



Executive Summary

Impact Assessment of Corporate Social Responsibility Projects of Rashtriya Ispat Nigam Limited, Visakhapatnam (2018 – 2020)



Commissioned by
Rashtriya Ispat Nigam Limited (RINL), Visakhapatnam



Conducted by
School of Management, National Institute of Technology Rourkela
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Study Team

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Prof. Chandan Kumar Sahoo

Dr. Sitaram Das

1 Introduction

Corporate Social Responsibility (CSR) is a mode of self-regulation that is fused into a business model. It is also called corporate conscience, corporate citizenship or responsible business. As a self-regulatory mechanism CSR policy monitors business and ensures that it complies with the ethical standards, norms and spirit of the law. CSR is about business actions that deliver some social good beyond the financial benefits and that is required by law. This increases long-term benefits for the company and trust of its shareholders. It imparts high ethical standards in conducting the business and creates positive public relations. CSR strategies positively impact the environment and all its stakeholders like consumers, employees, investors, communities. Social goals of the company must be integrated to the business goals of the company. Corporate social responsibility and sustainability involves the commitment of a company to all its stakeholders that it conducts a transparent and ethical business in an economically, socially and environmentally sustainable manner.

The present century is characterized by unprecedented challenges and opportunities arising from globalization, the desire for inclusive development and the imperatives of climatic change. The Corporate Social Responsibility (CSR) now becomes the deliberate inclusion of public interest into corporate decision-making and the honoring of a triple bottom line – People, Planet and Profit. Though CSR has a long tradition in India, it is a mounting concept came into prominence in public debate that encourages organizations to consider the interest of society by taking responsibility for the impact of the organization's activities on customers, shareholders, communities and the environment in all aspects of its operations. This commitment is witnessed with the Rashtriya Ispat Nigam Limited (RINL) while extending beyond the statutory obligations to comply with legislation and sees organizations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the local community and society at large.

2 Need for Evaluation of CSR Projects

Social Impact Assessment (SIA) is one of the most powerful social research studies. Performance assessment is to be done after needs are assessed and funds and resources are invested to keep track and to ensure progress. SIA is a process that enables an organization to assess and demonstrate its social, economic and environmental benefits. In general, SIA refers to a process for measuring, understanding and improving the social performance of an activity of an organization. In particular, it aims to involve all stakeholders in the process. It measures social performance in order to achieve improvement as well as to report accurately on what has been done. Therefore, to generate information on social relevance, costs, and benefits of a programme/activity, impact assessment can be used to provide specific inputs for the following:

- To monitor the social and ethical impact and performance of the organization;
- To provide a basis for shaping management strategy in a socially responsible and accountable way and to design strategies;
- To facilitate organizational learning on how to improve social performance;
- To facilitate the strategic management of institutions, including the concern for their influence and social impact on organizations and communities;
- To inform the community, public, other organizations and institutions about allocation of resources, accountability, ethics, etc.

3 Objectives of the Impact Assessment Study

The overall objectives of the impact assessment study is to examine direct and indirect outcomes, impacts and to assess the effectiveness of complete range of RINL’s CSR interventions; performance of partnering organizations, sustainable livelihood of target communities and quality of life of elderly people who are neglected, sick, destitute and abandoned. The objective of this study was to find out the impact of three CSR interventions and extension of further improvements relating to these measures for common wellbeing of the beneficiaries. The prime objectives of this impact assessment study were:

- To assess the impact and benefits of the CSR projects extended by RINL for common wellbeing of the beneficiaries.
- To evaluate the level of awareness of CSR measures extended by RINL.
- To ascertain the condition before implementation of the CSR project and impact after completion of the project.
- To know the consistency in the process of project implementation together with fulfillment of stated objectives.
- To suggest appropriate measures for further improvement of the selected CSR interventions based on gap identification, involvement of beneficiaries, and implementation of projects.
- To explore the sustainability aspect of the projects.
- To identify the successful beneficiaries who have benefitted from the three customized CSR projects

4 Implementation of CSR Projects

RINL integrates its CSR and sustainability planning with its business plans and strategies. The CSR activities have been undertaken in customized project mode. The activities are planned well in advance, targets are fixed at different milestones, with pre-estimation of quantum of resources required within the allocated budget and having a definite time span for achieving desired outcomes. The company accords priority for CSR and social development projects to those stakeholders who are directly impacted by its operations. Hence, CSR activities are planned in accordance with the CSR Policy of RINL. The three CSR projects which are implemented by RINL during the period 2018 -20 grouped under capacity building through customized training for sustainable livelihood and care for elderly, abandoned and destitute people of the society (Table 1). The implementation of CSR projects is done through the active involvement of three agencies such as TLMTI, NHFDC and SHEOWS. RINL also has a dedicated CSR team which undertakes the monitoring of such projects on a regular basis.

