CHAPTER - VI
SUMMARY RECOMMENDATIONS AND CONCLUSION

In this chapter, it is proposed to present a brief summary of the findings, observation and conclusion of the study:

6.1 Summary
The discourse in the present study was starts with the notion that the cardinal principle of CSR spread throughout the globe is that each society and each business firm shall, and indeed, should find its own unique way of expressing and realizing CSR’s core meaning. In achieving integrity of business operations, equal regard should be had for the integrity of each society’s core value and moral standards. While globalization has forcefully thrust the face of corporate enterprises into societies everywhere, CSR continues, as it should, to be discovered and expressed in varying ways that parallel the socio-cultural diversity of values throughout the world. In India PSU’s were formed for a special reason and for provide social service to its citizens then to earn profit. The companies under the study, was found that every company have CSR policy and their own mechanism for implementing it.

In this final chapter it is proposed to present a brief summary of the present study, which is mentioned as under. In the chapter- I, It dealt with the

Objectives
The objective of the study, on the whole, is to generate information about the performance of some selected public sector corporate houses in Tripura in the matter of discharging their socially responsible actions over and above their economic and technical interest. Thus, the objectives of the study are:
1. To study the policies and practices of social responsiveness of the Oil and Gas Public Sector Undertakings (PSUs) in Tripura.
2. To understand the perception of the executives of the Oil and Gas PSUs in performance of the CSR.
3. To understand the perception of the local people/beneficiary about the performance of the CSR activity implemented by the organizations.
4. To examine the impact of corporate decisions and actions in discharging social responsibilities upon the society in general and environmental issues in particular.
5. To compare the level of quality performance in discharging CSR by Oil and Gas PSUs in Tripura and Assam.

This might help to visualize the linkage between motivations and results of undertaking CSR Practices along both ethical and economic dimensions.

**Scope**
The study is aimed at an exploration into the various aspects of corporate social responsibility undertaken by the public sector undertakings in the field of oil and gas sector in Tripura. Apart from this, in this study, we try to find out the answer to the following questions:

1. To what extent their CSR activity benefits the local people of Tripura, and make a difference in their life-style, removing poverty and create employment?
2. What are the high priority areas of social efforts?
3. What factors are responsible for acceptance of social responsibility by their organization?
4. To know the policies and practices of CSR by their respective organization, and their performance in the respective field.
5. To know the perception of the local people about the performance of CSR activity implemented by PSUs operating in the field of Oil and Gas.
6. The total impact of CSR activity in the organization as well as in the society.

Further, the research makes a comparative study of the PSUs operating in Assam, their action and performance. Also, perception of local people about the organizations operating in their locality. By doing so, it seeks to elicit answers to question such as:

1. Is there any significant difference between PSUs operating in Assam and Tripura in the same field?
2. Is there any performance and implementation difference in these two states?
3. Perception of managers and people residing the nearby areas of projects and their similarities or differences.

**History of CSR**
History of CSR starts with the year 1602 when Dutch East India Company formed and the entrepreneurs had obligations to give investors value for their fund and were
regulated by commercial law and talks about the UN Global Compact which came in the year 2004 for all nations to follow certain rule for doing business internationally. Apart from it the introduction of ISO-26000 standard for social responsibility in global business senerio and the Government of India making CSR compulsory for companies by enacting and passing the new law in the parliament in the year 2012.

**Methodology**

The study is an explorative study in the context of the area and scope chosen. Both primary and secondary data were used for the study. The primary and secondary data were collected from both the Assam and Tripura from the Oil and Gas PSUs operating in these two states. Primary data includes, interview, filled up questionnaire, from the managers and top management in selected undertakings from both the state as well as public response in the form schedule. In Tripura, altogether 30 managers were given questionnaire and collected and analyzed. And 300 people in the vicinity of oil & gas companies were interviewed and there response were taken in a schedule and analyzed. The response of same number of managers and general public were taken from Assam for making the comparative study meaningful.

