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Integrating and implementing CSR
A case of CONCOR (Container Corporation of India) in India

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CSR in India is gaining momentum as a result of new legislation and pressure from multiple stakeholders. This chapter discusses the CSR program of a public sector enterprise, CONCOR (Container Corporation of India) in light of the changing regulatory environment for CSR in the country. This success story highlights how the CSR program in an Indian public sector enterprise was designed, planned and implemented right from its inception stage. The critical success factors for the implementation of CSR in an Indian context are described and the impact of the CSR program on economic and social status of the beneficiaries are studied and presented. The findings of the project highlight the broad scope and implementation of different CSR initiatives and the effectiveness of the implementing organization in enhancing the capabilities of these poor communities and thus improving their livelihoods.
There is no denying that corporate social responsibility (CSR) has gained widespread acceptance within the business community (Freeman, 1984; Carroll, 1991) due to a number of reasons such as increased community awareness and subsequent pressure, and also pressure from the governmental agencies. There are a number of interpretations of the term social responsibility; nevertheless, it is commonly understood to be the obligation of decision-makers to take actions that protect and improve the welfare of society whilst pursuing their own interests. Various definitions of CSR abound. For instance, the World Business Council for Sustainable Development (WBCSD, 2000, p. 3) defines “Corporate social responsibility [as] the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as the local community and society at large”. Kotler and Lee (2005, p. 5) define CSR as “a commitment to improve community wellbeing through discretionary business practices and contributions of corporate resources”. Font et al. (2012, p. 1545) define CSR as it “relates to a firm’s responsibilities that extend beyond the purely legal and economic, but also encompass responsibilities to a wider range of stakeholders (social responsibilities) and the environment (environmental responsibilities)”. The economic, legal, ethical and discretionary (philanthropic) expectations that wider society has of the organizations is scoped as part of CSR by Carroll (1991). For the purpose of this chapter, we have adapted Carroll’s (1991) definition of CSR to encompass all aspects of organizational impact on the community including development in education, environment and healthcare.

The majority of the current CSR literature has been documented from the context of developed economies. The last decade has witnessed the focus of CSR activities shifting towards developing economies (CSR and developing countries, 2007; Koestner, nd; Kaye, 2010; Visser, 2009), where a lot of work still needs to be undertaken in equitable distribution of resources. The fact that CSR could be an effective tool to improve social, economic and cultural issues in developing economies has been affirmed by governments, corporations and civil society actors. There has been a positive response on the side of corporations in terms of funding social projects, creation of internal CSR teams and inventing new business models for society (CII, 2013). A considerable amount of research in the area of CSR in developing countries has focused on strategies adopted by multinationals in these countries. However, domestic companies with their origin in emerging countries such as India are also taking active steps following pressure from regulators and civil society (CII, 2013). Researchers find that only multinationals with global operations are highlighted in the literature whereas the coverage of these domestic firms is scarce. The literature also points out that the implementation of CSR strategies by firms is largely unheard of (Burke and Longsdon, 1996; Lantos and Cooke, 2003; Polonsky and Jerons, 2009).

The need for development-oriented CSR is extremely important in a country like India to address the larger issues of poverty eradication, employment generation and environmental sustainability. The focus has been to track the development
of a particular region through a corporate social responsibility program. The case region was devoid of mainstream development and was lacking in education, employment, infrastructure development, environmental issues and poverty. The case falls under the broader umbrella of CSR-oriented development since the program was designed as per the New Companies Act 2013, Clause 135 and focused on improving the lives of the community through sustainable interventions in the field of education, environment, health, water and environment.

