**

“Honourable Governorshri, ladies and gentlemen, today, it is a matter of great honour and pride to introduce GCSRA’s second edition of the CSR Awards. I work with PwC, who are honoured to partner with GCSRA as a knowledge partner for this event. GCSRA, as you all may be aware, was conceptualised with an idea to enable cooperation and participation between the corporates and the government to benefit the marginalised community, while helping them comply with the requirements under the CSR Rules. While GCSRA works towards grounding impactful projects with strong partnerships, there is a vast pool of running/executed projects that are worthy of sharing, from the perspective of scaling up these experiments. Accordingly, this years’ CSR Awards comprises of two categories namely:

1. Sustainable and impactful CSR project
2. Cohesive and strategic CSR Partnership

The first category had been further sub-categorised into (a) Large and (b) Medium and Small companies, (c) Central public sector enterprises (PSEs) and (d) State PSEs, on the basis of the size of the company in terms of the profits earned and the form of the entity, while the second category had only two sub-categories of large and small-medium enterprises.

The selection process was a rigorous one and involved a three-tier assessment:

- a. GCSRA initiated the award application process in November 2017 wherein applications from large, medium and small companies (both private as well as public) were invited, by filling the award application ONLINE. The participating companies, while filling the online forms also submitted the substantiating documentation such as videos, pictures, case studies, impact studies, other felicitations etc. A total of 37 application forms for the awards were received by GCSRA from 32 companies, within the stipulated timelines.
- b. Based on the award application forms, a preliminary scoring and short-listing was carried out by PwC and GCSRA, using a CSR Award Evaluation Tool, an excel-based tool which was developed on five parameters - Inclusiveness, Relevance, Effectiveness, Convergence and Sustainability. The tool comprised evaluation parameters aligned with each award category. Basis this evaluation, ineligible and low impact projects of companies were weeded out, and we were left with only three categories of projects, being large companies in the (1) sustainable & impactful CSR projects and (2) cohesive and strategic CSR partnership, and central PSEs in the impactful category.
- c. Based on these preliminary scores, the top 7-8 projects were shortlisted in each award and company category (a total of 17 applications got shortlisted) for the 2nd round of site visits, which

were conducted jointly by GCSRA-PwC, for the purpose of project validation, during December and January. Post the field validation, field-visit scores were allotted and the consolidated results were shared with the Selection Committee members for further evaluation. The esteemed committee members were:

1. Shri A.M. Tiwari IAS, CEO, GCSRA
  2. Shri Sudhir Sinha, CSR Expert & Advisor, PwC
  3. Shri Binoy Acharya, Founder Director of UNNATI - Organisation for Development Education
  4. Ms. Arti Kanwar IAS, Resident Commissioner for the State of Gujarat
- d. Subsequently, in February, 17 companies were called in for presenting their project applications before the Selection Committee. Companies presented their projects before the Selection Committee; which was subsequently followed by a Q&A session. Based on presentations and the broad evaluation parameters, the Selection Committee evaluated the projects and provided their comments & scores. Subsequently, the top (average weighted) 5 companies from (a) Sustainable and Impactful CSR, and top 6 companies from (b) Cohesive and Strategic Partnership were nominated for final discussion and selection of winners by the Jury.
- e. The final round in the awards process - the external jury round, which comprised of 5 jury members, who, with support of available scoring materials, minuted discussions of the Selection Committee and videos of different companies; assessed the applications on the five evaluation parameters. For helping them assess, the Jury was also provided with the weighted average scores obtained across the first three rounds - namely preliminary application screening, field visits, and internal selection committee scores; for the final discussion assessment and scoring. The eminent Jury comprised a mix of administrators, corporates / corporate foundation representatives and were:
1. Shri Maheswar Sahu IAS, ex-chairperson of GCSRA and the former Additional Chief Secretary (Industries and Mining Dept.), Govt. of Gujarat
  2. Shri P.K. Gera IAS, Managing Director of GACL – the Awards Partner
  3. Shri Ravi Puranik, former CEO, Hindustan Unilever Foundation
  4. Ms. Swati Lalbhai, Trustee, Atul Foundation
  5. Ms. Tejal Amin, Chairperson, Navrachana Educational Society
- f. The Jury members were apprised about the award process. During the Jury meeting, the GCSRA-PwC team provided a summary of each shortlisted project, followed with the project's video-documentation. This followed detailed closed room discussion between the jury members and subsequently the top winning projects in each category was discussed and agreed upon.

And as we apprise you all regarding the robust process and scrutiny of the applications, we take this opportunity to applaud the work done by the corporates to benefit the society at large. The 2<sup>nd</sup> edition of the awards had applications with such permutations and combinations that made it difficult for the jury to decide the winners. As we wish good luck to all the participating companies, we do wish the initiatives in Gujarat to continue and become an example for other states to replicate.”

### **Video Documents and Presentation of the Awards**

Honourable Governorshri of Gujarat presented the following winners with the CSR awards. Video documentation of work done by the award winners was showcased at the Conclave:

1. Sustainable and Impactful CSR Award

*Category: Large Company*

**Winner: Adani Group for Fisherman Community Initiative**

*Adani Foundation, through its CSR initiatives, has been working for over 8 years towards the overall development of fisherman communities at Mundra, Kutch. It is working with more than 4500 fishermen and provides support for education, livelihood, skill development, infrastructure and water, and attempts to bring a change in the behaviour of the community.*



***(In Pic: Team of Adani Group receiving GACL Gujarat State CSR Award for their Fisherman Community Initiative)***

**2. Cohesive & Strategic Partnership in CSR project**

*Category: Large Company*

**Winner: Ambuja Cement Foundation for Integrated Water Resource Management Project**

*Ambuja Foundation's Water Resource Management project is a 25-year-old initiative that is spread across 361 villages, in partnership with the Tata Trusts, Coastal Salinity Prevention Cell, National Bank for Agriculture & Rural Development (NABARD) and Gujarat Green Revolution Company Limited (GGRC) and has impacted the water balance of rural communities in Gir-Somnath district. The project is a successful model of partnership and leveraging funds from different sources to meet a common goal. While the number of cotton farmers benefitted by improved inputs stand at 16,844, the water management aspect (drip irrigation and the like) reaches out to nearly 2,300 farmers and approximately 11,000 acres.*



***(In Pic: Team of Ambuja Cement receiving GACL Gujarat State CSR Award for their Integrated Water Resource Management Project)***

### **Release of Coffee Table Book**

Shri O.P. Kohli, Honourable Governorshri of Gujarat, released the GCSRA Coffee Table Book: 2018, comprising of 19 best case studies of the CSR projects of participating companies.

### **Address by Shri O.P. Kohli, Honourable Governorshri of Gujarat**

*“Shri Anand Mohan Tiwari, CEO of Gujarat CSR Authority, winners of the prestigious awards and distinguished guests. It gives me immense pleasure in addressing you all at GCSRA’s National CSR Conclave 2018, which has now successfully moved onto its second year. I take this opportunity to commend the dictum of the Conclave, which states “Re-inventing CSR for Transformational Impact”; and focuses on recognising CSR projects that are impactful and have community at their core, thereby documenting the reasons leading to scalable impact that transforms their lives, and hence, facilitates its replicability. GCSRA’s intent and direction has been a game changing philosophy in the present developmental paradigm and I would like to see them establishing new benchmarks in furthering impactful and cohesive public-private-community partnerships, establishing an example for the rest of the country to follow.*

*Developing and developed communities are two extremes and organising efforts to move from the former to the latter is beset with challenges that are dynamic in nature and copious in number. Over the years, central & state governments have been at the forefront of designing policies that target large scale development. These policies stand out as being well conceived in theory (and in round table discussions) but mostly prove to be inert in addressing the core issues when implemented. Corporates are now helping fill up the gap(s) by not only implementing impactful projects that are scalable, but also demonstrating*

experiences to minimize the divergence between anticipated performance and the actual. With qualified development professionals now being hired by the corporates, a much brighter picture awaits us.

The concept of CSR has now become strategic in its outlook to move up the ladder to accelerate long-term, sustainable and quality impact. Accountable growth has now become the cornerstone of planning by corporates. And while we debate on the opposite assumptions of CSR being community centric or just a glossy report-writing task, the notable work of corporates such as the Tata Sustainability Group and even of home grown companies such as Welspun, Gujarat Heavy Chemicals Ltd. (GHCL), Adani Group, etc. provide enough to substantiate the positives of the hypothesis. There is also the Bharti Group, Indian Tobacco Company Ltd. (ITC), Lupin, and others, who have contributed significantly in developing their communities. Other than these, Individual social responsibility of High Net Worth philanthropists like Bill & Melinda Gates Foundation, Michael & Susan Dell Foundation etc., as well as the responsible contributions of global players such as British Petroleum, GlaxoSmithKline plc (GSK), Hindustan Unilever et al, have contributed to creating impactful development for the society at large. The common motive that drove the above cited efforts was “to create a replicable and scalable platform for holistic development of the society, with a view to positively impact the lives of its disadvantaged populace”. Gujarat, in particular, has been blessed by personalities that went a step ahead than just profit making. Personalities like Dhirubhai Ambani, C.U. Shah, Jamshedji Tata, have contributed significantly towards the development of the state. Their vision and commitment to investing a pie of their profits and serve the society without any legal compliance in place, make them stand out as notable personalities.

Since its launch as Section 135, the CSR mandate and the flexibility provided to corporates to interpret the listed activities under schedule VII liberally, has helped in enlarging the scope of the activities mentioned therein. If we see the activities in detail, they, in essence, effectively service majority of the developmental requirements of our communities, with an emphasis on education, health & sanitation, skill development and women empowerment, all of which are linked to the goal of ‘higher economic productivity’. The vision of the Rules was to change the way in which CSR is dealt with, make it more focussed, preparing the company to be in sync with its communities, and make CSR feature as a prominent discussion point in the boardroom of corporates.

I am informed that this year’s awards were keenly contested and the distinction between the winners and the next level was of a thin line. While Adani Group won the award in the ‘sustainable and impactful CSR’ category by creating a distinctive impact in the livelihoods of fisherman community over a long seven-year period, continually innovating and scaling up while creating joint ownership; Ambuja Cement Group won the award in the second category for its multi-faceted but integrated Water Resource Management programme, aimed at improving access to quality water for our rural communities, reaching out to 160 odd villages and establishing effective partnerships with NABARD, GGRC, etc. in the process. Some of the other initiatives have also made a significant social contribution and deserve a mention. These include Apollo Tyre’s self-help group (SHG) based project which has grounded the best working model of SHG based livelihood promotion as well as women empowerment (in a structured, gradually stepped up manner), while that of Ultratech Cement has focussed on the non-farm sector (specifically dairying), creating sustained returns for the beneficiaries. Likewise, Schaeffler India’s initiative of livelihoods promotion and economic empowerment of the specially-abled girl children in Vadodara deserves a special accolade. Reliance Industries has contributed by creating an enabling infrastructure through the Sudama Setu in Dwarka; while Bayer Vapi’s school project has demonstrated the impact of a small but holistic, scalable & quality focussed intervention. Adani’s Swacchagraha initiative has not only reached out to huge numbers of children across 650 schools but has enabled them as ambassadors of Swacch Bharat in their families, bringing home the message to their parents and friends alike. Behaviour change is a difficult process, but once ingrained, will have a lasting impact, making this initiative a laudable one.

*A fusion of government resources and corporate expertise can help in designing strategic projects that lead to the best possible impacts in future. There is a vast scope for such cohesive models of public-private-community partnerships to assist in the exchange of inputs and idea, thereby benefitting the disadvantaged and vulnerable at large, and that too, at scale. An approach to mould the present government schemes and resources with strategies that are expertly planned is, something I believe, the key to creating a successful development platform, and I encourage the various departments and state undertakings to learn from such pilots and experimentations and leverage these learnings.*

*Gujarat CSR Authority, under the Government of Gujarat, has been trying to address the developmental priorities of the State since its inception. Its foremost focus has been, invariably, to bring in the small and medium enterprises, under the vault of CSR; and help them develop strategic, cohesive and impactful projects. GCSRA has been at the forefront in devising programmes to sync the efforts of corporates with the government as well as with the community at large. In order to widely disseminate information pertaining to CSR, GCSRA's web portal launched last year is a knowledge repository that is beneficial to all development practitioners. I encourage you all to seek out this publicly accessible resource, while designing & planning your initiatives.*

*I, once again take this opportunity to congratulate the winners of the Gujarat CSR Awards, and compliment their sincere efforts towards development of the society and creating inclusive ether for the underprivileged, and to GCSRA - for making constant endeavours to recognise such efforts. The untiring efforts of the jury and the expert committee, to screen and choose the best projects and models also need to be appreciated. It must have been tough to choose from such good examples I am sure. To me, all the Corporates who applied for the awards are all 'winners' to some extent. I hence congratulate all the corporates who participated.*

*I compliment the Gujarat CSR Authority for their endeavour to consolidate efforts of different entities, with a view of creating replicable solutions for widespread impact. I sincerely wish that this National Conclave of GCSRA continues its efforts to felicitate impactful CSR projects and bring various corporates and PSUs together, year after year, to facilitate such informative dialogue exchange for the benefit of the masses."*

*Jai Hind!*

### **Vote of Thanks**

*Shri A.M. Tiwari, on behalf of GCSRA, thanked the Governorshri, Shri O.P. Kohli and assured him that GCSRA is encouraged and motivated to promote CSR activities in the state. He further extended his gratitude to the corporates that participated in the process, the GCSRA and PwC team members, who spent approximately one month in the field to verify the claims made by the applicants for the CSR awards, screening committee members, and the jury members for identifying the winners. Shri Tiwari concluded on the optimistic note that many more corporates would get motivated to replicate the approaches showcased after witnessing their impact.*

### **Session Theme**

*'Present Dynamics & Perspective Shifts: Policy Changes and Directions of CSR'*

### **Day 1 (22 February 2018)**

*Session 3 (Technical Plenary I)*

### **Time**

*12.00 pm – 1.30 pm*

### **Session Format**

*Presentation, Panel Discussion and Open House*

### **Chairperson**

*Shri A.M. Tiwari, IAS, CEO, GCSRA*

### **Presenter**

*Shri M.P. Shah, Regional Director (CSR Cell), Ministry of Corporate Affairs, Govt. of India*

- Panelist 1** Dr. Kazuhiro Imaie, Managing Director, Hitachi Hi-Rel Power Electronics Pvt. Ltd
- Panelist 2** Dr. Ellisbeth Menasse-Wiesbauer, Director, ZOOM Children's Museum
- Panelist 3** Ms. Yutika Vora, Co-Founder, Nagrika

**The CSR Rules: Policy Changes and the Perspective Shift**

**Presentation by Shri M.P. Shah, Regional Director (CSR Cell), Ministry of Corporate Affairs, GOI**

Shri Shah set the tone of his presentation by sharing that CSR is not a new concept in India. For centuries, charitable activities have been carried out worldwide by individuals, businessmen and corporates. Step wells were built 400-500 years ago in Gujarat; this was a form of CSR activity for the welfare of society.

The speaker elaborated on the Companies Act, 2013 and its key provisions. Prior to the passing of the Act, CSR was being voluntarily undertaken by companies. Subsequent to the legislation, a greater number of companies are strategizing their CSR investments and are cautious in fulfilling the mandatory CSR requirements.

Section 135 read with Schedule VII of the Companies Act, 2013 provides for CSR. Section 134 (3) (o) of the Act provides for disclosure to be made about CSR in the Boards' Report by eligible companies. Schedule VII enumerates activities that can be undertaken under CSR. Companies (Corporate Social Responsibility Policy) Rules, 2014 prescribe the manner in which companies can comply with the CSR provision of the Act. Section 135, Schedule VII and the Companies (Corporate Social Responsibility Policy) Rules, 2014 were notified on February 27, 2014, and came into force from April 1, 2014. The Companies (Amendment) Bill, 2016 was passed by the Lok Sabha on July 27, 2017 as Companies (Amendment) Bill, 2017 and by the Rajya Sabha on December 19, 2017. The Amendment Bill received the assent of the President of India on January 3, 2018.

Some of the statutory provisions under Section 135 of the Act are as follows:

- a. Companies having a net worth of Rs. 500 Crores or more, or turnover of Rs. 1,000 Crores or more or net profit of Rs. 5 Crores or more are mandated to discharge the obligations of CSR. 'Net profit' for computation of CSR spend is to be computed as per Section 198 of the Act and this primarily refers to 'Profit before Tax' (PBT).
- b. These companies are required to constitute a CSR Committee, having at least three directors, including at least one independent director.
- c. At least two per cent of the average net profits of the company made during the three immediately preceding financial years are to be spent on CSR activities by the eligible company every year.
- d. The companies must statutorily disclose the CSR policy, including activities undertaken and amount spent on CSR in their Board's Report. Reasons for shortfall in CSR expenditure also need to be disclosed in this report. Non-disclosure can result in a fine "which shall not be less than fifty thousand rupees but which may extend to twenty-five lakh rupees and every officer of the company who is in default shall be punishable with imprisonment for a term which may extend to three years or with fine which shall not be less than fifty thousand rupees but which may extend to five lakh rupees, or with both" (Section 134 - 8).

Sh. Shah shared an indicative list of activities that can be undertaken by a company under CSR as specified in Schedule VII of the Act. This includes rural upliftment, education, healthcare, slum-area

development, contribution to Swachh Bharat Kosh and Clean Ganga Fund. While implementing CSR, companies need to give preference to the local area and the area around which they operate. Only the CSR projects or activities undertaken in India can be considered as CSR expenditure.

The speaker elaborated some of the activities that cannot be considered as CSR:

- a. programs or activities that benefit only the employees of the company and their families
- b. one-off events such as marathons/ awards/ charitable contribution/ advertisement/sponsorships of TV programmes etc.
- c. expenses incurred by companies for the fulfilment of any Act/ Statute of regulations (e.g. providing welfare measures under Labour Laws, compensation to farmers under Land Acquisition Act etc.)
- d. contribution of any amount directly or indirectly to any political party and
- e. activities undertaken by the company in pursuance of its normal course of business.

The speaker went on to share that the Ministry of Corporate Affairs received recommendations from the Parliamentary Standing Committee on Public Undertakings and Department-Related Parliamentary Standing Committee on Industry for amending certain provisions of CSR under the Act. These recommendations were examined by the Companies Law Committee (CLC) of the Ministry, which further sought suggestions from the public before proposing amendments. The Companies (Amendment) Bill, 2016 was passed in the Lok Sabha on July 27, 2017 as Companies (Amendment) Bill, 2017. Subsequently, the Bill was passed by Rajya Sabha on December 19, 2017. The Amendment Bill has received the assent of the President of India on January 3, 2018.

Shri Shah shared the provisions that have been amended:

- a. In sub section (1) of Section 135 of the Act, 'any financial year' has been replaced by 'The immediately preceding financial year'.
- b. "Provided that where a company is not required to appoint an independent director under sub-section (4) of section 149, it shall have in its Corporate Social Responsibility Committee two or more directors".
- c. In sub-section (3) (a) the words and figures "as specified in Schedule VII" have been substituted by "in areas or subject, specified in Schedule VII".
- d. For the purposes of section V "net profit" shall not include such sums as may be prescribed and shall be calculated in accordance with the provisions of section 198'.

The speaker informed the audience about the launch of the National CSR Data Portal on January 19, 2018 by Shri Arun Jaitley, Hon'ble Minister for Finance and Corporate Affairs ([www.csr.gov.in](http://www.csr.gov.in)). This initiative is seen as a significant step towards driving accountability and transparency for CSR disclosure by companies in India. By making the portal accessible to general public, it will ensure high level of compliance and also institutionalise and consolidate the CSR activities.

The status of action taken for non-compliance of provisions of section 135 read with section 134(3)(O) for financial year 2014-15 are as follows:

- a. show-cause notices issued by the Registrar of Companies (RoC) to 1018 defaulting companies
- b. based on the reports submitted by the Regional Director(s) / RoCs, the Ministry has, accorded permission for initiating penal action under section 134(8) of the Act against 199 companies.
- c. Till date, concerned RoCs have filed prosecution for 108 companies and 29 companies have filed compounding application under section 441(6) of the Act. Necessary action is in process for the remaining 62 companies.

The Ministry of Corporate Affairs has also taken steps to recognise exemplary CSR initiatives by companies and has instituted the National CSR awards. 383 applications from companies and two nominations were received after an announcement of the awards was made in June 2017. A total of Rs.



2.56 crore was earmarked for the awards. As of January 2018, approximately Rs. 83.2 lakhs have been utilised on nation-wide print and online advertisements in newspapers, online portal, recruitment of contractual staff for supporting the awards and other related activities.

### **Panelists' Views on 'Evolution of CSR: Corporate's Response to the New Mandate'**

#### **Ms. Yutika Vora, Co-Founder, Nagrika**

Ms. Vora began by stating that CSR is a unique opportunity to experiment with. In order to address the huge inequality in our society, the government is making its own efforts and CSR can innovate, experiment with new ideas, look at new spaces and examine how challenges can be addressed with the available funds. Sharing her experience from 2011, when she worked with the Shroff Foundation, Ms. Vora spoke about a Public Private Partnership (PPP) model of setting up a rural Business Process Outsourcing (BPO) unit in Chhota Udepur. This model, implemented with government support, helped understand how private Industrial Training Institutes (ITIs) should function and how skill development should take place. In four years, what began as a small project changed the thinking about skill development and development of the ITI sector in the state.

With the vast technology at hand and numerous start-ups, it is possible to address some of the challenges of the country. Ms. Vora shared an example of how the challenges faced by the urban community in Hubli, Dharwad in Karnataka in accessing water were addressed through CSR funding. The problem was especially acute in marginal localities where people did not have water storage systems and were totally reliant on the water supplied for a limited time period. As the timings of water supply were not fixed, people faced several problems in getting water even for their basic needs. With financial support from Deshpande Foundation, NextDrop an NGO collaborated with the Water Authority in Hubli that developed a system of sending an sms, informing people about the timing of water supply. It cost people Rs. 10 per month to receive these messages. NextDrop is now involved in installing water meters and improving water delivery across the country.

