livelihoods

today and tomorrow

Social Entrepreneurship

Rains have finally come.

Pranab is likely to become Rashtrapati. There will major changes thereafter in Government, Bureaucracy and Policy Environment!

Let us have more doctors everywhere.

Let the cooperation prosper and cooperatives flourish. Let the autonomy of collectives be guaranteed.

Let the print, electronic and verbal writers be articulate, simple and take the side of the needy.

Let us commit to stabilize and reduce world population and let the world population have rights on this world.

Let us celebrate friendship, company, partnership and being and living together.

Human being is a social animal. S/he cannot be satisfied with serving oneself. All her/his enterprises are to serve 'all'. In India, only 10-15% of the adult working population works for others. Most of them are self-employed. Farmers are self-employed. Weavers are self-employed. People in most traditional occupations are self-employed. The new services seek self-employed. Then, there are enterprises with a few staff with entrepreneur in command. The micro-enterprises and self-employed provide services locally benefitting the clients and the providers. This has been the model of social enterprise that has been prevalent in the country. There are local leaders who provide conflict resolution services. There are social leaders who provide other services at no cost or low cost. Social work organizations, volunteer organizations, non-government organizations etc., have been providing services at higher scale(s). Gradually, many of them discovered that contribution and repayment are important for taking the service provision to scale and serve larger population. Micro-finance (credit, insurance, skills and linkages) have started to recover all costs plus some surpluses. There are also commission agents who provide services for a fee on a purley commercial way. If the clients are poor, the provider thought her/himself as a social entrepreneur. Government(s), public organizations, donors etc., have also bought this argument. Slowly, this argument has been weakened to an extent now. Now, we are not sure what characterizes this breed of social entrepreneurs - typical NGO head – no; typical micro-entrepreneur – no; typical businessman – no; typical donor – no; typical angel investor – no; typical venture capitalist – no; typical commercial service provider – no; typical activist – no; typical worker in a community organization – no; and so on. We know the 'no's.

We know for sure s/he works for the poor; s/he works with meagre resources; s/he is relentless; it is an enterprise; s/he is a leader; and s/he is for changing the ways of the world. It is in this context, 'livelihoods' has focused on 'Social Entrepreneurship'.

Sulabh is more famous than its founder - BIndeshwar Pathak. Centre for Social Initiative and Management (CSIM) trains and builds social change agents through its short-term and long-term training programs. Bee-keeping (apiary) gives us honey and is flourishing micro-enterprise activity. Honey increases immunity and it can help in losing weight and/or gaining weight. "Social Entrepreneurship: Theory and Practice" (by Ryszard Praszkier and Andrzej Nowak) discusses social entrepreneurship with casestudies in various domain and geographies. 'Kshetram' discusses the livelihoods of Vidrabha.

With the appreciation that committed social entrepreneurs, at a scale, make a huge difference to the poor, I remain thinking of and thinking of ways to identify and nurture them for improving the lives and livelihoods of the poor.

G. Muralidhar

the 'livelihoods' team

livelihoods

'livelihoods' team

For Private Circulation only

Inside ...

Received livelihoods May 2012 magazine. Land Acquisition Bill, 2011 is very informative. Technology article is very informative. Thanks for sending magazine.

Venkat Ramana

Kadapa

News

Horticulture Board To The Rescue Of Farmers Hit By Cyclone-Cuddalore : The National Horticulture Board, functioning under the Union Ministry of Agriculture, has come to the rescue of the 'Thane cyclone' affected farmers of Cuddalore district, according to Bijay Kumar, Managing Director of the Board. Mr. Kumar was here to coordinate with all agencies to ameliorate the lots of distraught farmers. On the sidelines of the meeting, he told *The Hindu* that the Board suggested cashew farmers, who were badly affected, to form clusters of 10 acres to raise bank loan to take to hi-tech commercial cultivation. Traditional cashew groves looked like shrubs or jungles owing to lack of vegetation management. If the canopy is properly pruned, yield would be more and quality of nuts better. If the foliage was kept in right density, the yield per hectare would double from 50 kg of nuts per hectare. As it would take more than five years to get the yield from fresh stocks, cashew farmers could go in

Rs. 500-Cr. Loan Relief Scheme for U.P. Farmers : A Rs. 500-crore farmers' loan relief scheme to aid debt-ridden agriculturists, many of whom have been forced to commit suicide, and three rural development schemes named after the Samajwadi Party ideologue, Ram Manohar Lohia, are among the 280 new populist measures proposed in the Uttar Pradesh Budget for 2012-13 presented by Chief Minister. Mr. Mulayam Singh's flagship scheme of Kanya Vidya Dhan will be relaunched and Rs. 1,000 per month unemployment allowance and tablets and laptops will be given to the jobless and Class 10 and 12 passed students. It had been planned to open model degree colleges in 36 "low gross enrolment ratio" districts, including 23 un-served development

blocks and five Muslim-dominated areas. The education sector gets the lion's share with a provision of Rs. 33,263.39 crore for the extension of

Tamil Nadu Plan Outlay Fixed at Rs.28,000 Crore, New Delhi: The plan outlay for Tamil Nadu for 2012-13 has been fixed at Rs.28,000 crore, an approximate 19 per cent increase from that of 2011-12 (Rs.23,535 crore), but Chief Minister Jayalalithaa expressed her unhappiness at the outcome saying her government's plea for special and additional assistance from the Centre had not been conceded. Ms. Jayalalithaa said: "... But here, out of the Rs.28,000 crore, only Rs.3,000 crore is from the Centre. The rest of it is Tamil Nadu's own money. We had asked for the special and additional assistance under various heads but that was not forthcoming.

UNICEF Report Says Diarrhoea And Pneumonia Are Top Killers Of Children, New Delhi: India is listed among the top five countries across the world which lose a majority of the two million children worldwide who die each year to easily preventable diseases -- pneumonia and diarrhoea – states the United Nations Children's Fund (UNICEF) report released. The report adds that nearly 90 per cent of all these deaths are due to unsafe water and poor hygiene. "Pneumonia and diarrhoea are among the top causes of childhood deaths around the world and together they kill more than two million children each year and accounts for more than one-fourth of all deaths of children under the age of five," notes the report. About half of childhood deaths in the world due to diarrhoea or pneumonia take place in five countries: India, Nigeria, Democratic Republic of Congo, Pakistan and Ethiopia, said the report. Poverty is a major factor in the spread

of both diseases, with Pakistan, India, and several countries in sub-Saharan Africa making up the worst-hit nations. "Simple steps like washing hands with soap and water can dramatically reduce the incidence of both pneumonia and diarrhoea in children," noted UNICEF executive director Anthony Lake in a release.
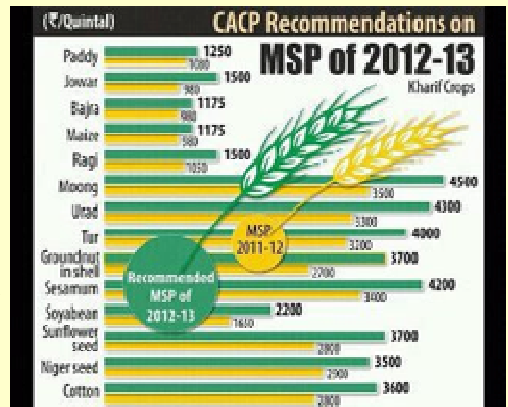
Paddy MSP Raised by Rs. 170 Per Quintal, New Delhi: The Centre, raised the Minimum Support Price (MSP) of paddy by Rs. 170 per quintal for the 2012-13 kharif marketing season. The highest hike — of Rs. 1000 per quintal, however, has been in the price of urad and groundnut in shell. "Paddy MSP has been increased from Rs. 1,080 per quintal to Rs. 1,250 per quintal [common variety],'' Home Minister P. Chidambaram told journalists after the meeting of the Cabinet Committee on Economic Affairs (CCEA), chaired by Prime Minister Manmohan Singh. For Grade 'A' grade variety of paddy, the support price has been hiked to Rs. 1,280 from Rs. 1,110 last year. The Minister said the government had accepted the recommendation made by the Commission for Agriculture Costs and Prices (CACP) after taking into account the cost of production. Announcing the revised price for other kharif crops, Mr. Chidambaram said MSP of urad has been raised by Rs. 1000 to Rs. 4,300 per quintal. ❖

Bindeshwar Pathak

Dr.Bindeshwar Pathak was born in Rampur, Bihar, in April 1943 into a well-to-do, educated Brahmin family. Dr. Pathak's father was a reputed Ayurvedic doctor in Rampur.

Dr. Pathak completed his graduation in Sociology from University of Patna in 1964. He pursued his M.A sociology in 1978-80 and completed his Ph.D on "Liberation of Scavengers Through Low-Cost Sanitation" in 1986. Dr. Pathak also did a M.A in Literature and D.litt in "Eradication of Scavenging and Environmental Sanitation in India - a Sociological Study."

Dr. Pathak's tryst with the scavengers in India began in 1968 when he joined the Bhangi-Mukti (loosely translated as scavengers liberation) cell of Gandhi Centenary Celebrations Committee in Bihar. It was through this association that Dr. Pathak first learned about the plight of scavengers in the country. During his time at Bhangi-Mukti, Dr. Pathak traversed the country, studying various scavenging communities. After his travels, he concluded that scavengers were a separate class unto themselves. He was convinced that scavenging was a de-humanizing practice and was determined to eradicate this ill. In his words, "Let us save them (scavengers) from squalid conditions and in doing so we'll be saving the national conscience." At this time, he engineered a new sanitation technology– two-pit pourflush latrine, popularly known as the Sulabh Sauchalaya.

It was with this motivation that he established Sulabh International Social Service Organisation (SISSO) in 1970 in Bihar. He hoped SISSO was a solution to put an end to manual scavenging and in turn emancipate the scavenging communities. SISSO's hallmark was combining technical innovation with humanitarian principles.

Dr. Pathak used SISSO as a vehicle to promote the Sulabh Sauchalaya technology. The 70s saw him launch a mass movement against manual scavenging and adoption of cleaner sanitation practices that were not demeaning to human dignity. Dr. Pathak worked through a network of 50, 000 volunteers to spread the technology and SISSO's message of human dignity and social justice. The use of the Sauchalaya was demonstrated in various parts of the country. Besides this, Dr. Pathak urged the government too to actively put an end to scavenging. He called for the adoption of door-to-door campaigning to end the practice of manual scavenging rather than spreading the message via mass media.

By the end of the 70s, the number of "liberated scavengers" was swelling. Dr. Pathak urged the Bihar government to provide them with training and rehabilitate them to take up new livelihoods.

In 1974, Dr. Pathak came up with an innovation for India's other sanitation problem– public toilets. SISSO established pay-and-use public toilets across the country. These are cleaned repeatedly during the day to maintain hygiene and cleanliness. Today, there are 6,000 such toilets spread across the country.

The success of the Sulabh Sauchalaya Movement in Bihar inspired other state governments to take up similar activities. The UN recognised the Sulabh Sauchalaya technology as an alternative solution to better sanitation practices and recommended its use across the developing world. SISSO's presence started to spread across the country and beyond. Today, the organisation has reached out to more than 60, 000 scavengers in 25 states. It is already working in Bhutan and Afghanistan and plans to spread its presence to Laos, Angola, Ethiopia, Cambodia, Madagascar, Dominican Republic, Tajikistan and other countries.

Dr. Pathak established the Sulabh Institute of Health and Hygiene, an R&D institution. In Delhi, he established the Sulabh Toilet Museum, chronicling sanitation practices since 2,500 B.C. In 1984, Dr. Pathak experimented in using human excreta from a Sulabh to create bio-gas.

He was hounoured with the Padma Bhushan in 2003 by the Indian Government. He has received the Dubai International award and accorded the Energy Global Award. He has authored the book "Long Road to Freedom".

The list of innovations and initiatives undertaken by Dr. Pathak is exhaustive. His efforts as a crusader against manual scavenging has earned him many a laurel. To quote Mulk Raj Anand, "What Abraham Lincoln did for Blacks in America, Dr. Pathak has done for scavengers in India. Both are great redeemers." ❖
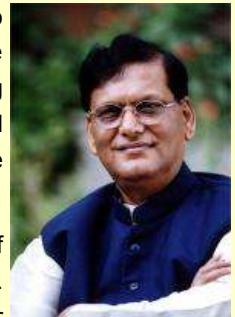
Youth Strives for Village Development

Jaya Prakash Maroju, Honourary President of Mahaveer Youth, Rangapur village, is actively involved in taking up welfare activities for youth, farmers, unemployed and promoting sports, in an interview with "Livelihoods" shared his experience and activities.

Rangapur is a small village with 600 households. It has one hamlet habitation, Jalalmiyapalle, situated 2 kms away. The village is 45 kms away from Hyderabad.

Rangapur attracts considerable attention as the Osmania and Nizamiya Observatories of Osmania University are located in this village. This Osmania Observatory is famous for its 48'' (inch dia) Telescope– reckoned to be the second biggest in the Asia. It attracts astronomers from around the world to study solar & lunar eclipses.

