

**Vocational Training and Capacity Building through CSR:
A Case Study of SAIL**

Dr. Ranjit Singh Ghuman¹ and Dr. Rajeev Sharma²

¹ Nehru SAIL Chair Professor, CRRID, Chandigarh, India
(ghumanrs@yahoo.co.uk)

² Assistant Professor, Nehru SAIL Chair, CRRID, Chandigarh, India
(sharma.rajeev80@gmail.com)

1. Introduction

The opening lines of the first Human Development Report of UNDP (1990) read as, “The real wealth of a nation is its people. And the purpose of development is to create an enabling environment for people to enjoy long, healthy and creative lives. The simple but powerful truth is too often forgotten in the pursuit of material and financial wealth”.

The modern growth theorists (Schultz, 1961; Romer, 1986; Lucas, 1993; Benhabib & Spiegel, 1994; Barro & Sala-i- Martin; Barro, 2001; Krueger & Lindahl, 2001) have clearly established that it is impossible to attain an optimum and self-sustenance growth and development without empowering human resources with skill, education and health. All those countries, who had adhered to this simple, but powerful truth, have achieved high growth trajectory in their national income and per capita income (OECD/UNESCO, 2002; Oshima; 1988). This, in turn, has helped them to improve the physical quality of life of their people (Lockheed, 1980). The experience of Japan, South-East Asian economies, China and now India is a living testimony to such evidence.

As a matter of fact, education and skill have been the key growth drivers of socio-economic, political and cultural development ever since the advent of human civilization. Nevertheless, their role and relevance has undergone tremendous change and it has enormously increased in the emerging knowledge economy. An educated and skilled work force is nation’s assets well as an essential pre-requisite to meet the labour supply requirements for faster and inclusive growth. Educated, skilled and healthy workforce can turn sand into gold. Though the nature’s production laws are subject to diminishing returns, yet, human’s skills and knowledge have the capacity to turn them into increasing returns (Marshall, 1920).

The translation of economic growth into quality of life is measured by the human development index (HDI). Out of the three components (real GDP per capita, health and education), education carries one-third weight.

It is in this context that education and skill development carries enormous relevance and importance. Acquisition of appropriate skills will definitely be transforming the lives of the whole population by making them employable. It is more the so in developing countries like India where rural population still accounts for 68.85 per cent of the total population. The literacy level in the rural population, particularly female literacy rate, is also quite low.

The long term dynamics of growth and development have amply established that as the economy grows and diversify the share of agriculture in GDP and that of its employment in total employment of the country declines (Kaldor, 1967; Kuznets, 1965). Indian economy, too, has experienced a similar situation. In the wake of a sharp decline in agriculture sector's share in India's gross domestic product from 52 percent in 1951 to 14 percent in 2012-13 a relatively moderate decline in its share in employment, from 72 percent to 55 percent during the same period, the per capita income of agricultural workforce has suffered a relative deterioration. This, along with a fast shrinking employment opportunities in agriculture in particular and rural economy in general, provides a strong rationale for shifting workforce from agriculture to non- agriculture sectors (Gill, 2002). In fact agriculture sector in India is pushing out workers and non agriculture sectors do not have the corresponding capacity to absorb them (Ghuman, 2005). The only solution seems to be the development of non-farm sectors, particularly the rural –non- farm sector and generating employment there in. The problem of non employability of the surplus agricultural workforce is another serious problem and, hence, a significant limitation in this process. Their non employability is mainly because of their low level of education and skill. Thus, empowering them with education and relevant skill is sine qua non to enhance their employability and improve their socio-economic condition. Acquisition of skill also needs a minimum level of education, say, 10th class pass. The majority of the Indian rural households in general, and labourer households in particular, however, do not have even one of their members have with 10th pass (Ghuman, et al, 2007). There is thus an urgent need to impart the rural youth with a minimum level of education and then equip them with relevant and appropriate level of skill. It is here that **education for rural transformation is relevant**. Socio-economic transformation of rural people is only possible through education and skill. However, in view of their poverty and dismally low level of income access to and affordability are the other serious limitations in the way of rural transformation. **The mobilisation of resources through corporate social responsibility (CSR) has the strong potential for financing the education and skill of the rural people.**

This is important to note that the four states under study account for 15.84 per cent of Indian population and 13.97 per cent of total geographical area. The literacy rate in these states ranges between 66.4 per cent and 76.3 per cent and the poverty ratio varies between 19.98 per cent and 39.93 per cent. The proportion of rural population is quite high, which ranges from 68.13 per cent to 83.31 per cent.

The rural literacy rate in the above-mentioned Indian states varies from 72.9 per cent to 79.6 per cent among males and from 48.9 per cent to 65.5 per cent among females. The male and female literacy rates in rural area are quite low.

The proportion of tribal population in these states is also quite high. According to Census 2011, around two-third of the workers in these states were engaged in agricultural sector for their earnings as compared to non-agricultural sector. The exception in this regard is West Bengal, where 44.0 per cent of the workers are engaged in agricultural sector.