Table 1: Overview of CSR Projects Implemented by RINL during 2018 -20

Project	Partnering Organization	Scope	Period of Operation and Project Cost	Expectations
Skill Development Training to ‘People with Disabilities (Divyangjan)’	<ul style="list-style-type: none"> ▪ National Handicapped Finance and Development Corporation (NHFDC), New Delhi ▪ Chhattisgarh Industrial & Technical 	Training and Capacity Building	FY 2018-19, Rs.21.45 lakhs No. of Beneficiaries: 100 Course Duration: 3 months	<ul style="list-style-type: none"> ▪ Favorable learning environments ▪ Skill development ▪ Employment opportunities and self-employment ▪ Judicious use of CSR fund ▪ RINL as a responsible corporate citizen

		Consultancy Centre (CITCON), Raipur			
<i>Skill Development of persons affected with Leprosy/Disabilities</i>	<ul style="list-style-type: none"> The Leprosy Mission Trust India, Vizianagaram 			FY 2019 – 20, Rs.15 lakhs Beneficiaries: 25 Course Duration: 1Year	
Care for elderly person who are destitute, sick and abandoned	<ul style="list-style-type: none"> Saint Hardayal Education and Orphans Welfare Society (SHEOWS), New Delhi 	Support and care for senior citizens		FY 2019 – 20, Rs.30 lakhs Beneficiaries: 50	<ul style="list-style-type: none"> Improvement in safe & hygiene accommodation Quality healthcare Providing nutritious food Decrease in illness due to weakness Increase in mobility, functional ability, alleviation of pain and fitness Improved psychological condition RINL as an active partner for elderly care and wellness

5 Training and Capacity Building

Being a responsible corporate citizen, public sector undertakings are playing a significant role in personal, social and economic up-gradation of the deprived. In line to this aim, the study has thrown light on impact of the projects ‘Skill Development of Persons affected with Leprosy/Disability’ and ‘Skill Development for Divyangjan’ for poverty alleviation through supplementary educational measures. It further seeks to identify the shortfalls related to implementation while judiciously utilizing CSR funds to enhance sustainability of the project. Based on the results of the extant survey in the project areas, amendments in the programme strategy and fresh approach can be conceived before replicating and adding the appropriate measures.

CSR Intervention 1: Skill Development of Persons affected by Leprosy

RINL has sanctioned Rs.15 lakhs during the year 2019-20 to train 25 students through the partnering organization TLMTI and the objective was skill development of persons affected by leprosy.

Skill Development of Persons affected with Leprosy/Disability

Sl. No.	Respondents	No. of Respondent
1	Beneficiaries (Trainees)	25
2	Staff Members and Administrators of VTC	10
3	Tutors / Instructors	05
	Total	40

Capacity Building and Sustainable Development (CSR Intervention I)

In the final section, opinion of respondents recorded on role of capacity building in achieving long-term societal development through active involvement of the beneficiaries. It was observed that 96 percent of respondents believe that vocational training programmes are extremely beneficial in terms of developing the capacity of identified trainees. As per the views of all the respondents, trainees have focused on continuous learning and hard work for a sustainable livelihood. As opined by 96 percent of respondents, trainees are experiencing a better quality of life as compared to the earlier situation. According to 76 percent of respondents, poverty alleviation is possible through active learning and self-development. RINL has timely and actively emphasized on development of entrepreneurial spirit among the trainees (80 %), 88 percent of respondents believe that RINL is a responsible partner in skill development initiatives and community welfare while 92 percent of respondents perceived RINL as a responsible corporate citizen in bringing change through CSR measures (Figure 1)

