
UNIT 4 ACTIONING THE THEORY

Structure

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4.1 INTRODUCTION

In the previous units you learnt about the various dimensions of an implementation partnership like identifying stakeholders in a CSR project, modalities of engagement and the role of civil society organizations in driving CSR practice. An important extension to this gamut of information is that how the partnerships thus formed translate theory into action that brings about change which is visible, positive and impactful for the targeted beneficiaries. It is important to note here that all stakeholders have an equally important role in putting theory into practice. Identifying the right problems, prioritizing as per the needs of communities, developing solutions that are sustainable and impactful and ensuring that the project components match with the company's objectives require inputs from communities, NGOs, the corporation and the government as well. How does one ensure that all the stakeholders come together to achieve consensus such that projects thus designed are grounded, executable and transformative? Who is responsible for putting theory into practice? How does one develop ideas that can solve real problems on ground while at the same time match with the value system and focus of the corporation involved? Answers to all these questions lie in understanding the process of implementation from idea development to creating impact on ground.

After reading this unit, you should be able to:

- explain the relevance of putting theory into practice
- describe the different stages of implementation and the process of advancing from one to the other
- discuss the modalities of matching project activities with company's objectives and interests.

4.2 RELEVANCE OF ACTIONING THEORY INTO PRACTICE

Actioning the theory into practice is much desired. One can learn theories and principles and all the technical skills of the subjects one studies but it is important that this learning is translated into practice. One would feel lost if one is not able to put this learning to practice. Putting the learning of technical skills, theories, principles and values would bring real meaning to the efforts of learning. Learners need to think of the end goal of their learning. While they learn, their constant touch with practitioners will help them understand nuances of practice. This will also help the theorists in incorporating aspects of practice in theories to make them more practice oriented or practice ready. Lack of an effective connection between theories and practice often makes them two different streams. When learners of theories interact with practitioners they realize this difference and find themselves to be less equipped to put their learning to use in the real world. The need is to identify ways to bridge the gaps between theory and practice and work on them. It is required to ensure that theory and practice are effective and appreciated amongst various stakeholders. The difference between theory and practice is mostly because theories idealize situations and practice generally gives up on idealization. Putting theory into practice while maintaining its substance and objectives requires stakeholder training and perspective building.

There are several benefits of putting theories to practice and finding space for the nuances of practice in theories. Purity of theories and their principles ensure that their benefits reach various stakeholders as envisaged. This unit discusses various aspects of actioning the theory into practice in the realm of CSR.

4.2.1 The Indian Paradigm

India is the first country in the world to make corporate social responsibility (CSR) mandatory, following an amendment to The Companies Act, 2013 in April 2014 (Dezan Shira & Associates, January 2017). Businesses can invest their profits in areas such as education, poverty, gender equality, and hunger. A few top companies paving the way ahead for Indian CSR are Tata Group, Ultratech Cement, Mahindra & Mahindra, ITC Group, etc. The aim of CSR is essentially to align organizations with the dynamic demands of the business and social environment through the identification and management of stakeholder expectations. CSR also involves learning over time and the ability to understand the specific context and confluence of stakeholder expectations. CSR activities may aim to improve conditions of target audiences which can be done through several ways. This requires that all stakeholders understand contexts and situations in order meet the expectations of donors and target stakeholders alike (Maon and Swaen, 2009).

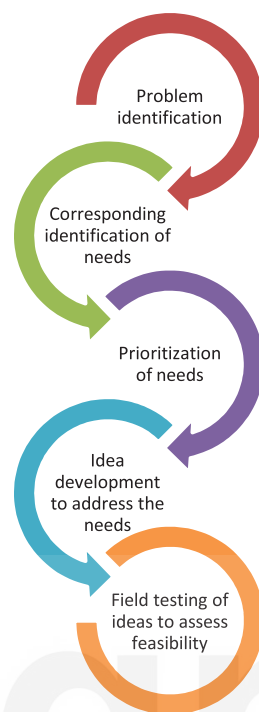
The development of CSR practices can therefore be seen as an evolutionary and recursive activity, acting and reacting on and with the business environment. When considering how CSR can be implemented, literature offers various insights but they are limited. Integrative frameworks for CSR have come about only recently with initiatives such as UN Global Compact network and so on. These frameworks however are not largely uniform to take an organization's culture, structure, planning and other activities into cognizance. There are around five activities identified and accepted in CSR discourse, namely, organization and structure, planning, implementation, monitoring and evaluation, and communication and reporting, emphasizing the importance of social risk assessment. For the purpose of implementation, all these activities are important at every stage. While there are no domain specific standardized process yardsticks available against which projects are designed and implemented, the concept of logical framework analysis can be put to use to understand how theory gets translated into practice at every stage of implementation.

