

PROCEEDINGS OF THE WORKSHOP WITH SOCIAL ENTREPRENEURS AND STATE & CENTRAL TRAINING INSTITUTE ON INNOVATION ON 13-14TH JANUARY,2014 AT COMMITTEE ROOM 'A', VIGYAN BHAVAN ANNEXE, NEW DELHI

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13.01.2014

Two day workshop with social entrepreneurs and representatives of Central Training Institutes (CTIs) and State Administrative Training Institutes (State ATIs) was held on 13-14th January,2014. The list of participants is at Annexure-I.

2. Joint Secretary (ARC) welcomed the participants and outlined the background and objectives of the Workshop. He mentioned that one of the mandates of the department is to help the CTIs and State ATIs in enhancing their capacity to conduct training programme on Government reform issues. The need for involving social entrepreneurs in training programme was felt because Govt. officers are not generally adequately exposed to the outstanding initiatives happening in the social sector outside the Government. They would benefit immensely from exposure to such initiatives and have a fresh insight into the challenges faced by the disadvantaged sections of society and how these challenges can be addressed with innovative and effective use of the available human, financial and technological resources. This Workshop is an attempt at facilitating interaction of the CTIs/ATIs with the social entrepreneurs.

3. Additional Secretary (ARPG) informed that the instant interaction with CTIs and State ATIs is to take forward the human resource development in Government reforms and public service delivery. There is disquiet in citizens, which needs to be addressed. The idea of better citizen centric service delivery may come through active interaction with social entrepreneurs. He felt that CTIs/ State ATIs should not look only into the outcome, but also the approach / commitments of social entrepreneurs.

4. Joint Secretary (Pension) highlighted the need for the change of mindset. She told that every year about 50,000 government officials from Central Ministries / Departments are retiring. Department of Pension has taken an initiative for fruitful engagement of such huge pool of Government officials after their retirement. Those officials do carry certain skill sets, which can be used for the betterment of the society. Their active engagement after retirement would assist them to face the after retirement strain successfully. CTIs / State ATIs can also work in this regard with D/o Pension.

5. Secretary (AR&PG) observed in his opening remarks that 2nd Administrative Reforms Commission has given a number of recommendations on various facets of administration. The thrust of the recommendations of the 2nd Administrative Reforms Commission is citizen centricity. He informed of the citizen centric social work being carried out by social entrepreneurs like Dr. Pathak, Arvind Eyecare etc. The idea is to impress upon the young officers of the need for reforms through interaction with social entrepreneurs. He highlighted the need for useful engagement of retired / retiring Government officers. All CTIs/ State ATIs may consider attachment of their respective trainee officers with social entrepreneurs for certain period of time. Secretary (AR &PG) felt the need for revision of Government circulars which are not in tune with time. He emphasized the need for self certification and abolition of affidavits.

6. Presentation by Dr. Bindeshwar Pathak, **Sulabh International**

- India had and has problems arising due to the practices of defecation in the open and manual cleaning of human excreta by a class of people called 'untouchables'. To solve the problems a technology was needed because sewerage system cannot help end both the practices because of high cost of construction, enormous quantity of water required for flushing etc.
- Sulabh Sauchalaya provides appropriate technology option
- In this system the biogas is produced from human excreta and the gas is used for cooking food, lighting mantle lamp, warming bodies, and converting into energy to supply as street light.
- This movement has helped scavengers to merge with main stream

Dr. Pathak talked of the challenges faced by him in his early days. He informed of the Collector who encouraged him and also guided him. Due to active support of Government, his organization has covered about 480 districts in the country. His organization does not work on 'solid waste management'. He informed of the positive attitude of Government towards his NGO. As regards the active engagement of retired Government officials, he informed that the idea can be further explored. Need for new skill set was felt.

