

# Gap Analysis and Impact Analysis of CSR Initiative of CybageAsha (Rural Upliftment), with Special Reference to Project Category - 'Drainage'

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**Abstract:** The aim of the report is to assess the CSR projects of Cybage (Rural Upliftment Vertical) and to gauge the impact of the CSR initiatives under the aegis of CybageAsha, alongside their gap analysis. This report includes impact analysis and gap analysis of Project Category- Drainage.

Villagers are quite satisfied with sanitation project of Cybage. Health and hygiene has improved due to Cybage intervention but water supply in the toilets is still a challenge. They are quite satisfied with construction quality of these projects. But they expect Cybage intervention on a greater magnitude in order to cover majority population of their villages. Sanitation projects have helped them to save time and live a better lifestyle but there is a need to spread awareness among villagers about the importance of using and drainage system. Cybage should take an initiative to sensitize village panchayat to develop a self-sustaining model from long term sustainability perspective.

**Keywords:** Cybage, Drainage, Impact and Gap Analysis, CSR

## Introduction

This paper is based on the initiatives of CybageAsha that fall under its Rural Upliftment Vertical. Rural Development program is executed to improve the quality of rural life by developing required infrastructure for villages; making them self-reliant; highlighting the importance of general cleanliness and community health; and bringing about their socio-economic transformation through the participation of village residents.

The activities conducted under Rural Development, in beneficiary villages include:

- Conducting de-silting activities at local water bodies and helping residents implement rainwater harvesting in rain shadow areas.
- Constructing underground drainage systems.
- Constructing new water tanks and repairing the existing ones to enhance the supply of potable water.

- Upgrading the infrastructure of rural schools and providing facilities such as benches, water purifiers, and computers.
- Conducting health check-up camps.
- Conducting cleanliness drives and helping villagers implement waste management.
- Organizing health awareness sessions for women and senior citizens and promoting development schemes pertaining to agriculture.
- Construction of Internal Roads.
- Conducting skill and income generation activities like-Jam, Pickle and Sauce making.
- Conducting training regarding income generation and food processing skills.
- Carrying out Tree Plantation drives across villages.
- Constructing Toilets and Drainage Systems.

The report presents an evaluation of some of these initiatives of CybageAsha. The report presents the existing status quo, impact assessment and recommendations based on this impact assessment. The purpose of comprehensive evaluation is to assess the short and long-term impact of the projects on the beneficiaries and assessment of gaps (if any), for further improvement.

### **CybageAsha Overview**

CybageAsha was founded in October 2005 to fulfil Cybage's moral responsibility towards the society. Through its Rural Upliftment, Community Development and Social Welfare verticals, CybageAsha meticulously conceptualizes, plans, and executes various drives in and around Pune, with exclusive involvement of dedicated CSR Team members and the support of Cybagians who volunteer for several noble causes. The Trust also collaborates with several NGOs and social service organizations to continually expand its beneficiary base.

Here are a broad range of activities conducted by CybageAsha under its Rural Upliftment verticals:

1. The rural-urban divide has always been the stumbling block on our country's road to development. CybageAsha understands that rural development is thus of strategic importance for national growth. Hence, development of villages gets prime focus in CybageAsha's activities. The Rural Development program is executed to improve the quality of rural life by developing the infrastructure of villages; making them self-reliant; highlighting the importance of general cleanliness and community health; and bringing about their socio-economic transformation through the participation of their own residents.

- To execute this program, CybageAsha identifies a village that needs support and chalks out a high-level development plan in consultation with the village panchayat. Socio-economic assessment surveys are conducted with the active participation of the villagers before the development plan is executed. CybageAsha has developed role-model villages such as Karnavadi and Yewali for other NGOs and village panchayats to emulate.

## Review of Literature

Corporations are expected to be more socially and environmentally responsible in the communities and society where their operations are located. Because there is growing sensitivity towards social and environmental issues and demands from various stakeholders expecting corporations to do more for society.

