

**Social, Economic and Environmental Sustainability as Reflected in a Case of  
Rural Community in West Bengal, India**

**By**

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## **Table of Contents**

<a href="#">Table of Contents.....</a>	<a href="#">2</a>
<a href="#">India is a land of ‘Village Republics’.....</a>	<a href="#">4</a>
<a href="#">Study Site: Teorkhali Village, Purba Medinipur, West Bengal.....</a>	<a href="#">9</a>
<a href="#">Methods used for Data Collection.....</a>	<a href="#">13</a>
<a href="#">Analysing Local SSE Value Chain.....</a>	<a href="#">18</a>
<a href="#">Findings and Discussions.....</a>	<a href="#">26</a>
<a href="#">Conclusion.....</a>	<a href="#">26</a>

## **List of Acronyms**

1. *SSE- Social Solidarity Economy*
2. *SHG – Self Help Group*
3. *KSWS- Kishan Swaraj Welfare Samity*
4. *RF- Revolving Fund*
5. *CF- Community Fund*
6. *CBO – Community Based Organisation*
7. *CO – Community Organisations*
8. *OFCE – Organic Farming Community Enterprising*
9. *NGO- Non Government Organisations*
10. *ADA – Agricultural Development Authority*
11. *CCRI- Chinsurah Rice Research Institute*
12. *FGD – Focus Group Discussions*
13. *SGSY - Swarnajayanti Gram Swarozgar Yojana*
14. *HYV - High Yielding Variety*
15. *NRLM - National Rural Livelihood Mission*
16. *RI – Research Institutes*

## **India is a land of 'Village Republics'**

A village in India is an ultimate signifier of 'authentic native life' where one can comfortably understand the way local people thrive in a congenial setting of cohesive social bonding and belief systems. Beteille commented that the concept of a village does not merely mean a place where people live but the basic values of Indian civilization are well reflected through them (Beteille, 1980:108). The institution patterns of the village society and its socio-cultural values portray the epitome of the so-called 'traditional society' (S.S. Jodhka, 1998). Embodying the true essence of rurality, peasantry happened to play an important role in some of the early struggles for freedom. In the post-independence era, since a large part of the rural population was dependent on agriculture, most of the studies indicated the need for understanding the prevailing structures of agrarian relations and working out means of transforming them (Jodhka, 1998). Indian villages with a considerable degree of diversity, internal as well as external, are an admixture of unity and diversity in summation. In terms of diverse groupings, a complex structure of social relationships and institutional arrangements, economic and social specialization, marital ties, and religious and political organization, the structural unit is even larger than just the village (Jodhka, 1998:21, Redfield, 1956:63, Beteille, 1996:136-7). Infact, Srinivas, (1960:10) and Srinivas and Beteille (1964)'s contention of Indian villages relates to a completely self-sufficient unit which forms the basis of most of the village-based studies in India from a sociological point of view. Infact, the perspective of local economic development using Social Solidarity Economic (SSE) principles, beginning at the village level, takes inspiration of the fact that villages comprise of a self-managed neighborhood association which can direct restructuring of economies in a particular locale' (Birkhölzer, 2009).

Village communities, all over the Indian sub-continent, have a number of commonalities. The village settlement, as a unit of social organization, represents a form of solidarity that is different from that of the kin, the caste, and the class. Different castes and communities, inhabiting the village are integrated in its economic, social, and ritual pattern by ties of mutual and reciprocal obligations, sanctioned and sustained by generally accepted conventions. Inside the village, community life is characterised by economic, social, and ritual co-operation existing between different castes. Notwithstanding the existence of groups and factions inside the settlement, people of the village can, and do, face the outside world as an organized, compact whole' (Dube,1960:202). Dube (1955:199) also relates to the fact that apart from the conventional ties of a typical village community, which are constituent parts of the social structure, several relationships involving voluntary co-operation is also observed among village based communities. There is indeed a considerable degree of inter-caste and inter-family cooperation within the social system. W. W. Wiser (1936) suggests that the role of a village social organisation is to imbibe the element of 'reciprocity' and 'interdependence'. Mutual gratification was supposed to be the outcome of the reciprocal change (Wiser, 1969:10).

In the modern Indian villages, caste system is considered a closed system of stratification, which means that a person's social status is obligated to which caste they were born into. There are limits on interaction and behavior with people from another social status (Sekhon, 39). In order to overcome and attempt to eliminate the inequalities and injustices associated with caste system, the founding fathers

of Indian democracy, Ambedkar and Gandhi, wished to liberate the moral issue of untouchability by changing the social structure through legal, political, and educational means. Indian Government has been making a lot of effort for the socio-economic betterment of the poorer sections of the society in the form of development programmes with ever changing strategies and shifts in each of them (Tendon 2009).

Many development programmes transcend from the overall rural development perspective to agriculture development and from target group to (Self Help Group) SHG approach (Bhai et al, 204; Singh 2001; Arora, 1990 in Sharmah and Das 2012). Presently, 72.2% of the Indian population lives in rural areas, that is, around 750 millions of people with respect to the 2001 Census. In these areas, the rural poor, represented mostly by the women, suffer from the chronic problems of traditions, lack of exposure, poverty, lack of guidance and absence of regulatory bodies.

In the face of accelerating growth and investment now occurring in India, agriculture has been faring poorly. Till the 10th plan, agricultural sector accounted for less than 3 per cent. In order to maintain a sustainable growth rate of 10 per cent, it is necessary to maintain a steady growth rate of 4 per percent. Crop productivity is well below world average and the yield output is terribly slowing down. The agricultural production system could be classified into components of input supply, production, processing, sales and distribution to consumers and quality and food safety measures as operation. However, interaction between these components is negligible throughout the agriculture sector in India.

Technological intervention in the mid-1960s contributed significantly towards bringing the country from deficit to surplus stage in terms of food grains production. However, the recent trend of cropping system is creating a lot of problems related to sustainability and market imbalances. Several studies in this direction have suggested that the reform policy of the government is only focused on price measures. The perspectives of infrastructural and institutional changes which have been causing an unfavourable effect on agricultural growth in recent decades has been totally ignored (Landes, 2008).

In India, similar to most of the developing countries, the economy is based on agri-food sector. Being particularly affected by competitive scenario, value chain development and its upgradation is receiving so much importance in the international development community. Government and donors have realised that for rural households involved in agriculture and agri-business allied activities, increasing the access to finance is a major determinant which can be worked out by convergence and inter-linking of agribusiness and finance.

In the course of development, socio-political and economic systems undergo changes in their institutional structures at different points of time; especially the economic organisations and interaction of individuals and institutions mediating interactions. The actual functions of the market deviate from neo-classical position. SHGs may have enough potential to be considered as independent institutions for mobilising sufficient funds for disbursement among members, as long as they maintain the thrift in the federation. These groups also enjoy economies of scale in the procurement of raw material and marketing of the finished products by joining together as a group. Some of the NGOs succeed in utilising the collective efforts of these informal institutions. In that case, organisational skills, maintaining

discipline at meetings, interactions and participation need to be considered essential for the success of SHGs activities. With a little effort, community based NGOs could inculcate the spirit of cohesiveness with the help of the animators appointed by them (Mathew, 2009). The entire business spectrum, epitomising the true spirit of Social Solidarity Economy (SSE) would be captured by the value chain analysis of the organic agriculture community enterprise, being practiced at the village level by women-led SHGs, under the able leadership of Kishan Swaraj Welfare Samity (KSWs) in West Bengal, India.

