

No.3 |Jul-Sep 2006|

RESOURCE

Quarterly For Faculty Networking

“The most effective way to manage change is to create it.”

– Peter Drucker, Management Advisor

C S I M



to learn • to heal • to raise

CONTENTS

Sharing our thoughts	1
A new prescription - Can boutique services be the way forward for non-profit healthcare organisations?	2
LabourNet	6
Social in Social Entrepreneurship: Altruism and Entrepreneurship, Partners in Social Entrepreneurship	8
World Comics India	12
Social Business for Poverty Reduction	15
Definitions	22
Successful change agent	24
In Conversation with Sudha Umashanker	26
Practitioner-Faculty : Isidore Phillips	28
A point of view: Bala Kothandaraman.	30
Websites of Interest	31

Sharing our thoughts.....

We are delighted to place the third issue of our faculty networking bulletin before you. The purpose of this bulletin is to keep you informed about the emerging trends in the field of social entrepreneurship internationally.

The academic programs in the field of social entrepreneurship are likely to spread in Indian institutions in future. As an example, the Tata Institute of Social Sciences (TISS), Mumbai will be starting a full time MBA program in Social Entrepreneurship during the coming academic year. While welcoming this trend, we at CSIM feel happy to say that we recognized the importance of social entrepreneurship training and education earlier than others.

In terms of contents of this bulletin, we have followed the following general plan:

- General topics related to social entrepreneurship (Articles on 'Boutique' solutions for better healthcare, defining of 'Social' in Social Entrepreneurship, Labournet- a new type of initiative trying to 'organize' the unorganized construction labor industry in Bangalore and the rise of World Comics in India for social causes and Social Business for Poverty Reduction, excerpts from Md. Yunus' Nobel Lecture)
- Definitions
- Interviews and articles featuring a faculty member and practitioners (DN Chapke, Sudha Umashanker, Isidore Philips)
- View point of a reader (Bala Kothandaraman, Advisory Committee member)
- Interesting websites and organizations

We hope that the information presented in this bulletin will serve as a reference material for many of you.

Warm regards,
CSIM Team

Subscribe to join CSIM's yahoo group.

Mail to: csim_seop-subscribe@yahoogroups.com

We are a group trying to look at and understand the Social sector from an Entrepreneurial perspective; find out opportunities to deal with the various issues and concerns related to the Social sector; and explore ways and means through which Each one of us can make a difference, and make a long-term impact as well, in bringing about a positive Change!!



**A new prescription -
Can boutique services
be the way forward for
non-profit healthcare
organisations?**

Author : Denny John
Associate Administrator
LV Prasad Eye Institute
Hyderabad

Excerpts from
Indian Management
Issue 10 Vol 45
October 2006

In India, the provision of healthcare services is complex. At one level there is the public sector which provides the same through the central government, state governments, municipal corporations and other local bodies. At the other level, exists the private sector comprising both the 'not - for-profit' and 'for- profit' institutions. The not-for-profit health sector, which is today very small, includes services provided by non-government organisations (NGOs), charitable institutions, missions and trusts.

The private sector is large and plays an important role in healthcare service delivery. Studies on utilisation patterns and household health expenditures in India show that 50 per cent of people seek in-patient care and around 60-70 per cent of those seeking ambulatory care (or out-patient care) go to private health facilities. Private household expenditure on health is nearly four to five times higher (around Rs 85 per capita) than government health expenditure. Health insurance coverage is still rare and caters only to a minority section of the society in large. A recent World Bank study on India concludes that out-of-pocket medical costs (estimated to be more than 80 per cent of the total medical expenditure) alone may push 2.2 per cent of the population below the poverty line each year.

Although the not-for-profit sector in the country is a small component of the private healthsector, it serves a very important purpose. Most of these healthcare organisations are established in less developed areas where healthcare provision facilities (both public and for-profit) exist; and they were set up with the intention of catering to the underserved or marginalised populations at large. According to an estimate by the Independent Commission on Health in India, more than 7000 NGOs are working in the field of healthcare. As per the directory of hospitals published in 1988, the number of hospitals in the not-for-profit sector was estimated to be 937 (10 per cent of all hospitals) and the total number of beds 74,498 (13 per cent of all beds) in India. It also showed that 17 per cent of all private hospitals were not-for-profit and 42 per cent of all beds were in this sector. (While these statistics are dated, it essentially conveys the broad aspects of non-profit healthcare in India) Government funding being miniscule, project based funding is the dominant form of revenue for these institutions. But, in recent decades the rising capital



and recurring costs have put a burden on these healthcare organisations to continue with their mission and still provide quality healthcare to the poor.

Hospitals now have an opportunity to target affordable populations with differentiated, “boutique” services

Boutique healthcare, the term as we know it, is providing healthcare to a selected few, with minimal waiting time, more doctor-patient interaction time and email or telephone Hospitals now have an access; at a premium. The not -for-profit sector could now think of expanding the range of comfort and convenience it offers, targeting patients who can afford these extras. By providing high-margin, high-demand services, a not-for- profit hospital can keep the affluent people who consume them from shifting to private clinics and ensure that the extra amount it receives helps finance its historical mission.

Boutique healthcare helps in cross-subsidising user fees so that people who look for such exclusive services receive them and at the same time the revenues earned may be utilised to provide medical and health services to people who cannot afford them. This is what David Green, executive director, Project Impact terms as “compassionate capitalism” where the service and product delivery mechanisms are established to utilise production capacity and surplus revenue to serve all economic strata, rich and poor alike, in a way that is both financially self-sustaining and affordable to all members of society. A survey done by McKinsey & Company in the United States suggest that an average 600-bed non-profit hospital, in a city of one million people with average incomes, could generate meaningful incremental revenues by offering boutique services for access, integration, and comfort and convenience, and with potential margins from 30 to 55 percent, they could bring an average hospital as much as \$6 million in incremental profit annually.

Not -for-profit healthcare organizations could offer a premium service, for they are associated with quality care with compassion

The services in terms of minimal waiting time, exclusive lounges, personal communication arrangements would be available to those who pay for these” boutique services” , but the norm is to maintain the clinical quality immaterial of the capacity to pay. This could help the revenue-starved, not-for-profit healthcare organisations achieve growth and self-sufficiency while still providing affordable medical services. Many of the not-for-profit healthcare organisations are now well placed to offer a premium service, for they are associated with quality care with compassion and at lower costs.

Case study: An Indian example

The L V Prasad Eye Institute (LVPEI), Hyderabad, is a not-for-profit healthcare institution that is committed to excellence and equity in eyecare. At LVPEI, approximately 50 per cent of the patients pay and the other 50 per cent are treated free of cost. Of the 50 per cent who pay, two categories pay a rate that is higher than the base fee. “Supporter” patients pay roughly double the general charges and “Sight Savers” patients who pay almost three times the general charges. In return, these patients receive services such as priority appointments, minimal waiting times, air-conditioned waiting lounges and concierge service for the time they are within the Institute. The revenues collected from



these patients go towards supporting the free patients and meeting all the recurrent expenditure and some of the capital expenditure of the Institute. The presence of such “boutique services” has helped make revenues from patient care a major source of funds available to the Institute, thus decreasing the dependence on donations for its expansion and also the creation of an endowment fund.

Medical tourism

Medical tourism is considered to be India’s next big opportunity. A 2004 CII-McKinsey study on healthcare says medical tourism alone can contribute \$1.2 billion in additional revenue for tertiary hospitals by 2012.” Once this happens, medical tourism would account for 3-5 per cent of the total healthcare delivery market. That could translate into large numbers and big economic spin-offs.

India’s National Health Policy declares that treatment of foreign patients is legally an export.” This means private hospitals treating foreign patients can get a slew of financial incentives, like raising capital at low rates and importing equipment at low import duties. The boutique services offered in the not-for-profit healthcare institutions could act as levers to attract the foreign patients who are used to such service quality in their respective countries.

The concept of “evening clinics” to target the working population would enhance the utilisation of not-for-profit healthcare institutions. These clinics would be more focused on the working population and with preventive healthcare being the main focus of its service delivery.

This would maintain a continuous flow of patients to the healthcare institution, as the preventive check-up would entail yearly visits to these healthcare organisations.

However, it must be kept in mind that the provision of such premium services should not reduce the quality of clinical care available to the less affluent. On the contrary, new revenues ought to enable not-for-profit healthcare organisations to improve the quality of service to all patients-especially those with the fewest re- sources.

