



Global Compact
Network India

Sustainable Development Goals (SDGs): Leveraging CSR to achieve SDGs

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Sustainable Development Goals (SDGs): Leveraging CSR to achieve SDGs





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Introduction



Sustainable Development Goals (SDGs) were adopted on 25 September 2015 by 193 countries to end poverty, protect the planet, and ensure prosperity for all as part of a new sustainable development agenda. These goals focus on mobilising efforts globally to end poverty and create a life of dignity and opportunity for all. The realisation of these goals call for collaborative action by governments, businesses and the civil society, wherein they can jointly foster solutions for a common theme of sustainable development. A total of 17 SDGs aim at 169 targets are set to be achieved by 2030. The goals take a pragmatic approach for sustainable growth at all levels encompassing a model of holistic development of society and the planet. These goals set a clear road map by which optimum growth can be achieved, making earth a better

place. Considering this is a road map for the next 13 years, issues that might manifest themselves with time are also taken into consideration and targets have been set accordingly. The SDGs have evolved to provide flexibility to nations and organisations alike to develop action plans to achieve the set targets.

India along with other countries has signed the declaration on the 2030 agenda for sustainable development thereby adhering to the 17 SDGs and the 169 targets. India has set itself ambitious targets for implementation of SDGs by aligning it with the national development agenda. This is a big achievement, as now until 2030 the policies developed at the national level are expected to address various SDGs with their overall planning and large investments which need to be

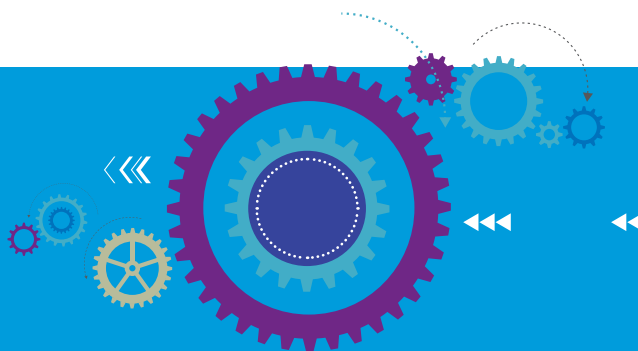
allocated for overall sustainable growth. However, achievement of the goals may not be possible with government initiatives alone, it needs a high level collaboration between the government, private sector and the civil society.

A snapshot of the SDGs⁰¹

1 NO POVERTY 	End poverty in all its forms everywhere	10 REDUCED INEQUALITIES 	Reduce inequality within and among countries
2 ZERO HUNGER 	End hunger, achieve food security and improved nutrition and promote sustainable agriculture	11 SUSTAINABLE CITIES AND COMMUNITIES 	Make cities and human settlements inclusive, safe, resilient and sustainable
3 GOOD HEALTH AND WELL-BEING 	Ensure healthy lives and promote well being for all at all ages	12 RESPONSIBLE CONSUMPTION AND PRODUCTION 	Ensure sustainable consumption and production patterns
4 QUALITY EDUCATION 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	13 CLIMATE ACTION 	Take urgent action to combat climate change and its impacts
5 GENDER EQUALITY 	Achieve gender equality and empower all women and girls	14 LIFE BELOW WATER 	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
6 CLEAN WATER AND SANITATION 	Ensure availability and sustainable management of water and sanitation for all	15 LIFE ON LAND 	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
7 AFFORDABLE AND CLEAN ENERGY 	Ensure access to affordable, reliable, sustainable and modern energy for all	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
8 DECENT WORK AND ECONOMIC GROWTH 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	17 PARTNERSHIPS FOR THE GOALS 	Revitalise the global partnership for sustainable development
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation		

01. <https://sustainabledevelopment.un.org/sdgs>

Accelerating change



Corporate Social Responsibility (CSR) in India

India is one of the first few nations to roll out a regulation on CSR. The paradigm reform that affects companies which earn social capital was brought was introduced via Section 135 on Corporate Social Responsibility (CSR) under the Companies Act, 2013 (Act). The regulation acts as a mechanism to address various developmental challenges. It eventually helps in setting up a CSR fund that is effectively utilised through a robust CSR policy framework. Businesses are expected to proactively identify and implement solutions to overcome the challenges.

