

Co-creation of Balance Score Card for SEWA's Women, Water and Work campaign

By

Kora Abraham

Newcastle University

Revant Soni

IIM Ahmedabad

Table of Contents

About SEWA	2
About the Women, Water & Work Campaign	3
Need for revival of traditional water sources	4
Roof rainwater harvesting	5
Traditional water sources	5
SEWA's barefoot water technicians in Handpump repair	6
Women Empowerment	7
Grassroot governance	8
Balanced Scorecard for profit max firms	9
Financial	9
Customer	10
Internal processes	10
Learning and Growth	11
Balanced Scorecard for Social Enterprises	12
Relevance of Balanced Scorecard for SEWA	14
Key considerations	15
Learnings from field visit - Bayad, Sabarkantha	16
Water campaign interventions	16
Impact of the SEWA Campaign	17
Inputs from workshop for District representatives	17
The Balanced Scorecard	19
Explaining the interlinkages	20
Implementation of the scorecard	21
Potential Limitations	23
Conclusion	24
Appendices	25
Appendix 1: Pictures from the Bayad field visit	25
Appendix 2: Pictures from the district representatives' workshop	26
Appendix 3: Excerpts from stakeholders	27

About SEWA

Self Employed Women's Association (SEWA) is a member based organization of poor women workers, mainly from the informal economy. SEWA is actively working in the 15 states of India and in SAARC countries. Registered as a trade union, SEWA organizes poor, self-employed women workers who earn a living through their own labour or small business. Since its inception, SEWA has facilitated the creation of over 12,000 bank-linked savings groups and helped over 1,00,000 households access formal credit instruments for productive purposes.

SEWA's strategy involves working around the achievement of twin goals of:

- (a) full employment - employment that provides work, income and food security; and
- (b) self-reliance – economical & decision-making

By organizing these women workers to attain full employment, SEWA helps them to become autonomous and economically self reliant, both individually and collectively, including in terms of decision making ability.

To achieve its goals; and facilitate members representation, economic empowerment, collective strength & increased bargaining power; SEWA follows an integrated approach

- Organizing for collective strength
- Capacity building to stand firm in competitive market
- Capital formation for risk mitigation & fight poverty
- Social security to enhance well-being & productivity

About the Women, Water & Work Campaign

“Women and water are one. We are proud to be helping other women in overcoming their daily fight for water. And we are proud to be working and contributing to our families’ income. We enjoy our work. We get to see new places and we are ready for more work.”

- Buelhiben Motibhai Parmar (Secretary of Khedumandal Sabarkantha)

The Women, Water and Work campaign is spread across 1500 villages and 15 districts of Gujarat and Rajasthan, helping more than 4.6 lakh women get access to clean drinking water as a basic right.

Women have the best understanding about water, being the responsible person for sourcing, using and maintaining water for drinking and other household work. Hence women are best positioned to learn how to repair and maintain common water sources and water conservation structures. To incentivise and empower women to take up such activities, women should also get adequate compensation towards the same, with annual repair and maintenance contracts of handpumps in their name.

Handing over the maintenance of handpumps to grassroots women is one of the initiatives in SEWA’s campaign to improve access to safe drinking water in the rural areas of Gujarat. Grass-roots women now also play a leading role in water campaign activities such as revival of traditional water sources; rainwater harvesting; watershed development; and the maintenance of handpumps by barefoot water technicians. Access to clean water not only improves the health for the entire family, but also helps focus resources into more productive avenues.

Need for revival of traditional water sources

Traditional sources of water often face neglect with the establishment of piped water supply to many villages. This is what happened in Patan, with the initiation of the Santalpur REgional Water Supply Scheme in 1987 to supply piped water to 98 villages in the district. While the facilities provided were found to be in poor condition by studies in the early 1990s, the traditional sources had been neglected or had gone dry due to negligence.

Ever since, SEWA, with local grassroots women, have been campaigning to revitalize traditional sources. Together, they have set up local water committees to repair traditional sources with a fair degree of success. Neemuben from Zandala village says: *“The time I save from fetching water, I spend on our plantation. With that income I could send my children to school. My status has also improved; I am no longer scared to speak during village meetings.”*

Many villages in Gujarat reel under the devastation caused by water scarcity, but the potential to harvest rainwater remains largely untapped. Promotion of rainwater harvesting is a major initiative of SEWA’s water campaign. Grassroots women play a leading role in disseminating information about and gaining local acceptance of roof rainwater harvesting technology as an alternative to more centralised water supply systems such as piped water supply.

