



bala vikasa international center
For businesses that care

BALA VIKASA: FOR A SYNERGY BETWEEN CIVIL SOCIETY AND BUSINESS

Bala Vikasa's way to facilitate Entrepreneurship and Corporate Social Responsibility
using a Sustainable Community Driven Development Approach

Social Responsibility Series 2

Acknowledgement

Bala Vikasa is particularly grateful for the valuable contribution of Mrs. Bhuvaneshwari Ravi towards this document. As a management consultant and process facilitator with over 18 years of experience in the corporate and non-profit sector, her expertise in impactful CSR and Sustainability Reporting has fortified our Social Responsibility Series 2 with great depth and unique insights.



Bala Vikasa is grateful to *Foreign Affairs, Trade and Development Canada (FATD-Canada)* and to SOPAR for their financial contribution towards this publication.



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Abbreviations

ABCD	Asset-Based Community Development
AI	Appreciative Inquiry
BSE	Bombay Stock Exchange
CD	Community Development
CEP	Civil Engagement Program
CII	Confederation of Indian Industry
CS	Corporate Sustainability
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
ETI	Ethical Trading Initiative
IAPB	International Agency for the Prevention of Blindness
IBLF	International Business Leaders Forum
IICA	Indian Institute of Corporate Affairs
MDG	Millennium Development Goals
MNC	Multinational Corporation
MoU	Memorandum of Understanding
NLP	Neuro-linguistic Programming
NSE	National Stock Exchange
PRA	Participatory Rural Appraisal
RBM	Result Based Management
SD	Sustainable Development
SME	Small and Medium Enterprise
UNDP	United Nations Development Program
VIC	Vikasa International Center

This publication entitled “Bala Vikasa: For A Synergy between Civil Society and Business” is the second section of a diptych on Bala Vikasa’s foray into the coming together of sustainable community development and CSR. The first part of this diptych is the first issue of Bala Vikasa Social Responsibility Series “Business for Sustainable Community Driven Development”.

To better understand the synergy that may exist between Civil Society and the corporate world in matters of CSR, Volumes 1 and 2 of Bala Vikasa Social Responsibility Series have to be read in sequence.

“Bala Vikasa: For a Synergy between Civil Society and Business” explains the role of Civil Society Organizations (CSO) in CSR, how UNGC & MDGs are driving CSR and what are the differentiating features that make CSR impactful. This issue also draws out lessons from Bala Vikasa’s 10 Development Rules and its intimate understanding of community driven development.

In order to maximize the impact of their CSR, Indian companies need to look beyond the traditional lens of “charity” and develop CSR processes with potential for large-scale human impact. As companies implement CSR, there are key features that distinguish its practice. These features help CSR become sustainable and meaningful for the stakeholders for whom it is meant to deliver value. The key features as per our understanding are:

- Building the Business Case
- CSR Communication with Stakeholders
- Collective Impact
- Results Focus

The key messages presented in this document are:

1. With CSR becoming mandatory there is potential for it to become “socially minded’. Using a results based framework will definitely prioritize impact and make CSR two-way.
2. Industry associations and UN organizations are encouraging companies to create shared value and also to deploy the mandatory CSR fund towards meeting the Millenium Development Goals (MDGs). As the push for such action increases, companies will look for competent partners who deeply understand the dynamics of social issues and can help them define plans and help implement them.
3. Companies can engage in facilitating meaningful development and not just comply to meet MDGs or any other internationally agreed social improvement goals or principles.
4. Civil society has a powerful contribution to make in both framing and implementing effective sustainable development policies.

5. Civil Society Organizations (CSOs) can play a positive role in helping companies develop proactive approaches to embed CSR in their ways of working. The role of the CSO is to build a bridge between communities and companies and let them use appropriate tools and techniques to lay the foundation for sustainable development and CSR.

CSOs can participate in the following ways to make CSR impactful:

1. Become equal partners to plan and implement CSR initiatives.
2. Become social accountability champions and provide evidence-based and constructive feedback to companies about their CSR.
3. Conduct research in social issues and help companies architect and invest in long-term change management CSR.
4. Promote innovative social enterprise models for companies to create shared value.
5. Become training partners and enable companies to develop new and relevant perspectives about social change and working with communities.
6. Initiate framing of effective policies for sustainable development.
7. Participate in advocacy of social issues and guidelines such as UNGC, MDGs for companies to be aware about 'issues on the ground'.
8. Promote social impact reporting by companies.

Bala Vikasa knows that within the evolving context of CSR, working with communities in a systematic manner will become the need of the hour. Therefore, its Vikasa International Center (VIC) is positioned to provide training and facilitation services to companies intending to do results-based CSR.

The VIC is a flagship institution being set up by Bala Vikasa to introduce, primarily its approach to community driven development and sustainable community development. Through the establishment of VIC, Bala Vikasa intends to build a platform for capacity building for corporates, SMEs, social enterprises and NGOs.

Under the CSR umbrella, Bala Vikasa hopes to see defining moments on the community development front. While companies execute community development initiatives, the move of mandatory CSR is going to bring the attention of key stakeholders to the manner in which it is being rolled out. The stage is set for innovation and lasting impact in the space of community development.

The key interventional opportunities for VIC are:

1. Need for companies, large and SMEs alike, to deeply understand the community driven development approach—which requires a paradigm shift in thinking, practices and assessment:
 - Bala Vikasa's Asset Based Community Development approach provides an

appropriate strategy for working with communities and giving strategic philanthropy efforts the right direction.

- In this context, Bala Vikasa's 10 Development Rules and learning experiences need to be taken to companies as they experience a lack of information, knowledge, skills and practice of community driven development.
 - There is a learning gap for companies in terms of measuring their impact. Bala Vikasa's Results Based Management (RBM) approach enables it to implement the right framework for output, outcomes and impact in community development. The emphasis is on not just doing activities, but achieving impact.
 - Results Based Management requires that in undertaking community development, NGOs and companies must look beyond activities and outputs to focus on actual results: the changes created.
2. Scope for NGOs, social enterprises and foundations to learn and imbibe a community driven development approach to make sustainable community development possible.
- Bala Vikasa's long practice of working with communities provides a rich ground for establishing 'communities of practice' with other like-minded civil society organizations and companies.
 - An area that does not have standards and guidelines is working with communities. Bala Vikasa's 10 development rules and its first-hand experience will be extremely relevant for a whole range of companies and NGOs alike.

Role of Civil Society Organizations in CSR

Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has. - Margaret Mead

As we deepen our understanding about CSR, one thing stands out prominently and that is: if business delivers CSR unilaterally, it is not going to bring about sustainable impact.

