

Advantage of CSR (Corporate Social Responsibility): A Case Study on Development Programme in Tribal Areas of Odisha and Jharkhand

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Abstract

The paper attempts to explore Corporate Social Responsibility (CSR) practices particularly in the context of countryside development. The research questions examine do the corporate believe rustic people as a stakeholder? If so, what CSR initiatives taken for expansion of rural areas and how the corporate execute their CSR initiatives as a part of their business strategy? Finally it evaluates impacts of CSR actions on the socio-economic improvement of rural people. For the principle, fourteen public and private Indian companies/firms have been certain to swot up their CSR practices in the circumstance of rural development. The methodology of the present study relied on the web-based research, review of print literature and visit to the selected sites to witness CSR practice.

The paper concludes that social responsibility is regarded as an important business issue of Indian companies irrespective of size, sector, and business goal. Therefore, CSR actions have positive impacts not only on development of rural community but also in their business. The authors reveal some lesson on CSR practices in India which can provide guidance to corporate entities for better implementation of CSR activities.

Key Words: *Corporate Social Responsibility (CSR), Rural Development, Stakeholder. Corporate entities*

“In a free enterprise, the community not just another stakeholder in business but is, in fact, the very purpose of its existence.”

JAMSETJI NUSSERWANJI TATA

Introduction

In India poor people lives in villages and these villages are in a state of neglect and underdevelopment with on the breadline individuals. The problems of hunger, ignorance, ill health, high mortality and illiteracy are most acute in rural areas. This is not only because of shortage of material resources but also because of defects in our planning development and investment pattern. India has the prospective to meet these challenges in rural areas. However, the efforts of Governments may not be adequate to provide basic services to its citizens. It is being increasingly predictable that progress and welfare of a society is not only the accountability of the Government alone, but many more stakeholders need to be implicated to attain the development goal (Save the Children Sweden, 2007). The corporate sector has a pivotal role to play in ensuring private investment flows to those rural areas that have been left out of the development process so far and also to work for sustainable development of rural areas in general. Over the past few years, as a consequence of rising globalization and pressing ecological issues, the awareness of the role of corporate in the border social context inside which it operates, has been altered. Corporate considers themselves as a vital part of society and accordingly act in a social responsible way that goes ahead of economic performance (KPMG and ASSOCHAM, 2008 & 2009). As a result of this shift from simply profit to profit with social responsibility, many corporates are endorsing the term ‘Corporate Social Responsibility (CSR)’. It is essentially a concept whereby companies decide willingly to provide to the society to make it improved and environmentally cleaner (European Commission, 2001). In general, CSR is understood as “the obligation of business to contribute to sustainable economic development by operational with employers, their families, the local community and society at large to improve their quality of life, in ways that are both good for business and good for development. A widely quoted description by the World

Business Council for Sustainable Development state that “Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the personnel and their families as well as of the local community and humanity at large” (WBCSD, 1999). Thus, the meaning of CSR has two fold. On one hand, it exhibits the ethical behaviour that an organization exhibits towards its internal and external stakeholders. On the other hand, it denotes the responsibility of an organization towards the environment and society in which it operates. CSR is regarded as vehicle through which companies give something back to the society. It involves providing innovative solutions to societal and environmental challenges. But the challenge for development professional and business community is to identify CSR priorities and the areas of interventions which are meaningful in the context of rural development sector.

Therefore, there is a need to study and understand how corporate enterprises are using CSR initiatives and what is the impact of CSR performance on socio-economic development of people in rural areas. Divided into four sections, the present paper shall review literature correlated to CSR practices of corporate enterprises in section one. Section two describes the present study which includes objectives, methodology and limitations of the study. Section three discusses important results and section four concludes the study.

Literature Review

Previously, CSR has been viewed as developed countries' phenomena. As such a huge body of literature on CSR practices has amalgamated in the circumstance of developed countries. However, literature on the conjecture and practices on CSR in the developing countries remains scant (Belal, 2001). Hardly a few studies have looked at CSR practice in India. Different researches at different points of time and classical Indian literature have emphasized the CSR practice of corporate entities in India. A long back Kautilya in his 'Arthashastra' mentions traders' responsibilities to the local society. In ancient India, such responsibilities were voluntary and not mandatory.

Khan and Atkinson (1987) conducted a comparative study on the managerial attitudes to social responsibility in India and Britain. The study shows that most of the Indian executives agreed CSR as relevant to business and felt that business has responsibilities not only to the shareholders and employees but also to customers, suppliers, society and to the state. A survey by TERI Europe and ORG-MARG (2001) in several cities in India revealed that more than 60% of the people felt that the companies should be held responsible for bringing down the gap between rich and poor, reducing human rights abuses, solving social problems and increasing economic stabilities. Some of the surveys like 'Corporate involvement in social development in India' by Partners In Change (PIC), 'Altered Image: the 2001 State of Corporate Responsibility in India Poll' by Tata Energy Research Institute (TERI), 'Corporate Social Responsibility: Perceptions of Indian Business' by Centre for Social Market (CSM), and 'Corporate Social Responsibility Survey, 2002, India presented jointly by the British Council, UNDP, Confederation of Indian Industries and Price Water house Coopers have also highlighted the emerging Indian participations in the CSR process. The findings of these surveys emphasized companies across India reveal that philanthropy is the most significant driver of CSR, followed by image building, employee morale and ethics respectively. Centre for social markets (2003) conducted a study in which it was found that social responsibility is seen to be an important business issue within the sample firms, irrespective of firm size, age, sector, location, primary purpose or legal status.