The village has a youth group- Mahaveer Youth, that was formed in the year 2004 with the aim of promoting youth and social welfare. Their activities include raising awareness regarding social issues, organizing programs for the youth, helping poor but meritorious students to pursue better education by giving financial assistance and encouragement and helping vulnerable in the village. The Group also takes interest in ensuring proper implementation of schemes like Mahathma Gandhi National Rural Employment Guarantee Act (MNREGA). Mahaveer Youth has 40 active members who are mostly educated youth.

Mahaveer Youth volunteers create awareness regarding NPM/organic farming methods. These volunteers also motivate the village youth to take up jobs.

Mahaveer Youth motivates other youth organizations in the village to take up welfare activities. It has been conducting programs in the Govt. Schools on the occasions such Republic Day and 15th August. The Youth Group gives prizes to meritorious students in academics and victorious candidates of sports and games events every year since. They also provide cash support of Rs.2000/each to 3-4 selected meritorious and poor students.

In the year 2011-12 Mahaveer Youth distributed 300 steel plates worth of Rs.25, 000/-for the ZPHS students as a gesture to strengthen the midday meal scheme in the school.

Mahaveer Youth volunteers also visit MGNREGS worksites and supervise the implementation. They encourage poor agriculture labourers , artisans and small formers to utilize the MGNREGS effectively.

Mahaveer Youth Volunteers also conduct a "Clean and Green" program in the village. They planted 50 saplings in the school premises and seeds of trees were sown in the hill area which houses Lord Ramalingeswara Swamy Temple (Gudibanda Ramalingeswara Swamy).

Mahaveer Youth represented Ranga Reddy district in the recently held all India cultural exchange program at Goa for ten days.

The Youth Group has conducted a district level sports tournament in the village. 28 teams from the entire district participated.

Issues

Mahaveer Youth is facing problems in taking its activities to large scale. As the area is facing drought conditions and fast depletion of ground water table the agriculture has come to a grinding halt, and only poultry and dairy business is giving some sort of relief to some people. But more EGS works, employment opportunities are required. Krishna water is supplied to Hyderabad through this area, and people are asking for drinking and irrigation water from this source. Ration Cards supply and pending bill payments for MGNREGS works are the other pending

The Mahathma Gandhi National Rural Employment Guarantee Scheme is being implemented in Rangapur Village since 2005. There are 14 Shrama Shakthi Sanghalu (SSS) in this village out of which one Disabled sangham and two are temporary Sanghams . 14 Mates are supervising the works of SSSs. Total 344 laborers are participating in EGS job works in the village. The following works of 1.Land development, 2.Digging of channels (kandakalu) around lands of selected farmers for harvesting rain water, 3.Building bunds of stones around fields, 4.Percolation tanks, for rain water harvesting, 5.Digging of tree pits etc.. The job seekers under EGS are getting 100 days of work in a year and they are getting daily wage of RS.103.

problems coming to the notice of Mahaveer Youth. Wherever possible, It is intervenes and puts pressure on Govt. machinery and public representatives for the redressal of these problems.

Apart from these activities The Mahaveer Youth is taking up devotional promotional activities during Vinayak Chavithi, Dasara, Deepavali and other festival seasons like Pongal and contributing to the cultural unity to some extent. All these activities are taken up without any political interventions and motives. ❖

Vidarbha

Vidarbha is the eastern part of Maharashtra, comprising of 11 districts- Amravati, Akola, Bhandara, Buldana, Chandrapur, Gadchiroli, Gondia, Nagpur, Wardha, Washim and Yavatmal. It is surrounded by Marathwada in the west, Madhya Pradesh in the north, Chhattisgarh in the east and Andhra Pradesh in the south. The region is spread over two adminsitrative divisions-Nagpur and Amravati.

The region, with its rich natural resources, mineral & forest wealth, rich cultivable land and mega thermal power generation could have been in a good economic situation. But the region has not been given its due and is being exploited by vested interests.

The Vidarbha region has a large proportion of tribals. Gadchiroli (38.75%), Chandrapur (19.70%) and Yavatmal (21.47%) districts have a larger percentage of tribal population as compared to other districts. In these districts, Gonds, Pardhans and Kolam are major tribes followed by Korku and others. Gonds, who are numerically predominant, are a part of Gond tribe accounting for one of the major tribal groups in India followed by Mundas. Gonds of Chandrapur and Gadchiroli districts are known for their traditional handicrafts like wood craft and bamboo craft. While Marathi culture is predominant, there is a remarkable influence of other cultures, especially north Indian, Gond/Chhattisgarhi and tribal.

The Kunbi community is very influential in Vidarbha. The other major communities are the Dalits, the Muslims and the Komtis. Hinduism and Buddhism are the dominant religions in this area followed by Islam.

Vidarbha has a dense forest cover, rich with diverse flora and fauna, making it a major tourist destination, especially eco-tourism. Among the popular destinations are Chikhaldara, a hill station in Amravati district and Lonar in Buldhana district, which boasts of the largest lake in the world created by the impact of a meteor.

India has 92 national parks out of which six are located in Vidarbha. Maharashtra's forests and wildlife lie in the Zadipranta (Forest rich region) of Vidarbha. The six national parks are, *Navegaon National Park, Nagzira wildlife sanctuary, Tadoba Andhari Tiger Project, Pench National Park and Gugamal National Park.*

Wainganga is the largest of all the Vidarbha Rivers. Other major rivers that drain into the Vidarbha region are the Wardha and Kanhan rivers, which are the tributaries of the Godavari. In the north, five small rivers, Khapra, Sipna, Gadga and Dolar along with Purna, are the tributaries of the Tapti river. Penganga River is another big river which originates in Buldhana district. In spite of these rivers flowing through the Vidarbha, there are no irrigation tanks, check dams and proper water channelling systems for irrigation.

Vidarbha is the second largest mineral belt in the country and holds two-thirds of Maharashtra's mineral resources, three quarters of its forest resources and is a net producer of power. Chandrapur district alone contributes 29% of all mineral output of Maharashtra. Various minerals like manganese, bauxite, uranium, limestone, marble, coal, gems, mica, and graphite and others exist in large quantities. The Chandrapur, Gondia, Gadchiroli, Bhandara and Nagpur Districts form the main mineral belt, with coal and manganese as the major minerals. Iron ore and limestone are identified as potential mining resources.

The Vidarbha region has rich and fertile land. Agriculture is the major occupation; the major food crops grown are rice, millets, jowar and wheat. The major cash crops are cotton, groundnut and soya. Of late, Vidarbha has become synonymous with farmer suicides. Approximately 3.4 million cotton farmers occupy the Vidarbha region and 95% of them struggle with massive debt, according to the Vidarbha Jan Aandolan Samiti (Local Farmers' Support Network). Incidence of farmers ending their lives in this region had hit epidemic proportions recently.

The reasons for the pathetic state of farmers include scarce rainfall, heavy load-shedding, lack of small irrigation projects, poverty, pressure of private moneylenders and banks, ignorance of ancillary occupations for raising income, employment problem of the farmers' children, decreasing interest of the young generation in farming, rapid urbanization, apathy and lack of political willpower toward welfare and development of the region and so on. Other livelihoods in the rural area are also being affected due to the rural distress and the plight of the farmers.

The other traditional source of livelihood seen in Vidarbha is the handloom weaving. Vidarbha is the place of origin of the *karvat kati* (saw-edged) sari, named after the border design which resembles saw-teeth. This sari is generally used during traditional ceremonies. Nagpur saris are also native to the region.

The economic condition of Vidarbha is exacerbated by corruption and resource mismanagement of the highest order. Most of the central and state government schemes for the drought hit regions have not been implemented properly. Public Distribution System (PDS), NREGS, irrigation tanks, etc. are also administered under political influence.

Infrastructure wise, there are many power plants in Vidarbha region. Despite this, there is a huge power problem rampant in this area. There are no well connected roads. Drinking water is a major problem. So is health, with large sections of the population not having access to even the most basic medical facilities.

The education scenario is good, although a lot of children cannot attend because of poverty and inaccessibility. As a result of these difficulties, there is a strong demand for a separate state of Vidarbha. ❖

Rare Social Entrepreneurs with/for Poor!

Happy Fathers' Day! Happy Music! Happy Service!

Let us celebrate Cooperation! The commons' mother, Elinor Ostrom has succumbed to lever cancer. May her soul rest in peace!

Life goes on, we got used to – steep increases in prices, lower growth rate, election results, huge corruption scams including investigations, arrests and bails, etc.

It appears certain that Pranab Mukherjee will be our new President.

The streams of thought and work that continued to dominate the month include planning, implementing and monitoring for livelihoods – processes, tools and support.

It is not surprising to know that only 8-9% of the population get involved in high-end professional jobs/occupations. Most others get into low-end low-skilled jobs. When the state asks let us provide 'millions of jobs', they mean low-to-moderately skilled workers. This happens to be the priority of most governments. These jobs are mostly production services or in-person services. These jobs would involve routine activities done over and over again. While most of us aspire to be in analytical services, only a 10% of us could get there.

Perspectives
G Muralidhar

Rest 90% has to be contented with other jobs or remain dependent/unemployed. Interesting, is not it? This would mean we need to target high-end education to may be for 20% (double the figure we need) and the remaining have to pushed into vocational education at the earliest, say after Class 10 or 12. With some 100-300 days of technical/vocational training coupled with life skills, this 80% may need to be absorbed straight away in these routine services/jobs. Does it sound all right? Higher Education bar has to be higher and stricter so that the dropouts thereafter will not be high. We may have to give some allowances for continuing or getting into traditional occupations. Or better still, we may offer vocational training in these myriad traditional occupations too. Some of them transform themselves to service in poverty reduction and related projects/organizations as service providers or resource persons. Thus, the need is to include the works of the artisans, disabled, aged etc., so that all the poor who seek employment can be given work in the areas of their ability and skill. All this calls for a relook at the entire education curriculum/system, skill development for jobs/self-employment/enterprises and collectivization.

Sanjay Gupta has been discussing building a model for inclusive development in Bhutan. This talks about a workable marriage between top-down and bottom-up approaches such that the community is involved in planning, implementation and monitoring; blending business mind with social heart so that community is at the centre of the decision-making with ownership and understanding the market realities; demonstration first followed by up-scaling through exposure in their own/similar contexts; and strategic focus on high value sectors, combined with food security. This has to be leveraged with increased knowledge sharing within. **This approach is generic and is useful to any geographic location (region/state/district) in India too. Can we have more ways to pool, manage, analyze, share and meet knowledge-skills-resource needs of the poor? Can we think of portals? Can we think of dedicated channels?**

12th Plan allocations are in the range of Rs.800,000 million for IT and ITES. These include e-government, e-learning, e-security, e-industry, e-innovation, and e-inclusion. But this last item has mere Rs.1600 million (negligible 0.2%). Is it sufficient to bring in inclusion and bridge the digital divide?

We are aware now mobiles are soon to cross 1000 million mark. There is a need to convert this density into the base for a knowledge society. Our panchayats, our civil society organizations, our SHGs and their federations, our micro/nano-enterprises, our schools, our health centres and anganwadis, our citizens, our women, and our poor and their collectives need to be targeted with connectivity, content and services. Do we have an alternative? We can complement with internet, broadband connectivity soon after.

Social entrepreneurs armed with business tools supported by philanthropy capital is considered as a way to scale social development. Prahlad's Bottom of the Pyramid has shown that there is money to be made at the bottom. Together, they conclude that business can be at the bottom of the pyramid on scale. The danger is that the social entrepreneurs can be normal businessmen soon. Social would give way to the ways of the business. Is there any business that flourishes but does not serve the customers? The customers may be poor or may not be poor.

On the other hand, if the customers are poor, and the owners of the business are poor, the guarantee that the poor would be served really would be established. This would mean social entrepreneur is a facilitator of a people's business for people. Or the social entrepreneur is a trustee of a people's business, rather than an owner. Better still, a social entrepreneur is a relentless pursuer to change the world even if s/he does not have the resources at hand now.

This social entrepreneurship is the key for the poor, their organizations and the organizations that work for them. We need to identify and mobilize these rare young men and women social entrepreneurs. Many of them will not have competencies required. We need to nurture these rare high-calibre young men and women social entrepreneurs to work with/for the poor and offer love. ❖

Social Entrepreneurship

Social entrepreneurship has grown over the past three-four decades to become the new mantra of development. No more is development considered charity. With entrepreneurial traits entering the development foray, what changes has it brought in development thinking and practice. And above all, is it the answer to sustainable development. "livelihoods" explores.

For most of us, the word "enterprise" conjures up the image of a regular business activity. An entrepreneur is considered synonymous with a businessperson. However, the two terms, the two activities are poles apart. True, entrepreneurs often run their own firms and conduct a business. But can we call the millions of businesspersons entrepreneurs?

The diacritical factor that distinguishes an entrepreneur from a businessperson is the former's desire to change the existing patterns of production, making it simpler and more efficient. An entrepreneur is driven by the motive of making things better and breaking the status quo. They do this not for the sake of breaking the existing norm but with the conviction that there are better ways of doing things.

