CHAPTER 3
REVIEW OF LITERATURE

3. Literature review
In order to assess the field of social entrepreneurship in India, the researcher based her literature review on select sectors pertaining to the urban poor in order to examine whether this area of research was covered in Mumbai. It was not possible to conduct an expensive literature review therefore the review has been restricted to select areas such as enterprise development among poor women, Empowering women through micro enterprise development, entrepreneurial initiative of NGOs to empower poor women, implementation of SJSRY scheme in India, Voluntary sector in India especially Mumbai, demographic profile of NGO founders, and the field of social entrepreneurship.

3.1 Enterprise development among poor.
Sudarshan S(1989) he studied the socio-economic and demographic characteristics of self-employed, occupational mobility amongst self-employed in terms of number of jobs changed, duration of present job, attitude towards further nature of job, understand the reason behind self-employment as an option by taking up rickshaw pulling and vegetable vending. Since most of the self-employed were concentrated in CBD area of Madras, a sample of 25 each were selected amongst the rickshaw and vegetable sellers. This was undertaken to ascertain the view of respondents on loan schemes of self employment programme for urban poor introduced in that period. this study also analysed the work pattern in terms of type of work working condition, earning, resourcee mobilization difficulties at the time of entering the occupation, retaining it and its linkages. The findings highlight that most of them are by caste Hindus, young below 34 years and are married. Vegetable vendors are younger with an average age of 28 years, migrants to city, stay in poor quality rented houses, family size around 4 members each. the study highlighted that 22% availed the SEPUP loan. Lack of
possession of ration card was seen as a major hurdle in the process of availing the loan.

Jawahar et al (2005)\(^2\) The various efforts taken by Government of India to infuse fresh blood into rural entrepreneurship have failed mainly because of schemes that were not flexible enough to address the fundamental needs of the rural population. The needs of the community have been identified as homogeneity and affinity among members of communities. These key elements were relied upon to bring about the desired transformation and thus was born the concept of Self Help Groups (SHGs) in India. Further strength on this account was gained with the foray of various players such as Non-Governmental Organizations (NGOs), Self Help Promotion Institutions (SHPIs), and other voluntary organizations adopting systematic models such as Individual Lending, Grameen, and SHG models. The SHG concept, however, has been the most successful in India not only because it offers several operational advantages, but also because it blends well into the social fabric of our country. With time, the Government has realized that mere introduction of schemes would not get the desired results. This has paved the way for concrete steps to be taken to groom SHGs and support them through various initiatives. This paper highlights the importance of Participatory Rural Appraisal (PRA) in rural transformation. It also charts the course taken by various philanthropists, NGOs, banks and other organizations in this regard. The paper delves into the reasons for adoption of a tailor-made model to suit the Indian context. Also, the reasons for failure of various government schemes in contrast to the vast success of the SHG linkage model adopted by various organizations have been analyzed. Real life cases depicting the transformation in the lives of women through the SHG concept have been demonstrated. Suggestions regarding the future directions to be followed to achieve this transformation at a better pace have been touched upon.

Linda Mayoux (1995)\(^3\) In this paper the author reviews some of the past and current experience of micro-enterprise programmes for women: training, credit and producer groups and co-operatives. Linda provides the evidence to prove that the majority of programmes fail to make any significant impact on women’s incomes. Most programmes, including co-operatives, have on the whole benefited better-off women.
They cannot be assumed to have a beneficial impact on gender inequalities, but may increase workloads without increasing access to incomes within the household. Mayoux says that micro-enterprise development for women is unlikely to be an “all-win”, “bottom-up” solution to a wide range of development problems, as much of the rhetoric would imply. It cannot be seen as a substitute for welfare programmes or direct efforts to support labour and address gender inequality.

Martha Chen, (1996) this study outlines the conceptual frameworks and guidelines for understanding and applying the participatory incremental sub-sector approach to promoting the enterprises of low-income women. This discussion is complemented by major case studies from BRAC and SEWA. Other cases from West Africa, Chile, the Philippines and Canada present how the approach is used in different settings. A set of appendices contain a list of key concepts and questions for participatory subsector analysis and a framework for assessing project impact.