A study on iron ore mining industry in Goa shows that many large mining companies have their own initiatives towards environmental and social development. However, a structured CSR policy and planning is missing especially among the small and medium players in the industry (Conway, 2003). Arora and Puranik (2004) reviewed contemporary CSR trends in India concluding that the corporate sector in India benefitted immensely from liberalization

and privatisation process, its transition from philanthropic mindsets to CSR has been lagging behind its impressive financial growth. Verma and Chauhan (2007) found that roads, pollution and power are the major concern of corporate

CSR activities as compared to least concern area which is statement along with education. Another study by Dutta and Durgamohan (2009) found that education takes the first place followed by health and social cause. Similarly, a survey conducted by CSM (2001), the perception of companies towards various parameters of CSR has been brought forward. The various dimensions of CSR valued by companies are national wealth, employment, environment and social programme including health and literacy. In a survey of CSR reporting in Asia Chapple and Moon (2005) found that nearly three quarters of large companies in India present themselves as having CSR policies and practices. The EU green paper (2001) identifies two main dimensions of companies implementing CSR an internal dimension relating to practices internal to the company and an external dimension involving stakeholders. The above findings of different scholars at different points of time entail that they have rightly observed and underscored the CSR practices and performance of companies in India. But little attention have been paid on this aspect that do the companies consider rural people as stakeholders? If yes, what CSR initiatives being taken for rural development? How the Corporate entities implement development programmes as a part of their business strategy? Finally, what is the impact of CSR programs on socio-economic development of rural population in India?

The Study

In an effort to understand the answers to the above questions, the present study was undertaken in 14 public and private Indian companies.

Objectives of the Study

The main objectives of the study were:

1. To study and understand the CSR initiatives being taken by selected public and private Indian companies for rural development;
2. To examine the corporate approach to work and their mode of action for implementation for CSR Initiatives;
3. To assess the impacts of CSR actions on socioeconomic development of rural population in India.
4. To access the implementation CSR programmes in tribal areas of Odisha & Jharkhand by TATA group.

Methodology

To study the above objectives, 14 public with private Indian companies/firms have been selected. While selecting these companies, efforts were made to select them from a variety sectors to get comprehensive picture. Thus, the selected companies were from different industrial sectors like steel (TISCO & TELCO) in Jharkhand and Odisha, pharmaceuticals (Dr. Reddy's Lab, Lupin India), metals (Vedanta Aluminium Ltd, Steel Authority of India Limited (SAIL), financial institution (ICICI Bank), Chemicals and fertilizer (Ambuja Cement Ltd), InfoTech (Satyam Computer), consumer durable (Coca-Cola India Inc), power (NTPC), Oil and Petroleum (Indian Oil and Bharat Petroleum), manufacturing company (Asian Paints). The methodology of the present study relied on the web based research, review of print literature to understand CSR practice within the context of rural development in India. For the purpose of analysis CSR initiatives for rural development were classified under five areas: livelihood, health, education, environment and infrastructure.

Limitations

The main limitation of this paper is that this study has only focused on a small sample of Indian companies. Secondly, information collected from print literature, websites of these companies and no primary data were collected directly from the stakeholders through interviews or surveys.

Results and Discussion

The CSR Policies and initiatives

The study shows that all surveyed companies present themselves as having CSR policy along with practices. A substantial number of companies reflect their CSR philosophy or social, environmental and ethical objectives in task statements, vision documents, organizational policy and plans. However even though surveyed companies have CSR policies and objectives but no link was observed between company's agenda and the Millennium Development Goals(MDG).Table-1 shows number of companies taking CSR initiatives for rural development in India. It is interesting to note from the Table-1 that education takes the top priority of the companies surveyed, followed by health and livelihood. About 50 percent of surveyed companies take CSR initiatives in the area of infrastructure and 57 percent in environment which includes planting of trees, awareness generation on environmental issues etc. It is also astonishing to note that even though the Central and State government has separate departments for education and health, these two issues is often prioritized under the CSR banner of both public and private companies in India. The details of various CSR initiatives undertaken by the companies are presented in Table-2.

The Corporate' Approach to Work and Modes of Action

So far as CSR approach adopted by the companies is concerned, it is observed that most of the companies have adopted CSR approach into their overall business strategy. Therefore, they have been successful in achieving the objectives of both business and social development. Their approach to work is not mainly relief, welfare and service delivery but it is sustainable development oriented, which have long term benefits. Vedanta Aluminium Ltd., Tata Steel, Dr. Reddy's Labs, Lupin India, Ambuja Cement Ltd., Bharat Petroleum, SAIL believes in promoting human and social sustainable development through poverty alleviation by building capacity of rural people. An example in this regard is Lupin India Ltd, which has started a project for providing sustainable development in 154 villages across Rajasthan. The scheme instead of providing for piecemeal assistance that does not lead to effective alleviation of poverty or adequate development is designed as holistic action plan that includes an agricultural income generation scheme, land cultivation and fruit plantation programmes, fodder preservation schemes, sericulture and water recycling programmes, establishment of medical and educational centres, adult literacy programs and credit schemes. On the other hand Aditya Birla Group, Asian Paints believe in the trusteeship concept of management and the CSR approach to work is still welfare oriented. CSR interventions by IT companies are philanthropic in nature, contributing in the form of financial assistance, assets and facilities.

