UNIT 1   HOW TO PLAN CSR PROGRAMMES

Structure

1.1   INTRODUCTION

Development programmes are the heart and soul of Corporate Social Responsibility (CSR) work. The stakeholders of CSR and funding agencies expect design and implementation of development programmes that make a difference in people's lives, both individually and at community level. A clear understanding of the primary components of a CSR programme is the foundation for designing and delivering the type of programmes that provide solutions to developmental challenges. You will learn about these components in this unit.

The first step in any systematic attempt to promote development through CSR is to prepare useful programmes based on the needs. The development of such programmes, which harmonize with the needs of people as a whole, is an important responsibility of CSR workers. CSR programme planning is also a procedure of working with the people in an effort to recognize problems, and to determine possible solutions. Hence, the element of people needs should be the central concern of CSR professionals who formulate, implement and evaluate the CSR programmes.

After studying this unit you should be able to:

*   Describe the importance and principles of CSR programme planning process.

*   Formulate a sound CSR programme.

1.2   WHAT IS CSR PROGRAMME PLANNING?

Before going into the details of CSR programme planning, let us look and understand the meaning of some related terms in the context of development through CSR.

Programme: Programme is a written statement which describes proposed developmental activities under CSR, the problems they address, the competencies, the actions, and the resources required.

Plan*:* Plan is schedule of development work outlining different CSR activities in a specific period. It answers the questions like what, why, how, and when as well as by whom and where the CSR work is to be done.

Programme Planning: Programme planning is the process of making decisions about the direction and intensity of CSR efforts to bring about desirable change among community. Good programme planning is to the CSR worker what the compass is to the seaman.

CSR Programme: CSR programme is a statement of situation, objectives, problems, and solutions. Let us briefly discuss the terms / related terms used in this definition.

*   **Situation:** Situation is a statement of affairs that includes the cultural, social, economic and physical conditions in which a particular group of people find themselves at a given period of time. Please remember the situation which constitutes the environment for CSR planning is continuously changing. The changing environment aspects that are relevant to CSR development work are:

    o   Changes in technology.

    o   Changes in Government policy.

    o   Changes in overall economic activity including prices, employment of labour, raw material etc.

    o   Changes in social norms and attitudes of people towards development.

*   **Aim:** Aim is generalized and broad statement of direction with respect to given CSR activity.

    Example: Improvement of economic condition of Women Self Help Groups.

- **Objectives***:* Objectives are expression of ends towards which CSR efforts are directed.

  Example: Improvement of Women Self Help Group's economic condition by 20 percent.

- **Goal**: Goal is the distance in any given direction one expects to go during a given period of time.

  Example: Improvement of Women Self Help Group's economic condition by 20 percent through income generating activities in one year.

Goal

If we could but know where we are now, and where we ought to go, we could better judge what to do, and how to do it   *- Abraham Lincoln.*

- **Problem**: Problem is an issue or obstacle which makes it difficult to achieve a desired goal, objective or purpose. It refers to a situation, condition, or issue that is yet unresolved. In a broad sense, a problem exists when an individual becomes aware of a significant difference between what actually is and what is desired.

  Example: In the context of CSR, a problem can refer to particular social issue (say rural unemployment), which if solved would yield social benefits, such as decreased rural - urban migration.

- **Solution:** Solution is a course of proposed action to change an unsatisfactory condition to one that is more satisfying.

  Examples: Undertaking project based activities contributing solutions towards the following as stated in Schedule VII of Companies Act, 2013 for CSR:

  o Eradicating hunger, poverty and malnutrition, promoting preventive health care.

  o Promoting livelihood enhancement projects.

  o Promoting gender equality, empowering women and undertaking measures for reducing inequalities faced by socially and economically backward groups.

  o Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water.

  o Promotion and development of traditional crafts and handicrafts etc.

  Calendar of Work: Calendar of work is a plan of CSR activities to be undertaken in a particular time sequence.

  Example: Specific CSR activity on first Sunday of every month in a year.

Activity 1: Visit the webpage of any Corporate Company, study any latest CSR programme and write briefly about its aim, objective, goal, problem and solution aimed by the CSR programme.