As per the Act, all companies with a net worth of INR500 crore or more, or a turnover of INR1,000 crore or more or a net profit of INR5 crore or more in a given fiscal year are required to spend 2 per cent of its average

net profit from the last three years towards CSR activities listed in Schedule VII. Observing for the last three years since the inception of CSR regulation, few trends that have emerged are as:⁰²

Improved governance around CSR

As per the requirement of the Act a board level committee oversees CSR and this has helped in shaping CSR discussions as a strategic response rather than philanthropy.

Alignment with national priorities

Some of the top national priorities as stated by the government include skill development, health and hygiene, clean and safe water.

CSR trends of the top 100⁰³ NSE listed companies as per market cap show that there has been a significant increase in the initiatives that are aligned with national priorities.

Consolidation of projects for bigger impact

It has been observed that the number of projects undertaken by corporates have reduced but the scale of projects has inflated. This trend clearly shows the strategic focus to create bigger impacts than scattered influences.

More collaboration with social sector

Another trend is the increased involvement of NGOs and other social sector players for implementation of CSR projects.

02. KPMG in India's analysis, 2017 based on secondary research.

03. Top 100 companies as per market capital on the National Stock Exchange (N100)

SDGs and CSR

SDGs and the Indian CSR regulation both were implemented/formulated around the same time and seemingly have a tremendous potential to develop a cohesive sustainable growth model. Moreover, the SDGs and CSR thematic development areas share a lot of overlap in terms of activities needed to achieve either. The CSR regulation sets a broad framework and gives direction for better sustainable future and the SDGs set tangible well defined targets to measure the outcome of activities. As an evolution from the MDGs (Millennium Development Goals), SDGs explicitly call for business to apply their creativity and innovation to solve development challenges. SDGs have more opportunities for private sector participation. The goals bring together players from all sectors for pursuing the common vision of sustainable development and address the socio-economic and environmental challenges.

The guidance in the form of Schedule VII of the Act also brings in opportunity of collaboration as in SDG. The last three year assessment

of corporates, shows an increased spending of CSR funds on the sectors like education, healthcare and rural development⁰⁴. The SDGs draw a more elaborate plan and have set out a wider spectrum of targets to be achieved. These range from ending poverty, reducing inequality and exploring collaboration between different agencies for a cumulative harmonised growth. For example, when a company picks up rural development as a focus area (as listed in Schedule VII), depending on the nature of intervention, it can link it to multiple SDGs like ending poverty, building resilient infrastructure, promoting sustainable industrialisation and promoting sustainable use of terrestrial ecosystems.

In last three years there has been a gradual rise in the financial commitments towards CSR compared to the previous years. Compared to 2014-15 (the first year of introducing the mandate towards CSR), there is an increase in the prescribed CSR expenditure to the tune of 14 per cent in 2016-17. Additionally, against the prescribed CSR expenditure,

twenty one companies have committed higher CSR expenditure (CSR budget outlay), up by 17 per cent as compared to 2014-15. The CSR expenditure during the year 2016-17 has increased by 41 per cent as compared to 2014-15.⁰⁴ This is a clear indication of the growing interest in the companies towards implementing CSR projects. We have also seen a growing trend in companies' interest to invest into unique flagship projects. It also can be seen as a trigger for investment into innovative ways of tackling sustainable development challenges. Schedule VII explicitly gives overall direction to corporates and the SDG targets are measurable outcomes from the CSR projects.

04. KPMG in India's analysis, 2017 based on secondary research.

The business community needs to strategise itself for achieving SDGs via CSR as a catalyst of shared growth. The innovation in the CSR initiatives and a foresight of the impacts created are key founding blocks that a company can dwell upon while

working towards SDGs. It is only through an active and holistically planned CSR programme that an effective positive social impact can be created. National and multi-national companies can contribute towards these goals by utilising not just their

capital but also their reach, resources, technology, research, knowledge and innovation. Shown below is an illustration of various SDGs mapped with the Schedule VII activities of the Act.