The study reveals that companies implement CSR programs with respect to rural development through four types of institutions which are given as below:

1. CSR activities implemented directly by the company through its own (i) CSR division,(ii) Human Resource Department(iii) Local management of manufacturing unit;
2. CSR activities implemented through a foundation;
3. CSR activities implemented through partnership with NGOs, academic institutions, international agencies;
4. CSR activities implemented through partnership with Government.

The study shows that out of 14 companies surveyed, two companies implemented their CSR initiatives directly through dedicated CSR divisions which are responsible for planning and implementation of such activities. For another two companies, CSR initiatives are implemented through local management of manufacturing unit and Human Resource Department (HRD). Many companies like Tata Steel, Lupin India, NTPC, Dr.Reddy's Labs, Satyam Computers, Ambuja Cement Ltd, have set up dedicated foundations for implementation of CSR initiatives for rural development. Most of these foundations encourage participation of local communities while planning and implementation of their CSR activities. It is also interesting to note that such foundations implement their programmes in partnership with government departments, a good example of Private- Public Partnership (PPP). For example, Dr.Reddy's foundation is working in partnership with the rural development department of the Government of India (GoI). Similarly Satyam Foundation is also working with the Government of Andhra Pradesh (GoAP). The study also reveals that four companies who have or do not have their foundations but partner with Non- Governmental Organizations (NGOs) for implementation of CSR initiatives. In such an arrangement, the company provides finance, infrastructure, whereas the NGO provides grassroots level support for implementation of CSR activities. An example in this regard is Bharat

Petroleum which as tied up with Gramin Social Welfare Society & Community Action for Rural Development in Tamilnadu, Vivekananda Girjana Kalyan Kendra in Bhubaneswar (Orissa), Kalyan Vikas Kendra & Sevavrata & Divyayana in Jharkhand, G.P.Tin UP & Rajasthan, Sevavrata in West Bengal, to deliver social welfare services at grass root level.

The Impact of CSR Programs on Rural Poor

The impact of CSR programs reflected by a sample of 14 prominent companies in India were classified under five areas: livelihood, health, education, environment and infrastructure. Livelihood: The Grameen-LABS Programme is a programme being implemented by Dr.Reddy's Foundation in partnership with the Rural Development Department; Government of India (GoI). It aims to provide 35,000 livelihoods to rural youth in the age of 18-25 years in 7 States of India. The results of livelihood programmes supported by Bharat Petroleum show that the SHG group members are earning a steady income of INR 2000 per month and members of the banana plantations and poultry are earning an additional income of INR 7000 to 8000 per annum.

Health: The study shows that many companies organize a number of health camps to create health awareness and sensitize people on health related issues like: immunization, blood donation, water purification tablets, distributing condoms etc. Till 2007-08, SAIL has conducted 267 health camps benefiting more than 4.5 lakh people. In Lanjigarh (Orissa) Vedanta Aluminum Ltd covered 53 villages with 32,000 villagers by providing free medicines, treatment and referral services through its mobile health units. Tata Steel Family Initiatives Foundation (TSFIF) established 'Lifeline Express' hospital on wheels which has helped over 50,000 patients in Jharkhand, Odisha and Chhattisgarh.

Education: Aditya Birla Group provided education to 62, 000 children living in proximity to the plants by running 26 formal schools. SAIL supports around 138 schools in the peripheral areas of SAIL's plants/ units in the country where more than 80, 000 children receive education (Kumar,2008). Asian Paints set up of the "Shree Gattu Vidyalaya", a school catering to 25, 000 children from class I to X, has helped rural children gain access to formal schooling. Similarly, Satyam Computers have developed 170 modern schools benefiting 40, 000 rural children. The schools into 'Smiles Project' supported by Coca Cola India Inc. has been launched and completed in 20 schools impacting the lives of around 10, 000 children.

Environment: For sustainable management and development of natural resources, many companies have been working for tree plantation, watershed management, waste

management, wind farm etc. For example, SAIL has planted 13.5 million trees in and around SAIL plants / mines so far. Watershed development programme of Ambuja Cement Ltd. covered 9, 000 ha in the last four years. Sustainable water management remains the top priority of Coca Cola India Inc. So far, the company’s water initiatives have improved the lives of more than 1, 40, 000 people and spread awareness about the crucial importance of water conservation among millions people. Infrastructure: Out of 14 companies surveyed only six companies are providing different infrastructural facilities like construction or development of roads, electricity, water facility, sanitation, school, health centre, community centre, etc. Lupin Human Welfare and Research Foundation’s “Apna Gaon Apna Kam” scheme covered 38,000 villages in Rajasthan and almost all villages have school buildings, drinking water, ponds,.link roads, community centres,and electricity. SAIL has been involved in the construction and repair of 33 km of pucca roads per year, thereby providing nearby two lakh people across 435 villages access to modern infrastructure facilities every year. In Andhra Pradesh, in partnership with Hyderabad Urban Development Agency, local village communities and NGOs,Coca- Cola India has helped 16,000 villagers of ‘Saroor Nayar’ restore existing “Check Dam” water catchment areas.

