CHAPTER 11.
INTERPRETATION OF DATA AND OBSERVATION –PART VI

Part F. Findings chapter on Analysis of case studies of select social entrepreneurial organizations.

11.1 Presentation of the case studies.
The appropriateness of case studies as a research strategy is suggested by the nature of the issues being addressed. Yin (1994) defines the case study as empirical inquiry\(^1\) that investigates a phenomenon in a natural setting when the boundaries between the phenomenon and its context are not clear, using multiple sources of evidence. In this thesis the focus was on emergence of social entrepreneurship as an organizational field in India. The researcher studied the role of NGOs and social entrepreneurial organizations in bringing about social change in the city of Mumbai by empowering women; it also assessed whether the NGOs surveyed were Social entrepreneurial based on select parameters. The case studies covered in this section are from different areas of Mumbai. All the initiatives described in this section seek to uplift the poor, through micro enterprise development and in that sense can be said to have a similar vision.

11.2 Background of cases short listed
Qualitative methods permit the evaluator to study selected issues, cases, or events in depth and detail. During the course of empirical data collection the researcher came across three organizations engaged in micro enterprise development which had adopted varied strategies to empower women. Data collection is not constrained by predetermined categories of analysis, allowing for a level of depth and detail that quantitative strategies can't provide. To maintain uniformity in the analysis the researcher has used the following variables as a point of reference, though the research work is not constrained by the selection of parameters. The following section provides

\(^1\) Based on observable evidence
information of details of each case in terms of how it started its various activities, sustainability, reach, replication and future plans.

11.3 Methodology of selection of case.

For the analysis of case studies of SEROs based in Mumbai, only the case of SMS, SF and CH has been considered on the following grounds:

1. SMS has started an Environmental entrepreneurship programme to assist the poorest of poor the ‘rag pickers’. Similarly SMS has collaborated with a number of organizations to create an impact on the lives of beneficiaries.

2. CH was short listed on account of its ability to undertake beneficiary empowerment by providing a variety of BDS to suit the requirements of the beneficiaries and its linkage with the fair trade mode by establishing a social enterprise to assist beneficiaries to sell the products manufactured by them.

3. SF was selected on account of its ability to reach throughout India through its “sterliteracy programme” for school children, prisoners, girl child and general community and its strategy of collaborating with various institutions especially BMC and prison authorities to create an impact. SF is a part of the Vedanta group therefore the entire funding is received from the Vedanta Group.

The following three cases have been short listed on the basis of findings generated from primary data collection and inputs collected from various secondary source as well. The organizations short listed in this section can be broadly divided into three namely

1. Stree Mukthi Sanghatana (SMS)-A Social Entrepreneurial organization.
2. Creative handicrafts- An NGO engaged in social enterprise development.
3. Sterlite foundation-A corporate house engaged in Micro enterprise development through its CSR initiative.

These organizations have adopted different approaches namely:

1. Innovation to address the problems of grassroots.
2. Adoption of earned income strategy to create an impact; and
3. Blending of business and social value to address a social problem.
The case studies has been analysed based on the following lines: Introduction, Organization structure, Key activities and programmes, Innovative strategy, collaborations, Micro-enterprise development activity, Impact assessment, Funding, sustainability issues, Reach/Replication.

11.4 Case analysis of select social entrepreneurial organizations based in Mumbai.

11.4.1 Stree Mukthi Sanghatana (SMS)

SMS was established as a Women’s Liberation Organization in Mumbai, India in 1975. The membership to the organization is not restricted on the lines of caste, class, creed educated uneducated. In fact this is one of the organizations which encourage cross sector learning for enhancing their programmes. The organization has a team of dedicated staff members and volunteers. The Sanghatana functions on democratic principles and decisions are taken in a general body meeting. Men also are eligible to enroll as members. The office bearers are elected in the executive committee

2 This organization is rightly termed as Stree Mukti Sanghatana- an Organisation working for Women’s emancipation.

3 It caters to the needs of upliftment of women irrespective of class, creed, religion, language and nationality. SMS is involved in ongoing mission of liberating women from economic, social, political, cultural and psychological oppression. It believes that women’s liberation is not possible at an individual level, it requires a social and collective struggle at three levels: namely intellectual struggle with oneself, struggle in individual practice and Collective struggle. SMS has undertaken the following main tasks, namely (a) Theoretical study of women’s problems.(b) Making women conscious about their rights (c) Organizing women to address different problems in their life by assisting them to find solution of their problems. SMS and its cause is noteworthy for one main reason namely -They do not have a one fit for all problems. SMS recognizes the fact that women in different spheres of activity and from different economic groups are quite different. Therefore they have initiated varied activities and programmes. It functions as a nuclear organization, makes efforts at coordination of women from different strata so as to enable exchange of thoughts and experiences as well as develop an awareness of the existence of common problems faced by all the groups as women. The Sanghatana is a united movement of women and is also involved in extending support to the women's liberation movements at different places.
meetings. Depending upon the requirements of its activities, sub-committees are appointed based on democratic principles. To carry out its various operations it is dependent on donor aid, though earned income sources from sale of publications, earnings from day care center, consultancy fee etc., forms a small part of its earnings. In order to achieve its objectives SMS has collaborated with a number of organizations such as TISS, BARC, MCGM, All India Radio, Dasra, KEM hospital, ALERT India, local, regional, national and international organizations, IPH and Mumbai Police.