4.3 PROBLEM IDENTIFICATION AND IDEA DEVELOPMENT

There is enough evidence based literature to support the fact that projects designed with the objective of social development need to be grounded. The projects need to be reflective of the needs of the communities for whom it is meant. A common mistake that has prevented CSR from being as impactful as it could be owing to the scale and quantum of investment that is the fact that it is planned largely using an arm chair approach. The corporation decides the thematic domain it wishes to invest in along with the geographical region based on its presence. Thereafter, if the corporation decides to partner with an NGO, the routine practice is to dictate the region selection and the intervention domain. In common parlance, NGOs in the quest of their self-sustainability do not oppose the corporation's demand and implement projects which do not yield any positive change thereafter. This gives rise to issues of trust, capability and accountability between the two sectors. Over time, there is an increasing realization that projects need to be designed using the bottom up approach where inhabitants of the geographical region where the project will be implemented are included at every step.

Idea development is entirely based on problem identification. However, there is a process that needs to be followed to ensure that the ideas thus developed are implementable solutions to the pressing social problems of a population group. Figure 1 details the steps that need to be followed from identification of problems to development of ideas that are implementable and contextually feasible.

Figure 4.1: Process of Idea Development



Let us discuss these steps in detail:

- i) **Problem identification:** Idea development begins with identifying problems in a region that has been selected for implementation. Problems can be identified utilizing various sources. The most legible starting point can be to refer to government data records to see which dimension of development is the region lagging on and why. This can help an agency hash out the key problems in the region. Alongside, rapport building with the key community members such as the village council head, the person responsible for keeping land revenue records can be helpful in understanding the pressing social problems in the region.
- ii) **Need identification:** After the problems have been identified, corresponding needs have to be identified. Need identification or assessment is essentially a community driven process and therefore requires extensive consultation with community members. Through focus group discussions, felt needs of the community members need to be enlisted.
- iii) **Need prioritization:** Once all the needs are identified, the next most important step is to work with the community to prioritize the felt needs. It is more than a common occurrence for any and every community group to have a long list of needs. However, the corporation committing to do a CSR project in the region may have limited resources or their interest may be limited to one or two domains of development. In this backdrop, it is essential that the needs are prioritized based on what the community members would like to be addressed first. Accordingly, the prioritized needs can be matched with the CSR focus of the corporation.
- iv) **Idea development:** After the priority list of needs is readied in consultation with the community, the necessary inputs are available

to develop ideas for intervention. The most important aspect to developing intervention ideas is that the process has to be driven to make available workable, sustainable and impactful solutions. These three tenets are integral to developing any idea focused at development.

- v) **Idea testing:** Ideas once developed need to be tested for their feasibility on ground. There can be several workable solutions available to be replicated and implemented on ground. However, a solution that may have successfully worked in one region may not work in another. A classic example of such a situation is the promotion of implementation of drip irrigation system in water scarce regions. In a bid to support micro irrigation in Haryana owing to the depleting ground water sources, the government subsidized adoption of drip irrigation in agriculture farms. Civil society organizations further disseminated information about the subsidy and encouraged farmers to adopt the system. With more and more farmers adopting the system, there were evident benefits of water saving. Within Haryana, the scheme also found adoption in all districts including Nuh where more than 60% of ground water has some amount of salinity. Within one crop season, pores of the drips started to clog due to salt in ground water leaving almost 90% of the drip irrigation systems defunct. Over time, it was discovered that a solution like drip irrigation will not achieve the desired outcomes in a region like Nuh demonstrating how an idea needs to be contextually feasible and workable.

Once the intervention ideas develop, they need to be implemented in the region selected for the intervention. Let us now look into the stages of implementation.

Activity 1

Visit a CSR project being implemented in your vicinity. Talk to them about the process they followed in identifying the area in which the intervention is being done.

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Check Your Progress - 1

- Notes:** a) Write your answers in about 50 words.
 b) Check your answer with possible answers given at the end of the unit.