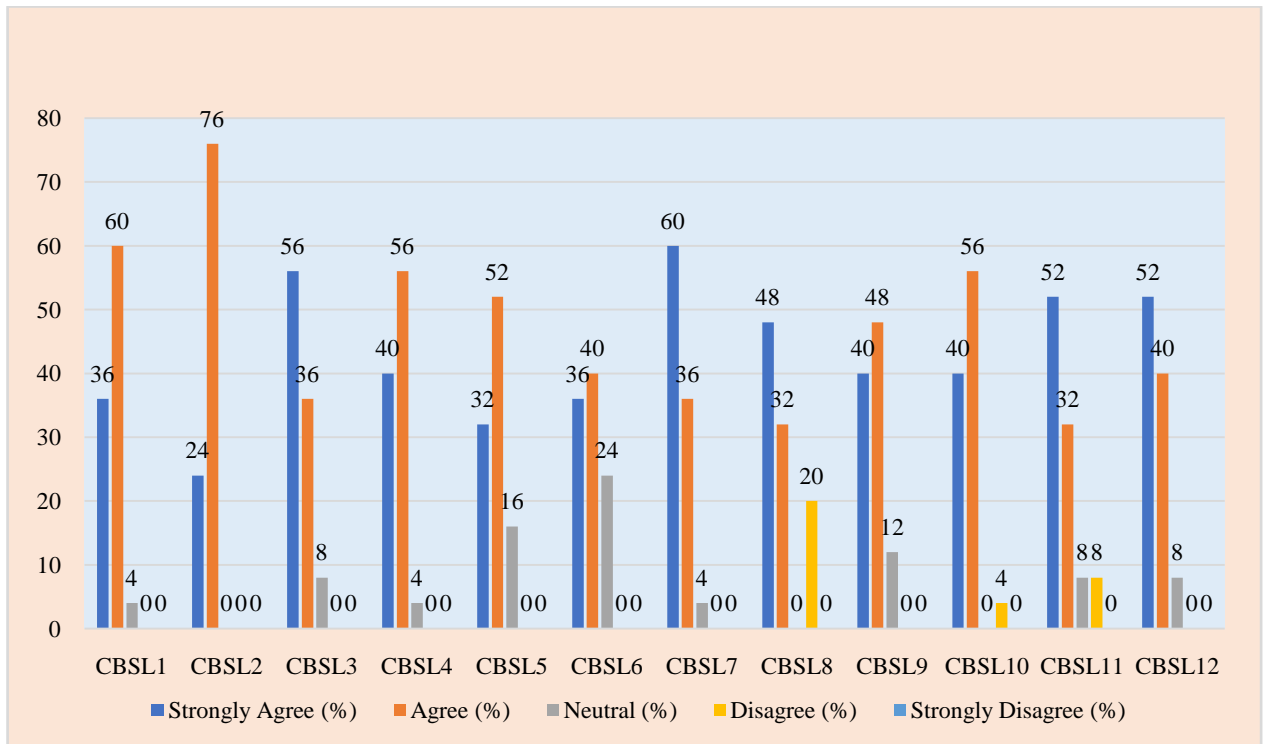
Classroom Facility for Students



Interaction with the Beneficiaries at VTC, TLMTI



Figure 1: Perception on Capacity Building and Sustainable Development (CSR Intervention I)



CSR Intervention 2: Capacity Building of Divyangjan

RINL has organized training programmes under Skill Development of Divyangjan through the partners NHFDC & CITCON and extended financial support Rs.21.45 lakhs during the year 2018-19 with 100 participants.

Skill Development for Divyangjan (NHFDC)

Sl. No.	Respondents	No. of Respondents
1	Sewing Machine Operators	38
2	Data Entry Operator	19
3	Mobile Repairing Technician	19
4	Trainers	05
5	Representatives of NHFDC & CITCON	05
6	Family Members of the Trainees	50
Total		136

Skill Development of Persons affected with Leprosy/Disability

Success Story: I



Personal Information

Name: AKETI APPA RAO
Age:35
Sex: Male
Education: Diploma
Any Vocational Skill Acquired Prior to this Programme: Yes

Family Background

Marital Status: Married
Family Type: Nuclear
Family Size: 5
Monthly Family Income: 10000

Employment Status

Previous Occupation: Printing
Monthly Income: Rs. 6000

Challenges Faced

Development of self-interest
More community supports
Lack of opportunity
Lack of adequate vocational skills

Customized Training

Training Course/Trade: Computer Operator and Programming Assistant
Training Location: VTC, TLMTI, Vizianagaram

Impact of Training

Present Employment Status: Self-Employed
Monthly Income: Rs. 30000

Quality of Life

Feeling of secured and guaranteed income: Yes
Feeling of better quality of life in the future: Yes
Life After Training: Confident about future
Realization of Dream: RINL was the key player

Future Plan

- Acquiring new skills in Future
- Imparting training to others for their development
- Creating Awareness of the importance of training and capacity building.

Success Story: II



Personal Information

Name: MOIDA PAPI NAIDU
Age:35
Sex: Male
Education: Matriculation
Any Vocational Skill Acquired Prior to this Programme: No

Family Background

Marital Status: Married
Family Type: Nuclear
Family Size: 4
Monthly Family Income: 9000

Employment Status

Previous Occupation: Nil
Monthly Income: Nil

Challenges Faced

Proper family support
More educational opportunities
Development of self-interest
More community support

Customized Training

Training Course/Trade: Tailoring
Training Location: VTC, TLMTI, Vizianagaram

Impact of Training

Present Employment Status: Self-Employed
Monthly Income: Rs.15000

Quality of Life

Feeling of secured and guaranteed income: Yes
Confidence in a better quality of life in the future: Yes
Life After Training: Confident About Future
Realization of Dream: RINL was the key player

Future Plan

Employment Generation
Imparting Training to other People

Success Story: III



Personal Information

Name: PAPPALA GANAPATHI
Age:21
Sex: Male
Education: 12th and ITI
Any Vocational Skill Acquired Prior to this Programme: No

