

# **COMMUNICATION AND KNOWLEDGE MANAGEMENT PLAN FOR STAKEHOLDERS WITH SPECIAL EMPHASIS ON LOCAL COMMUNITIES**

## **1. Concept**

Knowledge is the source of competitive advantage in organizational and institutional context. Knowledge remains in its implicit form unless it is passed on to the stakeholders of the organization through means of communication. Knowledge Management has been conceptualized as a process of transformation of implicit knowledge into explicit knowledge through communication. Thus communication is an important tool of knowledge management in present scenario of organizational business. “Corporate Social Responsibility and Sustainability” have emerged as distinct institutions having formidable stake with a large section of societies, employees, civil society groups, government and non-government organisations, local communities, environment etc. For accomplishment of CSR and Sustainability practice, it is essential that various stakeholder groups or end users especially the local community are made aware of as well as be involved in the process of this practice. Therefore, to meet such objective adoption of “Communication and Knowledge Management plan for stakeholders” has become an essential organizational tool.

## **2. Objective**

The objective of “Communication and Knowledge Management Plan for stakeholders” is to explain and promote the benefits of CSR and Sustainability practice to stakeholders with special emphasis on local communities and establish its directives to guarantee ethical principles, respect for people and laws of the land and environment.

## **3. Strategy**

The CSR and Sustainability activities are established through effective communication with the stakeholders. The company's stakeholder dialogues are at the centre of the CSR and sustainability strategies, which function as "C" in the Plan-Do-Check-Act cycle. Thereby stakeholders acknowledge whether the CSR and Sustainability activities are implemented in true spirits of the related policy and benefits are percolated to the target groups. As envisaged in the Guidelines on CSR

and Sustainability of DPE, GOI 2013, “CSR Communication Strategy” specific to SJVN has been framed. Further mechanism is evolved for engagement of stakeholders in a dialogue to know their expectations, public disclosure and reporting of the company’s performance in economic, social & environmental areas in public domain.

In line with SJVN objective and govt. guidelines on CSR and Sustainability, SJVN will implement its “Communication and Knowledge Management Plan” to cover but not limited to the following aspects:

1. Sensitization of the stakeholders on CSR and Sustainability practice.
2. Adoption of systematise communication channels;
3. Adoption of consultative mechanism to get feedback on the expectations of the key stakeholders/ end users;
4. Consultation with Central/ State Government and/ or District/ local administration to obtain their views on area specific needs or the priorities of the intended beneficiaries of the CSR and Sustainability projects planned for the areas under their jurisdiction;
5. Consultation with Gram Sabhas and Panchayati Raj institutions at the village level for assessing the social, economic and environmental needs in rural areas;
6. Involvement of local communities in CSR and Sustainability process;
7. Employees involvement in CSR and Sustainability process;
8. Public disclosure and reporting of SJVN performance in economic, social & environmental areas;
9. Transparency in CSR strategies and process;
10. The key stakeholders include employees, investors, shareholders, customers, business partners, clients, civil society groups, Government and non-government organisations, local communities, environment and society at large. However under this plan the emphasis will be given on internal stakeholders and local communities.

#### **4. Communication and Knowledge Management programs**

The various programs for “Communication and Knowledge Management plan” are as under:

##### **4.1 Sensitization Program on CSR and Sustainability practices**

Sensitization Programs will aim at stakeholders’ awareness of concept of CSR- sustainability practices, its relevance to societies, related policies, impact etc.

##### **4.1.1 Sensitization Program for Internal Stakeholders**

(i) Awareness sessions will be organized by each project CSR/ R&R/ PR team for employees in projects and corporate centre. The awareness sessions will focus on integration of company’s strategic objectives with CSR/ SD objectives and familiarization of employees with current CSR/ SD programs, activities etc.

(ii) Every year, external training sessions for employees will be arranged by Training & HRD section to apprise about latest trends and practices in the industry so that some of these could be adopted in SJVN to keep the pace with the industry.

(iii) To persuade employees for taking up active part in CSR and Sustainability activities of the organization, interested employees will be offered an opportunity for contributing one working day every year to volunteer for any of the CSR project being undertaken by the company.

(iv) Employees Unions/ Associations represent collective conscience of the organization. Awareness sessions for unions/ Associations will be organized for creative inputs and disseminating knowledge about CSR activities amongst employees.

(v) SJVN Foundation is the responsible body for implementation and monitoring of CSR and Sustainability activities. Foundation meeting with the concerned HOPs/ HODs will be conducted periodically with a view to deliberate the CSR issues for decision making and also to sensitize the participants with the current issues.

##### **4.1.2 Sensitization Program for External Stakeholders**

**(i) Meeting with Pradhans of Project Areas Panchayats/ Local bodies**

CSR and SD activities are primarily targeted towards local communities. Therefore, it becomes imperative that the CSR plans and activities are planned and executed in consultation with and participation of local communities. Periodic meetings will be conducted by respective projects with Pradhans, local NGOs, community based organizations etc. The meetings will focus on basic framework of CSR and Sustainability policy, schemes and status of ongoing activities and the nature of upcoming CSR and Sustainability projects.