1. Why is it important to put theory to practice?

2. Outline the key steps in the process of idea development.

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4.4 STAGES OF IMPLEMENTATION

4.4.1 Theory of Change, Logical Framework

The implementation of an idea is an elaborate process which involves bringing together different kinds of stakeholders at different stages. The process is further guided by the response received from the target group for whom a project is designed. The success of any development project is defined by the responsiveness of the targeted beneficiaries and their eventual ownership to sustain the changes brought in through the project. Each stage of implementation therefore, needs to be defined and backed by a research oriented approach to ensure that the intended goals are met as the project moves forward.

You must have read in the previous units about how to formulate project goals and processes using the theory of change approach. To help you recall, construction theory of change for a project begins with defining clear objectives of the programme along with corresponding activities. The activities serve as inputs to the program. Immediate results are termed outputs. Short term change brought in through the influence of the activity is termed outcome. Long term change envisioned from the project is called impact. An important thing to note here is that a singular activity may not yield a corresponding impact. Two or more activities may be implemented in order to achieve one dimension of impact that the project envisages to bring in.

4.4.2 Translating Theory into Practice

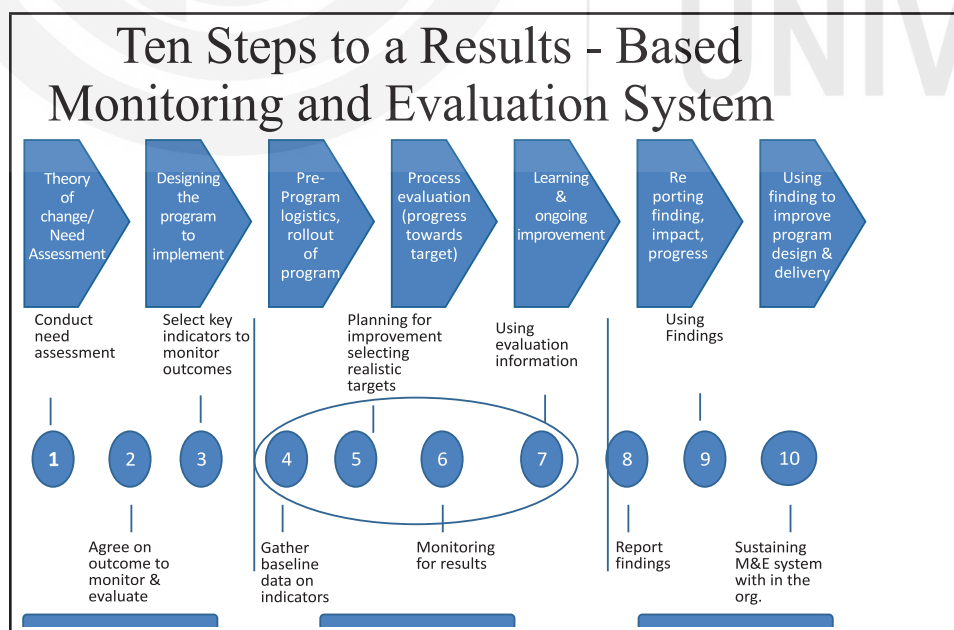
Once the theory of change is constituted for a project, it needs to be translated into action. What is important to be kept in mind however is that every action at each step of implementation has to be backed with research to ensure that the goals of each step are adequately met. While there are several tools to facilitate scientific implementation, Results Based Management and the Logical Framework Approach are distinct performance management frameworks widely used in the UN (RBM) and NGO (LogFrame) sectors. RBM Framework will be dealt with in detail in this unit and the LogFrame will be dealt with in detail in the Block 1 of the next course.

Results Based Management (RBM): This technique allows for measuring change while the project is ongoing which is helpful for both, the implementation agency and the corporation funding the project. Results Based Management (RBM) or Monitoring and Evaluation (M&E) system is increasingly being seen as a means for promoting good governance and results-oriented management (Meier, 2003). RBM addresses the most important dimension in implementation that is, measuring the change and evaluating progress to ensure that the intended impacts are being created.

Monitoring and evaluation of a project is ever so important as it coincides with the need for sustained development financing and donor harmonisation. The continuum of RBM involves higher rate of participation of the community for various reasons such as sharing and discussing information and data, their willingness to participate in the design and implementation of the intervention as well as usage of results from the intervention. To ensure sustenance of interventions, it is imperative that the process of RBM thoroughly involves the community at all steps. The steps of RBM as explained below clearly outline the nature and extent of involvement of communities.