7. Presentation by Shri Anand Kumar, **Super 30**

- Inequitable system of education - no proper school building / teacher for the poor students in Bihar
- Some success stories of students of Super 30 how they cracked IIT examination and now successfully employed in overseas organizations
- Social impact by successful students on the community
- Challenges faced by Super 30 in its early days

- Recognition of achievement of Super 30

Shri Anand Kumar desired for a model school in every State for poor students, wherein Super 30 can actively cooperate. The representative from ATI, Meghalaya, informed that they train students for appearing examinations of the UPSC and it was felt that Super 30 may assist the institute how to motivate students to achieve the desired goal.

8. Presentation by Dr. R.D.Ravindran, Arvind Eye Care

- 42 million blind worldwide, 12 million blind in India
- Cataract surgery - a simple procedure- can give sight to 7.5 million people
- Challenges - low affordability/illiteracy/ low health awareness
- Outreach programme to overcome challenges - through community participation/ screening camps / free surgery
- IT enable low cost vision centers - 41 centers covering 3 million people
- Minimum length of stay at hospital ensuring minimum cost

Dr. Ravindran informed that revenue is generated from paying patients/ high productivity of surgeons. Secretary (AR &PG) informed that Arvind Eye Care is a very good case study and is used by Harvard Business School.

9. Presentation by Shri Anoop Kaul, Basix

- Challenges being faced in India -Unmanaged Risks- life, health, livestock, weather, Millions joining the work force every year-unskilled 12 m/ Low employability, low productivity in agriculture / Non-Farm sector still evolving
/Some technologies replacing labor/Low access to markets, information and financial services
- Need for inclusive growth
- Women empowerment (awareness of entitlements, acquiring knowledge and skill and being able to use skill) and livelihood promotion (developing human capital, developing appropriate institutions, accessible financial services) - two mutually reinforcing approaches to come out of poverty
- Basix's activities - building institutions/Providing access to Financial Services/Strengthening Farm, Dairy, such sub-sectors/ Encouraging Non-Farm activities/ Vocational Skills Training & Employability etc.

Basix concentrates on ground level activities and would like to work under Government. It was informed that how Government of Gujarat is contemplating proposal of merger / convergence of all Departments towards eradication of

poverty. He also informed the financial inclusion activity undertaken by Government of Rajasthan- 2 lakh enrolment per day occurring / 30,000 banking outlets opened in 60 days. So it was opined that Government's assistance is must for scaling up any activity.

10. Presentation by Shri Rustam Sengupta, **Boond**

- Boond is for energy access to rural India
- The enterprise is focused on promoting renewable energy products that can be locally serviced and are affordable through financial linkages with banks and financial institutions
- Over 50% of India is un-electrified – getting less than 8 hours of electricity
- Boond sees opportunity in the large number of un-electrified households and households where energy needs are not being met by current low wattage.

Boond works with Gram Panchayats and Gramin Banks so as to finance micro grids for the village. However, there is severe shortage of trained people to understand financial perspective, collect and analyze data. It deals in solar technology.

11. Presentation by Shri Sidharth Agarwal, **Teach for India**

- To build a movement of leaders to remove educational inequality in India
- 382 colleges and 219 corporates are involved with them
- Part- I-Fellowship- 2 year attachment with a school and Part-2- alumni

It was informed that they are at present engaged with 250 schools in India. Their fellowship programmes acts as a catalyst for change for the intellectual development of the school. Their method of selection of a fellow is quite rigorous. After completion of fellowship by an individual in a school, the vacuum is soon filled by another individual under the fellowship programme, for the school. So there is continuum in the process. Their exclusivity in approach is due to their focus on creating 'leaders' who will unleash change in larger arena of educational equity for people of India. They spend about Rs 3 lakh per person under the fellowship programme. The fellowship is targeted for developments of values/ change of mindset and increasing learning levels of students- no compromise is tolerated. As regards impact of their programme, a 3 year longitudinal study is under way. It has been found that the schools under the coverage of 'treatment' is more progressive than the schools under not 'treatment'. The 2nd year of fellowship is dedicated

towards the development of leadership attitude. The organization is also inspired by the 'Teach for America' programme in USA.

