



How does the Seeing Hands Nepal is creating value for blind people in Nepal and how does organization apply innovative idea?

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ABSTRACT

The main aim of this project is to get the answer to our research question about how does Seeing Hands Nepal create social value and how does this organization is applying innovative idea? The emergence of social enterprise business has created a new center, which has helped entrepreneurs to create an innovative idea to brings changes in society. The project is about Seeing Hands Nepal which is in the Kathmandu Valley Nepal. This massage clinic is established in 2005 in Pokhara for the first time and later Chiranjeevi Poudel on his ownership in Thamel Kathmandu, Nepal. This organization is providing employment and training opportunities for people who are blind. The Seeing Hands Nepal started with the idea of helping blind people by making a profit, but the profit earned by this organization is reinvested on the opening of other branches and on the training of blind people. The main idea of this massage clinic is to encourage blind people and offer them equal opportunities in the society.

We are using mixed methods, which includes a semi-structured interview, questionnaire, observation, case study, online individual interview and to collect more in-depth empirical data we are using data from secondary sources such as, from the database, academic journal, website and so on. The data has been collected from 5 respondents and participants' observation has been done to collect in-depth information. The project data has been collected from the manager/owner of seeing Hands Nepal, blind employees of Seeing Hands Nepal who receive training from this organization and get the opportunity to work in this place.

The finding of our empirical data shows that common employees' behavior very cooperative and helpful towards blind employees. We found that visually impaired people are creating networks and trust with their customers and people within the organization. Now they are more confident and satisfied with their job. It is difficult for us to find out a clear concept of social value created by the organization; therefore, we are using a social capital concept developed by Putnam (1995; 2002) and bricolage concept to innovation developed by (Domenico et al. 2010). In this research paper, we found that bonding and bridging social capital is highly working in creating a network between inward and outward network process, however, they are working more with bridging social capital. To understand the innovative idea of this organization we are using the bricolage concept of innovation. This will help us to find out the issues of this organization and how does bricolage work to solve these problems. Thus, the answer to our research question helps us to understand the importance of social enterprise businesses in the life of visually impaired people.

Keyword: Visually impaired people, Social entrepreneurship, Social enterprises, Innovation theory, Service innovation, Bricolage Concept Phenomenological approach, Social Capital.

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Background

Seeing Hands Nepal

According to Vajracharya (1988), the concept of social enterprise in Nepal was found back in the 5th century in the form of `Guthi` that came from the Sanskrit word `Gosthi` which means a group of people gathering together for a specific purpose. Furthermore, Guthi` as “a social organization, that manages the cultural, social, and religious activities through the income of its land holdings” (The Himalayan Times, newspaper, 2019). In the context of Nepal, Nepal is known as an underdeveloped country that has a weak political system and limited resources. There are many social issues that people are facing in Nepal: For example; the issue of prevailing inequality in opportunities and access, social discrimination, poverty, and unemployment. Without the support of foreign aid, non-government organizations, and social enterprises it is difficult for the government to address all social issues. Many N.G.O emerged in Nepal after the refurbishment of democracy in 1990 A.D (Chitrakar, 2015). As a result of which, the necessity of social enterprise was felt in Nepal resulting in outstanding contributions in the field of health, education, empowerment of women, poverty, child labor, and more precisely the youth segment of the population (Chitrakar, 2015). Several social enterprises have been already contributing to the progress of the nation and positively changing lives. As in many countries, Nepal has seen an excessive growth in social enterprises, evident especially during the 1990s. The year 1990 A.D. has been marked as a historically remarkable period in Nepal as it underwent a democratic transition from autocratic rule to a multiparty political system with a constitutional monarchy (Silpakar, 2012). After this, people started realizing their rights and their voices echoed, which later gave them the opportunities to expose themselves to the outer world. As a result, people began realizing the importance of social enterprises and encouraged everyone to participate in social work (Ibid).

According to Chiranjeevi Poudel, time teaches him a lesson to do somethings independently (Interview). This is one of the fast-growing organizations in Kathmandu Nepal. Both male and female are involved in this social enterprise. Poudel says that this organization has changed the life of blind people in different ways. The visually impaired employees are benefited financially, emotional, and for some of the employees this organization is the sources of happiness and satisfaction. Moreover, the other common people are working in this organization who support management task and for cleanliness (Ibid).

Seeing Hands Nepal provide different treatments, first; Remedial and Sports therapy is a treatment which helps customers to free from tension workload and ligaments. Sports To demonstrated how Seeing hands Nepal does utilize resources in innovative ways we are using Di Domenic et, al (2010) concept of social bricolage; and we are using Putnam concept of social capital (bonding and bridging)

to understand how social enterprise does create value for blind people? We are using the bricolage concept which refers that it is the using of skills we have and create something new by combining it with somethings extra.

Company Overview

Seeing Hands Nepal is a social enterprise. The main aim is to focus on educated visually impaired people to provide training and job opportunities. It is obvious that the organization is earning profit and we reinvest. In another word, we mobilize that profit to reinvestment for the organization.

Chiranjeevi said that after meeting of the British couple, he realizes that he can also has a skill to do something for himself and other blind people. Then he decided to open Seeing Hands in Kathmandu which he wants to run by himself. He thought of giving opportunities to blind people because he can feel the problems of blind people very well. He is the first blind entrepreneur in Kathmandu to run the blind massage clinic. In 2013, he received the Surya Nepal Asha Award for Social Entrepreneurship (Seeinghandsnepal.org, online).

We have chosen Seeing hands Nepal because the owner of this business has mentioned that this organization always creates a new concept in his business strategy and at the same time claims that this is the only organization that is providing employment opportunities to the visually impaired people in Nepal. This organization is providing training, skills, and knowledge to fit them in their organization and capable to work in other organizations. So, that they can improve their lives and work independently (Ibid). The concept of social Bricolage can help us to know how the organization creates innovation and applied in their business.

Seeing hands Nepal is mainly located in tourist attraction places. The clinic is busy in the summer season therefore, pre-booked is important to make an appointment. The clinic is situated in a crowded place where many national and international customers pass every day. Mainly tourists visited this organization. Seeing Hands Nepal is open all the days, and customers get discount if they booked appointment for large number of groups. All visually impaired employees can speak and understand English language because the massage clinic is in tourist area and most of their customer are international customers. This organization is a private business organization that is firstly developed with the concept of helping visually impaired people and later Poudel realize that blind people can work as other common people than he thought that he will give them chance to work in his clinic. His idea works successfully and now there are four outlets of this clinic.

This social enterprise is helping to develop communication between national, international people, and blind employees. blind employees are hired in service sectors where they are directly interacting with outsiders. We are using the social capital concept of bonding and bridging to understand the linking between blind employees and organizations and blind employees and customers. The aim of seeing hands Nepal is to build employee relationships with customers.

Nowadays, people want to bring more change, more complexity, and more competition (Tucker, 2001). For example; in our case, this organization is providing an opportunity to the visually impaired people to serve the customer which is spreading the message to the society that blind people can also work in the normal environment; they also can change themselves into professional workers if they got the opportunity. Tucker (2001) added that an entrepreneur's profit has a different meaning such as, educate the public, and fight for their rights and shows direction how to reach there? The key idea behind this research is to find out what innovative idea is applying this organization and what value they create for blind people. To get the answer to our research question we will conduct a semi-structured interview, questionnaire, and observation.

Motivation and Topic Justification

Nowadays the development of social enterprises has changed the lives of people, societies, and businesses by providing comprehensive access to information, strong networking, and improved communication abilities. Social enterprise is a platform to help different people to come out from social issues and change themselves to survive in society (Rondeau et al, 2015). Social enterprises generate and build skills through training and providing services to the local community, provide a friendly environment, work on behalf of community benefits. Furthermore, the developing social enterprises businesses is an essential tool for giving any service to a customer or other kinds of support and it is important to understand the concept of value before understanding social innovation and entrepreneurship (Lautermann, 2013). The main aim of social enterprises is to create and build skills in a limited community through creating employment opportunities, training and providing services to a local community, provide a friendly environment, work on behalf of community benefits (Social Enterprise Coalition, 2003). Disable people are always remaining back in society because they do not have a place to establish themselves in society. In such a situation, social enterprises are becoming a necessity for those people who are ignored by society and helping them through training and developing skills on them. In the context of Nepal, people become disabled for many reasons, such as natural disasters, birth, accident, and many. However, in a developing country like Nepal, it is very difficult for

disabled people to survive in society as common people. They have less access to education, employment and creates social segregation, inequality, and barring for them (Central Bureau of Statistics, 2011). According to Nikpoor et al (2017) the number of blindness in Nepal 72% of blindness was due to cataract. Nearly 80% of blindness in Nepal is avoidable, either preventable or treatable. In Nepal, four sorts of disability character cards of red (complete disability), blue (serious disability), yellow (moderate disability), and white hues (moderate disability) are qualified for individuals with handicaps to mirror these four sorts of disability (Dhakal, 2019). Nepal Blindness Survey disclosed 0.8% of Nepalese population was blind. The main reason of blindness was cataracts and lack of vitamin A. But, 72% of the blindness is because of Cataracts, trachoma, a bacterial infection of the eye, etc. Number of women is 1.35 times higher to get cataracts because, they are busy with the household work and field work (Sonia, 2019). Last year Nepal became the first country in South Asia to eliminate trachoma. Cataracts and other preventable cases can now be treated much earlier with modern surgery (Ibid).

Disability is a socially generated phenomenon as Stone (2001) states, “Disability is institutional, attitudinal and environmental discrimination by society towards people with a perceived impairment.” Still, there is a problem for visually impaired people to involve themselves as common people. it is very difficult for them to fight for themselves, to participate in political and social sectors and even it is hard for them to find out job opportunities. The relationship between earning levels and visually impaired is very strong because of their disability they have very little chance to get the opportunity and earn good earning. In terms of social provision, it could be an issue in the education and social services sectors (Government of Nepal, 1982). Nowadays, many organizations are coming forward to help those people who are facing problems to get a job due to disability. Seeing Hands Nepal (SHN) is one of those social enterprises which is established in 2005 as a platform for visually impaired people. The organization provides training to blind people where they learn working skills while training. The main idea of Seeing Hands Nepal is to encourage and bring equal opportunity for all disabled people in their life. In our case, we are trying to know how social enterprises are helping visually impaired people to stand on their own feet. Therefore, we are using Putnam's concept of social capital to investigate how bonding capital and bridging capital of social enterprises in terms of blindness apply and provide training to blind people to participate in the local community.