Till this day, SEWA has constructed way more than 2000 individual and more than 50 community roof rainwater harvesting structures in the semi-arid districts of Surendranagar, Patan and Kutch. The structures are not only used to harvest rainwater. Manchaba of Kankawati from Nalia village, in Kutch districts says: *“After the earthquake, the tanks helped us a lot. Water was a major problem that time but we could store a lot of water that was brought by the tanker. So at least we didn’t have to worry about water.”*

Roof rainwater harvesting

SEWA has constructed almost 2000 individuals and 40 communities roof rainwater harvesting structures which helps in natural disasters e.g. droughts and earthquakes. The structures are simple to install and to operate so women can be easily taught. Learning how to install and maintain these structures creates employment for the women, as well as income for the household.

Arid areas with a roofing area of 30 sq meters with 300mm of annual rain can provide a family with 9000 litres of safe drinking water. It is enough to provide a family of five with 20 litres of water a day for 3 months. This serves as an attractive alternative, since it limits time spent collecting water since safe water is at their doorstep

Villagers are no longer familiar with this simple technology so SEWA has used exposure visits, stories, songs and interactions with spearhead/leading/experienced members to sensitize them about the importance of installing rooftop rainwater structures. Through the same, villagers learn that tanks should be cleaned with lime and first rain should be used to clean accumulated dust.

Traditional water sources

Traditional water sources (TWS) are always available, while pumps can break down and tap water is only available at certain hours. Construction of 1.2 m wells and 1.5 m ponds have provided Indian villages with water. SEWA's women have repaired 100s of village ponds and wells to bring them back to regular usage.

SEWA has also helped set up maintenance fund for traditional water sources and members can pay with cash or labour towards the same. Through rejuvenating wells and ponds, the water availability in villages improved, women needed less time in fetching water, more water was available for farming and other activities, average

income rose by more than 100 rupees per person, and there was an increase in gender equity. In a nutshell, all associated stakeholders got benefits from the activities.

More finance needs to be made available for TWS and cost-effective techniques (internal processes) need to be developed to harness the best out of traditional water sources. Governments are usually reluctant to do the same as it is expensive for them to tender out the process of not high in their priorities. Involvement of locals in planning and implementation of projects (Learning and growth) has made it easier to implement the same with high efficiency.

SEWA's barefoot water technicians in Handpump repair

Though involvement of all stakeholders at the lowest feasible level is increasingly recognised as a precondition for a sustainable drinking water supply, many hurdles remain in actively involving poor women in the operation and maintenance of their own drinking water supply. In many villages in Gujarat, hand pumps are the only source of drinking water.

Gujarat Water Supply and Sewerage Board found it increasingly difficult to maintain its over 10,000 handpumps. The people that fixed the hand pumps were not affected by the malfunctioning of the hand pumps so had little compulsion to react to complaints immediately and/or to maintain high quality standards. In some cases it took 6 months for the handpump complaints to be rectified. This means for 6 months women lost 6 hours a day of potential revenue generating work to fetch water, hence decreasing their overall productivity. They suffered health issues due to carrying heavy loads over such long distances and finally the water from the alternative source is often of inferior quality.

Drastic policy changes at central government level occurred because of the mounting complaints of handpumps. Local contractors were invited to bid for contracts for the maintenance of handpumps. Involvement of local communities resulted in better

training and support systems which in turn resulted in community empowerment. Initially, this approach did not lead to larger female involvement, work was still predominantly male based. SEWA had to fight for women's rights and eventually won contracts for the women interested in taking up repair and maintenance of handpumps as it was affecting them the most. Though initially hesitant to take up the activity considered to be meant for male members, the women were trained and necessary resources provided to them to take up and fulfill the contracts. Now the women are not only able to service the hand pumps, but do so profitably by working efficiently and training the villagers on proper usage of hand pumps so that there are minimal breakdowns during the course of its usage.

Women Empowerment

There are four components to SEWA's integrated approach used in the water campaign to eradicate poverty for its member. One of the components is capacity building. This is a conceptual approach to development that focuses on understanding the obstacles that inhibit people, governments, international organizations and non-governmental organizations from realising their development goals while enhancing the abilities that will allow them to achieve measurable and sustainable results. Furthermore, in the case of the water campaign this means training the members and enhance their present attributes to develop a cadre of confident and competent water leaders.