### ***Social Solidarity Economy (SSE) at the Village Level***

The perspective of SSE designates all production, distribution and consumption activities that contribute to the democratization of the economy based on citizen commitments both at a local and global level. Location specific micro-enterprise development helps in diversifying income for the poor. This is indeed possible if the interaction of markets, state institutions and civil societies can harness the forces of economic integration and technological changes to serve the interest of poor people and increase their share of society's prosperity (WDR, 2001).

It comes out that while SHGs help to reap economic benefits out of mutual help, solidarity and joint responsibility, their success is largely dependent on the role of the promoting agency and the coordinator as the most important external factors contributing to the groups success (Anand, 2004). These promoting agencies mostly function as Community Based Organisations (CBOs). For encouraging CBO at the local, regional, national or international level, a framework of social change which is not isolated and distinctively extends capabilities, sectors and geographic reaching through networks and multi-sector partnerships is the apt propagator. Strongly ground on the principles of collective interests, reciprocity and links to a basis of a systemic transformation, such CBO are enabling local economic development (Davidson, 2008).

In order to form sustainable rural communities, there needs to be a recognizable need in the community which is not necessarily met by central/local government or public agencies. Birkhölzer (2009) advocates the most convincing scenario would be 'development from within'. In this scenario the local actors, the people themselves play the key role. This relates to one of the core concepts of SSE which incepts from the point where people realize that neither the state nor the market economy will serve their needs or solve their problems.

For a rural economy, the values of ethnicity and class form the basis of a solidarity based or shared-class interest. These two values are cutting across one another in complex societies, each calling on people to a join together in different axis. Ethnic solidarity is a social phenomenon that calls upon primordial sentiments and bonds based upon common ancestry. These sentiments and bonds do not naturally exist but are constructed and activated (Light, 1972 in and Modell, 1980). The contribution of informal economy and family-owned units are uniquely tied to the terms of solidarity, extended kin, people with same surname, for forming partnerships, securing loans, obtaining employment, patronage, or credit or for the establishment of a number of small business arrangements (Bonachich and Modell, 1980: pp 5-6)

For Indian villages, where 68% of the total population is involved in some form of informal sector (Sinha et al, 1999), the most convincing argument is that that the poor farming communities, who are of low

socio economic status, heavily rely on informal sources for technology information and awareness building (Dasgupta, 1989). In 'Linking self-help groups and banks in developing countries', by Erhard Kropp, Michael T. Marx, Ballurkar Pramod, Benjamin R. Quinones, Hans Dieter Seibel, 1989, the authors elucidate on the importance of informal economy and how SHGs remain to be the most preferred option amongst others such as moneylenders and financial brokers in the entire sphere of informal economy. As a suggestive paradigm for rural development, there is set of common elements/ factors that comprises of natural resources of new technology, capital accumulation and investment, educated, technically trained, enterprising and motivated human resources with values and ethos congenial to rural development, in an appropriate institutional and organizational framework. A people-centered strategy, all in the Gandhian model, would be the most appropriate prototype of sustainable rural development for India (Singh, 1999). The informality of SHGs and the perspective of rural development go hand in hand with each other.

That is the reason that a large number of non-formal bodies have partnered with NABARD (National Bank for Agriculture and Rural Development). A high level of dependence of the informal sector on non-institutional sources has continued in the last few decades despite a rapid growth of banking network in India. Infact, it has emerged in the All India Debt and Investment Survey (Gol) that the share of non-institutional agencies (informal sector) in the outstanding cash dues of rural households was quite high at 38%. Interestingly, households in the lower asset group were found to be more dependent on the non-institutional credit agencies. When the ultimate target is to empower the poorest sections of the society, micro-finance led credit disbursal systems have been working as SHG promoting institutions. Of all programmes of credit-disbursal, SHG-banking system is demand oriented. By improving the financial access for the poor, who have been outside the purview of formal finance, SHGs and the banking programmes become autonomous to be a socially and economically viable design tool. Infact, SHG is an informal organisation, comprising of people of up to 20 people from the poorer sections of the village society. These are organised, owned, operated and controlled by the members, based on the principles of solidarity, reciprocity, common interest and resource pooling (Kropp and Suran, 2002)

### ***Community Based Organisations (CBO) in the Informal Economy***

Community based organizations (CBOs) are the best representatives of informal sector of India. The majority contributors of the informal economy comprises of small entrepreneurs, paid and unpaid, establishment workers, independent workers and casual workers among many others. Generally, a major part of the people below the poverty line are in the informal sector, like the women workers who account for 96 per cent of this sector (Subrahmanya and Jhabvala n.d. ). The women are the 'ultimate army of reserve labour' (Omvedt 1990, p.70) and when they form groups among themselves, the notions of human capital investment, or even savings and investments in the ordinary sense of the term, take a back seat. The communal relationships of caste, kinship, place of origin play an important role in determining successful group formations (Das, 1993). The rural women are hailing mostly from the socially depressed groups, such as Dalits, or the Scheduled Castes and Tribes (Das, 2001, p.186; Anand, 2001, p.278). While the notion of caste does not enter the process of official discourse, the sheer drive for survival dictates every action. Most of these groups are possessing rare and indigenous skills, that

impart a strong socio-cultural dimension to their core existence. This is a complex social system which cannot be reduced to a uni-linear labour hierarchy. However, the knowledge might have become obsolete due to migration and the communities lack enough skills to upgrade their knowledge. Skill formation is not only the attainment of education, especially higher education related to jobs or employment. Also, the issues of diversification and vocationalisation of secondary education are dealt with purely in economic term (in Mitra, 2002).

Understanding the needs by communities, it is necessary to develop a further insight into the community based social enterprise organizations that are typically meant for their development. Firstly, these organizations offer a new and alternative opportunity for local people to get ahead. Social enterprises draw on the collective effort of many people and partnerships and have a greater capacity to produce not only income for those involved, but a surplus that can be distributed to social ends (Pearce, 1993). Secondly, social enterprise development relies on the active participation of community members who take charge of the planning and problem solving process. There is no one-size-fits-all solution of organizational governance format and neither can that be imposed from outside. Such structures form and grow autonomously, challenging the established norms. Often, rural people criticize the lack of participation in governance by grass roots membership and the absence of accountability in such cooperative initiatives. In some other cases, cooperatives seem to provide a more independent and alternative voice howsoever (Teodosio 2003). Often revitalization of economic alternatives is made possible by NGOs, working as CBOs, who are interested in social enterprise development as a strategy of economic intervention that emphasizes community participation (Community Economies Collective and Katherine Gibson (2008) in A. Amin (ed.), 2009)

The emphasis of community building can be achieved through building relationships within small informal groups, in contrast with other techniques that targeted widespread participation and which are grounded in conflict and confrontation (Bradshaw, Soifer & Guiterrez, 1994; O'Donnell & Schumer, 1996; Stall & Stoeker, 1997 in Turner and Pinkett (2000). The perspective of community building has a social and cultural orientation as its foundation. Community builders believe that socially, relationships among community members represent the basic building blocks for strengthening distressed neighbourhood. Culturally, on the other hand, community builders ensure that the values, beliefs, and practices of community members are consistent with the strategies that are undertaken. Successful community building cultivates true leadership (Gilbert, Specht & Terrell, 1993). These initiatives are typically deemed to be organized by a relatively small group of committed individuals that serve the larger community. Their focus is more on increasing socio-cultural capital by expanding connections within the community and improving the ability of community members to work together effectively. Communal public interest in a community is related to community building. In the true sense of the term, a community is conceptualised as a set of individuals working together on common interests, with an emphasis on voluntary action that will naturally coalesce around important issues. This approach that adheres to an agenda planning in the form of power, encourages residents/ community members to develop their own vision for the community that can be translated into an agenda that reflects their common interests (Gaventa, 1980; Lukes, 1974). Civic involvement along with an active citizenship bounded on common principles among the community members translates into an active community



building initiative in the form of an engaged citizenry (Sviridoff & Ryan, 1996). The actively involved community members are held essential to the community's problem-solving capacity (Sviridoff & Ryan, 1996). In such cases, social ties that bind one to another are held vital to the growth of the initiatives of community members, in the form of associations, businesses, and institutions (Gilbert, Specht & Terrell, 1993, cited in Pinkett (2000).