Key activities and programmes.

1. Cultural troupe - The cultural troupe of Stree Mukti Sanghatana, has a track record of 30 years, it has reached every nook and corner of India with the help of powerful plays (Mulagi Zali Ho or Beti Aayi Hai) and numerous songs on women's issues. The cultural troupe was initiated with songs, keeping in mind the low rate of literacy in women. Activists of SMS composed scores of songs on various issues raised by the women's movement, songs of unity, and songs of empowerment. Issues like literacy, violence, unorganized workers, political rights, dowry, rape etc. were taken up. These songs have reached out to thousands of women, young and old through live presentation, audio cassettes, books and also presentation on the All India Radio Mumbai- Maharashtra.

2. Day care Centers - SMS campaigned with the government to provide crèche facilities for the children of working women. Since 1989 SMS has been running around 5 Day Care Centers in Mumbai and Navi Mumbai.

3. Family counseling Centers - Established in 1985, at present SMS has 10 counseling centers for distressed women in 7 districts of Maharashtra. Through its centre they help individual victims in their personal problems, advocate self-reliance among women, lend support to other women's organizations doing similar work, advocate and practice social intervention in cases of beating and harassment of women and children, provides vocational guidance and procure employment for needy women wherever

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4 The book of songs printed in Marathi is in its 13th edition and sold 50,000. These have become popular amongst activists of all organizations and women in general.
possible refer the cases of temporary shelter to other organizations having the facility of shelter, work towards empowerment of women and train activists in counseling skills.

4. **Awareness campaign** - SMS has succeeded in reaching millions of people in the last two decades. These yatras have so far been conducted in: Western Maharashtra (1985), Madhya Pradesh (1985), Vidarbha (1986), Konkan (1987), Marathwada (1988), Uttar Pradesh (1991), North Maharashtra (2000), Chandrapur and Yeotmal districts in (2001). To reach out to a larger audience in various parts of Maharashtra and India, forty to sixty activists travel in a bus through a particular region with prior planning and the cooperation of the local groups.

5. **Adolescent Sensitization Program** - Through its Adolescent Sensitization Program (JIDNYASA), SMS reaches out to children of Standard 9 in schools of Municipal Corporation of Greater Mumbai and also to 8 districts in Maharashtra every year since 1996. This programme is run in coordination with the Institute for Psychological Health (IPH) and help from the Mumbai Police. It has already spread in various districts of Maharashtra and has covered more than 1,00,000 students with the support of 150 trained communicators.

6. **Parisar Vikas programme** - This programme was launched in the year 1998 in cooperation with the Municipal Corporation of Greater Mumbai (MCGM). This project covers the **poorest of the poor** in Mumbai and aims at addressing the problem of rag pickers (PARISAR BHAGINI) engaged in the task of cleaning waste and problems of waste management. This programme is a result of a survey conducted about the plight of 2000 waste pickers in different parts of Maharashtra.

Under the Parisar Vikas programme 200 groups of Parisar Bhaginis have been formed with a group leader. Amongst these, 170 groups have already started working as savings group (Bachat Ghat) having disbursed Rs. 50 lakh for its internal lending till (31st March, 2005). SMS has enabled the groups to receive a grant of Rs. 10,000/- per group to start micro-enterprise under the SJSRY scheme.
SMS has also established two training centers for training Parisar Bhaginis. The women have been organized and are being trained in environmental entrepreneurship programme which includes skills in bio composting, vermiculture, organic manure making, gardening, leadership development and formation of cooperatives, etc. They have also been provided assistance for educating their children, formation of saving groups, access to micro credit, health care and hygiene, Insurance cover (waste pickers have been covered as special category under Janashree Vima Yojana and Antyodaya Yojana ) and literacy skills. SMS also imparts pre-primary education to children of Parisar Bhagini by starting Balwadis (kindergartens) in association with PRATHAM5.