In other words, stakeholder engagement needs to go beyond information sharing, setting the stage for more deeper-level reflection to know and execute upon what is appropriate for all involved. So, it is not about one group of stakeholders, particularly companies, gaining immediate points across citizenship parameters. Therefore, the role of Civil Society Organizations (CSOs), like NGOs and people's organizations is growing in CSR – as equal partners and as social accountability champions.

CSOs can ally with businesses by advising them on the impact their operations have on the environment and communities, and work together to find solutions allowing economic impact with minimal environmental degradation. On the other hand, they can hold companies accountable in the manner in which CSR is being delivered.

1.1 Role of CSOs in CSR

Civil society has a powerful contribution to make in both framing and implementing effective sustainable development policies. In recent years, private–public partnerships are being developed, where philanthropists, NGOs and local authorities are coming

together to tackle complex development problems. For example, the Global Alliance for Vaccines.

There are also a number of multilateral initiatives targeting businesses, such as the UN Global Compact (UNGC), which has the objective of promoting responsible business behavior, and the UN Development Program (UNDP) Growing Inclusive Markets Initiative, which encourages the adoption of inclusive business models, targeting the poor both as consumers and as producers.

When different stakeholders in the CSR landscape play their individual roles effectively, no single stakeholder can disproportionately influence the quality of the intervention. However, when companies devise CSR practices, they are more focused on their own benefits. While it is natural for companies to be focused on their needs being met, they may use methods that are short sighted, which in turn will potentially not contribute to sustainable community development.

Therefore, the role of civil society organizations is to build a bridge between communities and companies and let them use appropriate tools and techniques to lay the foundation for sustainable development.

1.1.1 Marshalls

The following example from the report “The Impact of UK Companies on the Millennium Development Goals, 2010” presents a case

about UK company Marshalls and its work in 'providing schools for the children of Indian migrant workers'.

The first company in the hard landscaping industry to belong to the Ethical Trading Initiative (ETI), Marshalls is committed to adopting the ETI Base Code, which includes the principles that child labor should not be used, no one should be forced to work and working conditions should be safe and healthy.

Together with a local NGO partner in Kota, India, Marshalls set about providing practical assistance in the form of free schools for children who would otherwise have no opportunity to get even a basic education. Since funding the first school in 2006, the company now fully funds six schools which are open to the children of all quarry workers in the locality regardless of whether their parents work with Marshalls' sole supplier in India.

Working in partnership with the local NGO, Marshalls continues to expand its program of fully funding schools, alongside funding health camps in the heart of the quarrying area. A rigorous monthly reporting process is in place with the NGO and a Marshalls-funded full-time local social auditor.

Continuing with its work in eliminating child labor, "Marshalls and UNICEF UK have formed a three year partnership to protect children working in the hazardous stone quarrying sector in India. With funding from Marshalls, UNICEF will carry out research into quarrying in the Indian state of Rajasthan and will use the findings to develop long-term interventions to tackle child labor in the stone quarrying sector."

The research findings will be used by UNICEF to advocate with the Indian government, business and other stakeholders to adapt policies and create a regulatory framework

to work towards the elimination of child labor within the quarrying industry. The example shows how CSOs can become a rich source of research-work for CSR funds to be properly utilized.

1.2 Millennium Development Goals

Two powerful CSR drivers for companies are the Millennium Development Goals (MDG) and United Nations Global Compact (UNGC). In the following sections, the role CSOs can play to advance MDGs and UNGC is explored.

At the 2000 UN Millennium Summit, world leaders from rich and poor countries alike committed themselves – at the highest political level – to a set of eight time-bound targets that, when achieved, will end extreme poverty worldwide by 2015.

The Millennium Development Goals (MDG) are to:

1. Eradicate extreme poverty and hunger.
2. Achieve universal primary education.
3. Promote gender equality and empower women.
4. Reduce child mortality.
5. Improve maternal health.
6. Combat HIV/AIDS, malaria and other diseases.
7. Ensure environmental sustainability.
8. Develop a global partnership for development.

In 2003, the International Business Leaders Forum (IBLF) and the United Nations Development Program (UNDP) published a report on 'Business and the Millennium Goals: A Framework for Action', outlining how companies can work with the UN system, governments and civil society organizations to help achieve the MDGs.

The 'Framework for Action' focused on three ways that almost all companies can contribute to achieving the MDGs.

- First, by getting engaged through their core business operations and value chains to deliver profitable and innovative market-based solutions to development challenges, to spread responsible business standards and practices, and to minimize negative impacts on development.
- Second, through social investment, volunteering and strategic philanthropy activities that harness corporate competencies and are aligned with business and community interests.
- Third, through engaging in public policy dialogue, advocacy and institution strengthening to help improve the overall enabling environment for development.

Taking forward the actions suggested by the IBLF and UNDP, as plans for strategic philanthropy get made at the company-end, CSOs could channelize the investment of time, competencies and funds in ways that is a win-win-win—for companies, communities and CSOs.

In this manner, CSOs can bring to companies the necessary awareness and practice of methods specific to community development. Companies can engage in meaningful development and not just comply to meet MDGs or any other internationally agreed social improvement goals or principles. Bala Vikasa's own approach to community driven development is a powerful way for companies to adopt and adapt for CSR impact.

The following are key reasons given by UK Network member companies for not having an impact, either on any of the MDGs, or on specific MDGs:

- Focus on activities closer to their core business activities;
- Lack of experience and/or skills to contribute;
- Lack of information available about the MDG(s) and the impact that companies can have;
- Lack of time and/or resources to contribute.

The above points from the report, "The Impact of UK Companies on the Millennium Development Goals, 2010", indicate that NGOs can play a significant role in addressing issues such as lack of experience or skills and lack of information regarding MDGs in companies.

In September 2013, the Confederation of Indian Industry (CII) brought together representatives from the Indian corporate sector to discuss progress on MDGs and how corporates could contribute. Speaking at the gathering, the UNDP Resident Coordinator pointed out "Analyses from around the world shows conclusively that progress on the MDGs can be accelerated when business and the private sector join in coalition with other development actors."

With such a backdrop, industry associations and UN organizations are encouraging companies to create shared value and also to deploy the mandatory CSR fund towards meeting MDG targets. As the push for such action increases, companies will look for competent partners who deeply understand the dynamics of social issues and can help them define plans and help implement them. As NGOs are also engaged in addressing issues covered in the MDGs, a more holistic approach to finding joint solutions that maximize the impact can be aimed for.

1.3 UN Global Compact

The United Nations is working to achieve a shared, secure and sustainable future for all of the world's people. The UN Global Compact, launched in the year 2000, is an initiative intended to promote corporate social responsibility and citizenship in the new global marketplace.

The Global Compact asks companies to embrace, support and enact, within their sphere of influence, a set of core values in the areas of human rights, labor standards, the environment, and anti-corruption. The principles are given below. The UNGC principles also address areas of focus highlighted by the World Business Council for Sustainable Development as key areas for CSR.

