

## Strategizing Corporate Social Responsibility – Concepts and Practices

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### Abstract

In our enthusiasm to bring about economic development, we have consciously allowed the wealth to concentrate in the hands of few, leading to rich-poor divide and urban-rural disparity. We need to take concrete steps to bridge this gap and set our course towards the future-right. The mandatory provisions under the Indian Companies Act of 2013, Corporate Social Responsibility (CSR) have set the stage, for an ever-lasting fission-fusion of thoughts and ideas, embellished with sincerity of purpose and urgency for action. At its core, CSR concerns the ways in which companies manage their relations with society. CSR is no longer standalone idea or ethical euphemism. As much as the strategic business plan looks beyond the immediate time horizon, the CSR plans of the corporate must not only mitigate the adverse conditions created by their business, but must aim to improve the social conditions of the society, by joining hands, with multiple stake-holders. CSR in its nascent stage may have to address hunger removal, poverty alleviation, etc., but, in the long run, CSR should focus on skill development, economic empowerment and creating abilities to self-support individuals and communities. This paper examines the CSR from these multiple perspectives, to elicit answers for why is CSR; when is CSR; how is CSR; with a view to suggesting a road map, for individual corporate as well as for the industry as a whole. These initiatives should create ripple effects, locally, regionally and nationally. The paper discusses the concepts and practices of Gujarat State Fertilizers and Chemicals Limited as a case study to support the strategizing CSR.

**KEYWORDS:** CSR, Poverty, Hunger, Skill Development, Employee volunteering, Communities, Farmers

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### Introduction

Corporate Social Responsibility (CSR) has been described as 'an oxymoron' by all too many dinner party pundits who are suspicious of business claims about its sociability. They point to a compendium of cases of corporate irresponsibility, from Union Carbide's Bhopal explosion to the Enron fraud; from Siemens' corruption to BP's Deepwater Horizon disaster; from adverse business impacts of climate change to financial sector irresponsibility; and all too many more. CSR has also been described as 'a fundamentally subversive doctrine' by Nobel Prize-winning economist, Milton Friedman, the most prominent modern standard-bearer for Adam Smith (Moon: 2014). Friedman and his acolytes worry about CSR distracting from the prime social purpose of business as they see it: maximizing profits for the company shareholders. It is through profit-making, they argue, that business provides core social contributions of employment and taxation, and expeditiously meets customer demands for goods and services. Friedman, like former US Secretary of Labor, Robert Reich, and countless others on the left of politics, also sees CSR as intruding upon, or occluding, the proper responsibility of government. In the face of such apparent unanimity about the dangers of CSR, one might wonder why CSR is worthy.

This paper intends to demonstrate that CSR is increasingly central to the understanding of business-society relationships and to strategize the concepts and practices of CSR.

After mandatory provisions under the Companies Act of 2013, CSR has set the stage, for not just fission, nor fusion, but for an ever-lasting fission-fusion of thoughts and ideas, embellished with sincerity of purpose, urgency for action and clarity for a road-map. Having worked in the different department of the Government, and now as a public servant, heading a large multi-locational, multi-product, fertilizers and chemical company, which has its global foot-print, I am convinced that the current legislation on the CSR, is the most progressive, most well-timed and most-focussed one. We are here to take it forward to its logical limits, as a synthetic melody so that some of our past wrongs are corrected and a new era ushers-in. Transcending beyond the discussion, as to whether, the CSR expenditure should be mandated or otherwise, I welcome the provisions of the recent Indian Company Act, which demand attention to some of the crying needs of the society. This is not to say, that Corporate was not performing their social responsibilities. The legislation is aimed at making them do their social responsibilities, in substantial measure, in some of the specified areas of focus.