Various SDGs mapped with Schedule VII Activities

of the Companies Act 2013



Eradicating hunger, poverty and malnutrition, promoting preventive health care and sanitation including contribution to the Swachh Bharat Kosh set up by the central government for the promotion of sanitation and making available safe drinking water



Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agroforestry, conservation of natural resources and maintaining quality of soil, air and water including contribution to the clean Ganga fund set up by the central government for rejuvenation of river Ganga



Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly and the differently abled and livelihood enhancement projects



Protection of national heritage, art and culture including restoration of buildings and sites of historical importance and works of art; setting of public libraries, promotion and development of traditional arts and handicrafts



Promoting gender equality, empowering women, setting up homes and hostels for women and orphans; setting up old age homes, day care centers and such other facilities for senior citizens and measures for reducing inequalities faced by socially and economically backward groups



Measures for the benefit of armed forces veterans, war widows and their dependents





Training to promote rural sports, nationally recognized sports, Paralympic sports and Olympic sports



Contribution to the prime ministers national relief fund or any other fund set up by the central government for socio economic development and relief and welfare of the scheduled castes, the scheduled tribes and other backward classes, minorities and women



Contributions or funds provided to technology incubators located within academic institutions which are approved by the central government



Rural development projects



Slum area development



India with its diversity has a distinct challenge with reference to implementing projects to achieve SDGs on a local level. Although there is an optimism about the government initiatives that supports SDGs but there are multiple challenges on the implementation path. For example, several targeted attempts have been made to link SDGs with centrally sponsored schemes. Similarly, at the state level, some of the states like Assam have actively embraced the SDGs within their development

agenda. India's ranking at 116 of 157⁰⁵ on the SDGs index⁰⁶ is a clear wake up call for action. Challenges such as lack of data on various baselines or localised governance and implementation can be overcome by collaboration.

Government of India has tasked NITI Aayog to design and develop a framework defining policies, procedures and map ministries responsible to implement the SDGs by the government regulatory mechanism. However, businesses have a strong role

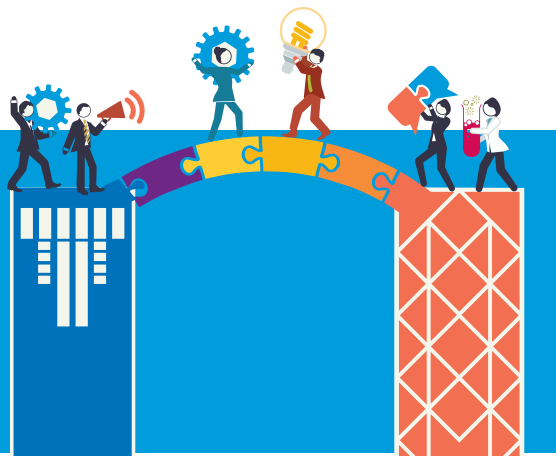
to play by acting as a facilitator in the SDG implementation. The role of businesses as catalyst is well defined by the scope with which the businesses have the adaptability and agility in implementation of micro level schemes. Businesses are quick to respond and implement solutions with localised innovation. Their decision making process is swift and well defined. Businesses can follow a pragmatic approach in realising the SDGs and instigate transformational change in localised economies.

05. <http://www.sdgindex.org/> http://www.business-standard.com/article/economy-policy/2017-sustainable-development-goals-index-india-ranked-117-of-157-countries-117071301204_1.html

06. Bhamra, A. and Niazi, Z. (2016). Assam Vision 2030 Document – A Review by Development Alternatives. 1st ed. Development Alternatives. transdev.assam.gov.in. (2017).

Sustainable Development Goals | Elementary Education | Government Of Assam, India. [online] Available at: <http://elementary.assam.gov.in/resource/sdg> [Accessed 23 Nov. 2017]. transdev.assam.gov.in. (2017). SDGs Implementation Status in Assam | Transformation and Development | Government Of Assam, India. [online] Available at: <http://transdev.assam.gov.in/portlet-innerpage/sdgs-implementation-status-in-assam> [Accessed 23 Nov. 2017]

Building bridges to prosperity



One of the key drivers of SDGs is their aptness for businesses to apply their creativity and innovation in solving the sustainable challenges. Though the SDGs are universally accepted by various governments, their success relies heavily on the action and collaboration with businesses and civil society. SDGs will present an opportunity for business led solutions, thereby showcasing the role of businesses in advancing with sustainable development by minimising negative impacts and maximising positive impacts on people and planet. The need of the hour is to have interventions focussing local sustainable development, and manifesting opportunities of cohesive development thereby meeting the country commitments on SDGs.