3.2 **Implementation of SJSRY scheme in India.**

Sarma, K.S.R.N (2004) this study is an assessment of Swarana Jayanti Sahari Rojgar Yojana (SJSRY) a major urban poverty alleviation scheme existence in India since 1997. SJSRY marks a bold initiative towards democratic decentralisation as it relies heavily on the community based organisations of urban poor women, instead of traditional top down systems for extension of benefits envisaged. The study was undertaken in two states namely Andhra Pradesh and West Bengal to assess the impact of the programme and assess reforms issues that are to be addressed to make the administrative systems more effective.

Kathyayini Chamaraj(2003) looks at a civil society partnership that is catalysing the government urban poverty alleviation programme SJSRY in the city of Bangalore. The SJSRY is a credit and employment programme for urban poverty alleviation started in 1997. She has highlighted the implementation of SJSRY in Bangaore by describing a study undertaken between January 1999 and August 2002 by Janaagraha (a citizens’ movement) in association with ANKUR (Alliance for Networked Kinship
with Underprivileged Residents), a partnership of several non-government organisations under the lead of Janaagraha. The study scrutinised the process of application, processing and repayment of loans; the flow of information between the four stakeholders – government, non-government organisations, banks and the urban poor; the extent of fulfilment of targets under SJSRY, the repayment of loans to bankers and the level of non-performing assets; the study was also to develop a framework for participatory action for effective implementation of the SJSRY scheme.

3.3 Empowering women through micro enterprise development.
Kumar Chandan (2004) the researcher has studied only one NGO namely SMS in detail. This study tries to analyse the impact of their strategy on the most vulnerable section of the society that is rag pickers in detail. It covers in detail the process of empowerment through the SHG movement. The study was initiated to understand the socio economic development process of these women by studying the role of women in decision making and development of entrepreneurial initiatives amongst the members of the SHG. The study is exploratory and descriptive in nature and has been undertaken by interviewing 51 rag pickers belonging to 13 SHG groups in M Ward slums around Govandi, Mumbai. The study concludes with the findings that after joining the group there socio economic profile improved, though women borrowed small sums in the range of Rupees thousand for eight to ten months duration, the amount was spent for meeting consumption needs. After becoming members, there participation in decision making improved and was taken more seriously by their family members. The study also could not trace any significant entrepreneurial initiatives among SHG women, However there was improvement in working conditions of this women as they organized themselves into federation and co-operatives.

3.4 Voluntary sector in India /especially Mumbai.
Vaidya, R (1993) this study focuses on the role of NGOs in helping street children. It was undertaken to study the services provided by the NGOs, identify the gaps in provision of services rendered by the NGOs and assess the expectation of street
children from NGOs. This study focused on three NGOs in Bombay and data was collected through both primary and secondary source. The study covered twenty two street children; data was collected by studying the street children and interviewing the social worker working with the NGO.

Das, J P (1993), this study attempts to explore the credit programmes of both government and NGO aimed at promoting women entrepreneurs in the informal sector in the rural areas. This study has covered only two case studies namely SEWA and Grameen Bank. This study takes a qualitative approach by resorting to content analysis of available data. The findings of the study are (1) women entrepreneurs can play an effective role in alleviating poverty of the household (2) through credit programme substantial employment opportunity can be created for women in informal sector (3) in addition to credit rural poor women also acquire non credit support (d) NGOs are providing facilities in innovative ways with greater success than government credit institutions.

Khandlekar, S M (1993), Fund raising practices of Voluntary organisations, This study has done a detailed analysis of NAB and the various sources of funds generated. This case was selected by the researcher because of the innovative ways of raising funds and being a national organization it provides consultancy to other organisations for raising funds.

Sud, N (2001), this study has attempted to develop profile of 16 women leaders from NGOs in UP and Delhi. It tries to study women leaders’ socialization process, ideology, and her entry into the welfare development field. This study is exploratory in nature. These women are members of NGOs in Shaharanpur, Dehradun, Kanpur Lucknow and Delhi. The data was collected through unstructured in depth interview the data was sourced from organizational brochures, funding proposal and memorandum of Association. Some leaders gave answers in Hindi which were translated to English.
Sampson E, A (1992)\textsuperscript{12} in his study of health approaches in select NGOs in India he has tried to cover the achievements and problems of health, in NGOs under study. He has collected data through secondary source only. The study covered five NGOs involved in community care services. The NGOs were selected on the basis of rural orientation. This study is based only on desk work and primary data collection was not resorted to.