14.01.2014

12. Presentation by Shri Rajendra Joshi, Saath

- Slum population in the country was about 93.06 million in 2011
- Urban Not So Poor are a market
- Generate Surpluses for buying services
- Aspiration Levels are quite high
- 30 - 60% of large city populations
- Contribute significantly to the city economy
- Large market
- Paradigm shift required - from welfare to market approach -an integrated approach
- Earning skill, health, access to credit, education, shelter and livelihoods are all interlinked
- Slum networking case study - an initiative to provide basic services to the urban poor/ Slum Electrification project -By working with the government and private sector, SAATH enabled the community to advocate for constant electricity /Urban Health Centre- an initiative to provide access to provide primary health care to slum population

Shri Joshi informed that he started work way back in 1984. His work focused on providing basic services like sanitation, drainage etc. to slum population under Ahmedabad Municipal Corporation. He prevailed upon the Municipality not to evict slum population and in exchange of that guarantee, people in slum would provide Rs. 6000/- per household to avail the basic services by Municipality. This led to empowerment of the people of the slum. He touched upon his novel initiative ' Griha Pravesh' - how his organization assisted people in urban slum to find their affordable house. People in slum stay out of necessity as they can not afford huge cost of land and they have also to stay near their sources of livelihood. He agreed to document the activity of Organization for one / two sessions for CTIs/ State ATIs. He was also open to the idea of engaging the services of retired government servants on payment basis. Migrants form slum population and they carry vibrant energy. Their vibrant energy can be channelized through a constructive way for betterment of society as a whole. The representative from Assam ATI informed that they would get in touch with Saath and would like to have a structured programme of interaction. It was felt that the structured programme may have the following stages -

- Introduction on the activities of the organization – 7-10 minutes
- Topic for interaction
- Model of convergence through the Urban Resource Centre
- Lastly, the change of mindset

13. Presentation by Dr. Madhu Sharan, 'Banyan Tree'

- Treats mentally ill abandoned women and also rehabilitate them
- Till date 7000 women treated and 4000 women successfully rehabilitated

It started in 1993 by two friends Vandana and Vaishnavi. It has now grown in stature and has also got recognition. It got land from Govt of Tamil Nadu in Mahabalipuram and set up its hospital there. Mental illness is like 'Diabetes' and can be treated. In Chennai, as soon as an 'abandoned woman' is found by police, she is handed over to 'Banyan Tree' for further necessary action. It works in tandem with Institute of Mental Health, Chennai. It has a wing for volunteers who are generally occupational therapists and assist patients towards rehabilitation. It offers Masters Programme in Mental Health in collaboration with University College of London and University of Amsterdam. It was felt that Government should strengthen the health care programme of mentally ill patients at district level in a phased manner. Secretary (AR & PG) observed that CTIs/ ATIs should attaché young probationers of all India Services / Central Services / State Civil Services with the Organization as in the long run such officers would be able to frame better policies due to their access to authorities and resources.

14. Presentation by Ms. Sumita Ghosh, 'rangSutra'

- rangSutra - a community owned company
- rangSutra creates opportunities for inclusive growth in rural India, through the creation, manufacturing and sale of top quality hand crafted products based on principles of fair trade and a celebration of India's rich craft heritage
- Envisaged as a bridge between - rural artisans and the market / change and continuity/tradition and contemporary
- Self financing model. Equity for start up and loans to scale up
- Handholding artisans and their groups through the entire value chain - from design to procuring raw material, working capital, quality training, markets
- Work from home (especially convenient for women with families to look after
- Putting scale at work- economies of scale
- Our presence in different aspects of supply chain ensures quality and timely production
- Common facilities Centres - design, marketing, raw material bank, quality standards.