### Literature Review

At its core, CSR concerns the ways in which companies manage their relations with society. Pioneering CSR scholar, Howard Bowen (1953), defined it as 'obligations to pursue those policies, to make those decisions, or follow those actions which are desirable in terms of the objectives and values of our society'. Davis's (1973) definition focuses on the non-core elements of the business, whereas Carroll (1979) assumes that the responsibility is for all facets of the company. Matten and Moon (2008) emphasize that CSR is for societal good and note the key role of the corporation in interpreting societal expectations and selecting its policies. Numerous definitions of CSR are offered by academics and commentators, and by business, civil society, governmental and consulting organizations. Overall, the definitions capture the following key features:

- Corporate responsibility *to* society (i.e. being accountable)
- Corporate responsibility *for* society (i.e. in compensating for negative impacts and contributing to societal welfare);
- Corporate responsible *conduct* (i.e. the business needs to be operated ethically, responsibly, and sustainably);
- Corporate responsibility to and for society in broad terms (i.e. including environmental issues); and
- The management by corporate houses of its relationships with society.

Nevertheless, CSR can be difficult to pin down. It is simultaneously an idea or set of societal expectations and a set of business practices. Its ideas and contemporary practices are contextual, particularly reflecting its company, sectoral, national, ethnic, and cultural location. It overlaps with some concepts, such as ethics, sustainability, and citizenship. Its meanings and implications for business and society have been dynamic. Hence, definitions of CSR are not only plentiful but also continually emerging.

**The Antecedents of CSR:** In our enthusiasm to bring about economic development, we have consciously allowed the wealth to concentrate in the hands of few, leading to rich-poor divide and urban-rural disparity. Over the years, we ignored this, believing that the economic inequalities will reduce with the passage of time. Much to our dismay, we now realise that the divide is widening, and some hard action is needed to set right our past wrongs. We need to take concrete steps to bridge this gap and set our course towards the future-right. To do this, the time is ripe now when our collective conscience has firmly decided on an action plan. We have never been at our best, as we appear today, with firmness and commitment of willing and volunteering members of Government, Corporate, Civil Society and Academia, all speaking in unison, on the Social Responsibility.

More specific ethical antecedents of CSR relating to social expectations of, and self-descriptions by, business people have also been around for centuries. In Indian traditions, these are often defined in terms of philanthropy and paternalism (a 'fatherly'-though we might today say 'parental'-attitude of care and protection to dependents). The concept of philanthropy is perhaps the most ubiquitous antecedent of modern CSR.

Most managerial and academic understandings of CSR include reference to philanthropic contributions in support of charitable causes. This was evident on the part of individual business owners in the 19th century and in the creation of foundations of those who have acquired vast personal wealth through corporations from Andrew Carnegie and John. D. Rockefeller to Bill Gates, Tata and Narayana Murthy. It is also evident in the establishment of corporate foundations, such as the Ford, Infosys, Tata, Reliance, Adani, Novo Nordisk, Nuffield, Shell, or Velux foundations. Historically, corporate philanthropy was associated with relief of poverty; alleviation of disease; and the advance of education, science, and the arts. It was Mahatma Gandhi who enunciated trusteeship to connect with mass and this was the precursor of modern concept of CSR.

### **Methodology**

A topic of this nature, wherein the interest of multiple stake-holders is inter-veined, is bound to evoke responses, as suited to local conditions. To capture the essence, personal interviews of Corporate and Social leaders, from a wide spectrum of industries, brought out the gap between the CSR thoughts and CSR actions. Working closely with Indian Institute of Corporate Affairs, helped formulate the statutory provisions, for enabling CSR, legally, through mandatory provisions. Series of conferences, workshops and seminars on CSR, held at the State Government and Centre Government levels, partnered with SCOPE, FICCI, FAI, Industrial Associations, Management Associations, NGOs and social volunteers helped establish clarity on the subject. Eminent luminaries from academia, industries and social sectors, joined my study, through focus group discussions and deliberations adopting a Delphi like brain storming. Also, Annual Reports of forty eight companies, from different industries were studied to identify their positive and negative impact upon the society, and also their Board level commitment to CSR, allocation of funds, Employees' involvement, support to Government Social programmes, partnering with NGOs and grass root-level leadership in execution of CSR projects etc. The stark

realities revealed their gaps in thoughts and action. Outcome of such efforts, have been captured qualitatively, and discussed in the subsequent pages.