As a trainer and facilitator SMS secured work opportunities for Solid Waste Collection and Treatment in major public and private sector housing colonies and office premises viz. Tata Power, R.B.I., BEST, Pfizer, CIDCO, MCGM, BARC, Somaiya etc. 300 trained Parisar Bhaginis successfully brought near zero-waste status in these colonies, campuses and also in the small housing complexes spread over 13 wards in Mumbai. In last 2 years the work has spread to Navi Mumbai, Kalyan, Dombivili, Thane and Ambernath.

A special Mother and child health centre was started with the support of assistance received from the CSR Department of L&T Ltd. During the World Social Forum (2004) held in Mumbai it made a sizeable profit by taking over the contract of collection and disposal of waste. SMS has also undertaken the maintenance contract for Nisarga Ruma (Biomethanation) plant developed by scientist of BARC-Bhabha Atomic research center with a capacity of five tones of bio-degradable waste every day.

SMS and Trained Parisar Bhgini Mandal members are also involved in provide vocational training in management of waste in different Municipal wards of Mumbai. To assist Parisar Bhaginis in their social enterprise activity (environmental entrepreneurship) The funding was received from “War on Want”6, (a organization

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5 PRATHAM is an Organization working for universalisation of primary education. This organization was set up by Dr. Madhav chavan a Ashoka Fellow.
6 War on Want fights poverty in developing countries in partnership and solidarity with people affected by globalization.
based in UK) and Dasra. SMS has collaborated with Dasra, as it realized that it did not possess the business acumen (concepts of business planning, inventory control, working capital were not a part of its organization structure) to carry out its social enterprise activity. Dasra enabled SMS to build the sheds for segregation of dry waste and train the staff members in acquiring business acumen. On having collaborated with Dasra as a business advisor Jyoti Mhapsekar states that “… have taught us to keep accounts and … build strategies”, she further stated that “Prior to this we lacked any life experience in the development of business schemes. Now, we have confidence.”

Impact assessment of Parisar Vikas Programme.
The findings of a survey on qualitative and quantitative improvements in the social, economic, health and educational status of 50 rag picker women employed through the Sanghatana in different parts of Mumbai City, illustrates that the initiative of SMS has brought about a difference in the lives of these women. The women surveyed stated that they have changed their perception to life and felt that the society’s perception about them has also changed. They were happy and grateful towards the organization, as they believed that the paradigm shift in their social, educational, health and economic status were due to the untiring efforts and initiatives of the organisation. Thus, by undertaking solid waste management programme, it has enabled these Parisar Bhaginis to become an important link in environmental entrepreneurship.

The efforts of SMS have been recognized and appreciated both at national and International levels, noteworthy among them are the consultative status from UN-(ECOSOC) received in June 1999 and the Ashoka Fellowship received from the Ashoka foundation.

Model building

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7 Dasra collaborated with SMS because of its previous collaborative relationship with the MCGM, which enabled them to get the land to build the sheds for segregation of dry waste.
8 Study was undertaken by students of Nirmala Niketan Institute of social work in the year 2003-04; the researcher received a copy of the survey from SMS.
9 UN-ECOSOC
From the representation in figure 11.1 we can make out that the model adopted by SMS is an integrated one as SMS has networked and collaborated with a number of organizations both at National and International level to fulfill its mission goals.

Key for figure 11.1:
NPOs- local bodies and Ngos in local, regional national and International level.
IN- UN-ECOSOC, War on Want
Donors
GOI National, state, MCGM, Mumbai police, BMC schools.
AI –SIESCOMS, TISS
CSR- Telco, BARC, L&T ltd
In the future SMS plans to start Short-stay home for needy women with children, undertake documentation and establish research center for Adolescent students, expand the activities of Parisar Vikas in Mumbai and Maharashtra, undertake Awareness campaigns and Water & Waste Management Programme for village women.

Source: Based on field work.
The above case illustrates the role of an NGO which is constantly evolving to achieve its mission of reaching to women from all sections of the society by addressing their needs by separate organizational structures to create an impact. This case also highlights that sustainability of an NGO is not a problem as long as they continue to undertake innovative programmes, collaborate with number of organisations and continue to reinvent with the changes in time.

11.4.2. Creative Handicrafts

Creative Handicrafts is a social and fair trade enterprise that strives to empower disadvantages women of the slums communities of Mumbai. Established in 1984, Creative Handicrafts, works to help women from the slums of Mumbai, achieve economic self-sufficiency. The Women’s Self Employment project at Creative was started by Sister Isabel Martin, a Spanish missionary. Sister Isabel, saw the need to create opportunities for the women to become more economically independent. With her background in crafts and sewing, Sister Isabel began to teach the women to make toys and other handicrafts and found a niche to sell in the international market. Within six months the first co-operative had begun. As word spread about opportunities at the project, women flooded the doors. The Self-Employment center established itself as a charitable trust and in 1994, and was renamed Creative Handicrafts. Over the years it changed its focus from women to community development. Today some 200 women are full time members of Creative, with 50 women working from home projects and 25 administrative staff. The Savings and Credit program currently has a membership of 500 community members.

