
UNIT 4 COLLECTIVE ACTION AND COLLABORATION

Structure

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4.1 INTRODUCTION

Collective action and collaboration is necessary for unlocking the potential of cooperation of the collaborating institutions for achieving Sustainable Development Goals (SDGs). There are immense opportunities viz: technological, investment and financial cooperation. Identification of the priority areas would be the first step for the collaborating institutions to proceed with. The roles and responsibilities and the innovative means of funds utilization for speedy operationalization of projects would be the next step. Here mapping the areas of cooperation, modalities of collaboration, potential of establishing networks and outlines of institutional arrangements are equally important. It is necessary to understand that the successful achievement of SDGs wouldn't be limited only to the government but would require civil society, corporates, academic and research organizations to play an important role for the same. With the premise as above, the details in this unit would be covered broadly providing good understanding and way forward action in this direction.

After studying this unit, you should be able to:

- Explain collective action and collaboration
- Discuss the difference between partnership and collaboration
- Explain needs for academia-industry-specialized agencies cooperation and collaboration towards implementation
- Develop understanding on the roles of academia, industry and specialized agencies in the achievement of CSR and SDG pursuits
- Explain methods, procedures and modalities for cooperation and collaboration among academia-industry-specialized agencies

4.2 GOAL 17, PARTERSHIP AND COLLABORATION

Goal 17 focuses on enabling partnerships and collaboration for sustainable development. It calls for an understanding about the partnership and the collaboration, summarized as under.

4.2.1 What is Partnership?

The partnership brings together more than one group/individuals to address jointly a task or challenge, of mutual interest and address the situation positively as per respective strengths. Partnership could be between businesses, civil society organizations, scientists, academics, local communities, marginalized groups, multilateral institutions, etc. Partnership can happen between people or countries or between countries or between sets of people and the basic premise is to share the expertise, technologies and/or resources. Partnerships help take joint action in meeting the respective challenges and solving problems together. Partnership starts with a common shared vision to allow different solutions to different contexts, bringing in the respective specializations and to find solutions to common issues of mutual interest.

4.2.2 What is Collaboration?

Collaboration means a process of two or more people or organizations joining hands to address and accomplish a task and the goal. Collaboration could be between different working groups to have collective voice on number of issues based on its complexity. Collaboration is an enabling element and a potential catalyst to facilitate a system's change. This is to enhance cooperation in achieving the plans and targets.

As an example, one of the focus areas is the international trade and equitable trading system. Another form of collaboration is among the incubators with focus on social enterprise/social start-ups. An incubator typically mentors a start-up for six months to three years, providing resources such as dedicated office space, networking with investors and technical training, among other things. To tackle community problem through innovation, incubators join hands to achieve the larger mission of transforming rural India. Multiple social incubators have their individual strengths but the problem lies in their not joining hands, i.e., collaborative efforts to work on a specific or different issue. Collaboration is similar to cooperation.

4.2.3 What Does Goal 17 Say About Partnership and Collaboration?

The Goal 17 of SDGs emphasizes on the global partnership and collaboration to facilitate effective implementation of the SDGs. It seeks to strengthen partnerships to support and achieve the ambitious targets of the 2030 Agenda, bringing together national and international governments, community, civil society, private sector, business entities and other key actors and stakeholders (UN, 2018).

4.3 CO-OPERATION AND COLLABORATION TOWARDS IMPLEMENTATION

4.3.1 Needs for Academia-Industry-Specialized Agencies Cooperation and Collaboration Towards Implementation

SDGs are diverse as well as closely interconnected. Since the issues covered under SDGs are complex, there is need for collective action to meet the common objective. Therefore, developing relevant strategies and plans for SDGs

