

Innovative CSR Model leading Social Enterprises: A Case Study

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ABSTRACT

Corporate social responsibility is now mandatory for the companies and hence it has started applying innovative CSR models, which helped in complying legal aspects, earns good will and certificate of ethical behaviour by the larger society for direct benefit given to community and society at large and leveraging benefit for the company as well. Though some companies have a good record of CSR activities and on broader terms undertaken important initiatives earning accolades from outer world, yet at micro level some sections are left behind and they require policy and planning intervention. This gap can be fulfilled by collaboration and partnership with social enterprises which require corporate funds and investment for sustaining and scalability.

Keywords: CSR, Social Enterprise, collaboration, innovation, entrepreneurship, education.

INTRODUCTION:

From literature survey it is clearly depicted that corporate social responsibility has no concrete definition, yet the analysis of its definitions propounded during different periods demonstrates that it has been evolving and getting accepted and assimilated in businesses and all other walks of life. The debate of CSR was triggered by Theodore Levitt, who mentions in his article "The Dangers of Social Responsibility" that government's job is not business and business's job is not government (as cited in McWilliams, 2006, p.3). Though Friedman (1970) accepts relevance of CSR, yet he argues that it is not the businesses of corporate whose sole aim is profit making for its shareholders (para. 33). Further moving towards positive CSR, Carroll (1991) says CSR encompasses the economic, legal, ethical and discretionary expectations that society has of an organization at given point of time (p. 40). In similar tone, the stakeholder model sees CSR as a way to meeting the demands of multiple stakeholders and triple bottom point model encompasses economic, social and environmental concerns of corporate. Moreover, strategic CSR leverages corporate business promotion besides receiving respect and goodwill from the larger society (Asongu, 2007, p. 2). Further, innovative CSR has pushed this conception of strategic CSR as its full acceptability and makes it integral part of business activities. With the worldwide recognition of social business like Grameen Bank of Bangladesh whose founder Mohammad Yunus was awarded Nobel Prize (Saatzi, 2013, p. 63), CSR is becoming instrumental in converting a profitable company image as social enterprise by investing, collaborating and partnering with social enterprises for effective diffusion of innovative CSR, as they share their common goal of social mission of creating shared values (Fontaine, 2013, p. 114).

Stressing on alternative CSR for mutual benefit, Sharma & Kiran (2013) say if organizations will shift their focus from philanthropic and economic responsibilities to education, environment and health responsibility, this will help them in the development of healthy staff and a better social image in the eyes of customers and shareholders (p. 19). This will also result in different organizational outcomes for businesses and social causes. Organizations interested in implementing social responsibility practices should, therefore be cognizant of the diversity of skills of their leaders and may need to encourage different and new styles in order to be successful (Sharma & Kiran, 2013, p. 25). From utility perspective, innovation in CSR may be grouped in four levels,

awareness innovation, education innovation, reach innovation and impact innovation (Nagaraj, 2016, p. 17). CSR-driven innovation allows a move beyond defensive and proactive CSR into a more rewarding synthesis between social and commercial concerns, introduces the paradigm of serving both societal and individual needs, necessitates an alignment between micro-level business strategy and macro-level societal needs and creates new opportunities for finance, organization, marketing and regulation, allows new dynamic alignments to drive learning investments, niche markets and product differentiation (Midtunn, 2009, p. 10). In the words of Osburg (2013), for some, social innovation is just next step to CSR 3.0, while for others it is simply a new term for CSR (p. 13). Social innovations are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations (Osburg, 2013, p. 13). Further innovation is the key of social enterprises which creatively combine resources to address a social problem and thereby altering existing social structure as proven by Grameen Bank in Bangladesh, Aravind Eye Hospital in India and Sekem in Egypt (Malunga, 2014, p. 19).

In the field of corporate social responsibility India has the world's richest traditions which can be deciphered from many sources like the ideas of Kautilya who was the author of Arthshashtra, tenets of religions of India like Hinduism, Islam, and Sikhism etc. stressing the virtue of donation for the welfare of poor people (Jana, 2014, p. 6), social services delivered by foundations of big industries like TATA, Birla, Goderej and Bajaj, idea of trusteeship propounded by Mahatma Gandhi and the emergence of PSUs set up to ensure better distribution of wealth in the society, nationwide workshops on CSR emphasizing social accountability and transparency in 1965 resulting National Voluntarily Guidelines (Jana, 2014, p. 8) and section 135 on CSR under Companies Act 2013. Corporate social responsibility of NTPC Ltd., a PSU and Maharatna company delineates perfectly the role and impact of CSR activities. Most of stations of NTPC Ltd. are located in districts which are categorized as least developed as like Sonbhadra district of Uttar Pradesh, Singrauli of Madhya Pradesh, Korba of Chhatisgarh, Bongaigaun of Assam etc. These plants have positive externalities like improved connectivity, employment opportunities, hospitals with modern equipment and qualified practitioners, state-of-the-art schools run by premier institutions like DAV Public School, Convent schools, central schools etc. Overall, NTPC Ltd. has invested more than 1000 crore rupees on its CSR activities across the country besides its rehabilitation and resettlement budget. With the initiation, participation and collaboration of social entrepreneurship, its CSR programs are becoming effective and bringing laurels for the company, yet microscopic study reveals some lacuna and requires proper integration with right social enterprises for its equitable inclusive impact on society encompassing weaker sections of society. This paper conducts micro study of accessibility of quality education and proposes an idea for converting the nature of public schools supported by CSR from commercial to social enterprise model for inclusive growth.

Corporate Social Responsibility:

With the advocacy of academia, cultural and traditional practices, concerns of civil society and advocacy groups amid corporate frauds, CSR has become a buzz word in corporate arena, yet it remained undefined concretely and still evolving. Howard Bowen, known as "the father of CSR movement", who defines CSR as "it refers to the obligations of businessmen to pursue those policies, to make those decisions, are desirable in terms of the objectives and values of the society" (Sharma, 2013, p. 16) in his book "Social responsibilities of the Businessman.