10 Source: www. karmayog.com, website of Dasra , and inputs received from Pamphlets, in-house articles, www.IndianNGOs.com
11 Sister Isabel moved to Mumbai from Pune to work in the slum areas to help bring non-formal education to school dropouts. While she was working and living in the slums, she came to know the difficult issues women living in poverty face. Many of the women were victims of domestic violence, alcoholism from their husbands, and lived in extreme poverty.
12 She worked with Jeevan Nirvaha Niketan (JNN) a project of Maharashtra Kalyan Seva Mandal, the self employment centre was a part of the project of JNN. As the activities expanded a need was felt to register the Self Employment Centre as an independent organization.
150 women work in 7 co-operatives and 15 women work in the Project Asli Foods\textsuperscript{13}. Each work group is autonomously run with one elected coordinator. The work groups collectively decide their work schedule, profit sharing, and production tasks.

When women who are disadvantaged and poor (criteria for being involved in Creative) first begin, they work in the training center where they are trained in sewing and embroidery. It was observed during the empirical data collection that CH was the only organization which provided stipend to trainees in fact according to the Director the training lasts for a duration of 6 months to one year and the approximate cost of training works out to Rs. 15000/- per trainee\textsuperscript{14} including the stipend. This was far exceeding the amount spent by the other NGOs in Mumbai. The Training center of Creative Handicrafts has been functional for the last 3 years from August 2000 with the assistance received from Madrid. It provides women training to produce textile-based handicrafts, soft toys, other utility items and clothes to eke out a living. They firmly believe that economic independence is the first step towards self-reliance and empowerment.

The members work for an average of 8 hours for 6 days a week and are entitled for overtime allowances if they work beyond the working hours. Depending upon the production a part of the profit is also shared with the members. One child of every member is sponsored and the school expenses to a great extent are borne by CH. In order to assist the members CH is providing crèche for the small children and a study room for the elder kids under the guidance of a teacher appointed for this purpose.

The organization structure of Creative Handicrafts is described in Figure 11.2.

\textsuperscript{13} In the last 17 years they have been able to generate employment opportunities for many disadvantaged and unskilled women as a part of their effort to mitigate the poverty in many families. However, they realized that all women did not possess the required skill therefore they started another social enterprise to cater to this segment by starting this project the members undertakes lunch and catering orders. It employs 20 women and supplies 400 packed lunches every day. Though in the initial stages the project suffered losses which were taken over by CH.

\textsuperscript{14} Information provided during the course of empirical data collection
Figure 11.2: Organisation structure of Creative Handicrafts

CREATIVE HANDICRAFTS AT A GLANCE

Source: Social Audit report of Creative Handicrafts.

Objectives

1. To organize communities in order to build them self-sustainable and self-reliant.
2. To provide opportunities for under-privileged women for entrepreneurship and community businesses.
3. To encourage self employment among poor and needy women
4. To extend relief to the poor
5. To tackle social and environmental issues and to provide local services.

Key activities and programmes.

- Income Generation Program: Export, local sale, Project Asli food and financial management.
- Capacity Building of Women and organizational development through establishment of Training Center, Education and skill development,
Personality Development Program, Capacity Building for the staff member, Financial Management.

- Community Development through Sponsorship Program, Crèche facility, Balwadis (Nurseries), Bal Vikas Kendra (Child Development Center), Community Clinic, Saving and credit groups, Adult Education Program, Health Awareness Program, and Networking with other organizations.

Creative Handicrafts and TRAMUNDI\(^\text{15}\) are working together in a development project towards ensuring adequate financing for the education of children living in excluded areas such as the slums of New Subasnagar and Adivasipada (Andheri-Mumbai). Designers and Volunteers from Madrid (Spain) help women to design new patterns. Creative Handicrafts' aim is to continue working on its local collection but also explore new markets and innovate the products designs. The Spanish designers are assisting CH to make European designs with Indian colours and fabrics. CH also hosted a number of guests during the World Social Forum and put up stall during the WSF. It is working on a project together with the Spanish Polytechnic University from Madrid in order to come to an agreement so that Spanish young volunteer's designers could visit CH regularly to help creation of new designs and update there clothes collections. In order to make this viable they are seeking financial support to make this project viable.

Creative Handicrafts earns 50% of its income from exports of its products to fair trade organizations in Spain, France, US and Italy. The other 50% of its income is from the sale of products in the domestic market. It has been witnessing a steady rise in its share in the domestic market. The garments are also vegetable dyed and hand block printed to attract discerning environmentally and socially responsible consumers.