What distinguishes a social entrepreneur from a business entrepreneur is the former's motive to do public good. A social enterprise believes in empowering its stakeholders and bettering their lives. Often, stakeholders in a social enterprise are the poor, vulnerable and downtrodden.

There is more to a social enterprise than its non-profit motive. More often than not, it offers a unique solution to society's most pressing problems. Social entrepreneurs are willing to tread territories that other entrepreneurs wouldn't, given the high levels of risk and uncertainty.

Birth of the Social Enterprise

William Drayton coined the term "social enterprise" to define a breed of institutions that work towards improving the lives of the poor. These institutions are not merely philanthropic or charitable; they have a clear agenda and spirit to create value for the underprivileged.
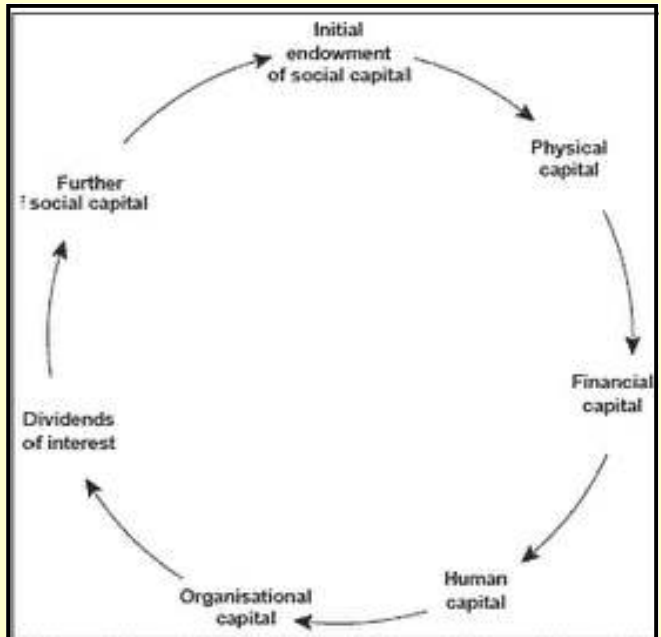
The social enterprise belongs not to the private or government sectors but to a third "social sector." This sector emerged as a response to government apathy to pressing crises such as poverty, environmental degradation, depleting resources, etc. brought on by exploitative practices of large, private industries.

Essentially, the social enterprise is one of the pillars of the "social economy" or the "citizen sector". The social sector is neither the government nor the private sector. It is characterized by-

- shared values about the satisfaction of needs, not for profit principles, cooperation and self-organization;

- distinctive types of inter-organizational relationships;

- pursuit of a new mode of production;

- a mode of economic integration characterized by norms of reciprocity;

This sector believes that there is much the individual can do to accelerate development than leave it to the government and private sector. Some also believe that the social sector can accomplish this task more efficiently than the other two sectors. This is not to say that the sector is against government action or private contribution to development, it just believes that the two sectors are often embroiled in their limitations (votes/accountability in the case of government and profits in the case of private sector). The social enterprise applies the methods and practices of a business in an ethical manner.

Often, a social enterprise works in tandem with both the sectors. It realizes that ignoring the two would be perilous to its cause. Simply because a large part of the resources and wealth are concentrated in the other two sectors. A social enterprise tries to bridge the gap between the private sector and the social sector. The understanding is that both cannot be mutually exclusive. There is a need to arrive at a middle point. Therefore, a social enterprise establishes positive linkages with the two sectors while adopting a not-for-profit approach.

They strive to create social capital for the entire society, thereby triggering a *virtuous cycle* as depicted 'in the picture above. Essentially, the components of social capital include-

- trust;

- reciprocity **and** mutuality;

- shared norms of behaviour;

- shared commitment and belonging;

- both formal and informal social networks; and

- effective information channels.

By seeding these values in the community, the social enterprise triggers a chain of events that accumulate other capitals for the community. This in turns leads to further creation and cementing of social capital in the community.

The New Development Paradigm

The rise of the social enterprise marks a shift in thinking about development organizations. It is no longer perceived that developed organizations are idealistic, philanthropic institutions. Social enterprises prove that development work does not require one to assume the lifestyle of an ascetic.

To be sure, social enterprises and entrepreneurs existed well before the concept gained ground as we know it today. Florence Nightingale, the founder of modern nursing is one of the many such unsung social entrepreneurs. Though we know of the selfless service she rendered to wounded soldiers in World War I, not many are aware that she is the founder of the first modern nursing school. Since the understanding of entrepreneurship was still limited at the time, Nightingale and the like were considered visionaries, philanthropists and social workers.

The emergence of the "third sector" or "citizen sector" lent new meaning to development work. Charity, which was long thought to be the answer was going out of vogue. It was increasingly being felt that charity/philanthropy ensured immediate relief but did little to sustain the lives of the poor. It did too less to build the confidence of the poor to lead independent lives. It was realized that inculcating a sense of dignity among the poor had far-reaching consequences than piecemeal benefits doled out to the poor every once in a while.

One of the earliest examples of a social entrepreneur in India is Vinobha Bhave, the land donation saint. Bhave, a Gandhian, spearheaded the land donation movement across rural India in the early years of independence. Bhave's innovation lay not only in the concept of *bhoodaan*, but also in his ability to persuade thousands of landlords to relinquish their lands to the poor. Harbouring a

vision for society is one thing and making others envision a similar future is another. A lot of the work that social entrepreneurs have to do involves urging people to shed their prejudices and embrace new ideas. Considering the social impact a social enterprise/entrepreneur cannot escape battling existing social mores and attitudinal resistance to new ideas. The genius of the social entrepreneur lies in their capacity to bring about this change in the psyche.

Who is a Social Entrepreneur?

Often, social enterprises are spearheaded by an "idea-champion" with unusually high commitment levels and action-oriented individuals. Setbacks and failure do not wash away their determination to make a difference. They are committed to the larger social cause than being bent upon saving the institutions they create. A social entrepreneur believes that their role is to move a "stable but unjust society to a new, stable and just society." They help sensible ideas take root and in the process change people's thinking.

Further, social entrepreneurs display remarkable flexibility

in their approach. They do not hesitate to make quick changes in their strategies to adapt to new situations. Therefore, social enterprises are constantly evolving and innovating. For instance, microfinance institutions began introducing "plus" services once they established themselves in the credit sector.

Most social entrepreneurs today also focus on creating tangible, visible value for the society. They apply modern management concepts in running their organizations. Some of them are even for-profit organizations, much like business enterprises. This is an important shift to note– doing good for the society no longer means sacrificing profits. It only implies a more favourable, equitable distribution of wealth and resources in the society.

One look at the variety of social enterprises that have sprung up over the past few decades reveals the vast range of issues social enterprises try to solve. Examples of social enterprises in livelihoods, health, technology, and energy are galore. Whatever be the sector, The returns are accrued to the stakeholders- community who are the owners of the enterprise.

Not all social enterprises strive to make a difference by enhancing the incomes of the poor. Some address societal issues such as rights violation and abuse of vulnerable sections of the society. Childline is one such example. Launched in 1996, Childline is India's first helpline for children. It came as a response to the vulnerabilities urban poor children (often dwelling on streets) face on a day-to-day basis. While preventing abuse (physical and mental) itself is difficult, measures to reduce the impact of the abuse are certainly possible. Through its toll-free number (1098), Childline has spelt hope for millions of children across the country. Every complaint the helpline is followed up by action– Childline volunteers rush to the spot. Likewise, there are millions of enterprises across the country that work towards reducing the vulnerabilities of
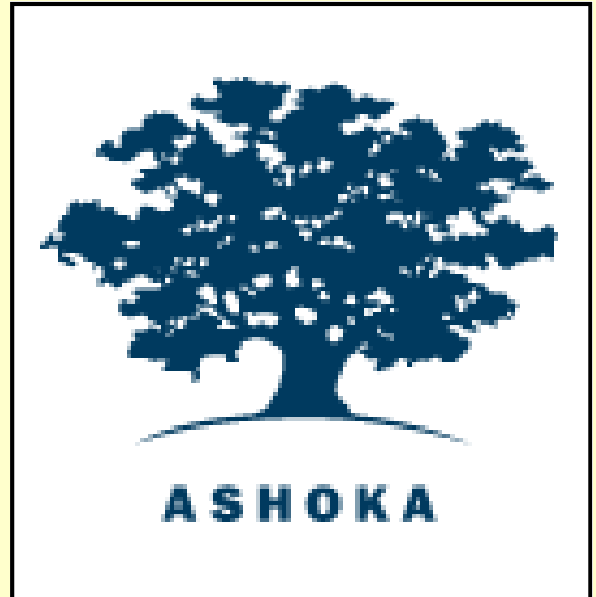
the poor and protecting their rights. These enterprises are different from activist-organizations. They seek to build institutions that would leave a lasting impact on society than just influence policy and decisions.

Grooming Social Entrepreneurs: Ashoka

William Drayton is credited with shaping the modern perception of social entrepreneurship through Ashoka, an organization he establish in 1981. Ashoka's focus is on grooming social entrepreneurs. It helps social entrepreneurs to put their ideas to practice. Ashoka started with entrepreneurs in India and slowly spread to other countries in Latin America and Africa. It has reached out to 6,000 entrepreneurs- Ashoka Fellows in the past three decades. At the crux of Ashoka's efforts lies identifying and supporting potential entrepreneurs through its Fellowship. Social enterprises are mission-oriented, they hold their purpose with highest regard. Often, social enterprises and entrepreneurs work in conditions of severe resource shortages. As a result, resource leveraging and optimization are a priority for these enterprises.

The Fellows are supported to spread their ideas and build their institutions over a period of three years. It gives them access to a global network of social entrepreneurs. Besides supporting individual entrepreneurs, Ashoka also supports group enterprises and networks of entrepreneurships to work through collaborations and accelerate social impact. Yet another facet of Ashoka's efforts to promote social enterprise ventures is building the infrastructure/resources in the field. The organization has worked towards building favourable conditions for social enterprises to access financial support,

academic research, businesses, etc., factors that contribute to their growth. Though Ashoka has popularized social entrepreneurship across the world, William Drayton, its founder and an ex-management professional drew inspiration from myriad examples of social enterprises in India. Back in the 70's, when Drayton visited India, a number of movements and organizations which would later become stalwarts in the sector were taking shape. Of these Amul, Vinobha Bhave's movement and Ela Bhatt's SEWA had the most profound influence on Drayton. While many entrepreneurs were successful, many found their growth stunted by an indifferent public and government apathy.

It was also around this time that social enterprises were discovering many aspects that were later recognized as core characteristics. Of these, the most fundamental was the recognition and importance of community participation in the success of an entrepreneurship. For the innovators of the time- Verghese Kurien, Yunus Khan, Bunker Roy, realized that engineering social change alone was not enough. Imposing change from outside was as good as not making a change at all. Inculcating ownership of the change was thought to be the key to lasting social impact. That idea served as an eye-opener. Today, it is unimaginable for a development intervention to not consider community involvement. In fact, it has come to be considered as one of the key indicators of the feasibility and success of an intervention.

Measuring Results in a Social Enterprise

New-age social enterprises started to focus more on tangible results than feel-good factors. Rather than considering continued funding an indicator of their work, more and more social enterprises emerged with clear, measurable indicators. These could be decrease in number of poor (in the case of Grameen), grooming more social entrepreneurs (ASHOKA) or building skills of the stakeholders (Barefoot College). Evolving these indicators has made funding more credible.

Further, social entrepreneurs are expected to meet a *triple bottom line* in their business- people, profit and environment. Their indicators are to represent impact on all three aspects. Most social enterprises calculate their Social Return on Investment (SROI).

Funding Social Enterprises

Most people believe that social entrepreneurs find it most difficult to attract funders for their ideas. However, social entrepreneurs have less trouble starting-up than taking off. Unlike business entrepreneurs, who can raise funds from capital markets once they prove themselves, social entrepreneurs running non-profit establishments are funded by foundations and philanthropists. Their funds are often small and for a short-term. Over the years, a favourable environment for investment in the social sector has emerged. More and more investors- "angel investors" are willing to contribute to social enterprises.

New-York based Acumen Fund is one of the leading investors in the social sector. Established in 2001, Acumen supports emerging ideas and the individuals at their helm to apply an entrepreneurial approach to solving development issues. The founders of acumen (Rockfeller Foundation, Cisco, and three independent philanthropists) took cognizance of the immense wealth that was being generated and ill-distributed in the global economy. They realized the inherent paradox in the economy and resolved to solve it by support entrepreneurs and their activities in overcoming the challenges of global poverty. As a matter of principle, Acumen provides loans or equity but not grants. This results in Acumen realizing its financial and social commitments simultaneously. The financial returns of its investments (interest) is not accrued by individuals but is put back into the system to fund more social enterprises. Acumen has invested in divers sectors– health, housing, livelihoods, water and sanitation in various countries. In its ten years, Acumen has supported 65 such enterprises with an approved investment of $73 million. In turn, Acumen has touched the lives of 86 million people around the world with a diverse range of services, from energy to health.

