

CHAPTER 8

NATURE OF COMMUNITY DEVELOPMENT PROGRAMMES IN THE CORPORATIONS OF ASSAM

It has been already discussed in the chapter 2, that corporate volunteerism as a tool of community involvement can foster the growth of CSR. Community development (CD) refers to initiatives undertaken by community with partnership with external organization or corporation to empower individuals and groups of people by providing these groups with the skills they need to effect change in their own communities. CD is the process of developing active and sustainable communities based on social justice and mutual respect. It is about influencing power structures to remove the barriers that prevent people from participating in the issues that affect their lives. CD expresses values of fairness, equality, accountability, opportunity, choice, participation mutuality, reciprocity and continuous learning. Educating, enabling and empowering are at the core of CD (Federation of Community Development Learning, 2009). The widely used meaning of CD is given by the United Nations (1971) in which CD is an organized effort of individuals in a community conducted in such a way to help solve community problems with a minimum help from external organizations. External organizations include government and non-government organizations, and corporation of various types and size ranging from small & medium enterprises (SMEs) to multinational corporations (MNCs). The implication of UN definition of CD is, therefore, emphasizing creativity and self-reliance in the community for short and long term goals, but not to defy the CSR roles of the various types of Business Corporation. In relation to the people, the definition of CD is essentially both an educational and organizational process. The key purpose is to work with communities experiencing disadvantage, to enable them to collectively identify needs and rights, clarify objectives and take action to meet these within a

democratic framework which respects the needs and rights of others. It is undeniable that CSR has implications on community and CD in many ways.

For instance, a recent survey findings show that employee volunteering has succeeded in corporate America. Fortune 500-survey shows more than nine in ten corporations there are formal employees volunteering programs. According to a study (IMRB, 2002) of Indian companies with stated and unstated policies on voluntarism, as many as 83 per cent of the surveyed companies saw themselves as major players in everything from rural community development programmes for the disabled to upgrading of infrastructure facilities for the underprivileged. 'Partners-in-Change' is an organization that has built many fruitful partnerships between corporations and voluntary organization in India to work for corporate community involvement.

In this chapter efforts have been made to understand the community development programmes of corporations under study. The primary data, in this respect, are collected from six corporations of both North and South Assam. The details of methods of data collection have already been discussed in the chapter III. For understanding each corporation's community development programmes, four areas are included, such as, education, health, environment and income generation as part of corporate volunteerism. Corporation wise each area now will be described in details.

8.1. Oil India Limited (OIL)

OIL conducted a social survey through Dibrugarh University in the year 1983 (in its operational areas in the Northeastern part of India to evolve a CSR Strategy. Based on the recommendation of the survey, the Company introduced a scheme entitled *Social Welfare Programme* (SWP) in 1984 and later on another scheme called *Areas Development Scheme* (ADS) in 1996. The SWP policy places OIL's commitment of up lifting of education, health, protection of environments, and socio-economic development a top most priority. Now area wise activities will be discussed below.

i) Education: Since inception, OIL has been providing financial assistance to all-round development of education from primary to higher education. As on date, the Company has provided financial assistance towards construction of school building, libraries, auditoriums, teachers' common room etc in over 350 institutions in the operational areas of Company in Upper Assam. The Company is also providing Merit Scholarships to students who excel in their 10th and 12th Board exams from schools in and around OIL since 1983. In its commitment to the all-round development of higher education, OIL has sponsored two prestigious Chairs viz KD Malaviya Chair in Geosciences at Dibrugarh University & Sankardeva Chair in Literature at Guwahati University. Recently (2006), the Company has extended a one time financial assistance of Rs. 3.68 Crore to Business and Center of Management Studies, Dibrugarh University and Rs. 1.5 Crore to Assam Engineering College, Guwahati. The nursing school in OIL Hospital Duliajan conducts 3 years General Nursing Midwifery (GNM) training course, which is recognized by the Directorate of Medical Education, Government of Assam. The annual intake is 20 (twenty) candidates, out of which two vacancies each is reserved for SC and ST and four for OBC candidates. Stipend is paid to the students in addition to limited hostel accommodation, uniform and protective clothing. Again, OIL has budget provisions for development of education and incurred an expenditure of Rs 280 lakhs in the years 2003-2006. The details are shown in Table 8.1.

Table: 8.1: Budget provision for development of Education

| Sl No | Item | Year | Amount in lakhs (Rs) |
|-------|--------------------------|-----------|----------------------|
| 1 | Development of Education | 2003-2004 | 75.00 |
| 2 | -Do- | 2004-2005 | 100.00 |
| 3 | -Do- | 2005-06 | 105.00 |

The company provided financial assistance to most of the educational institutions in and around OIL's operational areas in Assam, towards construction of classroom, library, laboratory, boundary wall and toilets, etc.

Apart from above OIL managers in association with IIE and its training cell impart training to local youths for management of small business, marketing and so on etc. The managers also involve in-group discussion and admission process in management institutes of Dibrugarh University, Gauhati University, and NERIM. In selected high and higher secondary schools OILs Computer cell also organizes innovative learning of computers skills.

ii) **Health:** The mobile hospital services of OIL have been one of the most significant community development projects of the Company. The team of doctors and paramedical staff of OIL hospital run the mobile hospital. In the recently carried out social audit of OIL's community welfare initiatives, the Company's Mobile Hospital services were ranked very highly by all the respondents. Based on this feedback, the Company decided to increase the number of visit, as well as extend the services to new areas. From the earlier 16 – 20 visits per month, the mobile services make 40-50 visits per month. The health care team has given special emphasis on maternal health, child health, immunization and awareness on health related issues. The Company has signed a MoU with St Luke's Hospital, which will extend the services to villages in Tinsukia District while the Company's own team would cater to villages in Dibrugarh District.

