

Policy Perspective: Ecological Resilience through the Lens of Corporate Environmentalism in India

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Abstract

Corporate Social Responsibility shows the philanthropic visions and responsibility of social welfare shared between government and the corporate organizations. Globally being first of its kind CSR Act, 2013 [Sec. 135] made it mandatory for business and corporates in India to spend 2% of its average net profits of the prior three financial years on social activities. CSR aims to go beyond the bounds of the law to encourage philanthropy, social reporting, and ethical practice. As a result of mandated CSR, it is expected that corporates will address environmental concerns, which may ensure environmental sustainability. Circular Economy is inextricably linked to environmental sustainability and sustainable development of the society.

The current study makes an analysis of the CSR spending towards Environmental Protection in India post Paris Climate Agreement (2015). The purpose of this paper is to analyse the CSR funds spent by companies in sectors of Environmental Sustainability contributing to evolution of ethical corporate philanthropic behavior in the nation. Further, paper focuses on CSR spending of top five companies since 2015 and their region specific spending culture of funds towards Environmental Sustainability and how they have varied across the regions to influence the effectiveness of the practice of CSR. This paper is based on secondary sources which use descriptive research method to analyse the expenditure patterns of CSR. The study builds on existing literature and National CSR Data Portal reports as well as the annual reports from companies available on their website. Findings are analysed in the context of outcomes derived from these funds. This paper highlights a significant variation in CSR spending towards environmental sustainability by companies and also concentration of programs within specific regions which disproportionately led to uneven environment concerns among business houses. The study has implications for public policy and corporate managements. The current study has identified that efforts need to be made to increase and utilise CSR expenditure in environment sensitive states and UTs. The study recommends that there is need for companies to prioritize environmental sustainability in their CSR initiatives to strike a balance between corporate goals and environmental protection. Study further recommends establishment of a CSR Utilisation Board at both national and state level to ensure coordinated and effective utilisation. It is discovered that raising public awareness and partnerships among all stakeholders is necessary to increase the efficacy of CSR initiatives.

Finally, in conclusion it is advised that, the government should guide spending of CSR funds to specific environmental sustainability programs and regions on equitable and balanced approach to achieve sustainable development.

Keywords: CSR, Environmental Sustainability, Companies, Funds, Expenditure, Governance, India

1. Introduction

The idea of social responsibility among businesspeople is not new, particularly in India, as evidenced by the grand temples, tall mosques, dharmshalas, and illustrious educational institutions donations/investment in trusts which encompass the philanthropic nature of businesses in ancient India. But since the concept of profit motive of business led to exploitation of societal value rose to take shape, this notion emerged in both socio-politico discourses. The Gandhian principle of trusteeship played a significant role in the development of the concept of CSR in India. After liberalisation and the start of globalisation, it was discovered that Indian businesses had experienced significant social and economic growth. Indian economy is still in phase of development, and as a large portion of the population is unable to even reach the edge of economic development, it needs to support administrative and social welfare programmes. It is widely acknowledged that inclusive growth is crucial to India's development efforts. It reaffirms our relentless commitments for inclusion in the developmental process of those socio-economic segments that up until now had been left out of mainstream development. Due to stipulated threshold in expenditure the welfare programmes doesn't attain its full potential. Henceforth, CSR is a practical method of ensuring the needs of not only the underprivileged groups but also of giving corporations more motivation to engage in constructive programmes in building inclusive society. CSR initiatives are receiving a lot of attention from businesses this decade. For instance, just 20% of the corporations featured on the S&P index released a CSR report in 2011. About 90% of the companies featured on the S&P index released a CSR report in 2019. Of those surveyed, 91.4% would purchase from a business that has a strong corporate social responsibility program, and 84.3% would be more likely to trust businesses with strong CSR programs in times of crisis (Reputation Institute CSR RepTrak, 2017).

2. CSR Pyramid

It was during 1950s and 60s there was consistent advocacy for social responsibility in corporate sector to sustain welfare state of affairs. But it was only during reforms of New Public Management when policy makers and academicians tried to incorporate discussion in the behavioral politics (Fig.1). Archie Carroll's pyramid of corporate social responsibility is a model increasingly used to define business social responsibility developed in 1991 publication, the Pyramid of Corporate Social Responsibility. Carroll's pyramid of corporate social responsibility serves as the foundation for what we now consider to be the modern definition of CSR. According to the model a business in operation tends to perform four types of responsibilities: To be economically profitable, to obey the law, to be ethically responsible, to give to philanthropic causes. The model is globally recognised for its applied simplicity. This model gives the structure organizations need to meet the economic, legal, ethical, and philanthropic demands of business as it streamlines the building-block nature of society (Green Business Bureau, 2022). The pyramid was chosen as a geometric shape because it is easy to understand, well-made, and durable. Carroll defined the CSR graphically in order to simplify the notion bring consistency. To keep CSR strategies firmly rooted and globally uniform, social responsibility must rely on a strong moral code. This suggests that the CSR pyramid should be modified to place ethics at the top of the list of business responsibilities, above legal and financial obligations.