Using the above example, the speaker reiterated the need to be innovative, understand and respond to the changing needs of our country. India is the youngest country and has a huge youth population (450 million under 30 years), that needs to be tapped. CSR is an innovative financial mechanism to do this. Another example shared was about the Impact Investment Exchange in Singapore; it encourages companies to view not just profit but also social impact as the bottom line. Trading should be based not only on finances but also on social impact that is being created. As a result, a number of social enterprises have been traded on there.

It is important that companies view their business as CSR and think and act beyond the 2% mandated by the government. The responsibility of taking care of our society has to be in all aspects of business including employing people, providing right products, ethical products and treating people well. This is the responsibility not only of corporates and the government, but of all stakeholders. This sentiment was summed up with a quote of Shri Shailesh Gandhi, Right to Information (RTI) activist, "Mera Bharat mahaan nahi hai, par ye dosh mera hai."

#### **Dr. Kazuhiro Imaie, Managing Director, Hitachi Hi-Rel Power Electronics Pvt. Ltd.**

The speaker began by sharing about Hitachi and its vision of CSR. When society donates a certain amount to an individual, Hitachi provides a matching amount as its contribution. The company also responds to crisis situations in developing countries. It also donates RO machines for water purification.

The ultimate goal of the company is to integrate management and CSR activities. Hitachi has over a thousand subsidiaries all over the world. All the top managers (300,000) of these subsidiaries have to

report to the top-level CSR committee on a quarterly basis. The website contains details of all its CSR activities.



**(In Pic: Dr. Kazuhiro Imaie, Managing Director, Hitachi Hi-Rel Power Electronics Pvt. Ltd.)**

The company's mission statement reads as "contribution to the society through development of original technology and product". Their vision is threefold: Social innovation, collaborative creation and environmental. Hitachi has more than a hundred years long history of infrastructure, technology and system as the company started in 1910. Operational technology and information technology (IT) has helped it to meet society's requirements. The company believes in collaborative creation, and communicates with a diverse range of stakeholders' viz. the government, NGOs, schools and other companies to find solutions to social problems. It believes in providing equal opportunity. The market has severe competition. In this context, the stakeholders need some new value creation.

When one talks about CSR, environmental responsibility of a company cannot be overlooked as environmental activities cannot be done just for one time. It requires a long-term commitment to the customers. Dr. Imaie stressed on how Hitachi has set long term standards to follow and abides by their stated commitments.

#### **Dr. Ellisbeth Menasse- Wiesbauer, Director, ZOOM Children's Museum**

The panelist began by providing an overview of the ZOOM museum which was started in 1994 in Vienna, Austria. It was a private initiative of people who wanted to build a children's museum where children could touch the objects, get interested and curious about things, interact with objects, and understand them in depth. In ZOOM, children are encouraged to play as they learn most by playing. It is an innovative approach that uses both science and art activities. The museum was started with funds from the government and private sponsorships. There was no talk of CSR at the time.

Three years ago, Dr. Ellisbeth met Kathan Kothari who runs the Manthan project (an educational programme for children and adults). He visited the ZOOM museum and was so fascinated that he expressed a desire to replicate the model in Gujarat. Dr. Ellisbeth was then invited to Ahmedabad to share her experience and guide the setting up of the museum. This discussion has culminated in the setting up of a museum 'Khoj' (literally meaning search). 'Khoj', as an initiative, will seek to provide opportunities to children to search, be curious, have fun and learn.

The speaker concluded by appreciating the speed with which the museum project was completed and the CSR involvement, without which it would not have materialised. While in other states, people have to find CSR alternatives themselves, ZOOM has received support from GCSRA, which has been connecting projects with CSR funds.

#### **Concluding remarks by the Chairperson: Shri A.M. Tiwari, IAS, CEO, GCSRA**

The Chairperson highlighted the diversity of the panelists in the session and the multiple perspectives that they brought in from the areas they represent – the regulatory authority, a company, a development practitioner and a thinker.

Talking about the 'Khoj' project discussed by one of the panelists, Shri Tiwari elaborated on the journey from its conception to realisation. The ZOOM project was discussed two years back. One of the main attractions was the possibility that it threw up for international collaboration in CSR. The fact that there was no museum for children in Ahmedabad served as another motivation for initiating the project. Gujarat State Financial Services Company agreed to provide funds for setting it up.

The Chair stated that considering the successful implementation of CSR projects, there is no need for companies to consider CSR as a burden. CSR actually provides an opportunity that can be used to go beyond the traditional practices and innovate to meet the emerging needs and challenges in society. Citing an example from 2011-12, when CSR was not mandated, Shri Tiwari shared how several donors and companies and organisations agreed to come together and pool resources to set up a hospital in Bharuch. There are many other such examples where medical colleges, hospitals etc. were established through resource generation and pooling of funds. Companies and people would aggregate their resources to create something that was needed by a city or a rural area.

The Chair emphasised the need to follow through on new ideas and research that has been tried elsewhere; citing the example of research done in Nepal and Bangladesh on the importance and benefits of migration from rural to urban areas, he wondered whether the experience of these countries can be replicated with the help of CSR funds. It is not necessary to replicate everything that the government does as the government has many constraints and it has to follow many processes that require modifications at each step. The audience was urged to consider if it can bring in professionalism and cross-exchange of ideas from various sectors.

GCSRA embarked on a project for creating entrepreneurs in rural areas. As there is a higher degree of comfort for investing in building entrepreneurs in urban spaces, people who were approached for funding and implementing this project were initially apprehensive about its outcomes. The project was completed successfully and the income of the 20 entrepreneurs has now reached Rs. 70,000 to 1 lakh a year; besides, they have repaid the loans in half the anticipated time. This experience highlights the importance of challenging human thinking and pushing the boundaries with CSR money. Risks will need to be taken if we want to enter newer areas and achieve better results.

The Chair concluded by sharing that social interventions require long term commitment. GCSRA is able to mobilise funds for short-term projects but it is not able to find support for long-term and big projects like setting up of tertiary care hospitals or universities. This requires committed support for a few years. For example, Gujarat State Fertilizers & Chemicals Ltd. (GSFC) has set up a different kind of university through CSR funds and an engineering college has been attached to 22 plants on the lines of medical education. For such projects, long-term commitment of funds is required before they can sustain themselves.

<b>Session Theme</b>	<i>'Moving from Transactional CSR to Strategic CSR: Shift in Strategy and Programming'</i>
<b>Day 1 (22 February 2018)</b>	<i>Session 4 (Technical Plenary II)</i>
<b>Time</b>	<i>2.30 pm – 4.15 pm</i>
<b>Session Format</b>	<i>Keynote Address, Panel Discussion and Open House</i>
<b>Chairperson</b>	<i>Prof. S. Parasuraman, Former Director, Tata Institute of Social Sciences, Mumbai</i>
<b>Keynote Address</b>	<i>Shri Sudhir Sinha, CSR Expert and Advisor, PwC India</i>
<b>Panelist 1</b>	<i>Dr. P. N. Roy Chowdhury, IAS (Retd.), Executive Director, Adani Foundation</i>
<b>Panelist 2</b>	<i>Shri Amit Mehta, CEO, MAA Foundation</i>

**Panelist 3***Shri Shankar Venkateswaran, Former Chief, Tata Sustainability Group***From Traditional to Tactical - Strategic Shift in the CSR Paradigm****Keynote Address by Shri Sudhir Sinha, CSR Expert and Advisor, PwC India**

*Shri Sinha began his presentation by sharing an example of transactional as well as transformational CSR. Tata Steel, in its early years, had supported education through financing repairs of school buildings and providing infrastructure to more than 400 schools. However, a review of the impact of this support revealed that for many years there had been no significant change in the literacy rates in the area where these schools were located. The nature of support being provided did not contribute in transforming the status of education. This was cited to be an example of 'transactional' CSR.*

*To explain the essence of 'transformational CSR' the speaker referred to Gandhiji's visit to Wardha during which he insisted on staying in a village and not in the house offered to him by Shri Jamnalal Bajaj. Sh. Bajaj offered to build a house for him in village Shegaon which was later renamed as Sevagram. Gandhiji laid down two conditions for the construction of the house viz. that the cost of constructing the house should not be more than Rs. 100 and that all the material for construction of the house should be sourced from the village itself. This demonstrated the philosophy that whatever money was going to be invested in the rural area for CSR needs to be reinvested in the community.*

*The speaker defined transactional CSR as 'unstructured charity and philanthropy' that does not result in a long term, sustainable impact. It is not inclusive and does not create social value and social capital. CSR often becomes transactional because of the way it is understood and interpreted. It is perceived as being limited to philanthropy. There is a need to improve and move beyond this understanding.*

*The recent legislation in 2014 mandating CSR serves as a guideline but does not provide the definition; the areas of CSR that are defined serve to perpetuate charity. Companies are expected to comply with the requirements of doing CSR or explain their inability to comply. Most of the companies respond not so much through compliance as by explaining their inability to do so. Further, the manner in which companies are guided about CSR by consultants focuses more on the benefits that CSR will have for the company. Often, they are informed that CSR would help them to improve their brand image and manage their risks better. The focus, therefore, is not on people who should benefit from CSR but on the company, and through it, its people. Glorification and glamorisation of CSR has led to increased marketization and commercialisation.*

*Besides companies that engage in transactional CSR, there are several other stakeholders like the government, NGOs, CSR Managers, agencies that provide consulting and rating services and media as well as processes such as the criteria used for CSR awards that also perpetuate the notion and practices of transactional CSR. The prevalent understanding is generally limited to how much a company is spending. It is very rare to see reports of CSR activities that mention the impact that the company has made through their CSR work. People who have had the opportunity to work for CSR funded projects are not necessarily linked to the communities. They do not know what a village looks like or what a rural community looks like. Within CSR managers, there is a trend to give awards like 'one of the top hundred*

most impactful global leader'; this furthers the feeling among them that they are the leaders and they are running the show.



**(In Pic: Shri. Sudhir Sinha, CSR Expert and Advisor, PwC expressing his views on Traditional to Tactical - Strategic Shift in the CSR Paradigm during the session during the National CSR Conclave)**

In 2014-15, while the CSR spend was Rs. 9,565 crores, in 2015-16 it increased to Rs. 13,828 crores. Majority of the funds were spent on the education sector followed by health. In health, the focus was on arranging health camps. It is important to review how the activities are contributing to reduction in the problems and issues faced by people if CSR has to change from being transactional to transformational.

Sharing the attributes of strategic CSR, the speaker highlighted the importance of reciprocity of relationships that deliver social value throughout the ecosystem. The relationships between a company and society must be mutually beneficial and mutually reinforcing. Strategic CSR adds a social dimension to the value proposition and focuses on understanding inside-out and outside-in linkages, which results in the organisation being able to impact positively on society, rather than merely dishing up public relations and marketing hype.

Providing an overview of transformational CSR, the speaker shared its definition as: "Besides mitigating negative impacts and externalities of companies on environment and stakeholders as a primary responsibility, 'Transformational CSR' promotes inclusive development that seeks businesses to work towards bringing permanent change in 'conditions' that otherwise deny people their 'rights' to have equal access to knowledge, economic opportunities, quality of life and democratic process". He further emphasised that if the community is not empowered to participate in democratic processes, CSR will remain transactional in nature.

A company's approach to CSR is determined by its strategy. For example, if the strategy of a company is trade-off for winning licenses, mitigation and management of risks/threats, focussing on brand visibility or reputation and compliance, its approaches to CSR in practice shall be reactive, piecemeal and fragmented, unstructured, short term and welfare based. An ideal CSR strategy would, on the other hand, focus on mitigation of negative impacts and externalities, creating social value and social capital, inclusive development and making communities resilient. Such a strategy would result in adopting CSR approaches that are proactive, long term, based on partnerships and transformational in character.

The speaker concluded by sharing the emerging trends in CSR:

- Shareholders to 'stakeholders'
- Charity to 'strategic philanthropy'
- Voluntary to 'mandatory'
- 'Fair weather approach' to 'institutionalising CSR into core business practices'
- 'Social Mask' to 'integrating it into DNA of the Business'

### **Panelists' Views**

#### **Dr. P. N. Roy Chowdhury, IAS (Retd.), Executive Director, Adani Foundation**

*The speaker shared his thoughts on the different types of CSR.*

1. *'Transactional CSR' refers to actions carried out to please a person or a group of persons who have some influence that the business requires to be exercised in its favour. In business parlance, it is called corporate affairs.*
2. *'Transformational CSR' leads to fundamental changes in the life of the community or a segment of a community. When the character of the community or its situation undergoes a complete transformation, it may be termed as 'transmutation'. This kind of change is strategic CSR. There is a special bond between the community in which the corporate functions and the corporate existence. If the corporate does not exist or does not make profit, CSR will not happen. Working for the interest of the community is of primary importance. For instance, providing supplemental nourishment to a family that has no food security will lead to change at a fundamental level; an undernourished child cannot acquire knowledge, skills and become a successful member of the community. The process undertaken for CSR is far more important than the investment that was made. Outcome oriented activities, rather than activities seeking to achieve short term outputs are far more likely to yield positive changes for the community. Aligning CSR with the 159 targets of Sustainable Development Goals (SDGs) can help achieve long term changes and transformation in a community.*

#### **Shri Amit Mehta, CEO, MAA Foundation**

*The panelist highlighted some of the key issues in CSR. As the term 'Transactional CSR' suggests, it involves give and take. On the other hand, 'Strategic CSR' involves a careful long term driven plan. Transactions usually happen at the departmental level, in isolation and with a fixed budget. Many CSR organisations are top driven. CSR agendas evolve during board meetings. Often, many corporates consider CSR a statutory compliance. There are few groups like Tatas who have CSR embedded in the ethos and culture of their organisation. He stressed that it is now time to shift from transactional to strategic CSR.*

*Transactional interventions are often dictated by the brain while strategic ones are carried out by the heart. They cater to the short-term goals while strategic CSR looks at the long-term change. It is important to do a problem and need analysis in the community where CSR will be implemented to find out what the major social issues are.*

*There is a dichotomy in what the corporates do in business and what they attempt to do for social change. Many corporates shy from partnering with other corporates or institutions like the Rotary club or the Lions Club, though they may tie up with NGOs. Gujarat has some PPP models in the education space and it is important to explore such possibilities in other sectors as well.*

*Good CSR speaks for itself; the interventions need to be not only relevant to the community but must also make the employees proud and happy to be attached to the company. Many a times, CSR divisions work in isolation and most of the time company employees are not engaged in its CSR activities. India is a vast*

country that requires Indian models of CSR which address the need of the community where the work is being done. Funds also need to be made available in states where need for development is higher. Currently, states like Maharashtra and Gujarat have relatively more CSR funds than Bihar, UP, Orissa and others that are far more underdeveloped.

The speaker concluded by advising companies to select projects that touch the heart and the mind can then be applied for their implementation. That would be an effective, implementable and optimal CSR model.

**Shri Shankar Venkateswaran, Former Chief, Tata Sustainability Group**

Addressing the audience on the shift from transactional to strategic CSR, the speaker shared that CSR is ultimately social and human development done by companies on the same principles that are applied for any development intervention. Similarly, strategic CSR should have the same indicators as any other strategic intervention: keeping the long term in mind, looking at not just the width of the impact but also its depth and its sustainability.

However, there are some differences between what a company does when it gets involved in the development process as compared to the involvement of an NGO or the government; it is important to understand these differences which make some of the initiatives move from being transactional to strategic. In addition to the money that companies bring to the table via CSR, if they were to use the extensive and diverse human resources at their disposal, it would be possible to move towards strategic CSR. For e.g. in an intervention with a crafts group, a marketing manager with her expertise can help them to explore and identify how these products can be marketed. NGOs and the government may not have such expertise. Such inputs can add value as well as help make interventions sustainable.

Secondly, companies are usually obsessed with efficiency as that determines whether they will survive or not. It is important to understand that efficiency is useful for all processes including the development process. If efficiency is clubbed with the humaneness of development interventions, it can enhance impact and help make the interventions more strategic. Efficiency means the optimal use of available resources and lack of efficiency leads to wastage. In a development intervention, the difference between outputs and outcomes is often talked about. Focus on outcomes requires a long-term commitment and vision. The financial resource that a company invests in CSR depends on the profits it makes and hence many companies are not willing to make such long-term commitments. A company like Tata Motors, which has been incurring losses in India, continues to have its CSR budget intact because of the commitment it has made to make a difference in the long term. It is a challenge for companies to do this; hence, leadership at the top matters. No development process can reap outcomes in 2-3 years. The attitude to contribute to development over a long term is important for ensuring that resources are made available.

There is also a need for companies to align their CSR with their business. It is important to make a distinction between alignment with business and furthering the business. Clause 135 of the Companies Act clearly outlines that CSR cannot be what a company would do in the normal course of its business. For alignment with business, a company may use the other resources it has at its disposal. For instance, if Tata Consultancy Services Ltd. (TCS) leverages its IT skills for its CSR work (e.g. for management of the Out Patient Department at the All India Institute of Medical Sciences), it is the most logical and efficient thing to do. When this begins to happen, it may be considered as a move to being strategic rather than transactional.

The speaker concluded by emphasising that it is not necessary to be either transactional or strategic. A healthy mix of both is required. Some external pressures will always remain that may lead a company to do transactional CSR. It may also be required to offer a humanitarian response to calamities. To overcome such pressures from becoming overpowering, a company can clearly state that a larger part (approx. 70-80%) of their budget would be spent on strategic CSR while the remaining will be used for transactional CSR.



**(In Pic: Shri Shankar Venkateswaran, Former Chief, Tata Sustainability Group)**

**Concluding remarks by the Chairperson: Prof. S. Parasuraman, Former Director, Tata Institute of Social Sciences**

The Chairperson summarised the discussions and viewpoints put forward by the panelists and shared his views about transactional and strategic CSR. CSR is a consequence of the kind of development model that a company follows. If the model is based on the principle of 'profit and growth at any cost and by any means', it will lead to creating many poor people and will perpetuate poverty. He opined that CSR was created basically to address poverty created by the development model. As per the Oxfam Report on Wealth of Nations, 2017-18, 2.36 trillion \$ of wealth accrues to about 30-40 individuals. 1% of the population controls 99% of the wealth. The model creates wealth for some people at the cost of a large number of others.

The recent budget has accorded significance to health; however, poor people do not have insurance and health care has gradually become extremely expensive. A paper published in 2017 showed that due to out of pocket expenditure, 5.6% more people were below the poverty line. From 2004 – 2014, 70% of India's population was poor and in 2014-15, 78% people were below the poverty line.

When the national budget is being formulated, industries often receive incentives that fetch higher profits for them; not only are tax liabilities reduced for them, they do not even pay the taxes that they should. If corporates were to pay their taxes and invest in communities, CSR would not be required. If the corporates and industries were to take care of the fall out of the pollution caused by their processes, it would suffice. CSR is important; however, bringing about change in one or two villages does not make much of a difference. CSR would be more effective if an entire taluka or district were covered.



Participation of the community is very important while preparing village level and panchayat level development plans. The country has many social security programmes in place for poverty alleviation and there are adequate resources; the problems arise because these programmes do not work as intended. Involving the community and youth from colleges and universities can help bring convergence and minimise leakages. Children do not need to be hungry as the ICDS and Mid-Day Meal programmes are in place. If the Right to Work programme - Mahatma Gandhi National Rural Employment Gurantee Scheme (MGNREGS) is implemented, people would have enough to eat. CSR can step in to support people and the community to come together, build their capacities, work with the communities and to effect change. This can lead to fundamental, transformational change.

### **Open House: Q/A Session**

**Q.** There is a lot of duplication of work happening in CSR. In Dahej in Bharuch district, medical services are being provided on different days of a week by different organizations. Are we actually working on strategic CSR if such practices are on ground?

**A.** Duplication will not happen if people are involved and consulted in the process of planning and implementation. Also, corporates need to decipher the good players in the areas where they are working and collaborate to address different aspects of an issue; for e.g. if one is working on primary education, another can work on secondary education. This can help create synergy. (Shri Amit Mehta)

**Comment:** It is perceived that Gujarat is Open Defecation Free (ODF). In many villages, the toilets constructed by the government are used as storage spaces. Many good companies have also constructed toilets. There is a greater emphasis on the number of toilets being constructed rather than on helping people to understand the importance of using them.

**A.** Before the construction of toilets, if people had been consulted on the kind of toilets they wanted, they would have planned and constructed them as per their requirement and usage would have been ensured. People are a critical part of the whole process. It is important to adopt an inclusive process involving all the groups (men, women, children, elderly, persons with disabilities), in identifying the problem as they see it, jointly work on solutions, identify who can contribute what kind of resource and how resources can be synergised. (Prof. S. Parasuraman)

**Q.** Does the Act require CSR activities to be implemented in the geographical area where the company/industry is working? Secondly, people managing CSR in some companies do not have a holistic view of the grassroot realities. They may suggest activities to the implementing partner that may not be relevant for a particular context. For e.g. there is no point in making toilets if there is no water in the area. The process of partnership is not participatory. How does one ensure that CSR takes into account the holistic needs of people before finalising the projects?

**A.** The law does not have a problem with companies extending their CSR beyond their geographical boundaries. If that were so, a bank like HDFC will not be able to do CSR anywhere except in Mumbai. Companies, like good neighbours, work in their surrounding areas and then if necessary, venture in areas outside their area of business. The problem is not with the law but with the way it is interpreted. (Dr. P. N. Roy Chowdhury)

**Comment:** Majority of the money in CSR should be spent for awareness generation. Infrastructure created or facilities provided, without people understanding why and how they should be used, are likely to lead to non-utilisation or underutilisation of facilities.

