CORPORATE SOCIAL RESPONSIBILITY: Global Evolution & Challenges in India

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Abstract: **The concept of CSR is in existence since ancient times. Globally the concept of Corporate Social Responsibility has been recognised by various terms, before the same being formalised as 'Corporate Social Responsibility' (CSR). The journey of evolution of CSR globally can be traced to its need and importance in Europe, U.K. and U.S. and Asian countries including India. The writings of ancient Indian epics have narrated CSR in various forms. Various studies over a period of time have given models for CSR approach. In India, Companies Act 2013, brought an end to the long run discussion on CSR practices by the corporate. The journey of CSR as a corporate responsibility has two broad perspectives, pre Companies Act 2013 and post Companies Act 2013. However, the CSR policy is still in a nascent stage and hence faces number of challenges.**

Key Words: **Concept of CSR, Evolution Globally & in India, Current Status in India.**

I. INTRODUCTION

1.1: Evolution of CSR in Europe:

CSR and CSR Policies has a special contribution from the European regions, Europe being the leading region for the same. 90% of top 100 companies from Europe reports on social responsibility. In contrast only 59% and 61% of top 100 companies from US and the other parts of the world report their (Finnish EU Presidency Conference, 2006a). the first initiative for the same was through publication of Green Paper on " Promoting a European Frame work for Corporate Social Responsibility" by the European Commission in 2001. EU's approach to CSR is as per the following definition: "[CSR is] a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis' (European Commission, 2001, p. 3)". This led to extensive discussion amongst the industry experts and public, and consultation of the Commission in the form of EU Multi – Stakeholder Forum on CSR, including representative organisations of employers, business networks, trade unions and NGO's (Breitbarth et al., 2009). CSR is regulated in Europe through a legislation and emphasizes on ethical corporate social responsibility. Focus of CSR in the field of social protection of the employed population is unemployment: reducing staff turnover, job creation, the implementation of regional social business projects. Development of CSR in Europe owes its credit to the driving force by the State authorities and local governments. According to CSR Europe, 2010, a distinctive feature of CSR

in Europe is existing due to economic, political and cultural landscape across the continent. For example, companies in Eastern Europe became aware of the concept of CSR recently. In countries like Belarus and Ukraine, CSR is initiated by subsidiaries of foreign multinational corporations or large local operations, with absence of pressure from the society, authorities or media. However attempts have been made by the European Union government to formulate united approach to CSR, though attempts are made to complicate the same by some member countries having their own priorities related to corruption, equality, labour etc. Inspite of strong and opposed reactions towards CSR by countries like Germany and Austria, due to globalisation process Multinational corporations engage themselves in CSR activities with the objective of taking a licence to operate. Industries dealing with products like tobacco, alcohol, drug and oil production, primarily the sensitive industries concentrate on performing CSR activities for the betterment of society and strategically use the same as a defence. The next reason being recent financial crisis. Organisations actively participating in CSR activities are regarded as creditable industries helping them to build a 'reserve of creditability', providing an edge to attract investors and increase market value. A few activities earmarked as recent developments in CSR in Europe, as per the 2011 Responsible Business Summit are as follows:

1. European corporations focuses on environmental aspects. However enaging in socially oriented activities more frequently results in positive brand image.
2. Thrust for performing CSR activities is building trust.
3. Guidance to consumers to reduce utilization of resources (water, pollutants, energy).
4. Including sustainability reports in the Annual reports.
5. According to Couillard, 2011, use of technology is expected to contribute in making the world more sustainable.

1.2 Evolution of CSR in UK:

CSR, in U.K. has evolved by accepting a mix of American and European models, where features of European model like focus on state and society in order to discharge their responsibilities towards the society. U.K. enjoys a privileged position in respect of awareness and implementation of CSR

concept in CSR concept in U.K. being, 90% of the top companies in U.K. report on social and environmental issues; 33% members of society in U.K. consider companies social responsibility to be an important factor in their purchasing preferences (Insala, 2008), however a large mass of the same is confused, primarily on the climate change issues (CSR Europe, 2010). Media plays a lower influential role on business as compared to other European countries. Practices like employee volunteering, give & gain day, UK's largest day of action for employee volunteers, mobilizes employees to volunteer their expertise and timeduring working hours (CSR, Europe, 2010).

According to Fairbass, 2008, CSR policy of UK focuses on three dimensions – economic, social and environmental.