Problem formulation

People with disabilities are facing different problems at home, at school, on the road, and working places in Nepal. Nepalese social-cultural belief has specified disabled people as a burden for the family and society. Disabled people are not getting equal opportunities to explore themselves in different life

arena. Disabled people get trouble in different stages of their life. They are neglected, discriminated, and dominated in the society due to their impairment. Although there are some disabled-friendly policies legitimated by the Nepal government, they have not played effectively to ease the life of physically disabled people as implementation is always poor.

According to Schumpeter (2000), entrepreneurs are those who grab benefits of an opportunity as decision-makers and get motivated by achieving success in their mission. There are many kinds of businesses run by entrepreneurs for a different purpose that have their strategy and organizational objectives. Furthermore, Hulgård and Spear (2006) mentioned that profit and non-profit are different types of social enterprises which is helping individuals or society to utilize equality opportunities in society. Social enterprises aim to make positive changes in society (Hulgård and Spear, 2006). Nowadays, social enterprises did not only think about making a profit but also want to help people in society who are looking for an opportunity (Ibid). Furthermore, Hulgård and Spear (2006) stated that the emerging of social enterprises has brought many changes in society through solving many social problems. The main idea is to develop the relationship between public and private sectors as well as the non-profit organization through a network (Ibid).

Putnam (1995) contend that social enterprises provide job opportunity and other needed people in a community and build trust and create confidence among the local community and state. Social enterprises believe that trust and network of social capital will bring positive changes to society. To understand how does trust and network of social capital are helping Seeing Hands Nepal change the lives of blind people we are using the social capital theory developed by Putnam (1995); (2000) and other few authors concept in the support of the Putnam in this research project. The people with visual impaired are not treated equally in society. It is difficult for them to express their feeling, idea, and emotion with other people, make their connection with other people in society. However, many social enterprises are providing an opportunity to enhance their skills and utilize their ability to work in a normal environment.

In our case, Seeing Hands Nepal is helping blind people through motivation programs, training, develop knowledge and skills, and hire a blind employee in their organization as an employee. This organization is a brand in Nepal; it is a well-known social enterprise inside Nepal and outside Nepal. Many blind people are facing difficulties in finding jobs and a better carrier. To examine this paper, we are using the bonding and bridging capital of Putnam and their use in our case. This will help us to understand how blind people are benefited from this organization. Also, we would like to see how the Bricolage concept of (Domenico et al. 2010) is working in this organization.

Our main research question is:

How does the Seeing Hands Nepal is creating value for blind people in Nepal and how does the organization apply innovative ideas?

This study consists of the following main objectives.

- To define the concept of social enterprises and innovation in service sectors.
- To describe the social capital concept and bricolage concept in social enterprises.
- To understand the relationship between Seeing Hands Nepal and blind employees through social capital.
- To evaluate what social value does an organization create for blind employees?

Purpose of the Study

The main purpose of this study is to discover how does the organization applies innovative ideas to create social value for blind employees? Many studies on disability have revealed the fact that they are discriminated against, marginalized, and most helpless people in Nepal. Therefore, the focus of this study to find out the connection between the organization and blind employees through social capital. The study collects the firsthand data so that the real situation of the people who are living that life is reflected as the study includes the experiences and perception of blind people in Nepal.

Introduction to Methodology and Theory

According to Benton and Craib (2011), research methodology is the scientific and systematic way of telling how the investigation is to be carried out and how the problem is going to solve. To analysis this paper we are using a mixed-methodology- a single case study, semi-structured interview, participants observation, stakeholder analysis to get empirical information and secondary data will be used to collect more relevant information for this research (Ibid). Continuously, single theory methods can lead to that critical situation where we cannot discuss the interesting issues. The reason can be that the issue cannot be covered by the chosen theory. In that situation to avoid those dilemmas, we decided to use a triangulation method. For this study, the research paradigm that was followed is of qualitative data. It is also believed that qualitative data give large volumes of quality data from a limited number of people to understanding the participants from their perspective (Ibid). The participants consisted of owners and blind employees of Seeing Hands Nepal. Qualitative research methods mean gathering individual understanding, experiences, perception, feelings, expectations, opinions, and philosophies are

subjectivity. Mixed methods provide a complete picture of the things that are being studied (Denscombe, 2014).

We chose to start this project by doing a thorough literature review because we believe it allows us to connect theories with the methodology. Additionally, Bryman (2012) says that the literature review allows the investigator to align the chosen research questions, findings, and discussion and it is important and useful to demonstrate the reliability and involvement of the research. Likewise, to understand the stakeholder's perspective we are using a phenomenological approach. The phenomenological approach “contains the ability to see things through the eyes of others, to understand things in the way that people understand things, and to provide a description of matters that adequately portrays how the group in question experiences the situation” (Denscombe, 2014, P-96). To write the methodology section we are using the concept of Benton and Craib (2011), Denscombe (2014), and Yin (1989) because they have defined methodology in simple and clear words which is easy to understand. They had provided a complete guideline about how to conduct the proper research study.

In this project, we will investigate the relationship between blind employees and organizations through social capital. We will illustrate that what outcomes get from the different theories of Putnam in terms of bridging and bonding. We are using Putnam's concept of social capital followed by Coleman and Bourdieu. In the social capital theory of Putnam, Bourdieu, and Coleman we can see that network and trust are included in all definitions but different terms. In this case, trust and network of social capital will be studied by us because blind people do not easily believe in others. They take time to be friends with others and network to help them to create a chain that brings opportunities to get involved in social work. Blind people are not treated equally in society. It is difficult for the blind to build networks with other people and difficult to express their feelings, ideas, emotions with other people, nevertheless many social enterprises are working for them to make their involvement in society. Thus, Seeing Hands Nepal is one of those organization which is helping visually impaired people of the society.

Why Robert Putnam?

Robert David Putnam was born on 1941 who is famous for his controversial publication *Bowling Alone*, which contends the reason for collapsing United States in civic, social, associational, and political life. The social capital concept of Putnam mainly consists of social norms and network civilization that grease supportive achievement between citizens and institutions equally (Putnam 1998). According to Putnam (1995), social capital theory helps in political as well as economical manner. Social capital refers to networks, norms, and trust that facilitate action and collaboration for mutual benefit. He believes that if society has developed the economic condition and political condition of the community and state are developed atomically. For example, social enterprises provide job opportunities to the needed people in the community which builds trust and creates confidence among the local community

and state. Putnam (1995) wrote an article named “Bowling Alone: The Collapse and Revival of American Community” which introduced Putnam to the world. Putnam divided social capital into two subtypes: they are bonding capital and bridging capital. In bonding social capital, people having a similar culture, social norms, and ethnicity relate to each other. In bonding capital, people receive or provide help to those who are close to them (Ibid). Bridging capital is defined as the connection between people having different identities. The focus of Putnam's social capital is on the relationship between democracy and civil society in which he mentioned that civic involvement can influence the life of public people. In this paper, we are trying to investigate how does Seeing Hands Nepal is creating value for blind people in Nepal and how does this organization is applying innovative ideas? We found that Putnam Social Capital is appropriate for our research paper to understand the perspective of an organization and blind employees towards each other's and help us to get a satisfactory result.

CHAPTER 2

Literature Review

2.1 Visually Impaired people

According to New Era for National Planning Commission (2001), 15 out of 1,000 people are affected by disabilities in Nepal, and about 80% of people in Nepal having disabilities are out of having employment. Furthermore, the Nepal Association of the Blind (2009) stated that in the countryside area only 2% of people have access to health checkups and 30% are still struggling for health care. Moreover, the World Health Organization (WHO, 2019) divided vision impairment into two categories. They are distance vision impairment and near vision impairment. The main causes of visual impairment defined by the World Health Organization (2019) are cataract, diabetic retinopathy, age-related macular degeneration, trachoma, etc.

Additionally, Weisbrod (1974) cited in Takahashi (2015) says that people having visual impairment are afraid of socializing with other people in society because they thought people will ignore communicating with them. He believed that they participate in the places in which they feel safe and comfortable. Moreover, Jang et.al (2013) says that the blind people who get engaged in job opportunity can support themselves and their family, they become financially strong, build confidence on them and try to socialize through a social network. In addition, McDonnall (2019), believes that lack of knowledge, doubt in one's own ability to work, lack of skills, lack of technical knowledge in the workplace are the main challenges faced by visually impaired people.

In this case, the visually impaired people are blind (Blindness – presenting visual acuity worse than 3/60). They are totally blind, and it is very difficult for them to socialize. In such condition Seeing hands Nepal providing them a training facility and bear all expenses which include food, shelter all necessary items up to 1 year until they are capable to work. In this organization blind people spends more than a

year to become professional therapist. The employee also learns the English language because the place they work in is a tourist area and many national and international customer visits to the clinic. This helps everyone in the organization to understand each other and improve the organization's environment. Not only training but the organization is providing employment opportunities which builds more confidence among blind people.

2.2 Social entrepreneurship

Social entrepreneurship has flashed the interest of major foundation and private funders, spreading quickly through the non-profit sectors. The main reason accepting social entrepreneurship is that they come up with innovative ideas and developed new solutions which change the life of individual and societies (Martin & Osberg, 2007, cited in Praszkie & Nowak 2011). Schumpeter entrepreneurship theory is centered around the idea of entrepreneurship as putting together a new combination: the entrepreneur combines already existing materials and thereby producing something novel and innovative (Schumpeter, 2000). He also suggests several useful topologies in his text: one on the constitutive parts of entrepreneurship; another on the different motives that drive entrepreneur; and a third which covers the main types of innovative behaviour that entrepreneurship results in. Similarly, an entrepreneur needs to rely on intuition rather than on rational reasoning is another thought-provoking idea as is his suggestion is that knowing something in a very thorough manner can sometimes block the right decision (Ibid).

Likewise, entrepreneurship is the process of industrialization and it can be a success when they found missing necessities in the country by native entrepreneurs and the reason behind this to substitute for missing necessities usually has been found (Gerschenkron, 1904-1978, cited in Schumpeter 2000). In developing countries like Nepal, small business is viewed by society and state as the economic development of the country that enhancements large businesses. More than 50% share in the economy in a developed country and 15-20% in developed countries are produced by entrepreneurship through small businesses. However, the environment for doing small business in developing countries is not suitable because of the unstable political situation. Also, small businesses do not get any support from the state to encourage them (Kusakina et al. 2016). Additionally, Hulgård (2010) defines social entrepreneurship as "the creation of a social value that is produced in collaboration with people and organizations from the civil society who are engaged in social innovations that usually imply an economic activity". The notion of the economy is relevant for all stakeholders in the activity: for the entrepreneur, who takes an economic risk, and for the participants, who may benefit from improved health, the production of social service, community development, access to work, etc (Ibid).

