



Vishwa Yuvak Kendra



BOSCH

CSR IMPACT ASSESMENT - CHALLENGES AND OPPORTUNITIES FOR CORPORATES, ACADEMIA AND NPO'S

WORKBOOK





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Workbook



SI No	Index	Page No
1.	Chapter I Company Profile	7
2.	Chapter II Need for Impact Assesment in Social Development	13
3.	Chapter III Current CSR Rules on Impact Assesment and implications for the companies	19
4.	Chapter IV Developing Competencies of the Impact Assesment Agencies	23
5.	Chapter V Way Forward	29





Chapter I:

Company Profile

Bosch Global – Company Profile

The Bosch Group is a leading global supplier of technology and services. Its operations are divided into four business sectors: Mobility Solutions, Industrial Technology, Consumer Goods, Energy, and Building Technology. As a leading IoT provider, Bosch offers innovative solutions for smart homes, Industry 4.0, and connected mobility.

Bosch is pursuing a vision of mobility that is sustainable, safe, and exciting. It uses its expertise in sensor technology, software, and services, as well as its own IoT cloud to offer its customers connected, cross-domain solutions from a single source. The Bosch Group's strategic objective is to facilitate connected living with products and solutions that either contain artificial intelligence (AI) or have been developed or manufactured with its help.

Bosch improves the quality of life worldwide with products and services that are innovative and spark enthusiasm. In short, Bosch creates technology that is “Invented for life.”. Including sales and service partners, Bosch's global manufacturing, engineering, and sales network cover nearly every country in the world. The basis for the company's future growth is its innovative strength.



- Bosch employs roughly 400,000 associates worldwide (as of December 31, 2019). The company generated sales of 77.7 billion euros in 2019s
- The Bosch Group comprises Robert Bosch GmbH and its roughly 440 subsidiary and regional companies in 60 countries
- Bosch employs some 72,600 associates in research and development at 126 locations across the globe, as well as roughly 30,000 software engineers

Bosch India

In India, Bosch is a leading supplier of technology and services in the areas of Mobility Solutions, Industrial Technology, Consumer Goods, Energy, and Building Technology. Additionally, Bosch has in India the largest development center outside Germany, for end-to-end engineering and technology solutions. The Bosch Group operates in India through fourteen companies: Bosch Limited – the flagship company of the Bosch Group in India – Bosch Chassis Systems India Private Limited, Bosch Rexroth (India) Private Limited, Robert Bosch Engineering and Business Solutions Private Limited, Bosch Automotive Electronics India Private Limited, Bosch Electrical Drives India Private Limited, BSH Home Appliances Private Limited, ETAS Automotive India Private Limited, Robert Bosch Automotive Steering Private Limited, Automobility Services and Solutions Private Limited, Newtech Filter India Private Limited, MivIn Engg. Technologies Private Limited, PreBo Automotive Private Limited, and Precision Seals. In India.



Bosch Bangalore India HQ



Jaipur plant



Nashik Plant



Naganathapura Plant



Bidadi plant

- Bosch set up its manufacturing operations in 1951, which has grown over the years to include 16 manufacturing sites, and seven development and application centers
- The Bosch Group in India employs over 31,500 associates and generated consolidated sales of about 19,996 crores* (2.54 billion euros) in the fiscal year 2020 of which ` 14,011 crores*(1.78 billion euros) are from consolidated sales to third parties
- The Bosch Group in India has close to 15,650 research and development associates

A Legacy in Skilling

For over 50 years, Bosch in India has developed extensive expertise in the realm of occupational training which helps the company in ensuring products of a high-quality standard. Since the establishment of Bosch Vocational Center (BVC) in 1961, Bosch has successfully implemented the German 'Dual' Model of vocational training suited to Indian industry requirements.



In pursuit of Skill Development Excellence

Bosch Vocational Center has since demonstrated its responsibility towards the nation's skill development needs whilst standing out as a role model. BVC has been declared as the "Best Establishment" by the President of India 54 times, 18 times in a row, earning the distinction of being the most awarded technical training center in India. BVC has trained over 3,500 apprentices so far of which 245 have won gold medals at the All-India Competition for Apprentices conducted annually by the Government of India.



Visit of German President Mr. Joachim Gauck to Bosch Vocational Center in 2014

The center has been fortunate to host high profile dignitaries visiting its premises, including the Prime Minister of India, Mr. Narendra Modi, the German Federal Chancellor

Dr. Angela Merkel, the Federal President of Germany, Mr. Joachin Guack, and the former President of India, Dr. A. P. J. Abdul Kalam.