Figure 1: The CSR Pyramid

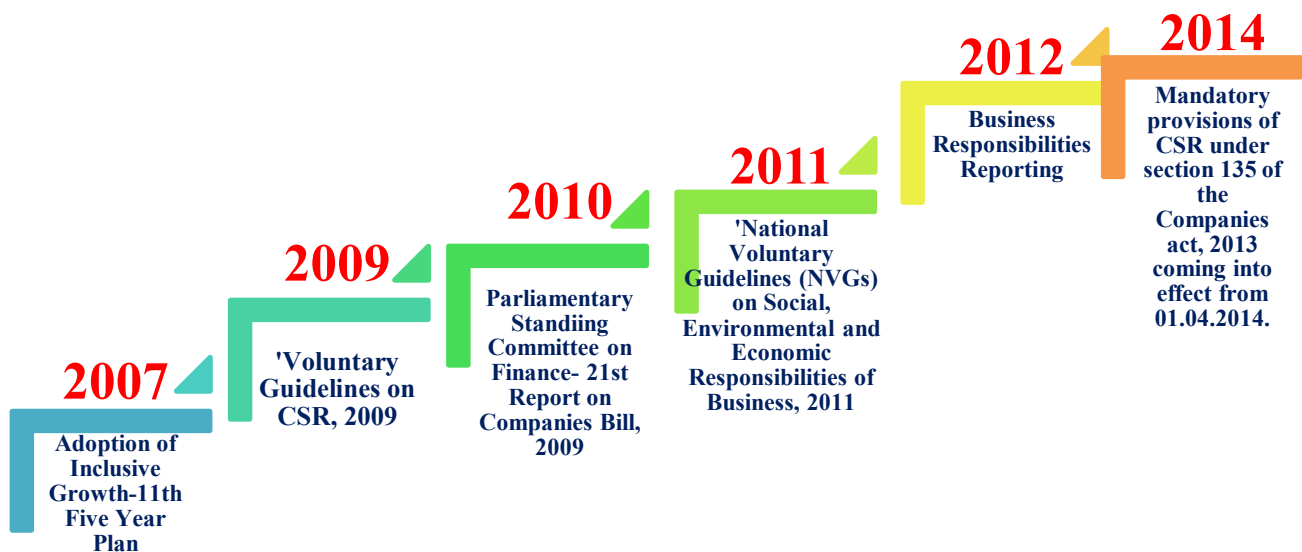


Figure 2: Evolution of CSR in India

CSR Under Companies Act, 2013

The provisions of the Companies (CSR Policy) Rules, 2013 by the Ministry of Corporate Affairs (GoI), went into effect on April 1, 2014, made India the world's first country to make corporate social responsibility (CSR) mandatory. Section 135(4) of the Companies Act requires every firm that qualifies under Section 135(1) to make a statutory statement of CSR in its Annual Report to the Board. The Indian government has made major expenditures in CSR efforts as part of its commitment to total compliance. The statute required every corporation, public or private, with a net profit of 5 crore or a turnover value of 1,000 crore to use at least 2% of the average net profit for the previous three years. Furthermore, the Companies (Amendment) Act, 2019 stipulates that if a corporation violates the laws controlling CSR spending, transferring, and using unspent funds, it will face a minimum fine of Rs 50,000 and a maximum fine of Rs 25 lakh. Furthermore, any officer of such a corporation who fails to

comply shall face a punishment that includes both imprisonment for up to three years and a minimum fine of Rs 50,000 that may not exceed Rs 5 lakh. According to the Companies (CSR Policy) Amendment Rules, 2020, companies can engage in CSR activities either directly or through organizations described in Rule 4 sub rule (1). According to schedule VII (See Section 135) Environmental Sustainability is one of the activities that may be included by companies in their CSR Policies.

3. What is Environmental Sustainability

Corporate environmental sustainability refers to the process by which businesses employ "systems and practices to facilitate, maintain, and improve the quality of the natural environment in the long term" (Zoogah, 2014, p.58). Engagement in corporate social responsibility (CSR) measures may initiate and even accelerate the process of assuring environmental sustainability (Berkhout, 2005). This is because firms that engage in CSR activities related to natural environment protection consider the environment to be one of their stakeholders and concern areas, along with employment and human rights (Blowfield & Frynas, 2005; Burke, 2005; De Roeck & Delobbe, 2012; Gillis & Spring, 2001). The use of renewable resources instead of depletable ones, the reduction of physical resource consumption, the adoption of a "recycle everything/buy recycled" philosophy, the redesign of production processes and products to prevent the production of toxic materials, and the preservation and restoration of natural habitats and environments valued for their aesthetic value are all examples of environmental sustainability programs. Environmental sustainability is responsible use and management of natural resources to prevent depletion and damage over time. The goal is to reduce negative environmental impacts, such as greenhouse gas emissions, water pollution, and deforestation, while also supporting beneficial results like habitat protection and biodiversity. According to Jabbour and Santos (2006), firms' environmental sustainability efforts often follow a three-stage model. The first step involves the organization responding to environmental regulations and product needs. During the initial phase, the company aims to comply with regulations or utilize economic and political power to alter the regulatory environment. The second phase aims to prevent harm to the environment, including pollution and proper waste disposal. The third stage involves taking proactive efforts to ensure long-term environmental sustainability. Environmental sustainability is important for several reasons.

Depending on how environmental sustainability is defined, environmental sustainability indicators offer data on the firms' advancement. For example, Zoogah (2014) defines environmental sustainability as the procedures and methods that businesses employ to enhance the natural environment over an extended period of time. While Siegel (2009) incorporates eco-friendly practices, Haden, Oyler, and Humphreys (2009) define corporate environmental sustainability in terms of the environmental practices of green organizations. According to Cowan et al. (2010), resource management, energy management, and product sustainability are the three pillars of environmental sustainability. Companies that make environmental sustainability a top priority in their CSR strategy can do a number of things to lessen their impact on the environment, including:

- Using renewable energy sources to reduce energy consumption and greenhouse gas emissions, increasing energy efficiency, and using sustainable transportation.
- Using eco-friendly products, sustainable forestry methods, cutting back on packaging and putting recycling programs in place will help minimize waste and encouraging sustainable agriculture are ways to conserve natural resources

4. Objectives Of The Study

1. Assess priorities of contributing companies in their CSR spending on environmental sustainability.
2. To analyse the top five CSR-contributing companies towards environmental sustainability and their specific initiatives in the context.
3. Determine the regional disparity in CSR spending on environmental sustainability

5. Methodology of the Study

The purpose of the study has been to develop a comprehensive understanding of business firm's judicious spending and concern for environment sustainability through mandatory CSR spending. By using secondary data sources available on National CSR Portal, the corresponding company's annual reports on CSR expenditure, company's CSR vision documents including content analysis, study explores the top 5 CSR Companies spending on environmental sustainability throughout the FY 2016–17 and FY 2022–2023. The purposive sampling method has been applied in order to assess the region specific cumulative spending of CSR in India. Thus the study is exploratory in nature, for which the secondary data sources was employed to achieve the goal. Statistical analysis, including trend lines, figures, bar graphs and tables, was conducted to draw study results. This study is constrained to a specific time and specific place. The methodology and procedures employed in this study have limitations, as do the findings.

6. Data Analysis

India's total CSR reporting increased by 27% in 2015, the highest rate among 45 countries, after the new Companies Act made CSR spending mandatory for businesses with a net worth of Rs 500 crore or with an annual turnover of Rs 1,000 crore (survey done by KPMG). Any CSR projects with expenditures of INR 1 crore or more, which have been completed not less than one year prior to such assessment, and which belong to a company whose average CSR obligation costs Rs. 10 crore or more in the three immediately preceding Financial years are subject to impact assessment, the results of which are annexed to the annual report and presented to the Board to present businesses' CSR actions would be an accurate reflection.