The paper¹ is aimed at studying SAIL's CSR activities pertaining to vocational training and skill development of the under-privileged and un-employed youth in four Indian states. The beneficiaries, along with their parents, are either living in the periphery of steel townships (established by SAIL) or are coming to townships from the surrounding rural areas in search of their livelihood. These townships are located at Bhilai (Chhattisgarh), Rourkela (Odisha), Durgapur and Burnpur (West Bengal) and Bokaro (Jharkhand).

The study is based on both the primary and secondary data pertaining to the vocational training centres covered by CSR activities of SAIL. The secondary data has been collected from official record of SAIL and the primary data through field survey. The primary data pertains to 162 respondents across five integrated steel plants of SAIL. Out of 162 sampled respondents, 110 respondents were pursuing training at five vocational training centres established under CSR at the time of survey. The remaining 52 sampled respondents had already completed vocational training from the respective training centres. The main objectives of the study are:

1. To analyse and discuss the role of SAIL's CSR activities in providing vocational training to the under-privileged sections of population.
2. To document and analyse the socio-economic status of the respondents' family.
3. To evaluate the impact on the stakeholders, i.e., beneficiaries, society and SAIL.

2. Genesis of Corporate Social responsibility (CSR)

The corporate social responsibility (CSR) is a philosophy that looks at the social interest and the enlightened self interest of business over long run as compared to the old, narrow and unrestrained short run self interest (Steiner,1971). It aims at integrating the business interest with that of the community in which it operates. The actions of business and industry impact the lives of citizens, both directly and indirectly. Hence the business and industry is expected to assure reasonable level of responsibilities towards society in addition to their economic and legal obligations (Mc Guire, 1963). The corporations have, thus, an obligation to various groups of society and are expected to be ethical and a good corporate citizen. The CSR, thus, goes beyond the narrow economic, technical and legal requirements of the firm (Davis, 1973).

Though the rudiments of CSR can be traced to the beginning of human civilisation yet the concept has been ever evolving. The worth noting references to the CSR appeared during 1930s and 1940s (Barnard 1938; Clark, 1939; and Kreps, 1940). The Fortune magazine in 1946, on the basis of opinion poll of the business executives, reminded the business people about their social responsibilities. The modern era of social responsibility, however, began in 1950s. During 1950s, the CSR basically concerned with the social consciousness of managers beyond profit and loss statement. No universally accepted definition of CSR exists. Some suggests that it's about what business puts back — and can show it has put back — in return for the benefits it receives from society. Others say that CSR is about a company's interaction with the legal and social obligations of the societies in which it operates and about how it accounts for those obligations. As per World Business Council for Sustainable Development (WBCSD), in World Summit on Sustainable Development in Johannesburg 2002, CSR should be based on integrity, sound values, and a long-term approach. It clearly offers business benefits to companies and a positive contribution to the well-being of society. In other words, the businessmen have certain responsibilities towards society beyond economic and legal obligations of the corporation. The businessmen are expected to look beyond their firm's narrow economic and technical interest and legal requirements.

It is significant to note that the predecessor of the concept of CSR was social responsibility (SR). Perhaps it was mainly because of the fact that the corporate sector did not have the kind of prominence and dominance over business and industry in the past as it has today. As we have already mentioned that CSR is a philosophy that looks at the social interest and the enlightened self-interest of business over long run as compared with the old, narrow,

unrestrained short-run self interest. It means, in other words, the rationale of CSR lies in the fact that the actions of business and industry, particularly corporate sector, directly and indirectly touch and impact the lives of the people, especially the marginalized/underprivileged. Moreover, the growing awareness that CSR is good for business has also aided its development. Now-a-days, it is widely accepted view that corporate responsibility can provide a competitive advantage to companies.

Today, more and more companies are realizing that in order to stay productive, competitive, and relevant in a rapidly changing business world, they have to become socially responsible. The ever increasing pace of globalization has blurred the national borders and technology has accelerated time and masked distance. Given this sea change in the corporate environment, companies want to increase their ability to manage their profits and risks, and to protect the reputation of their brands. Because of globalization, there is also a fierce competition for skilled employees, investors, and consumer loyalty. How a company relates with its workers, its host communities, and the marketplace can greatly contribute to the sustainability of its business success.

It has been widely recognised the world over that integrating social, environmental and ethical responsibilities into the governance of business ensures their long term success, competitiveness and sustainability. Such an approach also reaffirms the view that businesses are an integral part of society and have a critical and active role to play in the sustenance and improvement of healthy ecosystems. It also helps in fostering social inclusiveness and equity and in upholding the essentials of ethical practices and good governance. Companies with effective CSR have the image of socially responsible companies, achieve sustainable growth in their operations in the long run and their products and services are preferred by the customers.

Hence, the business and industry is expected to assure reasonable level of responsibilities towards society. But the term reasonable level of responsibilities needs a serious debate so as to make the business and industry responsible towards society. Mere provision of goods and services to those who have the purchasing power may not be enough. The State, business and industry also owe responsibility towards those who have either no purchasing power or who do not have adequate purchasing power for making both ends meet not to talk of a decent living. The role of State and Government is, thus, imperative, rather sine qua non, for making provision of minimum level of goods and services for each and every citizen.