Realising the SDGs at local scales and developing interdependent relationships

between urban, semi-urban and rural areas is crucial in achieving the targets of SDGs by 2030. It is also essential to identify the role that the private and public sector can play in accelerating overall SDG realisation. For example, by 2050, the world's urban population is projected to grow by 2.5 billion people, to over 70 per cent of the world living in cities, with approximately 90 per cent of the growth expected to be in the developing regions. In India it is estimated that 50 per cent of the population will live in cities by 2050. Add to this the complexity of socially segregated population. These figures are alarming and will need effective planning for rural and urban development that can address these challenges. Illustratively, on one hand the focus can be on the channelised rural development and on the other hand on upgrading current urban infrastructure.

Channelising rural development can assist with reducing distressed migration, and an upgraded urban infrastructure is likely to focus on better living conditions and provide access to better quality of life. This example highlights the fundamental challenge that without a public-private and civic society partnership the challenges are difficult to be mitigated.

For India to successfully achieve the SDGs, it is very important that we have a well aligned collaborative network between the government, private sector and civil society. It is also important that we embark on projects which are scalable, replicable and sustainable and this sort of a collaborative framework will require determined individuals and institutions working to solve common sustainability challenges.

Need for collaborative platforms and capacity building

Prime Minister Narendra Modi, has stressed on “collective effort, inclusive growth”⁰⁷ for India, reflecting India’s overall commitment and vision for the national development agenda. The national development agenda is closely linked to SDGs supported by a complex framework of central and state policies and procedures. The Government of India is aggressively trying to integrate the national agenda with SDG by taking many measurable actions. A three year draft agenda for integrating SDGs with the national agenda is one such action that has clearly shown the vision of the Indian government in achieving the goals. In parallel, work is in advance stage for a 13 year vision that covers a seven year strategy for national development with SDGs.

Similarly, private sector and the civil societies have been actively working on developmental challenges and have slowly started looking at ways to integrate it with the target and indicator based approach of the SDGs. Some of the private sector initiatives such as integrated watershed management, skill development and projects on hygiene and sanitation can be closely linked with the SDGs and work on the target based approach. Public and private sector approaches to achieve the SDG targets complement each other and have a good scope to converge and achieve bigger impact by

collaboration. An ecosystem to capture innovative and successful practices is also needed. The table on SDGs gives an overview of various areas of collaboration between the public and private sector in India. It also provides details on the various policy and schemes of the central government, the various government level interventions and the suggested broad actions that corporates can take.



07. <http://www.pmindia.gov.in/en/image-2015/sabka-saath-sabka-vikaas-in-pictures/>
<https://economictimes.indiatimes.com/news/politics-and-nation/pm-narendra-modi-talks-sabka-saath-sabka-vikas-at-brics-summit/articleshow/60382991.cms>



Various government schemes and interventions and potential scope of private sector⁰⁸

Goal	Government intervention and centrally sponsored scheme	Private sector intervention
 <p>1 NO POVERTY</p>	<ul style="list-style-type: none"> National Urban Livelihood Mission National Rural Employment Guarantee Scheme National Rural Livelihood Mission (NRLM) National Social Assistance Programme Digital India Land Records Modernization Programme 	<ul style="list-style-type: none"> Generate livelihood opportunities Equal pay and safe working conditions No slavery/bonded labour in the supply chain
 <p>2 ZERO HUNGER</p>	<ul style="list-style-type: none"> National Food Security Mission Mission for Integrated Development of Horticulture National Mission for Sustainable Agriculture National Mission on Oilseeds and Oil Palm National Mission on Agriculture Extension and Technology Rashtriya Krishi Vikas Yojana National Livestock Mission Livestock Health and Disease Control National Programme for Bovine Breeding and Dairy Development 	<ul style="list-style-type: none"> Targeted Public Distribution System (TPDS) National Nutrition Mission (NMM) National Food Security Act (NFSA), passed in 2013 Mid-day Meal Scheme Reduce food waste or food loss Awareness on sustainable food consumption Knowledge sharing and capacity building on sustainable agriculture, genetic diversity
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<ul style="list-style-type: none"> National Health Mission including NRHM National Mission on Ayush including Mission on Medical Plants National AIDS & STD Control Programme Integrated Child Development Service (ICDS) 	<ul style="list-style-type: none"> Pradhan Mantri Swasthya Suraksha Yojana Support effective and inclusive national health system Provide affordable and accessible healthcare options to communities

