



Trainer Manual

Business Responsibility

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Responsible

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New Delhi, May 2013

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Introduction to the Manual

Introduction to the Manual

Background

This trainer manual was developed by Dr. B. P. Murali and Dr. Brinda Balakrishnan on behalf of sequa gmbH within the project 'Capacity Development of Business Membership Organisations in India' which is part of the MSME Umbrella Programme implemented jointly by GIZ (German Society for International Cooperation), office of DC MSME & SIDBI in India.

The term “Business Membership Organisations” (BMOs) refers to various organisations where companies or individual entrepreneurs and sometimes other business organisations are members. BMOs advocate the interests of their members and respond to their needs by delivering required services and information. A general distinction is to be made between business associations and chambers. Worldwide there are different types of associations:

- Trade or industry associations (in many cases referring to one industrial sector or cluster)
- Small Scale enterprises' associations
- Business Women's organisations
- Industrial estate associations
- Employers' associations
- Apex bodies / Federations (formed by other BMOs at lower administrative levels)

Beside the associations most of the countries have chambers of commerce and industry representing the business communities in a district or region (and sometimes of sectors, too). India and other countries follow the tradition of British economic policy where chambers can be established under private law while in several European countries like Germany, Austria, Italy, France and Spain chambers have a public law status with obligatory membership of companies. These countries do also have chambers for various sectors and professions like skilled crafts, agriculture as well as for lawyers, doctors, architects and other occupations.

Objective, scope and target groups

The objective of this manual is to support and guide trainers in providing training on access of BMOs to public support schemes for honorary members and staff of associations and chambers dealing with service delivery of such business organisations. The training material can basically be used for all BMOs but the main target group in India are leading representatives of BMOs and here especially of MSME industrial associations on district level.

This training forms part of the National Training Programme 1 (NTP 1) in India and consists of 5 modules with various subjects to be dealt within a 5-days training. Business Responsibility, addressing a number of different aspects, is taking three hours. The other areas addressed in NTP 1 are BMO management, income-generating services, access to public support schemes, and business policy advocacy. NTP 1 will be followed by National Training Programme 2 with introduction of new topics and deepening contents of the already introduced ones.

This Trainer Manual was developed to improve the availability and quality of didactic material on improving the effectiveness of BMOs in different countries. The manual is meant to be used as a guide and source book to implement training programs providing theoretical and practical knowledge how to develop and implement new services in BMOs. It provides practical assistance and valuable inputs for implementing training workshops and seminars. And it conveys theoretical and practical knowledge on how to develop and implement new services in BMOs in order to create additional income.

Not every recommendation will be applicable to every BMO. National or organisational differences, especially with regard to the specific stage of a BMO's development, will always have some bearing on the concrete form in which a service is provided and the process by which it is introduced. Similarly, the proposals made for solving the problems most commonly encountered when introducing the respective services cannot, so to speak, make a clean sweep of every single problem. However, they have been tried and proven in practice, as have all other recommendations made in this manual.

How to use this manual

This three-hours training consists of 2 sessions. Both of them follow the same pattern:

1. Training schedule for the whole module
2. Overview for each session
3. Trainers instructions for each session
4. Materials (Trainer's Readings, charts, handouts) for each session

Training schedule for the whole module

The training schedule gives an overview on the number of sessions of the training module, their sequence, main topics to be dealt with, the duration of the sessions and the proposed time. If a training is scheduled for half a day, it can be run in the morning or the evening, depending on local preferences. The training schedule helps the trainer to better imagine the course of the module and the areas covered.

Session overview

The 1-page summary sheet gives information on the time needed for that particular session, a brief overview on the basic content of the session and the methods to be applied, defines the learning objectives for the participants and finally enumerates the materials required to run the session.

Trainer instructions

These instructions are the screenplay of each session and give the trainer detailed information on each step of moderating and organising the course. This information is complemented by a time frame for each step and the written material to be used, whether being trainer's background reading, charts or handouts.

Written Materials

There are 3 types of written materials:

Background Readings:

This is background material collected or written for the trainers in order to facilitate their preparation before the workshop. It gives theoretical and practical information on the most important topics covered by the different sessions.

Charts are to be presented with a projector in order to visualise the most important points during each session.

Hand-outs contain relevant materials for the participants. They can include additional information for participants not presented during the course.

It is recommended to prepare a documentation of all sessions containing photos of the charts used and notes of the discussions the trainer has written on the flipchart to retain main learning points. This documentation shall be to be handed over to participants at the end of the training.

Introduction to Business Responsibility

Responsible Business in international terminology refers to the commitment of an enterprise to operating in an **economically, socially and environmentally sustainable manner** while balancing the interests of diverse stakeholders.

Business Responsibility (BR) refers to a concept prevalent in today's business practices, where companies commit to be sensitive to all stakeholder demands in the scope of its business operations, beyond what is being regulated and expected by the community or beyond the industry norm. There are four aspects to Business Responsibility.

'Social' aspects of BR refer to issues such as welfare of workers including health & safety issues, working conditions, skill development of workers, welfare of the families of employees and the like. **'Energy' aspects** refer to efficient use of energy resources (using energy efficient equipment for instance), use of renewable energy and the like. **'Environmental' aspects** refer to reduction in emission levels, treating process waste (water for instance), reducing noise pollution and in general, carrying out business operations in a manner to preserve the natural environment. **'Governance' aspects** refer to businesses being accountable to the clients/customers, operating in a transparent & ethical manner, putting in place systems to address the concerns of various stakeholders (having a 'grievance' procedure to address the issues of the workers for instance) and the like.

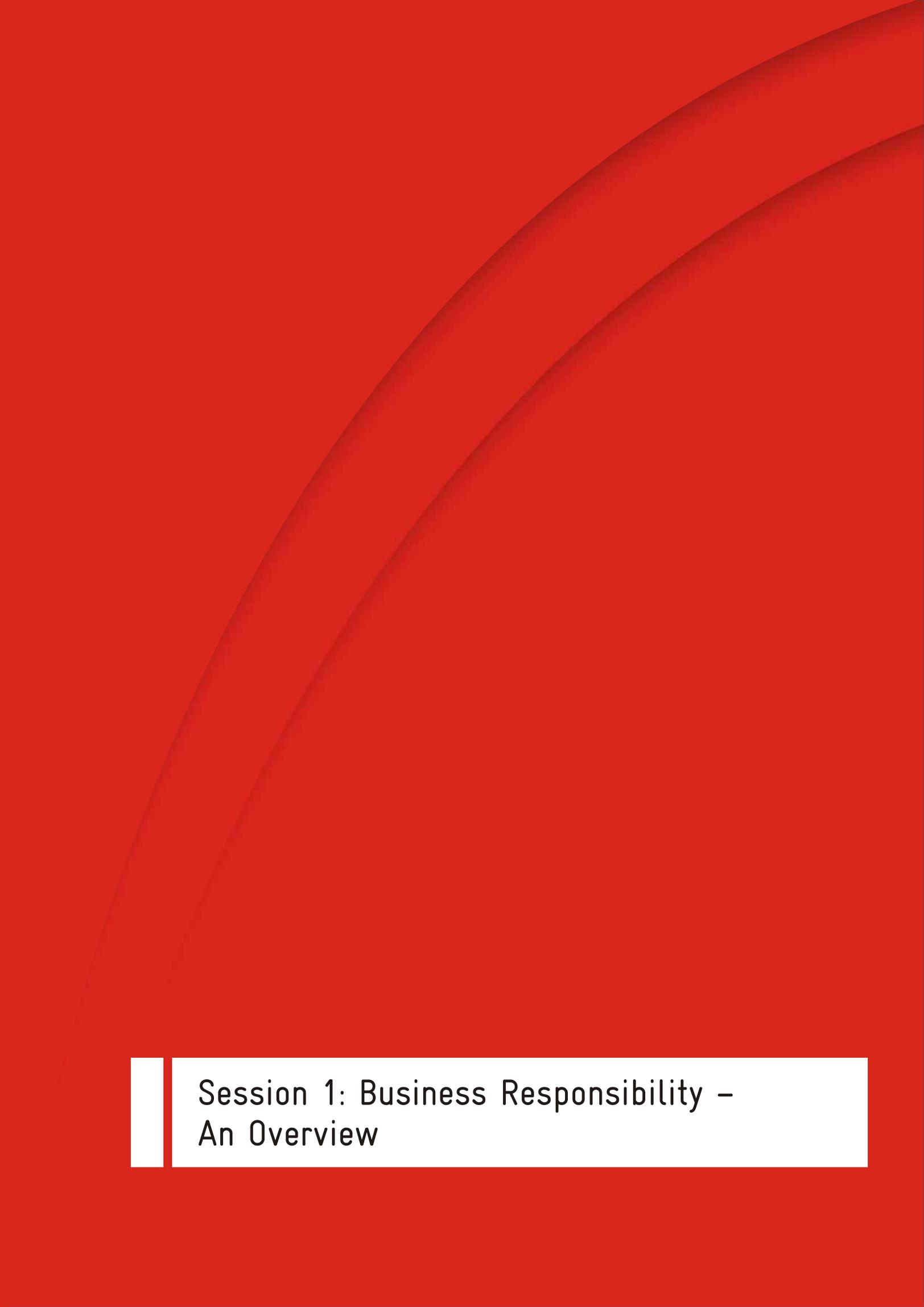
In the changing context of globalization, enterprises are increasingly expected to pursue their business with due attention to the needs of the **stakeholders** whose well-being depends on the way the enterprises manage their business processes. The enterprises are also waking up to the reality that they cannot succeed in the society that fails. Businesses, more so in the private sector, are being repeatedly asked to rise to the challenge of making the **growth process more inclusive**. Given the financial strength, they can be major partner in making the society more humane and just. It is also time for SMEs

who think they are small or off the public radar, look at their way of doing business all over again. **It is time to look at existing values, decision-making structures, and policies and practices not only from the perspective of owners but of stakeholder opinion and community image.**

To facilitate the process, a two hour deliberation on how BMO's can facilitate their members address stakeholders concerns with typical BR initiatives is scheduled in session1. The principles on which BR initiatives are to be based upon, their prioritisation and mobilisation of resources would be specifically addressed in the second session.

Training Schedule

Session	Topics	Duration	Proposed Time*
Session 1 : Overview	<ul style="list-style-type: none"> • Basic concepts of Business Responsibility (BR) and its linkage to Corporate Social Responsibility (CSR). Understanding the difference in the Indian context. • Principles of Business Responsibility • Typologies of BR activities • Role of BMO's in Business Responsibility. • BR activities and Potential benefits of BR activities 	60 min.	9.30 AM – 10.30 AM
Session 2 : BR interventions	<ul style="list-style-type: none"> • Typologies of BR activities payoff domain: Which segment of BR activities to focus upon initially? Some initiatives to be by corporates and BMO's taken up to illustrate: • Menu of possible BR activities • BR Action Plan :Prioritisation , Scheduling, identifying Resource requirements and enabling factors • Resources • Case studies 	35 min.	10.30 AM – 11.05 AM
Role of BMO's & action planning	<ul style="list-style-type: none"> • BR Action Plan :Prioritisation, Scheduling, identifying Resource requirements and enabling factors as well as resources 	25 min	11.05 AM - 11.30 AM

The background is a solid red color with two large, curved, overlapping shapes that create a sense of depth and movement. These shapes are lighter red than the background, creating a layered effect. The text is positioned in the lower-left corner within a white rectangular box.