The core mission of SSE is democratic control and social justice, other than the necessary factors of cooperation and ecological sustainability. Therefore, broad community involvement could be achieved by mounting an aggressive marketing campaign to solicit the involvement of various community members, which beholds a fair representation of residents, representatives of local associations and institutions, and neighborhood business-people, that reflects the demographics of the community; indicative of the entire federation/cluster/network of well-knit supply/value chains. There is a need to synchronize efforts across various categories of financial institution and other distribution channels, through which the communities serve and reach the customers. This again pertains to the need that the existing level and types of group activities and informal intermediation, and credit/technology lending is appropriate for local communities and demand thorough insight. For proper business development and marketing training, community development skills are extremely imperative. In this task, role of NGO's, Panchayats, Women's organizations etc. need to be enhanced. For long term sustainability of SHGs, the natural elements which help to survive SHGs as sustainable village level institutions for taking active role in development and governance need to be encouraged. A stand-alone group is less effective and a confederacy would offer the strength of numbers and solidarity to each of its constituents. Therefore, SHG's need wider institutional support for crisis resolution, marketing, networking and mobilization for effective action on social issues (Planning Commission Final Report, 2005). The study, based in the village of Teorkhali, West Bengal, portrays the unique model approach of building a SSE value chain involving stakeholders adopting to the 'culture of compassion, solidarity, respect for others, as well as justice and fairness in relation to both people and the environment' (Quiñones, Benjamin Jr, 2012)

### **Study Site: Teorkhali Village, Purba Medinipur, West Bengal**

The village of Teorkhali is located in the agricultural district of Purba Medinipur, West Bengal. The mainstay occupation of the villagers in the target area is agriculture. However, agriculture is very backward and inadequate due to many constraints leading to low agricultural productivity that in turn results in low income of the vast majority. Additionally, the over reliance on chemical and industrial mechanisation, is causing fast depletion of rich biodiversity and natural resources in the district of Purba Medinipur.

Overall, Purba Medinipur does not appear to be brightest star in West Bengal's agriculture horizon. It is a well known fact that shallow tubewells have become mainstay of West Bengal's agriculture for its summer crops which from the very beginning have brought HYV (High Yielding Variety) seeds into cultivation practice. This subsequently requires steady flow of water and ground water to come to its relief. Irrigation data has shown that the share of agriculture in the district has fallen to around 20 per cent of Net District Domestic Product but the share of tertiary sector has risen to about 56 per cent. But

it does not only imply that more and more rural inhabitants are migrating, thereby turning sleepy hamlets into bustling towns.

Although, urban population in Purba Medinipur has increased from 5 to 7 per cent of total district population between 1991 and 2001, the factual statement is that most of the people in Purba Medinipur look for service sector jobs in rural areas. This certainly creates problems since diversification of economic activities is supposed to lead to more urbanization. One must also note that although agriculture's share has decreased over a period of time but industries have not grown that fast in rural areas. Purba Medinipur has a smaller average landholding size. It is mostly relating to the problems of population pressure on land coupled with fragmentation of land due to nuclearisation of existing families. Blocks in Purba Medinipur in general have density of population less than 400 per square km as per 2001 census. Also, most of the main workers are engaged in agriculture as small scale cultivators and agricultural labourers (District Human Development Report, Purba Medinipur, Development and Planning Department, Government of West Bengal, 2011).

On a different platform, Purba Medinipur is a pioneer in West Bengal in implementation of SGSY (Swarnajayanti Gram Swarozgar Yojana) programme specially in formation of SHGs and its institutions, like Sub-Cluster, Cluster & block level Federations covering more than 2,30,000 families, 23906 SHGs have been formed & 22052 SHGs which have been passed 1st grading and have started economic activities with their savings, bank credit and financial assistance by DRDC (Revolving Fund). Total savings of all SHGs under this district is Rs.8792.65 lakh as on 31.03.2013. SGSY has been restructured as National Rural Livelihood Mission (NRLM) (Source: <http://purbamedinipur.gov.in/Introduction-DRDC.htm>). Thus, Purba Medinipur exceptionally has the ideal settings to harness the growth of SSE based on the collective rationale of SHGs based community micro-entreprises.

### ***The Case of Kishan Swaraj Welfare Samity (KSWs) in Teorkhali, Purba Medinipur***

Strategically located in the district of Purba Medinipur, Teorkhali village beholds accolades of traditional history which date back to nearly 250 years. Indigenous sports, like khabaddi, valuable folklore verses, which were transcending verbally throughout generations and traditional practices of tree climbing, including natural resource conservation like indigenous varieties of rice grains and legume cultivation, are some of the key assets of the village. Unfortunately, with rapid paces of industrialization and agricultural explosion, the village and its inhabitants have suffered a huge set back in terms of endangering natural resources and marginalizing agriculture to the extreme.

The only option left for meager survival was mass transit to nearby cities for employment, which mostly landed the traditional farmers/farming communities into quandary and odd jobs. While trying to maximize their income using their leftover beholding of land, ornaments and property, they were further victimized by the loan sharks.

The capitalistic motives of profit maximization by one party against many reversed the entire landscape of Teorkhali by completely erasing the herbaceous and precious varieties of natural resources.

Consequently, the families', dependant on the supply chain have started to obliterate. The only motto of 'Agriculture is our Resource' disappeared into the oblivion and rural development has become synonymous to economic betterment by the ruling agencies.

Realizing the plentitude of failures beckoned by the public and private sector organizations, a group of villagers, mainly comprising of women and some senior wise men, flocked together to find a holistic solution to the burning problems of the farming communities in Teorkhali. They realized that the only mantra to empowerment is entrepreneurship and started practicing micro-enterprising under the able guidance of Kishan Swaraj Welfare Samity, an informal association, recognized by the West Bengal Societies Registration Act – xxxvi of 1961 and enlisted under S/1L/78357 of 2010-2011, Teorkhali, P.S: Bhupatinagar, District: Purba Medinipur. The Society promotes formation of SHGs among members who are able to procure revolving funds for diversifying their micro-enterprises. Women in Teorkhali village are extremely pragmatic to social groupings for micro-enterprising. Most of the families are agri-based and are acclimatized to traditional composting and conservation practices.