implementation should be a multi-stakeholder process. Effective multi-stakeholder engagement involving national and local government representatives, civil society, businesses and science and technology based institutions would be key to successful implementation of the 2030 agenda. Cooperation and collaboration, built on the expertise of individual actors and experience shared by stakeholders from different sectors will help to develop a collective problem solving approach and make it simple to carry out various exercises (e.g., planning, designing, monitoring and evaluation) related to the implementation of the SDG agenda (SDSN, 2015; United Nations – High Level Political Forum, 2017). Industries with their hands on experience, practical knowledge in thematic areas and localized intervention can play the roles of facilitators and catalysts for inclusive growth. Science and technology based academic institutions can provide necessary technical skill and inputs to accelerate this growth, through capacity building, skill development and knowledge and technology transfer. Special agencies across different sectors and from diverse fields have specific role to play, focusing on wide-range of themes addressed under SDGs. To make this collaboration function efficiently, roles and responsibilities of all the key actors and contributions that they can make to the SDG implementation process should be clearly explained. The increased participation of stakeholders not only generates practical ideas, but also increases enthusiasm for the programme itself and thereby contributing significantly towards the success of SDG based measures.

4.3.2 Interface between academia-industry-specialized agencies

- i) **Academia and its role in collaboration:** Universities, institutions of higher education, technical institutions with science and technology base can play a major role in SDG planning and implementation process and therefore, their association in collaboration is crucial. An institute with a strong programme on sustainability science would contribute to sustainable development in many ways. Having an inherent competence with diverse talent and research support, academic institutions can expand the knowledge, skill and talent base, develop and incubate new technologies, bring out new innovations through action research, identify priorities, support strategic planning, design and guide suitable best practices, process and product development and help monitor the agenda through analysis and interpretation of SDG related data. Rather than merely handing over a technology for a specific purpose, academic participation should be more integral, contributing to the design-development-production chain of every company.

Academics are key hubs for capacity building, skill development, and knowledge enhancement. They can provide technical and management training needed for effective operation, management and execution of work plan and strategies and can create new generations of sustainable development leaders. They can play key role in public awareness and education. They can also provide valuable technical assistance to governments, various ministries and other specific agencies to design and support implementation of SDGs.

With the rich expertise and massive knowledge on wide range of themes, academia can provide support and guidance to many start-ups/incubators/industry based working groups to deliver on ambitious projects. The

academic institutions can further supplement their efforts on wide array of issues to enhance energy efficiency, water conservation, wildlife and biodiversity conservation, pollution prevention, waste management, ecosystem protection etc. India has over 100 incubators who are mostly housed in academia and are mainly funded by government agencies.

- ii) **Industry and its role in collaboration:** Industry is an enabling element and a potential catalyst to bring out a system's change, so its collaboration is vital - both to the specialized agencies such as civil society organizations and the academic institutions. Through their treasured acumen and massive experience on markets and their requirements, business sector has a strong role to play in SDG implementation. Companies/corporates can contribute towards these goals by utilizing not just their capital, but also their reach, resources, technology, research, knowledge and innovation. They can bring in practices, policies and solutions that are designed to contribute to the sustainable development agenda (KPMG, 2017). They can develop pragmatic approach in realizing the SDGs, instigate transformational change in localized economies and implement solutions which can have sustainability implications. Citing the Article 67 of 2030 agenda, Box 1 further explains the critical role of business sector in SDG implementation process (UN & GRI, 2015).

Box 1: What does “Transforming our world: The 2030 agenda for sustainable development” say about the role of business in SDGs implementation?

Article 67 agreed to by all 193 UN Member States:

‘Private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation. We acknowledge the diversity of the private sector, ranging from micro enterprises to cooperatives to multinationals. We call on all businesses to apply their creativity and innovation to solving sustainable development challenges. Within the Global Partnership for Sustainable Development framework, the business sector ranging from micro-enterprises to cooperatives to multinationals must contribute to changing unsustainable consumption and production patterns with investment, innovation, job creation, compliance with international labour rights, human rights, environmental and health standards.’

Example: Contribution to incubators for the projects aligned towards the mission of transforming rural India could be one major initiative to achieve SDG objectives. Successful companies need a healthy society. Any industry/business that pursues its larger objectives of sustainable development without taking into view the society in which it operates, would find its success to be temporary. It will therefore be advantageous to encourage communications between the industry/companies and technology business incubators along with the involvement of all concerned including state and local governments and society to achieve its desired targets, which in turn will contribute towards sustainable development agenda.