**Q.** We are talking about how we should be strategically collaborating and working towards an outcome based or holistic approach. If we need to be impactful, what are the measurements that should be in place and from whose perspective – from the corporates or from the beneficiary's?

**A.** The moment you use the terms 'beneficiaries' and the 'corporate' you are talking about a 'transactional' relationship. It is 'people' and the companies have responsibilities towards the people because companies are using their resources and making some impact – positive as well as negative. As long as the impact is positive, it is good; but negative impacts must also be recognised and mitigated by the company. Responsibility of companies towards people is mandatory and they are morally, legally and ethically accountable to the people. If people are satisfied with the work that the company is doing, it has done its bit. (Shri Sudhir Sinha)

**Comment:** In the larger scheme of development, the CSR spend (of 2%) will not make a difference to any of the Human Development Indices (HDIs) in any significant way. It is the resources of the state that can actually make a difference. What companies can and should do is to create replicable models. At the end of the day, it is the 98% that the company does that matters. If it conducts its business ethically, pays taxes, does its bit to mitigate the negative impacts it is creating, that will have a greater impact than the 2% CSR spend. There is also a need to differentiate between manufacturing and service companies. Manufacturing processes are disruptive with no way of avoiding them. These will impact the environment as well as people. Hence, manufacturing companies must mitigate those negative impacts; they do not have a choice. That itself limits the CSR geography for them. (Shri Shankar Venkateswaran)

**Comment:** CSR should contribute to achieving the SDGs and lead to a situation of 'no poverty, no hunger'. The outputs should be the SDGs and outcomes need to be seen from the people's perspective – they must enhance their welfare and development. (Prof. S. Parasuraman)

<b>Session Theme</b>	'Public-Private-Community-Partnerships for Development'
<b>Day 1 (22 Feb. 2018)</b>	Session 5 (Technical Plenary III)
<b>Time</b>	4.30 pm – 5.45 pm
<b>Session Format</b>	Presentation, Panel Discussion and Open House
<b>Chairperson</b>	Shri Sudhir Sinha, CSR Expert & Advisor, PwC India
<b>Presenter</b>	Ms. Rama Prakash, Chief, Resource Mobilisation, Akshaya Patra Foundation
<b>Panelist 1</b>	Shri N. Srinivasan, Ex-CGM, NABARD & Development Practitioner
<b>Panelist 2</b>	Ms. Pearl Tiwari, President-CSR, Ambuja Cements Ltd.
<b>Panelist 3</b>	Shri Binoy Acharya, Founder Director, UNNATI-Organisation for Development Education

### **'Investing in Communities: Seeking Scale and Sustainability'**

**Presentation by Ms. Rama Prakash, Chief - Resource Mobilisation, Akshaya Patra Foundation**

The speaker, representing the NGO perspective on partnership for CSR, shared the journey of Akshaya Patra Foundation and its collaboration with corporates and the government in addressing food related challenges for children. She described Akshaya Patra as the movement for 'Unlimited Food for Education'. She mentioned the paradox that India faces as a country. On the one hand, it is the world's fastest growing economy, the 7<sup>th</sup> largest economy and among the new industrialised nations and G 20. On the other hand, it is ridden with poverty and marginalisation. One-third of the world's hungry population lives in India. There are 40 million out-of-school children. India ranked 131 out of 188 on HDI in 2015. Over the last two decades, there has been some progress on the education front. The public expenditure on education as

percentage of gross domestic product (GDP) has gone up from 3.34 in 2005-06 to 4.13 in 2013-14. The gross enrolment ratio (GER) has increased from 81.6% in 2000-01 to 96.9% in 2014-15. GER increased for boys by 4.5% and for girls by 26.4%. The annual dropout rate has come down by 1.28%. During 2005-15, there has also been a substantial progress towards gender parity.

*Akshaya Patra strives to fight issues of classroom hunger and malnutrition in India, by implementing the government's mid-day meal scheme in government and government aided schools. The Foundation believes that no child in India should be deprived of education because of hunger. Its mission is to feed 5 million children by 2020.*

*Talking about sustainability and scalability in CSR projects, Akshaya Patra follows a result-oriented approach and attempts to be strategic in their thinking, planning and execution. It is very clear that it will only address classroom hunger and hence the programme operates only in schools; rather it works only in government schools as it has access through them to the most underserved children. It operates on a PPP model with the government of India and in 12 states. Under this collaboration, the government has tried to make efficient use of this partnership by leveraging the expertise of Akshaya Patra to improve the quality and reach of the programme. The initiative that started out with 1500 children in the year 2000 now reaches out to around 17 lakh children. The operations began in one location in the state of Karnataka; today the work has spread to 34 locations in 12 states. Akshaya Patra's strategy is to have a centralised kitchen to maintain the standard and control the quality of food. The menu in each location is as per the community palate. The 17-year length of the partnership itself proves that the initiative is sustainable.*

*Solar power and biogas technology have been leveraged in many of the kitchens. Akshaya Patra complies fully to the Food Safety and Standards Authority of India (FSSAI) norms. The government provides support by providing grain and cash subsidies. 92% of the funds that it raises go directly to feeding children. The annual cost of feeding a child is Rs. 950. One meal costs Rs. 10.10 of which the administrative cost is 34 paise and 51 paise is spent on fundraising. 60 per cent comes from the government and the balance comes from the corporates. The meals are provided for 232 days in a year. Cost optimisation is very critical and the programme has managed to receive sustained funds.*

*Akshaya Patra's intervention has yielded many positive educational outcomes. Mid-day meal (MDM) is the first meal of the day for nearly 2/3<sup>rd</sup> of the children studying in government schools and the meal serves as an incentive for 9 out of 10 children to come to school daily. Schools have reported a dropout rate of only 2% in 2016-17, which is much less than the previous years. It has also brought in more children from scheduled castes (SC) and scheduled tribes (ST) and minority background to schools, thus increasing social equity. The schools have reported improved academic performance of children. 84% of girl children covered under this MDM programme had normal Body Mass Index (BMI).*

*The need for feeding more children in the government schools is huge and the model set up by Akshaya Patra can be replicated by other NGOs.*

### **Panellists' Views**

#### **Shri N. Srinivasan, Ex-CGM, NABARD & Development Practitioner**

*When private and public entities decide to partner, the private players contribute technology, efficiency, and a huge amount of resource. What is also required in the CSR space is compassion, sensitivity and the ability to contextualise things according to the demands of the local area. Commenting on the Akshaya*

*Patra initiative, he applauded the efforts of the NGO for raising funds through crowd sourcing. It is a way in which the community is also voluntarily participating in the initiative.*

*In any PPP model in CSR, the parties implementing the project must consider how the actual users or the community will be involved in the project. Citing an example of community participation in a NABARD implemented watershed development project with German support, the speaker shared about the role of the community from planning to implementation that contributed to its success. Out of 6 days of work, they were paid for 5 days and they had to do shramdan for one day. This was the community's contribution that also gave them a sense of ownership towards the project. In another project, a market was to be built for a village community in a state in the North East. The planners thought that the roadside was the ideal place for the market and so it was built there. For 3 years, no one used it. Another group that was trying to study access to markets went to the same village and met with the community; they learnt that the market was on the wrong side of the river and was not convenient for people to use it. People were willing to contribute ideas and labour if the location of the market was changed as per their convenience. The new market got built at a cost lower than the first market and was also able to successfully fulfil the needs of the community. If the community is involved in all the stages of design, planning and implementation, the quality of the benefits that will accrue to people will be higher.*

*For projects in PPP space in CSR, we require catalysts that are the implementing agencies who understand the local context, what the users will benefit from and what the funders are willing to do and try to match the two to deliver quality interventions. The speaker concluded by raising the concern about how such catalysts can be located.*

***Ms. Pearl Tiwari, President- CSR, Ambuja Cements Ltd.***

*Ms. Tiwari began with an introduction of Ambuja Cement's perspective on CSR. It is one of the oldest cement companies and considers sharing its prosperity with the community as its priority. The Ambuja Cement Foundation was established 25 years ago and it started its work in Junagadh, Gujarat, where the company's first plant was set up. The various models of CSR activities have taken shape at this site. Since then, the Foundation's work has expanded across the country. The importance of people's participation was realised during the early stages and hence the community has always been a focal point in the CSR activities. The Foundation identified a number of issues starting with water, health etc.; recognising the vastness and complexity of the issues, it realised that these could not be addressed by one organisation. The importance of working with partners to achieve success was underscored. Ms. Tiwari shared an experience of the Foundation's partnership with the government in the coastal areas of Gujarat. Work began in 10 villages after which Tata trust was approached for collaboration and the activities were scaled up and expanded to 25 villages.*

*In early 2000, the government appreciated and accepted the importance of the model proposed by the Foundation. The work was not merely confined to building of check dams and water harvesting pits, but the pits were also interlinked with creation of a sweet water buffer that helped push salinity as far as 8 kilometres. While addressing issues due to salinity, the Foundation also worked to effect socio-economic changes in the project area. Today, this project extends across 60 km. of coastal region and the issues of salinity have been largely addressed. The government developed and provided 60-80% funds for the Sardar Patel Water Conservation Project. Part contribution came from the community and the balance was contributed by Ambuja Cements.*

*The Foundation has been engaging with communities not just to understand their needs, but also to utilise their traditional wisdom, for example in building dams. It is important for corporates to collaborate with the government to work on the development agenda. The managerial expertise and funding support by CSR coupled with the community's engagement can help create effective partnerships.*

Companies can also attempt to pilot different projects and replicate those that are successful. Taking risks will be inherent in this process.



**(In Pic: Ms. Pearl Tiwari, President- CSR, Ambuja Cements Ltd.)**

In the current scenario, CSR is not just philanthropy. It is about being strategic. The new legislation for CSR has the scope to derive goodwill for the company's work. It is time to move beyond public-private partnerships and establish partnerships and collaborations between companies to address development concerns. Pooling of resources and expertise can help achieve larger developmental goals that no company can achieve single-handedly. Ambuja Cement Foundation has developed an expertise to manage such consortiums. For example, in Pali, a small tribal village of Rajasthan, a consortium of five partners has been set up for bringing in funds and other resources. The consortium, managed entirely by women, has not only helped in raising funds but has also contributed to economic empowerment of about 8,000 people by imparting them skills.

The speaker concluded with a call to companies to come together to increase their impact and effect changes in society.

### **Shri Binoy Acharya, Founder Director, UNNATI**

Shri Acharya set the context by stating that Public Private Community Partnerships (PPCP) involves three unequal partners. The Svadharma of each partner needs to be understood. 'Public' is duty bound to its citizens and is regulatory in its job. 'Private' is duty bound to its shareholders and it produces goods and services. The community is duty bound to itself. Society cannot always move forward with equilibrium; it has to contest, evolve and change. In PPCP, three different and unequal partners are expected to come and work together. There are many good examples of such partnerships.

It has been observed that often such partnerships, where the three partners come together for a specific time-period to work on a project, are transactional in nature. Such partnerships cannot be sustainable, dynamic and cannot move forward. Secondly, there is power in this relationship and all partners are unequal. Hence, it cannot be expected that there will be full agreement among the partners. The chances of contestation, differences and disagreement will be high.

If one has to develop quality indicators of partnership, aspects such as the schools built, ambulances put in place etc. will not be considered. It would be more relevant to know 'who contributed how much and who brought what to the plate'. Secondly, in the partnership all three entities are in control. While the government/public and private entities may be located in specific places, the community is everywhere. Hence, for a community-based partnership it has to be inherently decentralised and multi-locale. Partnership has to be socially inclusive where different groups based on gender, caste, disability, religion etc. need to be included.

Elaborating on community participation, Shri Acharya gave an example of a project where mothers came to clean and take care of the kitchen where food was cooked for their children. The nature of people's

participation must be examined. In transactional projects, community is more of a passive partner and participates as a receiver. In strategic partnerships, people partner in a true sense and such partnerships are empowering. They provide scope for people to share their aspirations, choices and their views. He underscored that moving towards strategic and transformational partnerships will lead to the withering away of transactional partnerships. Moving from a passive to an empowering partnership is a long and ongoing process and it is important to make a choice to move on that path.

In conclusion, Shri Acharya stated that our approach to development will determine the formation and quality of partnerships. Often, the community is not consulted and involved in problem analysis or in finding solutions. He shared an example where in an urban government housing scheme people refused to live in the houses provided to them. During discussion with some women in the area, it emerged that the houses did not have any provision for drying clothes. This and other such examples highlight that regardless of how powerful the public and private are, without the centrality of the community in the partnership, development interventions cannot be meaningful.

**Concluding remarks by the Chairperson: Shri Sudhir Sinha, CSR Expert & Advisor, PwC India**

The Chairperson stated that in PPCP, undoubtedly, the partners that come together do not have the same power. However, if there is scope for the community to participate in the projects and it is able to understand the relevance of the project in its life, the project is likely to sustain beyond the project duration. In the Akshaya Patra model, in addition to the quality meals made available to school children, if the community is also sensitised towards the importance of hygienic food, then regardless of the presence of the agency or the government, mothers are likely to ensure that children in their communities get such food.

<b>Session Theme</b>	‘Present scenario of CSR in the State and Central PSUs’
<b>Day 2 (23 February 2018)</b>	Session 1 (Breakaway Session 1)
<b>Time</b>	9. 30 am – 10. 45 am
<b>Session Format</b>	Presentation, Panel Discussion and Open House
<b>Session presenters:</b>	
<b>Chairperson</b>	Ms. Amita Prasad, IAS, Additional Secretary, MoSPI
<b>Keynote Address</b>	Shri A. M. Tiwari, IAS, CEO, Gujarat CSR Authority
<b>Keynote Address</b>	Shri MSD Bhattamishra, Executive Director (CSR), NTPC
<b>Panelist 1</b>	Dr. Sandhya Bhullar, IAS, Managing Director, Gujarat Informatics Limited
<b>Panelist 2</b>	Ms. Ruchira Gujral, Corporate Engagement and CSR Specialist, UNICEF India

**Keynote Address by Shri A. M. Tiwari, IAS, CEO, Gujarat CSR Authority**

Shri Tiwari shared a few experiences of GCSRA to highlight the nature of impact that can be created even with meagre resources. When GCSRA was formed three years ago, it received a grant from the state government for administrative purposes. For undertaking projects, it was expected to mobilise resources from corporates. The response received was lukewarm. After considerable efforts to raise funds, GCSRA received its first grant of 30 lakhs. The team wanted to create a big impact even though the funds it had received were limited. After a lot of deliberation on how this grant should be utilised, the team decided to invest it for reviving the dysfunctional check dams in Gujarat. In the last two decades, the state government had constructed 2 lakh check dams, many of which had become dysfunctional and due to plan and non-plan restrictions, many of them had not been repaired. With the 30 lakhs grant, two check dams were revived, whereas construction of new dams would have cost a crore. Part of the grant was

also used for agricultural diversification with farmers who were receiving the benefit of the revived dams. Enthused by the impact, GCSRA received 70-80 lakh Rupees in the following year which was used to revive some more dams. The outcome of the project was then shared with the Gujarat government. The government was convinced about the results and it launched a 100-crore programme to revive the dysfunctional dams.

As a next step, GCSRA focused on developing agri-entrepreneurs in rural areas in Gujarat. Usually the focus is on developing entrepreneurship in urban spaces, more specifically in IT. Some villages were identified where farmers could not afford to buy a tractor. A plan was developed to support 'tractor entrepreneurs' wherein youth were given a bank loan to buy tractors and rent them out to farmers who required it. Although these 20 entrepreneurs were expected to repay the loan over 3-4 years, they were actually able to repay it in 2 years. They were able to earn an annual income ranging between Rs. 70,000 to 1 lakh.

If CSR activities are well targeted, they can create considerable impact; the government can also be approached for resources to enhance the scale and impact of the activities. Shri Tiwari emphasised that this was the main purpose of CSR. CSR resources available in the whole country are much less than the budgetary allocations for the Department of Education in Gujarat. Hence, it is a misnomer that CSR can supplement government programmes; it can create models that the government can learn from and further enhance.

While on the one hand, it may be easy to create an impact using CSR funds, it is very difficult to understand social problems. One such problem that GCSRA decided to study and understand was that of malnutrition. Despite the fact that India, like no other country in the world, has been focussing on malnutrition since 50 years, there is hardly any change in the situation. It is not clear whether there is a problem with the schemes, the approach used or some other implementation issues.

GCSRA initiated an action research project about 3 years ago with 30-40 lakh rupees to understand the root cause of the problem of malnutrition in the country. It was found that if the same services are provided to the poor with good packaging, there is a greater chance that people will use them. A study done in Rajasthan showed that families that have less access to public services and do not have access to social safety net have higher rates of malnutrition. GCSRA is trying to examine the reverse i.e. whether people who have full access to social safety net have lower rates of malnutrition. A large corporate has shown its interest in working on this issue.

If GCSRA had access to larger grants, it could have built tertiary care hospitals or a chain of maternity homes in underserved areas. While CSR can afford to think out of the box and experiment with innovations, the government has too many restrictions that do not permit it to innovate. CSR can influence and impact policies of the government by demonstrating impact of innovations. Secondly, it is also important to motivate corporates to support projects that GCSRA plans and visualises. State government was approached to set up PPP model for CSR. It approved funds for the model and a limited corpus is now available from which 25 per cent contribution can be given to a project that is aligned with any of the five focus areas of GCSRA. Two projects are currently being supported under the PPP model. He concluded his address by stating that projects that seek to make a big impact are time-taking and process driven.

### **Summary by Chairperson**

The Chair emphasised some key learnings from the keynote address:

1. Impactful work is very important in CSR projects.

2. *The suggestion of “Pick up an area, show the results and then withdraw” can be used as a slogan as well as guide our approach in CSR.*
3. *It is important that we do not shy from experimenting and do not feel afraid to fail.*
4. *PPP model needs to be explored in CSR.*

### **Keynote Address**

#### **Shri MSD Bhattamishra, Executive Director (CSR), NTPC**

*The speaker began by sharing that the annual CSR spend of NTPC has increased from 4 crores in 2004-05 to 277 crores in 2016-17. The company wants to assess how and where this money is being spent, if the expenditure is making any substantial impact on the lives of the people/end users and if it is contributing to the SDGs. Sharing about the company’s best CSR practices, it was mentioned that CSR has been steered by the Committee of the Board since 2004. A policy for community initiatives has been in place since 1980 and these have been evolving over time based on the changing business scenario and the regulatory framework. NTPC makes sure all the employees of the company, including the executive trainees, undergo training in CSR, either in-house or at trainings organised by reputed institutes. External experts and professionals are invited to conduct regular CSR workshops for the employees.*

*The company selects its CSR activities after direct interaction with the local population. Village Development Advisory Committee is invited to a meeting where proposed CSR activities are discussed in detail. Feedback is sought from the committee members on the plan. Local administration is also consulted to understand their concerns. The activities are then finalised based on this consultative process. Employees of the company are also encouraged to volunteer for conducting different activities.*

*NTPC’s power stations are located mainly in remote rural areas of backward regions. There are several gaps in basic services in these areas which the company has been trying to bridge. Importance is given to effecting behavioural change among the community for proper use of services. Awareness drives are held to inform people about the importance of services provided. NTPC believes that in addressing problems, several solutions may need to be tried before one of them works.*

*In health care, India’s health index is 154/195; health care spend is 1.15 per cent of GDP whereas the global spend is 6 per cent. Resources for health care are extremely low. In line with the 2017 government health policy, the company proposes to focus on preventive and promotive health, improving access to health and alternate health systems viz. Ayurveda, Yoga & Naturopathy, Yunani, Siddha & Homeopathy (AYUSH). Healthy lifestyles are promoted among children in schools and among adults. Awareness is created on health and camps are conducted on a regular basis; yoga sessions are organised and all efforts are directed to promote healthy living. Efforts are made for improving access to primary health care and referral care services are also provided.*

*For monitoring and reporting, NTPC uses internal audits, need survey, impact evaluation, Enterprise Resource Planning (ERP) for data capture/ data mining and reports and management dashboard. The speaker shared that before addressing livelihood needs of the community, attention is paid to providing basic infrastructure and services such as roads, school building, solar lighting etc. Some of the showcase projects focus on improvement of agriculture yield, provision of need based vocational training, enhancing rural incomes, and cattle breed improvement. Providing vocational training poses several challenges; either the trainees expect to be absorbed in the company or else they need to migrate in search of a job. In cities, often they do not receive adequate salaries to meet their basic lodging and boarding requirements. The company is in the process of evolving its policy of vocational training to link them to the locally available skills and those that can enhance rural livelihoods. Field visits, trainings and access to information are provided to farmers. Sports such as archery are promoted with a focus on the girl*



child. The company selects NGOs through bidding process and face several challenges in selecting the right partners for implementation of projects. NTPC's CSR activities encompass more than 400 villages reaching out to more than 10 lakh people.

### **Panellists' Views**

#### **Dr. Sandhya Bhullar, IAS, Managing Director, Gujarat Informatics Limited**

Dr. Bhullar shared her own experience of working with the CSR arm of the private sector. When she was the Head of the Directorate of Employment and Training (that manages ITIs and skill development), local presence private partners were expected to head and run the ITIs under the Government of India (GoI) scheme of 'PPP mode ITIs'. There were many people who were able to document the project well but there were considerable lacunae in assessing the impact.

Government PSUs have many rules and restrictions in entering partnerships. On the other hand, private companies are quite flexible. Dr. Bhullar shared her experience of collaborating with Pidilite, a company that makes Fevicol and other furniture related things. To make an impact at the ground level, the company took a decision to work in the field of education through the Kaushalya Vardhan Kendras (KVK) in district Bhavnagar. KVK is conceptually a very sound idea but difficult

to implement at the village level. KVKs are designed to enhance employability quotient of people at rural level. The entire funding was given by the government. The outcome could be seen in terms of employability, quality and saleability of the products created, value addition to cotton products, groups of famers that were created, e-commerce platforms that they brought for the products created in the village etc. ITIs have regular courses for carpentry, masonry and plumbing. However, there are few takers because there is no saleability. The courses were subsequently redesigned; committees of carpenters were formed where trainees would select the trainer. Training on masonry was also included. Pidilite imparted and monitored the training and issued certificates. Many builders recruited the trainees even before the trainings got over. The impact of the project was high owing to the intervention of a corporate and funding from the government. The flexibility in designing the project and focus on outcome made a difference. The corporate chose and trained people based on their skills and intervened for their job-placement. The trainees also became the trainers in the next phase.

