

Jindal Stainless Limited's Perspective on Corporate Social Responsibility: A New Strategic Dimension

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Abstract The perspective of Corporate Social Responsibility (CSR) of a developed economy and an emerging economy is distinctly different. While, in a developed economy, Corporates have the option of choosing the nature of its CSR intervention; but, in an emerging economy, such flexibilities may not be possible. Hence, as CSR professionals, especially in an emerging economy, as that of India, one needs to be endemic in their facilitation and understand and support the reality of economic growth and bring about a direct relationship of 'inclusive growth' with social development. Interestingly, in India, the CSR mandate of the Companies Act, 2013 also supports a national development agenda.

This paper seeks to understand the various CSR implementation strategies available and explore, in particular, Jindal Stainless Limited (JSL), India's largest and the only fully integrated Stainless Steel manufacturing Company's CSR implementation, through its Case Study.

Keywords Charity Welfare Philanthropy (CWP) • Sustainable CSR • CSR implementation • Cheque book philanthropy • Grameen Dukan • Jindal Stainless Limited Foundation • Private-private-public-people partnership

1 Introduction

Corporate Social Responsibility (CSR) is the strategic approach towards sustainable community development and the key to inclusive growth. In other words, the bottom line in the realm of CSR is to engage and connect with people by speaking the 'Language of the heart', and making honest endeavor in fulfilling needs of the community through a community based participatory approach (Williams, 2010).

However, 'the future of CSR' is linked to the corporate leaders' understanding of CSR and how in today's context, it has become an essential part of the business strategy. It, therefore, behoves upon the CSR Directors/CSR Heads and the likes in Corporations, to excite the senior management team (SMT) in such an

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understanding and engage them in adopting sustainable practices in various business processes. The outcomes of such engagement also contribute towards business profitability and encourage various stakeholders to adopt a positive value-based approach. Such an adaptation by Corporations have a direct impact on their business responsibility towards the second pillar of ‘Respect’ enshrined in the United Nations Guiding Principles on the business and human rights (UNGP) framework—‘*Protect, Respect, Remedy*’.

In India, many years of programmatic work has been done without noticeable outcomes, despite the expenditure books showing large amounts being spent on social development activities. This is because of the involvement of a number of Ministries in the Government of India, trying to achieve targets by spending funds allocated for the purpose without a nodal Ministry in charge. This has led to a complex innuendo of duplication of both effort and ‘Outcomes’, which needs to be corrected. Thus, the critical mass of CSR activities rests on the ‘Social impact’ achieved and how the efforts have made a difference in the lives of the people.

To ease this process, the Government of India, through the recently passed Companies Act 2013 has very clearly articulated under Section 135 on the eligibility criteria; the processes to be followed in terms of composition of a CSR Committee; the CSR activities, which qualify under Schedule VII and so on for companies having a net worth of Indian Rupees (INR) 5 billion (approximately 65 million euros @ 1 INR = 0.013 euros; as on February 12, 2016) or more, or a turnover of INR 10 billion (approximately 130 million euros @ 1 INR = 0.013 euros; as on February 12, 2016) or more, or a net profit of INR 50 million (approximately 650 thousand euros @ 1 INR = 0.013 euros; as on February 12, 2016) or more during any financial year.

This Act hopes to initially target more than 16,237 companies mandated to report on CSR spent, with an approximate amount of INR 200 billion (approximately 2.6 billion euros @ 1 INR = 0.013 euros; as on February 12, 2016) in each year. Subsequently, with more corporations aligning themselves towards the CSR agenda, the number of corporations in the CSR space is expected to increase manifold and raise the community investment capital, which will serve the unmet community needs. However, it is not the ‘2 %’ mandate, which is going to make the difference, but the 100 % commitment of the corporation that can make a difference in the overall life patterns in defined spaces and geographies.