Acumen generally provides the initial, start-up capital to the enterprise. Most enterprises then build towards attracting other investors. For instance, in 2004, Acumen funded Water Health India (WHI), an initiative to provide potable water to rural Indians. Acumen helped WHI to innovate on water purifying systems and then establish these systems at various locations. By the end of two years, WHI had ten systems operating across the country. Its potential for growth raised the interest of private investors. Three years after Acumen's initial investment of $ 600,000, WHI had raised $11 million in private capital. Furthermore, WHI was negotiating with banks to fund future projects. Today, WHI has raised about $ 30 million through its dedicated efforts, efficient use of resources and a strong business model.

WHI's is exactly the kind of story organizations like Acumen Fund hope to spawn. They do not wish to continue their support for long periods of time and are happy to see the companies they invest in become independent. Acumen calls this kind of fund *patient capital.* Patient, because, unlike business enterprises, the returns/results of investing in the social sectors are slow. The essential features of patient capital include-

∗	Allows considerable time for realizing returns

∗	Risk-tolerance

∗	Aims at maximizing social, rather than financial, returns

∗	Provides management support to help new business models thrive

∗	The flexibility to seek partnerships with governments and corporations through subsidy and co-investment when doing so may be beneficial to low-income customers.

The Organizational Structure of a Social Enterprise

There is no said organizational structure for a social enterprise. They could a for-profit business venture, a non-profit venture or a hybrid of the two. Similarly, in the Indian context, the social enterprise could be a MACS, a Section-25 Company or a Trust. An organization does not become a social enterprise by virtue of its organization or financial structure.

It is the purpose of that sets it apart from the rest. Further, the manner in which the social enterprise operates also differs– some may be embedded social enterprises, some may be integrated ones and some external enterprises.

Embedded social enterprises do not differentiate between their social activities and business activities. These enterprises come up with ways of achieving economic sustainability and delivering social good simultaneously. Therefore, the social program in these kind of enterprises

are self-financing, rendering this model more sustainable. A case in point is Grameen Bank, founded by Yunus Khan in Bangaldesh. The Grameen Bank was established in 1974, in the wake of the war that liberated Bangladesh but also left much to be done on the nation-building front. Mr. Khan started Grameen with the intention of providing small-size loans to rural poor in Bangladesh at affordable interest rates. Grameen uses the returns it gets (interest) to give loans to members again.

An integrated social enterprise is one in which the business activities are distinct from the social activities. Often, the business activities are used to fund the social programs. For instance, Narayana Hrudayalaya provides affordable health care to poor. It charges poor patients about only half as much as the regular fee. The profits it makes through its services to the non-poor patients are enough for it to bear the subsidies it provides to the poor.

Some organizations establish separate entities to perform their socially-conscious activities. Here, not only are the business activities distinct from the social programs, but they are also organizationally different.

Most social enterprises work a networks. They believe in networked entrepreneurship and delegate more responsibilities and decision-making powers to the low-tiers of the organization. This helps in building ownership of the enterprise among the stakeholders. Besides, the decentralized functioning of the enterprise makes it easy to be replicated, with the centre performing the role of a coordinator. For instance, the Shri Griha Udyog Mahila, which manufactures the Lijjat Papad though wholly managed by women, has an annual turnover of Rs. 470 Crore. Lijjat has a strict no-grant policy. It was registered in 1966 as a trust, and obtained a grant from the KVIC. Since then, there has been no looking around for Lijjat. It adopted a decentralized production and centralized marketing approach which enables it to meet market demand at low costs.

Lijjat established Branches for every cluster of members. Each Branch is an autonomous unit and is in-charge of the entire range of activities-production to marketing in area. The profit or loss of each the Branch is borne by the members. The dough is mixed at a central location in cluster and sent to the women to be rolled into papads. The size of the papad is specified by the Branch and each member is given a target of making at least three kilos of papad in a day. Once rolled, the papads are brought back to the Branch where they are packed. The members are paid on a daily basis, depending on their output. The profit-sharing norms are decided by the Branches.

Through its four decades, Lijjat has been committed to its mission of creating self-sufficiency among its members by generating self-employment opportunities. To this end, it has consciously avoided mechanization of the production. Further, Lijjat has emphasized on member-centrality and ensured that the members actively participate in the decision-making process.

In this scenario, the profits and assets accumulated belong to the community. They are not routed to n individual as is the case in business enterprises. The financial structure of a social enterprise is such that all the income generated goes back to the stakeholders in the form of benefits or distribution of profits.

There are instances where the institutions the social enterprise helps establish themselves take up development activities. Once the basic purpose of these institutions are fulfilled and the systems to sustain the benefits are stabilized – loans to members, improved incomes, etc., the institutions initiate further development processes in the community. This could be in the form of community-run insurance, schools, food security, etc. Therefore, the virtuous cycle of social entrepreneurship has come full circle– with social capital building more social capital.

Every path breaking social movement/enterprise is ignited by the opportunity the entrepreneur sees in the times of distress. History testifies that enterprising countries and communities have prospered. To be sure, enterprising people are found in every culture and society. It is up to the society to nurture these individuals and create an environment conducive to their growth. The fall of dictatorships and autocratic coupled with the spread of IT in the past century have contributed to the social entrepreneurship movement metamorphizing into a global movement. Applying entrepreneurial skills of innovation and resource leveraging to solve society's most pressing is the need of the hour.

As the examples in this article illustrate, the enterprises have gone a long way in improving the lives of millions of poor, on their own. They have tremendously changed the way we understand development work. While it may not be a panacea, social entrepreneurship has definitely altered the course of development work. No more will development be done in a "charity" mode. Focus will be more on empowering the poor than appeasing short-term needs.

Society must nurture and cultivate the values of innovation, catalytic change, opportunity, resourcefulness, creativity, ethics if it wants to produce an 'entrepreneurial culture.' Nurturing this ethic becomes all the more important in tackling poverty. ❖

Bee Keeping

Beekeeping as a secondary source of livelihood is a viable option for people who have empty spaces in their backyard or kitchen garden. In Nagaland, the government has been promoting beekeeping as a sustainable source of livelihood in the state under the name "Nagaland Honey and Beekeeping Mission".

Mr Kikruselie, a native of Nerhe Model Village under Kohima District has been a beneficiary of the Mission. He started experimenting with beekeeping after attending a one-day training 4 years ago. Since then, he has built up 26 boxes buzzing with bees (Apis Mellifera) in his front yard (measuring 30x40 sq ft approx). Living with his widowed mother, this youngest son who is a school drop-out has so far stayed away from approaching the government agencies for any kind of help stating that one can survive without the Government's financial help if one is determined and hardworking. (Many people in Nagaland depend entirely on the government to meet their basic needs.)

With little labour required for its upkeep, beehives can be harvested for honey once a year with yield of 2 litres per colony. At the present capacity of 26 bee colonies, Mr Kikruselie is unable to meet the local demands as people. Consumers are slowly realizing the medicinal importance of honey. The investment too is relatively less. The bee-box made of wood and tin takes about Rs. 1000 to construct. With proper maintenance, it lasts for about 10 years. The bees are captured from the wild. Mr. Kikruselie earns Rs. 1000/box in a year.

Sl. No	Item	Amount/ Quantity
1	Cost of Making box sheltering beehive (Can be used for years under proper maintenance)	Rs 1000
2	Yield of Honey per colony per year	2 Litres
4	Profit per box in a year	Rs 1000

Eventually, Mr. Kikruselie intends to scale up to 50 colonies. The only threat seems to be from giant wasps as they prey on smaller bee varieties including the bees under discussion. So for the only way to prevent attack from giant wasps is to guard the colonies during the months from June to October. The scouting giant wasp if not killed, will bring the entire army and attack the larvae. This would chase away all the worker bees and the whole colony to migrate. This is a big loss as one has to scout for new bees to be captured from jungles and brought for rearing. Bee larvae/seedlings are difficult to find in the market. ❖

Development Consulting Organization

Effective implementation of an intervention comes from efficient design. Behind an efficient design lies expertise, and accurate analysis of the issue at hand. And there comes the role of consulting firms. These firms work closely with the formal and informal structure-- government and non government organizations in efficiently creating value for the poor.

The processes in a consulting organization are shown below. The first two stages are interrelated and are sometimes simultaneous. In the case of own initiatives, understanding the issues becomes significant.

Consulting deals with research in the domain concerned to

evaluation work. Also, consulting organization involves in specialized activities like visioning, strategic planning and business planning etc.

Consulting-Brand They have experience of running national level projects with hands on experience in planning and designing. They play the key role in branding their organization and act as face to it while sourcing works or bidding for proposal.

Some of the activities of development consulting are:

* Designing and Planning:
* Visioning
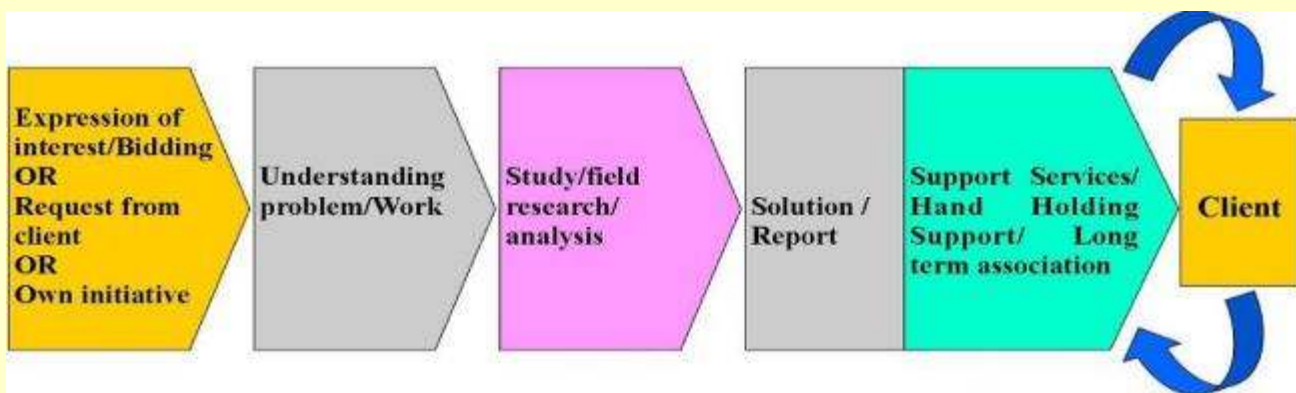
offer solutions and support to the client. The duration of the support could be short-term or long-term.

In development consulting, the focus is on helping NGOs and community organizations with cost-effective and sustainable solutions. Development consulting works with various stakeholders.

Also it can deal with two or more client at a time for the same work. This is a unique feature in development consulting where as in corporate consulting for one work there is only one client most of the time.

Consulting falls under the service sector, i.e. it supports the other sectors in to function well. Consulting is a specialised skill and comes with experience of the domain. It deals with the problems of the particular activity/intervention, to develop processes, design framework/strategies to provide cost effective and quality based innovative solutions.

Consulting in social and rural development has various features; the consulting organization works at various levels to design the implementation process, MIS, setting IT based applications and support institution development. It also does monitoring and evaluation of processes and

* Business Planning
* Strategic planning
* Processes and Implementation
* Frame work
* MIS
* IT and ICT based support
* Monitoring and Evaluation
* Research and Development

Basic Counselling Skills for Teachers

Designing and planning is considered as one of the core activities in development consulting. It includes visioning, business and strategic planning, designing and planning of implementation activities. It also involves designing frame work for projects, schemes and intervention and helping organizations to design their MIS for transparency and effectiveness of the process and implementation work.

Visioning is a participatory exercise taken up by the organization to set its goals and a plan to accomplish them. This also helps in achieving clarity of roles and responsibilities. Visioning exercise is performed on the basis of current reality and possibility of reaching the time bound expected goal. These are verified on the basis of strength, weakness and opportunity and threats which an organization can measure. These are again followed by formulating strategies to accomplish the goals set. The entire exercise is further helps in formulating the strategic planning for the organization.

Planning also includes business planning for collectives, cooperatives and producer organizations. Business planning is a rigorous process which requires understanding the organization, its products, target markets and financial requirements. These are analyzed by consultants before preparing the with the participation of management or community/stake holders.

Consulting organizations help in designing frame work, implementation strategy & processes and developing MIS for the client organizations, communities and for the assigned tasks. Consultants understand the goals and objectives of the organizations and capacities before designing implementation strategies and developing MIS etc.

Apart from this, consulting is considered to be highly

effective and useful for knowledge generation and dissemination through ICT. Consulting organizations gather huge amount of information in their area of work.

Development organizations need external evaluation and monitoring and they identify and approach consulting organization to conduct the evaluation for their projects and programs.

Another interesting field of work of consulting organizations is research and development. The consultancy firm takes up research work on behalf of their clients or as an own initiative. Development research includes social and economic analysis, current reality assessment of the situation, social investigation and analysis, research based on specific problems like sanitation issues, migration issues, productivity and technology issues. As an output, the consultancy brings out reports and suggestions for way forward and possible intervention.