The next component is organising. The organisation of water committees has given women a larger voice increasing their bargaining power. In district Kheda for instance, SEWA's achievements through the water campaign impressed the district administration and they were invited to sit of the advisory committee in rural development.

The next component capital information not only means the creation of household assets but also ensures that they are owned by women. These assets include subsidised roof rainwater structures and water storage tanks/pipes. The final

component is ensuring basic social security. This can be achieved through safe drinking water as it sustains their livelihood enabling them time to work and good quality work.

Womens abilities are also developed through an innovative and comprehensive IEC package. They are trained in technical, financial, administrative and managerial aspects of water related issues. Grassroot leaders have been exposed to macro processes and international policies and conventions through participation in state-level, regional, national and international seminars, workshops and summits. This gives the women a new perspective on the campaign and gives them a chance to put forward their opinions. Exposure trips and study tours enable water leaders to learn about water activities outside their home states and then they can take what they've learnt and adapt it so it fits to what their state needs.

There are many different types of technical training programmes the members can do such as fluoride in drinking water and hand pump maintenance and repair which are both 3 day training programmes. Most of the programmes are split into theory and practical aspects, giving the women sufficient knowledge as well as hands-on skills to perform the desired activities.

Grassroot governance

There are three things to look at in governance with the water campaign in mind. Firstly, the institutional framework set up by SEWA and controlled by the members. Secondly, the interaction between sewa members and government agencies. Finally, capacity building of women for effective decision making. By making the grassroots communities form water committees/ WASH committees and use them towards repair, rejuvenation and maintenance of their water structures.

Balanced Scorecard for profit max firms

A balanced scorecard shows how a company can achieve its desired outcome of satisfying customer, employees i.e the shareholders. It shows the tools needed to communicate the strategy as well as the processes and systems to implement that strategy. In order for the strategy to succeed all ideas generated must be implemented to achieve the objectives or the strategy will fail. Balanced scorecard is an effective tool combining critical financial metrics associated with a unit/ activity with non-financial metrics such as perspectives of customers, internal business processes and learning & growth. It is made to be clear and detailed so everyone involved can understand it and ultimately so it can be easily implemented.



Figure: Snapshot of the four major components of a balanced scorecard

Financial

The financial component of the balanced scorecard includes how well the company is doing financially with revenue and expenses. Financial considerations include salaries, cost of benefits, training, travel expenses, equipment, supplies, rent and taxes.

The financial strategy breaks down into two groups.

Firstly, the productive strategy includes activities intended to reduce direct and indirect

costs, and to use assets/equipment more efficiently by reducing working/fixed capital needed to support a given level of output.

Secondly, the revenue growth strategy includes way to gain new markets, new products, and new customers. This is done by increasing value to existing customers by deepening relationships with them through expanded sales. However, a firm must make sure reduction in costs doesn't negatively affect revenue growth opportunities.

Customer

The customer component of the balanced scorecard includes such areas as customer satisfaction, delivery of product and quick response to customer issues. Customer concerns can include the quality of the product and the costs incurred for packing and shipping a product.

There are three objectives to customer strategy:

1. Operational excellence - competitive pricing, quality or speedy delivery
2. Customer intimacy - exceptional customer service, completeness of solutions
3. Product leadership - functionality features, top performance of products

It is imperative that the firm does extensive research on which of the three objectives to target, when more than one objective is targeted the strategy becomes unfocused from the company strategy and could likely fail.

Internal processes

The processes component of the balanced scorecard relates to the internal processes the company uses to get the work done. Such areas as information technology hardware and software may be considered to determine efficiency in time and cost.

With a clear picture of financial and customer strategy, one can determine the means by

which we will achieved the improved value for customers and productivity improvements to reach the financial objectives.

There are three types of internal processes which create financial benefits:

1. Cost saving from increasing operational efficiency. In this way one can achieve short-term benefits.
2. Revenue growth from enhanced customer relations, which is an immediate effect.
3. Increase in innovation which done correctly will create long-term benefits for the firm.