- Facilitating decentralised production – with on the job training in production and quality parameters

RangSutra is a public limited company and 1800 artisans are share holders of the company. The source of funding is equity capital and investor like AMFPL. The market access is through Fab India. Recently Ikea has placed orders on the organization. The approach of the organization is to empower the artisans by availing ownership of the organization by way of equity. So profit is also distributed to artisans. It was informed that there is no dearth of orders. But weavers are part time farmers and so they do not focus primarily only weaving. rangSutra has assisted in increaing income of artisans and thus stopping migration to cities. The organization is working in western Rajasthan and at Vadoi and Mirzapur, near Varanasi in Uttar Pradesh. They also do provide group insurance facility to artisans.

15. Presentation by Shri Joseph Madiath, **Gram Vikas**

- Gram Vikas works primarily in Odisha and now works in Jharkahand, Andhra Prdesh and Madhya Pradesh
- During 1979-81, it organized a tribal people’s movement across 60 villages in Kerandimals, Ganjam, against moneylenders and liquor merchants. It included interventions in health, education, small savings and income generation.
- Its approach is integrated in the sense for total habitat development with dignity
- Core values – 100% inclusion, cost sharing, social equity (poorer pay less and better off pay more), gender equity and sustainability
- Focal areas – people’s institution , enabling infrastructure, health, education, livelihood and food security
- Exclusion is a bane of society –water and sanitation are vehicles for inclusion
- Water and sanitation anchored with local institutional arrangement –equal representation of men and women- each household on average pays Rs.1000/- towards corpus fund for maintenance of toilets
- Creation of physical assets – toilets and bathing rooms, piped water supply and community assets
- Set up disaster resistant houses in districts of Ganjam and Gajapati
- Community capital- Inclusive village institutions adopt democratic ways of functioning /Women gain public space and voice in village decision making process / Capacities to negotiate and bargain with state and other agencies improved- role of contractor eliminated/ Improvement in health status of

women and children/ Improved functioning of schools and increase in enrollment of children.

- Impact -85% reduction in incidence of water-borne diseases / Corpus fund of over Rs. 6.61 crores /Toilet and bathing rooms constructed for 57793 households in 988 villages / Toilets to new households: 391 units/ Piped water supply completed in 853 villages

Shri Madiath informed that he came to Odisha in 1971 to undertake the relief work after the great cyclone in 1971 and stayed thereon. His organization now covers about 1600 villages in Odisha. He focused on betterment of sanitation and providing potable drinking water. He observed that the naxal problem afflicting the area would cease once Forest Rights Act is implemented. This is an excellent case of community participation and exposure visit of State Service Officers should be undertaken by State ATIs.

16. Presentation by Shri Abhisekh Sinha, Eko Financial Services

- It is transforming financial transactions – providing last mile connectivity to customers
- Problem - Carrying cash over physical distance- Domestic migrant money transfer/ Cash management for small businesses
- Lack of infrastructure - Financial services/ Financial Transactions
- Convert retailer into “ATM++” with the help of a basic cell-phone/Next door grocer into community banker
- Empower customer’s cell phone into their financial identity
- Low-cost, low energy consuming, always-on IT device
- It is used primarily for money transfer and also for utility bill payments etc
- Its partners – State Bank of India/ ICICI Bank/ Yes Bank

It was informed that its services are available in Delhi and NCR Region, Haryana, Bihar, Maharashtra, Uttar Pradesh and Andhra Pradesh. It follows business correspondent model and bank accounts are ‘no frills’ account. For the security of transaction, it was felt that customer’s awareness is important. It operates 16 call centres 24X7 for registering complaints. It provides banking facility through accessible mobile technology (operates on all types of mobile phones) and is used primarily by migrant population.