2.3 Social Enterprises

The term social enterprises first used on Dholakia and Dholakia (1975) to different marketing activities in public and cooperative enterprises from private sector approaches (Choi et al, 2018). However,

different researchers have defined social enterprise on their perception (Ibid). Besides, Choi et al, (2018) added that social enterprise works on social issues that are not satisfactorily addressed by the government or other bodies to create social values rather than meeting economic purpose. The development of social enterprises has brought a lot of changes to the lives of people's lives, societies with complete access to information, strong networking, and improved communication abilities between different organizations and society by solving many societal problems. The focus of social enterprises is to bring positive changes in the community. Also, social enterprise helps to build the connection between community, private sectors, and the non-profit organization through a network (Hulgård and Spear, 2006). Many scholars define social enterprise from different perspectives. Hulgårds and Pestoff, (2016) see social enterprise from different dimensions that fulfil social, economic dimensions. Similarly, Defourny and Nyssens (2012) to identify social needs social enterprises are developed which main aim is to solve different societal problems. Also, Defourny and Nyssens (2012) describe social dimensions; a) as an explicit aim to benefit the society that main aim is to serve the society or community and address social issues in the community or for the group of people; b) A creativity developed by a group organization people where social enterprises are launched by the individual or group of people involving people with shared common interests to serve the society; c) A Limited profit distribution where profit generated from selling goods or service is reinvested for the beneficiary of the society (Defourny and Nyssens, 2012).

In our case, seeing hands Nepal is one of the social enterprises established in 2005 to offer professional training and employment opportunity in co-operation with the UK-registered charity. This social enterprise also helping to change the lives of blind people through training, developing skills, and providing them job opportunities to make them confident and live their life like common people. Also, blind people get the opportunity to directly interact with national and international customers within the organization. The profit generated in this organization is reinvested in another place to help similar people in other places.

2.4 Entrepreneurship as Innovation:

According to Schumpeter (2000) innovation means doing similar things but in different ways and the development is possible through new combinations which means to mix things differently. he defined innovation as “new combinations” of existing resources. This combinatory activity he labeled “the entrepreneurial function” to be fulfilled by entrepreneurs. To raise step by step process it is important to combine new things together by the old process. Development is defined as a new combination. A new combination includes five different cases: they are “(1) the introduction of a new good – that means consumers are not yet known- or of a new quality of a good. (2) the introduction of the new method of production, that does not yet exist in the market which is already in the market but now it is a new way to put into the market. (3) the opening of a new market which does not exist in the country before (4) The new supply of raw materials or half-manufactured goods, again irrespective of whether this source already exists or whether it has first to be created. (5) The creation of a monopoly position or the breaking up of a monopoly position” (Schumpeter, 2000). Likewise, Hilman & Kaliappen (2015) defines innovation as a new way of production, supply, and distribution, change in the management

process, which grows in process for success advantages and good performance. Likewise, Fagerberg, Mowery, and Nelson (2005) explain that innovation is not a new concept in the world, it is old and created human being. It is the concept of a tendency to think and present a better and a new way and put it into practice. Seelos and Mair (2012) stated that innovation has been an outcome with the tendency to adopt the language of markets and business, such as social ventures, hybrid business models, and impact investing. It is a complex process and rests on the unique pattern of many organizational and external factors in a specific situation.

In our case, it is the new combinations that appear continuously in this organization and emerging development in a different way that is fulfilled by the entrepreneur of this organization.

2.5 Service innovation

According to Di Domenico et.al. (2010), “social enterprises seek to attain a particular social objective or set of objectives through the sale of products and/or services, and in doing so aim to achieve financial sustainability independent of government and other donors” (Di Domenico et.al. 2010).

Numerous conditions have been used to “differentiate novelty from other transformation procedures: (1) changes in economic development, (2) occur frequently, (3) it must signify changes changes and (4) it must be planned” (Fuglsang and Sørensen, 2011). Innovation is not always a planned or conscious activity with a specific purpose in mind – but is sometimes recognized only in retrospect. Furthermore, development and innovation in services and public services may take place over a period as a series of minor product adjustments, which over time sum up to innovation (Ibid). Solutions to specific problems become innovations to the extent that they change the profile and practice of service and thereby are repeated and reproduced in an indirect the way through employees.

Furthermore, Toivonen et al. (2007) cited in Fuglsang & Sørensen (2011) find that development and innovation in the service sector or public sector may occur over a period as a series of small production adjustments (Ibid).The understanding of innovation comes close to many of the descriptions of change and development found in the bricolage concept under practice-based theory in organizational theory (Ibid).

2.6 Bricolage concept

Phillimore et al. (2016) bricolage is define as the resources, knowledge, investigation and innovation. Bricoleurs is situated in social life and their ideas are shaped by routines, traditions, social norms, or culture (Ibid). Phillimore et al. (2016) the bricolage concept was initially announced by French anthropologist Claude Lévi-Strauss in 1967 to refer to the process of “making do with what is at hand.” He considered resourcefulness as a function of knowledge about one's environment, which is manifested in a process of bricolage through which people use and combine the various resources they have ‘at hand’ as means of finding workable approaches to problems and opportunities. bricolage sometimes leads the nonprofit entrepreneur to discover new opportunities and capacities in the social venture process (Ibid). Bricolage sometimes leads the nonprofit entrepreneur to discover new opportunities and capacities in the social venture process (Ibid).

Di Domenico, Haugh, and Tracey (2010) have stated the core concept of ‘Social Bricolage’ are below:

Making do:

The first construct of bricolage was identified as “making do which refers to a process whereby bricoleurs acquire resources and recombine them in novel ways to solve problems and respond to opportunities” (Domenico et al. 2010). Making do means utilization of resources the organization have already resources and that reuses it in innovation for better achievement and to reach the focused social goal.

Refusal to Enact or Be Constrained by Limitation:

The second construct of bricolage identified by Baker and Nelson in 2005, identified the concept to refusal to enact limitations. The refusal to be constrained by limitations is to give the importance to find new opportunities and to reach the social goals, although the present contextual circumstances create limitations (Domenico et al. 2010).

Improvisation:

The third construct of bricolage, improvisation, is related with accepting normal behaviors of working and creative thinking to respond environmental limitations (Domenico et al. 2010). The need to improvise by starting a variety of developments and continuously answering to possible opportunities was often stated by informers (Domenico et al. 2010). Repeated testimonies and observations point toward the use of improvisation in the social entrepreneur’s response to resource scarcity. Specific tactics are used to make the social enterprise more resilient and foster useful networks (Ibid). ‘Improvisation’ social enterprise and social innovation are frequently related to improvisation (Ibid). Likewise, Fuglsang and Sørensen (2011) illustrate bricolage or tinkering to expand practice is a fundamental activity. Bricolage is an aspect of practice that is arguable of growing importance in service organizations and public services (Ibid). Furthermore, Fuglsang and Sørensen (2011) added that “bricolage creates practices from events, on the opposite to scientists to solve the problem on the spot with the available resources. Additionally, bricoleur is to follow a do-it-yourself ethic, and success is depending on experience on the base of practice. Bricolage is deep-seated actions that open the space for new ways of creating a thing to repeated practice”.

In this paper, we are using Di Domenico, Haugh, and Tracey's concept of social bricolage. In social innovation, we can see that the ‘making do’ concept has seen more frequently. This concept is more about process whereas, bricoleurs obtained resources and remix them to solve the problem and reach the opportunities. To continue with the remixture of resources as determined by the new idea to which they are put.

2.7 Social capital

The concept of social capital is not new, the idea of social capital was popularized in the past several years. According to Farm (2004), the social capital concept was first used by Lyda Judson at the beginning of the 20th century. Hanifan used the concept of social capital in 1916 to describe wealth-fare inequality, racial segregation, “deplorable” condition of schools, and other social conditions in rural and urban America (Farm, 2004). The concept of social capital was defined by different authors from different perspectives. “Social capital was originally a concept developed in sociology and has now been widely used in many other disciplines (such as accounting, economics, organizational behavior,

political science, etc.), referring to connections within and between social networks as well as connections among individuals” (Gao et al. 2013). Likewise, Ferri et al. (2009) argue that social capital the concept comprises individual and community people together to enjoy societally structure and offer them the opportunity to participate in the new conception. In the same way, the social network is important for all kinds of business entrepreneurs for the creation, development, and growth of the business. Social capital delivers knowledge to entrepreneurs to support and utilize resources that are available to the person who is in their relation or network (Ferri et al. 2009). The network provides access to both tangible and intangible resources of the community (Ibid). Putnam (1995) describes social capital as community networks that that encourage organization and group of people to increase social network. Social capital is defined as a “characteristic of social organization, which includes networks, norms, and social trust, which enable cooperation and coordination for a reciprocal benefit” (Putnam, 1995). He says that people cannot stay away from social network, therefore social capital helps them to connect with societies and organization. Coleman (1988) stated that resources can be obtained through social connection. However, Pierre Bourdieu's, James Coleman, and Robert Putnam were known as three godfathers of Social Capital, which has greater influences in the field of social capital (Ferri et al. 2009).

Pierre Bourdieu definition

The French sociologists Pierre Bourdieu expanded the concept of social capital in the 1970s and early the 1980s, applying the term initially in his ‘Outline of a Theory of Practice’ (1972) which dealt with how human action should be understood. He specified that social capital gathers individuals or groups within the society for achieving social benefits in resources corporate. Social capital influences the area of economic development, social development, creating opportunities, product development, and so on (Bourdieu, 1986). Bourdieu explains social capital to demonstrate its dark side of social inequality Although, Bourdieu’s concept of social capital is criticized for its individualistic because he focuses the only subjective experience of the individual and thinks about people rather than the world.

According to Bourdieu (1986, p.248), social capital is the “aggregate of the actual or potential resources which are linked to possession of a durable network of more or less institutionalized relationships of mutual acquaintance and recognition or in other words, to membership in a group which provides each of its members with the backing of the collectivity-owned capital, a 'credential' which entitles them to credit, in the various senses of the word”.

Coleman definition

Coleman (1988) defines that social capital is important in social enterprises to develop human capital. Social capital consists of reciprocity, information channel, and social norms and perceptions (Coleman, 1988: 95). Coleman's examples of “social capital include community network phenomena: networks of dependency creating obligations, networks of consultation offering access to information, social density supporting sanctioning systems for norms” (Marsden, 2005). Coleman's concept of social capital depends on action in which he believes that network is the most the important thing which supports an individual to involve with other people in the society and helps to sustain for the long term

through trust, norms, ability, supports, etc. (Coleman, 1988). However, the social capital concept of Coleman has been criticized by sociologist for failing to differentiate between capitals and the actors' capability of a network to achieve them; other criticism is a condition of social capital based on a network; and more criticism on resources, attitude, and social norms which are based on trust, communication channel, and institution and for focusing little care to physical inequalities and power relation in overall (Coleman, 1988).