There are also four high level customer processes which help towards value creation at this stage:

1. Increase customer value with increased customer relations.
2. Achieve operational excellence by improving supply chain management e.g. cost, time, asset utilisation, capacity management.
3. Innovate new products by moving into new markets.
4. Be good corporate citizens by having effective relationships with stakeholders.
E.g. environment friendly work

Learning and Growth

The learning and growth component of the balanced scorecard refers to how much the company has learned and improved during the years of operation. It can work to improve weaker areas by developing strong performance improvement and training programs. This part of the scorecard is the foundation, so one must get this part correct to achieve the targets set as we move up the balanced scorecard.

Here one must look at:

1. Competitiveness, skills, technology
2. Leadership skills, integrated views of the company among all employees
3. New technology that aids process improvements
4. Company goals and personal goals and make sure they are aligned
5. Ratio of skills to job coverage

Balanced Scorecard for Social Enterprises

Measuring the impact of their work is one of the most difficult tasks for any social enterprise, since the financial metrics are either not of prime importance or non-existent, and non-financial measures difficult to quantify. The skill-levels of involved workers and the massive scope of problem being addressed add to the complexity.

Balanced scorecard is an effective tool combining critical financial metrics associated with a unit/ activity with non-financial metrics such as perspectives of customers, internal business processes and learning & growth. Applied in the context of a social enterprise, however, given the impact associated is of prime importance and financial metrics taking second-fiddle, necessary changes need to be incorporated into the concept of balanced scorecard to keep the concept relevant.

The organisation essentially creates a visual representation of the critical elements of its strategy for the social side (social, environmental, and economic objectives) as well as the financial side – or business sustainability. The process then helps the organisation to identify the key drivers or ways of achieving success in these social and financial

perspectives by identifying what key stakeholders want from the organisation, and what processes it needs to put in place internally to deliver these things.

Firstly, a strategy map should be created to ensure the goals and objectives are stated with a clear plan of action. For example,

1. What are the financial objectives for how the organisation earns and uses resources?
2. What are the organisation's key stakeholder groups? What does each stakeholder want the organisation to be?
3. What internal processes does the organisation need to excel at in order to deliver what stakeholders want?
4. What skill sets, information technology, or access to networks/information/sectors does the organisation need in order to complete the internal processes?

A social enterprise design and sell a product or a service, creating synergies between the financial and social goal (Borzaga and Santuari 2003). Trying to work towards multiple targets at the same time is a major challenge for these organizations and managers have to continuously manage trade-offs between increasing productivity for financial gain versus increasing productivity for social gain (Nyssens 2010).

Compared to profit organizations, they give a major importance to the social purpose. Profit organizations generally give social and environmental goals a lower importance to economic value creation and look at them either as constraints to firms' activities or as means to increase profit through proactive sustainability strategies. On the contrary, for Social enterprises, the final goal is the maximization of social and environmental value creation, and the success story is told by the 'combination of social and financial performances.

In case of a social enterprise, the following changes need to be incorporated into a balanced scorecard:

- a) The Financial component is replaced by a Financial & Social component, highlighting the importance of both financial and social returns as the end goals
- b) The Customer component is replaced by Stakeholder component, highlighting the importance of the activities of the social enterprise to not only the members or the direct beneficiaries from the activities of the enterprise, but also the community as a whole as a stakeholder in the process
- c) The learning and growth component is replaced by the Resources component, highlighting that the focus shifts from the learning and growth achieved by the organization itself to the resources supplied by the organization (skills/ knowledge/ networking opportunities) to create opportunities for the upliftment of its beneficiaries.

The above discussion can be summarised through the following figure:



Figure: Comparison between Balanced Scorecard for profit-oriented enterprises (left) and Social Enterprises (right)

Relevance of Balanced Scorecard for SEWA

Rather than an evaluation-centric framework, balanced scorecard for an organization such as SEWA would be a guiding framework capturing the importance of the activity to the stakeholders. This framework should be able to capture the essential linkages both within and between various activities, with women empowerment as the central tenet that holds them together. These linkages can help provide a bird-eye view of the various

dependencies across functions and how they could be prioritized and streamlined for better operating efficiencies.

For women entrepreneurs, for instance, the dual goals of full employment and self-reliance are both non-financial metrics, and more important for SEWA than financial returns generated by individual groups. Similarly, access to safe drinking water has implications on societal health and cohesiveness which need to be accounted for.

Finally, converting these indicators to relevant measurable parameters would help each stakeholder to get a clear perspective of the direction of the firm and the progress along geographical or activity-based lines.