17. Presentation by Shri Arbind Singh, Nidan

- It works with informal workers like home based workers, street vendors
- Its activities touches upon issues on advocacy, providing legal aid, skill development, health, financial services, waste management

Shri Singh informed that financial inclusion is needed for the people. For this purpose, Nidan has set up Credit and Thrift Cooperative Societies – 1 in Bihar, 1 in Delhi and 1 in Banagalore. Such societies, he felt, would provide financial population to the common people at large, who are outside the network of the present banking system. Nidan has set up 10,000 self help groups (SHGs). It is involved in micro financing. Nidan has set up a National Organization of street vendors which recently organized Street Food Festival at Jawahar Nehru Stadium and was praised by renowned personalities. Nidan promotes such collectives. Nidan has also set up National organization of informal workers. It is also in the field in the PPP mode with NRHM. It has solar programme – alternative sources of energy for home lighting. It gives priority towards engagement with Government. Nidan has been lobbying for a bill for street vendors, which has been passed by Lok Sabha, and pending in Rajya Sabha. This would help cities to demarcate certain areas as Vending Zones, from which street vendors would not be evicted. The selection of such vending zones would be based on history of such cities, places of existing weekly/ daily markets and would be selected by the proposed ‘Town Vending Committees’ comprising stakeholders like police, representatives from Government, vendors etc. Secretary (AR &PG) observed that Nidan may focus on certain areas like ‘street vendors’ and ‘financial inclusion’ for sessions with State ATIs and CTIs and develop case studies for them.

18. Presentation by Ms. Neelam Chibber, Industree

- India’s creative communities (artisans) need to be trapped to provide market links access
- 200 million rural artisans (estimated) live with income at under 2\$ per day
- Large scale distress urban migration
- Loss of artisan heritage
- Overcrowding of urban areas leading to scant opportunity and depression of wages
- Artisan families not able to own more of value chain and scale up production
- Caught in a “Malthusian Trap” - Over-reliance on middle-men/ No connection to actual market needs/ Alienated from best practices & evolving technology

- Mother Earth brand being built as market linkage by for-profit Industry. Has retail presence in Home, Fashion, Food and provides sustained business at fair wages to producer groups it helps incubate, along with shareholding in brand
- Industry Foundation is incubating artisan owned production units (BIGs- Business Interest Groups), clustered in producer companies, supported with common facility centers, access to working capital and sustained markets via Mother Earth which is technologically enabling producer companies to connect to urban and global retail through market information, training, design & quality inputs

It was informed that India has vast pools of talented artisans. They need to be provided market access for their sustenance, which would enable the skill to survive. No carbon foot prints for such production. The objective of the Industree is that such handicrafts and artisans making the handicrafts should survive from competitions from cheap plastic made goods. Industree is facing stiff challenges due to its primary focus on handicrafts, but not on apparel. The customers still gives first priority towards purchase of apparel first and thereafter, goods for home like handicrafts. However, the Western countries prefer home goods in preference to apparel and this change of attitude may take time to percolate to India. Industry supplies handicrafts to Idea. Its cash flow is severely affected as it cannot raise funds from markets due to extant banking laws. It has partnership with Biyani Group, which has largely contributed for its present growth. It hopes to connect 20,000 artisans soon. It has also set up skill development company in association with National Skill Development Corporation of Government of India.

19 .Way Forward

Following agreements were arrived at:-

- (i) CTs/State ATIs would submit the action plan on involving social entrepreneurs by 31st Jan, 2014.
- (ii) Officers Trainees are exposed to field organization during their Bharat Darshan or otherwise. It can be considered that they can be exposed to one of these social organizations. CTIs/ATIs will work out programme of short duration attachment with the social entrepreneur and may send a proposal to DARPG, in case they need any assistance in this regard. The exposure should be of minimum of 4-5 days unless it is a short visit.

- (iii) The exposure should be worked out with social organization well in advance and minute-to-minute programme should be chalked out. On this basis, if possible, they may present a paper / their report.
 - (iv) An appropriate arrangement with the social organization should be done before the Officers Trainees are sent to the social organization.
 - (v) Keeping a two-hour session in mind, social entrepreneurs will prepare presentations, focusing on not more than one or two crucial interventions.
 - (vi) DARPG will consider having the component for support to the CITs/ATIs to have meaningful attachment programmes with social entrepreneurs under the scheme of State collaboration.
5. The meeting ended with a vote of thanks to the chair.

