

## A study on ‘CSR Implementation in the Vicinity of a Manufacturing Location- Midterm Impact Assessment of Four On-going Projects’

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### I. INTRODUCTION

#### 1.1 CSR IN INDIA

Corporate social responsibility (CSR) refers to the social responsibility of the profit making business houses towards the society and the planet in which they operate. The company has certain responsibility towards its stake holders. Customers, workers, employees and suppliers, to name a few are examples. CSR assists the corporate houses in making the business process sustainable. According to Sanjay Kumar Panda “From time to time, the corporate houses have taken up charity and philanthropic activities. But the concept of CSR as a management function evolved towards the last part of the twentieth century” (Panda, 2008, p. 23). Earlier only the Government and the NGOs worked towards development of the people. But, now the Government of India (GoI) has made it mandatory for the corporate houses to spend at least two percent of their net profits on the social sectors. “The companies on whom the provisions of the CSR shall be applicable are contained in Sub Section 1 of Section 135 of the Companies Act, 2013. As per the said section, the companies having Net worth of INR 500 crore or more; or Turnover of INR 1000 crore or more; or Net Profit of INR 5 crore or more during any financial year shall be required to constitute a Corporate Social Responsibility Committee of the Board "hereinafter CSR Committee" with effect from 1st April, 2014 (CSR Policy, No date).

#### 1.2 TOPIC AND BRIEF ABOUT THE RESEARCH

The topic of my SIP (Summer Internship Placement) was ‘CSR (Corporate Social Responsibility) Implementation in the Vicinity of a Manufacturing Location’. I was placed at ‘Vikram Cement Works’, in Khor, (Madhya Pradesh). It is an unit of a leading Indian cement manufacturing company- ‘Ultratech Cement’ and is part of Aditya Birla Group. I was placed in the organization from 25<sup>th</sup> of April to 15<sup>th</sup> of June. My SIP had two parts. Namely, Organizational Training (for the first fifteen days) and followed by ‘Dissertation’ work (for the remaining days). Undergoing summer placement in any organization is an integral part of my course PGDM-RM (Post Graduate Diploma in Management with specialization in ‘Rural Management’). I was assisted with three field staffs of the organization during my entire data collection tenure. The study was significant because the organization spends approximately 2 crore rupees per annum for its CSR activities (Rathore, 2016).

#### 1.3 THE SIGNIFICANCE OF THIS STUDY

The organization asked me to conduct the impact assessment study of four on-going activities, namely ‘Drinking water supply Project’, ‘Cattle breed improvement project’, ‘Village health camp’ and ‘Computer training project’. four activities. These are the focus of the CSR department. The organization is trying to bring a revolution in the dairy sector through ‘Cattle breed improvement project’ in the vicinity of the manufacturing unit. Also, the organization visualizes that all the school going students should have at least the basic skills and knowledge of computers. Similarly, since ‘Cement industry’ is an extractive business, therefore pollution is a major concern for the organization. So, conducting an impact assessment study on ‘Village health camp’ was also assigned to me. Lastly, since ‘Khor’ village (location of ‘Vikram Cement Works’) falls in a part of western Madhya Pradesh, which experiences uneven rainfall, therefore availability of drinking water is one among the major problems of the people who reside near the manufacturing unit. So assessment of ‘Water supply’ project through water tankers and overhead tanks was also assigned to me.

The organization was interested to have an impact assessment study from me for its four leading CSR activities. Namely, ‘Drinking water supply project’, ‘Cattle breed improvement project’, ‘Village health camp’ and ‘Computer training project’. However, there are many other CSR activities of the organization. Providing ‘Sustainable livelihood’ option to the rural female masses, ‘Farmer’s exposure visit’, ‘Development of a Modal Aanganwadi’, ‘Healthy baby competition’ to name a few. There are almost 30 activities under the umbrella of ‘Public health care’, ‘Sustainable livelihood’, ‘Education’, ‘Community welfare’ and ‘Development of community infrastructure’.

My study has helped the organization to re-channelize their works, which currently lack proper management or suffer technical issues, or even both in some cases. However, during my field investigation, I found that there are also a few activities under CSR, through which the CSR department had actually hit the bull’s eye. Not by coincidence, these were exactly those activities which prioritize the demand list of the villagers. This is evidence that villagers should be given a say in development activities. There were also a few activities which benefited only a handful of people. For instance, there is one activity under the umbrella of ‘Sustainable livelihood’, through which distribution of ‘vermicompost’ (*Kenchuakhaad*) to the farmers at a very nominal rate is done. But, during my investigation I found that the farmers

were not at all ready to accept the 'vermicompost' over the modern fertilizers. Perhaps this shows that top-down development activities, even if sustainable from a development perspective, will not be taken up by villagers unless proper sensitisation is first conducted.

Through this study, as a rural development student, I came to understand the dynamics of CSR in terms of how any project is designed; how to go for priority assessment; how monitoring tools are applied; how strategic philanthropy helps companies in the long run; and how the corporate needs to act like a responsible citizen, etc.

#### 1.4 DISSERTATION OUTLINE

My dissertation has six chapters after Introduction namely-

**CHAPTER 2- REVIEW OF LITERATURE-** In this chapter I have tried to review what other authors and researchers have to say about CSR and how CSR helps in brand building and why CSR actually is important? For this I have referred to various books, newspapers, articles etc. It was interesting for me to know that there are no such parameters or factors that indicate the sound implementation of any CSR activities.

**CHAPTER 3- METHODOLOGY OF THE STUDY-** In this chapter, I have tried to justify the objectives of my study and have also tried to make the readers understand about my research design. This includes the parameters that I chose for sampling, the sources of data, tools used for collection of data. I have also talked about the time frame and what were the limitations of the study. Finally, I have discussed how I analysed and interpreted my data.

**CHAPTER 4- ORGANIZATIONAL AND STUDY AREA PROFILE-** This chapter discusses Ultratech Cement, how and when Vikram Cement Works started, and what its present situation is. In this chapter, I have also tried to describe the area where the study was undertaken in terms of its geographical location, demography covering the total number of males and females, illiteracy level etc, administrative units, total number of cattle and buffalos in the villages etc.

**CHAPTER 5- FINDINGS AND ANALYSIS-** In this chapter, I have presented the data that I collected. Data collected for all four activities are shown separately under different headings. Readers can go through the diagrams, figures and accompanying text.

**CHAPTER 6- DISCUSSION AND SUGGESTIONS-** Under this, I have tried to compare my findings with what other authors have said in the literature. Furthermore, I have tried to critically evaluate the organization's work and this chapter also contains a few personal suggestions.

**CHAPTER 7- CONCLUSION-** In this chapter, I have tried to bring together my entire dissertation. It talks about my understanding of the issues that I have studied.

## II. REVIEW OF LITERATURE

In this chapter I review the literature on CSR, projects related to the improvement of the breed of the cattle, drinking water supply project, computer literacy and community health care. This is because the organization where I did my SIP had asked me to conduct an impact assessment of these four projects due to which it was

necessary to review various initiatives taken by various NGOs, corporate houses and the government in these four areas. According to Paul Oliver, the objective of a literature review is to establish the academic and research areas which are relevant to the topic of research (Oliver, 2004). This chapter is divided into five parts wherein the first part I have reviewed CSR practices in India and afterwards under various sub-headings I have reviewed literature on cattle breed improvement project, water supply, health care and computer literacy.