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: Assure that they are not complicit in human rights abuses.

Labor Standards

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4: Elimination of all forms of forced and compulsory labor.

Principle 5: Effective abolition of child labor.

Principle 6: Elimination of discrimination regarding employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges.

Principle 8: Undertake initiatives to promote greater environmental responsibility.

Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Any company wishing to become a Compact member must theoretically comply with a number of guidelines. In addition to a "commitment" to the ten principles, participating companies must inform the public in annual reports on any progress they have made in implementing the principles.

In theory, companies cannot become signatories of the Compact if they violate human rights, tolerate forced or child labor, manufacture or distribute anti-personnel mines, or violate other relevant commitments of the United Nations. However, the UN does not check company compliance, either continuously or selectively.

With respect to the UN Global Compact, CSOs are concerned about how companies will be made accountable towards the ten principles, as the UNGC does not have a compliance monitoring mechanism. CSOs can assume the role of social accountability champions and help companies develop better frameworks for implementation, integration and measurement of the UNGC principles in their operations.

1.4 NGO-Company Partnership for CSR

Companies engage with the community in one of several ways:

- Directly through company departments
- Through owned foundations
- Either partnering with NGOs for particular projects, or giving them grants
- Forming partnerships with government.

The most preferred option is direct company involvement where companies have a separate development department and undertake direct initiatives within the community. However, as some companies find it difficult to get community-level engagement, they also prefer working in partnership with NGOs. In such partnerships, for NGOs, the opportunity is to create step-change improvements to the impact of their community development work. For companies, it increases opportunities to enhance their economic, social and environmental performance.

While partnership is preferred, the following obstacles appear to prevent greater collaboration:

- Finding 'good' NGO partners
- Highly competitive short term business climate
- CSR and engagement with stakeholders is still considered a 'nice to do' rather than a sustainable and profitable way of doing business.

To step up scale and impact of partnerships, NGOs can do the following:

- Build capacity in HR and program management

- Develop skills-based employee engagement program
- Understand business needs in terms of communication, management and reporting
- Make use of visibility platforms to recognize contributions from companies
- Help companies balance short term support in CSR programs and long term support for inclusive growth.

Following is an example from The Partnering Initiative.

1.4.1 "Seeing is Believing"

"Seeing is Believing" is a collaboration between Standard Chartered Bank (as donor partner) and International Agency for the Prevention of Blindness (IAPB) (as the principal implementing partner), and is the Bank's community investment program. In the initial years, the partnership worked towards eliminating preventable blindness by promoting cataract operations. The initial target was restoring sight to 28,000 people in developing countries, one for each member of the Bank's staff. The first year exceeded the target by 100%.

In seven years, the partnership has evolved from a small staff initiative into an ambitious program that has impacted the lives of eight million individuals. The program runs entirely on voluntary fundraising done by the Bank's staff and is supported by a small management team in their corporate headquarters. In 2007, the Bank also matched the funds raised by the volunteers. IAPB effectively played its role as an intermediary between the Bank and the implementing partners. The Bank also funded the position of a program manager within IAPB to fulfill accountability requirements.

With an effective and open approach to partnering, the Bank eventually broadened the agenda based on feedback received from technical and implementing partners, who recommended a more holistic and localized agenda. Seeing and Believing has evolved a management and governance structure, including an Advisory Committee which has been a strong support to the joint implementation team. Over a period of time, both partners have also arrived at a common set of success measures.

Some of the partnering lessons are:

- Develop a shared understanding of the agenda
- In spite of power differences, do not allow it to determine the ways of working together and aim for equity in partnership
- Skillful facilitation, particularly during the early stages of the collaboration.

1.5 Bala Vikasa Way: Contribution to CSR by influencing CSOs

Bala Vikasa has a unique approach to capacity building, where training is done based on the rich experience of working with communities. Bala Vikasa has practical experience of facilitating community driven development and the learning is ploughed back as insights for training sessions. With such an approach, Bala Vikasa provides a new lens for the CSR capacity building space, as it sets up the VIC.

The VIC is a flagship institution being promoted by Bala Vikasa, primarily to introduce its approach to community driven development. Bala Vikasa knows that within the evolving context of CSR, working with communities in a systematic manner will become the need of the hour. Therefore, the VIC is positioned to provide training

and facilitation services to companies intending to do results based CSR. The same interventions are also offered to civil society organizations that are on their way to partner with companies who are getting ready for systemic impact with CSR work.

1.5.1 Bala Vikasa's 10 Development Rules

Bala Vikasa's 10 Development Rules are composed of its insights about the world of community driven development. Here, the 10 rules are extrapolated to the context of how civil society organizations can engage in CSR. The description is given as, what needs to start and what needs to stop, to make CSR contribute meaningfully to community driven development.

1. Development is people

Start: Civil Society Organizations need to play an active role in seeking community driven development. This is a meaningful way of creating a win-win and therefore makes working together and results, sustainable.

Stop: Civil Society Organizations need to discourage companies from doing charity. This mindset undermines the potential strengths within communities.

2. Development is women

Start: Civil Society Organizations clearly appreciate the need to integrate women in development. When NGOs take this message to companies' CSR practices, the results are differentiated.

Stop: Civil Society Organizations need to stop companies from associating only with community leaders. While they are important change champions, in community driven development, 'every member is a leader' evokes a deeper participation from all members of the community, including women.

3. Development is change of attitude

Start: Civil Society Organizations need to usher new empowering mental models of progress within community members and draw them away from a 'mendicant mentality'.

Stop: Civil Society Organizations know that CSR in working with communities is not just meeting 'needs' expressed by the members. The companies need to be stopped from 'feeding' into short-term activities that bring about immediate acknowledgement and praise but does not bring-out strengths of the members.

4. Development is solidarity within the groups and the communities

Start: Engagement of people within a community to solve their issues with each other's resources in addition to resources deployed by companies via CSR work is healthy. Civil Society Organizations partnering with company CSR need to support such a mental ability in communities.

Stop: Civil Society Organizations need to discourage companies from delivering CSR as projects designed on the basis of community needs as it is narrow-sighted and disables the development of a healthy ecosystem within communities.

5. Development is iterative

Start: CSR engagement with a results based framework and openness to proactively learn from lessons in the field, promoted by Civil Society Organizations, builds the energy for progress.

Stop: Civil Society Organizations must discourage companies from developing CSR engagement away from the field with a hands-off approach and also take them away from executing a series of activities under CSR banner.

6. Development is participatory

Start: Civil Society Organizations engaging in CSR partnerships with a collective impact approach gives equal ground for all stakeholders to bring their strengths to the change journey. Using approaches such as Asset Based Community Development, supports sustainable progress.

Stop: Civil Society Organizations need to stop companies from taking a 'top-down' approach to community development. When communities pay scant attention to their participation in their own development it results in hierarchy between companies and them.