1. Environmental aspects relate to measures to reduce carbon emissions, conservation of water, waste, recycling and biodiversity protections.
2. Human Rights though regulated by laws, corporations in association with other corporation, NGO's and government work to resolve issues like low wages, child labour etc.
3. Equal Opportunities: right to equality promotes equality against age, gender, race etc. A new equality legislation requires every employer to report on gender pay gap.
4. Sustainable Product and Services: Achieving sustainability through production and sales of green and eco products.
5. Supply Chain (CSR, Europe, 2010).

1.3. Evolution of CSR in US:

According to Eberhard- Harribey, 2006, CSR, the concept was developed in US in 60's. American model of CSR closely replicate the European model emphasising on issues like

corporation affects. Also companies are required to engage more with local communities is absence of strong safety net by the government.

Key CSR Issues in US:

1. Environment: recycling; reducing energy, water consumption, greenhouse gases emission; renewable energy; green building (Leadership in Energy and Environmental Design rating system);
2. Sustainable Supply Chain issues are picked up by all the major U.S. companies;
3. Labor: working conditions; labor rights; employee well-being; health, life, accident and disability insurance; retirement savings plan; paid vacations and holidays etc.
4. Responsible investment in development of renewable energy, energy efficiency technologies, green building, biodiversity programs;
5. Equal Opportunities: diversity, equality of the sexes.

environmental issues in opposition to the business. Features of the American model of CSR are as follows:

CSR legislation: CSR in US is a voluntary initiative. Companies and corporations are the leading players in performing CSR activities in US. Activities primarily considered as CSR in US in Europe, are governed by norms, standards and law of the state. US includes legislative encouragement of social investment in the areas beneficial to the society through appropriate tax deduction. Issues such as environmental (pollution and hazardous waste control) and social (equal employment opportunities, product safety for consumers), (Larsen, 2010).

1. *Charity:* Philanthropy is a popular concept in US. The reason for the same is the existence of strong historical evidences by implementing social programs, business charitable fund. Cuttings on allocation of non-commercial organizations (and social security programs, grants for housing, access to free medical care with them) by U.S. Congress in 1997-2002 became a turning point in defining future prospects of CSR. Priority areas of investments are health care, social services, education and arts (Goncharov, Krichevski, 2006).

2. *CSR Reporting*: CSR reporting or GRI guidelines are not popular in US. However, on the basis of published reports of companies engaged in performing CSR activities have shown an increasing trend of various CSR activities performed. The cause for increased engagement in performing CSR activities are pressures from various stakeholders such as unions, NGOs, competitors, supply chains, customers, employees, and the local communities, which the Commitment to developing local communities, host-countries:education programs and grants, public safety issues.

1.4 Evolution of CSR:

Asia:

Journey of evolution of CSR in the world has strong link to the continent of Asia. Countries like China (eg. Zhuang and Wheale, 2004), India (eg. Balasubramaniian, 2005), Indonesia (eg. Blowfield, 2004), Malaysia (eg. Zulkifli and Amran, 2006), Pakistan (eg.Lund – Thomson, 2004), and Thailand. Countries like Bangladesh (Nielsen, 2005), the Pacific Forum Islands (Prasad, 2004), Sri Lanka (Luken and Stares, 2005), and Vietnam (Prieto – Carron, 2006b) have focused negligently on developing CSR practices. The Journal of Corporate Citizenship special issue on CSR in Asia (Issue 13, spring 2004) provides a good overview of the status of debate. Editors Birch and Moon (2004) note that CSR performance varies greatly between countries in Asia, with a wide range of CSR issues being tackled (e.g. education, environment, employee welfare) and modes of action (e.g. foundations, volunteering, and partnerships). There are various studies