Table 1: Total CSR spending on Environmental Sustainability during FY 2018-19 to FY 2022-23

FY	Total Companies	Total CSR Expenditure on Environmental Sustainability (INR crore)	Total States & UTs
2018-19	1538	1368.27	34
2019-20	1894	1470.53	35
2020-21	1763	1030.16	34
2021-22	2562	2432.36	38
2022-23	2750	1959.96	39

The Triple Bottom Line (TBL)—People, Profit, and Planet—directs the modern CSR approach (Agarwal, 2008). The role of corporations is brought to the fore after the state established a CSR policy in the Companies Act of 2013, and it is imperative that businesses carry out their CSR initiatives in a

way that ensures the social goals are met in a sustainable way. As according to Table 1 there is consistent increase in total CSR expenditure on environmental sustainability by companies. There is sharp rise in CSR expenditure post COVID-19 which indicates concern for environment has been priority for companies. Similarly over the period more and more companies have taken the initiatives towards sustainable environment approach in its business responsibility (figure 3). The content analysis involved identifying whether a corporate disclosed undertaking any CSR activity, and if so, the type of CSR engagement, and the amount spent on CSR. Referring to the discussion of the evolution of the regulatory framework in the preceding sections, it is apparent that the period of analysis chosen for the analysis coincides with the period when both CSR spending and CSR disclosures were voluntary. Thus, the CSR behavior of firms would reflect their true incentives to engage in social responsibility. According to the top 20 Indian companies' CSR spending for 2014–2015, behind healthcare and education, maintaining environmental sustainability is the third most prioritized issue, making up about 20% of total CSR spending (PIB, 2015).

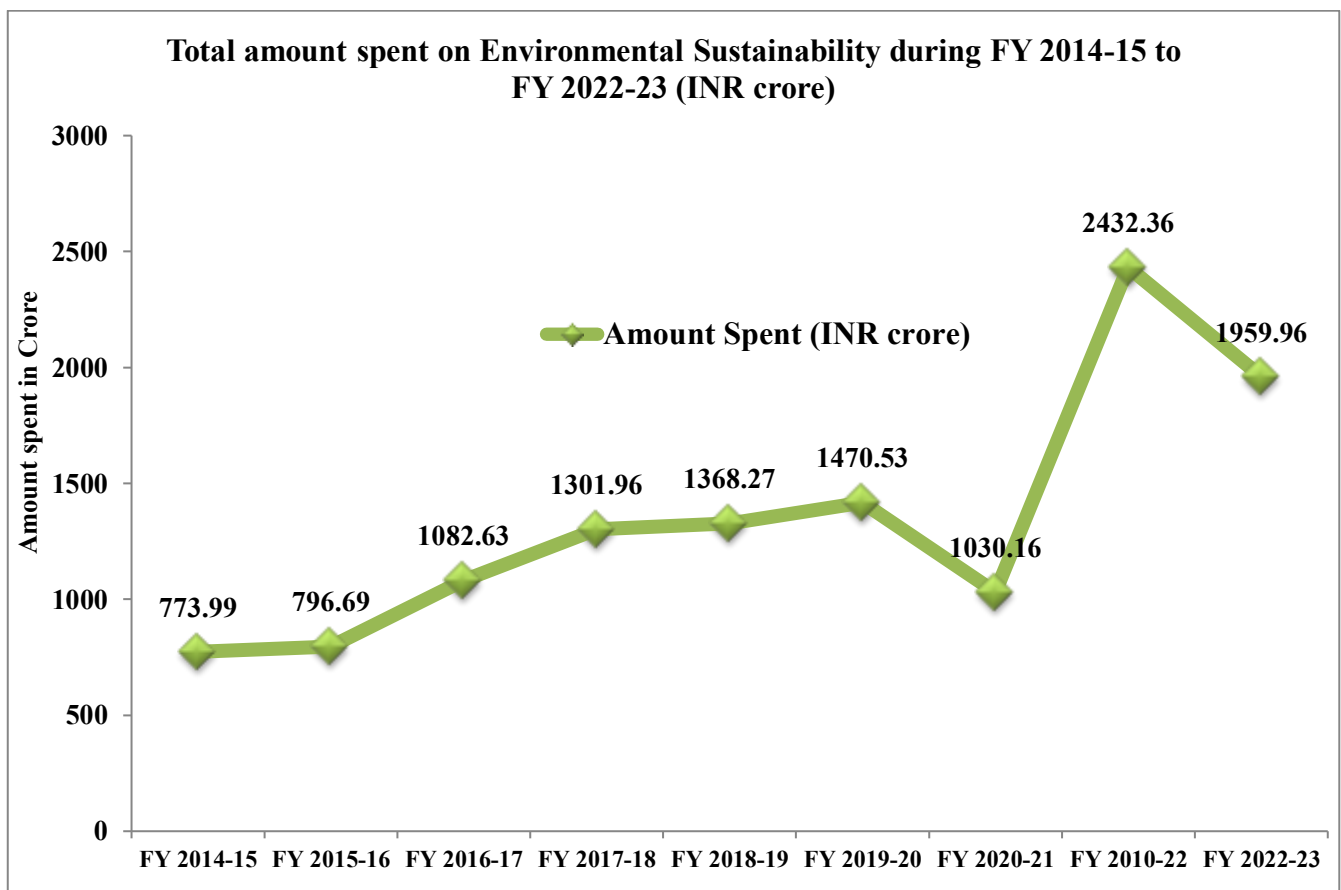


Figure 3: CSR spending on Environmental Sustainability during FY 2014-15 to FY 2022-23

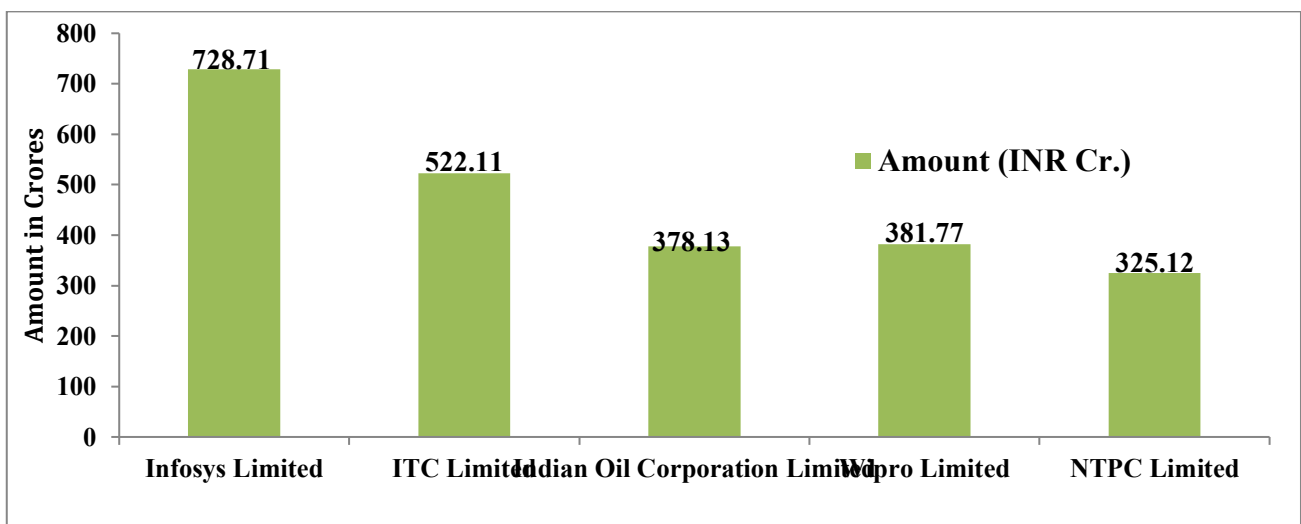
As per cumulative CSR expenditure, about 9.29% of total spending has been done by companies on Environmental Sustainability during FY 2014-15 to FY 2022-23.