7. Development is intra-cultural

Start: Companies need to become curious about how the culture within communities will support change. This is an important dimension to attend to so as to materialize actions as planned.

Stop: Ignoring community culture and imposing company culture in CSR work needs to be discouraged by Civil Society Organizations implementing CSR programs.

8. Development is long-term

Start: Civil Society Organizations need to help companies get out of 'pilot paralysis', by scaling-up and developing the right measures for measuring progress.

Stop: Civil Society Organizations need to discourage companies from looking for immediate and short-term results.

9. Development is not free

Start: Civil Society Organizations need to spread awareness that, every stakeholder has a stake. Any stakeholder participation to receive gains without active 'giving' on their part will stunt communities. Based on their strengths, communities need to participate

either through monetary means or through means such as taking responsibility for resources given in CSR engagements.

Stop: Civil Society Organizations must stop CSR initiatives that make companies benefactors or dole out money. It can come in the way of communities taking full responsibility for their progress.

10. Development builds on results and credibility

Start: Civil Society Organizations need to encourage companies to use a results based framework to plan, execute and measure.

Stop: Over emphasizing the number of activities performed as results of development within communities must be stopped by Civil Society Organizations.

1.6 Conclusion

In our view, CSOs can play a positive role in helping companies develop proactive approaches to embed CSR in their ways of working.

CSOs can participate in the following ways to make CSR impactful:

- Become equal partners to plan and implement CSR.
- Become social accountability champions and provide evidence-based and constructive feedback to companies about their CSR.
- Conduct research in social issues and help companies architect and invest in long-term change management CSR.
- Promote innovative social enterprise models for companies to create shared value.
- Become training partners and enable companies to develop new and relevant perspectives about social change and working with communities.
- Initiate framing of effective policies for sustainable development.
- Participate in advocacy of social issues and guidelines such as UNGC, MDGs for companies to be aware about 'issues on the ground'.
- Promote social impact reporting by companies.

Making an Impact through CSR

"The only limit to your impact is your imagination and commitment"
– Tony Robbins

CSR is a process of creating social impact—in other words addressing social issues. While CSR is promoted through a responsibility lens, the issue is really about achieving positive social impact. With the triple bottom-line definition of CSR, the impact also has economic and environmental dimensions.

The approach to create social impact can be through the social purpose of the business, which is the case with social enterprises. Social impact can also be created in the manner in which enterprises operate and manage their value chains and also when they reduce negative impact of their operations on communities.

As much as we focus on 'social' impact, where the emphasis is on the human being, there are other factors such as environment management and ethical practices which also come under the CSR umbrella and also need to be addressed with equal rigor and commitment.

2.1 CSR Leaders

There are CSR Leaders who are addressing social responsibilities within their companies. In the form of responsible practices, companies are addressing key issues of CSR such as labor practices, treating staff and suppliers well, environment management, ethical practices etc.

The CSR Leaders are also gaining such a position with respect to their citizenship (working with communities) efforts. An article "The Five Elements of the Best CSR Programs" in Forbes Magazine, April 2011 indicates that there are five inter-related features that make companies CSR Leaders.

The five features are:

1. Defining social purpose of business - an innovative CSR initiative can reinforce the company's business purpose and seamlessly leverage its operational competencies.
2. Clear theory of change - CSR leaders develop proprietary approaches to drive measurable social change.
3. Quality & depth of change - providing employees, customers and external stakeholders with a significant depth of information about the social issue through credible research, white papers, videos, stories, social media.
4. Concentrated effort - doing one thing well.
5. Partnering with experts – gain credibility and leadership through relationships with social issue experts and not-for-profit organizations.

2.1.1 Gap Inc.

Gap Inc. has worked to combat child labor in the apparel industry for nearly 20

years. Gap Inc.'s position is: 'Child labor is an unacceptable practice that violates our Code of Vendor Conduct and Human Rights Policy'.

Their threefold strategy addresses the issue at multiple levels:

1. Monitoring the factories that produce branded apparel – including sub-contractors.
2. Implement a comprehensive remediation plan if an underage worker is identified.
3. Work in partnership with stakeholders to identify locally relevant solutions.

2.1.2 CEMEX

Another example is from CEMEX, a global leader in the building materials industry. CEMEX has reported as part of CSR its Environment Management System and its impact.

Biodiversity: Through quarry rehabilitation and correct biodiversity management, CEMEX can maintain and, wherever possible, enhance the ecosystems and biodiversity associated with its land holdings. It is also actively engaged in initiatives aimed to raise awareness and to increase proactive biodiversity conservation. Since 1993, CEMEX has published its Conservation Book Series to promote a culture of biodiversity conservation.

Water Use: As clean water becomes an even more precious resource, CEMEX seeks to ensure that appropriate water management practices are in place at every site.

Actions in this area include: assessing CEMEX's precise water footprint and establishing accurate water accounting methodologies; optimizing water consumption by monitoring and reporting water use for the cement, aggregates, and ready-mix concrete businesses.

Waste: CEMEX disposes of the waste generated by its processes by reusing it within its production process, as well as for other uses. Some of the actions undertaken in this area are to replace primary aggregates with other discarded materials (e.g., glass, demolished concrete) and reuse and recycle, to the extent possible, the fresh concrete returned from construction sites.

2.1.3 Novus International

Novus International is a \$1 billion global business, delivering animal feed and human nutritional feed supplements. Many of the products made by Novus International improve the bioavailability of food to animals and therefore enable lower amounts of feed to be used. This means fewer resources throughout the food chain, fewer environmental impacts in emissions and release of minerals to soil, and more cost-effective farming which supports economic development.

The example of Novus International explains how through its products, the company can create a favorable environmental impact and therefore CSR impact.

2.2 CSR and Result Oriented Management Systems

2.2.1 Civic 50

The Civic 50 is an initiative to survey and rank S&P 500 corporations of Corporate America on how they engage with the communities they serve and institutionalize these practices in their corporate culture. Specifically:

- The Civic 50 recognizes companies that commit time, talent and resources to empower and improve the local community.

- For the purposes of the survey, Measurement & Strategy captures how a Civic Engagement Program (CEP) is structured and what metrics and measurement tools are used to evaluate its success.
- When designing CEP metrics, special consideration of stakeholders such as community partners, nonprofit organizations, corporate foundations, trade associations representing corporations, the government and company employees is necessary.

2.2.2 Citi Foundation

Citi Foundation is a global institution connecting over 1,000 cities, 160 countries and millions of people. It provides consumers, corporations, governments and institutions with a broad range of financial services and products with the mission to expand financial inclusion, strengthen communities and advance environmental sustainability in the communities.