Secondary data were collected in the form of CSR expenditure detail, annual report, journals, monthly and quarterly reports from the respective Asset/regional/branch offices of the respective company as well as reports and other details were taken from the news papers and websites of the respective company.

The methodology deployed here conjoins content analyses, theoretical constructs, historical/ archival data mining and analyses of the given primary facts in the intellectual framework of metanarrative and post-modern historiography. Case studies have been investigated and contemporary theoretical baggages/ underpinnings critically gazed at in order to understand the neoinstitutional and hegemonistic trappings of corporate power that happen to inform CSR while not at all reorienting the critical and traumatic relationship between individuals/ beneficiaries and their institutions/ benefactors.

In the chapter – II, discuss about the CSR policies and practices. It is divided into four broad divisions where CSR law and regulations were studied. Fist it was studied globally which include the UN Global Compact, 2004. Secondly, Regional CSR Instrument was studied which includes European Parliament Resolution on EU Standards for European Enterprises operating in Developing Countries: towards a European Code
of Conduct, 1999 and the OECD Guidelines for Multinational Enterprises. Thirdly, Indian law and guideline for the enterprises were taken care. It includes the Guideline on corporate social responsibility for central public sector enterprises and The Companies Bill, 2012. Fourth, apart from all these mentioned above the CSR policy/guideline of individual companies were studied.

In the chapter-III, Corporate social responsibility action and performance were studied. It was divided into two divisions, i.e., corporate social responsibility action of oil and gas sector PSUs in Tripura and Corporate social responsibility action of oil and gas sector PSUs in Assam as well as their performance. It was found that PSUs operating in both the states were performing well but CSR projects were strategic in Assam but tactical in Tripura. In Tripura maximum projects were taken in ad-hoc basis and its implementation is poor.

In the Chapter-IV, Impact assessment of the corporate social responsibility practices in Tripura was done. It was done in four different heads, i.e., impact on society, environment, employment and lifestyle. It was found it has both positive and negative effects. Positive effects on society, employment and lifestyle and negative effects on environment and society as well.

In the Chapter- V, A Comparative study of performance was made in between the public sector undertakings operating in Tripura and their counterpart in Assam. It was done by the analysis of managerial response and the response of public in both the states.

In the Chapter-VI, include the summary, recommendations and conclusion in the form of present chapter.

In Tripura all the PSUs in the field of Oil and Gas sector is actively working for the social development of the weaker section of the people and spending a huge amount of money in their CSR head. All the PSUs were working for employment generation, skill development, community development, enhancing education & literature, women empowerment, creating rural infrastructure like road, electricity and drinking water facility. Above all we seen sustainability is lacking. Without any proper long term vision organizations were spending their money. As well as transparency in the expenditure and implementation process is vague. This can be sort out by developing higher level of corporate accountability and sustainability performance.
6.2 Findings and Observations

The primary data analysis reveals that some interesting facts regarding the CSR contribution by Oil and Gas sector in Tripura for the socio-economic development of the poor section of the people. It is revealed following information:

From the above analysis following are the major findings of the outlined below:

1. We find that managerial positions were dominated by male only. A negligible percentage of women were in top management. This may be because of less participation of women in higher education and technical courses also it needs more time to reach higher positions in an organization.

2. It was found that the experienced people were taken by the organization for better results in their operations and management of the company. There is no significant difference between Tripura and Assam, in both the states we got majority of the managers working in Oil and Gas PSUs are very experienced in their field. Majority of the managers of senior level have experience of more than 20 years in their respective field.

3. It was found that the employees were very loyal to their organization and serving for a long duration in their respective organization. There is a significant difference in between Tripura and Assam. We find in Tripura, more than 50 percent managers serving their present organization for more than 20 years in Assam, we got more than 35 percent managers serve the same organization for more than 20 years.

4. It was observed 100 percent organizations under study in the field of Oil and Gas sector have written CSR policy and they are implementing it in their project area or nearby their office.