Jose Minu(2001)\textsuperscript{13} has tried to capture and document the responses to the efforts of NHRC and NGOs. It has also examined the problems and suggested possible measures to enhance the effectiveness of NHRC and NGOs in the process of protecting Human Rights. This study has used unstructured interview and participatory observation method for data collection. The data was collected from NHRC and four NGOs located in New Delhi. The findings of the study suggest that there is better scope for interface between NHRC and NGO.

Nayak, P (2005)\textsuperscript{14} has covered various aspects in staff development in NPO by interviewing chief functionaries and staff of 14 organisations. The study covers 14 CEOs and 86 staff of the aforesaid NPOs. Most of the organizations covered were middle sized organizations with staff strength of 30 to 70. This study was restricted to cities of Cuttack and Bhubaneshwar in the state of Orissa.

3.5 Demographic profile of NGO founders.

Patnaik R (2005)\textsuperscript{15} explored the role of women CEOs in NGOs. This study was restricted to women CEOs in three coastal districts of Orissa namely Cuttack, Khurda and Puri. The researcher studied the leadership style, management functions and problems and prospects that women face as CEOs of NGOs. This study covered 20 women headed NGOs and found that women CEOs adopt democratic principles and participatory approach. Their colleagues look at them with respect and most of them
belong to the middle class families with few of them having a professional background of social work.

Femida Handy & Shree Ranade. (2002)\textsuperscript{16} this article examines the socio-economic factors, personality characteristics and cultural factors that explain the self-selection into entrepreneurial activity in the nonprofit sector. The research confirms findings by other scholars that nonprofit entrepreneurs receive a high payroll from promoting social causes. Through their analysis they have established that previous experience in the sector; beliefs, culture, social class, education, and family background also play an important role. The findings suggest that cultural factors such as social class may also play an important role. They also highlighted that, nonprofit entrepreneurs share certain characteristics with their counterparts in the for-profit sector such as ability to take risk, financially secure backgrounds, have access to childcare and support for household duties, and place a high premium on independence.

3.6 Field of social entrepreneurship.

This literature review draws heavily on the available academic literature, and focuses primarily on social entrepreneurship. It should be noted that be noted that while there were numerous examples of social entrepreneurship in the United States, Canada, UK, hardly any research articles were found in Indian context.

Sundar Pushpa(1996)\textsuperscript{17}: This article analyses the role of religion, custom, caste and class, political and social movements, and the legal and political structure in motivating and facilitating as well as in restraining women's philanthropy. According to the author it is the lack of It is lack of economic independence and an enabling socio-legal structure that has inhibited social entrepreneurship among women, while sociopolitical movements have encouraged it.

Ranjini Swamy (1990)\textsuperscript{18} this article explores some of the motives, attitudes, and abilities of a successful social entrepreneur-Baba Amte. the author also discusses in
detail the challenges faced by Baba in the process of establishing Anandvan a home for leprosy patients and the courage with which he responded to the challenge.