Citi Foundation, which excelled in the dimension of Measurement & Strategy mentions that, **“While the Foundation has always been able to count how many people its community-oriented grants and projects reach, getting beyond that was a challenge. We were really tracking activities, not the impact we were trying to achieve.”** As a result they implemented a results-oriented measurement system, reevaluating their strategy and designing new ways to identify and track the impact of their grant-making on people’s lives.

Such is the potential to make CSR effective and impactful, with companies becoming Leaders in that dimension of working.

2.3 Features of CSR

As companies implement CSR, there are key features that distinguish its practice. These features help CSR become sustainable and meaningful for the stakeholders for whom it is meant to deliver value. The key features as per our understanding are:

- Building the Business Case
- CSR Communication with Stakeholders
- Collective Impact
- Results Focus.

2.3.1 Building the Business Case

A ‘business case’ is a pitch for investment in a project or initiative that promises to yield a suitably significant return to justify the expenditure. The ‘business case for Corporate Social Responsibility (CSR)’ is a pitch that a company can ‘do well by doing good’: that is, the company can perform better financially by attending not only to its core business operations, but also to its responsibilities toward creating a better society.

The Oxford Handbook on Corporate Social Responsibility states that there are four value propositions for CSR that provide it a business case: cost and risk reduction; profit maximization and competitive advantage; reputation and legitimacy; and synergistic value creation. The 2013 CSR RepTrak® 100 study results show that 73% of the 55,000 consumers surveyed are willing to recommend companies perceived to be delivering on Corporate Social Responsibility. This clearly indicates that companies can get a higher leverage as their reputations build because of CSR.

IBM Institute for Business Value’s document, “Attaining sustainable growth through corporate social responsibility”, mentions that, ‘a number of companies already

regard corporate social responsibility as a platform for growth and differentiation’.

- Over 68% of the business leaders (a total of 250) surveyed by IBM are focusing on CSR activities to create new revenue streams
- Over 54% believe that their companies’ CSR activities are already giving them an advantage over their top competitors.

The CSR Value Curve proposed by the IBM Institute for Business Value (refer to Figure 1), shows how the business case for CSR is a continuum. Along this continuum, depending on the positioning chosen by companies, they can draw distinctive advantages. It is also common to find that CSR strategy in a company can have a combination of all-positioning depending on the sector it belongs to.

In the CSR Value Curve, Strategic Philanthropy positioning will bring about CSR initiatives with the community, be it around locations where companies operate or social issues of a broader nature. As it is strategic, in other words, the business case exists, working with communities will not be obscure, will have a systematic approach and will be results-based.

2.3.2 Bala Vikasa’s Asset Based Community Development (ABCD) Way

Bala Vikasa’s ABCD way provides an appropriate strategy for working with communities and giving strategic philanthropy efforts the right direction. The ABCD approach emphasizes the importance of building the community “inside out”. Therefore, much importance has to be given in mapping and building

The CSR Value Curve: a shift from cost to returns

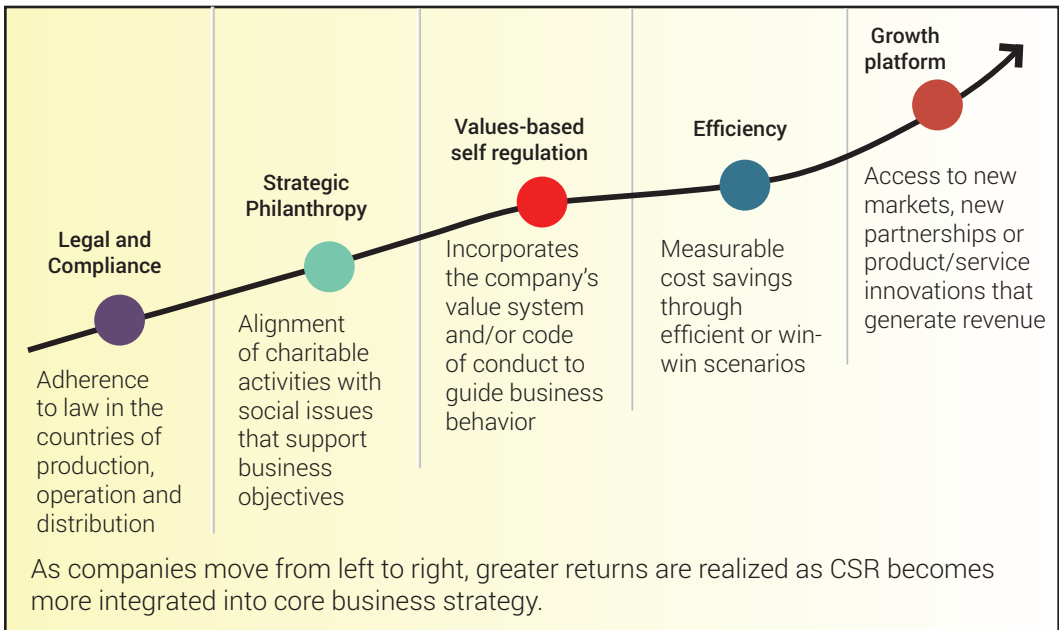


Figure 1: From IBM Institute for Business Value

the mindset of individuals in a community, as ABCD helps make an inventory of all the positive elements within it that could foster a self-reliant community. With such an approach, the 'business case' definition for strategic philanthropy will need to be expanded to include building self-reliant communities versus just meeting needs of communities.

For Bala Vikasa, neither a "top down" nor a "bottom up" approach seems to fit. Bala Vikasa has developed a special relationship and bond with the communities at the grassroots level. In a nutshell, the beneficiaries of Bala Vikasa in the thousands of villages where its development interventions are present consider the organization as their own. Drawing from Bala Vikasa's 10 Development Rules, the rules presented here provide a 'business case' for communities:

- Development is people
- Development is women
- Development is change of attitude

When the 'business case' for CSR for companies is discussed, it is equally important to look at the 'business case' for communities. Bala Vikasa's definition of 'business case' gives due importance to the sustainable growth of every stakeholder group from associating in CSR engagements. This is a very important shift in paradigm for companies as they still qualify meeting the community's needs as CSR.

CSR must not be delivered as projects. The companies need to establish processes and must give equal opportunity to women in the community. Though there will be programs addressing health, education, water, livelihoods, etc., CSR is not just a checklist to be ticked. Therefore, companies shall prioritize people and their change of attitude in the process of development.

2.3.3 CSR Communication with Stakeholders

CSR practices must be communicated to the society and stakeholders in order to improve relationships. While all companies know this, communication of CSR practices is becoming merely transmission of information (i.e. objectives, intentions, activities). As stakeholder expectations are constantly in change, effective communication goes beyond information sharing because it is based on a continuous process of exploration and dialoging.