Family Background

Marital Status: Unmarried
Family Type: Nuclear
Family Size: 4
Monthly Family Income: 10000

Employment Status

Previous Occupation: Nil
Monthly Income: Nil

Challenges Faced

Proper family support
More educational opportunities
Development of self-interest
Poor health status

Customized Training

Training Course/Trade: Mechanic Diesel
Training Location: VTC, TLMTI, Vizianagaram

Impact of Training

Present Employment Status: Salaried Employee
Monthly Income:10000

Quality of Life

Feeling of secured and guaranteed income: Yes
Confidence in a better quality of life in the future: Yes
Life After Training: Confident About Future
Realization of Dream: RINL was the key player

Future Plan

Acquired new Skills in Future
Improvement of Level of Education
Searching for Better Job

“Development of Divyangjan” at CITCON

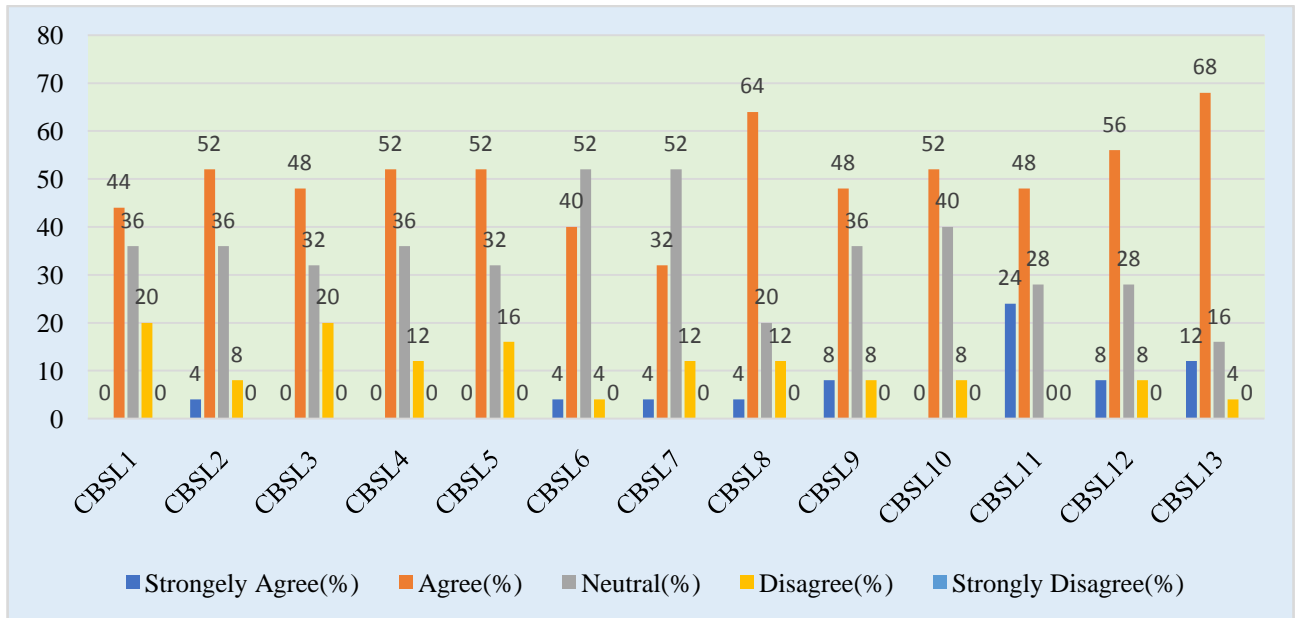


Capacity Building and Sustainable Livelihood (CSR Intervention II)

In the last section we have collected responses from the beneficiaries regarding the role of capacity building through training in achieving a sustainable livelihood for gainful employment/engagement of underprivileged of the society. From the result it is seen that only 44 per cent of respondents are confident about the employment based on acquired vocational skills. It is also seen that only 56 per cent of respondents believes that acquired skill through vocational training program is highly demanded in the market while 52 per cent of respondents believe that trainee’s development only possible through acquisition of vocational skills. It was felt by the respondents that poverty alleviation is possible through active learning and self-development as per the view of 68 per cent of respondents, 72 per cent of respondents believed that RINL was a responsible partner towards skill development initiatives and

community welfare and 80 per cent of the respondents were perceived RINL as a responsible corporate citizen (Figure 2)

Figure 2: Response of Beneficiaries on Capacity Building and Sustainable Livelihood



Capacity Building of Divyangjan

Success Story: I



Personal Information

Name: Gurrala Lucky
 Age: 19
 Sex: Female
 Education: Matriculation
 Any Vocational Skill Acquired Prior to this Programme: No

Family Background

Marital Status: Unmarried
 Family Type: Nuclear
 Family Size: 4
 Monthly Family Income: Rs. 10000