7. Findings and Discussion

The data suggests that the total CSR spent by the top five companies ranges from ₹325.12 crores to ₹728.71 crore (Figure 4) between FY 2016-17 and FY 2022-23. However, the percentage of CSR spent

on environmental sustainability is very low among all the highest overall CSR spending companies, with Wipro Ltd. spending the most at 15.70%. Interestingly, despite large investments in CSR initiatives, Tata Consultancy Services Ltd, Tata Sons Private Ltd, made little contributions to environmental sustainability. However, over time, businesses such as ITC Ltd. and Infosys Ltd. have allocated a sizeable portion of their corporate social responsibility (CSR) budgets to environmental sustainability, with 13.04% and 11.62%, respectively. The data demonstrates that the Public Companies like Indian Oil Corporation Ltd. & NTPC have made a sizeable contribution towards CSR expenditure in India and contributions to environmental sustainability. The results highlights that given the nation's present environmental problems, the findings emphasize the necessity for businesses to give environmental sustainability top priority in their CSR initiatives.

Figure 4: Top five companies CSR spending on Environmental Sustainability during FY 2014-15 to FY 2022-23



Infosys Limited

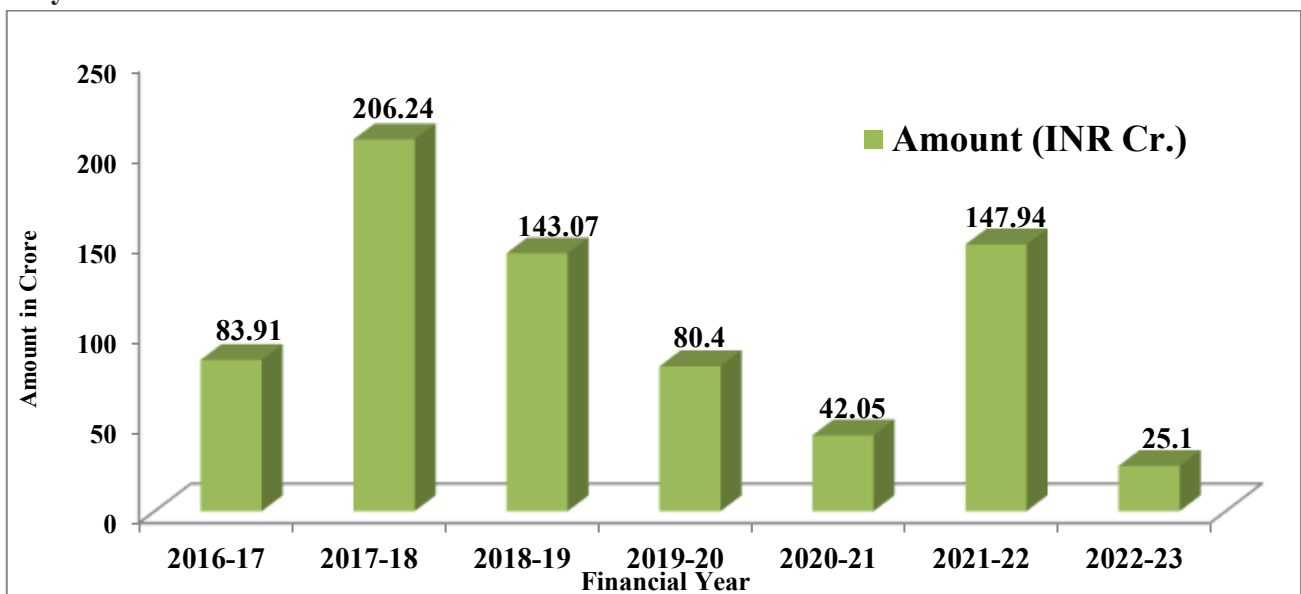


Figure 5: CSR spending on Environmental Sustainability by Infosys Limited

One of the leading companies in the Indian ITES market, Infosys, is a shining example of CSR in the business world. Even prior to the requirement that 2% of net income be set aside for CSR programs, Infosys accepted its responsibility to advance society. On The CSR Journal's list of the best CSR companies in India for 2023, the company came in at number twelve. The CSR arm, the Infosys Foundation, was founded in 1996 and has played a significant role in tackling important problems in a number of industries. Among the main areas of attention are healthcare, education, rural development, gender equality, women's empowerment, environmental sustainability, and heritage preservation. Over 3.8 million Indians have benefited from the Infosys Foundation's CSR initiatives, demonstrating their unwavering dedication to holistic development (Figure 5). Regarding environmental sustainability, the Infosys Foundation's efforts to assist sustainable transportation and preserve historic sites such as the partnership with Namma Metro show a dedication to addressing environmental issues. Infosys Foundation's is concerned about the prudent use of natural resources and feel that the usage of energy has a direct influence on the environment which is evident in projects like Bangalore Metro Rail Corporation Limited, Aiding Flood Relief Efforts, Facilitating Covid-19 Relief Efforts, Providing Essential Medical Equipment and Infrastructure, Smoke-Free Kitchen through Installation of Biogas Units and Promoting Organic Farming.