There is ample research done on CSR and corporate performance. CSR has proven beneficial in increasing the business profile and reputation of companies at local, national, and international level. Some contrary findings are also present which might be due to different economic conditions, different time periods, and different sample sizes.

(Sharma, 2017) in their paper argue that CSR has been determined on the basis of externalities caused by the business as usual and as efforts to address these externalities along with other objectives that are aligned with the Sustainable Developments Goals or as per the government policies. Also, it is possible that all externalities are not clearly visible and get neglected. This paper had studied the analysis of Telecom Industries externalities on the parameter of environmental responsibilities and efforts by the industry to address these concerns. The paper had assessed telecom organizations' CSR initiatives by analysing their CSR Reports and Annual reports. The results show that as far as environment is concerned, energy emission reduction has been a top priority of the industry but biodiversity losses due to emissions of radiations don't find much attention.

(Rustinsyah, 2016) studies pattern and impacts of a company's Corporate Social Responsibility (CSR) programmes on the local communities conducted in a number of developed countries. For the positive impacts, the development of infrastructure that makes the villages become more representative; the emergence of new business opportunities, such as food stalls and boarding houses; and the improvement of the quality of human resources through free health care, education, and religious activities. The supports from the cement company, however, have not been distributed equally among the villagers. In addition, author also studies the following negative impacts: the increase of social tense among the villagers due to the tight competition to obtain work in the cement company; the uneasy relation between the local people and the immigrants who work in the cement company; the decrease in the number of people working in agricultural sectors, as most of them have moved to the cement company.

(Eweje, 2015) in their paper had studied managers' actual CSR perceptions and practices in Japan. The paper reports on a study carried out in Japan in 2012, where 12 Japanese global companies were asked about their CSR practices. Authors found that companies that participated in the study are keen to demonstrate that CSR is integral to their business strategy and have various projects and initiatives to support their position and commitment. Authors gives example of Tsunami disaster in March 2011. The Japanese companies contributed their resources together to support the victims. However, there are other areas such as volunteering, diversity in the workplace and work-life balance that require more business attention.

(Pandey, 2016) in their paper had analysed some of the paper industries falling under the ambit of CSR clause 135 which are taking initiatives for CSR and sustainability in order to have responsible and sustained existence in the corporate world. This study tries to probe into the areas where there is more requirement of CSR expenditure and scalability of CSR projects. Gap analysis had been done to see the gaps between the amount allocated for CSR initiatives and the amount actually spent. The clause is in its initial phase, but the study shall help analyse if organisations are living up to the spirit of the clause and contributing for the benefit of environment and community. The study finds that with the coming up of the clause, the focus on CSR has increased. Also, there have been efforts on the part of industries to comply with the clause, but standard planning and evaluation frameworks have to be followed.

(Stawicka, 2015) argues that CSR is becoming the practice within a growing group of entrepreneurs by the year. Aspects concerning human rights, labour standards, environmental protection or ethical market rules are becoming an indicator for different groups of business entities. Due to the benefits that are brought to the environment and society, those companies that want to implement CSR solutions in practice should be specially rewarded. A good example is the co-financing of projects in at least one of the areas of CSR: environment, relationships with employees, social commitment to the SME sector. This paper shows business entities' interest in implementing the CSR practices using aid programs and discuss the issues of various approaches to the dissemination of CSR practices in the SME sector.

(Olaniyi, 2105) seeks to close the gap by examining the impact of Corporate Social Responsibility (CSR) activities on profitability of Nigerian and Sierra Leonean firm between 2004 and 2013. It also establishes the effect of financial leverage and firms; profitability in the two countries with a view to clear the air on such unresolved relationship. The study found that Nigerian firms' profitability are impacted more by their community involvement activity while environmental cost disclosure accounts for greater effect on Sierra Leonean firms' profits. The paper suggests that companies should invest and disclose CSR expenditure in their accounts with a view to improve their profit performance while highly geared firms should reduce their debt ratio to raise their involvement in CSR so that their profit can also be raised.