The not-for-profit healthcare community must be prepared to step forward with ideas and programmes that ensure an equitable distribution of healthcare services. No matter how innovative and attractive boutique healthcare is to some patients, physicians and healthcare organisations, it poses questions about equity.

The questions that boutique healthcare poses is that the healthcare providers have a commitment to the equitable distribution of healthcare and therefore a duty to address market innovations that could leave some patients without ac- cess to care. The task of realising that outcome falls upon, each not-for-profit healthcare organisation’s board of trustees.

Over the last decade, not-for-profit healthcare organisations have been under severe economic strain. Investments in the form of medical equipment and IT expenditure have increased the cost of medical care. It becomes imperative for the not- for-profit healthcare sector to create alternative strategies to manage deliver services that are cost - efficient.



In such a state of affairs, it becomes imperative for the not-for-profit healthcare sector to create alternative strategies to manage the finances and deliver services that are cost - efficient. Boutique health- care could be a way: while simultaneously providing healthcare to the poor at a cost that they can afford.

At a time when most not-for-profit healthcare organizations barely breakeven, offering of 'boutique' services can bring in the funds that will allow these institutions to extend their missions and to serve their communities more effectively.

Interesting statistics about the India that is 'not shining'

(Summarized from 'The India you may not know' compiled and published by Krishan Khanna at www.wakeupcall.org)

1. **71%** or 742 million people are below 35 years of age. Indians are young.
2. **29 million** people are born every year, 10 million die per year, population increase **1.8%**.
3. **600 million illiterate** people, based on the international definition of the 3R's (reading, writing and arithmetic, education up to primary level). **94% drop out rate** of children by **10+2** level.
4. **6%** or the ones that cross the 10+2 stage, go in for a regular college degree which may not be very relevant in today's context for the sake of employment generation and National GDP enhancement.
5. **72%** of all graduates from colleges are **Arts graduates**. **Balance 28%** in Science, Commerce, Engineering, I. T., Medical, Law, Management and special subjects
6. **While 95%** of the world youth between 15 to 35 years of age learn a **vocation**, a **skill** or a **trade**, with a choice of 3000 vocational education & training (VET) programs, while in India only **2%** of the population goes for formal VET training!
7. **300 million unemployed/employable age*** and only 45 million have actually registered with employment offices with little or no hope of getting employment (our estimates)*.
8. Of all new employment generated, **1%** are Government jobs, **2%** are in the 'organized sector' and the balance **97%** in the 'unorganized sector'. **Only 5%** of Indians understand English, yet most of the websites of the Government of India, State Governments and Public Institutions are in English!
9. **Out of our 430 million** workforce, **94%** work in the 'unorganized sector' and about **6%** in the 'organized sector'.
10. **450 million*** live below the poverty line definition of the World Bank's **old** definition of **@ US\$ 1 per day** per person, or US\$ 365 per year. **700 million*** people below the poverty line definition of the World Bank's **new** definition of **@ US\$ 2 per day** per person, or US\$ 730 per year. (our estimates)*.
11. **Average Per Capita** of an Indian is about US\$ 606 per year per person (1.07 billion people and a **GDP** of US\$ 648 billion). Average earning of an Indian is **US\$ 1.66 per day**.
12. **India has only 1.77%** of the World GDP and is **17%** of the world population. Demands are high but buying power is low.
13. **Employment generation is restricted** due to existing Policies which do not encourage "Labour Intensive" enterprises. **Relevant Labour Reforms** in line with prevailing practices in other countries of Asia are required for a level playing field for Indian organizations.



LabourNet

Source:
www.labournetindia.com

“The construction industry in Bangalore has never been so pushed; several of our projects are held up due to acute shortage of labour, every project during its life cycle always has a flashpoint where labour shortage slows down work”.-a common experience shared by many construction project managers in the city

If we were to juxtapose this with the known presence of at least **5 lakh** construction workers in the city (on a conservative estimate), the need to review the situation becomes imperative. **LabourNet**, an initiative of Maya an NGO, is a **macro institutional network that seeks to forge mutually reinforcing partnerships between different stakeholders of the construction industry**. Understanding the magnitude of the industry and its constantly changing nature, LabourNet has recognised the need to address these issues at a structural level, as it perceives the influence of the existing system on the individuals.

LabourNet is a facilitating structure that routes jobs to workers, establishes better work systems at worksites, encourages skill development, influences policy and facilitates access to social security schemes for construction workers.

Laobornet seeks to influence all stakeholders, workers, employers, end-customers, facilitators, and the government; specifically in terms of building skill competence and ensuring a certain degree of organization of the workforce. To the markets, this would translate into increased product quality, shorter project cycles, decreased cost and rework for the markets.

LabourNet’s approaches:

LabourNet has adopted two strategies to address some of the critical issues faced by the industry.

Information exchange

LabourNet is set up as an information exchange with a growing database of workers of all trades that is accessible on-call to builders, contractors and individual customers in Bangalore city. Local workers, migrant gangs, etc are being increasingly encouraged to register with LabourNet. This database captures information of workers in terms of personal history, experience and skill sets. The database



provides a basis to reach out accident and health insurance benefits to these workers For the markets this database offers an opportunity for improved planning, enhancing product quality and access to an increasingly skilled workforce.

Audit organization and training facilitator

LabourNet has also evolved systems of better work practices with key focus on better work execution, skills training on site, reducing wastage and most significantly establishing occupational safety and health management systems on project sites. The relevance of these systems has been the realization that skill development of workers is not a phenomenon that can happen off site, but needs to be integrated with systems of project execution to really impact work in terms of quality, reducing wastage, better communication and good workmanship.

LabourNet conducts audits of construction worksites to identify and resolve issues of **safety and work practices** in the industry.

LabourNet also has started **training facilitation centres** for workers working on construction project sites to enhance their skills, productivity and hence directly impacts the quality of projects through better workmanship. LabourNet has developed trade wise modules based on skill set standards evolved by LabourNet. The modules are designed to be delivered in short sessions in an onsite scenario broadly covering areas of **technical skills, knowledge (reading drawings, measurements), safety and soft skills.**



**Social in Social
Entrepreneurship:
Altruism and
Entrepreneurship, Partners
in Social Entrepreneurship**

Authors :

**Wee-Liang Tan,
John Williams and
Teck-Meng Tan**
Singapore Management
University

Social entrepreneurship has recently captured the imagination of researchers and policy-makers. It promises an altruistic form of capitalism that connects enterprise with benevolence. Unfortunately there is no generally accepted definition of it, partly because there is no consensus on the definition of entrepreneurship either. Without a definition of social entrepreneurship it is impossible to research or develop policy measures for it. We propose a plausible definition that captures the way in which it may be altruistic and provide taxonomy of forms of it illustrated by Asian cases.

Entrepreneurship

Typical definition of an entrepreneur is 'the owner or manager of a business enterprise who, by risk *or initiative*, attempts to make profits'. We amend that to:

A person is an entrepreneur from time t_1 to t_2 just in case she attempts, from t_1 to t_2 , to make business profits by innovation in the face of risk.

Furthermore, we state that:

Entrepreneurship is the process of attempting, from t_1 to t_2 , to make business profits by innovation in the face of risk.

Since there are degrees of both risk and innovation, there are degrees of entrepreneurship. Thus Steve Jobs was more entrepreneurial than his equally daring competitors precisely because his product was more innovative.

Social Entrepreneurship

There are two sources of the 'social' in social entrepreneurship: the involvement of society and the altruistic intent of the enterprise. We could say a person is a social entrepreneur when she attempts to make profits *for society* by innovation in the face of risk. Yet this falls short. Nonetheless there is still a sense in which a person's entrepreneurial process is not located within society, because it *does not involve those that benefit*. This involvement might include winning the acceptance or cooperation of that segment of society that is to benefit as well as the delivery of social services in a business-like fashion, as we discuss in our real cases later.