Robert Putnam definition

Robert Putnam, the most renowned political scientist, the author has studied social capital and its connection to civic engagement. In his book “The Strange Disappearance of Civic America” in 1996, Putnam defined social capital as “social networks, norms, and trust that enables participants to act together more effectively to pursue shared objective” (Putnam, 1995). He defines trust as a core element of social capital which is an unspoken traditional principle that other people will get encouragement from resourceful behavior and cannot take benefit of the circumstances (Ibid). He further added that if employees get chance to interact with other people, they can build trust with each other's. Hence, the training and opportunities to disable people may increases trust and network among employees and increases the chances of participation and interaction with other people (Ibid). The focus of Putnam's social capital is on the relationship between democracy and civil society. He believes that the life of the community people and the performance of social enterprises are affected by civic engagement (Putnam, 1995). Likewise, Putnam (1995) faith, solidarity, community life, develop and maintain society and ready to subordinate with society are different elements of social capital. This element helps social enterprises to perform well in society at the local and national levels. Similarly, Putnam believes that if the society has been developed the economic condition and political condition of the community and state are developed automatically (Ibid). Social enterprises provide job opportunities to needed people in the community and build trust and create confidence among the local community and state (Ibid). Social enterprises believe that these elements of social capital will bring positive changes to society (Ibid). Putnam gave the following definition: ‘Social capital here refers to features of social organization, such as trust, norms, and networks, that can improve the efficiency of society by facilitating coordinated actions’ (Putnam et al. 1993, cited in Claridge, 2004).

Putnam has discussed two categories of social capital, they are bonding social capital and bridging social capital. Bonding capital is inward-looking networks that bring similar types of people together and bridging capital is the outward-looking networks that connect differently types of people together (Putnam, 1995).

2.6.1 Bonding social capital

According to Putnam (2000), bonding social capital shows that people are having a similar culture, social norms and ethnicity relate to each other which means people receive or offer support to that person who is close to them. The exchange of physical, emotional, and financial comes to pass in the bonding for which people have no need to know each other because already they are connected to each other from nearby (Putnam, 2000).

Furthermore, Putnam (1995), illustrated that in bonding social capital people trust to those who are close to them and to whom they already know. In bonding capital employees creates network with the person with whom they feel safe and secure. They like to talk with them, they want to share their feelings, emotion, ideas, information and knowledge. In bonding capital people like to togetherness, for example family members, friends, and neighbors (Claridge, 2018).

2.6.2 Bridging social capital

In contrast to bonding social capital, bridging social capital involves ‘linkage to external assets’ and generate ‘broader identities’ by involving individuals across typical cleavage. In bridging social capital people can exchange their ideas, information, feelings, emotion and resources to the connected people in the chain (Putnam, 2000). He believes that, the people in a city community have strong bridging but weaker bonding capital, whereas people from countryside communities have strong bonding but weaker bridging capital (Ibid). Furthermore, Claridge, (2018) illustrate that bridging social capital provide opportunities to build connection with the people to whom they do not know. Bridging capital can develop while attending the occasion, events, sports, organization and other types of social activities (Ibid).

In our project, we will follow and apply the Putnam concept of social capital and its core elements (bonding and bridging social capital) (Putnam, 2000). This will help us to know the connection between individuals, communities, and entrepreneurs and allow us to find out the dynamics of morality within a community and in the groups at the same time. By using this theory, we will see how this social enterprise does is creating social value for blind employees.

CHAPTER 3

Methodology

The research methodology chapter is the detailed procedures used to recognize, select, process, and investigate information about a topic. The research methodology includes research purpose, research philosophies, research approach, research strategy, time horizons, techniques, and procedure, as well as reliability and validity of data (Saunders, Lewis and Thornhill, 2012). The methodology section provides clear pictures of how the data was collected for this research study, and how we have analyzed our collected data in our research paper? Also, it allows the reader to critically evaluate a study’s complete reliability and validity.

3.1 PHILOSOPHY OF SCIENCE

Philosophy of science has historically been met with mixed responses from the scientific community. According to Benton and Craib (2011) philosophy is the important truth about us and world where we perform, as well as the instruction for reaching at such knowledge and provide foundations for the research done in the scientific in-depth study (Ibid). Furthermore, there are four sub-disciplines within philosophy from which can answer questions posed by the research problems. It is also about assuming

the things around the world. They are a theory of knowledge (epistemology); Ontology; Logic; and Ethics and Moral philosophy.

3.1.1 Epistemology

According to Tuli (2010), epistemology is more about how to create knowledge in the real world. What counts as knowledge? Furthermore, Benton and Craib (2011) added that the study of human knowledge is known as epistemology and has two important perceptions, they are positivism, and interpretivism (Tuli, 2010). Epistemology helps to describe the relationship between the researcher and the reality of the development of the project and process that how the researcher reached reality (Stroud 2011). Likewise, epistemology will help in capturing and describing the lived experiences of participants (Ibid).

3.1.2 Ontology

According to Benton and Craib (2011) “ontology is the answer of: what kinds of things are there in the world?”. And to give answer to this question there are different ways, they are the first one is ‘materialists’ which argue that the world is made up completely the different things, such as living things, people, societies, and so on can be described in relations to complexity of organization (Ibid). The second one is ‘idealists’ which argued that ultimate reality is spiritual (Ibid). The third one is ‘constructivist’ which beliefs there exist multiple realities rather than single true reality and become fashionable in sociology and related disciplines (Ibid). The last one is ‘dualism’ it is the method came to see specific domain as two different types of things (Ibid).

3.1.3 Triangulation

Usage of multiple theories approaches calls ‘triangulation’ which allowed researchers to make a complete analysis. Using multiple theories gives a wider and richer understanding instead of using a single approach (Hopper & Hoque, 2006). In this paper, we are using triangulation, which is also known as multi-method, mixed-method, or methods triangulation. We are using two different theoretical approaches and methodological approaches to address our research problem in which the triangulation approach helps us to gain extraordinary results out of using multiple theories. This will provide the greatest depth of understanding of a complex research problem (Ibid). One way to do this is to decrease biases, increase the validity and strength of the study, and provide multiple perspectives by using methods that involve triangulation. According to Denzin (1970) cited in Joslin and Müller (2016), “triangulation is divided into four types: they are data triangulation; investigator triangulation; methodological triangulation; and theory triangulation”. In this paper, we are using theoretical triangulation which provides multiple theoretical perspectives either in conducting the research or in interpreting the data (Joslin and Müller, 2016). In order to get wider and in-depth information about Seeing Hands Nepal, we are using different theoretical perspectives in our research problem.

3.1.4 Phenomenological approach

“Over time, different types of phenomenology have been established and there are sometimes disagreements among those who call themselves phenomenologists about which is the true version” (Benton and Craib 2011, pp 100). And we are aware that such differences of opinion exist (Ibid). Benton and Craib (2011) highlight two main types of phenomenology: the first version is derived from the European tradition whose founding father was Edmund Husserl (1931) and the second version of phenomenology is more commonly linked to the disciplines of sociology, education, business studies, and health studies (Ibid). Benton and Craib (2011, pp 84) illustrate that phenomenological approach involves an exercise known as a reduction an attempt to set aside what we already know about something and describe how we come to know it; it is a matter of tracing the procedures by means of which we give meaning to the world.

Furthermore, phenomenology is concerned itself with the way we build up typification of other people, categorizing them into qualities from whom typical courses of action can be expected (Benton and Craib, 2011, pp 84). This gives us our common sense, taken-for-granted knowledge about the social world which guides us in our actions from day to day (Ibid). It is the study of producing within consciousness, to the different interpretations of the world rather than actions upon an external world (Ibid).

In this project, we are collecting information from the first-person viewpoint to integrate phenomenological ideas with more structural and materialist explanations. Therefore, after discussions about the purpose of this research paper, we decided to choose a phenomenological approach to examine this paper. In a phenomenological approach, participants are self-interpreting and participate in the practice of what is important for them and developed their own creation of reality in which a community understands itself (Ibid). This approach will help us to understand the feelings of project participants, their motivation on their own interpretation and expectation (Ibid). We are investigating the value that is created for blind people through the organization. Thus, it is important for us to understand the situation from the participant's viewpoint. However, we are using qualitative research methods through the whole project to achieve the appropriate outcome of our research paper.

3.2 RESEARCH METHODS

Quantitative and qualitative are two types of research methods. Quantitative research methods are used to collect a large amount of data that can be measured and quantified. Whereas, qualitative methods are useful to collect empirical data in more depth and it helps researchers to get a deeper understanding of the subjective matter.

We are going to use qualitative research methods to collect more in-depth empirical data in our project area (Saunders, Lewis, and Thornhill, 2003). Qualitative research takes the form of words and visual images which are related primarily with research strategies such as “case studies, grounded theory,

ethnography, and phenomenology, and with research methods such as interview, documents and observation” (Denscombe 2014, pp. 276). Qualitative methods will help us to find out in-depth information on research areas, the propensity towards small-scale research, and demonstrate description which provides a solution to deal with complex social situations and the subtleties of social life (Denscombe 2014, pp. 302). This paper is a qualitative study where the context is essential for the research since we examine a specific topic in an organization. Thus, we find qualitative methods to be aligned with the case study.

3.2.1 Case Study

According to Denscombe (2014, pp.54) a case study approach allows the researcher to take a holistic view and to look in-depth at the subtleties of complex phenomena (Denscombe, 2014). This will allow us to see whether things that a theory predicts will take place will be found in practice in the real world. Furthermore, Robert Yin (1989) describes five different types of cases; the critical case, the revelatory case, the representative or typical case, the unique case, and the longitudinal case. Similarly, he advised that the researcher must have skills to developed and good question to the interviewee and also have the ability to interpret the answer of participants, he/she be a good listener, flexible to react to numerous situations, and be unbiased by defined ideas (Yin 1994 cited in 1989). . In addition, he added that “case studies, like experiments, are generalizable to theoretical propositions and not to populations or universes. (Yin, 1989). In this sense, “case study, like the experiment, does not represent ‘sample’, and the investigator's goal is to expand and generalize theories (analytical generalization) and not to enumerate frequencies (statistical generalization)” (Yin, 1989, p.21)

In the same way, we are following the different stages for the success of the project. They are preparation for data collection, distribution of the questionnaire, and conducting interviews that help us to focus on the case study topic and provide perceived fundamental readings (Yin, 1989). Nevertheless, it is important to have additional supportive measures to confirm, to produce, and gather pragmatic information, whether it interviews, document analysis, observation, quantitative research, etc (Bryman, 2016, pp. 40).