Apart from above, OILs own 60 bedded multi department hospital caters the needs of both OILs employees and local citizens in OPD and Indoor units. Oil India Limited has also started free ambulance services to critically ill patients to transfer to Guwahati. The OIL is accredited by OHSAS-18001 (Occupational Health and safety Assessment Series: Trunk Pipeline).

iii) **Infrastructure & environment:** The area development scheme (ADS) was introduced in 1996 by OIL. The Scheme covers the construction of roads, setting up of educational institutions and primary health centers in the North East Region and other operational areas of the company. Based on the recommendations of the Social Survey, OIL has till date constructed over 100 bridges/1400 Kms of roads (PWD/Village roads). The road

infrastructure not only catering the needs of company transportations and communication but these are helping community in many ways, for instance villagers are easily moving to block and district towns, farmers are getting access to markets, communication link helping young generation to pursue education.

OIL is replacing the telecommunication system of 1157 Km crude oil trunk pipeline which supplies crude oil to the four refineries in India's north eastern region with optical fiber cable (OFC). The additional capacity (bandwidth) that will be available in the OFC System, would act as an infrastructure provider for value added services in telecommunication business. OIL has committed to provide the spare bandwidth to Government of Assam's ASWAN (Assam State Wide Area Network) project, which aims to connect all the district headquarters of the state.

OIL has taken all steps to keep minimum environment hazards, it has ISO-14001 (Environment Management) Trunk Pipeline; taken the project of building green city in township area. In addition, collaboration with forest department and educational institute the company has started plantation programme.

iv) **Income generation:** The Company has supported the youth and women organizations in a big way. The support is mainly in terms of financial assistance towards enabling the different organizations in carrying out their developmental activities. In order to address the problem of growing unemployment and poverty, OIL has undertaken a long-term project named Rupantar (transformation) of investing in projects, which can help the unemployed youths to find alternate source of employment. Oil India Limited signed a MoU with the State Institute of Rural Development (SIRD), Assam at the Company's field headquarters in Duliajan on 8th September 2003. The guiding provisions of the MoU are a long-term vision to generate sustainable self-employment avenues for the educated unemployed youths in and around the Company's operational areas in upper Assam. The project aims to create self-employment avenues and promote entrepreneurship in the region and generate sustainable

sources of livelihood. In order to help the large number of unemployed youth and strengthen the rural economy, the focus is on development of agro-based industries, diversification in handloom products with special focus on *eri* and *muga* (world famous golden silk of Assam) poultry farming, pig breeding, duck rearing, fishery, sericulture, organic farming etc. Till date over 2000 SHGs have already been formed and a large number of these SHGs have received loans from banks.

The agro-based industries are not only helping in ensuring the economic independence of the people residing in and around OIL's operational areas but at the same time result in wealth creation and self-employment to a large section of the people of Upper Assam. Oil India christened this new project as "*Rupantar*" (an Assamese word meaning *Transformation*) – which is providing the rural poor and the unemployed an opportunity to become self-employed. Oil India Rural Development Society (OIRDS) adopts villages under registered Pathar Parichalona Samity (Cultivated Land Management committee), through which it provides assistance and technical guidance to farmers in nearby villages of OIL's operational areas for agricultural development. Extensive in-field training on modern methods of cultivation both in Kharif & Rabi, farming equipment, high-yielding seeds, organic fertilizers, etc. are introduced and distributed to farmers of the region. Since 1991, 31 villages have been adopted till date.

Established in 1984, OIL's Handicraft Training and Production Center, located at Duliajan imparts training to women on Handicraft, Weaving, Embroidery and Tailoring on monthly stipendiary of Rs 500 each for a 9 months period. Till date, more than thousand women have been trained, most of whom have set-up their own small production units.

v) **Others:** OIL places a heavy accent on sports. Besides sponsoring national ranking tournaments every year, the Company recruits promising young players and gives them every opportunity to advance their sports careers. OIL has taken up schemes of holding exhaustive football camps with trained coaches to provide professional training in the rural areas of

Upper Assam. OIL is also promoting rural sports by developing several village playgrounds and organizing different games in the oilfield areas. From a relatively small budget of Rs 20 Lakhs in the early eighties, OIL currently spends a minimum of 0.75% of its net profit on CSR.

OIL's exemplary achievements in Corporate Social Responsibility have earned due recognition from prestigious organizations. The World Council for Corporate Governance (WCFCG) and Center for Corporate Governance (CFCG) awarded Oil India with the prestigious **Golden Peacock Award for Corporate Social Responsibility in 2002**. Oil India Limited (OIL) also bagged the prestigious **TERI Corporate Social Responsibility Award, 2004**, which was presented to OIL in recognition of corporate leadership for good corporate citizenship and sustainable community development initiatives.

