CSR: Issues, Developments, and Strategies of Intervention

Dr. Avtar Singh[1], Oshank Singh[2]

[1]Professor, Department of Social Work, Dr B.R.Ambedkar College, DU
[2]Finance Trainee, NLR-India

ABSTRACT: This article delves into Corporate Social Responsibility (CSR) and its significance, drawing upon existing theoretical and empirical literature. It explores the contextual and highly debated relationship between profitability and morality, focusing on India's cultural diversity and its social development challenges. CSR and Sustainable Development Goals (SDGs) have been localised to address these challenges.

The article analyses the potential implications of mandated CSR under India's recently enacted Companies Act of 2022 on firm incentives, likely responses of corporations within the ambit of the law, and the implications of resource availability and delivery of social good. The success of addressing these implementation challenges will determine how far the objective of the new regulation is met. Ultimately, this paper studies the interface between CSR and social development, emphasising the importance of both in promoting sustainable growth.

INTRODUCTION

Corporate social responsibility in India has evolved in various dimensions, resulting in diverse approaches and cultural norms for corporations' engagement in CSR. Initially, charity and philanthropy drove CSR, influenced by culture, religion, family values, and industrialisation. During the independence movement, Indian industrialists were under increased pressure to demonstrate their commitment to society's progress. As India has moved towards globalisation and economic liberalisation over the past two decades, it has become a crucial production and manufacturing base, and corporations are now more concerned about labour and environmental standards in developing countries like India. CSR has undergone several phases, proving that corporations can make a significant difference in society and improve overall quality of life. To find an effective and lasting solution to India's social issues, all corporates should collaborate to bring change. Facilitating partnerships between companies, NGOs, and the government will combine their expertise, strategic thinking, workforce, and resources to initiate extensive social change. This will put India's socio-economic development on a fast track. (Nagwan, S 2014).

After gaining independence, India adopted a mixed economy model that combined elements of capitalism and socialism. This allowed for both the public and private sectors to coexist and thrive. Along with internal economic reforms and globalisation, India experienced a significant economic boom with a growth rate of eight per cent or more. As India progressed into the post-liberalisation phase, the corporate social responsibility (CSR) approach shifted from a philanthropy-based model to a more liberal one. With the rise of globalisation, there has been a growing consensus that businesses have a range of social obligations as economic rights increase. As a result, Indian companies and stakeholders have moved away from traditional philanthropic engagement and integrated CSR into a sustainable business strategy, adopting a multi-stakeholder approach. (Seema, G S, 2009)

Corporate Social Responsibility (CSR) is a concept that has attracted worldwide attention and acquired a new meaning in the global economy. In recent years, a sharp interest in CSR has stemmed from the advent of globalisation and international trade, reflecting improved business complexity and new demands for enhanced clarity and corporate citizenship. Moreover, while governments have traditionally assumed sole responsibility for enhancing the living conditions of the denizens, society's needs have transcended the abilities of governments to fulfil them. In this context, the spotlight is increasingly focusing on the role of business in society, and refined companies seek to contrast themselves through engagement in Corporate Social Responsibility.

Corporate sector involvement in social development is rapidly growing, especially in the post-economy privatisation, liberalisation and globalisation period. Realignment of relationships among various stakeholders of socio-economic development is taking place, as equations among them are no longer stable and often less predictable. Corporations enhance their sphere of influence by registering their presence in different fields. The changing role of corporations can be seen from traditional indifference or lack of response to social sector needs to increase assistance and involvement in the social sector. Corporate social obligation is the moral obligation that the business firm must assume concerning the welfare of the society where the firm operates. This responsibility differs among different firms.

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The involvement of business houses in social development began with promoting the welfare of their stakeholders and employees, but soon, it took the local community into its ambit. As per the European Union, "CSR is a concept that an enterprise is accountable for impacting all the relevant stakeholders. It is a continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the workforce's quality of life and their families, the local community, and society at large". Different corporate houses reacted to CSR with different motives ranging from product promotion programmes, business reengineering, public image building and contribution to a partnership in people's welfare and development.

Corporate social responsibility is crucial to international efforts to foster sustainable and equitable development worldwide. There is increasing emphasis on the need to develop a better understanding of the role of business in society, focusing on issues of competitiveness, social responsibilities, and reputational risk management. There is broad acceptance that corporate social responsibility must be integrated and considered a vital component of corporate strategy, thus facilitating efforts for more equitable development.

MEANING OF CSR

The concept of CSR rests on the ideology of businesses giving back to society as they grow and benefit. Companies take resources in the form of raw materials, human resources, etc. from the society. By performing CSR activities, the companies are giving something back to society.