Session 1: Business Responsibility – An Overview

Session 1: Business Responsibility – An Overview

Session Overview

Time: 60 minutes (9.30 AM–10.30 AM)

Overview: The session commences with an introduction to the concept of Business Responsibility (BR) and clarifying the same with regard to the perception of relating it with Corporate Social Responsibility (CSR) from the Indian perspective.

Various facets of BR are then discussed taking the some corporate group and BMO initiatives as an illustration. In the interest of clarity, a systematic approach to categorizing the BR initiatives into distinct groups is discussed. Revisiting the before mentioned illustration, the participants are encouraged to think of why a business should make additional investments in energy and environmental aspects and create credibility as a 'model employer'. The discussions are than linked to the 'pay-off' domain – focusing initially on those initiatives that lead to economic benefits and in the process, tackle BR issues.

Learning Objectives:

- Participants know the main elements of the BR concept and the linkage to CSR, scope, coverage and misconceptions
- Participants are in a position to classify BR into distinct categories
- Participants know the reasons for focusing, at least initially – on those BR initiatives that result into distinct economic benefits to a given business

Materials required:

- Flipchart
- Background reading 1.1
- Charts 1.1 to 1.12
- Hand-out for participants 1.1

B Trainer instructions

Session 1: Business Responsibility – An Overview

Time	Methodology	Materials
20 min.	<p>Basic concepts Business Responsibility (BR)</p> <ul style="list-style-type: none"> Trainer to first introduce the basic concept of Business Responsibility (BR) and relate the same to Corporate Social Responsibility (CSR). Clarify how BR goes beyond CSR and also legal compliance and governance. Make sure participants understand the difference in the Indian context and ask for own experience. Outlining the scope and coverage and clarifying the misconceptions associated with it. Need to emphasise on the shift from shareholders to stakeholders. Present the Facets of 'Business Responsibility' and recreate a working Definition covering the 4 aspects –Social, Energy, Environmental and governance Introduce principles of Business Responsibility and briefly discuss the concept with participants. 	<p>Background Reading Section 2 and Charts 1.1, 1.2 & 1.3</p> <p>Chart 1.4</p> <p>Background Reading Section 2.2 and chart 1.5</p> <p>Background Reading Section 3 and Chart 1.6</p>
20 min.	<p>Typologies of BR activities</p> <ul style="list-style-type: none"> While explaining the Typologies of BR Activities: External vs Internal, Individual vs Collective, Generic social issues & Economic social issues, trainer must highlight those in the Collective area to focus upon. This is where the synergetic effect of BMO' will yield results that would help gain credibility for Business advocacy. 	<p>Background reading section 4</p> <p>Chart 1.7</p>
20 min.	<p>Role of BMOs</p> <ul style="list-style-type: none"> Role of BMO's in Business Responsibility. Relate the same to the concept of BR bring out public policy concerns and business concerns with stakeholder interest and bring out the possible approaches as 3 C's – Community, Consumer and Competency Ask participants to go through a menu of BR activities Discuss the potential benefits of BR activities , one of them being building a credibility for Business advocacy and being a facilitator to Access public Support Schemes <p><i>Encourage participants to come out with their own illustrations</i></p>	<p>Background Reading Section 5.1 5.2 & 5.3 and Charts 1.8 to 1.10</p> <p>Background Reading Section 5.4</p> <p>Background Reading Section 5.5 and charts 1.11 and 1.12</p> <p>Background Reading Section 6</p>

Materials for session 1: Business Responsibility – An Overview

Background Readings

1.1. Business Responsibility – An Overview

Charts:

- 1.1 Business Responsibility: Scope
- 1.2 Business Responsibility: Coverage
- 1.3 Business Responsibility: Misconceptions
- 1.4 Principles of Business responsibility
- 1.5 Many facets of Business Responsibility
- 1.6 4 aspects of Business responsibility
- 1.7 Typologies of BR
- 1.8 Role of BMO's
- 1.9 Role of BMO's as different from its members
- 1.10 BMO initiative approaches
- 1.11 BR Drivers & Approaches
- 1.12 BMO & outreach

Handouts

- 1.1 Business Responsibility – An Overview

NTP1 Session 1

C Background Reading

Business Responsibility – An overview

1. Introduction:

In the changing context of globalization, enterprises are increasingly expected to pursue their business with due attention to the needs of the stakeholders whose wellbeing depends on the way the enterprises manage their business processes. The enterprises are also waking up to the reality that they cannot succeed in the society that fails. Businesses, more so in the private sector, are being repeatedly asked to rise to the challenge of making the growth process more inclusive. Given the financial strength, they can be major partner in making the society more humane and just. This initiative is synonymous to corporate enterprises (therefore the term CSR) and also as Business Responsibility (BR) to emphasize inclusivity of social, environmental and energy (SEE) drive of both large corporate and MSMEs.

2. Understanding Business Responsibility¹

2.1 International Terminology

Responsible Business in international terminology refers to the commitment of an enterprise to operating in an **economically, socially and environmentally sustainable manner** while balancing the interests of diverse stakeholders.

Business Responsibility¹ (BR) refers to a concept prevalent in today's business practices, where companies **commit to be sensitive to all stakeholder demands** in the scope of its business operations, beyond what is being regulated and expected by the community or beyond the industry norm.

“**Social Responsibility²** (is the) responsibility of an organisation for the impacts its decisions and activities on society and environment through transparent and ethical behaviour that is consistent with sustainable development and welfare of society; taking into account the expectation of stakeholders; is in compliance with applicable law and consistent with international norms of behavior; and is integrated throughout the organization.”

Corporate responsibility³ is “the basis on which business renegotiates and aligns the boundaries of its accountability.”

Corporate Social Responsibility (CSR)

Companies have a policy of social responsibility known as corporate social responsibility whereby they commit to follow their businesses in such a way so as to benefit the community at large.

¹ *Fostering Responsible Behaviour in MSMEs in Clusters: Role of Policy Makers', Foundation for MSME Clusters, draft submitted to GIZ, New Delhi, 2010*

² *Working definition, ISO 26000 Working Group on Social Responsibility, Sydney, February 2007*

³ *Responsible Competitiveness: Reshaping Global Markets Through Responsible Business Practices, AccountAbility, December 2005*

Business Responsibility (BR) is defined in varying manners as under:

“The continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large.” (World Business Council for Sustainable Development)

“Being socially responsible means not only fulfilling legal expectations, but also going beyond compliance and investing more into human capital, the environment and relations with stakeholders.” (The European Commission)

“Operating a business in a manner that meets or exceeds the ethical, legal, commercial and public expectations that society has of business.” (Business for Social Responsibility)

2.2 Corporate Social Responsibility (CSR) and Business Responsibility (BR) in India

The term CSR in India however creates confusion. It stems from a perception in some quarters that CSR is more about philanthropy, rather than “doing business” and responding to stakeholder interests.

CSR in India has evolved from philanthropy wherein wealthy business families contributed a part of their wealth for religious causes and helping society cope with natural calamities. This secured them an integral position and status in society. During the independence period, the shift towards the concept "trusteeship" emanated, wherein industry leaders were recognised for wealth distribution aimed at benefitting the common man. After independence, public sector undertakings set up were given the task of developing peripheral areas around their units, providing employment in the region and being a “model employer” providing welfare benefits to its employees and society at large. The private sector took a back seat. However the public sector was effective only to a certain limited extent. This led to shift of expectation from the public to the private sector and their active involvement in the socio-economic development of the country became absolutely necessary. With globalisation and liberalisation of the Indian economy Indian companies started abandoning their traditional engagement with CSR and integrated it into a sustainable business strategy. Partnerships between companies, NGOs and the government got initiated. Corporates and small enterprises started associating themselves to one or two specific social cause and began making a financial contribution to NGO's working towards the cause.

Thus, given that India has a tradition of corporate philanthropy, somewhere along the way, the lines between giving and CSR grew hazier. **Corporate philanthropy and CSR are really two different things.** CSR should actually relate to the way you conduct your business, whereas it gets confused with giving to the local communities in which you operate.

As clarified in chart 1.1 & 1.2 **Business responsibility goes beyond philanthropy, compliance, legal requirements and not limited to only communities in which they operate.** Chart 1.3 clarifies the misconception that may be associated with the term in the Indian context. The term Business Responsibility makes more practical sense associating it with sustainability and social responsibility. Business Responsibility is not just about CSR activities but also about understanding its overall impact on communities as well as the environment. Thus the term implies that businesses take responsibility for the consequences of their economic activities, be it social, environmental or ecological. Chart 1.3 summarizes the many facets of BR.

2.3 Working definition

As indicated in chart 1.4 (Working Definition) Business Responsibility is being sensitive to the demands of all stakeholders and covers 4 aspects., **'Social'** aspects refer to issues such as welfare of workers including health & safety issues, working conditions, skill development of workers, welfare of the families of employees and the like. **'Energy'** aspects refer to efficient use of energy resources (using energy efficient equipment's for instance), use of renewable energy and the like. **'Environmental'** aspects refer to reduction in emission levels, treating process waste (water for instance), reducing noise pollution and in general, carrying out business operations in a manner to preserve the natural environment. **'Governance'** aspects refer to businesses being accountable to the clients/customers, operating in a transparent & ethical manner, putting in place systems to address the concerns of various stakeholders (having a 'grievance' procedure to address the issues of the workers for instance) and the like.

Corporate sector across the world has started realizing that competitiveness of a given business can be severely threatened by unsustainable environment and unviable social structures. Global Initiatives such as UN Global Compact, GRI Reporting, SA 8000, ISO 26000, carbon credit trading mechanisms etc. are some of the initiatives that are trying to tackle the problems arising out of such a realization. At the national level, Business Responsibility (BR) platforms have been set up by membership organizations such as the Chambers of Commerce & Industry. In India, some of these institutions are Confederation of Indian Industries (CII), Federation of Indian Chambers of Commerce & Industry (FICCI), Associated Chambers of Commerce & Industry (ASSOCHAM), Bombay Chambers of Commerce & Industry (BCCI) to illustrate a few. At the corporate level some of the well-known initiatives such as TATA CSR initiative, Microsoft Project Jyoti, Intel's Outreach Programme, IBM Computer Literacy, PepsiCo's alliance with Basix (a micro finance firm), etc. are said to have contributed in their spheres of influence. The actual impact of these initiatives and the relationship of BR with their core business processes may be debatable but a beginning has certainly been made to ensure responsible behaviour among large corporate enterprises.

On the other hand, there is very little known about the Micro, Small and Medium Enterprises (MSMEs) and their approach to business responsibility. Little is stated and known about the responsible business initiatives undertaken by them. This is where BMO's can play an important role-synergise their efforts, create role models among its members and create a branding for themselves that can get global buyers interested in these MSME's.