08. Sustainable Development Goals (SDGs), Targets, CSS, Interventions, Nodal and other Ministries- <http://niti.gov.in/content/SDGs.php>

Goal	Government intervention and centrally sponsored scheme	Private sector intervention
 <p>4 QUALITY EDUCATION</p>	<ul style="list-style-type: none"> • Sarva Shiksha Abhiyan • National Programme Nutritional Support to Primary Education • Rashtriya Madhyamik Shiksha Abhiyan • Support for Educational Development including Teachers Training & Adult Education • Scheme for providing education to Madrasas, Minorities and Disabled • Scheme for Infrastructure Development in Minority Institutes • Rashtriya Uchhtar Shiksha Abhiyan • Umbrella scheme for Education of ST students 	<ul style="list-style-type: none"> • Vocational and technical training programmes • Support access to childcare for employees with children by providing on-site daycare, including childcare and back up care spaces or services, financial assistance for childcare, and flexible work options.
 <p>5 GENDER EQUALITY</p>	<ul style="list-style-type: none"> • National Mission for Empowerment of Women including Indira Gandhi Matritrav Sahyog Yojana • Rajiv Gandhi Scheme for Empowerment of Adolescent Girls (SABLA) 	<ul style="list-style-type: none"> • Beti Bachao Beti Padhao • Sukanya Samridhi Yojana (Girl Child Prosperity Scheme) • Support to Training And Employment Programme For Women (STEP) 2014 • SWADHAR 2011 (A scheme for women in difficult circumstances) • Kasturba Gandhi Balika Vidyalyay (KGBV)



Goal	Government intervention and centrally sponsored scheme	Private sector intervention
 <p>6 CLEAN WATER AND SANITATION</p>	<ul style="list-style-type: none"> • National Rural Drinking Water Programme • Nirmal Bharat Abhiyan • Pradhan Mantri Krishi Sinchayee Yojana • National River Conservation Programme (NRCP) 	<ul style="list-style-type: none"> • Develop innovative technology, new products for safe drinking water and sanitation • Understanding the impacts of water use in the value chain and water mapping • Constructing water shed/ rain water harvesting units in communities • Desilting of rives and canals in the communities • Leveraging the business' position to ensure water access for workers in the workplace across supply chains.
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	<ul style="list-style-type: none"> • Deen Dayal Upadhyaya Gram Jyoti Yojana • National Solar Mission – providing continuous power supply to rural India/India energy policy • Power electrification of the remaining 20,000 villages including off grid solar power by 2020 • Five new ultra-mega power projects each of 4000 MW to be installed • National policy on bio fuels • National clean India fund • National clean energy fund • RE INVEST 2015 • Soil Health Card Scheme 	<ul style="list-style-type: none"> • Investing in sustainable energy solutions • Working with suppliers to procure clean energy and to increase their share of renewable energy. • Setting an internal price on carbon to redirect investments towards renewable energy sources and technologies.

Goal	Government intervention and centrally sponsored scheme	Private sector intervention
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<ul style="list-style-type: none"> • National Service Scheme (NSS) • Skill Development Mission • Social Security for Unorganised Workers including Rashtriya Swasthya Bima Yojana 	<ul style="list-style-type: none"> • Frame policies for fair selection of suppliers, and improving economic inclusion throughout the supply chain. • Building screening mechanisms and ensuring consistent practices in own supply chains. • Making financial advice available to employees in the workplace, or providing guidance on where to go for such services focussing on marginalised groups.
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<ul style="list-style-type: none"> • Border Area Development Programme (BADP) (ACA) (MHA/M/o Finance) • National Handloom Development Programme • Catalytic Development Programme under Sericulture • Pradhan Mantri Gram Sadak Yojana 	<ul style="list-style-type: none"> • Pt. Deendayal Upadhyaya Shramev Jayate Karyakram • Minimum Government Maximum Governance • Make in India • Start Up India • Ease of doing business initiative • FDI Policy • Resource efficiency, sustainability and resilience throughout the supply chain and business model. • Performing social, economic and environmental impact assessments across the whole lifecycle of own products and services.

