CII

Confederation of Indian Industry

National CSR Summit

Towards Effective CSR
Innovations – Approach and Application

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BACKGROUND PAPER

Introduction

India has a long history on Corporate Social Responsibility (CSR), which is mainly community development. History that can be traced back to freedom movement, when some businessmen created Indian businesses and contributed their wealth to freedom movement or political ideologies or setting up public institutions in science, technology, medicine, healthcare and education. This continued through controlled economy of independent India, until early signs of liberalisation in 1980s.

CSR became talked about and therefore widely practised from the 1990s. This was because rapid economic growth, liberalisation and privatisation of Indian economy, all put together led to introduction of global concepts and practices, called for increased transparency of business conduct, and also increased direct interactions between companies and local communities. Privatisation led to penetration of various media vehicles to rural areas which affected grassroots relations between companies, communities and other stakeholders. CSR became an important instrument for companies' relations with communities.

CSR in India can be classified into three categories:
1. Keep community happy, by responding to their demands. Crudely put throwing money and buying them out to keep any trouble away. This is short-term focus of the company where activities are driven by its interest of business continuity and not development interests of communities. Return on CSR spends is valuation of business continuity by keeping trouble at bay, and not the social value created.
2. Sincerely improve aspects of Quality of Life of communities, replicate what has worked. Here companies have long-term focus on development of communities. Indeed there are benefits to business if communities are in proximity. Return on CSR spends is the social value created. Sustainability of the initiative may not always be guaranteed as the dependency on the sponsoring company is still high.
3. Sincerely improve aspects of Quality of Life using innovative approaches or solutions. Here companies have long-term focus but are trying to solve the same challenges through innovation. If successful beyond proof-of-concept, these innovations trigger new approaches and replication of solutions across geographical areas and sometimes across development areas. Social value created over a long period of time could be very high.

CSR activities, one tends to find, would usually be a combination of the above. One might assume it's the first two.

India's development landscape has been dotted with innovations in approaches and solutions. Interestingly, these innovations haven't been limited only to business. Public administration and not-for-profits have had their share of innovations too that have helped India substantially improve development

indicators. For instance, mid-day meal to improve school attendance and nutrition intake in young boys and girls; ASHA or Accredited Social Health Activists to improve awareness about health in rural areas. Government-driven initiatives tend to build an ecosystem that brings together various other stakeholder to leverage the resources and scale of reach that governments bring to table.

Development challenges in India are not only many but also enormous. Many of the challenges are also interrelated or interdependent. For instance, one in every 11 children in India is working due to abject poverty, depriving children from school education. Youth unemployment proliferates primarily due to inadequate skills; as per 2011 Census 46.9 million of India's youth were unemployed.

Global progress on Sustainable Development Goals – 17 goals to be achieved by 2030 – is also largely dependent on India's progress. Solving the development challenges will require innovations in solutions and innovations to scale.

Solving challenges rooted deep in cultural traditions and entangled with socio-economic context at the scale of populations and geographical spread require innovations. For the discussion paper and the CSR Summit, 'innovation' refers to new ways of solving challenges, which would be deploying old solutions in new ways (approach) and developing entirely new solutions (application). These are detailed subsequently in the paper.

Innovations have to be specific to the problem that has to be solved and, therefore, problem identification is very important. For instance, open defecation is a big challenge (600 million people in India) and it has a dirty nexus with diseases such as diarrhoea. About 200,000 children in India die from diseases caused by faecal contamination. That challenge should be broken down to specific problems by getting to their roots. Open defecation happens because of lack of toilets, behaviours developed over many years or centuries, lack of awareness, lack of finance, absence of support infrastructure for toilets, issues with upkeep and maintenance. Many, if not all, of these problems may be interrelated or interdependent, which affect the success of initiatives to end open defecation.