Nevertheless, the question: 'how to make this provision', is a trillion dollar question. Should the State subsidize or give the purchasing power (by giving money) to those who do not have purchasing power. Or such people are empowered through education and skill. In other words, the trade-off is: 'to catch the fish and give it to such people' or 'to teach them how to catch the fish'. The first path may not be sustainable in the long run and has been supported by history. Only the second path has sustained over the period of time. Moreover, the first path hits the self-respect whereas the second path inculcates a sense of self-respect and a feeling of participation.

3. CSR in India

Prior to The Companies Act, 2013, the both public and private companies were voluntarily doing certain philanthropic activities on voluntary basis. Their philanthropic programmes were mainly focussed on religious and educational activities. Up till 2009 Govt. of India, 2009), there were no guidelines for CSR. It was only in 2009 that the Ministry of Corporate Affairs, Government of India issued CSR voluntary guidelines for the companies to undertake CSR activities. As is evident these were voluntary in nature and some companies, mainly in the public sector, started CSR activities. The ministry, however, issued fresh guidelines for the central public sector enterprises (CPSEs) in 2013 according to which the budgetary allocation to CSR was linked to their profit after tax (PAT) of the previous year. More specifically, a company with PAT up to Rs. 1000 million shall invest from 3 % to 5% of PAT; a company with PAT between Rs. 1000 million and 5000 million shall allocate from 2% to 3% of PAT; and any company with PAT more than Rs. 5000 million shall allocate from 1% to 2% of its PAT in the previous year. Most of the CPSEs complied with these guidelines.

With the enactment of The Companies Act, 2013, the public as well as private sector companies covered under the clause¹³⁵ The Act, are under obligation to allocate and invest at least 2% of their PAT (average of previous three years) to the CSR activities. The ACT has come into force with effect from April 1, 2014. It is significant to mention that The Companies Act, 2013 is much more specific than the earlier guidelines on CSR.

The clause 135 (1) of The Act reads as under:

“Every company having net worth of rupees five hundred crore or more, or turnover of rupees one thousand crore or more or 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.”

The composition of the CSR committee shall be disclosed in the Board’s report. The CSR committee shall formulate CSR policy of the company, recommend the amount of expenditure to be incurred on the CSR activities and monitor the CSR policy of the company. The recommendations of the CSR Committee would form the basis of CSR policy of the company which shall be disclosed in its report and also be uploaded in company’s website.

The board of every company shall ensure that the company spends, in every financial year, at least two per cent of the average net profit of the company made during the three immediately preceding financial years, in pursuance of its CSR Policy. If the company fails to spend such an amount, the Board shall specify the reasons for not spending the amount in its report. It is also mentioned in The Act that the company shall give preference to the local area and areas around it where it operates, for spending the amount earmarked for CSR activities.

The amended version of Schedule VII of The Act lists the activities where the Companies are supposed to undertake CSR programmes. These activities relate to eradicating extreme hunger and poverty; promotion of education; promoting gender equality and empowering women; ensuring environmental sustainability; employment enhancing vocational skills; contribution to the Prime Minister’s National Relief Fund or any other fund set up by the Central Government or the State Governments for socio-economic development and relief and funds for the welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women; and such other matters as may be prescribed ².

4. CSR by Steel Authority of India Limited (SAIL)

Steel Authority of India Limited (SAIL) is Country’s largest and among the leading steel producers in the world. In India, SAIL has been recognised as one of the *Maharatna* Company. The company owns and operates eight manufacturing plants. Five integrated steel plants at Bhilai, Durgapur, Rourkela, Bokaro & Burnpur producing carbon steels. Three plants at Durgapur (Alloy Steel Plant), Salem and Bhadravati are making alloy steels, stainless and special steel. It is worthwhile to mention that SAIL’s turnover has crossed RS.

493500 million in 2012-13 despite the fact that global economy is passing through a recessionary phase. This has established company's success at global level in terms of competition, especially in the context of globalisation.

Though SAIL has been doing CSR activities since long, yet, it has been specifically focuses on CSR since 2009. In compliance with the Union Government's policy guidelines (2013) on CSR for Central Public Enterprises, the SAIL has broadened its CSR programme. The main focus of its CSR activities has been on education, vocational training and skill development, health, rural infrastructure and hunger. With effect from April 2014, the SAIL shall be spending 2 % of its PAT on CSR activities given in clause 135 (1) and schedule VII (amended) of The Companies Act, 2013.

SAIL's expenditure on CSR programme is shown in table 1. It is clear from the table that the SAIL is spending between 1 per cent and 1.5 per cent of its profit on CSR during 2009-13.

5. SAIL's Efforts to provide Vocational Training to the Under-Privileged

Youth represents the future hope of every country. The high returns on resources invested in youth today have both immediate and long term benefits. Skilled manpower is usually considered a *sine qua non* for industrialization. The SAIL accordingly views skill formation and its up-gradation and development as its core agenda. This is aimed at empowering the youth with skill and thereby improving the living standards of the under-privileged sections. In addition to this it has the potential to reap the demographic dividends and thereby leading to inclusive growth.