Table-1.CSR Development in the State wise distribution

Sr No.	CSR Initiatives for Rural Development	No. of Companies Taking CSR initiatives	Percentage(%) of Companies Taking CSR initiatives	Area of Development
1	Livelihood	12	85.7	Odisha, Chhattisgarh, Jharkhand
2	Health	13	92.8	Tamilnadu, Andhrapradesh, Odisha, Jharkhand, Delhi, UP, Bihar and N E States, Maharashtra .WB, Karnataka,, Kerala ,
	Education	14	100	Tamilnadu, AP, MP, Odisha, Maharashtra
3	Environment	8	57.1	Tamilnadu, Andhrapradesh, Odisha, Jharkhand, Delhi, UP, Bihar and N E States, Maharashtra. WB, Karnataka, Kerala ,
	Infrastructure	7	50	Odisha, Jharkhand, Delhi, UP, Bihar and N E States , Maharashtra

Table-2: Details of CSR initiatives of Indian Companies

Company	Thematic Areas	CSR Initiatives for Rural Development
Vedanta Alumni Ltd.	Livelihood	Capacity building
	Health	Health awareness camps, use of IEC materials, Family planning
	Education	Child care centres, education to all children, computer education,
	Environment	Environment protection
	Infrastructure	Renovation of village schools
Aditya Birla Group	Livelihood	Employment generation schemes
	Health	Health care, safe drinking water
	Education	Education and training
	Environment	Hospitality services
	Infrastructure	Education, child rights programme
Dr.Reddy's Labs	Livelihood	Enterprise promotion
	Health	Maternal & child health, AIDS awareness, hospital on wheels
	Education	Fellowship, coaching programmes
	Environment	Land & water management, rain water harvesting
	Infrastructure	Construction of school, hospital, pump,tubewell.
Tata Steel	Livelihood	Enterprise promotion
	Health	Maternal & child health, AIDS awareness, hospital on wheels
	Education	Fellowship, coaching programmes
	Environment	Land & water management, rain water harvesting
	Infrastructure	Construction of school, hospital,pump,tubewell.
ICICI Bank	Livelihood	Micro financial services,
	Health	Early child health, improve nutrition among women & children
	Education	Universalisation of elementary education

Ambuja Cement Ltd.	Livelihood	Capacity building, generation of alternate source of livelihood
	Health	Reducing child mortality, HIV/AIDS awareness
	Education	Promotion of education
	Environment	Water management and conservation
Coca-Cola India Inc	Livelihood	Education for children through “The Schools into Smiles Project”
	Health	Sustainable water management
	Education	Construction of check dams, schools
Bharat Petroleum	Livelihood	SHG for income generation, mushroom cultivation
	Health	Health camps, HIV/AIDS care and prevention
	Education	Primary education, balawadi for children, coaching
	Environment	Tree plantation
	Infrastructure	Repair & maintenance of bore wells, schools, community centres
NTPC	Livelihood	Income generation
	Health	Health care
	Education	Education, vocational training
SAIL	Livelihood	Training for income generation
	Health	Immunization, blood donation, distribution of condoms
	Environment	Tree plantation
	Infrastructure	Construction and repair of pucca roads, bore wells, hand pumps.
Indian Oil	Livelihood	Income generation
	Health	Health and family welfare, sanitation
	Education	Promoting education
	Environment	Environmental protection

Case studies:

Tata Company’s CSR Activity in Odisha and Jharkhand

Social and Relationship capital represent co-operative ties between a Company and different communities and stakeholders' groups that engage with each other for societal welfare.

Social Capital

Approach

Social capital for us has always been of paramount importance. It is manifested in the form of formal and informal institutions and associations established and supported by the Company to serve the cause of the Nation, the States where we have operations, the local communities and the surrounding ecosystem. We endeavour to conduct our business responsibly, mindful of our social accountability, respect the law of the land where we operate and with regard for human dignity.

Our approach to CSR is guided by the CSR and the Affirmative Action policies. Over a period of time, our social initiatives have evolved from creature focused on “giving to society” to “creating an enabling environment” and presently, with empowered communities willing to participate in partnering with us to “create self-sustained communities”. Long before the law mandated corporates to incur CSR expenditure, we have been spending approximately 2-3% of our profits on community-centric initiatives.

During the year, we spent ₹204 crore on societal activities. We also strongly encourage our employees and partners in fostering a sense of social commitment for stakeholders through various volunteering programmes and projects guided by the Tata Group.

Governance

We have a CSR Advisory Council that comprises of eminent personalities from the academia and the development sector which meets annually with our senior management. The members of the Advisory Council, with their years of experience and multi-functional expertise, provide deep insights on improving the effectiveness of our CSR initiatives.

Our CSR Committee (sub-committee of the Board of Directors) oversees and reviews our CSR initiatives. An Apex CSR Steering Committee, chaired by the Managing Director and comprising the senior management team, reviews the activities and monitors achievements against targets set at the beginning of the year.

Social Context

Our operations are largely confined to areas that have a sizeable population, primarily scheduled caste and scheduled tribes, who are socially and economically marginalised. Government interventions alone cannot improve the socio-economic conditions of the local community.

We, therefore, share the responsibility of meeting the needs of the local community through thematic interventions, designed in line with our vision.

CSR: Areas of Operation

We shoulder the responsibility of meeting the needs of the local community in and around our manufacturing locations through various delivery arms the details of which are available in the CSR Report annexed to the Directors' Report. Our areas of operation for CSR include:

Jharkhand: Noamundi, Manoharpur, Jamadoba, West Bokaro, Jamshedpur.

Odisha : Kalinganagar, Gopalpur, Joda, Bamnival, Gomardih.