European commission has defined CSR as responsibility of enterprises for their impact on society and it further states that to meet their social responsibility, enterprises should have in place a process to integrate social, environmental, ethical, human right, consumer concern into their business operations and core strategy in close collaboration with their responsibility (Mahajan, 2014, p. 2). As cited by Fontaine (2011), World Business Council for Sustainable Development describes CSR is the continuing commitment to be taken by companies to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life (p. 113) which is predicated on five returns which are operational efficiency, risk reduction, recruitment and retention of talent, protecting the resource base of raw materials and creation of new markets, products and services (as cited in Visser, 2012, p. 5). Solis (2010) defines that CSR contributes businesses for sustainable development (p.87).

As nature of businesses transformed from ages of greed, philanthropy, marketing and management to era of responsibility, consequently CSR has also evolved from being defensive, charitable, promotional and strategic CSR to New CSR, systematic or radical CSR (Visser, 2012, p. 13). New CSR or CSR 2.0 is based on the principles of creativity, scalability, responsiveness, locality and circularity which form the basis of a new model of responsible business, built around the four elements of value creation, good governance, societal contribution & environmental integrity (Visser, 2012, p. 9). Argument behind the acceptance of this change was:

“As our world becomes more connected and global challenges like climate change and poverty loom ever larger, businesses that still practice CSR 1.0 will be rapidly left behind. Highly conscientised and networked stakeholders will expose them and gradually withdraw their social license to operate. By contrast, companies that embrace the CSR 2.0 will be those that collaboratively find innovation ways to tackle global challenges and in turn will be rewarded in the marketplace” (Visser, 2012, p. 9).

Having the same goal of bringing real change in the society leads the convergence of western and eastern ideas; which further evolves the conception of corporate social responsibility by assimilation of the best practices of both (Sharma, 2013, p. 186). In Asian context, the practices of corporate social responsibility are determined by cultural influences, classical philanthropy, state capacity, participation in global supply chain, home grown corporate misdemeanours etc. which are clearly delineated by the existing practices in Asian countries like Danwei in China, Gotong Royong in Indonesia, Bayanihan in Philippines, Shucha Kiyaku in Japan, Hinduism and Buddhism in India and Thailand etc. (Sharma, 2013, p. 13). India is now proactively adopting western concept of new business development for making corporate social responsibility as a key instrument for sustainable development.

There are many arguments, facts and studies, which reveals convergence of CSR and corporate interests. As contemporary phenomena of globalization triggering highly competitive industries, rapidly changing markets and complex cultural and social environments, a strong corporate ethical culture is impertinent for guiding businesses to do right things amid confusion and rapid change (Solis, 2010, p. 87). Moreover, firms with good CSR records accumulate moral capital resulting in good social images among larger community (Solis, 2010, p. 87), which in turn help to identify emerging problems, prevent fraud, preserve corporate reputation and minimize any penalty when transgression occurs. As CSR is highly observable signal to stakeholders, it can effectively separate firms having different levels of sustainability (Shen, 2012, p. 9). Though CSR is costly and hurts a firm's short-term market value, yet for a sustainable firm the benefits from CSR in the long run outweigh the short-term cost (Shen, 2012, p. 9). As mention above, in the era of globalization, innovation has become key determining factor for sustaining firms and ensuring competitive advantages by responding to the fast and abrupt environmental changes. At the opposite side innovation also causes information asymmetric problems between the firm and its stakeholders who are concerned over transaction-specific investments. As CSR is signal of firm's sustainability, it overcomes these information asymmetric problems (Shen, 2012, p. 21). Furthering this line of thinking, the European Commission argued that CSR may contribute to sustainable development and simultaneously increase corporate competitive potential by stimulating innovation (as cited in Szutowski, 2016, p. 78).

Companies Act, 2013 has made CSR mandatory for big corporates and hence triggered a paradigm shift in corporate social responsibility enforcing this as an integral part of business discipline, as every eligible company has to spend 2% of its average net profit of the preceding three years by law. According to Indian Institute of Corporate Affairs, about 6000 Indian companies are required to undertake corporate social responsibility projects (Technopak, 2017, p. 8). Moreover this act also promotes support to social enterprises as CSR activities can be undertaken through a registered society and trust or a section 8 company.

Innovation:

The Schumpeterian definition of innovation states that the commercialization of all new combinations of new materials and components, the introduction of new processes, the opening of new markets and the introduction of new organizational forms (as cited in Ubius, 2009, p. 136). In the line of such development, researchers agree that an individual innovation, which depends upon climate of innovation like organizational support and encouragement, helps to attain organizational success (Ubius, 2009, p. 136). When adoption and use of some innovation improves the quality of life and the livelihood possibilities of the intended poor beneficiaries significantly then it is categorized as pro-poor innovation which promotes social enterprises, for example Mahatma Gandhi's and Bindeswar Pathak's innovation in sanitation which leads to creation of Sulabh International, a worldwide acknowledged social enterprise (Ramani, 2016, p. 6).

Innovative Corporate Social Responsibility:

Corporate social responsibility driven innovation is a process where companies use corporate social responsibility as a driver for designing a profitable product or service. Further innovative products or services ultimately benefit the surrounding environment and society (Ubius, 2009, p. 135). Moreover innovation is the life blood of corporate competitiveness, value creation and sustainable development. It is also vital to solve the major environmental and social challenges like global warming, poverty, lack of access to livelihood

opportunities, education, health, nutrition, water, energy, housing, technology credit, property rights & other essential goods, services and resources that underpin such poverty (Nelson, 2006, p. 2).

The World Economic Forum launched the global agenda council on social innovation in 2014, bringing together an unlikely cross-section of corporate leaders, impact investors and development executives and defined corporate social innovation that builds on shared value concept. A shared valued company proactively designs and implements business models that increase income and improve quality of life, particularly of vulnerable communities and bottom of the pyramid of markets. For example Shell Foundation, in collaboration with Husk Power Systems, a biomass electricity generator social enterprise electrified 300 rural villages, which is helping students for studying during night and enabling businesses keep going on late in the evening like in cities (Technopak, 2017, p. 77). Similarly Employee Volunteerism, GoCoop (online social market place that enables Handloom and Handicraft Co-operatives and artisans in connecting directly with buyers), Project Sankalp (ICAL and Bollgard to help cotton grower from sowing till harvesting, guidance to farmers on best practices to enhance their productivity), skill development (for the marginalized and disadvantaged sections, offering certified courses), absorption in Integrated Supply Chain after giving training, promoting a sustainable grazing protocol to help build the soil and reverse the effect of over grazing, waste management etc. are some other innovative CSR models (Technopak, 2017, p. 78).