2 Brief Perspective on CSR

It is therefore, important to reiterate that CSR is a sustainable development of internal and external environment through various activities and programs, planned over time. *Although, the methodologies vary with the Corporate strategy, area of implementation and the situation; yet the aim of CSR remains the same i.e. ‘To provide a platform to build upon and empower a group or a community through repeated processes making the target self-reliant and sustaining’* (Williams, 2010).

This aim is achievable only when as CSR professionals, we develop need-based programs through a process of direct intervention with the community. What do they need, should be the question and not what a corporate thinks they need. It is only after analyzing the need-assessment, should projects/programs be initiated, as there may be a real difference between perceived needs and the actual requirements. In addition, it is important that all programs and projects are implemented on a 'Project mode', with discernible outcomes spread over time and NOT merely be a one-off activity.

There are a number of ways for program implementation; viz the 'indirect approach', the 'direct approach' and the 'mixed approach'. The indirect approach encompasses running a program through an external agency, like a non-Governmental Organisation (NGO), not for profit organization or for that matter, even a private domain specialist organization with requisite expertise and skills. In such an approach, the onus of running the program lies with the partner organization, where, they are required to provide periodic feedback to the funder on project curves. To get a sense of satisfaction and a 'feel good' factor, the funding partner usually carries out a validation of the project and checks on the partners' involvement through planned site visits, giving adequate time to the implementing agency to cater to the needs of the funder and present, at times, a fabricated picture of the project. The project outcomes of such visits are thus questionable and in most cases inaccurate. This method of outsourcing projects through agencies could be termed as the 'cheque book' philanthropy model. This expenditure of the funder also qualifies under the 2% rule, as mandated in the Section 135 of the Company's Act 2013!

The second approach i.e. the 'direct approach' is when a Corporate engages directly with the community, thereby, having the advantage of a direct connect with the people in a pragmatic and direct manner. Such a method has a great advantage of feeling the pulse of the communities around the manufacturing facility, thereby pre-empting any misadventure, which may spur up, and impact the running of the factory. This approach is more strategic in nature.

While the former model follows the '*Charity Welfare Philanthropy (CWP) concept*' (Williams, 2010), the second model is the real subset of 'Sustainable CSR', where-in corporations directly engage with communities. The CWP model is usually momentary and has a short shelf life of little recall value, while the Sustainable CSR concept is the real bonding between the supporter and the supported. An NGO's engagement to a project is fund-based and when/if the fund stops, the work stops as well. Such a practice invariably leads to creating a void in the area, and the sudden de-link results in negative vibrations amongst the community. Hence, it must be understood that the most charitable initiatives unfortunately lack sustainable outcomes, unless the capacities of local communities are built up to such an extent that it can withhold the exit policy of the corporate or a partner organization. This same caution holds true for even the large funding institutions like, the Bill & Melinda Gates Foundation or, Mr. Warren Buffet and others, who invest billions of dollars in the social development sector to India.

Yet, a third version is a mix of both the methods, where-in the local corporate CSR team constantly monitors activities of the implementing agency, thereby ensuring that frequent visits take place to a project site. Here, the rules of engagement for a good implementation strategy are clarity of aim, good monitoring systems and transparency in all transactions.

3 Various Dimensions of CSR

CSR benefits are intrinsic in any Corporate Strategy; however, such factors should not become overbearing in its complexion and be the only reason for social interventions. Co-lateral engagements or projects linked to Central or the State Government should be viewed with a ‘pinch of salt’, where a large number of foreign sponsors or successful business houses are keen to invest large sums either directly in the social sector or through cleverly worked out programs, which give them a long term partnership. These international agencies support Government programs with a long-term dependence of the Government on the partner to provide software/equipment for running a program. This must be guarded against and independence assured in implementing such long-term initiatives. *Hence, as CSR professionals, we need to be endemic in our facilitation and understand and support the reality of economic growth and bring about a direct relationship of ‘Inclusive growth’ with social development.*

Thus, CSR should not be taken up as an expenditure; but an investment. Recent studies (Peloza & Papania, 2008; Garay & Font, 2012; others) indicate that the Companies with good CSR practices have been found to increase their overall sales and financial status. It is therefore important to understand the linkage and *relevance of CSR with CFP (Corporate Financial Performance) and brand equity; and acknowledge* the relevance of formulating the corporate strategy with respect to good CSR practices.