Explaining how innovation takes place, the speaker shared the change in the approach of Gujarat Informatics Limited (GIL) to CSR. Initially, they followed an adhoc approach in giving funds to different organisations like Akshaya Patra or to Swachhata Nidhi. Soon they realised that although their funds may be spent properly, there was no scope for work satisfaction. They changed their approach so that the company feels more involved. GIL is now giving funds for setting up a Centre of Excellence in partnership with The National Association of Software and Services Companies (NASSCOM) and the Government of India. They are setting up incubators in Gujarat similar to the ones in Bangalore.



**(In Pic: Shri MSD Bhattamishra, Executive Director (CSR), NTPC)**

*In conclusion, the importance of a professional approach in CSR impact assessment was underscored. If smaller PSUs do not have this expertise, they can take the support of GCSRA. Projects need to be sustainable and not dependent on the project in-charge.*

***Ms. Ruchira Gujral, Corporate Engagement and CSR Specialist, UNICEF India***

*The speaker, at the outset, appreciated the citizens for having taken their development into their own hands and making a sector responsible and accountable – a sector which is largely responsible for driving the economic growth of this country and that provides employment to a huge population. CSR is a unique opportunity to demonstrate that when different stakeholders come together, each with their unique strengths and expertise, transformation can happen.*

*In 2009-10, the Department of Public Enterprise (DPE) came up with guidelines for the public-sector undertakings, before the CSR guidelines were issued for the private sector. Recognising the huge reach and power of the public companies, when the government wanted to legislate on CSR, it started with its own companies; PSUs were the first to start implementing CSR in a strategic manner.*

*UNICEF has been engaging with the private sector in CSR since 2011 after the DPE guidelines were issued. DPE established a CSR hub at the Tata Institute of Social Sciences (TISS) to provide guidance and support to PSUs. UNICEF was involved in supporting the activities of the hub. Along the way, it developed an understanding of how PSUs can use CSR to bring about a change, the challenges that they face, and how they can be helped to address the challenges.*

*The speaker then shared statistics to provide a perspective of public sector investments in CSR. The CSR spend during the previous two years shows that the largest expenditures have been incurred by the oil, gas, mining and infrastructure PSUs. Coal India alone has a CSR budget of 800-900 crores a year. 20% of the total CSR funds in India come from the PSUs. PSUs have, at the behest of the government, taken a lead to support some of its innovative schemes such as the Swachh Bharat Swachh Vidyalaya and Beti bachao Beti padhao. The models set by the PSUs have generated immense learning.*

*However, the CSR expenditure in 2015-16 and 2016-17 shows a 10% decline in the CSR spend by PSUs. While they have the budget, the key areas for strategic CSR spending need to be identified and collaborations with PSUs forged to address these gap areas. GCSRA has identified five priority areas of the state to meet its development goals through CSR.*

*The speaker appreciated the lead taken by GCSRA to address critical issues of stunting and early childhood development (ECD). Companies may have their own defined areas of CSR but if such issues are prioritised, collaborative interventions can help address them within a specific geographic area. The resources and reach of the public sector, technical expertise of other entities like UNICEF and support and guidance of GCSRA can help create models of collaboration in a PPP mode to create an impact.*

*While the state is recording growth and development in many aspects, it is not necessarily equitable. Many tribal and salt pan areas remain isolated and are the least developed. In many such areas there are no corporate factories or power plants. The speaker underscored the need for corporates and PSUs to step out of their geographical boundaries and reach out to such underdeveloped areas.*

*The speaker also emphasised the importance of environmental sustainability. Campaigns such as 'Make in India' and fora such as 'Vibrant Gujarat' have served to draw investors in the state and enhance development. However, it is important to see whether such development is responsible. If as a part of its overall work, a factory releases its waste in a nearby river and then decides to spend 2% for activities such as plantation, its overall sense of responsibility and attitude and behaviour are questionable.*

Authorities such as GCSRA need to talk about responsible investing and behaviour to be demonstrated by companies.

Skilling has been recognised as an important area. The large youth population, the opportunities available and the entrepreneurial approach among people, especially in Gujarat can reap high dividends. Gujarat has created some of the best entrepreneurs. It needs to be seen how different groups, be it women from tribal areas or the youth from slums, can be linked with the skilling schemes through the National Skill Development Mission and help them to develop skills supported by CSR initiatives.

The speaker concluded by highlighting three key points for the way forward for PSUs and corporates with the GCSRA being the driving force for CSR in the state:

1. Direct connect between the ground level needs and realities and the CSR programmes needs to be established. There is a need to identify the top 20 players at the state level, discuss with them the state priorities and how these can be addressed without overlaps and in an equitable manner.
2. Companies need to develop convergent models to address larger issues like stunting. It is important for companies to share their goals, processes and lessons learnt to promote replicability.
3. Any intervention requires some initial data and baselines and this can be collected through joint efforts of CSR players. This is important to be able to track results and monitor impact. GCSRA can encourage this approach.

Ms. Gujral concluded by emphasising the power of PPP. She applauded GCSRA for promoting this model and making 25% funds available for them and proposed to team up with top 10 companies and develop a joint PPP programme for Gujarat to help achieve the state's development goals.

**Concluding remarks by the Chairperson: Ms. Amita Prasad, IAS, Addnl. Secretary, Ministry of Statistics & Programme Implementation (MoSPI), GoI**

The Chairperson summarised the key points made by the presenters and shared her views:

- a. Companies must move beyond their geographical limits and address the pressing problems of the state collectively. The opportunities available for convergence and partnership need to be used. Of the 10,000 units in the country that are supposed to do CSR, only 7,000 have started doing it and only 3,000 have actually done some CSR. Of these, 226 are GoI's PSUs and there may be an additional 1,000 state PSUs.
- b. It is important for us to achieve the SDGs by 2030. The clarity on what the indicators are and how they need to be achieved is quite low. Organisations like UNICEF and GCSRA can help develop a collective understanding on it.
- c. The CSR Act is relatively new and the compliances are yet to be met with as the companies have to make internal adjustments. The state government is taking important steps at policy level. GCSRA has provided direction, linkages among stakeholders and identified state level priorities for development.
- d. Critical areas, besides the popular ones like health and education, must be explored in CSR. Geographic areas where CSR work is not reaching must be identified and covered.
- e. Government initiatives are very important and CSR activities have their own limitations. While implementing CSR, there is a need to move from compliance-based approach to strategic and impact-based approach.

### **Open House: Q/A Session**

**Comment:** A database of potential trainees for skilling has been developed for about 8 talukas and is available on GCSRA website. It has been developed to facilitate identification of people willing to be trained. For data collection and preliminary baseline studies, GCSRA provides a service at a cost. It also provides training support. The methodology being followed by GCSRA for recruitment of social sector officials is unique and the success rate is quite high. (Shri A.M. Tiwari)

**Q.** Can GCSRA create a forum to help build and strengthen partnerships between corporates and implementing agencies for enhancing impact and in helping corporates to select the right partners for project implementation?

**A.** GCSRA has displayed on its website a list of good potential implementing partners; the list has been developed after considerable verification of their work and approach. (Shri A. M. Tiwari)

**Q.** How does NTPC measure and share the impact of its CSR work? How does it distinguish its resettlement and rehabilitation (legal obligation) from CSR and are these overlapping?

**A.** Although data has been compiled, third party assessment of the impact is required. The data will be shared shortly. Baseline data is also available and will be used to assess impact. The company has developed a rehabilitation action plan. All development expenditure is booked under Resettlement and rehabilitation (R&R) and there is no overlapping.

<b>Session Theme</b>	<i>'Identifying the Right Partners'</i>
<b>Day 2, 23 February, 2018</b>	<i>Session 1 (Breakaway Session II)</i>
<b>Time</b>	<i>9:30 -10:45 am</i>
<b>Session Format</b>	<i>Presentations, Panel Discussion and Open House</i>
<b>Chairperson</b>	<i>Prof. Nirmal Jha, Advisor (Industrial Partnership), IIT Gandhinagar</i>
<b>Presenter</b>	<i>Ms. Sushma Oza, Director – Sustainability, Adani Foundation</i>
<b>Panelist 1</b>	<i>Shri Gaurav Kapoor, Senior Head (CSR), NSDC India</i>
<b>Panelist 2</b>	<i>Shri Apoorva Oza, Chief Executive Officer, Aga Khan Rural Support Programme (India)</i>
<b>Panelist 3</b>	<i>Shri Pankaj Kumar Kamliya, COO, GCSRA</i>

### **Identifying the Right Partners**

#### **Presentation by Ms. Sushma Oza, Director – Sustainability, Adani Foundation**

Ms. Sushma Oza presented on the CSR activities of Adani Foundation and enumerated the steps in identification of right partners. The Foundation is implementing projects in 20 locations across 13 states, covering around 1,500 villages. The Foundation has made an impact on the lives of 500,000 families through its projects on education, health, livelihood, and rural infrastructure development.

#### **Why partnerships?**

The importance of partnerships has been recognised since long. Usually these are formed when a desired outcome cannot be achieved single-handedly. Partnership is about people bringing their skill sets and matching them with each other for achieving better results. However, before selecting a partner, it is important to understand and evaluate the need for coming together. It is important to develop clarity on why, what, where, for whom, and the sector or subsector for which one is seeking to work with a partner. It is also important to do a gap analysis and build clarity on the expected outcomes from a partnership.

### **Steps for choosing a partner**

- *Make a list to search for all possible partners: It might be surprising to learn about the work and strength of someone working silently.*
- *Match the need and capacities with the gap that you have identified: Based on the beneficiary group with whom one wants to work, the partner can be identified and selected.*
- *Be open to multiple partners: It is important to have clarity about what kind of partners can accomplish which need. Taking into account the competencies required, one may partner with the government or non-government organizations; the partnership could be financial, knowledge based or for execution of a project.*

*The Companies Act, 2013 has a requirement of partnering with an NGO/group that has a minimum of 3 years of field experience. This clause serves to exclude smaller groups that may be doing good work but do not meet the requirement of 3-year relevant experience. There is a need to provide such groups with a chance so that they gain experience. It is possible to connect them with an organisation that meets the criteria so that they can work jointly and bring in diverse and multiple skills to the project.*

### **Process of selecting a right partner**

- *Prepare a term of reference: The term of reference should be detailed and contain the services required, deliverable and expected outcomes as well as timeframe. This will help the partner gain clarity about the company's expectation.*
- *Request proposal from multiple options: It is important to give chance to new ideas and innovations before evaluating and deciding on the final group with which one wants to partner.*
- *Prepare comparative statement and get it evaluated by a team: Evaluation by more than one individual can ensure that points missed out by an individual are not missed out. Ms. Oza shared that in Adani Foundation, a group of 3-4 people are involved while doing a comparative analysis of possible partners; including people from the operations, the team designing the project along with the finance team are consulted.*
- *Give each organisation a chance to present: In the development sector many implementing organizations, especially those that work at the grassroot level, may not have the capacity to communicate or articulate their work. It is important to understand their strength and corporates must extend help to such organizations for understanding their systems, processes and the expected formats of reporting etc.*
- *Negotiate*
- *Be upfront: It is important to be strict about deadlines and outspoken about the role and responsibility of each partner and the expectation from the organisation.*

### **After selecting the partner**

- *Draft an agreement or MoU, which is mutually acceptable to both – the supporting partner and also the partner providing the services*
- *Get it legally vetted*
- *Sign the MoU with clear deliverables, timelines, and non-negotiable items*
- *Conduct regular reviews and make timely payments to the partner*
- *Play a supportive role to the partner*

### **Panelist's Views**

**Shri Gaurav Kapoor: Senior Head (Industry partnerships & CSR), National Skill Development Corporation (NSDC) India**

The panelist shared that the United Nations SDGs 2017 also aim at revitalizing global partnerships. In the CSR context as well, partnership is important between all stakeholders, whether they are executing or commissioning a project.

Shri Kapoor highlighted the factors to be considered while entering a partnership:

1. *Shared values: Shared values between the partners for achieving the expected outcomes.*
2. *Capacity strategies: The capacity of the partners, the growth envisaged, plan to scale up and the capacity of the partners to deliver the plan.*
3. *Choice of thematic area: Choice of thematic area and geography are the key factors in determining the right partner.*

Based on need, different partnerships can be formed; there may be knowledge partners, technical assistance partners, implementation partners, partners for pilot projects. During and post the project, monitoring, evaluation and impact assessment partners are also an important part of this value chain.

**Shri Apoorva Oza, Chief Executive Officer, AKRSP (I)**

Shri Apoorva Oza, began by sharing his concern about the 'looseness' with which the word 'partner' has begun to be used. Partnership is looked upon as a contractual relationship between the money giver and money receiver with a transactional expectation. Sharing an example, he highlighted how an organisation that is expected to organise a one-off event for a company is also considered a partner, even though its role in this case may be more of a contractor or a publicity agent. On the other hand, there are partnerships in which both the organisations co-create and work together. They jointly discuss the geography of the proposed project area, the problem at hand, the significance of involving different stakeholders or partners and the possibilities and ideas that may work to address a problem. Unlike the corporate frame, where plans are fixed for a 3-year period and for every quarter in a year, co-creation offers flexibility. Development does not happen quarter-by-quarter; the scope of uncertainties in the community's environment are high and these may lead to a change in the plans been set out. In co-creation, therefore, it is important to have flexibility in funds as well as the ability to understand perspectives from the viewpoint of the community.

In any partnership, four aspects are extremely important:

1) mutual respect between partners 2) tolerance of differences, with an agreement to work together for a common goal 3) mutual accountability between partners – often the partner providing funds has an obsession with timeliness of reports to be submitted by the implementing partner but is indifferent towards disbursing funds to the implementing partner on time; such contradictions adversely impact accountability of partners towards each other and 4) shared credit and shared visibility: sweat equity and financial equity are both required for development to take place. None is sufficient without the other, but both the funder and implementing partner appear to have a reluctance to give due credit and acknowledge each other's support. At another extreme, partnership is undermined by not naming or identifying people who have contributed at the local level. Generic terms such as 'local partners' may be used that do not provide due credit to the actual people without whose intervention the initiative may not have been able to achieve the results. Local partners could mean an NGO, community or any other grassroots stakeholder.

*Highlighting on the criteria for right partnerships, Shri Oza mentioned the three C's that funders are obsessed with a) compliance and due diligence b) co-funding i.e. raising funds from own resources in addition to what the organisation may receive and c) convenience of the donor. Another obsession that donors seem to have is with the number of qualified people in the NGO (people with management or engineering background or PhDs etc.). Shri Oza reminded the audience that most of the leaders of the social sector were not qualified to do what they did. Sharing examples of Anna Hazare (Ralegaon Siddhi) and Joe Madiath (Gram Vikas) who worked on watershed and water and sanitation respectively, the speaker highlighted that the passion to work and core competencies are far more important to work in the social sector. Three aspects that a funder may want to consider while identifying the right partner are: their competence, whether they understand the local context where the work is proposed to be done and their conviction and values. It is important that the partner agrees to undertake the work not because it will fetch a grant but because s/he believes in the work being proposed. Shri Oza concluded by highlighting the importance of shared conviction and values between partners if the purpose of the intervention is to bring about transformational change.*



**(In Pic: Shri Apoorva Oza, Chief Executive Officer, AKRSP (I))**

### **Shri Pankaj Kumar Kamliya, Chief Operations Officer, Gujarat CSR Authority**

*Shri Kamliya shared that since the last two years, GCSRA is trying to understand corporates, PSUs and NGO's and attempting to create partnership among these players at the ground level. Many PSUs that are into material procurement and supply view their relationship with the implementing agency as that of a vendor-supplier. It is important that they appreciate that partnership involves a process that can only be successful and understood in a comprehensive way when everybody contributes. While credible organisations have the advantage of being connected to the community at the local level, corporates and PSUs bring in their specific expertise in some or the other area. The credibility of an organisation coupled with the corporates' expertise can help deliver excellence at the local level.*

*In GCSRA, it is expected that the partner implementing agency (PIA) should give due importance to the felt need of corporates and what they want to implement when they are developing their CSR policy. If the CSR policy is not in consonance with the local needs of the community, the PIA should suggest amendments in the policy. PIA can help plan the project and develop the social orientation during the course of the partnership. Corporates can add the value by extending their expertise during all phases of the project.*

*Corporates and PSUs face different kind of challenges. It is important that all partners have a long-term vision and scope for contributing. Through a consultative process, partners can contribute to developing systems, clarity of roles, spelling out the importance of compliance and a clear understanding of what each partner will contribute and in what time-frame.*

**Concluding remarks by the Chairperson: Professor Nirmal Jha, Advisor (Industrial Partnership), IIT Gandhinagar**

*The Chairperson observed that while it is important to share about successful partnerships, it may also help to speak about failures in selecting the right partner. Failures bring in more lessons that we can learn from. He reiterated the importance of partnership being based on shared values and doing impact assessment to assess the extent of learning that has taken place.*

*The process of co-creation signifies doing things with the partner and goes a step beyond partners having shared values. Having tolerance for differences is a powerful tool when different people come together to work; being able to agree to disagree and empathize and having transparency in dealings can help all partners to grow.*

*CSR partnerships are viewed today as being commercial; one reason could be that there is no standard method of selection of partners. It changes from one corporate to another and is different among PSUs. There is a need to address this gap and develop an established system. It is also necessary to develop a rating system to help differentiate between different types of NGOs. The chair concluded with a suggestion that GCSRA could consider supporting and addressing these gaps.*

### **Open House: Q/A Session**

**Q.** *Does the legislation impose boundaries on corporates to do CSR only within their geographical area? Can an institution or organisation seek partnership with a corporate for implementing social sector projects even if the corporate does not operate in the former's geographical area?*

**A.** *Mostly companies that are into manufacturing prefer to focus on providing basic amenities, facilities and infrastructure in the areas surrounding their set up. Others are open to doing CSR in locations outside their area of operation. There are groups like the Bill and Melinda Gates Foundation who support projects all over the world; Ex IITians have formed a group 'Wheels Foundation' in the USA and they too partner with organisations in different areas. (Shri Pankaj Kumar Kamliya and Prof. Nirmal Jha)*

*Usually a company is required to follow its CSR policy for using CSR funds. If NGOs approach a company with a worthwhile project and the corporate sees the need for it in a particular geographic location, they may agree to tweak the policy. There is also a provision for corporates to amend their policy either after a specified time or based on need. NGOs can take the initiative to approach and discuss their project with those involved in policy making for CSR in the company to influence them to make necessary amendments. (Ms. Sushma Oza)*

**Q.** *Nagrika works with a diverse set of partners and follows the principle of co-creation to ensure that all partners contribute. One of the challenges faced is that once the mandate is given and funds are disbursed by the corporate, they expect the implementing partner to do everything on their own. There is no parity between those giving and receiving funds and the vision of shared goal gets diluted. The funders want to achieve the goal set out, but do not want to take ownership unless the results are positive. How have you at AKRSP been able to do co-creation and involve the funders in achievement of goals?*

**A.1** *AKRSP started working 25 years ago. In its work with the government, it realised that it is important to change the individuals in the system by orienting them and providing them exposure. Over the years, there is a considerable change in the government's language. We are now dealing with the new sector of CSR. Initially, we had donors who were giving us funds and were interested only that we deliver, submit quarterly reports and audited utilisation statements; they wanted to hold us accountable for that.*

*We began first by engaging with the CSR management at an intellectual level and inviting their Board members to the project meetings. Once they developed an interest in the work, the attempt was to get them hooked to the emotional aspects of the work. Co-creation will happen once people begin to not only understand but also feel the impact of the work. Bringing about change in people's lives is a powerful*



human emotion and very satisfying. The implementing partner will need to invest time and energy to engage with CSR teams and the Board members to effect a change in their attitude and behaviour towards the work and partnership. (Shri Apoorva Oza)

**A.2** CSR, as a culture, is not very old in our country. If you feel the NGO's have more expertise than corporates, then educate the partners in a quiet way, create a pool effect and create an environment where they can learn by experiencing what you are doing. (Prof. Nirmal Jha)

**A.3** GCSRA started working on a vertical for children with special needs in partnership with a PSU, the Uttar Gujarat Vij Company Ltd. There were several rounds of visits and engagement. The company agreed to support the project for 3 years and is currently supporting 8-10 projects, trying to set a model. Involving and engaging with the top management of the company helped them to understand the relevance of the project to children's lives, the manner in which their money is being spent, the transformation being achieved etc. and it resulted in their advocating for more such projects.

The project has helped demonstrate how transformation can be achieved and how partnerships can be developed. (Shri Pankaj Kumar Kamliya)

**A.4** The Swachhagrah project of Adani Foundation has multiple partners. In partnership with CEE, the Foundation has co-created posters, activity books, teacher's guides and other resource materials. Both partners took equal responsibility and were equally accountable; there was a shared readiness to make modifications based on user feedback. Partnership can be equal if all partners are passionate to work for the cause.

Partnerships have also been formed to fill an identified gap. The Rajkot Municipal Corporation (RMC) had the required monetary resources for creating awareness on Swachh Bharat Abhiyan and approached Adani Foundation to provide support in developing and spreading the Swachh Bharat message in innovative ways.

The Foundation, along with CEE, designed various innovative hoardings. Similarly, both the RMC and Adani collaborated to work with school students; 130 schools were engaged to perform 'sheri natak' (street play) on different focused points like the paan ka galla, cha ni kitli, shak market (betel shop, tea shop, vegetable market) and every student group was accompanied by a responsible official from the Corporation.