Deployment of German Vocational Training Model

The Bosch Group has successfully deployed its German model of vocational training all over the world in order to ensure consistency in qualification levels and sustaining quality in products globally. Bosch India continues this tradition and BVC is widely recognised for bringing out young accomplished professionals capable of meeting today's demanding industry requirements by successfully deploying the German Dual VET system customised to the Indian context. Accordingly, 20 percent of the training at BVC comprises imparting theoretical knowledge in classrooms, 30 percent in practice in the BVC workshop and different labs, and 50 percent in the real-life production environment in the manufacturing plant.



India's Prime Minister Mr. Narendra Modi & the German Chancellor Dr. Angela Merkel holding the memento designed & presented to them by Bosch apprentices during their visit to the Bosch Vocational Center (BVC) in Bengaluru on 6th October 2015.

This dual model underpins all the training programs conducted by the Bosch Vocational Center. In this effort towards providing a skilled workforce, BVC also contributes to the growth of the country as these apprentices are trained on high international standards enabling them to find employment in various industry sectors both in India and abroad.



Four Models

Bosch offers four distinct skill development models, which contribute to providing clear pathways for building a skilled workforce.



The above vocational training models have been developed to cater to the skill requirements of different learner groups, duration, and desired outcomes, but all directed towards one aim of skilling Indian youth today for a better tomorrow.

Chapter II

Need for Impact Assessment in Social Development

Speaker's Profile

Dr. Atul Pathak

Faculty IIM Nagpur (Strategy and Entrepreneurship Area)

Dr. Pathak is a faculty in Strategy and Entrepreneurship area and chairperson Executive Education at IIM Nagpur. Prior to joining IIM Nagpur, he has over 17 years of international experience across industry academia.



Dr. Pathak has taught various Strategy, international Business, Design Thinking, Innovation and Management Consulting courses at leading Indian Institutes such as XLRI Jamshedpur, National Institute of Design Ahmedabad; Entrepreneurship Development Institute Ahmedabad and SIBM Pune.

He has designed and delivered executive education programmes and consultancy assignments for a number of corporate and public-sector organisations such as Bosch Ltd, Tata steel, IOCL, Forest Development Corporation Ltd, Power Grid Ltd, Mineral Exploration Corporation Ltd. (MECL), Manganese Ore India Ltd. (MOIL), Ultra Tech Cement, Canara Bank, NTPC Ltd., Balmer-Lawrie Ltd., Birla White, ZIM Labs, Transrail Lighting, Ratnasagar Publishing, Reliance Industries, Kirloskar, Amdocs, Thought Works Technologies, Transrail Lighting, and Wadeshwar Group.

His Research has been published as papers and cases in various international and national journals. He has received best-paper awards when presenting his research at various national and international conferences. Prior to joining academia, Dr. Pathak has wide ranging international work experience in Banking, Information Technology and Consulting industries across multiple geographics (UK, South Africa, Singapore and India). He has experience in various roles such as strategic planning, project management, business analysis and key-client relationship management. He has taken up various responsibilities that have added value to organisations such as Barclays UK, Nedcor Bank South Africa, Thought Works Technologies, ABN AMRO Bank and tata Motors.

Dr. Pathak is an FPM from IIM Ahmedabad, a PGDM from IIM Calcutta, and holds a Bachelor's degree in Mechanical Engineering.

Speaker's Profile

Dr. Kinshuk Saurabh

Faculty IIM Nagpur (Finance and Accounting Area)



Dr. Kinshuk is a fellow in IIM Ahmedabad. His earlier academic qualifications include B.E. (Civil Engg) and Masters in Construction Management.

Previously, he served as Associate Director and Academic Director of Indian School of Business where he provided leadership to the Advanced Management Program for infrastructure, developed growth strategy, guided cutting edge research, and developed relationships with leading infrastructure sector companies, regulators, and government think tanks like NITI Ayog.

Dr. Kinshuk has been the Principal Investigator for CSR impact assessment projects for organisations such as ONGC and National Cancer Hospital, Nagpur.

Besides, he was on the advisory board of Infinus Capital and Pinvest (an international advisory firm).

