

CORPORATE-NGO PARTNERSHIP: CAPACITY BUILDING FOR SUCCESSFUL CSR PROGRAMS

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Abstract-A socially responsible business is a good business and there is major effect of their activities on customers, employees, communities, competitors, partners, government, shareholders and others. It becomes important to understand that such contribution helps in building a healthy corporate environment and therefore helps in making proper decisions that can increase the level of understanding of responsible business and good business. Even if we see from investors and financial markets point of views, it is really important for them to know how CSR activities are taking place that can integrate the societal needs with business strategy and performance which is truly a sign of good management.

The Government has prepared the list of Non Governmental Organizations (NGOs) to undertake such activities. There is a need to understand how the implementing agencies that are working to undertake CSR activities helps in building the overall capacities and strengths of their internal management. This paper will argue that CSR is not just a term to be taken into account but a wider scope that can help in providing clarity between companies and their beneficiary communities.

This paper will discuss about the agencies that are engaged with CSR and how far it can go to manage corporate motives along with community responsibilities that requires proper channelization of the potential to build a responsible corporate along with robust information.

Key Words: Environmental management, innovative capability, legitimacy, sustainable initiatives

1. INTRODUCTION

1.1 Background of the Study

Corporate Social Responsibility which is also referred as responsible business is the form of self regulated business where corporate monitors and ensures its compliance with the law, ethical behavior and international norms. For some companies, it is a mandatory thing as per companies act 2013 but some companies truly gets engaged in working towards the social cause and therefore they look beyond their own interest and takes care of the societal needs.

Community capacity building (CCB), also referred to as capacity development, is a conceptual approach to social or personal development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realizing their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results.

The main aim of CSR is to embrace the responsibility and encourage the implementation of activities to have positive impact on the environment and all the stakeholders. The term Corporate Social Responsibility became popular in 1960s to work towards legal and moral responsibility. It is defined under Companies Act, 2013, any company with net worth of Rs 500 crore or more or a turnover of Rs 1,000 crore or a net profit of Rs 5 crore or more must spend 2% of their net profits per fiscal year on CSR activities which came into effect from 1st April, 2014.

1.2 Research Problem

There is large number of Companies working in India and as per Government they have to take societal needs into account as well which is known as Corporate Social Responsibility which must be 2% of their net profits for every fiscal year. The Non Governmental Organizations now involved with Corporate in order to take care of the societal responsibilities because one have funds and the other have knowledge and skill to develop a program that can provide benefit to the public and society at large. Therefore it becomes important to understand whether the partnership between corporate and NGO is efficient enough to bring positive changes or not. Thus issue related to capacity building arises when we talk about such partnerships and this paper discusses about the success stories of corporate – NGO partnership.

1.3 Research Methodology

This paper is based on empirical research method and therefore the observation and evidences of Corporate – NGO partnership that works efficiently towards the development of all the stakeholders and society as a whole. The

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secondary data has been used to prepare the research paper and information has been gathered from different articles, journals, newspapers, books and websites to quote the real life examples of Corporate – NGO partnership in order to analyze their participation towards the Corporate Social Responsibility.

1.4 Objectives

The main objective of this paper is to analyze the role played by Corporate and NGOs in building a good healthy environment where public can get benefit from such partnerships. This paper tries to analyze how far Corporate – NGO partnerships can help in capacity building for successful Corporate Social Responsibility Programs.

1.5 Scope

The scope of study lies in the fact that Corporate Social Responsibility is now mandatory to be taken into consideration by the corporate sector but how NGOs can help corporate in building capacity is also very important as understanding the societal need is the major area of NGOs and funding is taken care by corporate largely. So in this paper, we try to analyze whether corporate – NGO partnership can lead to capacity building for successful CSR programs and this would help the future research work on capacity building as well and how they can improve the CSR activities for the future development.

2. LITERATURE REVIEW

According to Friedman and Miles, 2002, organizations provide the drivers that can help in building a better environment with the help of Corporate Social Responsibility.

CSR has become an integral part of the **corporate strategy (Das Gupta 2010)**, according to this paper, CSR has come a long way in India, from responsive activities to sustainable initiatives, corporate have very clearly showed their ability to make a significant difference in the society and improve the overall quality of life.

