accountability demands, 18. See also perforcorporate social responsibility (CSR), mance monitoring 82-89; of fair trade, 204-6; of social actions. See activities, toward change entrepreneurship (SE), 128 activities, revenue-generating, 130-31 behavioral expectations, 47-48. See also activities, toward change, 34-35, 36f, cultural sensitivity 37-40. See also behavioral logic; busibehavioral logic, 36f, 38-39, 40; of indigness of change; idea generation; politics enous technology creation (ITC), of change 181–83; of microenterprise developadversarial intermediaries, 68, 101. See also ment, 174-75; of social entrepreneurcorporate officials ship (SE), 137 advocacy, 251-52 behavioral models, 36f, 38-39, 40, Afghanistan, fair trade in, 210 288-89n9 Africa, 109, 139-40 behavioral theory of change, 30, 31, 32 Ben and Jerry's ice cream, 97 aging population, 14 agricultural technology, 181, 182, 183, 185 beneficiaries, 10, 34, 225t, 229-30; capabili-AIDS, 25, 26, 140. See also Khosa, Victoria ties, 48; of corporate social responsibil-Akshaya Project, 171-72 ity (CSR), 85t; decision-making agency alternative distribution, 199, 208, 212, 220 and, 42, 164-66, 200; determination alternative trade. See fair trade of, 45-48; financial contributions of, alternative trade organizations (ATOs), 47-48, 253; idea generation and, 38; merit considerations and, 47; roles 199, 208 in political development approaches, Annapurna iodized salt brand, 170–71 Ashoka, 125 62-69; of social entrepreneurship (SE), Association for Social Advancement 149. See also empowerment, client (ASA), 177 benefit delivery, 52, 261-62. See also specific market-based approaches Aurolab, 143, 144 authority, 8, 160. See also governments benefits, 226t; bottom of the pyramid Avarind eye hospitals, 143-44 (BOP) development, 169f; community, 173; corporate social responsibility (CSR), 91f, 96f, 102f; cost versus, Baggio, Rodrigo, 245 Bandhan Financial Services, 177 117-18; defined, 33-34; delivered, 226t, Bangladesh, 138-39 234-35; fair trade, 207f; indigenous barriers to entry, 76 technology creation (ITC), 184f; parbasic functioning improvements, 54-56 ticipatory, 44; profits versus, 252; social behavioral change, 43-45. See also change entrepreneurship (SE), 136f; timing of,

49-51; types of, 53-59, 55t; for women,

175

behavioral dynamics: of bottom of the pyr-

amid (BOP) development, 167-69; of

Bono, 23 change agents, 34, 225t, 230-31; bottom bottom of the pyramid (BOP) developof the pyramid (BOP) development ment, 160, 162-67, 169f; behavioral and, 169f; characteristics of, 145; cordynamics of, 167-69; beneficiaries, porate social responsibility (CSR) 225t, 229, 287n4; benefits, 226t, 235; and, 91f, 96f, 100, 101-3, 102f, 105-6, case examples, 170-72; change agents, 119-20; defined, 33; fair trade and, 207f, 225t, 231; corporations and, 233, 256-57; 212-13; government collaboration and, empowerment and, 250; innovation 9; government tension and, 262-64; and, 227t, 238; intermediaries, 226t, ideological exposure, 6-7; indigenous 232; management and, 228t; particitechnology creation (ITC) and, 184f; pant involvement and, 237; political interdisciplinary links between, 279; development and, 169-70; political lessons for, 267-77; private sustaininteractions, 228t; scaling, 227t, 241; able development (PSD) and, 184f, sustainability, 227t, 240; technology 190–92; roles in political development approaches, 62-69; social entrepreneurand, 292n3 ship (SE) and, 136f; technology and, 19; bottoms-up approach, 148-49 Bowen, H. R., 80 skills needed, 119-20, 212-13, 257-59. boycotts, 104-5, 108, 113-14 See also idea generation; philanthropists branding, 99; fair trade, 209, 217 change efforts, 33. See also specific market-Brazil, 245 based approaches Brin, Sergey, 22 change: behavioral, 43; beneficiaries of, Buffett, Warren, 22 45-51; benefits delivered from, 53-60; bureaucratic constraints, movement away business of, 36f, 39-40, 71-75; conditions receptive to, 75-76; location of from, 146 business logic, 31 delivery and, 51-53; logic models and business of change, 36f, 39-40, 71-75, theories, 44-76; politics of, 60. See also 270-71 politics of change; political development approaches and, 60-70; venues business plans, 173-74 business principles, 147-49, 151 for, 70. See also political development business skills, 145, 148, 191, 212-13, approaches; specific market-based 246-47 approaches child benefits, 175 Cafédirect, 211-12 child labor, prevention of, 211 Calvert group, 108 classification schemes, 53-54 capital development, 55t, 56-59 cleanwashing, 114-15, 156, 194, 217-18, 221 case examples: bottom of the pyramid client-centered microfinance, 174 development (BOP), 170-72; fair coffee, fair trade, 211-12 trade, 209-12; indigenous technology Coleman Foundation, 125 creation (ITC), 184-86; pressure-based collaborations, cross-professional, 125, 246 approaches, 110-11; social entrepreneurcommercial financing, 131 ship (SE), 137-44 Committee for Democracy in Information celebrities, 23 Technology (CDI), 245 Committee on Community Engagement cell phones, 19 certified fair trade labeling process, 199of the Centers for Disease Control Pre-201, 204 vention, 290n13 Chaney, G., 110-11 communication, 52