The RBM framework is divided into three broad phases - planning, measurement and evaluation (Figure 4.2). Involvement of community is warranted in all stages of interventions which initiates right from the planning phase to execution of the project for ensuring desired results not only by the end of the project but also in the long run. The planning phase initiates with priority setting at the local level as needs are always infinite to be achieved by finite resources. Once the set of problems are identified, (understanding both the needs of the community, and understanding the problem existing at the local level), it is important to identify the resources available both at local level and from somewhere else (monetary and non monetary). This can help in devising the right intervention with right goals. Once the intervention is clearly articulated, the next step is to prepare the matrix of activities and outcomes of the selected intervention. The community agreement on the outcomes is essential for their support and understanding of the context in which the intervention is planned to be implemented. It is important to state that in any given intervention, there are both gains and risks involved. This phase ensures the involvement of all stakeholders in a given area, dialogue and negotiations and achieving a result that is adopted and supported by majority of stakeholders.

Figure 4.2: Steps of RBM



Source: Kusek et al. 2004

In the measurement phase of intervention, the focus is on collection of data and using and sharing information throughout the project cycle. This phase

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involves pre-programme logistics and roll out of the programme. As the intervention of the project is done over the period of time, this phase also involves understanding the progress towards the target and learnings or improvements. The phase involves collection of baseline data prior to the initiation of project and also to ensure continuous collection and sharing of information with community over the implementation. Community role is vital as their readiness for sharing the information and providing accurate details is essential for the right measurement of success and failure of the project. This involves spending enormous time by the members of the community during the project cycle. The community also involves in framing the right set questions for the purpose of measuring the change over time.

The third and final stage focuses on understanding the change brought by the implementation of the project. The main task is to report the findings from the implementation of the project and share the same not only with the corporation but also with the community. Sharing the findings with community can help in building better sustenance of the results from the implementers who generally leave after the project finishes. It is the community who should better understand the details of the change from the intervention and reasons behind the same, which can be used by them for improvements and sustenance of the project in the long run.

RBM can be replaced by other tools that are available to back up the implementation process of a project. Logical framework approach and monitoring and evaluation framework are also commonly used tools in project implementation. Integration of research at every stage of implementation is instrumental in ensuring project success. Box 4.1 highlights one such example where lack of research prevented project success.

Box 4.1: Importance of Research in Ensuring Project Success

The Central Rural Sanitation Program initiated by the Government of India in the year 1986 underwent a refurbishment after almost a decade of implementation. The program so initiated with the objective of improving the sanitation situation in the country could not do much despite provision of infrastructural support for building a sanitation facility to the targeted population. This was because the programme was not based on any research that could reflect the most urgent needs of the targeted population, which at that point in time, were not related to sanitation. It was only after almost a decade of initiation and efforts entrusted towards making it a success that the government realized that the campaign had to be transformed into a demand driven initiative than being a supply driven programme. The aspect of community support was then felt and thus, the Total Sanitation Campaign launched in the year 1999 was demand driven and also included the aspect of behavior change to sensitize the communities towards the need for sanitation before extending infrastructural support.

4.5 INTEGRATING COMMUNITY'S INTERESTS WITH PRACTICE

Obtaining 'community buy in' is essential to ensure development interventions are sustainable. To facilitate community buy in, interventions or development programmes at large are designed taking cognizance of community needs. When development programmes are designed keeping in mind, the needs of targeted beneficiaries, they are bound to achieve the

desired objectives (IFAD, 2009). However, to ensure sustenance of project interventions, it is necessary that the involvement of communities go beyond obtaining community buy in. Community buy in has to gradually evolve into the community taking control over the interventions such that the community members are able to sustain the development thus brought about. The case study account in Box 4.2 highlights the importance of ensuring ‘community buy in’ in ensuring project success.

Box 4.2: Facilitating Community Ownership through Research

The case study presented here is drawn from the work of S. M. Sehgal Foundation. The foundation has been working in the villages of Mewat² district of Haryana for more than 15 years now. In the year 2011, the foundation launched its community radio initiative with the name ‘Alfaz-e-Mewat’ on the frequency 107.8. Understanding that effective development can be brought about through amalgamation of community into the design and implementation process, a thorough situation analysis was undertaken before the launch. The situation analysis focused on investigating the routine of households when they would spend time on entertainment, the amount of radio listenership and the information media villagers use to keep abreast with current affairs. To garner community ownership, this step was most important in launching the radio initiative to ensure that the need is transformed into ‘felt need’ and adequate community interest is generated for community members to gradually become partners in running the radio. The study revealed that listenership among women was almost zero and the men folk in the villages were also largely listening to radio programs through their mobile phones. Ownership of radio sets was minimal.