Fowler (2000)\(^1\) NGDOs are the product of an era that is rapidly passing. Yet the common goals they strive towards remain relevant and are far from being realised. Poverty, inequity, insecurity and injustice were stubborn features of the old world order and are abiding features of the new. Fowler illustrates a brief history of NGDOs and of the radical shifts in the context where international development takes place shows that the goals NGDOs typically aspire to cannot be reached by simply relying on the framework employed by the official aid system. This paper explores the extent to which social entrepreneurship and civic innovation could provide a new framework for NGDOs and development beyond aid. Fowler (2000) has produced the most complex social entrepreneurship typology to date, highlighting three broad categories of socially entrepreneurial activities. The first, ‘integrated social entrepreneurship,’ refers to situations in which economic activities are expressly designed to generate positive social outcomes, and where surplus generating activities simultaneously create social benefits, and ideally create horizontal, vertical, forward or backward economic linkages. A second type of social entrepreneurship, ‘re-interpretation’ is used in situations where existing non-profit capacity is utilized in ways that either reduce costs for the organization, or increase and/or diversify the organization’s income streams. Thirdly, Fowler identifies ‘complementary social entrepreneurship,’ referring to non-profit organizations which add a for-profit enterprise division that does not in itself engender a social benefit, but whose profits can be used to offset the costs of the organization’s non-profit social mission. In discussing these three models of social entrepreneurship, Fowler highlights the difference between economic activities that simultaneously provide social benefits and those which do not (as in the third model), and notes that the former make more complex and stringent demands on an organization than the latter.
J. Gregory Dees (2001)\textsuperscript{20} The author has used the background of business concepts to illustrate the concept of social entrepreneurship. This paper gives the reader a good grasp of the parameters and uniqueness of SE, which Dees sees as consisting of agents of change in the social sector, a mission to create and sustain social value, recognition and relentless pursuit of new opportunities, continuous innovation, adaptation, and learning, bold action not limited by current resources, and a heightened sense of accountability to constituents and outcomes. According to Dees, major social sector institutions are often viewed as inefficient, ineffective, and unresponsive. Social entrepreneurs are needed to develop new models for a new century. In addition to innovative not-for-profit ventures, social entrepreneurship can include social purpose business ventures, such as for-profit community development banks, and hybrid organizations mixing not-for-profit and for-profit elements, such as homeless shelters that start businesses to train and employ their residents.

Bornstein (2004)\textsuperscript{21} profiles nine champions of social change who developed innovative ways to address needs they saw around them in places as distinct as Bombay, India; Rio de Janeiro, Brazil; and inner-city Washington, D.C. During the course of interview Bornstein saw patterns in the ways they fought to solve their specifically local problems. His central thesis is that when social enterprises succeed it is due to the person, the social entrepreneur, leading the effort. The social entrepreneur's vision, motivation to achieve a long-term goal, and ability to motivate others was the deciding factor in “world-changing” entrepreneurship. Six essential qualities that each of the nine entrepreneurs profiled in the book shared were a willingness to self-correct, to share credit, to break free of established structures, to cross disciplinary boundaries, and to work quietly, as well as having a strong ethical impetus.

Barendsen, L., & Gardner, H. (2004)\textsuperscript{22}. According to them social entrepreneurship is not a new phenomenon. While the name and description may be relatively new, individuals who adopt entrepreneurial strategies to tackle social issues are not. Social entrepreneurs are unusual in a number of ways. They state that social entrepreneurs experienced some kind of trauma in early life. Of those social entrepreneurs who did
not experience extreme trauma, several describe some kind of deeply transformative experience. Social entrepreneurs are energetic, persistent, and usually confident, with an ability to inspire others to join them in their work. They typically feel responsible to a cause or a mission. Social entrepreneurs not only believe they should create change, they believe, as well, that they are able to make this change happen. Social entrepreneurs typically see possibilities rather than problems.

Waddock, S. A & Post, J.E. (1991) The authors have focused on the activities of two social entrepreneurs to answer those questions and to provide some insight into the conditions that contribute to their work. Social entrepreneurs are private sector citizens who play critical roles in bringing about "catalytic changes" in the public sector agenda and the perception of certain social issues. According to them the three central characteristics of leadership necessary for social entrepreneurs are: 1. The social problem is characterized by extreme complexity, which the social entrepreneur is somehow able to interpret into a vision that has the potential to reshape public attitudes when implemented. 2. Social entrepreneurs are individuals with significant personal credibility, which they use to tap critical resources and actually build the necessary network of participating organizations. 3. The social entrepreneur generates followers' commitment to a project by framing it in terms of important social values, rather than purely economic terms, which results in a sense of collective purpose between the social entrepreneur and those who join the effort.

