CSR Best Practices in Public Sector Enterprises:

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Department of Public Enterprises - IIT Bombay
Projecting best practices for scaling up

- CSR has emerged as a significant factor for development projects, mostly but not exclusively, rural.
- In India, CSR has now been mandated through an Act.
- Its implementation is still in a transient stage.
- There is a considerable component of reactive decision making in response to requests rather than proactive planning.
- Inadequate documentation of the procedures and practices.
- Various Constraints faced in the Public Sector
Projecting best practices for scaling up ……

There is a need to move away from a CSR that is

1) **ad-hoc** (based on individual perceptions without much homework)

2) **reactive** (reacting to proposals) and

3) **compliance oriented** (Letter of the law than spirit)

to a CSR that is,

- **Systematic** (Decide sectoral priorities before hand),
- **Proactive** (Seeking out or designing high impact niche projects), &
- **Responsive** (Have societal orientation)

**THIS IS WHERE PSEs CAN LEARN FROM BEST PRACTICES OF EACH OTHER AND EVEN FROM PRIVATE SECTOR**
Some of the initiatives supported by PSEs (among others)

- Million solar lamps: IIT Bombay (IOC, IDEA among others)
- Nanhi Kali: NANDI (HPCL, ONGC, GAIL)
- Apple orchards improvements: TERI (CONCOR)
- Thalassemia cure among children: MoHFW and CIL
- Working clusters of individual toilets: TERI (CIL)
- Skill development: CIPET (PGCIL, HAL, CIL)
- River rejuvenation: IAHV, an NGO (HAL)
- Medical college in Odisha: MCL
Salient features:

1. **Million solar lamps (now 7 million !):**
   - Solar Reading Lamps to children studying with kerosene lamps
   - Assembling by local women’s group: Hence local repair and maintenance capacity.
   - Component cost reduced through open source specifications and tendering

   - **IMPACT:** Improved academic performance, less indoor pollution, Rural livelihoods, lamps put to various other uses including use in kitchen, cattle shed.

   - Tribal women in Dungarpur have now set up factory to manufacture solar panels of 2 Watts to 100 Watts and are able to provide solar home lighting systems

   - **MNRE supporting IITB to scale up to 7 million lamps**
Salient features:

1. **Nanhi Kali** (HPCL, ONGC, Oil India, GAIL among others)
   - Coverage of girls from poorer households for learning from class 2 to 12.
   - Teaching support, learning kit and dignity kit (sanitary pads and under garments) provided.
   - All girls go to Government schools
   - Digital learning kit introduced

   **IMPACT**: 3 lakh girls benefited so far (Since 2005).
   - High retention in class 7-10
   - Digital learning kit has improved learning and teaching
   - HPCL currently supporting 13,000 girls
Salient features:

1. Thalassemia cure for children through Bone Marrow Transplant

   ➢ Bone marrow transplant can be one shot cure for Thalassemia in many cases but it is costly (about Rs 10 lakhs).
   ➢ Collaboration with MoHFW to identify 4 suitable hospitals, and the parent body to process the cases.
   ➢ Limited to cases where sibling is the donor
   ➢ CIL covers the cost of BMT for children in poorer households

   ➢ **IMPACT**: 70 children completely cured as of today.
   ➢ Two more hospitals being added to increase coverage
   ➢ Request for including cases aplastic anaemia under consideration
Salient features:

1. **Sanitation cluster with high adoption**
   - Cluster of 38 villages in Purulia selected for coverage
   - Part of overall village development efforts
   - Considerable efforts spent in awareness creation

**IMPACT:**

- Above 4000 toilets completed out of a total of 5660 to be completed.
- Cluster of 38 villages taken up.
- Very high usage (6) to high usage (12) in number of villages.
- The cases of medium usage (50 to 60%) being studied.
Salient features:

1. **Skill Development through CIPET:**
   - CIPET is a government organisation
   - It has a good track record in placement (80% plus) 17266 candidates placed out of 20709 in 2016-17
   - It trains in relatively new skill area
   - Training duration is not very long.

2. In view of these a number of PSEs prefer to place CSR funds with CIPET for training purposes.

3. These include CIL, PGCIL, HAL, MDL and ONGC

4. PSE may therefore consider a long term investment in CIPET for infrastructure support.
Salient features:

1. **Kumudavathi river rejuvenation:**
   - Long term engagement
   - 6 mini water-sheds worked upon, out of 18 to be covered
   - River feeds into Tippa Gondana Halli reservoir which supplies water to Bengaluru

2. **Impact:** Improvement in ground water.

3. **Revival of defunct bore-wells and open wells**

4. **Increase in vegetation.**

5. **Increased retention and availability of water observed in tanks.**
Medical College at Talcher

Mahanadi Institute of Medical Science and Research (MIMSR)

- Project Cost: 492 Cr  Work started: April’2016; Scheduled completion: September’2018
- Student intake capacity : 100 students per year
- Hospital capacity : 500 bedded, Others Hostels : 235 & Residential Accommodation : 110
- Status of progress: Civil works of All building Completed; Up-gradation of existing Hospital is in progress
- Furniture:– Tendering Stage
- Medical and Non-Medical equipments : specification under finalization
Takeaways:

1. Need for a capable implementation partner.

2. **Long term support** can help the project to improve, scale up and diversify e.g. Solar Lamp project, Nanhi Kali, Bone Marrow Transplant support or CIPET.

3. PSEs need to **proactively identify good projects** and lock their investments for a longer duration. This will reduce ad-hocism considerably.

4. PSE should **identify niche areas and try to saturate** the given niche. This will also help brand building.

5. Few **big ticket projects** like a Medical College can also be taken up.

6. They should adopt **each other’s good practices** and even think of co-funding to make project scrutiny more robust.
Takeaways:
1. Can we follow a long term strategy?
2. Can we bring in our managerial expertise?
3. Can we reduce misery? 
4. Can we pursue excellence? 
5. Can we team up with each other?
6. Can we learn from each other?
7. Can we demonstrate Game Changing practices?

IF YES, CSR IS A HUGE OPPORTUNITY for

“CONTRIBUTING TO NATION BUILDING”
THANK YOU