The main focus of this study is on the five vocational training centres set up by SAIL under its CSR projects. Vocational training centres are as under:

1. Bhilai Ispat Kaushal Kutir (Bhilai, Chhattisgarh)
2. Handloom Weaving Centre (Rourkela, Odisha)
3. Bokaro Private Industrial Training Institute (Bokaro, Jharkhand)
4. DSP Mahila Samaj Premises (Durgapur, West Bengal)
5. Asansol Ramakrishna Mission Vocational Training Centre (Burnpur, West Bengal)

The details of the expenditure on vocational training for the period of five years (2008-09 to 2012-13) in absolute terms are given in Table 2. It is evident that the total expenditure incurred on vocational training has increased to Rs. 30.6 million in 2012-13 from Rs. 11.2 million in (2008-09). Out of total expenditure, Rourkela Steel Plant has incurred maximum

expenditure on vocational training (Rs. 14.1million) and remaining plants have spent less than Rs. 10 million on vocational training during the year 2012-13. Thus, no uniform pattern of expenditure is observed across the plants. The possible reason could be the variation in the profit of individual steel plant of SAIL over the years.

The expenditure on vocational training in terms of percentage to total CSR expenditure of five integrated steel plants has also been calculated and is presented in Table 3. The overall expenditure on vocational training rose to 13.30 per cent in 2012-13 as compared to 2.89 per cent in 2008-09. It is clear from the table that expenditure increased across all the plants in 2012-13 as compared to 2008-09. The only exception in this regard was Bokaro Steel Plant: it remained around 0.22 per cent.

6. Socio- Economic Status of the Sampled Beneficiaries

The gender-wise distribution according to trade for those who were pursuing training as well as for those who had completed training has been presented in tables 4 and 5, respectively. Some of the trades, such as, welding, electrician, fitter, dress making, and hair and skin care, are more popular than others.

The level of education of the trainees reveals the generic and foundational skills residing in them. In our sample, the share of trainees who were illiterate comprised of only 4.5 per cent, as is clear from Figure 1. Majority of the trainees had completed higher secondary (40.9 per cent) and is closely followed by those completed secondary education (31.8 per cent). However, 10 per cent of the trainees had graduation and 3.6 per cent of them had post graduation degree before joining the vocational training (Figure 1).

An attempt has also been made in this paper to show the usefulness of vocational training among the respondents. The information is presented in table 6. It is clear from the information provided by the respondents that they were aware that vocational training programme would increase their skills and enhance their employability in the job market. This is true for sampled respondents across all the steel plants.

The distribution of the sampled households according to their primary occupation reveals that most of them were engaged as wage earners, non-agricultural casual labourers and non-agricultural activities (Table 7).

Table 8 presents the per capita monthly income of the households. The average per capita income came out to be Rs. 921 per month. Across the steel plants, the households under study have highest per capita monthly income of Rs. 1872 at Durgapur. This is followed by the households at Bokaro Steel Plant (Rs. 917) and at Burnpur Steel Plant (Rs 590). On the contrary, the residents staying near the periphery of Rourkela Steel plant have lowest monthly per capita income of Rs. 447 on an average.

The urban poverty line worked out by the Planning Commission of India for the selected states, for the year 2009-10, is given in Table 9 (column 4). Going by the updated urban poverty lines for the survey year, we find that the families of the respondents pursuing training in the centre of Durgapur steel plant have relatively better economic status in terms of average earnings on monthly basis.

7. Outcome and Impact Analysis

The outcome and impact has been studied at three levels: i) on the basis of quantitative data; ii) on the basis of perceptions and views of the beneficiaries; and iii) on the basis of field observations.

i) Quantitative data

The SAIL has provided vocational training to 1007 trainees during 2012-13 in their respective training centres established at five townships under its CSR programme. This study also collected qualitative information to understand the impact of vocational training. Majority of the respondents who have completed vocational training reported significant improvement in their skill levels, increase in their ability to take daily activities, enhance their chances for employment, of both wage and self-employment. This has also improved their earnings and resulted in improvement in health and well being (Figure 2).

A large number of respondents were engaged in self-employment after successfully completing vocational training as is clear from table 10. At the time of survey some of the respondents were either in search of employment or were thinking of venturing into self employment. Most of the respondents who have completed training from respective training centres of steel plants of SAIL were highly satisfied with the training. The level of satisfaction is shown in table 11. It is worth mentioning that the average earning of the individuals engaged in their respective employment was Rs.5252 per month across the steel plants.

ii) Views and perceptions of the beneficiaries

Though we came across a large number of beneficiaries (those who got skill training at SAIL's skill development centres) who either got wage employment or have started self employment, yet, the perceptions of some of beneficiaries have been given below. An effort was made to include at least one beneficiary from each steel plant.

These are given in the following quotes.