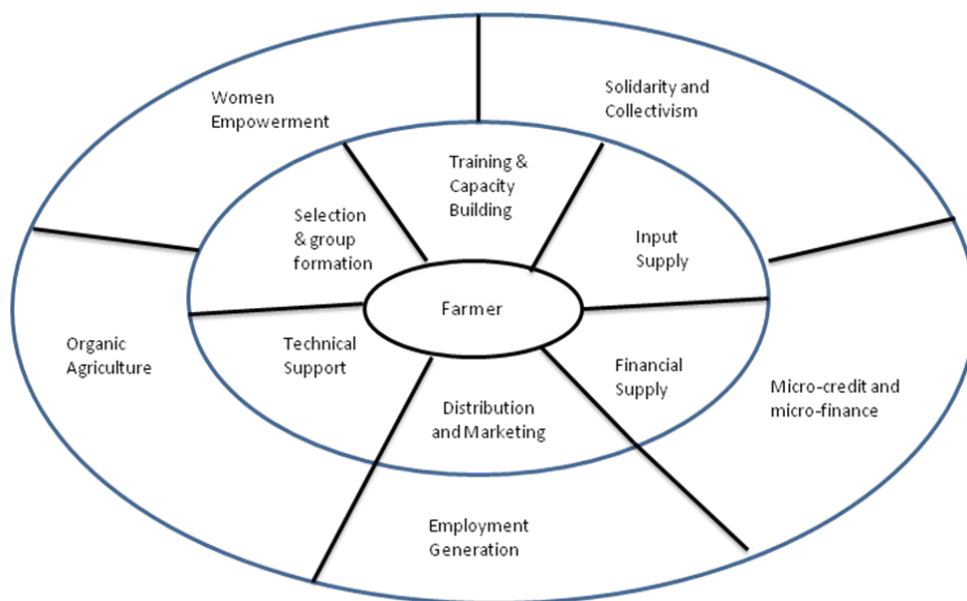
KSWS community empowerment has been demonstrated in areas like:

- establishing a mechanism for community participation,
- enhancing community problem-solving skills,
- providing leadership training, and
- creating jobs in the community
- women Empowerment
- community funding

An interesting feature of KSWS's functioning is that at many sites, through its executive or steering committee, the CBO is found to make policy decisions on the type and level of services to be provided but not on budget or personnel. In a few other sites, major decisions concerning program direction were attributed by appointed staff of KSWS, following the advice from community members of the locality. In a totality, constructive sharing of responsibilities, division of labour and strict professionalism have been demonstrated in all community development programmes intervened by KSWS.

### **KSWS's Community Enterprising Organic Farming**

Over a period of 12 years or so, KSWS's organic farming activities have followed a specific designed approach in order to promote and develop solidarity and cooperativism among the small-scale and marginal farming communities across the district of Purba Medinipur.



Adopted from 'Effective Way to Integrate Small Farmers in the Value Chain Experience of BRAC' by Md. A. Saleque, BRAC in 'Southeast Asian Regional Conference On Agricultural Value Chain Financing' Proceedings, by Asian Productivity Organization, Conference Proceedings, December 12-12, 2007, Kuala Lumpur Malaysia

**Fig 1: Framework of KSWS's Organic Farming Activities**

KSWS works as an intervener in all district levels micro-finance programmes. Using the community-based and cooperativism approach, KSWS is harnessing the growth of community enterprising. The following table gives an idea of the KSWS's reach in microfinance programmes:

**Table 1: Microfinance-driven interventions and coverage of KSWS**

<b>KSWS Micro-finance Related Community Development Program at a glance (From 1992 Till August 2012)</b>
District Covered : The District of Purba Medinipur
Total No. of Villages : 10
Total no. of SHGs Formed : 30 (Till Grade II Status by DRDC of SGSY Programme) across the district of Purba Medinipur
Total Number of Members: Total 66, inclusive of SHGs (in the village of Teorkhali). Rest of the 30 SHGs in other villages of Purba Medinipur comprises of 10-12 members each, who are given due weightage in KSWS's microfinance activities as members.
Outstanding Borrowers: Only in one SHG (Revived Recently)
Loan Disbursement: KSWS is practicing a dual mode of loaning for the villagers and other village SHG members. On one hand, they are facilitating bank-linkage under the SGSY- SHG programme where the

bank charges 9 percent interest. On the other hand, KSWs is maintaining its exclusive welfare fund from the operation of Organic Farming Enterprises in the village of Teorkhali. Money is disbursed from the welfare fund at no interest but only through a bond by a seeker that the investment and payback has to be time bound.
Members Savings: Rs. 75,000 INR in every group (1227 USD)
Total number of Staff: 66 (All Voluntary and Non-paid) in the village of Teorkhali.
Subscription: Rs. 12 (0.196 USD) yearly subscription to continue membership for others. Defaulters and absentees are liable to fine.
Revolving Fund (RF) in SHGs: An amount of Rs. 20, 000 INR for each of the 30 SHG (Monthly Rs 30 (INR) (0.491 USD) has been deposited till date. The contribution of every SHG member is accumulated in the RF to gain a substantial financial access to the national bank through the SHG Bank-Linkage programme.
Community Fund (CF): From the sale and revenue of Organic Farming products, KSWs generates a profit which is accumulated in a CF, also known as the welfare fund of Teorkhali. KSWs is a not-for-profit institution and the profit margin varies largely owing to the seasonal demand of Organic Farming produces. The benefits of CF are not only applicable to the founder members of KSWs or SHG members, run by KSWs, but non-members like, individual farmers in the village as well.

## Methods used for Data Collection

Organic farming is completely resource based. From the methodological perspective, business network membership as a way to access resources (Gulati et al.2000) and information (Stigler, 1961) and a way to mobilise social ties (Granovetter 1985) and capitals (Putnam 1993, Coleman 1988), and a social network approach would be able to explain how individuals can benefit from bridging the structural holes (Burt 2005). The approach is to remember that for studies on Solidarity and Community, instead of treating the network as a mere collection of individuals; some organisational theorists refer to the 'whole network' (Provan et al. 2007) approach which makes a link between individual level (or micro) behaviour and network level (or meso) behaviour possible. The trusted argument is that a network or business association is collectively entrepreneurial (in Newbery, 2011)

In this study, the researcher took advantage of the previous findings which indicated the appropriateness of Vermicomposting and Vermiculture as community technology for the socio-economic betterment of communities (2012). To enable easy learning of experiences and the voices of the participants of the SSE value chain, a Focus Group Discussion (FGD) was conducted with the founder members, SHG representatives, local Community Organisation representatives like Cooperatives, Gram Panchayat etc, representatives of the Public and Private sector organisation and members from the civil society. Efforts were also made to visit other resource centres and key programme components to form a deeper understanding of the working of KSWs's microfinance programmes. Additionally, newsletters, information on KSWs's bylaws, recent progress reports, newspaper articles related to KSWs have helped the researcher in forming a solid understanding of its background and operations. For the purpose of

this study in particular, the researcher has employed an Open ended questionnaire with likert scale items for seeking the required information from all the involved stakeholders during a FGD.

### ***KSWS's Organic Farming Community Enterprise Project (OFCE)***

One of the flagship components of KSWS's community-based activities, the Organic Farming Community Enterprising project is an extensive one. It has been providing extensive on-farm training on vermicomposting, indigenous rice preservation, sustainable farming of poultry, calf and goats, nutrient enrichment through legume cultivation along with biodiesel generation. Selected members of KSWS, through SHG model, have constructed a centralized vermicomposting pit, segregated areas for indigenous rice conservation, sustainable fisheries, legume cultivation, livestock and poultry rearing and biodiesel generation for community needs. Their vermicomposting model and indigenous rice preservation have already received a district wide recognition, creating immense impact on the local farming communities through community based micro-enterprising model. KSWS has been promoting the TBL (Triple Bottom Line) Social - Solidarity Economic Enterprise principles (Bera Amit, 2010, Das Purkayastha Rajanita, 2012).