8.1 ITC Limited

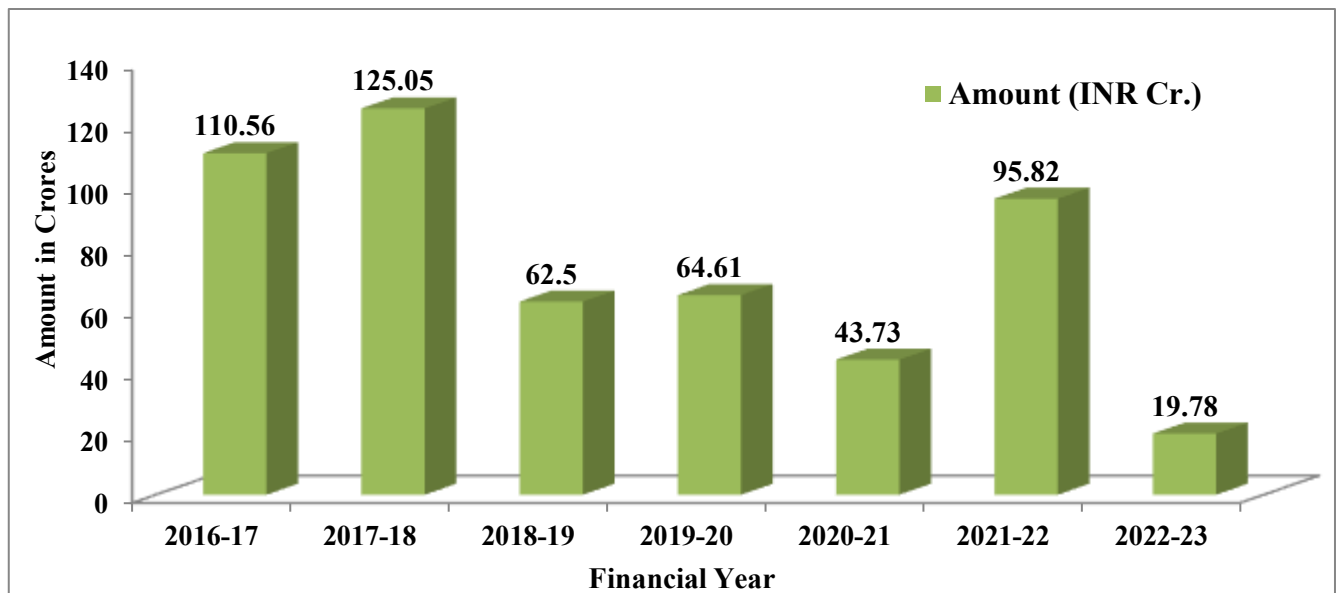


Figure 6: CSR spending on Environmental Sustainability by ITC Limited

ITC Limited has secured the third position on The CSR Journal's list of top companies for CSR in India in 2023, by incorporating environmental and social considerations into its business practices. ITC Limited's CSR endeavors, strategically focused on key elements to foster holistic development in identified operational geographies. To strengthen community-based organizations, ITC concentrated on participatory planning, ownership, and sustainability in all project catchments. The development agenda prioritized behavioral change, emphasizing demand generation for interventions, and fostering community participation, contribution, and asset creation.

ITC's CSR initiatives made a substantial contribution to sustainable development by showcasing an all-encompassing strategy to address a range of social and environmental issues. ITC's CSR initiatives now

include more than 300 districts in 27 States and Union Territories. Among the noteworthy initiatives were:

Social Forestry: ITC's afforestation program helped more than 1.76 lakh impoverished households by reforesting more than 31,000 acres throughout the course of the year. The program helped ensure the security of food, fodder, and wood through its Agro-Forestry programs.

The Water Stewardship Program sought to provide drought-resistant agri-catchments and water security. With the construction of several water-harvesting structures and the addition of more than 1.36 lakh acres to the watershed, more than 48.9 million cubic meters of net water storage were made possible.

Biodiversity Conservation: The program aimed to restore ecosystem services and covered more than 1.5 lakh acres in 41 districts in 11 states. Improvements in carbon stocks and floral/faunal biodiversity were validated by technical studies.

Climate Smart Agriculture: With 23.4 lakh acres and more than 7.4 lakh farmers, Climate Smart Agriculture sought to reduce the danger of unpredictable weather in farming. In order to encourage "more crop per drop" practices, more than 9.5 lakh links were made possible.

Waste Management: ITC sought to ensure that there was no trash going to landfills by developing scalable waste management methods.

8.2 Wipro Limited

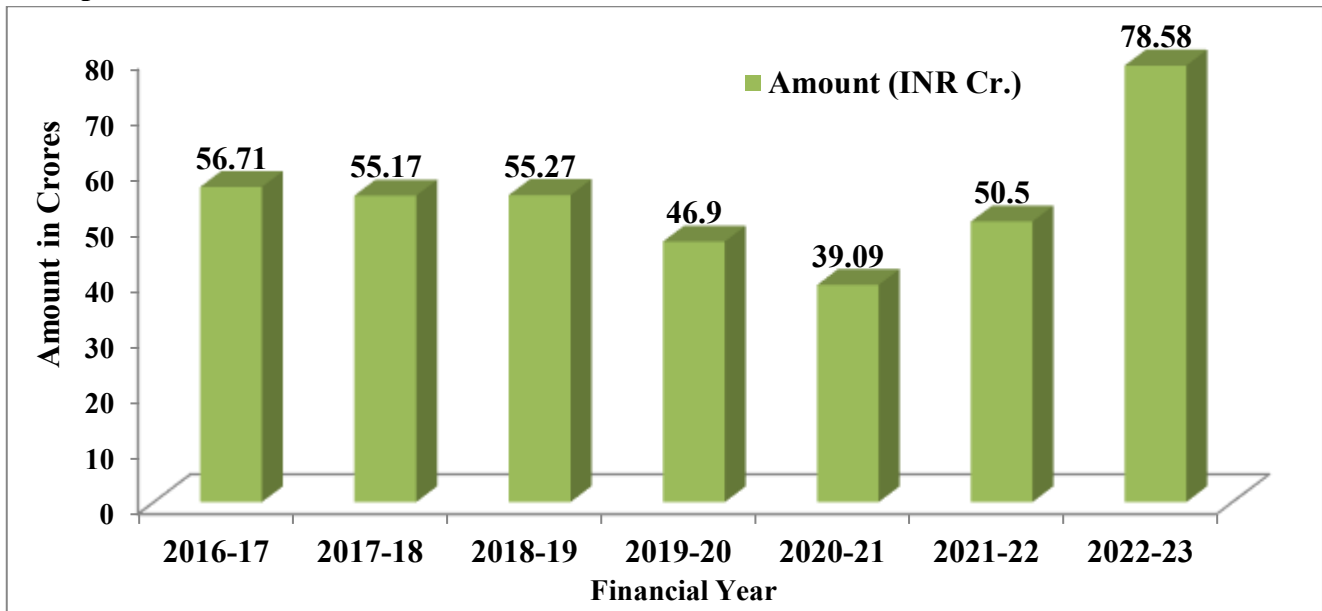


Figure 7: CSR spending on Environmental Sustainability by Wipro Limited

For more than 20 years, Wipro, a multinational provider of business process, consulting, and information technology services, has been actively involved in important societal concerns. On The CSR Journal's list of the best CSR firms in India for 2023, the company came in at number eleven. Wipro worked with more than 230 partner groups to carry out almost 300 projects globally, with a focus on education, primary healthcare, ecology, and disaster response. Wipro demonstrated their dedication to social advancement in FY 2022–2023 by exceeding its CSR spending commitment by allocating Rs. 215.7 Crores. Wipro adopted a CSR concept that addressed societal advancement and resilience in key categories. Wipro sought to make long-lasting effects on community resilience, economic growth, and

well-being by giving livelihoods, education, primary healthcare, ecological preservation, and disaster response first priority.

