CSR FOR SUSTAINABLE DEVELOPMENT - CBR MODEL

INTRODUCTION

It is the fact that there is no option except to accept the cause and consequences of the process of Liberalization, Privatization and Globalization (LPG). In view of this, rapid industrialization, technologies and urbanization took place and resulted development is confined to selected people and areas only. On the other side, it has widened the gap between the rich & poor and urban & rural and further to hazards and disasters by affecting the lives of the people as well as the environment. To compensate all these ill effects, there is a need to support the targeted or marginalized groups with effective training and rehabilitation supports matching to their skills, needs and vulnerability. In spite of the best efforts from the Government, Individuals, Funding Agencies and other Stakeholders, still there exists significant scarcity for the resources. Another challenge in this direction is the poor availability, accessibility and affordability (3As) of the resources with mismatched sustainability of the support or development. This led the stakeholders to search for an innovative and creative strategies and interventions aiming to achieve the sustainable development of the people and environment with quality. At this stage, Corporate Social Responsibility (CSR) helps to fill the gap with better business. The transformation of business strategies from 'Business to Business (B2B)' to 'Business to People (B2P)' with the service delivery channel of Community Based Rehabilitation (CBR) works effectively by the community for their own development with better sustainability and quality.

STATEMENT OF THE STUDY

The poor availability, accessibility and affordability (3As) of the resources matching to the needs of the community affect people's living and further marginalize them with vulnerability to hazards and disasters and to be out of the mainstream.

OBJECTIVES

The objectives of the present study are very specific to the people and environment with matching business strategies for achieving the sustainable development at all levels which include:

- o Understanding the needs of the community;
- o Challenges and vulnerability of the community;
- o Opportunities for achieving sustainable development;
- o Need of CSR;
- o Understanding the concept of CBR;
- o Framing of CBR – CSR model;
- o View on CSR initiatives and
- o Proposing of CSR Frame work.

CONCEPT OF CSR

The concept of Corporate Social Responsibility (CSR) is to understand the process of business in the companies to produce an overall positive impact among the employees as well as in the society / community. The definition of CSR "is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large" and other looks "CSR is about business giving back to society". Now CSR has
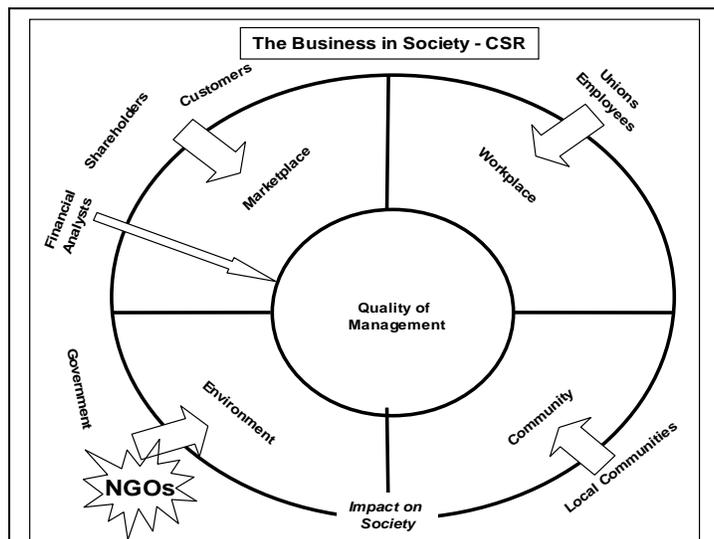

Fig.1: CSR – Business in Society

become mandatory for the companies to implement with sustainable strategies and interventions matching to the needs of the people and environment. CSR has seen as triple bottom line (TBL) reporting which is used as a frame works for measuring an organization performance against economic, social and environmental parameters.

As reported in the literature, the rationale for CSR has been articulated in a number of ways. In essence, it is about building sustainable businesses, which need healthy economies, markets and communities. The key drivers for CSR are:

- o **Enlightened self - interest** - creating a synergy of ethics, a cohesive society and a sustainable global economy where markets, labour and communities are able to function well together.