### **Key Components of OFCE Value Chain**

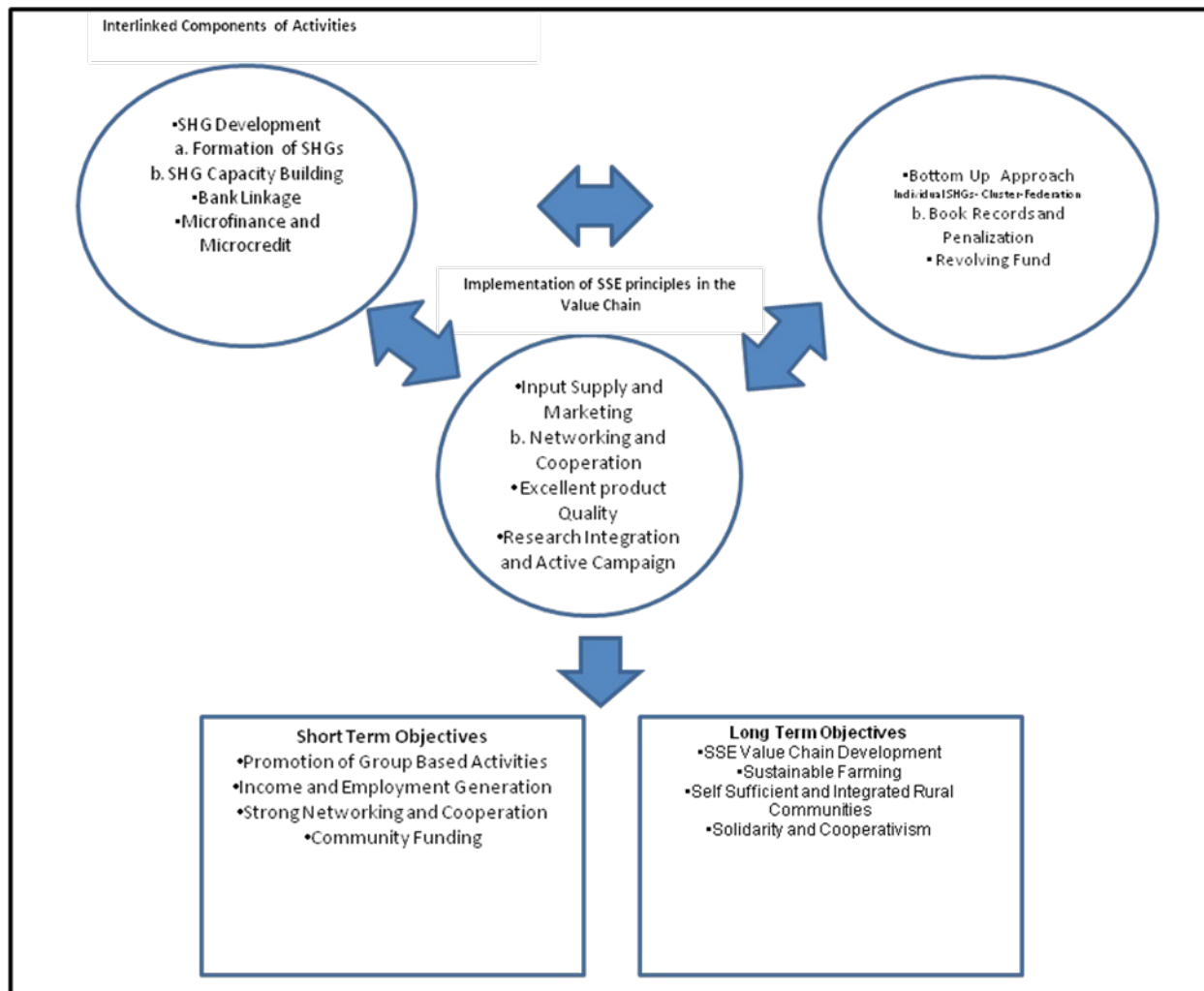
KSWS is primarily responsible for group mobilization and credit management through awareness building, gender balancing and ensuring organic farming, women empowerment, child education and capacity building and making easy access of socio-economic activities to mostly the female beneficiaries. The OFCE has been an ongoing process for more than a decade with satisfactory achievements in technology transfer, credit disbursement, high value crops, efficient production, women empowerment, crop diversification, income generation and poverty alleviation etc. While on one hand the agribusiness credit has been disbursed to individual entrepreneurs who have successfully started their activities like vermicomposting, legume cultivation, free range chicken and livestock, on the other hand KSWS has been an active intervener in promoting collective initiatives and group-based activities on an intensive scale.

Of all, the key issues of the community enterprising project are:

- The membership to KSWS is extended only to members interested to imbibe, learn and practice Organic Farming techniques and implement ways of socio-economic betterment in their daily life.
- Creating basic awareness and provide training to farmers
- Promoting sustainable agricultural approaches like organic manuring, vermiculture, site-specific nutrient enrichment, free range poultry and livestock etc.
- Development of village based technical service providers for organic farming

- KSWS ensures procurement of quality raw materials from the farmers within the village and are also the buyers of the high-quality final produce, including offering packaging, marketing and business development support to the farming communities in the village.
- KSWS, being the primary buyer, scouts the entire procedure of delivering the produces, Organic Manure and Indigenous seed varieties for the time being, to the buyers for fair prices.
- Ensure appropriate loan package for farmers to meet their specific demands
- Through active campaigning for the cause of organic farming, KSWS has been able to get a district level recognition in being a pioneer of such activities at community level.

KSWS integration in the microenterprise led OFCE Value Chain and the long and short term objectives could be explained using the following diagram as provided:



Adopted from 'Establishment of Small Farmers Income Generation (P4K) Through a Sustainable Participatory Systems Approach :RIGP's Experience in Alleviating Poverty' by Enisar Sangun, Ministry of Agriculture, Republic of Indonesia in 'Southeast Asian Regional Conference On Agricultural Value Chain Financing' Proceedings, by Asian Productivity Organization, Conference Proceedings, December 12-12, 2007, Kuala Lumpur Malaysia

**Fig 2: KSWs's integration of SSE principles through SHG Community Enterprising in the Value Chain**



## The Key Stakeholders in the Value Chain

With respect to inputs, the production process and market destination of products of the supply chain, each of the stakeholders in the supply chain provide a particular input that helps move products from suppliers to producer to final users/consumers. Particular inputs are shown in Table as provided below:

**Table 2: Matrix of Inputs, Production Process and Market Destination**

Input Supply		Production		Market Consumption
Type of Input	Partner	Production Process	Product	Destination
Raw Materials & Organic Farming technologies	KSWS identified Individual Farmers	Hen, goats, cows, Legumes, Rice Grains, Fisheries, Organic Manure, Worms, Compost Vermi-Tea	Chicks, Calf, goats, Legumes and Crops, Fishes	KSWS ↓
	KSWS, KSWS-SHGs			Villagers, ADA (Agriculture Development Authority) Deptt, Horticulture Deptt. Private Companies, Research Institutes
Feeds and Incubators		Raising, Incubation	Market Ready products	Individual Farmers, SHGs and Other CBOs
Post-Harvest, Processing & Transport		Tagging, Reporting, Packeting, Boxing, labeling and Delivery	Organic Manure, Worms, Vermi-Tea, Indigenous Rice Varieties, Calf, Chicks, Goats, Legume and crop produce	KSWS, SHGs, CBOs, Public Sector Organisations, Civil Societies
Training and Capacity Building		Training and expert advice	Community Experts	KSWS, Panchayats, CO/ CBOs, NGOs
Utilities		Power and Water		