(Varghese, 2016) examines that few firms sacrificing profits in the social interest within the environmental realm especially for children. Although the analysis of goodwill and quality

of different initiatives under the umbrella of CSR is challenging, an effort can be made to fulfil the social responsibility. The authors have taken four Indian firms who are exclusively into a robust CSR strategy, where child rights are being respected and protected. These programmes aim at holistic development of the concerned. A brief analysis regarding the best practices by the authors suggests that integrated empowerment is needed for sustainable development in the society. Moreover, protecting the rights of children should be integral to every CSR strategy. Corporate can impact the access to the necessities, which are essential for survival and development of children in many ways.

## **Research Methodology**

The paper evaluates the CSR projects undertaken by Cybage in and around Pune. So, the research is exploratory in nature. There is growing evidence that project sustainability is supported by carefully planned and well-implemented project evaluation. This report has been prepared for the management and the CSR team at Cybage. The intent of the report is to provide the CSR team with an overview of the impact of their CSR initiatives under CybageAsha (Rural Upliftment Vertical). This report is based on the ground realities as per the Indian context.

As part of the evaluation process, meetings were held with the management to get clarity on the expectations from the report. The management highlighted two specific areas that the evaluation needed to focus on. They are:

1. Impact evaluation of CSR projects undertaken under Rural Upliftment Vertical of CybageAsha, by contacting the stakeholders (especially the beneficiaries) and carrying out a community survey.
2. Gap analysis, by contacting the stakeholders (especially the beneficiaries) and carrying out a community survey.

## **Objectives of the Study are**

1. To find whether the Villagers/Stakeholders are happy with the infrastructure quality developed by Cybage.
2. To find out whether villagers are taking care of maintenance post-handover of the project
3. To study how the project changed the lives of the Villagers/Stakeholders.
4. To study whether there is any change in mind set of villagers after CybageAsha's presence in the village.
5. To study if villagers are motivated to uplift the quality of life in their own village, as an outcome of Cybage intervention.

## Organizations Involved

Indira School of Business Studies (ISBS) has carried out the Assessment. ISBS has carried out the project study by interacting with CSR team at Cybage. The beneficiaries of the project i.e., the villagers who have derived benefit from these projects, were also asked to share their views and opinions. Stakeholders were a part of the survey.

This report is intended for the CSR team as well as the management of Cybage.

## Research Design

Emperical Research, based on observed and measured phenomena to derive knowledge from actual experience rather than from theory or belief has been undertaken for this study.

## Sample Design

The projects undertaken by cybage under drainage category is carried out in following villages

Sr. No.	Village Name	Taluka	District
1	Yewali	Bhor	Pune
2	Karnawadi	Bhor	Pune
3	MavadiKadePathar	Purandar	Pune
4	Surwad	Velhe	Pune
5	Manecolony	Khandala	Satara
6	Rajewadi	Khandala	Satara
7	Bare Budruk	Bhor	Pune
8	Bhatkudgaon	Newasa	Ahmednagar

## Sample Size for this Study

The sample size for Drainage construction project is 102 benficiaries from different villages.

## Sampling Method

Stratified Random Sampling, where the samples were collected randomly from project beneficiaries residing in different villages.

## Data Collection

Both primary data and secondary data was collected. Secondary data was collected from Cybage CSR department and from internet sources.

The primary data was collected with the help of structured Questionnaire (relevant to each project) from the beneficiaries and takeholders. The data was collected from Cybage CSR team by means of unstructured interview and discussion. The questionnaire for impact evaluation was prepared based on the following:

- Information shared by the CSR team during interview and discussion.
- Secondary data about the objectives and processes at CybageAsha.