As commonly misunderstood, CSR is not charity or mere donations. CSR is a way of conducting business by which corporate entities visibly contribute to the social good.

Socially responsible companies do not limit themselves to using resources to engage in activities that increase their profits. They use CSR to integrate economic, environmental and social objectives with the company's operations and growth.

According to CSR Asia, a social enterprise, "CSR is a company's commitment to operate economically, socially and environmentally sustainable whilst balancing the interests of diverse stakeholders."

UN describes CSR as "a management concept whereby companies integrate social and environmental concerns in their business operations and interact with their stakeholders. CSR is generally seen as being the way through which a company achieves a balance of economic, environmental, and social imperatives while at the same time addressing the expectations of shareholders and stakeholders." In today's society, companies must acknowledge their corporate social responsibility (CSR) and their impact on the environment and surrounding communities. By upholding transparency and ethical behaviour, companies can contribute to sustainable development and promote society's overall health and welfare. Socially responsible companies need to recognise their accountability and take proactive measures towards creating a better future for all.

CORE CHARACTERISTICS OF CSR

- Corporate Social Responsibility, commonly called CSR, is a multifaceted concept encompassing various characteristics. One of the most significant aspects of CSR is its voluntary nature. Companies that engage in CSR activities do so beyond the legal requirements imposed on them. Nonetheless, critics of CSR contend that companies should be held accountable by law instead of relying on voluntary actions.
- Another critical feature of CSR is the internalisation or management of externalities. Essentially, companies are taking responsibility for their economic activities' positive and negative effects on others. Pollution is a classic example of an externality that can have significant negative impacts on local communities. While regulation can force companies to internalise these costs, CSR offers a more voluntary approach, such as investing in clean technologies to prevent pollution in the first place.
- Multiple stakeholder orientations are also a crucial aspect of CSR. Companies that engage in CSR are considering a range of interests and impacts among stakeholders beyond just their shareholders. While some may view CSR as primarily about philanthropy, it has become integral to a company's long-term business strategy. Today, companies are addressing issues like poverty, healthcare, education, employment, and environmental degradation through CSR initiatives.

CSR IS A SERVICE TO THE SOCIETY

The company has to undertake CSR activities because the company and society are mutually interdependent. The community's health, stability, and prosperity are a matter of concern for the company. Corporations are no longer independent economic entities intended to earn profits that do not care for the general public. The corporations cannot act as isolated economic entities with an indifferent attitude towards the society. In the globalisation, liberation and privatisation world, it is well-accepted as a part of society and cannot exist in isolation. It cannot succeed in a society that suffers from social unrest like economic disparity, inequality, and social injustice. There is a need to ensure no social unrest and adequate health, education, and literacy provisions. Thus, the companies should serve society to return at least some of what they have gained.

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Further, society's growing awareness and demand for transparency compel companies to behave socially responsibly. The socially responsible companies are favoured by the public and preferred for their goods and services. All companies should also ensure that their activities do not adversely affect the environment and that the laws are obeyed in letter and spirit.

CSR FOR MINIMIZING RISK

Corporate social responsibility (CSR) is essential to ethical business practices. It serves to mitigate risk and foster moral corporate behaviour. Recent research has highlighted the manifold benefits of CSR, including value creation, innovation expansion, enhanced customer and employee relations, and growth opportunity maximisation. Adopting CSR can enhance a company's competitiveness, lower financing costs, and augment overall economic value. Given the mounting environmental damage caused by escalating business demands, harnessing business as a force for good has the potential to safeguard our planet. As such, businesses must prioritise CSR and act as conscientious global citizens.

When it comes to corporate social responsibility examples, some of the most common CSR actions include:

- Estimating and downsizing environmental impact.
- Enhancing labour practices.
- Aiding the marginalised communities.
- Partaking in ethical sourcing.
- Engaging in charitable global giving.
- Using renewable energy.
- Providing opportunities for workplace volunteering.
- Adopting corporate policies that benefit the environment.
- Making socially and environmentally cognizant investments.
- Committing to diversity, equity, and inclusion.

It is, therefore, essential to recognise socially responsible companies that integrate social good into their missions. With many types of corporate social responsibility, it is easy for a company to engage with one or several that best suit its size, business model, and operational goals. When all companies work for impact, they can help to support a greener, more equitable future.

CSR IS A BALANCING ACT AND LONG-TERM SUSTAINABLE GROWTH

All companies have both direct and indirect stakeholders. Direct stakeholders include all employees, suppliers and vendors, dealers, and shareholders. Indirect stakeholders would comprise communities living near the production units, customers and others whose livelihoods are influenced by the production company's operations. CSR considers every stakeholder and assumes the responsibility to improve their living by undertaking welfare programmes to create a stable social environment. CSR is a balancing act in satisfying the company's stakeholders with the desire to act ethically and contribute to the economic development and quality of life of the workforce, environment, community, and society. The company's closure would disrupt many lives and cause severe hardship to the weaker stakeholders, including small shareholders. It is also in the interest of workers that the company should have long-term sustainable growth. Nevertheless, this needs to be recognised in a large number of companies.