Nampally Sneha and Dr. S. Rachel (December, 2014) have given their opinion on the partnership between corporate and Non Government Organizations as both complement each other in development of society.

Corrine Damlamian (May, 2006) explained that sustainable development is attained with the help of Corporate-NGO partnership because both complement each other and takes care of the social issue to the large extent. Corporate-NGO partnerships are a step in the right direction in terms of influencing corporate culture as well as the non-profit sector in many ways.

Richa Gautam and Anju Singh (April, 2010) have elaborated the Corporate Social Responsibility of top 500 companies in India and how far they have succeeded in bringing positive change in the development of people and society at large. It is also explained in the paper that whether companies are working against Global Reporting Initiative Standards or not.

Sylvaine Poret (October, 2014) explains the need of corporate-NGO partnerships and how it has to be implemented in the long run that can benefit society and the partners at the same time.

There are various papers regarding partnership of corporate-NGOs but not in Indian context that talks about partnership and capacity building at the same time. Capacity building becomes very important in order to achieve the desired goals of societal development and overall positive change.

3. CORPORATE – NGOS PARTNERSHIPS IN INDIA

Corporate sector in India is reaching new dimensions in order to fulfill the responsibility towards society. There are various NGOs that are helping corporate sector to manage such responsibilities. Companies are taking part in corporate social responsibility proactively and therefore taking every step to add social values to all business endeavors. In India, corporate sector have strong will to dedicate the part of their resources towards social cause but they find difficulty in doing that because of varied demographic conditions and different social problems at different levels and places.

So, some of the NGOs are such organizations that contributes towards the society by helping corporate in investing in such social initiatives that forms a base for the future growth and development. There can be various mediums with which NGOs are working towards corporate goals as well by letting them adopt, initiate or partner development projects. Therefore such foundations or NGOS helps in making a difference for the society as well as helps the corporate sector.

The partnership of corporate and NGOs has been focused in the paper in order to discuss how well the corporate can take up social responsibility with the help of NGOs and therefore fulfill the corporate as well as social needs. Such kind of partnership increases the capacity of the corporate to serve the society at large and therefore more fruitful and wider objectives are achieved with the help of non government organizations.

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One of such NGOs that are working for corporate social responsibility is Smile Foundation. It is a unique model which is known as Social Venture Philanthropy that is SVP which ensures scalability, accountability, transparency, credibility and effective leadership. This is one of the most sought charity brand today and it helps in such kind of corporate investment in the field of social responsibility that can ensure maximum return from the perspective of societal needs. Therefore Smile Foundations helps in building society and at the same time takes initiative to build corporate social responsibility a reality.

Despite the fact that business houses has to contribute a small percentage of their profits specified by the government towards the corporate social responsibility but the ways in which corporate should be responsible is not fully defined and this makes the situation even more complex because the reach and vision of business houses are different and therefore they contribute differently towards the society. Thus this contribution by various business organizations cannot be measured on a single parameter and the literature review leaves this part unanswered because CSR is considered as a changing process and cannot be standardized for all organizations.

The corporate themselves lack the guidance on different CSR implementation issues such as management, building and maintenance and performance measures and due to such problems NGOs are helping out business houses to build their capacity for effective CSR activities.

This article tries to examine the capacity development with which one can change the societal conditions at their scale with the help of Corporate Social Responsibility initiatives.

Capacity building refers to the long term process by which organizations and societies increase their horizons to solve the problems and achieve objectives. The basic problem lies in the fact to understand the best CSR initiative that can help to achieve the desired societal goals out of all the alternative CSR investments.

4. RECENT TRENDS

In today's competitive world, it has become important for corporate and the new economy entrepreneurs understand it completely that social and environmental stability are very important in order to survive in the market in the long run. Therefore we can say that if one wants the sustainability of his business, then Corporate Social Responsibility can add value and strategy both at the same time to do it. The corporate sector is focusing on accountability to all stakeholders instead of accountability to just shareholders for achieving long term goals and sustainability of the business.