Goal	Government intervention and centrally sponsored scheme	Private sector intervention
 <p>10 REDUCED INEQUALITIES</p>	<ul style="list-style-type: none"> • Multi Sectoral Development Programme for Minorities • Backward Regions Grant Fund (District Component) (ACA) (M/o PR/M/o Finance) • Scheme of Assistance to Scheduled Castes Development Corporations 	<ul style="list-style-type: none"> • Framing a fair wage policy ensuring equal remuneration for men and women workers for work of equal value. • Collaborating with MSMEs, including those run by women, in their value chain to help them meet regulations, stakeholder expectations, market requirements and business' internal sustainable goals.
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<ul style="list-style-type: none"> • Rajiv Awas Yojana • Indira Awas Yojana • Pradhan Mantri Adarsh Gram Yojana (PMAGY) • National Programme for Persons with Disabilities • Jawaharlal Nehru National Urban Renewal Mission 	<ul style="list-style-type: none"> • Smart Cities Mission • Pradhan Mantri Awas Yojana • Atal Mission for Rejuvenation and Urban Transformation • Heritage City Development and Augmentation Yojana • Developing a disaster risk management plan for business models and supply chains. • Developing a safe and low carbon transportation policy for employees, supply chain operations and other service
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<ul style="list-style-type: none"> • The National Policy on Biofuels⁰⁹ • The National Clean Energy Fund¹⁰ 	<ul style="list-style-type: none"> • Conducting awareness drives to promote consumer awareness and to engage the consumers in sustainable development. • Developing circular models for products focussing on use of renewable energy.

09. Government of India, Ministry of New & Renewable Energy, National Policy on Biofuels

10. National Clean Energy & Environment Fund (NCEEF)

Goal	Government intervention and centrally sponsored scheme	Private sector intervention
	<ul style="list-style-type: none"> • National action plan on climate change • National mission for a Green India • National Solar Mission • National mission for enhanced energy efficiency • National mission for sustainable habitat • National water mission • National mission for sustaining the Himalayan ecosystem • National mission for sustainable agriculture • National mission on strategic knowledge for climate change 	<ul style="list-style-type: none"> • Disclosing GHG emission data and material climate risk information through adequate disclosure initiatives. • Investing in early warning technologies and systems and building a response network of stakeholders and communities on climate and natural disaster related impact.
	<ul style="list-style-type: none"> • Conservation of Natural Resources and EcoSystems • National Plan for Conservation of Aquatic Eco-System • Sagarmala Project 	<ul style="list-style-type: none"> • Understanding waste generated due to the use of products and services introducing practices focussing on including waste collection, reuse and recycling. • Obtaining aquaculture certifications for marine and animal health and welfare, food safety, and environmental protection or ensuring that suppliers obtain such certifications.

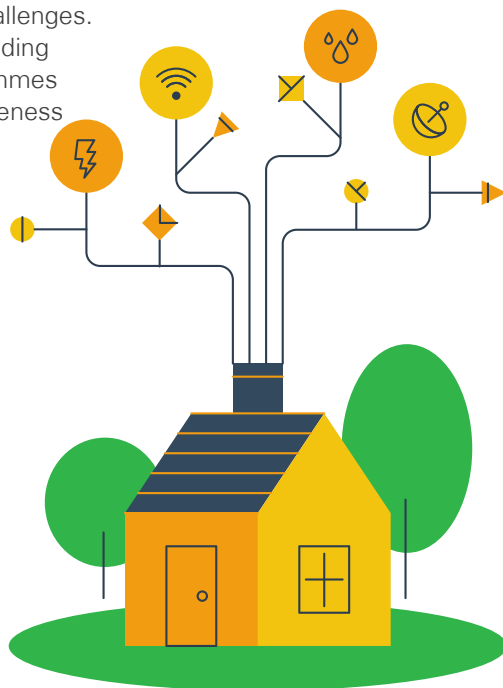
Goal	Government intervention and centrally sponsored scheme		Private sector intervention
 <p>15 LIFE ON LAND</p>	<ul style="list-style-type: none"> National Afforestation Programme Integrated Development of Wild Life Habitats Project Tiger 		<ul style="list-style-type: none"> Obtain forest management certifications and certifications on forest products. Assessing soil and land degradation risk to prevent soil contamination from all sources.
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<ul style="list-style-type: none"> Panchayat Yuva Krida Aur Khel Abhiyan (PYKKA) Development of infrastructure facilities for judiciary including Gram Nyayalayas Integrated child protection scheme 		<ul style="list-style-type: none"> Implementing due diligence tools including risk identification, impact assessments, management and mitigation measures, reporting, grievance mechanisms and other stakeholder engagement processes. Raise awareness of the relevant laws, codes and regulations among employees through workshops and seminars Frame a zero-tolerance policy and approach towards corruption and bribery at top management and leadership levels.
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<ul style="list-style-type: none"> Support for statistical strengthening 		<ul style="list-style-type: none"> South South Cooperation India Africa Summit SCO (Shanghai Cooperation Organisation) BRICS NDB (New Development Bank – BRICS) SAARC Satellite (South Asian Association for Regional Cooperation)