Key considerations

Just as the SEWA collective is powered by its individual members, the Balanced Scorecard is proposed to be a bottom-up structure starting from individual village level and aggregating upwards. Further, since the potential of every village would be different, the scorecard for a village would consist of its own target as assessed by the village water committees/ SEWA members from the village. The targets so taken should be objectively measurable as well as scalable to the next levels so they can be objectively compared between different regions.

SEWA's efforts are a key enabler for providing necessary resources towards the success of the campaign. The resources include providing necessary skills to create a barefoot cadre of skilled women technicians, masons etc. as well as providing the community members with the necessary network benefits because of the scale and reach of SEWA to local authorities.

All four components of the balanced scorecard must have equal weightage (25% each). Each village must strive to start at a baseline balanced scorecard number around 50-60% at the start of an evaluation period (typically start of a year), and aim to reach 80%+ levels by the end of the evaluation period (typically the end of a year). Note that

these numbers are merely to be interpreted as thumb rules in designing and implementing the scorecard, and not absolute criteria. Villages where the campaign has just started may score below the laid marks, and places where the campaign has been very successful may score higher because of lower reminiscent potential.

While the scorecard target setting and current work evaluation would be an yearly exercise, performance against set objectives must be reviewed periodically at a recommended frequency of once per quarter.

Learnings from field visit - Bayad, Sabarkantha

The basic idea of the water campaign being that female members manage the water resources since they are the ones who own them inside the house while they cook, clean, feed the animals etc., the team saw the water campaign in action at Bayad. We saw how communities with water have better livelihoods, hygiene, and health. SEWA has taught the women there that water for different purposes should be separated (E.g. don't wash the livestock with the same water they drink from) to ensure water quality is kept up. Additionally, they have educated them on water reuse, use water used for hygiene in the fields, irrigation, pipes with small holes that water the field equally and not too much not too little. Also, soak pits have been constructed in the are towards water conservation for the future generations.

Water campaign interventions

The team saw the process of hand pump repair being done by SEWA technicians alongside village people who volunteered to help them with the work. Rain-water harvesting structures using plastic covering of rooftops and half-pipes to gather water into a tank were also installed in many houses. Finally, there were soak pits to conserve water, and backyard gardening to grow fruits & vegetables for the household.

Impact of the SEWA Campaign

The women reported how saving in time to fetch water meant the other house orders can be taken care of, children could go to school and farming could benefit through irrigation water availability in all 3 seasons.

The campaign also helped them understand the importance of saving water, and cleaning water before use. Due to the same, water-borne diseases like fever, diarrhoea and skin diseases have reduced drastically in the region.

Finally, women were now more empowered and demanding more work, rainwater harvesting tanks in their houses. They were involved in both maintenance of water resources in the villages, as well as active in organising meetings, and effective rainwater management.

Some of the pictures from the Bayad field visit are attached in Appendix 1.

Inputs from workshop for District representatives

Workshop conducted for representatives involved with the Water campaign across districts in Gujarat & Rajasthan.

During the first part of the workshop, the representatives understood the construction of the proposed balanced scorecard in detail to ascertain whether critical aspects of the campaign have been effectively covered in one or more components of the scorecard. They also evaluated whether any portions were difficult to understand, or adding little value in relation to the campaign work. Finally, they also understood the rationale for weights assigned to different components of the scorecard, and gave their inputs on its efficacy.

During the second part of the workshop, the representatives divided themselves into two groups and calculated financial returns before and after the campaign as per the

scorecard for one of the villages in which they were actively involved in the water campaign.