So we propose:

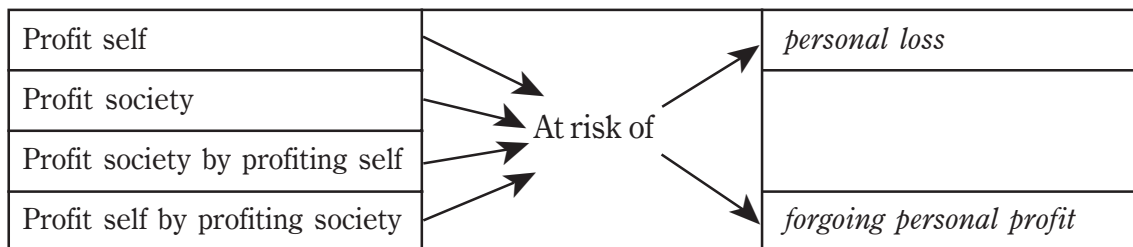
A legal person is a *social* entrepreneur from t_1 to t_2 , just in case she attempts from t_1 to t_2 , to make profits *for* society or a segment of it by innovation in the face of risk, *in a way that involves that society or segment of it*.

Legal entities include corporations, unincorporated associations and societies. In this sense, entrepreneurship is still altruistic but even more social.

However, we should accommodate *degrees* of altruism. A social entrepreneur who aims to profit *only* society is clearly more altruistic than one who aims to profit society *and herself*. She would be even more altruistic if she not only forgoes individual profit but also is willing to suffer personal loss. The second kind of social entrepreneur might attempt to *profit society* by profiting herself or by avoiding personal loss. Or, like most of us, she might attempt to *profit herself* or avoid personal loss, by profiting society. We now have six descending degrees of altruism (See Figure 1).

Figure 1

Degrees of Altruism

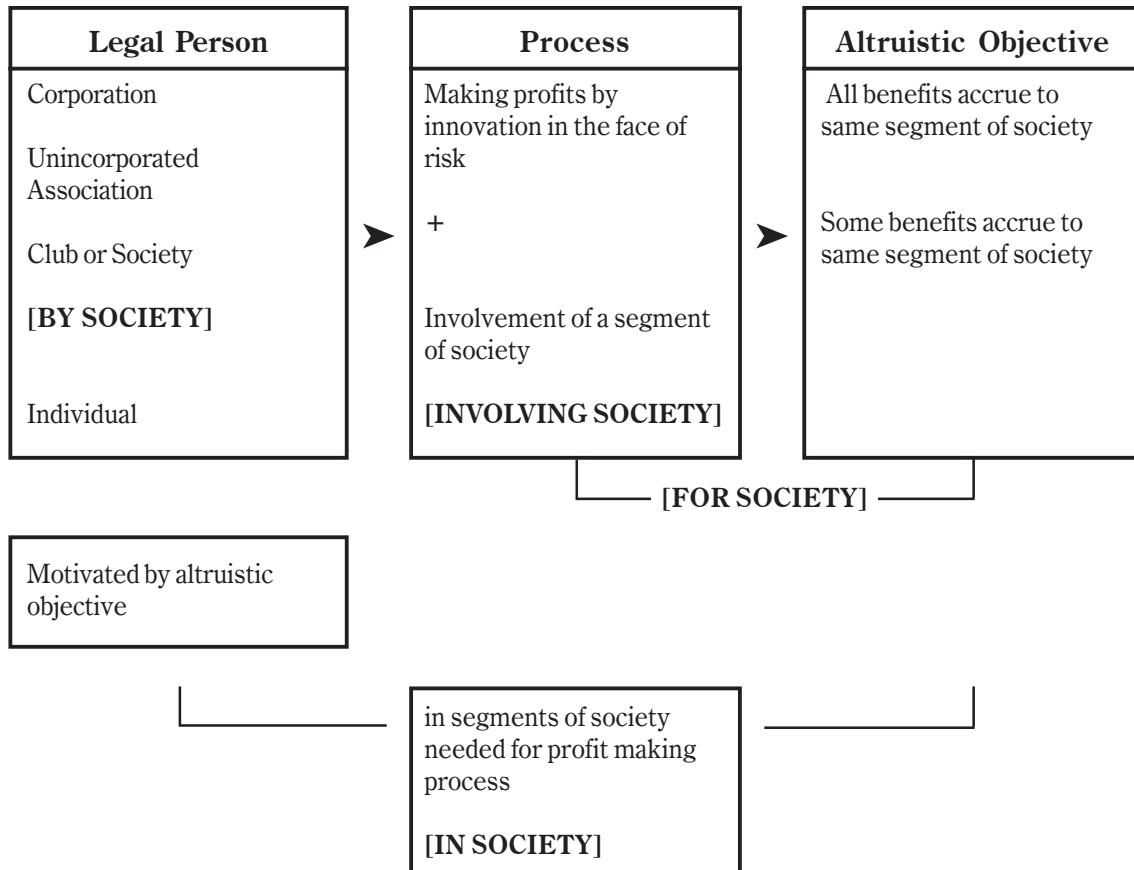


This is one source of the ‘social’ in ‘social entrepreneurship’. The other is the fact that the *segment of society that supposedly profits is involved in the entrepreneurial process*.



Our definition of social entrepreneurship is represented diagrammatically as:

Figure 2: Definition of Social Entrepreneurship



Direct benefits intended *for* a segment of society include services, gifts, buildings, scholarships and aid. Indirect benefits include employment, since the entrepreneurial process may involve hiring one group of people in order to provide services to others. For example, an organisation might employ blind masseurs in order to raise funds for members of the Society for the Blind. Other indirect benefits are intangible, such as community bonding, community spirit or increased public volunteerism.

Singapore Cases

We illustrate our definition with cases under the categories of community-based enterprises, socially responsible enterprises, social service industry professionals and dualistic enterprises. Community-based enterprises include charities innovating to solve social problems. Presbyterian Community Services (PCS) partnered two churches to start a school for children with special educational needs — the Grace Orchard School (<http://www.graceorchard.org/>). The Singapore government funds the location and recurrent costs while the partners provide the management, volunteers and long-term financial



support. Running this school is new to PCS, who previously provided childcare and elderly services. PCS risks the uncertainty of raising community support, recruiting volunteers and hiring professional teachers. This risk is exacerbated by the fact that the Presbyterian Synod provides no financial support.

Socially responsible enterprises include Banyan Tree Gallery (BTG) (www.banyantreegallery.com/), founded in 1994 when triangular cushions made by female Thai villagers were used by Banyan Tree Phuket resort. BTG was set up to promote and market such handicrafts. BTG is innovative in going against current business practice by quoting prices upfront in order to ensure that the producers have the capital to manufacture their goods. The social element can be seen in *involving* the villagers as producers and at the same time providing benefit *for* their communities.

Entrepreneurs in the third category operate in the nonprofit sector. In 1995, Northern Leaf Communications (NLC) (www.northernleaf.com.sg/) a small public relations firm, decided to use the charity angle to approach companies after their first successful fundraising collaboration with the Children's Cancer Foundation. NLC offers non-profit organizations its fundraising expertise and organizes everything from the production right down to the corporate writing at no cost. NLC are paid 20% to 30% of the funds raised. If the operational cost exceeds the government guideline of 30% then NLC pays the difference.

Dualistic entrepreneurs serve dual purposes of profit and their social cause such as the Transnational Recycling Industries, a contemporary rag-and-bone man, specializing in old newspapers and corrugated, computer and mixed waste paper. It approached the Tanjong Pagar Community Development Council (TPCDC) to collaborate in a recycling programme in the community. Transnational provided recycling bags to the TPCDC to distribute to residents. Old newspapers, clothes, aluminium or tin cans and old electrical appliances placed in the bags were collected at residents' doorstep on designated days. Since the materials were free, Transnational only incurred operating costs. It contributed a portion of the proceeds to the Society for the Physically Disabled (SPD). Proceeds also funded community activities. Transnational innovatively harnessed the *involvement* of the residents in making profits from recycling; the residents benefited because recycling built a sense of community and had the direct benefit of supporting a charity within the community.

Conclusion

We proposed a definition of social entrepreneurship that excludes corporate philanthropists yet which captures the spirit of entrepreneurship and altruism working in partnership, one which lives in different ways in real cases. This indicates the way for further work on how its growth can be encouraged and its success or failure assessed.



World Comics India

Source:

www.worldcomicsindia.com,
www.ashoka.org

Social Entrepreneur:

Sharad Sharma

was elected to the
Ashoka Fellowship in 2005

Sharad Sharma is introducing the use of comics across India as a low-cost medium through which unheard millions can raise their voices on serious issues of concern.