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1.3 OBJECTIVES OF CSR PROGRAMME PLANNING

Important objectives of having a CSR programme planning are to:

1) A good CSR programme requires setting clear goals to achieve i.e careful consideration of what is to be done and why?

2) Analysis the opinions of customers and employees on what CSR work is important to them.

3) Assess the internal capacity for implementing CSR initiatives which can be feasibly well-executed.

4) Assess the needs in partnership with relevant organizations and have a means of choosing the important from less important problems and the permanent from the temporary changes.

5) Establish objectives toward which progress can be measured and evaluated.

6) Develop a common understanding about the means and ends between various CSR functionaries and partner organizations.

7) Ensure continuity, develop leadership and promote efficiency

8) Avoid wastage of resources, justify expenditure and ensure flow of funds.

9) Have available in written form a statement for public use / audit / accountability etc.

1.4 NEED IDENTIFICATION IN CSR PROGRAMME PLANNING

Efforts to promote development through CSR programmes are successful only to the extent they are focused on the important needs of the community and are effective in helping people meet these needs. In CSR programmes, people participate only when they think that the programme is valuable to them in meeting personal, family, group or community needs which they themselves recognize. The element of need and need identification therefore, should be the fundamental concern in CSR programmes. In short, people concern themselves with CSR programmes only on the basis of needs as they see them, not CSR programme planners view them.

Successful CSR programme planning is one of identifying accurately what people / community want, think they need, and actually getting these items converted into a realistic well organized and concerted series of forceful CSR developmental activities. Effective CSR programmes to promote change are developed through finding people's needs and arranging action that helps meet them. Hence, a clear understanding of the nature and role of people's needs in programmes of CSR is essential to the CSR workers like you.

CSR programmes developed based on the needs *by the people, for the people and of the people* have best chances of success

(Please refer Unit 2 on 'CSR Needs Assessment' for more details)

1.5 TYPES OF CSR PROGRAMMES

There are different types of CSR programmes, each designed to address a specific need. A CSR programme can be reactive or proactive.

a) Reactive CSR programmes are planned to address a specific problem, challenge or need within a community. It is reacting to the past rather than anticipating the future. In reactive development, you solve matters as they arise. Information gathered in the CSR planning phase will guide the action plan of the CSR intervention (Box 1.1).

b) Proactive CSR programmes are designed to drive change with the objective of uplifting a community or improving a situation. It is acting before a situation becomes a source of confrontation or crisis. In proactive development you solve matters before they become an issue. Proactive development makes CSR programmes more stable.

Box 1.1: Reactive CSR Programme Strategy During Covid 19 - Case of Tata Motors Limited

Tata Motors Limited (TML), a USD 44 billion organisation, is a leading global automobile manufacturer of cars, utility vehicles, pick-ups, trucks and buses. The TML's CSR mission is to be a responsible corporate citizen by driving inclusive growth with social equity, strengthening sustainable development and an active participant in nation building process.

The Adversity and What TML Did Differently in 2020-21: Even as the business sector in India, particularly the auto sector, was recovering from the slowdown of previous years, the gravest adversity of our times, in the form of pandemic, disrupted the very way we lived. It disrupted the Education, Skilling, Health and Employment sectors all over the world. Schools were shut, students were confined to their home and there was no certainty of continuity in sight. Skilling institutes were closed, threatening the vast potential of youth to go untapped, forcing 'practical training' that involves "work with hands" and "learning by doing" to take a backseat. The focus of the entire health sector shrunk to battling Covid.

Adversity Rewires: The current year and Covid-19 brought unprecedented and unforeseen challenges in all aspects of human life, globally. In navigating the challenges the TML CSR team, its partners and most importantly the community not only demonstrated resilience but also unexpected creativity and spontaneity, relinquishing well-worn paths to embrace a gratifying level of empowerment, which not only led to projects staying well on track but also the dramatic scaling up of some initiatives.

Aspirations Accelerate: Partnerships, sustainability, scalability and technology have been the bedrock of TML's CSR reactive programmes. In the early days of the lockdown, it became evident that TML's core tenet of building sustainability into its programmes and emphasis on greater community ownership had sufficiently prepared communities to shoulder greater responsibility with handholding from the CSR team. A reactive or rewired process of working allowed a range of initiatives to take on new dimensions and scale.