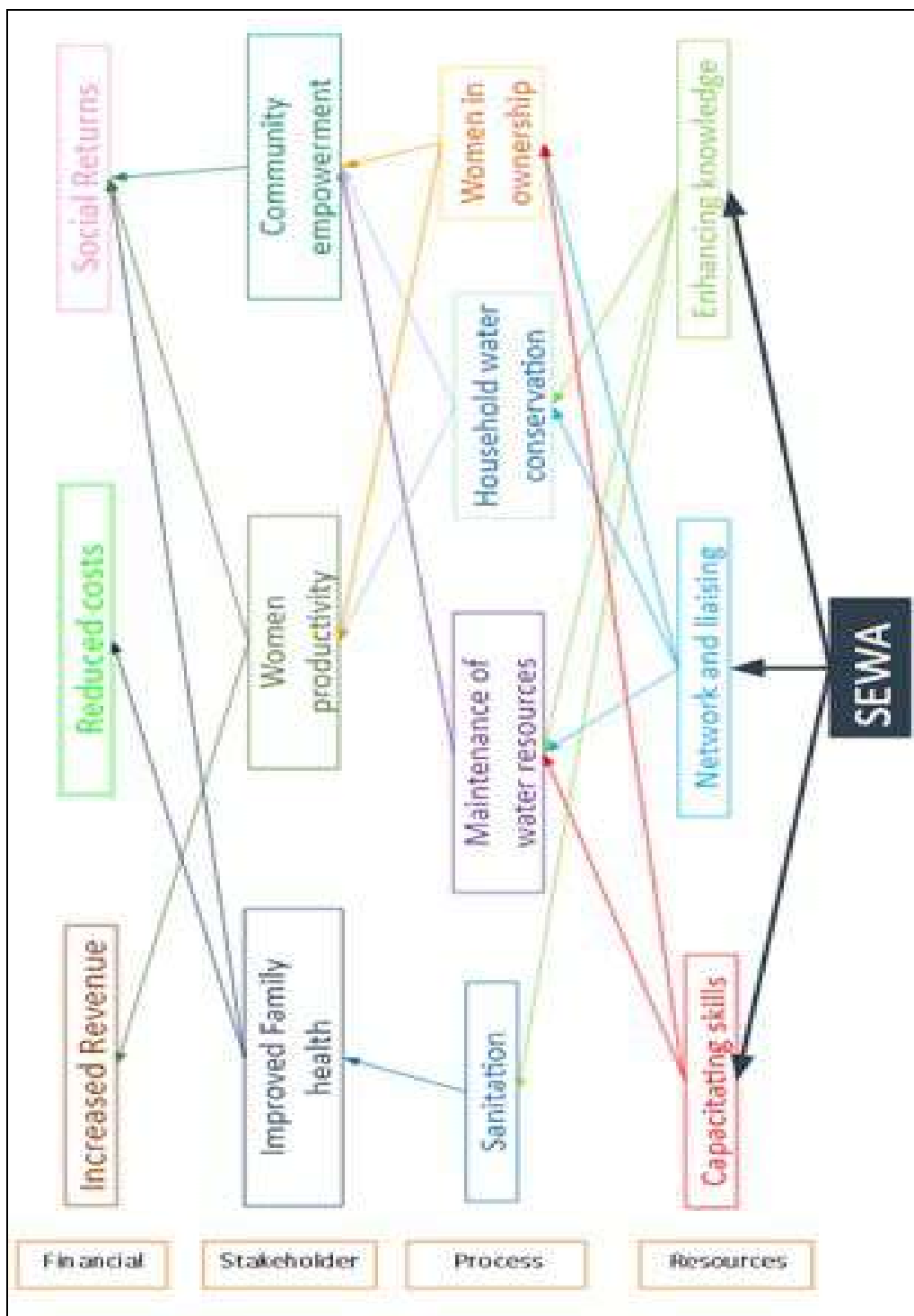
There was a need felt to convert the scorecard into a questionnaire for ease of filling at village level, or to construct a template which could make it easier for them to understand and relay how a balanced scorecard could be effectively filled.

The representatives also agreed to pilot the proposed scorecard in 5 villages of their respective districts to understand the efficacy of using the scorecard towards prioritization of tasks for the campaign.

Some of the pictures from the workshop are attached in Appendix 2.

Some of the excerpts from the experiences shared by stakeholders regarding the changes brought about by the water campaign are attached in Appendix 3.

The Balanced Scorecard



The figure above shows a balanced scorecard matrix with respect to SEWA's water campaign. As explained previously in the report, we have split the scorecard into 4 equally weighted sections. The sections are linked together starting from the bottom up.

Explaining the interlinkages

SEWA provides the members with capacitating skills such as how to repair a defunct hand pump, how to construct and repair water harvesting structures or how to revive traditional water sources. This means the women now have the tools to efficiently and effectively maintain the water resources by themselves so the government award them the contracts to do so, and it also gives the women the opportunity to go into ownership and management positions, which in turn increases the gender equity for women.

Since village women can maintain water structures themselves for the village, this leads to community empowerment as more people want to be involved in rallies and meetings for the water campaign. Also, they do not have to wait for outside forces to fix their problems for them so the downtime for the water structures should fall.