All the above mentioned activities support policy making- as part of advocacy documents or in providing services to other service providers. All these dimensions need attention and quality inputs to perform better. And this will only happen with better implementation and effective consulting.

Development consulting provides a broad range of development services in the sector, including:

- Agri-business development and food marketing

- Agriculture and livestock

- Food security

- Environment and Forestry

- Non-farm Livelihoods & Collectives

- Rural small and micro business development

- Health and Education

governmental organization to build producer owned collectives. This helps better earning and helps producers to get the benefits of scale.

Health care issues are highly important to address. Currently, rural healthcare needs are met either by limited government facilities and private nursing homes, which have not been able to keep pace with increasing demand. The quality of medical infrastructure is dismal and people end up going to far-flung cities and towns to avail high-quality care.

India's rural health centers are critically short of trained medical personnel. The country's 22,669 primary health centers are a in sorry state. According to the recent National Rural Health Mission report nearly 8% PHCs don't have a doctor while nearly 39% are running without a lab technician and about 17.7% without a pharmacist. The PHCs are supposed to have one medical officer supported by paramedical staff. To compound the problem PHCs in some states do not have adequate labour rooms and operation theatres.

Development consulting organizations working in the heath and related sector understand the need of the community and thereby help the implementing organization to bring out innovative solutions to tackle these problems. Not only that, they also help the implementing organization to develop facilities in remote areas, places where the need for the services are highly required and reach the needy with cost effective health services.

- Policy design etc.

Agriculture is the principal means of livelihood for 58% of India's population. It contributes approximately one-fifth of total gross domestic product (GDP). Agriculture accounts for about 10 per cent of the total export earnings and provides raw material to a large number of industries. Low and volatile growth rates and the recent escalation of agrarian crisis in several parts of the Indian countryside, however, are a threat not only to national food security, but also to the economic well-being of the nation as a whole.

Taking into account the issues and the importance of agriculture, consulting organizations support through research and development, facilitate effective implementation of the projects, and provide solutions to market access and technological enhancement in the sector.

Similarly, consulting services are highly important for non-farm sector. This is accentuated by scores of the rural populace shifting to off-farm livelihoods. Every year millions of poor families migrate in search of work. They are forced to migrate due to a livelihoods collapse in the villages. The children accompanying their parents are forced to drop out of school.

A development consulting organization captures the changes in rural and urban livelihoods, it measures the effect on both the side and develops sustainable interventions which can provide skills and develop opportunities towards better livelihoods.

A development consulting organization, with its rich knowledge base and understanding of both farm and non farm sector help community and social and non-

Education is considered an important investment for any nation if it wishes to develop. Therefore the sector requires quality support to build a strong knowledge-based labour force.

Despite several schemes and initiatives by government, the literacy rate still remains painfully low. Largely, education in rural areas is limited to primary education or secondary education at best.

Many rural Indians have engaged themselves in various non-agricultural occupations in the recent years. Many have also migrated to urban areas to work as labourers or get into alternate professions. Rarely has education been the purpose for education.

Development consulting organizations working in the education sector innovate ways and means to reach out to people with education. Also, they design and develop tools to help poor learn faster and easier. Organizations also

work towards skill and capacity building of the community and provide training to enhance their standard of living in long run.

Development consulting organizations involve in formulating policies and frame work with governments.

With 600+ districts, more than six lakh villages and 3.3 million NGOs (registered, as in 2009), development consulting organizations have a bigger role to play in the coming days. Apart from traditional services which are already considered as core consulting areas, development consulting organizations can work as knowledge support centres in providing knowledge to organizations working in various domains.

This can be done with establishment of a knowledge portal, providing online course and Integrating mobile application to its support services for better penetration in the rural and tough terrains. Similarly, they can publish books, magazines, newsletters and produce CDs etc.

ICT based applications are widely available today. Consulting organization can use the infrastructure to develop skills, provide trainings and reach out to other development stakeholders online. Besides, development consultancy firms can also reach out through visual media. Consulting organizations can also partner with existing media to reach will programmes which aiding the livelihoods and life of the poor.

Consulting organizations have the ability to transform into knowledge partners and centers for knowledge dissemination for both local and national level organizations. They can build a pool of trained professionals at block or district levels to serve the needs of small organizations and community based organizations with cost effective services.

Professionals from the local areas and service providers in the local areas if trained can reach poor and needy in a much more effective and in efficient manner without compromising on the quality. ❖

5 June

World Environment Day

I Depend on Seasonal Livelihoods

Dharmaiah, 56, belongs to Hanumannagar colony, Mahabubnagar district. .

He sells fruits in villages around Hanuman Nagar Colony. "Livelihoods" finds out more about his business.

Q: Tell us about yourself.

A: I live in Hanuman Nagar Colony. It is about 50 kms from Hyderabad. I live with my wife and our son. We belong to the BC community.

Q: Are you educated?

A: No, but I can sign. My parents were illiterate that's why they did not send me to school. They did not realize the value of education.

Q: What do you do for a living?

A: I sell fruits in neighbouring villages and work as an agricultural labourer. I earn Rs. 300-400 a day from both.

Q: What do your family members do?

A: My wife is supporting me in my fruit business work, she sells fruits daily at home. Her right hand is not well that's why she does not efforts more on business. My son is working as a Diesel boy in RTC depot. He earns Rs. 4000 a month.

Q: How long have you been in the fruit-selling business?

A: I have been in that business for ten years now. I sell fruits as per the season. During the months of March-June I sell tamarind also.

Q: What did you do before entering this business?

A: I used to be a farmer. It was going well, I earned good profits. I owned 5 acres of fertile land. My friends misguided me to sell one acre off. At about the same time, the yield decreased. It was under these circumstances that I started looking for alternative livelihoods.

I have leased the remaining 4 acres to some farmers in my village.

Q: Tell us about your work?

A: I buy fruits in the morning at Shadnagar market. Then, I go to neighbouring villages, within a 5 km range, to sell the fruits. I start at 9 AM and wind up by 7 PM .

I rent a tamarind tree every year. We pluck the fruit and clean it before selling it. My wife helps me in cleaning the fruit.

I take money, iron scrap and empty glass bottles in exchange for the fruits.

Q: What do you do with the scrap ?

A: I sell it to scrap dealers in Shadnagar. I earn 80% of my income this way.

Q: Do you avail any schemes from government?

A: Yes, we have the BPL card. We get 12kgs of rice every month as ration. I do not avail or know of any other scheme.

Q: Do you have any kind of risks in your business?

A: Some times I got loses with damage fruits. Rains also effect my fruit business. Cycling my way around the villages puts my body through a lot of strain. Some days, I cycle for 10-15 kms.

The bad roads make the situation worse. My cycle often breakdown and I often have to walk quite a distance to reach the nearest mechanic shed.

Q: What is your future goal?

A: I worry about my future as I do not have savings and I am uncertain for how long I can continue selling fruits. I do not know if my son will support me. ❖

A Village in Madhya Pradesh

About 5 km from Kishangarh in MP, is a small village situated just off the newly constructed PMGSY road. There are 120 households in the village, of which majority are SC and ST families. The village is located on hill and has perennial water shortage.

Livelihoods in the Village

Agriculture is the primary occupation in the village followed by daily wage labour. Migration is rampant, most travel to the nearest towns in search of work.

As the village is situated on top of the hill, villagers have to work hard to cultivate a single crop in the monsoon even though there is guarantee of a good yield. The farmers do not cultivate the entire land due to absence of proper irrigation.

The abysmal status of agriculture has forced many a farmer to venture out of the village in search of other options. They usually go to nearby towns and cities, a few migrate out of the state. Most stay out for almost 8 months in a year and come back at the time of cultivation in the kharif season.

Lack of Basic Resources

There is an elementary school at village level which rarely holds classes. The school has only three teachers to teach its 100 pupils. Further, it stopped serving mid-day meals after a conflict arose between the teachers and the village school development committee. There is no secondary school in the village. The students have to travel to the neighbouring village to attend high school. To add to their woes, there is no proper transport to the village where the school is. They often spend a considerable part of the day travelling to and from school. Despite such issues, the villagers are keen on sending their children to school, irrespective of their gender.

There is no Primary Health Centre (PHC) in the village. There is an Anganwadi worker who looks after the health and well-being of the children and pregnant women in the village. The PDS outlet is in nearby, situated about 3 km from the village. Each BPL household receives rice, wheat and kerosene oil on monthly basis. The ration provided by PDS is not sufficient for most of the families. Therefore, they have to buy more supplies from the market at higher prices.

Come summer, and the villagers struggle for water, sometimes having to walk 3-4 km in search of water. Of the two water pumps in the village only one functions.

The water problem is coloured by local caste politics. The upper/dominant caste restrict the lower castes from accessing the available water.

It is revealing to note that each household in the village dedicates one individual everyday to fetch drinking water. Usually adolescent girls are put to this task. Thevillagers wash clothes, utensils, etc. at a pond which is about 2 kms from the village.

Much of the water problem in the village can be curtailed if it adopted efficient water management techniques– such as watersheds. Even digging up a pond near the village would bring a world of difference. ❖

Krishna Muraree , Bhubaneswar, Odisha

Say No to Elder Abuse

Aging is a natural phenomenon and old encounter many challenges and disabilities, which are natural to that age. Sad but as of today parents are no more synonymous to love. They seem to be more of a liability who nobody wants to carry. So they generally end up being either dumped in one of the old age homes or can be found begging on streets. It is extremely gruesome how younger generation can easily abandon their parents who always supported them when in need. Parents grow us up with a selfless attitude and leap against all odds to make us a civilized citizen. But when the tables turn those same kids seem to gallop from their duties. Because of cultural changes, migration to cities, employment avenues in abroad, self-centered interest of children and dilution of traditional and cultural values – the sensitive family bond has broken.

World over 15th June is marked as World Elder Abuse Awareness Day by INPEA (International Network for Prevention of Elder Abuse) since 2006.INPEA is an organization, founded in 1997, which is dedicated to the global dissemination of information as part of its commitment to the world-wide prevention of the abuse of older people. The United Nations International Plan of Action adopted by all countries in Madrid, April 2002, clearly recognizes the importance of addressing and preventing abuse and neglect of older adults and puts it in the framework of the Universal Human Rights.

According to World Health Organization, Elder abuse can be defined as "a single, or repeated act, or lack of appropriate action, occurring within any relationship where there is an expectation of trust which causes harm or distress to an older person". Elder abuse can take various forms such as physical, psychological or emotional, sexual and financial abuse. It can also be the result of intentional or unintentional neglect.

In many parts of the world elder abuse occurs with little recognition or response. Until recently, this serious social problem was hidden from the public view and considered mostly a private matter. Even today, elder abuse continues to be a taboo, mostly underestimated and ignored by societies across the world. Evidence is accumulating, however, to indicate that elder abuse is an important public health and societal problem.

In India, elderly population is on rise. Currently, elders constitute 7% of Indian population and it is expected to reach 12-15% by 2025.

30% of elderly in India subject to some form of abuse.

According to a rough estimate, nearly 40 % of older people living with their families are reportedly facing abuse of one kind or another, but only 1 in 6 cases actually comes to light (Helpage India website).

Studies conducted recently among old people show that over 35 per cent of the elderly in urban areas and 32 per cent in rural areas live alone.

Loneliness was, in fact, a common refrain among the elderly from all regions.

Apart from the social and health problems, what also troubles the elderly -- especially in cosmopolitan areas -- is lack of safety and security.

According to HelpAge India, most elders are ill-treated by their own children, who have emerged as the largest group of perpetrators at 47.3 per cent. Spouses follow next at 19.3 per cent. Other relatives and grandchildren follow at 8.8 per cent and 8.6 per cent respectively.

Neglect is the most common form of abuse at 48.7 per cent followed by emotional/psychological, financial exploitation physical abuse and abandonment respectively.

The idea that what happens at home is "private" can be a major factor in keeping an older person locked in an abusive situation. Those outside the family who observe or suspect abuse or neglect may fail to intervene because they believe "it's a family problem and none of my business" or because they are afraid they are misinterpreting a private quarrel. Shame and embarrassment often make it difficult for older persons to reveal abuse. They don't want others to know that such events occur in their families.

The first and most important step toward preventing elder abuse is to recognize that no one-of whatever age-should be subjected to violent, abusive, humiliating, or neglectful behavior. In addition to promoting this social attitude, positive steps include educating people about elder abuse, increasing the availability of respite care, promoting increased social contact and support for families with dependent older adults, and encouraging counseling and treatment to cope with personal and family problems that contribute to abuse. As the country is getting older with the increase in number of elders, we, as a society, have a great need to recognize and respond to the mistreatment of older people in whatever setting it occurs, so that the latter years of life will be free from abuse, neglect and exploitation. We also have to recognize that a healthy, happy elder is always an asset to the society with all his/her knowledge and experience and in no way a liability. ❖

Value Chain

A value chain is the sequence of activities required to make a product or provide a service. In itself, this is a simple idea: school children know that their wooden desks started as a tree that had to be felled, transported to a sawmill and cut up; the planks of wood were then sold to carpenters who transformed them into desks that were then sold to shops or directly to schools. School children may not know about the numerous additional activities carried out along the chain, for example: drying of the wood, the certification that the timber comes from managed forests, the design of the desk, adding metal fixtures, painting, inspecting quality, etc. Adding these activities is merely a refinement of a simple idea.