He has also been on the advisory board of India Innovation Lab of Green Finance. He has mentored and advised commercialization of early-stage renewable energy ideas; electric-buses solar power etc. He spent about ten years in management of transportation, real estate, and power projects with an expert role in project financing, and feasibility studies.

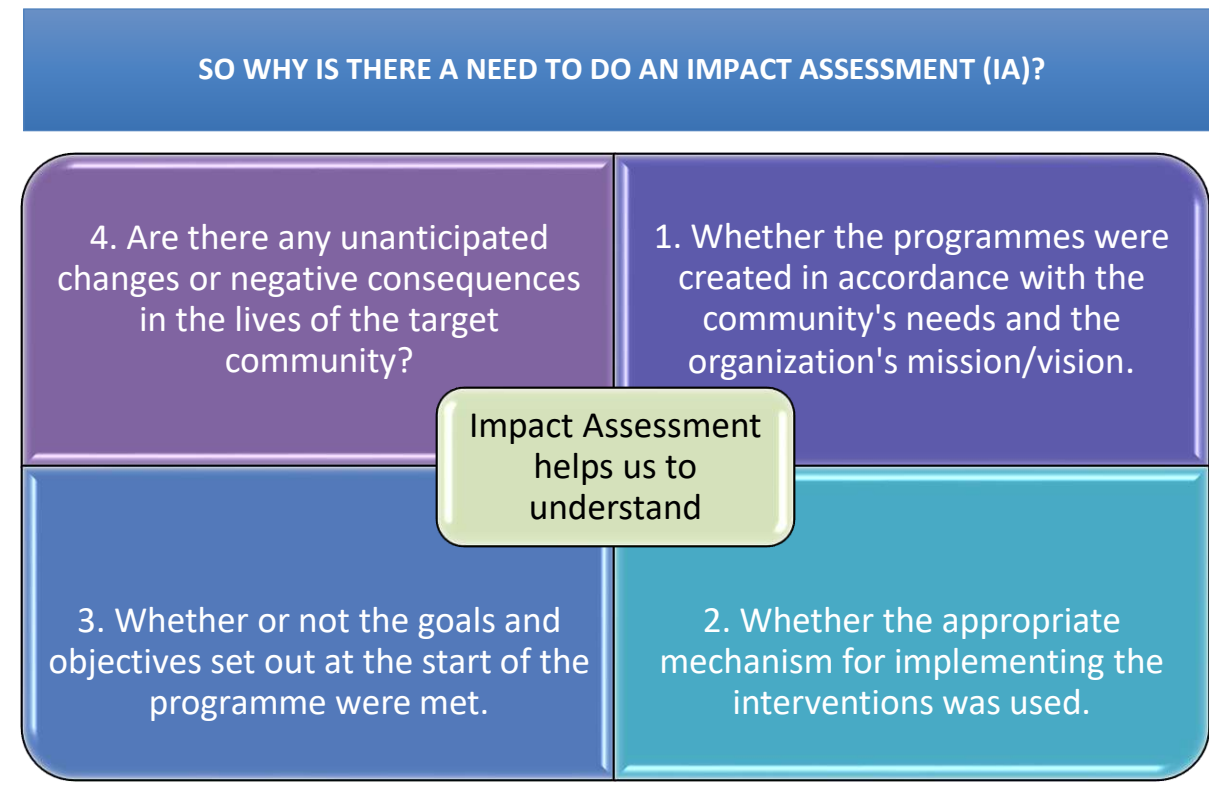
Dr. Kinshuk in an FPM from IIM Ahmedabad, and holds a Master's Degree in Construction Management, and a Bachelor's degree in Civil Engineering.

What is Impact Assessment?

An Impact Assessment evaluates how successfully a corporation has incorporated CSR principles into their operations.

The Impact Assessment is the initial step in a process of continuous monitoring.

“Interventions without Impact Assessment are performance without knowing results”



Impact assessment can help you build stronger CSR programs, as it:

1. Serves as a medium through which organizations can communicate to their primary stakeholders about the CSR activities' benefits.
2. Gives better insight into the outcomes and provides organizations the knowledge they need to align and integrate CSR assessment frameworks in their operations.
3. Improves dialogue and transparency between the primary stakeholders on CSR-supported contributions to philanthropic goals.
4. Gives an enhanced understanding of how public policy and CSR impact can go hand-in-hand.