Indian corporations have a very rich history of funding social causes; however, the momentum for CSR has grown during last few years. More recently, guidelines have been issued to corporations in order to draw their attention towards specific social development activities from various agencies including the government. Among these are the Department of Public Enterprises (DPE) guidelines, National Voluntary Guidelines by the Ministry of Corporate Affairs and also SEBI (Security Exchange Board of India). The recent change in the Companies Act in India makes it mandatory for companies to devote 2% of their profits to CSR activities (Kumar, 2013; Kordant Philanthropy Advisors, 2013). This requirement has been accepted by corporations who are gearing up to take on the CSR agenda in full spirit. When it comes to CSR funding, a few Indian corporations have already been proactive in their approach and had been already making their share of contributions, with public sector organizations being the frontrunners. This chapter will discuss the case of CSR at Container Corporation of India (CONCOR), a public sector undertaking under the Ministry of Railways. The case study highlights the CSR activities of a public sector enterprise in light of changing regulatory environment for CSR in India.

This chapter is aimed at addressing the gaps that exist in CSR literature from a practitioner perspective. The existing literature focuses on more standard CSR practices, management perspectives, international frameworks, etc., whereas the papers from a practitioner’s perspective are lacking. We hardly find any papers that highlight how a CSR project can be designed, implemented and sustained. The importance of this chapter can be seen with reference to three aspects: first, it is a case study of a public sector company from an emerging country, i.e. India, and presents an excellent example of domestic firms playing a role in social development through their CSR efforts. Second, this case study highlights the entire process of planning, design and implementation of a CSR program. This chapter presents a model CSR project by a large domestic public sector company and looks at it from a critical perspective showcasing both benefits and constraints of the model and hence offers good learnings for both researchers and practitioners.

This chapter has four sections and an introduction. The introduction presents the background in terms of theory and practice gaps in CSR literature and provides the rationale for the chapter. Section 8.1 looks at the objectives and research methodology adopted in writing the case. Section 8.2 provides details about the case company CONCOR (Container Corporation of India) in the context of presenting a new CSR model. Section 8.3 presents details of the conceptual planning and design of CSR project. Section 8.4 highlights how the company created and
leveraged existing partnerships to implement its strategy. The external as well as internal constraints of the model are presented in Section 8.5. Section 8.6 presents the findings in terms of outcomes of the model project and, finally, Section 8.7 presents the implications for practitioners paving the way for other model projects to be replicated in CONCOR as well as other companies from emerging nations."

### 8.1 Objectives and methodology

As has been highlighted above, the objective of this case study is to reflect on the planning and administration of CSR activities of a particular public sector entity in India. CONCOR has identified the need for CSR and has allocated funding towards it. In reference to the case of CONCOR, our aim in this chapter is to address the following questions:

- How does the company plan and design the CSR program in terms of choice of sector, geography, communities and projects?
- How was the project implemented at the field level with the help of partnerships with different stakeholders?
- What were the various internal and external constraints in planning and implementation of the project?
- How was CSR at CONCOR made successful in terms of benefits delivered to the target communities and maximizing its economic and financial impact?

The chapter also briefly overviews the critical success factors in making a CSR project successful in terms of technological, financial and human resources and offers useful insights into planning, design and implementation of CSR projects, particularly in the context of a developing country. The chapter will also highlight how CSR helped CONCOR achieve its corporate objectives and also how the program needs to be reoriented in light of mandatory CSR through the New Companies Bill.

Both empirical and secondary data is included in the discussion. The secondary data were collected from the company website, and reports available at the company office. The secondary data were supplemented with interviews with CONCOR officials who were directly involved in either planning and/or implementation of the project. In addition to the community members, detailed discussions and interviews were held with CONCOR officials to identify their expectations of the project. The interaction with the CONCOR officials assisted the project team in understanding their mind-set and in effectively designing the project activities and respective timelines. One of the authors was directly involved in the operationalization of the project and the chapter is based on the reflections gained from this experience.
The significance of primary data collection was crucial for this project as it provided the baseline information with respect to the local community’s systems, values, lifestyle, and economic and social status. The project was based in the State of Uttarakhand, India.