## Results and Discussion

**Pragmatics of CSR:** CSR is no longer standalone idea or ethical euphemism. It is no philanthropic giveaways of yester-years. In philanthropy, the giver decided the timing and quantum of giving. But the desperate situation, that has come to exist now, demands, focussed giving, for a focussed cause, to the most disadvantaged segment of the society. CSR can be linked to Core competencies that can provide financial returns and cannot be de-linked from human welfare, basic needs of area of its location. As much as the strategic business plan looks beyond the immediate time horizon, the CSR Plans of the Corporate must not only mitigate the adverse conditions created by the business, must aim to improve the condition of the society, from where the business is operating. This social responsibility extends far beyond the Company itself. Corporate should look at the full-spectrum of their activities, from beyond the Suppliers' supplier to Customers' customers.

If CSR is to result in substantial benefit to the beneficiary, if CSR is to become sustainable over the long-run, it cannot continue as recurrent alimony. CSR activities must be carried out by joining hands, with multiple stake-holders, to address the neediest segment of the society. CSR in its nascent stage may have to address hunger removal, poverty alleviation, etc. But, in the long run, CSR should focus on skill development, economic empowerment and creating abilities to self-support individuals and communities. Thus CSR has to promote skills that are required for self-sustenance, and this will endear itself to people as clients or support pillars.

CSR has to culminate in a feeling of pride, and make people happier to feel that they are a part of the setup, of the organisation, or of the geographic location, or of the society they draw and utilise the resources from. The Society is the origin and source of Corporate and is also the end-purpose of their very existence. Corporate can no longer thrive on their self-created inhibition, from parting with their so-called wealth. The society is the rightful and ultimate owner of this wealth and is placed on a higher pedestal than the share-holders to demand its rightful share.

The time for some plain speaking has come now. For long, Corporate have given several reasons for their existence. There has been too much of sugar-coating, to twist the very purpose of their existence. Reasons notwithstanding, unfortunately, we seem to be moving from wealth creation to wealth-concentration, which will eventually lead to wealth-destruction. Not only there has been a huge variance between the intended and actual existential purpose of corporate, but there has been some deliberate attempt to benefit a handful of share-holders and leave-out the other majority stake-holders. If we may say in simple words, the only purpose for which the corporate must exist is to serve the society, on a sustainable basis. All other reasons are merely the means to achieve this end.

This paper examines the CSR from multiple perspectives, to elicit answers for Why is CSR; When is CSR; How is CSR; with a view to suggesting a roadmap, for individual Corporate as well as for the Industry as a whole. These initiatives should create ripple effects, locally, regionally and nationally.

**What is CSR?** What has been now mandated for CSR is just 2% of the profit. We are not going to ignore the distribution of balance 98% of profit. As a responsible society, we are keen to know, how corporate allocate their total profit, in a transparent manner, not just for their survivability but for the sustainability of the Society as a whole. Also, we are looking at the voluntary time that the employees and management can spare for the social purpose. We are also looking at the leadership of corporate, from Board level to shop-floor level, to not just allocate money, but to get involved hands-on, in implementing CSR projects, to bring about the social changes.

A close look at the CSR activities carried out by different companies, although demonstrate their good intentions, call for a different approach. We see a lot of good work being carried out, but in a disjointed manner. Companies are promoting some of the initiatives on a stand-alone basis, without integrating their efforts, at the local, regional and national level. Companies that have specialisation in a particular activity should focus their CSR on the extension activities connected to their core-expertise. For example a Construction Company should focus on infrastructure development; an oil Company should focus on energy conservation; a Pharma Company should focus on health-care; a Banking organisation should focus on financial inclusion; an insurance Company should focus on risk mitigation of marginalised segment. All other activities, which are necessitated by local conditions, may, however, continue, but the major focus should be on the line of expertise.