CSR is also a key to *Reputation Insurance*. Peloza (2005), have highlighted a number of benefits of CSR like increased purchase intentions, higher sales, enhanced image, and improved employee morale and so on. However, the potential for CSR to act as an insurance policy and a public relations tool has gone largely unexplored.

Additionally, the potential for CSR to provide *Risk Mitigation* is widely accepted. Knox and Maklan (2004), have noted that “Being trusted by stakeholders and pursuing socially responsible policies reduces risks arising from safety issues, potential boycotts and loss of corporate reputation” (Peloza, 2006).

4 Social Charter and Corporate Citizenship

Social Charter and Corporate Citizenship are very closely linked. A paradigm shift in the Government's policies towards social engagement of corporations from a community perspective, was first noted by the 10-point Social Charter (Appendix H), announced by Dr. Manmohan Singh, erstwhile Prime Minister of India that gave a boost to CSR, focusing it more on Inclusive Growth, and paving the way to the passing of the Companies Act, 2013 in due course. The main reason for such intervention at the highest policy level is because of the existence of an unequal economic distribution in India. But, have we ever questioned ourselves as to why such a gap exists? What can Corporates do to give back to the community, especially, in the areas where they have their presence either because of their manufacturing operations or because of some strategic interests?

It is in this context that we need to think of having a collaborative CSR model, a Private-Private-Public-People Partnership, where Corporates, amongst themselves, as also Corporates with the Government/others initiate joint programs and facilitate in transforming the society and strengthening the common agenda through a process of integration and joint-man-ship in-keeping with the laws of the land.

5 Case Study: Jindal Stainless Limited (JSL) CSR Initiatives

As part of the O. P. Jindal group, JSL is India's largest and the only fully integrated Stainless Steel manufacturing Company. It has grown from an indigenous single-unit Stainless Steel plant in Hisar, Haryana, to the present multi-location and multi-product conglomerate.

It is a globally recognized producer of stainless steel flat products in Austenitic, Ferritic, Martensitic and Duplex grades and its product range includes ferro alloys, stainless steel slabs and blooms, hot and cold rolled coils, plates and specialty products such as razor blade steel, precision strips and coin blanks. In addition to its stainless steel manufacturing facility, it has established an extensive distribution network through its service centers and warehouses in both domestic and overseas market. JSL is well equipped to serve its customers from its stainless steel manufacturing facilities at Hisar (Haryana) and Jajpur (Orissa).

Driven by its focus on sustained growth and value addition in its products and services, JSL has led the way with continuous innovation, and over the years, initiated strategic growth plans and made investments towards capacity expansions through forward and backward integration in both domestic and international markets.

JSL's Corporate Vision is "To be admired as a Socially Responsible Corporate and a Sustained Value Creator for all its Stakeholders".

Aligned to this vision, JSL established its Foundation, a registered society under the Registrar of Societies with the aim of implementing various social and environmental initiatives near its Corporate Head office, plant locations and factories, through the direct and indirect methods. Through its various networks and partnerships with various National/International CSR initiatives, JSL believes in the participatory approach of program development and design. This has given all stakeholders i.e. the employees, the community and others in the supply chain an opportunity to get connected with each other, especially in the immediate operational space.

Mrs. Deepikaa Jindal, Chairperson of JSL Foundation provides the overall guidance for the CSR initiatives. Direct interventions are carried out by professional and experienced CSR team members at plant locations; as well as programs implemented through partnerships with reputed national and international civil societies and NGOs. JSL believes that “CSR is the direct connect between ‘Head & Heart’ and can only be achieved when professionals speak the ‘Language of Heart’.”