\(^{15}\) TRAMUNDI is a Spanish development Association that works to help needed people to have a sustainable livelihood and to ensure that children can have access to basic services such as education and health.
**Impact assessment.**

In the light of the empirical research undertaken by the researcher and the resultant analysis of impact assessment undertaken by NGOs based in Mumbai, It was noticed that Creative Handicraft is the only NGO (under study) which has undertaken impact assessment by adopting the Social Audit method.  

Social auditing requires the involvement of stakeholders. This may include employees, clients, volunteers, funders, contractors, suppliers and local residents interested in the organisation. A person or panel of people external to the organization undertakes verification of the social audit's accuracy and objectivity.

CH undertook the impact assessment with help of Social Audit Network and CBS Network organizations based in UK. The Social Accounting plan for Creative Handicraft was designed by Jhony Joseph (Director) in consultation with John Pearce The Audit was undertaken for the period 1st April 2002 to 31st March 2004.

In the Social Audit undertaken by Creative Handicrafts, they have covered only two of objectives namely:

1. To empower women through and the creation of employment.
2. To be a good and caring employer.

**Stakeholder analysis**

A list of stakeholders was prepared in the planning stage in Februrary/march 2001. The questionnaires contained common questions about Creative’s Mission, Values, Objectives and Activities.

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16 www.socialauditnetwork.org.uk and www.cbs-network.org.uk
Table 11.1: Stakeholders involved in the process of Social Audit\(^{17}\).

<table>
<thead>
<tr>
<th>Stakeholders proposed to be interviewed.</th>
<th>Stakeholders actually interviewed*</th>
<th>Method of consulting/comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women members of the SHGs(200)</td>
<td>7</td>
<td>Focus groups(^{\wedge})</td>
</tr>
<tr>
<td>Individual producers(20)</td>
<td>Not consulted</td>
<td>-</td>
</tr>
<tr>
<td>Donor agencies(5)</td>
<td>4 out of 5 completed</td>
<td>Questionnaires returned, interview not held.</td>
</tr>
<tr>
<td>Buyers both overseas (6-7) and local organizations (25%-30%)</td>
<td>1 out of 5 completed</td>
<td>5 questionnaires returned, the buyers that did not answer had not used CH products in the last year. Local buyers were not consulted.</td>
</tr>
<tr>
<td>Sponsors (50)</td>
<td>Not consulted but only the co-ordinator was consulted.(^{\circ})</td>
<td>Interview</td>
</tr>
<tr>
<td>Trustees (12)</td>
<td>Only 4 out 6 trustees were consulted.</td>
<td>The rest of 6 trustees are a part of the SHGs and were hence a part of the FGD.</td>
</tr>
<tr>
<td>Staff (25)</td>
<td>14 out 15</td>
<td>Permanent staffs were interviewed, part-time staff not included. (^{#})</td>
</tr>
<tr>
<td>Individual supporters (4)</td>
<td>Not consulted</td>
<td>-</td>
</tr>
</tbody>
</table>

Source: Social Audit report

- Owing to lack of time to complete interviews within the social accounting cycle less number of stakeholders covered.\(^{18}\)
- Figures in bracket denote number of interviewees to be consulted.
- Comments\(^{19}\)

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\(^{17}\) Some stakeholders were not included namely, the supplier of goods and materials, officials from relevant local state government department and regulatory bodies.

\(^{18}\) It should be noted that this exercise was done by Creative for the first time and therefore it could not stick to the schedules as a result of which the Audit process initially intended for one year got extended to two years.

\(^{19}\) (owing to lack of time to complete interviews within the social accounting cycle less number of stakeholders covered)\(^{19}\)

\(^{\wedge}\) (6 Handicrafts and Asli foods), FGD conducted by independent researcher.

\(^{\#}\) questionnaires were prepared in both English and Hindi.

\(^{\circ}\) not finally consulted as all sponsors are Spanish and CH found it difficult to get questionnaires translated in Spanish.
7.5 **Findings of the Social Audit** conducted for the afore mentioned period is as follows:

1. The average monthly income of the women in different centre varied on account of the year in which the women joined the centre and the year in which the centre was established. Around 200 women are earning their livelihood on account of the initiative at CH. When member joins CH she has to undergo training for 6 months during the training period she is given a stipend of Rs. 400/- per month. After 6 months they are allotted to a centre and they begin on the Job training for next 6 months and get a minimum stipend of 1200/- plus profit sharing. The centre bears all expenses of the worker. The increment in their monthly stipend depends on their productivity, skill and overall performance as a member of the SHG. Thus the maximum income that a member can get depends on the sharing of profits, which in turn depends on their productivity and volume of orders.