**Why is CSR?** In the past, CSR was the instrument of business branding. All that was spent, done, and believed to be related to the customer, for business promotion, were projected to be CSR. Through creative-accounting, Companies managed to show-case their marketing and branding initiatives, as CSR activities. Competitive branding, in the name of CSR, helped consolidate the business interests and there was hardly any involvement to fathom-out the societal problems that exist, more often due to the harm and damage, done by the very corporate houses. There was hardly any check, or verification of the benefits of such CSR activities, to the society. The time has come now, to set right our past wrongs.

We are not here to agree with Friedman (1970), that the purpose of Business is to be in Business for profit. This narrow view has been proved wrong. There has to be greater purpose, than just making money out of the earth's resources, these resources are neither infinite, nor are the Business houses immortal. The economic activities of the business houses, involve resource extraction, employment opportunities, production of goods and services, but leave behind a strong residue of environmental damages, or unseen, unexplainable social cost, which come to light, only at a later stage.

The time is ripe now, to overemphasize CSR as the centre stage, of all the business activities. The earlier voluntary CSR was not only substantial but was in a disjointed manner. Both the quantum and the direction of such voluntary CSR needed much to be desired. That it had to be mandated is a stark reminder of the duties and obligations of a welfare state. Thus, CSR is a half-way house between Economic returns and Ecological balance; Ethics and Business, Branding and Managing, Risks and Strengths; Share-value and Public interest and so on. For long the business interest of owners, promoters and share-holders predominantly occupied the centre stage, now

the focus has to shift, in favour of societal interest. We need to transcend the geographic boundaries and address the neediest segment of the society; even if it is far and wide. Such broader perspective will help us grow the region, State and Nation, on even-footing, and help overcome the disparity. This is important if we are to grow as a Nation.

**How is CSR?** As much as the strategic business plans are integrated both vertically along the vision, mission and objective of the corporate, and horizontally along different functions like production, finance, HR, marketing, there has to be a close alignment between the corporate business strategy and the CSR strategy.

Such a vision and mission strategy, communicating the intent and practice of CSR should be effectively and efficiently shared both internally and as well as externally. Mere spinning of money cannot be a mission, and should not be allowed to be the mission. Morals have to find a place, in thoughts, words and action, of Members of the corporate, and this value-base should give fitments of satisfaction to the end-customer, the society.

In the years to come, companies that harmonize their business objectives with social objectives will be able to recruit and retain top talent, and this will have a positive effect on the bottom line. Thus the front-end activities and the back-end activities will be effectively linked, and will no longer remain open-ended. Thus, CSR can be used to award advantage point, like in tennis, over the competitors in terms of rating, and this will help strengthen the business dynamics. Such a synergy will surely enhance the competitive advantage, bring about improvement in products and processes, and make it easier to enter the new market and also allow targeting and positioning of the company, in the ethical index of the society. Internally, such CSR focussed activities will help improve HR dynamics, build-up employees' pride, and ensure cost savings in the operations. Thus CSR will breed a new creed of employees, rich in ideas and creativity, who can work more with commitment, than with narrow individual interests.

To start with, the management cadre of a company must make its commitment to CSR known universally to all its employees, suppliers, customers and all other stakeholders, for its validation and authentication and also using the reputation as a capital tool to enhance business strategy. CSR can be seen only if it has legs to stand on. Organisation should be firm-footed on governance, CSR and sustainability, with a strong concern for economic, social, and environmental issues. Senior executives must participate, contribute and engage on a daily basis. CSR should become a part of their view, reporting and not any more of side-lines references. CSR reports have to be more talked about, and employees should be seen gossiping and referring to it often.

**What CSR is not?** CSR cannot be always an opportunity seeking strategy. It may not be always a risk mitigation strategy. CSR can never be like a giveaway, nor it is ever going away. Ideally it should intersect areas between business and clientele, company and socio-Environmental goals.