Social Entrepreneurs, Social Enterprise and Social Entrepreneurship:

In the era of community awareness, creation of social values is becoming norm giving way to various corporate functioning styles like social entrepreneurs, social enterprises and social entrepreneurship etc. In general Social Entrepreneurs are certain type of individuals who are creative, radical, committed, compassionate, effective, having strong social networks, adept in creatively communicating and presenting the hard realities of the society, so that they come across as solutions to the organizational objectives or business needs of the funders and applies business management principles for making high impact with frugal use of resources (Mitra, 2010, p. 66). The hallmark of social entrepreneurs is personal commitment which need not necessarily exist in managers of social enterprises (Grassl, 2010, p. 42). Moreover social entrepreneurs focus on systematic social change that disregards institutional and organizational norms and boundaries. Further, they look for different sources of resources and alliances applying a range of organizational forms like charities, not for profit and commercial venture etc. (Mitra, 2011, p. 244).

A social enterprise is oriented towards solving social problems through a mechanism that works on economic principles and requires reinvesting the surplus achieved in order to ensure sustainability (Mitra, 2010, p. 66). Gregory Dees, who is considered as father of social entrepreneurship, says social enterprises are necessary to develop new models for present and future times, since combine the passion of a social mission with discipline, innovation and management of a company (as cited in Nino, 2015, p. 86). Moreover social enterprises has unlimited potential, since social problems obey to a systematic, cyclical and structural nature which requires more than one initiative (Nino, 2015, p. 91). Social enterprises can be community based, theme based or both and they may or may not require external intervention for success even in the context of poverty (Ramani, 2016, p. 4). Even an NGO that addresses a direct social need such as access to medicine or taking care of the elderly etc. with or without contracts from government or firms are also social enterprises (Ramani, 2016, p. 4). Business model of social enterprises are based on the key idea of hybridity as a hallmark of social enterprises (Grassl, 2010, p. 38). A social enterprise must be built as a robust integrated network of nodes and combinations with the knowledge of stakeholders of the business where they can find value individually and together as a whole. If such an enterprise can also rely on collaboration in the workplace which translates into intensified stakeholder contacts, the model is that of a hive. Dynamic signal that is sent by potential beneficiaries is an important factor for deciding social enterprise model. Finally metafilter i.e. picking and processing dynamic signal efficiently for appropriate action plan (Grassl, 2010, p. 44). As per trend in India three-fifth social enterprises are for-profit adopting innovative business models, one-fifth adopt non-profit structures and the rest twenty percent hybrid form wherein two or more entities, while legally not bound, work in close synergy (Asian, 2012, p. 6). Numerous foundations such as Vaatsalya Health Care, Wockhardt Foundation, Agastya Foundation, Aakruti Agriculture Associates, Janani foods, Rumi Education, Swadesh Foundation, Educomp and Everonn, Hole in the wall Education Ltd., Selco etc. are some enterprises who are working specifically in healthcare, agriculture, education and energy sectors (Mehta, 2012, p.30).

Social entrepreneurship can be taken as the product of individual organizations and networks that conventional structures by addressing failures and identifying new opportunities in the institutional arrangements that currently cause the inadequate provision or unequal distribution of social and environmental goods (Malunga,

2014, p. 20). Social Entrepreneurial process involves opportunity recognition as identifying a social problem, development of the solution concept, actualization of the solution and harvesting (Ramani, 2016, p. 4). Based on level of operation social entrepreneurship are categorized as social bricoleur, social constructionist and social engineers who solve social problems at local, broader and global level respectively (Malunga, 2014, p. 20). Further social entrepreneurship has to create, diffuse and sustain innovation. The work of Mahatma Gandhi, Bindaeswar Pathak etc. for eradicating menace of sanitation in Indian society delineates this aspect vividly (Ramani, 2016, p. 6).

CSR as an instrument of Social Enterprise:

The CSR and Social Enterprise bring innovative human development, the first supported by the leadership of their managers and the second from the ability of the social entrepreneurship that looks for the social change and boost the opportunities of the environment in concrete actions of social management effective, efficient and sustainable. Recent development reveals that many businesses shift to a mindset in which success is measured not only in terms of profit but also consideration of people and planet (Manos, 2014, para. 1). CSR can support the Startup of social entrepreneurship and social entrepreneurship may have some impact on the decisions of businesses when looking to meet their stakeholder's needs (Nino, 2015, p. 91). Supporting entrepreneurs in their social mission will expand the impact of companies' innovative CSR campaigns (Lamille, 2012, para. 8). CSR divisions of profit-company are not social enterprises, yet they could act as social intrapreneurship (Ramani, 2016, p. 4) which can promote social enterprises which requires grants, donations and voluntary act etc. (Malunga, 2014, p. 20). Though CSR has sufficient funds to allocate and also equipped with managers, yet there are lots of gaps in CSR as there is no clear framework defined, social entrepreneurship can help in complimenting this gap (Mehta, 2012, p. 35). Better Business partnerships are ushering in an era of smarter cross-sector collaboration, which can not only complement corporate business priorities but also help nice companies finish first. For instance Royal Bank of Scotland support and nurture entrepreneurial talent- young people, women and social entrepreneurs in particular with grant and loan funding through its Inspiring Enterprise (Forbes, 2014). As consumers increasingly expect businesses to act in socially responsible way, companies should evaluate their social impact and look to use ethical suppliers, both are achieved through forging partnership with social enterprises. Corporate CSR and social enterprises are mutually beneficial and complement each other. Corporate can increase the market presence, build stronger and more efficient supply chains, develop new products and engage a larger customer base to social enterprises while social enterprises can in turn help corporate by reaping the benefits of local and community knowledge, lower costs towards programming and coordination and expertise in sustaining and managing the program (Gupta, 2017). Corporate CSR can engage with social enterprises either through collaboration or partnership with social enterprises (Mitra, 2010, p. 68). Many social innovations such as fair trade, microfinance and Tech First have developed as a result of social enterprise. Corporate foundations engages in social welfare generation with primary mandate of social mission are categorized as social enterprises like Bill & Melinda Gates Foundations, Google.org etc. (Ramani, 2016, p. 8). Financier such as the state, international and national agencies and CSR of large firms interested in social impact investing are seeking out social enterprises to implement welfare enhancing projects as these enterprises not only diffuses but also ensures innovations are adopted effectively (Ramani, 2016, p. 6). Further creative integration of CSR, bottom of the pyramid and social entrepreneurship perspectives refines the social role of entrepreneurship. For instance E-Chaupal by ITC enables farmers to have awareness and connect them to local and global markets (Mehta, 2012, p. 24) and co-operations have a role in both investing in and scaling these social enterprises so that they can grow to an international level.