communication skills, 119-20 community benefits, 173. See also benefits community context, 52-53 community development, 204-5 community engagement model, 64-66, 68-69, 290n13 community members, corporate social responsibility (CSR) and, 85t, 87 community participation, 42, 155, 250, 281; indigenous technology creation (ITC) and, 181; poor consumers and, 164-66; private sustainable development (PSD) and, 181, 188. See also empowerment; indigenous participation comparative analysis, 6, 29, 31–32 computers. See personal computers conceptual framework, 4 conditions of success, 75-76; fair trade and, 213-14; private sustainable development (PSD) and, 192-93 conflict models, 66-68 consensual orientation, 237 consumer needs, 164-66 consumer-driven fair trade approach, 195-97. See also fair trade consumers: behavior of, 113; corporate social responsibility (CSR) and, 85t, 86-87, 101, 103-4, 232; ethical motivation of, 205-6, 208, 221; institutional, 104; poor, 164-66; role of, 10-11 consumption patterns, responsible, 195, consumption-based products, 160 control groups, 178 corporate ethical training, 92-93, 29111 corporate ethics, 92, 93, 280 corporate excess, 189-90 corporate lobbyists, 106 corporate officials, 101, 103, 105, 106-7. See also adversarial intermediaries corporate practice change, 82-89 corporate responsibility classifications, 84-86 corporate social responsibility (CSR), 34, 79-80, 121-22; behavioral dimensions, 82-89; beneficiaries and, 225t,

229; benefits and, 226t, 235-36; business skills and, 247; change agents and, 225t, 231; consumers and, 232, 275; corporations and, 233, 256-57; externally driven, 100-111; fair trade versus, 196, 201; historical perspective, 80–82; innovation and, 227t, 239; intermediaries and, 226t; internally driven, 89–100; internal leadership development process, 91f; internet as a tool for, 120-21; investors and, 232-33; limits of approach, 111–17; management and, 228t; measuring and monitoring, 117-19; participant involvement, 238; performance monitoring of, 256; political interactions and, 228t; scaling, 227t, 242; skills needed for, 119-20; social entrepreneurship (SE) and, 126-27; sustainability, 277t, 240, 248 corporate target selection, 115-16 corporations: fair trade and, 201, 209, 217-19; as intermediaries, 233; power of, 78-79, 122; social responsibility and, 16. See also globalization; multinational corporations cost of entry, 146 cost of fair trade production, 214 cost, short-term developmental, 166 cost-benefit analysis, 117-18, 119 coverage, unevenness of, 8 creaming, 154, 188-89, 252-54 creative destruction, 129 creativity, 145, 244. See also innovation crisis remediation, 54-55, 55t cultural considerations, developmental success and, 192 cultural difference, 24, 249. See also cultural sensitivity cultural sensitivity, 357-59, 271-74 curriculum content, corporate social responsibility (CSR) and, 92–93, 94 customer loyalty, 96-97, 113