LEGAL FRAMEWORK FOR CSR

Clause 135 of the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014, are the two most important documents providing the legal framework for CSR.

a) Clause 135 Companies Act, 2013

Under 135 (1), every company has a net worth of rupees five hundred crores or more, a turnover of rupee one thousand crores or more or a net profit of rupees five crores or more during any financial year shall constitute a Corporate Social Responsibility Committee of the Board consisting of three or more directors, out of which at least one director shall be independent. Under 135 (2), the Board's report should disclose the composition of the Corporate Social Responsibility Committee.

Under135 (3), the Corporate Social Responsibility Committee should formulate and recommend to the Board a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the company as specified in Schedule VII (Schedule VII mentions the list of activities which companies may include in their Corporate Social Responsibility Policies.

The list of activities is as follows:

- Eradicating extreme hunger and poverty.
- Advancing education
- Promoting gender equality and empowering women.
- Reducing child mortality and enhancing maternal health.
- Battling human immunodeficiency virus, obtained immune depletion syndrome, malaria and other diseases.

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- Ensuring environmental sustainability.
- Enhancing vocational skills.
- Promoting social business projects.

Under 135 (3), the Corporate Social Responsibility Committee should also advise the amount of expenditure to be incurred on the activities and observe the Corporate Social Responsibility Policy of the company from time to time.

Recent Developments to CSR Policy in India

Here have been various modifications to the overall framework and implementation process of CSR over the years. With the most recent guidelines in 2022, the Indian government aims to incorporate more funds and contributions to tackle the widening socio-economic disparities in the nation.

Modifications to the CSR Policy-2022

The Ministry of Corporate Affairs (MCA) modified the Companies (Corporate Social Responsibility Policy) Rules, 2014, according to Section 135 and Subsections (1) and (2) of Section 469 of the Companies Act T 2013. (18 of 2013). These are the Companies (Corporate Social Responsibility Policy) Amendment Rules, 2022. It seeks to calculate the cost of completing social impact assessments of corporate social responsibility (CSR) activities and the instrument for handling corporations' unspent CSR money.

The Amendment Rules changed the following:

1. Companies must have a CSR committee to oversee their CSR obligations and unspent CSR funds per the CSR Rules. Any unused CSR funds must be kept in this account for three years, and CSR must monitor its use. The Amendment Rules have also removed exemptions for companies that no longer meet the CSR committee criteria.

2. Earlier, the CSR Rules allowed up to 5% of CSR spending of Rs 50 lakh for impact assessment. However, the Amendment Rules now limit the cost of social impact evaluations, considered CSR spending, to 2% of all CSR spending or Rs. Fifty lakhs, whichever is higher. This change authorises higher impact assessment spending for major CSR projects.

3. Additionally, the Amendment Rules provide a new format for the yearly report on CSR efforts. Companies must now include a brief explanation of their CSR policy details about the CSR committee's members, such as the director's name, designation, and number of meetings held and attended by the director. The annual reports must also include the company's website links with CSR Committee membership, policy and board-approved initiatives, Executive summary, and impact assessments of CSR projects.

Companies must now declare in their annual report the CSR amount allocated to active projects, additional projects, the surplus amount for set-off, if applicable, and the unspent CSR amount for the previous three financial years. The firm must explain how many capital assets were generated or bought via CSR spending during the fiscal year. Additionally, the annual report shall explain if the company fails to spend 2% of the average net income of the three financial years that have come before.

Most significant contributors to CSR in India

The top three contributors to CSR have been Reliance Foundation, Tata Consultancy, and HDFC Bank. The three contributed a cumulative of Rs. 2649, where each company managed to contribute more than they were obligated to.

Reliance Industries Limited spent Rs. 1186 crores on Corporate Social Responsibility in FY 2021-22, exceeding their obligated amount. Their CSR focuses on rural transformation, education, disaster response, health, sports, arts, culture, and heritage, benefiting over 5.75 crore individuals. They also aided in combating COVID-19.

Tata Consultancy Services exceeded its CSR spending in FY 2021-22, contributing Rs. 727 crores and impacting 1.7 million beneficiaries globally. They prioritise empowering individuals and communities, promoting justice and equity, and creating an inclusive digital economy. Their employees volunteer over 700,000 hours annually to support local efforts.