Corporate Social Responsibility of NTPC Ltd., a Maharatna Company:

NTPC Ltd. which started with 200MW electricity production in 1982, has become largest electricity generating company of India by having capacity of 50,000MW electricity generation. Moreover, it has robust and ever-expanding CSR plan for community development, environment concern and welfare of employees which is well stated in its mission statement, "Develop and provide reliable power related products and services at competitive prices interpreting multiple energy sources, technology & contribute to society". NTPC Ltd. is a member of Global Compact, a UN initiative launched to adhere to its ten principles in the areas of human rights, labour, environment an anti-corruption; a member of Corporate Roundtable on Development of strategies for Environment (CoRE) initiative by TERI and confirming its support for the principles outlines in the CoRE Sustainability Charter drawn from international chamber of commerce's business charter for sustainable development (Majumder, 2014, p. 7). It has adopted the social code framed by India Partnership Forum

promoted by confederation of Indian Industries & UNDP (Majumder, 2014, p. 7). Even, CSR of NTPC Ltd. has broadly six dimensions which encompass community development, resettlement & rehabilitation, safety, health, human resource development and environment.

NTPC Ltd. executes its corporate social responsibility at station level for neighbourhood villages after Need Based Assessment by a reputed institution and consultation with local community and other stakeholders, at regional and national level for addressing socio-economic issues at national level and overall development of states in which NTPC Ltd. operates to improve visibility and impact and at third level it undertakes activities of strategically important nature in relation to business goals and new corporate initiatives. Need assessment basically implies what people living at the bottom of the society requires, prioritization of those needs revealed post-assessment and ultimate implementation of activities in priority to fulfill those needs (Majumder, NAS, 2014, p. 1).

NTPC Ltd. has three tier structures for formulation, implementation and monitoring of its CSR activities. Corporate Centre is at the top which focuses on policy related issues, monitoring, capacity building and assistance to operating unit and region, at the middle level Nodal Officers at stations and Coordinators at region undertakes planning and implementation. NTPC Foundation is the third tier which has been set up for national level activities. Further views, inputs are also taken from stakeholders at station level through Village Development Advisory Committee (VDAC), which includes representatives from district administration, local authorities, Panchayat/Nagar Nigam, NGOs, local community and NTPC (Majumder, 2014, p. 11). It has also facilitated social work by their employees through "EVOICE (Employee Voluntary Organization for Initiative in Community Empowerment)" where employees are involved in teaching, tree plantation, sports, cultural activities etc.

Financial outlays on corporate social responsibility keeps growing every year, but it jumped after incorporation of company act 2013. Starting with an allocated budget of Rs 45.51 crore (actual expenditure Rs. 49.44 crore) in 2011-12 to Rs 56.37 crore (actual Rs 79.42 crore) in 2012-13, Rs 126.12 crore (actual Rs 128.35 crore) in 2013-14, Rs 283.48 crore (actual Rs 205.18 crore) in 2014-15, Rs 349.65 crore (actual Rs 491.8 crore) in 2015-16 and Rs 227.85 crore (actual Rs 277.81 crore) in 2016-17 has been allocated (NTPC CSR Web).

Some of the key projects undertaken by NTPC Ltd through social enterprises are as follows:

1. NTPC Foundation is a social enterprise supported by NTPC Ltd. which has undertaken many socially relevant projects in social mission like TB Control Programme (NTPC CSR Web), Disability Rehabilitation Centres (DRCs), ICT Centre for empowering physically challenged persons to learn IT skills, Distribution of SHUDHU, disinfectant effervescent chlorine tablet of Sodium Dichloroisocyanate for water purification, 'NTPC Utkarsh'- Merit Scholarship.
2. Participating in the Government's projected Swachh Bharat Abhiyan, NTPC Ltd. built 29000 toilets across the country and has been conducting awareness program on cleanliness in the surrounding villages, schools etc. on regular basis.
3. Recently NTPC Ltd. has undertaken waste management unit of Varanasi and successfully made it to run in a record time. This unit will take care of all the wastage of Varanasi city and will produce electricity on the concept of waste-to-energy.
4. In the arena of capacity building, a common facility center has been constructed for Chanderi Development Society for Handloom Weavers for center in Handloom Park at Chanderi, District Ashok Nagar, Madhya Pradesh (NTPC CSR Web).
5. In the area of Education, NTPC finances local NGOs, Gram Panchayats for running schools for subsidized education to children. It also finances Self Study Group, a coaching center to run Super 30 program for coaching 30 bright students of Singrauli district. Further it encourages the passion for higher education by providing a 50% subsidy for arranging/organizing coaching classes in the power project townships, for students who wish to pursue higher studies in engineering and medicines (NTPC CSR Web).
6. NTPC Ltd. is running 48 schools in the vicinity of various NTPC power projects, benefitting close to 40,000 students. These schools are managed by premier academic societies like the DPS society, the DAV society, the Chinmaya Mission Trust, St. Joseph's Society and the Kendriya Vidyalaya Sangathan, among others. NTPC involvement takes the form of infrastructural and financial support, access to qualified teachers and quality annual educational plans for every institution (NTPC CSR Web).

NTPC Rihand and background study:

In the pursuit of knowing the true nature of religion, Durkheim studied primitive tribes of Australia which he termed as knowing the religion in its nudity, which has been articulated in the modern society. In the same way NTPC Rihand is an appropriate instance for studying the importance of CSR activities, its progress and impact on the society, promotion of social enterprises through initiation, partnership and collaboration. Before the

arrival of NTPC Rihand in this region, there was neither industry nor connectivity. Local population was mostly tribes, who were illiterate, dependent on agriculture and forest produce.