Data collected was analyzed with the help of MS Excel. Statistical tools used for the analysis include tables, graphs and charts. Open-ended questions formed the base for recommendations in the Report and to understand the true feelings of the Villagers with regards to Cybage initiative. For Impact and Gap assessment, surveys were spread across 3 days in above villages.

## Scope

The study was carried out between the period of 15<sup>th</sup> May 2018 and 10<sup>th</sup> August 2018 for Rural Upliftment Projects of CybageAsha. Villages covered under the scope of this study areas under:

Village (Taluka)
Surwad (Velhe)
Yewali (Bhor)
Bare Budruk (Bhor)
Karnawadi (Bhor)
Mavadi Kadepathar (Purandar)

## Limitations

Any research project functions within constraints and these result in limitations that provide context to the report. Some of the limitations of this assessment are as under:

- The study was carried out within a small-time duration and so a census type collection of data was not possible.
- While for villages where the projects have been completed recently, commenting on the benefits derived from the project could be premature.
- Due to busy schedule of beneficiaries, some of them might have given hurried response.

### Analysis and Interpretation of Data

As it is not possible to present every question data in chart form, only concerned questions related to objectives are shown through charts.

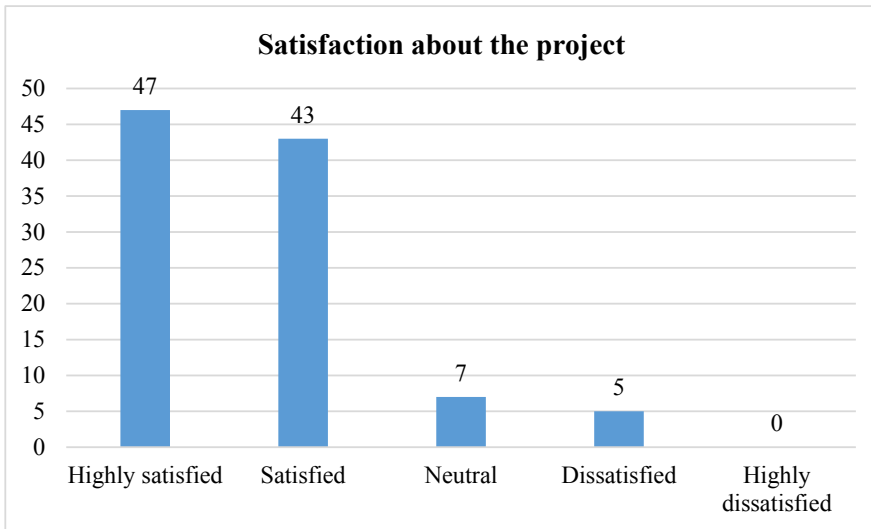
The age group of the respondents was mostly in the category of 26 to 75 years. Majority of respondents (58%) are females and remaining (42%) are males. In the current employment status, majority of the respondents were farmers and housewives.

### Awareness about the Project

Awareness about the project		
Response	Count	Percentage
No	1	1%
Yes	101	99%
<b>Grand Total</b>	<b>102</b>	<b>100%</b>

From the above data, it can be interpreted that almost all the respondents (99%) are aware about Cybage Drainage Project.

### Satisfaction about the Project



From the above data, it can be interpreted that majority of respondents (46%) are highly satisfied with drainage Project, 42% respondents are satisfied and there is hardly any dissatisfaction about the Project.



## Response on Villagers' Maintenance of Drainage

Response on villagers' maintenance of drainage		
Response	Count	Percentage
No	20	20%
Yes	82	80%
<b>Grand Total</b>	<b>102</b>	<b>100%</b>

From the above data, it can be interpreted that majority of the respondents (80%) find that there is proper maintenance of drainage however, 20% find that there is no proper maintenance by the villagers.