Dees, J. Gregory, 124 deflection of attention, 156, 221. *See also* cleanwashing; greenwashing

democratic character, 155 democratic participation, 200 demographic need considerations, 45-46 demographic patterns, as a challenge to program sustainability, 14-15 developing world: fair trade in, 197; poverty in, 24-28; social problems of, 3. See also specific market-oriented approaches development extent, fair trade, 196-97. See also reach; scaling development process: bottom of the pyramid (BOP) development, 169f; corporate social responsibility (CSR), 91f, 96f, 101-7, 102f; fair trade, 202-4, 206, 207f; free market capitalism, 161; indigenous technology creation (ITC), 180-86, 184f; scaling and, 249; social entrepreneurship (SE), 136f developmental failures, 148 differential focusing, 29 digital divide, 20 direct models, 62-64 direct practice social work, 33 distorted development, 12, 162 Doherty, B., 218-19 donors, 72-73, 142 double bottom line corporate social responsibility, 81, 95-99 Drayton, Bill, 131 Dulany, Peggy, 282

earned income ventures, 73
Echoing Green, 125
economic development, 2–3, 128. See also specific market-based models
economic downturn, 13–14
economic globalization. See globalization education indicators, 27
education, as a benefit, 57
education, entrepreneurial, 125–26
Edwards, Michael, 282, 283
effectiveness monitoring, 50
efficiency considerations, 270–71
employee concerns, corporate, 85t, 85–86
employee loyalty, 96–97
employment, 27. See also job creation

empowerment, client, 175, 178-79, 250-51, 271-74 enhanced security, 54, 55t entrepreneurial education, 125-26 environmental degradation, 87-88 environmental factors, change model effectiveness and, 76 environmental sustainability, 59, 99, 206, 236; customer decision making and, ethical leader approach, 92, 94-95, 112 ethical trade. See fair trade ethical training, corporate, 92-93, 29111 ethics, corporate, 92, 93 Europe, fair trade in, 196 evaluation, process and outcome, 73-74 examples. See case examples existing organizations, as social entrepreneurship (SE), 134-35 expansion, program. See scaling expansion decisions, 51 expertise, specialized, 246 exploitation, 162, 190 external advocates, 82 external corporate social responsibility (CSR), 100-111 external funding, 17-18. See also financing external talent: financial, 73; technological, 75 externalities, 293n2

fair trade, 33, 68-69, 195, 202-4, 221-22; behavioral dynamics of, 204-6; beneficiaries, 225t, 229; benefits, 226t, 234; business skills and, 247; case examples, 209-12; change agents, 225t, 231; conditions of success, 213-14; consumerdriven approach, 195-97; corporations and, 233; historical development, 197-202; innovation and, 227t, 239; intermediaries, 226t, 233; management and, 228t; markets, 275-76; participant involvement, 237-38; performance monitoring of, 255; political development, 206-9; political interactions, 228t, 237; possibilities and limitations, 215-22; scaling, 227t, 242; skills needed

for, 212-13; sustainability, 227t, 240, geographic linking, 19-20 248. See also free trade certification; Gill, R., 110-11 socially responsible consumption Global Philanthropists Circle, 282 fair trade certification, 199-201, 204, 219 globalization, 14, 81. See also corporate fair trade movement, 195, 197, 198, 201, 208, social responsibility (CSR) 218, 219-20 GoodWeave International, 205, 210 fair trade towns, 202 government contracts, 9, 263 Fair Trade USA, 219 government funding, 17-18 government ineffectiveness, market-ori-Fairtrade Labeling Organizations International (FLO), 200, 202 ented response to, 5 feedback loops, 36f, 40 government officials, corporate social responsibility (CSR) and, 105, 106 field partners, 142 financial capital, 55t, 56 government regulations, 8, 266-67; of corfinancial need considerations, 45 porations, 106; economic, 161 financing, 72-73; commercial, 131; commugovernment spending, welfare and, nity engagement model, 64, 66; direct 12-13 model, 64; external, 17-18; governmengovernments: alternatives to provision by, tal, 17-18, 146-47; innovative strategies 16–24. See also market-based change for, 143-44, 149-50; limited, 146; approaches; economic development market-oriented, 149-50; micro-, 139, and, 161; fair trade and, 201-2; innova-142; operational, 19-20; social entrepretion and, 264-66; private sustainable neurship (SE) and, 143-44 development (PSD) and, 171; relations fiscal sustainability, 240, 252 with market-oriented approaches, 8-9, Fisher, Martin, 186 228t, 260-62; relations with the non-Flannery, Jessica, 141 profit sector, 17; social entrepreneur-Flannery, Matt, 141 ship (SE) and, 146-47; struggles of, Follesdal, A., 11 11–16; tension with social programs, Food and Agricultural Organizational of 262-64. See also government conthe United Nations, 27 tracting; government ineffectiveness; for-profit social service agencies, 254-55 government provision; government Fortune at the Bottom of the Pyramid regulations (Prahalad, 2005), 162 Grameen Bank, 138-39, 160, 177 Foxconn Technology, 121 Grameen Phone, 245 free market capitalism, 161-62 grants, 73, 263 Fridell, G., 195, 197, 200, 215, 217, 219–20 grassroots efforts, fair trade and, 199 Friedman, Milton, 83 Green, David, 143, 144, 246 functioning, higher levels of, 56-57 greenwashing, 114-15, 156, 194 funding. See financing funding agents, 66 health expenditures, 14 fundraising, 72, 143. See also financing health indicators, 26 Hindustan Level Ltd. (HLL), 170 Gates, Bill, 22 human capital, 55t, 56-57 gender conflict, 179 human capital theory, 30, 32 general framework for social change