3. Principles of Business Responsibility

Guidelines defining Responsible Business has been prepared by GIZ through an extensive consultative process by a Guidelines Drafting Committee (GDC) appointed by the Indian Institute of Corporate Affairs (IICA). These guidelines provide a distinctively 'Indian' approach, which will enable businesses to balance and work through the many unique requirements of our land. Several BMO's and leading trade and industry chambers, were represented in the GDC.

The Guidelines have been articulated in the form of nine (9) Principles with the Core Elements to actualize each of the principles.

Principle 1: Business should conduct and govern themselves with Ethics, Transparency, and Accountability.

Principle 2: Businesses should provide goods and services that are safe and contribute sustainability throughout their life cycle.

Principle 3: Businesses should promote the well-being of all employees.

Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders especially those who are disadvantaged, vulnerable and marginalised.

Principle 5: Business should respect and promote human rights.

Principle 6: Business should respect, protect, and make efforts to restore the environment.

Principle 7: Businesses, when engaged in influencing public and regulatory policy should do so in a responsible manner.

Principle 8: Businesses should support inclusive growth and equitable development

Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner

4. Typology of Business Responsibility initiatives:

As an essential pre-requisite to promoting business responsible behaviour, it is important that businesses (individual ones also those operating in clusters) be understood based on the major BR issues confronting them. Accordingly, a business could be typified based on one or more of the following BR issue:

- a) Labour related issues including child labour, social security net, working conditions and occupational safety.
- b) Environment and energy including effluent discharge, air pollution, inefficient use of non-renewable energy.
- c) Community involvement development and investment. These could include health including impact of cluster firm's operations on health and access to health care.
- d) Social issues not directly linked to cluster operations - Alcoholism and Drugs Abuse, HIV, female foeticide; Welfare of minorities and other underprivileged sections.

While one could argue that such issues are omnipresent, it is important to consider the intensity of the issue and the level of engagement of the cluster actors in tackling these issues.

BR initiatives can thus be categorized as 'internal' or 'external' and as 'individual' or 'collective' as depicted below:

Typology of BR activities

	Individual	Collective
Internal	Labour Welfare, Cleaner Production	Waste water treatment
External	Charity	Education- Setting up of a school

4.1 Internal vs. External BR

Internal BR activities:

Internal BR seeks to improve business performance or to lock-in orders with international buyers. As per a study by UNIDO covering eleven MSME Associations, following are the internal BR activities:

- Activities focusing on **labour welfare**, account for 19% to 97% of total expenditures on BR, include fair and timely payment to workers, bonus and gifts and monetary aids for family events, financial saving schemes and interest free loans, provision of food and accommodation to residential employees, and last but not least uniforms and protective gear. Particularly in terms of labour welfare, medium sized enterprises, often represented by exporters, fine-tune their services such as provision of job contract in local language; fixed working hours, display all policies in visible area to all, job security guarantees, leave encashment, and respect of gender related issues.
- In terms of contributions to **health care**, 1% to 27% of total yearly BR resources are spent on free medical help, subsidized private health insurance, maternity benefits, healthy work environment, protective gear and accessibility to first aid kits, health club membership; as well as substance abuse counselling and training on health related issues.
- Expenditures in respect to environment such as **cleaner production** and recycling are nominal particularly across Indian clusters, ranging from 1% to 7% of total yearly BR resources.

External BR:

Across clusters, external BR activities are dominated by:

- Outward looking BR focus on activities directed towards the benefit of the community at large in which the enterprise operates.
- They are dominated by charity donations, which are strongly influenced by religious sentiment, the contributions take on various forms.
- Entrepreneurs' are the key drivers and thus want to express their larger responsibility towards the community where “everyone knows each other, and we, the more fortunate cannot deny the help”.
- External charity driven BR activities seeks emotional returns.

4.2 Individual vs. Collective BR

- a) Individual BR activities: These are activities planned and implemented by an individual business or a business house.
- b) Collective BR activities: Activities conducted jointly by two or more businesses. Further, it includes those initiatives taken by a group of businesses operating in an industrial cluster.

4.3 Generic social issues vs. economic social issues:

Further, BR issues can be categorized as socio-cultural or socio-economic based on its impact on the industrial operations.

- a) Socio-cultural BR issues: These issues may be related to religious, education, public health, disabled person, poverty, women & child, underprivileged section of society, animal welfare, old age etc. These issues may be important to society but their relationship with industrial operations needs to be analysed. Such issues could also be labelled as 'generic' social issues.
- b) Social-economic BR issues: These BR issues may be related to product innovation, technology raw material, wastage, occupational hazards, health & safety, pollution, productivity, unfair labour practices, child labour, corruption, infrastructure, skill development and trainings, bad practices in marketing and after sales services, transparency in truthful marketing and advertisement, proper and optimum utilisation of natural resources, use of restricted items and materials , and other value chain steps. These issues are significantly affected by cluster value chain operation activities and can have relationship with industrial competitiveness.

5. BMO's role in Business Responsibility

The typology of BR activities discussed above raises the following questions:

- Is the promotion and implementation of socially and environmentally preferable corporate conducting a function of business or government?
- Is the implementation of *responsible business* practices a cost or a value-enhancer?
- Is it just public relations?

5.1 Stakeholder's Expectation from BMO's

The answer to these questions comes from each industry/firm's obligation towards stakeholder interest. **Businesses are an integral part of the communities in which they operate.** Long-term success is based on continued good relations with a wide range of individuals, groups and institutions

This is where BMOs have a significant role. The credibility of the BMO through initiating collective responsible business actions amongst its members can help in attracting more business for its members and thereby adding to its membership base. Acting responsibly towards workers and others in society can help build value for firms and their stakeholders.

- General public expects BMO's to ensure that their members conform to the principles of Business responsibility.
- Consumers expect goods and services to reflect socially and environmentally responsible business behavior at competitive prices.
- Shareholders also are searching for enhanced financial performance that integrates social and environmental considerations, both in terms of risk and opportunities.
- Governments, too, are becoming aware of the national competitive advantages to be won from a responsible business sector.

Leading industry associations, such as the World Business Council for Sustainable Development, have also suggested that countries as well as companies might gain a competitive advantage from demonstrating business responsibility. As an antithesis, companies may lose their reputation and business if they fail in demonstrating responsible business standards. BMO's need to recognize that even one member's tarnished reputation, may lead to collateral damage for others.

Chart

5.2 Business Responsibility for BMO's can have two drivers.

1. One relates to **public policy** and it is natural that governments and wider society take a close interest in what business does. The expectations on businesses are rising; and government is looking for ways to increase the positive contribution of business.
2. The second driver is the **business driver** and the considerations can be seen as both costs (e.g., of introducing new approaches) or benefits (e.g., of improving brand value, or introducing products that meet sustainability demands).
 1. The second driver plays a more significant role today, in today's context of a competitive globalized environment where businesses are increasingly expected to pursue their business with due attention to the needs of the **stakeholders** whose well-being depends on the way the enterprises manage their business processes. The enterprises are also waking up to the reality that they cannot succeed in the society that fails. Businesses, more so in the private sector, are being repeatedly asked to rise to the challenge of making the **growth process more inclusive**. Given the financial strength, they can be major partner in making the society more humane and just. It is also time that companies, particularly SMEs who think they are small or off the public radar, look at their way of doing business all over again. It is time to look at existing values, decision-making structures, and policies and practices not only from the perspective of owners but of stakeholder opinion and community image.

BMO's can provide the collective catalytic support in driving Business Responsibility to its members.

5.3 Business Responsibility Initiatives by BMO's can have 3 approaches

1. Competency Driven- Reaches out to society depending on its core competencies. In the process it helps create potential stakeholders, and also adds to evolving higher efficiency standards.
 - Excel, an agro based enterprise took upon itself to recycle garbage in Mumbai thereby enlarged a new dimension to its core competency. Besides helping clean the city.
 - Tata hotels have used their knowledge in food, beverage and room management to help poor people cook nutritious food at lower costs and run rehabilitation homes.
 - IT companies have set up computer literacy centers
 - Lipton Company at Etah has set up veterinary hospitals in the region from where it gets its milk supplies, helping dairy farmers within its area of operation, as well as itself.

2. **Community Driven**- Investing in social welfare but with a business interest.

- TELCO and Tata Chemicals have created recreational facilities around artificial lakes that are filled with water purified from industrial effluents
- IKEA, the Swedish Home furnishing multinational, has set up bridge schools in carpet belt areas in Uttar Pradesh, as its sources a lot of material from there. IKEA is committed to keeping its units it has business relations with free of child labour. By establishing such schools it tries to create incentives for parents to keep away from the job market.
- Sugar cooperatives in Maharashtra have set up Kohlapur dams to help the farmers that supply sugarcane to them and this has led cooperatives to be more aware of the technologies of sugar production. Some cooperatives have also started schools and technical institutions where local manpower can be trained for the industries around the region.

3. **Consumer Driven**- Consumer pressure makes a great difference in sensitizing companies to the needs of stakeholders. It can also help in raising consumer standards and expectations

- If cloth producing companies insist that they will purchase cotton only where there is no child labour expended in fertilizing cotton seeds, or when cotton is produced in an environmentally friendly fashion with the help of what is called integrated pest management, it immediately makes other companies that are not thinking along these lines under tremendous pressure.

5.4 Business Responsibility activities that could be undertaken by BMO's would typically include “beyond law” commitments and activities of enterprises.

- Corporate governance and ethics necessary for the credibility of its members;
- Health and safety related innovations in terms of Personal Protective Equipment; training on globally accepted standard operating practices
- Environmental stewardship; waste management, benign emissions, renewable energy, closed loop material flows
- Sustainable development initiatives and creating knowledge and information flows;
- Establishing uniform standard conditions of work (including safety and health, hours of work, wages);
- Improving Industrial relations climate;
- Community involvement, development and investment;
- Involvement of and respect for diverse cultures and disadvantaged peoples;
- Preserving and promoting social values through corporate philanthropy and collective employee volunteering for community development work;
- Customer satisfaction and adherence to principles of fair competition;
- Anti-bribery and anti-corruption measures; and
- Supplier relations, for both domestic and international supply chains; commerce redesign.

5.5 Potential Benefits for BMOs:

- BMOs with the collective wisdom of their members can better manage legal, social, environmental, economic and other risks in an increasingly complex market environment.
- Helps improve a credible reputation either for a local cluster of or a sector based BMO. Building a reputation on socially relevant values such as trust, credibility, reliability, quality and consistency is advocating business responsibility among its members.
- Champions as a Brand Employer by supporting responsible employer behavior.
- By drawing feedback from diverse stakeholders, it also enables seizing opportunities for competitive advantage through innovating in environmental friendly products and being certified for social standards and compliance. Good business is one that is alert to trends, innovation and responds to client / global concerns.
- Acts as a catalyst in enhancing operational efficiencies and cost savings by being the information and knowledge provider.
- Can be the networking agency to build effective and efficient supply chain relationships. BMOs can help in assisting their members with providing the worker related code of conduct and compliance standards (example – apparel industry).
- Helps improve stakeholder relations and can lead to a more collaborative and enduring public, private and civil society alliances.
- Financial institutions incorporate social and environmental compliances as indicators for assessment of projects. A business plan incorporating the same would be deemed as 'good businesses.
- Ensuring responsible business practices facilitates in improved relations with the regulators.