Wipro's CSR policy stressed effective governance, transparency, and proactive environmental initiatives. Beyond internal efforts, Wipro actively interacted with local communities, designing campaigns to meet individual needs. The organization understood the value of collaboration and advocacy, and used partnerships to promote systemic change and influence legislation for long-term progress. Wipro Foundation touched different communities through collaboration with over 230 partner organizations, demonstrating its commitment to diversity, community ecology and sustainability.

8.3 Indian Oil Corporation Limited

Indian Oil Corporation Limited (Indian Oil) is the country's leading integrated and diverse energy corporation. Indian Oil has established a 100 TPD (tons per day) cattle dung-based biogas facility in Rajasthan, in line with the national aims of 'Aatmanirbhar Bharat', Make in India, and the Swachh Bharat mission.

Aside from these, the organization has concentrated on healthcare, national heritage preservation, and education promotion. The corporation environmental efforts include projects like Pbd Projects in Chitrakoot (Up), Khanwan (Bihar), Betul & Hoshangabad (MP) Mop & Ng LPG Scheme for BPL Families, Waste-To-Fuel Project (Varanasi) and CBG Project in Jaipur. Indian Oil is committed to incorporating sustainability efforts into its business plan in order to continue to grow as an environmentally responsible and socially inclusive firm. It has established an apex-level Board Committee on Corporate Social Responsibility and Sustainable Development (CSR&SD) to lead and evaluate sustainability and CSR efforts. The 'Alternate Energy & Sustainable Development' Group, founded at the corporate level under the Planning & Business Development vertical, carries out action plans to address environmental challenges such as climate change and global warming.

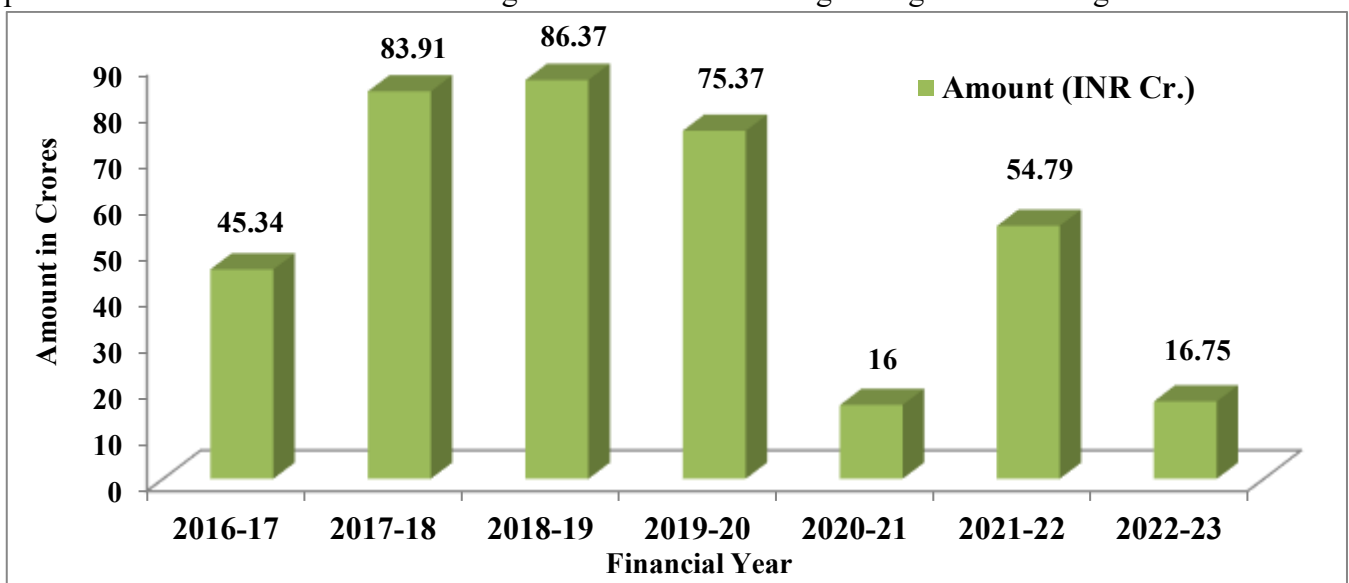


Figure 8: CSR spending on Environmental Sustainability by Indian Oil Corporation Limited