The idea of a value chain becomes useful for analytical and policy purposes, once we include three further features:

First, the activities are often carried out in different parts of the word, hence the term *global* value chain; Second, some activities add more value and are more lucrative than others (the policy-makers' concern is to help local enterprises to move into the lucrative activities); Third, some actors in the chain have power over the others. The powerful actors are often called the 'lead firms' who seek to 'govern' the chain. They set and/or enforce the terms under which the others in the chain operate. A central concern of value chain analysis is to "unpack" the relationships between global lead firms and local producers – and the opportunities and constraints that result from entering such relationships.

Why and how value chains are governed? Why would lead firms go to the trouble and expense of setting up and supervising supply chains? No firm will incur the expense of developing arrangements with specific suppliers in order to purchase products that the market freely provides. There are two reasons why the global buyers do not rely on the market and create and control value chains:

Not all chains are governed by powerful lead firms. Some chains are merely strings of market-based relationships: there are market transactions but little exchange of other information or learning occurs. In others, there is intensive interaction between buyers and sellers along the chain, but the power dynamics between enterprises are unequal. More systematically, one can distinguish between four basic types of relationships:

Market relations: buyer and supplier do not need to develop close relationships because the product is standardized or easily customized. A range of firms can meet the buyer's requirements and the switching costs are low.

Balanced networks: firms develop information-intensive relationships, frequently dividing essential competences between them. The interaction is characterized by reciprocal dependence. The buyer may specify certain product performance standards or process standards to be attained, and is confident that the supplier can meet them.

Captive networks: in this case, the buyer exercises a high degree of control over other firms in the chain. The buyer specifies the characteristics of the product to be made by the suppliers and the processes to be followed and monitors that their instructions have been carried out. This occurs when a buyer has doubts about the competence of firms in the supply chain. *Hierarchy*: the lead firm takes direct ownership of some operations in the chain. The case of the intra-firm trade between a transnational company and its subsidiary falls into this category.

This typology is not the only one that could be used. What is important to keep in mind is that there are different kinds of value chains and different chains may require different responses from policy-makers and local firms. For example, local firms seeking to sell their own products in global markets need different kinds of support compared with firms that make sub-products to the specifications of big global buyers. In short, *relationships matter*. If policy-makers expect local firms to learn from participating in the global economy, they need to know whether these firms engage merely in transaction (buying or selling) or interaction (which also involves intensive exchange of information and transfer of ideas). They need to be aware of power and inequality in the chain. Working for powerful players can bring great benefits, but will also severely limit what the firms or government agencies can achieve.

Why chain governance matters? How value chains are governed by global lead firms is important for the following reasons: *Value chains shape market access.* Even when developed countries dismantle trade barriers, developing country producers do not automatically gain access to developed country markets because the chains which producers feed into are often controlled by a limited number of buyers. In order to participate in export manufacturing for North American and Western European markets, developing country producers need access to the lead firms of these chains. These lead firms "undertake the functional integration and coordination of internationally dispersed activities". The decisions of lead firms create winners and losers in the developing world.

Gains are distributed unevenly across value chains. Understanding the governance of a chain helps to understand the distribution of gains along the chain. The ability to govern often rests in intangible competences (R&D, design, branding, marketing) characterized by high barriers to entry.

The main proposition of this Guide is that the approach is useful not just for analysts of economic development but also for policy-makers and practitioners. ❖

GO-NGO in Disaster Management

UNDP and Government of India were organized meeting on July 2011 in the part of Disaster Risk Reduction Program on GO-NGO coordination for establishing of Inter Agency Group (IAG) in Himachal Pradesh. State Project Officer, GoI-UNDP Disaster Risk Reduction Program explained the need of the GO_NGO Coordination in Disaster Management.

Special Secretary (Revenue) discuss about the context that the paradigm shift has taken place in the disaster management scenario. There is need and significance of collaborative actions by Governmental and Non-Governmental Organizations for an effective disaster management.

The meeting is stressed on the need of developing a comprehensive disaster management mechanism with disaster preparedness, prevention and risk reduction as key components. And highlighted the vital role of NGOs in disaster management and stated that the NGOs can help in addressing the specific issues pertaining to the disaster management and simultaneously enhancing the outreach of the interventions of Government.

Thematic Presentations:

1) **Presentation on 'GO-NGO Coordination and Formation of IAG'** :

Mr. D C Rana, State Project Officer, GoI-UNDP DRR Programme (2009-2012) gave a detailed presentation on the legal and institutional aspect of DM as per the DM Act, 2005, Role of NGOs in DM as per the Act and the NDMA Guidelines and need for a and suggestive framework of GO-NGO ad IAG coordination in HP. Main highlights of the presentation are as under:-

Legal framework in Disaster Management clearing way for institutional mechanisms at the National level, State level and District level.

Overview of the overall coordination of disaster management at National level and Nodal Ministries for specific disasters, National Executive Committee (NEC), National Crisis Management Committee (NCMC) and Departments for Issuing Early Warning.

Key components of DM structure in India- including the National Disaster Management Authority (NDMA), National Disaster Response Force (NDRF), National Institute of Disaster Management (NIDM) & India Disaster Resource Network (IDRN).

Understanding the State-level DM structure- the State Disaster Management Authority (SDMA) and State Executive Committee (SEC). Formation and functioning of District Disaster Management Authority (DDMA) and Local Authorities (PRIs, Municipalities, Cantonment Boards, Town Planning Authorities, CBOs etc.).

Role of NGOs in Disaster Management as emphasized in the National Policy on Disaster Management (2009) and the NDMA Guidelines for Role of NGOs in Disaster Management (2010).

Need and significance of broader understanding and better cooperation for a unified disaster response strategy.

Involvement of NGOs in Disaster Preparedness, Disaster Mitigation, Disaster Response, Resource Generation, Information Dissemination, Awareness Generation, Community Sensitization and Capacity Building exercises.

General areas where NGOs can contribute to the ongoing endeavor of the government, like- the identification of NGOs/CBOs and mapping of local-regional resources for effective disaster management, Formation and functioning of the District-level Inter Agency Groups (IAG) etc.

2) Presentation on 'IAG Coordination with focus on Sphere'

Dr. Arun Chandan, Executive Director, Mountain Forum Himalayas, discussed the following issues in his presentation:-

Humanitarian Charter and Minimum Standards in Disaster Response.

History of Sphere- the process of collaboration (initial consultation in 1997 involving 400 organizations from 80 countries)

Corner Stone of the Sphere Handbook- Principles, Roles and Responsibilities, Minimum Standards and Accountability.

Significance of cooperation, coordination and mutual understanding among the NGOs for the formation of the Inter Agency Group. Ethical considerations NGOs should keep in view while working at the time of emergencies.

3) Presentation on 'Sphere India and its experiences in IAG':

Ms. Snehil Rathore, Coordinator, IAG Uttarakhand, Inception of Sphere in 2003 as a National Coalition of Humanitarian Agencies of India having nodal agencies from the Govt. of India, UN Agencies, INGOs, NGO Networks and National NGOs as its members.

Sphere India provides facilitation in the areas of- (1) Inter Agency Coordination (2) Training and Capacity Building (3)

Collaborative Advocacy (4) Information Knowledge and Learning Management (5) Quality and Accountability in Humanitarian Actions.

Core beliefs of Sphere India: (i) All possible steps should be taken to alleviate human suffering arising out of calamity and conflict. (ii) Those affected by disaster, have a right to life with dignity and therefore a right to assistance.

Significance of Inter Agency Group for greater coordination among agencies at the time of emergencies and subsequent phases of disaster cycle, decentralization of resources and proper allocation of responsibilities, and the expression of collective commitment to the quality and accountability.

Role of IAGs in emergencies: Use of Common Assessment formats, need and damage assessment, Situation Reports, Collecting and sharing latest Information.

Minutes: S..Nandita Gupta (Special Secretary, Revenue Department) elaborated the role of industries in mitigating and reducing the risk of industrial and chemical disasters. Ms. Gupta shared how the industrial units at Baddi & Barotiwala came forward to promote the awareness about disaster preparedness.

 Mr. Prabhat Kumar (District Coordinator, NYKS) underlined the need of enhancing the role of Youth Clubs and Mahila Mandals in order to strengthen the disaster response mechanism. He endorsed the role of young volunteers in providing quick response and Mr. Kumar also stressed on strong cooperation among the Governmental and Non-Governmental Organizations to ensure high standards in disaster response.

Mr. D C Rana requested the NYKS to provide a Directory of district offices of NYKS and Youth Clubs in Himachal Pradesh. He also encouraged the NGOs to involve more youths and orient them over fundamental aspects of disaster response.

Mr. Pradeep Kumar (Programme Coordinator, Save the Children) laid thrust on the need of reducing the risk of slow disasters like severe and prolong droughts. Mr. Kumar shared major experiences of 'Save the Children' in various phases of disaster response. He also briefed the participants about the Emergency Preparedness and Response Plan the organization developed for Delhi.

Ms. Apoline B Tigga (CASA), on behalf of Mr. Jayant Kumar (Head of Programmes, CASA) said that CASA will be keen to take up the coordination of IAG. Ms. Apoline also stated that CASA have enlisted youth since search & rescue and health and can also contribute to strengthening DM at Panchayat level in Himachal Pradesh. She also briefed that CASA has been working since 1947 in the field of humanitarian response all over the country.

Ms. Neeta Chauhan (Representative, CII) highlighted the noteworthy role of CII has played in the disaster response during Kashmir Earthquake and Leh Flash Flood. She mentioned that CII mobilizes resources and material support from various industries for quick and effective disaster response. Also, she added that a more comprehensive role of corporate sector in Disaster Management can be explored within the IAG framework for the State of HP too.

Mr. Vikram Jeet (Programme Officer, HPVHA) said that the association has around 300 staff across the state and they can assist in the disaster response. Mr. Vikram suggested that all credible NGOs need to be involved from every part of the state to ensure rapid response in interior parts of Himachal Pradesh. He said that HPVHA can participate in the community mobilization and health-related aspects of disaster management.

Dr. Sanjeev Sharma (WWF India, HP Office) emphasized the region-specific and type-specific classification of disasters in Himachal Pradesh. Dr. Sharma also stressed on reducing the risk of quick disasters like forest fires and flash floods.

Mr. Bhim Singh (Mandi Saksharta evam Jan Vikas Samiti) said that when it comes to creating mass awareness about the disaster preparedness, it must be ensured that all material for Information, Education and Communication is developed in Hindi and vernacular languages only. Mr. Singh also added that their organization can play a crucial role in conducting disaster-related surveys in rural and remote areas of the state.

Mr. Narender Paul (Sr. Programme Manager, CORD) stated that NGOs need regular updates on disaster management so that they can gradually enhance their capacities. Mr. Paul pointed that enhancing the level of community preparedness to minimize the risk of disasters is more important than responding to the disasters.

Mr. Anuj Tomar (Department of Home Guard & Civil Defence) said that his department can provide training to NGOs on general aspects of search and rescue, especially in case of fires. He also said that the NGOs can collaborate with the department to add more value to the ongoing awareness generation programmes.

Capt. Randhir S Salaria (Director, ABV Institute of Mountaineering and Allied Sports, Manali) said that the Mountaineering Institute plays a vital role in the rescue of disaster victims in Himachal Pradesh and can provide training to NGO personnel on Relief and Rescue can also assist in material procurement. He also said that the institute has developed a manual on SAR. Finally the meting highlighted the GO—NGOs coordination in disaster management. ❖

Center for Social Initiative and Management

Centre for Social Initiative and Management (CSIM) is an initiative of Manav Seva Dharma Samvadhani (MSDS), a registered charitable trust based in Chennai. It works for creating opportunities for budding social change agents to launch or strengthen their social initiatives, and it conducts training programs and workshops for enhancing their knowledge and skills. It also conducts customized training programs for staff and volunteers associated with social sector organizations and CSR wings. Thus, it aims to work as resource centre for social workers, NGOs and social enterprises.

Back ground of the CSIM: Social entrepreneurs see the unmet needs and societal problems as opportunities for a changed world. Social entrepreneurs have a major role to play in reshaping society through their passionate, realistic, innovative, and effective problem solving strategies.

Realising the need for social entrepreneurship practices in India, Centre for Social Initiative and Management (CSIM) was launched in 2001 in Chennai by Mr P N Devarajan and a group of socially committed individuals. Today, it has four centres-one each in Chennai, Bangalore, Hyderabad and Mumbai.