BMOs can create a sustainable business environment; facilitate sustainable consumption patterns through awareness building initiatives. For SMEs the BMO can create a larger public profile through spearheading such a movement as they tend to have a lower profile and also help seek out business partners for them. In many countries SME toolkits have also been developed by business associations, in cooperation with government and other partners, and these may provide useful guidance*.

6. MSME Associations and Business Responsibility: The nexus

Planned interventions for MSME development have primarily focused on the issues of:

- Growth and competitiveness
- Collective efficiency – namely local agglomeration economies and joint action gains

*http://ec.europa.eu/enterprise/csr/campaign/documentation/index_en.htm#toolkit.

<http://www.sdcbrnos.org/en/index.htm>.

<http://www.globalreporting.org/Services/E-Shop>.

http://www.csreurope.org/aboutthissite/alloursites_page92.aspx.

http://www.vincular.org/vincular_coleccion_rse/coleccionRSE/1.pdf.

<http://www.efficient-entrepreneur.net>.

<http://web.worldbank.org/WBSITE/EXTERNAL/WBI/WBIPROGRAMS/CGCSRLP/0,,contentMDK:20296033~pagePK:64156158~piPK:64152884~theSitePK:460861,00.html>.

- Role of local institutions such as business associations, chambers of commerce, enterprise clubs, technical and research bodies, universities, business development service providers etc.
- Influence of social capital (observed in various forms) in promoting local co-operation and mediating competition
- Influence of actors external to the cluster, such as global buyers and global lead firms, who not only link local producers to global markets but also provide a framework for understanding how local clusters are inserted into global value chains, and what implications does this have for local clusters to upgrade.

This focus is understandable given the relative success of small firm industrial districts in many parts of the developed and the developing world to compete with larger enterprises and in local and global markets. Conventional approach to MSME development efforts in particular and economic development in general could indicate that 'social' considerations might not be in sync with 'economic' development. If the cluster firms are to be engaged in linking their competitiveness with social cohesion or fairness, they must first be convinced that the argument is sound. It is one thing to suggest that business ought to elevate considerations of social wellbeing of the workforce and community at large.

This represents the usual trade-off in which economic agents are asked to include enough of a preference for equity, even at the cost of aggregate output, to achieve some social desirable outcome. But the standard of linking competitiveness and 'social responsibility' is higher: it relies on an argument that economies are operating on the inside of their production possibilities frontier (that is, below maximum output) precisely because of the distribution of benefits. As rightly highlighted by Porter and Kramer (2006), “...*The prevailing approaches to CSR are so disconnected from business as to obscure many of the greatest opportunities for companies to benefit society*”.

Under such circumstances, what tends to be neglected in the developmental policy, programmes and research on the competitiveness-upgrading nexus is the fact that in many cases small firm clusters cater to the social development agenda by providing employment for the poor. Several industrial clusters have their supply chain extended to household workers spread over several villages and districts from where the supplies are sourced, providing livelihood to the economic backward section of the community. One needs to ponder on the fact that, 'competitiveness' and 'inclusive growth' is not standalone strategy but interlinked as cluster needs a healthy society for successful functioning and vice versa. For example, education, healthcare and equal opportunity are essential to a productive workforce in clusters and similarly, society cannot rival the business sector when it comes to job creation, wealth and innovation that improve standards of living and socio-environmental conditions over time.

In other words, we have to consider how initiatives of MSME Associations, including local joint action as well as linkages with actors within the global value chain, can influence the ability of the members to address wider poverty and social concerns. This includes local joint action articulated through Self Help Groups (SHGs), Co-operative networks, and locally based multi stakeholder initiatives. As the emerging evidence indicates, such different forms of 'collectivities' articulated through distinct local institutional forms within an MSME Association and networks can potentially lead to positive pro-poor and sustainable outcomes. These outcomes not only address how Associations or networks may positively impact on more marginalized segments of the community or labour force (especially women workers) but addresses wider concerns on social sector provisioning such as health and education, as well as

infrastructure provisioning. In some cases, initiatives of this kind can enhance the nature of local territorial advantage, and provide a wider developmental identity to territorial competitiveness. However, such initiatives often have to be worked out in terrains where outcomes are differentiated and where different interests groups within the local MSME Association or network and the global value chain can (and do) potentially undermine pro-poor gains. In particular there is a felt need to 'shift in focus' to social and poverty concerns that might present to policy actors and implementers involved in MSME promotion.

A draft paper from Manuel Pastor, University of California, Centre for Justice, Tolerance and Community, indicates that countries starting from more equitable distributions, such as South Korea and Taiwan, have tended to experience more sustained and long-run growth, while those deeply entrenched in inequality, such as Brazil and Mexico, have experienced more volatile and ultimately more mediocre performance.

D Charts

Session 1: Business Responsibility

Chart 1.1

BUSINESS RESPONSIBILITY: Scope

Implies that businesses take responsibility for the consequences of their economic activities, be it social, environmental or ecological.

- it **goes beyond** social & legal compliance associated with social responsibility
- It **goes beyond** philanthropy and giving to communities in which they operate perceived as CSR
- It **goes beyond** business accountability aligned with prescribed governance and ethics associated with corporate responsibility

Chart 1.2

BUSINESS RESPONSIBILITY: Coverage

- BR is not just about obeying the law-COMPLIANCE is a necessary but not sufficient condition
- BR is about everyday business-It is an evolving concern, **raising standards and transforming business**
- BR requires shifting concern from shareholders to **stakeholders**
- BR creates a distinctiveness for branding, functioning in full public view

Chart 1.3

BUSINESS RESPONSIBILITY-Misconceptions

- It is true that a firm needs to make profits in order to survive
- It is also true that without profits there is no firm and no corporate social activity
- But it is also not true that BR comes after profits are made and money deposited with the stockholders
- Nor is it true that BR is only for big players

Chart 1.4

Many facets of 'Business Responsibility'

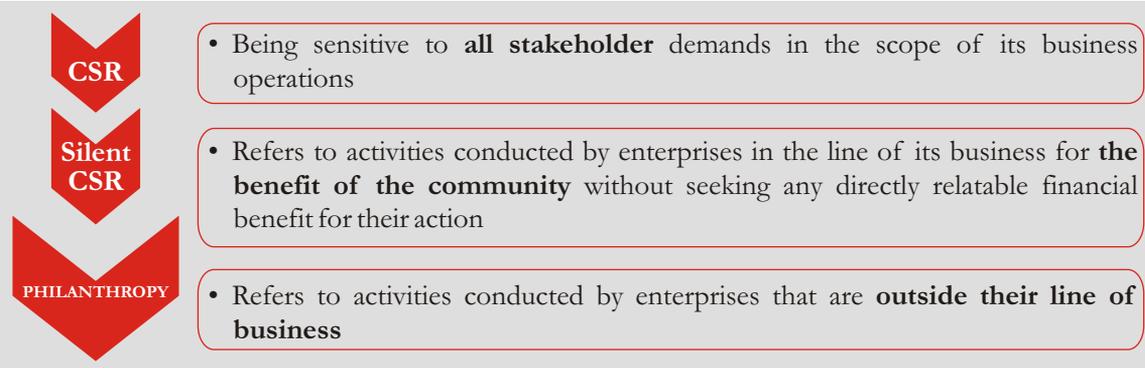


Chart 1.5

4 aspects of Business Responsibility

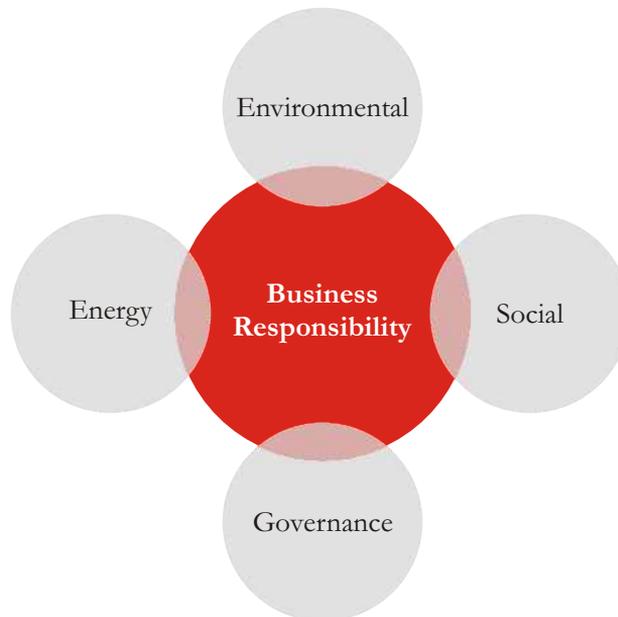


Chart 1.6

Principles of Business Responsibility

- **Principle 1:** Business should conduct and govern themselves with Ethics, Transparency, and Accountability.
- **Principle 2:** Businesses should provide goods and services that are safe and contribute sustainability throughout their life cycle.
- **Principle 3:** Businesses should promote the well-being of all employees.
- **Principle 4:** Businesses should respect the interests of, and be responsive towards all stakeholders especially those who are disadvantaged, vulnerable and marginalised.
- **Principle 5:** Business should respect and promote human rights.
- **Principle 6:** Business should respect, protect, and make efforts to restore the environment.
- **Principle 7:** Businesses, when engaged in influencing public and regulatory policy should do so in a responsible manner.
- **Principle 8:** Businesses should support inclusive growth and equitable development
- **Principle 9:** Businesses should engage with and provide value to their customers and consumers in a responsible manner

Chart 1.7



Chart 1.8

- Role of BMO's-Be the change we want to see**
- BMO's can provide the **knowledge** for business leaders in their fold to develop a vision and help execute the same on a conceptual and ethical foundation which may require difficult trade offs in the short run but **give long term sustainability**.
 - Help members in being **fully engaged in business and equally engaged in the service of the community** in which they operate.
 - PURSUIT OF GLOBAL COMMON GOOD that has social, intellectual and institutional dimensions. Calls for transformation of the institutional centers of decision making seeking greater communion.

Chart 1.9

- Role of BMO's-as different from the members**
- While members focus on business, BMO's can help them get recognized as the best in business
 - The aim of BMO's must be the common good and for all their members to accept responsibility not just for their own firms but for community as a whole
 - Create a model of sustainability for the members on an ecosystem in which cooperation replaces confrontation

Chart 1.10

- BR Initiative Approaches**
- **Competency Driven**- Reaches out to society depending on its core competencies. In the process it helps create potential stakeholders, and also adds to evolving higher efficiency standards
 - **Community Driven**- Investing in social welfare but with a business interest.
 - **Consumer Driven**- Consumer pressure makes a great difference in sensitizing companies to the needs of stakeholders. It can also help in raising consumer standards and expectations

Chart 1.11



Chart 1.12

- BMO & BR outreach**
- Requires BMO's to keep themselves abreast of latest developments both technological as well at human level, especially with regard to safety.
 - Identifying ways by which the world outside can be linked to its organizational functioning
 - Create BMO citizenship-through outreach initiatives

E Participant Handouts

Hand-out for participants: Business Responsibility – An Overview

1. Business Responsibility

Responsible Business in international terminology refers to the commitment of an enterprise to operating in an **economically, socially and environmentally sustainable manner** while balancing the interests of diverse stakeholders.