Outcomes Soar: Rather than be constrained by the challenges of Covid, the ability to leverage technology, harness resources and work with partners propelled outcomes in multiple programmes and initiatives to levels higher than anticipated during pre-Covid times.

Source: TML's Annual CSR Report (2020-21)

It is essential to switch CSR initiatives between reactive and proactive modes depending on the situation and need.

1.6 PRINCIPLES OF OUTCOMES FOCUSED CSR PROGRAMME PLANNING

There are a few basic principles to stick to when using outcomes focused CSR programme planning. These are briefly discussed below:

1) Always make decisions based on data and facts. Collect enough good information for rational decision making.

2) Involve the stakeholders in the planning process of CSR initiatives, so they can help guide the programme.

3) Set specific targets and goals to ensure planning covers all aspects of what you intend to achieve at the end. Make sure the target clients know which behaviours, skills and attitudes they will need to change for the CSR programme to be successful.

4) Identify and understand the root causes of the problems you intend to address. This will help you find the best approach to overcome any potential hurdles you might encounter in the CSR planning process.

5) Always aim for sustainable and lasting change within a community. Strive to make a significant positive impact with the proposed CSR programme.

6) Prepare to evaluate your progress and adjust or refine the plan on a continuous basis, so that the CSR programme will always fulfill its purpose in the community it serves.

Activity 2: Visit a nearby development organization / NGO / corporate company implementing CSR activities and enquire about different types of CSR programmes. Write your observations.

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Check Your Progress 1

Note: a) Use the spaces given below for your answers.

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

1) What do you mean by CSR programme planning?

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2) Do you agree that proper planning of CSR programmes enhances the success of CSR work? Support your answer.

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3) Write any four principles of CSR programme planning.

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1.7 CSR PROGRAMME PLANNING PROCESS

The process of CSR programme planning is explained well when you look at it as a cycle of certain stages as shown in Fig 1.1. It begins by looking at where the problems are (situation analysis), finds a solution to those problems (CSR programme objective), moves the solution into actuality through the use of extension methods and communication (programme execution/implementation), makes a continuous study of how successful the methods have been (evaluation), and then uses the evaluation result as basis to readjust the CSR programme (reconsideration).

Three main phases involved in CSR programme planning process are:

1) Programme formulation

2) Programme execution

3) Programme evaluation

These three phases have the following 8 sub-phases as shown in Fig.1.1

i)   Collection of facts and analysis

ii)   Identification of problems

iii)   Determination of objectives

iv)   Developing the plan of activities

v)   Carrying out the activities

vi)   Continuous checking

vii)   Evaluation of results

viii)   Reconsideration

1.7.1   Collection of Facts and Analysis

A potential stakeholder of CSR is a valuable source of information. This is anyone who shares commitment to your programme. There are many ways to engage with stakeholders, either through face-to-face informal conversations or through more formal advisory groups. Remember that the diversity of stakeholders can give you access to many different perspectives and opinions, but can also lead to conflict if the group is not kept focused on the ultimate collective goal. The key stakeholders the CSR professionals needs to engage are investors for the programme and the beneficiaries who will be involved in the programme implementation.

(Please refer Unit 3 for more details on Stakeholders Engagement)

The CSR professionals must have adequate knowledge of socio, economic, cultural and psychological status of community and how to involve them in CSR activities and in the process of development. In general, information on the following items should be collected.