giving evidence of the same. According to a survey conducted, Chapple and Moon (2005) concluded that approximately three quarters of large companies in India disclose their CSR policies and practices, whereas only a quarter of companies perform CSR activities in Indonesia. The two extreme provides a huge gap filled in by other Asian countries like Thailand (42%), Malaysia (32%) and Philippines (30%). Research have various evidence showing evolution of CSR in Asia in three phases, with community involvement being the most favoured and accepted form of CSR. The next being the successive second and third wave of socially responsible production process and employee relation. A study of 15 countries across Europe, North America and Asia about CSR practices Welford (2005) speculates low response rates from countries like Hong Kong, Malaysia, Mexico and Thailand may indicate CSR practices being less prevalent in developing countries. This seems to be borne out by the research findings, in which these countries fairly consistently underperform when compared with developed countries across 20 aspects of CSR measured by the survey. More specifically, Malaysia is generally the weakest in terms of CSR performance, with Thailand being relatively strong on external aspects (such as child labour and ethics) and Hong Kong being generally better on internal aspects (such as non-discrimination and equal opportunities). With the Asian perspective on evolution of CSR practices, in India the concept of CSR though conceptualised off late, the presence of the same is found in Vedic Period. Kings in that era had an obligation towards society and merchants by displaying their responsibility by facilitating places of worship, education, inns and wells. Though the eminent role was creation of wealth for society and economic development, the kings followed a philosophy of "Sarvalokahitam" i.e. the well being of all stakeholders.[a]

1.5 CSR in India:

A Historical Perspective:

Corporate Social Responsibility (CSR), is not new in India. It is the formal identity of the 'act' in existence in India during Vedic Period. Philosophers like Kautilya promoted ethical principles in performing business activities. Ancient Indian Literature has cited instances of 'good deeds' like helping the poor and disadvantaged. Several religions and religious laws have also supported the same. "Zakaat", practiced by Muslims, is donation given to the needy and poor from one's earning. While the Hindus practices "Dharmada" and the Sikhs the "Daashaant". The recent history in relation to evolution of CSR at global level goes back to the seventeenth century when in 1790's, England witnessed the first large scale consumer protest in the form of 'boycott'. Indian history shows evidence of practicing the same are the pioneers of industrialisation. Establishing charitable foundation, educational and healthcare institutions, and trusts for societal development were a few prominent practices followed by these pioneered industrialist for societal development. The term CSR was born on 1970's, however it was conceptualised

in 1900's. In 1990, the concept was well recognised, accepted and appreciated by a larger section of society. This can be corroborated by the fact that while in 1977 less than half of the Fortune 500 firms even mentioned CSR in their annual reports, by the end of 1990, approximately 90 percent Fortune 500 firms embraced CSR as an essential element in their organisational goals, and actively promoted their CSR activities in annual reports (Boli and Hartsuiker, 2001)[1].

For India specifically, culture and values have played a significant role in the development of concept of CSR. Cultural engagement of corporation for CSR perspective focuses on business performance by having a positive impact on the community, culture, society and the operational environment. CSR needs a combined effort from the corporates along with the public policies in order to cater to the needs of the society. India with rich cultural norms, rituals and traditions is one of the oldest countries practicing CSR activities. It has found its existence since Vedic times. Various teachings, values and the culture depicted through epics like Bhagwad Gita, Ramayana, Mahabharata along with Vedas, artha shastras etc focus on the existence of concept of ethics in Indian value system.

The following table lists the prominent schools of thought in Ancient Indian ethos.

Scriptures	Description
The Vedas	There are four Vedas. Rig-Veda, Yajur-Veda, Sama-Veda, and Atharva -Veda. The prime component of these Vedas is the understanding of concept of universe. An attempt to help achieve ones goals and objective – i.e. union of self (atman) and world (Brahma)
Upanishads	Upanishads forms the hard core soul of the individual, laying a path to connect individual self to the supreme power, the God, and rise over and above the desire and liking from the materialistic pleasure.
Bhagavad Gita	Krishna gathas, the rhymes and preaching's Are the fundamental pillars establishing a sound base for spirituality and ethics, pronounced through a dialogue between Lord Krishna and the warrior Arjuna who is at a great crisis of his life? The karma yoga, Bhakti yoga and the notion of three Gunas (sattwa, Rajas, Tamas) have eminent implications in the context of ethical leadership, decision making and management, the area of concern where the concepts of CSR Corporate Governance and ethics are expected to be practiced.
Ramayana	It depicts the duties of relationships, portraying ideal characters like the ideal father, ideal servant, the ideal brother, the ideal wife and the Ideal king. Apart from this, the Ramayana also teaches how the temptation for lust can bring a powerful and

[a]http://asiaresearchnews.com/corporate-social-responsibility-in-india-a-long-way-to-go

[1]CSR_WHITE PAPER_KPMG

	well established man's dooms day.
Buddhism	Lord Gautam Buddha gave the world with four fundamental noble truths. They are (i) Suffering exists; (ii) There is a cause of the suffering; (iii) Suffering can be eradicated; (iv) There is a means for eradication of that suffering. His practice establishes the fact that everything on earth is non – permanent and everything on earth has an "anatta". Buddha also gave the world the eight fold path to liberation from all suffering.