Business Responsibility¹ (BR) refers to a concept prevalent in today's business practices, where companies **commit to be sensitive to all stakeholder demands** in the scope of its business operations, beyond what is being regulated and expected by the community or beyond the industry norm.

Business Responsibility (BR) refers to a concept prevalent in today's business practices, where companies commit to be sensitive to all stakeholder demands in the scope of its business operations, beyond what is being regulated and expected by the community or beyond the industry norm. In short, exhibiting BR amounts to 'doing business with a heart'

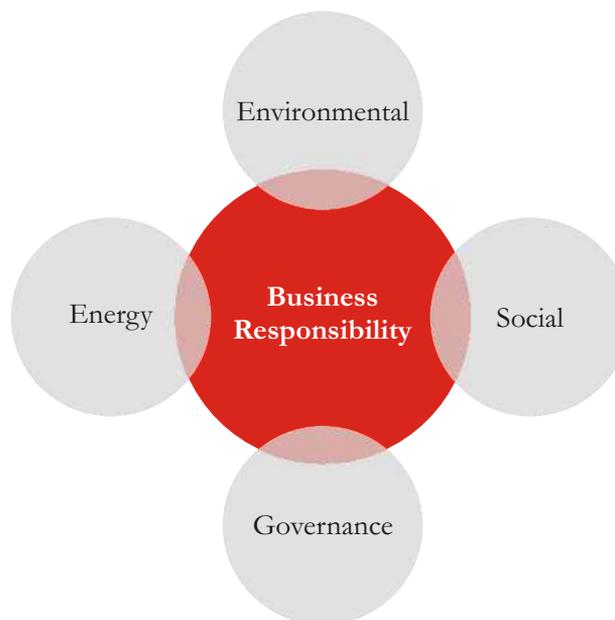
- it **goes beyond** social & legal compliance associated with social responsibility
- It **goes beyond** philanthropy and giving to communities in which they operate perceived as CSR

- It **goes beyond** business accountability aligned with prescribed governance and ethics associated with corporate responsibility

BR is about everyday business-It is an evolving concern, **raising standards and transforming business**. BR requires shifting concern from shareholders to **stakeholders**. BR creates distinctiveness for branding and functioning in full public view

2. Facets of 'Business Responsibility'

'**Social**' aspects refer to issues such as welfare of workers including health & safety issues, working conditions, skill development of workers, welfare of the families of employees and the like. '**Energy**' aspects refer to efficient use of energy resources (using energy efficient equipment's for instance), use of renewable energy and the like. '**Environmental**' aspects refer to reduction in emission levels, treating process waste (water for instance), reducing noise pollution and in general, carrying out business operations in a manner to preserve the natural environment. '**Governance**' aspects refer to businesses being accountable to the clients/customers, operating in a transparent & ethical manner, putting in place systems to address the concerns of various stakeholders (having a 'grievance' procedure to address the issues of the workers for instance) and the like.



3. Principles of Business Responsibility

Principle 1: Business should conduct and govern themselves with Ethics, Transparency, and Accountability.

Principle 2: Businesses should provide goods and services that are safe and contribute sustainability throughout their life cycle.

Principle 3: Businesses should promote the well-being of all employees.

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Principle 8: Businesses should support inclusive growth and equitable development

Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner

4. Typology of BR activities

	Individual	Collective
Internal	Labour Welfare, Cleaner Production	Waste water treatment
External	Charity	Education- Setting up of a school

4.1 Internal vs. External BR:

a) Internal BR activities:

Internal BR seeks to improve business performance or to comply with standards of international buyers. Following are some illustrations:

- Activities focusing on **labour welfare** include:
 - Fair and timely payment to workers,
 - Bonus and gifts and monetary aids for family events,
 - Financial saving schemes and interest free loans,
 - Uniforms and protective gear.
- In terms of **health care**, the activities could consist of:
 - Free medical help,
 - Subsidized private health insurance,
 - Maternity benefits,
 - Healthy work environment,
 - Accessibility to first aid kits,
- With respect to **environmental**, the activities could include:
 - Use of 'cleaner' manufacturing technology
 - Recycling of waste.

b) External BR:

External BR activities largely refer to those directed towards the benefit of the community at large in which the enterprise operates. They include donations to charities, setting up schools for the underprivileged, organizing health camps and the likes. External charity driven BR activities seeks emotional returns.

4.2 Individual vs. Collective BR:

- a) Individual BR activities: These are activities planned and implemented by an individual business or a business house.
- b) Collective BR activities: Activities conducted jointly by two or more businesses. Further, it includes those initiatives taken by a group of businesses operating in an industrial cluster.

5. BMO's role in Business Responsibility

- i. One relates to **public policy** and it is natural that governments and wider society take a close interest in what business does. The expectations on businesses are rising; and government is looking for ways to increase the positive contribution of business.
- ii. The second driver is the **business driver** and the considerations can be seen as both costs (e.g., of introducing new approaches) or benefits (e.g., of improving brand value, or introducing products that meet **sustainability** demands).

Business Responsibility Initiatives by BMO's can have 3 approaches

- **Competency Driven**- Reaches out to society depending on its core competencies. In the process it helps create potential stakeholders, and also adds to evolving higher efficiency standards
- **Community Driven**- Investing in social welfare but with a business interest.
- **Consumer Driven**- Consumer pressure makes a great difference in sensitizing companies to the needs of stakeholders. It can also help in raising consumer standards and expectations

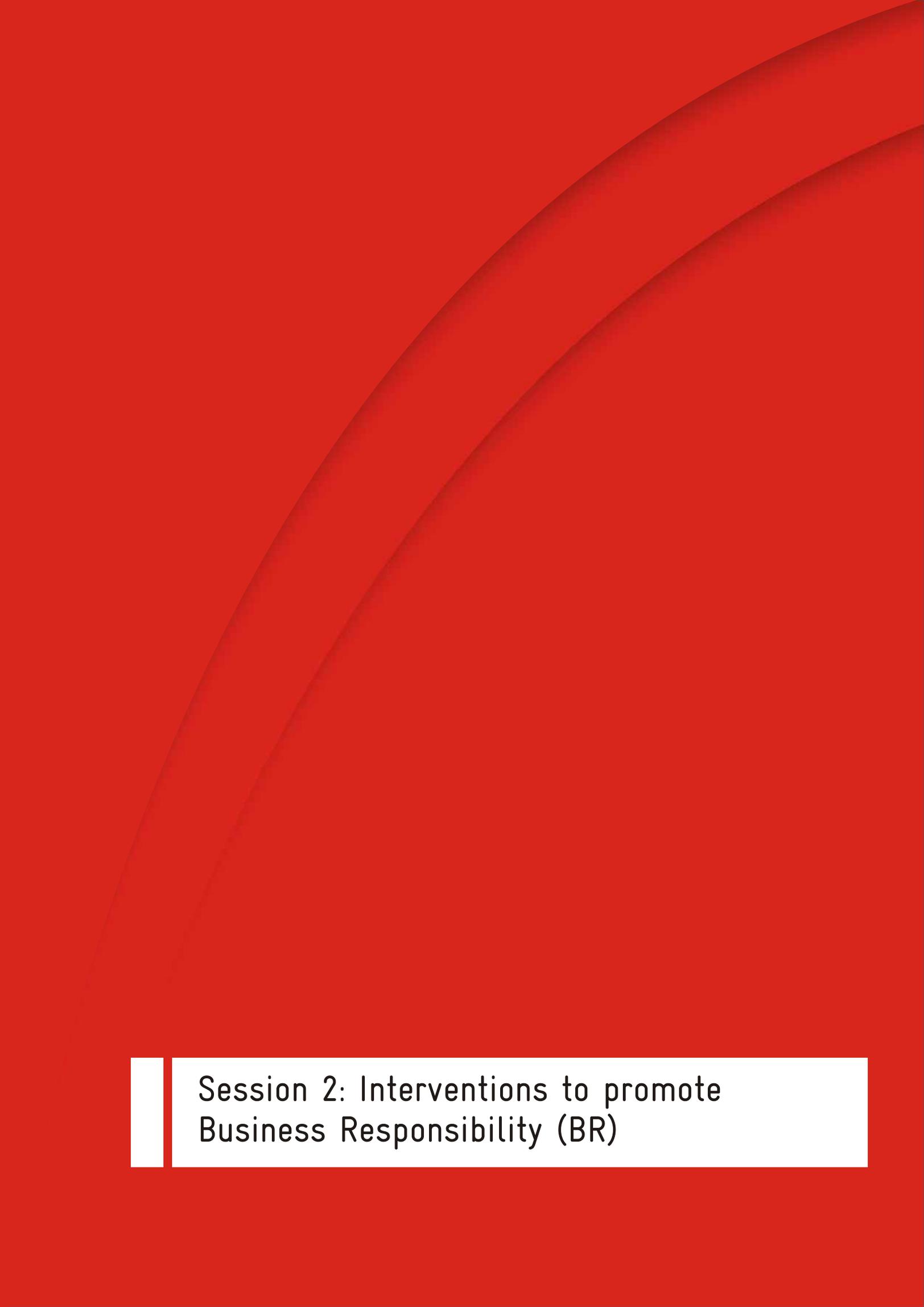
Business Responsibility activities that could be undertaken by BMO's would typically include “beyond law” commitments and activities of enterprises.

- Corporate governance and ethics necessary for the credibility of its members;
- Health and safety related innovations in terms of Personal Protective Equipment; training on globally accepted standard operating practices
- Environmental stewardship; waste management, benign emissions, renewable energy, closed loop material flows
- Sustainable development initiatives and creating knowledge and information flows;
- Establishing uniform standard conditions of work (including safety and health, hours of work, wages);
- Improving Industrial relations climate;
- Community involvement, development and investment;
- Involvement of and respect for diverse cultures and disadvantaged peoples;
- Preserving and promoting social values through corporate philanthropy and collective employee volunteering for community development work;
- Customer satisfaction and adherence to principles of fair competition;
- Anti-bribery and anti-corruption measures; and
- Supplier relations, for both domestic and international supply chains; commerce redesign.

5.5 Potential Benefits for BMO's:

- BMO'S with the collective wisdom of their members can better manage legal, social, environmental, economic and other risks in an increasingly complex market environment.
- Helps improve a credible reputation either for a local cluster of or a sector based BMO. Building a reputation on socially relevant values such as trust, credibility, reliability, quality and consistency is advocating business responsibility among its members.
- Champions as a Brand Employer by supporting responsible employer behavior.
- By drawing feedback from diverse stakeholders, it also enables seizing opportunities for competitive advantage through innovating in environmental friendly products and being certified for social standards and compliance. Good business is one that is alert to trends, innovation and responds to client /global concerns.
- Acts as a catalyst in enhancing operational efficiencies and cost savings by being the information and knowledge provider.
- Can be the networking agency to build effective and efficient supply chain relationships. BMO's can help in assisting their members with providing the worker related code of conduct and compliance standards (example –apparel industry).
- Helps improve stakeholder relations and can lead to a more collaborative and enduring public, private and civil society alliances.
- Financial institutions incorporate social and environmental compliances as indicators for assessment of projects. A business plan incorporating the same would be deemed as 'good businesses.
- Ensuring responsible business practices facilitates in improved relations with the regulators.