CSIM's vision is "to build Social Equity, to Nurture Social Entrepreneurs, Build Learning Communities with NGOs/Government, Accelerate Social Citizenry, Professionalize Social Sector, CSIM aim is 100 CSIMs across the world by 2015."

CSIM envisions equitable, humane and sustainably developed communities and society in India and the world. It believes that social entrepreneurship education, training and mentoring of budding social change agents plays an important role in creating a better society. Whether their passion is to work on social issues related to education, health, poverty, disability, environment or other social causes, the social entrepreneurship and management concepts and tools are helpful in achieving their goals.

Social entrepreneurs lead transformation in individuals, communities, and nations by constructively confronting social and economic inequities. They effect positive change by generating solutions to pressing social problems, searching for root causes and creating values that transform individuals and communities.

Specialized courses offered by CSIM include PGDSIM (Post Graduate Diploma in Social Initiative and Management) and SEOP (Social Entrepreneurship Outlook Program). Also, the Chennai centre offers a course in social entrepreneurship through e-learning mode.

By the end of the program participants gain a thorough theoretical understanding of the criteria of Social entrepreneurship. Moreover, they become aware of the possible areas of entrepreneurship in the social sector (for those who wish with social entrepreneurship rather than setting up an organization themselves).

In addition to participants from urban and semi-urban areas, the Chennai centre, in particular, attracts a large number of students from rural areas who launch their social initiatives in rural communities. Also, several students from underprivileged and marginalized sections of society have benefited from CSIM programs.

In addition to various courses, customized programs, workshops and conferences, CSIM conducts Social Audit for social sector organizations and CSR initiatives of Corporate Organizations. For this activity, CSIM follows a framework and methodology developed by Social Audit Network (SAN), UK. CSIM partners with SAN,UK for conducting social accounting and audit workshops in different parts of India and it is in process of having a Social Audit Network in India.

CSIM also started conversations with the launching of monthly tabloid in January 2010 in Chennai and later extending its operations to Bangalore, Hyderabad and Mumbai. A collection of inspiring success stories on social service in the tabloid. In this tabloid of Conversations provide an excellent platform for the promotion of several existent social enterprises and Corporate Social Responsibility initiatives.

It conducts customized workshops for NGOs and corporate houses in India on the following topics, Communication and fundraising, Documentation for NGOs, Financial Management, Group Dynamics, Improving Transparency and accountability in NGOs, Leadership and Team building, Media Interviews, Micro Finance Management, NGO Management, Presentation skills, Proposal Writing, Social Audit, Social Entrepreneurship and Social Theatre.

CSIM developed e-learning program on Social Entrepreneurship with the support of Cognizant Technology Solutions. CSIM also launched the Center for Media and Development Communication (CMDC) in September 2009 to serve as a resource agency in providing training in media and development communication, as well as to render professional services for development organizations in the areas of documentation, research and social audit.

CSIM believes the Mahatma Gandhi with this quote *"Consciously or unconsciously, every one of us does render some service or another. If we cultivate the habit of doing this service deliberately, our desire for service will steadily grow stronger, and it will make not only for our own happiness, but that of the world at large."* Realizing this aim CSIM is contributing towards building better society by its innovative programs. ❖

Shift in Livelihood Brought Happiness

Srinivas Kulkarni ,Age: 37 lives in Madan Hipparga, Gulbarga District. He works as a credit officer at Sanghamitra Microfinance. Livelihoods interviewed him about his journey into the development sector.

Q: Tell about your family?

A: I live with my wife and parents. My parents are old. Their health does not permit them to work. My wife takes care of my parents.

Q: What about your education?

A; I have studied upto B.Com at Gulbarga.

Q: When did do you join in this Micro Finance Institution (MFI)?

A; After my graduation I taught at a private school. But the salary was not sufficient to meet my family needs. So, I started giving tuitions at home. But that also did not earn me much.

I gave up the teaching job and took up the job of a manager at a lodge in Bidar. This required me to stay away from home for long spells and the pay was not worth the trouble.

Then, one day, my friend informed me about the job vacancy for the Credit Officer post in Sanghamitra. He was working in a Community Managed Resource Centre (promoted by Myrada) as the manager. He told me about this job & organization. I applied for the post in the organization. After an interview they selected me for the post.

Q. Since when have you been working here?

A: I have been working in this organization for the last 4 years.

Q. What responsibilities does you position entail?

A: My responsibilities include lending loans to SHG members, loan recovery. I facilitate meetings with the Self Help Groups (SHGs) members. There, they inform me about their loan requirements. I guide them to take loans for reasonable purposes. I also encourage them t repay loans regularly. At the meeting, I inform them of

the terms and conditions of borrowing the loan.

I handle a credit volume of Rs.1.1 crore outstanding, working with 150 SHGs & doing average recovery of 9 Lakhs per month.

Q. As your education background is different, how did you pick up the skills required for this job?

A. Sanghamitra trained me for 12 months (as trainee for 6 months, followed by a 6-month probation period). It helped me in understanding my job very well. Because of that I am able to manage the work very easily.

Q: Are you happy with the pay here?

A: At Sanghamitra, I receive Rs. 10,000 a month. It is better than what I earned previously and helps me take better care of my family.

Q. Do you like the work?

A. As such there are no difficulties but sometimes, the burden of work is high. This is due to the large amount of credit under my purview. I would say I handle the work of almost 3 people single- handedly.

Otherwise, I am satisfied with my work. It has given me recognition in the community and has earned me respect in society.

Q. What's next?

A. I wish to continue my studies through distance education. I want to develop in this field. ❖

Role of NGOs in Primary Education

India has the largest primary education sector in the world with 8 lakh schools. Paradoxically, of the 150 million children in the school-going age, 35 million children do not attend school. Another 35 million do not complete their primary education.

Unmistakably, India's education sector is in the throes of a crisis. Essentially, there are two problems with the primary education system- its failure to reach out to those who need it the most and its quality. The magnitude of the task of providing education to all, school-going children in the country makes it near impossible for only one player to reach out. In this context, Shanthi Jagannathan (in collaboration with the European Commission) examines the government-NGO relationship in providing primary education. Ms Jagannathan studied six NGOs working to provide/improve education in various parts of the country.

It probes NGOs' role in primary education, in enhancing the education quality and supporting government to provide education to everyone in the country. The report also maps the merits and advantages of NGOs, analyses the impact of the NGOs in education sector, suggests stronger role in education and analyse the opportunities, recognizes the constraints in taking up interventions in the education, and recommends partnership between the government and NGOs in primary education.

As mentioned earlier, the report considers 6 NGOs- M.V Foundation (working on eradication of child labour and providing primary education in Andhra Pradesh), Pratam (facilitating low cost community based education to urban poor children in Mumbai), Bodh Shiksha Samithi (providing creative education to urban poor children in Rajasthan), Rishi Valley Rural Education Program (facilitating education through satellite schools in Andhra Pradesh underprivileged), Eklavya (working on innovative teaching methodologies and developing suitable material for science teaching in Madhya Pradesh) and Centre for Education Management and Development (CEMD) (improving the education quality by developing school management in Delhi).

Drawing from the experiences of these organisations, the report states that NGOs can assist the government significantly in providing primary education to all children. The NGOs studied have already built cost-effective models. Some appointed volunteer-teachers; others initiated community-based schools, decentralizing teacher training systems and modules, transparency, accountability and school management. These models can be replicated and also impact the education system at large level.

Some of the notable findings of the report are-

* NGOs can impact larger level programs only through their micro-level interventions. For, most do not have the resources to take their interventions to scale. They create models at locations. These may be isolated examples but these models can be replicated in other places. For example Bodh Shiksha Samiti runs 7 community based schools in the slums, Rishi Valley facilitates 16 satellite schools and Patham runs 3000 Balawadis. These NGOs are not willing to extend their models in terms of geographic spread. But they are planning to widen the scope of the model by introducing higher levels of education.

* 30% poor children are out of the schooling system. The problem is not of the purported low interest of the poor parents in educating their children. Instead, it is the poor quality and accessibility of the education system. In this case, M.V. Fsoundation made significant contribution by providing school education to child labour. It also promotes the eradication of child labour. Bodh and Pratham provide school education in slums to prevent children from taking up work.

* The NGOs perceived the school as a change agent and focussed on quality enhancement of the schooling. They developed, modified and designed concepts like multi-grade, multi-level teaching, child teaching and learning. They established models in academic, financial and management angles. They developed holistic evaluation methods and monitoring tools to assess and improve the competencies of the students.

The NGOs considered community participation a vital contributor in school education. They facilitate the parents' participation to enhance the accountability of teachers and children's attendance. They believe that the school and community are inseparable. The NGOs encouraged the formation of associations like Parent Teachers Associations (PTA) to increase parent participation in school management. Women's groups and youth groups were also encouraged to take interest in school activities. In some cases, the community involved in all matters-- including contributing funds for teachers' salaries, school buildings and furniture.

These NGOs provide education to vulnerable children- child labour, street children, migrant family's children, tribal children and slum children. The report suggests the government to seek NGOs' assistance in mobilizing children into government schools.

The report also looks at the link between the quality, increased enrolment and retention in school education. It emphasizes the NGOs contribution in this field. It suggests the design of in-service trainings to teachers and professional support to build the capacities of principals and management committee members. The report strongly recommends partnership between government and NGOs in the field of primary education. It also recognizes the NGOs' limitations in terms of financial and human resources. It explains that NGOs are good professional resource centres that the government should use to full potential in order to achieve the goal of providing primary education to every child in our country. ❖

Books

Book Summary

Book:
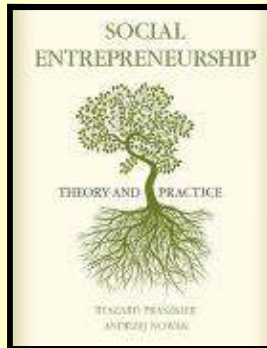
Social Entrepreneurship: Theory and Practice

Author: Ryszard Praszkier and Andrzej Nowak

Publisher: Cambridge University Press

Social entrepreneurs are working in many fields like health, education, environment, tribal issues, street children, women issues, rights etc in various places across the globe. Mohd. Yunus was created a model in backward country Bangladesh. Lot of challenges evolved from these fields and different places and personalities and accumulated vast experience. Basing on this many theories and practices emerged to solve the social problems and challenges in a creative way in the social entrepreneurship sector.

The book "Social Entrepreneurship – Theory and Practice" offers many creative solutions to the problems of social entrepreneurship. Authors Ryszard Praszkier and Andrzej Nowak comprehensively document the successful social enterprises as case studies.

The book contains 4 parts- a) Defining the social entrepreneurship, dimensions and practices, b) Dynamics of social change, theories and complexities, c) Social Capital built by social entrepreneurs, personality traits of the social entrepreneurs and its impact on social capital and d) New kind leadership in social entrepreneurship and addressing complicated problems and conflicts.

The book will be useful for students of development to understand social entrepreneurs and of course aspiring social entrepreneurs. The book gives important insights and understanding about the social entrepreneurship and guide to become successful social entrepreneurs. ❖
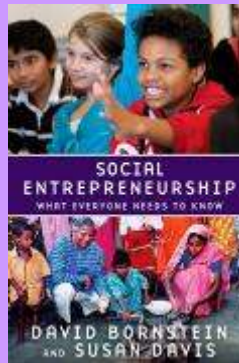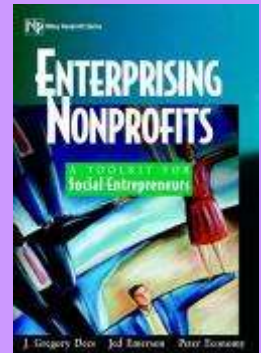
New Books

Name of the Book:

Enterprising Nonprofits

Author:

J. Gregory Dees,

Publisher: Wiley

Name of the Book:

Social Entrepreneurship

Author: David Bornstein

Publisher: Oxford

Resources

Sewa International: It is a 'not-for-profit' organization inspired by the noble Hindu tradition of service before self, working for promoting voluntarism internationally especially among children, youth, women and energetic senior citizens.

http://sewainternational.org.in

Fem Sustainable Social Solutions: It is a non profit company. They operate in social businesses: it is our mission to improve the socio-economic conditions of the Bottom-of-the-Pyramid-population (B.O.P.) in India through the support and implementation of scalable market based models and services which are economically, ecologically and socially sustainable.

http://femsustainablesocialsolutions.in

Ashoka: It strives to shape a global, entrepreneurial, competitive citizen sector, one that allows social entrepreneurs to thrive and enables the world's citizens to think and act as change makers.