8.2. Numaligarh Refinery Limited (NRL)

The Objectives of NRL towards CSR, indicate its approach, the following are the main objectives.

- To be a good and conscious corporate citizen;
- To make untiring efforts to improve the quality of life and socio-economic scenario with special attention to the people residing in the vicinity of the Refinery;
- To improve protect and preserve the environment;
- To stand higher on ethical standards; and
- Review the approach/services and incorporate required changes.

Carefully planned, zealously executed and sensitively nurtured, NRL's community development initiatives have a holistic approach. Besides dispensing relief and succor, NRL earmarks around 60 per cent of the budgeted amount for community development for the people residing within a radius of 10 kilometers of the Refinery and the balance 40 percent for the rest of Assam. There is a steering committee comprising of eight executive officers drawn from eight departments of the refinery, which scrutinizes proposals, monitors activities

while ensuring full and proper utilization of the fund. Community development projects are identified and developed in close liaison with the district administration, local public bodies, and voluntary organization and apex committees. The steering committee members periodically pay site visits, gathering on site information while removing bottlenecks, if any. The committee generates a monthly report giving financial details and proposals for the annual budget.

For effective implementation of community development project an economic survey was conducted for nearby 30 villages involving an NGO, while two other NGOs are engaged in making environmental awareness and regeneration programme. The details of community development programmes have been discussed in the following headings:

i) Education: All wards of the Refinery staff are imparted education in the Delhi Public School (CBSE, New Delhi affiliated), which is equipped with modern tools and other facilities. The company has completed renovation and capacity expansion work for 30 middle and primary schools in the Numaligarh block in the period of 2004-2006 incurring an expenditure of Rs 66 lakhs.

It has granted 100 scholarships to underprivileged students at secondary level through a merit test, each scholarship carries a sum of Rs 400 for two years. Twenty meritorious students of nearby villages are sponsored at Delhi Public School of the NRL's township incurring an expenditure of Rs 1.22 lakhs yearly.

Educational tours in phase manner organized for students of backward areas of the district and grant of Computer and peripheral were given in selected. Seven colleges of Jorhat district and four higher secondary schools are selected for construction of libraries, laboratories, common room and other utilities.

ii) Health Initiative: The NRL Township has its 30-bedded Vivekananda Kendra Hospital and is fully equipped with burn unit, an ICU, radiology, and gynecology departments providing round the clock service. Besides, it boasts of a full-fledged pathological laboratory, a standard blood bank, dental OPD, eye OPD, ENT OPD and 24 hours ambulance and Pharmacy. The medical Personnel of the VKH with the support of NRL's volunteers organize free mobile medical camp in the nearby villages on a regular basis. Apart from this, NRL renovated all the three Public Hospitals of the Golaghat District and constructed a few paying cabins in the Civil Hospital of Jorhat. Other than medical support, NRL has taken initiatives for water supply and water source building through its technical and financial assistance in the 30 nearby villages also construction of ring well, tube well, filter tank are components, of the programmes. In this area of community development the Company has incurred an expenditure of Rs 3.11 crore in last three years (2004-2006).

iii) Infrastructure & environment: The Company has targeted to build 100 community waiting sheds adjacent to state and national highway in the Jorhat district with a budget of Rs 60 lakhs. It has distributed scraps iron pipes to villagers for building pathway crossing nala (natural drains), which helps a lot to villagers. In environment front NRL has installed advance technology for zero emission and established a butterfly valley along with eco-garden so as to testify the air quality of the 5 km radius of the plant.

iv) Income generation: Giving a fillip to agro-based activities, NRL has provided assistance to villagers of the nearby areas for setting up establishment of self employment in the form of piggery, poultry farms, fisheries and small handloom and handicrafts units. Besides, the farmers of the nearby areas have been provided with tractors, seeds, fertilizers and pesticides in order to support them in their mission. Multi-cropping initiatives taken up by NRL in the nearby villages have yield rich harvest and helped the farmers to go for 2-3 crops in a year. 265 farmers from 32 villages with 1180 beneficiaries benefited from the venture. Vocational training organized by NRL at Regional Research Laboratory, Jorhat for Industrial Training

Institute passed out local students for up gradation of technical skill for direct employment. After completion of training, some of the trainees were given direct employment at NRL and the contractors of NRL engaged the others. Consultants from Indian Institute of Entrepreneurship were engaged for Entrepreneurship awareness programme for the local unemployed youths for their self-employment. Some of the trainees trained under entrepreneurship development programme have started their own income generation activities. Training on Animal Husbandry was imparted to villagers of nearby Ponka village by the Veterinary department with NRL sponsorship. Trainings were also imparted in phased manner to Pnanka Janajati Tat Silpa Samabai Samity to develop skills in handloom. Similar financial aid too was extended for promotion of silk, tribal handlooms and handicrafts. Under Bahumukhi Krishi Banijya Prakalpa, self-help groups i.e., villagers of Numaligarh block were provided assistance both financially and technically to purchase tractor for agricultural work. Assistance was also made available for setting up of piggery by 10 SHGs. In addition SHGs were trained through agriculture experts for cultivation of Potato's and arranged their sale in the NRL Township. Training programmes took place for women in order to establish small biscuit factory at Labanghat, a nearby village of the refinery. Initial seed money was lent to form tribal handloom cooperative society for production and sale of handloom products. With a view to carry on above cited community development programmes, NRL incurred an expenditure of Rs 2.67 crore. In some cases, company provided skills, in some cases company managers built links and negotiated with different authorities for the causes of beneficiary. The details of expenditure during last few years are as shown in table 8.2