Input Supply		Production		Market Consumption
Type of Input	Partner	Production Process	Product	Destination
		Supply		
Human Resource		Workers	Experts	KSWS, KSWS-SHG
Research Ideas	KSWS, CRRRI, Other Research Institutions, Independent Researchers	Project Consultation, Workshops and Meeting	Project Design	Research Institutes (RI), Non-governmental organisation (NGOs) and Independent Researchers
Financing	Research institutions, SGSY-SHG programme, Angel investors, National Banks	Finance and Capital	Loans and Funding	KSWS, Cos, CBOs, RIs, NGOs

(Adapted from Quiñones, Benjamin Jr., Ph.D., and Solidarity Economy as an Approach to Building Sustainable Communities, a paper presented during the Asian Solidarity Economy Forum, Manado, Indonesia, October 1-3, 2012.)

## Analysing Local SSE Value Chain

A supply chain has three major segments: input supply, production, and market/consumption. The flow of funds starts from users/consumers of products to the producer to the input suppliers in order to finance the production and delivery. Meanwhile, products flow towards the other direction, from input suppliers to producers to end-users/consumers (Bernardo, n.d). In this section we will be investigating the peculiarities of any agri-based supply chain and the SSE in particular, drawing conclusions on its success achieved so far. Supply chains transform raw materials through a process that results in products that are sold to customers. Payment for this process flows in the opposite direction in the chain. The underlying objective of a sustainable supply chains is to deliver a successful product at an acceptable profit. A product must be available, affordable, of adequate quality, and delivered in an appropriate time. The degrees to which product providers in the supply chain achieve these aspirations go beyond them and can be defined as customer value (Tyndall et al, 1998). The benefits have to satisfy

both the suppliers as well as the customers, and only then such chains become value chains (Cutter 2000 in A. Oyo. 2002)

The Asian Productivity Organisation Report (2007) preaches on concept of Value Chains arising from the fact that for a product to reach the consumer or user, there often are many processes or steps involved. Each step must have a direct link to the next in order to form a viable chain. At each stage, some additional transformation or enhancement is made to the product. Hence, a value chain is essentially the sequence of value-adding activities, from production to consumption, through processing and commercialization. Value chains, in agriculture can be thought of as a farm to fork set of processes and flows – from the inputs to production to processing, marketing and the consumer. Each segment of a chain has one or more backward and forward linkages. A chain is only as strong as its weakest link and hence the stronger the links, the more secure is the flow of products and services within the chain.

While micro-economic studies would focus on the economic performance of the single enterprise, with macroeconomic approaches focus on the national economy at a worldwide level. The link of a single enterprise to the national economy is dependent upon intermediaries like communities, localities and regions (Birkhölzer 2005). Therefore, studying the local value chain of a village based community enterprises would be revolutionizing the perspective of local socio-economic development and gender equality. However, the uniqueness in this study would be to unveil the SSE Principles deeply ingrained into the core functions of women-based SHGs through the Community Organisation KSWS.

### ***Strengthening the Social Solidarity Economy (SSE) Principles in the Value Chain***

In the context of a SSE, a value chain is investigated using the five (5) key dimensions as composed by Dr. Ben Quinones as the developing agents for SSE sectors, parallel to the dominance of Public and Private Sector organizations. The five (5) key dimensions of SSE are namely: social mission-oriented or socially responsible governance, edifying values, social development services, ecological conservation, and sustainability. The application of a value chain approach, especially in agriculture, is to minimize the risk for all actors. The core principle of SSE is to promote equitable distribution of benefits that ensures better performance for competitiveness and market efficiency in the value chain (Quinones, Ben, 2012)

The usefulness of analysing the value chain approach helps to form an understanding on how to achieve the universal goals of a SSE by involving all the actors who embrace the concept particularly in the lines of business. The role of some business group may be to provide financial services to various others nodes in the chain, which in turn include technical assistance, quality certification, crop collection, processing, storage, identification of markets and buyers and product placement. While financial institutions lower risks, they also require clients to be part of the value chain with an active sales contract.

### ***Evaluating the SSE Value Chain of KSWS***

KSWS has been working closely with farming communities in the village of Teorkhali as well as some other neighbouring villages within the district of Purba Medinipur in order to maximize the benefits of

community based organic farming. Its reliance on SHG model of cooperativism has helped explore the areas of product development, diversification and differentiation of the present organic farming value chains. Through its community enterprising project, the scope of work is expected to expand and diversify at a later stage which in turn would provide better financing, technical assistance and income opportunities to needy communities. KSWs has been playing an important role by assuring self-sufficiency in food production and sustainable farming of crops, livestock, indigenous food grains, fisheries and horticulture.

KSWs has identified the major sectors in which large numbers of low-income women could be productively engaged near and in their homes like poultry, livestock, fishery, agriculture, organic manuring, agro-forestry and sericulture and allied activities. For each of these sectors, KSWs proposes an integrated set of services including training in improved techniques, provision of improved breeds and technologies, on-going supply of technical assistance and inputs, monitoring and guidance as needed and marketing of finished goods. Considering the poverty needs, KSWs divided its designs of community-based microfinance program into five principal areas, each targeting a different market segment, which are namely, Income generation, Poverty Reduction, Women Empowerment, Sustainable Agriculture and Community Entrepreneurship and Solidarity. In all these target areas, intervention of KSWs and other actions has been kept simple and hassle free, mostly resorting to indigenous knowledge with minimal augmentation, restoring the wealth of mother nature back to the basics. Most importantly, KSWs adapts a group based approach to all its key functionalities, standing true to the core principles of SSE.

### **Impact of KSWs SHG Based Community Enterprise Programme:**

- 95-97% percent of microfinance loans are used for productive investment, asset purchase for community enterprising activities and campaigning. Only 3-5% of loans are used for individual household consumption which is again available only from the community fund.
- More than 60% of KSWs members are now themselves directly involved in any income generating activities. Before joining in as members of KSWs, the percentage was 10 -15%.
- KSWs's members represent farming households who have undergone an improvement of family income in comparison to their prior scenarios as non-members.
- The farming women in the village, who are mostly associated with KSWs, as direct or indirect members or through the SGSY-SHG programme are empowered and highly enterprising in comparison to the neighbouring villages.
- Levels of education, literacy and calorie intakes have also shown an upward trend ever since KSWs's CE organic agribusiness ventures.
- KSWs has been a true proponent of socio-economic betterment and has been actively involved in making Teorkhali as a self-sustained organic village.

(Das Purkayastha, Rajanita, 2013, and Bera Amit, 2009)

### ***Assessment of the SSE Value Chain***

The five dimensions SSE are governance, ethical values, social development services, environmental conservation, and sustainability. The first component is Socially Responsible Governance. The participants during FGD were questioned on the aspects of ownership and management of the supply chain, profit sharing of the poor, the issue of socially exclusion and the scenario of the economically disadvantaged in the economic benefits/profits of the supply chain.