8.4 National Thermal Power Corporation Limited (NTPC)

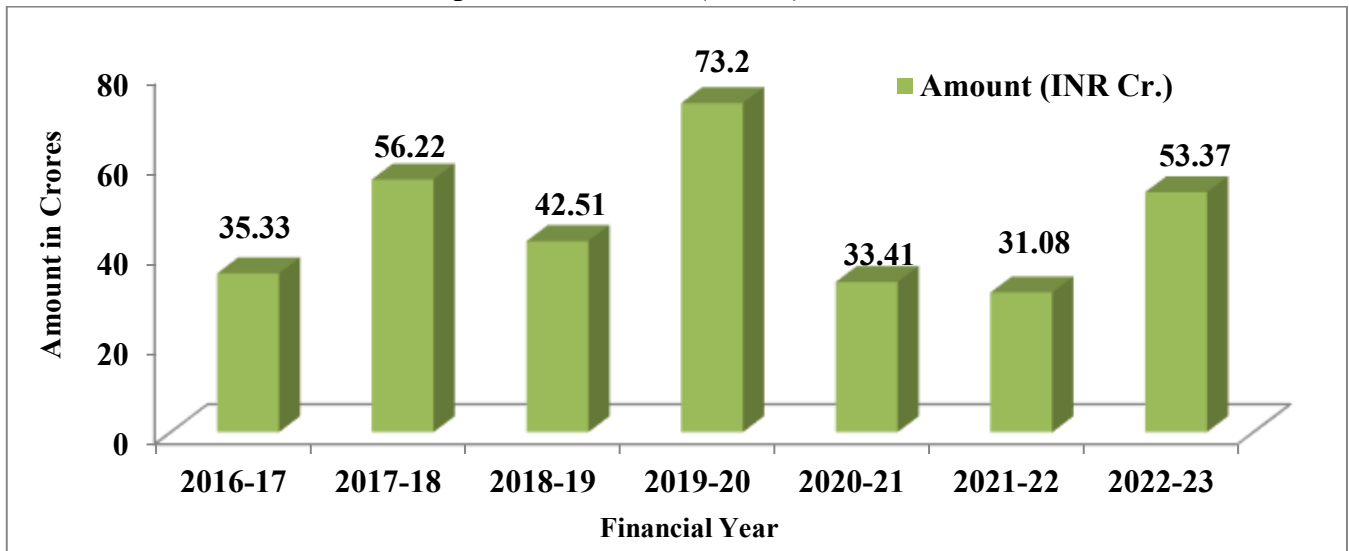


Figure 9: CSR spending on Environmental Sustainability by NTPC Limited

NTPC, founded in 1975, is India's largest power utility, with an installed capacity of 73,824 MW (including joint ventures) with plans to develop to a 130 GW firm by 2032. NTPC Ltd. is India's leading integrated power utility, accounting for one-quarter of the country's power requirements. With a wide portfolio of thermal, hydro, solar, and wind power facilities, the company is committed to embracing clean energy technology, promoting innovation, and applying best practices to pave the path for a greener future. It consistently exceeded the CSR expenditure limits set by the Company's Act. In fiscal year 2022-23, the PSU spent Rs. 315.35 crore on independent CSR projects, exceeding the 2% limit.

NTPC also invested Rs. 352.79 crore in group CSR projects on a consolidated basis, exceeding its overall CSR obligation of Rs. 310 crore for the fiscal year. CSR is fundamental to NTPC's power generation business model. Since its beginning, the corporation has prioritized the requirements of neighbouring communities and persons affected by the construction of power plants. While the majority of CSR programs revolve around operational sites, NTPC also conducts activities across the country to supplement government efforts, with a focus on equitable growth and environmental sustainability. The NTPC Foundation serves as the key vehicle for carrying out CSR projects. The NTPC Foundation spearheads projects and programs that address a wide range of environmental challenges. The NTPC Foundation works to promote projects based on SDG on pan India level

8. Discussion

9.1 Inequitable CSR spending

Even if businesses are required to spend money on social responsibility, they are free to choose which sectors to engage in because one aspect of CSR is its voluntary nature (Williamson et al., 2006). As part of social duty, businesses in India may make investments in a range of sectors, including community development, education, sanitation, and the environment. Given that CSR is voluntary, businesses may choose to expand into non-environmental domains if they do not anticipate a rise in demand for environmental CSR. In this situation, businesses are more likely to make charitable investments in environmental improvement when they have extra money, which would imply that social responsibility

and environmental improvement are unrelated (Lys et al., 2015). According to Rai & Bansal (2014), businesses in India spend more on CSR in the social sector than in the environment.

Figure 10: Highest recipient of collective CSR spending on Environmental Sustainability between FY 2014-15 to FY 2022-23

9.2 Developed versus developing states & Northeast versus other states

Developed states like Tamil Nadu, Gujarat, Karnataka, and Maharashtra are home to the majority of CSR funding. Whereas states such as Rajasthan, Uttar Pradesh, Odisha, Telangana, Haryana, and West Bengal, on the other hand, get a lower portion. A very tiny portion of CSR funding goes to the states in the Northeast. For instance, in 2021, the ten largest beneficiary states received 50% of CSR payments, while the eight states in the Northeast received only 0.91%. Despite the government's encouragement, only roughly 2.15 percent of CSR money was allocated to Aspirational Districts between 2014 and 2022. The Companies Act of 2013 mandates that businesses give corporate social responsibility first priority. Prioritizing CSR funding in the communities where they operate is required by the Companies Act of 2013, while it is not required.

According to above dataset (Figure 10 & 11) notable disparities in CSR spending among certain states, including Gujarat, Tamil Nadu, Andhra Pradesh, Maharashtra, and Karnataka, consistently get large corporate social responsibility funding. Maharashtra reaps the greatest advantages from CSR allocations among all states. However, states like Tripura, Nagaland, Mizoram, and Lakshadweep receive substantially smaller CSR funds.

The difference reveals an imbalance in the country's CSR resource allocation. Geographical disparities in CSR spending in India are primarily due to differential economic growth levels among states. Economically prosperous states like Maharashtra and Karnataka have a significant industrialization and corporate presence, leading to increased funding for CSR programs. Furthermore, areas with important business centers, such as Mumbai, Maharashtra, attract significant CSR expenditures. Additionally, because different states have different levels of company commitment to and comprehension of CSR programs, the amount of CSR funding collected varies by jurisdiction. Geographical variables, such as proximity to corporate offices and project locations, are important in CSR allocation decisions since companies prioritize initiatives in areas where they operate or can interact directly with locals. CSR spending is also impacted by regional variations in social and environmental issues since companies focus their efforts on local issues that align with their CSR goals.

The low level of CSR investment in the northeast could be attributed to a number of factors. One of the primary causes can be the local businesses' ignorance of the value of corporate social responsibility. The absence of resources and infrastructure for carrying out CSR initiatives in the area may be another factor. It is essential that businesses in the area take action to boost their CSR expenditures. This could be accomplished by recognizing and meeting the region's unique requirements as well as by forming alliances with neighborhood NGOs and community groups. It's also critical that the government provide the resources and infrastructure required to support the execution of CSR initiatives in the area.