- (iii) **Specialized agencies and their roles in collaboration:** Specialized agencies particularly esteemed organizations in the area of science and technology; local authorities including civil society organizations, financial organizations,

development partners, business incubators also have specific roles in various stages of SDG implementation process and thus should play essential functions in collaboration. To cite an example, Villgro, a DST (Department of Science & Technology) business incubator with a focus on social enterprises, social issues, have contributed to solving problems associated with low paid working groups particularly women, through technology-based solutions to bring out a definite social change. Similarly, there are many other incubators who along with industry partners and the institutions, have developed solutions which are technology based in order to bring about social change in the identified groups/areas. There are multiple social incubators, contributing to many social changes positively. Each organization has its own unique strengths but the general problem is that they are not joining hands. Earnestly developing collaborative associations among these agencies would not only be advantageous but are also the need of the day.

Box 2 gives us idea about specific stakeholder groups that can play important roles in SDG implementation within urban and rural setups and thus, should be part of the collaborative effort towards SDGs implementation.

Box 2: Stakeholder Groups	
Category	Examples
National governments	Professional staff within ministries; representatives from governments and municipalities
Civil society organizations	Nongovernmental organizations, volunteer organizations, indigenous peoples' organizations, faith-based organizations, social movements, and community-based organizations
Businesses	Business leaders, chambers of commerce and industry, cooperatives and unions, economic development corporations, and manufacturers
Academic institutions	National SDSNs, universities, technical institutions, research centres, national academies, and schools of urban planning, social sciences, and public policy
Development partners	Bilateral and multilateral donors, UN agencies, regional development and central banks, and international institutions such as the World Bank and IMF
Sub-national governments	State/provincial governments or other forms of regional government are often responsible for urban and local development
Local authorities	Local councils and elected representatives, public utility and service providers, planning bodies

Activity 1

Visit a nearby community, conduct a survey. Try to identify who will be the key stakeholders in local context from SDGs implementation point of view. Make a list of key stakeholders in local community.

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4.3.3 Methods and Procedures for Academia-Industry-Specialized Agencies Co-operation and Collaboration

Sustainable development agenda has emerged as one good way to create value for the collaborating institutions and the society, simultaneously. The collaborating institutions generally focus on the key areas of impact for their respective institutions and the society. They also develop creative solutions that draw on the complimentary capabilities of both, to address major sustainability risks and the challenges that affect each other.

Three principles for moving ahead with collaboration could be:

A) Concentrate on your CSR Pursuits

As explained earlier, this would be more useful if it is linked to sustainability risks and challenges, the identified focus areas by the organization, specific need of the society in that particular geographic location and above all, the envisaged greater impact of the pursuits/ interventions including linking to SDGs.

There are specific areas/issues where implementation is a challenge and call for co-operation and collaboration. That there is a need for the collaboration between academic – Industry – specialized agencies for the projects and its implementation is well known, the following example of involvement and contribution to mitigate the sustainability risk on climate change perspective, will explain the extent:

a) Climate Change

India is a signatory to the International protocol and has voluntarily reduction commitment in the following 3 areas:

- i) To reduce emission intensity of the country’s GDP by 30-35 per cent by 2030 from 2005 levels.
- ii) To achieve 40 per cent power generation from renewable sources of energy, for example solar, wind, biomass, hydro and nuclear.
- iii) To Create an additional carbon sink of 2.5 – 3.0 billion tonnes of CO₂ through afforestation and tree coverage.

India’s climate plan for 2030, detailed as above, is for the planet’s good, for people’s health and living conditions, by using such interventions that are science and technology based. In addition to the above, adaptation to climate change by

enhancing investments in the sectors which are particularly vulnerable to the climate change such as agriculture, water resources, Himalayan regions, coastal regions, health and disaster management etc.

India, as a developing nation, an emerging economy, is trying to obtain and mobilize international funds from developed countries for the mitigation and adaptation actions, the role of national institutions to contribute to the actions are equally important to this end.