The concept of ethics prevalent since the ancient times has now been termed as the 'Corporate Social Responsibility' in the era of Corporatisation and Globalisation. However various efforts are made to sensitize and make the corporates and entrepreneurs aware of the need for CSR as a business component, and, hence design the corporate goals, objectives, mission and measuring performance publicly with inclusion of CSR.

Development of CSR in India:

1. First Phase
2. Second Phase
3. Third Phase
4. Fourth Phase

Study of ancient India history gives four broad phases of evolution of CSR practices in India.

First Phase:

First phase in India highlights the era of pre 1850's and post 1850's. The era of pre industrialization i.e. pre 1850 saw establishment of various religious places and temples by the rich and the wealthy. They contributed enormously to overcome the economy and society from famines and epidemics. These acts of charity and philanthropy led them to secure a respectable status in the society, and led to the evolution of the first phase of CSR in India, wherein the prominent features were charity and philanthropy. The establishment of colonial period post 1850 was an era of change in the perspective of CSR, whereas, 19th century was marked as the giant Indian industrialist like TATA, Birla, Godrej, Modi, and Singhania following an ideology of economic and social uplifment[2].

Second Phase:

The second phase of evolution of CSR in India is epitomized by the Gandhian theory of trusteeship. The theory of trusteeship was developed and coined during the independence movement. During the same time the Indian Industrialists were under stress to portray their dedication towards the society for their growth and progress. It was then

Mahatma Gandhi pronounced the theory of trusteeship and his believes, "*I desire to end capitalism almost, if not quite, as much as the most advanced socialist. But our methods differ. My theory of trusteeship is no make-shift, certainly no camouflage. I am confident that it will survive all other theories.*" These words of Mahatma Gandhi highlights his argument towards his concept of "trusteeship". These words and believes of Gandhi motivated various industrialists to act towards building the nation and achieve social – economic development[3]. Mahatma Gandhi's ideology was establishing Indian companies as "temples of modern India". Under his influence businesses established trusts for schools and colleges and also helped in setting up training and scientific institutions. The operations of the trusts were largely in line with Gandhi's reforms which sought to abolish untouchability, encourage empowerment of women and rural development.

Third Phase:

Third phase of evolution (1960 - 1980), refers the element of "mixed economy", emergence of Public Sector Undertakings (PSUs), enacting laws for protection labour and environment. This phase for a shadowed duration for the private sector taking the backseat. Economic Development was aimed to be achieved through public sector. This era was also termed as the "era of command and control", due to stringent rules and regulations governing the private sector. Policies related to industrial licensing, high taxes and restrictions on the private sector led to corporate malpractices, leading to the establishment of legislations regarding corporate governance, labour and environmental issues. Fair and equal distribution of resources (eg: food, wealth etc), to the needy was the main objective behind establishment of PSUs by the state. However, state established units could partially perform their responsibilities, shifting the burden of expectation on the private sector and their active involvement in the social – economic development of the country becoming an absolute necessity. As a result, in 1965 Indian academicians, politicians and businessmen organised a workshop on CSR with the aim of reconciliation. The focus of the workshop was transparency, social accountability and regular stakeholder dialogues. Inspite of strong efforts CSR oriented activities failed to gain momentum.

Fourth Phase:

The fourth phase of evolution is the decade 1980 – 2013, wherein Indian companies stopped practicing their traditional CSR activities and unified it into sustainable business strategy. Indian economy witnessed the phase of liberalisation, privatization and globalization in the 1990's. Their came an end to the 'License Raj' in India. End of license raj in India gave a boost to the Indian economy, the fruits of which are obvious, apparent and distinctly visible today. Increased growth momentum of the economy helped

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[2]*Chahoud, Dr. Tatjana; Johannes Emmerling; Dorothea Kolb; Iris Kubina; Gordon Repinski; Catarina Schläger (2007). "Corporate Social and Environmental Responsibility in India - Assessing the UN Global Compact's Role" (PDF).*

[3]*"Understanding and Encouraging Corporate Responsibility in South Asia" (PDF). 2001.*

Indian companies grow rapidly and this made them more willing {Gajare, R.S. (2014). A conceptual study of CSR development in India. In D.B. Patil & D.D. Bhakkad, Redefining Management Practices and Marketing in Modern Age Dhule, India: Atharva Publications (p. 152-154).} and able to contribute towards social cause.Globalization has transformed India into an important destination in terms of production and manufacturing bases of TNCs are concerned. As Western markets are becoming more and more concerned about labour and environmental standards in the developing countries, Indian companies which export and produce goods for the developed world need to pay a close attention to compliance with the international standards[4].