NTPC Rihand started generating electricity in 1988-89. Its current generating capacity is 3000 MW. A township named Rihand Nagar was developed near to power plant for providing residence and modern facilities to its 1000 permanent employees who are engineers and technicians mainly. This township is located in Myorepur block of Dudhi Tehsil, Sonebhadra District (bifurcated from Mirzapur district) of Uttar Pradesh. It is 75 Km away from Renukoot, the nearest railway station and 160 Km away from Robertsganj, the district HQ (Majumder, 2014, p. 13).

In the beginning NTPC Rihand implemented rehabilitation action plan (RAP) from 1988 to 1993-94 followed by corporate social responsibility (Majumder, 2014, p. 13). Its corporate social responsibility programs cover mainly fifteen villages out of which 8 villages belong to Myorepur Block of Uttar Pradesh and 7 villages belong to Waidhan block of Madhya Pradesh. NTPC Rihand mainly undertakes two types of activities, among which 21 major activities are beneficiary-oriented activities while another 25 major activities are community-oriented activities (Majumder, 2014, p. 14). Beneficiary-oriented activities are carried out in the field of education, health, vocational training, welfare of disables and sports. Further, community oriented activities cover infrastructure, provision of additional support to institutions and other such activities (Majumder, 2014, p. 21).

Based on the information collected from Block officer, for assessing the current poverty scenario there was a total 1458 households below poverty line among five Gram Panchayats Bijpur, Sirsoti, Dodhar, Jarha and Nemna. Out of this 47 % or 689 people belong to SC/ST communities. Further BPL households were highest in Nemna and Jarha (Majumder, NAS, 2014, p. 16). Some of the innovative CSR activities undertaken by NTPC Rihandin collaboration, partnership with social enterprises are as follows:

1. Abhinav Agriculture or innovation in agriculture is an initiative of CSR to augment farming of onions, bananas, papayas, potatoes, sweet corns etc. in this region through drip irrigation and facilitate formation of self-help groups by clusters of farmers so that their combined produce would be viable for marketing.
2. For empowering women, Sut Katai Kendra has been set up in collaboration with Vanwasi Sewa Ashram, a local and reputed NGO based on Gandhian principles. NTPC Rihand has financed for all machines, equipment while local NGOs selected a group of local women, provided training and now provides employment and helping their produce go in garment markets for income.
3. As this belt is remotely located, no reputed NGOs are functional here. Some entrepreneurial youths and employees are financed for starting NGOs and they provide services like education from bottom of the pyramid.
4. Ash brick kiln: Entrepreneurs are promoted to undertake brick making project from ash. As part of achieving target of hundred percent utilization of ash, environmentally unfriendly by-product of thermal power plant, NTPC Rihand provides ash free of cost to these kilns. Moreover it also buys all the bricks for self-consumption.

OBJECTIVES OF THIS RESEARCH:

There is need of studying all the innovative initiatives taken objectively and proper assessment of its impact must be analysed keeping diverse society based on caste, creed, religion, profession, geography etc. There is no doubt that development is visible on macro scale, yet there is need of study at micro level to assess the positive impact on the marginalized section of the society. This objective study will help in planning for inclusive and sustainable development of all rather than executing CSR projects just for legal purposes and for the purview of external agencies. Navodaya Mission Trust, a local NGO works to fill the gap by providing result oriented quality education for the underprivileged children. Due to its efforts many students have cleared engineering and polytechnic entrance examinations and they are giving hopes for other children as well as a live example for inclusive CSR policy.

RESEARCH METHODOLOGY AND FINDINGS:

Qualitative and quantitative both tools were used to collect information and understand ground realities. Both primary and secondary data helped in analyzing the situation. Informal talks with principals, school teachers, NGOs working in these areas, local people, guardians and students provides overall ideas and they give a sense of difficulties under which, these population are surviving. Questionnaire has been prepared and survey has been conducted of six schools, three public schools which are running in the township and three government schools in the vicinity outside the boundary of township.

Education in surrounding villages:

According to Census 2001, overall density of population in this belt was 618 with 5.5 members in each household, sex ratio was 924 and SC population consisted 28.9%. The population of SC/ST has tremendous

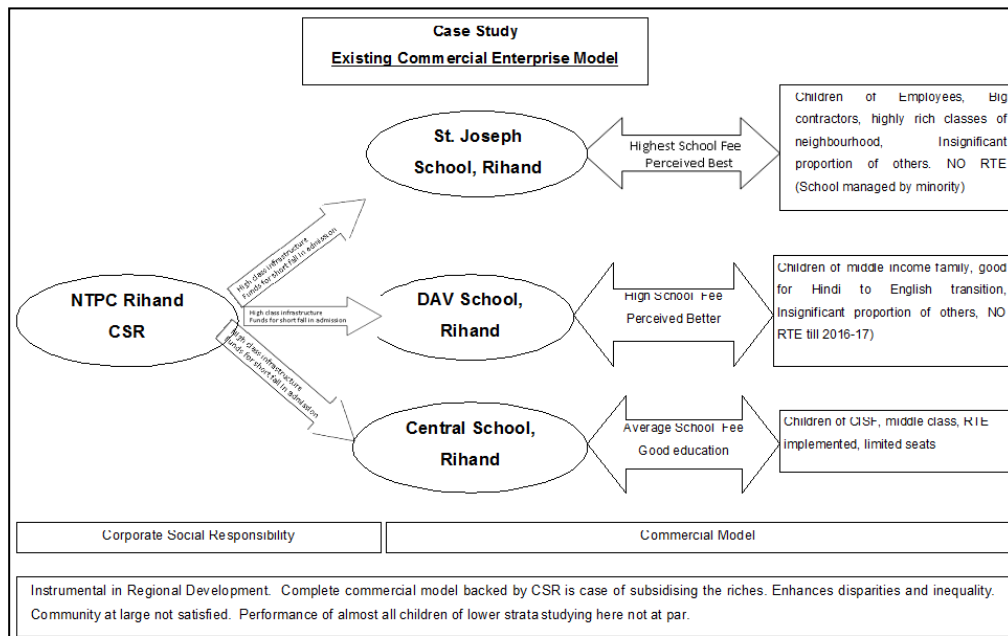
variations, 99.8% in Adhaura, 92.6% in Khairi, 78% in Mitihini, 54.3 %in Sirsoti, 49% in Dodhar, 47.4 % in Nemna and 42.1 %in Jarha, while Bijpur which is categorized as Urban in Census 2011 has only 10% SC/ST population. Further percentage of ST, OBC, Minorities and General Class are 25%, 36%, 6.9% and 3.1% respectively. According to census 2011, average literacy rate is 57.9% and among female it is even lower to 47.38%. For the age of 14 years and above, 74.1% were illiterate and 7.3% had studied upto primary level. Even among the school going age group i.e. (6-14) years, around 7.4% children have never gone to school. The percentage of graduates was only 2.3% and the number of persons who had acquired any professional degree was abysmally low, diploma and ITI holders (0.7 per cent) only (as cited in Majumder, NAS, 2014, p. 24). According to Census 2011, not much difference has come in major parameters except sex ratio has remarkably goes down to 872.5. Occupational and economic conditions are the prime pre-requisites availing opportunities of schools. Rich class (2.7 per cent), middle class (12.8 per cent), lower middle class (37.2 per cent) and poor class (47.3 per cent) are the distribution of classes in overall population. 33.6 per cent of general class constitutes middle class while its 24.4 per cent population are in rich class. 80 percent of lower middle class and poor class are constituted by households from STs, SCs, OBCs and Minorities communities (Majumder, NAS, 2014, p. 25). According to Census 2011 total worker population is 36.49% where 15.63% are marginal worker population. On an average 4000 persons are employed in NTPC Plant or associated works as contract workers employed either through Utility Power Ltd. (UPL) or contractors which further delegate works to sub-contractors. These contract workers are constituted by local population and migrant workers mostly settled in nearby areas.