CSR Model for creating value for the community

Improving Quality of Life Engaging Communities Key Focus Areas Other Focus Areas

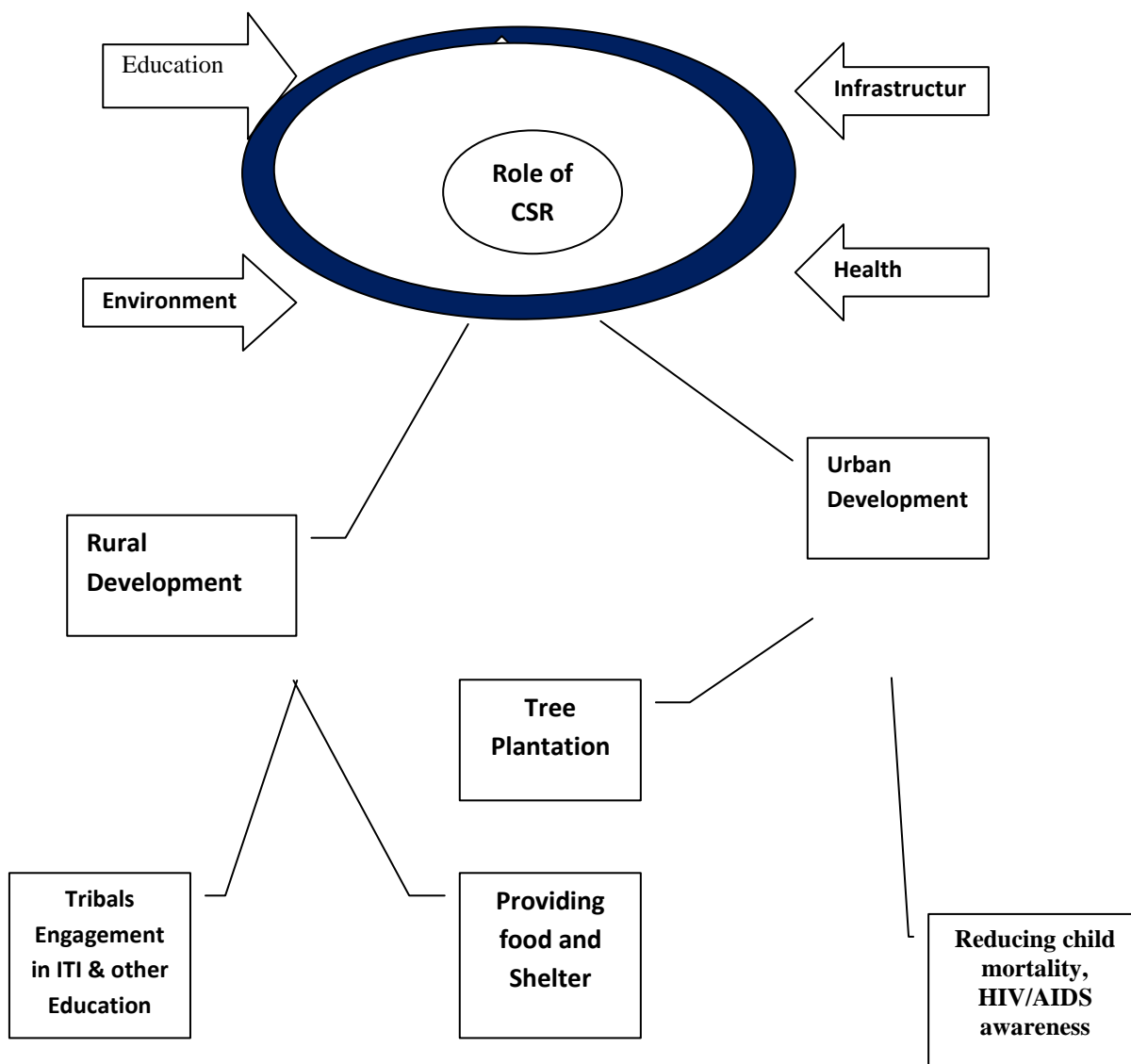


Figure-1: Planning Model of CSR Chart

Key Achievements:

Our CSR activities are aligned with the Company’s business objectives. Based on the Business Objectives and Strategy, the areas of priority are:

Livelihood – through agricultural development, skill development and entrepreneurship;

Health – through primary healthcare, maternal and child healthcare, specialised healthcare and adolescent health programmes;

Education – through improving the quality of education for all and scholarships for meritorious students;

Empowerment – through grassroots institutions such as Self Help Groups and Village Committees and youth empowerment

Key Performance Indicators

Thematic Intervention	Sub Strategy	UoM	Achievements			
			FY13	FY13	FY15	FY16
Agricultural Development	Farmers adopted SRI1 Process	Nos.	250	2,200	5,948	8,350
	Area under 2nd and 3rd Crop	In Acres	3,177	5,032	5,510	5,086
Entrepreneurship	Business Volume of AA Vendors	(crore)	20.3	29.5	30.8	39
	MANSI Project – Neonatal Mortality2	-	53.6	50.4	39.4	32.7
	Primary Healthcare Beneficiaries	-	40.7	32.6	27.4	22
	Cataract Operations	Nos.	3,72,000	4,19,000	4,85,384	5,33,597
Health		Nos.	2,890	5,230	6,198	4,099
Education		Nos.	2,477	3,169	3,567	2,985
Irrigation		Nos.	-	92	426	200

Key Achievements

Community-centric initiatives based in the areas of priority have progressively changed the quality of life of the communities. We present below some of our key initiatives and achievements.