II. CURRENT STATUS OF CSR IN INDIA

CSR activities performed by the corporate giants lacked specific guidelines about their measuring yardstick, investment parameters, areas to be covered for CSR activities etc. With the span of time India became an opened economy from a closed economy, all due to the LPG movement launched in India in the year 1991. Since time immemorial CSR as a term lacked a precise definition, structure, criteria's and transparency. All Central Public Sector Enterprises (CPSE) were following the CSR guidelines issued by the Director of the Ministry of Heavy Industries and Public Enterprises since 2010. However the Companies Act, 2013 brought an end to the long wait by inserting sec 135 under the Companies Act 2013.

The provisions under the Companies Act 2013 are as follows.

1) Every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more a net profit of rupees five crore or more during any financial year shall constitute a Corporate Social Responsibility Committee of the Board consisting of three or more directors, out of which at least one director shall be an independent director.
2) The Board's report under sub-section (3) of section 134 shall disclose the composition of the Corporate Social Responsibility Committee.
3) The Corporate Social Responsibility Committee shall,— (a) formulate and recommend to the Board, a Corporate Social Responsibility Policy which shall indicate the activities to be undertaken by the company as specified in Schedule VII; (b) recommend the amount of expenditure to be incurred on the activities referred to in clause (a); and (c) monitor the Corporate Social Responsibility Policy of the company from time to time.

4) The Board of every company referred to in sub-section (1) shall,— (a) after taking into account the recommendations made by the Corporate Social Responsibility Committee, approve the Corporate Social Responsibility Policy for the Stakeholder Companies respond to the needs of stakeholders, customers, employees, communities, etc and disclose contents of such Policy in its report and also place it on the company's website, if any, in such manner as may be prescribed; and (b) ensure that the activities as are included in Corporate Social Responsibility Policy of the company are undertaken by the company.
5) The Board of every company referred to in sub-section (1), shall ensure that the company spends, in every financial year, at least two per cent. of the average net profits of the company made during the three immediately preceding financial years, in pursuance of its Corporate Social Responsibility Policy: Provided that the company shall give preference to the local area and areas around it where it operates, for spending the amount earmarked for Corporate Social Responsibility activities: Provided further that if the company fails to spend such amount, the Board shall, in its report made under clause (o) of sub-section (3) of section 134, specify the reasons for not spending the amount. Explanation.—For the purposes of this section "average net profit" shall be calculated in accordance with the provisions of section 198.

However there still exist various issues and challenges in making the CSR activities to be performed successfully.

Issues & Challenges:

a. Supplier Relations As stakeholders are becoming increasingly interested in business affairs, many companies are taking steps to ensure that their partners conduct themselves in a socially responsible manner. Some are introducing codes of conduct for their suppliers, to ensure that other companies' policies or practices do not tarnish their reputation. Dr Ratnam said the concept of CSR had different meanings depending on the stakeholder and that depending on the specific situation of the enterprises expectations can also vary. A CSR project can begin in response to a crisis or adverse publicity that a company may suffer. The motive for launching CSR can vary between philanthropy or notions of corporate citizenship. In India, over time, the expectations of the public has grown enormously with demands focusing on poverty alleviation, tackling unemployment, fighting inequality or forcing companies to take affirmative action.

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[4] *Chahoud, Dr. Tatjana; Johannes Emmerling; Dorothea Kolb; Iris Kubina; Gordon Repinski; Catarina Schläger (2007). "Corporate Social and Environmental Responsibility in India - Assessing the UN Global Compact's Role" (PDF).*