Johnson and Johnson evaluate its employees on both functional competency and infamous ethical credo, while Ford's support for Breast Cancer Research has no links to building of trucks and cars. Mere branding or reputation has no value, unless it is

shown how the products or services are contributing to better world, like HP's long-term commitment to recycling.

In any case, the CSR has to be incorporated or built into vision/mission for recognition and performance, visibility and image make-over. So it has to be a part of Corporate Highway to be seen, not quarterly or on every mile but at the end of destination or on the annual review. A Company strong in its CSR commitment will have greater employee satisfaction, and commitment to environment and society.

**Way Ahead:** How do we move forward on the CSR Highway? For some corporate, it is difficult to come-out of their past neglect, and partially even the indifference to CSR. Companies, who believed long, that their very existence of business is a social responsibility, have to be reminded that they have higher duties, obligations and responsibilities, towards the society. This can be achieved by a two-way Strategic process. Building internal capabilities and developing External competencies. It is important that such efforts should be industry-specific, region-specific.

**Significant CSR Practices – Industry Specific:** Let us take the case of Fertilizer Industry, which is directly connected to our agricultural sector. For long the fertilizer producing companies manufactured and market fertilizers. The end-customers, the farmers, were to make the decision on the choice of fertilizers, the quantum of fertilizers and varieties of fertilizers, under circumstances of uncertainties of monsoon, money and mysteries. Often, such decisions of the use of fertilizers are made by the farmers amidst money constraints, and also under circumstances of resource and time constraints. As we analyse the fertilizer industry, through Porter's point of view, of suppliers, buyers, substitutes and new entrants, we realise that the end-delivery of the value to the farmers, is lacking, despite over-whelming subsidy by the Government to the fertilizer Industry.

Our fertilizers industry is a complex mix of public companies, private companies and government companies. The major issues are subsidy, agriculture-financing, territorial zoning, road/rail transportation that culminates in the multi-level distribution system, with its inefficiencies and regional disparities. Can a Fertilizer company, be content with merely producing and marketing fertilizers, years after year? Or it must aim to enhance the value-addition to its end-customers i.e. the farmers. Can the individual Fertilizer Companies join hands, to serve the larger interest of the end-customers, than individually competing with them, for greater market share, or greater profits?

**Case Study: Gujarat State Fertilizers and Chemicals Ltd (GSFC):**GSFC was incorporated as a joint sector company in 1962, with 49% equity capital from Government of Gujarat and 51% from financial institutions, farmers, and co-operatives, to meet the fertilizer requirement of Gujarat. The Company from its inception worked on the consumer-oriented strategy to understand the needs of the Gujarat's agriculturists. In the recent years, the Company enlarged its scope by providing fertilizers and technical inputs to farmers, meeting their end to end solutions for soil testing to drip irrigation. GSFC's commitment to the society, has given it the courage and wisdom to demonstrate to the farmers that they are not merely in the business of producing and marketing fertilizers, but are a major solution provider to the farmers unto the last. With a missionary zeal, GSFC is committed to

taking forward giant leaps into the future, and the Company considers this continued commitment to its major social responsibility.

**Building Internal Capabilities:** At the very outset, GSFC established a robust research centre that nurtured both continuous and break-through innovations. As of now, the Company has 21 patents, Company set up a Science Foundation for research in water management, agriculture, bio-tech and environment. Also, the Company established a strong Agricultural Division to connect with farmers, in the areas of Soil and water testing, Farm youth programme, and Field visits. Company is communicating through *Krishjivan*, a monthly publication, to connect continuously with the farmers, and also has come out with soil fertility atlas Publication, down to tehsil level and distributing one lakh copies to the remote villages of Gujarat. GSFC's Sardar Agriculture Cell, with online access to GSFC's field depot is a one-point contact, for all the agriculture related issues. GSFC's Toll-free helpline, is a ready access, round the clock, for all the farmers of the Country. GSFC believes that it is the Employees' participation that connects the Company to the Community, and that makes their CSR meaningful.