What does this mean in the context of CSR legislation? It is unfortunate that the popular perception of Section 135 of Companies Act 2013, is that stifles creativity and innovation as the legislation is prescriptive as it mandates what and how companies should be doing CSR. This perception might have being created due to the natural tendency of affected stakeholders to beat down pieces of legislation that they are not in favour of. CII, in its advocacy on Clause 135 and later CSR Rules, was driven by the principle of innovation in and quality of development. CSR Rules allow much flexibility to companies from design to delivery of CSR projects.

Companies struggle at innovation irrespective of what business function it is. The challenge is fixed mindsets of management, understanding of issues, and the approach towards CSR as a business function.

CII's annual CSR Summits have endeavoured to promote and strengthen the CSR movement by enabling discussion on various aspects and engaging stakeholders from industry, government and the civil society.

This year, at the National CSR Summit, CII hosts the CSR conversation on **Innovation – Approach and Application**. **The Summit will focus attention on innovations that can make CSR effective, impactful and sustainable, and how such approaches are and can be applied on real-life situations.**

Why Innovation?

"Innovation is the central issue in economic prosperity", said once the renowned economist Michael Porter. A look back in history validates his statement. The first industrial revolution came about with a breakthrough in the late 18th century, when mechanised textile production opened up alternative to hand weavers. Over again, introduction of moving assembly line in the early 20th century took society to the second industrial revolution, ushering the era of mass production. Undeniably, these examples speak of innovation being at the heart of economic progress, contributing to increased living standard of population.

Today it has been acknowledged that economic growth alone is not enough for sustainable and inclusive development. World Bank estimates that even if all countries grow at the same rates as over the past 20 years, given unchanged income distribution, world poverty will fall only about 10% by 2030 (from 17.7% in 2010).[1] Bridging the gap between rich and poor is vital for real progress as it is not about profits alone.

The paradigm of Bhutan's Gross National Happiness (GNH), as opposed to the Gross National Product (GNP), is one of such examples where development goes beyond economic growth. GNH corresponds to responsible development, which is characterised by balance between equitable and sustainable livelihood, ecological conservation, good governance and dynamic and thriving culture. This innovative model has been a success factor for Bhutan: life expectancy doubled in past two decades, almost 100% children enrolled in primary school and infrastructure overhauled.

Innovation can be therefore taken as a solution to societal pressures. The necessity for India to innovate in the 21st century is apt more than ever before. Ranked 130th out of 188 countries on the 2015 UN Human Development Index,

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[1] World Bank (2014). Prosperity for All: Ending Extreme Poverty. World Bank: Washington, DC.

India has a long way to go on three dimensions of human development, namely healthy life, access to knowledge and standard of living. Many more challenges are yet to be overcome, including sanitation, pollution, climate change, resource depletion and others. Revolutionary thinking will be essential to lift 270 million people (22% of population) out of extreme poverty, and ensure well-being of rapidly growing nation.

India's present position on innovation is rather gloomy. Globally, the country is lagging behind the world in terms of innovation performance. The annual Global Innovation Index is one of such indicators that scores countries on seven parameters. The 2015 index ranks India 81st out of 141 countries, well behind Brazil, China and South Africa.

In spite of India's poor performance, innovation is being recognised as a driver for national competitive advantage. That being said, it is not just 'Make in India', but 'Innovate in India' that will help realising the vision of developed India. The newfangled India's Technology Vision 2035, a vision document laying out technology roadmap for India, is one of the examples, where due attention is paid to the role of innovation. Over and above, the Vision 2030 recognises development areas such as health and education, resonating with the call for inclusive and sustainable development.

Business Case for Innovation

The CSR mandate offers an avenue for companies to deliver unique responses to community needs. That is to say to innovate and be rewarded for the same. Apart from innovation being honoured on its own, there are several mechanisms through which company may benefit from CSR such as reputation and brand value, social licence to operate and strengthened value chain. These business cases are being explored in further detail.