Livelihood

1. Agricultural Development

The agricultural economy in the states is plagued by dependency on nature, low investment, low productivity, inadequate irrigation facilities and mono-cropping with paddy as the dominant crop. In accordance with the goal of adopting climate-resilient agricultural practices that can increase productivity we carried out the following –

Paddy Cultivation: To increase paddy yield, we trained over 8,300 farmers in Jharkhand and Odisha to adopt the System of Rice Intensification (SRI) method of paddy cultivation. The average yield has gone up from 0.5 tonnes/acre to 2.1 tonnes/acre. 40% of the farmers who

have adopted SRI paddy cultivation are from the SC/ST communities. SRI method aims to increase rice yield through a low-water, less labour-intensive method. SRI technology also addresses climate change by reducing the methane gas emissions from the paddy fields by up to 60%.

Vegetable Cultivation: Efforts aimed at diversifying agricultural produce have led to over 4,200 farmers adopting vegetable cultivation as their second or third crop.

Irrigation: Attempts to increase the area under irrigation and reduce the dependence of farmers on monsoons resulted in 202 structures being constructed, including ponds, check dams and lift irrigation facilities.

Farmer-Scientist Interface: The second edition of 'Vaartaa – An Agriculture Meet' was held in Jamshedpur and Gopalpur. The meet brought farmers and experts on a common platform to facilitate exchange of knowledge and best practices in agriculture. Overall, about 1,200 farmers attended the agriculture meet.

2. Skill Development

Lack of employable skills deprives scores of youth of gainful employment opportunities. We offered skill development training courses through

- (i) Institutes run by Tata Steel Skill Development Society,
- (ii) Institutes that receive infrastructural support from us and
- (iii) Courses offered at select institutes.

All of these courses are meant to prepare unemployed youth to find employment in diverse fields such as construction, automobiles, motor driving, call centres, hospitality, apparel designing, nursing, etc.

Health

1. Infant Mortality

In partnership with the government health system and not-for-profit organisations' working on health, we have been working on Maternal and Newborn Survival Initiative (MANSI) Project in 167 villages of Seraikela-Kharsawan district in Jharkhand. This has reduced the neonatal mortality rate by 46% and infant mortality (up to one year of age) rate by 39% (Source: Vital Rates Survey conducted by SEARCH, Gadhchiroli).

In FY16 several districts and blocks of Jharkhand and Odisha were covered under

Project Mansi

Social and relationship capital

In FY16, 1,573 youth out of 3,089 enrolled completed our skill development programmes. 1,132 youth employed Primary healthcare services to nearly 5, 70,000 people through static clinics and mobile medical vans offered in Jharkhand and Odisha. 5, 70,000 People aided

2. Hospitals in Odisha

Work is underway for the setting up of a 500-bed hospital at Gopalpur and a 200- bed hospital in Kalinganagar. Sankara Eye Hospital is also setting up a 100-bed Super Speciality Eye Care Hospital in Ganjam.

3. Adolescent Health Programme

Project RISHTA on adolescent health reached out to over 23,000 adolescents in Jharkhand and Odisha to enable them to make informed decisions and choices about their sexual and reproductive health.

4. Primary and Specialised Healthcare

Our static clinics and mobile medical vans offered primary healthcare services to nearly 5,70,000 people in Jharkhand and Odisha, including those in far-flung areas of the two states. Over 30,000 patients availed specialised healthcare services from our multi-specialty health camps. Antenatal and postnatal check-ups benefitted over 7,800 women, while the immunisation drives covered 8,900 children. Free hospital-based surgery was provided for over 4,000 cataract patients who were identified through eye camps organised in rural Jharkhand and Odisha.

Empowerment

1. Irrigation

Lack of irrigation facility in water-scarce regions adversely impacts farmers.

Harvesting rainwater through the construction of ponds has helped overcome this challenge. We partnered with the village community in making the rainwater harvesting a reality. This has yielded three benefits: (i) empowering the rural community, (ii) giving people a source of livelihood and (iii) giving them a voice in their growth story. A village pond is not merely a water harvesting structure. Its utility extends beyond irrigation, with pisciculture, community building and multi-cropping being associated with it. With planning and technical advice, a pond is a sustainable water resource that has multiple benefits for the rural community.

2. Youth Empowerment

Sports: Over 44,000 youth and kids, especially from Jharkhand and Odisha, participated in different sporting events. 2 Jharkhand teenagers, found positions in the prestigious Tata Football Academy (TFA). 4 tribal boys trained at TFA were recruited by an infantry of the Indian Army. Leadership Camps: Over 1,500 youth were taken on outdoor leadership and motivational camps in Uttarakhand.

Entrepreneurship

1. Affirmative Action

Our support of the Affirmative Action Community includes an Affirmative Action Vendor Development programme. The procurement department focuses on progressively improving the vendors' share of business from the SC/ST communities by training them to match the Company's requirements for various products and services.

2. Rural Entrepreneurs

Capacity building programmes undertaken to make Self Help Groups (SHGs) more dynamic, organised and effective, covered 3,400 members of various SHGs in Jharkhand and Odisha. During the year, 130 local villagers became entrepreneurs benefitting from livelihood opportunities offered by us in collaboration with Bharatiya Yuva Shakti Trust at Kalinganagar.