This process required a lot of coordination and is a clear example of bringing about desired change through the combined strength of partners. (Ms. Sushma Oza)

**Q.** What model can be used to help a passionate beginner to become a CSR professional?

**A.1** For becoming a professional, it is important to spend a year or more in the community where one wants to work, get the grassroot connect right and develop a foundation for oneself. Empathy, involvement, practicing and attaining depth in understanding the grassroot realities are essentials for developing a sound professional career. (Shri Apoorva Oza)

**A.2** It is important to know people with whom one wants to work and develop a perspective of the context where one wants to work. Empathy is a major component of training for working in the development sector. (Ms. Sushma Oza)

**Session Theme**

**Day 2, 23 February, 2018**

**Time**

**Session Format**

'Scaling up Innovations through CSR'

Session 1 (Breakaway Session III)

9:30 am -10:45 am

Presentations, Panel Discussion and Open House

**Chairperson***Ms. Mamta Saikia, COO, Bharti Foundation***Presenter***Ms. Alka Talwar, Chief CSR and Sustainability, Tata Chemicals Ltd.***Panelist 1***Shri Vamsee Jasti, Programme Head – Skilling and Entrepreneurship, Reliance Foundation***Panelist 2***Shri Rajesh Jain, Director (Government Partnerships) Swades Foundation***Presentation by Ms. Alka Talwar: Chief CSR and Sustainability, Tata Chemicals Limited**

*Ms. Talwar shared about several aspects of CSR undertaken by Tata Chemicals Ltd. (TCL). TCL was set up in Mithapur, Gujarat in 1939 and Tata Foundation was set up in 1980. TCL's Corporate Social Responsibility (CSR) programmes engage with and support key communities, directly and indirectly, through various organisations that the company supports. These include the Tata Chemicals Society for Rural Development (TCSR), Uday Foundation, Okhai Centre for Empowerment, Tata Chemicals Golden Jubilee Foundation and Magadi Soda Foundation. TCL's three manufacturing facilities in India, at Mithapur (in Gujarat), Babrala (in Uttar Pradesh) and Haldia (in West Bengal), are unique examples of corporate-community bonding.*

**Social Innovation:** *can be defined as “an application of innovative, practical, sustainable business-like approaches that achieve social and environmental change.” Whatever development work is done, it is in a way that brings in a new perspective of approaching it so that it is long term and sustained. It brings value to society, is more effective and more efficient in terms of delivery. The focus is more on long term sustainable goals rather than writing a cheque or giving charity or providing immediate and quick relief.*

*One way of promoting social innovation is through social business projects. It is an appropriate mode of scale up because there is a method of continuous revenue and delivery to the objective of the programme undertaken, thereby making it more sustainable and long term. Social Business Forum focuses on how to get many organisations together to promote social businesses.*

**Types of Innovation:** *Innovations can be a Business Model Innovation; New Product/Technology Innovation and Process Innovation. In most of the cases it is a mix, with one type of innovation more dominant than the others. In some cases, it is a mixture of all three. Experience has shown that different elements of these aspects play out in different phases of a programme.*

**a. Business Model Innovation:** *Okhai Centre for Empowerment was established in 2008 in Mithapur as a separate organisation. It adopts a business model innovation approach for providing alternative and sustainable livelihood to artisans, especially women. The programme that Okhai has carried forward was being implemented even before it was established. The objective of the programme was to help women to utilise their traditional skills for longer periods of time and engage in occupations other than salt lifting. Conversations with them helped to identify their traditional knowledge and skills that were being put to use to make things for their own families. The team realised that to sustain this programme, operations would need to be handled with greater efficiency both for the women as well as the organisation. The women were trained at the National Institute of Fashion Technology*



**(In Pic: Ms. Alka Talwar, Chief CSR and Sustainability, Tata Chemicals Limited)**

(NIFT) for enhancing quality of the products. Considerable effort was invested to ensure that their products are saleable. Design interventions were introduced to help establish the brand in the market.

This partnership model has now been replicated and scaled up. It has helped women improve their skills to a level, where they have a marketing wing and a design wing; it has also helped to empower women socially in addition to economic empowerment. The Okhai team also went to Kenya and have initiated partnership with the bead workers. Currently 50,000 women are engaged in Okhai and it does a business of 25 crore. In 2014-15 a digital platform was started and a campaign 'Working women for working women' was launched. The model has been replicated and scaled up. The Okhai Trust, that also has women trustees from the community, guides the operations of the organisation. Different kinds of products are sourced from partners of Tata Trust to get them into the fold of Okhai.

**b. Product Innovation:** Tata Swachh Nanotech Water Purifier is the result of dedicated efforts to realise the vision of ensuring safe drinking water to the masses. It is the brainchild of several companies like TCL and TCS, who have contributed ideas and technology in developing a low cost, low maintenance and user-friendly water purifier. Tata Swachh uses a unique, advanced TSRF technology along with silver nanotechnology to purify water. Tata Swachh was voted 'Product of the Year – 2012' in the water purifiers category by a survey conducted by an independent consumer survey across the country.

The product reaches the rural poor through a process adopted by NGOs to form Self Help Groups who discuss about clean drinking water. A menu of options is given to them and they can select whichever works best for them. They are shown the products that are on offer and the NGO then passes it to them. The process focuses on people earning a livelihood and getting access to clean drinking water.

**c. Process Innovation:** 'Save the Whale Shark' Project has been hailed as a successful example of partnership between the corporates, an institution of excellence (WTI), the State Forest department and the fishing community for the conservation of an endangered species. The fishermen of Saurashtra have wholeheartedly adopted this scheme.

Simple and easy to achieve objectives were formulated:

1. The child in every school should know about it
2. It should not be called barrel (that was what it was called)
3. The coming of the Whale Shark should be celebrated
4. There should be no killing of the shark
5. A tourism model should be in place

The eco-tourism model is a bit of a challenge because Indians are not very water sporty. There is also no focus on conservation. After considerable brainstorming on options to promote the campaign, Morari Bapu, a leader revered by the people was involved in spreading the message. He compared the whale shark visiting the Gujarat coast to 'Vhali' (a dear daughter in the local language) coming home to her maternal home for her delivery. This helped establish the emotional connect between the fisherfolk with the whale shark.

Till date, a total of 585 whale sharks, accidentally caught in the fishing nets of the locals, have been rescued and released. The Forest department has institutionalised the process of providing monetary relief to fisherfolk towards damages caused to their fishing net during the whale shark rescue operation. The Whale Shark Day is also celebrated annually by the Forest department. Research work on whale shark biology including its feeding, breeding and migratory patterns is being done to help spread knowledge about this species and help in its long-term survival.

### **Open House: Q/A Session**

**Q.** What is the kind of handholding and investment required before a woman from the community can be a board member and a trustee of Okhai?

**A.** Women like Ramiben have been involved in the process since the beginning and recognise the value of making this initiative sustainable so that women in her community can benefit in the long run. She was provided several opportunities of meeting people from all walks and sectors, training and exposure to learn about the functioning of the organisation. Attempts are made to ensure that most of the community leaders and community based organisations receive appropriate training.

**Q.** Are the Okhai products available at Westside stores? What types of channels are used for distribution?

**A.** At times, we have done back end work for the women. As a brand, Okhai makes more money through its online sales. Whatever is being produced gets sold. The entire margin comes back to the women. Once the scale increases, other outlets can be explored.

### **Panelists' Views**

#### **Shri Vamsee Jasti, Programme Head – Skilling and Entrepreneurship, Reliance Foundation**

Shri Jasti shared about the principles and models of CSR practiced by Reliance Foundation. The Foundation works on two types of programmes called Core CSR and CSR plus. Under Core CSR, it undertakes CSR in the villages around 15 of its operational plants. The basic principle that guides its work is that unless the community seeks support, it does not step in. It believes that the community is resilient enough to support itself to an extent. Only during disasters, this principle is not adhered to. At such times, the Foundation undertakes only relief operations. Occasionally, at the behest of the government, the CSR teams have also undertaken rescue operations during a cyclone. The Foundation believes in building good and strong relationships with the community, to the extent that every villager knows the team members by their first name. Efforts are made so that the attrition rates are low.



**(In Pic: Shri Vamsee Jasti, Programme Head, Reliance Foundation)**

In CSR Plus, the CSR teams reach out to totally unknown geographies which are called as 'pockets of poverty'. The company has no business interests in such areas. The key purpose is to address the issue of poverty. Once the community reaches a benchmark, the Foundation withdraws. In many instances, the community has reached the benchmark in two to three years. In some others, it has not been possible to reach such a stage. In some villages, the community has been willing to seek support without necessarily being involved in the initiative.

The Foundation has taken up these types of process innovations. In rural areas, working on product innovations is very difficult. Small pilots are undertaken that would lead to upscaling, rather than the Foundation doing the project itself.

### **Chairperson's Observations**

The Chairperson observed that the principle, followed by Reliance Foundation in its CSR work of not entering a community with one's own model and ideas, is very apt. Not only corporate Foundations but NGOs too fall into the trap of thinking they know what is best for the community. The second point made

about formulating end goals, making sure that these are achieved within a stipulated time frame and exiting from the community thereafter is also very commendable. It is not easy to exit a community. It has been seen that many employees of the Foundations have in the past worked with an NGO and tend to work with their heart and feel passionately about their work and find it difficult to exit.

**Q.** You talked about some pilots and innovations and that some of these pilots are ready for scaling up and they will be getting at the stage where they will be partnering with NGOs. How is your organisation getting ready for partnership because 100 partners will bring in 200 challenges of their own style of working, their processes etc.? (Ms. Mamta Saikia, CEO, Bharti Foundation)

**A.** There are mainly three types of partnerships: a) Partner with knowledge: In one of our project locations, the government asked us to step in and support a school programme. As one of the largest organisations in the area, we had a responsibility to respond. However, feeding children is certainly not our core strength. We explored options and are exploring a partnership with Akshaya Patra for doing this project as they are the best in this area and have immense knowledge on the subject. Reliance will contribute through funding the project. b) The second set of partnerships are those where the Foundation has and brings in its expertise – In rural development in some of the health projects, sustainable models of development were piloted across the country by the Foundation. In one of the producer companies near Rajkot in Gujarat, in three years' time the Farmer Producer Organisation (FPO) has managed a turnover of 50 crores from agriculture. A number of people have questioned why the Foundation cannot take up this project. We feel that this should be discouraged because it will create dependency. It is important for the farmer's business to grow on its own strength. This year the FPOs have made a lot of difference to the community and have been able to give back 30% more returns to the farmers. As an organisation that has knowledge and expertise of creating such sustainable models, the Foundation would be willing to support others seeking such inputs. c) The third set of partnerships are those where one partner with knowledge or funding cannot make any real impact. A project has been initiated by the Foundation in Maharashtra where 20 corporates have come together to address the issue of poverty in 1,000 villages. This will be a pilot project and once it is successful, it will be replicated in 10,000 villages. (Shri Jasti)

**Shri Rajesh Jain, Director (Government Partnerships) Swades Foundation**

Swades is a philanthropic organisation and believes in direct implementation but does partner with others in areas where it does not want to re-invent the wheel. Its mission is to empower 1 million rural Indians across 2,000 villages every 5-7 years, with an emphasis on creating a permanent, irreversible change for good. It believes in a holistic 360-degree development with a focus on four key verticals viz. health, education, water and sanitation and economic development. Swades adopts a strategy to 'Engage, Empower, Execute and Exit' wherein it engages rural communities with corporates, young urban India, not-for-profit organizations and governments and empowers communities to execute programs that transform their own lives, enabling the Foundation to exit and allow them to serve as role models and change agents for the rest of the country. It has a team of 1,600 people, of which 1,300 are community volunteers and 300 full-time staff - specialists and professionals of which 90% work at the grassroots.

Swades works very closely with the communities. Its team lives in the villages and operates from the Gram Panchayat office. Without taking any financial assistance, it works very closely with the government to avoid duplication. The aim is to initiate and build systems to the last mile so that the people who are the most needy are empowered and they are well informed about their rights and how to access the systems.

An App has been developed to collate the data of all the families that Swades works with and it has baseline data of all its intervention areas. The App provides information on all the entitlements of the families across programmes. Support is also provided to startups be it for education or health. Four years ago,

Swades nurtured 'Friends Union for Energising Lives' (FUEL). This startup was initiated by a graduate who wanted to start career counseling in rural schools. FUEL was provided support to reach out to children in all the schools where Swades had a presence. FUEL is now operating independently and works all over the country and has reached more than 5 lakh children. It is important to experiment if an idea is exciting enough. We all work in a space which is primarily owned by the government and if CSR money is used to demonstrate good pilots which can be scaled up, it would be useful.

The speaker highlighted that when Corporate Foundations collaborate on a pilot project in 1,000 villages to develop them into model villages with the help of government support, it does not merely lead to generation of funds; it leads to the engagement of corporates whereby they develop models to ensure that the government systems reach the last mile and the corporate eye also reaches to the last mile. Swades has its people on the ground, in the villages and with the community and it tries to ensure that the government is fulfilling its responsibility and that people are receiving their entitlements.

**Ms. Mamta Saikia, COO, Bharti Foundation**

When Bharti Foundation started to work, it wanted to focus on one issue so that it could develop its expertise around it. After exploring various options, it decided to focus on education. There are so many facets of education that need to be addressed from training to curriculum to career counselling. To work on education, it is essential to understand the 360 degree of education. The Foundation set up the Satya Bharti School Programme, under which 254 schools were set up across six states. The schools are free of cost and cater to the most underprivileged children from SC and ST backgrounds. 77% are from SC/ST/OBC and 50% are girls. These schools became the fountainhead and generated a lot of learning about different facets of education. When one does innovations, some work well and some do not. Today Bharti Foundation is working in over 2,000 government schools. The attempt is to focus on the schools' areas of weakness. In one instance, the state government of Jharkhand approached the Foundation to intervene to deal with the problem of out-of-school children by providing age appropriate education and mainstreaming them. Interventions to address this issue are now ongoing in 13 blocks for 3 years. Similarly, in 1,500 government schools, efforts are on to introduce measures to make school an exciting and happy place for children. If teachers and students are happy and look forward to come to school, standards of education will automatically improve. Most of the time, the education levels are low because students are irregular. The Foundation also partners with organisations that have an expertise that it does not have. She concluded her response by stating that innovation is an attitude to which people react differently, because at times innovation also means disruption.

**Open House: Q/A Session**

**Q.** How does Swades Foundation select models for incubation? Is it done through a structured exercise or does it support young energetic people that it encounters based on goodwill?

**A.** Most social entrepreneurs who are into their start up business come to such forums. We already have a model for transforming 2,000 villages through development and have identified what needs to be done in education, health, water, sanitation or livelihood. If a start-up seems to fit into our model, we partner with it and innovate. We do not support only very young start-ups but also work with proven start-ups like we did for setting up libraries. We support those who are ready to come to the geographical areas where the Foundation is working. (Shri Rajesh Jain)

**Q.** What strategies or measures are organisations adopting to help one's own team and the community to accept an innovation?

**A 1.** When anything new is started, the team is the first to resist the effort to innovate. In a recent example of an innovation, gram executives of Swades supported the village panchayat and community to develop

*an inclusive village development plan (VDP). The team had to be oriented about the new provision of the government wherein the gram panchayats directly receive funds to spend on innovative ideas for the needs of the community. The VDPs are made by the community and for the community and the community has to approve them. The VDPs were based not only on the government funds but also on funds available to the Panchayat from some other programmes and sources. The plan of Swades was also included. It was a challenge but it was done. Each village has mentioned the source and amount of fund it will receive for each planned activity. (Shri Rajesh Jain)*

**A 2.** *Social innovation is the simplest way of doing things that can be replicated and scaled up as that is what social innovation aims to do; whereas a business innovation is far more complex and is not done with the purpose of being replicated. In the campaign to save the whale shark, the idea, of involving a revered leader and use a theme that people can relate to, was a very simple one. That is how innovations in CSR should also be – simple and replicable. For example, all the heads of rural schools could be connected through social media to discuss their issues and plans. If it is a social innovation in the true sense, it should not encounter resistance from people. (Ms. Alka Talwar)*

**A 3.** *The biggest enemy of innovation is success. Once success is achieved, there is a tendency to stop innovating because one feels that one has developed the model that works. As long as one faces failures, innovation continues. What is required in the current ecosystem is the risk capital. Even if the idea does not work, there should be a possibility to try again. (Shri Vamsee Jasti)*

**Q.** *What has been Swades's experience of doing micro planning with the Gram Panchayat? Is the government forthcoming in contributing in a way envisaged in the village plan?*

**A.** *The corporate money can bring in expertise on board. The programmes of the government are good but their last mile delivery is poor. If corporates are able to put the CSR money in ensuring that the benefits reach the last mile, it is worth the effort. If the Gram Panchayats are not ready to make their own plan then the corporate can make a plan as it is difficult to succeed without a plan. Even if a corporate is putting its money into that village, the village should know that. (Shri Rajesh Jain)*

**Q.** *There was a mention about start-ups and promoting social entrepreneurs. Are organisations like Okhai promoting them and do they have to be independently registered somewhere? Are the profits accruing from these projects considered within the CSR or are they reinvested into the businesses and is it possible to get government grant and subsidies for the start-ups? Are we collaborating with the government and what would be the ratio?*

**A.** *In terms of reinvesting the CSR money, that's not the 2% CSR money we are talking about which has to be other than this. Here this money is to give a life of its own and after sometime the 2% or whatever support that it required will no longer be required because then it begins to run on its own. Definitely it cannot be considered as contribution to the CSR funds. We would be happy to take government funds wherever it matches. It should be transparent, it should match the mission, it should be easy to access and all of us should be on the same page. Then it's the easiest partnership whether with the government or anybody else. (Ms. Alka Talwar)*

**Comment:** *The trend that is likely to come is what is known as 'blended finance'. You will put in your money, there would be CSR funds and the organisation will operate as a social enterprise. It will help you to make a living but it will not result in a windfall. Blended finance is the way more and more corporates are actually coming forward to fund these kinds of start-ups. (Shri Vamsee Jasti)*

**Q.** *Micro-planning has been tried about 10-15 years back and the experience has not been very good. What are Swades's experiences in helping the Gram Panchayats develop their plans?*

**A.** There is a provision for development of VDPs and micro planning, regardless of whether corporates intervene or not. There may have been failures but there are also positive examples as in the state of Kerala. It is difficult to succeed without making a plan. The process of planning can help to identify the key issues of a village, whether they are related to water, education, agriculture or any others. It is important that the village approves the plan. (Shri Rajesh Jain)

**Q.** It is a long journey from the 'idea' to the 'intervention'. How does Reliance manage start-ups through various stages of its life? Does it have internal capacity or does it bring in other partners for this? Does it have a separate cell for supporting start-ups?

**A.** Reliance has in-house capacities to provide support to start-ups from the concept to the implementation stage. Normally, the innovators come to us when they need the scale up fund. Until then, they do boot strapping and then they reach a stage where they do not improve any further. We are not averse to using someone else's expertise also. When it is innovation, it is for all and it should be open for everyone. A separate cell in Reliance Foundation nurtures the start-ups. Every 3 months they make an announcement where all the start-ups can apply and receive mentoring. (Shri Vamsee Jasti)

**Concluding remarks by the Chairperson: Ms. Mamta Saikia, COO Bharti Foundation**

The Chairperson reiterated the point about risk capital for innovation that was underscored by one of the panelist's and mentioned that it is very important for corporate foundations, for CSR funding innovation and scaling it up. It is almost a responsibility because NGOs struggle with it and it is the corporate philanthropy which can drive innovation as a responsibility.

<b>Session Theme</b>	'Annual State of CSR Report (2019)'
<b>Day 2, 23 February, 2018</b>	Session 2
<b>Time</b>	11.15 am -1.00 pm
<b>Session Format</b>	Presentations, Brainstorming on the Annual State of CSR Report (2019) and Open House
<b>Moderator</b>	Shri Sudhir Sinha, CSR Expert & Advisor PwC India
<b>Presenter 1</b>	Shri N. Srinivasan, Ex-CGM, NABARD and Development Practitioner
<b>Presenter 2</b>	Prof. Bhavna Mehta, Faculty of Social Work, MS University, Vadodara

The moderator of the session Sh. Sudhir Sinha set the context for the presentation on the Annual State of CSR report to be published by GCSRA before the next CSR Conclave in 2019. He shared that most of the reports that have been published in the last 3 years by independent agencies thus far contain accounts of the amounts spent on CSR by different companies in different geographical areas. A lot of hype has been created as if CSR is going to transform the country overnight. It would be more interesting and relevant for stakeholders to go beyond reporting of numbers reached but know what is that companies are doing in their main business to mitigate the impact they are making on a range of stakeholders. Consumers are aware and make choices about which product to buy based on the image of the company. This publication will try to attend to those burning issues that are material and of concern to different stakeholders. There is a lot of data on CSR but an analysis has not been done of why CSR is concentrated more in certain geographical areas as compared to others. Such analysis will also form part of the publication. The Moderator requested the audience to listen to the presentation and seek clarity, give suggestions and ideas to enrich the focus and contents of the proposed publication.

**Proposed Annual State of CSR Report, 2019**

**Presentation by Shri N. Srinivasan, Ex-CGM NABARD, Development Practitioner**



The speaker began by mentioning that, in CSR, there have been companies who have experience of doing it much before the regulation was passed. There are others who have had a couple of years of experience. There are challenges that companies are facing and there are opportunities that the law has created. He shared that the proposed Annual State of CSR (2019) Report will try to capture some of these to promote a better understanding on different facets of CSR and capture the lessons learnt so far. He requested the audience to give their honest feedback to help improve the contents of the book.

**Objective of the Report:** To produce a comprehensive document that records what, how and why of CSR in India and assess the state of CSR activities

**Readership:** will include CSR professionals, academics and scholars, implementing NGOs, think-tanks, students and researchers. The range of readers for whom it is intended is vast – from people who will seek evidence for claims made about the outcomes of CSR to common public who will want to know if people have benefitted from this new law making CSR mandatory.