Businesses may address SDGs through various models. Businesses need to focus on mitigating negative impacts and aligning positive impacts with the SDGs. Overall, companies may act as a catalyst in the effective implementation of the goals by bringing in practices and policies that are designed to contribute to the sustainable development agenda.

For example, in the recent COP 23, India has been declared as the sixth most vulnerable nation for climate risks. Evidently this will have a deeper impact on the businesses as not only there will be region specific climate risks, but also the multiple socio-economic and environmental risks that will have impact on business operations. Climate vulnerabilities for India ranges from change in precipitation and average temperature. Each of the above has a risk and opportunity component for businesses. It is important for business to comprehend these and develop adequate strategies. With that, they can not only de-risk the business, but also create a higher value proposition for the local community.

The need for capacity building for effective implementation of SDGs is emphasised at several instances by the international community. Capacity building also needs to be structured for various tiers. For example, there is a need for capacity building to develop policies and frameworks towards SDGs. Similarly it is also essential to monitor the progress of the goals at national level. Moreover, the capacities related to implementation of local projects with a clear vision towards SDGs are also needed at local level. Local communities and regions may need individual, institutional and societal capacity development to effectively participate in defining solutions for existing challenges. Embedding capacity building into structure of programmes can improve the effectiveness of the programme.

Certain initiatives and schemes of the government such as the Pradhan Mantri Ujjwala Yojana, launched in 2016, National Rural Drinking Water Programme, and Clean India Movement form part of a crucial strategy for eliminating poverty and enabling access to basic services and empowerment. But such schemes need strong localised intervention by stakeholders that work together to achieve growth. In order to empower local stakeholders such capacity building is needed.



Need for design thinking and participatory approach

In order to harness the true potential, a newer design thinking based participatory approach is needed for conceiving projects and initiatives. In a participatory approach, all the programmes are designed based on a continuous engagement of various stakeholders in understanding the expectations and needs for a particular intervention. It can also help in identifying the most critical areas that require action. The process involves a deeper dialogue with the intended

stakeholders to understand the critical needs and differentiate it from a lesser lucrative need or a perceived need. The design thinking process works on continuously trying to explore innovative dimensions to project growth and keeping stakeholders engaged. Besides being an effective implementation strategy, a pragmatic participatory approach also ensures that an agile iterative mode is used for complex developmental challenges at local level. It also helps in understanding the

mental perception model of stakeholders thereby acquiring a broader picture of the needs that have to be addressed. With design thinking and participatory approach the acceptability of the stakeholders improves and thereby it accelerates the desired change.



Measuring change

SDGs evolved to be universal in terms of embodying a shared common global vision towards a safe, just and sustainable place for all people on the planet. The 17 SDGs address not only measurable changes of wellbeing of people, economic development of countries and better environment for the planet, but also how these changes will be induced by a means of clearly defining 169 targets to be achieved by 2030 and indicators to measure those targets. For any institution to understand the impact it makes on SDG, it is important to measure how it contributes with respect to the various SDG targets.

Effectively measuring the outcomes of an intervention will help in shaping the direction in which project moves for effective implementation. A robust and effective impact assessment is largely contingent on contextual factors such as the genuineness of the engagement mechanisms used, and the extent to which stakeholders were involved to assess impact. Similarly for example, in terms of monitoring the sustainability

parameters, businesses may monitor water consumption in the operations. However, very few businesses look at the impact being created on local communities by reducing water levels. By effectively assessing the impact of water stress around operational locations businesses may not only be able to capture correct metrics for informed decision-making but also will be able to look at utilising resources as shared commodity.