The central point within CSR communication needs to move from focusing on companies managing stakeholders (one-way communication) to focusing on the interactions (dialogue) between company and stakeholders. The purpose of engaging in a dialogue is to create a shared understanding. In contrast, one-way communication is defined as information from a sender to a receiver.

For example, BSE (formerly Bombay Stock Exchange Ltd.), has signed a memorandum of understanding (MoU) with Indian Institute of Corporate Affairs (IICA) to collaborate and develop a CSR Index and increase awareness about CSR. The CSR Index will enable companies to communicate tangible impacts of their CSR practices with their stakeholders.

CSR communication becomes one-way because of the way CSR practices get modeled within companies. CSR with regard to stakeholder engagement means, "meeting the needs" of the stakeholders. In a way this is a utopian goal. In a relationship, it is about exploring what works for both entities. And a relationship becomes developmental when both the entities are growing as a result of it and are also setting a strong foundation for sustainable development.

In the work with communities, the process of establishing communication must begin with the principles of ABCD – focused on the assets in the community, not just on needs and problems, and on building relationships. Bala Vikasa's main lesson learned is that sustainable development does not build exclusively on income generation programs, such as the giving of loans and savings, but has to integrate all the other facets of human development. This demonstrates the need for developing a dialogue with communities. The two-way communication will help both the company/NGO and the community, develop shared understanding. CSR should not become a convenient process for stakeholders to fulfill their individual needs.

The way forward to communicate with stakeholders is Stakeholder Engagement. Stakeholder Engagement implies a willingness to listen; to discuss issues of interest to stakeholders of the company; and, importantly, the company has to be prepared to consider changing what it aims to achieve and how it operates, as a result of stakeholder engagement.

In the guidebook "Stakeholder Engagement: The road to meaningful engagement", Cranfield University, UK states, "Engagement should be regarded as any other business project planning process, with adequate analysis, preparation, implementation, reporting, evaluation and follow-up. The ideal stakeholder engagement process should be an iterative process, allowing engagement to benefit from diligent planning, thorough reporting and the application of learning as a result of appropriate evaluation and monitoring." Bala Vikasa's 10 Development Rules provide guidance on the manner in which Stakeholder Engagement can be pursued. The guiding rules are:

- Development is iterative

- Development is participatory
- Development is long-term
- Development is intra-cultural

Both, creating a participatory process and accepting the iterative nature of development are the right elements for Stakeholder Engagement to happen. In addition, as Stakeholder Engagement in its true form will take time, CSR work needs to respect the timelines involved. Stakeholders need to energize their efforts by deeply engaging and understanding the cultural nuances involved in development refraining from executing projects for short-term gains. CSR needs to move away from just aiming to complete activities for the community.

2.3.4 Collective Impact

Collective Impact is defined as "the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem. Collective Impact is a significant shift from the social sector's current paradigm of 'isolated impact', because the underlying premise of Collective Impact is that no single organization can create large-scale, lasting social change alone."

With CSR being made mandatory in India, companies will reach out to NGOs to jointly undertake programs and therefore create collective impact.

The article, "Collective Impact: When Government, Corporates and NGOs Collaborate", in Forbes India cites an example of achieving Collective Impact: "One such collaboration that led to very effective outcomes is that of Bharati Airtel, Star Global Resources and IFFCO Kisan Sanchar Limited (IKSL) where they empowered the farmers by providing them information and services such as free voice messages and a dedicated helpline

to interact with experts through a robust communication network. About 13 lakh active farmers under IKSL are benefitting from this initiative.”

Bala Vikasa's practice with communities provides a rich ground for establishing 'communities of practice' with other like-minded civil society partners and companies. Communities of practice are formed by people who engage in a process of collective learning in a shared domain of human endeavor. Bala Vikasa's Development Rules support Collective Impact at the community level.

- Development is solidarity within the groups and the communities

Social change cannot be achieved through the actions of few members of the community or that of the company or NGO facilitating it. So, aiming for collective impact is a collective agenda not just amongst all stakeholders, but also between members of the community.

2.3.5 Results Focus

Traditionally, CSR work, particularly working with communities, has been measured using inputs (what was spent), activities (what tasks were taken up) and outputs (what was produced). Although all this is necessary, the measurements do not tell whether or not progress is being made towards community development. This is the genesis of Results Based Management (RBM) approach.

RBM requires that in undertaking community development, NGOs and companies must look beyond activities and outputs to focus on actual results: the changes created. For Bala Vikasa, expected results are mutually defined and agreed upon by the community stakeholders through a participatory approach that ensures buy-in, commitment and a common understanding of what the

development activities agreed upon are trying to achieve.

A research output from the Institute for Social and Ethical Accountability shows that among 35 listed companies with considerable risk from unsustainable behavior in their supply chain, only seven had dedicated managers whose primary responsibility includes suppliers' labor standards. The study shows “a significant disjoint” between board-level policy commitments and their integration into standard management practices. It also shows the lack of a results based approach. Though inputs in the form of board-level commitments are available, the lack of a management approach is resulting in absence of impact.

Tata Chemicals Magadi

For example: Tata plays an integral role in the social and economic development of the Lake Magadi region where soda ash is produced. The TCM (Tata Chemicals Magadi) site is located in a remote part of Kenya that has severe climatic conditions. It barely rains and the area is frequently subjected to drought. In 2000, a drought deeply affected the area and it was then that the relationship between TCM and the Maasai, the predominant ethnic group, grew. TCM works with local community leaders and NGOs to give support in key areas. TCM reports that it first responded to the AIDS blight in 1989 by way of health education activities aimed at reducing HIV transmission. But it wasn't until 10 years later that a more structured HIV/AIDS program was formulated, starting with a peer educators' group being trained in the year 2000. Knowing about and understanding the condition was critical at this point, given the prejudices about it. From there flowed other activities, including onsite services, condom distribution and the dissemination of information on prevention and treatment

as well as nutritional support. Besides awareness generation and treatment of HIV/AIDS, among the more significant results accruing from TCM's community health push are fewer pregnancies among schoolgirls and a reduction in sexually transmitted diseases.

The above example draws attention to the need to define results. For companies where their work with communities is critical, a Results Based Management approach will create shared understanding as it can be used in planning, implementation and monitoring.

Bala Vikasa's Development Rules support the results framework versus 'doing development' for the community. The rules given here directly correlate to building accountability that feeds into a results focus.

- Development is not free
- Development builds on results and credibility

Results Focus is a way to create shared purpose and accountability for all stakeholders. With CSR becoming mandatory there is potential for it to become 'charitable'. Using a results based framework will definitely prioritize impact and make CSR two-way.

2.4 Conclusion

As part of its endorsement of community driven development, Bala Vikasa subscribes to the following:

1. Companies shall prioritize people and their change of attitude in the process of development.
2. Social change is a collective agenda not just amongst all stakeholders, but also between members of the community.