Parallel to the launch of the community radio, findings from the situation analysis were shared with the community. The purpose of sharing the findings with community members was to make them a partner in the implementation strategy. Taking cognizance of the low literacy levels in the region, findings were shared in the form of flash card presentations that comprised of images to ensure that the communities received the key messages correctly and effectively. Responses from the community members post sharing of findings were interesting, as several participants didn’t know that radio could be used as a platform to share experiences and discuss problems. This response emerged primarily from women’s groups who then seemed interested in knowing more about the use of radio and its benefits. At the initiation phase of the community radio, involving the community and sharing research findings with them helped generate interest and draw community’s attention to the initiative. While discussing the issue of low radio listenership, solutions were triggered from within the community. Women and men cohesively suggested that playing local folklore would help attract listener’s attention. Being an agrarian community, they unanimously indicated the need for agriculture related information suited to their geographical context. Such proposals helped the foundation design the broadcasting schedule of the radio in first few months.

Utilizing the findings from the situation analysis that primarily indicated sensitizing communities, especially women to listen to radio, the community radio initiative conducted numerous mobilization campaigns in parallel. These campaigns targeted women in specific. The primary thrust was to sensitize women on the use of radio as an effective source of information about issues that affect their day-to-day lives. At the same

²⁾ Mewat district came into existence in the year 2005. Located 30 kilometers from Gurgaon, the district is untouched by development and lags behind other districts in the state on almost all indicators of growth and development (Saxena, 2013).

time, research findings were also broadcasted briefly through the radio that revealed that women were not using the radio as an information source as against men who were still making use of it. These findings also helped garner more interest among women about listening to radio. Women's views about using the radio were thereafter captured. The findings revealed that select women were interested in listening to radio. However, they did not have access to radio sets. Thus, the foundation gave out few radio sets to women who were found especially interested and wanted to actively contribute to the initiative. Having received the radio sets, women sitting in groups listening to radio programmes are a common sight in select villages. Persistent efforts to make women realize the benefits of using radio as a medium to not only gain knowledge but also to share experiences has helped garner women listenership. The monthly call record reports now indicate that women's listenership has increased. When the community radio was launched, there were no women callers. However, as on date, analysis of call records over the past six months indicate a ten percent surge in women callers.

The surge in interest towards listening to radio and the increase in radio listenership brought in through the strategy prepared on the basis of findings from the situation analysis has helped make the radio initiative a popular medium to exchange information. In today's date, the community radio initiative is a big hit in Mewat villages. The villagers are using it effectively as a source of knowledge and as a medium to communicate their views and problems. Backed with research, the community radio initiative is now reaching out to all target groups, especially women, who, in a community like Mewat are the ones living at the edge. The strategy has further reckoned the role of community members in deciding the content that is broadcasted through the radio that has further ensured that the success of the radio initiative is attributed to the community.

Source: Saxena et al. (2016)

4.6 INTEGRATING COMPANY INTERESTS WITH PRACTICE

Of utmost importance in the practice of CSR is that the projects designed and implemented at the grassroots through CSR funding align well with the business objectives of the corporation and draw on the company's interests. The CSR sector in India continues to be plagued with literature backed by evidence that declares that a large chunk of corporations are investing into CSR more because it is a legislative compulsion and not for the purpose of furthering social good. In this backdrop, it is necessary that there are mechanisms employed to ensure that the projects match with the corporation's mandate. We need to pay attention to the fact that matching is a two way street and therefore, it needs to be practiced both ways. On part of the implementing organization, the following strategies can be helpful:

- i) **Develop a thorough understanding of the corporate strategy:** it is necessary to understand the culture of a corporation to be able to gauge the interest and orientation of its people. A corporation is what its people make it. Therefore, understanding the corporate's strategy can help the implementing agency make inroads into what will interest its people and also help them develop programmes in line with the expectations of people.