### 2.1 CORPORATE SOCIAL RESPONSIBILITY

According to Richard Peet and Elaine Hartwick, development can be understood as a process which aims at making a better life for all. In the present context, this means a better life where people are able to fulfil their basic needs for survival (Peet & Hartwick, 2009). However works done on a humanitarian ground should not be considered as a part of development, because it is the responsibility of the government to take care of its citizens (Ekka, 2015). In other words, charity work is not development work, and so development work must be considered as a work to be carried out within a framework as specified or delineated by a democratically elected government. In this context, we can say that in a democracy there must be space for various groups to express and pursue their legitimate interests, whether business or non-profit orientated.

From the employee perspective, employees are increasingly demanding that their work-places have sound ethical values, positive community interaction and be seen as employee of choice (Weiser & Zadek, 2000). In the 1980s, a few job applicants or employees would have raised questions about a company's social or environmental commitments. Nowadays it's a norm to have sufficient reasoning and answers to questions, thereby increasing the ability to recruit the best graduates or other employees (Cowe, 2002). The emerging concept of Corporate Social Responsibility (CSR) goes beyond charity and requires the company to act beyond its legal obligations and to integrate social, environmental and ethical concerns into a company's business process (Panda, 2008).

The World Business Council for Sustainable Development (WBCSD) has defined CSR as "the continuing commitment of business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well of the local community and society at large" (cited from [www.wbcsd.org/about](http://www.wbcsd.org/about) us). As per Business for social responsibility (BSR), CSR is defined as "Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of a business. CSR is seen by leadership companies as more than a collection of discrete practices or occasional gestures, or initiatives motivated by marketing, public relations or other business benefits. Rather, it is viewed as a comprehensive set of policies, practices and programmes that are integrated throughout business operations, and decision-making processes that are supported and rewarded by top management" (Panda, 2008, p.24).

According to Kotler and Lee, CSR is a commitment to improve community well being through good business practices and bringing in the contribution of resources (Kotler and Lee, 2005). According to Kumar Mangalam Birla (Chair person of Aditya Birla Group)

those days are over when the sole responsibility of business was just business. Today no stakeholder- be it a shareholder, an employee, the community or the Government – would accept a business whose goal is limited only to maximise profits, at any cost, or only to mandate of its immediate business (Aggarwal, 2008). According to Renu Jatana and David Crowther, “The fact that there might be exceptional cases where the socially responsible behaviour is not in the company’s best interests does not justify more stringent and constraining legislation” (Jatana & Crowther, 2007, p. 192).

However, the concept of social responsibility among businessmen with special reference to India is very old. This is because it can be seen in the form of temples, large dharamshalas, education institutions and things like that. Any business house gets inputs from society (skilled/unskilled labour, raw materials, natural etc) in lieu of which the corporate offer goods and services to the society. And therefore it is implied that the business houses depend on the society for their existence and so it is their sole responsibility to take good care of the society in which they operate and expand their business. It is also important because corporate houses intervene in the lives of people through many ways, so they need to be socially active towards the society and also towards the environment in which they operate. According to Mrs. Rajshree Birla, Chairperson of The Aditya Birla Centre for Community Initiatives and Rural Development, CSR is an aspect of a company’s policy. The government has so many schemes and has also allotted funds to the NGOs and corporate houses to ensure that the programmes are been implemented in at the ground level. If Government ropes in corporate besides the NGOs, the scheme would be very effective. Corporate work in a more proper manner with at most discipline and this would also bring about a greater transparency in the entire process (Aggarwal, 2008). There is no doubt in the fact that CSR enhances brand image and the reputation of the company. *The Economics Times* on 5<sup>th</sup> and 6<sup>th</sup> January, 2007 had conducted a research in which 75 percent of the respondents opined that yes, CSR activities does increase the brand equity of the company

The CSR initiatives are channelled through The Aditya Birla Centre for Community initiatives and Rural Development, which is headed by Mrs. Rajshree Birla (wife of Aditya Birla). “The activities of the group include innovative project involving the development of rural youth and employment generation; education and training and health care projects; helping the disable people; social causes like widow remarriages; dowryless marriages; and women empowerment programmes”. Also the group undertake sponsorship of the arts and Indian culture, which are need based. The Birla Academy of Art and Culture set up in 1962 in Kolkata treasures art works and exquisite exhibits and has evolved into one of India’s premier institutions for art and culture. The AV Birla group also offers scholarship to students from IITs, IIMs, and BITS (Pilani) to nurture tomorrow’s leaders, as the late Aditya Vikram Birla believed in people power and their potential to become leaders. Only the best are selected for the coveted award and are called ‘The Aditya Birla Scholars’. This concept of social marketing is latest one. It holds the organization task to determine the needs, want and interest of the target marketers and to deliver, the decided satisfaction more effectively than competitors in a well-being of the society. The social marketing concepts call

upon marketers to balance their consideration in selling their marketing policies. Marketing strategies are formulated always in the light of requirement of social responsibilities” (Janta & Crowther, 2007, p.61-62).

According to Mrs. Rajshree Birla (Chairperson, The Aditya Birla Centre for Community Initiatives and Rural Development) our group vision is “to actively contribute to the social and economic development of the communities in which they operate. In doing so, build a better, sustainable way of life for the weaker sections of society and raise the country’s human development index” (Unnati, 2015, p. 2).

Business ethics itself is an academic field. According to Fieser Business ethics examines controversies related to moral and values of the corporate houses. To resolve controversies related to ethics, the corporate needs to take into account legal and moral aspects (Fieser, 2001). However, as far as the operation of business ethics is concerned, it is also related to the other forms of CSR. For e.g. articulation and integration of core values, stakeholder interactions, social audit and other forms of social-performance measurement and reporting (Business for Social Responsibility, 2001). According to the website of European Business Network for Corporate Social Responsibility “CSR is a powerful way of making sustainable competitive profit and achieving lasting value for the shareholder as well as for the stakeholders. CSR and the reporting thereof is a win-win opportunity, not just for companies and for financial investors but for society at large” (cited from www.csreurope.org/about-us).

Vikram Cement Works, Khor (my SIP organization) collaborates with several NGOs for sound implementation of their CSR activities. Therefore it is of vital importance for rural development professionals to have a clear understanding of the role of NGOs in CSR. According to C. V. Baxi and Ajit Prasad “Individuals and the institutions in their interactions need to take into account the potential effects of their exchange. The broader view of CSR is applicable to government, media, industry, NGOs and other variety of social institutions. The focuses on the need for socially driven instruments, consistency in profits, fair wealth distribution and global governance. NGOs are actively intervening by way of stakeholder and community engagement action programmes” (Baxi & Prasad, 2006, p.15).

#### **Collaborations and partnership**

The supporting organizations for Vikram Cement are:-

- i) **Government Organizations** like Department of agriculture, Department of livelihood development, Department of women and child development, Department of public health care, Department of education, and Department of animal health care, Zilla panchayat and Gram panchayat.
- ii) **Non Governmental Organizations (NGOs)** including ‘Vikram Jan Sewa Trust’, ‘Vikram Cement Works’, ‘Anex Enterprises’, ‘Jaipur Rugs Foundation’.
- iii) **Voluntary organizations** include ‘Ridma’- ‘Baif’ (Bhartiya agro industries foundation), ‘Usha international limited’ and ‘Rajshree sewa samiti’ (Unnati, 2014-15, p.02).