India needs to cut emissions gradually with suitable collaborations to achieve some benefits, for the projects/areas, some of them are as under.

b) Agriculture and Water Crisis

This subject will further clarify why multiple partnerships and collaborations are necessary in the area of agriculture particularly as water is a major input for all agricultural activities. India being water scarce, the water issues pose sustainability risks, to people, companies and corporate.

India is an agrarian society with over 70 per cent of the people dependent on agriculture as a major source of their livelihood. Agriculture also consumes over 80 per cent of India's freshwater resources. With mounting water scarcity, sustainable solution to water crisis is absolutely unavoidable.

Agriculture requires water, fertilizer, electricity, cropping pattern, need based subsidies and also incentives. There is national agenda of doubling farmer income by 2022. The situation at date is that there is production of water thirsty crops particularly sugarcane and paddy in the water scarce regions (including Maharashtra, UP, Punjab, and Haryana).

A report by the National Bank for Agriculture and Rural Development (NABARD) and the Indian Council for Research on International Economic Relations (ICRIER) on 'Water productivity matching of major crops'- holds important lessons. There is a serious mismatch between water reliant crops and water abundant areas. Regions with high irrigation availability and water productivity potential are better suited to water intensive crops, for example: Jharkhand and Chhattisgarh. But there is insufficient power supply in these areas and therefore cultivation of water intensive crops is nonremunerative. This calls for R&D, particularly the multiple resistant, water efficient and high yielding crops. The Indian Council of Agricultural Research (ICAR) has released a record 313 new crop varieties during 2016-17 with an emphasis on more farm production and minimizing use of inputs. More crops per drop is the mantra, i.e., readjusting cropping pattern and readjusting irrigation patterns is absolutely necessary. Water saving techniques like alternate wetting and drying method (AWD) is good and likewise the drip irrigation system which has been legally mandated by the Government of Maharashtra (Jayachandran, 2018).

Niti Aayog has already brought out a report in a composite Water Management Index which has clearly brought out the looming threat of India's water crisis. About two lakh people die every year due to inadequate access to water (Jayachandran, 2018). The situation is set to become far more serious and needs collaborative action for successful solutions.

c) Waste Management

Waste-to-energy conversion projects, investing in solid waste and waste water management, pollution prevention, installing the waste minimization measures, equipment and institutions – all these require participatory approach and collaborations among social, political and technical spheres. Industry, academia and specialized agencies like local rural/urban bodies, community based organizations, NGOs and local/regional/state governments and their allied departments have a vital role to play to bring out feasible and sustainable solutions in this area of grave concern.

d) Low carbon economy through sustainable transportation

Strengthening of the public transport system, e.g., MRTS, metro rail and dedicated transport system like freight corridors, inland water transport, etc., is the need of the hour and the government is already pushing through a number of schemes and programmes in the above areas. The participation of corporates/companies suitably to supplement government efforts would be a positive contribution in the development process.

e) Afforestation

The Companies Act, 2013 and CSR Schedule-VII have laid emphasis on environmental initiatives that include afforestation. Thus, it is one of the important focus areas where companies can contribute effectively and/or supplement the efforts. Academics specialized in forestry and agriculture science can contribute significantly towards the research, technology and strategy development in this area. Specialized departments like government forest department, environment ministry and associated divisions can play crucial roles in facilitating the dialogue between local communities and policy and decision-makers and in effectively implementing the local interventions.

f) Circular Economy

It is important that companies should start investing in ensuring the circulation of the products they produce either through repurposing the products at the end of product's life and/or up-scaling or ensuring the bio-degradation of the products. The companies must integrate their technological capabilities to see through the overall sustainability agenda supporting the circular economy. The proposed actions at the national level to meet India's voluntary reductions commitment could include some specific activities as under:

- i) Introduce newer technologies and cleaner processes to curb emissions, e.g., in thermal power generation
- ii) Waste management to curb the emissions there from
- iii) Cleaner and efficient transport with focus on future mobility – the emerging electric vehicles and use of bio fuels
- iv) Renewable energy as one of the main sources of power generation
- v) Emphasize energy efficiency in the industry as a whole, transportation, electrical compliances/gadgets
- vi) Afforestation, including Green India Mission
- vii) Development of cutting edge technologies and to boost R&D efforts.