BMO's can create a sustainable business environment; facilitate sustainable consumption patterns through awareness building initiatives.

The background is a solid red color with two large, curved, overlapping shapes in a slightly darker shade of red, creating a sense of depth and movement. These shapes originate from the top right and curve towards the bottom left.

Session 2: Interventions to promote Business Responsibility (BR)

Session 2: Interventions to promote Business Responsibility (BR)

Session Overview

Time: 60 minutes (10.30 AM– 11.30 AM)

Overview: The session starts with the conceptual framework of BR initiatives: categories, 2 potential benefits and the pay-off domain. Next subject is the BMO's role in choosing and prioritizing BR activities. The priority matrix is created using any example suggested by the participants. The 5 steps in Action Planning are briefly explained and detailed working on the same taken up after the 2 case studies. The Kallady case is used to identify the BR issues and the activities taken up, the Samalkha case to identify and create a priority matrix of BR activities that can be taken up. In another group work participants create an Action Plan for one activity using the 5 step model. Finally, participants are to be encouraged to indicate what BR initiatives they would want to take up after this training.

Learning Objectives:

- Participants are acquainted with the diversity of BR initiatives and relate them to their own organizations.
- Participants work on case studies to apply BR concepts.
- Participants elaborate a first draft of an action plan using the steps introduced

Materials required:

- Flipchart
- Background reading 2.1
- Charts 2.1 to 2.5
- Hand-outs for participants

B Trainer instructions

Session 2: Interventions to promote Business Responsibility (BR)

Time	Methodology	Materials
15 min.	<p>Conceptual framework for BMOs to initiate BR activities</p> <ul style="list-style-type: none"> Explain the categories of BR initiatives and the 2 potential benefits 'economic' and "social" with examples and categorize them as Domain 1 & 2 using chart 2.1. Then introduce the concept of pay-off domain showing how the categorized domain 1 & 2 benefits can shift towards the pay-off domain if addressed effectively. Annexure 1 may be referred to as an illustration. Next trainer needs to focus upon the BMO's role, given a menu of BR activities- how do they choose and prioritize which ones to begin with. The Priority matrix is created using any example suggested by the participants. The 'Relevance' and 'Criticality' are used as a set of parameters. The 5 steps in Action Planning are briefly explained and detailed working on the same taken up after the 2 case studies 	<p>Annexure 1 Background Reading section 1& 2 and Charts 2.1&, 2.2 Background Reading and chart 2.3 -2.5</p>
20 min.	<p>Case study to apply the concepts- pay off domain and prioritisation</p> <ul style="list-style-type: none"> Divide the group into 2 subgroups. Distribute the 2 cases, one half gets the Kallady case, the other one the Samalkha case for group work. Participants then work separately in 2 groups to identify the BR issues and the activities taken up for 10 min. These are the tasks: Kallady Rice mills case study to categorise BR initiatives and work out the payoff domain. Samalkha case study to identify and prioritise BR initiatives After finishing group work, each group briefly presents the pay-off domain using chart 2.1 as a structure. 	<p>Handouts-Case Study</p> <p>1.Kallady rice mills 2. Samalkha case</p>
25 min.	<p>Preparation of action plans and wrap up</p> <ul style="list-style-type: none"> Participants again work in groups and are asked to choose one BR activity from the menu given in Annexure 2 and create an Action Plan using the 5 step model. Basically the 5 step process needs to be actualized. Detailed identification of resources, budgeting and scheduling is not expected as part of this group exercise. Participants are to be encouraged to indicate what BR initiatives they would want to take up after this training. Write down key words on the flipchart. Trainer to focus how these initiatives could help build credibility for business advocacy and facilitating the BMO's to act as a catalyst to access Public Support Schemes. 	<p>Annexure 2 Background Reading section 3 Chart 2.3</p> <p>Flipchart</p>

Materials for session 2: Interventions to promote Business Responsibility (BR)

Background Readings

- 1.1. Categorisation of BR initiatives & creating payoff domain, Menu of BR initiatives, approach to prioritising the same and Action Planning

Charts:

- 2.1 Payoff domain
- 2.2. Identification & Prioritization of BR issues
- 2.3 Action planning
- 2.4. Knowledge resources
- 2.5. Financial resources

Handouts

- 2.1 Case study-(i) Kaladdy rice mills and (ii) Samalkha
- 2.2 Copies of Charts 2.1 to 2.5
- 2.3 Section 1 to 3 of 'Trainer's Reading' including Annexure1 & 2

Session 2

C Background reading

Menu of BR initiatives, approach to prioritising the same and Action Planning

1. Introduction:

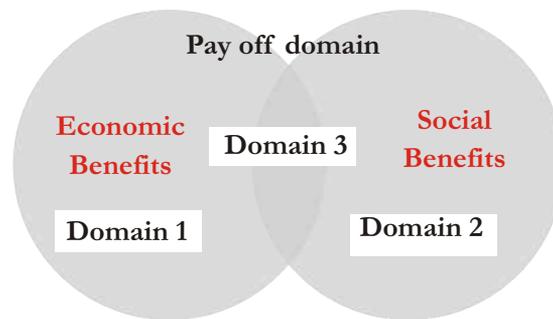
The first priority for any business, whether it is small or large, is its survival. For this reason, and even more so for SMEs in developing countries, improving business processes and accessing lucrative markets remain key concerns. This begs a question 'how can businesses be encouraged to see the **'economic' benefits** of exhibiting business responsibility?' In other words, the issue of business responsibility cannot be viewed in isolation to business competitiveness.

2. Categorisation of BR initiatives

A menu of possible BR activities is given in Annexure 2 under the heads; socio-economic CSR, labour welfare, health care, education, youth, women & children, environment, energy, social audit-compliance, marginalised & weaker sections of society and empowerment through financial support. Given the symbiotic relationship between the member industries and the community in which they operate, these BR initiatives could be categorised as:

- a) Any planned intervention has to be initially on those aspects of BR that have distinct economic pay-off for the businesses. Activities of a business that relate to enhancement of competitiveness leading to economic benefits fall in the **first domain** as identified in chart 2.1.
- b) Those interventions that do not necessarily get reflected in 'economic' benefits to the business but help in tackling CSR issues emerging out of the operations of a given business/cluster of SMEs (**domain 2** as per the figure given below). Such actions amount to pure philanthropy and hence, are difficult to promote given the economic realities of the business.
- c) Those interventions that tackle CSR issues and in the process, involve economic pay offs to the core firms (**domain 3** as per the figure given below). This is the area of overlap where economic interests are served in the process of tackling CSR issues. At the initial stages of promoting socially responsible behaviour, it is suggested that the interventions be focused on this dimension.

An illustration of a cluster of foundry businesses where 'social' benefits of a given initiative was closely linked to economic benefits for the businesses is depicted in **Annexure 1**.



2.2 Payoff domain:

Activities of a business that relate to enhancement of competitiveness leading to economic benefits fall in the first domain. Actions related to the second domain amounts to pure philanthropy that are difficult to promote given the economic realities of the business. However, there is an area of overlap where economic interests are served in the process of tackling BR issues. For instance, avoidance of child labour, social security net for the workforce and use of 'greener' technologies may provide a competitive edge to a business operating in a highly competitive export markets. *Thus, taking note of what is 'doable', it is important (at least initially) to focus on tackling BR issues with inherent economic benefits.*

3. Action Plan to promote Business Responsibility

A 5-step approach as discussed below has to be adopted for arriving at an action plan to promote BR. The BR action plan can be structured as under:

3.1 Guidelines for identifying and prioritization

Analysis on the basis of relevance and criticality of BR issues:

The BR issues facing a business or a cluster of businesses can be categorized as 'low' or 'high' from the point of relevance for the businesses and **criticality**.

'Relevance' refers to the extent to which a given BR issue is related to the operations of the business. For instance, air pollution caused by a foundry is directly linked to the operations of the business and highly relevant. The community around the business having limited or no access to drinking water has little to do with the operations of the business and hence, has 'low' relevance. Other such important BR issues may be related to education, health care, poverty, welfare of the under privileged sections, old age, differently abled people and similar issues. These issues may be important to the community but their relationship with cluster or association's operations needs to be analysed.

'Criticality' refers those issues that are directly related to the operations of the business. These BR issues may be related to wastage of scarce resources, occupational hazards, pollution, unfair labor practices, child labor, corruption, poor infrastructure, skill development and trainings, unfair trade practices and the likes. These issues have can possibly impact the competitiveness of the business.

The analysis can be reflected in matrix format as indicate below:

	Relevance	
	High	Low
High	Quadrant 1	Quadrant 2
Low	Quadrant 3	Quadrant 4
Criticality		

- Quadrant 1 : Criticality High X Relevance High
- Quadrant 2 : Criticality High X Relevance Low
- Quadrant 3 : Criticality Low X Relevance High
- Quadrant 4 : Criticality Low X Relevance Low

The BR issues as contained in quadrant 1 are the ones to focus upon, at least initially.

Prioritisation of BR issues:

It is not possible for a business to solve/ bear the cost of tackling all the BR issues related to community around it. However, the business can select a few key BR issues which, when taken care of, will lead to economic as also social benefits. Accordingly, the issues could be prioritized as under:

Prioritisation of economic and non-economic issues

Social benefits	Economic benefits for the Business		
	Low	Medium	High
Low	1	2	3
Medium	4	5	6
High	7	8	9

The business has the following options:

- In the 'immediate term', focus on issues that have high/moderate economic impact – those falling under quadrant 9, 6 and 3 in the order of priority. For, the businesses could be effectively prompted when tackling a given BR issue has economic payoffs.
- Once the businesses realize the benefits of 'investing' in tackling BR issues, they be more willing to tackle those that have moderate economic impact – those falling under quadrant 8, 5 and 2 in the order of priority.
- Later, the level of 'social awareness' among the businesses is at its peak and in the 'long term', focus on issues that have high/moderate social impact – those falling under quadrant 7, 4 and 1 in the order of priority

It is to be noted that a given business could act on BR issues based on their perceptions and not as per the prioritization as indicated above. The major guiding factor is the 'impact of a given BR issue on the competitiveness of the business.

3.2 Stating the Objective of the BR initiative:

Objective is an intended outcome or goal that needs to be defined at the design stage of the action plan. E.g. For instance, providing quality health & safety to the workforce could be one of the objectives. Activities like provision of safe drinking water, providing personal protective equipment, placing fire safety equipment in the workplace, etc. are the activities that can help achieve the same

3.3 Identify specific Interventions required:

This will consist of interventions translated into activities to be take up in short, medium and long term to achieve the stated objectives. For instance, one of the objectives could enhance the quality of life of the workforce.