**Table 3: Socially Responsible Governance for Organic Farming Supply Chain**

<b>Social Governance</b>			
<b>Stakeholders</b>	<b>Participation of socially disadvantaged in the supply chain or any stakeholder organisations</b>	<b>Profit Sharing of socially disadvantaged in the supply chain or any stakeholder organisations</b>	<b>Average</b>
National Bank	2	2	2
NGO	3	3	3
Public Sector	2	2	2
Private Sector	1	1	1
CRRRI- Research Institute	3	3	3
KSWs	3	3	3
SGSY-SHG	3	3	3
Small Scale Farmers	3	3	3
Total	2.5	2.5	2.5
<b>Scoring: 0 – no participation; 1 – weak; 2 – proactive; 3 – very proactive</b>			

In this analysis, while the scores of NGO, Research Institute, KSWs and SHGs have been found to be very proactive (Mean of 3), on the other hand it is indicative that according to these stakeholders, the gradually growing organic value chain has enabled active participation of the weak and marginalized in its core operation along with a fair distribution of benefits to them. From the point of view of the public sector organisations, this value chain has a potential and can ensure betterment of communities through an inclusive growth but the private sector believes that the value chain is still growing and

would be better to begin by concentrating more on economic returns to seize profits rather than values of empowerment of communities.

The second component of SSE value chain is Edifying Values dealt with aspects of caring and sharing; responsibility to meet the development needs and rights of the poor, social exclusion and justice and fairness to the economically disadvantaged.

**Table 4: Edifying Values of the Organic Farming Supply Chain**

<b>Edifying Values SSE</b>				
<b>Stakeholders</b>	<b>Caring and Sharing</b>	<b>Responsibility to meet the needs &amp; rights of socially disadvantaged in the ownership and management of supply chain</b>	<b>Justice &amp; Fairness</b>	<b>Average</b>
National Bank	2	2	1	1.7
NGO	3	3	3	3.0
Public Sector	2	2	2	2.0
Private Sector	0	1	0	0.3
CRRRI- Research Institute	3	3	3	3.0
SGSY-SHG	3	3	3	3.0
KSWs	3	3	3	3.0
Small Scale Farmers	3	3	3	3.0
Total	2.38	2.5	2.25	2.38
<b>Scoring: 0 – not important; 1 – important; 2 – very important; 3 – most important</b>				

The analysis reveals that SSE principle of Edifying values is potentially high in the case of Civil Society, NGO, KSWs- CBE and SHG (Mean Value of 3). Private sector organisations strongly believe that while the value chain may be meeting the needs socially disadvantaged and executing justice, there is not much reliance on the perspective of caring and sharing in these activities. The view of the National Bank representatives, which is the primary lender for microfinance activities of KSWs, is somewhat relative. They believe that financial access is the primary reason for the successful development of the value chain in comparison to any other factors.

Evaluation of Social Developmental Services considered financing, marketing, capacity building of management and skills, and value formation of all stakeholders in the value chain.

**Table 5: Social Development Services of the Organic Farming Supply Chain**

Social Development Service					
Stakeholders	Financing	Marketing	Management & Skills	Values Formation	Average
National Bank	3	0	3	3	2.25
NGO	3	3	3	3	3
Public Sector	3	3	3	3	3
Private Sector	3	3	3	0	2.25
CRR-Research Institute	3	3	0	3	2.25
KSWS	3	3	3	3	3
SGSY-SHG	3	0	3	3	2.25
Small Scale Farmers	3	3	3	3	3
Total	3	2.25	2.63	2.63	2.63
<b>Scoring: 0 – no benefits; 1 – somewhat beneficial; 2 – beneficial; 3 – most beneficial</b>					

According to the record of the data, the sectors of finance (National Bank), Private Sector, Research Institutes have believed that the social development services of KSWS are absent or somewhat unnecessary against designated sub-heads, like marketing, management and values. The bank officials and SHG representatives opined at the FGD meeting that KSWS spearheaded value chain is weakest in marketing and needs to focus more on that perspective. While again the private sector rules out the focus on value formation, KSWS partnered Research Institute believes that the management skills are a necessity and need to be worked upon.

Indicators of ecological conservation involved questions on conservation practices, recycling and reuse, clean production technologies and energy efficiency.

**Table 6: Ecological Conservation Measures of the Organic Farming Supply Chain**

Ecological Conservation
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Stakeholders	Preserving Biological Diversity	Clean and Green technology	Energy Efficiency	Recycling and Use	Average
National Bank	3	3	0	3	2.25
NGO	3	3	3	3	3
Public Sector	2	2	2	2	2
Private Sector	2	3	0	2	1.75
CRRI-Research Institute	3	3	2	3	3
KSWS	3	3	3	3	3
SGSY-SHG	3	2	2	3	2.5
Small Scale Farmers	3	2	2	3	2.5
Total	2.71	2.62	1.63	2.75	2.46
<b>Scoring: 0 – no participation; 1 – weak; 2 – proactive; 3 – very proactive</b>					

Organic Farming is a very environmentally sustainable approach and has been proven scientifically in different literatures. The organic farming value chain emerges to behold unequivocal opinions from the involved stakeholders in sectors like conservation, green technology and recycling. KSWS's first phase of OFCE project initiated with Vermiculture and Indigenous Seed Conservations. In the second phase, with considerable success been achieved in the previously working sectors, the diversification has initiated and it has possible scope for venturing into efficient energy sources like biodiesel and gobar gas. On this perspective, some stakeholders like the National Bank and Private Sector have mentioned their concerns that participatory approaches of energy efficient projects are yet to institutionalize at KSWS.

When it comes to sustainability, the evaluation involved seeking answers to the questions relating to the perspectives of entrepreneurial undertakings by the poor, financially benefits being received by the poor or not and the contribution of the poor in the sustainability of the supply chain. A copy of the questions used for seeking answers from the stakeholders during the FGD has been provided at the end of the article in the Appendix I.

**Table 7: Sustainability of the Organic Farming Supply Chain**

<b>Sustainability</b>
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Stakeholders	Entrepreneurial undertakings of the poor, socially excluded and economically disadvantaged, as a result of supply chain activities	Financial benefits received by the poor from the supply chain	Contribution of the poor to the sustainability of the supply chain	Average
National Bank	3	2	1	2.0
NGO	3	3	3	3.0
Public Sector	3	3	1	2.3
Private Sector	2	2	1	1.7
CRRRI- Research Institute	3	2	2	2.3
KSWS	3	3	3	3.0
SGSY-SHG	3	3	2	2.7
Small Scale Farmers	3	3	1	2.3
Total	2.875	2.625	1.75	2.42
<b>Scoring: 0 – none; 1 – weak; 2 – strong; 3 – very strong</b>				

The district of Purba Medinipur, in general, has a highly women enterprising tendency owing to their involvement in SHGs and government initiated SGSY- SHG programme. However, for many stakeholders like the public sector, private sector, national bank representatives and the individual farming communities, KSWS is still developing in terms of having a consistent contribution of the poor farming communities, individual farmers, landless individuals for building a sustainable organic farming value chain at the district level.

The overall assessment indicates the supply chain to be held fairly strong and growing gradually to impact the entire agricultural belt of Purba Medinipur, using its triple bottom line principles of people, planet and profit.