idea generation, 31, 36f, 37–38, 40, 41,

42-43

imaging. See branding

change approaches

geographic delivery area, 51

approaches, 35-40, 36f. See also social

implementation process, 30-32, 36f, 37-40; institutional investment employees, 109 social entrepreneurship (SE) and, 127, intended outcomes. See outcome goals 128-32, 148. See also idea generation interests, individual, 152 income improvement, 234-36 intermediaries, 34, 35, 226t, 231-33; adverincome inequality, 21-22 sarial, 68; corporate social responsibility India: fair trade in, 210–11: microloans in, (CSR) and, 101; organizational skills 143, 170, 178, 179 of, 120; roles in political development indigenous community development, 18, approaches, 62-69 intermediary models, 79 indigenous participation. See community internally driven corporate social responsiparticipation; empowerment, client bility (CSR) approaches, 89-100, 112 indigenous producers, 200, 204 International Development Enterprises indigenous technology creation (ITC), (IDE), 185 160-61, 180-81; behavioral logic of, international influence, 15 181-83; beneficiaries, 226t, 229; benefits, Internet: corporate social responsibility 225t, 235; case examples, 184-86; change (CSR) and, 120-21; social entrepreagents, 225t, 230; conditions of success, neurship (SE) and, 141-42 intervention, ineffective late-stage, 50-51 193; empowerment and, 250; innovation and, 227t, 238; intermediaries, 226t, intervention points, 49-51 232; management and, 228t; participant investigators, 38 involvement and, 237; political develinvestment-oriented approaches, 108-9 opment, 183-84; political interactions investor philanthropists, 23-24 and, 228t; scaling, 227t; strengths, 187; investors: corporate social responsibility sustainability, 227t, 240; technology (CSR), 108-9; individual, 232-33. See and, 292n3 also investor philanthropists individual interests, 152 irrigation pumps, 185, 186 individual level change, 38-39 ineffective intervention, 50-51 job creation, 167, 168–69, 189, 235 information outlets, 268-69 job training, 265 information technology, 18-21; distribution, 171; as human capital, 57; wealth genera-Karnani, A., 190 tion and, 22. See also technology, new Ka-shing, Li, 22 infrastructural development, 55t, 59 Kauffman Foundation, 125 infrastructure, public health, 26 Kendall, B. E., 110-11 infrastructure, service delivery and, 15-16 Khosa, Victoria, 139-40, 264-65 initial engagement, corporate social KickStart, 183, 185-86 responsibility (CSR), 103 Kinder, Lydenberg, Domini Research and innovating for social purposes, 129, 131 Analytics (KLD), 108-9 innovation, 227t, 238-39, 244, 268-69; Kiva, 141-42 in financing, 143-44, 149-50; govern-Kuriyan, R., 171 ments and, 264-66; social entrepreneurship (SE) and, 133t, 133-34, 135. Leclair, M. S., 217 See also specific market-based change limitations: of fair trade, 215-221; of approaches market-based approaches, 251-60; of innovative new service efforts, 138-40 private sustainable development (PSD), innovative skill-sets, 23 168–90; of social entrepreneurship