Education

With an aim of equitable and quality education, our interventions span all levels of schooling, i.e. from elementary school education to the high school level. The Thousand Schools Project in as part of the Affirmative Action agenda -

- We granted two fellowships viz., the Jyoti Fellowship and Moodie Fellowship to over 2,800 meritorious SC/ST students from economically-challenged families in Jharkhand and Odisha.
- The Tata Steel Scholars initiative helped 83 bright SC/ST students from low-income families realise their academic dreams.

Learning

- GOVERNANCE SMC training for 733 SMCs, covering 4,252 SMC members.
- GOVERNANCE: Training of School Management Committee (SMC)
- LEARNING: Learning Enrichment Programme (LEP)

ACCESS: Bridging dropout students through Residential Bridge Course (RBC) LEP set-up in 150 schools, school libraries set-up in 400 schools. 1,960 children brought back to schooling through Bridge Courses, another 4,547 children brought back through direct enrolment (Total 6,507).

Admittance & Achievements

Thousand Schools Project Odisha is aiming to improve the standard of education in government schools in three backward tribal districts i.e. Jajpur, Keonjhar and Sundargarh.

The Thousand Schools Project comprises a huge capacity building exercise, including staff orientation, training of teachers and youth, training and exposure visits of School Management Committees (SMC) and members of Panchayati Raj Institutions.

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ACCESS: Bridging dropout students through Residential Bridge Course (RBC) LEP set-up in 150 schools, school libraries set-up in 400 schools. 1,960 children brought back to schooling through Bridge Courses, another 4,547 children brought back through direct enrolment (Total 6,507).

- Our preparatory coaching initiative has helped nearly 5,500 underprivileged school students in classes 8, 9 and 10 to hone their skills in subjects like English, Mathematics and Science.
- We provided nutritious meals to 49,000 students in 383 government schools of East Singhbhum and Seraikela Kharsawan districts to counter classroom hunger.

Ethnicity

With the Company's operations spread over areas populated by indigenous tribes, we consistently endeavour to work with these tribes to preserve and promote their culture and heritage. During the year, we organised the second edition of "Samvaad", a pan-India tribal conclave that showcased a holistic picture of tribal culture and heritage. Around 1,500 tribal artists, academicians, eminent personalities and activists attended the event. The participants represented 35 different tribes from 20 states across the country. Samvaad showcased the cultural heritage of the tribal community through unique forms of tribal folk dances, panel discussions on tribal languages and literature, as well as paper presentations by research scholars. Around 15,000 youth have learned the scripts of Ho and Santali tribal languages since we launched over 300 language centres.

Employee Volunteerism

We encourage our employees to volunteer for community-centric initiatives. In FY16, nearly 18,413 people contributed 26,290 hours and volunteered for a host of community activities and services during the Tata Volunteering Weeks held under the group-level Tata Engage initiative.

Sports

Our zeal to nurture sporting talent began in the early 1920s when the erstwhile Chairman, Sir Dorabji Tata sponsored the first Olympic team from India. In keeping with the legacy we set-up the Tata Football Academy. This academy runs training centres in at least 16 sports disciplines and 3 residential academies for football, archery and athletics. We have built an array of infrastructure matching international standards to support sports. In FY16, the Government of India awarded our employee Ms. Deepika Kumari a Padma Shri for her contribution to Indian Archery. Over the years, our employees have won prestigious awards, like the Rajiv Gandhi Khel Ratna Award (1), Padma Shri (11), Dronacharya Award (5), Arjuna Award (40), Dhyanchand Lifetime Achievement Award (1), Olympians (34), Asian Games Medallist (26) and Commonwealth Games (11).

We are the only Company in the country to include the award for Rashtriya Khel Protsahan Puruskar by the Honourable President of India in 2009 and 2010. During the year, a total of 5,600 employees participated in sporting events, health & fitness and lifestyle management programmes.

The Company's training centres and academies engaged 1,601 trainees as part of its community outreach initiatives. Of them, 11 trainees got employment in Army and Jharkhand Police on the basis of their exemplary performance at National/ International events. Abiding by its Affirmative Action Policy, a total of 512 ST/ SC boys and girls were provided training in academies and training centres.

Social Investment In Kalinganagar – An Affirmation Of Inclusive Growth

Background

Our operations in Kalinganagar are equally driven by our business objectives and social commitments. A large part of the highly-trained and skilled workforce comprises individuals who belong to families displaced by the project. Our resettlement and rehabilitation programme for those impacted is anchored on compassion and empathy.

A total of 1,234 families were displaced due to the allocation of land towards the Project and these families were required to be resettled and rehabilitated. Our leadership team ensured development of an IT solution to systematically monitor the financial position, health situation and current occupation of each displaced family. Thereafter, each relocated family became a member of the Tata Steel Parivar, and was issued a tamper-proof identity card specially designed to contain all relevant details of the family. "A New Life – a New Hope" was the commitment given by Tata Steel through the Tata Steel Parivar Resettlement & Rehabilitation Plan.

The 4 'R' theme of the 'Tata Steel Parivar' covers:

- Reassuring Communication – 'The Vision for a Better Tomorrow'.
- Resettling the displaced population with care.
- Rehabilitation – Ensuring better quality of life, income and happiness.
- Recheck implementation through self and independent social audits.

Initiatives of the following areas have upheld the intent of inclusive growth by the 'Tata Steel Parivar'.