Table: 8.2. Expenditure incurred in Project Infrastructure

| Sl No | Item | Year | Amount in Rs/Millions |
|-------|---|---------|-----------------------|
| 1 | Generation of job potential to local people | 2005-06 | 45.82 |
| 2 | -Do- | 2004-05 | 43.06 |
| 3 | -Do- | 2003-04 | 39.23 |
| 4 | -Do- | 2002-03 | 37.40 |

v) Others: Apart from the above, NRL is interested in promotion of Art, Culture and Sports, It has taken initiatives of nurturing talents in these areas and extended full support for such activities by ways of, construction of Natya Mandir (Theater) for organizing public drama, construction of Concrete Pavilion for sports, organizing Interschool Football Tournament and so on.. It has sponsored State tennis team in various national events and supported Kaziranga Elephant Festival and Kaziranga Centenary Celebration. Further, NRL is providing unstinted support to State and Central governments in moments of distress, by way of financial help. NRL is regularly contributing to Chief Ministers relief fund in aid of flood victims and other natural and man-made disaster. NRL has also extended its involvement towards Relief & Reconstruction Fund, Prime Minister's national relief fund for earthquake, and PMs relief fund for Tsunami.

8.3. Tata Tea Ltd (TTL)

Tata Group's CSR investment includes all major themes, such as education, health, environment, rural development, sports, arts and employee relations. Tata Tea has its own priorities in social development. It also contributes significantly to social and community development on its estates through comprehensive Labor Welfare Programmes (LWP).

i) Education: The Company has set up and runs; adult literacy centers and schools to educate the children of its employees. In addition the company has special facilities to look after "differently able" children of the workers who are taught how to operate in the environment by enhancing their skills and abilities.

ii) Health: Tata Tea's Referral Hospital and Research Center is the focal point of the company's existing medical service, which has network in Assam comprising 20 odd tea estates hospitals. The referral hospital with its medical outreach programme is covering a number of villages. The hospital caters to the health needs of 50,000 people

of estates & rural population. The company has specialized Eye hospitals “Shankar Deva Natralaya” at Guwahati. The company has co-sponsored the Lifeline Express, first Rail Hospital in the world in collaboration with Sir Ratan Tata Trust. The hospital on rail also meets needs of health care of people of tea estates of both banks of Brahmaputra. Tata Tea estates have started epidemics awareness programme for epidemics during last two years (2005-2006) to protect its employee and people living its surroundings.

iii) Environment: The Tea estates of the Tata Tea Ltd have community recreation centers, buildup connective road to gardens and state highway, water bodies and water supply schemes and so on.. The tea estates do not use chemical pesticides and have initiated to develop organic gardens. They also started KZIRANGATRUST under the Rhino Conservation Movement. The periodic meetings are organized with nearby villagers and tea garden authorities in presence of forest officials to preserve biodiversity of the region and get rid of man-animal conflict. The Tata has approaches to environmental management and made it mandatory for its group companies. The major provisions of the said approach are as follows:

- Have a vision and mission statement that explicitly states its policy on environmental management;
- Define a corporate environmental policy and communicate it to all employees;
- Train its workforce on environmental issues and assign management representatives and facilitators to the task of monitoring environmental systems;
- Publish annual environmental performance in annual reports; and

- Review environmental performance at different levels in the management hierarchy.
- These processes are to be followed by lifecycle assessments and eco-labeling for product stewardship throughout the supply chain.

iv) **Income generation:** The Company started its Lab- to -Land program in active collaboration with Assam Agricultural University. The technical supports to farmers are provided under it and farmers are also trained in modern cultivation process, seed selection, manure quality improvement and organic farming. The company has embarked on another unique program call TEACUP is an acronym for “Tea Estate Area Community Up-liftman Program”. Under the program various skill development programme are organized through active involvements of tea managers. In furtherance of its commitment to the welfare and development of backward tribal areas in and around its tea estates, the company has opened an Industrial Training Institute at Darang district (Assam), which is the first of its kind established in the region by a private sector company. The pass out of the institute is engaging in meaningful jobs and some have established their own workshops. The tea industry workforce is facing several challenges in the present day economic crisis in terms of sustainable livelihood.

Tata Tea Ltd has under taken a project named Natural Borjan to solve some of the tea community problems. *Project Natural Borjan* is the endeavor to help the workers’ families and overcome these challenges. It is an experimental project to validate the scope of earnings from alternate crop on the existing non-tea areas of the estate and thereby increase the earnings of resident tea worker family. The main aim or the objective of this project is to optimize the resources (i.e. Land & Labour) Project Natural Borjan was started in Borjan Tea Estate which is located in the district of Golaghat, Assam .The project funded by TATA TEA LTD (TTL). is being

implemented through GMS (Globally Managed Services) – a management consultant firm. Under the project Natural Borjan, emphasis was given on traditional *agriculture* (such as Spices: ginger & turmeric; Fruits: banana, Papaya & pineapple; Vegetables: chilies & tomato etc). *Fishery* (Edible Fish) and Dairy (cow milk). Many experts of community development activity opined that the Agricultural Services Outsourcing linked structure of SHG model should be part of the experimentation process. A consultative process within the workforce has been started with 5-10 leaders out of the workforce.