One of the major stakeholder groups in this project were the farmers. Accordingly, data were collected from them over a number of field visits and interactive meetings with them. The data were collected in two phases by the project team members which also included one of the authors. The preliminary phase when the data on socio-economic and livelihood aspects of the farmers were collected was before the start of the project, i.e. March–April 2012. The means used were in-depth interviews and field visits. The meetings were organized with the individual farmers as well as in groups. Separate meetings were also held with the government officials to better understand the policies and various government schemes. The team also met with the Panchayats, experts, transporters, mandi (a local term for agricultural markets) officials to gauge and understand the various local issues and practices. The meetings with these initial stakeholders provided insights into the real issues and assisted the project team in subsequently addressing the specific challenges in an organized manner including design and implementation of a number of intervention strategies during the implementation stage. In summary, preliminary data collection from the different stakeholders provided the project team with the information for an in-depth understanding and acknowledgement of the various social issues, social dynamics, and prevalent conditions of the community. As the project was functional from April 2012–June 2013, the second phase of the data collection was operational in July–August 2013. In this phase, data were collected on the impact assessment of the model project and also the constraints and challenges faced.

The next section presents background information on the two main companies involved during the project implementation stage.

8.2 About the case company: Container Corporation of India Ltd

Container Corporation of India Ltd (CONCOR) is a public sector company which commenced operations in March 1989 and deals with the logistics needs of domestic as well as international companies. This is a multimodal logistics company and is market leader in having the largest network of ICDs (Inland Container Depots). In addition to providing inland transport by rail for containers, it has also expanded to cover management of ports, air cargo complexes and establishing cold-chains by virtue of its modern rail wagon fleet, customer-friendly commercial practices and extensively deployed information technology. The company developed multimodal logistics support for India’s International and Domestic containerization
and trade. Though rail is the mainstay of its transportation service, road vehicles also cater to the need of door-to-door services, whether in the international or domestic business. CONCOR is committed to providing responsive, cost-effective, efficient and reliable logistics solution to its customers. In order to comply with the guidelines issued by the Ministry of Corporate Affairs, the company has now rolled out its CSR plan.

CONCOR’s partner during the implementation stage was The Energy and Resources Institute (TERI), a not-for-profit organization engaged in research and education pertaining to environment and sustainable development (TERI, 2014). TERI’s unique capacity to design and deliver such projects at the field level helped to deliver such a challenging CSR project on time. TERI has designed, conceptualized and implemented several CSR projects across India. The activities include solutions in areas such as water, education, agriculture, livelihood generation, clean and improved lighting and cooking, skill development, and community development.

8.3 Conceptualizing CSR: how does the company plan and design the CSR program in terms of choice of sector, geographies, communities and projects?

The company (CONCOR) has a well-structured CSR policy and a dedicated team which ensures implementation and monitoring of the projects. The organization has a holistic approach when it comes to choosing CSR programs and activities. The CSR activities are identified as per the need of the local communities, acceptance by the community, implementation possibilities, and improvement in the socio-economic status of the community.

CONCOR takes up CSR programs in line with the national development agenda and keeping in mind international frameworks like the Millennium Development Goals (MDG, 2014) and Sustainable Development Goals (SDG, 2014). The CSR programs are taken up on a project basis, are time-bound, needs-based and are targeted to address the larger goals of sustainable development. In this endeavour, they have incorporated a number of areas such as education, water solutions, health, alternate energy solutions, community development, relief camps, agricultural activities, plantation drives, and awareness campaigns.

CONCOR believes in contributing in areas and issues that are pertinent to the cause of community development and hence the geographical boundaries do not define its areas of operation. The selection of a community for CSR projects is therefore crucial. In this regard, CONCOR identifies those communities that have been devoid of mainstream development and are geographically isolated from
development. Accordingly, they generally take up projects in the far-flung and least-developed areas of the country. The projects are designed as per the need of the community and on sustainability criteria. To ensure efficient use of resources and infrastructure, the company prefers to work in those areas where it already has an established network. Nevertheless, CONCOR has initiated a number of CSR projects in areas where they do not have a strong presence. Accordingly, the geographical reach of CONCOR for CSR projects spans the country. The CSR projects undertaken in specific regions are designed by a centralized CSR team involving the local units of CONCOR and they are involved from conceptualization of the projects to overviewing implementation and also with monitoring and evaluation of the projects.