The historical driver of CSR has been philanthropy or a sense of ethics. After the Second World War, a variety of national and international regulations arose through bodies such as the International Labour Organization (ILO) emphasizing the need for an active social policy for transnational companies (TNC's). This additional driver, international institutions, has relevance for India through the work of the ILO, the OECD, Socially Responsible Investment (SRI), the SA8000 Social Accountability scheme and through the work of the UN Commission on Human Rights which tackled the human rights responsibilities of TNC's. In India, some public sector companies can spend up to 5% of their profits on CSR activities. Pressure groups have been quite successful in inducing companies to fund CSR schemes, even to the point of using kidnapping as a tactic! Forms of CSR differ according to the country or region. In Europe, for example, notions of CSR probably developed out of the Church and a sense of ethics. In India, CSR has evolved to encompass employees, customers, stakeholders and notions of sustainable development or corporate citizenship. In transnational companies, the approach to CSR typically emerges from one of three elements including a decentralized strategy (which might examine human rights), a centralized strategy (which would be companywide) or a globally integrated strategy (which would include Coca Cola or oil companies - where local actions can impinge globally).9 The survey conducted by Times of India group on CSR used a sample size of 250 companies involved in CSR activities through a method of online administration of questionnaire. The questionnaire was evolved after due diligence including focus group meetings, consultations with key stakeholders and a pilot in four metros. Finally 82 organizations responded to the questionnaire. These comprised 11 public sector undertakings (PSUs), 39 private national agencies and 32 private multinational organizations. The respondent organizations form a satisfactory percentage of 33 per cent of the sample size, given the fact that only those companies that had direct or indirect involvement in CSR activities were chosen to be approached for the survey. The survey elicited responses from participating organizations about various challenges facing CSR initiatives in different parts of the country. Responses obtained from the participating organizations have been collated and broadly categorized by the research team. These challenges are listed below:

a. Lack of Community Participation in CSR Activities: CSR, the term is a combination of Corporate and societies responsibility in together. However, there is a lack of interest of the local community in participating and contributing to CSR activities of companies. This is largely attributable to the fact that there exists little or no knowledge about CSR within the local communities as no serious efforts have been made to spread awareness about CSR and instil confidence in the local communities about such initiatives. The situation is further aggravated by a lack of communication between the company and the community at the grassroots.

b. Need to Build Local Capacities: NGO's can prove to be a boon for performing/carrying out various CSR activities. However NGO as a tool is rarely considered due to reasons like their inefficiency, incompetency, lack of resources and support for their development. Hence, there is a need for capacity building of the local non-governmental organizations as there is serious dearth of trained and efficient organizations that can effectively contribute to the ongoing CSR activities initiated by companies. This seriously compromises scaling up of CSR initiatives and subsequently limits the scope of such activities.

c. Issues of Transparency: Lack of transparency is one of the key issues brought forth by the survey. There is an expression by the companies that there exists lack of transparency on the part of the local implementing agencies as they do not make adequate efforts to disclose information on their programs, audit issues, impact assessment and utilization of funds. This reported lack of transparency negatively International Conference on Technology and Business Management March 28-30, 2011105 impacts the process of trust building between companies and local communities, which is a key to the success of any CSR initiative at the local level.

d. Non-availability of Well Organized Non-governmental Organizations: It is also reported that there is non-availability of well-organized nongovernmental organizations in remote and rural areas that can assess and identify real needs of the community and work along with companies to ensure successful implementation of CSR activities. This also builds the case for investing in local communities by way of building their capacities to undertake development projects at local levels.

e. Visibility Factor: Communication in the right sense, of the right act, to the group of right people leads to success and motivation to perform perpetually. The role of media in highlighting good cases of successful CSR initiatives is welcomed as it spreads good stories and sensitizes the local population about various ongoing CSR initiatives of companies. This apparent influence of gaining visibility and branding exercise often leads many nongovernmental organizations to involve themselves in event-based programs; in the process, they often miss out on meaningful grassroots interventions.

f. Narrow Perception towards CSR Initiatives: Non-governmental organizations and Government agencies usually possess a narrow outlook towards the CSR initiatives of companies, often defining CSR initiatives more donor-driven than local in approach. As a result, they find it hard to decide whether they should participate in such activities at all in medium and long run.

g. Lack of Consensus on Implementing CSR Issues: There is a lack of consensus amongst local agencies regarding CSR projects. This lack of consensus often

results in duplication of activities by corporate houses in areas of their intervention. This results in a competitive spirit between local implementing agencies rather than building collaborative approaches on issues. This factor limits company's abilities to undertake impact assessment of their initiatives from time to time.

III. CONCLUSION

CSR as a concept is a journey from ancient times to the present day globally. Theories have proved its strong presence on the soil of India since Vedic times. Though it has been conceptualised and given a structure through the Companies Act, 2013, still it is in a nascent stage. Challenges are few on count but strong enough to challenge its consistency.

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