Three public schools running in the township and three government schools in the neighbouring villages are exemplified for the study. Public schools DAV and St. Joseph along with Central Schools are located inside the township of the land and building provided by NTPC Rihand. These all schools' infrastructure and a substantial portion of financial burden are provided by NTPC Rihand. Many members of local school management including chairman are senior officials of NTPC Rihand. Moreover, teachers and staffs of schools are given accommodation within the township. Even local management of the schools are mostly headed by senior officials of NTPC Rihand. Though their fees are not astronomical as compared to the fees charged by these schools in cities, yet for Sonebhadra and specifically for this place it seems astronomical. Central schools charges approximately Rs 700-800 per month, DAV charges about Rs 1200-1500 and St. Joseph charges Rs 1800-2500. The fees charged to the employees of NTPC Rihand are Rs. 100-200 lower than charged to outsiders.

On the contrary all the government schools, located just outside the boundary of Rihand Nagar Township at Dodhar, Bijpur and Sirsoti have bare minimum infrastructure even most of students have to sit on the ground. All these schools have urgent requirement of additional class rooms, labs, libraries, computer center, and multipurpose halls etc. (Majumder, NAS, 2014, p. 80). Though, the recent need assessment survey notes down availability of electricity in government schools with source of data as education department, in reality there is no electrical supply which could have directly been taken from observation and survey. Though there is less percentage of girls going to school, and their performances are better in comparison to boys and their attendances also out number boys. As there is no inter college in the vicinity and their parents are unable to pay fees in public schools running in the township, therefore, most of girls are forced by circumstances to move out from education system after upper primary level. An inter-college run by Gram Panchayat, Bijpur has no quality teachers who are paid merely Rs 5000 by assistance from CSR. The above scenario has clearly been depicted in Figure-1.

As depicted in Figure 1, Central school which has limited strength has implemented right to education. DAV Public School which has not implemented provisions of right to education till 2016-17, has recently taken decision to implements this act. St. Joseph School which is considered the best option here, children of almost all the employees, big contractors and riches of surrounding villages are studying here has not implemented provisions of right to education. Taking under consideration of that the school is managed by minority community and hence exempted from implementation of provisions of Right to Education, the school has no future plan to assist poor children of surrounding communities. Though St. Joseph School, Rihand has less than 2% students from Christian community, still on the ground of being managed by minority communities they are denying education to marginalized class by not implementing right to education though receiving infrastructural and financial support from NTPC Rihand, a station of public sector enterprises. Here CSR stands in support of these schools for becoming financially viable. Being central government organization, Central School, Rihand receives all the financial implication for giving salaries to staffs receives from CSR. But both public schools are receiving financial assistance as compensation to shortfall in admission from prescribed limit of strength in a section of a particular class. Still overall functioning of these public schools may be categorized of as commercial nature.

Figure 1: Existing model of Educational set up of Rihand Nagar



For conducting survey in all the abovemention schools, a set of questionnaires were formulated in such a way that captured the demographic conditions of the children and their basic reading, writing and Mathematics skills.

ANALYSIS OF RESULT OF SURVEY:

The outcomes of the survey are tabulated and analyzed. Their results of the analysis are depicted in figures 2,3,4,5 and 6 graphically. As shown in figure 2, more than 90 percent students of St. Joseph school, DAV school and central schools come from general and other backward classes, while more than 90 percent students of state-run schools at Dodhar, Bijpur and Sirsoti come from other backward classes, schedule castes and scheduled tribe communities. Figure 4 illuminates that, parents of 95% state-run schools going children are daily wage earners, while only two-three percent of daily wage earners are studying in the above mentioned schools of township. Parents of children studying in public schools of the township including central school are mostly employed in NTPC Rihand or other state agencies, big contractors, businessmen and rich classes of neighbouring villages. As depicted figure 4, figure 5 and figure 6, it clearly reveals that a large percentage of students of St. Joseph school and Gov. School, Bijpur are good in reading, writing and solving basic mathematics, while the performance of students of DAV School and Central school are satisfactory and performances of children of Gov. School, Dodhar and Sirsoti are not satisfactory. Parents of students of St. Joseph school are mostly employees and businessmen, who provide modern facilities at home to their children along with private tuitions, are the main factors for their children’s better performance. As most students of Gov. School, Bijpur have been attending remedial classes run by Navodaya Mission Trust, a local NGO since six years, their performances are seen better.