#### **Corporate citizenship**

When we talk about corporate citizenship we need to understand that it is not just restricted to

philanthropy. Corporate citizenship means that the organizations need to function like good citizens and should also be actively involved in the entire process of development of the society. Secondly, the CSR activities of the companies should act as a supporting hand in the government's action and they should not try to implement their CSR activities as its substitute. Thirdly, it is implied here that the corporate houses need to act like a good citizen (Baxi & Prasad, 2006).

- i) Competency driven- In this model of CSR, the company reaches out to the society by reaching out to the society by depending on its core competencies.
- ii) Community driven- In community driven CSR, organizations invest in social welfare but with a business interest.
- iii) Consumer driven- Under this, companies are sensitized by the consumers' pressure in bringing about a positive difference and it is according to the needs of the stakeholders.

In this process, not only the consumers are benefited, but even the company can hike up the competition in its own market sector (Baxi & Prasad, 2006).

#### **Vendor monitoring and supply chain**

Vendor monitoring and supply chain management are integral parts of business enterprises. This is because they are responsible for supplying goods and services and assist the company to operate. There are only a handful of companies who have a planned system of vendor monitoring. But we cannot ignore the fact that their numbers are very low (Singh, 2010). "Consequently supply chain pressure can be an extremely powerful force for environmental and social change" (Reddy & Seuring, 2004, p. 5). According to Christine A. Mallin "The role of management of the company (chief executive, executive directors and key management personnel) in ensuring the smooth running of the day-to-day activities of the company is emphasized. A mandatory recommendation is that there should be disclosure in the annual report, either as part of the directors' report, or as a 'management discussion and analysis' report, about the company's position, its outlook, performance, and other relevant areas of interests to shareholders. There should also be disclosure of any material financial/commercial transactions in which management has a personal interest that may have a potential conflict with the interest of the company" (Mallin, 2008, p. 253). CSR influences all aspects of a company's operations. Consumers want to buy products from companies whom they trust. On the other hand, suppliers want to form business partnerships with companies they can rely on. Employees want respect from the organization in which they work. Also, NGOs are also interested in working together with companies seeking feasible and real solutions to achieve common goals (Werther & Chandler, 2010).

#### **2.2 CATTLE BREED IMPROVEMENT PROJECT**

With an objective to increase the income of the farmers, 'Vikram cement works' has partnered with 'BAIF' (Bharatiya agro industries foundation). The project is for five years and is currently been implemented in sixteen villages. The main objectives of 'Cattle breed improvement project' are as follows:

- Improving breed of the cattle through artificial insemination
- Development of green fodder
- Developing cattle as a source of income through dairy business (Unnati, 2015, p. 25).

During my fifty days of SIP period, I came to know that there are 2189 (cows) and 2616 (buffalos) all together in the 16 villages, near the vicinity of a manufacturing location. And there are altogether 4,704 households. So, on average, roughly every second household may have a cow and a buffalo. If the 'Cattle breed improvement project' can be implemented in a proper way, this project can open doors for the dairy business in the Khor area, thus enhancing the income of the villagers and increasing their standard of living in the long run.

#### **Livestock in rural economy**

In an emerging country like India, rural population depends mainly on natural resources for their survival. They depend mainly on land, water, livestock and forests and for the rural people, jal, jungle and zameen are sources of livelihood. "Among the livestock, cattle and buffaloes play a significant role, because of their contribution to human nutrition (milk and butter fat), plant nutrition (farmyard manure) and energy (bullock power)" (Hedge, No date). Cattle and buffaloes can be easily maintained by all categories of farmers. But, due to lack of knowledge and non availability of agricultural practices, the milk output is quite low. According to Hedge, most of the milk breed cows suffer from various problems mainly because of negligence on their health. Their intervals for giving birth to calves are high. The males are smaller in size and weak. And therefore these cattle turn out to be a liability for farmers. For improvement, it is of vital importance for the farmers of rural India to adopt a scientific approach to "formulate the cattle management policy, covering the conservation of native breeds, improvement of nondescript cattle, health care services, management of community pastures and grazing" (ibid.). So, this approach has been given much importance (ibid.).

#### **About Baif and its role in improving the breed of cattle**

On the website of BAIF, the following information is given: "In March 1946; Mahatma Gandhi visited a remote village Urulikanchan near Pune to establish the Nature Cure Ashram (Nisargopchar Gram Sudhar Trust), to promote rural upliftment and community health. The administration and farm management of the Ashram were entrusted to his trusted disciple, Manibhai Desai who had joined Gandhiji in the Quit India Movement, while working at the Ashram. Manibhai interacted closely with the local farmers as well, to find solutions for their problems and realised that small farmers need to be guided to manage their agriculture as an enterprise. With the experience gathered in agricultural development for two decades, Manibhai established a Charitable Trust and named it as the Bharatiya Agro Industries Foundation (BAIF), to transform the livelihood of the rural poor. The foundation stone of BAIF was laid on August 24, 1967 by the-then President of India Dr. Zakir Hussain at Urulikanchan, near Pune. Shri. Y.B. Chavan, the-then Union Defence Minister was the Chairman, Shri. V.P. Naik, the-then Chief Minister of Maharashtra was the

Vice Chairman and Shri. Annasaheb Shinde, the-then Union Minister of State for Agriculture was the Trustee and they served till 1977. Since then, Arvind Mafatlal is serving as the Chairman, Dr. M.S. Swaminathan, as the Vice Chairman. There are many eminent persons with rich experience in different fields of socio-economic development, serving as Trustees of BAIF. In 1989, the organisation was renamed as BAIF Development Research Foundation, to emphasise our focus on development research which calls for transfer of appropriate technologies along with efficient systems and strengthening of the field network and grassroots level organisations” (BAIF: History and Heritage, No date).

The programme of cattle breed improvement was backed up by the rich experience of its Founder, Late Dr. Manibhai Desai, who had established a herd of high pedigree Gir cows from Saurashtra. This (herd) breed was further improved through scientific breeding and management. Even though the breed was improved, high yielding cows were developed scientifically, the dairy sector witnessed losses due to low income of the farmers and high cost of feeding. Looking at the success, crossbreeding was extended to non-descript cows and the crossbreds born to these cows yielded 8-10 times more milk over their mothers’ production. “Considering these problems, BAIF developed a comprehensive cattle development programme for providing livelihood to the rural people. The objective of this programme is to provide door to door services to breed the local cows, using superior dairy breeds like Jersey and Holstein Friesian.

#### ***The salient features of BAIF’s Cattle Development Programme are:***

- \* Conservation of native breeds and crossbreeding with non-descript animals;
- \* Use of state-of-the-art technology with high quality frozen semen of proven bulls;
- \* Breeding at the doorsteps of farmers for motivation and efficient services;
- \* Close follow-up, technical guidance and monitoring;
- \* Integration of breeding with extension, training, fodder resource development and health care;
- \* Provision of support services like disease investigation, vaccination and nutritional advice;
- \* Training of local youth to take over the operational responsibilities in due course;
- \* Targeting of the underprivileged and sensitivity to social and gender issues” (Hedge, No date).