a) Number of beneficiaries

b) Educational status of beneficiaries

c) Communication facilities

d) Socio- economic status

e) Agriculture land and livestock information

f) Production status of the land and livestock

g) Availability of common / community facilities

h) General health of the community

i) Customs, traditions, institutions, peoples' organizations operating in the area, etc.
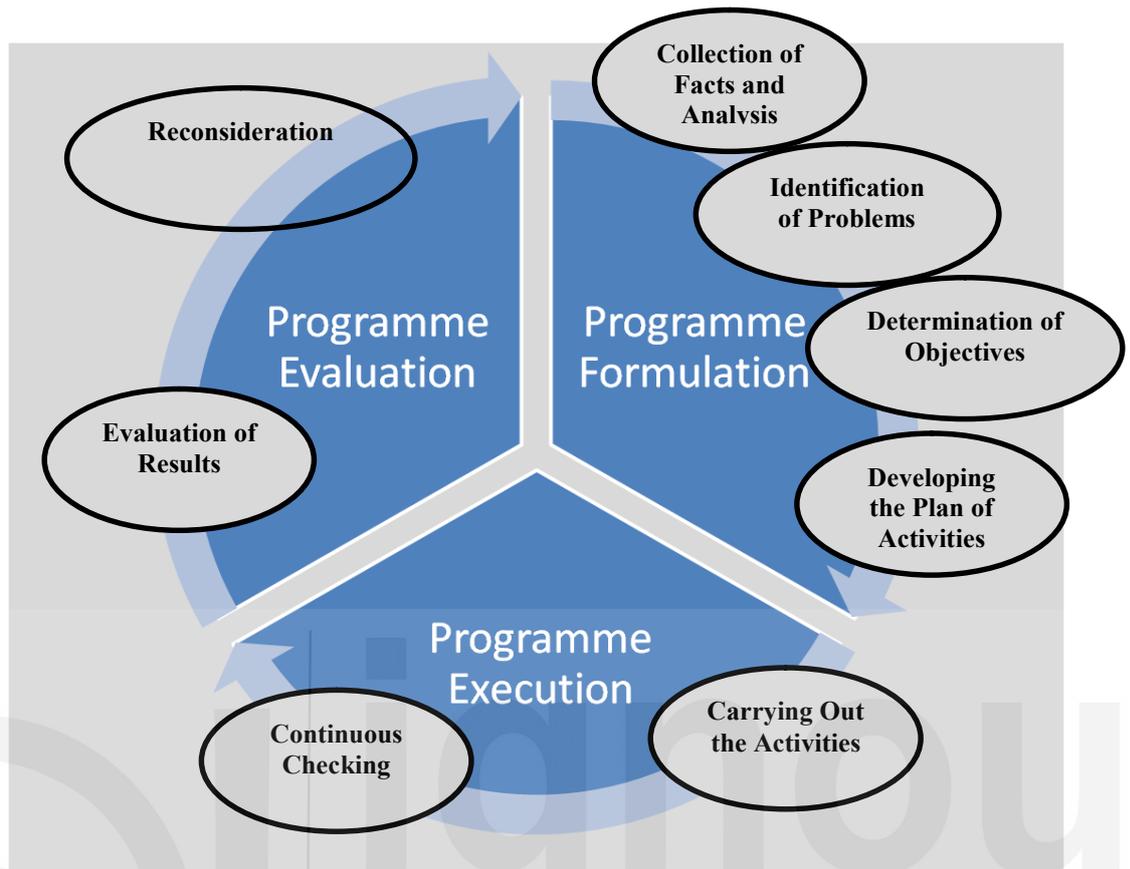
Fig. 1.1: CSR Programme Planning Process

The tools and techniques for collecting data include systematic observations, interviewing the people and surveys, existing governmental records, census reports, and the past experiences of the CSR professionals. After collecting facts, they are analyzed and interpreted to find out the problems and needs of the community.

1.7.2   Identification of Problems

As a result of the facts analysis, the important gaps between 'what is' and 'what should be' are identified and the problems leading to such a situation are to be located for CSR interventions. These gaps represent the people's needs. For your understanding, problem of low procurement price for milk and associated reasons for CSR interventions are given in figure 1.2. Some of the reasons are:

- Low price fixation for milk is leading to low procurement price for milk

- Due to poor economic status, farmers are unable to provide proper housing facility to livestock which is leading to poor management, diseases and low milk production and ultimately low procurement price for milk.

- No regular deworming and failure of vaccination are leading to diseases and low milk production and leading to low procurement price for milk.

- Non-availability of pure breeds for crossbreeding is resulting in low fat in milk and resulting in low procurement price for milk.

- High cost and low availability of feed resulting in low milk yield and low procurement price.