With World Comics India, the organization he started, Sharad has pioneered a cheap and easy medium for poor people to communicate meaningfully on issues that are neglected by the conventional media. While the urban elite dominates public media, the grinding day-to-day concerns of millions are rarely heard. Layers of discrimination and abuse heaped on huge numbers of people keep their problems out of sight and out of mind. Yet these are the people and problems of India.

Sharad offers a medium to convey challenges and hardships and propose solutions. “Our concern is with teaching the necessary skills for making comics, not with interfering in the content,” he stresses. While the direction that the comics take is left to the individual artists, the discipline required in learning and applying new skills to visualize social issues necessarily awakens original thought and inspires public debate.

A “soft” medium like comics makes possible talk on hard subjects—witch-hunting, alcoholism, ritual pollution. Well-portrayed issues catch the attention of passers-by, young and old, poor and rich, literate and illiterate. As Sharad and his colleagues are showing, this attention builds concern and action.

Sharad’s work starts from a position that deep social problems can be revealed only through the unmediated stories of the farmers and laborers, mothers and daughters, migrants and nomads who populate India, who are India. As stories emerge, they encourage more of the same, until numerous problems and their complexities come into the public eye. A path is uncovered along which to negotiate a way forward.

In 1997 Sharad, then a journalist, began work on full cartoon wall posters. That year and the following he held his first programs in Rajasthan, and Jharkand (then part of Bihar), in areas mainly populated by tribal or low caste groups, with little access to mainstream media: “The few newspapers that made their way into the region carried no local news. Television was still a distant dream,” a colleague recalls. But wall posters were already familiar, thanks to political parties and cinema houses. Working through local groups, the making of people’s wall posters began. The basic steps were to identify the issue; prepare



a story and break it down into four parts; then visualize it. These are the building blocks of each of Sharad's programs to this day.

A successful wall poster depends upon its local qualities. In this it is important that the inchoate artists not be constrained in their vision. "We never ask people to select a specific issue for their comics. We just ask them to write a story that is close to their daily life," Sharad says. Importantly, new artists are not taught style, only method. As a result, local concerns and flavors are fully captured. In Jharkand, for instance, posters focus on migration, tribal rights, witch-hunting, alcoholism and corruption. In Madhya Pradesh, they relate to displacement, illiteracy, and debt caused by social rituals. In Mizoram, topics have included HIV/AIDS, shifting cultivation and environmental damage; artists familiar with the forest environment have conceived detailed images of plant and animal life there. In Rajasthan, tribal communities have produced intricate comics that recall their rich material cultures.

Sharad shows that making and distributing wall posters is affordable and simple for anyone, anywhere. **Where communities are without printing and copying facilities, or the money to pay for them, Sharad teaches manual screen-printing using low-grade butter paper.** Production of most posters is fortnightly or monthly. In Jharkand, where the work was begun, a new edition appears at the office of a local human rights group every second Tuesday of the month. It is distributed to over a thousand surrounding villages. In Mizoram some 500 villages receive copies of the posters produced there, distributed via over a hundred local groups.

For Sharad, a guiding strategy has been to introduce the wall posters to places and people with the least access to conventional media. These are also usually where the most hidden and important stories are found. Sometimes they are geographically remote areas like Mizoram, in the northeast, which is troubled by unemployment and violence. Although Mizoram has a very high level of literacy compared to most parts of India, Sharad found that not one of its fourteen newspapers was using comics as a means for communication. Working with the Mizoram Artists' Society, he was struck by the unflagging energy brought to the making of wall posters from early morning until late at night. These are people who are desperate to be heard. In other cases, Sharad targets socially isolated groups, like low-caste or "untouchable" villagers in Tamil Nadu, with whom he has worked since 1998. A poster from there depicts two women carrying jugs, discussing how they have been refused access to water by a high-caste landlord. They take the matter to a local organization, and a rally is organized. Finally, the police buckle under pressure and arrest the offender.

The wall posters get plenty of responses. In some places, liquor barons, police, landlords and local politicians have for the first time found themselves being made the subjects of ridicule. Posters have been removed and ripped up at night. But such backlash has only fueled popular resolve. As people realize that the posters have an effect, they take steps to protect them. In other places, altogether different reactions have been seen. When the Mizoram group put their first poster onto the streets, the chosen comic was about damaged forests. Staff from the state forestry department saw it, and commissioned the group to continue producing work on environmental issues.



Sharad is now spreading and consolidating his work. He established World Comics India in 2002. Through it, he is now organizing three annual national events that bring together artists and comics from the fifteen states where he has worked to date, to give acknowledgment, new skills and ideas, as well as the confidence to continue. These events are being organized in conjunction with World Comics Finland, which had been informally backing Sharad in his efforts since 1998. Sharad is now aiming to make World Comics India membership-based, give awards to talented artists, publish a low-cost journal, and establish a resource centre in Delhi. Sharad is proud to say that he has made inroads into colleges of fine art and mass communication in places such as Kolkata, Delhi and Haryana, which up until recently had resisted cartooning as an “inferior” form of expression. In Goa a skills-exchange has been established, whereby comic artists will teach fine art students how to work on meaningful social issues, and the students will reciprocate by helping the community artists refine their techniques.

A twelve-page bulletin, “Comics for All,” and a website are among other recent initiatives. The broadsheet idea came from participants in Sharad’s programs. Like World Comics India itself, it aims at giving a sense of a growing nationwide movement, as well as imparting unique news and information on alternative and indigenous comics. It has a “Voices from the Field” page, where local artists’ work is to be regularly published. Similarly, the website promotes the comics on-line, and sends them to an e-mail list on special occasions, such as International Women’s Day. Sharad has also published an anthology of 130 comics from all over the country, which has been widely distributed.

Sharad is looking ambitiously towards new channels and further fields. For one, he is now approaching local and regional newspapers, with a view to syndicating artists’ cartoons in different languages, something not previously done for Indian comics. He is also initiating contact with possible partners in neighboring countries.

I CAN'T DRAW, SO HOW CAN I MAKE COMICS?



Social Business for Poverty Reduction



Excerpts from the Nobel Lecture by Nobel Peace Prize Laureate 2006, **Muhammad Yunus**

Source: http://nobelprize.org/nobel_prizes/peace/laureates/2006/yunus-lecture.html

Grameen Bank and I are deeply honoured to receive this most prestigious of awards. We are thrilled and overwhelmed by this honour. Since the Nobel Peace Prize was announced, I have received endless messages from around the world, but what moves me most are the calls I get almost daily, from the borrowers of Grameen Bank in remote Bangladeshi villages, who just want to say how proud they are to have received this recognition.

Nine elected representatives of the 7 million borrowers-cum-owners of Grameen Bank have accompanied me all the way to Oslo to receive the prize. I express thanks on their behalf to the Norwegian Nobel Committee for choosing Grameen Bank for this year's Nobel Peace Prize. By giving their institution the most prestigious prize in the world, you give them unparalleled honour.

Poverty is a Threat to Peace

By giving us this prize, the Norwegian Nobel Committee has given important support to the proposition that peace is inextricably linked to poverty. Poverty is a threat to peace.

World's income distribution gives a very telling story. Ninety four percent of the world income goes to 40 percent of the population while sixty percent of people live on only 6 percent of world income. Half of the world population lives on two dollars a day. Over one billion people live on less than a dollar a day. This is no formula for peace.

The new millennium began with a great global dream. World leaders gathered at the United Nations in 2000 and adopted, among others, a historic goal to reduce poverty by half by 2015. Never in human history had such a bold goal been adopted by the entire world in one voice, one that specified time and size. But then came September 11 and the Iraq war, and suddenly the world became derailed from the pursuit of this dream, with the attention of world leaders shifting from the war on poverty to the war on terrorism. Till now over \$ 530 billion has been spent on the war in Iraq by the USA alone.

I believe terrorism cannot be won over by military action. Terrorism must be condemned in the strongest language. We must stand solidly against it, and find all the means to end it. We must address the root causes of terrorism to end it for all time to come. I believe that putting resources into



improving the lives of the poor people is a better strategy than spending it on guns.

Poverty is Denial of All Human Rights

Peace should be understood in a human way in a broad social, political and economic way. Peace is threatened by unjust economic, social and political order, absence of democracy, environmental degradation and absence of human rights.

Poverty is the absence of all human rights. The frustrations, hostility and anger generated by abject poverty cannot sustain peace in any society. For building stable peace we must find ways to provide opportunities for people to live decent lives.