#### ***Benefits of cross breeding***

According to Hedge (No date), when the artificial insemination is done, the new calf born is acclimatised to the local environment. Due to this, the new calf can have exposure to the local food, air and water. And this will result in proper growth of the cow/buffalo. If the farmers now, feed the cattle properly, the amount of dung production will be quite high and then the farmers can use the cow dung in their respective farmland. Biogas plant requires a minimum of 50-60 kg of cow dung daily to function properly. And if this will be the situation then even the small farmers can install a bio gas plant. Hedge also emphasizes on feeding cattle with locally grown food. But what Hedge had said is also of vital importance that “Although crossbreeding has been well accepted in the country, there are certain areas, where it is not advisable. Firstly, in the tracts of Indian draft breeds,

such as Khillar, Hallikar, Dangi, Amritmahal, Krishna Valley, Malvi and Nagor, the farmers continue to produce good quality bullocks. Secondly, in the tracts of Indian dairy breeds like Gir, Sahiwal, Red Sindhi and Tharparkar, which are comparatively hot and dry, these native breeds surpass the crossbreds. Therefore, it is easier and economical for the farmers to maintain the native cows, inspite of lower milk yields. Thirdly, a section of the resource poor farmers particularly the landless, cannot afford to feed their animals well. In this state of neglect, native breeds can withstand the stress better than crossbreds. Similarly in remote areas, where veterinary services are not easily available, native breeds may prove better than the crossbreds” (Hedge, No date).

According to Dr. Amrit Patel, dairy farming requires equal status on par with agriculture. Village level milk producing units should be in the organized sector (cooperatives and private sector) and it needs to be promoted in a systematic manner. She also talks that farmers should learn and understand from the farmers of other countries. For instance, super cows in Israel produce 12,000 litres milk in a year because they follow superior breeding techniques, balanced nutrition and package of practices including better health care (Patel, 2017)

#### **2.3 COMMUNITY HEALTH CARE**

Despite all sorts of entitlements to health are provided by the government, still many a times it has been found that the access to such facilities by the communities is very low. Hence presently along with sensitizing the local communities about their rights, there is a very strong need to also to motivate them for availing it at the same time. The project of BILT has primarily focused on the preventory aspects of the health of the people. As a result the people from the village were imparted training and were called as ‘Swasthyamitras’ who were responsible for providing primary health care to the people in the intervened villages. Also one of the major achievements of the planning and implementation being done with active participation of the local people was that the success rate was higher. Even in the context of non-formal education of the children, the timing of the classes were based upon the convenience of the children hence the village centres recorded higher attendance (Baxi & Prasad, 2005).

#### ***Public health and policies***

In the recent years Public health has become a very important aspect of the overall health policy of Britain. It is also been termed as the ‘new’ public health based on the driving force of ‘Health for All’ strategy introduced by the World Bank in the year 1997. In public health policy of UK from 2006 onwards, more emphasis has been laid towards providing health care to the socially marginalized people of the society. In the health policy it has been practically debated that the policy on health should be more of strategic rather than being a lobby in the society, where whichever lobby shouts more intern receives higher attention. Also it has been generally found that although the health professionals are good with patients when it comes to health education, the irony is that their voices are hardly heard in public meetings held for discussing health policy. There is still a need for a high level of awareness among the leaders for making them realize the beautiful ways in which they could influence on a larger scale in terms of health and health care services in

different areas of clinical work. More importantly policy making at the ward and trust level and wholly influencing the local policy development can be considered as a more sensitive and practical approach for developing a sustainable policy in spite of leaving everything on the aegis of the government and later criticizing it for its loopholes (Barr & Dowding, 2008).

#### **Community Health project under CSR department in Ambuja Cement**

In a case study of Ambuja Cement conducted by Kailash Soudani and Renu Jatna, while talking about the health care it has been found that health care is the most common issue in the area of study. As a result a team took the responsibility of spreading awareness messages among the villagers. Along with this regular running of mobile vans was prioritized and health camps were organized as well (Jatana & Crowther, 2007).

#### **2.4 COMPUTER LITERACY IN CSR**

Tata InfoTech in an initiative to impart computer education established a computer at Vatsalya. Tata InfoTech's Education Division played a very important role in making it happen. A small group called 'CAUSE' was made by the volunteers for facilitating the planning and implementation part of the project. The objective behind is to impart computer literacy to the inmates and the staff members, and further to give them training to conduct the centre by themselves. At the primitive stage the classes were organized keeping in mind the children. Only two children at once were allowed to use a computer. Along with this for the convenience of the children were organized in the evening, added with extra sessions on the Saturday evenings. Basic training was imparted to the children with the help of a C-D prepared by Tata InfoTech, containing picture and simple information with basic feature of Windows Paints, MS Words and MS Excel. They enlisted volunteers who their batches, through this the teachers and the students will be benefited.

#### **2.5 DRINKING WATER SUPPLY PROJECT**

Safe drinking water being the main and the most basic human right of every human being in the world, but still India as a nation even after 70 years of our economic and political independence, have not been able to ensure this right to every citizen of our country. In the year 2000 the then Prime Minister Mr Atal Bihari Vajpayee, clearly confronted the problem of safe drinking water in the country. The emphasis being the scarcity of water and also towards the unequal, irrational, and unjust distribution across the country. In the same context the Government of India under the National Water Policy on the year 2002 stated that the prime concern of the government should be the prime consideration. Also that the fulfilment of the drinking water requirement of all the human beings and all the animals should be the primary charge on the available water. A programme called *Swajaldhara* was introduced by the Mr Vajpayee in the year 2002 with an aim of providing drinking water to every household in every village.

The focus of the paper being firstly towards universal access to minimum daily quantity of safe water for drinking. The standard about a 'minimum' ranges between 20 litres per capita per day (lpcd) (UNICEF 1995); to 40 lpcd (GoI norm) to a more liberal 50 lpcd (Gleick, 1998) in

accordance with the Government of India norm. Secondly being the cost effective mode of water delivery. Along with this household and community level water options are placed at the bottom of the model of drinking water sector. The article by Gleick (1998) focuses on various variables like nature and extent of access to, and its quality and quantity of water supply in rural and urban areas as well. The treated water being priced below its cost and along with this the continued failure of the municipal corporations and related authorities in context of ensuring safe drinking water supply to every household. The paper also proposes that there lies even more scope for the involvement of private players in the sector in providing new services like the BOT contracts in Trupur and Sonia-Vihar. Many of the issues discussed here are in context of recovering the cost, institutional coordination and also the common resource policy to play a vital role in the research and policy reforms in the area. The paper concludes that there is very high requirement of expanding towards long term access to safe drinking water, which does require high amount of conservation of the water resources. Also that around 90% of our fresh water goes into use for agricultural purposes; hence a sincere attempt needs to be made to shift this trend of water usage from agricultural to domestic sector (Mckenzie & Ray, 2004).

#### **Reforms in Rural Drinking water supply**

In context of the sustainability of the common assets it is many a times argues that as a matter of policy it should indeed be the responsibility of the government for providing community drinking water supply systems and at the same time the maintenance and safekeeping of such assets should be the responsibility of the community itself. This is so because with time, the assets will demand some sort of maintenance for their proper and continued usage. The cost of maintenance of such assets will consume a large amount of money, as a result leaving fewer windows for developing new schemes. Hence the maintenance being financed by the users makes it more cost effective and also reduces the interference from the outsiders. Also the people belonging to the below poverty line category need to be subsidized when it comes to the monetary expenses, in order to make the system more sensitive and contextual.