This particular CSR project was planned in the Mukteshwar region of Uttarakhand state in India. Uttarakhand is a hill state and its economy is highly dependent on agriculture and tourism. The high dependency on these two elements means that the livelihoods of local communities are seasonal and there is a lot of scope for their livelihood improvement by alternative means or through novel technological interventions. The selection of this particular geographical area was based on the fact that the Mukteshwar region (the project site) of Uttarakhand needed interventions that could provide holistic development of the community.

Other reasons for selection were a combination of physical, natural and social. For instance, this region is located in a hilly terrain, has a tough climate and is poorly connected to other parts of the state. Due to the non-existence of infrastructure, there is lack of irrigation facilities, high dependency on rains, absence of good agricultural practices, high dependency on market forces, poor access to lighting and cooking, lack of quality education, absence of employment opportunities and absence of skill development programs. The village Sunkhiya Naveen, in Mukteshwar, Uttarakhand, with 33 households and 300 people, was selected as a target village for the CSR program. As part of the scope of the project, some of the main activities were rainwater harvesting solutions; agricultural interventions; computer education; provision of clean lighting and cooking solutions; market linkages; and capacity building.

The activities were selected as per the need of the community in order to help them improve their lives and become self-reliant. In selecting the project, care was taken with technological interventions so that they had relevance in the daily lives of the community members, and that those interventions led to improvements in livelihood options, increased employment opportunities, improved health conditions, stronger agricultural supply chains and food options, and provision and accessibility to better lighting and cooking. Before the project began, the CONCOR CSR project team had as its aim that the lives of the community would be improved substantially so that migration from this area could be reduced, if not completely stopped. All the project activities were hence value-adding to the lives of the community and substantially improved their socio-economic status after the completion of the project.
8.4 Partnerships: project implemented at the field level with help of partnerships

CONCOR is one of the few organizations in India with an effective CSR structure and policy in place. There is a CSR committee headed by a senior officer ranked immediately below the directors who is responsible for identifying the scope of CSR programs and ensuring timely implementation, monitoring and evaluation. The scope of activities and programs to be accepted is identified through a screening process whereby proposals are collected from various government agencies, research institutes and non-governmental organizations (NGOs). The project partners are selected according to their organizational capacity to handle such projects, their reputation, and track record in deliverables. Following a detailed discussion on the proposals, those shortlisted are then sent to the next level up in the hierarchy, the board of directors, who identify and finalize the projects to be implemented.

The set of activities are divided into various categories, and timelines are attached to each activity. Before initiating any CSR project, the implementing partner is identified in terms of their capability, reputation and willingness. The projects are implemented with help of partnerships with NGOs and research institutes. There can be more than one partner involved. Partnerships are selected based on the broader project areas initiated by CONCOR such as environment sustainability, water management, agricultural interventions, health, social projects, community development, etc.

As mentioned earlier, the implementation partner for this CSR project was TERI, which was selected due to its past experience and existing capability in Uttarakhand.

8.5 Challenges: what were the various internal and external constraints in planning and implementation of the project?

The project in this instance was based on an integrated approach which would lead to the overall capacity building of the farming community through interventions of sustainable technologies. The solutions offered for the community were based on the needs of the local community and those technologies that could be easily handled and managed by them.

The first major challenge for the community members before the project could be implemented was to convince the funding agency, which in this case was CONCOR, of the need for the project, and local commitment towards the different initiatives that would be implemented as part of this project. Once CONCOR
understood and accepted the project scope, the company then had to collaboratively work with other local stakeholders to contemplate the realistic, practical and multiple solutions to be offered ranging from water, agriculture, alternative energy, education and capacity building.

After CONCOR was convinced that the project could be conceptualized and implemented in practice, the internal constraints for the CONCOR were to develop a project team, adhering to timelines, identification of vendors, communication tools, reporting on the project and ensuring sustainability of the activities. Feelings and expectations of the community also needed to be properly considered. The larger issues of sustainability were a challenge since there were multiple activities and many environmental and social concerns that had to be addressed. The sentiments of the community needed to be addressed sensitively given their huge expectations. They had numerous issues and expected all of them to be addressed through this project. The community's confidence was crucial for the success of the project. The local administration system, i.e. such as the Panchayat, local government, was involved in the process to ensure its success and to create inter-linkages between the project and various government plans. The project site being hilly was also a challenge.