Today, the organizations are giving so much importance to the social responsibility in order to build their reputation in the market and community at large. Due to lack of trained personnel, unavailability of proper and accurate information and understanding for its objectives and benefits, there is a low degree of acceptance of Corporate Social Responsibility in India. With the changing environment and need of the time, importance is now given to CSR beyond planting trees or donating things to the poor.

4.1 CSR – Much Beyond Community Service

It is a general perception that CSR is all about community service and nothing more than that but actually it includes much more obligations. It includes taking care of all the stakeholders and management of supply chain, consumer relations, corporate governance, human resources, and business and its related environment, etc.

4.2 Companies Undertaking CSR Initiatives

The partnership between Corporate and NGO is comparatively a new concept when it comes to Corporate Social Responsibility. The capacity building can be done for corporate and NGOs with each other's help because they both have their own sets of qualities and expertise.

Corporate like TATA Group, Aditya Birla Group, and Indian Oil Corporation have been involved in CSR activities from very long time. There are other business houses as well which helps society through donations and charity events but today in competitive world, CSR in India has gone much beyond the charities and donations.

Some of the important attributes which are important for building sustainable business models that will result in sustainable competitive advantage. For such competitive advantage capacity building becomes very important which can be done more efficiently with the help of partnership between corporate and NGOs.

NGOs have experience of handling and working with the local communities and they have optimum amount of information about local areas and their conditions and therefore they know how to tackle social issues of specific area. Thus such partnership helps corporate to build their capacity with the help of activities undertaken by NGOs and vice versa. From responsive activities to sustainable initiatives, corporate have clearly demonstrated their ability to make a significant change in the society and improve the overall quality of life.

4.2.1 Some of the Corporate- NGO Partnership Examples as Follows:

- There are various companies that have adopted villages and work for the society as well. Like – Maruti Suzuki India Limited, Bharat Petroleum Corporation Limited, Hindustan Unilever Limited, etc. These companies have helped different villages by providing better medical and sanitation facilities, opening up schools and making them self reliant by giving them knowledge about vocational training and business skills.
- Some pharmaceutical companies like GlaxoSmithKline Pharmaceuticals primarily focus on health issues of people in tribal areas where they provide check-ups and treatment, health camps and related awareness programs. NGOs in partnership provide immense ways in which they can provide education and other services in under-served communities.
- SAP India along with the NGO HOPE Foundation has successfully provided with the initiatives for short term and long term rehabilitation for the tsunami victims. At the same time both have together started taking care of poor children by providing them food, clothing, shelter, medical facilities and education at large.

There are so many companies taking care of society at different levels along with NGOs but more and more companies are encouraged to take up Corporate Social Responsibility and for that matter it has been made compulsory by the law to do so lately. It was of the view that if CSR has to be taken seriously then only it will be enforced properly in the country.

4.2.2 Some of the Important Aspects of CSR are as Follows

- Developing a proper CSR base and an execution plan – It is very important to form a proper base of CSR in order to know in advance what and how to take care of societal needs that can benefit both society as well as business houses.
- Performance of CSR activity- The next step is the action that has to be taken in context of plan already made regarding CSR activities.
- Performance Evaluation- It includes measurement of the performance and how far the corporate and NGOs has been successful in implementing CSR strategies to benefit the society as well as their personal goals as there should be a proper balance of goals.
- Measures for better performance- If there is any discrepancy in the fulfillment of societal needs, then companies in the partnership with NGOs try to look for better measures that can do the needful. If the society is satisfied then the customers would be satisfied as well and then the ultimate of goal of companies would be taken care of.

Now the question arises that whether joining hands with Corporate can benefit Non Governmental Organizations (NGOs) for working towards social and environmental development and how the capacity should be built up is the prime concern of this article.

The corporate social responsibility blends the objective of social development and environmental protection thorough ethical effort. The partnership was coined after the idea that corporate cannot work alone on Corporate Social Responsibility and they need support from NGOs in order to understand the grass root problem of society and work towards their needs. This happens because generally corporate work in isolation and detached from the society in order to earn profits but after it has become mandatory to get involved in CSR activities, corporate have to think from development point of view as well and there NGOs plays very important role along with corporate to work on societal change and growth. In today's growing economy there is a need of external agency intervention for supporting social causes like poverty, unemployment, health, community education and other development programs. With the help of NGOs, corporate gets an opportunity to understand the social issues and finding solutions for the same.