http://india.ashoka.org

NGOs Growth at Global
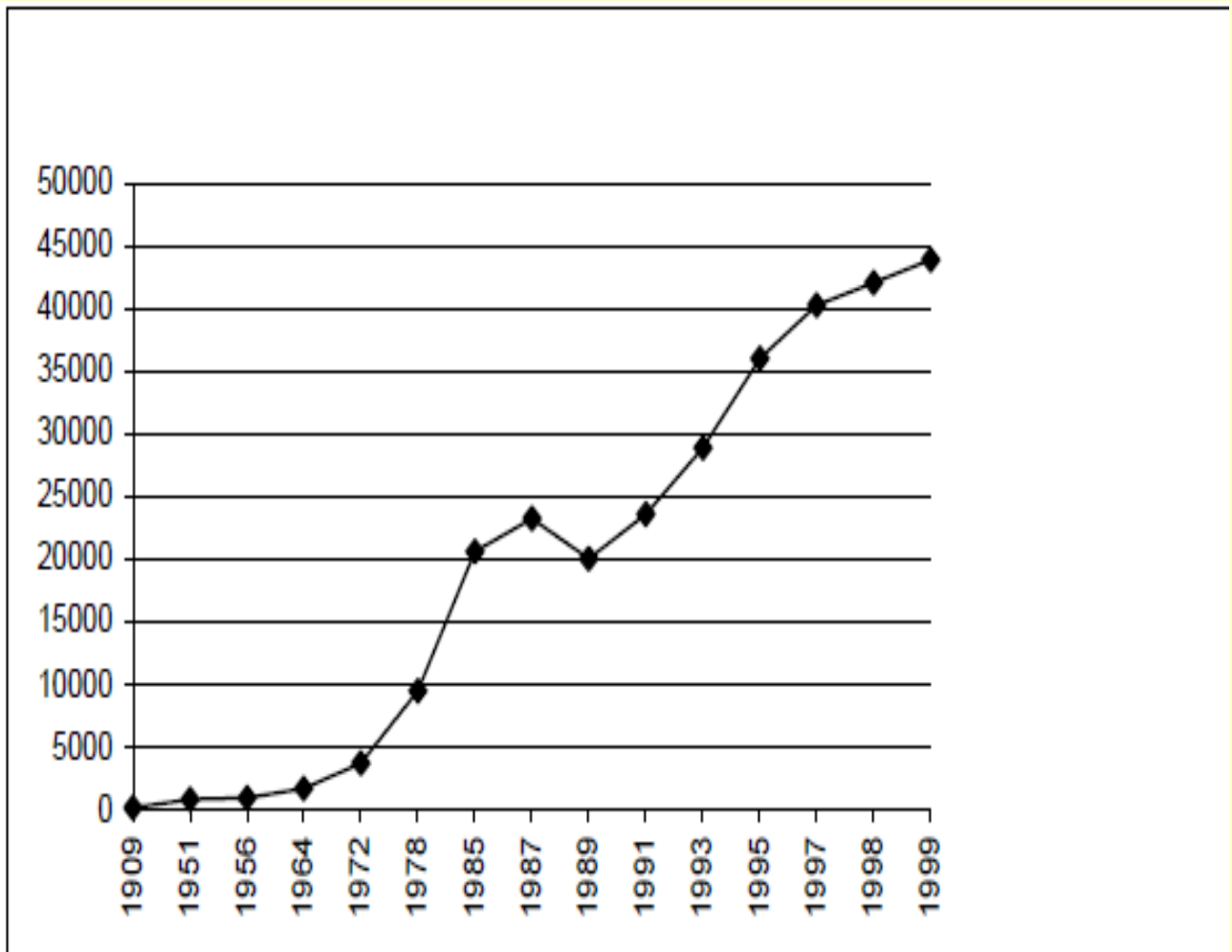
Source: Union of International Associations. www.uia.org/statistics/organizations/ytb299.php, accessed in June 2005

Non Government Organizations (NGOs) have been steadily increasing since 1980. The 1980's are considered the golden period of NGOs. This growth trend continued in 1990s also.

In 1990s to 1950s in these 5 decades there is no growth in NGOs sector in the development field. We can see small development in 1960s and recognizable growth in 1970s. We can see unimaginable growth in NGOs sector n 1908s.

Neo- liberalism facilitates the NGOs growth in a significant scale in the development sector. The neo-liberalism facilitates the governments to withdraw from service sector which provide services like health, education and employment to the people.

The governments are gradually reducing it's role in service sector. The services like Health and education becomes key issues to the people. This services become key agenda in development sector. The NGOs are taking that role. The grassroots movements and organizations are also recognize the NGOs role in development sector. ❖

Informed Decisions are Crucial to Success

Rakesh is a pani poori vendor in Kota, Rajasthan. He hails from Bhawani Mandi in Rajasthan but has been in Kota since 2001. Rakesh's father was a daily wage labourer in their village. At the time, the family was in dire straits and struggled to get a decent meal a day. In 1999, Rakesh's father, Premchand decided to move to Jaipur where he started a small vegetable-selling business. He sold some of his assets and borrowed a loan to buy a push cart. Though he earned more than he did in his village, the effect was neutralized by the expensive cost of living in Jaipur. This prompted Premchand to move to Kota, a smaller and less expensive city in Rajasthan.

Soon after shifting to Kota, tragedy struck the family. Premchand, who was the sole bread earner suffered a serious asthma attack and expired. Now, the responsibility of taking care of the family of 6 fell upon Rakesh, Premchand's eldest son. Concluding that the vegetable business was not profitable and futile to continue, he shut it down to explore other options. Rakesh noticed that that thousands of students throng to Kota every year to study. Rakesh and his wife decided that opening a paani poori stall near one of the education centres seemed a bright prospective.

Name: Rakesh

Occupation: Selling Paani Poori

Village: Bhawani Mandi

State: Rajastan

Initially, they faced problems in attracting customers as there were other stalls in the area. Soon, people started coming to their stall regularly, for the unique taste they offered. Their business has grown ever since, and they have also opened a second stall elsewhere in the city. Today, Rakesh's monthly income is Rs. 15,000-18,000, an amount he couldn't have imagined earning ten years ago. In this period, Rakesh's younger brother also joined him in the business, he got his sisters married, and supported his last brother's education.

They have also bought a house in Kota. The family now has insurance cover. Looking ahead, Rakesh and his wife hope to educate their children well and secure good hobs as in the IT industry. They also plan to acquire some land in their village. ❖

Putting the End Over the Means

As you sow, so you reap goes the adage. Ramcharan, 40, learnt this lesson the hard way. Fraudulent practices in business claimed his professional and personal life. He comes from Soyat Kalan in Madhya Pradesh where his father is a well-known businessman (Seth). Ramcharan left his village for Kota in Rajasthan to establish a wholesale FMCG business. He had some family property on his name which he sold off to invest in the business.

Name: Ramacharan

Occupation: Business

Village: Soyat Kalan

State: Madhya Pradesh

Ramcharan entered into agreements with some retailers in Kota to supply the products. Soon, he gained a good reputation and built a large pool of retailers to whom he supplied products. However, this progress did not translate into very high profits. He incurred large costs and the margins were too low.

His desire to earn more drove him to buy cheap duplicates and sell them at the price of the genuine products. As expected, margins rose exponentially- Ramcharan started to earn Rs. 50,000-60,000 a month.

However, the good times did not last long. Ramcharan's clients received complaints from their customers about the quality of the goods. In the beginning, the retailers did not believe Ramcharan would cheat them, but repeated complaints pushed them to take action. The retailers lodged a police complaint against Ramcharan and the police raided his house one night. The police found scores of fake products docked up in his house and immediately took him into custody. He was released on anticipatory bail a few days later.

The whole episode took its toll on Ramcharan, his family and the business. Ramcharan's health has deteriorated, his elder son became a drug addict and the family income is a fraction of what it was in the heydays of Ramcharan's business. Further, Ramcharan's family has distanced itself from him as have his friends in the village. ❖

Selling Ginger - Garlic

Barber

Shining Livelihoods

Declining Livelihoods

Story

Things are not Always They Appear

There was once a man who was ship-wrecked and stranded on an island. Every day he prayed asking God to send someone to rescue him, but to his disappointment, no one ever came.

Months passed and this man learned how to survive on the island. During this time, he accumulated things from the island and stored them in a hut that he constructed. One day after hunting for food and returning back to his hut, much to his dismay he saw that his hut was on fire along with everything else he owned!

All of his possessions were going up in smoke! The only thing he had left were the clothes on his back. Initially he was in shock, and then he was consumed with anger and rage!

In his fury he threw a fist into the air and began cursing God and yelling, "God, how could you let this happen to me? I've been praying everyday for months about being rescued and no one has come, and now everything that I have is on fire! How could you do to this to me! Why did you let this happen?"

Later the man was on his hands and knees weeping heavily when he happened to look up and catch sight of a ship coming in his direction. The man was rescued and as they were heading back to civilization the man asked the captain, "How were you able to find me?"

The captain responded, "We were voyaging across the ocean when we noticed on the horizon a column of smoke going up. We decided to go check it out and when we did, that's when we found you!"

In life we are going to be confronted with challenges, problems, and disasters. But keep in mind that what the devil has meant for bad, God can transform into your good! What is a catastrophe can sometimes be a blessing in disguise. "The righteous cry out, and the Lord hears, and delivers them out of all their troubles. The Lord is near to those who have a broken heart, and saves such as have a contrite spirit. Many are the afflictions of the righteous, but the Lord delivers him out of them all. ❖

Happy Transition from Summer to Monsoon! Happy Fathers' Day!

Let us celebrate childhood, children, music, service and public service! Let us remain available to give blood when someone needs.

Let us remain committed to maintain, if not better' the integrity of the World Environment. Let us fight ongoing desertification and denudation. Let us fight drought.

Let us celebrate 'satyameva jayathe'!

Pranab gets ready to be President of India!

7i – insights, ideas, initiatives, instruments, interventions, individuals and institutions towards 7L – life, living, livelihoods, linkages, leadership, learning and love - remain the key foci of our work.

As we celebrate International Day and Week of Cooperation, let us accept Co-existence, Cooperation, Collectivization, Collaboration and Convergence becoming our ways of life. Let us celebrate and spread the spirit of Amul.

It is important to be effective. Efficiency, consistency and quality may add to this. Harnoor Channi-Tiwary suggests some tips to be effective - *be punctual - reach office/meetings before time, not linking with staying late; make a to-do list of big and small tasks and execute; set expectations early; look the part - appropriate to the setting/environment; learn to say 'no' – without rejecting greater work challenges; be in the orchestra, not solo; and share the log sheet of self-rated progress and way forward.*

G Muralidhar

I gather during the month that we in the business of influence are like entrepreneurs impacting the society in general and the poor and the workers working with the poor in particular. The entrepreneurs pursue relentlessly. To pursue influence successfully – looking out for new interesting ways/instruments/ideas for influence – meeting people from a variety of walks of life; moving beyond criticism and failures – stubborn in pursuit without giving up; working with people complementing one's abilities – no point in having all people with same skills; scaling up in multiple ways – using technology, people, processes, institutional models, dissemination etc.; and keep updating oneself with changes and developments all around – networking, learning and being in the loop. Let us hope to be influencers with entrepreneurial competencies and qualities. Let us remember that funding for the ideas starts with friends and family first. To be more effective seek exposure, teachers/mentors, wider networking, long-term perspective and big picture, low cost methods and simple life.

Of course, leadership is important in the business of influence. Ginka Toegel and Jean-LOusi Barsoux discuss the Big Five clusters of traits (across times, contexts and cultures) that need to be cultivated to be in leadership –

* stability (play of emotional stability and impatience);

* extraversion (play of assertion and introspection, individual and social);

* openness (play of focused innovation and respect for tradition/practice);

* agreeableness (play of getting along with others/ considerate, trust and rationale/logic); and

* conscientiousness (play of thorough analysis and gut feeling)

The most effective leaders are self-aware on where they stand on these Big Five and their idiosyncrasies. Feedback from others augments this self-awareness. They realize that they cannot succeed in multiple roles equally. They have had to work on themselves in order to manage or tone down traits that limit their usefulness or effectiveness. This required hard work and introspection. They need to invest in developing one's coaching skills. They need to find colleagues who complement them. Finally, they need to adapt to changing situations and contexts with a short notice. As my student, Hussain, confirms – they can do so if they can 'love' whom they are leading.

As we live, lead and are led, let us appreciate – no one has the responsibility of treating us well; no one and nothing is indispensable; life is short; if the loved one leaves us, time will wash away its aches and sadness; whatever knowledge gained is a weapon in life; becoming responsible for one's decisions and their consequences; honoring one's word is important but not expecting others to honor theirs; there are no free lunches; and time together is a treasure to be treasured.

And life goes on.

A young intern, Vaishnavi has taken the task of putting together some early reflections on 25 years of Manoharan's Development Odyssey. Of course, we need to enrich it and take this forward.

Living being useful is a demonstration of the love, the highest 'end' we have. Means is the end and end is the means. This needs to be practiced, with will; and with skill. As we exercise the power ad infinitum to use the skill with will, we lose ourselves in a growing virtuous web of blissful endless flowing celebration of life, the life of the universe. This is yogaanantaanandam.

Can we be there? **Yes, if we pursue Atma Yoga.** If we pursue our power to be useful with willingness and mastery of skills relentlessly with concentration! Krshna confirms – universe has a plan to take these free souls into it.

Join us in the world of yoga – for acquiring the power of love for living being useful - towards