The CSR philosophy of the JSL Foundation is: “To address key social developmental issues and encourage all stakeholders to get engaged through focused sustainable interventions with the aim of achieving the overall vision of JSL of becoming a Socially Responsible Corporate;” while its aim is to mainstream ‘communities at the bottom of the pyramid.’

The Mission Statement of JSL Foundation is “To develop an enabling environment for all stakeholders through community based sustainable development programs and in so doing, facilitate inclusive development.”

To achieve this mission, the objectives include working towards social advancement of all stakeholders i.e. employees, communities and their families; empowering rural youth and women through skill enhancement and promoting entrepreneurship; providing basic amenities to rural communities living around their areas of operations i.e. primary health, basic education etc; working towards environmental protection; providing an enabling environment, promoting best practices and ensuring a proper reporting structure.

To ensure implementation of such objectives, several projects are undertaken at both the Corporate Office level and at the plant/factory level, some of which has been detailed below.

5.1 Promoting Gender Equality and Empowerment of Women

At the Corporate level, JSL Foundation has signed up to the United Nations Women’s Empowerment Principles (UN-WEP) Statement of Support and is 1 of the 30 members of the UN-WEP Leadership Group. Apart from coming up with safety guidelines for women, JSL encourages women to apply for managerial

positions; has a strong Internal Complaints Committee, that includes a policy for prevention of sexual harassment at workplace and guidelines towards safety of women employees.

At the plant level, JSL has increasingly realized the importance of devoting attention to the economic betterment and development of rural women by organizing regular interaction events, that helps the women in showcasing not only their talent, but also display their leadership prowess. As a part of this project, a number of activities have been undertaken, where, the top management team (TMT) has always played a lead role. Some of the activities are as follows:

Save the Girl Child At Hisar, responding to the issue of diminishing girl population in the State of Haryana and its deeper implications, JSL, in collaboration with the local Government, has initiated a project, named, “Save the girl child”, in partnership with an NGO—Child Reach International (India) targeting 630 Currently Married Women (CMWs). The project focuses on creating awareness among different stakeholders such as elderly mothers, eligible couples, male community members, adolescent girls etc. on health and hygiene, gender issues, education, rights, prevention of girls and female feticide.

International Women's Day At the Corporate Office, International Women's Day is celebrated every year, where, representatives from United Nations (UN) Women make presentations on the ‘Theme of the year’ and other speakers talk on various topics, bringing in a pride of place amongst the women employees.

This same spirit is percolated among the plant offices and celebrated across locations to inspire positive changes among the women. As a part of this project, numerous videos are screened and experiences shared by women who have been impacted by the JSL CSR initiatives.

Women's Empowerment Through Nurturing of Self Help Groups (SHGs) JSL Foundation focuses on capacity building of SHGs, (a village-based financial intermediary committee at the grass-root level found in India), who are in need of support in accounting, financial management, and organizational development. These are undertaken through multiple activities, as follows:

Since 2012, groups of 36 Home Science final year students from Haryana Agriculture University (HAU) carry out an internship program for 2 months at various villages in Hisar town in Haryana State, where they train the SHG members on making soft toys, embroidery, cutting and stitching; as well as to bake cakes and make pickles.

Training programs on *animal Husbandry* are also conducted at the Central Institute for Research on Buffaloes in Hisar. The technocrats build capacities of the local farmers on various scientific methods of buffalo management, that include preparation of balanced feed—hay, selection criteria for breeding animals, health-care, artificial insemination and so on.

In Jajpur, over 150 SHGs with a total of 1805 women members have been promoted by the JSL CSR team; facilitated to *open bank accounts and are linked to the TRIPTI (Targeted Rural Initiatives for Poverty Termination and Infrastructure)*

Project of the Government of Odisha. The empowerment process with the SHGs has been divided in three phases; (i) Capacity Building; (ii) Income Generating Activities and (iii) Livelihood Programs.

A total of 17 SHGs with 243 women members in Jajpur have been trained in **mushroom cultivation** and facilitated to purchase mushroom spawn from the Grameen Dukan (a direct online buyer-seller rural mart), thereby earning a good profit through selling their produce in the local market.