**The Need for the Report:** CSR is a recent but a continuing initiative. There is not enough information in public domain and there is need to build a body of knowledge for all stakeholders. The good practices remain islands and good institutions remain unheralded. The lessons from challenges are not available for internalisation. Qualitative assessments and feedback is not available to government and corporate sector. This report would seek to fill the gaps and document available knowledge and experience and offer insights.

**Writers of the Report:** GCSRA is commissioning this report and will be brought out through a reputed publisher. The report is being written by: Girija Srinivasan – Author and International expert on livelihoods and finance; Narasimhan Srinivasan – Author, Expert advisor and international consultant on livelihoods and finance. M.S. University, Vadodara, represented by Prof. Bhavna Mehta and team, is the collaborating partner and would provide the much needed research rigour and perspective.

### **Proposed outline**

- *Introduction and background: will include the evolution of CSR, how it came about in India, objectives of legislation and expectations of the government*
- *Last three years of experience: the extent and significance of CSR activities, the aftermath of CSR regulations (any changes that have come after the regulations) and year by year progress*
- *Financial performance across the years: analysis of sectoral and geographical spread, different slices from MCA data and inferences*
- *Design and implementation: models of implementation, sources of project ideas, availability and competence of implementing agencies*
- *Comparison of public and private sector performance*
- *Challenges and problems: legal, operational, HR and others*
- *CSR in Gujarat: review of developments; institutions, types of projects, good practices*
- *Impactful projects and initiatives: examples from the field in the form of case studies*
- *Path ahead: some ideas*

### **Information sources**

- *Data from MCA, specific companies*
- *Secondary information from studies and assessments*
- *Interviews and visits to select projects*
- *Focus group discussions with CSR professionals from the corporates, implementing agencies*

Feedback, suggestions for change, additions to improve content and its presentation are solicited. Pointers to good practices, projects and institutions will be welcomed by the authors.

**Presentation by Prof. Bhavna Mehta, Faculty of Social Work M S University, Vadodara**

Prof. Mehta shared that in the PG Diploma course on CSR taught at the University and in the other papers on CSR that are a part of other curricula, students grapple to understand the theories, the various models of CSR and how these are applied. The publication seeks to respond to this need of academics. The first two chapters will cover the theoretical aspects related to CSR. This will be followed by practices, challenges and the gaps that need to be filled.

In the work that the university does with CSR companies and practitioners, it has been observed that often they do not have any SOPs and many a times, they are driven by their heart in the work they do. At times, people focus on what they believe is the community's need. The publication will be a value addition to those who are aspiring to take up CSR, will contain lessons to be learnt from those doing good work and also help in identifying mistakes made by CSR practitioners that can be avoided. It will also seek to highlight the dos and don'ts and share some SOPs. The publication will be pan India in its focus and hence, in addition to focusing on Gujarat and other states where there is a high concentration of companies and CSR work is more prominent, it will also help identify areas where more work needs to be done – so that it can be a guiding force for CSR in future.

**Open House: Q/A Session**

**Comment:** Publishing the report is a fantastic idea. However, in this online age, it would be useful if GCSRA could invite 10-minute videos of projects, the viewing of which could be moderated and showcased and can provide inputs for the report. The projects may be categorised based on parameters such as their level of innovation, replicability and sustainability and those that are running successfully since the last two-three years can be shared. This can help in faster replication of good practices.

**Comment:** The Annual CSR report seems to be on lines similar to the Annual Status of Education Report (ASER). It is a welcome initiative and CLP Gruh India Ltd. would be happy to collaborate and participate in the process of developing this report.

**Response:** Those organisations that are keen to collaborate in the process of development of the report may send a mail to GCSRA and register themselves so that they may be invited to discussions that are held. In addition, GCSRA also welcomes ideas that organisations may want to share to enrich the knowledge domain of GCSRA. (Shri Sudhir Sinha)

There is a provision for companies to register their CSR plans on the GCSRA website, so that NGOs can access that database and there is an exchange of information. (Shri Biplav Chatterjee)

**Comment:** Projects that are in the pipeline or upcoming CSR projects may be mentioned in the report so that corporates can get to know about the new projects that are being developed in different areas.

**Response:** Such data will be helpful from a practitioner's point of view, but it is not available. There is no satellite registry for proposed or even completed projects. It may be possible to include the trends, ideas that are very popular in the recent times and CSR ideas that seem to be working well. (Shri N. Srinivasan)

**Comment:** In PPPs, the community voices often get overlooked. It is important that the voices of the community reach the decision makers in a transparent and unbiased manner.

**Response:** *The voices, concerns and the expectations of the people with regard to CSR must be captured. It requires a different kind of research methodology and will be very challenging for the authors. This must be the differentiator for this publication. (Shri Sudhir Sinha)*

**Comment:** *CSR is one of the ways for sustainability. Some companies have already started mapping their CSR with SDGs. One chapter may be devoted to CSR and its alignment with the achievement of SDGs.*

**Comment:** *There is a need to consider ways of helping the corporate sector review the CSR projects in light of bigger goals that is SDGs; how they are meeting the national objectives and how they are aligned with the flagship programmes of the government. Is it also possible to talk about failures in CSR as they will provide an understanding on why projects fail? It may also be worthwhile to incorporate listing of some good NGOs/organisations that corporates can partner with for implementing their CSR. This is an often-voiced concern and a gap in this area.*

**Response 1:** *Although it is difficult to get permission from companies to publish their failures, efforts shall be made to capture some of them.*

**Response 2:** *What can be termed as a 'failure' is debatable and there are very few stories of failures. The failure should be significant and should also be able to help others. (Shri A.M. Tiwari)*

**Comment:** *Research requires a certain skeptical mindset. It is a challenge to get companies to share their failures as well as to record it analytically. If failures are to be documented, is the specific expertise required available to facilitate this research and analyse the failures so that it can add value to this report? (Shri Ajit Chaudhary)*

**Response 1:** *In finding out about failures, structured questions usually do not lead to any reliable inputs. Researchers must have the freedom or liberty to arrive at their own qualitative analysis.*

**Response 2:** *If a failure is unique and one which may not be repeated, it is not worth sharing it. Also, when a failure is shared in the public domain, there is no ownership of what caused it. Some broad issues and lessons from failures can be shared in the report.*

**Comment:** *In the two rounds of screening of 70 entries for the CSR Awards in 2017 and 2018, many of them did not reach the jury level. The reasons for their being unable to reach the final stage were discussed by the screening committees. The minutes of these meetings and other sources could be tapped to identify the 4-5 key issues that came in their way of becoming the awardees. Some general lessons and an analysis of the issues can be shared in the report for the readers to understand the areas that need to be strengthened to be considered a good CSR programme/project. (Shri Binoy Acharya)*

**Comment:** *There are some corporates who are media shy; is there scope to reach out to such groups as it is unlikely that they will approach the authors/publishers of the report.*

**Response:** *It is important that such groups (Azim Premji Foundation, Cipla etc.) that have contributed a lot, but who do not publicise their work, are included.*

**Comment:** *It would be nice if the report could capture stories and challenges of companies that have begun doing CSR recently after the law was passed.*

*The moderator concluded the session and thanked the audience for their valuable contributions and ideas to the making of the Annual report on the state of CSR.*

**Open House: Q/A on Sessions held at the Conclave**

**Q.** *The CSR activities that have been shared at the Conclave are mainly related to education and health care. What is being done by GCSRA to make corporates aware of other things such as innovation and entrepreneurship that they can take up as a CSR activity?*

**A.** *Education and health are a part of the 5 core areas where GCSRA wants to work. It has also identified other areas such as livelihood promotion, skilling, special children and malnutrition. Elaborate status notes on these areas are available on the website. Corporates can contribute to any of the five funds that have been created and GCSRA can spend on their behalf. A basket of schemes and programmes for these funds is also available on the website. Besides these core areas, there are other projects that can be downloaded from the website and implemented. A large number of implementing organisations in sectors other than health and education have been identified and their details are available on the website. Considerable CSR resources are being invested on education and health as these are the felt priorities. However, the quality or outcome of these investments is not significant. This aspect is being highlighted by GCSRA at its regional meetings and Conclaves. (Shri A.M. Tiwari)*

**Comment:** *A Round Table for corporates could be organised where they may be made aware of activities that they can do to benefit society.*

**Response:** *Corporates look for projects that they can fund immediately to comply with the provisions of the Act. Typically, a livelihood project or a project that requires innovation takes time. The context of the project needs to be borne in mind and more space created and time allowed for projects requiring long term interventions. The tendency is to opt for projects that can be easily monitored and reported with easy fund utilisation. (Shri N. Srinivasan)*

**Comment:** *There was reference to programmes on health and education that have not reached the desired level of success. At times, the mind-set of the community may prove to be obstacles. In the remote locations of Gujarat, people do not accept the things that a company wants to give them even if it is beneficial for them. In most of the villages, there is a resistance to acceptance of institutional deliveries, especially by the family members of the pregnant women. How can transformational or strategic CSR happen in such a scenario?*

**A.** *“Ten years ago, I joined Tribal Development Department and insisted to the government that I want to work in this sector. During the initial 2-3 months, people would tell me that the tribals are always drunk and nothing can be done with them. For some time, I actually believed that they do not want to help themselves. I thought about the situation and realised there would probably be only 4-5% people who do not want to do anything. 95% would like their development. I began interacting with them to find out the reasons for their attitude. I realised that whatever prescriptions we were offering to them were not meant for their welfare. Our entire focus was on implementing the existing schemes, reviewing how much money was spent and how many beneficiaries were reached; what happened to the people was nobody’s lookout. When we started believing that the tribal people wanted development, we challenged ourselves to work with the primitive tribes of South Gujarat. We wanted them to become one of the best vegetable growers of the region. After concerted efforts, they have begun earning 1 lakh rupees/acre per year. Hence, when we feel that people are not appreciating/accepting what we want to do, there is a need to re-examine our own intervention; chances are that the intervention and its design itself may be faulty.” (Summary of response by Shri A.M. Tiwari)*

**Comment:** *People may be more forthcoming in the case of livelihood; but when it comes to their health and when there is a need for people to change their mindset and behaviour for e.g. towards the girl child, it becomes more difficult.*

**Response:** *“I can cite examples from education as well. The quality of schools in tribal areas is hopeless. Teachers have a biased mind-set. The department started a school and requested Navrachana school in Vadodara to take it over and manage it on behalf of the department. On the 2<sup>nd</sup> day of the school, an illiterate father came with his child and his son was offered admission to this school as well as Jawahar Navodaya Vidyalaya. The father told the management of both the schools that he was unsure which school he should choose for his son. He sought permission to sit outside the classroom and see what was happening in those schools. Having done that for both the schools, he decided to admit his child to the school set up by the department. The school is performing very well. A chapter in the book ‘Poor Economics’ explains that people are not willing to send their children to the government schools because the net return is too low. The return on their future earning capacity is very low. It is much lower than if the child works as a child labourer. If we provide quality education, there is a big rush. This is also true for health. In another horticulture programme in Kaprada, we were working with 5,000 families. When the programme was stopped after 3 years, some students were asked to visit the area to find out the status. Surprisingly, 20,000 families had begun to engage in the activity without government support. If people find a programme useful, the acceptance will be high.” (Summary of response by Shri A.M. Tiwari)*

**Comment:** *This attitude of “we know what is good for you” and always looking for a solution to a problem are problematic. In the corporate sector, finding solutions to the problem may be straightforward but in the public domain, the relationship between problems and solutions is not linear. It is important to understand what happens on the ground and assess how changes need to be effected so that they are accepted. (Shri Ajit Chaudhary)*

**Comment:** *If one is responding to the practical needs of people – getting jobs for them, constructing roads etc., it is much easier. Responding to people’s strategic needs – changing social structures - is far more difficult and challenging. If an intervention is attempting to change the existing social norms as in the case of addressing domestic violence, it is likely to take time and encounter greater resistance from people. Hence, many times corporates choose to address the practical needs as it is more rewarding and visible. It is important to understand how the issue is being addressed. A company may provide an ambulance service, still people may not be willing to use it for institutional delivery; this maybe because if a woman is admitted to the hospital, there will be no one at home to take care of the family, but if the delivery takes place at home, she can resume her chores the very next day. It is necessary to understand the complexities of people’s lives before judging their response to a service we may provide. (Prof. Bhavna Mehta)*

**Comment:** *In a programme in a tribal area, the implementers of a government scheme went to an old man and told him that they had come to give him a loan of Rs. 5,000. Although the man did not want the loan, he forcibly kept the money at their insistence. The following year they returned to take back the principal amount and asked the man to pay an additional Rs. 525 as interest on the loan given to him. He was also told that if he failed to pay this money, he would be considered a defaulter. In response, the old man said, “I am not charging you anything for keeping the money here. I did not ask for the loan – you came and offered it to me; when I took it, you are charging interest on it and if I do not pay it, then I become a defaulter, for no fault of mine.” We need to question if this is the kind of development that the community at large will also want and is it desirable from other aspects.*

**Comment:** *GACL faced similar problems of non-acceptance by the community in an ambitious programme for 100% scanning of cancer in women above 35 years. In the beginning, people did not respond as expected. After interacting with them for a few months, the programme was modified to include the other issues that women reported. Over time, the demand for cancer screening has increased.*

**Q.** What is GCSRA's strategy to mobilise resources in remote areas, tribal belts, salt pans and other such areas where there are no corporates or industries but the need for financial investments in these areas is high?

**A.** "GCSRA is not working as a government body. We facilitate the CSR activities of the corporates and our philosophy is that the corporate has to decide which project, what intervention, how much money and which area they want to work in. We can only motivate corporates to work on projects developed specifically for an underserved area. Projects have been implemented in the tribal belt of Chhota Udepur where agri-entrepreneurs were created and supported. In another remote tribal belt, a project on malnutrition is being implemented. However, ultimately the corporates have to take the decision based on the company's rules. Even as per the Act, their Board has to decide what CSR will be undertaken." (Summary of response by Shri A.M. Tiwari)

**Q.** If land acquisitions are taking place and R&R policies are implemented, can it be clubbed with CSR beneficiaries or not?

**A.** R&R is meant for people who are impacted by a business. In case of land acquisition, some people are displaced or lose their house and livelihood and they have to be rehabilitated. There is a very direct impact of the company's decision of land acquisition on these people. The needs of this community must be addressed under R&R. CSR, however, is for larger communities who are impacted by the company but not necessarily affected by land acquisition. Likewise, when companies use water resources of the community, it also has an impact. The objective of CSR is to mitigate the impact the company has on the community; it is not merely philanthropy. Hence, R&R should not be considered as CSR. (Shri Sudhir Sinha)

**Q.** In the proposed Annual CSR report, could we include the impacts, as these could make a lot of difference on the future projects? Can GCSRA consider creating opportunities for interaction between corporates and the NGOs who have the potential, accreditation, fairness and transparency parameters? Can short theme-wise meetings be organised to discuss how important issues of the communities can be addressed? NGOs could make presentations to the corporates and they could choose to partner with specific NGOs.

**A.** This is the second CSR Conclave. As organisers, we deliberately avoid being around in common spaces during lunch and tea time so that participants are free to interact with each other during the breaks. Both times, the Conclave has been organised in February as there is pressure on corporates and the government to spend the unspent funds. (Shri A.M. Tiwari)

**Comment:** Unfortunately, we are getting into marketisation and commercialisation of CSR. There is a need to be careful and sensitive about this. It would be useful if in the next Conclave, at least 50 people from communities come and share what they feel about CSR and their experience of CSR of any company that has been implementing projects in their areas. Voices from the community would be more insightful for us than having intellectual discussions among ourselves. Shri Tiwari has been open to new ideas and we hope that this suggestion can also be implemented. (Shri Sudhir Sinha)

**Response:** Prior to this Conclave, GCSRA had a curtain raiser seminar for special children and a number of mothers of these special children attended it. The participants also included representatives of companies and implementing partners. It was a productive day. Such events will be organised on different themes on a rotational basis. (Shri A.M. Tiwari)

**Q.** Generally, PSUs are involved through NGOs in implementing their CSR activity. When the fund is allotted to the NGO for a particular purpose for reaching the most needy people, how can the mechanism be strengthened so that the money is effectively utilised? Sometimes when public sector gives the funds to

the government and the funds stay unutilised, even for as long as a year, how can their utilisation be expedited?

**A.** NGOs do not have a panacea for all the problems. It is important for the company giving funds to have a very strong review, monitoring and supervision system in place. There are protocols available on the GCSRA website for monitoring and supervision of programmes. Similar processes need to be followed while working with the government as well because the government is also made up of people like us. (Shri A.M. Tiwari)

**Q.** Even if a programme is audited, the fund utilised may not have reached the people for whom it was intended. What can be done in such a situation?

**Response:** CSR is not a grant or donation. Under the regulation, the company which puts money into CSR activity has the obligation of ensuring its end use. In fact, it should be measured and monitored. The person who makes the grant must be a manager who is dealing with CSR. He has to take the extra steps of knowing where the money operates, visiting the place, getting the information in and finally get its value for money. When a company operates a project of its own for profit, it ensures that processes work and things do not get disrupted. They have vendors and when needed, they outsource the services. Similar actions are required in CSR. Government has not said that you can give the money and then explain that it did not reach. The processes being followed in the company's main business should also be used in its CSR activities. (Shri N. Srinivasan)

<b>Session Theme</b>	Technical Plenary I: Panel Discussion on 'Future Paradigms on CSR – Above & Beyond'
<b>Day 2, 23 February, 2018</b>	Session 3
<b>Time</b>	2.15 pm -4.00 pm
<b>Session Format</b>	Video documents of CSR 2018 Award Winners and Award Ceremony, Keynote Address, Panel Discussion and Open House
<b>Chairperson</b>	Shri A. M. Tiwari, IAS, CEO, Gujarat CSR Authority
<b>Keynote Address</b>	Dr. Madhukar Gupta, IAS, Additional Secretary, Department of Public Enterprises, Government of India
<b>Panelist 1</b>	Shri Sudhir Sinha, CSR Expert & Advisor PwC India
<b>Panelist 2</b>	Shri H. R. Dave, Deputy Managing Director, NABARD
<b>Panelist 3</b>	Shri Ajit Chaudhary, General Manager, Tata Sustainability Group

### **Video documents of CSR 2018 Award Winners and Award Ceremony**

Video documents of the projects that were selected for the 2018 CSR Awards were shown and the awards were presented to the representatives of the following companies:

1. Apollo Tyre's SHG promotion and livelihoods project
2. Ultratech Cement's Cattle Breeding Centre project, that has provided communities with a productive asset and resultant incomes
3. Schaeffler's multi-dimensional HOPE project on livelihoods development and training support to women
4. Reliance Industries' Sudama Setu project that has enabled access to a cultural sites, as well as created local livelihoods
5. Bayer Vapi school of excellence, that has become a sought after school in the region, compared to other private institutions
6. Adani Foundation's Swacchagraha initiative to inculcate safe sanitation and hygienic behaviour among school going children

**Final level applicants were given certificates of appreciation:**

1. CLP India's team for remedial and informal education support project
2. Idea Cellular for Mid-day meal initiative with support of the Akshaya Patra Foundation
3. Gujarat Pipavav Port for their Water Resource Management project
4. Transpek Silox for their health, sanitation & nutrition initiative
5. Pidilite Industries for industrial skilling project in partnerships with ITIs
6. Vedanta's PAHONCH project for health awareness
7. Hazira LNG for water & sanitation project for the Halpati tribal community
8. JK Lakshmi Cement's Anna Lakshmi nutrition support to people suffering from TB

**'Future Paradigms on CSR – Above & Beyond'**

The Chairperson first invited the panelist Shri H.R. Dave to present his views on the session theme and requested Shri Madhukar Gupta to deliver the keynote address after the panelists' presentation.

**Panelists' Views**

**Shri H. R. Dave, Deputy Managing Director, NABARD**

The panelist started by highlighting that the corporates of Gujarat have been involved in doing activities in the social sector much before CSR was formalised. When CSR, in its recent form, mandated the minimum that needed to be done by companies, it might have added somewhat to the momentum of CSR activities. The speaker shared that he belongs to Saurashtra and when we had made one lakh check dams before CSR was legalised, the JCBs were provided by the corporates. Gujarat has a tradition of promoting public participation and forging collaborations with different stakeholders. Shri Dave mentioned that in one of his conversations with the CEO of Tata Trusts, he pointed out that the Tata's spend about 700 crores through the Trust and NABARD also spends a similar amount on various livelihood activities through its own resources. When Shri Dave suggested that NABARD and Tata's could work together, the CEO agreed immediately. He shared with the CEO that NABARD has about 5,000 civil society partner organisations, some of whom work on micro finance, others in livelihood or on issues of land and water. In addition, there are a number of people's groups who are connected with these organisations. Shri Dave suggested if the Tata Trust would be willing to spend Rs. 10-20 for every 100 Rupees spent by NABARD on its partners. The first MOU was signed two years ago with Shri Ratan Tata Trust and during the following 2 years, 37 big corporates have signed an MOU with NABARD. NABARD has its own arrangement/protocol for the identification of NGOs, selection of NGOs, appraisal of projects and a very tight monitoring protocol. All its livelihood projects are monitored digitally. There is a web-based portal for watershed and wadi projects and corporates do not need to reinvent the wheel. Collaborations can be forged for doing similar types of work.