   **Figure 11.3: Average monthly income of women.**

![Average monthly income of women chart](image)

2. Working conditions - The SHG members were happy with the work environment and as they are aware that they have ownership of the center, they know that the progress of the centre is in their hands. They are aware that depending on their ability to fulfill the production targets, their profit would vary. Their logic is simple “**more order more money**”. They are also aware of the democratic set up of the centre and elect their in-charge and accountant every three years however they have a right to change the in-charge if they are not satisfied with the elected members. The report highlights that the women
are stressed at times when the order is less and the women from most of the SHGs remarked that it was increasingly difficult to work with such a low income. They are aware of the limitation of their products that if they are priced higher it would not sell and therefore they believe that only way to increase their income is to execute more orders.

3. Level of empowerment- employment and self employment definitely plays an important role in empowerment of women. Based on the data generated it was difficult to measure the level of empowerment. However it was observed on the basis of the social audit done that the level of empowerment increases with the years of experience of working, the availability of leadership opportunities and responsibilities given to the women, the circumstances and the family situation of the member and the social environment also has a bearing on the level of empowerment. It has been observed that there is a marked improvement in the level of confidence of the members.

4. Revenue earnings from Social Enterprise Activity

Figure 11.4: Income from Economic Development Programme of CH.

![Income from Economic Development Program](image)

Source: Social audit report.

From the above chart we can make out that the demand for products manufactured by CH is steadily increasing. In 2003-04 the income generation from social enterprise activity has increased to Rs. 30,000,000/-.
5. Expenditure incurred

Figure 11.5: Expenses incurred by CH towards its economic development programmes.

![Expenses Towards Economic Development Program](image)

Source: Social Audit report

From the above figure we can make out that CH spends maximum amount on human resource development followed by expenditure on purchase of raw materials.

7.6 Auditors Impressions

1. CH is clear about its mission, it is sensitive to the needs of women and this is apparent from the provision of a good working environment, provision of crèche facility, study room for children and the sponsorship of child’s education.

2. The auditors felt that the sense of responsibility is more among the members as they are aware that their earnings will depend on the productivity of their respective centers.

3. The auditors felt that the organization is not clear about what does empowerment mean is it equivalent to economic independence or is it much more? They are of the opinion that the organization must set parameters for measuring empowerment.

4. With regards to the ratings made by the stakeholders the inference derived by the auditors is that on the whole stakeholders are of the opinion that Creative
Handicrafts is achieving this objective to a great extent. CH is making an effort to make it sustainable as far as its Fair trading work is concerned. It is the Community development work in which CH needs constant support. A number of Community development programmes have been initiated over the years and for these activities CH needs support as it is not possible to sustain the entire activities of CH based on the surplus generated from the Fair Trade Network.

The auditors were satisfied given the scope of the social accounting exercise followed at CH and the limitations of time. The auditors reiterate that the Social Accounts are free from material mismanagement and present a reasonably fair and balanced view of the performance of Creative Handicrafts as measured against the stated social objectives and the views of the stakeholders who were consulted.\(^{20}\)

**Model adopted**
From the figure 11. 6 we can make out that Creative handicraft is a social enterprise in making, it has collaborated with a number of organization abroad to provide livelihood option to the beneficiaries by linking them under the Fair Trade mode.

**Key**
AI - Institute of Design from Spain
BDS- IRFT,
NPOs- local churches, CBOs,
SERO- RKS
Customers- Domestic and International

\(^{20}\) Social audit statement stated in the Social Audit report for the period 1\(^{st}\) April 2001-31\(^{st}\) March 2003.
Conclusion.
Fair Trade is one of the few development models that reach marginalized (often indigenous) rural communities who rarely benefit from economic growth and who have little choice between subsistence farming or migration to the cities. Unemployment, lack of access to good land, water, health care and schools make it difficult to climb out of poverty. For the lucky few, fair trade has brought tangible benefits by connecting them to export markets. The Fair Trade Movement constantly
reviews and improves its trading and business practices to provide benefits to the small and marginalized producers and poor workers. Thus, this movement can play a significant role in global poverty alleviation, achievement of Millennium Development Goals and for creating enabling conditions for poor producer groups to become robust exporters in global Fair Trade. The growing slum population of Mumbai city necessitates the involvement of organization like CH to unleash entrepreneurship for common good.

11.4.3 Sterlite Foundation.

Sterlite Foundation was born out of an innate belief that people need to give back to the society, in which they have prospered and thrived. The Sterlite Foundation was established in 1992 as a non-profit to help the underprivileged move away from the circle of illiteracy and poverty. It has concentrated on four main areas of Social Responsibility namely education, childcare, women empowerment and Tribal welfare. These areas were chosen with the conviction that it would help vulnerable and underprivileged sections of society to gain authority over their own destinies and join the main stream of the society. This foundation is funded by Sterlite Industries Ltd. of The Vedanta Group to perform its philanthropic activities in India.