1. *"We live in the slums outside Steel Township. We had no income earlier. Now we work daily to make soaps, cotton duster and gunny bags which are sold to local factories here. We are 16 women having formed Self-Help Group. Durgapur Steel Plant has helped us in providing training, building and machines to produce the items. We used to earn Rs. 800 per month when we started work in 2009. Now each of us earns Rs. 1400 to Rs. 1800 per month. We will remain grateful to Durgapur Steel Plant (DSP) for making us to stand on our feet and supporting our families".*

Kavita Sarkar, Lakhi Bag, Saraswati Das (Members of SHG-Swayamsiddha, Vivekananda Service Centre under a CSR scheme of DSP)

2. *"I am a resident of Bhilai township, 166-A. I got training from Bhilai Kaushal Kutir in electrical trade. I am a resident of Bhilai township, 166-A. The training was useful in acquiring skills. At present, I earn Rs. 1000-1500 per month by fitting electricity in the houses in and around Bhilai. I am extremely thankful to Bhilai Steel Plant (BSP) for giving me an opportunity to upgrade my skill level free of cost.*

-Rohit Kumar, Resident of Bhilai Township

3. *"The quality teaching and training at Bokaro Pvt. ITI, an ITI established under CSR of Bokaro Steel plant has fulfilled my dream in getting a job in IISCO Steel Plant, Burnpur, SAIL".*

-Amarjeet Paswan, studied from ITI, BSL

4. *"A machine was installed by Rourkela Steel Plant (RSP) in January, 2013 in Liang Colony, for preparing puffed rice. From one kg of rice, trainee group (16 members) was able to produce six boxes of puffed rice which we used to sell in nearby village. We now use 20 kg of rice per day and are able to prepare 120 boxes in a day. As a result, we are able to earn a profit of Rs. 120-150 per day. We need some support from RSP in the form of technology to dry their rice in large amount in order to enhance the scale of production (9-10 boxes from 1 kg of rice approximately)".*

-Rajni Naik, Member WRC, Liang Colony Model Steel Village (MSV), RSP

5. *"As a result/impact of project Kishori of RSP, women in a group are able to earn on an average Rs. 1000-1200 per month per head from different activities. There is*

significant improvement in their economic status after the initiation of WRC in the MSVs”.

-Rita Lakra, Trainer under Kishori Project of RSP, Resident of Chikatmati Village (MSV)

6 *“Our SRI SAI SHG (12 members) in Jabaghat is able to produce 2-3 quintals of noodles, market it at RSP township and earn a profit of Rs. 10,000 per month. We wanted to increase its scale of production to meet out the huge demand of its product, which at present they are not able to fulfil. In order to achieve this, we require some more technological input from RSP through SRI SAI NGO”.*

-Urmila Rana, A trainer and member of SRI SAI SHG, Resident of Jabaghat (MSV), Rourkeal Steel Plant (RSP)

7 *“I belong to a poor family. My family is earning only Rs 3500 per month. Bokaro Steel Plant (BSL) has given me an opportunity to upgrade my skill in its training centre, which was otherwise not possible for me. Thanks are due to BSL. I am in the final stages of my training. I found that ITI training provided by BSL was very useful and productive in shaping my future. However, I wanted to highlight that BSL might include some more trades in view of emerging market demand”.*

-Naresh Kumar, Resident Bokaro Township

iii) Field observations

In view of the poor socio-economic status of the parents of the beneficiaries and lack of skill, the respondent beneficiaries could never dream of acquiring skill in the absence of SAIL's CSR programme. Prior to CSR intervention, majority of the trainees were without any skill and were grappling with unemployment and poverty. As a result, most of them could not provide any kind of support to their vulnerable and poor families. The officials reported that majority of the individuals were unskilled. A large number of young trainees have developed their skills by learning from others and very few have acquired it through formal training. Interaction with some of the trainees highlighted that most of them were interested in receiving some kind of formal training to acquire or to enhance their skill levels so as to earn decent livelihood.

It has been observed that the skill development centres of SAIL have enhanced the employability and earning capacities of the poor women also. Such an exercise is being performed by all the plants. It has enhanced the social status of those women. Now, the women are not only empowered their livelihood but are supplementing the household income. With their earnings they have been able to support the education of their children. In other words, skill development, through vocational training, has not only enhanced the

employability and earning capacity of the beneficiaries but also their family income made them self-reliant. The beneficiaries are now supplementing and are participating in the decision making. Not only they, but also their family members are living with dignity.

Summing up

This study has examined and evaluated the role of SAIL's CSR activities in providing vocational training to the members of underprivileged sections of the society. The main focus of this study was on the vocational training centres set up by SAIL under its CSR projects at its five townships at Bhilai, Rourkela, Bokaro, Durgapur and Burnpur. The study also sought out to evaluate the impact of vocational training on the beneficiaries. Impact has been studied in three ways: on the basis of number of beneficiaries, on the basis of the perceptions of the beneficiaries, and finally on the basis of our own observations during the field visit. In order to realize the objectives of the report, this study has tried to integrate quantitative data with the perceptions and real life experiences of the households themselves, on the basis of random sample of 162 beneficiaries. It is worth highlighting that out of 162 sampled respondents, 110 respondents were pursuing training in five vocational training centres established and covered under CSR. The remaining 52 sampled respondents had already completed vocational training from the respective training centres of SAIL. The information collected from the field is generated specifically for this purpose.