5. It was found that, all the organization in the field of Oil and Gas sector operating in both Tripura and Assam working for CSR. They are generally addressing the issues like, health care, education and literacy, sport promotion, employment generation and rural development. The issue which is given less important is generally protecting ecological environment. From our discussion the company officials we came to know that they were use technologies which are best in nature but they are not spending
anything for creating environmental awareness or conservation in north eastern states like Tripura and Assam.

6. It was observed ONGC launched its first PURA project in 2005 at Maichara of East Kalabaria Panchayat in Belonia Sub-Division of South Tripura District. The project was providing four components to the rural people, i.e., (a) Bijli Ghar (Power Generation), (b) Randhan Seva (Community Kitchen), (c) Gyan Kendra (Library and Computer centre) and (d) Samaj Shibir (Community Hall). The project envisages supplying power to the selected five villages benefitting 400 families under its fold using natural gas. The project also includes model village, building village roads, health care facilities and vocational training institute, irrigation facilities for farmer. Unfortunately this project was closed by the ONGC in the year 2010. Present status of the project is that, the Bijli Ghar Randan Seva Kendra is lying ideal. It is not used and maintained. So, the equipment there is rusting. Gyan Kendra and Samaj Shibir do not exist anymore but its signboards were still existing in a governmental school where the foundation stone was laid by the CMD- ONGC and the chief Minister of Tripura. The school which was supposed to run the Gyan Kendra of ONGC-PURA project is now run and managed by the Tripura Government. There is a water pump machine for agricultural irrigation that was never installed in the field and rusting in the house where it was kept. Those who got the electric connection, now they are getting supply from the TSEB (Tripura State Electricity Board) and paying the bill to TSEB. The response of the local people is mixed and they said, that when the project was implemented training for self employment was provided to few villagers. But the maximum promises were not fulfilled by the ONGC. ONGC has never constructed the Samaj Shibir and Gyan Kendra. Initially they were using one governmental school for providing some computer related vocational courses but finally they didn’t came up with it. Computers which were given to the school were taken back. Few people complained that they worked in the Bijli Ghar and Randhan Seva Kendra, they were not paid for the last few months when the project was closed. It was one of the first projects implemented by ONGC and they were suppose to implement 50 similar project in India. Poor implementation and management has proved the failure of the project and there is not any instance of PURA project anywhere in India by the ONGC.
7. Another observation was ONGC has played a vital role for the development of education in Tripura both school education as well as higher education, ONGC has given fund for the establishment of Bhavans Science College which is one of the premier college for science and management education in Agartala as well as in Tripura. Apart from this it is continuously supporting institute like Ramkrishna Mission School, Pranabanada Vidhya mandir, Vivekanda Sishu Mandir, Arabinda Bidhya Mandir, Ishanik Kola Kendra, Govt College of Art and Craft is among few of them. It was fond from the data collected from the ONGC-Tripura Assets for last few years, which their focus of development of education is urban oriented and targeted to few elite institutions. These institutions are charging very high fees which not affordable to general students. When it was asked to Asset Manager K. Satyanarayana, GGM, he said that their philanthropy was not free from external influence.

8. Recently it was observed that the person of Tripura has negative feeling of the term using by the ONGC as “ONGC-Tripura Assets” for their operations in Tripura. People feel that it is the property of the states they were permitted to explore the resources for the development of the states. But in their activity it seems their own property and using it for their commercial interest only.

9. It was found that, the responses of managers of both the states were significant and majority of the managers were agree that their organizations were allowing them for CSR activity in their working hours.

10. It was found that, in both the states of Tripura and Assam majority of the managers feel that the benefit provided by their organization to the local people or community is sufficient enough.

11. It was found that, almost 100 percent of managers of both the states feel that they have sympathetic understanding of the problem of local people.

12. It was find that in both in Tripura and Assam, majority of the managers who are representing Oil and Gas sector feel that CSR projects were implemented satisfactorily.