Employment Status

Previous Occupation: Nil
 Monthly Income: Nil

Challenged Faced

Proper family support
 More educational opportunities
 Development of self-interest
 Lack of community support

Customized Training

Training Course/Trade: Sewing Machine Operator
 Training Location: CITCON Training Centre, Old Gajuwaka, Visakhapatnam

Impact of Training

Present Employment Status: Self-Employed
 Monthly Income: Rs. 5000

Quality of Life

The feeling of secured and guaranteed income: Yes
 Confidence on a better quality of life in the future: Yes
 Life After Training: Confident about future
 Realization of Dream: RINL was the key player

Future Plan

Expansion of Business
 Employment Generation
 Better and Brighter Future

Success Story: II



Personal Information

Name: Polisetty Anish Kumar
Age: 26
Sex: Male
Education: Diploma
Any Vocational Skill Acquired Prior to this Programme: Yes

Family Background

Marital Status: Married
Family Type: Nuclear
Family Size: 4
Monthly Family Income: Rs. 10000

Employment Status

Previous Occupation: Nil
Monthly Income: Nil

Challenged Faced

Proper family support
More educational opportunities Development of self-interest
Poor health status

Customized Training

Training Course/Trade: Domestic Data Entry
Training Location: CITCON Training Centre, Old Gajuwaka, Visakhapatnam

Impact of Training

Present Employment Status: Salaried Employee
Monthly Income: Rs. 20000

Quality of Life

The feeling of secured and guaranteed income: Yes
Confidence in a better quality of life in the future: Yes
Life After Training: Confident About Future
Realization of Dream: RINL was the key player

Future Plan

Acquired new skills in future
Improvement of level of education
Searching for Better Job

Success Story: III



Personal Information

Name: Majji Venkata Ramaa
Age: 50
Sex: Male
Education: 12th
Any Vocational Skill Acquired Prior to this Programme: No

Family Background

Marital Status: Married
Family Type: Nuclear
Family Size: 4
Monthly Family Income: Rs. 8000

Employment Status

Previous Occupation: Electrician
Monthly Income: 5000

Challenged Faced

Proper family support
More educational opportunities Development of self-interest
More community support

Customized Training

Training Course/Trade: Sewing Machine Operator
Training Location: CITCON Training Centre, Old Gajuwaka, Visakhapatnam

Impact of Training

Present Employment Status: Self-Employed
Monthly Income: Rs. 12000

Quality of Life

The feeling of secured and guaranteed income: Yes
Confidence in a better quality of life in the future: Yes
Life After Training: Confident about future
Realization of Dream: RINL was the key player

Future Plan

Expansion of Business
Employment Generation
Secured life

6 Care for Older, Destitute, Sick and Abandoned Persons (SHEOWS)

RINL has extended financial support of Rs. 30 Lakh under the CSR activities for the year 2019-20 to Saint Hardy Educational and Orphan Welfare Society (SHEOWS) for elderly care of 50 beneficiaries who are destitute and abandoned.

The objectives of the study are:

- To assess the effectiveness of the measures toward improvement in quality of life (QoL) of elderly people.
- To examine the benefits of beneficiaries with respect to nutritious food, health and wellness, social and psychological aspect of life.
- To make an analysis on physical and financial performance of the project for judicial use of CSR fund.
- To study the QOL of aged people residing in an old age home as a measure of active support and timely intervention of RINL.
- To measure direct and indirect impact of CSR intervention taken up by RINL by comparing the before-after scenario.
- To review the major challenges, gaps in the project implementation, perception of beneficiaries, identification of success stories and recommendations for improvement.

During the study, it was found that out of 50 elderly people only 36 of them have been staying at the ashram managed by SHEOWS and they have identified by the SHEOWS staff, NGOs, Public, Police personnel from the NCR, New Delhi with very weak health condition. Majority of them suffering from the diseases like Alzheimer & Dementia, Hypertension, Arthritis, Diabetic, Head injury, Short memory loss, Fracture in left hand, Fracture in right leg, Unable to walk due to weak health, etc. and belongs to the Indian states such as Punjab, Uttar Pradesh, Delhi, Tamil Nadu, Bihar, West Bengal, Maharashtra, Madhya Pradesh, Haryana, and Rajasthan. After interaction with the officials of SHEOWS, it was found that they are belongs to poor family, daily workers, beggars (39 % of the respondents), and some of them neglected by the family members as they are burden over them (Table 2). Now, they are living in family where there is no classification of them under rich and poor, religion, and language which is the value system of SHEOWS (Care for older, destitute, and abandoned people)