HDFC Bank is firmly committed to social responsibility through its CSR brand, HDFC Parivartan, and has spent more than the obligated amount of Rs. 733.86 crores in FY2021-22. Their total expenditure of Rs. 736.01 crores went towards various community development initiatives, including education, skill training, livelihood enhancement, healthcare, sports, environmental sustainability, and rural development. Notably, HDFC Bank has positively impacted the lives of over 9.6 crore people through its CSR initiatives, which is truly impressive. Additionally, during natural disasters, the Parivartan program has helped restore infrastructure and rehabilitate affected communities.

Other significant contributors in FY2021-22 include ICICI Bank Limited with Rs. 266.62 crores, Infosys Limited with Rs. 344.91 crores, Hindustan Unilever Limited with Rs. 157.58 crores, and State Bank of India with Rs. 204.10 crores.

Two Views of Social Responsibility

As a responsible business, it is crucial to acknowledge that external factors like government regulations and public awareness have increased our social responsibility. However, it is up to us to take accountability for our actions. Management plays a vital role in setting the tone for social responsibility within the organisation, and two contrasting philosophies define the range of

attitudes toward this responsibility. Careful consideration of which philosophy aligns best with our values and goals as a company is essential.

The traditional concept of business is an intriguing topic to explore. It suggests that a company's primary focus is to produce quality goods and services, generate a reasonable profit, and provide employment opportunities. The economic model of social responsibility implies that society benefits most when businesses grow profitable products that fulfil societal needs. This model originated in the eighteenth century when small firms fiercely competed, and short-term profits and survival were the primary concerns. However, managers must recognise that social responsibility is not someone else's. Ultimately, the company is accountable for its actions and determining which philosophy aligns best with its values and objectives.

Many managers believe their responsibility extends beyond the stockholders to customers, employees, suppliers, and the general public. This view is known as the socio-economic model of social responsibility, and it focuses on how business decisions can impact society as a whole while also prioritising profits. Companies must consider this broader view when making decisions, as they ultimately have a responsibility to their stakeholders.

The Pyramid of Corporate Social Responsibility
As a responsible business professional, it is crucial to recognise the full spectrum of business obligations concerning corporate social responsibility (CSR). This involves considering economic, legal, ethical, and philanthropic aspects. These four elements can be viewed as the various tiers of a pyramid, where each one complements the other to establish a solid foundation for complete CSR. By adopting an all-encompassing approach to CSR, companies can ensure that they are fulfilling their role in making a constructive impact on society and the en

Economic responsibilities
It is interesting to think about the evolution of business organisations and their role in society. The profit motive has always been a driving force behind entrepreneurship, but it is essential to consider businesses' broader responsibilities to the community. By embracing the concept of corporate social responsibility, businesses can ensure that they are fulfilling their obligations in economic, legal, ethical, and philanthropic realms. This is a critical step towards creating a more sustainable and equitable society.

Legal responsibilities
Society has not only sanctioned businesses to operate according to the profit motive; at the same time, businesses are expected to comply with the laws and regulations promulgated by federal, state, and local governments as the ground rules under which businesses must operate.

Ethical responsibilities
In today's society, businesses are expected to meet their economic and legal obligations and maintain ethical standards. Even though these responsibilities may not be explicitly stated in laws, they are still crucial for demonstrating a commitment to fairness, justice, and safeguarding stakeholders' interests. It is worth noting that societal values and ethics often influence laws and regulations, as evidenced by the push for environmental conservation and civil and consumer rights. Businesses can build a more equitable and just society by taking ethical responsibilities seriously.

Philanthropic responsibilities
Philanthropy is one-way businesses can respond to society's expectation that they are good corporate citizens. This includes contributing financial resources or executive time to promote human welfare or goodwill. For example, businesses can contribute to the arts, education, or the community. One illustration of philanthropy is a loaned executive program that provides leadership for a community's United Way campaign. Fulfilling ethical responsibilities can contribute to a more equal society.

PHILANTHROPIC Responsibilities Be a good corporate citizen, Contribute resources to The community improves the quality of life.
ETHICAL Responsibilities Be ethical. Obligation to do what is right
LEGAL Responsibilities Obey the law. Law is society's codification of right and wrong. Pay by the rules of the game.

> **ECONOMIC**
> Responsibilities
> Be profitable
> The foundation upon which all others rest.

Figure 1.1: The Pyramid of Corporate Social Responsibility

Changing Expectations of Stakeholders Regarding Business:
According to several studies, the public and various stakeholders have come to expect more of business. Increasingly, they seek the private sector to help with complex and pressing social and economic issues. There is a growing ability and sophistication of activist groups to target corporations they perceive as not being socially responsible through public demonstrations, shareholder resolutions, and even "denial of services" attacks on company websites. These efforts emphasise the issue of accountability to stakeholders when doing business.