An effective framework for impact assessment must include a clear objective of what should be monitored and evaluated, the list of activities that are needed for the impact assessment activity, the key responsibility and frequency of the impact assessment activities and the various methods used for impact assessment. Overall, interventions/projects result in impacts (positive or unintended) to both individuals and institutions.

There is also clear need to understand on how to effectively structure outputs, outcomes and impacts of a

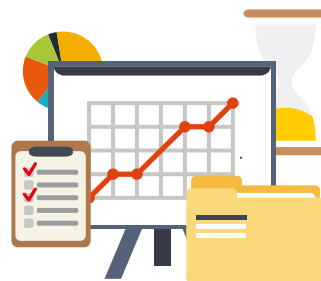
particular intervention. Outputs are the first level of results associated with a particular project or intervention. They are what a project will achieve or has achieved in a short-term. Outcomes on the other hand are second level of results associated with the project that it will achieve or has achieved in short or medium term. Impact indicators are crucial as they help in identifying and addressing the changes in people's lives and development conditions at regional, national and global level. They help in understanding if the expected development change that matters for communities and other stakeholders are actually being realised.

The table below¹¹ illustrates the difference between inputs, outputs, outcomes and impact.

Inputs	Outputs	Outcomes	Impact
What goes in?	What comes out?	What is the result?	What is the value?
What goes in as cash, in-kind or time by various individual or institutional stakeholders.	<ul style="list-style-type: none"> Direct community benefits of a programme e.g. number of people reached by a new school or a health programme, number of recreational facilities opened, the number of people that attend a community event 	<ul style="list-style-type: none"> The effect of the programme Outcomes can be short-term or long-term e.g. the outcome for children taking part in an education programme could be a 25 per cent increase in literacy Outcomes can also be measured and evaluated for the business that makes the investment e.g. the outcome of a health programme for workers and their families could be a 10 per cent increase in workforce productivity. 	<ul style="list-style-type: none"> The measurable long-term benefit and social change created as a result of the investment e.g. the impact of an education programme could be a long-term increase in employment rates and reduced poverty as a result of better early years education It can take years to see the final impact of the programme and measure it. Intermediate outcomes can be measured along the way that demonstrates impact objectives are being achieved e.g. The long-term impact can be social benefits related to increase in per capita income through better education.

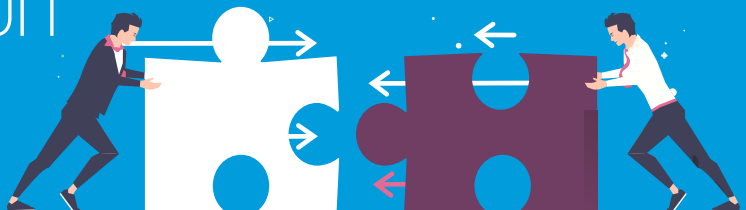
Developing structured indicators are crucial as they help in identifying and addressing the changes in people's lives and development conditions at regional, national and global level. They help in understanding if the expected development change that

matters for communities and other stakeholders are actually being realised. In terms of measuring the impact and quantifying the progress on SDG targets, developing effective indicators to gauge success is important.



11. KPMG International, Sustainable Insight: Unlocking the value of social investment, pg 9

Collaboration is key



In order to effectively execute the sustainable growth agenda it is essential to revitalise the partnership between key stakeholders. Fostering partnerships for growth can definitely be a key pillar in achieving SDG targets. Furthermore, the impact of such a collaboration on overall SDG targets can only be realised through effective mechanisms to capture credible data. While the government may develop a policy regulation for a wider reach of the SDG agenda, it must

collaborate with the private sector including businesses and the civil societies for a productive, positive impact and accelerating India's vision to achieve the SDGs. Overall the SDG implementation process has started yielding valuable insights. Documentation and dissemination of such experiences coupled with the extension of innovation brought by businesses can be a catalyst in achieving the SDG targets. Private sector can bring a fresh perspective to the path set for achieving the SDGs by breaking

down the long route of 2030 into several smaller achievable milestones. The stakeholders may design a road map up till 2030 but this collaborative public private effort is likely to make the journey relatively easy and achievable at an accelerated pace.



Acknowledgement

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