Reputation and brand value are intangibles that sequel the good deeds of corporation. Reputation is often used as the 'missing link' in studies that explore relationship between corporate financial and social performance. A company can build competitive advantage by engaging in those CSR activities that meet the perceived demands of stakeholders. As a result, one or multiple stakeholders will prefer the company over its competitors because of CSR initiatives. These stakeholders may be for instance consumers, who favour certain brand due to its legacy to cater to social causes (differentiation strategy), or investors, who choose investments based on responsible performance (socially responsible investment).

There is a need for business to use its power in responsible manner or else business will lose its legitimacy. If the consent of legitimacy has been traditionally with the government, then today communities have arisen as an important

source of legitimacy. Social licence to operate is about meeting expectations of communities in order to ensure stability of current operations and successful expansion. Loss of social licence can put business at a risk. The case of Shell's boycott in South African apartheid is an example of scale of disruptions to operations when communities are being ignored. While it takes a long time to establish trust, lost trust takes significantly longer to earn back.

Synergistic value creation in value chain focuses on exploiting opportunities in upstream or downstream of value chain; that is from suppliers to consumers. This resonates with the concept of shared value by Porter and Kramer, where both business and social value are generated simultaneously. Community may be involved in strengthening value chain at supplier level. Raw materials in agriculture and forestry sectors are reliant on rural communities. If these communities are being supported to grow or protect the produce, it is a win-win situation for both community and company because of more resilient supply chain. Then, as the saying goes, healthy back streets make for healthy high streets. This follows the logic if my customer is doing good then I am doing good. Contributions to community causes result in creating and preservation of high quality of life, which sustains local customers.

Business is unlikely to stay indifferent for better shareholder value from CSR. Transformation of existing community initiatives takes to higher impact, which means more effective CSR. The width and depth of impact is a subject to company's capabilities to come up with distinctive and transformative initiatives. This means that innovate CSR is to bring even higher shareholder value as compared to usual ones. Thus, above outlined business cases are to be amplified in accordance with effectiveness of CSR intervention.

CSR Innovation Landscape

Innovation means introduction of new things or methods to certain needs. Innovation in CSR therefore refers to a novel response to community needs that more effectively solves the problem as compared to common means. The element of innovation in CSR may reveal in two distinct ways – either it relates to approach (how?) or application (what?). Besides, it may entail combination of both, where a new solution is deployed in a unique manner. Figure 1 illustrates combinations of approach and application in a matrix, distinguishing between traditional, creative, inventive and radical CSR.

Figure 1. CSR Innovation Matrix: Approach and Application

Applicati	**Inventive CSR**: new application, old-style approach	**Radical CSR**: new approach and application

Traditional CSR: no innovation	**Creative CSR**: new approach, old-style application

Approach

Source: CII-CESD analysis.

As to understand the current state of innovation in CSR, taking stock of the most widespread thrust areas shall give a glimpse. An analysis by CII-ITC Centre of Excellence for Sustainable Development reveals education and skill development along with health and sanitation are the top most development areas, where 70% and 66% of examined companies, respectively, contributed from their CSR budgets in FY15. These two fields received a cumulative amount of INR 3666 crore or 58% of total CSR spend.[2] Thus the Articles 1 and 2 as per Schedule VII of Companies Act 2013 become the litmus paper to India's CSR landscape – a test to reveal the level of innovation in CSR.

The first development area of Schedule VII speaks of 'eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the Swachh Bharat Kosh set-up by the Central Government for the promotion of sanitation and making available safe drinking water'. By and large, companies tend to have traditional, brick and mortar type projects in these spheres. Typical CSR projects to combat hunger, poverty and malnutrition range from provision of mid-day meals for school children to awareness raising campaigns on hunger and malnutrition. Initiatives in health, sanitation and safe drinking water are often to do with creation of physical infrastructure. So to say construction of hospitals, toilets and water filtration systems make to the top of this list. Health check camps and awareness raising programmes are too seen on radar.