In Gujarati, there is a saying that 'everyone works for money and if someone works without money then that is a true person'. In 2016, in the radio programme, Mann ki Baat, the Prime Minister spoke about water and in that context mentioned the initiatives of five state governments' viz. Maharashtra, Gujarat, Madhya Pradesh, Orissa, Karnataka. If we talk about economic management, annually 11 lakh crores are being invested on agriculture credit. The impact of this investment will be visible only if agriculture does not fail. The moment agriculture fails, agriculture credit fails. A major reason for the failure of agriculture is the lack of water. Hence, NABARD decided to work on water as a theme and reached out to 250 water distressed districts of India. The content for awareness was designed in partnership with the Centre for Environment Education (CEE). 8,000 volunteers were trained and they were divided into 4,000 teams. Each team of two persons was asked to visit 25 villages and talk to the community on three subjects i.e. water conservation, water harvesting and water use efficiency. Out of the 100,000 villages covered, about 70% responded very positively. The 30% whose response was lukewarm were from Gujarat and



Maharashtra; people in these villages knew the importance of water and a lot of water conservation work had been done in these regions. The strategy used by Pandurang Shastri Athawle was subsequently adopted. A team of 11 passionate volunteers were selected from each village. The entire campaign has been digitised. Data of 7 lakh volunteers across 70,000 villages is digitally available. This huge potential can be unlocked through convergence. Spending money is not the only way to work. One can build upon the huge investments made by the government or banking sector and try to leverage its ongoing initiatives.

### **Corporate Social Responsibility in PSUs: Concerns, Challenges and Opportunities**

#### **Keynote Address by Dr. Madhukar Gupta, IAS, Additional Secretary, Department of Public Enterprises, Government of India**

Dr. Gupta began by mentioning that the total CSR commitment in India equals Rs. 14,000 crores. Three years ago, when he took charge of this portfolio, there was no idea of the extent of spending that would take place in the public or private spaces. Currently, the central PSUs have a spend of Rs. 4,000 crores and the private sector is spending approximately Rs. 10,000 crores. As profits grow and as companies expand over the next five years, the amount is likely to double. India is probably the only country which has mandated CSR. Other countries are watching what is being done in the CSR paradigm with great interest. CSR has created a huge opportunity for those working in companies to contribute directly to nation building efforts. Unfortunately, in the government, most of the time the focus is on targets, figures and financial outlays. What the corporates bring to the table by way of highly qualified human resource, infrastructure, machinery, materials, networks, outreach and brand equity, is often overlooked.

Reminiscing about a major build up against Pakistan in the year 2002 and the sudden and almost forced occupation by the army in Gujarat and Rajasthan, the speaker shared how this turn of events made the villagers happy because the army personnel were buying vegetables, wheat and other things from them. What the villagers did not realise was that the army was also competing with them for use of water resources. Both these states were water deficient. When the issue was discussed with the army officers they offered to dig a few tanks in a short span of time in these villages with the half a dozen JCBs that they had. The whole village applauded this move as it made sense to them. During the normal course, it would have taken months for the tanks to be dug up.

The public-sector system, with its vast outreach and brand equity can help transmit messages of importance in a short period of time across the nation. For instance, there are more than 80,000 petrol stations; if the central or a state government wants to spread a message, it can do so by putting up a hoarding in front of all petrol stations. Assuming that 500+ people visit a petrol station in a day, the message is transmitted in a few days across the country at no cost. Even a PSU like HMT that may not be financially very sound, has such powerful brand equity, that it is easy to leverage it to convey multiple messages. CSR funds can be used to converge with flagship programmes of the GoI or the state governments, as has been seen in the case of Clean Ganga or Clean India Campaign.



**(In Pic: Dr. Madhukar Gupta, IAS, Additional Secretary, Department of Public Enterprises, Government of India)**

*The corporates and their officers received awards from the Governor of Gujarat during the awards ceremony at this CSR Conclave. The Government of India has also made a provision for 20 awards every year for corporates for excellent work done in CSR. Many CEOs, people heading CSR, the providers, the NGO's and implementing agencies will be eligible for the most prestigious awards including the Padma Awards. It is a rare opportunity for people not working for the government to not only contribute to national development but to be recognised and also at a personal level, to glorify the achievements of their companies. There is a temptation in our country to follow the path of least resistance. If the government has done something in a certain way, there is a tendency to follow suit. Many practices, such as the teachers conducting elections, which were initiated post-independence, continue to be followed even 70 years later. The speaker pointed out that had the public or private sector not been more efficient than the government, it would have been much easier for the government to tax them in different ways to get the Rs. 14,000 crores and implement it through its official machinery. Corporates, however, have the flexibility within the ambit of legislation and their committees and board can decide how the money should be spent and how to maximise the returns for every rupee that is spent. The entire country is digitally mapped and there are people who can guide which interventions are needed for a specific area and can yield the maximum RoI.*

*The speaker stressed the importance of the way development is defined. He shared several comparisons across India and the USA to point out why following similar paradigms across both the countries will not work. The population of India is four times that of USA whereas its area is only one fourth. The ratio of per person availability of resources in India and the USA is 1:16, assuming that both countries have similar availability of resources. India is endowed with great natural resources including seasons. For six months, Canada and USA experience snowfall, especially in North America. India has soils that are very benign, even in the deserts of Rajasthan. The moment some water is available through canals etc., vegetation springs up. The per person precipitation in India, despite its huge population, is the maximum in the world and still about 60% of India is considered water deficit. The issues are often manmade and*

*not made by nature. We need to have our own paradigm of development. Questioning the need to convert villages into cities, the speaker reiterated that it is far easier to support someone in a village than to support someone in a city. The kind of poverty that one sees in the urban area is not to be seen in the villages. Hence, it is not possible to have the same paradigm of development in India as what is followed in Europe or the United States of America. For any action to be scalable and sustainable in India, it has to be cost effective and innovative solutions need to be found for problems.*

*The speaker observed that many corporates are not adhering to the law. However, it is important for companies to be adequately transparent in selection of agencies for needs assessment; baseline surveys; evaluation, etc. The CSR Committee or the Board of Directors is responsible for project selection, prioritisation and execution. It is important that they are transparent in their collaborations with implementing partners; they follow a process and follow due diligence mechanisms. The CSR committees or the Board should have the capacity, time and intent to deliver. It is equally important to be transparent about who is benefitting from the CSR funds. Those building huge empires out of CSR funds will be questioned.*

*There are major issues of co-ordination between CPSUs, private companies, state local governments and the panchayati raj/ municipal bodies. The secretaries of rural development and urban development in the states may take up a project without knowing what a company is doing. It is important that the state government or the district magistrate should be aware of the details of the company and the project. The speaker applauded the role of GCSRA in filling in this gap in Gujarat and serving as a link between CSR funders, the government and implementers. Highlighting that companies cannot distribute their own products under CSR, the speaker encouraged the audience to familiarise themselves with the intent and purpose of the Companies Act in fine print.*

*Some aspects of the paradox of CSR partnerships were pointed out. Both the companies and the NGOs need each other for making CSR happen; however, the scope for their connecting to each other is limited. Authorities like GCSRA are not there in all states. At a fair organised in May 2017 to bring all the CSR stakeholders on a common platform, it was seen that bigger NGOs were not interested in rural employment and smaller NGOs did not have a voice. How do these small NGOs, who might have great ideas and maybe doing good work, reach out to corporates? As a first step, the desire and motivation to interface must be there. States which are smarter will leverage more CSR funds. Nearly 130 central PSUs undertake CSR according to the provisions of the Act. At least 50 of them are spending more than the mandated 2% under CSR. Organisations like NABARD can act as force multipliers. The strength of the chain is that of the 'weakest link'. The weaknesses of the government programmes can be identified and the dots can be connected through CSR programmes. Corporates always talk about RoI and the non-profit sector stresses on impact evaluation. If the impact can be reduced to numbers, that is ideal; corporates can talk about RoI in CSR in the way they talk about it in commercial operations. Outputs need to be made tangible and quantified. The speaker advised the corporates to develop a vision for social growth in addition to their vision of economic growth. There is only one difference between the private and the public sector. Originally, private sector thought that their only concern was to make profit. Now, it is contributing its profits for the greater good. Bill Gates and Warren Buffet contribute millions of dollars for social development. PSUs are also meant for the greater good, though it is important that they earn reasonable profits to stay healthy. The criteria for deciding who, how and why an implementing partner has been selected should be clearly laid out. Corporates need to identify niche areas where they can make an impact and contribute to the development of that area. These may relate to conservation and protection of national heritage, development of sports, technology incubators, conducting or facilitating research and/or setting up new research and development facilities.*

### **Panelists' Views**

**Shri Ajit Chaudhari, General Manager, Tata Sustainability Group**

The panelist commented that the topic of the panel discussion 'Future Paradigms in CSR' by definition, seems to imply that what has been done is not right. He mentioned that since the activities of Tata group have been shared by his other colleagues, he would focus on projects that are in the pipeline, in the process and the company's future plans.

**Key Conclusions on the future paradigms in CSR:** The panelist highlighted that India has several problems in its social development. The government and civil society cannot be expected to sort them out. The corporate sector also needs to get involved and it needs to contribute in meeting the SDG targets set for the country. For doing this, CSR compliance is not enough. Compliance is the absolute minimum for the corporate sector in this field. It needs to go much beyond and do much more. Corporates need to be strategic on CSR and work on the more difficult problems of the public domain. There is a need to move its focus from outlays to outcomes. Partnerships must be forged with the state and civil society. The civil society brings certain skills especially in the space of community engagement. Corporates must leverage their core competencies for CSR as well as bring in a social focus into their core operations. Whatever corporates are contributing to CSR, they need to do it more rapidly, more strategically and more wholeheartedly. The 98% of the expenditure of the corporate sector must have an overall effect on the social dynamic and on the social development of the country. CSR must be subsumed in the core business operations and not carried out for mere compliance of the Act. An additional 10,000 crore CSR spend will effect only a small change in the broader social development goals; it cannot be a game changer. It is not just the amount, but the manner in which it is spent that is important.

The panelist reiterated that it is necessary to focus more on long term projects instead of short, one-year long projects. In sectors like education, it takes time before the outputs turn into outcomes. The impact is visible after concerted and long-term interventions. The Tata group has the advantage of being able to support long term projects. For example, Tata Steel is supporting the 1,000 school project. There are some limitations to the outcome-based and result based approach. The government projects do not fall easily within the input – output – outcome – impact chain. Hence, there is a need to be careful where this chain is applied. In areas like women's empowerment, how does one know when women have been empowered – is it by looking at the number of SHGs formed, or by the money being circulated? Different indicators may be applicable in different settings. The corporates need to grapple with difficult problems in the public domain. Tata Motors are implementing a programme on nutrition and work with severely malnourished children. Although this is the state's responsibility, it was taken up as the problem persists.

Corporate responsibility should relate to everything that it does in the 98%. It is like the supply chain that needs to be taken care of to make a difference to the larger picture. It is important, for instance, that in the process of land acquisition, people are rehabilitated in a manner that they are better off than they were before the land acquisition process. CSR must be included in the company's normal business operations. The speaker made a special mention of the practice of volunteering in Tata Group. The company puts in about 1.24 million hours a year through its 600,000 employees. It is important that CSR involves people in addressing issues and problems around the country.

**Vote of Thanks**

Shri A.M. Tiwari thanked all the dignitaries and participants for their active participation in the 2-day Conclave. He added that the deliberations have generated a lot of good learning for all those present. The Conclave showcased some good practices of CSR in Gujarat. Shri Tiwari acknowledged the support received from GACL and several other partners and thanked the young CSR champions for sharing their views and the challenges faced. He urged the stakeholders to continue contributing to CSR and help Gujarat to be the best in this sector.

## Annexure 1: Conclave Session Plan

Session Plan		
Particulars		Time
<b>Day 1 (February 22nd, 2018)</b>		
<b>Registration and Tea/Coffee</b>		08:45-10:00
<b>Session 1</b>	<b>Inaugural session</b>	<b>45 mins</b>
1	Welcome address by CEO, GCSRA	10:00 - 10:15
2	The thoughts of a young CSR champion	10:15- 10:30
3	Key Note Address on the developmental objectives of Gujarat	10:30- 10:45
<b>Session 2</b>		<b>1 hr</b>
<b>Theme: CSR Awards Ceremony: Keynote Sessions and CSR Impact Awards, Chief Guest's Address</b>		<b>11:00-12:00</b>
1	Welcoming Hon'ble Governorshri of Gujarat	11:00- 11:05
2	The GCSRA CSR Awards: A Process	11:05-11:15
3	Video documents (best practices by CSR awardees) & Presentation of Awards	11:15-11:45
4	Release of the Coffee Table Book and Address of Hon'ble Chief Guest Vote of Thanks by the CEO	11:45- 12:00
<b>Session 3</b>		<b>1hr 30m</b>
<b>Panel Discussion on "Present Dynamics &amp; perspective shifts: policy changes &amp; directions of CSR"</b>		
1	The CSR Rules: policy changes and the perspective shift	12:00-12:20
2	Evolution of CSR: corporate response to the new mandate	12:20-12:40
<b>Summary by the Chair, followed by openhouse &amp; moderated Q/A session</b>		12:40-1:30
<b>Lunch Break</b>		1:30-2:30
<b>Session 4</b>		<b>1hr 45m</b>
<b>Panel Discussion on "Moving from 'transactional CSR' to 'strategic CSR': Shift in strategy and programming"</b>		
1	From Traditional to Tactical - Strategic Shift in the CSR Paradigm	2:30-3:00
<b>Summary by the Chair, followed by openhouse &amp; moderated Q/A session</b>		3:00-4:15
<b>Networking Break &amp; High Tea</b>		4:15-4:30
<b>Session 5</b>		<b>1hr 15m</b>
<b>Panel Discussion on "Public -Private- Community Partnerships (PPCPs) for development"</b>		
1	Investing in Communities: Seeking Scale and Sustainability	4:30-5:00
<b>Summary by the Chair, followed by openhouse &amp; moderated Q/A session</b>		5:00-5:45
<b>Day 2 (February 23rd, 2018)</b>		
<b>Session 1</b>		<b>1 hr 15m</b>
<b>Thematic Panel Discussions (breakaway sessions) on Day 2</b>		<b>09:30-10:45</b>
1.1	Thematic Panel Discussion on "Present scenario of CSR in the State and Central PSUs "	09:30-10:15
1.2	Thematic Panel Discussion on " Identifying the right partners"	
1.3	Thematic Panel Discussion on "Scaling up innovations through CSR"	
<b>Summary by the respective Chair(s), followed by openhouse &amp; moderated Q/A session</b>		10:15-10:45
<b>Tea/Coffee Break</b>		10:45-11:15
<b>Session 2</b>		<b>1 hr 45m</b>
<b>Open House Discussion Sessions</b>		
Brainstorming session on : Annual State of CSR Report (2019)		11:15- 12:00
Open House Q/ A		12:00 - 1:00
<b>Lunch Break</b>		1:00-2:15
Short movies on CSR Award finalists		2:15-3:00
<b>Session 3</b>		<b>1 hr 15m</b>
<b>Panel Discussion: "Future Paradigms on CSR - Above &amp; Beyond"</b>		
<b>Session 4</b>		
<b>KEYNOTE ADDRESS: Re-inventing CSR for social transformation - the Way forward</b>		3:00 - 3:30 PM
<b>Summary by the Chair, followed by openhouse &amp; moderated Q/A session</b>		3:30-4:30
<b>Vote of Thanks &amp; Closure</b>		4:30-5:00
<b>Networking Break &amp; High Tea</b>		<b>3:45 onwards</b>

## **Annexure 2: Profile of the Speakers**

### **DAY 1**

#### **Mr. A. M. Tiwari IAS, Managing Director, GSFC Ltd. and CEO, GCSRA**

*Mr. A. M. Tiwari is Additional Chief Secretary rank IAS Officer of Gujarat Cadre (1985 batch). He has an experience of more than 30 years dealing with diverse set of responsibilities in Education, Women & Child Development, Rural Development, Tribal Development, Industry, Energy Departments at the State and National levels.*

*In past, he has held important positions in Fertilizer & Chemicals Sector like Managing Director, Gujarat Narmada Valley Fertilizers & Chemicals Ltd. Bharuch and Managing Director, Gujarat Alkalies and Chemicals Ltd., Vadodara and is a development practitioner at heart.*

*Presently, he is Managing Director, Gujarat State Fertilizers & Chemicals Ltd., Vadodara. He is also holding additional charge of Chief Executive Officer, Gujarat CSR Authority, Ahmedabad. He holds M. Sc. Degree in Zoology from Banaras Hindu University and MBA from Slovenia.*

#### **Mr. Binoy Acharya, Director, UNNATI – Organisation for Development Education**

*Over past thirty-two years, as a development practitioner and researcher he has been associated with grass-root work, movements, networks and government forums primarily in Gujarat and western Rajasthan. His main areas of work are on mainstreaming participation and gender issues in development programs and strengthening decentralized governance and social accountability. During 2010-14, he worked in association with the Government of Gujarat to operationalize the social audit system covering the entire state for MGNREGA.*

*Currently he is coordinating a European Union Project directly awarded to UNNATI on improving delivery of public programs. He is a visiting faculty to Entrepreneur Development Institute (EDI) on the subjects of Participatory Research, Poverty and Gender. He played consultative role to a wide range of institutions and processes like National Monitor for capacity building of PRIs for Ministry of Panchyati Raj, preparation of revised national Disaster Management Plan for NDMA, Board of Trustee in Gujarat Social Audit Society, and civil society institutions like SETU –Abhiyan, CHETNA etc. Recently presented papers in national level seminars on “Strengthening Panchayati Raj Institutions in Building Community Resilience” and “Understanding the relevance of Testimonies from Gandhiji’s study of Conditions of Indigo Farmers in Champaran”.*

#### **Shri. M. P. Shah, Regional Director, Ministry of Corporate Affairs, Govt. of India**

*M. P. Shah, Indian Corporate Law Service, Regional Director, North Western Region, covering the States of Gujarat, Rajasthan, Madhya Pradesh & Chhattisgarh. I was earlier posted as Regional Director (Northern Region), Delhi. I have worked as Joint Director in the Regional Directorate offices at Mumbai, Delhi & Ahmedabad. I have also worked at Registrar of Companies & Official Liquidator in the Ministry. I am Chartered Accountants, Company Secretary and Law Graduate.*

**Ms. Ruchi Mehta, Trustee, Deepak Foundation**

*Ms. Ruchi Mehta is one of the newer CSR professionals engaged in steering and overseeing the works of a renowned CSR Foundation – Deepak Foundation, the CSR arm of Deepak Nitrite Ltd.*

**Dr. Kazuhiro Imaie, Managing Director, Hitachi Hi-Rel Power Electronics Pvt. Ltd.**

*Dr. Kazuhiro Imaie started his career at Hitachi, Ltd. Japan in 1990 as a design engineer of Power Electronics such as UPS, Motor Drive and etc. After 10 year-experiences as the engineer, he started business development of electric systems in the company. He directed the department dealing with renewable & new energy systems and energy saving systems including solar, Windturbine, energy storage and Motor Drive systems.*

*In April 2016, he was transferred to India because Hitachi, Ltd. decided India was an important place for Power Electronic Business based on worldwide strategies.*

*At present, he is serving as the Managing Director in Hitachi Hi-Rel Power Electronics Pvt. Ltd. and is responsible for driving the company towards strategic growth as envisioned in the company annual operating plan. This company has two manufacturing factories in Gandhinagar and Sanand in Gujarat State respectively and has more than 1,000 employees and 600 contractors all over India. He is now taking this company as a business center and product development center of Hitachi power electronics business and is collaborating with other group companies to create new business in India as well as worldwide bases.*

**Mr. Deepak Mehta, Chairman and Managing Director, Deepak Nitrite Limited**

*Shri D. C. Mehta is a dynamic personality whose business acumen and leadership skills has enabled the Company to take swift strides forward and achieve new laurels, year after year. At the helm of affairs at Deepak Nitrite for the last 38 years, he is currently the Chairman & Managing Director of the Company. An active participant at industry forums, Shri D. C. Mehta has been the Chairman of the National Chemicals Committee at FICCI. His aspiration to usher a social change has inspired Deepak Nitrite to look beyond business needs. He plays a pivotal role in guiding Deepak Foundation towards becoming one of the leading NGOs in Gujarat.*

*Deepak Foundation, under the leadership of Shri D.C. Mehta has won the GCSRA Awards 2016 – 17, FICCI CSR Awards 2015-16, India CSR Community Initiative Awards, 2014, ICC (Indian Chemical Council) Award, 2012, Corporate Citizen (Large Enterprises) - FICCI Corporate Social Responsibility Award, 2011-12 and The Indian Merchant's Chamber Award.*

**Prof. S. Parasuraman, Former Director, TISS**

*Prof. S. Parasuraman has over 25 years of experience as a teacher, trainer, activist, administrator and development worker. Prof. Parasuraman enjoys working in challenging social, political and physical environments. He has always liked to be part of a larger team and has the rare ability to work in a multi-cultural and multi-disciplinary team. His specific skills lie in Establishing and nurturing institutions, Facilitating capacity-building on rights-based approach to development, Contributing to team building, conflict resolution, professional and personal development of staff at all levels in the organisations served and managing complex programmes spread across large regions. Prof. Parasuraman has over 50 publications in the form of articles in international and national journals, books and research reports. He was awarded the Bharat Shreshtha Acharya Award 2012 by MIT, Pune.*

**Mr. Sudhir Sinha, CSR Expert and Advisor, PwC India**

*Sudhir Sinha, a follower of Mahatma Gandhi, is a crusader of CSR Satyagraha. He is the CEO and Chief Coach at the Centre for Sustainability and Responsibility INC (CSR Inc.). He is also a Founder Member of the Human Right and Business Resource Group (HRBRG) and has been advisor – CSR to PwC since 2014.*

*Sudhir is a LEAD Fellow and has over 33 years of vast and varied experience of working with companies and NGOs on CSR/ Sustainability projects. He headed and managed CSR/ Sustainability verticals of leading Indian and MNC brands such as Tata Steel, Arcelor Mittal, Cipla Ltd., Reliance- Anil Dhirubhai Ambani Group, and Moser Baer India Limited. He sits in the board of some leading NGOs. Sudhir has introduced a working concept of “Transformational CSR” against Transactional Philanthropy and been engaged in promoting and advancing the agenda of Transformational CSR. Also, he has presented a social theory of “Underlying Impact”, a critical success factor for CSR and development projects.*

**Dr. P. N. Roy Chowdhury, IAS (retd.), Executive Director, Adani Foundation**

*Mr. P. N. Roy Chowdhury, Executive Director, Adani Foundation has been with the Adani Group for more than seven years. Before joining Adani Group he had served in the Gujarat Cadre of IAS from 1977 till he retired as Additional Chief Secretary. In Government of Gujarat he had led a number of Boards/ Corporations and Departments such as Forest & Environment and Agriculture & Cooperation. His academic grooming was partly in India and in part beyond Indian shores in UK and USA where he had studied for MSc. Finance and MBA respectively. He had received a number of medals and accolades in civil services and is also author of many books. His titles on ‘Ethics’, ‘Good Governance’ and ‘Reading Skills’ in co-authorship with another ex-IAS officer is popular among aspirants preparing for the IAS/ IPS examination.*

**Mr. Amit Mehta, CEO, MAA Foundation**

*Amit Mehta heads Maa Foundation, a Bilakhia group Educational NGO based out of Vapi as the founder CEO, to induce large scale educational reforms in the society, that are scalable and replicable at a national level. A Chemical Engineer by Education, he has experience in petrochemicals, Supply Chain, Quality systems, Auditing, SAP & Commercial sections in his 15 years of Corporate experience in Reliance, KPMG and Micro Inks. He has been conferred the prestigious Qimpro award in 2010 for ‘Excellence in Education’; considered to be India’s premier Quality citation, other Qimpro awardees include stalwarts like Ratan Tata, N R. Narayana Murthy, Kumar Mangalam Birla, Deepak Parekh, Azim Premji & Dr. Devi Prasad Shetty, to name a few. He is on the Managing Committee of DPS Dubai & Sharjah, as well as on the Advisory Committee of Shrimad Rajchandra Gurukul. He was recently invited by the MHRD panel for his views & suggestions in the forthcoming NATIONAL EDUCATION POLICY revision.*

**Mr. Shankar Venkateswaran, Former Chief, Tata Sustainability Group**

*Shankar Venkateswaran advises organisations such as Development Alternatives and The Energy Research Institute (TERI) on CSR and corporate sustainability. Shankar recently retired as the chief of Tata Sustainability Group (TSG) which is tasked with providing guidance, thought leadership and support on sustainability and corporate responsibility matters of the \$ 100 billion Tata group of companies. He set up and led TSG in bringing emerging sustainability ideas (such as natural and social capital valuation, circularity*



and sustainable supply chains) to the Tata group, assisting group companies integrate sustainability into core business and curating and executing the group's disaster response, volunteering and skilling initiatives.