**Developing External Competencies:** Towards social developmental activities, GSFC pioneered establishment of an NGO, known as SVADES (Society for Village Development in Petrochemical Area) in 1995, by joining hands with other industries like GACL, GIPCL, IPCL (now RIL), SEBIC, Deepak Nitrate. The CMD of GSFC is the present Chairman of SVADES, with MDs of other corporate as its directors. Also, other Corporate Members, the District Collector and the District Development Officer of Vadodara play an active role.

**Subsidiary Institutions:** Alongside, GSFC established Gujarat Green Revolution Corporation (GGRC), to promote micro-irrigation among farmers. Its Micro-Irrigation Schemes (MIS) since 2005 have covered 10,11,840 hectares of area benefiting 6,26,425 farmers. The MIS is adopted in more than 100 crops by the farmers. The major crops under MIS are Cotton, Groundnut, Sugarcane, Potato, Vegetables and orchard crops. **GSFC Agro Tech Ltd**, introduced bio-fertilizers and water-soluble fertilizers, as an alternate to organic fertilizers. Recently GSFC demonstrated its commitment to skill development, by establishing **GSFC University** that will focus on high-value knowledge creation. Simultaneously, GSFC is committed to carrying out community development, through partnering NGOs, like *Akshaya Patra*, feeding 1,30,000 government primary school children in Vadodara District, and also constructing 2250 Household latrines, as part of *Swachh Bharat Abhiyan*. Also, large numbers of local CSR initiatives are being carried out by the GSFC towards, women empowerment, livelihood programmes, and farmers meet, etc.

**End Results of CSR:** Through series of interventions, GSFC has succeeded in encouraging bio-fertilizers, and reducing the overall usage of organic fertilizers. Its' Micro Irrigation scheme has resulted in conserving Water usage. Its Solar powered water lifting Pumps have reduced the dependence on the conventional electric energy, thus saving the energy as well as cost. As part of the pro-farmer strategy, the Neem Coated Urea production is now being stepped up to 100%. GSFC's product, Polymer Coated Urea, is meant to save Urea and by slow-release of nitrogen, that would give cost benefit to the farmers and also avoid environmental damage. These initiatives extend beyond farmers and branding.



### Suggested National Initiatives

**CKR – Corporate Kisaan Responsibility:** If one member of the family is in problem and the others help and bail him out, then that is the essence of a happy family where existence of symbiosis and its symbiotic effects is the key to happiness and togetherness. Same phenomenon should exist in society, community and nation to build it strong, progressive and happy. We know we are an agrarian country, agriculture contributes to 13.7% of our GDP and 60% of our country lives in rural India. Rural economy basically depends upon agriculture or agriculture based allied industries. About 80% of our farmers depend upon monsoon and this makes the farmers a most vulnerable community always subjected to climatic mishap or catastrophe. Now, how can we empower them or help them is the major issue. I would like to discuss empowerment later but helping them is need of the hour at the moment. We already have CSR – Corporate Social Responsibility Act in place, where it is said that corporate having annual turnover of 1000 Crore+ or net worth of 500 Crore+ or annual profit of 5 Crore, should spend 2% of their average annual income of last three years for CSR. I would like to propose CKR – Corporate Kisan Responsibility, here we can constitute a corpus fund by diverting 50% of CSR, and this can be managed by the committee having representation from Government, corporate and Farmers. This fund shall be used to compensate farmers for the loss incurred due to natural calamity or climatic mishap. I bet no farmer will commit suicide. We can do more than this, to bring the small corporate in the fold we can have an act that companies having annual turnover of 500 Crore+ or net worth of 250 Crore+ or annual profit of 2.5 Crore should spend 1% of their average annual income of last three years for CKR. This will enable us to create a huge fund to help our farmers. This will bridge the gap between the top and bottom member of the Economic Pyramid, and strengthen their bond and generate trustworthiness, thus forming a very conducive atmosphere. Needless to discuss, it will resolve number of our burning issues and facilitate the co-existence of Development and Environment protection simultaneously.