3. CSR practices must be communicated to the society and stakeholders in order to improve relationships.
4. Expected results from community development are mutually defined and agreed upon by the community stakeholders through a participatory approach.

There are multiple and very effective ways to create CSR impact. CSR impact can be achieved in the following dimensions.

1. Obtaining operational benefits such as using resources optimally, energy conservation, and environment management.
2. Community engagement on the basis of equal participation and not 'give away'.
3. Practices that respect human rights.
4. Supply chain responsibility.
5. Setting up a business with a social purpose.
6. Employee engagement in addressing social issues.
7. Employee and labor safety and well-being.

Irrespective of the size of the enterprise, every company has the opportunity to create a favorable CSR impact. The examples given here point towards well-meaning social responsibility outreach done by companies. They also equally emphasize impact planning and measurement.

There is a learning gap for companies in terms of measuring their impact. Bala Vikasa's Results Based Management approach enables it to implement the right framework for output, outcomes and impact in community development. The emphasis is on not just doing activities, but achieving impact. Bala Vikasa intends to take this RBM system to the CSR environment and enable companies to aim for and achieve CSR impact that they can quantify.

Role of Bala Vikasa's VIC in CSR

*"If you light a lamp for somebody, it will also brighten your own path."
-Anonymous*

3.1 Bala Vikasa and the Genesis of Community Driven Development

The paradigm shift of community development, which Bala Vikasa has learnt from, is presented here.

1950-60: Do development to the people.

1960-70: Do development for the people.

1970-80: Do development through the people.

1980-90: Do development with the people.

1990-2000: Empower the people for development.

Bala Vikasa is an ardent champion of the Asset Based Community Development methodology coupled with Appreciative Inquiry and Neuro-Linguistic Programming, which greatly differentiate its capacity building and community development practices. Put together, Bala Vikasa's way 'empowers the people for development'.

The community development models of Bala Vikasa keep inspiring both governmental and non-governmental development professional across the globe. The 'Community Driven Development' (CDD) training program, organized by People

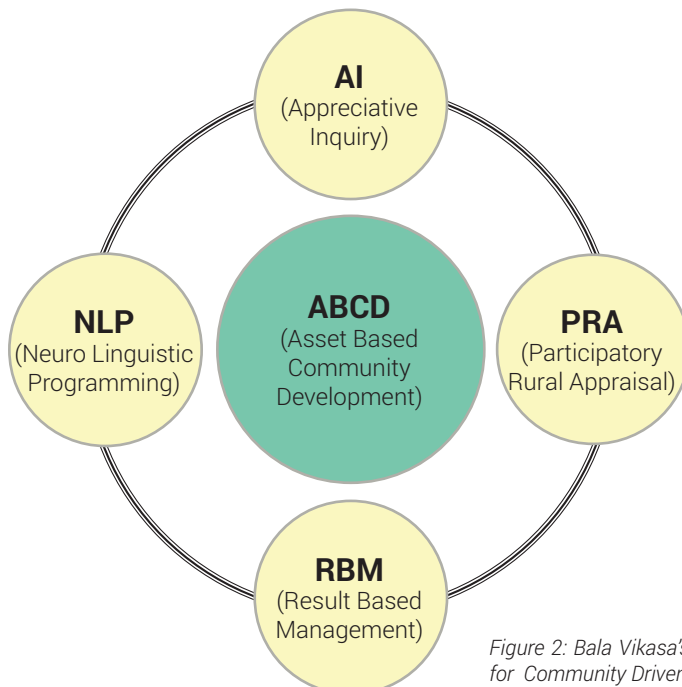


Figure 2: Bala Vikasa's Core Methodologies for Community Driven Development

Development Training Centre (PDTC) of Bala Vikasa has attracted hundreds of development professionals across India and the world. Development practitioners from all over India and over 40 countries around the world have undergone training at PDTC so far.

3.2 Vikasa International Center (VIC)

VIC is the culmination of Bala Vikasa's several years of experience at the grassroots and capacity building through PDTC. Over three decades of experience in community development and over a decade's experience in knowledge sharing and capacity building programs influenced Bala Vikasa to reflect on an important need of the hour: how to engage more actors in development initiatives who have resources and good will?

A yearlong reflection, dialogues and deliberations have resulted in the birth of a training-cum-resource center, called the 'Vikasa International Center' (VIC). By the end of 2015, Bala Vikasa's VIC shall move to new facilities on a 20-acre campus located on the Hyderabad Outer Ring Road at Ghatkesar in Telangana.

This new construction is being built according to the best practices and will meet international standards. The new center will be able to accommodate in residence two hundred people while having the flexibility to welcome more than five hundred visitors for seminars, workshops, conferences, etc.

3.2.1 VIC Vision-Mission-Values

Inspired by Bala Vikasa's vision which reads as follows,

"We long for a just and peaceful society in which each individual and each community is empowered and self-reliant; where human dignity, equal rights and equal opportunities are enjoyed by all".

the Mission of VIC may be summarized in the following manner:

"We provide comprehensive support in the form of knowledge and tools to corporates and entrepreneurs with the aim of equipping them to actively participate in the sustainable developmental process towards a better society through:

- Building the capacities of CSR teams by organizing training programs in Community Driven Development
- Offering consultancy in planning, implementing, monitoring, evaluating and reporting on CSR initiatives
- Fostering entrepreneurship through capacity building, networking and mentoring.

As for the values that are guiding and followed by VIC staff, they have been identified and formulated as follows:

"In pursuing our mission, we are guided by integrity, collaboration, credibility and professionalism."