The creation of opportunities for the majority of people - the poor - is at the heart of the work that we have dedicated ourselves to during the past 30 years.

Grameen Bank

I became involved in the poverty issue not as a policymaker or a researcher. I became involved because poverty was all around me, and I could not turn away from it. In 1974, I found it difficult to teach elegant theories of economics in the university classroom, in the backdrop of a terrible famine in Bangladesh. Suddenly, I felt the emptiness of those theories in the face of crushing hunger and poverty. I wanted to do something immediate to help people around me, even if it was just one human being, to get through another day with a little more ease. That brought me face to face with poor people's struggle to find the tiniest amounts of money to support their efforts to eke out a living. I was shocked to

discover a woman in the village, borrowing less than a dollar from the money-lender, on the condition that he would have the exclusive right to buy all she produces at the price he decides. This, to me, was a way of recruiting slave labor.

I decided to make a list of the victims of this money-lending "business" in the village next door to our campus. When my list was done, it had the names of 42 victims who borrowed a total amount of US \$ 27. I offered US \$ 27 from my own pocket to get these victims out of the clutches of those money-lenders. The excitement that was created among the people by this small action got me further involved in it. If I could make so many people so happy with such a tiny amount of money, why not do more of it?

That is what I have been trying to do ever since. The first thing I did was to try to persuade the bank located in the campus to lend money to the poor. But that did not work. The bank said that the poor were not creditworthy. After all my efforts, over several months, failed I offered to become a guarantor for the loans to the poor. I was stunned by the result. The poor paid back their loans, on time, every time! But still I kept confronting difficulties in expanding the program through the existing banks. That was when I decided to create a separate bank for the poor, and in 1983, I finally succeeded in doing that. I named it Grameen Bank or Village bank.

Today, Grameen Bank gives loans to nearly 7.0 million poor people, 97 per cent of whom are women, in 73,000 villages in Bangladesh. Grameen Bank gives collateral-free income generating, housing, student and micro-enterprise loans to the poor families and offers a



host of attractive savings, pension funds and insurance products for its members. Since it introduced them in 1984, housing loans have been used to construct 640,000 houses. The legal ownership of these houses belongs to the women themselves. We

focused on women because we found giving loans to women always brought more benefits to the family. In a cumulative way the bank has given out loans totaling about US \$ 6.0billion. The repayment rate is 99%. Grameen Bank routinely makes profit. Financially, it is self-reliant and has not taken donor money since 1995. Deposits and own resources of Grameen Bank today amount to 143 per cent of all outstanding loans. According to Grameen Bank's internal survey, 58 per cent of our borrowers have crossed the poverty line.

Grameen Bank was born as a tiny homegrown project run with the help of several of my students, all local girls and boys. Three of these students are still with me in Grameen Bank, after all these years, as its topmost executives. They are here today to receive this honour you give us.

This idea, which began in Jobra, a small village in Bangladesh, has spread around the world and there are now Grameen type programs in almost every country.

Second Generation

It is 30 years now since we began. We keep looking at the children of our borrowers to see what has been the impact of our work on their lives. The women who are our borrowers always gave topmost priority to the children. One of the Sixteen Decisions developed and followed by them was to send children to school. Grameen Bank encouraged them, and before long all the children were going to school. Many of these children made it to the top of their class. We wanted to celebrate that, so we introduced scholarships for talented students.

Grameen Bank now gives 30,000 scholarships every year.

Many of the children went on to higher education to become doctors, engineers, college teachers and other professionals. We introduced student loans to make it easy for Grameen students to complete higher education. Now some of them have

PhD's. There are 13,000 students on student loans. Over 7,000 students are now added to this number annually.

We are creating a completely new generation that will be well equipped to take their families way out of the reach of poverty. We want to make a break in the historical continuation of poverty.

Beggars Can Turn to Business

In Bangladesh 80 percent of the poor families have already been reached with microcredit. We are hoping that by 2010, 100 per cent of the poor families will be reached.

Three years ago we started an exclusive programme focusing on the beggars. None of Grameen Bank's rules apply to them. Loans are interest-free; they can pay whatever amount they wish, whenever they wish. We gave them the idea to carry small merchandise such as snacks, toys or household items, when they went from house to house for begging. The idea



worked. There are now 85,000 beggars in the program. About 5,000 of them have already stopped begging completely. Typical loan to a beggar is \$12.

We encourage and support every conceivable intervention to help the poor fight out of poverty. We always advocate microcredit in addition to all other interventions, arguing that microcredit makes those interventions work better.

Information Technology for the Poor

Information and communication technology (ICT) is quickly changing the world, creating distanceless, borderless world of instantaneous communications. Increasingly, it is becoming less and less costly. I saw an opportunity for the poor people to change their lives if this technology could be brought to them to meet their needs.

As a first step to bring ICT to the poor we created a mobile phone company, Grameen Phone. We gave loans from Grameen Bank to the poor women to buy mobile phones to sell phone services in the villages. We saw the synergy between microcredit and ICT.

The phone business was a success and became a coveted enterprise for Grameen borrowers. Telephone-ladies quickly learned and innovated the ropes of the telephone business, and it has become the quickest way to get out of poverty and to earn social respectability. Today there are nearly 300,000 telephone ladies providing telephone service in all the villages of Bangladesh. Out of the nine board members who are attending this grand ceremony today 4 are telephone-ladies.

Grameen Phone is a joint-venture company owned by Telenor of Norway and Grameen Telecom of Bangladesh. Telenor owns 62 per cent share of the company, Grameen Telecom owns 38 per cent. Our vision was to ultimately convert this company into a social business by giving majority ownership to the poor women of Grameen Bank.

Free Market Economy

Capitalism centers on the free market. It is claimed that the freer the market, the better is the result of capitalism in solving the questions of what, how, and for whom. It is also claimed that the individual search for personal gains brings collective optimal result.

I am in favor of strengthening the freedom of the market. At the same time, I am very unhappy about the conceptual restrictions imposed on the players in the market. This originates from the assumption that entrepreneurs are one-dimensional human beings, who are dedicated to one mission in their business lives to maximize profit. This interpretation of capitalism insulates the entrepreneurs from all political, emotional, social, spiritual, environmental dimensions of their lives. This was done perhaps as a reasonable simplification, but it stripped away the very essentials of human life.

We have remained so impressed by the success of the free-market that we never dared to express any doubt about our basic assumption. To make it worse, we worked extra hard to transform ourselves, as closely as possible, into the one-dimensional human beings as conceptualized in the theory, to allow smooth functioning of free market mechanism.



By defining “entrepreneur” in a broader way we can change the character of capitalism radically, and solve many of the unresolved social and economic problems within the scope of the free market. Let us suppose an entrepreneur, instead of having a single source of motivation (such as, maximizing profit), now has two sources of motivation, which are mutually exclusive, but equally compelling (a) maximization of profit and (b) doing good to people and the world.

Each type of motivation will lead to a separate kind of business. Let us call the first type of business a profit-maximizing business, and the second type of business as social business. Social business will be a new kind of business introduced in the market place with the objective of making a difference in the world. Investors in the social business could get back their investment, but will not take any dividend from the company. Profit would be ploughed back into the company to expand its outreach and improve the quality of its product or service. A social business will be a non-loss, non-dividend company.

Once social business is recognized in law, many existing companies will come forward to create social businesses in addition to their foundation activities. Many activists from the non-profit sector will also find this an attractive option. Unlike the non-profit sector where one needs to collect donations to keep activities going, a social business will be self-sustaining and create surplus for expansion since it is a non-loss enterprise. Social business will go into a new type of capital market of its own, to raise capital.

Young people all around the world, particularly in rich countries, will find the concept of social business very appealing since it will give them a challenge to make a difference by using their creative talent. Many young people today feel frustrated because they cannot see any worthy challenge, which excites them, within the present capitalist world. Socialism gave them a dream to fight for. Young people dream about creating a perfect world of their own.

Almost all social and economic problems of the world will be addressed through social businesses. The challenge is to innovate business models and apply them to produce desired social results cost-effectively and efficiently. Healthcare for the poor, financial services for the poor, information technology for the poor, education and training for the poor, marketing for the poor, renewable energy - these are all exciting areas for social businesses.

Social business is important because it addresses very vital concerns of mankind. It can change the lives of the bottom 60 per cent of world population and help them to get out of poverty.