The author has himself been involved in the evaluation of Karnataka Integrated Water Supply and environmental sanitation schemes (KIRWS and ES), a project funded by World Bank. The objective behind was to reduce the public expenditure on the maintenance of such assets and to provide alternative for safekeeping it through the money generated by the local people as a revenue out of such assets. This would help the local people to become self reliant and the master of their resources in actual sense without any support from the government. Also, through this the government would be able to save a sum of Rs 75 Crore per year. It has been rightly argued in the article that involvement of local people in the planning and implementation of the policies and programs is important, but equally important is the participation of the community in maintenance and safekeeping of the assets. In other words a proposal has been made through the project, for developing a community based institution as Village Water Supply Committee, which would be responsible for the supply of water. The president of the Panchayat is proposed to be the chairman of institution along with having 33% reservations

for women. After imparting training and supervision to the committee members, the quality of services offered and the longevity of the community assets could be reaped for a longer period of time. This would solve the problem of water supply and sanitation on one hand, meeting the needs of the local people, and on the other hand would also reduce the disputes and bring peace and harmony to the locality at the same time. As a result the whole process would lead to the prosperity of the village community as a whole (Veerashekhara, 2000).

### III. METHODOLOGY OF THE STUDY

In this chapter, I have justified my entire process of the research and how I answered to the research questions of the organization. This is to make the readers understand about the sampling process, parameters on which I had selected samples, what were the sources of data and what were the methods that I chose for data collection with justification and this will be followed by time frame and limitations and lastly there will be a data analysis and interpretation.

#### 3.1 OBJECTIVES OF THE STUDY

To come up with the outcome level results of the four on-going CSR activities namely 'Cattle breed improvement project', 'Water supply project', 'Village health camp' and 'Computer training project' and to find out and document successful case studies related to 'Cattle breed improvement project' and 'Computer training project'.

#### 3.2 RESEARCH DESIGN

In my 'synopsis', I had prepared the following Research Design-

The study will be guided by retrospective-prospective research design. It is a kind of research design where the researcher tries to access the outcome/ impact level result through happenings in the past (Panda, 2017). It will find out the post intervention impact, by taking help of the studies done before. At the same time it will also help in planning for the future, which will ultimately benefit the people of 'Khor'. It will be a diagnostic research design which will answer to the questions namely-what is it? How is it? Why is it? What it will be? What it should be?

#### 3.3 SAMPLING TECHNIQUES

I chose different sampling techniques for all the four activities. These are categorized as follows

##### Firstly talking about the sampling for 'Cattle breed improvement project'

POPULATION SIZE (No. of farmers associated with the project in all 16 villages)	NO. OF SAMPLES	PARAMETRES FOR SAMPLING
550	10 Samples from 4 villages namely <i>Khor</i> , <i>Kesharpura</i> , <i>Suwakheda</i> , and <i>Segwa</i> )	<u>KHOR* &amp; KESHARPURA-</u> These two villages are around 0.5kms far from the plant and more number of farmers associated. Similarly <u>SUWAKHEDA &amp; SEGWA-</u> Because these two villages are approximately 11kms far from the cement plant. Also because SEGWA village has least no of beneficiaries

\*Also, to understand the ground reality, '*KHOR*' was selected in the sample because there were also a few cases of accident during the delivery process, due to which there were four deaths of cattle registered. So, I decided to take this village as sample because this sample will fulfil

two different parameters namely, firstly- second most numbers of farmers associated (53) and secondly- most numbers of deaths during delivery compared to other 15 villages.

##### Secondly, the sampling for 'Water supply project'

POPULATION SIZE (Beneficiaries)	NO. OF SAMPLES	PARAMETRES FOR SAMPLING
4,704 HOUSEHOLDS	05 beneficiaries from 4 villages namely ' <i>Kundla</i> ', ' <i>Damodarpura</i> ', ' <i>Khor</i> ', ' <i>Suwakheda</i> '	<u>Distance from the plant</u> <i>Kundla &amp; Damodarpura</i> are far distant from the plant where as <i>Khor &amp; Suwakheda</i> are near the plant

##### Thirdly, sampling technique for 'Village health camp'

POPULATION SIZE (Beneficiaries)	NO. OF SAMPLES	BASIS FOR SAMPLING
25-30 in one camp in one village (approximate figure)	05 samples were selected from four villages namely- ' <i>Khor</i> ', ' <i>Kundla</i> ', ' <i>Nagda</i> ' and ' <i>Maheshpuriya</i> '.	i) ' <i>Kundla</i> ' because this village is situated in mines. ii) ' <i>Khor</i> ' because this village has highest number of asthma patients. iii) ' <i>Nagda</i> ' & ' <i>Maheshpuriya</i> ' because in these two villages there is no reported case of Typical Prevailing Disease

**Fourthly, sampling for ‘Computer training project’**

POPULATION SIZE (Beneficiaries)	NO. OF SAMPLES	BASIS FOR SAMPLING
Total number of students enrolled= 93	12 Students	i) 03 Samples (students under std. X) ii) 03 Samples were students of high school (std. 11 <sup>th</sup> and 12 <sup>th</sup> ). iii) 03 Samples were working men. iv) 03 Samples were married females.

**3.4 SOURCES OF DATA-** Census report, annual report of the organization, block office, documentary about ‘Ultratech Cement’, survey report prepared by ‘Nanhe

Theatre’, Ajmer, aanganwadi etc. And primary data was collected by direct personal investigation in the field.

**3.5 TOOLS AND METHODS OF DATA COLLECTION**

ACTIVITIES	METHODS	TOOLS USED
CATTLE BREED IMPROVEMENT PROJECT	INTERVIEW (structured and unstructured), ORAL NARRATIVE	Interview schedule
WATER SUPPLY PROJECT	OBSERVATION (participant and non-participant observation)	Manual recording, Camera
VILLAGE HEALTH CAMP	OBSERVATION	Manual recording
COMPUTER TRAINING PROJECT	INTERVIEW (structured and unstructured), In-depth, narrative and FGD	Interview schedule

**3.6 TIME FRAME AND LIMITATIONS**

TIME PERIOD	ACTIVITIES
25 <sup>th</sup> April to 10 <sup>th</sup> of May, 2016	Organizational Training (OT)
11 <sup>th</sup> May to 25 <sup>th</sup> of May, 2016	Data Collection for all four activities
26 <sup>th</sup> May to 31 <sup>st</sup> May, 2016	Compilation of Data
1 <sup>st</sup> of June to 11 <sup>th</sup> June, 2016	Conducted 05 PRA Exercises in ‘Kundla’ and ‘Damodarpura’ village respectively.
12 <sup>th</sup> of June to 14 <sup>th</sup> of June, 2016	Interim draft report submission of all the PRA exercises and midterm evaluation study.

**Limitations-**

- a) Lack of time to prepare research proposal.
- b) There was conflict of interest between me and the organization because the organization demanded that I conduct ten PRA exercises in two villages which took sixteen days time. This wasn’t relevant to my topic of study.

I also conducted five PRA exercises in two villages namely, ‘Kundla’ and ‘Damodarpura’ and this was not related with my topic and neither with the impact study of the four on-going CSR projects. This hampered my entire research because I could had gone for more field visits and could had interacted with more beneficiaries to have a more clear understanding. Also, on 12<sup>th</sup> of June, the organization asked me to conduct a priority assessment for the on-going CSR activities. The idea behind this was to know that whether the CSR projects are reaching to all or does it benefit only to a handful of people. Secondly, to understand the needs of the people and according assisting the management to design a new CSR project for the village ‘Damodarpura’ because after few months the company will start its mining in this village. This was to win the trust of the people of the village, because mining will require displacement of the people. This was again not

related to my study title or with my midterm impact assessment study. This was the conflict of interest.