Women in management positions also leads to community empowerment but also women productivity. This is because women no longer have to waste as many days fetching water and they can repair the water resource structures quicker.

Since women are more productive they can spend more of their time on revenue generating activities such as embroidery, they can earn income from fixing the hand pumps, milk sold from livestock which increases total revenue gained. Women productivity also leads to social returns like women in representative positions, improvements in the ground water table and most importantly sustainability of the water resources.

The interlinkages also mean that various aspects of the campaign may be covered in more than one section of the scorecard in different ways. For instance, necessary skills and SEWA's network access helps the women and community take ownership of their

water resources. Once the water resources are maintained properly, women save time in fetching water from long distances, as well as start using water judiciously in toilets, in keeping their children clean and sending them to schools. Which means the saving of time by women is an important indicator towards not only rise in their own social status and income levels, but also of the upliftment of their children, cattle and fields. While the financial component captures this upliftment through increase in household revenues or increase in women representation in decision-making, the stakeholder perspective reads the time saved by women as well as the improvement in healthcare to reduce number of sick days for members of the family. The processes component reads the improvement in gender equity for women through even earnings compared to male members of the household, and finally the resources component captures the skills and knowledge gained by women towards achieving the same.

Many aspects not directly covered under the scorecard may be indirectly covered under a broader point. For instance, the processes component only discusses whether pond lining/ deepening is done for all ponds of the village, but also indirectly covers the advocacy that may be required to get villagers as well as authorities to contribute towards effective performance of the task. Similarly, the same advocacy may be implied by the visits of SEWA members from outside the geography or the replication of best practices from other sites implementing the water campaign.

Water quality has also not been directly addressed as part of the construction of the scorecard, but gets indirectly implied while considering sensitization of the women through rallies and prabhat pheris, as well as the results of maintaining good water quality reflected in less sick days for members of the household.

Implementation of the scorecard

The scorecard is an effective tool in assessment and prioritization of resources towards an effective organizational/ campaign performance so long as it is implemented by the

team effecting the work on ground. Hence the scorecard is designed to be explanatory as well as easy to print, fill and refer in the future.

Towards the same, it is important for the designed scorecard to have the minimum important sub-components that cover the essence of the campaign without lengthening the time that may be required to fill up and maintain the scorecard. While most of the important considerations of the campaign have been directly covered, some of the considerations had to be covered indirectly to ensure the scorecard length remains manageable as well as the associated complications to calculate specific components are kept at a feasible level.

It is recommended that the scorecard be used for assessing the impact in at least 3-5 villages of every district where the water campaign is currently being run. The chosen villages should be representative of the district, such that they cover both newer villages just starting or who have recently started with the campaign, villages where the campaign has been running for a fair period of time (say 5-10 years) as well as villages where the campaign has been running for a long time frame (> 15 years).

Simple average of scores of the individual components, as well as the overall scores at the village level, would be used to calculate the score for a district. Similarly, simple average of scores for a district may be used to compute the scores for a state, and the same exercise be repeated to determine the score at the national level. Because the district, state and national coordinators only have an indirect control over the scores, it raises their accountability to monitor baseline numbers are kept at a reasonable level (not kept too high or too low unless warranted), as well as the improvement initiatives are periodically assessed to ensure work at the ground level is headed in the right direction.

Any required modification to the scorecard is recommended to be done by a central team, in consultation with the state and district teams, to ensure the proposed changes add value to the scorecard without hampering its effectiveness.

Potential Limitations

The Balanced Scorecard is not an 'off-the-shelf' method, and requires learning some basic terms and concepts and exploring examples to implement. It does not go into great depth in terms of a particular programme or service, but focuses on prioritization of initiatives across the method used as well as results achieved through use of those methods.

Social return is the prime concern for social enterprises, and must be emphasised while constructing as well as implementing the scorecard. Financial measures must reflect a need for sustainability in achieving the same.

The challenge is around what measures are chosen, especially under the heading of Social Return. It is believed that there is a need for the rigorous development of new measures for social return, and that this could be done in a number of ways. While it is tempting to seek to draw upon existing sets of performance measurement tools, it can be argued that no good ones exist for social impact. Therefore, one possibility is to draw upon qualitative evidence, for instance by holding focus groups to understand the impact of the work of a particular organisation. Other sources include insights from a range of stakeholders, market research and/or customer satisfaction data. Referring this back to SEWA, one of the components on the scorecard is community empowerment, this is hard to measure so new measures must be developed so progress can be tracked and monitored. The next step would be to put monetary value on some outcomes, on a proxy basis.