The natural Borjan project is a unique example of corporate involvement in community for search of alternate sources of livelihood and success of such project could be a boost for poverty eradication programme. This would also be a great help for finding solution of unemployment problems in Assam.

8.4. Oil & Natural Gas Corporation Ltd (ONGC)

The ONGC is playing an important role in strengthening India's corporate world with a tuned sense of moral responsibility towards the community of people where it operates. Based on the guidelines of the corporate citizenship policy, the company promotes education, health care and entrepreneurship in the community and support water management and disaster relief in the country.

i) Education: The Corporation has signed MoU with CBSE to establish Kendriya Vidyalaya at all its townships, bases for education of the employee's children, funds for such establishment are wholly borrowed from the corporation. The local public can also get the benefit of such school within preview of rule applicable for admissions. In addition, company offers scholarships to SC/ST students pursuing higher studies. It has contributed for establishing a Center for Research in Petroleum and Biotechnology at Assam.

ii) Health: ONGC provides its employee the best medical facilities they want to avail. The community health concern is also a part of ONGC's CSR policies. Various medical research centers in the country such as Sankara Nethralaya, Chennai are deriving support from ONGC. The ONGC provides fund from its profit to Latika Roy Memorial Foundation for running a school for the mentally challenged. Often general medical camps and eye operation camp with IOL implants in free of cost are organized to serve people of in the vicinity of operations areas. The Assam Arcane Basin and Cachar Forward Base have so far donated a good amount to hospital & Child hospital under Red Cross Society. It has also contributed to establishing Lion's Hospital, Rotary Health Center and Cachar Cancer Hospital & Research Center. The ONGC in association with locally reputed NGOs runs project for blind and mentally challenged pupil.

iii) Environment: The Corporation while building roads and bridges for its exploration and drilling works helping the people of the locality to avail these infrastructures. The ONGC has also extended its financial support for construction and renovation of educational institutions. The company believes that its development activities should be planned on sound ecological principle and must incorporate appropriate environmental safeguards. The company organizes impact survey and public hearing before starting drilling works. The Institute of Petroleum Safety, Health and Environment Management (IPSHEM) was set up in 1989 with an objective of improving safety, health and environmental standards in the petroleum industry. The company launched a 'Green Movement' to promote afforestation. It has also secured landfill sites, undertaken bio-remediation jobs, and carried out assessment studies for crop damage. The company has taken up water management programmes in selected areas. "Project Saraswati" was envisaged to provide a sustainable solution to ground water resource management in North West Rajasthan'.

iv) Income generation: The corporation directly has not yet started any programme in this area, but it's PURA-Providing Urban Amenities to Rural Areas has four focus areas-physical,

electronics, knowledge and economic. To build up a system for management of schools, healthcare units, vocational training centers, market, banking system and regional industrial units are its different components. The corporation has already extended PURA to Tripura, Assam, Nagaland, Andhra Pradesh, Maharashtra and Gujarat.

v) Others: The ONGC promotes sports such as cricket, football, tennis, chess, golf, athletics, shooting and snooker. Currently there is more than 150 sports person on its role and nearly 50 players are paid a stipend by ONGC. The company also gives financial assistance in building stadium and other sports amenities in district and state level organization. The company spends more than Rs 20 crore on sports promotion. It is also associated with All India Football Federation to facilitate promotion of football in the country. The Company is also sponsoring in national games and Indian football league.

5. Hindustan Paper Corporation Ltd (Cachar Paper Mill)

The paper corporation has been producing paper through its paper production mills and meeting the substantial amount of national and neighboring country needs. The paper mills are having well-established social relation with its surrounding community and contribute for mutual peace. The Cachar paper mill under the aegis of HPCL contributes community initiative as discussed below.

i) Education: The Corporation has signed MoU with CBSE to establish Kendriya Vidyalaya at all its townships, for education of the employees children, finance for such establishment are wholly received from the corporation. Currently, School, caters to children not only those of employees, but also local people of different sphere of life. This promotes interaction amongst children of different castes, religions and socio-economic milieu. The school have specialty that every child is made aware of the environment. This awareness extends to the students' immediate environment where they clean their classrooms. On a small plot near the school, children are taught how to grow and take care of plants from the sowing stage to a full-grown plant. In addition, company offers scholarships to SC/ST students pursuing higher

studies, in the areas of technical and Management. The corporation also extended financial assistance to 11 high and higher secondary schools for construction of buildings and library.

ii) Health: HPCL provides its employee at the CPM best medical facilities they want to avail. The community health concern is also a part of HPCL policies. To make healthcare available at affordable prices, in the OPD poor patients are charged only Rs 10 per consultation, the patient can see the doctor for the same ailment free. Most of the modern biomedical facilities, such as CT scan, advanced operating microscopes are available there. HPCL organizes free medical camps to serve people of the vicinity of mill, blood donation camp, and eye operation camp with IOL implants done for free of cost. The CPM has so far donated good amount Red Cross Societies. It has also contributed to establish, Rotary Health Center and Cachar Cancer Hospital & Research Center.