**Table 8: Overall Assessment of the Organic Farming Supply Chain**

Stakeholders	D1	D2	D3	D4	D5	Average
<b>National</b>	2	1.67	2.25	0.75	2	1.734

<b>Bank</b>						
<b>NGO</b>	3	3	3	3	3	3
<b>Public Sector</b>	2	2	3	2	3	2.4
<b>Private Sector</b>	1	0.3	2.25	0.5	0.3	0.87
<b>CRRI-Research Institute</b>	3	3	2.25	3	2.3	2.71
<b>KSWS</b>	3	3	3	3	3	3
<b>SGSY-SHG</b>	3	3	2.25	2.5	2.7	2.69
<b>Small Scale Farmers</b>	3	3	3	2.5	2.3	2.76
<b>Total</b>	2.5	2.37	2.63	2.16	2.33	2.39
<b>Scoring: 0 – not socially responsible, non-triple bottom line (TBL); 1 – weak TBL; 2 – strong/proactive TBL; 3 – very strong/proactive TBL</b>						

## Findings and Discussions

The findings (Mean Average Value of 2.39) display the gradual onset of a sustainable SSE value chain, incepting at the village level. The findings indicate an alternative development model with the triple bottom line of social development, ecological conservation, and economic sustainability is possible to in reality. While there are innumerable possibilities to expand and strengthen the SSE value chain to a score of very strong TBL, the ultimate signifier would be a district wide cooperative movement for sustainable organic farming in Purba Medinipur, West Bengal. The SSE value chain displays high scores for the attributes of social governance (Mean Average Score 2.5), social development services (Mean Average Score 2.6), ecological conservation measures (Mean Average Score 2.15), and economic sustainability (Mean Average Score 2.4). It is possible to empower the poor through an appropriate community technology and organizational support of a CBO like KSWS to bring in sync the views and aspirations of all stakeholders, especially the private-for profit and public sector for the betterment of agriculture and communities across the district of Purba Medinipur and West Bengal.

## Conclusion

The article gives a detailed description of the problems and prospects for the growth of SSE at the village level. Considering rural economies to be the ideal starting point for tapping the growth of SSE, the

observations in the particular study was able to reveal manifold dimensions for expanding the research further. The values of solidarity, collectivism, plurality and cooperation have transcended the mere needs of economic well-being and indicate a dominant presence of strong socio-cultural integrity. Being predominantly an environmentally sustainable approach, the SSE OFCE value chain beholds tremendous opportunities to influence the public sector, private/corporate and civil societies to promulgate policy measures for an active adoption of organic farming approaches among farming communities. Organic Farming is a diversified phenomenon and all its components are interrelated to each other. Such activities are grossly participatory and are well adapted to the needs of community technology. With a low start-up cost and a high return, these technologies are even socio-culturally acknowledged. The marginalized communities can build upon and strengthen their knowledge base to empower themselves using such viable technologies through capacity building and hands-on training.

However, such techniques, for community involvement, often fail owing to their external dependencies and fund related constraints. To rule out any influence of the outer world is also not acceptable as a market-oriented growth is necessary to sustain the enterprising activities. However, communities need to be trained, developed and explained the importance of such initiatives. The mere drive of money and crippled state of mechanizations has already taken a heavy toll on the state of agriculture in India for a fairly long time. Lack of information and operational difficulties are among the other retarding factors for community acceptability. If all activities of such a unique and innovative business operation are connected through a value chain, strongly ground on the principles of Solidarity and Common Vision among stakeholders, the communities could benefit to the maxim. While on one hand, there are possibilities of self-employment, on the other hand the community within a territory excels and self-sustains through their endeavors.

In the analysis, the aspects of equitable distribution, full-fledged cooperation, consensus on technical needs and active participation have emerged to be the weakest sections of the SSE value chain. If KSWS could work towards improving in these areas, an ideal CBO, like KSWS can empirically justify its position in causing a positive impact of Organic Farming till the district level of Purba Medinipur in West Bengal.

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## Appendix I

The FGD questionnaire format (Open-ended, likert scale pattern), used during KSWs's OFCE SSE Value Chain Analysis

<b>S. No.</b>	Welcome Remarks by the facilitator of the FGD
	<b>General Questions</b>
1	What do you think of KSWs's endeavour in Organic Farming Activities so far?
2	Please describe your relationship with KSWs and mention the number of years of acquaintance.
3	What do you have to propose for the betterment of the OFCE project?
	<b>SSE Specific Questions</b>
I	<i>Social Governance (Scoring: 0 – no participation; 1 – weak; 2 – proactive; 3 – very proactive)</i>
1	How KSWs has been successful in gauging a full-fledged participation of the marginalised farming communities, especially women, in the supply chain? Please indicate your preference & describe the reasons: a) 0 b) 1c) 2 d)3
2	What is the kind of profit distribution amongst all stakeholders of the value chain, including the farming communities & landless individuals? Please indicate your preference & describe the reasons: a) 0 b) 1c) 2 d)3
II	<i>Edifying Values</i>
1	What kinds of values have been found to be important in forming a sustainable organic supply chain, like the one of KSWs? Please choose from the following factors and give an explanation for the choice (s). a) Caring b) Sharing c) Justice d)Fairness
2	How has KSWs been successful in meeting the needs and rights of socially disadvantaged in the ownership and management of supply chain? ( <i>Scoring: 0 – no participation; 1 – weak; 2 – proactive; 3 – very proactive</i> ) a) 0 b) 1c) 2 d)3
III	<i>Social Development Services (Scoring: 0 – no benefits; 1 – somewhat beneficial; 2 – beneficial; 3 – most beneficial)</i>
1	How does KSWs's financing tactics help in meeting the community needs? Please provide scores and explanations for your choice. a) 0 b) 1c) 2 d)3
2	How has KSWs's marketing strategies help in meeting the community needs? Please provide scores and explanations for your choice. a) 0 b) 1c) 2 d)3
3	What do you think of KSWs's Management Skills and operational abilities? Please indicate your preference & describe the reasons: a) 0 b) 1c) 2 d)3
4	How important is the role of value formation (like the ones mentioned in the previous question) in strengthening an efficient delivery of services? Please indicate your preference & describe the reasons:



	a) 0 b) 1c) 2 d)3
IV	<i>Ecological Conservation Measures (Scoring: 0 – no participation; 1 – weak; 2 – proactive; 3 – very proactive)</i>
1	How has KSWs's Organic Farming strategies been ensuring preservation of biological diversity in a community participatory manner? Please indicate your preference & describe the reasons:
2	How has KSWs's Organic Farming strategies been ensuring the use of clean and green technology in a community participatory manner? Please indicate your preference & describe the reasons:
3	How has KSWs's Organic Farming strategies been ensuring the use of efficient energy sources in a community participatory manner? Please indicate your preference & describe the reasons:
4	How has KSWs's Organic Farming strategies been imbibing recycling and reuse strategies in a community participatory manner? Please indicate your preference & describe the reasons:
V	<i>Sustainability (Scoring: 0 – none; 1 – weak; 2 – strong; 3 – very strong)</i>
1	How has KSWs's OFCE supply chain been able to spur the growth of entrepreneurial undertakings in the village, especially among the poor and marginalised farming communities? Please indicate your preference & describe the reasons: a) 0 b) 1c) 2 d)3
2	How is the distribution of financial benefits by KSWs reaching out to the poor and socially disadvantaged within the village of Teorkhali? Please indicate your preference & describe the reasons: a) 0 b) 1c) 2 d)3
3	How successfully has KSWs been in initiating a considerable contribution of the poor into profit earning within the value chain? Please indicate your preference & describe the reasons: a) 0 b) 1c) 2 d)3