Brinkerhoff, P.C. (2000) He states that the popular belief was that the business skills were not needed at charitable organization. According to him charitable organizations have to adopt techniques such as marketing, cash-flow analysis, property management, and good use of technology to a charitable organization’s mission capability. Unlike a nonprofit that thinks of itself as a charity, the successful nonprofit is really a mission-based business. In an era of rapid change, increasing competition, and the need for more accountability to governments, foundations, insurers, and donors, knowing how to innovate, compete, and take reasonable risks on behalf of the mission is critical.
Dees, J. G., Emerson, J., Economy, P (2001). This book illustrates how the nonprofits can adopt entrepreneurial behaviors and techniques. The rising spirit of social entrepreneurship has created all kinds of new opportunities for nonprofit organizations. This book is written by leading thinkers and practitioners, and it offers concise and engaging explanations of the most successful business tools being used by nonprofits today. The authors describe the various concepts to enable a better understanding of the methods of social enterprise for their organizations and it also provides practical business techniques to dramatically improve the performance of their nonprofits.

Dees, J. G., Emerson, J., Economy, P. (2002). This book offers hands-on guidance to help social-sector leaders to develop their entrepreneurial skills and carry out their social missions more effectively. It is filled with examples, exercises, checklists, and action steps that bring the concepts, frameworks, and tools to life.

Austin et al (2006) this article combines empirical and academic analysis emphasis and gives a framework where social entrepreneurship can be created. The model referred to in the article stresses the creation of a dynamic fit among 4 interrelated components: the people, the context, the deal, and the opportunity (PCDO) (Sahlman, 1996). Because these elements are interdependent and situationally determined, the entrepreneur must manage the fit and adapt continuously to new circumstances over time.

Reis, T.K. & Clohesy, S.J. (2003) This review: (1) describes the major waves of change affecting philanthropy in the United States; (2) discusses social entrepreneurship, venture philanthropy, and Internet-based philanthropy; (3) maps the catalysts of philanthropy; and (4) outlines a scenario for action to capitalize on these changes.

Thompson et al (2000) consider the crucial role of private sector social entrepreneurship in the context of a state welfare system stretched beyond its means.
They define social entrepreneurship; recount a number of key points from relevant research projects, reflect upon current developments and initiatives, describe a number of cases and use these to draw a set of tentative conclusions about social entrepreneurs and social entrepreneurship in the context of the current government's aim of fostering rapid growth in the sector. They conclude that while such growth is highly desirable, a number of hurdles have to be overcome. Thompson et al. (2000) note the distinction between social entrepreneurial leaders and managers - the former critical as the catalysts for entrepreneurial projects, the latter being critical for seeing these initiatives through. In some cases one individual will be able to fulfill both roles; in other cases different individuals will be required for each role. The ability to develop a network of relationships and contacts is a hallmark of visionary social entrepreneurs, as is the ability to communicate an inspiring vision in order to recruit and inspire staff, partners, and volunteers.

John T Zietlow (2001) Nonprofit organizations are being urged to take a more "businesslike approach" to their operations, and to add earned income ventures to offset cash shortfalls due to lower donation or grant and contract revenue. This "social entrepreneurship" impetus started around 1980, grew rapidly in the late 1980s, and continues to accelerate in the new millennium. Entrepreneurial ventures are not only seen in commercially-oriented health care, arts, and education organizations, but churches, youth organizations, soup kitchens, and other donative non-profits. This article introduced the field of social entrepreneurship, surveys major contributions from the leading thinkers, and spotlights key managerial, finance, and marketing issues.

John L Thompson (2002) This paper begins by defining social entrepreneurs and social entrepreneurship. Then, using projects considered for a charter award under the Duke of York's Community Initiative, it looks at what social entrepreneurs do and achieve for the community, at the wide scope of their world, and at the help that is available and needed. The paper includes two case studies of successful social entrepreneurs as a means of drawing out a number of important issues and lessons.
Gillian Sullivan Mort, Jay Weerawardena, & Kashonia Carnegie (2003) In this paper the authors highlight how Social entrepreneurship, leading to the establishment of new social enterprises and the continued innovation in existing ones, is much discussed but little understood and, given the increasing importance of such organizations, should be addressed. This paper conceptualizes social entrepreneurship as a multidimensional construct involving the expression of entrepreneurially virtuous behavior to achieve the social mission, a coherent unity of purpose and action in the face of moral complexity, the ability to recognize social value-creating opportunities and key decision-making characteristics of innovativeness, pro-activeness and risk-taking.