The second pillar of Schedule VII refers to 'promoting education, including special education and employment enhancing vocational skills especially among children, women, elderly, and the differently abled and livelihood enhancement projects'. The typical educational activities include construction and renovation of school buildings, enrolment of children in schools, awarding scholarships and teacher seminars. Vocational skills projects encompass organising underprivileged individuals in self-help groups and providing skills enhancing training. Of late, there is a trend of strategic CSR in the area of skill development, where companies undertake vocational training in subjects that tie back to their business. Some of examples include Kaushalya of Tata Motors, where youth are being trained in technical and automotive trades; and Asian Paints, who provides basic and specialised painter training programmes to unemployed youth and painting contractors.

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[2] CII-ITC Centre of Excellence for Sustainable Development (2015). A Billion Dollar Story of CSR spends in FY15: Results of CESD's Annual CSR Tracker.

First, impact of traditional modus operandi tends to be of low-scale: benefits are local and limited to direct beneficiaries. Second, change tends to be incremental and therefore insufficient given the size of the challenge.

For these reasons innovations in approach and application are being sought after. These are discussed in more detail coupled with cases for illustration.

Innovations in Approach

Approaches to CSR are herein looked at in terms of mode of implementation. Public-private partnership, community partnership and employee volunteering are some probable collaborations, where opportunities arise to leverage the strength of one or another approach. Furthermore, market-based approaches can be powerful for low-income consumer groups; multi-stakeholder initiatives leverage the strength of networks.

Sanitation being at the forefront of many companies' CSR agendas, largely driven by the Swatch Bharat mission, an example follows from the Toilet Board Coalition (see Box 1). Their initiative Toiler Accelerator brings together a handful of corporates and other stakeholders to address the global sanitation crisis. What is unique in this approach, it has nothing to do with toilet building straight away. Instead, a multi-stakeholder platform is put in place to create an ecosystem, where social enterprises are supported in their endeavour to build much needed infrastructure for sanitation.

Box 1: The Toilet Accelerator by Toilet Board Coalition

The Toilet Board Coalition (TBC) is a global, business-led coalition of leading companies, investors, sanitation experts and non-profit organisations who have come together to accelerate innovative market-based solutions that deliver sanitation at scale, to those who need it most. Its members include government agencies, sanitation experts, non-profit organisations and leading companies such as Firmenich, LIXIL Corporation, Kimberly-Clark and Unilever.

The Toilet Accelerator, a program aimed at promising sanitation business models, works with sanitation innovators in three ways: accelerating, co-innovating and bundling. *Accelerating* focuses on identification of promising sanitation business models with prospect for scale – and matching expert mentors from across the TBC membership to address critical business issues to ensure access to capital and partnerships for scale. *Co-innovating* looks at new solutions where critical components of the system do not exist, i.e. leveraging the innovation and R&D departments of sophisticated TBC member companies to solve business and technology issues. *Bundling* seeks to identify opportunities to bundle sanitation with other solutions also targeting the same users, i.e.

affordable housing, water, energy and mobile for development.

While Unilever is active on collaboration front, there is also an individual initiative of Hindustan Unilever Limited in sanitation – the Domex Toilet Academy (see Box 2). Again, instead of building toilets, HUL nurtures a network of micro-entrepreneurs to create necessary infrastructure for sanitation.

Box 2: Domex Toilet Academy by Hindustan Unilever Limited

Hindustan Unilever Limited (HUL), Indian consumer goods company, has brought its Domex Toilet Academy programme to India as part of its mission to provide a clean and safe toilet for all. This resonates with Unilever's goal of helping 1 billion people to improve their health and well-being by 2020.

The Toilet Academy programme trains local micro-entrepreneurs who will help execute the project in their local communities by supplying and installing latrines. The academy works with local self-help groups who educate people on the importance of proper sanitation and provide them access to micro-loans through micro-finance institutions to buy the toilets from the local micro-entrepreneur appointed by it.

In 2013 a pilot project was launched in Junapani, a village in Wardha district of Maharashtra, to make it open defecation free. The programme is expanded to cover 1,200 villages in Maharashtra and Odisha, with an objective to build 24,000 toilets by 2015.