The urgent steps that corporate India, along with its other associated partners, can supplement through multiple initiatives including CSR initiatives in specific areas, could be:

- a) Protection of bio diversity
- b) Conservation of Himalayan ecosystem
- c) Agriculture
- d) Waste management
- e) Coastal management and residual resources
- f) Disaster management
- g) Projects in the area of power generation using renewable resources like solar, wind, biomass, hydro energy, etc., which would supplement the efforts to cut carbon footprint.

Considering the above facts, the companies/corporate can join hands and collaborate in specific regions of the country to contribute effectively to the sustainable solutions. Collaboration and partnership in any form would go a long way not only as brand, reputation but a positive contribution to the SDGs.

Activity 4

Arrange a multi-stakeholder meeting in nearby community, gather all the concerned. Ask them what are the key areas/challenges in local context, which need collaborative action among industry-academia-specialized agencies? Write their suggestions.

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Check Your Progress-1

Note: a) Write your answer in about 50 words

b) Check your answer with possible answers given at the end of the unit

- 1) What does Goal 17 say about partnership and collaboration?

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- 2) How can collaboration between academia, industry and specialized agencies help in waste management?

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B) Good understanding of the benefits

Selection of identified focus areas and choosing the projects for implementation besides finding the potential for value creation may not be simple. The key part is to find symmetry between the two sides (the focus area and value creation) and to understand issues from the organization’s perspective and societal perspective. This would entail inter-alia respective sustainability risks, focus areas and the linkage to SDGs.

The assessment of benefits could be across following three broad dimensions:

i) Time Frame

It is important to be clear on the short-term objectives and the long-term benefits. In collaborations, timeframe is important as the initiatives proposed and its implementation could be difficult since it takes considerable time to realize full potential. Timeframe helps in monitoring the overall implementation process.

ii) Nature of benefits

Some benefits would be tangible and measurable in numbers while few could be intangible, which are to be assessed qualitatively. Therefore, it is advisable to take into view both tangible and intangible benefits.

iii) Benefits accruing to organizations

It is necessary to be clear about the benefits that will accrue to the collaborating institutions (Keys, et al., 2009) and it should not include the philanthropy and public relations aspects to avoid real objective and the intent. It is important to note that the collaboration is primarily to benefit the society, to mitigate risks and the compliance of law.

C) To find the right collaboration

Collaboration between two or more organization is difficult but when all collaborating institutions see the win-win potential, there is always motivation to realize substantial benefits (Keys, et al., 2009). Relationships, particularly the long term ones which are built on the true strengths of collaborating institutions will have the greater opportunity of being successful and sustainable. Applying the above principles for choosing the appropriate CSR projects and opportunities may have few more questions to be addressed. For example-

- i) What are the one/two critical areas (sustainable risks and challenges) in respective businesses which have an interface with each other and also which has impact on the society?
- ii) What are the significant opportunities available to the collaborating institutions after adjusting their relationships?
- iii) What are the long term needs of the society that can be addressed as a result of above?
- iv) What are the kinds of resources and/or capabilities required that can be mutually offered in realizing the opportunities?

The other challenges and the dimensions would be:

1) Suitable resources, measurement and the accountability standards

Collaboration would certainly be challenging. It requires good planning and hard-work to assess potential benefits, establish trust, build and manage activities both internally and externally. It requires long term commitment, good mindset, commitment associated with measurable action. Further to ensure that the implementation is successful, it is necessary to have adequate resources, milestones, measurement and the accountability.

2) Innovation

Innovation is the key to tackle community problems. While it can be a source of opportunity to the funding agencies, innovation provides a competitive advantage to the donor agencies as well. Accordingly, the company must integrate its social responsibility within the core functioning and this would call for suitable collaboration, as every organization of the company has limited wherewithal to undertake the same, in totality. As the society progresses, the social indicators change, people's aspiration go up. Thus, the company's impact on the society also changes along with change in environment. This would require change in strategy as time goes on.