## Response on Condition before Drainage Construction

Response on condition before drainage construction		
Response	Count	Percentage
No cleanliness	82	80%
Prevalence of mosquitoes	59	58%
Waste was spread over roads	70	69%

From the above data, it can be interpreted that 82 out of 102 (80%) respondents say that there was no cleanliness before drainage construction. 70 out of 102 (69%) respondents say that waste was spread over roads before drainage construction. 59 out of 102 (58%) respondents say that there was prevalence of mosquitoes before drainage construction.

## Response on the Benefits of Drainage Project

Response on the benefits of drainage project	Count	Percentage
Cleanliness	72	71%
Better sanitation and health condition	58	57%
Prevalence of mosquito has reduced	47	46%
No waste spread over in open area	46	45%
Travel on internal roads have become easier	16	16%

From the above data, it can be interpreted that 72 out of 102 (71%) respondents say cleanliness has improved due to drainage construction, 58 out of 102 (57%) respondents say that there is better sanitation and health condition in the village due to drainage construction. 47 out of 102 (46%) respondents say that the prevalence of mosquitoes has reduced due to drainage construction, 46 out of 102 (45%) say that no waste is spread-over in open areas. 16 out of 102

(16%) respondents are of the opinion that travel on internal roads has become easier due to drainage construction.

### **Changes brought in the Lifestyle of Villagers due to this Project**

#### **Response:**

1. Drainage system in the locality has improved.
2. Problem of Bad smell has reduced.
3. Health conditions have improved
4. Water logging problem is solved.

### **What could have been done differently to maximise the impact for the beneficiaries?**

#### **Response:**

1. Roads towards farm should be constructed.
2. Mosquito problem should be handled in better way.
3. Sewage wastage are going in their farm, crops are getting ruined. This problem should be addressed
4. More drainage line required in the village.

### **Findings from the Study**

1. Majority of beneficiaries are satisfied with the initiative of drainage construction by Cybage.
2. Majority of beneficiaries are satisfied with the contractors and their construction quality.
3. Majority of respondents believe that the project was completed well in time by Cybage.
4. Villagers are very happy about having access to proper drainage system and are therefore maintaining the drainage system very well. Village panchayat are also taking care of maintenance of the project.
5. Majority of the respondents believe that the major problem before construction of drainage was poor hygiene, mosquito prevalence and spread of wastage on the roads.

6. Majority of the respondents believe that sanitation and hygiene due to drainage construction has reduced the frequency of villagers falling sick
7. Some of the respondents believe that their movement on roads has become easier.
8. Majority of respondents are of the opinion that no similar project has been implemented in nearby villages.
9. Majority of the respondents have suggested their village panchayat to come up with similar projects for the benefits of villagers.
10. Some of the respondents pointed out that the design of drainage, could have been better.

### **Recommendations**

1. More drainage system should be constructed in the village. There are still some areas where there is no drainage system.
2. Awareness among villagers about the importance of underground drainage system should be spread on priority basis.
3. There is prevalence of mosquitoes in some areas of villages. This problem can be addressed by Cybage.
4. Village panchayat should be sensitized and motivated to come up with similar projects for village development for overall upliftment of villages.
5. Drainage construction should be done for a longer stretch of area rather than in smaller pieces.

### **Conclusion**

The project studies the impact analysis and gap analysis of CSR projects done by Cybage in rural areas in Pune district. This project is related to Drainage construction in rural areas. From the above analysis it can be concluded that Cybage is doing good work in terms of providing drainage facilities in villages as per requirement of the villages. The villagers are satisfied with the performance of Cybage in their village. Drainage Project has impacted total population of more than 4,500 residing in 5 different villages covered under the survey.

There are still some issues like-prevalence of mosquitoes in villages, open defecation, unavailability of water taps in toilets, requirement of more number of drainage system that must be addressed on priority basis. Also, more needs to be done in terms of increasing awareness about the relevance of the project and sensitization of villagers to come up similar projects on their own for self-sustainable model of development.

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