Shrinking Role of Government: In many countries, national and local governments have taken a more hands-off approach to regulating business due to the globalisation of commerce and shrinking resources. As a result, companies- and multinational companies in particular- rely less on the government for guidance, instead adopting their policies to govern such matters as environmental performance, working conditions and ethical marketing practices.

Increased Customer Interest: The growing interest in CSR comes from business-to-business customers and consumers. In the former, many companies, governments, universities, and other institutions have made a significant move to align their purchasing decisions with social criteria, particularly those related to companies' environmental and human rights performance. Many organisations help consumers and businesses with purchasing decisions by rating companies and products or publishing lists of products to seek out or avoid based on social criteria, such as a company's environmental performance, labour practices or community involvement record.

Building CSR into the Business Strategy
CSR should not be seen merely as a way to give back to society, as it is much more than just an obligation on the company's part. A company's CSR values should connect with the organisation's core business purpose and strategy in a way that makes intuitive sense, which would aid in telling the company's CSR journey, which is a part of the brand story.

Building strategies around the company's core competencies: The Company's CSR contributions and theme should match and align with what the company already does. Doing so helps generate new customer visibility and generates revenue streams.

Develop CSR Initiatives that align with the company's workforce: Strategic companies use their CSR programmes to grow and protect their most valuable assets: their employees. The younger workforce chooses their workplace critically and peruses over a company's social and environmental commitments.

Maintaining an active workforce participation: The Company has to ensure that everyone associated with the organisation actively and positively participates in their CSR responsibilities.

Recognise issues that matter to the company's customers: With an influx of the cancel culture, every company must address the issues that matter the most to their customers to ensure a friendly customer base. Any irresponsibility on the company's part can result in severe disparagement.

Measure the return on investments of the CSR efforts for management and investors: Quick quantification methods for calculating the returns and progress on CSR programmes ensure a smoother connection with the company's investors.

Finding new drivers of innovation: Companies can use CSR as an innovation driver, investing in research, development and implementation initiatives. This helps bring new information into the process and keeps the work close to the market.

Applying Corporate Social Responsibility
The CSR practice of huge multinationals such as BP, Carrefour, Microsoft, Nestle, Shell, Toyota, Unilever and Wal-Mart affect millions, perhaps billions of people across the world, whether through the products they supply, the people they employ, the communities in which they locate, or the natural environments they affect.

Therefore, the question of how corporations implement their social responsibilities could not be more critical. It is one thing to talk in the abstract about the social role and responsibilities of the corporation. However, it is quite another to consider how the corporation can apply those responsibilities to tangible business activities.

We consider the responsibilities of the corporation in four key areas:

CSR in the Marketplace: The marketplace is frequently portrayed as one of the most important arenas for considering CSR. For many, the marketplace is seen as one of the main areas where business irresponsibility is exposed. For example, in controversial industries such as alcohol, tobacco or, increasingly, fast food, firms are responsible for their products and marketing, and the

impact of their activities on consumers dominates the CSR agenda. However, similar considerations confront all corporations in some way or another.

CSR in the workplace: Today, the reputation of many companies rests to some extent on their treatment of employees. Accusations of poor labour relations at home have threatened significant brands such as McDonald's, Walmart and others. At the same time, there is no end for firms that have been caught in the spotlight of media scrutiny for their working conditions in developing countries, including accusations of child labour, forced overtime and abuse of human rights. On the other hand, it has become clear that a reputation for social responsibility can, in some circumstances, help attract skilled knowledge workers to firms, thereby boosting their performance (Greening & Turban, 2000). Thus, whichever way we look at it, if we want to understand and apply CSR better, we must thoroughly examine workplace issues. Model communities built at Port Sunlight and Bournville in the late nineteenth century in the UK, for example, offered factory workers decent, affordable housing, recreational and health facilities, along with enhanced working conditions in order to help employees out of poverty and provide them with a chance to improve themselves.

CSR in the community: To begin with, philanthropic donations to local community initiatives were among the first corporate activities to go under the banner of CSR, especially in the USA, where the term was first coined (Carroll, 1999). Second, even today, community initiatives are typically the first manifestation of CSR in countries and cultures relatively new to CSR. For example, Chapple and Moon (2005) show that firms in Asian countries, including India, Thailand, Singapore, Malaysia and the Philippines, report far more on their community initiative than on marketplace and workplace CSR issues.

CSR in the ecological environment: The current wave of interest in CSR emerged from growing attention to ecological issues in business in the late 1980s and early 1990s. This transformation of ecological responsibilities 'from heresy to dogma' (Hoffman, 2001) brought a growing recognition among corporations that effective management of their ecological environment was necessary for business. The responsibilities primarily focused on preventing pollution, minimising waste, conserving energy, and promoting recycling. They have since grown to incorporate deeper elements of sustainability, including significant challenges such as climate change, biodiversity and resource security.