8.6 Outcomes: how CSR at CONCOR was made successful in terms of benefits to the communities and maximizing the impact?

The CONCOR CSR project focused on creating an enabling environment for all the stakeholders especially for the community for whom the project was designed. The project had multiple stakeholders which included the community, funding organization, implementing organization, local government, transporters, vendors, etc. The need assessment for the project was done in consultation with the community in identifying the project activities. Initially, a cluster comprising of ten villages was identified. The village cluster was Sunkiya in Mukteshwar, in the Nainital district of Uttarakhand. An initial survey was conducted in these villages to assess the needs of the community and, based on that analysis, interventions were proposed, designed and implemented. On the basis of the needs assessment and project requirement, the village Sunkiya Naveen was selected as the project village. This village comprised 33 households with a total population of 300. The economic and social situation of this community was very poor. The average annual income level per household was around Rs 25,000–50,000 (US$500–1,000). The social status of the community was thus poor as well. Activities like water solutions, agricultural programs, lighting and cooking solutions, educational programs, employment generation, skill development and market linkages were designed as part of the
project. These activities were implemented in a time-bound manner to ensure the overall development and thus lead to the development of a model village.

The community was educated about each of the solutions provided to them and training was delivered on all the sustainable technologies. There was a paradigm shift in the community both in social and economic terms. The community became equipped at the local level to use the technologies and to improve their lives. They were socially empowered through the project. The project provided water solutions and the water helped to improve their agricultural practices. Better seeds were provided to the farmers and market linkages for their produce were established. Various agricultural produce like vegetables, fruits, herbs, etc. were linked to the market which gave them additional revenue throughout the year. Regular training was delivered to the community in order that the activities and the project become sustainable. The income level of the community increased by up to 50%. By the end of the project, each household income had increased by Rs 25,000 (US$500).

A detailed impact assessment (see Table 8.1) was conducted which established the fact that the community through this project had been empowered both socially and economically. At the completion of the project, the community was fully capable of handling the technologies and solutions provided to them. Subsequently the community had better lifestyles, a healthier life, access to clean lighting and cooking solutions, adequate lighting through solar lights in their streets, information technology linkages, market linkages, etc. The lives of the community were transformed and they seem to be better off compared to other communities. The project also addressed environmental sustainability by conservation of water, conservation of soil, a greening program, promotion of renewable technology, etc.

Engaging the community helped in understanding their precise needs and created a sense of ownership for the activities. The project village Sunkiya Naveen was registered under Societies Act (An Indian Act wherein not-for-profit companies/societies can register) and members were selected from the project village who were responsible for running the project and reviewing progress. For each project activity, individual responsibility was fixed so that the activities ran smoothly. The program helped to improve the socio-economic condition of the community and a model village was developed which had access to water, agricultural solutions, market linkages, provision of clean lighting and cooking, education, training and capacity building. The range of solutions helped the villagers to improve their efficiency and created value. The project helped to increase the income levels of the project village community, improved their skill sets and helped in generating employment. The Sunkiya Naveen project village stands apart from other nearby villages in terms of development across all parameters such as water solutions, agricultural solutions, lighting, education, training and market linkages. The wider aspects of environmental, social and economic benefits for the community were also ensured. The project also provided high visibility for CONCOR. At project sites boards, banners and wall paintings were displayed to highlight the project. The project has been identified as one of the premier projects by TERI and
Table 8.1 Impact assessment of the CONCOR CSR project in Mukteshwar, Uttarakhand

The impact assessment structure was designed as per the project program and the associated activities keeping in mind the national and international frameworks. The CONCOR CSR project was implemented by TERI (The Energy and Resources Institute) in Mukteshwar and was funded by CONCOR under the CSR and sustainability program. The average increase in the income level of the community through interventions of all the solutions was 50%.