A good number of the trainees who have completed their training have already started earning and hence supplementing their family income. In view of the higher unemployment among the youth the vocational training is quite relevant for getting into self-employment and earning their livelihood. Thus, SAIL is helping the youth to acquire skill and is thereby contributing to the overall development of the beneficiaries and their families. In other words, SAIL is trying to promote equity and inclusive development by empowering the underprivileged people, especially the unskilled youth. Eventually, SAIL would reap rich benefits in terms of good will and social capital and contribute towards substantial amount of demographic dividends.

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TABLES

Table 1: Expenditure on CSR activities of SAIL during 2009-10 to 2012-13(Rs. millions)

Year	Budget Allocated (Col. 2)	Budget Utilised (Col.3)	Profit After Tax (PAT)	Col. 2 as a % of PAT (previous year)	Col. 3 as a % of PAT (previous year)
2009-10	800	788	67540	1.30	1.28
2010-11	940	690	49050	1.39	1.02
2011-12	640	612	35430	1.30	1.25
2012-13	420	533	21700	1.19	1.50

Source: Sustainable Development Performance Report, 2011-12; Annual Report 2011-12 and finance data of 2012-13 of SAIL.

Table 2: Plant-wise expenditure on vocational training: 2008-09 to 2012-13(Rs millions)

Steel Plants	2008-09	2009-10	2010-11	2011-12	2012-13
Bhilai Steel Plant (BSP)	0.5	2.5	1.6	1.6	1.7
Rourkela Steel Plant (RSP)	9.0	8.7	7.4	7.7	14.1
Bokaro Steel Plant (BSL)	Nil	10.0	5.0	3.9	7.5
Durgapur Steel Plant (DSP)	0.9	3.5	0.1	0.4	0.5
Burnpur Steel Plant (ISP)	0.8	0.1	0.6	0.9	6.8
Total	11.2	24.8	14.7	14.5	30.6

Source: CSR Office, Respective Steel Plant, 2013.

Table 3: Expenditure on vocational training as a percentage of total CSR expenditure (Rs. Million)

Steel Plants	2008-09	2009-10	2010-11	2011-12	2012-13
Bhilai Steel Plant	1.3	6.4	4.3	5.9	7.4
Rourkela Steel Plant	0.0	25.5	13.6	14.4	32.6
Bokaro Steel Plant	2.3	8.9	0.3	1.5	2.2
Durgapur Steel Plant	23.2	22.2	20.1	28.4	61.3
Burnpur Steel Plant	2.1	0.3	1.6	3.3	29.6
Total	28.9 (388.1)	63.4 (391.4)	39.9 (368.7)	53.4 (271.6)	133.0 (230.0)

Source: Own computations from data provided by CSR office of respective steel plant, 2013.

Note: Figures in parenthesis denote total CSR expenditure of five integrated steel plants in Rs. million.

Table 4: Trade-wise and gender-wise distribution of trainees during 2012-13

Name of Trade	Total	Male	Female
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	No.	%	No.	%	No.	%
Fitter	23	100	23	100	0	0
Electrician	28	100	27	96	1	4
Welder	16	100	16	100	0	0
Hair and skin care	10	100	0	0	10	100
Dress making	7	100	0	0	7	100
Handloom	5	100	0	0	5	100
Computer hardware	5	100	4	80	1	20
Stitching/tailoring	3	100	0	0	3	100
Basic computer	2	100	2	100	0	0
Sweets box making	2	100	0	0	2	100
Mobile repair	2	100	2	100	0	0
AC and Refrigerator	2	100	2	100	0	0
Weaving	1	100	0	0	1	100
Candle and Papad making	1	100	0	0	1	100
Mushroom cultivation	1	100	0	0	1	100
Mobile repair	1	100	1	100	0	0
Two-wheeler repair	1	100	1	100	0	0
Total	110	100	78	70.9	32	29.1

Source: Field Survey of Five Steel Plants, 2013.

Table 5: Gender-wise distribution of sampled beneficiaries who have completed training in respective trades at centres setup by SAIL under CSR

Name of Trade	Total		Male		Female	
	No.	%	No.	%	No.	%
Electrician	26	100	22	84.6	4	15.3
Mobile repairing	13	100	8	61.5	5	38.4
Hair and skin care	5	100	0	0	5	100
Welder	5	100	2	40	3	60
Dress making	2	100	0	0	2	100
Software training course	1	100	0	0	1	100
Total	52	100	32	61.5	20	38.5

Source: Field Survey of Five Steel Plants, 2013.

Table 6: Trainees response to vocational training programmes

Steel Plants	Total
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Respondent's Response		BSP	RSP	BSL	DSP	ISP	
Increasing skills	No	4	0	0	5	0	9
	Yes	6	5	63	12	14	100
	No response	0	0	0	0	1	1
Increasing aptitude	No	0	0	0	0	0	0
	Yes	10	5	63	17	14	109
	No response	0	0	0	0	1	1
Training in job search techniques	No	5	0	0	0	0	5
	Yes	3	5	58	17	12	95
	No response	2	0	5	0	3	10
Help in CV preparation	No	6	0	8	2	3	19
	Yes	1	5	50	15	9	80
	No response	3	0	5	0	3	11
Provide formal education programme	No	6	0	5	7	2	20
	Yes	1	5	51	10	11	78
	No response	3	0	7	0	2	12
	Total	10	5	63	17	15	110

Source: Field Survey of Five Steel Plants, 2013.