The *Grameen Dukan* is also promoted to sell the SHG products that was initially supported by the National Bank for Agriculture and Rural Development (NABARD). At present, 21 commodities are available for sale with very low profit margin. It has been the constant effort of the JSL CSR teams to improve the quality of these products.

Workshops on Fruits and Vegetables on Preservation training are carried out regularly for women and girls in Hisar; handicraft, pickle making and other livelihood trainings are imparted to SHGs in Jajpur, which has helped them to start entrepreneurial activities and contribute towards their family incomes.

The locals of Jajpur have also been engaged in papad making and other food products made from pulses etc. The SHGs have been facilitated in getting commercial production licence from Central Food Technological Research Institute (CFTRI), Mysore and have been registered with the District Industries Centers. Beetle vine cultivation has also been introduced and taught to the locals here, which has a good market in and around their villages.

The layer birds given to the Scheduled Caste (SC; official designations given to various groups of historically disadvantaged people in India) households of Manatira village in Jajpur have been laying eggs, that has a great local demand. Vaccination of the birds is done by the NGO, SOPUTRA.

Sheep breeding and sheep rearing, besides other animal support is given to the local communities in Jajpur; regular veterinary camps are held where-in sheep vaccination is carried out regularly in partnership with the local animal husbandry department and bank loans facilitated to farmer clubs and SHGs for taking such initiatives to the next level.

In Jajpur, training in making Stone Apple/Wood Apple/Amabel sharbat (drink) is being imparted to the SHG members by the State Food Processing departments. The women have opened drink kiosks and have been successfully selling the healthy drink, which is not only being liked by the community, but also contributing towards weaning the locals from the locally brewed drink.

Tailoring training is imparted to the women in the villages around and entrepreneurship encouraged, be it in terms of opening petty shops to stitching, to setting up their own small pulverizing mills etc. One of the success stories have been documented hereunder.

Asmita—Production Center

JSL runs various tailoring centers in and around the plant location in Jajpur. Most of the trained women start their small enterprises at the household level and are able to make a small income out of it. In an effort to take the program to the next level and add more value in the lives of these women, a new production center model was introduced, with an intention to produce good quality finished products, which would then be connected to markets in and outside Odisha.

A group of 20 young women were handpicked for the initiative and provided intensive training on home furnishing products in IKAT (or Ikkat, is a dyeing technique used to pattern textiles that employs a resist dyeing process on the yarns prior to dyeing and weaving the fabric). A one and a half month long training was conducted by a master trainer from All India Artisans and Craft Workers Welfare Association (AIACA) at the Jindal Institute of Industrial Training. This program was in partnership with the Earthy goods Foundation and a Delhi-based designer, Ms. Sangeeta Sen. The training program was followed by a design workshop of home furnishing products made in Ikat, post which, a range of products were made under the brand name ASMITA.

Currently, ASMITA has received bulk orders, that includes stitching uniforms from local schools since December, 2013; stitching 2500 pieces of cushion covers from J P. Handloom, Cuttack. However, the real feather in the cap came, when, ASMITA received orders from Fabindia (India's largest private platform for products that are made from traditional techniques, skills and hand-based process) to stitch kurtas and other apparels after the samples were duly approved. These young women do everything by themselves, right from sourcing of the product to production, quality check and marketing.

5.2 Human Rights

JSL is associated with the Chief Executive Officer (CEO) Forum on Business and Human Rights, where it takes a leadership role and facilitates other Corporations to be a part of the process. JSL has strong initiatives and ideologies on Human Rights and over the past few years, a number of consultation and training programs, both external and internal, have taken place in order to embed the UNGP into its business strategy and operation. Some of them include, efforts made to share and sensitize employees about Human Rights; sensitizing the MSME (Micro, Small and Medium Enterprises) and the supply chain on issues relating to Business and Human Rights as articulated in the UNGPs; encouraging members of the United Nations Global Compact (UNGC) as also others to learn and share; encouraging other corporations on the UNGP guidelines and exploring through peer learning sessions how the mystic can be uncovered.