He joined the Tata group after working with the UK-based think-tank and consultants, SustainAbility, and the global firm of management consultants, PriceWaterhouseCoopers, where he advised several companies on sustainability strategy and reporting.

Prior to this, he spent around 15 years in social development with the international NGO, ActionAid (where he set up Partners in Change that focused on corporate responsibility) and the American India Foundation.

**Ms. Rama Prakash, Chief - Resource Mobilisation, Akshaya Patra Foundation**

Rama is the Head of Resource Mobilisation for The Akshaya Patra Foundation. She is responsible for growth of donors & partners network for world's largest school meal program. Rama has keen interests in varied areas including concerns pertaining to malnutrition amongst under-served children in India.

She joined Akshaya Patra in 2005, and took on the responsibilities of fund raising from Corporates, with help from a couple of volunteers and set up the Corporate Kitchen at Ballari with the help of JSW group. Her early days are well chronicled in Rashmi Bansal's book "Gods Own Kitchen".

Rama an MBA (Marketing) from Nagpur University (1989), began her career in the Corporate World joining the Marketing Division of HCL and switched to Advertising in 1992, working for Mudra, Ahmedabad, as part of the Client Servicing Team. After a four-year stint with Mudra in Ahmedabad, moved to Delhi and joined Rediffusion and worked as part of the Client Servicing team for six years.

She moved to Bangalore with her family in 2005 and decided to work in an NGO. Following her passion, she began her association with Akshaya Patra, a journey which has been enriching, fulfilling and leaving her with immense satisfaction, with no regrets of having left the Corporate World.

**Ms. Pearl Tiwari, President (CSR & Sustainability), Ambuja Cements Limited (ACL)**

In a professional career spanning almost 30 years, Pearl has been associated with the not-for-profit, educational and corporate sectors. A post-graduate from the prestigious Tata Institute of Social Sciences (TISS), Pearl's early job profiles ensured a close association with urban and rural development issues, inclusive development and as faculty at TISS before joining the corporate sector. Mid-career, she completed the Executive Education course in CSR from the Harvard Business School in 2008. Pearl joined Ambuja in 2000 and ever since has been at the helm of nurturing the Ambuja Cement Foundation that has expanded from a fledging team to over 450 development professionals it now boasts of today, with a pan-India presence active in 22 locations across 11 states.

A large part of the past 16 years has been spent in steering the CSR initiatives to make it an integral part of the Company's strategy. This work has borne fruit as evident from the evolved process to plan and implement CSR, fulfilling aspirations of the community and other stakeholders while remaining relevant to the business. Community development is closely linked

to sustainability and hence a consistent focus on managing water resources, enhancing livelihoods and raising the bar in human development of communities. Ambuja's CSR efforts has been recognised widely and the recent years has seen a slew of national and international awards for CSR and water management, bestowed by different chambers of commerce and other organisations of repute.

### **DAY 2**

#### **Ms. Amita Prasad, IAS, Additional Secretary, Ministry of Statistics & Programme Implementation**

Ms. Amita Prasad is an IAS officer of Karnataka Cadre (1985). She has an experience of more than 28 years in the areas of General Administration, Personnel and General Administration, Environment & Forests, Water Resources, Women and Child Development, Energy, Silk & Textiles, Urban Development, Rural Development, Administration Reforms, Cooperatives, Commerce, Municipal Administration etc.

In past, she has held important positions in Ministry of Environment, Forest & Climate Change, Water Resources, River Development & Ganga Rejuvenation, Women & Child Development Department, Energy Department, Urban Development Department, Rural Dev & Panchayati Raj Department, Commerce and Industry, Railways, Administrative Reforms & Training Department etc.

She is currently the Additional Secretary, Ministry of Statistics & Programme Implementation. Ms. Prasad hails from Bihar and holds MBA in Business Administration and B.A. honours in History.

#### **Dr. Sandhya Bhullar, IAS, Managing Director, Gujarat Informatics Limited**

Dr. Sandhya Bhullar is an IAS officer of Gujarat Cadre (2003 batch). She has an experience of more than 12 years in the areas of Land Revenue Management, District Administration, Development Administration, Employment and Training, E-Governance, Science and Information Technology etc.

In past, she has held important positions in Information Technology Department, Stamp and Registration Department, Employment and Training Department etc. She was also the collector of Navsari District from year of 2011- 2014. She is currently the Managing Director of Gujarat Informatics Limited which is a nodal agency established for IT development and accelerating the process of E- Governance in the state. Dr. Bhullar hails from Punjab and holds MBBS Degree in surgery.

#### **Ms. Ruchira Gujral, CSR Specialist, UNICEF India**

Ruchira is a specialist in CSR and responsible business practices and is has been handling the Public & Private Sector Engagement portfolio for UNICEF India since 2011. With over 16 years of experience of working on the issue of Corporate Social Responsibility (CSR) and the role of the private sector in development, with multiple stakeholders and in varied roles, her sphere of work includes working on impact of business on children's rights in India, advocating for responsible business practices, influencing CSR policies and programmes within the country, engaging with the private sector to achieve results for children, SDGs, responsible supply chains and developing

innovative solutions with the private sector. For her contributions in the area of CSR, Ruchira was conferred the 'CSR Leadership Award' for 2017 by the World CSR Congress.

**Prof. Nirmal Jha, Advisor (Industry partnerships), IIT Gandhinagar**

Mr. Jha joined the IIT Gandhinagar in March 2016 to help building industry-academia partnerships, fundraise, develop internships, and R&D related projects for IIT Gandhinagar. He also provides a variety of career-related counseling to students and professional guidance to incubatee. He is also managing the IITGN research Park. Mr. Jha has more than 38 years of leadership experience – as Senior Vice-President and General Manager, with Alstom and ABB among others -- in power and energy industry across Asia, USA and China. He has also served on the boards of several group companies.

Mr. Jha obtained his Bachelor of Technology (B. TECH) in Electrical Engineering from IIT Kanpur in 1977. In addition, he obtained various acclaimed certificates in business administration and management from IIM-A, ABB Zurich and Alstom USA, among others.

**Ms. Sushama Oza, Director- Strategy & Sustainability, Adani Foundation**

Ms. Sushama Oza is Director, Strategy & Sustainability at Adani Foundation, Ahmedabad. She was also the CEO of Adani Foundation from May 2007 to October 2014 and has been playing pivotal role in shaping the CSR for Adani conglomerate for more than ten years. She has represented the organization at many national and international fora. Ms. Oza has over 34 years of experience in the development field, out of which 19 years have been as head of the organization in India and USA. She has strategized and spearheaded projects in sectors of education, primary health care, sustainable livelihood development and rural sports. Currently she is also spearheading two centre of excellence projects Swachhagraha and SuPoshan which are being implemented nationwide.

She has been supporting Sustainability efforts and reporting the same as part of Sustainability leadership committees for Adani Group. In the span of her long career she has groomed a large number of development professionals as well as volunteers. She has an impressive record of successfully organizing many large scale events for fund raising, networking and of developing partnerships with more than 150 NGOs with project specific funding and Management Training. Ms. Oza received Masters in Social Work (MSW) from The Maharaja Sayajirao University of Baroda in 1981 and has accreditation with the National Council of Social Work, U.S.A. and Education Evaluation International, U.S.A.

**Mr. Apoorva Oza, CEO, AKRSP (India)**

Shri Apoorva Oza is the Chief Executive Officer of Aga Khan Rural Support Programme (India). He is a mechanical engineer with a Diploma in rural management from the Institute of Rural Management, Anand (IRMA). A known development practitioner, he started his career as a Deputy Manager (Projects and Engineering) with the Gujarat Dairy Development Corporation. He joined AKRSP (India) as a Field Team Leader in 1988 and in 1994, was the Head of Programmes. He was appointed as the Chief Executive Officer (CEO) of AKRSP (India) in 2001.

**Mr. Gaurav Kapoor, Senior Head (Industry partnerships & CSR Engagements), NSDC India**

*Gaurav Kapoor leads Industry Partnership and Corporate Social Responsibility (CSR) Engagements at NSDC. He is responsible for business development, operations, financing and advocacy to setup demand-driven greenfield skill development institutes and upgrade brownfield ones, through CSR and other financing models. He also drives engagement with industries to invest in national skill development programs.*

*In addition, Gaurav heads Communications & Advocacy function and oversees media and marketing strategy, including corporate messaging and promotion; and is responsible for corporate affairs, government relations, media planning and partnerships. He also leads the skill development initiatives in the Southern states of India, spearheading stakeholder interaction in the region. Gaurav joined NSDC in November 2016 and has contributed significantly towards the Sector Skill Council Governance. In mid-2017, he was charged with operational strategy for communications besides industry partnerships and CSR engagements.*

*A qualified Chartered Accountant, Gaurav has over 20 years of professional experience across finance and development sectors. Prior to joining NSDC, Gaurav held leadership positions in some of the foremost development organizations.*

**Ms. Mamta Saikia, Chief Operating Officer, Bharti Foundation**

*Mamta is the Chief Operating Officer of Bharti Foundation, the philanthropic arm of Bharti Enterprises. The Foundation operates across 13 states of India, impacting more than 3,00,000 students through 2000 schools in rural areas. Before joining Bharti Foundation, Mamta was working with CRY – Child Rights & You, where she held various prestigious positions including Member of the Management Committee, Head – Resource Mobilization and Head – Global Operations. Previous to this, she has worked extensively on the issues of disability, animal rights, women’s issues and HIV AIDS. In addition, she has served as the Chair of SAFRG, an Indian NGO working towards training other NGOs; and has been on the Board of Resource Alliance, a UK based organization working globally in the area of capacity building.*

*Mamta has authored a book titled “Money matters...People Too”, which is based on the issue of self-reliance in the Indian NGO sector and was released in Germany in June 2005. She has recently been honoured in the 100 Women Achievers of India, an initiative by the Ministry of Women and Child Development (MWCD), Govt. of India. She has also been awarded the Karmaveer Puraskar - National Citizen Awards for Social Justice & Action for her contribution to the field of development and corporate social responsibility. Mamta holds a Post Graduate Diploma in Business Management and she is also one of the ‘100 Women Achievers of India’ 2015.*

**Ms. Alka Talwar, Chief CSR and Sustainability, Tata Chemicals Ltd.**

*Ms. Talwar looks after the CSR programs across the enterprise that includes projects on natural resource management, environment conservation, rural energy, sustainable livelihoods, empowerment and improving the quality of life. She has worked with Tata Chemicals in various functions over the last 27 years which includes heading the community development functions at Mithapur, Gujarat and Babrala, Uttar Pradesh. She is also Hon. Trustee and Hon. Secretary at Tata Chemicals Society for Rural Development, Okhai – Centre for Empowerment and Uday Foundation (only Hon. Trustees). She has done her bachelors in architecture (CEPT University)*

and has also co-authored two papers on the New Corporate Citizenship and Development and Linking Social enterprise with social change: the mediating role of Empowerment.

**Mr. Vamsee Jasti, Programme Head - Skilling, Entrepreneurship and Alternate Livelihoods, Reliance Foundation**

Vamsee Krishna Jasti has 18 years of experience in conceiving, planning and execution of large development initiatives in Agriculture and Agri- allied sectors. Instrumental in operationalizing some of the finest farmer owned and governed producer organisations. Expert in establishing forward linkages for farm produce and building community owned business models. Natural flair for competency building and managing field teams in diverse geographies. Part of the core team that conceptualised and started one of largest programmes in rural development called RF BIJ. Prior to Joining Reliance in 2006, worked with NDDDB and later in Mother Dairy. Presently operating as Programme Head for Rural Transformation.

**Mr. Rajesh Jain, Director (Govt. Partnerships), Swades Foundation**

A development professional with more than 28 years of experience of working with not for profits, Corporate Foundations & Government in strategizing, implementing & managing large scale projects which includes 15 years of working in the Government and getting a deep insight of understanding social issues at Macro level . Over the years he has developed a unique expertise to understand the Livelihood issues of the poor- both in Farm and Non-Farm sectors and has piloted and scaled a number of initiatives to show positive impact.

He has also worked in Urban Poverty issues with a large project funded by the Gates Foundation through the SEEP Network, USA. This project gave him a global perspective and experience of different challenges that the community is facing in various corners of the globe and the way the different partners were approaching them. The present work at SWADES Foundation has given the professional insights of looking at holistic 360 degrees of Development with a Corporate/Philanthropic eye. Although, the organization works towards access to better Education, Health, Water & Sanitation, Community empowerment but the core issue is Economic Development and he was instrumental in starting the activities there with about 1000 families in 2014 which has now been scaled up to more than 20000 families today. The most important role that he plays now is the Convergence with all Government programs and Bi-lateral / CSR organizations as this is critical for EXIT and Sustainability.

**Ms. Bhavna Mehta, Professor, MSU**

Ms. Bhavna Mehta is a Professor at the Faculty of Social Work, The Mahraja Sayajirao University of Baroda, India with more than thirty years of experience in the field of Social Work and Women's Studies. She has worked extensively in the field on Women and Children's issues especially in the area of Violence, Health, Human Rights, Gender and Empowerment, Community Development, Social Entrepreneurship and Corporate Social Responsibilities. Professor Mehta has undertaken around twenty three research projects including need assessment, impact evaluation studies, action research and studies on varied social issues including violence against women, disability mental health services and alike. Her researches are funded by Government, Non-Government, Industries and international funding organizations. Professor Mehta has been

invited as a Visiting Faculty at the School of Social Work in Ireland, USA and Pakistan. Dr. Mehta is associated with many women, child rights groups at the local and national level. She is widely traveled and has represented her work at various national and international forums.

**Ms. N Srinivasan, Ex-CGM, NABARD Development Practitioner**

Narasimhan Srinivasan is an expert advisor and consultant on development policy, strategy, operations and institution building. He has more than 30 years of involvement in financial sector in India, of which five years with Reserve Bank of India and 24 years with the NABARD. Srinivasan is involved in many significant initiatives in rural finance, institution development and strengthening, product development, training and capacity building, design, implementation and supervision of rural development projects of a wide variety and financing of rural infrastructure. He authored four editions of the State of the Sector Report on Microfinance in India (2008-2011) sponsored by Access Development Services and published by Sage. He presently serves on the governing boards of development organisations and microfinance institutions and advisory boards of different organisations and is a leading consultant in the region.

**Mr. Maheswar Sahu, IAS, Former Additional Chief Secretary, Industries & Mines, Government of Gujarat**

Shri Sahu retired as the Additional Chief Secretary, Industries & Mines, Government of Gujarat. An electrical engineer and a management graduate by qualification, Shri Sahu spent more than 33 years in the Indian Administrative Service, with more than 10 years with Union Government and three years stint with UN organizations. As Additional CEO of the Gujarat State Disaster Management Authority, Shri Sahu played a key role in highly acclaimed reconstruction and rehabilitation programme after the 2001 Bhuj earthquake in Gujarat. He was also instrumental in executing four 'Vibrant Gujarat Summits' in 2003, 2009, 2011 and 2013. Shri Sahu is the co-author of the book 'Small but Meaningful: CSR in Practice'. He is currently the Chairman of Gift City SEZ.

**Dr. Madhukar Gupta IAS, Additional Secretary, Department of Public Enterprises, Ministry of Public Enterprises and Heavy Industries**

Mr. Madhukar Gupta is an Electrical Engineer, MBA and a law graduate. He was selected as a Mason Fellow by Harvard for a Master's in Public Administration in 2006. The Government of India sent him for a Master's in Public Policy at Maxwell, Syracuse. Mr. Gupta has been awarded a PhD in Development Economics in 2010. He focused on Public Policy in US and China working with experts on economic growth, urban development, infrastructure, corporate finance and cluster development at the Harvard, MIT and Fletcher School. He has won many national awards from National Productivity Council and National Bank for Agriculture and Rural Development. Indian and international Universities have hosted him as a visiting faculty and scholar. He has presented many professional papers taking him to more than forty countries.

Mr. Gupta has worked in Government of India, governments of Rajasthan and Tamil Nadu, as Team Leader in United Nations Development Program, consultant to ADB and Sri Lankan government, non-profit sector, cooperative sector, as Managing Director in State Road Transport Corporation and State Cooperative Dairy Federation, as Principal Secretary Higher Education and Transport Departments and also, as Vice Chancellor of University of Rajasthan and Rajasthan Agriculture University.

**Mr. H.R. DAVE, Deputy Managing Director, NABARD**

Mr. H R Dave is the Deputy Managing Director of NABARD, the Development Bank for Rural India. He holds Post Graduate Diploma in Management from India's Premier B School -Indian Institute of Management, Ahmedabad. Prior to assuming the charge of DMD of NABARD, Mr. Dave has held various positions in NABARD, including that of Director of Bankers' Institute of Rural Development [BIRD]. He has also been extensively involved in providing advisory services to national and international agencies.

His major contributions include (i) building a shared vision and strategies of "covering one third of India's rural poor under SHGs Bank Linkage Programme through one Million SHGs which is today the largest micro finance programme in the world; (ii) designing of third party monitoring of infrastructure projects which later got institutionalized as key monitoring tool for state funded infrastructure projects and (iii) innovations in rural banking such as measures for mitigation of drought in Gujarat and JLG based scheme of financing of agricultural innovations.

Under the leadership of Mr. Dave, NABARD got accredited as the Direct Access Entity under Green Climate Fund, Adaptation Fund and National Adaptation Fund for Climate Change (NAFCC). NABARD has channelized these funds for building climate change resilience of rural livelihoods and for promoting climate smart agriculture. Mr. Dave is currently leading NABARD's interventions in the climate action space. Under his guidance, NABARD recently implemented a climate action campaign on the theme of water in 100,000 villages of India with participation of over 4,000 NGO partners of NABARD and over 500,000 village water volunteers.

Mr Dave is currently the Chairman of NABSAMRUDDHI Finance Ltd., besides being a Director on the Board of NABARD Consultancy Services Ltd [NABCONS] and Vice Chairman of the Governing Council of Bankers' Institute of Rural Development (BIRD).

**Mr. Ajit Chaudhuri, General Manager, Tata Sons Limited**

Ajit is part of the community services and disaster response teams within TSG, where he works on sustainability issues that impact the communities that the Tata group serves. He had earlier worked in the development sector, starting with an NGO in western Rajasthan, and then with donor agencies and consulting organisations. He had also set up a disaster response unit at the India Today group, where he worked on relief and rehabilitation in the aftermath of the Kargil War, the Gujarat and Kashmir earthquakes, the Orissa super-cyclone, the Bihar floods, inter alia. His main interests are in the delivery of basic services to communities who are most difficult to reach – the poorest, the most marginalised, the peripatetic, and those in remote locations.

He has a Bachelor's degree in Economics from the Shriram College of Commerce and a Master's in Rural Management from the Institute of Rural Management (IRMA). He was awarded the Chevening Gurukul Scholarship by the British Government in 2001, wherein he spent a semester at the London School of Economics studying leadership and development. He holds BA (Hons.) in Economics and PGDRM from IRMA.

## Annexure 3: Supporting Partners for the event

### KNOWLEDGE PARTNER



### PLATINUM PARTNER



### ANCHOR PARTNER



### AWARD PARTNER



### GOLD PARTNERS



### SILVER PARTNERS



### ASSOCIATE PARTNERS







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