Sterlite Foundation is an ISO 9001-2000 certified organization. The Foundations vision is to help the society achieve substantial growth and human progress by fulfilling its social responsibilities and thereby contribute to the autonomous development & empowerment of the underprivileged by strengthening their economic and social position through focused social and educational programmes.

Table 11.2: An assessment of the impact and reach of various programmes of Sterlite foundation.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Impact</th>
<th>Additional information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sterliteracy'</td>
<td>a movement in the field of computer education, has resulted in over 2,00,000 Computer trained youth from</td>
<td>Computer Training provided to the underprivileged at over 200 centers all over India, at a very nominal fee</td>
</tr>
<tr>
<td><strong>Municipality Training Programme in computer education</strong></td>
<td>over 200 centers spread across the country.</td>
<td>The Foundation has started setting up Computer labs in all 472 Municipal School buildings of Mumbai, covering about 1,200 schools, thus benefiting close to 6,00,000 underprivileged municipal school students per year. As on August 2005, the Foundation has completed 123 schools buildings, benefiting around 2,00,000 students.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>The Prison Programme</strong></td>
<td>benefits over 2,00,000 BMC school students in a year. Over 790 municipal school teachers have been trained by the Foundation. In addition to training, the Foundation manages and services the computers at these centers.</td>
<td>is run at over 20 jails in the country, with an objective of providing Computer education to its inmates. Foundation provides free education and vocational training to prisoners in number of jails, including 4 centers in the 'Tihar'- the biggest jail in Asia and 10 other Central jails of India. Under the guidance of Ms. Kiran Bedi, Special commissioner-Delhi Police, the Foundation started computer training for new recruits in the police department. Over 14,000 new recruits have been trained in Maharashtra and 8,000 in Delhi.</td>
</tr>
<tr>
<td><strong>Child Care</strong></td>
<td>The Foundation has set up over 20 child-care centers to educate and nurture children between 3 and 6 years.</td>
<td>a structured programme has been developed with five focus areas of development namely Cognitive, Sensory D Language, Social and Physical Development</td>
</tr>
<tr>
<td><strong>Women Empowerment</strong></td>
<td>The Foundation started 'The Reengus College' for girls in Rajasthan in 1995. It also runs 13 vocational training centers across the country to benefit underprivileged women</td>
<td>It encourages women not only from urban areas, but women even from remote areas to attend college.</td>
</tr>
</tbody>
</table>

Source: Sterlite foundation website
CSR initiatives of Sterlite Industries\(^{21}\).

As one of the largest metals and mining groups in India and with two mines in Australia, the Group is committed to managing its business in a socially responsible manner. The Board has overall responsibility for the safe, healthy and environmentally sound management of the Group’s operations. Group operations bring employment opportunities, both through direct employment and indirectly through supporting activities in the local and regional economies. The Group has a policy of recruiting local people where possible. In addition to the numerous informal routes for understanding local community concerns or needs, Group employees regularly meet with elected representatives of the local communities. The Group takes an active role in supporting local needs as is visible from the following table;

Table 11.3: CSR initiatives of the Vedanta Group.

<table>
<thead>
<tr>
<th>Group</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>HZL</td>
<td>Contributed Rs. 51 million for drought relief work in Rajasthan, which included supply of drinking water and the deepening of wells for surrounding villages, cattle camps to provide much needed fodder, water and veterinary services. Provided 30% of the funds of around Rs. 180 million required for the Mansi Wakal Project, the construction of a dam to supply water for that region, which will be completed during 2005. Contributed Rs. 63 million for the construction of the HZL Cardiology Centre in Udaipur. It was inaugurated in April 2003 and is now operated by the Government of Rajasthan. Contributed Rs. 5 million or the construction of a cultural centre in eastern India.</td>
</tr>
<tr>
<td>SIIL Copper</td>
<td>Organised mobile health clinics, seven health camps for families below the poverty line (in which more than 2,000 people were given free medical care) and a mega eye camp in association with the Arvind Eye Hospital in which 120 cataract operations were performed. Organised self-help groups for rural women to develop skills networks and provide support for self-employment.</td>
</tr>
<tr>
<td>BALCO</td>
<td>Various health initiatives for the local communities including the donation of Rs. 1.4 million for construction of a tele medical centre to provide medical services for 20 surrounding villages, and the provision</td>
</tr>
</tbody>
</table>

\(^{21}\) [http://www.sterlite-industries.com](http://www.sterlite-industries.com)
of free medical consultation and primary medicines to 8,500 patients across four villages during the year. This included regular visits by doctors employed by the Business and the running of a free eye camp in association with district health authorities, during which 202 cases of eye diseases were attended upon and 39 cataract operations carried out. Contributed Rs.10 million to a municipal school project and construction of a cultural centre in eastern India.