Global Business Initiative on Business and Human Rights has been the pillar of support to JSL. In order to create awareness of UNGP, JSL has undertaken a number of activities, including developing tools for conducting workshops and bringing in international expertise in strengthening the second pillar of 'Respect', with a structured focus on international standards.

The dialogues also focus on Principle No. 5 (Business Responsibility Reporting Framework) of the National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVG) for Indian companies and explore practical approaches of embedding both the UNGPs and NVG principles into business operations, as well as reporting and assurance processes.

Human Rights Due Diligence As part of the UNGPs, JSL carry out a due diligence on Human Rights through an external agency, MAZARS, a global audit and consulting firm. They review various policies, procedures and processes concerning the community and environment that are prone to human right risks and consider the impact of those policies and procedures on the community and the environment. The final audit report is submitted to JSL and has been extremely beneficial in streamlining its various processes and take out corrective action to avert possible human rights violations, which in sum has also helped the company's profit index.

5.3 *Environment Conservation*

JSL has undertaken a number of projects in environmental conservation, namely, as follows:

Project "Paper Back" JSL, in collaboration with Greenobin (company that provides complete range of independent recycling and paper waste management facilities) has initiated a "Paper Back project" across the companies to recycle paper waste and demonstrate good practice of using, reusing and recycling paper for making products, which are not only useful but are aesthetically good. All Jindal employees have been asked to ensure that whatever paper they use is worthy of recycling (not soiled, as wet paper cannot be re-used). This paper gets collected by the office boys and given out for recycling.

This project is an attempt to save the environment as industrialized paper-making has an effect on the environment. 90% of paper pulp is created from wood and paper production accounts for 35% of felled trees (Martin, 2004; Wejnert, 2012).

Project "Paper Craft" JSL, in collaboration with ACT, an NGO has been engaged in training women in an innovative project i.e. making different products with newspaper. Some of the products are coasters, lamp shades, baskets, glass and pen holders, ear rings, key chains and the like.

Organic Farming At Hisar, activities have been initiated to promote organic farming in the area since the practice of using fertilizers etc. have resulted in the depletion of the soil condition and have increased the cost of cultivation and negatively impacted human health. Currently, JSL Foundation is intervening in 10 villages with the objective of motivating the farmers to adopt organic farming techniques which are proven and considered to be sustainable. The JSL team interacts with the farmers at various levels, conducts awareness sessions, identifies the progressive farmers, trains them and organizes exposure visits. Farmers are informed about the land preparation, seed preparation, organic fertilizers, organic sprays etc. and farmer clubs are formed for the promotion of organic farming. Other practices like rice intensification procedures and farming using less water as also on multi cropping practices are shared with farmers.

Linkages have been established with various Government Institutions like the Agriculture department, Regional Center of Organic Farming, HAU etc., which has resulted in experts sharing their experiences through SMS (Short Message Service) platform.

A small booklet on techniques of organic farming has been distributed to all the farmers; and presentation on the project, along with the methods and materials that organic farmers need to keep and build good soil structure and fertility to control pests, diseases, weeds; and costing has been shared. The session has helped in giving an insight of this initiative to all the employees. The farmers have expressed their happiness and have promised to work in this direction by not only increasing the land for organic cultivation but also in introducing more farmers for this initiative.

5.4 Promoting Education

In order to promote education and realize the goal of universal education amongst the rural and backward population in Jajpur, various interventions have been undertaken. The main objectives that these interventions seek to achieve are (i) to bring all non school going children to bridge course education centers in five villages; (ii) to create an environment of education in the villages; (iii) to impart computer literacy to the poor students in two high schools and (iv) to bridge the digital divide by offering exciting and effective education and learning experiences through innovative technologies to the underserved groups.