Furthermore, Bryman (2012, p.45.) supports this by stating that a case study is popular among social researchers because it ‘involves the complete investigation of a specific case. In this project, one organization will be analyzed (Seeing Hands Nepal). One of the benefits of the case study is its openness to interpretivism. Social researchers may use a case study to capture data thus providing their own interpretation after carrying out relevant data analysis (Ibid). One of the benefits of the case study is its openness to interpretivism. The main idea behind using this method is to make entrepreneurs apply what they know and create new inventive knowledge to solve the problem (Shivakumar, 2012). Therefore, we are using a single case study in this paper. A case study helps us to study a subject, as a

place, person with the target of getting comprehensive knowledge and a better understanding of the research area we have chosen.

3.2.2 Semi-structured interview

3.2.1 Case Study

According to Lantz and Brav (2007), the main aim of qualitative interviews is to identify and discover a capacity and state of something, such as the participant's opinion in the searched subject. This kind of interview has a low degree of standardization and the participant is encouraged to speak from his/her own experiences. Interviews will help the researcher to understand the view, experience, perception, and beliefs of the individual. In this paper, we are doing one-to-one interviews and semi-structured in-depth interviews with interviewees to collect empirical data. This will help us to understand the view, experience, perception, and beliefs of the individual

According to Bryman (2012), semi-structured interviews are effective when getting in-depth and genuine perspectives of the interviewees. One of its features is that predetermined research questions act as a guiding plan for the interview questions. In this sense, this kind of interview accepts an amount of flexibility towards the order of the questions, and the possibility to go in-depth with specific questions. Also, the interviewees can elaborate on questions by giving genuine perspectives, that the interviewers find interesting for their research Bryman (2012). Because of the critical perspective of this project, this method suits well with the whole research design, because we can have an open conversation with the interviewees and draw interpretations from our own knowledge and understanding of the subject.

Thus, our investigation of social capital on Seeing Hands Nepal, a semi-structured interview seemed like an appropriate research design for investigating societal complexity and finding different similar information from different stakeholders. The main idea of using this method is to create a dialogue with the interviewee, so that we can get the answer to our research question.

3.2.3 Identifying Stakeholders

We have selected stakeholder analysis for our research on Seeing Hands Nepal. Our stakeholders are beneficiary, the staff of Seeing Hands Nepal, and the owner of Seeing Hands Nepal. They are the most important persons of the part of the research and they all have equal value in our research and evaluation. Our aim is to connect our stakeholders to bonding and bridging social capital. From the perspective of the initial stage, we want to make a more democratic investigation of solutions to move forward. Researchers are doing an individual interview to get in-depth information from stakeholders. We would like to know the different perspectives of each interviewer in our researchers. The key idea here is to link the theoretical perspective of our case study.

3.2.4 Collection of data

There are different types of data collection methods. The selection of an appropriate method is depending on the nature of the research study. According to Bryman (2012) interviews, observation, analysis of secondary data, and questionnaires were the appropriate data collection methods in any research strategy. For our research study, we are collecting information from both primary and secondary sources. We are conducting a semi-structured interview and observation for the primary collection of data and later collected information will be summarized. Also, we are using secondary sources of data, that may be from inside and outside the organization, such as academic data sources, books, journals, article, and reports, etc. that has been already collected by other people. As a researcher of this paper, we chose to start this project by doing a thorough literature review and connect theories with the methodology since it allows us to align the chosen research questions, findings, and discussion which helps us to reveal the reliability and contribution of the research (Ibid).

3.2.5 Observation

There are many types of observations in the research study. They are systematic, non-systematic, participating, and non-participating are the different kinds of observation doing in the research study. However, in this project, we are doing participants observation and experience the view of the environment. Participant observation is used by the researcher to investigate the lifestyle, culture, and beliefs of social groups (Denscombe, 2014). While the information may not be available in any other way, the drawbacks should be carefully considered by the researcher (Yin, 1989). Moreover, it is an unobtrusive method of data collection that helps the researcher to collect data about lifestyle, cultures, and beliefs as they exist in their natural setting (Denscombe, 2014, pp. 215). To collect a real picture of the situation, one researcher of this paper participates in which observer experience of participating in everyday life situations which gives a feel for the situation that can generate insights into the culture, lifestyle, and beliefs (Ibid). Therefore, we are doing participative observation to collect data in more effective ways (Ibid).

3.2.6 Strategy for Analysis

Researchers of this project are analyzing the thought and perception of social enterprises owner, blind employees, and customers review in order to collect and analyze qualitative data. A research strategy is an idea or a plan and provides the way of any research in an appropriate manner to complete them and this will help us to complete our research project at an appropriate time (Schmeer, 1999). We will follow the Yin analysis strategy (Yin, 2011). In participant observation researcher participate or available at field or events for the research study. This kind of observation can be used in organization, or any other studies which is done for research purpose. The main concern is the possible bias of the researcher as an active participant. While the information may not be available in any other way, the drawbacks should be carefully considered by the researcher (Yin, 1989)

We collect and interpret information derived from semi-structured interviews, and participant observation. This understanding provided us the tool to map out the social capital approach in our research study (Bryman, 2016). We are using the interview as our primary research data and other information from the company website, journal, and other academic resources as a secondary data source (Ibid). From the primary data, we will investigate what social value the organization creates- for blind people (Ibid). We then work with secondary sources and the theories we have chosen; we will try to connect our collected information with the theories we have chosen (Ibid). To enhance the reliability and validity of empirical data researchers are using triangulation since it helps to cross-check findings of the paper (Bryman, 2016, p. 697).

3.2.7 Interview Procedure

In this paper, the main purpose of doing an interview is to gather qualitative data. It will help us to understand experiences, perception, feelings, and opinion of different stakeholders towards social capital and how does it work in the real world. It is a time-consuming process for us to prepare a questionnaire for participants because we have created our questionnaire in relation to our theory we have chosen. We are making a questionnaire for blind employees and owners of an organization who is blind too. We must make our questionnaire as simple as we can to make them easily understandable. However, Chiranjeevi Poudel (the owner of the organization) shares his experiences and what he feels about an organization and blind people. The employees are very cooperative and share their experiences and perception towards the organization and customers of this organization. The information collected from the organization owner and visually impaired people provide us satisfactory results which we connect with the theoretical concept of different theories and subjects.

We tried to introduce a simple procedure for conducting interviews. We have chosen the semi-structured interviews because our stakeholders are different types, so we make them sure to understand our questionnaire in appropriate manner. From the interview, we are trying to know the situation of the organization and what value are blind employees getting from the organization? We are doing individual interviews with each participant. Both of us were there for the interview, one of us is physically in Nepal during an interview, and one of us is joining through the video call. One interviewer is taking the interview and another interviewer is taking notes in the notebook. We recorded our interview through video and voice recorder so that it will be easily understandable for us to translate them and protect them from damage. We have done a direct interview with the blind employee and owner of this organization as we both researchers of this study agreed together to do this. We would like to know the organization aim and how does it work with blind people to change their life. To understand the relationship between the organization and in what way organization creates value for blind people we conduct an interview and we match it with our finding to understand the real situation.

3.2.8 Research Reflection and Limitation

We have faced many challenges and difficulties while doing this research project. Time is the most important factor in our research paper. During an interview, it was very difficult for us to manage the interview place with the owner of this organization. As we mentioned above that there are four outlets of Seeing Hands Nepal, and the owner of this organization does not stay in one place and we must wait for many days to conduct an interview with him. We decided that to collect first-hand information from participants Preety Lama traveled to Nepal for the interview purpose. We have decided to visit all four outlets but due to less time and Covid-19 (Coronavirus), she only managed to visit two outlets because she needed to fly back to Copenhagen on time because the international airport was about to close. We have chosen the first established outlet and busy outlets for our research purpose that is situated in Thamel of Kathmandu Valley. However, she managed to collect all necessary information from all blind employees and the owner of Seeing Hands Nepal which is important for our research paper.

Another challenge is the communication problem. Nepali people's first language is Nepali, and many people find difficulties in speaking the English language. Therefore, they prefer interviews in the Nepali language. Therefore, we conducted an interview in the Nepali language for collecting in-depth information. It is difficult to take an interview with them because the respondents of this paper are blind and cannot see the person sitting around them. They only feel the presence of other person and it is difficult to make face to face contact with them. They only can hear and reply to the answer to the question. However, they have good hearing sense and can reply very gently. This helps us to collect more information from participants and at the same time, it takes a long time to translate the whole interview which is double work for us.

Lack of access is another difficulty in our research study. Our priority is Denmark to do research for our master thesis. We send emails to Skovsgard Hotel and Om Café in Denmark which train learning disables people to work in public with common people. But we did not get any response, however, Om café replied to us, but it was too late because we already started writing our project. Similarly, we send email to Bia-Café Nepal and Seeing Hands Nepal. Bia-Café Nepal is helping 53 Orphan children. We have tried to get access to these organizations in our first semester also. We have selected four organizations for our project, but we got access only from Seeing Hands Nepal. We do not any choice except this social enterprise, otherwise, it will be late to start the thesis.

In this researcher paper researchers are using qualitative data. We chose not to use any quantitative data. And our research methods are based on interpretation and subjectivity which lacks validity, but we have addressed this issue by using them together, along with written secondary data sources. And during the time of the interview, we will try to encourage stakeholders to participate more and share more information which will be relevant to our research study Denscombe, (2014) illustrate interview as a central point of any research study in qualitative data collection methods because it helps researchers

to understand the intention, viewpoints, sign systems and situations of the interviewer. During interviews and observation, we have noticed the same things differently. We have listened to the interview again and again for accurate information. we forget to notice some of the arguments. There is some limitation we found in our research study.

In addition, coronavirus makes our life difficult. Due to lock down we are not allowed to go out or visit each other. We both have small babies and it is difficult for us to work with them. We must discuss our writing online. Also, we do not meet our supervisor physically which makes us less confident. We realize that it is very difficult to understand the situation where we cannot reach physically.