- ii) **Embed programme in strategy:** to ensure sustainability and long term commitment, it is necessary that the program is in line with the strategy that the business has. The program needs to essentially relate to the business value chain of the corporation. For a company, building a positive social image through CSR is one of the key rewards. Therefore, it is necessary that the implementing partner furthers this interest.
- iii) **Engage meaningfully:** as ownership of a community is important to ensure success of a development programme, equally important is ownership of a corporation. The implementation agency needs to engage with the company's staff meaningfully instilling a sense of ownership in them. This can be done through volunteering opportunities, exposure visits, direct interface with communities and most importantly, engaging them in every step of project development and execution. Timely and adequate reporting on project progress is also an effective medium of engaging the corporate in the process.

At the corporation's end, the following strategies can help:

- i) **Make Ideas Holistic:** for CSR practice to flourish and get a corporation's own people interested, it is necessary that the idea of CSR is integrated into the business ethos. Only when it will be related to the business and is encrypted to constitute a business's DNA will it find holistic acceptance from top to bottom.
- ii) **Embed Programme in Strategy:** while it is important for an implementing organization to align the suggested program activities with the business value chain of a corporation, it is equally important for a corporation to also find avenues where the aspects of CSR practice are embedded in the business. This is possible when there is an inherent cultural acceptance of integrating profits with social good. Nijhof & Jeurissen (2010) remark that to embed CSR in an organization, it is necessary to integrate the orientation towards economic constraints with an orientation towards individual and collective moral values which then needs to be integrated with corporate decision making.
- iii) **Learn to Adapt:** there are several grassroots challenges and realities that may prevent success of a project. A corporation needs to be aware of such challenges and make space for an implementing agency to alter the project activities or strategy to fit the contextual needs. Flexibility and adaptability to change is important to ensure that the collaboration yields results and is lasting. Polonsky and Jevons (2009) reiterate that there must be long term commitment to CSR activities which must be supported from within.

While it is important that a corporation operates its business in a socially responsible manner setting aside the legislative compulsion of investing in CSR, there is enough evidence to prove that CSR is one of the most important drivers of corporate reputation (Petkeviciene, 2015). Therefore, it is necessary that while the implementing agency works in line with the CSR mandate of a company, the onus is entirely on the company to behave in a socially responsible manner and not treat CSR only as a promotional activity.

Activity 2

Visit a CSR Department of a company in your vicinity. Discuss with the CSR team about the strategies adopted by them to ensure that the Company's interest is integrated with the CSR practice and write about it.

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4.7 CSR PRACTICE IN INDIA: LEADING BY EXAMPLE

CSR is not a new concept in India. Corporates like the Tata Group, the Aditya Birla Group, and Indian Oil Corporation, to name a few, have been involved in serving the community ever since their inception. Several other organizations have been doing their part for society through donations and charity events. Companies have CSR teams that devise specific policies, strategies and goals for their CSR programs and make budgetary provisions to support them. These programmes, in many cases, are based on a clearly defined social philosophy or are closely aligned with companies' core business expertise. Employees and CSR departments become the backbone of these initiatives to implement them. There are few industry players that are setting examples of CSR practice. Box 4.3 highlights a few of these.

Box 4.3: Industry Leaders in CSR Practice

1. The Tata Group

The Tata Group conglomerate in India carries out various CSR projects, most of which are community improvement and poverty alleviation programmes. Through self help groups, it is engaged in women empowerment activities, income generation, rural community development, and other social welfare programmes. In the field of education, the Tata Group provides scholarships and endowments for numerous institutions. The group also engages in healthcare projects such as facilitation of child education, immunization and creation of awareness of AIDS. Other areas include economic empowerment through agriculture programmes, environment protection, providing sports scholarships, and infrastructure development such as hospitals, research centers, educational institutions, sports academy, and cultural centers.

2. Ultratech Cement

Ultratech Cement, India's biggest cement company is involved in social work across 407 villages in the country aiming to create sustainability and self-reliance. Its CSR activities focus on healthcare and family welfare programmes, education, infrastructure, environment, social welfare, and sustainable livelihood. The company has organized medical camps, immunization programs, sanitization programmes, school enrolment, plantation drives, water conservation programmes, industrial training, and organic farming programmes.

3. Mahindra and Mahindra

Indian automobile manufacturer Mahindra & Mahindra (M&M) established the K. C. Mahindra Education Trust in 1954, followed by Mahindra Foundation in 1969 with the purpose of promoting education. The company primarily focuses on education programmes to assist economically and socially disadvantaged communities. CSR programmes invest in scholarships and grants, livelihood training, healthcare for remote areas, water conservation, and disaster relief programmes. M&M runs programmes such as Nanhi Kali focusing on girl education, Mahindra Pride Schools for industrial training, and Lifeline Express for healthcare services in remote areas.