Figure 2: Categoriwise Distribution of Children

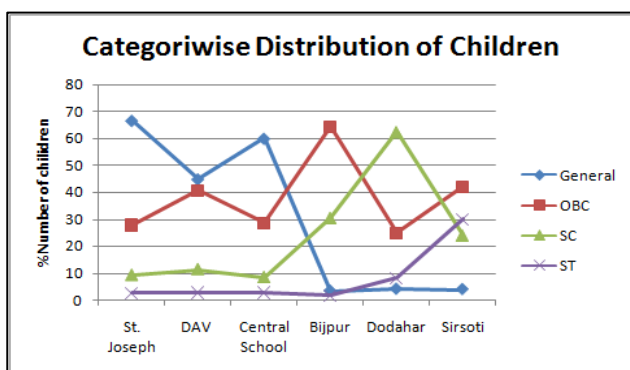


Figure 3 : Parent’s Occupation Distribution

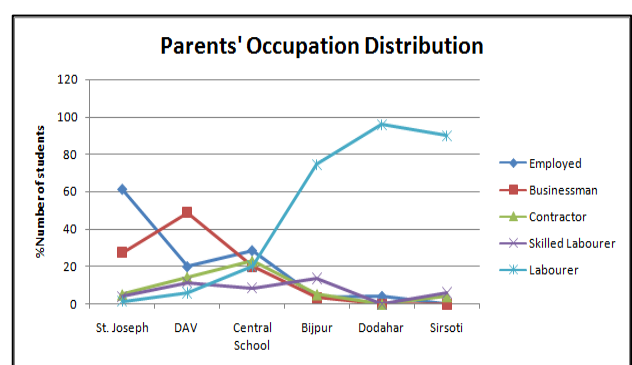


Figure 4: Basic Reading Skill

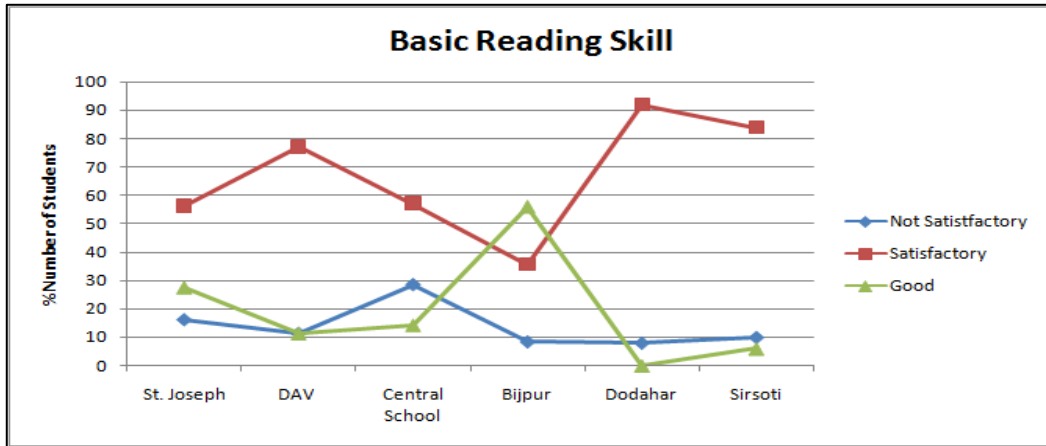


Figure 5: Basic Writing Skill

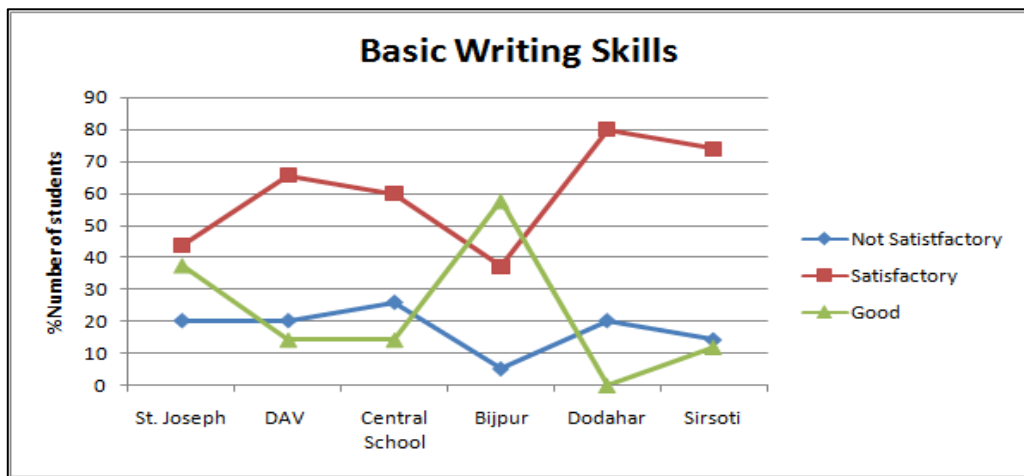
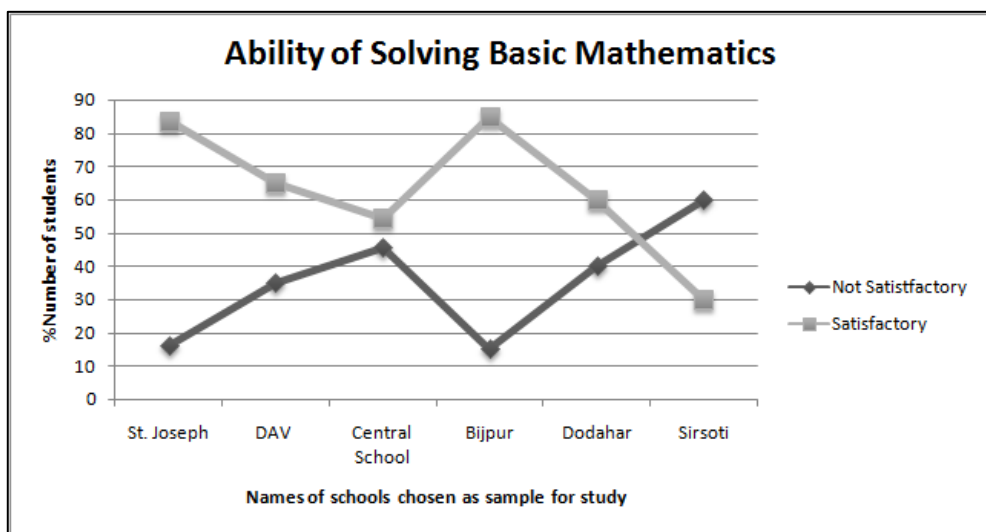