3) Roles and Responsibility

The collaborating institutions would have the clarity of rules and responsibility along with timelines and desired outcomes. The role and responsibility of all collaborating partners should cover both implicit and explicit aspects (Visser, 2007). This would ensure that the implementation of projects is successful and on schedule. This would help interface between business, society and environment fully.

4) Reporting Framework

A simple but effective reporting mechanism is required to be put in place for effective participatory management (Visser, 2007). There are different types of reports that are generated based on main focus of CSR and sustainability. Some of the reports are Business Responsibility Report based on NVGs (now VG's), Sustainability Report based on Global Reporting Initiative guidelines, CSR report as per Company's Act and the Schedule VII of March, 2014. The financial report is generally the company's annual report reflecting predominantly the financial performance, while nonfinancial reports such as BRR, GRI, CSR report focuses predominantly on the economic, social and environment aspects. Preparation of

the reports, collection of related information and reporting framework is well-defined by the institutions, for example SEBI, MCA, GRI, etc. The collaborating institutions would jointly consider and develop the reports or cover the project areas suitably in the report/reported information.

5) Review Mechanism

A joint review mechanism which is mutually agreed to can be put in place. The review leader mutually (selected) would review and convey the findings to all the collaborating partners for timely corrective actions as required.

4.4 WAY FORWARD ACTION

Fostering partnership between key stakeholders is the key in achieving SDGs. It is time, when the government, industry, academia and relevant bodies in India associate together to strengthen various industry-academia-agencies partnership models in action. In order to create a productive and positive impact and accelerating India's vision to achieve the SDGs, Government should take appropriate action to introduce suitable policy regulation, incentives and institutional mechanisms to develop the collaboration among industries, academics, civil society along with other relevant agencies. In order to promote systematic and regular access to knowledge and expertise provided by different stakeholders, Niti Aayog is promoting a national network of resource institutions called 'Samavesh' (United Nations – High Level Political Forum, 2017). This is a welcome step and more such initiatives should be launched for enabling collaboration among different actors across the sectors.

The business should move beyond mitigation of risks and challenges, and create value by addressing strategic issues/challenges. This obviously calls for finding creative solutions to the critical social and businesses challenges. In the long run, the strategic challenges being faced by the companies would help in building creative collaboration that accrue significant benefits to both sides. Good collaboration provides a practical way forward for the management personnel to assess the true opportunity of CSR to achieve SDGs.

Basically, we need to come up with an arrangement in which the kind of system established within an educational institution not only generates human resources, but also creates industry-specific manpower, well equipped with sufficient understanding of the fundamental issues involved in the diverse spectrum of sustainability. It will help them appreciate their contributory value and make them aware about the respective relevance in any vulnerable situation. To achieve this goal, entrepreneurial science must integrate industrial sustainability and triple bottomline approaches into its academic function, alongside regular teaching and research. The thrust needs to be directed at facilitating industrial exploitation of infrastructure facilities and human resources by establishing effective linkages with universities, technical organizations, research institutes and national laboratories; designing curriculum matching up with industrial needs; facilitating sponsored or joint R&D projects/programmes by industry and academia; and organizing joint seminars, exhibitions, training and capacity building workshops, awareness programmes for academicians, industrial personnel and specific stakeholders from specialized agencies. An active and wider participation from key stakeholders across the sectors is the need of the hour for generating the necessary momentum for effective implementation of CSR, sustainability and sustainable development measures.

Check Your Progress-2

Note: a) Write your answer in about 50 words.

b) Check your answer with possible answers given at the end of the unit

- 1) What are the dimensions to be considered while understanding the benefits in collaboration?

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- 2) What should be the review mechanism in collaboration?