There is another case of approach, similar to Toilet Accelerator, which aims at creating an ecosystem for innovation. Run by Marico Innovation Foundation, Social Innovation Acceleration Program seeks scalable entrepreneurships to create solutions for low-income markets (see Box 3).

Box 3: Social Innovation Acceleration Program by Marico

Marico is an Indian consumer goods company providing consumer products and services in the areas of health and beauty. Marico Innovation Foundation (MIF) was established by Marico to help business and social organisations to enhance economic and social value using breakthrough innovation.

The Social Innovation Acceleration Program (SIAP) is a catalytic scale-up program of MIF designed to accelerate social organisations that have an innovative model, product or service, generating impact at the bottom of pyramid (BoP). The SIAP supports organisations to scale up through resources such as Marico senior mentors, other CSR foundations, pro-bono experts, b-school

students, corporate volunteers, impact investors and incubators.

The acceleration programme follows a 6-phase rigorous process:
  (1) assessing readiness to scale – evaluate mindset for innovation, scale and change;
  (2) identifying levers for scale to co-create scale, objectives and directions;
  (3) seeking insights and collaborate to discover new perspectives and solutions;
  (4) prototype work for experimental operational models;
  (5) organisational building to help create capacity building in operations, systems and people; and
  (6) connecting to partnerships and funding.

Source: www.maricoinnovationfoundation.org.

Innovations in Application

The notion of innovative application denotes a solution that is transformative in its nature. The old way of solving the issue is replaced by a new one. So to say it resonates with disruptive innovation that initially takes root at the bottom of a market and eventually displaces established practices. These innovations hold a promise of catalysing a response to have magnified impact on communities.

A case of telemedicine initiative of Teleradiology Solutions is showcased to illustrate novel applications in the sphere of healthcare (see Box 4). The initiative aims at making healthcare accessible by leveraging information technology, delivering telemedicine healthcare solutions to rural or periphery regions of the country. What is different from traditional responses to healthcare challenge is the use of telemedicine, which allows for wider geographical coverage and access to solutions that would otherwise not be accessible.

Box 4: Telemedicine Initiative by Teleradiology Solutions

The Telerad Foundation is the concept and passion of the founders of Teleradiology Solutions, two Yale trained physicians who returned to India in 1999 with the dream of using their learning gained in the Ivy-league campuses of the US to bring the best in medical technology and healthcare to the rural populations of the developing world.

A telemedicine initiative, Telerad Foundation, was established by Teleradiology Solutions in 2007 as a not-for-profit trust. This program was founded to provide teleradiology support to hospitals in rural/semirural or underserved areas in Asia that are unable to obtain on-site radiology coverage, and thereby provide a higher standard of diagnosis and care to such communities. Telerad develops low cost technologies to make the delivery of such services feasible to locations

where high-speed broadband has not yet penetrated. Telerad works to disseminate knowledge and training in the field of teleradiology and telemedicine to raise the overall standard of medical care in the community.

Source: www.teleradfoundation.org.

One more unique response in the sphere of healthcare is emergency response system of GVK (see Box 5). This project addresses a gap in medical services, where many death cases occur in the 'golden hour' – the first hour after the accident, where if medical care is provided the chances of survival are greater. This is particularly needed by economically weaker sections of the population with no access to any transport or medical facilities. So to say, while in developed countries emergency response is part and parcel of modern healthcare, in the Indian context it is a new phenomenon.

Box 5: Emergency Response System by GVK

GVK is an Indian conglomerate with diversified interests across various sectors including energy, resources, airports, transportation, hospitality and life sciences. In 2005 GVK EMRI (Emergency Management Research Institute) began emergency services in Hyderabad at its own cost; then added a few more cities with 70 ambulances. In response to its success, the Government of Andhra Pradesh proposed a partnership in PPP model. Subsequently, other state governments followed the suit in partnering with GVK.