MALCO Contributed Rs.10 million to a municipal school project and construction of a cultural centre in eastern India. Runs a large school of 2,900 pupils in Mettur having provided the land and buildings, financial support and IT equipment.


Sterlite Foundation works in close collaboration with these groups. Approximately 700 people are involved in the activities of the foundation across India. In order to extend our support to other welfare projects, it is also working in association with organisations like Ramakrishna Mission on rural development and disaster relief. Sterlite Industries (India) Ltd. (SIIL) believes in conducting its activities with a Social Conscience. As a responsible Corporate Citizen, Sterlite has undertaken several initiatives to conserve the Environment and serve Society.

1. Environmental Consciousness- SIIL takes active interest in the protection and conservation of the environment through development of environment-friendly systems. The prestigious ISO 14001:1996 Environment Management Certificate awarded to the Tuticorin plant in Tamil Nadu, is evidence of its commitment to the cause of strict adherence to standards and constant endeavor to improve.

2. Safety Consciousness -SIIL believes that concern for the environment should go hand in hand with safety. As a good corporate practice, it encourages self-responsibility and concern for the environment and safety in each employee and contract workmen. International benchmarking and process improvements are also actively applied to provide a safe, accident-free environment to our most important resource - Human Resource. Result of the concerted efforts towards developing a safe work environment for and by the employees, is the OSHAS: 18001 Certification for Occupational Health and Safety Management and Systems. SIIL
has also been the proud recipient of the British Safety Council Safety Award for two years in succession for an excellent track record in safety.

3. Social Consciousness—Behind every success the contribution of the community plays a very important role. SIIL believes in fulfilling its social obligations by improving quality of life of the community at large. Its Community Care Program is aimed at enhancing the quality of life in the neighborhood community. The company’s endeavors primarily focus on women, children and youth, to achieve overall sustainable development of the community. A bottom-up approach is being followed in designing community development projects. Right from conceptual stage to execution, participation of the local community is encouraged so that benefits of the project reach the economically weaker sections. Such participatory approach also ensures 100% utilization of the facilities created - be it health care or community infrastructure. The community-care efforts are in four major spheres – Education, Health, Sports and Community welfare.

4. Education—'Transformation through education’ is Sterlite’s motto, and priority is given to education related projects, specifically in the rural areas for economically weaker students as illustrated below:

- Ten Free Study Centers established in the villages in and around the plant at Tuticorin. Courses in linguistic skills and computers are also imparted at these centers.

- Scholastic Excellence Awards have been instituted to encourage the drive for excellence and instill a spirit of healthy competition in the young minds.

5. Health—SIIL regularly conducts health programs in rural areas to create awareness to make the people responsive toward health and hygiene. It has adopted a three-pronged strategy: Prevention, Diagnosis and Treatment, to provide better health care for the neighborhood community. The Projects include:
- Awareness campaigns and health exhibitions-cum-seminars conducted frequently in the nearby villages to prevent any outbreak of diseases and to increase awareness about health and hygiene.
- Actively supporting national campaigns like Pulse Polio Immunization Camps and Health programs organized by National Blindness Eradication Society.
- Provision of infrastructure to nearby Public Health Centers and District Headquarters Hospital to help them provide better health care to the villagers.
- Rural Health Clinics established by SIIL in areas where access to Public Health Centers is very limited. Qualified Doctors treat on an average 12,000 patients annually at these clinics.
- Health camps are conducted by a mobile health team once in a month in the outskirts of Tuticorin and Coastal slums. Around 6,000 people benefit from such health camps every year.

6. Sports-SIIL encourages talent by promoting sportspersons and organizing various sports events at the rural level. Budding sports talents in the region are encouraged by SIIL through their ‘Catch them Young’ and coach them to excel program

7. Community Welfare-Based on the requests from the community, SIIL supports projects that improve the community infrastructure by Building school class rooms, provision of benches and computers to panchayat schools and by providing sewage canals in the villages.
From the above analysis we can make out that Sterlite foundation is fully funded by the Vedanta group, its Micro enterprise training and sterliteracy programme has reached out to a number of places in India

Conclusion.

Based on the above analysis we can infer that definitely social entrepreneurial organizations have performed well in terms of socio-economic development of the community with which it is involved. The case studies short listed above form a basis for evolving a frame work for empowering women in the city of Mumbai through Social enterprise development.

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"Social audit has been increasingly used by community based organizations since 1990s. Since 1992 the Traidcraft plc social audits have become models of good practice for Fair Trade organizations. The Social Accounting and Audit is a process [used] to create a flexible framework which enables [an] organisation... to account fully for its social, environmental and economic impact... to report on its performance and... to provide the information essential for planning future action and improving performance"