Bridge Course Education Centers There are six bridge course centers at different locations in Odisha opened up in the area to cater to the needs of the community. To ensure participatory approach, efforts have been made to engage with the mothers by establishing a Mother's Association. In addition, Education Committees have been formed and such a concept ensures that the needs of the parents and the children are met quite an extent. Besides JSL also has special children enrolled at our O. P. Jindal Modern School, Hisar.

Pre Nursery classes for children below the age of 4 years are conducted at O. P. Jindal Vikas Kendra, Hisar where students are taught English and Hindi alphabets, numbers, names of fruits, vegetables, modes of transport, poems etc. to prepare them to be mainstreamed into schools. Periodical meetings are organized with mothers to share topics related to school admission procedures, cleanliness, nutrition, health and hygiene etc.

Pre-nursery kids of O. P. Jindal Vikas Kendra, Nehar Colony and Workers Colony celebrate 'Lodi', the harvest by germinating seeds in the cups filled with soil. Getting closer to nature is encouraged as they see the seeds germinate and grow by. The kids tend to their plants each day under the guidance of their teacher.

Computer Education Centers Computer Education Centers are running in two high schools in Hisar and students from classes VIII to X are enrolled to learn basic computer. The courses taught are Micro Soft (MS)Word, Excel, PowerPoint, internet and e-mail etc. 216 students are enrolled annually.

Basic computer classes, both theoretical and practical are also being run for the children residing in and around the residential areas of the factory at O. P Jindal Vikas Kendra—Old workers colony to impart computing skills. The course is designed for 6 months and children from class VI onwards are eligible for the admission. At the end of sessions, examinations are held and certificates are distributed.

Hole in the Wall (HiWEL)—Computer Aided Learning Station—An Innovative way to Learning

At Hisar, JSL entered into a partnership with the HiWEL in December 12, 2012 for setting up of Learning Stations (LS) with a prime objective of promoting the self learning process to enhance the academic education through computers. The learning materials installed in each of the system are in the form of multimedia i.e. cartoons, games, and other interesting modes which can be easily accessed by the children on their own or with a little trial and error method.

Village Library A Village Library is running to inculcate book-reading habit amongst the displaced persons in Trijanga Rehabilitation Colonies in Jajpur. A Village Library Management Committee has been constituted to run the program. The level of village readership has gone up manifold by the introduction of the library.

Skill Training JSL Foundation has initiated a new project, formally launched in Srinagar by the Minister of Rural Development (MoRD), Government of Jammu and Kashmir (J&K) in the presence of Mr. Ratan Jindal, Chairman of JSL and Mrs. Deepikaa Jindal last year, in partnership with the MoRD, with the aim of imparting skill training to the unemployed youths of J&K. 'Himayat' is a part of the Skills Empowerment and Employability (SEE) scheme of the Prime Minister's Office (PMO), that is being implemented through the MoRD. 'Himayat' has its focus on bridging the gap between the industry requirements and the skill sets of the youth, so that more employment opportunities can be generated. Through the program over 2000 youth from the State of J&K are being trained over a 2 year window in Electrical, IT, Stainless Steel Fabrication, Hospitality etc.

5.5 Health

A number of healthcare interventions are done by JSL Foundation at the plant level, namely as follows:

Mobile Health Units In Jajpur, JSL, in partnership with the State health department reach out to the interior villages through mobile medical units deployed for the purpose. The Medical Van is fully equipped, in accordance with the prescribed medical standards, to attend to the needs of the patients in the target areas. The patients, who require further treatment, are referred to hospitals in the vicinity known as the 'Referrals' approach.

The objective of the static and mobile health clinic is to deliver preventive, promotive and curative health services that reaches out to the rural population, especially to the economically challenged women, children and geriatric in the peripheral villages of JSL plants. The medical vans, besides attending to the static clinic every day, also moves to two villages with the medical team to conduct mobile health camps.

At Hisar, the Mobile Health Dispensary project, jointly with N. C. Jindal Hospital (NCJH), provides medical services at door steps for the unreached population. The medical services in terms of diagnostics, treatment and medicines are provided to the rural beneficiaries.