Interestingly, experience to date suggests that the 'near term' or medium term snapshot provided by the Scorecard is the most valuable, allowing organisations and especially boards and senior executives to keep a 'strategic grip' in a period of rapid change and focus on those actions that have best chance of changing performance in the round.

Conclusion

The current study has examined the construction of a Balanced Scorecard for the Women, Water and Work campaign of SEWA. The campaign, more than 27 years old, is spread across various measures directed towards improving access to water resources for women through imparting skills and knowledge about the need for water conservation, which in turn results in the repair/ rejuvenation and maintenance of water structures by the community members. The scorecard covers benefits across stakeholders at the woman, family and community level, and covers not just the financial results but also the social returns from the campaign which can give sustainable advantage to the communities.

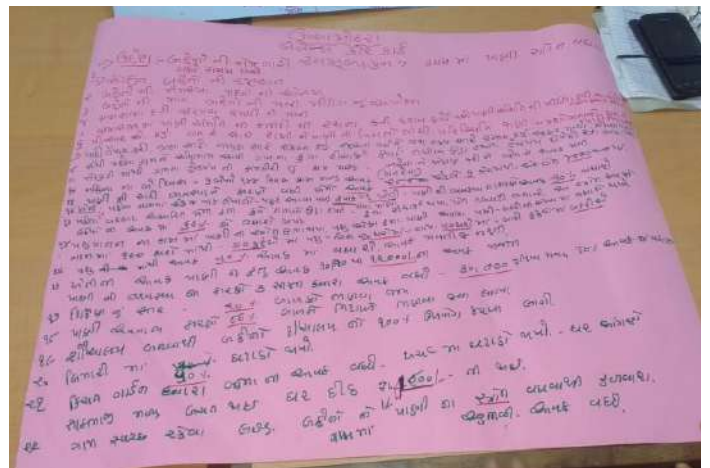
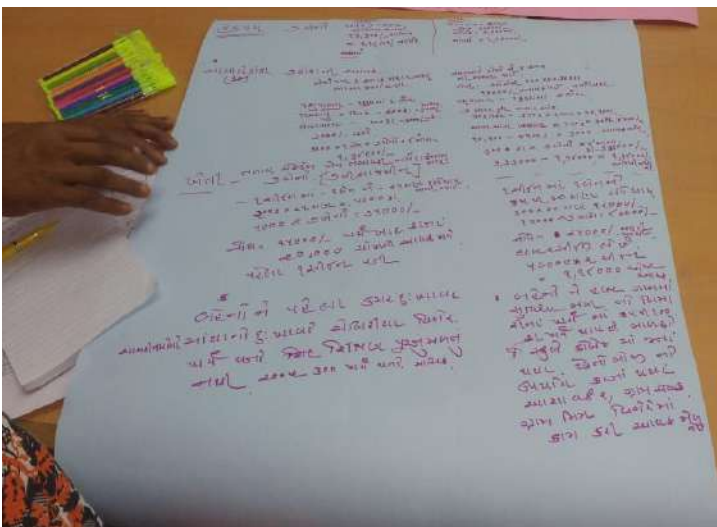
While the campaign has achieved a lot towards its stated goals, we believe implementation of the proposed Balanced Scorecard could be a tool which could help objectively assess the effectiveness of the campaign, as well as specify arenas which need most focus instead of spreading activities and energy of members in many directions. Due to the same, it may be worthwhile for the organization to see through the initial learning curve in understanding the construct of the scorecard in order to reap the potential rewards to follow.

Appendices

Appendix 1: Pictures from the Bayad field visit



Appendix 2: Pictures from the district representatives' workshop



Appendix 3: Excerpts from stakeholders

Earlier due to lifting pots over long distances, women used to have headaches and sleep through the afternoon. Now the same time can be used in productive work

Now, the children can take bath regularly and hence go to schools and study. They don't need to accompany the ladies in the water lines or do household chores

We told the netas they must give us tap water in the village if they wanted to win the elections. And they had to concede

Since water availability has improved, the villagers are keeping extra cattle to enhance income

Earlier I did not have ownership of anything. Now after the campaign the farmland, the house all are in my name