GVK EMRI works on three aspects – emergency management, research, and training. Through its research works it attempts to shape policy and assist policy makers, while through its institute it offers many courses ranging from half a day to two years in emergency management in partnership with Stanford University.

Through its primary intervention, the emergency response system, GVK EMRI has provided a free, and completely integrated end-to-end service from responding to the emergency call, pre-hospital care, transport and admission to hospitals, right to tracking the case, ensuring that emergency medical care reaches those who need it most.

Source: CII-CESD (2014). Public-Private Partnerships in CSR in India: Ten Demonstrative Case Studies.

The following case comprises of multiple medical services, where Piramal Enterprises through its initiative Piramal Swasthya offers health information helpline, mobile health and telemedicine services (see Box 6). Again, this is to benefit the rural population, whose challenge is accessibility and affordability of healthcare.

Box 6: Piramal Swasthya by Piramal Enterprises

Piramal Enterprises is an Indian conglomerate having its business lines across pharma, healthcare and consumer products. With a belief of 'healthcare for all', Piramal Swasthya was initiated to address the problems of accessibility, availability and affordability of healthcare. 190 million people benefit from the services offered by Piramal Swasthya - health information helpline, mobile health services and telemedicine services - across 8 states.

In collaboration with the state governments, Piramal runs the 104 helpline that provides medical advice in Assam, Rajasthan, Maharashtra, Chhattisgarh, Karnataka and Jharkhand. 104 is a toll free number that was reserved for the health helpline by Piramal Swasthya with the Department of Telecom. Its objective is to provide primary health care to the rural and urban poor.

Sanjeevani is a mobile health service initiative in Assam and Rajasthan that travels to remote villages to deliver healthcare for chronic diseases and maternal and child healthcare to vulnerable populations. It addresses the geographic challenges the population faces in seeking primary healthcare and also helps to decrease patient burden on primary health centres.

E-swasthya is telemedicine-based model for providing primary care in Rajasthan. Local literate women act as communication link between the patient and the doctor, recording patient history through a simple one-page form (measures vitals such as blood pressure, temperature and weight) and then calls a remote paramedic based out of a call center in a city.

Source: CII-CESD (2014). Public-Private Partnerships in CSR in India: Ten Demonstrative Case Studies.

Piramal has one more innovation to showcase. Education is another area, where Piramal has made its mark with a first-hand application, initiating transformative programs through its Piramal Foundation for Education Leadership (see Box 7). The uniqueness of initiative consists in its focus on leadership in education, i.e. the skills and capabilities of school headmasters, applying distinctive means of training. This goes beyond traditional teaching methods in education.

Box 7: Piramal Foundation for Education Leadership by Piramal Enterprises

In its endeavour to improve the quality of education, Piramal Foundation for Education Leadership (PFEL) runs two parallel programs: Principal Leadership Development Program (PLDP) and Piramal Fellowship. Both programs aim at building capacities and bringing about a shift in the mindset of headmasters – a perquisite for good quality education.

PLDP is designed as a 3-year leadership development program to provide holistic training and development to school leaders in order to improve learning quality in their schools. It initiates headmasters of primary government schools to

experientially understand and develop skills to more effectively manage and lead their schools. The curriculum of PLDP comprises of a combination of forum training, onsite coaching and peer learning networks.

Piramal Fellowship is a 2-year program for fresh college graduates, who work with the rural government school principals enrolled in PLDP and help them turn around failing schools and in turn recognise and develop their leadership skills.

Source: CII-CESD (2014). Public-Private Partnerships in CSR in India: Ten Demonstrative Case Studies.

Connecting CSR to Business Innovation

Unlike peripheral CSR that benefits business performance in the long haul, there are opportunities to monetise a project rather sooner than later. If successfully piloted, community-oriented project may become part of core business. This refers to a scenario of CSR driven innovation or 'patient capital', where company uses CSR as a driver for designing a new product or service.

India is one of those countries offering ample opportunities for base of the pyramid (BoP) innovation. BoP is a business strategy that focuses on products and services to serve people throughout the base of the world's income pyramid – a huge 4-5 billion people market.