List of participants

Annexure-I

1. Shri Sanjay Kothari, Secretary (AR&PG) - in Chair
2. Shri Arun Jha, Additional Secretary (AR &PG)
3. Shri Pramod Kumar Tiwari, Joint Secretary (ARC)
4. Ms. Vandana Sharma, Joint Secretary (Pension)
5. Shri Aditya Joshi, Director (AR)
6. Shri Rajesh Kumar Sharma, Director (D&D)
7. Ms. Kavita Garg, Director (e-Gov)
8. Ms. Tripti Ghosh, Director (PP)
9. Shri Harjit Singh, Deputy Secretary (Pension)
10. Ms. Sujasha Chaudhury, Deputy Secretary (Pension)
11. Shri A.K.Marwaha, Deputy Secretary (ARC)

Social Entrepreneurs

1. Dr. Bindeshwar Pathak, Sulabh International
2. Shri Anand Kumar, Super 30
3. Shri Anoop Kaul, Basix
4. Shri Rustam Sengupta, Boond
5. Shri Sidharth Agarwal, Teach for India
6. Dr. Madhu Sharan, Banyan Tree
7. Ms. Sumita Ghosh, rangSutra
8. Dr. R.D.Ravindran, Arvind Eye Care
9. Shri Rajendra Joshi, Saath
10. Shri Joseph Madiath, Gram Vikas
11. Shri Abhisekh Sinha, Eko Financial Services
12. Shri Arvind Singh, Nidan
13. Ms. Neelam Chhiber, Industree

Institutes

1. Ms. Miranda Das, Dy, Director, AASC, Assam
2. Dr. Venkata Rao, Course Director, MGSIPA, Chandigarh
3. Dr. Manveer Kaur, Faculty Member and Course Director, HIPA, Gurgaon
4. Dr. Rachna Gupta, Asst. Professor, HIPA, Gurgaon
5. Dr. R.K.Choubisa, Professor, HCM RIPA, Jaipur
6. Dr. S.H.Khan, Joint Director, NIDEM, Delhi
7. Dr. R.K.Pandey, Dy. Director, Uttaranchal Academy of Administration, Uttaranchal
8. Shri Abhishek Bhagotia, Director, MAIT, Meghalaya

9. Dr. Jyotsana Hirmukhe, Asst Professor, YASHADA, Pune
10. Dr Ramprasad Pole, Faculty, YASHADA, Pune
11. Shri Supriya Natha, Faculty, INGAF, Delhi
12. Shri Rakesh Babbar, Faculty, INGAF, Delhi
13. Dr. A,K,Byane, Faculty, ATI, Madhya Pradesh
14. Dr. Vinti Agarwal, Faculty, NIFM, Faridabad
15. Dr. Gautam, Librarian, NIFM, Faridabad
16. Ms. Anita Dayal, Assistant Director, Dte of Training (UTCS), Delhi
17. Ms. Neeta Negi, Assistant Director (Trg), Dte of Training (UTCS), Delhi
18. Shri Praveen K Sinha, Dy. Director, SPV National Police Academy, Hyderabad
19. Shri Anand M.S, Associate Professor, Anal Institute of Management, Chennai
20. Shri Sanjay Jhaldiyal, Faculty, UP Academy of Administration and Management
21. Shri J.P.Dash, Director, NADP, Nagpur
22. Shri S.Das, APD, NADP, Nagpur
23. Dr. A.K.Bisari, OSD, ATI, Bhopal
24. Dr. R.K.Bhats, DG, ATI, West Bengal
25. Ms. Anita Singh, Dy. Director, BIPARD, Bihar.