Sustainability of the natural environment is about the long-term maintenance of the earth's natural ability to sustain itself.

Rehabilitative Measures and Corporate Social Responsibilities.

Corporate social responsibility (CSR) is becoming increasingly important in today's business landscape, particularly in India, where the private sector is crucial in driving growth. Corporations are being held more accountable and responsible, which allows businesses to engage with the community and its issues. Although government regulation and public awareness have helped increase social responsibility, it begins with management attitudes.

Two different philosophies exist regarding social responsibility- the economic and socio-economic models. The economic model suggests that businesses should be left alone to produce profitable products, while the socio-economic model emphasises the impact of business decisions on society. More and more businesses are adopting the socio-economic model, recognising their responsibility to shareholders and customers, employees, suppliers, and the public.

Today, numerous companies take pride in their social responsibility records. For example, Starbucks Coffee, Hewlett Packard, Colgate-Palmolive, and Coca-Cola have been recognised for their environmental concern, employee responsiveness, equal opportunity and community involvement. Other organisations have realised that taking the initiative in this area is in their best interest, as legal action may be taken against them by interest groups if they fail to demonstrate good citizenship. Ultimately, social responsibility is an area in which businesses can positively impact society while contributing to their own success.

CSR Strategy and Implementation

As CSR is a broad and, in many instances, relatively new activity for many companies, it is no surprise that CSR implementation is mainly discussed in terms of a project management structure (Castka et al., 2004; Industry Canada, 2005; Sach et al., 2006). Typical steps would be a planning phase, an implementation phase and an evaluation phase, with the final phase potentially initially a feedback loop to build on success and learn from mistakes. In the following, we will look at each phase and the specific elements of CSR in an overview.

Setting goals for CSR: The first step in implementing CSR is to identify the key areas where the company wants to progress. Furthermore, the company needs to set specific targets of what to achieve in these areas and how progress will be measured.

Designing CSR strategies: Knowing what is to be achieved is one thing, but knowing how to achieve it is another. Designing CSR strategies determines how the firm can get from its current position to a desired future state.

Implementing CSR tools: CSR management sometimes involves doing the same things as usual but with CSR added- for instance, adding social criteria to supplier evaluation tools. Various CSR tools and techniques can aid in these management processes. (audits, codes of conduct and risk management tools)

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Assessing the outcomes of CSR: Finally, the results of CSR implementation need to be assessed. CSR auditing and reporting are the essential tools that help companies assess their social performance and communicate it to audiences inside and outside the company.

Challenges of CSR

There are several challenges in the implementation of CSR programmes in India. First, there needs to be more interest from the general public in participating and contributing to the CSR activities of companies. There is a need for capacity building of the local non-governmental organisations as there is a severe shortage of trained and efficient organisations that can effectively contribute to the ongoing CSR activities initiated by companies. Lack of transparency is one of the critical challenges for the corporation as there exists a lack of transparency on the part of the small companies. There needs to be more well-organised non-governmental organisations in remote and rural areas that can assess and identify the community's real needs and work with companies to ensure the successful implementation of CSR activities. The other is that no clear-cut statutory guidelines or policy directives give a definitive direction to companies' CSR initiatives.

The scale of CSR initiatives of companies should depend upon their business size and profile. In other words, the bigger the company, the larger its CSR programme. Lastly, on Implementing CSR Issues, there needs to be more consensus amongst implementing agencies regarding CSR projects. This lack of consensus often results in duplication of activities by corporate houses in areas of their intervention. This results in a competitive spirit between implementing agencies rather than building collaborative approaches to issues. This factor limits the company's ability to occasionally undertake an impact assessment of its initiatives. (Uttam K Purbey, 2014)

CSR and Sustainable Development

The Sustainable Development Goals (SDGs) were created to end poverty, protect the environment, and promote peace and prosperity. In 2015, all member states of the United Nations agreed on 17 integrated SDGs to improve the world. The SDGs aim to eradicate poverty, promote social equality, end gender discrimination, and much more. The 11th SDG, "Sustainable Cities and Communities," focuses on making human settlements inclusive, safe, resilient and sustainable. With more than half of the world's population living in cities and this number expected to grow, achieving SDG 11 requires a collaborative effort from various stakeholders, including the government, private sector, civil society organisations, and individuals. Corporate Social Responsibility (CSR) can be critical in achieving SDG 11.