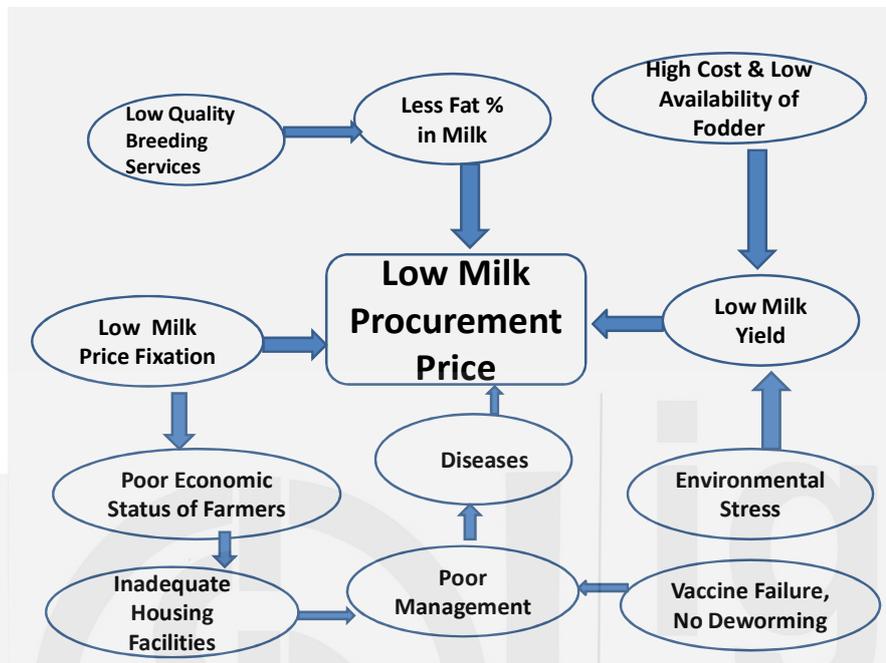- Environment stress is another reason for low milk production and low procurement price for milk.

Fig. 1.2: Problem of Low Milk Procurement Price and Associated Reasons

(Source: RAGACOVAS, Puducherry)

1.7.3   Determination of Objectives

Once the needs and problems of the people have been identified, they are stated in terms of goals and objectives of CSR programme. The objectives represent a forecast of the changes in the situation or change in behaviour of the people to be brought about. The objectives may be long-term as well as short-term and must be stated clearly.

Programme goals are broad and general. On the other hand, programme objectives, as illustrated by the SMART acronym, are:

- **S**pecific –Is the objective specific and clear about what will be achieved?

- **M**easurable –Is the objective measurable?

- **A**chievable –Is the objective achievable given the time, resources, and programming?

- **R**elevant –Is the objective relevant and clearly linked to the desired result?

- **T**ime-limited –Is the objective stated so it is clear when it will be achieved?

Example: To solve the reasons for low procurement price for milk as identified above, the objectives for a one year CSR programme could be:

a) To educate farmers on feeding, breeding, health care and management practices.

b) To conduct deworming and vaccination camps every month.

c) To encourage farmers for fodder production individually or at community level.

d) To educate farmers on crossbreeding, upgrading and conduct of artificial inseminations.

e) To improve the daily milk production by at least 2 to 4 liters.

f) To fix remunerative price for milk to encourage dairy farming.

1.7.4 Developing the Plan of Activities

In order to achieve the stated objectives, the means and methods attaining each objective are selected and the action plan, i.e. the calendar of activities is developed. It includes the technical content, who should do what, and the time-limit within the work will be completed. The plan of work may be seasonal, short-term, annual or long-term.

Example: Prepare the following schedule of CSR activities, print and distribute to all concerned related to above objectives.

- Every day morning, afternoon and evening – Artificial Insemination to be conducted.

- Deworming and vaccination campaign on every 3rd Saturday

- Persuading at least 5 progressive farmers in selected 5 villages for cultivation of improved fodder varieties on pilot basis.

- Encouraging cultivation of fodder trees like Subabul on the bunds of the fields of all farmers

- To conduct monthly short term training programmes of 2-3 days to farmers on improved management practices.