Note: BSP=Bhilai Steel Plant; RSP= Rourkela Steel Plant; BSL=Bokaro Steel plant; DSP= Durgapur Steel Plant and ISP= Burnpur Steel Plant

Table 7: Distribution of sampled households according to their primary occupation across steel plants of SAIL: 2012-13(per cent)

Activity	Number	Percentage
Wage/Salaried Job	28	25.5
Non-agricultural casual labour	24	21.8
Not reported	21	19.1
Non-agricultural enterprises	12	10.9
Other agricultural activity	7	6.4
Pension	7	6.4
Livestock	5	4.5
Casual agricultural labour	4	3.6
Cultivator	2	1.8
Total	110	100.00

Source: Field Survey of Five Steel Plants, 2013.

Table 8: Average monthly income of household across steel plants

Steel Plants	Monthly Per Capita Income (Rs.)
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Bhilai Steel Plant	561
Rourkela Steel Plant	447
Bokaro Steel Plant	917
Durgapur Steel Plant	1872
Burnpur Steel Plant	590
All Steel Plants	921

Source: Field Survey of Five Steel Plants, 2013.

Table 9: Average monthly income and urban poverty line across study area (Rs.)

State	Name of the Plant	Monthly Per Capita Income (Survey Data)	State Specific Urban Poverty Line for 2009-10* (Planning Commission)	Updated Urban Poverty Lines for Survey Year (2012-13)
1	2	3	4	5
Chhattisgarh	Bhilai Steel Plant	561	807	982
Jharkhand	Bokaro Steel Plant	917	831	1011
Odisha	Rourkela Steel Plant	447	736	896
West Bengal	Durgapur Steel Plant	1872	831	1011
	Burnpur Steel Plant	590		

Source: Field Survey, 2012-13.

**Planning Commission, Government of India, March, 2012.*

(Also available at: http://planningcommission.nic.in/news/press_pov1903.pdf, accessed on 19th July, 2013)

Table 10: Occupational structure of sampled beneficiaries after completing vocational training (at the time of survey)

Type of Employment	Total		BSP	BSL	DSP	ISP
	No.	%				
Self-employed	26	50.0	6	0	6	14
Similar to previous job, but with different employer	5	9.6	0	0	1	4
Old job with previous employer	1	1.9	1	0	0	0
Different job with different employer	1	1.9	1	0	0	0
In search employment	19	36.5	2	14	0	3
Total	52	100.0	10	14	7	21

Source: Field Survey of Five Steel Plants, 2013.

Note: BSP=Bhilai Steel Plant; BSL=Bokaro Steel plant; DSP= Durgapur Steel Plant and ISP= Burnpur Steel Plant

Table 11: Satisfaction level of the respondents who had completed vocational training

Overall Satisfaction	Total	BSP	BSL	DSP	ISP
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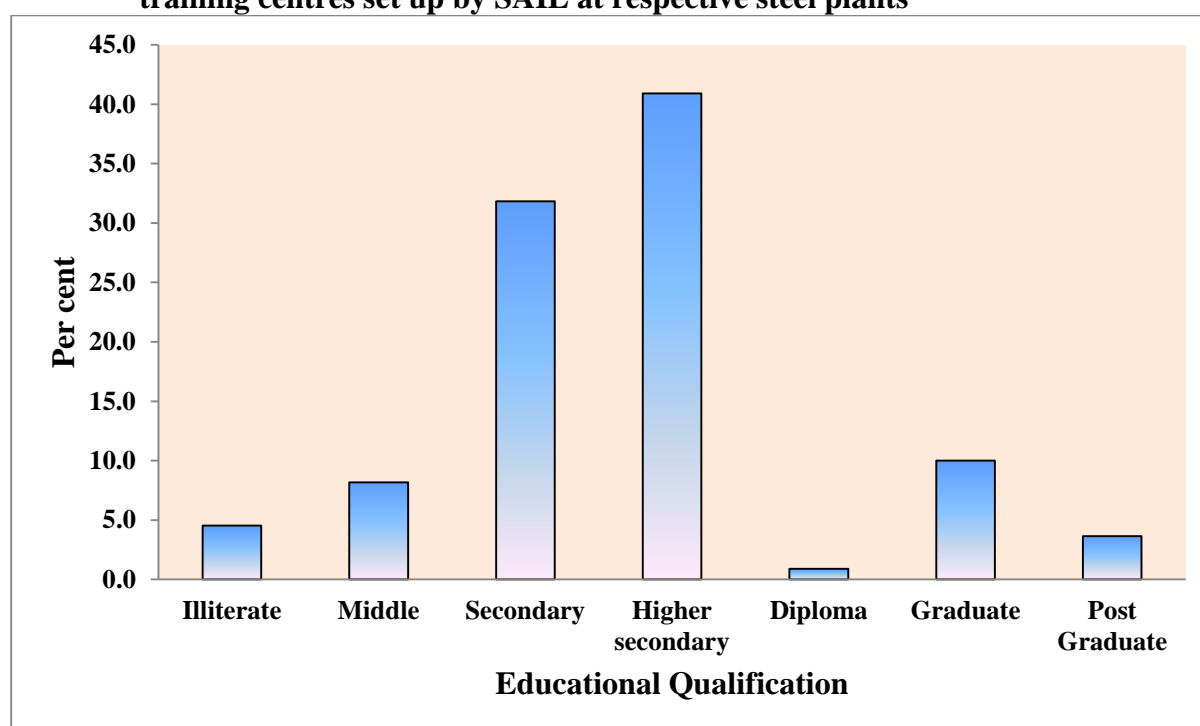
	No.	%				
Highly satisfied	28	53.8	5	13	6	4
Moderately satisfied	19	36.5	4	1	1	13
Not satisfied	5	9.6	1	0	0	4
Total	52	100.0	10	14	7	21