Grameen’s Social Business

Even profit maximizing companies can be designed as social businesses by giving full or majority ownership to the poor. This constitutes a second type of social business. Grameen Bank falls under this category of social business.

The poor could get the shares of these companies as gifts by donors, or they could buy the shares with their own money. The borrowers with their own money buy Grameen Bank



shares, which cannot be transferred to non-borrowers. A committed professional team does the day-to-day running of the bank.

Bilateral and multi-lateral donors could easily create this type of social business. When a donor gives a loan or a grant to build a bridge in the recipient country, it could create a “bridge company” owned by the local poor. A committed management company could be given the responsibility of running the company. Profit of the company will go to the local poor as dividend, and towards building more bridges. Many infrastructure projects, like roads, highways, airports, seaports, utility companies could all be built in this manner.

Grameen has created two social businesses of the first type. One is a yogurt factory, to produce fortified yogurt to bring nutrition to malnourished children, in a joint venture with Danone. It will continue to expand until all malnourished children of Bangladesh are reached with this yogurt. Another is a chain of eye-care hospitals. Each hospital will undertake 10,000 cataract surgeries per year at differentiated prices to the rich and the poor.

Social Stock Market

To connect investors with social businesses, we need to create social stock market where only the shares of social businesses will be traded. An investor will come to this stock-exchange with a clear intention of finding a social business, which has a mission of his liking. Anyone who wants to make money will go to the existing stock-market.

To enable a social stock-exchange to perform properly, we will need to create rating agencies, standardization of terminology, definitions, impact measurement tools, reporting formats, and new financial publications, such as, *The Social Wall Street Journal*. Business schools will offer courses and business management degrees on social businesses to train young managers how to manage social business enterprises in the most efficient manner, and, most of all, to inspire them to become social business entrepreneurs themselves.

Role of Social Businesses in Globalization

I support globalization and believe it can bring more benefits to the poor than its alternative. But it must be the right kind of globalization. **Rule of “strongest takes it all” must be replaced by rules that ensure that the poorest have a place and piece of the action, without being elbowed out by the strong.** Globalization must not become financial imperialism.

Powerful multi-national social businesses can be created to retain the benefit of globalization for the poor people and poor countries. Social businesses will either bring ownership to the poor people, or keep the profit within the poor countries, since taking dividends will not be their objective. Direct foreign investment by foreign social businesses will be exciting news for recipient countries. Building strong economies in the poor countries by protecting their national interest from plundering companies will be a major area of interest for the social businesses.



Unleashing Creativity and Eliminating Poverty

*We get what we want, or what we don't refuse. We accept the fact that we will always have poor people around us, and that poverty is part of human destiny. This is precisely why we continue to have poor people around us. **If we firmly believe that poverty is unacceptable to us, and that it should not belong to a civilized society, we would have built appropriate institutions and policies to create a poverty-free world. We create what we want. What we want and how we get to it depends on our mindsets. It is extremely difficult to change mindsets once they are formed. We create the world in accordance with our mindset. We need to invent ways to change our perspective continually and reconfigure our mindset quickly as new knowledge emerges. We can reconfigure our world if we can reconfigure our mindset.***

I believe that we can create a poverty-free world because poverty is not created by poor people. It has been created and sustained by the economic and social system that we have designed for ourselves; the institutions and concepts that make up that system; the policies that we pursue.

Poverty is created because we built our theoretical framework on assumptions which underestimate human capacity, by designing concepts, which are too narrow (such as concept of business, credit-worthiness, entrepreneurship, employment) or developing institutions, which remain half-done (such as financial institutions, where poor are left out). Poverty is caused by the failure at the conceptual level, rather than any lack of capability on the part of people.

A human being is born into this world fully equipped not only to take care of him or herself, but also to contribute to enlarging the well being of the world as a whole. Some get the chance to explore their potential to some degree, but many others never get any opportunity, during their lifetime, to unwrap the wonderful gift they were born with. They die unexplored and the world remains deprived of their creativity, and their contribution. Grameen has given me an unshakeable faith in the creativity of human beings. This has led me to believe that human beings are not born to suffer the misery of hunger and poverty. All society needs is to get the poor people out of poverty, for us to create an enabling environment for them. Once the poor can unleash their energy and creativity, poverty will disappear very quickly.



Definitions

- **Servant leadership**
- **Corporate social responsibility**
- **Social return on investment**

Servant leadership is an approach to leadership development, coined and defined by Robert Greenleaf. Servant-leadership emphasizes the leader's role as *steward* of the resources (human, financial and otherwise) provided by the organization. It encourages leaders to serve others while staying focused on achieving results in line with the organization's values and integrity.

It differs from other leadership approaches by eschewing the common top-down hierarchical style, and instead emphasizing collaboration, trust, empathy, and the ethical use of power. At heart, the individual is a servant first, making the conscious decision to lead; his drive is to lead because he wants to serve better, not because he desires increased power. The objective is to enhance the growth of individuals in the organization and increase teamwork and personal involvement.

Following Greenleaf, numerous commentaries are available on this paradoxical term. Ten characteristics of the servant-leader are

Listening, Empathy, Healing, Awareness, Persuasion, Conceptualization, Foresight, Stewardship, Commitment to the building of people, Building community

Corporate social responsibility (CSR) is a concept that suggests that commercial corporations have a duty of care to **all** of their stakeholders in all aspects of their business operations. A company's stakeholders are all those who are influenced by, or can influence, a business's decisions and actions. These can include (but are not limited to): employees, customers, suppliers, community organizations, subsidiaries and affiliates, joint venture partners, local neighborhoods, investors, and shareholders.

CSR requires that businesses account for and measure the actual or potential economic, social and environmental impacts of their decisions. In some cases the application of a strong CSR policy by a business can involve actions being taken which exceed the mere compliance with minimum legal requirements. This can sometimes give a company a competitive/reputational advantage by demonstrating that they have the interests of society at large as an integral part of their policy making. CSR goes beyond simple philanthropy and is more about corporate behaviour than it is about a company's charitable donation budget.



CSR is closely linked with the principles of Sustainable Development which argue that enterprises should be obliged to make decisions based not only on financial/economic factors (e.g. Profits, Return on Investment, dividend payments etc.) but also on the social, environmental and other consequences of their activities

Social Return on Investment (SROI) measures an investment's ability to produce social value in a community or broader society. It's important to understand that there are many methods and levels at which to measure social return. For example, SROI can be thought of in terms of jobs created, houses built - creating social impact 'units'. Additionally, the value of these social units may be converted to a value measuring the financial impact upon society and/or the recipients of the benefit.

A working SROI model can help investors determine how attractive a potential investment is by measuring whether a given investment has been effective, based on its social impact. Beginning to get at meaningful social returns is crucial to encouraging investments into non-profit and community development organizations, which may have lower financial returns, no financial returns, or even be advanced as a charitable gift. Without an understanding of the tangible and measurable effect created through an investor or donor's activity, the reasons to engage in this critical development work will be only anecdotal.



Successful Change Agent

In this section, we feature a problem solving social entrepreneur.

Mr. D.N. Chapke
General Secretary
Senior Citizen's Association
Nerul

Mr. D.N. Chapke is a qualified electrical engineer, retired from Maharashtra State Co-operative marketing federation in 2000. He joined Senior Citizens Association – Nerul in 2001 as

General Secretary and has been actively involved in the Association's work. He has been instrumental in bringing some innovative practises and "turning around" the association.

1. What prompted you to channelise your time and energy into the social sector?

I am basically from a village where there were no facilities, no roads etc. It was a hard life going to school and also working in the fields. My father was a very hard-working and a sincere person. I have been inspired and oriented towards life by him. Also, while working in the Maharashtra State Co-operative Marketing Federation, I had to interact a lot with the farmers – I was aware of the problems they were facing and tried as much as possible to bring them out of their problems. This gave me immense pleasure and satisfaction.

2. What is the social-change idea which prompts your work?

Loneliness is the greatest problem for Senior Citizens – it is the root cause for all other physical and mental problems. If this issue is tackled we can overcome many other problems. This can be achieved by involving the Senior citizen in social work, forming a social circle for them, enriching their existence.

3. What key challenges have you faced as a change agent and how did you overcome these challenges?

The members of the Senior citizen's association were expecting that things will be made available to them, but it was a challenge to make them understand the need for participation. I was considered to be a very strict secretary. I wanted the members to share their experience, contribute their bit for the association. Initially there was a lot of resistance, but slowly the members understood the need to participate. We started doing many programs – events, games, school programs etc.