Jay Weerawardena and Gillian Sullivan Mort (2005) He states that the conceptualizations of social entrepreneurship fail to adequately consider the unique characteristics of social entrepreneurs and the context within which they must operate. Using grounded theory method and drawing on nine in-depth case studies of social entrepreneurial not-for-profit organizations he has developed multi dimensional model of social entrepreneurship.

Sarah H. Alvord, L. David Brown, and Christine W. Letts In this study the authors have studied seven successful case studies of social entrepreneurship. The paper highlights factors associated with successful social entrepreneurship, by highlighting the efforts that lead to significant changes in the social, political and economic contexts for poor and marginalized groups. It generates hypotheses about core innovations, leadership, organization, and scaling up in successful social entrepreneurship. The paper concludes with a discussion of the implications for the practice of social entrepreneurship, for further research, and for the continued development of support technologies and institutions that will encourage future social entrepreneurship.

Prabhu, Ganesh N. (1999) according to him Social entrepreneurial leaders are persons who create and manage innovative entrepreneurial organizations or ventures
whose primary mission is the social change and development of their client group. The social enterprise's activities and its client group's activities can primarily be either economic or non-economic, but the mission is social change and development. This paper examines research prospects in social entrepreneurial leadership and its relevance to mainstream entrepreneurship research and proposes useful cross-fertilization opportunities.

Mair et al (2003)36 This paper aims at clarifying key elements by providing working definitions, and illuminating the social entrepreneurship process. Mair has developed a model on how intentions to create a social venture - the tangible outcome of social entrepreneurship - get formed. The findings highlight how the behavioral intentions to create a social venture are influenced, first, by perceived social venture desirability, which is affected by attitudes such as empathy and moral judgment, and second, by perceived social venture feasibility, which is facilitated by social support and self-efficacy beliefs.

Johanna Mair *, Ignasi Martí’2006)37 Social entrepreneurship, as a practice and a field for scholarly investigation, provides a unique opportunity to challenge, question, and rethink concepts and assumptions from different fields of management and business research. This article puts forward a view of social entrepreneurship as a process that catalyzes social change and addresses important social needs in a way that is not dominated by direct financial benefits for the entrepreneurs. Social entrepreneurship is seen as differing from other forms of entrepreneurship in the relatively higher priority given to promoting social value and development versus capturing economic value. To stimulate future research the authors introduce the concept of embeddedness as a nexus between theoretical perspectives for the study of social entrepreneurship.

Cannon (2000)38 recognizes three general types of people who become social entrepreneurs. The first are individuals who have made a lot of money elsewhere and are interested in giving some of it back to further social goals. The second are
‘recovering social workers’ who are disenchanted with the existing social support system and looking for a more effective approach. The third type are a new breed who have gone to business schools (or along a similar path) with social enterprise in mind.

Catford (1998)\(^3\) summarizes these issues nicely in his eloquent discussion of social entrepreneurs. “Social entrepreneurs combine street pragmatism with professional skills, visionary insights with pragmatism, an ethical fibre with tactical thrust. They see opportunities where others only see empty buildings, unemployable people and unvalued resources....Radical thinking is what makes social entrepreneurs different from simply ‘good’ people. They make markets work for people, not the other way around, and gain strength from a wide network of alliances. They can ‘boundary-ride’ between the various political rhetorics and social paradigms to enthuse all sectors of society” (p. 96).