The role of Non Governmental Organizations is that of moderators and facilitators for realization of their social needs and better environmental protection.

As the industrial development becomes a threat to the people living nearby and it can invite protest from different groups of society as well, so in order to lessen the protest and build reputation in the market and society at large, CSR activities are undertaken by the corporate in partnership with the Non Governmental Organizations.

The CSR activities not only build reputation and bring change in the society but it benefits the employees as well as it have a positive impact on employee morale, motivation, training, loyalty, recruitment and turnover. Such kind of personal benefits to the employees ultimately lead to the better working environment in the corporate which brings more prosperity to them.

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The ultimate goal is the development of an organizational culture that establishes healthy relationship with Community- employee and Organization at large. Therefore we can say that Corporate Social Responsibility initiatives show the essence of Human Resource Management.

4.3 Advantages of Such Partnership to NGOs

There are so many problems faced by NGOs to improve the environmental conditions through legislation but their goals so far are not achieved because of non availability of proper cooperation from the authorities and this becomes a major problem in the developing country like India. Therefore NGOs also go for the partnership with the corporate houses to build a better society and environment at large.

The pressure over NGOs has increased due to the search for alternative funding instead of government funding and that has lead to more problems. This search for alternative funding has lead NGOs towards the partnership with corporate who provides support as well as their own motives of being the part of Corporate Social Responsibility activities. NGOs do not want to be dependent wholly on corporate for the funding and don't want to be dictated for the activities undertaken by them, therefore they look for partnership with them where both can work with equal importance for well being of the society. This provides a sense of assurance to NGOs as well because otherwise simply receiving funds from the corporation would lead to the problem where corporate can withdraw their support at any time but in partnership this problem is taken care of.

4.4 Main attractions for Corporate to work with NGOs

The corporate houses want to be responsible enough to undertake business activities to stay in the market and therefore they seek out NGOs as partners for the same because NGOs are usually more trusted by the public at large in taking care of society and its responsibilities. Thus corporate –NGOs partnership provides a more reliable platform to work upon and build reputation/public image in the market as well.

4.5 Advantages of corporate- NGO Partnership

There are several direct or indirect benefits due to which such partnership of corporate- NGO is preferred for the activities related to Corporate Social Responsibility. Some of the benefits are described as follows:

- Positive incentives for private sector- Though it said that NGOs would benefit more by such partnership but actually corporate is at higher receiving end because while focusing on the long term benefits, they receive more from the partnership in comparison to NGOs according to the recent trend where corporate needs to build a good public image to gain market share.
- Image building and credibility – When corporate works towards society more generously with the help of NGOs, then their reputation in the market increase and ultimately their credibility increase. This same formula applies to NGOs as well where alone they are not able to receive funds easily from various sponsors and banks but due to partnership they intend to form a good image in the society and therefore NGOs can work more efficiently towards the well being of the society. According to various surveys, it is found that NGOs working alone towards the upliftment of society were not trusted much but after the partnership of corporate and NGO, they are trusted much more than before.
- Two way community involvement- Partnership form of corporate and NGO forms a higher degree of commitment than the community services provided by such corporate and NGOs individually.
- Sustainability in markets- Considering the long term economic goals, corporate tries to focus on corporate sustainability. Such sustainability becomes a reality if there is a partnership between corporate and NGO because that takes care of the societal needs at a larger scale.

5. CHALLENGES FACED BY INDIA FOR IMPLEMENTING CSR

- Non availability of transparency – The NGOs that are working in India with or without partnership does not provide adequate information about the responsibilities that they undertake or the areas in which they utilized the funds. In such scenario it becomes difficult to understand the real works that has been done towards the CSR initiative.
- Building capacities – It is the responsibility of both corporate and NGOs to utilize their full potential towards the societal needs and work efficiently and effectively. When the group working towards it does not have proper training and well equipped, then it becomes really difficult to implement CSR at a greater stretch.
- Lack of internal and external Consensus – When the corporate and NGOs are not properly informed about each others' activities then there occurs a problem of duplication of activities as well as the major goal of societal change suffers.