Sustainable infrastructure is crucial for achieving SDG 11, which includes access to basic amenities such as housing, transportation, water, sanitation, and energy. CSR or corporate philanthropy can support sustainable infrastructure development by investing in projects that provide access to these amenities. For example, the Adani Foundation has set up water treatment plants and constructed check dams to provide access to clean water in rural areas. Similarly, the Godrej Group has implemented a project to provide affordable and sustainable housing to underserved communities, and the Tata Motors Foundation has set up a mobile training centre to provide vocational training in automotive repair and maintenance. CSR can also be vital in promoting access to clean and safe sanitation facilities, as seen in the Dabur India Foundation's project to build community toilets and promote sustainable sanitation practices.

Sustainable transport is a critical part of SDG 11. CSR can help by investing in projects that promote public transport, walking, cycling and clean energy. Many companies have already taken initiatives in this direction. For example, Mahindra & Mahindra's "Nurture Nature" project promotes cycling by providing schoolchildren with bicycles. Infosys' "Green Connect" project promotes electric vehicles among employees by providing charging infrastructure. Sustainable transport benefits the environment and has significant economic and social benefits. Promoting public transport, walking, and cycling can reduce traffic congestion, improve air quality, and encourage physical activity.

To achieve SDG 11 and create liveable cities, it is crucial to build resilient communities. Companies in India can support this by investing in projects promoting community resilience, such as disaster management, financial literacy, social inclusion, and environmental sustainability. For instance, the Godrej Group implemented a "Community Resilience Initiative" to provide disaster management training, while the HDFC Bank Foundation's "Project Neev" promotes financial literacy and entrepreneurship. Tata Trusts have community development projects to promote education, health, and livelihoods among tribal communities. Moreover, the Dalmia Bharat Group's "Green Energy Initiative" promotes renewable energy access in rural areas.

Innovation is crucial for achieving Sustainable Development Goal 11, especially with rapid urbanisation. CSR can support innovation for sustainable development by investing in research and development and promoting entrepreneurship. Examples of CSR initiatives in India include Tata Trusts' Social Alpha, Wipro Foundation's "Earthian," Godrej Foundation's "Godrej Genesis," and HCL Foundation's "HCL Grant." They provide funding, mentorship, and networking opportunities to support startups and social enterprises working on social and environmental challenges.

CSR and corporate philanthropy can support collaboration and partnerships for achieving SDG 11. Companies can partner with non-profits, community-based organisations and academic institutions to implement joint projects that address urban challenges. Multi-stakeholder initiatives and platforms can facilitate dialogue, knowledge sharing and collective action to promote sustainable

urban development. Companies can also support networks and alliances that promote sustainable urban development, such as the C40 Cities Climate Leadership Group and the World Urban Forum.

In summary, achieving SDG 11 requires a comprehensive approach that involves multiple stakeholders, including governments, the private sector, civil society organisations, and individuals. Companies that align their CSR or corporate philanthropy with SDG 11 can fulfil their social responsibility and contribute significantly to developing sustainable, inclusive, and livable cities. Ultimately, achieving SDG 11 will require a collective effort from all stakeholders, and CSR or corporate philanthropy can be a powerful tool in achieving this goal.

Social Work Intervention
Social work institutions should take the lead in identifying prospective areas for corporate social responsibility. That will enable the proper utilisation of abundant resources, avoid duplication in efforts and, above all, provide the most needed professional approach to these ventures. Social work institutions and corporations have had relationships via sponsorships, donations, and fundraising. Today, CSR provides direct opportunities for social workers to associate themselves with the corporation. Moreover, it also gives social workers a chance to develop themselves professionally. Because of their diversified academic experience and rich field exposure and training, social workers are better adapted or best fit for CSR.

A more positive approach is needed by employers in terms of corporate social responsibility through trained professionals to provide specialized services in counselling, training and consulting services for industry and government. They have an effective strategy for assisting employees, whether work-related or personal problems. Special assistance is provided for personnel and work-related programs such as Managing Change, Relationship issues, conflict at work, Grief and bereavement, Marriage and family problems, alcohol and other drugs, Legal worries, Gambling worries, Financial problems, work-related difficulties, Depression or anxiety integrating work and life Managing personnel stress, concern about children, making carrier choices living in a new culture and Smoking cessation (Walsh: 1982:483).

Bhatt (2001) remarked that occupational social work in India is a nascent field within the social work profession, and it is still in the process of defining itself. To Bhatt, workers require social services as the new economic policies and the structural adjustment programmes influence them. He highlights the different approaches and models of industrial social work. He calls EAP (Employee Assistance Programme) a turning point in social work practice because EAP will be the crucial component of "Proactive human resource management". A caring industry will undoubtedly look at EAP not just as a curative measure but also as the result of a developmental perspective and proactive approach. The social work profession has to respond to these changes to keep the industry a vibrant social organisation.