Table 2: Causes Behind Stay at SHEOWS

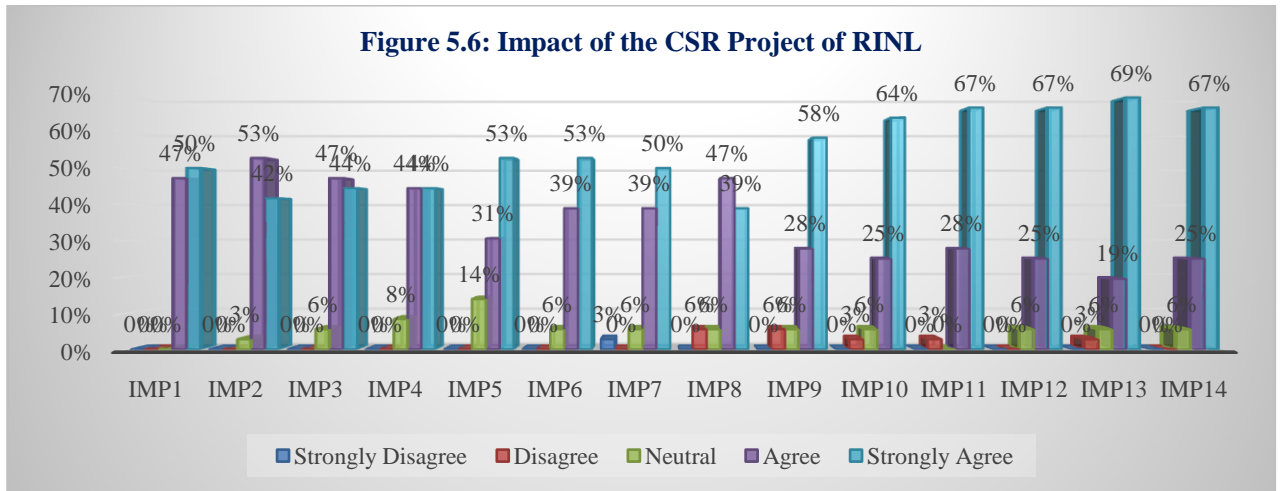
Reason	No. of respondents	Percentage (%)
Belongs to Poor/BPL family	5	8%
Nobody is to take care	6	17%
Neglected by son and daughters	9	19%
Continued ill health	6	8%
Adoption of the profession as begging	14	39%
Daily workers	5	6%
Unable to work for livelihood	5	3%
Total	36	100%

Outcome of the CSR Intervention (Elderly Care)

RINL has tried to counter the most happening problem this decade is going to face in the coming future, the increase in the number of old aged destitute. Though the initiative of RINL towards this end is minor but the vision is clear and contribution is praiseworthy. In order to visualize the implementation issues and challenges, the study team has interacted with the stake holders of this programme. The opinions of the respondents are quite positive and encouraging (Figure 3). After analysis of the data collected through opinion survey, it was found that SHEOWS is making a great effort in meeting the objectives set by RINL in providing facilities and amenities to the beneficiaries. SHEOWS is providing satisfactory healthcare facilities as agreed by 97% of the beneficiaries. It is also making every possible effort to provide clean and

hygienic food (95%), barrier free accommodation and mobility of the destitute. Furthermore, SHEOWS is organizing recreational programmes in order to maintain the psychological wellbeing and maintaining a cordial interpersonal relationship among the inmates. Inmates of SHEOWS opined that the measures taken for their wellbeing is supported through RINL's CSR measure and RINL has been recognized as a responsible corporate citizen and an active partner of societal development.

Figure 3: Perception on Care for Elder, Destitute and Abandoned Persons (SHEOWS)



The outcome of this project is reflected through two successful cases which are highlighted below.

Success Story - I



PERSONAL INFORMATION

Name: Rakoo Amma
 Age: 80 years
 Sex: Female
 Rescue Place: Nizamuddin Railway Station, New Delhi
 Date of Back to Home: Dt. 01-11-2022

FAMILY BACKGROUND

Marital Status: Married
 Family Type: Nuclear
 Family Size: 7
 Monthly Family Income: Rs. 8000/-

CHALLENGES FACED

- Destitute after husband's death
- Lack of family support
- Diagnosed with Asthma, high blood pressure, chronic obstructive pulmonary disease (COPD), and fatty liver

PLANS FOR THE FUTURE

After proper care and treatment received from the SHEOWS through the active support of responsible corporate citizen RINL, Visakhapatnam, **Rakoo Amma** was handed over to her family members.

Success Story - II



PERSONAL INFORMATION

Name: Abhimanyu Pandey
Age: 75 years
Sex: Male
Rescue Place: SabjiMandi, New Delhi
Date of Back to Home:
Dt.06-05-2022

FAMILY BACKGROUND

Marital Status: Married
Family Type: Nuclear
Family Size: 5
Monthly Family Income:
Rs.10000/-

CHALLENGES FACED

- Abdominal pain and distention
- Inguinal Hernia problem with active bleeding
- Per rectal difficulty in passing stool for a long time

PLANS FOR THE FUTURE

After proper care and treatment received from the SHEOWS through the active support of responsible corporate citizen RINL, Visakhapatnam, Abhimanyu Pandey was handed over to his family members.