- Unsustainable development – Even if corporate focus on the development of the society at large but they fail to think and work on the broader base where sustainability plays an important role. But we forget to focus more on sustainability and try to focus on the current environment only.

The Corporate Social Responsibility is the continuing process to behave ethically and provide services towards the improvement of quality of life of the work force as well as of the local communities and society at large. It is a continuing commitment and must be rendered thoroughly without any disruptions because even business houses needs stable social environment and its understanding in order to work with their support and earn profits at large.

6. DIFFICULTIES IN IMPLEMENTATION OF PARTNERSHIP BETWEEN CORPORATE AND NGOS

Both Corporate and NGO comes along with their separate set of goals which must be achieved but understand each other's problems becomes very difficult if both are not properly aligned towards same societal goals as well. There can be various problems that can be faced due to such partnerships like coordination problem and policy making process between different departments. The different aspects like fundraising, policy and campaign department finds it difficult to coordinate with corporate and NGOs at the same time. Although NGOs have several credible assets (advocacy, legitimacy, information, vision and expertise) they need to be better organized and more certain about the goals they want to achieve by partnering with a corporation.

The problems of implementation can be solved if NGOs are very much clear about the ways and process in which they want to proceed as they have much more knowledge about the societal issues and how such problems can be taken care of. The problem such as hiring qualified managers and ineffective institutional infrastructure must be tackled while creating partnerships so that efficient works can be done towards Corporate Social Responsibility. While NGOs must retain their independence and autonomy, they also need to become more attuned to the realities of working with business if they are to be successful in attracting corporate partners.

Another problem is that at times corporate don't get genuinely dedicated towards the goals of the partnership instead they work towards their own selfish goals. Partnerships require commitment of business leaders in order to achieve the goals set forth in their company's mission statement. Even the employees of the companies are directed to contribute towards the social principle by doing ethical work which is an integral part of corporate culture.

One needs to find and identify the characteristics that can help to build high- quality, long term partnerships between corporate and NGOs. A successful partnership can be formed only when both NGOs and Corporate emphasizes on the successful ways in which both parties can work on long term benefits which can be rendered only with each other's cooperation.

NGOs and Corporate should think beyond the short term goals of providing social benefits and instead they should concentrate on sustainable development and to foresee and work towards the fact that where they want to see their organization in a generation's time.

Building and maintaining partnership requires them to work together as equals by minimizing all the imbalances and conflicts so that they can work honestly towards the goals of social cause. Therefore they acquire a unity of vision and purpose with emphasis on the works that can lead to societal change for good.

6.1 Why There is a Need for NGOs in CSR Activities of Corporate

We agree that corporate play major role in performing CSR activities themselves but at the same time there are societal issues that these corporate don't understand and that leads to a major problem of fulfilling societal needs. NGOs provide a base to the corporate in order to take CSR activities into account effectively.

There are various Non Governmental Organizations (NGOs) that are working along with the corporate in order to work towards the societal development. The capacity building of such partnership is very important in order to have effective

6.1.1 NGO Akshay Patra Foundation Along with Hindustan Petroleum Corporation Limited (HPCL)

APF is a Bangalore, Karnataka based Non Government Organization and it fights for hunger and malnutrition in India. By implementing mid day meal scheme in the Government schools and Government aided schools, this NGO has taken social upliftment very seriously and thus aiming to bring children to schools as well and therefore giving priority to education as well. HPCL is associated with Akshay Patra Foundation in order to support the cause of providing food and education to poor children and enlighten them to understand the importance of education at large. HPCL is associated with Akshaya Patra since 2011 and supported 20000 beneficiaries till 2014-15 in Vishakhapatnam and Guwahati.

Akshay Patra Foundation managed to provide in partnership with HPCL proper meals at various schools and ensured that meals appealing to children. This Foundation's centralized kitchens are among the largest in the world

and decentralized kitchens are there in remote areas of India that is also creating employment for hundreds of women.