- c) I also found it difficult to interact with the people, because there was an accident in the plant, where a villager died. Due to this, during my field visits, most of the villagers had not shown any interest in talking with me, because of the fact that I was doing my internship at ‘Vikram cement works’.
- d) Weather condition was hostile. Temperature was around 42-46 degree during the day time. Due to this, it was difficult for me to visit the field for data collection and interacting with the people.

**3.7 DATA ANALYSIS AND INTERPRETATION-**

Since I had conducted qualitative study for assessing the outcome level result, I analysed the data through the lens of impact that the projects make in the lives of beneficiaries, in terms of whether the projects are able to bring a positive impact in the lives of people or not. Secondly, I have used lead questions of my interview schedule, through which I have tried to interpret the data in terms of among the sample sizes, how many respondents were satisfied with the on-going projects. Reason there by is to understand the ground realities. Thirdly, I have also used several photographs that I had clicked during my investigation. I



have also tried to interpret and compare with the various literatures that I had reviewed earlier.

#### IV. ORGANIZATIONAL AND AREA PROFILE

M/s. UltraTech Cement Limited (Unit: Vikram Cement Works), earlier Vikram Cement (A unit of M/s. Grasim INDUSTRIES Ltd.) is nestled in Malwa region of Madhya Pradesh, at Village: Khor, Tehsil: Jawad, in Neemuch district and bordering Rajasthan. On the website of Ultratech Cement the following information is provided. It is one of the biggest players in the Indian cement industry, a product of the Indian multinational conglomerate – The Aditya Birla Group that was founded in 1857. It is one of the modern cement plant equipped with state-of-the-art technology to attain highest standard of productivity, safety and environmental management. UltraTech Cement Ltd. is the largest manufacturer of grey cement, Ready Mix Concrete (RMC) and white cement in India. It is also one of the leading cement producers globally. UltraTech as a brand embodies 'strength', 'reliability' and 'innovation'. UltraTech Cement is also India's largest exporter of cement reaching out to meet the demand in countries around the Indian Ocean and the Middle East ([www.ultratechcement.com/](http://www.ultratechcement.com/)).

Vikram Cement Works has an existing Cement Plant Complex comprising of Cement Plant (4.0 MTPA) & two Limestone Mines {Limestone Mine- I[442.923 ha] with production capacity of 5.5 MTPA & Limestone Mine-II [342.612 ha] with production capacity of 1.5 MTPA} in Village: Khor, Tehsil: Jawad, in Neemuch district of Madhya Pradesh. The total population in the buffer zone (10kms), as per 2001 Census records, is 100501. Schedule Caste fraction of the population of the study area (10kms) is 12.67% and Schedule Tribe 10.02%. Percentage of literacy is 57.80% and that of workers those actually engaged in occupation is 49.15% including, 37.53% of Main workers & 11.62% of marginal workers. Rest 50.85% of the total population, are considered as non-workers.

#### 4.1 GEOGRAPHICAL DETAILS

Neemuch is an important region of Madhya Pradesh which is known for its unique geographical features and climate. The unique geographical feature of this place is its soil and pleasant climate because both play immensely important role in sustaining and aiding the growth of agriculture sector-called as the lifeline of Neemuch District. Mainly four types of soil are found in Neemuch District, i.e. Deep Black Cotton Soil, Red Loamy Soil, Late rite Soil and Alluvial Soil. Narmada and Gambhir rivers pass through this district and this sacred district is considered to be the lifeline of this state. Morwan Dam is the only dam available in the state therefore it is solely responsible for providing water for drinking and agricultural purposes. It has also become into a fine tourist attraction of the district. Geographically, Neemuch is quite a rich place and is known as home to rivers, dams, flora and huge reservoirs of soils and minerals (Wikipedia, 2017).

#### 4.2 ADMINISTRATIVE UNITS

##### *Civic Administration in Neemuch*

The Civic Administration in Neemuch is looked after by the District Collector who looks after the social and economic development of the region. Constitutionally, his

main responsibility is revenue and tax collection from entire district.

##### *Neemuch Nagar Palika Parishad*

As per current administrative division of Neemuch District, there are 13 Nagar Palika Parishad in the entire district. But Neemuch Municipal Councils the most important, since it is the administrative headquarter of the district.

##### *Police Administration in Neemuch*

Importance of efficient law and order in civic administration of any region is very much obvious. Neemuch region as a whole has been violent free region for most period of time. Here no major communal and caste violence has ever taken place.

##### *Public Representatives in Neemuch*

Neemuch has 3 assembly constituencies and one parliamentary constituency which it shares with its neighbouring Mandsaur District. The public representatives are solely responsible to raise the social and economic issues in Vidhan Sabha and Lok Sabha.

#### 4.3 DEMOGRAPHIC DETAILS

According to the 2011 census Neemuch District has a population of 825,958, roughly equal to the nation of Qatar or the US state of South Dakota. This gives it a ranking of 477th in India (out of a total of 640). The district has a population density of 194 inhabitants per square kilometre (500/sq. mi). Its population growth rate over the decade 2001-2011 was 13.76%. Total number of households available in Jawad Block (Neemuch) is 4704. Most of the villagers are having pacca houses and also they lie in the Above Poverty Line. Neemuch has a sex ratio of 959 females for every 1000 males, and a literacy rate of 71.81%. Electricity Supply is also available to most of the houses. Cow and Buffaloes are the two most important cattle that are available in the villages and people use them for multiple purposes (for agricultural purpose, milking purpose). Local people are very much aware about the Government programmes and schemes, and the level of participation is very much high among them in any of the activities which is being carried out in that village (Wikipedia, 2017).

#### V. FINDINGS AND ANALYSIS

I have classified this chapter into four sections, and each of the four sections are again divided into two parts. The first part of all sections will portray my findings (part a), followed by its analysis in the second part (part b). Since I carried out midterm impact assessment studies of four on-going CSR activities, I had gone for qualitative research. This was because through qualitative research, my objective was to understand the reasons behind any happening. And therefore, I also have used figures and graphs as and where required to present my findings for the data that I had collected by the means of questionnaire and interview schedule.

##### 5.1 CATTLE BREED IMPROVEMENT PROJECT

*Part A-* In my interview schedule, there was a question (number 12), where I asked from the farmers that what are the reasons for which you call the doctor from the company? In this, 35 out of 40 respondents answered that they had also contacted the doctor, when ever their cattle were ill or when they felt that cattle need medical assistance. And then again in question (number 13), 23

farmers out of 40 replied that they had also consulted the veterinary doctor during the night time, when they felt their need. During my data collection through FGD, one farmer 'Shyam Lal' of 'Kundla' village stated that the project is for all categories of animals (which also include goats and hen). But, this was not true because of the fact that even though 'Shyam Lal' has 7 cows in his residence and he is also into dairy business, but only because of the fact that he shares a warm relation with the CSR employee of the company, he told to the entire group that this project covers all animals and he himself had consulted many a times for his goat and hen.