Notes

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Chapter III

Current CSR Rules on Impact Assessment and implications for the companies

Speaker Profile

Ms. Sushama Oza

Advisor- CDMC, MICA

Consultant- Sustainability, Adani Group



Ms. Oza retired on December 31, 2019 as a Director, Strategy & Sustainability at Adani Foundation, Ahmedabad.

She was also the CEO of Adani Foundation from May 2007 to October 2014 and has been playing pivotal role in shaping the CSR for Adani conglomerate for more than thirteen years.

Currently she serves as an advisor to Centre for Development Management & communication, MICA and Consultant to Adani Group for Sustainability.

Ms. Oza has over 37 years of experience in the development field, out of which 21 years have been as head of the organization in India and USA. She has strategized and spearheaded projects in sectors of education, primary health care, sustainable livelihood development and rural sports.

Before retirement she was spearheading two centre of excellence projects *Swachhagraha and SuPoshan* which were being implemented nationwide. She has been and continues to support ESG/ Sustainability efforts and reporting as part of Sustainability leadership committees for Adani Group of companies and now consulting for the same.

She is also on the board of various companies as an independent director. In the span of her long career, she has groomed a large number of development professionals as well as volunteers.

She has an impressive record of successfully organizing many large-scale events for fund raising, networking and of developing partnerships with more than 150 NGOs with project specific funding and Management Training.

She serves as trustee and vice chairperson, United Way of Ahmedabad. She has represented the organizations at many national and international fora.

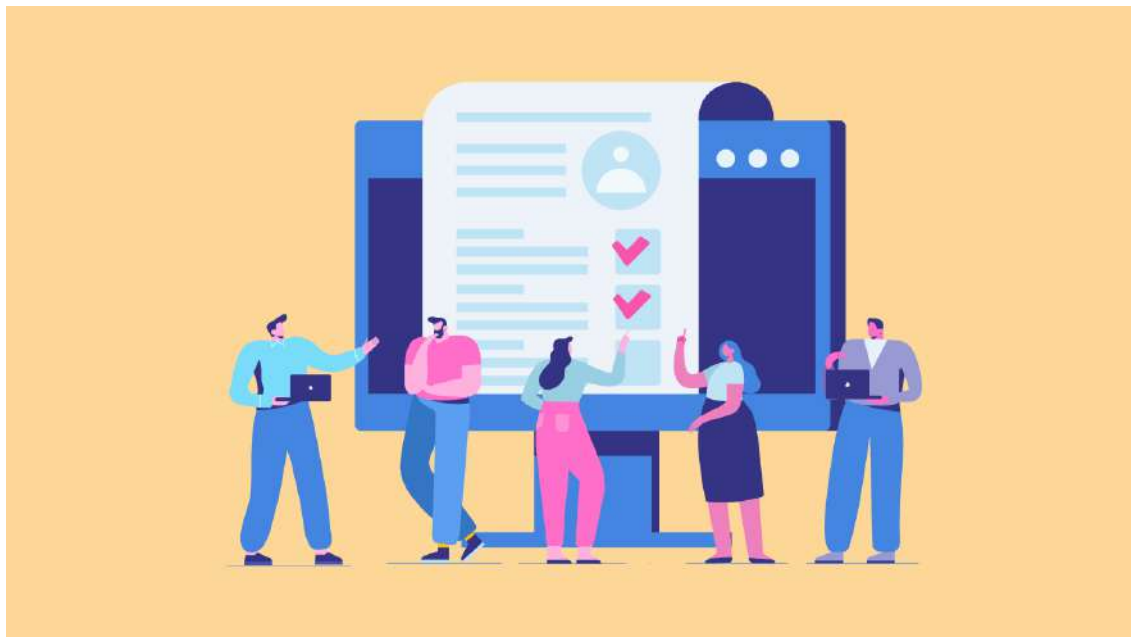
Ms. Oza received Masters in Social Work (MSW) from The Maharaja Sayajirao University of Baroda in 1981 and has accreditation with the National Council of Social Work, U.S.A. and Education Evaluation International, U.S.A.

The Government has, through three notifications, introduced amendments (collectively, the “Amendments”) to the provisions relating to corporate social responsibility (“CSR”) under the Companies Act, 2013 (the “Act”) and the Companies (Corporate Social Responsibility) Rules, 2014 (“CSR Rules”). This includes notification of previous amendments introduced under the Companies (Amendment) Act, 2019 and Companies (Amendment) Act, 2020. All the amendments are effective January 22, 2021.