3.2.7 Ethical Consideration

Ethics is one of the significant parts of any research study which allows investigators to conduct research according to institutional rules and regulations (Beauchamp, 2007). This research is carried out with Roskilde University's research ethic rules and regulations. It is the responsibility of researchers to maintain institutional values, information, and morals of the organization and complete the research study within an ethical manner (Langs's 1998 cited in Winship, 2007). We have informed our respondents about the aims and objectives of this study. Also, we ask for permission to record video during interview and observation. Furthermore, we declare that it will not harm to respondent's personal dignity and the data will be private and will not be provided to the third party (Beauchamp, 2007). It contains the direct submission of basic moral moralities or theories, without introducing additional observations (Ibid).

CHAPTER 4

4.1 Research Analysis

4.1.1 1st interview analysis of owner of this social enterprise

Chiranjeevi Poudel (Owner)

He says that it is social enterprises. The main aim is to focus on educated visually impaired people to provide training and job opportunities. It is obvious that the organization is earning profit and we reinvest. In another word, we mobilize that profit to reinvestment for the organization. It is the idea of a British couple who was traveling since 1993 whose name is Robert who is a massage therapist and physiotherapist and his wife's name is Suzanne Ainley and working as a marketing manager. During the traveling they realized that in Nepal there are lots of places to travel, there are lots of travelers, porters, guides as he combined all things in his mind and through. Why people are not concern about massage, but he does not have any single thought to open massage centers by himself in Nepal. In 2003, Rob went combinations to visit and they took massage therapy from visually impaired people. They feel like the sense of touch higher than normal people. They also had fallen in love with Nepal. They found that in Nepal there is a very poor situation for employment opportunities for the visually impaired

people. In 2005 they established the first clinic in Pokhara. Mr. Chiranjeevi Poudel is the first qualified therapist and the first student of the Pokhara clinic. Slowly he worked as an assistant teacher and as a therapist in charge. So that visually impaired people also grow up. After all these experiences in 2010, he thought that there is more potential for this purpose in Kathmandu, which is also the capital city of Nepal where more than 1000 people are visually impaired. He thought that there will be more opportunities for them in Kathmandu because the international airport is in the capital city.

Chiranjeevi Poudel suggested a British couple (Rob and Susanne) to open a new clinic in Kathmandu and he will take the ownership himself to run the therapist clinic. British couple accepted his proposal and established the clinic in Kathmandu on the 10th of November 2010. We can say this is the head office of Seeing Hands in Kathmandu. Now, we have 3 outlets except for the Pokhara clinic. He mentioned that they have nothing to do with Pokhara clinic, we don't have business relation whoever works in Pokhara they are my students. Though we use the same logo, we do not have any business relationship. We have brotherhood relations, friendship relations but no business relation. Furthermore, In Nepal still, people don't trust alternative medicine as a massage. There is the various reason for not to trust massage clinic; Firstly, people think massage as sex trade, and it took time to make people understand that massage is alternative medicine. The second problem was a network problem because it is a private organization and they don't have any link with NGOs. It's quite hard to get candidates to them. They have less network in the beginning time. The third problem is they do have all courses in English they teach human anatomy and physiology, most of the human body parts which come from Latin word and most of the visually impaired people come from government school and as we know that the quality of subject in English is very poor so it is hard to find the visually impaired people for the organization who have a good understanding in English. The fourth problem is most of the people thought that massage can only be done by healthy people with fit and fine body. They even don't have an idea about massage that massage is a technique that can be done by anyone who has proper training.

Their target is to provide training to the people who do not know therapy. People who have got the training are already ready to go to the platform for the seeking of a job by themselves. What we think that single people who are already ready to stand by themselves can also do it in their way. So, in that way, we can focus on people who are fresh, who don't have any skills to be employed in this society. We provide the opportunity to the selective student as per the interview section. We only do not give them training, but we invested in them at the same time. We provide food, accommodations as well as lodging facilities to them. Nepal is not a blind free country because the community pretends blind people as 2nd class citizens. The government doesn't provide employment. yes, it is a blind-friendly organization that only focuses on blind people. In total we are 25 employees in this organization, 15 are visually impaired therapists, and the rest of the other employees are not visually impaired. They are accounting, cleaning, and advice. Yes, they use a mobile, computers, laptops, as per their comfort, they use the accessible technology like emo, Facebook, what's up, Twitter yes, they are educated and more

professional as they are getting training, scholarship facilities and after graduation, they provide job facilities. We provide free training and scholarship for those who are visually impaired. After graduation, they provide employment opportunities. We provide personality development training, leadership training, literacy training. Yes, they are paid, staff. Nepal government has provided a little bit of money which is 1600 Nepali Rupees per month (91 Danish Krone). Some of the visually impaired people get the opportunity to be involved in teaching facilities.

Chiranjeevi Poudel believed that the welfare system makes the people lazy and if the government wants to provide welfare for us then they should take a guarantee of the job as per their skills and performance. Now people are being modern, and they have the sense to do work properly. Before the society used to discriminate between visually impaired people and normal people. The organization is successful to bring awareness in the society that visually impaired people can do work by themselves, they can be independent, and they can contribute to the nation. Similarly, now people are accepting alternative medicine towards massage, the slowly the eastern medical field is accepted by society.

Analyzing Chiranjeevi Poudel Interview (Owner)

From the above interview, we came to know that Seeing Hands Nepal (SHN) is a social enterprise that is started as a massage clinic. Chiranjeevi Poudel is the owner of SHN. He did not have any professional background and knowledge in this field. He got this idea from the British couple and suggested a British couple (Rob and Susanne) to open a new clinic in Kathmandu and he will take the ownership himself to run the therapist clinic. Chiranjeevi himself is a visually impaired person and he knows the difficulty facing by blind people. In order to help other visually impaired people and make them self-dependent, he got this idea to hire visually impaired people. He says that people in Nepal do not trust massage clinics and they do not have any idea about how massage clicks do work as medicine. To change this concept in Nepalese society he realizes that it is important to tell people about the importance of massage. Initially, he had to go through many challenges as the clinic was new in the market of Kathmandu. He had no idea of the market and faced many other irregular hurdles that every entrepreneur in Nepal needs to face. However, the quality of service and good reviews by different travel review portals their business was running since the day one and the business increased speedily. Poudel says that they must look for opportunities on their own. “No one is going to give you rights or any offers. You must come forward on your own. And, it’s worthless to expect anything from the government in Nepal, that is mostly non-existent,” he says. After nine years of journey in the service industry, he has been a successful business entrepreneur in Nepal and Seeing Hands Nepal was awarded the Surya Nepal Asha Social Entrepreneurship Award. The desire to do something different which led them into this profession. He takes the risk to grab the opportunity in the market by opening The Seeing Hands Nepal.

Furthermore, after analyzing the owner interview, we can say that the innovation process of Seeing Hands Nepal is related to the Schumpeter innovation concept. Schumpeter (2000) stated that innovation means doing similar things but in different ways and the development is possible through new combinations which mean to mix things differently. In our case study, Chiranjeevi Poudel got the idea and he put that idea into the practice. Furthermore, he argues that innovation is the combination of new products and new resources things which tells about using unemployed people and unused material in a new form. That all reused in your business which is called entrepreneur innovation (Schumpeter, 2000). By using this concept in our case, the owner of the cafe has given the opportunity to the blind people who are unemployed and untrained, and that innovative idea worked very well in his business because, for more empathy for these people, more and more customers are visiting his clinic. Nowadays it became the first place for all types of people to visit.

In agreement with Fuglsang and Sorensen (2010), innovation is often happened in service organization as well as in the public sector. Innovation is generally defined as the process of new product or service development to be accepted in an organization. Moreover, small changes in the organization do not count as an innovation. But it should be considered as a higher base and get through physically in the market. In our case study, as we consider service innovation has happened in the Seeing Hands Nepal because the Seeing Hands Nepal is a massage clinic and it is related to service. This massage clinic made some changes in their service as innovative. He saw the interest of foreign people in the massage clinic and wants to make realize the importance of massage for people within the local area. The organization have taken the challenges and became the first introducer of blind people massage clinic in Nepal. Chiranjeevi Poudel has stated that in Nepal many massage centers are available, but he was the only one entrepreneur in Nepal who provide different types of massage treatment to the customers through blind employees. People enjoy the service of blind employees because they do not see their customers and people do not hesitate to take massage from them. Poudel defines massage as new ways of treatment to the customer which is accepted by society. Innovation is not always planned, and it's come from international, sometimes it can also be a development process and practice (Fuglsang and Sorensen, 2010).

Likewise, development and innovation in the service sector or public sector may occur over a period as a series of small production adjustments (Fuglsang and Sørensen, 2011). Moreover, by applying Di Domenico, Haugh, and Tracey's (2010) concept Social Bricolage we found that the bricoleur is a problem –solver, which does not come from planned structure, but it comes from the practice of available resources. In this paper, we can see that this concept is appropriately working in this organization. As he mentioned that “the community pretends blind people as 2nd class citizens”. Seeing Hands Nepal is providing training to blind people, developing skills on them to work in service sectors, and providing them job opportunities by hiring them which has a positive impact on the societies. Di Domenico et. al (2010) have stated the main concept of ‘Social Bricolage’ are below: **Making do:** According to Di Domenico, Haugh, and Tracey (2010) making do mean utilization of resources the

organization have already resources and that reuses it in innovation for better achievement and to reach the focused social goal. Making do in this paper refers to the blind people who are resources of this organization and to achieve its social goal organization is providing them training and making them professional therapists to work in massage clinics or any other organization.

Refusal to Enact or Be Constrained by Limitation: The refusal to be constrained by limitations is to give the importance to find new opportunities and to reach the social goals, although the present contextual circumstances create limitation (Di Domenico, Haugh and Tracey, 2010). This concept applies to blind people who are refused by society. This organization grabs the opportunity by hiring blind employees and successes to achieve its social goal.

Improvisation: Accepting standard ways of working and creative thinking to correct environment limitation, constantly responding to opportunity, and community engagement (Di Domenico et.al., 2010). This concept of Bricolage tells those social entrepreneurs can use the available resources they have and reform them in innovative ways and contribute to society (Ibid). in this paper, Seeing Hands Nepal is using visually impaired people as an available resource and convert them in a trained massager through which this organization is changing the thought of community people for blind people in a positive way.

We can say that bricolage concept is helping Seeing Hans Nepal to solve the market issues. This organization does not have any marketing expert and they influence mostly depends on word of mouth marketing, organization website, and review of customers. Their main client is the foreigner who visiting from different countries. This organization is open for everyone but only 5% of the customer from the Thamel area are Nepalese clients and the rest of all our tourists. The reason for fewer Nepalese client is that that thought it will bring bad luck if they do massage from blind people and other reason is, they thought illegal prostitution is done in the name of massage. But things are changing slowly over time. Therefore, bricolage is working here as a marketing tool to promote different types of massage. They introduce offers or seasonal discounts to attract local customers.