**Part B-** During my field investigation, interestingly I came to know that many farmers are not completely aware about the project. They believe that this project is for overall maintenance of their cattle. Most of them (88% of the respondents) said that they do not exactly know the objective of the project (figure 5.1). They call and rang the doctors for artificial insemination as well as when they feel

that the health of their cattle is not fine. But, the main and prime objective of the project is to just assist the farmers by doing artificial insemination of their cattle, using the high quality (scientifically developed) sperm of bulls, to increase the breed of the cattle, so that the milk production can be increased and the farmers can thus increase their income and standard of living. The doctors from the companies will not render any service (neither chargeable nor for free), for any other service other than doing the breeding. But most of the farmers were not aware of this, and this resulted in misunderstanding among the farmers about this project. And since this project was started last year, the actual impact can be seen at least five years down the line. This is because the pregnancy period of a cow is approx nine months, so in order to have a complete improvement of the breed, we need to wait for next five years, because the newly born calf will again give birth to new calf after say two, three years.

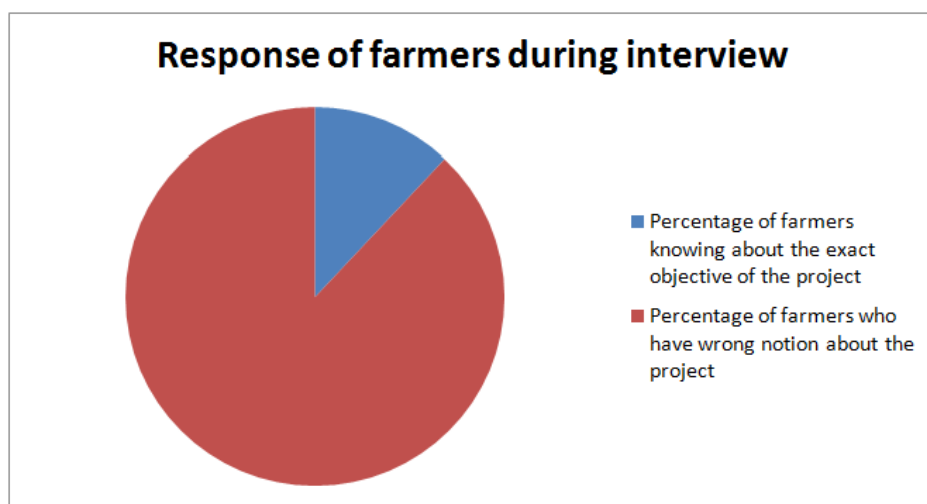


Figure 5.1: Percentage of farmers knowing the objective of the project

During my data collection through FGD, I came to know that there were 3 farmers all together in 16 villages whose cattle have undergone accident in terms of losing their calf or even the mother cow (in one case) during delivery. Now, these farmers do not know that this project does not cover any such damages and there will be no compensation paid later on. This was because during their campaign for this project the company failed to mention about the list of services the company will render and what are the aspects which will be not be covered under the project.

### 5.2 DRINKING WATER SUPPLY PROJECT

**Part A-** I used observation as my tool for collecting data. 18 out of 20 respondents said that the water supplied to the tankers in the village was sufficient in terms of quantity, but the timing for the tractors which comes with the water was not fixed. 19 out of 20 respondents agreed that the water was coming from mines and was not safe for drinking.

**Part B-** Being a rural development professional I need to analyze my findings for this project from a 360 degree perspective. Firstly, during my field visits, I witnessed that the women of the villages were standing in a queue in hot

sunny days and this affects the health of the women negatively. Secondly, the water which was transferred in the cement container in the villages was open from top. And this lead to exposure of the drinking water with dust, germs and several other insects. Thirdly, the nomenclature of the project was "Drinking water supply project", but the water was carried from the limestone mines. So, the project does not lack the technical issues, but it lacks the managerial issues. Reason thereby are (a) water was not treated before sending it to villages, (b) time was not fixed and (c) there were also several cases of water borne diseases in the villages.

### 5.3 VILLAGE HEALTH CAMP

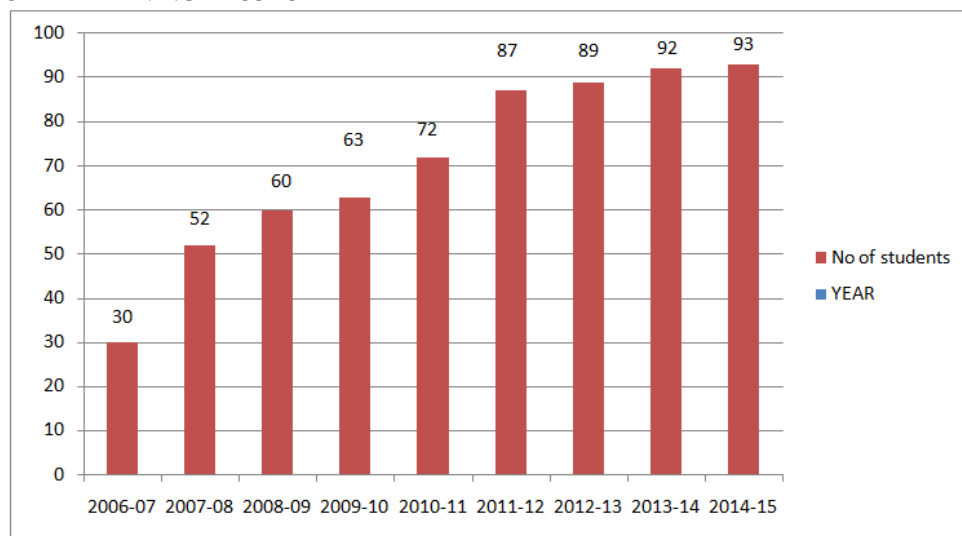
**Part A-** During my field visit I found that 16 out of 20 villagers said that the company organizes the health camp in a systematic manner in terms of the timing and place. And 15 of them said that the doctor looks after all the patients in hurry and the doctor gives them the same medicine each time. Further, I observed that the medical doctor looks after 25 patients (as a target) and then she winds up the camp and move to other village. 10 villagers said that the doctor tries to provide them with de worming

medicine and 19 of 20 said that every time they get a health tonic from the company.

**Part B-** The doctor looks after the patients in hurry, as she had to organise the camp in at least two villages per day. Secondly, the villagers were not really interested in the camp because during my investigation, when I tried to communicate with them, they said that the camps are of no use, because we get only basic medicines for cold, cough and fruit tonic which is really of no relevance. Most of them said that the doctor call them from their home and she gives 2-3 basic medicines and she tries to complete her target for the day. 20 of 20 said that if the company really cares about their health, then instead of organising a village health camp, the company should provide them health care

facilities in the 'Vikram hospital', which is near the plant. The interesting part is that 19 of 20 said that the company do not want that the villagers from the nearby villages should come to the hospital and their prime objective behind the hospital is to provide health care to its employees, so because of this the company organizes the health camp. Personally, I also believe in the same manner and I analyse that the company has a very well furnished 40 bed hospital in the colony, near the CSR office, so there's actually no need to go in the villages for the camps. Instead, the company can reduce the gap and break the ice between the company and the villagers to make them feel free to visit the Vikram hospital when they need

#### 5.4 COMPUTER TRAINING PROJECT



Graph cited from annual report of the CSR department of the company (Unnati, 2015).

**Part A-** In my interview schedule there was a question (number 3), in which I asked from the learners that do they have computers or laptops at your home? And 12 out of 12 samples said that they do not have any of these at their house. And then in question (number 5) I asked them that how do they practice the exercises which they learn at the centre, so all of my respondents said that they have no option for this and so they cannot do anything. There was only one internet cafe in the village and therefore, every one cannot go and practice their learning and all of them cannot pay the charge.