1.7.5 Carrying out the Activities

Once the action plan has been developed, arrangement for supplying the necessary inputs, teaching aids, literature etc. has to be made and the specific action has to be initiated. The execution of the plan of activities is to be done through extension methods for stimulating individuals and groups to think, act and participate effectively. People should be involved at every step to ensure the success of the CSR programme.

1.7.6 Continuous Checking

Follow-up the activities carried out at regular intervals. Keep adequate records of each activity as a base for evaluation of results.

1.7.7 Evaluation of Results

It is done to measure the degree of success of the CSR programme in terms of the objectives set forth. This is basically done to determine the changes in situation or the behaviour of the people as a result of the CSR programme. The evaluation is done not only of the physical achievements but also of the methods and techniques used and of the other steps in the programme-planning process, so that the strong and weak points may be identified and necessary changes made in the subsequent CSR programmes.

Evaluation gives the CSR professionals and other stakeholders the opportunity to reflect, learn and refine techniques with the goal of modifying and improving the CSR programme. It also provides the opportunity to report accomplishments or for the CSR audit.

(Please refer Block 2, Unit 3 on 'Evaluation' for more details on Evaluation Methods)

1.7.8 Reconsideration

The systematic and periodic evaluation of the programme will reveal the weak and strong points. Based on these points the CSR programme is reconsidered and the necessary adjustments and changes should be made in order to make it more meaningful and sound.

Remember that CSR programme planning is not the end-product of CSR activities, but it is an educational tool for helping community to identify their own problems and make timely and judicious decisions. From the above mentioned steps, it is clear that the planning of CSR programme comprises a logical series of consecutive steps. Similarly CSR programmes can be formulated in any other sub-sectors of development. The first 4 steps form the programme planning phase. The steps 5-6 form the action-phase. The steps 7-8, join the two phases together, where it leads to the fact-collecting step, thus beginning once again the never ending or continuous process of planning the CSR programme.

Activity 3: Read the following case and formulate objectives and activities for a sound CSR programme.

Dynamics of Self Help Groups in Livestock Rearing – A Case Study

The Self Help Groups (SHGs) represent a unique approach to financial intermediation. The approach combines access to low-cost financial services with a process of self management and development for the women who are SHG members. SHGs are formed and supported usually by NGOs or

increasingly by Government agencies. But several companies are also enabling formation of SHGs under CSR and helped them get loans and also provided them trainings on many livelihood alternatives. Linked not only to banks but also to wider development programmes, SHGs are seen to confer many benefits, both economic and social. SHGs enable women to grow their savings and to access the credit which banks are increasingly willing to lend. SHGs can also be community platforms from which women become active in village affairs, stand for local election or take action to address social or community issues. One of the major activities of women SHGs are livestock rearing for economic and nutrition benefits.

A team of development professionals visited a women SHG rearing livestock in Kerala and conducted a case study. The main observations are furnished below.

Name of the SHG: Gramashree Self Help Group (Reg No MTL / 25) started on 4.11.2001, Tondupali Vilage, Kalpetta Block, Waynod Dt., Kerala.

General Observations: Number of Group Members were 17, and 15 among them are Scheduled Tribes. The President of the SHG was Smt. Indira Bhaskaran and Secretary was Smt Jayasri Mani. The SHG was promoted by the village Panchayat.

Observations on Governance: Every year the SHG conducts elections and however, since 2001, the same president and secretary have been elected unanimously.

Observations on Financial Issues: In the year 2002, first grading was done by Block Development Officer (BDO) and Bank. The BDO has sanctioned Rs 10000/- as government assistance in the form of revolving fund to promote the SHG and Malabar Gramena Bank gave Rs. 25,000 as loan.

Income Generating Activity: With the revolving fund and bank loan, SHG members purchased 3 Jersey cows and reared. They successfully repaid the loan in 3 years @400 / month.