13. It was found that the organizations in Oil and Gas sector of Tripura and Assam are providing both direct and indirect employment opportunities for the local people.
14. We can say that majority of the managers in view that their organization is creating both direct and indirect employment for local people. This is more than 50 percent in both the state of Tripura and Assam.

15. It can be concluded that organizations in the field of Oil and Gas sector in Public Sector are not getting any financial benefit for implementing CSR activity in their operational areas from Ministry of Petroleum or GOI.

16. It was found that the more than 80 percent managers agree that their organizations are creating environmental awareness as a CSR policy. This is almost same in both the states of Tripura and Assam.

17. It was found that the more than 80 percent managers working in Oil and Gas sector PSUs in Tripura and Assam feel that the present policy on environment protection and pollution control is beneficial, though they are using state of art technology for their exploration and refining for the petroleum products.

18. It was found that the majority of the managers working in Oil and Gas sector PSUs in Tripura and Assam feel that their organizations CSR policy is align with National Development Goals or internationally recognized goals or initiatives such as UN Millennium Development Goals.

19. It was found that the perception of managers in between two states about the CSR initiatives, there is a significant difference between Tripura and Assam. About CSR initiative Tripura is little better than Assam.

20. It was found that the perception of managers in between two states about the environmental policy for pollution control and preservation of existing environment, there is no significant difference between Tripura and Assam. Managers of both the states are not giving much importance to preserving the existing environment.

21. It was found that the perception of managers in between two states about the social problem solving attitude of top bosses in the organization, there is a significant difference between Tripura and Assam.

22. It was found that the perception of managers in between two states about the employment (direct and indirect) generation policy of the organization, there is significant difference between Tripura and Assam. Managerial perception is better in Assam then Tripura.
23. It was found that the perception of managers in between two states about the CSR reporting system the organizations, there is significant difference between Tripura and Assam. Here, managerial perception is better in Tripura then Assam.

24. It was found that the perception of managers in between two states about the overall transparency system the organizations there is significant difference between Tripura and Assam.

25. It was found that the perception of managers in between two states about the effectiveness of the CSR programme implemented by the organizations, there is a significant difference between Tripura and Assam. The effectiveness score of Tripura is better than the score of Assam.

26. In public response about the CSR programme implemented by various PSUs in Tripura and Assam we find that the majority of the respondent/beneficiary of CSR program implemented by the Oil and Gas sector corporate houses in Tripura and Assam with a qualification of high school level, which is approximately 70 percent in both the states. Only a small percentage is belonging to higher qualification.

27. It was found that the majority of the respondent/beneficiary of CSR programme implemented by corporate houses belong the age group of 21 to 60 which is almost 80 percent in both the states.

28. It was found that the majority of the beneficiary of the different scheme implemented by the corporate houses were male only which approximately 80 percent in both the states.

29. It was found that all section of the society is benefitted by the CSR programme implemented by the public sector corporate houses though majority of the respondent in both the states of Tripura and Assam were belong to income group of 5000 and above per month.

30. It can be summarize that ONGC has its presence everywhere in both the states of Tripura and Assam. 80 percent respondent in Tripura and 34.33 percent respondent in Assam agree that ONGC operational plant or office in their locality followed other companies like GAIL and TNGCL in Tripura and OIL and IOC in Assam.

31. It was found that the majority of the people in both the states of Tripura and Assam agree that Oil and Gas PSUs has done some developmental work in their locality.
32. It was found that the Oil and Gas sector companies were working for healthcare, education and literacy improvement, improving local infrastructure, creating employment and rural community development except environmental protection.

33. It was found that majority the people percept that company officials were volunteering CSR activity in working hours.

34. It was found that in both the States of Tripura Assam people were benefitted directly or indirectly by the CSR activity implemented by the Oil and Gas PSUs in the region.

35. It was found that the majority of the people in both the states of Tripura and Assam agree that the Oil and Gas PSUs are taken different steps to mitigate or solve the local problem, or they (Company officials) have sympathetic understanding of the local problem faced by the people in the vicinity of the Oil and Gas companies.