**Nutrition and Fortification: Adding Values and Giving More Years to Life.** It is only recently that planners and researchers have realized that poverty and nutrition are inter-related and crucial to development or growth in GDP. Poverty is intrinsically linked to factors of livelihood, opportunity for income, ownership of estates and availability of infrastructure, for producing economic benefits. Through green-revolution, surpluses in agricultural production were achieved in record time. The geographical region targeted schemes like waste lands, desert land and drought area schemes did also encourage cropping pattern in significant proportions for market returns. In this process, the local crops and their rotation process got disturbed and cash crops dominated the minds of farmers. The liberalization process that started in 1990 has made more opportunities for rural income. Schemes have been chalked out, like Food for work, Employment Guarantee Scheme, *Pradhanmantri Gram Rojgar Yojana*, *Sampurana Gramin Rojgar Yojana* etc. to address the needs of wage employment and improve food security of the people. The schemes of targeted public distribution scheme, Grain bank scheme, integrated child development services, Mid-day Meal Scheme (MDM) have also emanated out of this, after a process of search for addressing the food security needs and nutritional levels of people and children who were vulnerable and critical to the country in terms of production and productivity. There has been, therefore, a transition from a single factor approach of production to multi-factor approaches of livelihood, nutrition, food security and Public distribution

also to improving production scenario for self-sufficiency or even attaining surpluses. With this important shift having taken place in focus, there is a compelling need also to address the problems of macro and micro nutrients for nutrition levels. The short fall in nutritional levels can hamper food security as well as the productivity of persons in the same way, inferior seeds and inadequate fertilizers had affected the crop production in the earlier sixties. It is also an emerging fact that the law of decreasing returns has started manifesting in agriculture as simply adding fertilizers or providing irrigation cannot achieve desired outcomes of higher productivity. The World Food Programme Report has pointed out that India has one third of world's under-weight children and it has also the largest number of under-nourished population. There is therefore an urgent calling for all of us, to chalk out a programme for food security with nutrition as the focus by integrating it with the existing programmes rather than chalking out a separate programme independent of them. All of us are aware of the sole truth that immunity and better health status are reachable through micro-nutrients. Out of the micro-nutrient deficiencies, Iron deficiency Anaemia (IDA), Vitamin A Deficiency (VAD) and Iodine Deficiency Disorder (IDD) are central and more pronounced. Their deficiency at the early childhood may not be visible but with passage of time, all these deficiencies affect women, adolescents, infants and school age children, the most. In turn these deficiencies in micro nutrients also hamper cognitive development and tell upon productivity of economy and health of population. Vitamin deficiencies adversely affect 60% women in the productive age and also pre-school children, leading to problems of vision, night blindness and respiratory infection. In the similar manner, Iron deficiency induced Anaemia can lead to weak brain and low mental capacity and retards growth. Further Iodine deficiency can lead to mental retardation and affect pregnant mothers.

Persons associated with food discipline or involved in the planning process, cannot disregard the new concepts and trends that have emerged in recent days, marked by manufacturing of health foods, ready to eat, functional and specialized food. The latest scenario is probiotic food and stored food. All these foods need to be essentially laced with desired proportions of micro nutrients that can per force assure health benefits to those people who consume such foods. It is food security that is the ultimate goal that can bring down the effects of poverty and improve productivity.

If all these factors are allowed to work in the right manner, it can check food insecurity and improve nutritional level. Even people who are well off are also nutritionally deficient and suffer from hidden hunger phenomena, due to taking foods which are not nutrient, leading to immunity suppression and loss of work-efficiency. The public distribution system is mainly meant for needy and poor people to carry home this nutritional mandate and has to act as outpost of distribution for fortified foods viz. edible oil which is fortified with Vitamins A and D like it has been done in Gujarat or wheat flour fortified with Iron and folic acid available in all counters of market and through Government Schemes for women, school children and infants. Linked closely with this, is also the factor of accessibility of distribution, affordability of the people as buyers and equity which is achieved thorough 'Subsidization of grains to the targeted population'...