2nd interview of owner/manager

Chiranjeevi Poudel provides us with the information that, the organization arranges many events of blind employees. He believes that happiness and employee satisfaction come first. If they will not satisfy then they cannot perform well in the organization. He says that blind employees already are in touch with blind people they can communicate easily with them, but I want them to involve in other organizations. I want them to live in real situations as a common population. He is doing a lot for disabled people. Not only blind also for deaf people. He organizes events where all other organizations participate. Recently, on 13th November 2019, they had organized events on Seeing Hands Nepal 10th year anniversary. The events were live from National TV, in events they distributed awards to disable entrepreneurs which are a disable promoter award and given to those entrepreneurs who worked for disable people. Likewise, the award was distributed to electronic and print media journalists who promote Seeing Hands Nepal activities. Also, he says that Seeing Hands Nepal has distributed a brail

paper to the students of Baglung Dhan Higher Secondary school for 1 year and further promises that if they struggle with writing paper then the organization will continue to help them in the future. He says that he takes all his employees (blind and common) to different tourist areas to explore the beauty, they cannot see with eyes, but they can feel from the inner heart. There are many interviews and coverage about Seeing Hands Nepal on YouTube and National Television. They celebrate a birthday, occasion, festivals, and new year events altogether.

After not getting the appropriate answer to our research question, we conduct a second interview with the owner of Seeing Hands Nepal. From 2nd interview analysis, we can say that the organization is trying to bring awareness in the societies. The focus of this organization is to explore the skills and talent of blind people in society. For this, the organization is taking them to different places in Nepal and make them feel special. When we ask questions about what they feel when they attend the events with other common people, he replies that he feels stronger and prouder that they are supporting themselves although they are blind which many of the common people in the society cannot do. In Nepal, people celebrate many festivals and occasions, and blind employees also celebrate all the festivals together.

We were surprised while doing the interview because during the interview we even do not realize that they are blind. They are so talented and very good at answering the questions. We came to know they are active on social media; they use Facebook, Instagram, Twitter, and other many techniques. We see that they are enjoying their life. They have many friends and a strong network with other people from different places or countries. They meet different types of people and listen to their different stories. Some employees living the worst life in the past but now all of them seem happy and more confident.

4.1.2 Interview analysis of visually impaired employee

Summarized view of blind employee

Participants No.1

According to this participant, she is female, and her name is Prashamsha Chhetri her age is between 18-23. She has completed a master's degree in (sign language Nepali). She earns 21000 Nepali Rupees per month. The organization provides her training for 1year for free of cost. She was not trained before joining this organization. For 7 years she is working in this organization. She is happy with this job and comfortable with the working environment. she is satisfied with the information provided by the organization. She uses google translate if she doesn't understand customers' language. She is not looking for another job opportunity. The organization has changed her life both emotionally & financially. She believes that this job makes a difference in the lives of other blind people because most blind people are now involved in education. The organization has provided an opportunity to interact with other people. There is a welfare system in Nepal for blind people, they provide 1600nrs. There are no difficulties in the workplace, but we face difficulty while traveling to the workplace due to traffic and busy roads. She happily replies that she received good feedback from the customer. Customers are

satisfied with the service. Organizations provide advanced training facilities with new techniques that are beneficial for them. Finally, she is very thankful to us for visiting her. She mentioned that at least “you got to know about us and try to understand the struggle we faced. Thank you for understanding our problem if you were confused then please contact us and let your friend know about us”.

Participants No.2

According to this participant. His name is Ramji and he is 29 years old. He has completed his bachelor's degree. The organization provides him training for 1 year without any charge. It is been 10 years since he is working in this organization and his income is more than 21000 per month. He added that he is very happy and satisfied with his job, that's why still working in this organization. He does not like to change his job in the future. Now he is self-dependent and financially strong. He is using technology; he replies that it depends on the situation in which technology is to be used. That is totally manual therapy. Moreover, he says that this job has made a huge difference among other blind lives because visually impaired people struggle each day. By singing and begging they earn money, but I am not in that situation. I am maintaining myself. Now he can support his family financially and visit Everest base camp because he can afford that money. He said that now his life is different than other blind people because he is not depending on others for money. While giving an answer, at one moment he becomes emotional by recalling his past. He tells that there was a time in his life when people gave him 5/10 Nepali rupees in his hand while walking in a street as a beggar. He doesn't have any knowledge about the government welfare system. Furthermore, he says that He is very happy with the organization's environment and there is no discrimination between blind and other common workers in the organization. In the future, he is expecting more and more advanced training from the organization for the betterment of blind people employees. He does not face any difficulties in this organization while working. He is very satisfied with his job and during his job, he did not receive any complaint from the customer.

Participants No.3

She is Swastika Bhujel and 29 years old. She has completed her bachelor's degree. Her monthly income is 21000 Nepali Rupees (1200 DKK). The organization provides training for one year. She added that the person who trained her was the brother of her husband. However, she likes to call him the teacher because he trained her for the first time free of cost. She does not have any previous experience in a massage before joining this organization. It's been 11 years for her in this organization. She is very happy working in this organization. She said that she feels very comfortable in this organization and can't even think that she will get a better place than this. Mostly she carries a blind stick while walking alone for travel. She uses messenger, Viber, and other social media to communicate with other people. Furthermore, she says that she is comfortable with the organization's environment and does not think about another organization. She said that she does not have any aim of joining a government job

because she is enjoying her work. During this job, she got an opportunity to meet people from different countries and that meeting makes her feel like she has been to those countries although she has not been there. She likes to talk with people who come to the massage clinic. She replied that this organization has provided her opportunity to communicate with different people and share her feeling with common people. At the same time, she knows about what other people think about blind people. Some blind people have their own schedule which they must follow, they went to school for a teaching job. She feels happy telling us that she did not get a single complaint during 10 years of experience. She does not have to face many difficulties in the workplace. She does not have any idea about the welfare system in Nepal. In addition, she added that she received a very good response from the customer on the internet and guidebook as well. She is expecting that in future this organization will expand more, and she will do better in her job. At last, she thanks us that we have been there to collect their perspective, she is very happy with our questionnaire and requests us to visit again and again so that we can get up to date information.

Participants No.4

She is Laxmi and 32 years old. She has completed her bachelor's degree. She earns 21000+ Nepali Rupees (1200 DKK). The organization provide her training for one and a half year and got a scholarship from the organization for higher studies. She also does not have any experience in massage therapy before joining this organization. She has been working in this organization for almost 10 years. The working environment is safe and comfortable therefore, she is happy working in this organization. The organization provides them all the important information related to their job or about advanced technology. She does not want to leave this place because the organization is supporting them financially and creating job opportunities for her. She uses mobile technology to communicate with other people and to see the world. They have special manual therapy in their mobile phone because of which they can easily read and write the information. She says that the customer is very happy with her services and she received good feedback from the customer. She is expecting for salary increment from the organization in the future.

Analysing the blind employees' interview

After analyzing blind employee information, we found they each blind employee in the organization gets training before hired by SHN. The organization provides them professional training as a massage therapist for one year which is necessary for service sectors. The organization takes them as an important part of the organization. The blind employees do not feel any discrimination in the organization and are happy with the management system. However, one of the employees is not satisfied with the salary. Furthermore, they said that the SHN has provided them an opportunity to communicate with other people from inside and outside the organization. The employees felt more confident and motivated after getting a job.

From the above information, we can analyse that they are working with bridging social capital, in which they are trying to communicate with each other and trying to understand other colleagues and building networks with the people from outside organizations. For instance: during training they spend lots of time to know each other's, to share their feelings, views, emotions and they are interested to communicate with the people from inside and outside the organization. To build the network with each other, "Ram visited Everest Base Camp and create social capital by trusting on people around them. The organization provides them opportunities to create a network between organizational employees and with the customers". Another employee "Laxmi is working in this organization for a long time. She has a very good connection with the customers. She would like to connect with other people. She does not want to leave this place as she is enjoying working at Seeing Hands Nepal. She has a very good connection with staff, colleagues, and organizations. She is a very friendly and happy person. While interviewed her we found she was capable and confident to give the answer. She is thankful that the organization has provided her opportunity to interact with other people". The organization is helping to open the door for blind people to work at other institutions. The visually impaired employees said that Seeing Hands Nepal has provided them a platform to connect with other people inside the organization and outside the organization. They create networks during and after training. In their free time, they chat with each other and build up more connections with other staff in the organization. The blind employee seems to be more confident and interested while performing. Similarly, the organization is creating trust among other people in the society that blind people also have the capacity to work as common people.

The organization is creating bridging social capital through trust and network between blind employees and customers. We found that there is a lack of bonding social capital between blind employees and other people. We can see that they trust more to the people who are close to them, they like to talk more with the people within the organization in comparison to other people within the society. In this case, we can analyse that they spent more time in an organization and people who are like them. They like to be social with other people in the organization and creating a network with them. They do not want to leave this place. It has been seen that some of the employees are not much interested in new opportunities. They do not have any problems with other staff, co-workers, and organizations. However, Seeing Hands Nepal is creating a platform for blind employees to communicate with people from outside organizations. The organization allows other people to meet blind people and chat with them. Local and international people are visiting the visually impaired people to do massage which helps to build up trust and network with them. For example, we have been there to conduct an interview for our master thesis and during the interview, we came to know about their story. We even motivated by their work and started trusting on them. There are many people who visited this organization for massage treatment. We can see that bridging social capital is directly involved in creating social capital because

they are trying to build a good connection with local and international customers and staff. Therefore, we can say that bridging social capital is created by the organization.

Pictures during interview procedure



Fig 1: Interview with Chiranjeevi Poudel (Owner/ manager)

In the above figure 1, we are taking an interview with the owner/ manager of Seeing Hands Nepal. He is a very busy person because he is running 4 outlets in Kathmandu city. It is very difficult to make an appointment to meet him. We booked an appointment for an interview and reached in office for an interview. During the interview, we found that he has a lot of knowledge and skills. He has a strong voice and he is giving an answer in more systematic ways. He shares his journey of establishing Seeing Hands Nepal. He tells us that it is very difficult at the beginning for him to run the business because people do not trust this industry that easily. The concept of people towards massage was very negative. However, he faces all those challenges and now it is one brand in Kathmandu city.



Fig 2: Interview with different participants (Visually Impaired employees)

In the above figure, we are doing an interview with different employees. While doing the interview, they are excited to answer the question of our research problem. They are performing discipline and it seems that they have much knowledge about their job. Some of them are talking very openly about themselves and the organization. Many of them are working in this organization since starting of this social enterprise. They tell us that the working environment is very friendly. They feel very happy to work in this sector because they get a chance to meet different people and can share their feelings. Now they have an idea about many places in the world even though, they did not visit those places physically.