(SE), 150-57

institutional consumers, 104

linkages across disciplines, 246 literacy, 27, 57 lobbyists, 106 logic models, 30, 44, 45–60, 70–76, 288n9. *See also* political development approaches lowest income markets, 164 lung cancer, 49

macro level change approaches, 59

macroeconomic policy, fair trade network versus, 220 mainstreaming, 201, 218, 220 management, 228t, 242-43. See also specific market-based approaches market penetration, 215-16 market signals, 155-56 market-based change approaches: benefits delivered, 234t, 234-36. See also benefits; broader perspective of, 277-84; change agents, 230-31. See also change agents; comparisons, 224-29, 225-28t; government relations with, 8-9; innovation and, 238-39. See also innovation; intermediaries, 231-33. See also intermediaries; management and, 242-43; political intervention and, 236-38; rationale for, 5-7; scaling and, 241-42. See also scaling; sustainability and, 239-40. See also sustainability. See also corporate social responsibility (CSR); fair trade; private sustainable development (PSD); social change approaches; social entrepreneurship (SE)

marketing, 72; corporate social responsibility (CSR) and, 99; fair trade and, 203–4, 214

market-oriented financing, 149–50 markets, 164, 274–78. *See also* consumers Martin, R. L., 127

masters of business administration (MBA), 270

Max Havelaar Foundation, 200 media attention: corporate social responsibility (CSR) and, 120–21; social entrepreneurship (SE) and, 147 media representatives, corporate social

responsibility (CSR) and, 105-6

Mennonite Church, 198, 209-10 merit, benefits based on, 46-47 Micheletti, M., 11 micro level change approaches, 59 microenterprise development, 56, 138-39, 160, 172-74, 176f; behavioral logic of, 171-75; beneficiaries, 225t, 229; benefits, 226t, 234-35; case examples, 179-80; change agents, 191, 225t; conditions of success, 192; effectiveness, 176-79; innovation and, 227t; intermediaries, 226t, 232; management and, 228t; participant involvement, 237; political development of, 175-76; political interactions and, 228t; research findings on, 176-79; scaling, 227t; strengths, 187; sustainability, 227t; weakness of, 189. See also microfinancing

See also microfinancing
microfinance organizations, 138–39,
141–42. See also microfinancing
microfinancing, 139, 142, 172; case examples, 179–80; client-centered, 174. See
also microenterprise development
microloans. See microfinance organizations; microfinancing
Millennium Development Goals, 25
mistreatment, as a meritorious criterion,

mixed approach models, 68–69 models. *See* market-based change approaches monitoring, corporate social responsibility (CSR), 113–14, 117–19. *See also* effec-

tiveness monitoring monitoring performance, 255–57 Moon, Nick, 186 multinational corporations, 16 mutual funds, 109

need prioritization, 154–55, 252. See also creaming
needs assessment, 43, 184, 273
need visibility, 20–21, 45–46
negotiation skills, 120
neoliberalism, 219–20, 261
Nepal, fair trade in, 210–11
Nestle Corporation, 218

New Heroes, The, 143 philanthrocapitalism, 156, 28511 Philanthrocapitalism: how Giving Can Save Newman, Penny, 218 the World (Bishop & Green, 2009), 281 Nike Corporation, 82 non-governmental organizations (NGOs), philanthropic initiatives, 63 international, rise of, 16-18 philanthropic networks, 283-84 nonprofit manufacturing facility, 143 philanthropists, 22-24 nonprofit organizations: fair trade and, Philip Morris, 115 206-7; as field partners, 142; social philosophical orientation, 35 entrepreneurship (SE) and, 124-25, platforms for social issue awareness, 20-21, 142; view of, 280 nonprofit revenue streams, 131 Polak, P., 181, 183-84, 185, 273 nonprofit sector, 16-18 political capital, 55t, 58 political consumerism, 10-11 North America, fair trade in, 196 nutritional availability, 27 political development, 60-62; of bottom of the pyramid (BOP) initiatives, online donations, 142 169-70; community engagement and, 64-66; conflict models, 66-68; of operational funding, 19-20. See also corporate social responsibility (CSR) financing organizational skills, intermediary, 120 approaches, 89-100; direct models, organizational venues, 70 62-64; fair trade and, 206-9; of indig-Osberg, S., 127 enous technology creation (ITC) and, outcome goals, 43-44, 55t; bottom of the 183-84; of microenterprise initiatives pyramid (BOP) development and, 169f; and, 175-76; mixed approaches to, corporate social responsibility (CSR) 68–69; strategy evolution of, 69–70 and, 91f, 96f, 102f; fair trade and, 207f; political instincts, 120 indigenous technology creation (ITC) political interactions, market-based change and, 184f; social entrepreneurship (SE) models and, 228t, 236–38 and, 136f political logic, 31 outcome-oriented evaluations, 73-74 political rights, 27 Oxfam shops, 198 political strategy evolution, 69-70 politics of change, 36f, 39, 40, 60-70. See Page, Larry, 22 also change participant investment, 10 poor consumers, 164-66. See also private participant involvement, 42, 64-66, 155, sustainable development (PSD) 237-38, 250, 281; indigenous technology poor farmers, 181 creation (ITC) and, 181; poor consumpositive reinforcement corporate social ers and, 164–66; private sustainable responsibility (CSR), 107–8 development (PSD) and, 181, 188 positive reinforcement in pressure-based participation, 41-42 initiatives, 107-8 participatory benefits, 44. See also benefits poverty rates, 3 participatory change, 286n2. See also poverty: developed world, 285-286n3; indigenous participation; community developing world, 24-28 involvement Prahalad, C. K., 162-65 paternalism, 156 pressure-based approaches, advanced, pattern setting, 88, 133t 109-10 paying for performance," 266 pressure-driven corporate social responpersonal computers, 18, 245 sibility (CSR). See external corporate