7 Major Outcomes of CSR Projects

RINL has implemented three CSR projects with active cooperation and support of the partnering organizations (NHFDC, TLMTI, and SHEOWS) with an objective of community welfare through capacity building of physically challenged people, leprosy affected people and care for the destitute people. The outcomes of all three projects based on opinion survey of the beneficiaries, parents, staff and officials of implementing agencies are highlighted below.

Skill Development of Persons affected with Leprosy/Disability (TLMTI)

- 76 % beneficiaries have said that the atmosphere and ambiance of training center is quite excellent for effective training and learning.
- 65% beneficiaries admitted that the teachers/instructors are vastly experienced and the study materials are quite interesting.
- More than 85% students admitted that this programme has helped in development of skills set and level of satisfaction.
- More than 80 % of the trainees felt that the structure of training programme is well designed as per the market demand.
- Most of the trainees have felt that through this training programme they are able to gain both hard and soft skills which will help for their socio-economic development.
- Trainees have realized that they have better scope for employment as well as self employment after attaining the training programme.
- Trainees feel very secure about their socio-economic aspects of life along with improved financial condition of their family.

Skill Development for Divyangjan (NHFDC)

- From the study it is clearly evident that skill development program has a significant impact on Divyangjan with respect to capacity building and standard of living.
- More than 70% beneficiary felt that the training program curriculum is well structured and vocational skills provided as per the market demand.
- More than 56% the beneficiary feels that trainer and training environment are quite suitable for effective learning and development.
- This training programme helps in acquiring new skills as well as it helps in gaining better social status and boosted their economic capabilities as admitted by 78% of the beneficiaries.
- More than 50% of the beneficiaries felt that the training programme is quite encouraging towards self-employment.
- More than 65% of beneficiary feels that this capacity building programme will help to fight with social evils, poverty, and provide a meaningful life.

Care for Elderly and Destitute People (SHEOWS)

- RINL has acted as a responsible corporate citizen by extending financial support to SHEOWS to fulfil basic amenities and the respondents have strongly agreed on available of user friendly infrastructural facilities (75%).
- It was found that 80.5% of the respondents strongly agreed that the quality of food received was providing adequate nutritional value.
- About 77.78% of them opined on receiving commendable first-aid care, 72% of them believed that they have received proper and regular health check-ups, 56% opined on good medical facilities.
- The cremation of destitute is also done in a religious manner (67%).
- Beneficiaries has also strongly supported the fact that SHOIEWS is taking proper care of the beneficiaries by organizing regular physical exercise and prayer sessions (67%).
- SHEOWS is providing satisfactory healthcare facilities as agreed by 97% of the beneficiaries.
- SHEOWS is also making every possible effort to provide clean and hygienic food (95%), barrier free accommodation and mobility of the destitute people.

8 Assessment of CSR Projects

The prime objective behind extension of CSR projects by RINL, Visakhapatnam was to impart training for acquiring and sharpening of vocational skills for meaningful livelihood of targeted beneficiaries and caring of poor and marginal people at old age, which has created a win-win situation for organization and beneficiaries. A way forward is suggested after comprehensively studying the responses of the different stakeholders and data gathered through the fieldwork by a dedicated field investigator which may further facilitate the noble initiatives to be undertaken by RINL and the positive footprints to be created in the mind and heart of the beneficiaries. The CSR drives of RINL is very clear and sincere effort was given to make the projects more result oriented, value adding, and have a sustainable impact on the beneficiaries (Table 3).

Table 3: Assessment of CSR Projects of RINL

CSR Projects	Assessment Criteria				
	Relevance	Efficiency	Effectiveness and Uniqueness	Impact	Sustainability
“Care for Older, Destitute, Sick	<ul style="list-style-type: none"> • Proper identification of beneficiaries 	<ul style="list-style-type: none"> ▪ Homely care ▪ Good health ▪ Barrier free 	<ul style="list-style-type: none"> ▪ Customized project to cater the needs of 	<ul style="list-style-type: none"> ▪ Satisfactory healthcare ▪ Cleaned and 	<ul style="list-style-type: none"> ▪ Proper identification of beneficiaries