4. What resources, people and organizations figure as partners and vision enablers for your social change actions?

Members of the Association are the main partners and vision enablers. Donors like Rotary club, the corporation, Walker's Association, MLAs form a very important group of supporters.

5. Tell us about the social impact that your organization has achieved...

Our program with Meena Thai Thackeray Hospital where some of the Senior citizens volunteer to help guide patients to the required wards/departments is helping in creating a good image of the Senior Citizens. The Senior Citizens feel very satisfied and are diverting their energy in a fruitful manner. Similarly our program with schools through Bal Vikas Kendra where Senior citizens volunteer to teach children (Std 5 - 7th) Leadership skills, Sports, Music is having a two way effect. The annual events that we conduct to involve all the family members (three generations) are also gaining popularity. These are meant to reinforce the need for a connected family atmosphere.

6. What achievements in the past reinforce your work in the social sector?

In my career life I have been very successful in turning around departments which were in loss. I personally feel responsible to my members. I have seen wonderful centres for the elderly in Bangalore and Gujarat. My dream drives me – enrichment centres/modern day temples for senior citizens.

7. What role do you think social entrepreneurs play in today's society?

Social Entrepreneurs organize all the available resources – volunteers, donors, government agencies to bring about a change in the society. They are Social Leaders – leadership is the key.

8. What is your blue print for reaching your service model to more people and places?

I want to set-up day-care centres at different locations so that Senior citizens don't have to travel. For financial sustainability – Corporates have to be tapped. Getting leaders is a slow process – it involves nurturing.

9. Where do you see yourself moving from here, professionally and personally?

Professionally – reaching out to more people and places. Personally – to keep myself healthy.

10. What aspect of your work has enabled you leadership position?

Sincerity towards work and sympathy towards disadvantaged people.



In Conversation

...with

Sudha Umashanker

Academic Council Member
and

Faculty - Public Relations,
CSIM, Chennai

Sudha Umashanker is a freelance journalist based in Chennai, with over 500 published articles to her credit in papers such as The Hindu, Indian Express, Times of India, The Economic Times, and magazines such as Femina, Woman's Era, Indian Management etc. She has also been a broadcaster on AIR.

She is a great friend and supporter to several NGOs in the city; helping them in networking, creating awareness and championing causes like Road Safety, women's empowerment and AIDS Prevention. An active member of social and professional bodies, she was the first woman Secretary of the Rotary Club of Madras, the oldest club in Chennai and the first woman President of the Rotary Club of Ambattur, Chennai. Also, she was the Joint Secretary of the Public Relations Society of India, Chennai Chapter.

As Senator Exnora International, she is presently focusing on women's empowerment and skill development among the youth. In addition, she is an Executive Committee Member of the Public Relations Society of India, Chennai Chapter.

1. What does Social Entrepreneurship mean to you?

Social entrepreneurship to me means taking responsibility for addressing some of crying needs in the social sector through your own initiative (read NGO) and at the same time managing and running it professionally in the way one would a corporate entity .

2. How did you get in to the social sector?

I got in thanks to a variety of reasons. My family knew many pioneering social workers like Sarojini Varadappan and Andal Damodaran and so I had heard about these women and others like Guild of Service's Mary Clubwala Jadhav as a child .In those days you must remember there were very few organisations and institutions involved in Social Service such as the Guild of Service, Avvai Home, Red Cross, YWCA etc.

In later years during the course of my work as a journalist I had occasion to meet with and interview people related to Avvai Home , Tanker Foundation , The Banyan , Kaakum Karangal , Kaingkarya , Hindu Mission Hospital, The Shakti Foundation to name a few and I wanted to help in whatever way I could. When CSIM was being floated Vandana Gopikumar Senthil of The Banyan suggested I get involved.



3. What have been your achievements/experiences in the social sector and specifically in the field of Social Entrepreneurship?

It has been a huge learning experience and at the same time very inspiring too. In the social sector too, as in the business world, only the best will survive . NGOs today are filling in a major gap for the needy , underprivileged , the differently-abled , the mentally ill and those with special needs .

Through my writing I have been able to project the work done by many social entrepreneurs. I also help them to network with potential donors or Rotary Clubs and facilitate interaction .

Through the Rotary when I was the District Chairman Vocational Service (2005-2006) we set out with the mission of generating 3000 jobs for women, youth and differently abled including the mentally challenged. We worked with many NGO's and thanks to persistent efforts we achieved our objective.

This experience has inspired me sufficiently to think of starting my own NGO to make a difference in the area of Women's Empowerment.

4. Who/what do you draw your inspiration from?

Each one of the Social Entrepreneurs I meet and read about has a lesson to teach and a message to convey . The overwhelming thought is that there is so much that can be done and so many ways in which to contribute .

5. Do you think PR is an important tool for social entrepreneurs? How do you use your PR skills in promoting Social Entrepreneurship?

PR is without a shred of doubt very important for Social Entrepreneurs. Today whether you need funds or assistance of any kind or need to garner support for a cause or simply tell the world what you are doing you need PR . PR as I always tell these PSE's is much much more than just Press Conferences and Media Coverage .At every stage these PSE's are interacting with the Public and they need to be conscious of the way they come across and the image they project. No amount of PR can help if you don't have a decent track record in the first place. Teaching PR to these PSE's has been my humble contribution towards indirectly promoting Social Entrepreneurship.

6. Your message to budding Social Entrepreneurs

My message to budding Social Entrepreneurs would be believe in a cause, work with passion , don't ever compromise on your accountability and credibility , equip yourself to handle the challenges ahead of you, Resist the temptation to compare yourself unfavourably with others (only take the best from your counterparts) and the rest will follow.

7. Do you consider yourself as a social entrepreneur?

I can unabashedly say yes . Its a matter of time before I float my own NGO to do my bit for the society - in particular the voiceless , underprivileged women who need to forge their own identity



Practitioner-Faculty :

Isidore Phillips
Founder – Divya Disha,
Ashoka Fellow
and
Faculty at CSIM, Hyderabad

An Ashoka fellow awardee, Mr. Isidore Phillips is one of the prominent pioneers whose fight is for child rights. Leaving a lucrative career in marketing, he went on to teaching only to understand that the disciplinary tools in Indian education are unfriendly. His fight is against the monotonous study plan and the student-teacher-parent-school relationship. Mr. Phillip has built strategies for integrating child rights initiative into the fabric of school management. Many of his models have been experimented at both the private and the public school level. He is lobbying for the same case in neighboring state governments. Karnataka and Tamilnadu have already started to adapt his model.

Mr. Phillips also works with street children. His projects include rescue, rehabilitation and parental reunification project for street children. He has opened a helpline for students, children and HIV/AIDS patients. He is the founder of Divyadisha which campaigns to incorporate child rights into all Indian schools.

His views on Social Entrepreneurship

Skills required to become a SE

In order to become a Social Entrepreneur the most important aspect is an enterprising idea. They must also possess a good knowledge of management skills as much as marketing and finance. Planning of strategies, investment of money, deciding over policies, creating framework for various issues also form integral features, which a SE needs to be well-equipped with. He/She should have good communicative skills as well. They should also have a well equipped research and development department as well as documentary department. These act as a bank of knowledge to this sector.

The right attitude is very important. As social entrepreneurs one needs to work for many people in many situations. How they connect with different kinds of people, their approach towards them. How creatively they can present their ideas no matter how small the issue is. **SE as a subject for training**

Social Entrepreneurship should be taught as any other professional course in colleges. This will bring out the caring and social responsibility approach in the mindset of the students. It's good that few students and organizations



like CSIM are coming out with professional courses in this genre. Such social organizations should work hard on their awareness factor. They have to reach out to the schools, colleges and various other educational centers, explain about the nature, the role, the scope of Social entrepreneurship as a career and social responsibility

SE training

A trainer plays a very important role here. The uniqueness of this area is that there is no limit to ideas. SE Trainers need to have passion and must be original. They should develop the attitude of critical thinking. The syllabus should just not limit to theories but also complement the works and contributions of entrepreneurs like Medha Patkar, Arundhati Roy and many others. Their life is a legend of bravery and change.