iii) Environment: The Corporation while building roads and bridges for its production and transport works is helping the people of such locality to avail these infrastructures. The company believes that its development activities should be planned on sound ecological principle and must incorporate appropriate environmental safeguards. The company organizes impact survey. It has its own environment and forest departments, to monitor the various parameters of environment quality. The company has launched a bamboo plantation movement in association with local NGOs to promote aforestation and generation of resources. It has also secured landfill sites.

iv) Income generation: the Corporation through its bamboo plantation programme, decided to achieve of aforestation, generation of raw material for future needs Vis a Vis income generation for bamboo grower and stabilize soil erosion. The CPM in association with a local NGO started to provide low cost sanitary pit to rural population, which is on the one hand creating job days and on the other hand helping people to avail hygienic living. The same NGO with financial and technical support of the CPM is running a cane and bamboo-training workshop for rural artisans, and helping to learn skills, that have good market or demands.

v) **Others:** The HPCL promotes sports such as cricket, football, tennis, chess, golf, athletics, shooting and snooker. Currently there are more than 14 sports person on its role and one-time grants is provided to each potential sport person of the area of operations. The company also gives financial assistance in building stadium and other sports amenities in district and state level organization.

6. Barak Valley Cement Limited (BVCL)

Business today is no longer de-linked from life. In fact a company's success and its growth are directly influenced by the quality of its contributions to the betterment of society and community. Barak Valley Cement is gearing up to put forward its best efforts to serve the communities in the areas that it serves. The company plans to sponsor major sporting events, not only in the Valley region but also across the Northeast. BVCL also plans to launch community welfare programs and backward area up-liftmen programs. The details of community development programmes of BVCL are mentioned below: This will benefit people of all walks of life.

i) Education: The Company is actively setting up a School at Badarpur in collaboration with Vivekananda Kendra, Kanyakumari for education of wards of its employee and local people. The company has extended financial assistance to a nearby high school and supplied building materials for primary school for their renovation.

ii) Health: The BVCL conducted medical camps in host communities and villagers were medically examined and provided necessary treatment. Treatment for cataract, tuberculosis, pre and postnatal care for women was some of the areas of intervention. The company organizes AIDS awareness camps for worker and local youths in the presence of professionals in the field and generated greater awareness. The company has taken active part for Pulse Polio programmes. It has started a plant for supply of safe drinking water to its workers and nearby villagers.

iii) Environment: The Corporation, while building roads and bridges for its production and transport works is helping the people of the nearby villages to avail these infrastructures. The company has incorporated appropriate environmental safeguards. The company organizes impact survey.

iv) Income generation: The Company has not taken any initiatives in this direction.

v) Other: The BVCL runs many other programmes such as mass marriage for schedule caste couples, exhibition and training on balanced diet and food preservation for women and girls, awareness drive on health and hygiene in collaboration with SHGs etc. The foregoing discussion have revealed that social responsibility is regarded as an important business issue within the corporate community in Assam, irrespective of age, sector, and primary purpose of the corporation. Virtually all the corporations studied have demonstrated a positive commitment to socially responsible behavior, and without any expectations of immediate benefits. Much of this activity is intended to initiating development within local community voluntarily.

Beneficiaries Views towards Community Development Programmes of Corporations

In the above, community development programmes in the areas of education, health, infrastructure & environment, income generation, and others initiated by all the six corporations are discussed. Since community is one of the important stakeholders for corporations, views of the beneficiaries residing in the community are important. In this regard, four groups of beneficiaries' i.e, two groups from north Assam and two from south Assam have been considered. Each group has been composed of 10-15 members. Profile of the group can be understood from the appendix. The Methodology chapter has given the details of group formation. Views of each group of beneficiaries are now discussed below.

Group-I (Under public sector Company in North Assam)

A meeting has been organized in the office of the Rangpur Panchayat office; to understand the beneficiaries view on community development activities initiated by OIL. The meeting was attended by two prominent local personalities (male), one male Principal of a nearby college and the other is an advocate (male) of the Gauhati high court; two women beneficiary, five local male farmer who are benefited from Rupantar Project, two tribal girls who have attended handloom training courses, male teacher of a high school, one Officer(male) of State Institute of Rural Development.

The researcher first got introduced himself with the group and then explained the purpose of group meeting. At the outset, the teacher of the local high school told that he saw in his younger days the corporation manager's friendly approach with near by villagers. Managers used to go to the villages for any kind of help. The managers and workers would participate in the cultural programme of community like Bihu, Puja, etc and there was a very cordial relation. Since this association has been continuing for long time, community & corporation bond has become stronger. The corporation's 'will' for long-term community development programmes have emerged from this long-term association. According to him OIL community

development programme have great significance towards socio-economic development of the districts of Tinsukia & Dibrugarh. He told that there was hardly any high school that had not yet got the financial assistance for construction and renovation from the corporation. He expressed his joy that, due the active support of the OIL, his high school became one of the best institutes equipped with library & laboratory. The student community had immensely benefited, but the government was unable to extend these facilities to schools, due to lack of adequate funds.

The retired principal and advocate opined that corporations' social intervention service in the area of health through mobile medical unit, and income generation through modern

agriculture practices as well as handloom training programmes are commendable. He expressed that in the area of sports, OIL had contributed a lot. Both indigenous and others sports are now getting encouragement and sponsorship. They expressed their view about infrastructure development in the form of construction of small bridges and blacktopped road those have already changed the changed the scenario of entire district.