- o **Social investment** - contributing to physical infrastructure and social capital is increasingly seen as a necessary part of doing business.

- o **Transparency and trust** - business has low ratings of trust in public perception. There is increasing expectation that companies will be more open, more accountable and be prepared to report publicly on their performance in social and environmental arenas.

- o **Increased public expectations of business** - globally companies are expected to do more than merely provide jobs and contribute to the economy through taxes and employment.

CSR is well supported that without society, there won't be any business for any one. The broad view of the "Business in Society with CSR" is shown in Fig. 1. In the process of CSR, the company needs to answer two aspects of their operations / activities as:

- o The quality of their management both in terms of people and processes / systems / strategies / initiatives which includes workplace, market place, community and environment (the inner circle, Fig.1) &

- o The nature both quality and quantity of their impact on society in various areas which includes customers, local communities, government, shareholders and service providers / NGOs (the outer circle, Fig.1).

In general, all the stakeholders are keen in knowing the activity of the company (the outer circle) mainly in terms of its products and services, impact on the environment & local communities and development of its workforce including family members covering several areas like: health, water & sanitation, education, disability, housing, income generation, employment, recreation and other needs and thus look forward for better living with sustainability and quality of life.
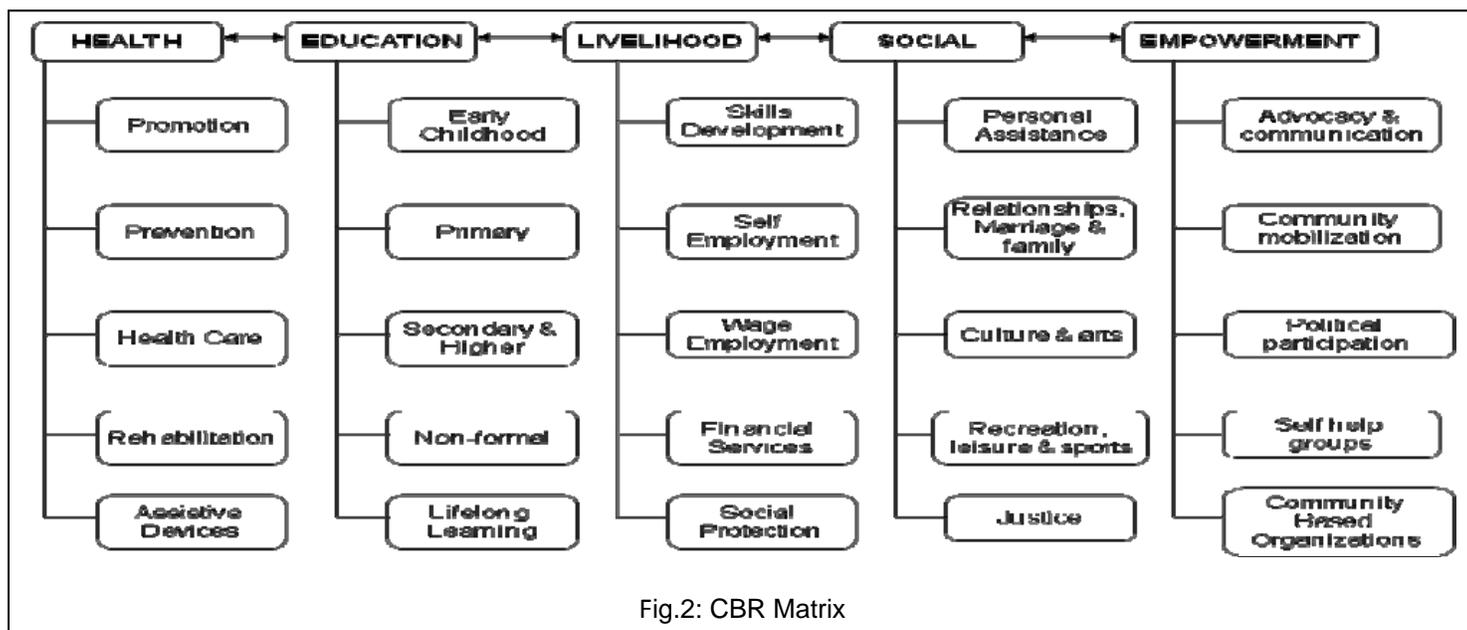
It is the fact that contributing to and supporting CSR should be the integral part of the business as it fetches several benefits to the Industry as well to its employees including society and environment. Some such benefits include:

- o Reduced Cost.
- o Increased business.
- o Increased reputation and accepatance.
- o Better brand image and value.
- o Increased staff morale and skill development.
- o Improved relationships with the employees, local community, partners, clients and other stakeholders.
- o Innovation in process, products and services.
- o Value added feedback on products / servcies and future needs.
- o Better risk / conflicts management.
- o Better support for subsidies from Government and other sectors.
- o Scope for mobilization of resoruces for strengthenng of CSR initiatives.
- o Recognition and awards.
- o Better sustainbility with quality.

In view of paradigm shift in community development covering all the marginalized groups from traditonal charity to welfare to empowerment to human rights model, the priority goes for the process of empowerment with inclusion at all levles. This insists to provide training and rehabilitation to the marginalized groups at community itself as inclusion. Though the institutional approaches are effective but limit the number with higher cost and isolation from the family / community. To overcome these limitations, the search for better service delivery channel ended at Community Based Rehabilitation (CBR).

CBR MODEL

Community Based Rehabilitation (CBR) is a strategy with in a general community development for the rehabilitation, equivalization of opportunities and social inculsion of all people in general and particularly the marginalized groups. The primary objective of CBR is to improve the quality of life (QOL) of the people with sustainable development. The key principles of CBR include equality, social justice, solidarity, integration and dignity. The CBR Matrix as suggested by World Health Organization (WHO) with generalization to all the people is shown is Fig.2.

HEALTH	EDUCATION	LIVELIHOOD	SOCIAL	EMPOWERMENT
Promotion	Early Childhood	Skills Development	Personal Assistance	Advocacy & communication
Prevention	Primary	Self Employment	Relationships, Marriage & family	Community mobilization
Health Care	Secondary & Higher	Wage Employment	Culture & arts	Political participation
Rehabilitation	Non-formal	Financial Services	Recreation, leisure & sports	Self help groups
Assistive Devices	Lifelong Learning	Social Protection	Justice	Community Based Organizations

Fig.2: CBR Matrix

The Matrix clearly reflects that CBR works with multisectoral approach and multidisciplinary with single window system covering health, education, livelihood and social areas which lead for the empowerment of the targeted groups for inclusion with better living. The Community Based Organizations by the community gets priroity to solve their own problems with better sustainability and quality.

CBR has got the advantage of providing training and rehabilitation service supports to the majority (around 70%) of the people at community level itself with better participation and inclusion at cost effectiveness with better adoptability. It leaves only smaller group who needs specialized supports at institutes. These service support channels are complimentary to each other. It further helps for the people and community development with better sustainabiltiy and quality of life. It has created significant impact in the country and needs to do more with its frame work to reach the targeted groups with an innovative and creative approaches matching to their skills, needs and vulnerability.

In spite of the best efforts from the Government, Funding Agencies, Donors, NGOs and other Stakeholders, the key limitation of the CBR model is the scarcity of resources followed by the non- availability of trained professionals. At this juncture, the support from all the Public Sectors / Industries / Corporate / Others through their CSR initiatives can fill the gap existing between the need and availability. The generalised CBR model with the role of CSR is shown in Fig.3.


FUNDING AGENCIES

HEALTH   SOCIAL

MENT

Community

The components of CBR – CSR Model and its role / objectives / functions were briefly discussed below as:

- o The inner circle refelcts the community and need of CBR model for an effective participation at all levels.