On the basis of the need assessment, TERI identified the following activities under the Corporate Social Responsibility Project funded by CONCOR for the project village Sunkiya Naveen in Uttarakhand:
- Rainwater harvesting activity
- Agricultural interventions
- Alternate energy solutions
- Education

The impact of the activities was categorized under the following segments:
- Social
- Economic
- Environmental
- Health
- Agricultural
- Water
- Gender
- Education
- Training and capacity building
- Link to sustainability

CONCOR. A documentary has also been made which has been showcased on multiple platforms. Furthermore, there have been regular visits from colleges, schools and corporates to understand the benefits and the model developed.

As highlighted earlier, the CONCOR CSR project has provided a number of benefits (see Table 8.2) to the community and has improved their lives.

This is one of the crucial CONCOR projects in the category of CSR and sustainability and has been placed in the category of important projects. It was implemented ahead of time by TERI and has helped to achieve CONCOR’s CSR targets on time within the financial year 2012–2013.

8.7 Future outlook

There is evidence from the case study that this CONCOR CSR project has served the important target community stakeholders in India (i.e. farmers). There is a lot of work to be undertaken and initiatives to be implemented in terms of technology
<table>
<thead>
<tr>
<th>Activity</th>
<th>Benefits</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Rainwater harvesting system</strong></td>
<td>• Water conservation</td>
<td>• Total of 1.5 million litres of rainwater is harvested annually</td>
</tr>
<tr>
<td></td>
<td>• Provision of water for community throughout the year</td>
<td>• Monetary savings of Rs 2 Lakhs through rainwater harvesting by the community</td>
</tr>
<tr>
<td></td>
<td>• Monetary savings of water by the community</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Soil conservation by collecting water and avoiding surface runoffs</td>
<td></td>
</tr>
<tr>
<td><strong>Agriculture and horticulture</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planting material/seeds of exotic vegetables</td>
<td>• Income generation</td>
<td>• Additional income generation of Rs 5 Lakhs annually through produce of different crops</td>
</tr>
<tr>
<td></td>
<td>• Soil conservation</td>
<td></td>
</tr>
<tr>
<td>Polyhouses (each household has been provided a polyhouse)</td>
<td>• Protected cultivation</td>
<td>• Introduction of polyhouses has helped to grow crops throughout the year</td>
</tr>
<tr>
<td></td>
<td>• Income generation</td>
<td>• Income level has increased by 35% for each of the household through introduction of polyhouses</td>
</tr>
<tr>
<td></td>
<td>• Training and capacity building</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Exposure to new technology</td>
<td></td>
</tr>
<tr>
<td>Packing material (cardboard cartons have been provided)</td>
<td>• Reducing deforestation</td>
<td>• Recycled paper packaging materials have helped to increase forest cover along with improvement in packaging quality of fruits</td>
</tr>
<tr>
<td></td>
<td>• Good agricultural practices</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Saving in cost</td>
<td></td>
</tr>
<tr>
<td>Pruning tools</td>
<td>• Usage of technology</td>
<td>• Introduction of the tools has led to improvement in farming quality and productivity. The use of tools at farm level has led to time savings</td>
</tr>
<tr>
<td></td>
<td>• Improvement in farming techniques</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increase in productivity</td>
<td></td>
</tr>
<tr>
<td>Training and exposure visit of villagers to educate on improved farming techniques</td>
<td>• Awareness on environment, good agricultural practices, etc.</td>
<td>• The farmers are more aware of how to handle their day-to-day activities leading to increase in income level</td>
</tr>
<tr>
<td><strong>Alternative energy solutions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Improved individual and community cookstoves</td>
<td>• Health benefits</td>
<td>• Huge savings of kerosene oil by using solar lanterns and improved cookstoves</td>
</tr>
<tr>
<td></td>
<td>• Zeroing indoor pollution</td>
<td>On average, savings of Rs 1 Lakhs (approx. US$2,000) annually</td>
</tr>
<tr>
<td></td>
<td>• Efficient cooking systems</td>
<td></td>
</tr>
<tr>
<td>Activity</td>
<td>Benefits</td>
<td>Remarks</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Solar lanterns, and solar street light system</td>
<td>• Lighting through renewable technology</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reduction in use of kerosene</td>
<td></td>
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<tr>
<td></td>
<td>• Health benefits</td>
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<tr>
<td></td>
<td>• Environment sustainability</td>
<td></td>
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<tr>
<td></td>
<td>• Additional working hours</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>• Impartment of education</td>
<td>Improvement in knowledge,</td>
</tr>
<tr>
<td></td>
<td>• Linking to knowledge on agriculture, environment, climate change,</td>
<td>creation of employment and skill</td>
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<tr>
<td></td>
<td>health, etc.</td>
<td>upgrading</td>
</tr>
<tr>
<td></td>
<td>• Awareness of IT and market information</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Training and capacity building</td>
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</tbody>
</table>