The women beneficiaries mainly told about health care facilities of mobile health unit and health care awareness programme of the corporation. Beneficiaries told that their children and other ailing members had substantially benefited from the said services. In the event of critical illness, the corporations' hospital extended all necessary medical support. The beneficiaries were of the opinion that, doctors, and Para medical staffs are very cooperative to patients. It has been seen that women beneficiaries have very positive views with regard to medical services of corporation.

The tribal girls have detailed their selection for training course, corporation's support for the training (with stipend) in handloom. They also pointed the links developed through the corporation towards receipt of loan from bank for establishing own handloom unit for commercial production. The trained members are proud of the corporation and its ladies clubs support, as they buy back some end products of handlooms. It is found that, the beneficiary have a better perception towards the training programme and its future.

The local farmers have opined that they have benefited a lot due to introduction of the *Rupantar* project. They have received tractor and loan from bank for progressive agriculture. The genius endeavor of the corporation has changed the lives of a good number of farmers. Having applied modern method of agriculture and cultivation techniques, production and subsequently the family income have improved. The farmer regarded if OIL would not have intervened with this programme, they could not have changed their lives. The members of farmers' family have very good perception of the CD programmes of the OIL.

The Officer of SIRD, while expressing his opinion says that, many things are not possible in the government institute, due to red tapeism, but enthusiastic managers with their entrepreneur zeal and technical skills are leaving a mark for development in the operational areas of corporation. The long term benefit of it will be felt by all sections of society. The Officer expresses, as a key staff of rural development programme, he has positive perception towards the CD the programmes of the corporation, though he is not a direct beneficiary.

Group-II (Under private sector Company in North Assam)

The group is comprised of 14 members, four male laborers from the tea garden, two male ST community people, one male Police Officer, one male College teacher, two agricultural Extension Officer, one is male and other is female, two member of Janajati Mahila Unnayan Samiti and three male farmers. The meeting was organized in the Rly station compound nearer to Chabua Tea Estate.

The laborers from tea garden told they have been receiving free medical treatment and medicine. The Doctor and staffs of referral hospital is very cooperative and extends sincere attention to patients and such services are available for round the clock. Major ailments are treated in the estate hospital free of cost, but under critical conditions they are referred to Assam Medical College & Hospital. In such situations estate management are taking care of arrangement for transports and other support. In case of any eye related major problem, which demands operation, tea estates labour & Officials are referred to Sankardeva Netralaya and they will get treatment there. It has been found that the tea community people are very much dependent to company's health facilities whenever necessary. They have confessed a positive perception towards companies' health and medical facilities. Lab to land programme of the company is very helpful, because the initiatives of tea company's technical resources are reaching to needy people and people are getting opportunity to adopt scientific methods for agricultural production. The beneficiaries in general have positive perception towards the agricultural development initiative taken by Tata tea ltd.

The Police Officer of the local police post has expressed his view that, during his last two and half years stay, he has not seen any labour unrest in such a large Tea estates of Tata Ltd. He has said that the Industrial training institute setup by the company is helping a lot to the youths towards achieving technical skills. The training has facilitated for meaningful employment opportunity to youths. He told that in case of any medical urgency, all the people of larger area of the Gosaipur mujha at first rushed to tea estates hospital. The mobile medical out reach programme though mainly targeting to tea estate dwellers, but other people of periphery area have scope to be availed the same facilities. He opined that there is a healthy relation between larger community and corporation. In brief the Officer has a positive perception towards the services of the Tata Tea Ltd.

The College teacher has opined, due to company's involvement in community development, in the areas of health, education, environment conservation and income generation, the community of the area is at large happy. While exchanging his views for all round development of people in the locality, he has told that more comprehensive efforts for company, NGOs and government would build a vibrant society. The person has a very good perception towards different activities of community development.

The member of Janajati Mahila Unnyan Samiti have acknowledges that the Chabua Tea Estate hospital has been extending medical services at difficult situation. The women folk get treatment at the time of delivery and neonatal care. Further they reported that the mobile health service of the Tea company providing medical support to pregnant women too, antenatal care and good quality medicine at free of cost, which otherwise would not have been possible for Janajati families to procure from market. The tea company organizes health awareness camp, vector born diseases awareness camp in association with mahila samiti. The members further told that there is ample opportunity for them to participate in various programme implemented by the corporation for organizing and motivating people to participate but they don't have role in medical care camp.

In conclusion, it can be said people of different section in general have positive perception towards different programme, especially medical care and youth training programme. It has been found that people in general want that the corporation would continue its programmes and in particular health & income generation for years to come.

Group-III (Under Public sector Company in South Assam)

A meeting has been organized in the office of the Panchgram Gaon Panchayat office, as community development activities of HPCL (CPM); has been started in that village and its surroundings. The meeting was attended by two prominent local personalities one was an Ex MLA & Minister of the state and other is GP President, three women from women's club, two SC students, a male teacher of a nearby high school, one male Officer of LIC and one male Police Officer.