social responsibility (CSR); pressureprofit maximizing strategies, 95. See also driven development process strategic corporate social responsibility pressure-driven development process, 101-(CSR) 7, 102f; challenges of, 113–16; examples profits, service provision versus, 252-55 of, 110-11. See also external corporate program developers, tension between govsocial responsibility (CSR) ernment and, 262-64 prevention, disease, 289n11 program performance. See monitoring price points, 182-83 performance price premiums, 213-14 progress indicators, 25 protests, 19-20 pricing, benefit, 252 pricing strategies, 170 psychic benefits of consumerism, 86-87, private consumers, 104 private global development, 161-62 public concessions, 115 private sustainable development (PSD), public health infrastructure, 26 42, 159-61, 193-94; beneficiaries, 225t; public image, corporate, 82 benefits, 226t, 234-35; bottom of the purchasing, 183 pyramid development as, 162-72, 169f; change agents, 226t, 230-31; conditions quality of life, 87, 168 for success, 192-93; creaming, 254; indigenous technology creation, 180, radical mainstreaming, 219 183f; innovation, 227t, 238-39; interrating systems, 256 mediaries, 226t; limitations of, 168-90; raw materials, 98 management and, 228t; microenterprise Ray, I., 171 development as, 172-80, 176f; perforreach, 8, 152-53; of fair trade, 196-97; geomance monitoring of, 256; political graphic, 260 interactions and, 228t; privatization related professional programs, 186n4 of social services, 15; profit making, remote benefit delivery systems, 52 161-62; scaling, 227t, 241; skills needed repayment rates, 177 for, 190-92; strengths of, 186-88; susresources: government control of, 9, 260; tainability, 227t. See also bottom of the political development approaches and, pyramid (BOP) development; indig-61; pressure-driven corporate social enous technology creation (ITC) responsibility (CSR) and, 113, 114, 118 problem analysis, 43 retailers, fair trade, 201 product development: functionality and, revenue-generation, 130-31. See also 187; indigenous technology creation financing (ITC) and, 184; poor consumers and, risk taking, 145 164, 165-66 Rockefeller, David, 282 product distribution, 191, 208 Royal Dutch Shell, 82 "rules of the game," 266-67 production: cost, 214; bottom of the pyramid development and, 169-70; fair trade standards and, 200–201, 202; scalability. See scaling sustainable, 203-4 scaling, 227t, 241-42, 248-50, 259-60; productive capacity, 160-61. See also indigfair trade and, 215–16; governments enous technology creation (ITC) and, 264-65 microenterprises and, 173; profit making, 130-31, 159-62. See also private sustainable development (PSD) private sustainable development (PSD); and, 183; social entrepreneurship (SE) profit maximizing strategies and, 131, 134, 141-42,153-54