**Part B-** This project is working well and during my personal investigation I found that the learners were very motivated and were very regular in the classes, however there were also a very few cases of irregularity. The project aims at making the enrolled beneficiaries learn about the basics of computer not only through theories, but also by making the students learn through practical implementation. Through enrolling in the project, the learners also acquire skill of functional literacy, which they can apply and use later in their career. This also ensures that the project is able to bring about a positive impact and change in the lives of rural masses. This project also acts as value addition in the career of the rural students. Students undergo basic computer training. The training is generally for 3-4 months. After the training is over, the students face difficulty in retaining the concepts. The book which is

provided to them lacks clarity, in terms of print, pictures etc. It is very unrealistic to say that all the learners do have laptops or personal computers with them at home. So, it becomes very difficult for them to analyze and practice the concepts. During the year 2006-07 and 2007-08 there was an increase in 22 students getting enrolled, but after that year the number gradually increase but the increase was not so fast. During my investigation with the teacher, who imparts computer literacy to the villagers (Mr. Deepak Kumawat) said that the increase was because of the proper and rigorous advertisement and campaign that the company had done, but after the year 2008, the number of students enrolled was not so high because there is a misconception among the villagers that the company charges money for imparting computer training.

#### VI. DISCUSSION AND SUGGESTION

Fr. Alex Ekka S.J. has talked about the meaning of 'development' during his lectures in the class. He said that development is a process of bringing a change in the socio economic life of the people and from illiteracy to knowledge and education. But, interestingly, the nature of change is not mentioned in his reading materials. And during my fifty days of SIP, I could not realise whether the rural development initiative of the organisation is bringing a positive impact or the change is just temporary. Firstly, for the cattle breed improvement project it is very clear that

the villagers will be impacted positively in terms of their income level will increase and their standard of living as well. So, new doors for dairy business can be opened in the days to come. This can be said as development project. But, this does not match with the computer training project. This is because the follow up of the Computer training project is not there and what the students learn in the classroom, they have no option to practice and therefore the retention aspect will always have a question mark. Reason there by, the students learn ms excel, ms word, power point presentation and so on, but the question of the matter is whether and how will they retain their learning. The company targets mainly the school going students and make them learn. So, they can provide the students with a colour printed theory book which will have several chapters on the basics of computer, followed by several practice exercises. The CSR department can also start with a new session for practice. Wi-Fi/ internet facility is an important aspect, because making the students learn about the use of internet and making them understand about the benefits and positive aspects of internet is also of vital importance. What I had reviewed about the other corporate that are into computer literacy, my findings agree with what TATA group does. There are many similarities between these two projects. However, the only difference between these two initiatives is that the students who are associated with the TATA get practice hours on Saturdays which the students of Vikram Cement do not get. So, here lies the major gap between my research and the literature.

Secondly, during a survey conducted by the Economic Times on 5<sup>th</sup> and 6<sup>th</sup> January, 2007, where seventy five of the respondents agree that CSR enhances the brand value (Shodganga, 2007). In this line my study also shows, but there were also several instance where due to CSR, the brand value and rapport between the company and the people residing near the vicinity of the plant got weak. This is because during my field visits to village 'Damodarpura' where I conducted the priority assessment of the CSR projects (to assist the management) for developing an R&R plan for the villagers, CSR seems to be of no use. The villagers in fact developed a negative mind set regarding the company, because it's quite obvious that most of the villagers are not willing to give their land and house to the company only because the company wants to expand its operations. In my view, the survey can be again conducted with the respondents on the other side will be those who already had or who are going to lose their land or who adversely got affected due to the expansion or land acquisition by the company.

Baxi and Prasad (2006) in their book have discussed that he CSR projects should assist the Government in their developmental projects and also that CSR should not be implemented as a separate and substitute to the Governmental projects. During my field visits, it was clear that the developmental projects of the Government gets support in terms of the project implementation through collaborations with various organisations like Vikram Cement. For instance, there are various programmes of sustainable livelihood and skill development projects for the youths in which, the shadow of Government's leading scheme of 'Skill India' can be seen because ultimately the youth get jobs in the industries nearby. Vikram Cement has partnered with several Government organizations like department of agriculture, department of livelihood development, department of women and child development

for its various CSR programmes. Singh (2010) in his book has said that the suppliers are the integral part of business enterprises. This is because they are responsible for supplying goods and services and assist the company to operate. There are only a handful of companies who have a planned system of vendor monitoring. But we cannot ignore the fact that their numbers are very low. In my SIP period, when I enquired about the limestone mines from where the raw material comes for cement production, I personally visited few mines, which were very near to 'Kundla' village. There I witnessed that the workers were provided good working conditions in terms of their safety, hygiene, water facilities etc. The limestone was then carried through a belt till the manufacturing unit. The cattle breed improvement project of the company fails to make the farmers understand that if they will bring the cattle from other places, then with the change in air, water and environment, the milk output will also go down. There is no security that a cattle which gives 15 litres of milk for instance in a place for example Anand (Gujrat), will give same quantity of milk in the Khor village. And therefore, it is said and advisable to go for cross breeding through artificial insemination. This will ensure that the newly born calf is adaptive to the environment from the very first day. This is what is mentioned in the literature review and was also my findings during the research. I had conducted several FGDs with the farmers, where the farmers also said the same.

Regarding the water supply project, according to WHO (World health organisation) every Indian requires at least 3-5 litres of drinking water to stay healthy. And during my observation and focussed discussion with the village ladies, the amount of water supplied by the company is far more than the required. However, the project lacks several managerial issues. Timing and cleanliness to name a few. In my view, if possible, the water should be treated before sending to the villages and the tankers should be cleaned on regular basis. Village health camp is a major topic because the cement industry falls under the category of extractive industry. Even though the company has several certificates through which the company can claim that it has no or very less negative impact in the people's life. But we cannot deny from the fact that even then there is pollution and dust particles in the air. Baxi and Prasad have discussed about the corporate citizenship and they say that the corporate need to take care of the people and should take part in their overall development. In my field research, I found that the employees of the company were having good rapport with the villagers and they always try to be associated with them. In this project, the company can encourage the villagers to come Vikram hospital for treatment. This will also foster and improve the relation between the company and the villagers (stakeholders).

## VII. CONCLUSION

After completion of my SIP, personally I feel that CSR is important not only because of the fact that it adds value towards the brand building of any company but, it is also important for the corporate players to make their business sustainable in the long run. The main objective of conducting the research has been achieved but, in the case of 'Cattle breed improvement project' I feel that the outcome level of result can be witnessed at least four to

five years from now. And therefore if further research has been conducted for this project, we need to gather data for each and every beneficiary and we need to develop proper feedback mechanism, so that it is ensured that the result can be seen and understood properly. Apart from that the other objectives are achieved and I believe that the other initiatives are more or less aligned with the initiatives taken by the Government of India to improve the lives of people. However, with the introduction of the new law which makes it mandatory for the corporate to spend at least two percent of their profits on the social sector, interestingly

Vikram cement works far more what the Government had made mandatory, so the corporate also use CSR as a weapon to create soft corner in the heart of the customers, which I feel is not a good practice, because one cannot deny from the fact that even the company had a certificate of pollution under control, but even then the pollution and noise from the plant affects negatively especially, to those who reside near the manufacturing unit. And therefore it is the obligatory duty of the corporate houses to do some developmental work for the people who reside near the plant.

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