6.1.2 NGO Agastya Along with Dow India

Dow India joined hands with NGO Agastya in 2015 in order to launch the initiative of mobile science lab that can be affordable scientific models for making children understand and apply basic science with logical thought and curiosity. The main aim of Mobile Science lab includes reaching the schools without access to science lab in rural and remote areas and it has an impact over 10,000 children in the age group of 6 to 15 years every year.

Dow India is a Chemical International Private Limited, a leading material science company that uses chemistry and innovation with the principles of sustainability to develop solutions for the areas like transportation, energy, consumer and lifestyle and agriculture.

When it comes to Corporate Social Responsibility, Dow India focuses on facilitating long-term sustainable projects that can utilize resources more efficiently and make positive changes to the society. The CSR activities of Dow India include the following core principles:

- Investing time and money in the projects which create long – term benefits
- The projects should be sustainable in such a manner that Dow technology can be used effectively
- The employees of the company must be engaged in the community services as well
- Collaborating with NGO partners is another important step for proper implementation of community activities

The main themes of Dow India includes following points:

- Education
- Social business projects
- Health Care Services
- Environmental sustainability

The CSR projects are measured every 3 to 5 years as per their rules and regulations in order to know the success rate of such activities and the implementation is done according to the guidelines given by the Board of Directors.

Dow India in partnership with the NGO Bhagwan Mahaveer Viklang Sahatya Samiti (BMVSS) is efficiently trying to support people with disabilities since 2005. Dow India have developed and delivered an artificial foot that was more robust, flexible and light weight in partnership with Pinnacle Industries and the Indian Space Research Organization (ISRO). Every year 20,000 limbs are offered free of cost under this arrangement and over 700 volunteers have engaged with this project till date.

6.1.3 NGO Samarth Along with TATA Company

It was registered as Society under Tamil Nadu Societies Registration Act, 1956 on 24th May, 2007. In collaboration with NGO Samarth, TATA Company has been providing people with employability skill development, training and entrepreneurship development training. They are also providing training to unemployed youth in non- construction job oriented trades such as computers and retail sales.

Training is just a means to create sustainable livelihood, and in this regard they just not train, but monitor, motivate and handhold to ensure that people get actual employment-self-employed or wage employed. Thus NGO Samarth and TATA company together focusing on the skill development initiatives to give added focus and attention.

The triple-bottom-line (social, economic and environmental) perspective to business places people, planet and profit at the core of the business strategy. Integrating corporate values along with the business needs to meet the expectations of all the stakeholders is very important and at the same time NGO also looks into the matter that societal goals are accomplished as well. In this regard, the Company will volunteer its resources to the extent it can reasonably afford, but not less than the regulatory requirements, so as to sustain the environment and to improve the quality of life of the people of the communities in which it operates.

It is not about working on regulations relating to environment but also to upgrade the technology constantly and take care of the climate change issues and global warming including water and energy conservation. It will encourage its partners and service providers to adopt responsible business policies, business ethics and abide by its code of conduct.

6.1.4 NGO Indian Society of Agribusiness Professionals along with Sir Dorabji Tata Trust, Tata Motors, Tata Chemicals, ICICI Bank

ISAP was established in 2001 by a group of agriculture and management professionals, with the belief that capacity building of small and marginal farmers' agricultural practices would help enhance their livelihoods and income, and

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thereby result in better quality of life for rural communities. ISAP's work has evolved to include integrated farming, farmer aggregation and market linkages into a comprehensive sustainable rural livelihoods approach.

NGO Indian Society of Agribusiness Professionals have engaged directly with more than 1,50,000 small and marginal farmers and their families and tries to strengthen their food and nutrition security with the help of sustainable agriculture with the major focus on human development.

NGO Indian Society of Agribusiness Professionals has worked for women empowerment in collaboration with companies like Tata Motors and ICICI Bank. These partnerships have also worked for environmental sustainability initiatives like natural resource management, soil fertility management, sanitation, etc. Various companies are collaborating with ISAP NGO because it is recognized by the Union Ministry of Agriculture as multi-state Nodal Training Institute partner for running Agri Clinic and Agri Business Centres. This is also leading resource institution with the Small Farmers Agribusiness Consortium (SFAC), Ministry of Agriculture that is working for promotion of Farmer Producer Organizations in India

7. LIMITATION

This study is based on secondary data only as there is no primary data collected from any source. All the projects related to societal development have been taken from different sources of secondary data and there is no information about how much control the corporate have on the content of CSR reports. The research paper is based on few cases of NGO-Corporate partnership and no generalizations can be made out of these examples overall. It is even difficult to assess the success rate of activities related to Corporate Social Responsibility of specific individual projects because for different projects which are established publicly, there can be different ways of taking societal issues into account.