Schwab Foundation Social Entrepreneur-136f, 136–37, 228t; strengths of, 147–50; scaling, 227t, 241; sustainability, 227t; ship, 125, 263 screening criteria, microenterprise, 173-74 technology and, 245 social environments, and benefit delivery, self-help initiatives, 63 self-promotion, 256-57. See also cleanwash-52-53 ing; greenwashing social image, social entrepreneur, 156 self-sustainability, 42. See also sustainability social interaction skills, 257-59 service provision, profits versus, 252 social intervention, 63 Sierra Club, 130-31 social justice, 250-51 skill development, 56-57 social mission, 132, 133t, 135 Skoll, Jeff, 125 social problems, 20-21, 38-39 SKS Microfinance, 179-80 social provision, demand for, 15 social businesses, 132 social rights, 27 social capital, 55t, 57-58 social sciences, 286n4 social change agents, 33. See also change Social Security system, 46 agents social values, 129-30, 154 social change approaches: change dynamsocially conscious investing, 108-9 ics, 44-60, 70-75. See also change; socially responsible consumption, 195, conditions receptive to success, 75-76; 274-77 construction and assessment issues, societal involvement. See community 30-33, 41-43, 76-77; general frameparticipation work for, 35-40; outcome goals, 43-44; South Africa, 109 political development approaches and spatial decision making, 51-52 strategies, 60-70; social entrepreneurstaff, 72 ship (SE) as a, 144-57; terminology, stakeholders, 39, 137 start-up ventures, social entrepreneurial, 33-35 social change processes, 33 134-35, 136, 145-46 social development, 2-3 Stolle, D., 11 social development approaches. See corstrategic corporate social responsibility porate social responsibility (CSR); fair (CSR), 95–100, 96f, 112–13 trade; market-based change models; strengths: of market-based models, 243-51; private sustainable development (PSD); of private sustainable development social entrepreneurship (PSD), 186-88; of social entrepreneursocial entrepreneurship (SE), 32, 123-24, ship (SE), 147-50 157-58; beneficiaries, 225t, 229-30; structural development features, 34 benefits, 226t, 234; change agents, 225t, student training, 244 230; case examples, 137-44; creamsubsidization, 162, 171 ing and, 254; cultural sensitivity and, substance of change, 53-59 258; definition difficulty, 127-36, 133t; sustainability, 227t, 239-40, 247-48, 276; factors of success, 144-47; historical fiscal, 240; private sustainable developdevelopment of, 124-27; indigenous ment (PSD) and, 182, 188 technology creation (ITC) versus, 180; sustainable economic development, 128 innovation in, 41, 43, 227t, 238; intersustainable production, 203-4 mediaries, 226t; limitations of, 150-57; management and, 228t, 243; participant Tallontire, A., 199 involvement, 238; performance monitarget groups, 34, 45-48, 287n4; corporatoring of, 256; political interactions and, tions as, 115–16. See also beneficiaries

targeting effectiveness, 50, 152, 154, 260. See also effectiveness monitoring technical assistance, 174, 205 technology specialists, 75 technology, 269-71; access to, 20; agricultural, 181, 182, 183, 185; business of change and, 74-75; incorporation, 245; service provision and, 18-21; social entrepreneurship (SE) and, 125, 141-42, 145-46. See also information technology; Internet Ten Thousand Villages project, 198, 209-10 terminology, 33–35 theories of the dynamics of change, 44-60, 70-76. See also political development approaches timing of benefits, 49-51 top of the pyramid production, 163 top-down charity, 282-83 Toyama, K., 171 Tranchell, S., 218-19 transaction costs, 72 TransFair USA, 201 transnational corporations, 78. See also corporations transportation, 59 triple bottom line corporate social responsibility, 81, 95-99 Turner, Ted, 22

underlying philosophy, 35
"understand your market," 147–49
unevenness of coverage, 8
United Kingdom, fair trade in, 201–2
United Nations, 25
United States, fair trade in, 196, 202
UnLtd, 125
United States Aid for International Development Agency (USAID), 17–18
unpredictable substantive content, 152
UPS, 94–95

Venkataswamy, Govindappa, 143–44, 246 venues of change, 51–53 virtual benefit delivery systems, 52 voluntary provision, disadvantages of, 8, 154–55 voting rights, 58 voting with purchases, 11

Walmart, 87, 164, 201 watchdog organizations, 118 Wealth and Giving Forum, 282 wealthy individuals, social issues and, 125 welfare state, 12–13, 13–16, 261, 266 women, empowerment of, 175, 178–79 world challenges, 25–26

Yunus, Muhammad, 123, 138-39, 160