Health Awareness Program Awareness on Acute Respiratory Infection, prenatal and post natal care, leprosy, sun stroke/heat stroke, tuberculosis, malaria, safe drinking water, personal hygiene, cancer concern, malnutrition Grade 1-4, breast and complimentary feeding, Integrated Child Development Society, door-to-door health checkups, RTI (Respiratory Tract Infection), STD (Sexually Transmitted Diseases), pulse polio, tuberculosis, maternal and child health care, (Human Immunodeficiency Virus and Acquired Immuno Deficiency Syndrome) HIV & AIDS are conducted around the plant areas.

HIV & AIDS Volunteer Program and Employee Engagement Post training by Modicare Foundation, the HIV & AIDS Master trainers from hot rolling division (HRD), cold rolling division (CRD), N. C. Jindal Hospital and Research Center, Vidya Devi Jindal School (VDJS), O. P. Jindal Modern School (OPJMS) and Jindal Industries Limited (JIL) has formed a core committee to bring about awareness on the issue in the rural areas. The Master Trainers, through the Volunteer engagement program, aim at fostering awareness of the disease and work to change attitudes and behavior towards the affected.

The outreach has increased from creating awareness among the internal organization to other external companies/organizations namely Quality Foils, Quality Stainless Limited, H. P Cotton Mills, DCM Textiles and Truck unions in Haryana.

JSL Dental Care Center To support the Government dental health care program, a dental team has been positioned at the Community Health Center (CHC). In addition to this, the dental team also provides school dental health on a weekly basis and provides dental care to the tribal community in a remote area in Odisha.

Blood Donation Camp In Jajpur, blood donation camps are organized periodically in collaboration with the Indian Red Cross Society and the Odisha State.

NOIDA Deaf Society (NDS) Outreach Program JSL, in collaboration with NDS has started a program in English Communication skills and Sign Language skills for the deaf youth. This initiative was started to mainstream deaf children and youth into the society through quality education and vocational training.

Satyawan Sharma hails from a small village in Jakhalmendi, Fatehabad. Out of the three siblings, he was born deaf. He completed class V from the village school and left his village at a young age of 15 years to pursue higher education. He passed class 8 from a private school in Hisar and later completed Matriculation from the National Institute of Open Schooling (NIOS), Delhi. During his stay in Delhi, he heard about NDS and was fascinated to know its work. He joined NDS outreach center in Hisar in January, 2013 and completed various courses in English and Computers to enhance his skills. His commitment, sincerity and zeal to learn at NDS paid rich dividend when NDS offered him a job at Pizza Hut, a leading Food Retail company in Gurgaon in January, 2014. It was a dream comes true for him and his parents.

5.6 *Rural Development Projects*

Apart from the above-mentioned projects, JSL Foundation undertakes various rural development projects as well. Example, construction of schools, roads, culverts, boundary walls of the area, hospital, construction of community centers in the

villages, installation of water purification plants and distribution of fruit bearing saplings etc. are some of the rural development projects being undertaken on a project mode by the JSL CSR department in Odisha.

6 Conclusion

Corporates need to be engaged directly with the community and make the CSR initiative meaningful and outcome-oriented. All interventions should be based on the take of the community. A Private-Private-Public-People Partnership model, with good monitoring mechanisms will ensure that the beneficiaries remain the people and the programs remain people-centric. The era of mere charity and philanthropy is over and instead, partners should be engaged with the purpose of sharing expertise and scaling up the projects. Hence, it will be pertinent to mention, that the roles of NGOs need to be clearly defined and transparency ensured. The only message in the sum game of CSR is to remain committed in community development with *'Service before Self'* being practiced by all engaged in the business of CSR. The overarching aim of the exercise is to win hearts and minds of the people through a continuous process of speaking the *"Language of the heart, which transcends all barriers and aligns communities toward an inclusive, holistic Society."*

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