<p>and Abandoned Persons”</p>	<ul style="list-style-type: none"> • Trained healthcare staff • Adequate facilities • Quality food • Attention to every resident 	<p>accommodation</p> <ul style="list-style-type: none"> ▪ Safe and healthy living 	<p>neglected people</p> <ul style="list-style-type: none"> ▪ Dedicated staff ▪ Commendable first-aid care ▪ Ambulance facility ▪ Own health centre ▪ Regular health checkup ▪ Cordial interpersonal relationship among the inmates 	<p>hygienic accommodation</p> <ul style="list-style-type: none"> ▪ Prevention of nutritional deficiency ▪ RINL is a responsible corporate citizen ▪ 	<ul style="list-style-type: none"> ▪ Awareness of about the project ▪ Active support of staff members ▪ Receiving of financial support from Govt., Business organizations ▪ Approach of the partnering organization
<p>“Skill Development for Divyangjan”</p> <p>And</p> <p>“Skill Development of Persons affected with Leprosy/ Disability”</p>	<ul style="list-style-type: none"> ▪ Training ▪ Development of skills set ▪ Capacity building ▪ Employability 	<ul style="list-style-type: none"> ▪ Acquiring of skills ▪ Learning and attitudinal change ▪ Gaining confidence 	<ul style="list-style-type: none"> ▪ Identification of beneficiaries ▪ Need based training ▪ Stipend for trainees ▪ Trained trainers 	<ul style="list-style-type: none"> ▪ Self-efficacy ▪ Empowerment and engagement ▪ Employment ▪ Higher earnings ▪ Entrepreneurial spirit ▪ Meaningful life 	<ul style="list-style-type: none"> ▪ Realization of the need and benefits of customized training ▪ Acquiring of new skills and performance of individuals ▪ RINL has focused on development of entrepreneurial spirit ▪ RINL has acted as a responsible corporate partner ▪ Approach of the partnering organization

9 Recommendations

The table 4 clearly shows that beneficiaries have appreciated the CSR projects extended by RINL towards training, capacity building of needy people and simultaneously supported to SHEOWS for caring of abandoned and destitute people. It has been observed that the measures taken by RINL have also been highly appreciated by the respondents. The beneficiaries were appreciated some of the measures which may further be looked into. Overall, it can be concluded that the CSR measures taken by RINL have benefited people with disability, leprosy affected person, and sick and destitute people and the organization may focus on further endeavour for societal wellbeing. It can be stated as the CSR policy of RINL has a significant impact on the beneficiaries through implementation of customized CSR projects for training and capacity building and care for aged persons. After analysis of data collected during field survey, it was observed that some of the measures taken by RINL with respect to the assigned CSR projects need more attention and strategic plan for successful implementation towards sustainability.

Table 4: Recommendations for Success of the Implemented CSR Projects

Project	Recommendations for Improvement
<i>Care for Elderly and Destitute People</i>	<ul style="list-style-type: none"> ▪ Awareness to be created among the beneficiaries about the sponsor of the project. ▪ Hiring of trained and dedicated staffs will further scale up the degree of care and affection. ▪ In order to extend better medical facility the aged people are to be given treatment in nearby hospitals. ▪ Appointment of fulltime nurse and paramedical staff along with regular visit of doctors. ▪ Periodic visits of RINL executives of CSR department and regular monitoring for achievement of prime objectives.
<p><i>Skill Development of Persons affected with Leprosy/ Disability</i></p> <p><i>Skill Development for Divyangjan</i></p>	<ul style="list-style-type: none"> ▪ Focus to be given on barrier free infrastructure and accommodation. ▪ Trainers must be given due attention to each trainee for learning and development. ▪ Emphasis must be given on commitment of the trainees towards reshaping of their career. ▪ Focus on transformation of acquired skills towards income generating activities and sustainable livelihood. ▪ Cordial and facilitative environment for the trainees is the pre-requisite of successful training and learning programme. ▪ Post training counselling and assistance is highly essential for their active engagement. ▪ Awareness must be created among the beneficiaries regarding objectives and long term benefits of the capacity building programmes. ▪ RINL should make provision for continuous monitoring of implemented projects towards motivation, engagement and sustainable livelihood of beneficiaries. ▪ Appropriate measures to be taken with respect to enhancement of the brand image of RINL as a responsible corporate citizen by the implementing partner.

10 Conclusion

Strategizing the various need based initiatives under CSR for maximum impact on the beneficiaries will not only lead to peaceful environment but also enhance the brand image of RINL in the eyes of the stakeholders, shareholders, government institutions, other organizations and the local people. The study team appreciates the work done so far with respect to training and capacity building of under privileged community for sustainable livelihood and at the same time supporting for caring of the elderly people has indicated the concern of RINL towards the society. It has been observed that RINL has continuously enhancing the scope of its CSR activities and position itself as an example of corporate citizenship in the nation, to whom other responsible corporates may look up to as a role model. With the implementation of the RINL's policy for corporate social responsibility, the communities witnessed the broadening of the scope of the activities being undertaken and they acknowledge the overall improvements in their quality of lives and general facilities. The basic motto behind CSR interventions undertaken by RINL is a continuous community engagement and empowerment drive which create a win-win situation for both the company and the community.