Figure 6: Basic Mathematical Skill

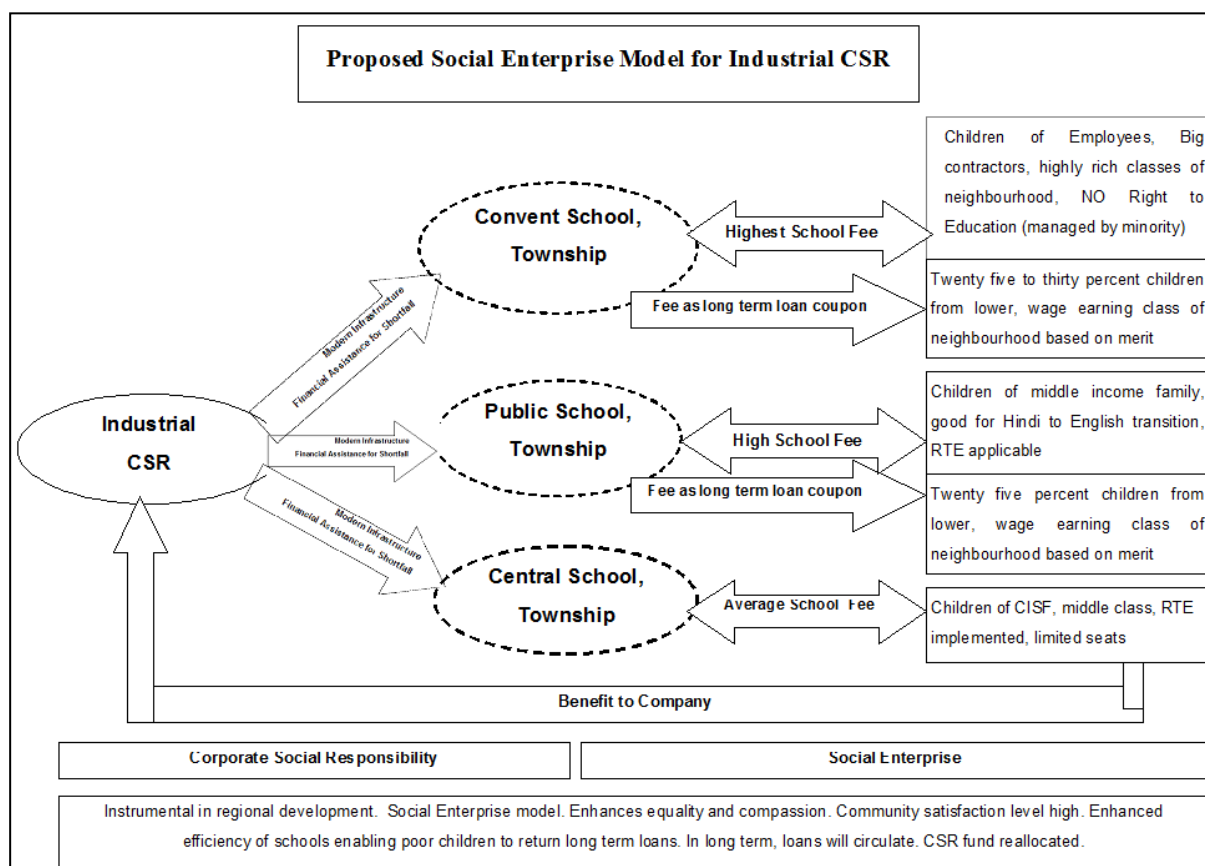


Proposed social enterprising Model for addressing above menace:

As Figure 7 demonstrates, all the public schools should reserve about twenty five percent of seats of all classes for accommodating bright students belonging to bottom of the pyramid from surrounding villages including migrant workers who are living since long here. These children should be selected by entrance test, which may be conducted by either state authorities or some recognized NGOs. Selection of children should be done in such a way so that there will be equitable representations of students based on villages, caste, creed, occupation of

their parents etc. Instead of charging any fee to these children, long term loan coupons should be issued on their names. For such methods, schools have to increase its efficiency for imparting quality education, even providing extra-effort for compensating socio-economic backwardness enabling them for getting good career prospects. Such students will return loan amount after getting established. In long run this loan may circulate in the system and CSR need not to fund schools any more. Such incentives will affect overall society and build good image of the industry in larger community. In such situation these schools would become social enterprises promoted by CSR of NTPC Rihand.

Figure 7: Proposed Social Enterprise Model



CONCLUSION:

Overall CSR programs undertaken by NTPC Ltd. could be categorized as innovative and should be taken by other companies as a case of innovative CSR model. Its wider activities in the areas such as like education, skill development, employment generation, promotion of handicraft, agriculture through drip irrigation, waste to energy generation for solving the problem of management of wastes of Varanasi City, its contribution in Swachh Bharat Abhiyan, initiatives in social energy and Utkarsh scholarship etc. are the examples of innovating CSR model. Further it is promoting social enterprises in the locality and also collaborates with existing social enterprises for execution of its programs of welfare. Yet there is need of bringing innovation to such an extent that the lower strata of the neighbouring community especially daily wage earners, sanitation workers etc. may also benefit and come out from the vicious cycle of poverty. NTPC should provide funds for Startup coaching centers for giving subsidized coaching like Super 30 in its township. Not only this but also its CSR should fund for setting coaching centers for preparing entrance examination for admission in JNV, Polytechnique colleges etc. which would benefit students from poor background. For providing computer skills, ICT center should be set up in the township for children for wage earners. It should also fund local NGOs for setting library-cum-coaching centers for preparing competitive examinations in each and every village. Further self-study centers for girls and boys separately should be developed in different locations of each village. For harnessing maximum capacity of public schools of the township, one third strength of these schools should be reserved for poor strata of the society by issuing loan coupons following social enterprise model. As education is national resource, it should be provided to all segments of the society and hence all industries either in public sector or in private

sector should develop innovative CSR for initiating, collaborating and partnering with social enterprises for developing human resources in their locality for inclusive growth and development.

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