deployment, capacity building and also livelihood generation for small and marginal farmers. The location of the project overviewsed in this chapter is also important, the Mukteshwar district of Uttarakhand State, a hilly area, where agriculture is underdeveloped with respect to technology, landholdings are extremely small, and the majority of farmers are women. The findings of the project highlight the broad scope and implementation of different CSR initiatives and the effectiveness of these in enhancing the capabilities of these poor communities by acting as a source of employment generation thus contributing to both the state's and the nation's economy. The major conclusions and lessons from the CONCOR case are:

### 8.7.1 Scope of project

The CONCOR CSR project provided holistic solutions for the community. The project was implemented in Mukteshwar area of Nainital district of Uttarakhand, India. A number of methods were used to collect data to identify and then assess the needs of the local community. This region is totally dependent on rainfall and the community has to strive hard for basic amenities and facilities. The project was designed to cater to the prime needs of the community like water solutions, agricultural solutions, educational facilities, lighting and cooking solutions, capacity building, skill development, market linkages, etc. The project assisted the community in becoming self-reliant as the solutions designed were extensively utilized by the community on a regular basis. The project has helped to improve the socioeconomic status of the community and has brought substantial improvement in the quality of their lives.
8.7.2 Identification of the project company/team

Domestic companies are better equipped to identify target communities and CSR-related issues and also to operationalize CSR projects. By doing so, they create and establish trust with the stakeholders including the local community members and government agencies. They can also serve as a good example for multinational companies entering that region as it can be extremely challenging for multinational companies to commence new projects and implement different initiatives given the diverse cultural backgrounds and social expectations in a new country. Here, it is worth pointing out that collaborations with domestic companies can offer valuable experience and resource efficiency to assist in quicker integration with the host country.

8.7.3 Integration of CSR with business strategy

Another lesson learnt from the project is that no CSR activity can be successful as a standalone project. CSR activities have to be an integral part of any business organization so that it becomes a continuous CSR program. This project delivered its outcomes successfully as it originated from a central and experienced CSR team of CONCOR, in collaboration with TERI. In light of changes in new Companies Act with respect to CSR, it is desirable that business organizations in developing countries have a separate CSR department which can help them have their CSR objectives in place and make CSR activities possible in terms of technology, human resources and financial resources.

This project also offers useful insights into the implementation of CSR projects within India. This project was visualized properly and was supported by CONCOR under their CSR program. Since the provision of sustainable solutions for the community has helped improve lives substantially, such projects should be expanded very rapidly throughout India according to the needs of the community in a well-structured manner. The New Companies Bill 2013 has provided ample options and opportunities for corporates to take up similar projects. The choice of implementing agency is key; in this case it was TERI, the leading environment and sustainable development institute in India. The success of these projects in developing countries is thus very much dependent on the right implementation agency and field-level collaborations.

The corporate organization played a key role in understanding various parameters of the developmental CSR project such as prioritization and implementation of issues. The connecting points were the activities to be designed as per Clause 135 of The New Companies Act 2013 from the Government of India and implementing the activities at the ground level. The project could have larger reach in terms of coverage but funding was a constraint. There is a constant effort in this direction to ensure that similar successful development-oriented CSR projects are replicated and scaled up across the nation.
Bibliography