SHG Growth: With the successful repayment of loan amount, second grading was done in 2003 by Village Extension Officer and Bank officials under Swarnajayanti Grameena Swarojgar Yojana. They sanctioned Rs. 5,40,000/- as 2nd loan to expand the dairy farming activities of SHG. However the SHG could avail Rs. 4,04000/-. They spent Rs 1,40,000/- on shed construction and Rs 2,64,000/- to purchase 17 cows. Later they disposed three cows and on the date of non-participant observation study, the SHG have 14 cows of Jersey and Brown Swiss crossbreds.

Reasons for Group Formation: When asked about the reasons for group formation, they said it was mainly by the encouragement of Panchayat for improving the livelihood security through dairy farming as income generating activity.

Dynamics in Dairy Farming: Farm activities were carried out by 6 members on rotation. The present herd size is 14 (10 Jersey and 4 Brown Swiss). Earlier they were producing milk @ 90 liters / day & Selling to milk co-operative society. The money was used to repay the loan (Rs 7000 /- per Month. But at present all the cows are dry and 2 cows are pregnant. Now they are selling only dung and manure. They took one acre of land on lease and producing fodder. On the bunds they planted Banana plants.

Group Dynamics

- Working cohesively for the past 6 years without any problem

- Electing every year president and Secretary democratically

- Good leadership (People with different political parties)

- One member left in between on migration and another inducted

- Every Sunday at 10.00 AM, regular group meetings with recording of minuets and attendance

- Decision making is by collective consensus on weekly meeting

Benefits of Group Formation

- Increased knowledge on cattle rearing – Lactometer, SNF, Fat testing etc.

- Capacity building by increased interaction with department people

- Increased literacy

- Opportunity to understand what is happening around

- Microfinance for family emergencies (5 % interest rate with repayment of Rs. 100 per week)

Social Activities

- Road making with labor contribution

- Donated uniforms to poor school children

- Participated in Pulse Polio Programme

- Cleaning of well water

- Creating awareness about other development programmes

- Cleaning garbage & plastic

Support Received from Animal Husbandry Department

- Livestock inspector provided artificial insemination.

Problems

- All animals in dry- No milk production

- No proper knowledge on concentrate feeding

- Lack of planning and poor management

Suggested Interventions

- Convincing the bank officials to increase the loan amount
- Educating on concentrate and roughage feeding
- Regular AI and keeping the animals in production
- Planning & training before purchase on animals

Based on the above observations, formulate objectives and activities for a sound CSR programme.

Objectives

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Activities

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Check Your Progress 2

Note: a) Use the spaces given below for your answers.

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

1. Write the three phases in CSR programme planning

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2. Expand the acronym SMART related to CSR programme objectives.

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1.8 LET US SUM UP

In this unit we started by looking into the definitions of the terms programme, plan and programme planning and understood what they mean in the context of CSR programme planning and development. We examined the importance and principles of CSR programme planning. We studied different phases and sub-phases in CSR programme planning process with a practical example.

1.9 KEYWORDS

Programme: Programme is a written statement which describes proposed CSR activities, the problems they address, the actions, and resources required.

Plan: Plan is schedule of CSR work outlining different activities in a specific period.

Programme Planning: Programme planning is the process of making decisions about the direction and intensity of CSR efforts to bring about desirable change among people.

Calendar of Work: It is a time schedule of work consisting activities arranged chronologically.

CSR Programme: It is a statement of situation, objectives, problems, and solutions.

1.10 BIBLIOGRAPHY AND SELECTED READINGS

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1.11 CHECK YOUR PROGRESS – POSSIBLE ANSWERS

Check Your Progress 1

1. CSR programme is a statement of situation, objectives, problems, and solutions.

2. Yes. Proper planning enhances the success of CSR work by: avoiding wastage of resources; providing guidance; maintaining continuity and sequence; providing reliable information and; facilitating institutional and local support.

3. The main principles CSR programme planning are: careful analysis of a factual situation; selection of problems on the basis of recognized needs of people; set the feasible objectives which offer satisfactory solutions; permanent and flexible to meet a long-term situation, short-term changes, and emergencies; educational and directed towards bringing about desirable change and provides for the evaluation of results.

Check Your Progress 2

1. The three phases involved in CSR programme planning process are (i): Programme formulation (ii) Programme execution and (iii) Programme evaluation.

2. The acronym SMART stands for **S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-limited objectives of programme planning.