4. ITC Group

ITC Group, a conglomerate with business interests across hotels, FMCG, agriculture, IT, and packaging sectors has been focusing on creating sustainable livelihood and environment protection programmes. The company has been able to generate sustainable livelihood opportunities for six million people through its CSR activities. Their e-Choupal programme, which aims to connect rural farmers through the internet for procuring agriculture products, covers 40,000 villages and over four million farmers. It's social and farm forestry programme assists farmers in converting wasteland to pulpwood plantations. Social empowerment programmes through micro-enterprises or loans have created sustainable livelihoods for over 40,000 rural women.

Organizations in India have been intelligent in taking up CSR initiatives and integrating them into their business processes. Indian companies have realized that it is important to develop supportable relationships with the community at large. Companies now have specific departments and teams that develop specific policies, strategies, and goals for their CSR programmes and set separate budgets to support them. Most of the time, these programmes are based on well defined social beliefs or are carefully aligned with the companies' business domain. This might explain the rise in CSR spending in 2017 where corporate firms have aligned their initiatives with government programmes such as Swachh Bharat (Clean India) and Digital India, in addition to education and healthcare, to foster inclusive growth.

Check Your Progress - 2

Notes: a) Write your answers in about 50 words.

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

1. What are the key stages of implementation of a development project?

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Implementation Partnership

2. What can a corporation do to ensure that the company drives a CSR project?

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3. List two Indian CSR examples that have demonstrated success in the past?

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4.8 LET US SUM UP

Business organizations across the world are realizing the benefits of adopting socially responsible behavior. If a company engages with its stakeholders effectively, it can enjoy a strong and enduring reputation in the market and community. CSR has come a long way in India. From responsive activities to sustainable initiatives, corporations have clearly demonstrated their ability to make a significant difference in society and improve the overall quality of life. In India, it is difficult for one single entity to bring about change, as the scale is enormous. Corporations have the expertise, strategic thinking capabilities, work force and money financial resources to facilitate extensive social change working alongside civil society. However, what is of utmost importance is to make communities important stakeholders in the process. To put theory to practice, it is necessary that implementation of a development project is backed by research at all stages to ensure the intended goals are met.

4.9 KEYWORDS

Needs Assessment: Needs Assessment is a systematic process of identifying the needs or gaps in the current situation and the desired situation.

Results Based Management: Results based management is a tool for managing the implementation strategy of a development project.

Monitoring and Evaluation: Monitoring and evaluation is a tool/ process to assess the performance of a project or institution set up by an agency.

Community buy in: Community buy in is the outcome of a process that attempts to obtain consensus and support for a development project from the intended beneficiaries of that project.

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4.11 CHECK YOUR PROGRESS- POSSIBLE ANSWERS

Check Your Progress - 1

Answer 1: Actioning the theory into practice is much desired. Putting the learning of technical skills, theories, principles and values would bring real meaning to the efforts of leaning. This will also help the theorists in incorporating aspects of practice in theories to make them more practice oriented or practice ready. There are several benefits of putting theories to practice and finding space for the nuances of practice in theories. Purity of theories and their principles ensure that their benefits reach various stakeholders as envisaged.

Answer 2: Idea development begins with problem identification after which identification of needs is carried out followed by their respective prioritization. Once the needs are prioritized, the idea takes shape post which it needs to be tested in the field to ensure feasibility of implementation.

Check Your Progress - 2

Answer 1: There are ten stages in the implementation process, namely, needs assessment, project designing, program roll out, process evaluation, learning and improvement, impact progress and improving programme design and delivery.

Answer 2: The corporation needs to make ideas of CSR holistic such that they are embedded in the corporation's strategy and is encrypted into the company's DNA from bottom to top. The corporation also needs to learn to adapt and be flexible to changes that may be encountered while implementing a CSR project.

Answer 3: The Tata group is one of the successful CSR examples in the Indian scenario. The group has poverty alleviation and community improvement projects. In the realm of education, they provide scholarships and endowments for various institutions. They also have projects on healthcare and economic empowerment. Another successful CSR example is Ultratech Cement which is working in 407 Indian villages with the objective of creating sustainability and self-reliance. Their projects focus on health and family welfare, education, infrastructure development, environment, social welfare and sustainable livelihoods.