- o The middle circle reflects the needs of the community which includes:
    - Health – includes the general health care support, hiv/aids, disability, other killer deceases and measures for its prevention or mitigation of health hazards.
    - Social – includes the availability, accessibility and affordability of resources, poverty alleviation, protection of rights & security, inclusion with participation and other social needs.
    - Education – compulsory free education for all and other required opportunities for higher education both through formal and nonformal systems.
    - Livelihood – includes training, enhancement of capacities, employment, livelihoods, networking, formation of self help groups (SHGs), marketing and other supports.

- o The outer circle indicates the role of Government, Funding Agencies, Donors, NGOs and other Stakeholders in understanding and supporting the community for overcoming their problems / limitations / barriers and for initiating the process for achieving 3As (Availability, Accessibility and Affordability). There exists a significant gap between the availability and needs of community in balance with the environment.

- o The better source to fill this gap is from Public Sectors / Industries / Corporate / Others who do business for the people and by the people through CSR initiatives. The concept of CSR is well established and many are already implementing through several initiatives. The CSR initiatives / supports to the people / NGOs / establishments / schools / hospitals / SHGs / others in isolation have created significant impact in the selected groups / areas. The strategeis and CSR frame work to overcome these limitations will be discussed in due course of the paper.

- o The efforts of all the stakehodlers including the CSR initiatives results for the empowerment of the people for inclusion with better participation.

- o At the end, CBR – CSR model is expected to work for the development of the people as well the environment with sustainability and quality.

As indicated above, the initiatives / supports extended by the stakeholders including CSR have resulted limited results in the selected areas / groups of people. This may be mainly due to working on individual basis or limited scope in understanding the challenges of the people and community as a whole or framing of CSR policies with limited objectives. To over come these limitations and to improve the service delivery system (SDS), the suggested CBR – CSR Framework is shown in Fig.4.

As shown in Fig.4, the activities and components of CBR – CSR Framework were discussed below as:

- o CBR - CSR works like a Society with a legal frame of an Autonomous Body.
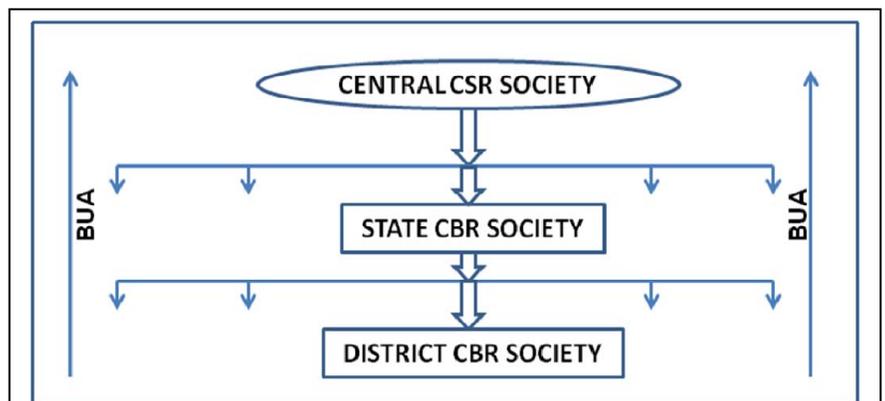
- o It works in 3 – Tier System i.e. at Central, State and District level. In due course of time, it should go upto the level of community.

- o The Societies will be operated by the team of experts from Government, CSR Agencies, NGOs and Community Members.

- o It is mostly bottom up approach (BUP) at all levels i.e., designing to implemention including monitoring and evaluation (DIME) with social auditing.

- o The resources from all the CSR Agencies will be mobilized at district level and shared with State and Central Societies which may be in the ratio of 75 : 15 : 10 respectively.

- o The respectve societies will be empowered to raise additional resources from all other sources matching to the needs of the communities and people.

- o Community Based Organizations (CBOs) as shown in CBR Matrix (Fig.2) will play a key role in working for the sustainable development of the people and environment through DIME Model.

- o It will work in association with the Panchayat or equivalent administrative unit for the sustainable development by balancing the community and environmental resources.