36. It was found that almost 100 percent people believe that there is not any displacement caused by these Oil and Gas companies in Tripura. In Assam only three percent people said that these companies were caused some displacement in their locality.

37. It was found that there is not any human right violation in any states in Tripura and Assam.

38. It was found that there is not any displacement caused by the Oil and Gas PSUs, if there is any displacement proper compensation is given to the displaced family for it.

39. It was found that there is a significant difference between the respondents of Tripura and Assam regarding alignment of CSR policy to National or UN Millennium Development goals. In Tripura majority of respondent says that the CSR policy of Oil and Gas PSUs are align to National or UN Millennium Development goals which creates employment opportunities, nutrition programme for the poor mother and children and women empowerment through self employment. On the other hand in Assam maximum respondents are ignorant about it, that these companies are creating employment opportunities, nutrition programme for the poor mother and children and women empowerment through self employment. This may be due project pattern and implementation of the projects. In Tripura we experienced maximum are short term projects like implementing nutrition programme, creating employment, giving training facilities on the other hand we seen in Assam maximum are long term projects like creating Hospitals, training institute, rickshaw bank collaboration with
SIRD for sustainable employment creation and bank ended subsidy for farmer and for farming equipments.

40. It was found that majority of the people said they did not seen any company officials volunteering during working hours or they don’t know that the officials are volunteering or not. Approximately 30 percent people with both the states of Tripura and Assam responded that they seen company officials volunteering during working hours.

41. It was found that the perception of people in between two states about the Performance of organization for implementing CSR projects, there is a significant difference between Tripura and Assam. About CSR performance Assam is little better than Tripura.

42. It was found that the perception of people in between two states regarding co-operation of local people for implementing this CSR Programme, there is a significant difference between Tripura and Assam. The score for co-operation with local people is better in Tripura than Assam.

43. It was found that the perception of people in between two states regarding the consultation with local people by the company executives for solving local problem(s), there is a significant difference between Tripura and Assam.

44. It was found that the perception of people in between two states regarding the rate the company on the ideas/resolution given by local people, there is a significant difference between Tripura and Assam. Tripura got a better score than Assam means ideas provided by the local people is taken care by the corporate houses.

45. It was found that the perception of people in between two states regarding the protection of environment and local resources, there is a significant difference between Tripura and Assam.

46. It was found that the perception of people in between two states regarding the community and organization interaction, there is a significant difference between Tripura and Assam.

47. It was found that the perception of people in between two states regarding companies’ initiatives for creating employment, there is a significant difference between Tripura and Assam.
Apart from above, it was observed a good share of total fund is utilized for education sector and this fund is mainly given to private education institute like Bhavans Science College, Sangitgram, Ramkrishna mission, and others who are charging very high fee from the students studying in these institutes.

Lots of NGOs were implementing, nutrition programme in different remote localities of Tripura and they are operating from the main city which raises the question of implementation of the programme. There may be a chance of benefits were may not transferred to the needy people. Again, if local NGOs were given the opportunity they may implement in a better way.

ONGC appears more on compliance than on social concern because of the person involve in CSR lack of proper understanding the spirit of the CSR involve in the scheme. Responsible people more appear to be less concern about their corporate responsibility towards social stakeholders. Thus they fail to fix the priority it has already been stated in the Chapter – III that they are more urban biased and targeted to elite group of the society. The investment made in Tripura is termed as “Socially Responsible Investment”, but cannot be denied. It was infect a process of monetization of ideal gas reserve in Tripura. The mere monetization does not ensure value addition which may create opportunity of income and employment generation for the people whose assets has been used. At least in view of the experience of Assam this proposition perhaps hold good. In the long back natural resources of Assam are monetized but that did not ensure their development. So, there is a need to give a special thrust for the entrepreneurial initiative that can germinate income and employment opportunities for the people. Moreover, the project has been registered with United Nation as CDM (Clean Developmental Mechanism) project and because of that they have been able to capitalize 1.6 Million carbon credits. And this further justifies that the ONGC in Tripura shall assume dipper sense of unbiased CSR than what they are actually doing now. For that a social audit in their activity in Tripura is required.