The accessibility factor is again linked with things like infrastructure, roads, location of shops and availability of food grains for a particular period. The factor of affordability is linked with livelihood and wage employment, schemes of employment

as well as with improvements in agriculture through soil management, new technology, etc. The equity is factor is linked with right selection of beneficiaries so that the loss or diversion of food grains and nutrients can be eliminated and this can be done at the village level by constituting a food security committee, with mandate of reviewing, deleting, informing and proposing the names in the existing Public Distribution System. Fortification, a new concept which has come out of laboratories, has to convert this programme into mass scale by introducing awareness promotion programmes, by which people can convert their nutritional awareness into demands for fortified products with marginal cost, affordable by villagers. This can also take place by involving the Panchayat Raj institutions and the *gramsabhas* locally.

The grain banks that are a part of the Governmental scheme need to be also launched at the local level by the food security committee, to cultivate, reduce, store and consume the produces. Such Grain banks can also take up the work of community seed banks and promote corpus fund so as to make it autonomous. It is at this stage one needs to target the Fair Price Shops, located at the village level which works as counters for food security, so that they can get upgraded to become multifunctional stores, promoting both food and nutrients at the cutting edge level. This experiment has done headway progress in the State of Gujarat but needs to be further improved so as to make it a total success story for food and nutrition security. Such shops also can also be administered by Self Help Groups linking themselves, through fair price shop for mutual benefits.

So far as fortification is concerned, the practical results in the State of Gujarat have revealed that this process is user friendly, easy to adopt, inexpensive and has already proved a success in edible oil, wheat flour, and salt. Its long term benefits will be vindicated in the years ahead. As of today, 3 lakh tons of wheat flour and 9 lakh tons of edible oil have been fortified and the process is going on uninterrupted both in open market as well as through governmental programmes meant for welfare of targeted beneficiaries and this is the simplest way of answering the nutritional hunger that forms a basic factor and indicator for food security status and growth of population at large. This is how value can be added to life and gives more years to life for all.

## **Conclusion**

To sum up, it is important that both the concepts and practices of the CSR should be in synchronisation with the desired end results. After examining the What, Why and How of CSR, this paper analyses the Industry-specific approach to CSR. Although CSR manifestly reflects the work and commitment of many within companies as well as many company-society relationships, it is axiomatic that without a leadership commitment, the energies and endeavour of others are nugatory at best and counter-productive at worst. A McKinsey's survey (2006) found that 84 per cent of business executives believe that companies should balance profits with contributions to the public good. What that balance should constitute and how it should be achieved remain critical questions. But the mark of leadership is not simply recognizing new imperatives for the company but also in embedding the values and principles deemed appropriate by the Board (Hutton and Mayer: 2010). This is vital for a company that wants to live up to its responsibility claims. As Sir Mark Moody-Stuart (2014) comments, 'this is

something that cannot be done with a 'rule book', rather it is about gaining family like' commitment to appropriate behavior'. This, he says, can only be done by leaders who are willing to discuss and debate company practices and policies with other members of 'the family' who, in turn, are not only eyes and ears of the company, but also innovators and advocates in embedding those values and principles.

From Company specific CSR, we need to go for geography-specific and Industry-specific CSR. With geographic concentration of Industries, Specific zoning of group of Industries into Special Economic Zones, CSR focus should be joint, focused and address issues which impact larger segment of the society. Industries and Industrial Associations should specifically address the adverse impact they create upon the society and environment. CSR initiatives must transcend beyond the immediate fringe villages, and target regional, national issues of utmost importance. To that extent, supporting State Government's or Central Government's flagship programme is the need of the hour. Corporate, NGOs and academia should join hands together to identify the most-needy cause of the society and address the same, through a project based approach. Looking beyond the financial mandate, we need to encourage employee-volunteering and also tap the leadership potential of the Corporate World, for conceptualizing and executing CSR projects. The organized corporate world should take care of the unorganized sector, to stand on its own legs. For long-term impact, CSR should focus on skill development and self-sustenance of individuals and communities.

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