The project Shakti of Hindustan Unilever Limited is outlined as a successful case, where company pursues both social and business causes (see Box 8). The social benefit takes account of women empowerment by generating livelihoods opportunities for women entrepreneurs. At the same time, company is able to expand its distribution network by accessing new market segments and penetrating hard to reach populations.

Box 8: Project Shakti by Hindustan Unilever Limited

Hindustan Unilever Limited (HUL), a consumer products company known for such brands as Lifebuoy soap, initiated project Shakti to financially empower rural women and create livelihood opportunities for them. It provides a regular income stream for the Shakti entrepreneurs and their families.

The company provides training on basic accounting, selling skills, health and hygiene, and relevant IT skills to Shakti entrepreneurs and equips them with smart phones, which have been enabled with a mini enterprise resource package. The project provides livelihood enhancing opportunities to over 70,000 Shakti entrepreneurs who distribute HUL productions in more than 165,000 villages and reach over four million rural households.

Source: www.hul.co.in.

Conclusions

Policy makers, corporate leaders and general public recognise that companies shall be responsive to the needs of communities in which they operate. It is also evident that being socially responsible is paying off owing to increased reputation and brand value, social licence to operate and strengthened value chain. CSR that goes beyond traditional way of dealing with community needs has advantage of delivering higher shareholder value. CSR budget can be also used as 'patient capital' in social enterprises or collaborations to test business models or proof of concept.

Over more than a century, CII has worked to create and sustain an environment conducive to the growth of industry in India, partnering industry and government alike through advisory and consultative processes. On this course, many initiatives have been set up to endeavour sustainable and inclusive development. CII will continue its role of a catalyst to achieve a balanced growth, where community needs are matched with innovative solutions. Be it inventive, creative or radical CSR, these solutions will play a crucial role in increasingly complex economic environment. Business and its stakeholders are encouraged to join hands and work towards a common vision of social inclusiveness.

CII Initiatives

CII has pioneered a number of initiatives in its effort to encourage industry competitiveness, inclusive of economic, social and environmental dimensions of development. The CII Foundation and CII-ITC Centre of Excellence for Sustainable Development are the two institutions of its kind, established as extended arms of CII concerned with issues at the nexus of business and society. The National Committee on CSR & Community Development represents a high-level panel advocating for inclusive development. Apart from internal institutionalised bodies, CII in partnership with its stakeholders leads or supports several initiatives, among others Business Impact Awards and Sammaan.

CII Foundation
The CII Foundation was set up in 2011 to undertake a wide range of developmental and charitable activities and initiatives pan India by enabling industry for infusing inclusive development. It has undertaken various projects with corporate sector support in the areas of skill development, child development and maternal health, water conservation, disaster relief and rehabilitation etc.

CII-ITC Centre of Excellence for Sustainable Development

A pioneering effort by CII, the CII-ITC Centre of Excellence for Sustainable Development creates a conducive, enabling environment for Indian businesses to pursue sustainability goals. It creates awareness, promotes thought

leadership, and builds capacity to achieve sustainability across a broad spectrum of issues.

National Committee on CSR & Community Development

The National Committee on CSR & Community Development was constituted in 2001 to make CSR an actionable business agenda. It envisions on creating a national movement for mainstreaming CSR for sustained inclusiveness.

Business Impact Awards

CII Foundation's Business Impact Awards recognise exemplary projects that have positively impacted the community. The awards honour various approaches used to bring about a change in the society.

Sammaan

An initiative by CII, BSE and Indian Institute of Corporate Affairs (IICA), Sammaan is a platform that bridges accountability gap between corporations and NGOs. Sammaan enables corporates to choose verified NGOs and causes to donate to, and track how their funds are being utilised.

CII Services

The services of CII in sphere of CSR and community development include:

- Advisory and capacity building
- Needs and impact assessment, SRoI
- Project management and delivery
- NGO assessment
- Policy advisory services
- Conferences and exposition