These are the few finding and observations were made in these study.
6.3 Recommendations

In the light of the observations in the present study, certain suggestions/recommendations have been offered to reinforce the effectiveness of implementation of CSR activity in Tripura by Public sector Undertakings in the field of Oil and Gas Sector. They are presented below:

1. It was observed that ONGC-PURA Project is closed in the year 2010. Same or similar project should be started to benefit the local people, by providing better facilities in rural life. It should not be used as a publicity material or tool of CSR politics.

2. Sustainability is missing in the projects implemented by Oil and Gas PSUs in Tripura, specially ONGC. They should abandon their ad-hoc approach and go for sustainable projects where organization can create a better image as well as people will be benefitted.

3. Oil PSUs should collaborate with the state or central governmental agencies/institutions for better implementation of their projects. For example, all there PSUs are promoting entrepreneurship by training & onetime financial grant, this can be done with collaboration of SIPARD, Sabalambon, EDIT etc. same is doing their counterpart in Assam.

4. It was observed that the maximum of their development activity under CSR is urban centric and targeted for elite people. Here they (ONGC) should change their way of implementation of CSR activity and should go for covering all the section of the society.

6.4 Conclusion

The purpose of the research was to analyses the underlying logic of and empirical evidence for the business case for corporate social responsibility. To do this, it critically examined conceptual and empirical literature on CSR in general. Additionally, it performed an empirical study with data from corporate bodies in the field of oil and gas sector from Tripura and Assam, also view of general people were taken from these two states to test conceptually driven objectives and to gain insights into the empirical relation corporate social responsibility and performance.
Tripura will play a very important role for the natural Gas and Gas based industry and the organization like ONGC, GAIL and TNGCL will have to achieve better results in terms of production and proper marketing.

These organizations are working well both for their economic goals and for the society also. Entrepreneurship, rural development, education, employment, health & sanitation, road and connectivity were provided by these companies to different part of the state as CSR concern. They will do more, if they were able to make more profit.

Today’s heightened interest in the proper role of business in society has been promoted by increased sensitivity of the environmental and ethical issues. Issues like environmental damage, improper treatment of natural resources, political alignment by organizations, faulty production and marketing system leading to customer inconvenience or danger, are highlighted in the media. In some countries, Government regulation regarding extractive industry, environment, social issues and multinational companies has increased, and standards and laws are also often set at a supranational level. This leads to investors and investment fund managers have began to take account of corporation’s CSR policy in making investment decisions. Some consumers have become increasingly sensitive to the CSR performance of the companies from which they buy their goods and services. These trends have contributed to the pressure on companies to operate in an economically, socially and environmentally sustainable way.

The main advantage of public sector enterprises of that the Guide issued by the Heavy industries that they have to spend 2 to 5 percent of PAT of previous year. They can spend it for the social benefit which creates better facility for the society. In Tripura PSUs are working for the overall development of the people, but they should be more proactive to implement their projects which may yield better results.

Key challenges to the idea of CSR includes the rule of Corporate law that a corporation’s directors are prohibited from any activity that would reduce profits – other mechanism establish to manage the principal-agent problem, such as accounting oversight.

Here, in Tripura it was found that the PSUs in the field of oil and gas sector are able to work in the all parameters of social responsibility and created a better environment for the social and organizational growth.
6.5 Topics for Further Research

There are a number of issues in this study that can be addressed in future research. This study was not directed to sector specific benefit derived by the society or micro-benefit/outcomes of the CSR in specific field. So there is a further scope of study in the following areas:

1. Corporate Social Responsibility and Entrepreneurships Development in Tripura
2. Impact of CSR in living standard among Rural People of Tripura
3. Environmental issues and target CSR in Tripura: its long term implications
4. CSR Politics in Tripura

*****