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4.5 LET US SUM UP

We started this unit with an aim to understand the link between partnership, collaboration and the focus of Goal 17 of SDGs. The partnership brings together more than one group/individual to address jointly a task or challenge, of mutual interest, contributing to, and address the situation positively as per respective strengths. Partnership can happen between people or countries or between countries or between set of people and the basic premise is to share the expertise, technologies and/or resources.

Collaboration means a process of two or more people, organizations joining hands to address and accomplish a task and the goal. Collaboration could be between different working groups to have collective voice on number of issues based on its complexity.

The Goal 17 of SDGs emphasizes on the global partnership and collaboration, bringing together national and international governments, community, civil society, private sector, business entities and other key actors and stakeholders to facilitate effective implementation of the SDGs.

Developing relevant strategies and plans for SDGs implementation should be a multi-stakeholder process. Specialized agencies across different sectors and from diverse fields have specific role to play, focusing on wide-range of themes addressed under SDGs. To make this collaboration function efficiently, roles and responsibilities of all the key actors and contributions that they can make to the SDG implementation process should be clearly explained.

With diverse talent and research support, academic institutions can expand the knowledge, skill and talent base, develop and incubate new technologies, bring out new innovations through action research, identify priorities, support strategic planning, design and guide suitable best practices, process and product development and help to monitor the agenda through analysis and interpretation of SDG related data. Companies/corporates can contribute towards SDG goals by utilizing not just their capital, but also their reach, resources, technology, research, knowledge and innovation. Specialized agencies in the area of science and technology; local authorities, financial organizations, development partners, business incubators– all have specific roles in various stages of SDG implementation process. All these stakeholders can join hands and collaborate in specific regions of the country to contribute effectively to the sustainable solutions.

It is the need of the hour -government, industry, academia and relevant bodies in India should come up with an arrangement to create a productive and positive impact and accelerate India's vision to achieve the SDGs.

4.6 KEYWORDS

Equitable –This refers to treating everyone fairly, equally and in the same way.

Multi-stakeholder Process–The *process* that is used to ensure participation by taking into consideration, the views of the main actors concerned about a particular decision are heard and integrated at all stages through dialogue and consensus building.

Interface –A point where two systems, subjects, organizations meet, interact and have an influence on each other.

Water Management Index- In order to assess and improve performance for efficient management of water resources, Niti Aayog had launched Water management Index as a useful tool. It has ranked all the states against 9 parameters and 28 indicators.

Up-scaling-The concept of increasing the size, degree and/or magnitude of a process/product/system to a superior level.

4.7 BIBLIOGRAPHY AND SELECTED READINGS

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4.8 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

Check Your Progress – 1

Answer 1. Goal 17 of SDGs emphasizes the need for global partnership and collaboration to facilitate effective implementation of the SDGs. It seeks to strengthen partnerships to support and achieve the ambitious targets of the 2030 Agenda, bringing together national and international governments, community, civil society, private sector, business entities and other key actors and stakeholders.

Answer 2. Waste-to-energy conversion projects, investing in solid waste and waste water management, pollution prevention, installing the waste minimization measures, equipment and institutions – all this requires participatory approach and collaborations among social, political and technical spheres. Industry, academia and specialized agencies like local rural/urban bodies, community-based organizations, NGOs and local/regional/state governments and their allied departments have a vital role to play to bring out feasible and sustainable solutions in this area of grave concern.

Check Your Progress – 2

Answer 1. The assessment of benefits could be across following three broad dimensions:

i) Time-Frame

In collaborations, timeframe is important as the initiatives proposed and its implementation could be difficult since it takes considerable time to realize full potential.

ii) Nature of benefits

Some benefits would be tangible and measurable in numbers while few could be intangible, which are to be assessed qualitatively.

iii) Benefits accruing to organizations

It is necessary to be clear about the benefits that will accrue to the collaborating institutions and it should not include the philanthropy and public relations aspects to avoid real objective and the intent.

Answer 2. A joint review mechanism which is mutually agreed to, can be put in place. The review leader mutually (selected) would review and convey the findings to all the collaborating partners for timely corrective actions as required.



COURSE 2: CSRPROCESS (MEDS - 052)
(6 Credits)

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