**(ii) Reinforcement of Public Information Centers (PICs):** All information related to CSR and Sustainability activities, various schemes, CSR and Sustainability news, leaflets on CSR works etc. will be made available in all PICs in soft and hard copies. The boards reflecting salient features of the project and CSR progress will be displayed in the PICs. Audio-Video and Electronic devices will be installed in PICs for effective and speedy flow of information.

**(iii) Dissemination of Knowledge through SJVN website:** All CSR and Sustainability policies, plans, journals etc. will be made available on SJVN website for the use of stakeholders.

**(iv) Publication through local newspapers:** Whenever new CSR and Sustainability schemes will be launched, the same will be published through local newspapers.

**(v) Collaborative programs:** Meeting/s with senior executives of different PSUs preferably Power PSUs will be conducted for sharing best CSR and Sustainability ventures/ practices so that CSR and sustainability projects are taken up jointly. This will help in bringing together efforts and resources of PSUs which will result in synergy effect.

**(vi) Hoardings and display boards:** Hoardings stimulate the minds of public at large. Therefore, at every site where SJVN has contributed for development of infrastructural assets and other CSR projects, hoardings will be displayed with brief description of works.

#### **4.2 Transformation of implicit knowledge to explicit knowledge**

In the transformation process of knowledge, CSR groups and Public Relation groups will work together towards following programs to have synergized effect:

**(i) Interview:** Each project CSR and Sustainability team will conduct extensive interview of Pradhans or local representatives on the implementation of CSR and Sustainability activities by the SJVN. Such interviews will be published in the CSR Bulletin of the company.

**(ii) Case Study:-**Each project CSR and Sustainability team will come up with case studies or success story of 1000 words. The same will be published in the CSR and Sustainability bulletin.

**(iii) Progress Report:** Monthly progress report of CSR/ S activities will be uploaded on the website by respective projects. Consolidated details will be uploaded by the corporate office.

**(iv) CSR and Sustainability Journals:** Information to internal stakeholders will be disseminated through periodic CSR and Sustainability journals, and will be available to external stakeholders through SJVN website.

**(v) Local knowledge related to area:** In order to make the people aware of market trends, an effort will be made to utilize Public Information Centres (PICs) for providing information specific to our project area like mandi prices, weather updates, crop advisories and agriculture related news. This will educate the local people and also improve relations with the communities.

**(vi) Videography/ Documentation:** Each project will videograph the tangible CSR and sustainability projects/ activities undertaken during FY along with interviews of a few beneficiaries. Corporate centre will come up with videographic documentaries covering all projects.

#### **4.3 Engagement of stakeholders in CSR and sustainability Process.**

Engagement of stakeholders at the planning stage of selection of CSR and Sustainability projects/ initiatives is crucial for success of its implementation.

- (i) Village Development Advisory Committee will be constituted in projects for regular dialogue and participation of local communities for effective implementation of CSR and sustainability works. The CSR and sustainability projects/activities will be finalized in Village Development Advisory Committee meeting chaired by HOP/ representative.

- (ii) Similar meetings will also be held with local NGOs, community based organizations etc. The suggestions so received will be complied and converted to viable projects and placed in Foundation meeting and before Committee of Directors on CSR and Sustainability.
- (iii) Central/ State Government and local administration will be contacted from time to time to obtain their views on area specific needs or the priorities of the intended beneficiaries of CSR projects planned for the areas under their jurisdiction. Here care will be taken to avoid duplication in allocation of funds.
- (iv) SJVN will seek membership of national and international CSR and sustainability related forums like SCOPE, HR Forum, Global Compact Network to base its CSR/ SD projects on nationally and internationally proclaimed principles.

## **5 CSR and Sustainability Reporting and Disclosure**

CSR and Sustainability Reporting systems in SJVN aim at disclosing to its stakeholders the economic, social and environmental initiatives taken by SJVN, as an indication of its commitment to sustainable development. The policy directives of Security Exchange Board of India (SEBI) also lend impetus for disclosure of reporting of the environmental, social and governance (ESG) initiatives through following systems:

- (i) A separate chapter on CSR and Sustainability will be kept in Annual Report of SJVN.
- (ii) Annual CSR and Sustainability report will be prepared and put in public domain like District libraries, PICs, SJVN Website etc.
- (iii) Annual CSR and Sustainability report will be submitted to National CSR Hub i.e TISS, Mumbai.
- (iv) For CSR and Sustainability reporting the format on the pattern of internationally accepted reporting frameworks like GRI or any other format suggested by govt or is practised by CPSEs will be resorted to.

## **6. Feedback**

The CSR and Sustainability teams will make efforts to obtain suggestions from the stakeholders for better CSR and Sustainability implementation and provide solutions to their problems in the following manner:

- (i) Officers at PICs will be trained to receive the opinion and feedback of local people on CSR works. This will be recorded in a register.
- (ii) A link will be provided in the website of SJVN allowing access to stakeholders to give their suggestions/ feedback. Feedbacks will also be sought through structured questionnaires and feedback forms from time to time.
- (iii) Public consultation meetings will be held during impact evaluation.
- (iv) Social Development Experts, Media Personnel etc. will be engaged for preparing case studies/ success stories and publication of same through newspapers.

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