Sl. #	Objective	Intervention	Major activities
1	To enhance the quality of life of the workforce	Improve access to health care	<ul style="list-style-type: none"> Organize awareness camp on key health issues (joint action by core firms) Group medical insurance
		Educating family members of the workforce	<ul style="list-style-type: none"> Adult literacy programme for spouses of workers (through local NGO) Instituting scholarship for meritorious children of workers

A menu of the CSR-related interventions is depicted in Annexure 2.

3.4 Scheduling:

It is important that the cluster action plan be superimposed on a time frame. Every activity of the cluster action plan should be allotted some time period with indications on commencement and completion time.

Time frame for the BR action plan:

The plan for tackling BR initiatives has to be spread over several months. For, some initiatives such as health camps could be organized in a matter of days. Certain other initiatives such as waste water treatment could take several months to be implemented. Thus a BR plan could be based on short term, medium term and long term objectives.

- a) Short-term action plans may focus on 'low hanging fruits' with a time horizon of a few weeks, generally less than six months. The likely activities may be including awareness creation on health issues, training of work force on health & safety issues and the likes. Activities that could produce

visible and measurable results in a matter of weeks/months have a 'demonstration effect' in the sense that the businesses see the benefit of the development approach and hence, are more likely to extend their support to other time-consuming and resource-intensive interventions.

- b) Medium term actions are planned generally for several months ranging from say 6 to 18 months. During a medium term focus, pilot activities may be undertaken to test input-output efficiency and response of the relevant cluster actors. This could then lead to setting up scaled up models for replication. For instance, in a cluster of related businesses, few firms may decide to adopt 'cleaner production technology'. Over a period of 6-18 months, other enterprises may decide to negotiate bulk buying of necessary equipment or technology that may lead to the entire cluster adopting cleaner production methods.
- c) Long-term action plans are for the period of 18 months to 36 months and beyond. Such activities may involve setting up of common infrastructure to deal with common effluent discharge, undertaking common plantation to ensure regular supply of renewable source of wood, taking up long-term research & development to develop systems for reduction of energy consumption etc.

3.5 Resources:

Once the proposed development initiatives are spelt out, it is necessary to take stock of 'Knowledge' resources as also financial ones to implant the action plan. After a tentative budget is arrived at, it is necessary to take stock of resources to implant the action plan. There are two main resources as under:

a) Knowledge:

There could be instances where in-house expertise of specialized nature is not available with a business to implement a given BR initiative. For instance, as a part of the initiative to 'improve quality of life' of the workforce, one way is to offer vocational training to the teenage children of the workforce to enhance their 'employability' within or outside the cluster. This may call for tie-up with a local technical training institution to design and implement tailor-made training programmes. Thus, it is necessary that:

- Knowledge resources that need to be mobilized from elsewhere have to be identified for each of the proposed interventions
- Options for procuring such resources to be spelt out
- Cost of acquisition of the same be estimated and included as a part of the budget

There are a variety of Knowledge / Resource Organizations offering assistance, mainly in terms of expertise, for a variety of initiatives. Following is a tip to locate a given resource:

- Pollution related issues: Central Pollution Control Board www.cpcb.nic.in (At the State level, contact respective pollution control boards)
- Energy related issues: Bureau of Energy Efficiency (a body of Government of India) www.beeindia.in, www.bee-india.nic.in
- Training of workforce: Local 'District Industries Centre' and at the State level, 'MSME Development Institute'

- Social issues: Given the diversity of such issues, there are many players. For instance, as a welfare measure, a business wants to organize a health camp, a local NGO could be approached. Local 'Block Development Officer' (an official of the State Government) could be approached for guidance on appropriate institution that could provide knowledge inputs.

b) Financial Assistance:

For a cluster of businesses to act on BR issues, financial assistance under comprehensive cluster development programme is available. Such assistance could come from institutions such as:

- Small Industries Development Bank of India www.sidbi.com
- Khadi and Village Industries Commission www.kvic.org.in
- Office of the Development Commissioner, Micro, Small and Medium Industries www.dcmsme.gov.in
- Development Commissioner, Handlooms and Handicrafts, Government of India www.handlooms.nic.in

For more details on cluster development initiatives, see www.msme.foundation.org

A separate session is devoted to help BMO's access Public Support schemes

Following is an illustration of how Sports Goods Cluster in Jalandhar benefited from public financing.

Box: Support from Ministry of Labour to run NCLP School in Jalandhar

Under the Scheme of Non Formal Education supported and assisted by Ministry of Labour, Sports Goods Foundation of India (SGFI), an NGO of Sports Goods Cluster Jalandhar, has been running four National Child Labour Project (NCLP) schools at different locations where their Household Stitching Centres are located. In view of their good performance over the years, the concerned authority in the year 2007-08 has allotted them seven schools. Under this scheme an amount of Rs 100 per month is allotted as stipend for each child. The scheme's annual budget for one school works out to about Rs 2.5 lakhs and assistance is available on 100% basis. Thus, SGFI has been able to get an assistance of Rs 52.5 lakhs for these seven schools for next three years. This activity helps in taking care of one the important issue of child labour and at the same time the cluster is taking care of its social responsibility of educating children of their workers. With the success of this scheme, SGFI is thinking of applying for more of such schemes in the areas of vocational training of youth.

Case Study

1. Kallady Rice mills (10 minutes): The case is distributed to all participants. Participants asked to work in groups to identify the BR issues, categorise them in the 3 domains discussed in the previous session. Cards received placed in domain 1, 2 & 3 using chart 2.1 as a base. Trainer to facilitate and help working out the payoff domain.

Kallady Rice Mills Classification of BR initiatives

- ETP- Reduction in pollution
 - Waste utilization (rice bran)
 - Enhanced production due to power generation from rice bran
 - Community service (due to drinking water supply).
2. Samalkha case study (10 minutes) to identify and prioritise BR initiatives. Participants regrouped and asked to (i) identify BR activities and (ii) create a Priority matrix out of the list of activities created. Chart 2.2 & 2.3 to be used as a base.

Session 3: BMO related Action Plan

The participants grouped with some degree of similarity in terms of the cluster, location or type of industries they are associated with. Groups asked to identify at least one BR activity from the menu given in Annexure 2. Trainer will facilitate the creation of Action plan using the 5 steps. The groups asked to present their Action Plans which will be examined and evaluated by other groups as well for suggestions.

D Charts

Session 2: Interventions to promote Business Responsibility (BR)

Chart 2.1 Business Responsibility Interventions

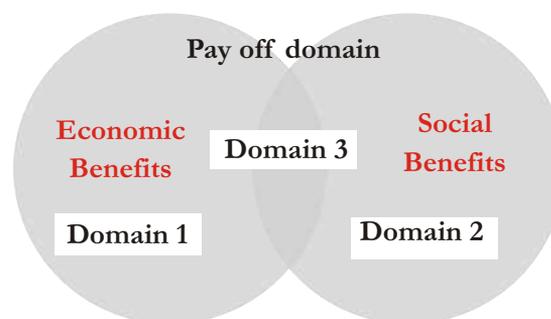
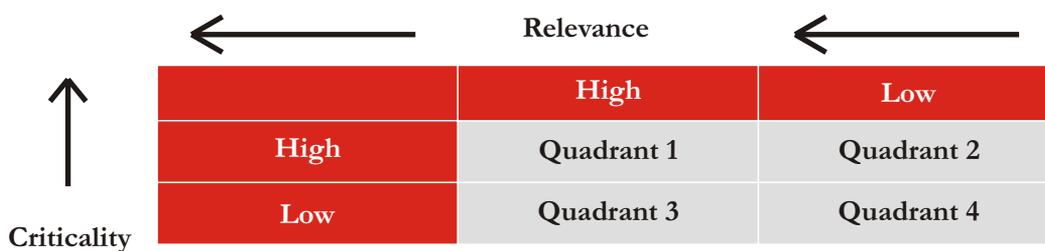


Chart 2.2: Prioritisation



Quadrant 1 : Criticality High X Relevance High

Quadrant 2 : Criticality High X Relevance Low

Quadrant 3 : Criticality Low X Relevance High

Quadrant 4 : Criticality Low X Relevance Low

The analysis can be reflected in matrix format as indicate below:

Chart 2.3 Prioritization of BR issues

	Low	Medium	High
Low	1	2	3
Medium	4	5	6
High	7	8	9

Chart 2.4 Knowledge Resources

NTP 1 SESSION 2 BUSINESS RESPONSIBILITY INTERVENTIONS

- Pollution related issues:
Central Pollution Control Board www.cpcb.nic.in
State pollution control boards
- Energy related issues:
Bureau of Energy Efficiency
www.beeindia.in, www.bee-india.nic.in
- Training workforce:
Local 'District Industries Centre'
'MSME Development Institute'
- Social issues:
NGOs
'Block Development Officer'

Chart 2.5 Financial Resources

NTP 1 SESSION 2 BUSINESS RESPONSIBILITY INTERVENTIONS

- Small Industries Development Bank of India, www.sidbi.com
- Khadi and Village Industries Commission, www.kvic.org.in
- Office of the Development Commissioner, Micro, Small and Medium Industries
www.dcmsme.gov.in
- Development Commissioner, Handlooms and Handicrafts, Government of India
www.handlooms.nic.in
- Cluster Development Initiatives, www.msme.foundation.org

Session 2

E Participant Handouts

Case Study : The Kalady Rice mills cluster

1. About the cluster

Kalady emerged as a prime centre of rice milling in Kerala with the advent of Green Revolution. The pure water available from river Periyar is one of the main reasons for the development of the rice mill in Kalady as while par boiling the paddy the quality and purity of water used for boiling plays an important role in determining the taste and appearance of rice. The cluster has a processing capacity of over 4000 tons.

The Kalady Rice Millers Consortium (KRMC) was formed as a private limited company within the cluster and its first venture was to look for new avenues of usage of rice bran (a high value yielding by product).

2. The Concern:

- The cluster firms were losing large sums as they were unable to sell or use the rice bran as their yield was low. The cost of bran is normally inbuilt into the sale price of rice and thus even their rice was becoming overpriced.
- **Effluents:** The total effluent discharged per day was in terms of millions liters. This discharged water emits obnoxious smell due to the methane content, which is not favorable for the people residing near the rice mills. Often the rice millers had to face agony of the local community due to insufficient waste-water treatment arrangement in the cluster.
- Power shortage leading to production losses.

3. The Solution

3.1 Joint action to treat effluents:

The plant with a capacity to treat one lakh liters of effluent a day became operational in 2009 and the treated water complied with the PCB standards. Even the bio-gas generated during the process of effluent treatment is used for lighting. The plant got the PCB award for innovative technology.



Effluent Treatment Plant

3.2 Tackling energy consumption – a 'win-win' situation:

Given the significance of energy consumption in the rice mill cluster, one of the consortium member, the Diamond Foods, has set up a one megawatt co-gen power plant using rice husk, a low yield by product of the industry. The plant is of 825 KVA that not only fulfills the power requirement of the unit but also supports neighboring 5 units by rotation when there is a grid failure.

3.3 Alleviating water shortage:

The rice millers provided vehicles, man power and water drawn from their personal wells to the inhabitants of the hillock and associated areas consisting of 300 families free of cost. The total cost incurred in the process of supplying water to the hillocks is around Rs 62 lakhs, which is borne by the members of KRMC.