Singh(2007)\(^4\) The paper begins with the examination of contextual factors influencing the emergence and development of social entrepreneurship. It further focuses on defining social entrepreneurship, and understanding the parameters of this rather broadly-used term. It then examines the characteristics and motivations of social entrepreneurs. The paper finally concludes by a discussion on some of the key issues emerging around social entrepreneurship, including support for social entrepreneurs, training and capacity building, implementation issues, and gaps in the existing research/opportunities for future research in this rapidly developing field Social Entrepreneurial Initiatives in India. His paper cover case studies of three organizations namely the e-government foundation, Project Shakti and L.V. Prasad eye hospital

Jain(2005)\(^5\) discusses the case one NGO in detail from Gujarat. He has based this article on the basis of empirical research work carried out by him. During the process of data collection he realised that organisations in the voluntary sector have contributed in development of entrepreneurship / institution building through 1. Trust 2. Talks / writings to public 3. Ability to generate resources 4. Empowerment to
employees / workers. However according to him there are some factors which are not significant in government organisations, but quite significant in voluntary organisations like: Transparency, Participation in decision making, Recognition to workers, Resources utilisation etc.

Abbott (1997) This paper discusses how poor women in India have challenged existing middle-class women's organisations, as well as existing, patriarchal trade union structures in the last two decades. The paper presents case studies of two different organisations namely the Self-Employed Women's Association (SEWA) and the Annapurna Mahila Mandal (AMM) to show how this has been achieved. It argues that by directly identifying poor women's urgent need for recognition of their invisible informal sector income-generating activities, both SEWA and the AMM have been highly successful in improving the everyday lives of their members.

Appadurai (2001) describes an example of "deep democracy" in Mumbai. He argues that in an era when megacities are increasingly characterised by forms of spatial governmentality and exclusion, new social movements are arising to promote inclusion, citizenship and human rights. These he terms deep democracy movements. In his article he describes the work of an alliance of three NGOs namely SPARC, the National Slum Dwellers Federation and Mahila Milan. This alliance puts the knowledge and capacity of the poor and the savings groups formed by them at the core of all their work. By keeping politically neutral and negotiating with whoever is in power; driving change through setting precedents and using these to negotiate support and changed policies. Based on a detailed analysis of SPARC, Appadurai states that this alliance represents a case of deep democracy, rooted in local context which is able to mediate globalizing forces in ways that benefit the poor and in the process they seek to redefine what governance and governability mean.

**Gaps in the Research Literature**

As is the case in many emerging fields of research, there are significant gaps in the literature currently available on social entrepreneurship. The review undertaken by
the researcher highlights the research gap as none of the afore said authors have studied the role of social entrepreneurial organisations and NGOs involved in the process of empowering women in the city of Mumbai. This research also aims at assessing the impact of the SJSRY scheme in areas covered by the NGOs to highlight its reach in Mumbai. The researcher has made an attempt to study the role of voluntary organisations involved in empowering women through enterprise development. This research also tries to assess whether the NGO sector in Mumbai is entrepreneurial by studying their earned income strategies and assessment of social enterprise established by the NGOs.

1 Sudarshan S (1989) The Self employed in the urban informal sector- A Study of Central Business district Madras


3 Mayoux From Vicious to Virtuous Circles?: Gender and Micro-Enterprise Development Linda Mayoux Paper No.: 3 Code: OPB3 Project Title: UNRISD's Contribution to the Fourth World Conference on Women No. of Pages: 77


7 Kumar Chandan (2004) in his study on empowerment of women through SHGs, sector submitted in completion of Post graduate certificate course in social welfare administration

8 Vaidya, R (1993); The study of the role of NGO in helping street children.

9 Das, J P (1993); Women's credit for entrepreneurship, sector submitted in completion of Post graduate certificate course in social welfare administration

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10 Khandlekar, S M (1993); Fund raising practices of Voluntary organisations sector submitted in completion of Post graduate certificate course in social welfare administration

11 Sud, N (2001); Privately Public; exploring gender and leadership in NGOs sector submitted in completion of Post graduate certificate course in social welfare administration

12 Sampson E, A (1992); A study of the heath approaches in Non governmental organization sector submitted in completion of Post graduate certificate course in social welfare administration

13 Jose Minu (2001) An exploratory study into the interface between National Human Rights Commission and NGOs, a project report to the academic council in partial fulfillment requirement for MASW, TISS

14 Payal Nayak (2005) Staff development in non profit organization – a project report to the academic council in partial fulfillment requirement for MA in Social work, TISS

15 Patnaik R (2005); Women CEOs in NGOs, a project report to the academic council in partial fulfillment requirement for MASW, TISS.