The ex MLA and GP president has told that though the corporation extended financial support to local schools for construction and renovation which have good impacts in the educational institutes. But according to them the support is not continuous in comparison to the financial health of the company. They have opined that, if management of the company would have taken more sincere efforts, many institutes could have benefited from the similar assistance. They expressed their views that the facility for education in the Kendriya Vidyalaya is available to a limited student other than employee wards, due to non-availability of adequate seats. They added that the cost of education and other necessary articles are not affordable to majority of population, so as to send their wards to the Kendriya Vidyalaya. If the company would have provided these facilities more students could have attended at the Kendriya Vidyalaya.

The women participant have expressed that Doctors of CPM hospital don't discriminate patient amongst employee and outsiders, but other medical support staffs are not very cooperative. They opined that, on some occasion the said staff even deny for a particular medical and pathological test citing technical causes. They told that a few staff has sought

extra money during emergency. The said participants viewed that during the initial year of starting of company's productions, whenever they approached the mill authority for organizing health camp, blood donation camp, eye camp etc the company managers and Doctors were coming forward for necessary cooperation, but now showing one or the other causes the company has reduced the number of medical camp. The women group told that incase of flood and cyclone the company organizes relief camps, which are very important and beneficial to them during such natural calamities.

The students present in the meeting told that they received scholarship, being the wards of staff of the company, which facilitating their dreams for higher studies, other bright but poor student of the area are not getting similar support to continue their studies. They are of opinion that the corporation can evolve a mechanism to increase a few more scholarship for student having good result but belong to poor family.

The teacher and the Officer of LICl are of opinion that people expectations to the corporation are high, and but community involvement of the corporation have impacts on social and economic front. They are of view that public expectation towards corporation is increasing. So they feel that corporation should play more proactive role to become a peoples institute.

After the completion of the meeting with group it is understood that people are aware more or less about the company's financial health and agreed with the facts that company's community development programmes are beneficial to them. Though the people of the villages don't depend fully on the health, education and other services in difficult situation, like flood and cyclone, they avail services extended by corporation. The group have of common opinion that the corporation should make its community development programme more comprehensive and become a viable social institution in this area.

Group-IV (Under private sector Company in South Assam)

A meeting has been organized in the office of the Siddheswar Shibari Office, as community development activities of BVCL, have been initiated in the nearby village. The meeting was

attended by one prominent local personality, who was an AP Member, four women from Stri Kalyan Sangha, three SC & backward community male students, a female teacher of a nearest high school, one male Officer of the Indian Railway (who is also a local resident).

The group was composed of ten members.

The high school teacher has told that the company is comparatively young, but its present initiatives towards medical camps for surrounding communities and villagers, treatment for cataract, tuberculosis are praise worthy. The company organizes AIDS awareness camps for worker and local youths, which is also a good initiative. But the corporation has not yet build-blacktopped road, which it assured to the local people. The teacher is also cited that technical up gradation of air monitoring devise has not yet done by the company, so that it reduces pollution limit.

The women members told that they are benefited from the medical camps, but they are of opinion that frequency of such camps should be more. They also told that like AIDS awareness camp, company should take initiatives to aware its worker about ill effect of alcohol and adopt a policy for zero tolerance to consumption of alcohol amongst workers.

Students of the village have cited that though the company has started to set up a school but the process need to be completed at the earliest, so that as early as possible student of the locality can get benefit of the school. So far as sports are concerned the student community is of opinion that the corporation should organize some sports event for local participant whatever sports event would have sponsored by the company are at district headquarters and state capitals only. They opined that, company sponsor to local sportsmen will facilitate in the development local talents.

The Railway Officer is of opinion that, the company is relatively young, so we may wait for some more time regarding company's comprehensive community development programme. He also told that the company managers are building amiable relations with the local community, also assured for more community development programmes, after having

dialogue with management and all stakeholders. He has viewed that, to sustain in the society, community development programme must be planned in a systematic way and all assurances made needs to be fulfilled and as far as possible negative impacts on society during production process needs to be minimized.

During the group meeting did not revealed any negative perception, but community is keeping watch towards the activity of the company and wants to allow some more time to arrive at a firm perception.

It is evident from the above discussions, that irrespective of age, sector, business objectives and production each corporation has its community development programme. Except one corporation, all of them have four major components in their programmes i.e., education, health, infrastructure, environment and income generation in their community development programmes. Most of the activity under the community programmes have intended to initiating development within local community, so that the community can develop in the socio-economic front and corporation can sustain longer. From the group discussions, it is observed that communities are getting benefits from the ongoing community development programmes of the corporation under the study. It is also found that corporate community development programmes have potential to change socio-economic conditions of community. It is seen that peoples expectations towards corporations in the areas of community development is increasing, hence it is obvious that corporations for their long-term interest will contribute to society. It has seen that among the communities the volunteering of corporate employee are appreciated and community involvement of corporation are helping building social reputations.

Despite the numbers of positive implications seen from the discussion with group of beneficiaries, there are certain criticisms found from a few group members. These criticisms are focused on four aspects: (i) community development projects are burnished one that are presentable to society, however they do not take care of possible damage to society while

violating certain norms of society and environmental standards. (ii) Compared to company managers or executives, community representatives may not have the same skills, know how and experience in the business driven community commitment. The bargaining position of the communities are not that stronger. (iii) There is lack of accountability in community development project, as companies community development programmes etc are not separately audited by independent auditors. (iv) The communities are not partnered in policy decisions prior to programme design, as such the extent of services and actual needs are not always taken carefully.