WHAT DOES THE CSR AMENDMENT 2021 SAY ABOUT IMPACT ASSESSMENT?

- ✓ Impact assessment is only mandatory for companies with CSR obligations of INR10 crore with projects of INR1 crore or more
- ✓ Companies can set aside a maximum of 5% of the CSR spent or INR 50 Lakh – whichever is lesser – for impact assessment
- ✓ Impact assessment needs to be done before the completion of one year since the end of the project. For example, if your CSR project was completed in April 2020, your impact assessment process for the same should begin in May 2021
- ✓ The assessment report which will be produced at the end of the process will be annexed to the company’s annual report on CSR
- ✓ The impact assessments must be undertaken by an independent agency

As you can see, the amendments on impact assessment have added strict responsibilities on companies to ensure that they strategize, execute, and assess their CSR programs more effectively.



Chapter - IV

Developing Competencies of the Impact Assessment Agencies

Speaker Profiles

Speaker

- **Dr. O. P. Goel**
- Head – Bosch India Foundation, CSR & Skill Development, Member Steering Committee - Prime Minister's Kaushal Vikas Yojna (PMKVY)

Speaker

- **Prof. O.R.S Rao**
- Vice Chancellor- ICFAI University, Ranchi, Jharkhand India

Speaker

- **Mr. Mangesh Wange**
- CEO Swades Foundation

Moderator

- **Mr. Dola Mohapatra**
- Executive Director of Rise Against Hunger India

Dr. O. P. Goel**Head-Bosch India Foundation, CSR and Skill Development.**

He did his PhD in the area of Training and Development.

During his 30 years of career in the corporate sector, he worked in different senior business management roles.

Dr. Goel set up and headed Bosch Sales Training Academy for Asia Pacific region to train Bosch sales managers from countries like Japan, Australia, Korea, China and Asian countries. He is specially passionate about Training of the trainers and the employment-linked upskilling of the youth.



Dr. Goel also heads Bosch Vocational Center (BVC) at Bangalore, which runs the German apprenticeship training model for last 60 years. The Center has been awarded as the Best Apprenticeship Center by the President of India 54 times and has produced 245 gold medalist apprentices. He also chaired various skill committees set by CII and other industry associations.

BRIDGE, a short-term skilling program for school drop-out youth is the brainchild of Dr. Goel. Under this program, 40,000 youth have been trained and employed through more than 500 BRIDGE centers across the country. His vision is to set up one BRIDGE center in each district of the country.

Under his leadership, Bosch has forged public-private partnerships with National Skill Development Corporation (NSDC), Sector Skill councils and various state Govts, set up collaboration centres in 25 Universities and 250 colleges, trained 200 young entrepreneurs who have successfully started their skilling centres. Many awards have been won for BRIDGE including the FICCI CSR Award for Skill Development and NHRD Award for CSR Best Practice.

Dr. Goel was given a special privileged to brief Prime Minister Mr. Narendra Modi and Dr. Angela Merkel, German chancellor about Bosch's skilling initiatives in nation building, when both of them together visited the Bosch Vocational centre.

No wonder that the Govt of India invited Dr. Goel to join the Steering committee of Prime Minister Kaushal Vikas Yojana, which is usually restricted to the senior IAS officers from various ministries and where he is the only skilling expert representing entire industry of the country. He and his team, work towards a single mission – ***“Eliminate Unemployment from India”***.

Prof. O.R.S Rao

Vice Chancellor- ICFAI University, Ranchi, Jharkhand India

Prof. Rao has over 45 years of experience in Industry, Academia and Applied Research.



He has been associated with setting up and growing a number of Institutions in India and abroad. Organisations, in which Prof. Rao worked include: BHEL, HCL Technologies, NIIT, GMR Group etc.

He has been working with the ICFAI Group for the last 19 years and has been actively involved in various initiatives like setting up Business Schools, Applied Research and Consulting Unit etc.

During his tenure as Vice-Chancellor of the ICFAI University, Jharkhand, Prof Rao introduced a lot of innovative UG, PG and PhD Programs, in multiple disciplines, in the University. He also took a number of initiatives to ensure that the students are groomed into successful professionals, with values.

During COVID-19 lock down, Prof. Rao launched an innovative Digital Learning Initiative, “Swaadhyay”, using Blended Learning Model so that students can learn effectively, with joy, from home.