3.2.2. VIC Mandate

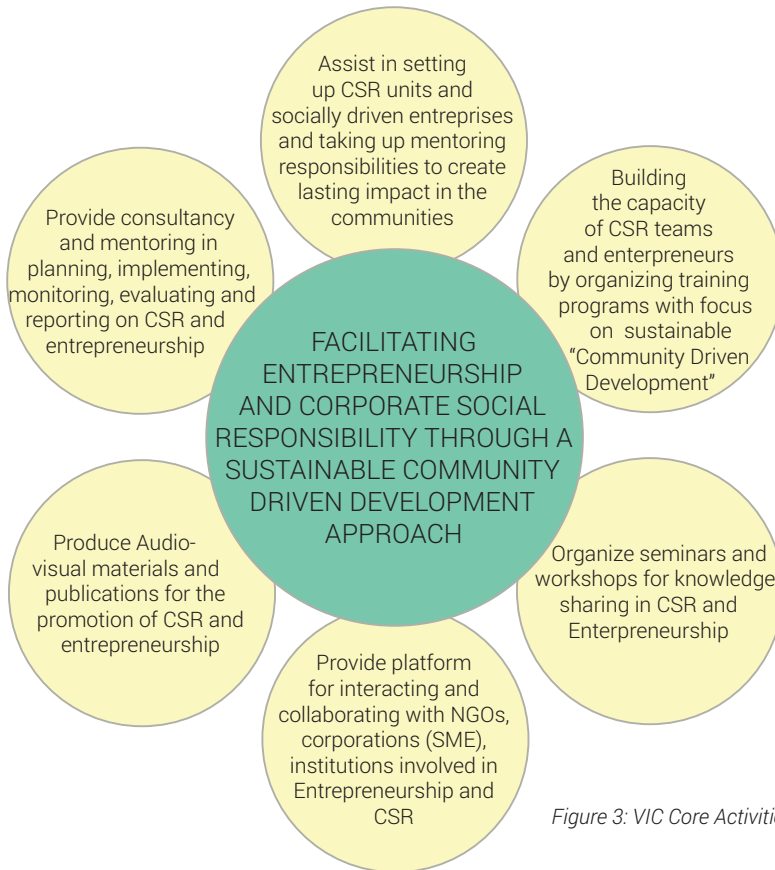


Figure 3: VIC Core Activities

3.2.3 Capacity Building in Community Driven Development

Bala Vikasa’s 10 Development Rules (refer to Figure 4) and learning experiences need to be taken to companies as they experience a lack of information, knowledge, skills and practice of community driven development.

The capacity building platform will undertake training and development interventions for SMEs, corporates, corporate foundations, small and medium size “budding” and potential entrepreneurs, and related NGOs.

3.2.4 VIC Training Content and Methodology

The objectives of training are mainly to provide knowledge, impart skills and change attitudes of entrepreneurs and corporate agents of change towards community driven development. Through an experience of more than 35 years, Bala Vikasa is convinced that real development can be pursued only if it triggers the commitment of the individuals. The development process starts within the inner self of the individual. Hence the VIC training programs are based on the different approaches, methodologies, techniques adapted by Bala Vikasa, which are proven to



Figure 4: Bala Vikasa's 10 Development Rules

be successful in educating and motivating individuals and groups.

The listing below is a detailed menu of topics that will be adapted to the needs of the corporations and of the entrepreneurs attending VIC trainings and depending on their time availability. Consequently, the number of topics introduced during the training have to be limited and are given during limited periods of time: one, three, five days or more according to a bottom up and close consultation process with Bala Vikasa partners.

To help adjust the content of its training to the requirements of its partners, Bala Vikasa VIC has set up an Advisory Committee of national and international CSR and Entrepreneurship experts, who are helping the Center to remain relevant in terms of content and networking. These experts who have deep experience in CSR and Entrepreneurship were selected for their expertise but also because they are directly involved in the field with business and Social Responsibility.

The areas of VIC training are:

At the core:

- Principles of Sustainable Community Development.
- Bala Vikasa Asset Based Community Development (ABCD) approach.
- Strategic Planning and Results Based Management.
- Neuro-linguistic Programming and Appreciative Inquiry as tools to build self and community.
- Participatory Rural Appraisal.
- Conflict Resolution.
- Leadership.
- Communication.

Specifically concerning CSR:

At the knowledge level:

- CSR: meaning and rationale.
- CSR: guidelines and regulations.
- CSR: global initiatives like UN Global Compact, Millennium Development goals, etc.

- CSR: advantages of initiatives for people and corporations.
- CSR: how to identify and use opportunities.
- CSR: various approaches for community driven development.
- CSR: understanding issues and strategies to overcome them.
- CSR: government policies in India and in the world.
- CSR: ethics.
- CSR: analysis of various initiatives using case studies.
- CSR: the most suitable approach which benefits most communities.

At the skill level:

- Ability to interact with non-profits for possible collaboration; identify target group, tools to employ and the selection of appropriate methodologies.
- Ability to identify potential communities; communicate; interact; study the needs of the community; negotiate; lead; plan resources, implement, monitor, evaluate programs; document the experiences.

At the “change of attitudes” level:

- Increased confidence in collaborative efforts with CSOs and experience collective strength.
- Increased trust in mobilizing local resources in taking up development activities.
- Increased awareness of the responsibility of the corporate and the need to engage them in developmental processes.

Specifically for entrepreneurship:

At the knowledge level:

- Entrepreneurship: Concept, nature, scope and characteristics

- Qualities of an entrepreneur: Inner control, risk taking, innovative, change oriented, persistent, ability to manage change, etc.
- Business Plan
- Ethics
- Social Entrepreneurship

At the skill level:

- Communication.
- Business management.
- Network building.
- Management style.
- Team player.
- Planning and goal setting.
- Decision making abilities.
- Marketing.
- Accounting.
- Management control.
- Negotiation.
- Venture launch.
- Managing growth.

At the “change of attitudes” level:

- Self esteem
- Confidence

3.2.5 Building Communities of Practice: Companies and NGOs Networking

VIC has plans to showcase best practices of company-NGO collaborative approaches.

In addition, standing by “action being more valuable than talking”, VIC intends to arrange field visits for CSR teams, individuals and Founders or Chief Executive Officers of SMEs and of related NGOs to sustainable community development projects being executed by Bala Vikasa. community driven development is not only a “concept” worth praising; it can become reality and walk the talk.

3.2.6 Advisory Services

- Mentoring services to corporate foundations on their CSR initiatives.
- Consulting for establishing Results Based Management System in CSR initiatives.
- Strategic Planning with CSR teams.
- Stakeholder Engagement services.
- Impact Assessment of CSR initiatives.

3.2.7 Resource Centre

- Promoting audio-visual materials for CSR and communities
- Publications
- Case Studies
- Newsletters
- Reports

3.3 Conclusion

Bala Vikasa's Vikasa International Center (VIC) is for all who believe in 'change' to get exposed to concepts, models, approaches, tools and skills related to development especially for those from the corporate sector. The role of corporate world in building a "Better India" is becoming more important today as millions of people in India are still in the grip of poverty. We need more hands to put up a united fight against inequality in the society.

As the corporate sector looks forward to lasting impact in the quality of life of the communities than merely a change at peripheral level, 'Sustainable Community Development' has become a primary focus.

While distribution of money and material is useful to the poor with short-term benefits, only interventions such as 'changing our mindset for a quality life, enabling us to identify our inner potential, equipping us to use available opportunities before us and motivating us to use our skills and resources' can bring about transformation in the life of millions of people. Sustainable Community Driven Development Models focus on all above factors.

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bala vikasa international center

For businesses that care

Bala Vikasa is a secular, non-partisan, non-profit organisation working in the field of community driven development and capacity building for the last 35 years, mainly in Telangana and Andhra Pradesh. Its Vikasa International Center provides comprehensive support in the form of knowledge and tools to corporates and entrepreneurs with the aim of equipping them to actively participate in the sustainable developmental process towards a better society.

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ISBN 978-93-83190-02-7

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