The trainer must enable students to realise the idea, conceive it, and perceive it. They should make workable strategies. The students must be able to look beyond what they see. They should aim at changing the system for good. Their vision and target should be king size

Future of SE

The future is bright. With organizations like CSIM who work as well as give professional training in this field, more students are likely to join this sector. More effort is needed from the government and education systems in this field as well.



**A point of view:
Bala Kothandaraman**

Prof. Bala Kothandaraman
Advisory Committee
Member, CSIM, Hyderabad

Interoperability

Government working in partnership with NGOs? A contradiction in terms? Such a scenario is likely to come about when a Draft Policy for the voluntary sector that is in the making comes into effect.

Understandably, the reactions are mixed. The effectiveness and success of the sector, like that of ICT, are due to its developing and functioning outside of the government sector. Of course, there are the challenges of working in the informal sector; but, unlike IT, huge entrepreneurial and monetary riches are not part of the outcome. Sadly, there are the black sheep who often give the NGO sector a bad name. Is governmental regulation the answer?

NGOs which welcome the move appreciate the framework which will provide defined roles, registration status, regulation of functioning, and so on—albeit with reservations over becoming Government “contractors”/ “agents” in carrying out welfare activities which should be government’s commitment and responsibility. Government appreciates the delivery models and the sincere work of NGOs whose limitation is usually smallness of scale.

Is this where *interoperability* can come in? Interoperability—yet another term from the Computer world gaining currency— is the ability to exchange and use information (usually in a large heterogeneous network made up of several local area networks). “In the loosely coupled environment of a service-oriented architecture”, explains *looselycoupled.com*, “separate resources don’t need to know the details of how they each work, but they need to have enough common ground to reliably exchange messages without error or misunderstanding. Standardized specifications go a long way towards creating this common ground, but differences in implementation may still lead to breakdowns in communication. Interoperability is when services can interact with each other without encountering such problems”. Thus, for instance, while the red-tapism of the FCRA in its present form needs to be addressed, stringent conditions are inevitable as Terrorist funding most often gets routed the Charity way.

For Government and NGOs to work together within and across organisational boundaries, Interoperability must be perceived as a means to achieve effective delivery of Social



Impact; the two systems working together so that the distinctiveness of each one is apparent and can be harnessed by end-users. Add to this, the inputs of Socially Responsible Business, of the student community, of the Citizen sector which is increasingly willing to be involved, and a wonderful synergy of co-operative effort could work out.

“No system”, it has often been said, “is any stronger than its weakest link”; if Interoperability is thought of and managed as a set of qualities which all the constituents of a system must sustain so that none of these becomes the weakest link, then perhaps the hopes and expectations of VANI (Voluntary Action Network of India, an association of 2000 such organizations) which interacted with Government in drafting the forthcoming Policy would be fulfilled.

An excerpt from: Toward a better understanding of social entrepreneurship: Some important distinctions

By Jerr Boschee and Jim McClurg

Unless a nonprofit organization is generating earned revenue from its activities, it is not acting in an entrepreneurial manner. It may be doing good and wonderful things, creating new and vibrant programs: But it is innovative, not entrepreneurial.

Why is the distinction so important?

Because only earned income will ever allow a nonprofit to become sustainable or self-sufficient. Innovation is a precious resource and it served as the primary engine of nonprofit growth through the 1970s and 1980s. But innovation can take a nonprofit only so far. It's one thing to design, develop and implement a new program — and quite another to sustain it without depending on charitable contributions and public sector subsidies.



Websites of Interest

Acumen Fund Fellows Program:

www.acumenfund.org

Acumen Fund is a global non-profit venture fund serving the four billion people living on less than \$4 a day.

The Acumen Fund Fellows Program is a fellowship for individuals with the dedication to serving the poor in the developing world and the business skills to effect change. While capital is a constraint to building scalable and financially sustainable systems that make critical goods and services affordable and accessible to the poor, an even larger constraint is people. The world needs to build an “entrepreneurial bench” of top talent with strong financial and operational skills, as well as the moral imagination to build appropriate enterprises with local stakeholders. Acumen Fund hopes to contribute to this need for talent by creating what we hope will become the world’s leading fellowship for the social enterprise sector.

The Fellows Program is a **one-year, experience-based fellowship**. The cohort of Fellows will first spend eight weeks in New York City in an intensive training program, where they will focus on valuation techniques, business models for the poor and risk analysis. They will meet with extraordinary leaders and examine issues related to our work from a sectoral and geographic perspective. Fellows will also explore their own leadership through discussions, self reflection and feedback. At the end of this initial period, each Fellow will be assigned a specific investment and a concrete set of deliverables on which to concentrate for the next nine months. At the end of these assignments, Fellows will return to New York City for a final month to share experiences, exchange lessons learned and focus on potential job opportunities. Our aim is to build a corps of entrepreneurial leaders who will make major contributions to both the social and private sectors.

The Acumen Fund community is critical to the Fellows Program. Request support in the following areas:

- Mentoring opportunities
- Curriculum development and participation
- Operational support in field assignments



- Participation at the Investor Gathering, at mid-year meetings and online
- Funding and sponsorship

The Roberts Enterprise Development Fund

www.redf.org

REDF (formerly known as The Roberts Enterprise Development Fund) enables nonprofit organizations to run revenue-generating businesses that employ and educate at-risk individuals. They do this by acting in partnership with their portfolio of nonprofit organizations, and remain actively involved throughout the length of their investment.

As an intermediary, they rigorously screen the organizations they choose to work with and strengthen those they help. Although they are currently a closed fund, and do not accept unsolicited proposals, they are committed to providing **informational support** to those seeking assistance regarding nonprofit enterprise.

They create a community around social enterprise and high-engagement philanthropy that allows new ideas, best practices and important tools to circulate more freely. REDF works in partnership with their portfolio of nonprofit organizations by providing access to people, funding, technology and information.

National Centre for Advocacy Studies

<http://www.ncasindia.org/>

National Centre for Advocacy Studies (NCAS) is a social change resource centre working with social action groups, public interest professionals and citizens from all over India & the Global South. NCAS began its work in 1992. It was set up with the aim of empowering people working towards changing the social fabric of our country for a just and humane society. It is a membership based organisation registered under the Society Registration Act, 1860 and the Bombay Public Trusts Act, 1950. The centre has been promoted by more than fifty credible grassroots organisations and social action groups from different regions of India.

As a social change resource centre, NCAS endeavours to strengthen the capacity of people and social action groups to advocate issues of basic rights and public interest and to facilitate democratic process, by extending capacity building, information, research and campaign inputs.

Check out the Publications section in the website for useful information on Advocacy topics.

Social-Impact

<http://www.social-impact.org/>



Social-Impact is a new international professional development programme. Their goal is to accelerate growth and increase impact of social entrepreneurs' projects and/or organizations. Social-Impact's programme provides social entrepreneurs with:

- Mentoring
- Training
- Technical assistance consulting
- Networking opportunities and
- Access to financing

Their comprehensive and customized technical and financial services will enable social entrepreneurs to step up significantly their development toward scaling their organizations. The programme is offered free of charge to select candidates who have demonstrated exceptional progress in creating projects or programmes which address social issues.

The goal of Social-Impact is to accelerate growth and increase impact of social entrepreneurs' projects and/or organizations. Social-Impact's programme provides social entrepreneurs with: mentoring, training, consulting, networking opportunities and access to financing. Social-Impact's comprehensive and customized technical and financial services will enable social entrepreneurs to step up significantly their development toward scaling their organizations. The programme is offered free of charge to select candidates.

At the end of the one year programme, participants should be equipped to take their organizations to the next level by having gained:

- A clarified vision towards long-term growth and scaling or replication.
- A strong understanding of the role of business planning.
- Specific skills and tools to underpin implementation.
- A sustainability plan.
- Improved understanding of financing options and access to funders.
- An expanded network of business, social sector, government, financiers, and academic contacts.
- An enhanced understanding of the role and benefits of measuring their impact.

Social Impact India has made significant strides in its development this year. **In addition to establishing an office in Hyderabad, India**, they have also designed and launched their first programme

Social Impact's website also features a collection of many useful links to funding agencies and other resources for SEs.



Compiled by

CSIM



to learn • to heal • to raise

Centre for Social Initiative And Management

6-3-668/10/77 & 78, Durga Nagar Colony,

Punjagutta, Hyderabad - 500 082.

Tel : 040-23417745, 23418256

csim@csimhyd.com www.csim.org