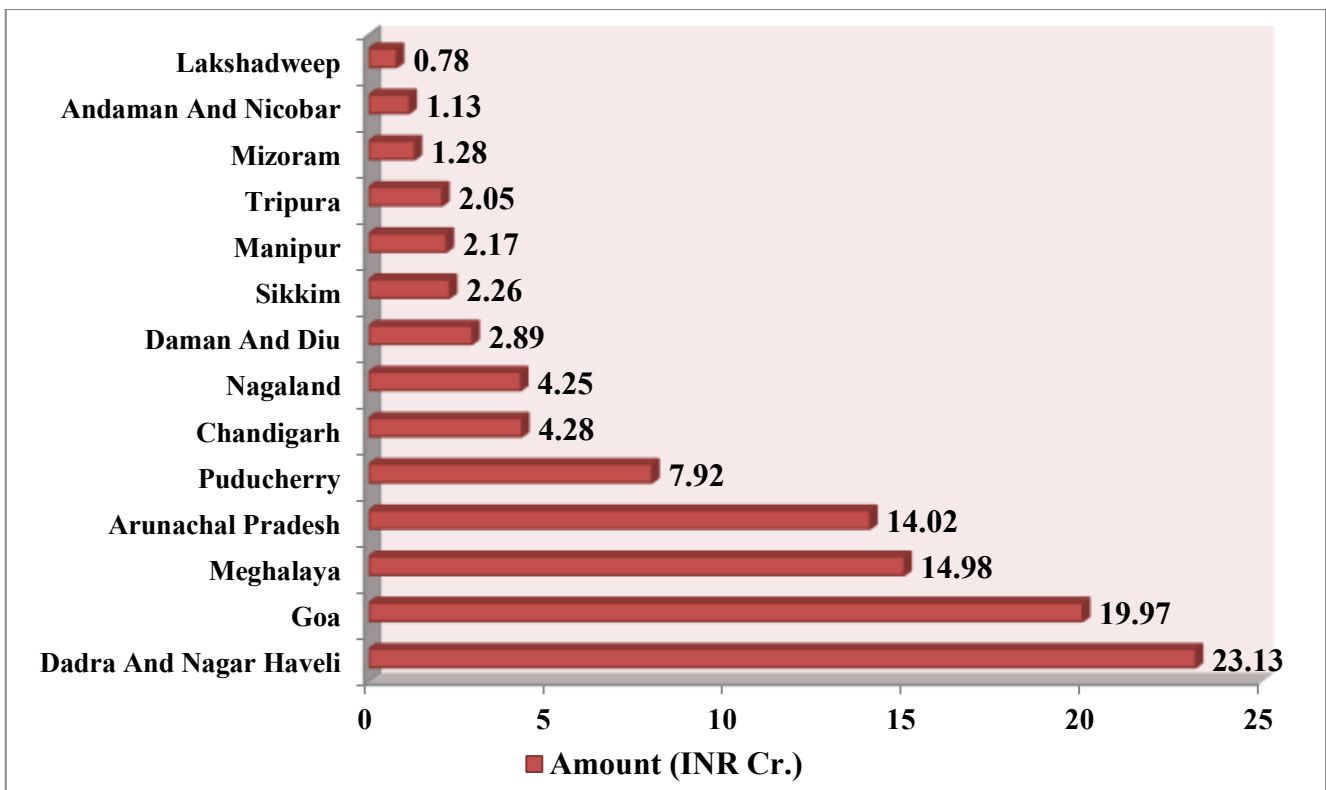
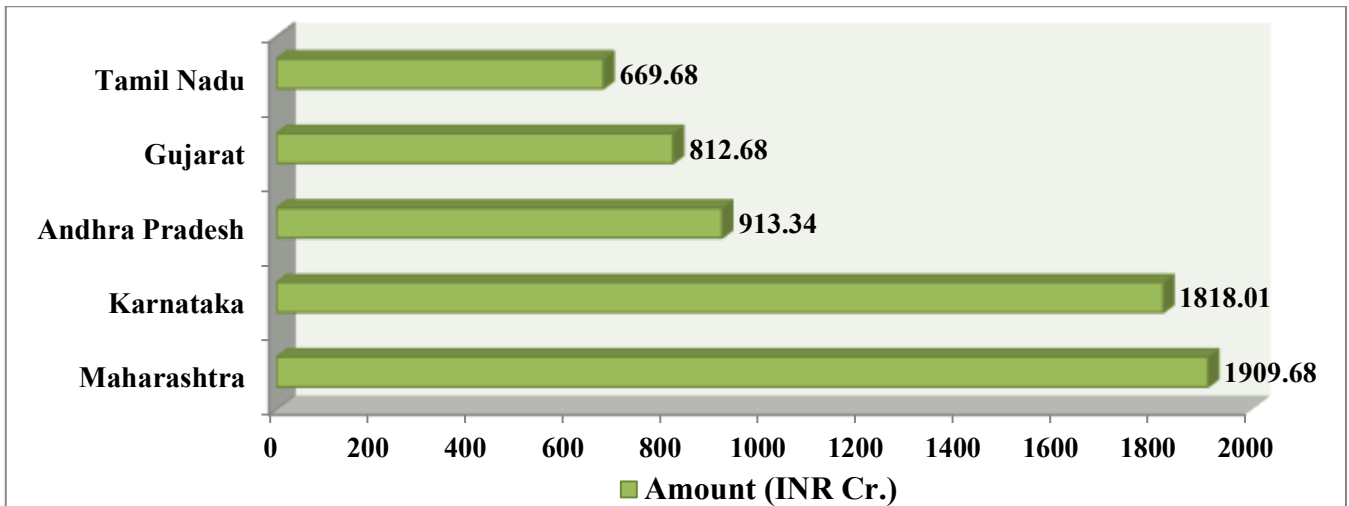


Figure 11: States received < 25 Crores of collective CSR on Environmental Sustainability between FY 2014-15 to FY 2022-23

9. Conclusion

The study's fundamental components highlight CSR as a percolation procedure that entails dispersing funds to stakeholders. Through the indirect responsibility that business has towards society, there is an implicit agreement between business and society that calls for trickle-down CSR spending on stakeholders. Companies should undertake a Need Assessment Survey beforehand so they can organize their CSR programs based on these societal challenges, as opposed to implementing CSR activities according to their convenience. Companies should view CSR as a responsibility to give back to society,

not as a burden. To advance society as a whole, it is necessary to address the CSR priority areas that are still unexplored.

CSR has advanced significantly in India and is really about ensuring that the business can grow sustainably while upholding equity for all stakeholders. It has effectively woven business with environmental sustainability, social inclusion, and from responsive actions to sustainable projects, businesses have amply demonstrated their capacity to significantly impact society and raise the standard of living.

- It is discovered that raising public awareness of CSR is necessary to increase the efficacy of CSR initiatives.
- The amount of CSR that is not used decreases yearly, and the reasons for this underutilization include the difficulty in choosing the right projects and ineffective implementation. For 85 to 90% of the firms, adopting CSR is driven primarily by compliance with the law, reputational improvement, and competitive market advantage.
- Outsourced CSR project arrangements are threatened by a number of goal congruence and asymmetric information issues in a bureaucratic organizational, time-constrained imposed environment.
- The media's involvement in emphasising successful CSR activities is appreciated since it promotes positive messages and educates communities about the range of ongoing business CSR projects.
- The establishment of a coordinating agency at the Central or, at the very least, the State level to ensure that corporate social responsibility spending is coordinated for the benefit of everybody would be necessary to prevent such unexpected repercussions at the macro level.

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