In the past, social workers have hesitated to trust market agencies and corporations. Similarly, corporations need to adopt CSR policies with genuine dedication. However, times have changed, and social workers should now actively participate in corporations' CSR activities. This will enable us to access resources and efficiently allocate millions of rupees for social welfare. Social workers must seize this opportunity to ensure corporate accountability towards multiple stakeholders. Additionally, CSR projects undertaken by socially responsible companies draw consumers' attention, ultimately influencing their purchasing decisions and building trust in the company.

Suggestion on Good CSR Programme by any Company
The first effort required from the management is to create awareness about CSR amongst the general public and facilitate action among target stakeholder groups. This will help them strengthen their business capabilities and build confidence, leading to economic and social empowerment.

Sustained efforts should be made to initiate, expand, strengthen and maintain CSR programmes. A long-term and sustainable perspective on CSR activities is needed to bridge the gap between all critical stakeholders to implement CSR activities effectively.

Negotiation, cooperation and strengthening of fair CSR programmes should be pursued through information-sharing, training, networking, lobbying and advocacy. Linkages should also be established with local and national governments and various agencies supporting CSR initiatives for the economic and social empowerment of marginalised people

Pooling resources and building synergies by companies and non-governmental organisations is necessary for more efficient and effective implementation of CSR activities. Professional and sound management practices, the Code of Ethics, and social accountability aspects of various programs/initiatives are focused on economic empowerment, capacity building, and stakeholder safety. Sensitisation of students by making CSR a compulsory subject or discipline in schools, colleges or universities will motivate young people and help them face future challenges.

Sustainability reporting should be made compulsory. Sustainability reporting is gaining importance these days because of the growing recognition of issues relating to sustainability. The framework for sustainable reporting is provided by an organisation known as the Global Reporting Initiative (GRI). Corporate houses widely use guidelines on sustainability reporting provided by GRI. A sustainability report is a proper presentation of the company's sustainability performance. It includes both positive and

negative contributions by an organisation towards sustainability. It discloses all the information about the organisation's goals, strategies, commitments, and approaches.

In short, any activities or things that shall be conducive to the social, economic, cultural, educational, ethical, civic, and physical welfare of marginalised groups of people and the employers requiring support and assistance of the firm should be done or caused to be done. (Rabinarayan S & Shivangi D, 2020)

CONCLUSION

Recent developments in the CSR framework in India indicate that there is still a need for improvement in the general structuring and implementation of CSR responsibilities. Despite many large and medium firms contributing towards their CSR responsibilities, there is still scope for a more remarkable improvement. Governments and corporations should work together to solve this onerous task and ensure its smooth functioning. More firms should be encouraged to fulfil their CSR obligations and need to be more rigorous. With India witnessing a historical rise in the number of unicorns emerging each year, with 44, 11, and 7 unicorns in the years 2021, 2020, and 2019 respectively, these unicorns must fulfil their CSR obligations and contribute towards the welfare of society.

Despite the emphasis given by corporate theory and practice on financial and legal responsibilities, the view that corporations also have social responsibilities has been around for a long time. Since early 1999, corporate responsibility issues, including the social obligations of corporations, have attained prominence in political and business debate. This is mainly in response to corporate scandals and due to the realisation that development centred only on the economic growth paradigm is unsustainable. Therefore, states, companies, and communities must take a more proactive role in a development process that balances economic growth, environmental sustainability, and social cohesion. This debate has motivated the following three interlinked movements in the corporate world: corporate social responsibility, corporate sustainability, and worldwide reforms on corporate governance.

India is experiencing a revolutionary era with the active involvement of major Indian MNCs in establishing CSR projects, policies, and activities. These efforts are a significant driving force for collaborative growth and development on both the company and social levels. Companies of all sizes must utilise corporate social responsibility to protect the environment and enhance the quality of life for the communities they impact daily.

Notes
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   https://jsdm.in/corporate-social-responsibility-companies/
2. https://journals.sagepub.com/doi/10.1177/0974929215593876
3. https://thecsrjournal.in/how-corporate-social-responsibility-csr-can-help-in-achieving-sustainable-development-goal-sdg-11-sustainable-cities-and-communities
4. https://www.mca.gov.in/Ministry/pdf/CompaniesAct2013.pdf [ˆ]
5. https://data.undp.org/content/assessing-covid-impacts-on-the-sdgs/ [ˆ]
6. https://www.mca.gov.in/content/mca/global/en/acts-rules/ebooks/acts.html?act=NTk2MQ==#Schedule_VII_Activities_Which_May_be_Included_by_Companies_in_their_Corporate_Social_Responsibility_Policies [ˆ]
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