Prof. Rao launched a number of initiatives for social outreach, which include distribution of food, blankets and medicines, setting medical camps in old age homes, conduct of remedial classes for school children, providing legal aid etc. in surrounding villages.

Under his leadership, the University grew multi-fold into a Reputed University, known for its Quality of Education and Ethics. It was ranked among the top two Private Universities in Jharkhand, top 10 in Eastern Zone and top 50 in India, during 2020-21, by independent ranking agencies. Prof. Rao is a member on the Board of Governors of a number of universities.

Prof. Rao was honoured by Rama Krishna Mission Ashram, Ranchi for his efforts in inculcating Values among the students. He received a number of Awards of Excellence for Educational Leadership, which includes Visionary Leadership Award, Excellence in Industry-Academia partnership etc.

Mr. Mangesh Wange

CEO Swades Foundation



He is a Post Graduate from IIM Ahmedabad and Professional Certified Coach.

Mr. Wange has more than 27 years of General Management experience with P&L responsibility and in leading successful start-ups across multiple sectors and various organizations.

He has rich experience in strategy formulation, implementation and worked for organic and in-organic growth of businesses.

Mr. Wange started his career with Mahindra Tractors in 1987. He also headed the S&D of Agri Input Business at Godrej Agrovet.

He conceptualized and started the modern retail businesses (Aadhaar and Nature's Basket) at Godrej Agrovet Ltd.

He has also worked in the Microfinance business at Fullerton India and later for Reuters Market Light at Thomson Reuters.

Before joining Swades, Mr. Wange was the Head - Animal Feeds Business at Godrej Agrovet Limited.

Mr. Dola Mohapatra

Executive Director of Rise Against Hunger India



Mr. Mohapatra was assigned the responsibility in 2015 to establish the Indian regional hub for the organization's meal packaging and meal distribution programs.

He has been instrumental in building a strong foundation for the organization by designing and implementing some successful program models while working parallelly to obtain necessary government and regulatory approvals as well as setting in place the governance processes for the organization.

Rise Against Hunger India is now a tax-exempt, FCRA certified organization (which gives its eligibility to receive overseas funds).

With rich and extensive experience in international and national NGOs spanning nearly 3 decades, Mr. Mohapatra has led large-scale program operations and developed program portfolio across the globe including India, USA, Thailand, East Timor, Afghanistan, Sierra Leone and various other locations.

He served as Regional Director of Child Fund International, as well as the CEO/Executive Director of Child Fund India in Bangalore.

He is the co-founder of Work Matterz, a Management Consulting firm that provides HR and Management support to startups, business enterprises, national and international non-profits. He has been living in Bangalore for over 15 years, serving the disadvantaged community and raising CSR funds for water, sanitation, education and health projects.

Mr. Mohapatra graduated with an MA in English Literature from Sambalpur University, a MSW in Labor Law from Santiniketan (Visva Bharati), and a MPhil in Social Work from University.



Chapter - V

Way Forward

Speaker Profile

Shri Uday Shankar Singh

Chief Controller – Vishwa Yuvak Kendra



He is presently working with Vishwa Yuvak Kendra (VYK), one of the pioneering youth organizations of India, as its Chief Controller.

An erudite professional with nearly two decades of experience in Corporate Social Responsibility, Training & Skill Development, Re-settlement & Rehabilitation activities, Project Management and Community Development.

Shri Uday Shankar joined VYK after a stint with IKYA Human Capital Solutions Limited as the DGM Operations, responsible for Training and Skill Development.

Shri Singh also worked as the Head of Corporate – CSR of Abhijeet Group of Companies, one of the fastest growing and leading private sector organizations in India, with significance presence in core sector areas of Power, Mining, Roads, etc.

He also served in Ambuja Cements Foundation and Jindal Steel & Power Limited.

Shri Uday Shankar is equally at ease working with corporate sector on the one hand and with the rural community in backward regions of the country on the other.

He is a Post Graduate in Rural Management from Xavier Institute of Social Sciences, Ranchi, and is a member of a number of prestigious Committees and Associations, including Rotary International and the Central Policy Committee on Youth Hostel Scheme, Ministry of Youth Affairs and Sports, Government of India.

During his association with Rotary, Shri Uday Shankar was also the Director of the Pulse-Polio programme.

He has travelled extensively across the country and has worked with the rural community, especially the rural youth on various training and skill development programs.



Notes

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