Source: Field Survey of Five Steel Plants, 2013.

Note: BSP=Bhilai Steel Plant; BSL=Bokaro Steel plant; DSP= Durgapur Steel Plant and ISP= Burnpur Steel Plant

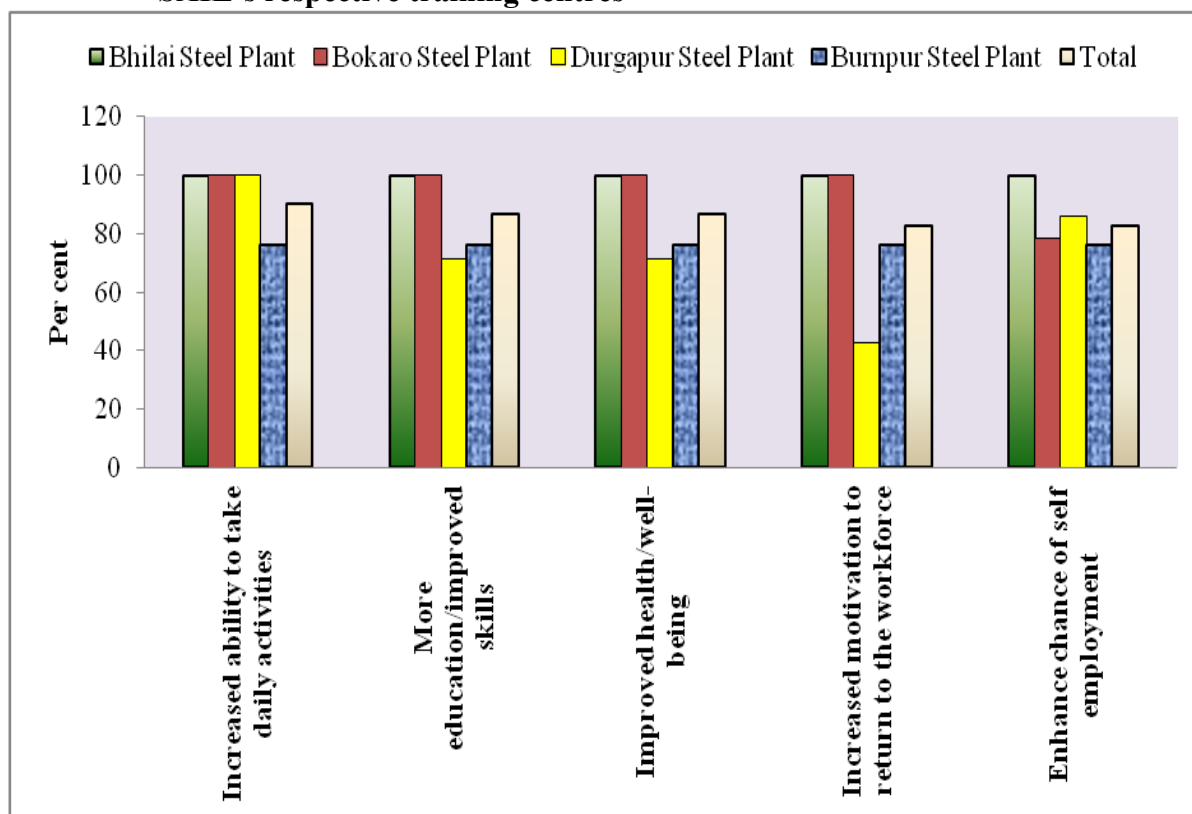
FIGURES

Figure 1: Educational qualification of trainees' pursuing vocational training in the training centres set up by SAIL at respective steel plants



Source: Field Survey of Five Steel Plants, 2013

Figure 2: Respondents' response who successfully completed vocational training from SAIL's respective training centres



Source: Field Survey of Five Steel Plants, 2013.

End Notes

¹ This paper is based on two large studies “Evaluation Report of Corporate Social Responsibility of SAIL for the Year 2012-13” and “Vocational Training and Capacity Building through CSR: A Case Study of SAIL”, conducted by the authors. The Views expressed are personal. The usual disclaimer applies.

² For detail see the Companies Act, 2013 (No 18 of 2013), Ministry of Law and Justice, Government of India, New Delhi. Also see amended schedule VII.