4. Impact

- The ETP in Diamond Foods treats around 1,00,000 liters of effluent per day. The treated water is used for irrigation/gardening, industrial washing etc.
- The success of the ETP in Diamond Foods, encouraged seven other mill owners to set up a common ETP using the same technology.
- The co-gen power plant addressed the power problem of not only the unit that has set the plant but also its neighbouring other 5 units. Others are following the suit.
- The women in the area are relieved because of the initiative of the consortium to supply water to the hill top.

Currently the consortium has several activities in their agenda, which includes:

- Setting up of bran oil refinery unit in the cluster.
- A Cattle feed factory to make best use of the de-oiled bran.
- Silica plant to extract silica from rice husk ash with technological assistance from VSSC, Trivandrum.

However, there are several unresolved issues pertaining to labour standards, like welfare measures, leaves, ESI benefits, PF etc. that needs to be addressed in the cluster. The consortium has to play an active role in only inducing innovative ideas in to the cluster but to implement and make it sustainable.

Case study 2

Samalkha Industrial Association's partnership with FMC to address energy issues

Samalkha, a small town in the district of Panipat (Haryana) has a foundry cluster² with 30 units (metal casting also termed as foundry) that are operational in the cluster, of which 22 are relatively big units each producing 100-150 M.T of castings per month and 8 small units each producing 30-50 M.T of castings per month. The total casting produced in the cluster is around 3000 M.T per month. The average turnover of the cluster is estimated to be around Rs 165 crores per annum.

It was found that the units used the conventional cold blast cupolas, wherein the coke feed ratio was as low as 1:4, i.e. 1 tonne of coke can melt 4 tonnes of metal. This led to an increase in cost of manufacturing given the increase in price of coke. Moreover, high consumption of coke leads to high emission of carbon particles in the air, thus resulting in air pollution.

The Samalkha Industrial Association worked with Foundation for MSME Clusters for upgrading the cupola with the involvement of technical experts. The result was quite prominent, the coke feed ratio increased from 1:4-1:5 to 1:8-1:9, which is quite substantial in terms of reduction of coke consumption and consequently lesser emission.

Annexure 1 BR initiatives in a cluster of foundry businesses and attendant economic benefits

Activities	Benefits	
	Economic	BR
Cupola		
Improving operational practices	Coke savings resulting in more profits with an of Rs 2 -2.5 lakhs. Payback under one year.	Reduction in air pollution.
Upgrading to DBC		
Housekeeping		
<ul style="list-style-type: none"> Define and delegate responsibility to the workers on housekeeping Removing waste materials from the unit Rectify equipments which are not working immediately Developing periodic equipment maintenance plan 	<ul style="list-style-type: none"> Time saving for worker and hence improved productivity 	<ul style="list-style-type: none"> Better working environment
Charger/Conveyer		
Installing charger in the units	<ul style="list-style-type: none"> Time and labour saving with an investment of around Rs 1.5 lakhs. 	<ul style="list-style-type: none"> Reduced drudgery Less chance of accidents Reduced exposure to heat

² Broadly a cluster of enterprises may be defined as a typical geographical concentration (area that can be traversed in 1.5 to 2 hours by local means of transportation) of micro, small, medium and large firms producing same or a similar range of products (goods or services).

Activities	Benefits	
	Economic	BR
Semi- mechanization of molding		
Installing pneumatic (molding) machines	Better and mechanized preparation of molds Reduced rejections and reworks in castings	Reduced incidence of joints and back pain of labours
Machine shop improvement		
Changing the layout of machine shop which includes new and improved machining systems	<ul style="list-style-type: none"> • Energy savings • Reduced labour cost 	<ul style="list-style-type: none"> • Reduced dust, solving respiratory problems • Less noise pollution • Proper ventilation
Layout of the unit/ reorganize the workplace		
<ul style="list-style-type: none"> • Prepare product manufacturing flow-chart and explore the possibility of reorganize the workplace in a manner which facilitate smooth chain operations • Classify the raw material and prepare a list of all material with quantity required for daily use and storage capacity • Developing a system (trolleys) for easy flow of materials in the unit. • Display emergency signage 	<ul style="list-style-type: none"> • Increase average productivity per ton of workers. • Improve systems in the workplace • Reduce confusions and save time of the workers. • Help in estimating costs 	<ul style="list-style-type: none"> • Easy movement of worker reducing accidents (Safety) • Reduced labour drudgery • Help the workers in emergency situations
Infrastructure		
<ul style="list-style-type: none"> • Hygiene toilets/washing area • Clean lunch area • Proper Ventilation in the units through increased lighting, transparent sheets on the ceilings • Exhaust ventilation systems • Adequate illumination system using T5 energy saving lights in the workplace • Installing temperature control measures (Steel revolvers on the ceiling) for heat minimization in the shop floor. • Tree plantation 	<ul style="list-style-type: none"> • Reduced level of absenteeism • Reduction in rejection rate and better mound preparation • Green Foundry unit and better utilization of vacant space. 	<ul style="list-style-type: none"> • Clean and better working environment • Less pressure on eyes • Reduced heat stress

Activities	Benefits	
	Economic	BR
Equipments		
<ul style="list-style-type: none"> • Ensuring fire extinguishers in the units • First aid measures like first aid box • Manometers • Tea spout ladles • Separator • Round Jharna • Fettler • Manual pullies at the site of sand mixing • Mechanism for easy transfer of sand to the molding section 	<ul style="list-style-type: none"> • Prevent man-hour loss • Improved castings • Saving molten metal during pouring • Labour saving—only 1 labour required instead of 3 • Cost savings 	<ul style="list-style-type: none"> • Safety in the workplace • Easy pouring of molten metal leading to less drudgery • No exposure to heat
Labour related activities		
<ul style="list-style-type: none"> • Training and workshop for labour on mound preparation, machining, melting etc. 	<ul style="list-style-type: none"> • Increase supply of labour in the cluster • Skilled and trained manpower 	<ul style="list-style-type: none"> • Better and improved knowledge
Waste disposal		
<ul style="list-style-type: none"> • Mechanism for proper disposal of solid waste which is mostly waste sand, polluted water full of harmful gases 		<ul style="list-style-type: none"> • Better working environment
Soft trainings		
<ul style="list-style-type: none"> • Health – creating awareness, disease cure, insurance • Safety • Environment 	<ul style="list-style-type: none"> • Reduce attrition and absenteeism 	<ul style="list-style-type: none"> • Improved health of workers • Reduction in accidents

Annexure 2

Menu of possible BR activities

Sl. No.	Social Responsibility Area	Particulars of activities
1	Socio-economic issues	<ul style="list-style-type: none"> • Socio-economic issues related to product innovation, technology, raw material and other procurement • Ethical issues related to marketing and after sales & services • Infrastructure development & creation, skill development & training • Transparency in truthful marketing and advertisement, proper and optimum utilization of natural resources; use of restricted items and materials • Discrimination of any type • Human rights of all types • Any other CSR issue related to value chain of cluster production processes
2	Labour Welfare	<ul style="list-style-type: none"> • Improvement in working Conditions - like proper lighting, proper ventilation, safe drinking water, Clean & Hygienic toilets, eating area/ canteen, recreation facilities etc. • Health & Safety trainings- First Aid, Fire Fighting , Usage of Personal Protective equipment, occupational H&S , usage of chemicals etc. • Low wages • Skills up gradation facilities for the workers • Special facilities for women workers- maternity benefits , crèche facilities • Group Social Security in the form of life and medi-claim for the workers/ artisans in unorganized sector. • Any other activity for the labour welfare
3	Health Care for worker / community	<ul style="list-style-type: none"> • Awareness raising through lecture, seminar, workshops, camps or any other appropriate mean on issues like water borne diseases, First Aid, AIDS, Child birth, nutrition, heart, ortho and any other health related issues. • Adolescent health education and counselling • Organisation of health camps for the workers, their families, • Mobile diagnostic and treatment facilities • Convergence of other organization on health care initiative • Creation of infrastructure and facilities on health care • Any other health care activity involving worker/labour, their family, weaker section of the society and community

Sl. No.	Social Responsibility Area	Particulars of activities
4	Education	<ul style="list-style-type: none"> • Scholarships/ stipends/ stationery/ uniform and other help for children of workers and weaker section of the society • Tuition centres for workers children's in child labour intensive clusters • Non-formal Education- adult education, Personality development etc. • Vocational Training • Strengthening Culture and values in Education & Promoting Yoga in Schools • Eco-Development Camps • Environmental Orientation to School Education • Any other education initiative activity involving labour, their family, weaker section of the society and community
5	Youth	<ul style="list-style-type: none"> • Promotion of Youth Activities & Training • Development and Empowerment of Adolescents • Setting up of Youth Club in local community • Any other activity involving youth relating to skill development, • Technical training, employment, character building, their engagement in social useful productive work etc.
6	Women & children	<ul style="list-style-type: none"> • Construction and running of Short Stay Homes for Women & Girls • Assistance for women and children in Difficult Circumstances • Employment-cum-income Generating opportunities for Women • Activities related to women's empowerment • Prevention of atrocities on women • Training and employment programme for women • Crèche facilities for working women • Early Childhood Education for 3-6 Age Group Children • Research, publications and monitoring of issues related to women and child in cluster and community around it. • Any other welfare activity involving women & children of workers and in community
7	Environment	<ul style="list-style-type: none"> • Activities related to Pollution- Air, Water, Land and Noise • Activities related to Waste Management- ETP Plants, Landfills, Incinerators, chemical disposal etc. • Rain Water Harvesting • Water shed management • Afforestation • Any other activity for the environment conservation and protection

Sl. No.	Social Responsibility Area	Particulars of activities
8	Energy	<ul style="list-style-type: none"> • Awareness raising through lecture, seminar, workshops, camps or any other appropriate means about energy saving measures • Energy audits, • Energy efficient technologies, • Use of alternative sources of energy, • Conversion of by-products and waste into energy • Any other activity for Energy conservation
9	Social Audits	<ul style="list-style-type: none"> • Issues and initiatives as covered under the Factory Act, ILO Conventions, UN declaration for social audits and certifications
10	Societal Issues	<ul style="list-style-type: none"> • Alcoholic and Drug addiction and abuse • Child Marriage • Dowry etc. • Any other activity for societal issues
11	Weaker section of the Society	<ul style="list-style-type: none"> • Income Generating Programmes for the Disabled • Voluntary Action for Persons with Disabilities • Education and rehabilitation of Disabled Children • Care for old and senior citizens • Charitable activities • Empowerment through Self Help Groups or other means • Health care facilities • Any other welfare activity for the weaker section of the society
12	Financial Support/ Empowerment	<ul style="list-style-type: none"> • Alternative/ Supplement Income Generation • Meeting the emergency short financial needs of the labour • Microfinance • Alternative livelihood generation • All activity related to Sustainable development • Any other activity for supplementing financial status/condition for the worker, their family and community

E Participant Handouts

- Case study-(i) Kaladdy rice mills and (ii) Samalkha
- Copies of Charts 2.1 to 2.5
- Section 1 to 3 of 'Trainer's Reading' including Annexure 1 & 2

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