Civic Infrastructure

Three rehabilitation colonies were set-up at Trijanga, Sansailo and Gobarghati, each of which is equipped with all-weather, motorable roads, electricity, clean running water from taps, a well laid-out drainage system, community halls, recreation areas for children and designated spaces for religious ceremonies.

Primary Education and Scholarships

The most significant achievement has been the 100% enrolment in primary education in the schools set-up. Colony students have continuously excelled in the Matriculation Examinations. Since 2007, the Tata Steel Parivar Scholarship has funded the education of meritorious children.

Medical Facilities

A team of doctors, aided by paramedics, community health assistants and facilitators (Swasthya Mitras) provide round the clock, free medical services to 1,033 families in the three rehabilitation colonies, including pathological services and ambulance facilities. Specialised healthcare is available at the hospital at Gobarghati Resettlement & Rehabilitation colony, and is assured via tie-ups with hospitals in Bhubaneswar and Cuttack. We hosted the Lifeline Express at Jajpur in 2010 and 2014, for the families in colonies and others from peripheral areas. A 200-bed Tata-Medica Specialty Hospital is now being set-up at Kalinganagar.

Economic Rehabilitation

Economic rehabilitation is progressively taking place through:

- ❖ Technical training leading to employment in different industries and ancillaries.
- ❖ Training and engagement in non-farm based SMEs.
- ❖ Farm-based activities using traditional skills.
- ❖ Upgrading of skills leading to self-employment.
- ❖ Nurturing entrepreneurship.
- ❖ Training and Skill Development
- ❖ We conducted an education and capability mapping of the local youth. Based on the findings, the following measures were carried out –
- ❖ In 2006 group training and skill development began in technical areas, computers and other skill development options.
- ❖ Nominees were handpicked for vocational training in trades like welding, plumbing, masonry, carpentry, bar bending, etc.
- ❖ Graduate nominees were absorbed as Office Associates in different Operational and Service departments, while matriculates took on the role of Operations & Maintenance Assistants.
- ❖ Those with no formal training were trained at the Central Tool Room & Training Centre, Bhubaneswar, through a two-year programme on steel making.

Focus Areas

Our future focus is to improve the effectiveness of our spends and seek support from the Government and other sources for our initiatives. Going forward we will be leveraging technology and innovation for our CSR activities in order to achieve greater impact in terms of reach and scale.

Employment in non-farm-based SMEs

We organised Self Help Groups to train and initiate women into thrift and credit, later leading to bank linkages. Exposure to Income Generation programmes like tailoring, pickle-making, poultry etc. enabled them to feel confident and empowered to take on projects to augment their family incomes.

Business opportunities

Contracts are awarded to members of the Tata Steel Parivar for services in areas like cleaning and maintenance of Resettlement & Rehabilitation colonies, housekeeping in the Company's premises, waste disposal, water supply, grocery supplies etc.

Transformation

In less than a decade, our approach has led to significant transformation in Kalinganagar. Some key changes are as follows:

- Members have moved from living in thatched houses to multi-storeyed concreted homes.
- Members have gone from having no electricity connection or medical facility to round the clock access to electricity and medical facilities.
- Children who had dropped out of schools now have access to free quality education.
- Families who depended only on rain-fed agriculture have multiple sources of income including employment with the Company, contracts for work at the Company, alternate income for women through SHGs, business opportunities such as shops etc.
- Families enjoy food security due to the grocery maintenance allowance provided by the Company.

Conclusion & Recommendations

The conclusion of this study is that social responsibility is regarded as an important business issue of Indian companies irrespective of size, sector, business goal, location of the company. Because Indian companies are realizing that without socio-economic development of the local communities, there can be no stability and sustainability for doing business so as to compete with the global market. The study shows that all surveyed companies present themselves as having CSR policy and practices. Most of the companies which design and implement CSR initiatives in the vicinity of their works cover entire community. A wide range of CSR initiatives ranging from income generation activities for livelihood, health check-up camps, mobile health services, education, adult literacy, agricultural development, provision of drinking water, management and development of natural resources, infrastructure facilities being carried out by these companies. Though the approach to work is generally shifting from philanthropic to welfare and sustainable development but no link was observed between the company's CSR agenda and Millennium Development Goals. Many companies promote and implement CSR initiatives through Human Resource Department, foundation or in partnership with NGOs, but do not have fully fledged CSR department. CSR initiatives being implemented by the Indian companies for rural development have a positive impact in overall development of society and their business. However, following points must be considered to continue on sustained basis for the betterment of both the people at large and the business.

1. The company must align the CSR goals with the national goals set up under the Millennium Development Goals (MDG).
2. The company should have a dedicated CSR division with well trained, qualified and experienced professionals from social science i.e. Social Work, Sociology, Rural Development

and Development Studies and management background for better planning, implementation and evaluation of CSR initiatives.

3. CSR programmes being implemented by Indian companies should be based on the felt-need of the local people so that their participation in the programme can be enhanced. Moreover, it is necessary to create jobs and economic activity in rural community with a view to uplift the masses.

4. Social audit should be conducted by an external agency to assess the CSR performance of the company.

5. Government can encourage economic players to consider ethical, social and environmental criteria. Government should play the role of motivator, enabler, facilitator rather than director of corporate social responsibility.

6. A annual report on Corporate Social Responsibility should be prepared to highlight the company's commitment for sustainable community development.

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