

CSR Best Practices in Public Sector Enterprises:

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Department of Public Enterprises - IIT Bombay



Projecting best practises 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 practises 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”

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