1. RESULTS AND DISCUSSION

The author is asociated with NGOs of Andhra Pradesh working for disability, hiv/aids, water management, rural development, edcuation, poverty alleviation, livelihoods and other community issues. Some of these NGOs are getting the support of CSR for various purposes / activities which include:

- o Infrastructural Development,
- o Care, Training and Rehabilitation Projects,
- o Education of the marginalized groups,
- o Support for Income generation activity both for production and marketing,
- o Employment opportunities,
- o Conducting Seminars, Awareness Programmes,
- o Medical Camps with care & support,
- o Computers and Teaching materials / equipments.
- o Sports & Games,
- o Cultural & Recreational programmes,
- o Water & Sanitation facilities,
- o Aids & Appliances,
- o Vehicles for transportation,
- o Others matching to the needs of the community.

The CSR initiatives are flexible and are need based which vary from one community to another. There exist several collaborations between the companies and service providers who created healthy, positive, barrier free and an inclusive environment which enabled the people in general and particularly other marginalized groups to access the needy services / facilities as an empowerment for moving towards independent living with security. Some initiatives worked for the economical empowerment of the people which made them as a contributing member of the family as well as to the community. The Companies and NGOs both on short term as well as on long term basis with need based strategies are working in filling the exsiting gap between the needs and availability of resources. In addition, Companies extend their CSR benefits directly to the targeted groups with the facilitation of local NGOs which works for sustainability with dynamic linkages. The study made on the CSR initiatives of some Indian Maharatna Companies have revealed interesting linkages among the stakeholders in

solving their own challenges which further motivated them to move forward with better sustainable strategies and interventions.

The proposed CBR – CSR Framework (Fig.4) will help to pool all the CSR resources into the respective Society which intern spends for the community development on continuous basis. This approach helps the community / society to work effectively with better access, participation and accountability in transparent environment. This is a beginning and more needs to be done in this direction.

CONCLUSIONS

The study and association with the NGOs, CSR Agencies, Communities and marginalized groups of Andhra Pradesh resulted for several significant conclusions which include:

- o The process of Industrialization, LPG, Technologies and Mining have brought development on one side and ill effects on otherside,
- o This development is confined to the selected areas and groups of people only,
- o It further resuted for widening the gap between the rich & poor and urban & rural,
- o In additon to the natural disasters, man made hazards & disasters affects the people's vulnerability for basic needs including health, shelter, education and livelihoods,
- o There is a need to shift towards B2P rather than B2B as the former is more concerned for the people and environment,
- o The paradigm shift in rehabilitation from charity to developmental to human rights model enhances the opportunites with empowerment for inclusion at all levels,
- o Government, NGOs, Funding Agencies and other Stakeholders are doing their best in transforming the challenges of the people into opportunities,
- o There exists significant gap between need and availability of resources,
- o CBR is the better service delivery system over the institutional approach in reaching the targeted groups with matching approches tuning to 3As,
- o CBR works with multisectoral and multidisciplinary appraoches and moves towards single window system,
- o CSR fills the gap of resources and works for the sustainable development of the people as well as the environment with quality,
- o CBR – CSR Model works for the better living of the people with sustainability and quality of life,
- o The proposed CBR – CSR Framework works with bottom up approch with better linkages at all levels starting from desing to implementation including monitoring and evaluation,
- o The CBR – CSR strategies and initiatives are flexible and are need based matching to the needs, skills and vulnerability of the peole and environment and
- o CSR will work for the sustainable development of the people and environment and improves the business of the CSR Agencies.

RECOMMENDATIONS

In continatuion to the study made on the need and role of Corporate Social Responsibility (CSR) in achieveing the sustainable development of the people and environment, recommendations made are as follows:

- o Better awareness on CSR and CBR needs to be created among the stakeholders,
- o Encourage Universities and Students to work on community development with innovative and creative strategies and interventions and
- o More needs to be done in CBR – CSR Model and Framework.

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