It is very hard to obtain the objective analysis of various Corporate-NGO projects because large organizations show their only positive results of CSR activities and they hide their failures in order to build and maintain their brand image. While going through different articles, we come to the conclusion that most of the information that is publicly available in relation to the Corporate Social Responsibility activities is controlled by the partners and remain confidential to them.

8. FUTURE CONTRIBUTION

This research paper is going to give an overall view of Corporate-NGO partnership that is helpful for societal development and build their reputation in the market as well. In the literature review section, we have so many papers on such partnerships but if we talk about Indian context then the papers are very few and the examples of how different corporate houses and NGOs are working together are not quoted. Therefore this paper can be of great help to understand the present situation of partnership between corporate- NGO. This paper is based on secondary data only, so there is a scope to collect primary data from various NGOs and Corporate houses in order to get first hand data in this regard. In order to avoid the fabrication of some important data, more in-depth study can be done for such partnerships.

There is no data available or very little available to the public that measures the progress and development of the CSR activities. Government and international institutions collect information and publish the same in various newspapers, websites, journals and that becomes very important source of information to the stakeholders and public in general. Therefore even when the evaluation of CSR activities of corporate-NGO partnership is difficult but still it plays a great role for betterment of the society and build their goodwill in the market as well.

Despite various limitations of the research work, we can conclude that Corporate-NGO partnerships are a big step towards influencing the corporate culture as well as NGOs in different ways. Even if partnerships cannot bring large scale developments in the society but they have the ability to at least improve the overall outlook towards the society that they specifically target. Therefore, longer time period and in depth analysis with the help of secondary as well as primary data is required to understand the importance of such partnerships that will take on in the future.

CONCLUSION

The partnership between Corporate-NGO has shown the facts of business perspective regarding effectiveness and challenges. The Companies Act has given more responsibility to the corporate to conduct CSR and this has created a kind of pressure for many business houses. The corporate needs to be more efficient and work towards the societal changes because that has become a new stream altogether. For such initiatives, NGOs plays very important role in building the capacity of the corporate as well. The extra burden of the corporate to indulge in Corporate Social Responsibility is taken care by NGOs that knows the societal problems and their respective solutions because they know the ground reality and the changes that are required for sustaining the odds. It is believed that NGOs in India are not very efficient and very few are working for the social causes but if they overcome their flaws and both NGO

and Corporate join hands, then nothing can beat them and proper implementation of Corporate Social Responsibility can be done with such Corporate-NGO partnerships.

KEY WORDS

Environmental Management

It is referred to a goal or vision to establish new perspectives towards the society and environment at large. Environmental management is a big step and it includes diverse group of people including non-governmental organization (NGO) workers, employees of companies, civil servants and other policy makers, etc. Therefore it includes the concerns related to resource exploitation and issues related to pollution and involves many stakeholders that require a multidisciplinary perspective to control the direction and pace of development.

Innovative Capability

It refers to the power or ability to do something by using or showing new methods and ideas. In context of Corporate Social Responsibility, it defines the power and capacity of business houses and other concerned parties that can work together with some new ideas in order to achieve some pre determined goals.

Legitimacy

It is a judgment by an individual about the rightfulness of a hierarchy between rule or ruler and its subject and about the subordinate's obligations toward the rule or ruler. It is a process where obligations are given to different sectors in order to do something worth doing towards the society. Legitimation of any particular act is dependent on how the audience responds to them and thus legitimacy can arise due to different reasons in different situations.

Sustainable Initiatives

Sustainability refers to the term which can help in utilizing the resources in such a manner where it can be kept for the future use as well and therefore wastage of resources are avoided in the long run. The various initiatives are taken by different agencies as well as at personal level in order to maintain the proper utilization and consumption of resources.

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