4.2 Observation analysis

From observation, we can analysis that, the Seeing Hands Nepal lies in the heart of Kathmandu (Thamel). In Nepal, it is difficult to find out the exact location of any places, but this place can be easily traced with the help of google map. There was a glass door in the entrance where we can see the lobby and reception (front desk). The decoration was very attractive, the wall of the reception hall is full of certificates and awards. The color of the wall is orange, Cream sofa color with reading koussin and one glass table. There are big green plants at the front desk. They have computers, chairs, a heater, a locked book, bell. It is a two-story building. We have seen different types of blue light in upstairs and Nepal flags at the front desk. They kept one water jar for customers and a free wife facility. We saw that three

staff work at the front desk and two of them are blind staff and one is the common staff. While we are conducting an interview with the owner, we even did not realize that they are visually impaired employees. they are very engaged with their work. They are active and more impressive than other common staff. they are so responsible for their job.

When we are conducting an interview with the blind employee, one of the visually impaired people serves us water from the jar. They are very polite and professional with visitors. They have a good relationship with other staff within the organization. When you are there you prove yourself wrong about what you think about blind people. They did realize that they are not blind. They know which things lie where? They can feel your presence and work like common people. It was an amazing feeling for us to visit this organization. Visually impaired employees including the owner of this organization are well-dressed and they walk from downstairs to upstairs without any help. They will come to everyone with a smiling face full of energy. Within the organization, they don't even realize that they are blind. They are happy that we have been there for an interview.

We have booked an appointment for massage therapy because we would like to collect in-depth empirical information. After we are done with the interview, one of the employees took us to the massage room which is on the 2nd floor. We booked an appointment for 60 minutes. After entering the room, she gave us a towel and ask for a shower and tell us to remove our clothes and put them in the hanger. Before starting the massage, she asks if we have any kind of allergy or another skin disease. If we say no, then she asks us to lay down on the massage bed and relax. She starts massage with organic oil and keeps going on for 60 minutes. We do not have any knowledge about different types of massage, but if you need special treatment you need to inform them, they are different types of massage treatment. We ask for a normal massage. During the massage, you can feel that they are professional in their job. After exactly 60 minutes they finished doing a massage and asked you to take a shower if you want. During the time of massage, we are having good communication with each other. they share their experiences about what they feel and how difficult is life. She tells that after starting work in this organization, her life was totally changed. Now she can support herself financially, she can do whatever she likes. She is happy and satisfied working in this organization and does not like to leave this organization until she dies. While talking with her many time we get emotional and eyes are full of tears. She has a very bad life in the past, she tells us how her own family ignored her and take her as a sin from the past generation. No one would like to talk with her. However, now she is very happy. After doing a massage we went to the reception to pay our bill where they gave us a 50% discount and charge only 1500 Nepali Rupees 980 DKK). We also feel very happy that we choose this organization for our research project.



Fig 3: Front office

Fig 4: Reception Area

Fig 5: Using technology

Fig 6: Massage room



Fig 7: Chiranjeevi Poudel is training blind employees

The above figure shows that the owner of this clinic is teaching his blind students about how to treat their customers. We can see that employees feel happy while getting training. We can see that two of the students are lying on the massage bad and Chiranjeevi is teaching how to do massage. They cannot see their customer, but they can touch and feel.



Fig 8: Employees learning about different human parts during training.

In the above picture, blind students are trying to learn about different human parts. Students are touching different parts of the human body through the human skeleton. Chiranjeevi Poudel is asking them to touch and feel each part of the human body. In this training, they learn about human bones and parts where lies what. The blind students got training for one year or more until they become perfect. From the above picture, we can see that visually impaired students are excited while training. He teaches his students about sensitive parts of the human body.

CHAPTER 5

5.1 FINDING

The finding of this paper shows that the organization has positive impacts on the life of blind people. The Seeing Hands Nepal is mainly known as a blind employee's massage clinic in Nepal, Kathmandu. This organization has brought equality between blind people and common people. Hiring blind people and provide different types of massage treatment including international massage therapy in Kathmandu, Nepal is the innovative idea of Chiranjeevi Poudel. Seeing Hands Nepal organizing different events to promote its service industry. It creates a network with different multimedia who promote their work to the societies. The organization distributes awards to different individuals, other organizations that are directly and indirectly working for disabled people in societies. Seeing Hands Nepal give a donation to other organization who are struggling to sustain.in this way, this organization is applying its innovative idea to run the business successfully.

Furthermore, the organization is providing new identity to visually impaired employees through developing skills and knowledge. Seeing hands Nepal is known as a blind employee's massage clinic in Thamel, Kathmandu. This social enterprise takes the risk to hire blind people and recognize them in front of society that they are not 2nd class citizens. This organization has proved that blind people can

also work as common people, they are also part of society and they have the right too to live their life happily. The visually impaired employee of this organization mostly works in the service areas, where they get the opportunity to communicate with customers and get a chance to prove their talent.

The owner of this organization continuously making changes and using the innovative ideas in his business. He said that despite high demand of massage in the tourist area, blind massage training programs have never been tried here before and he is the first Nepali blind who come forward and take initiatives to open massage clinic for blind people. According to Fuglsang and Sorensen (2010), small creation in the practice also found as an innovation that leads to a new practice and takes it as something new and uses it as a long service. In this organization, they are giving different types of massage which is new in the market. They are connected to service innovation. Service innovation is related to practice innovation which is used to expand the Seeing Hands Nepal.

Moreover, Innovations are always a combination of process and outcomes. While the latter is usually perceived as meeting a social need, the social innovation process is typically understood as open and participatory, bringing together multiple ideas to find solutions for complex problems (Fuglsang and Sørensen, 2011). With the agreement on Fuglsang and Sørensen, we found that Seeing Hands Nepal introduce new types of massage and gain acceptance in society. This organization is creating job opportunities for blind people and trying to solve one of the societal issues. This process inspires and motivates other blind people to participate actively in solving social problems. This organization has changed people's perception of blind people.

After analyzing the owner interview, we know that. the organization is creating bridging social capital for blind employees. The employee gets the opportunity to interact with people from different countries. The organization provides professional training for more than one year. They learn how to give the best massage to customers and how to use the organization system. They developed their skills and knowledge in service sectors and become more confident at workplaces. They are in direct contact with the people who came to this organization for massage. They are active in different social media; they can read customer reviews on organization websites through special techniques installed in their mobile or tablet which they called manual therapy techniques. During the massage, they got time to share their feeling, emotion, and information with other people. Similarly, we found that this organization has changed the concept of customers to massage therapy. At the beginning of this organization people have negative thoughts towards this organization. They called a massage clinic a sex trade. Seeing Hands Nepal is successful in changing that thought among people. This social enterprise brings awareness in society to respect them and believe that they are not burdening they are intelligent people.

In the same way, to answer the question of our research problem, we found that to create the social value for visually impaired employees, the organization is creating job opportunities for blind people,

providing the opportunity to interact with other people where they can share their feelings, idea, and information.

Moreover, to answer the second question of our research problem, we found that Seeing Hands Nepal is the first massage clinic in Nepal who introduced massage as a treatment of many problems. The organization is applying different innovative ideas to make the business running. Seeing Hands Nepal is using different promotional tools to introduce its services to the customers. According to Chiranjeevi Poudel, they are organizing events, and actively participating in the social work. They are using different social media to promote their treatments. Seeing Hands Nepal is creating event to provide award to those entrepreneurs who are involved in social work.

However, we can say that the organization is working more with bridging social capital than bonding social capital. The employees tell us that this organization has given them a new meaning in life. They are financially strong and proud of themselves. For example; one of the employees tells us that nobody would like to talk with him when he was a beggar but now the situation is different after SHN trained him and hired him in this organization. Now he is capable to support himself and family, also manage time to visit the base camp where he can communicate with different local and international people. Likewise, another employee tells that she is divorced and had one son who is her responsibility. But she is capable to manage her and her son's expenses through this job. Therefore, we can say that Seeing Hands Nepal plays a significant role to change the lives of blind people.

5.2 CONCLUSION

The main aim of this research paper was to investigate, “what social value Seeing Hands Nepal is creating for blind people and how the organization applied innovative ideas”. After examined a case study, observation, and interview, we found that bridging social capital has a strong connection in blind employee life. We can say that the blind employees of this organization are creating a network with people from outside the organization. They can share their emotion, feelings, idea, information with the other people who visited this organization for massage.

This organization has given a new identity to blind people. The organization is creating social value for blind people by giving them opportunities to develop their skills and knowledge in service sectors. This owner of this social enterprise wants other organization to hire them as an employee because they are capable to do any kind of job if they receive training in that field. Moreover, he added that in the coming future he will open more branches and create more job opportunities for blind people. Also, we came to know that the organization wants blind people to work in other organizations with common people. Seeing Hands Nepal is creating different events for blind people so that they can bring awareness in the society. They use different tools and techniques to promote their work which is the main reason for the successful of this organization.

CHAPTER 6

1.1 RECOMMENDATION

The finding of this research study shows that Seeing Hands Nepal is creating social value by providing job opportunities to blind people. We have seen that this organization is inspiring other blind people in society to become self-dependent. This process has motivated many blind people to find new opportunities for themselves. Due to the time limit, we do not have enough time to go in-depth for finding more information. We would like to recommend another researcher to investigate what are the other opportunities for blind people in other organizations and what other skills and knowledge they can use to find out job opportunities in other sectors.

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CHAPTER 7

7.1 Appendix 1: Interview questionnaire for owner

Hi, we are master student of Social entrepreneurship and Management of Roskilde University. We would like to collect primary data for our thesis regarding how does this organization applied innovative idea and in what way creating social value for blind people? Therefore, we would like to conduct interview with you and record this interview if you don't have problem.

Q1 Does Seeing Hands Nepal is a business organization or social enterprises? If social enterprises how...?

Q2 How do you come up with the idea of hiring blind employees?

Q3 What challenges organizations face while hiring blind employees?

Q4 Does the organization hire already skilled and trained staff? If No
How did the organization train those blind staff?

Q5 Does Nepal is blind culture country? ~~Yes~~ie edit garda is Nepal blind friendly country?

Q6 How many employees are in this organization? Are they all blind? If not ... how many blind staff?

Q7 Is your blind friendly organization?

Q8 Does blind employee use any technology to communicate?

Q9 Does your blind staff are educated, skilled or professional?

Q10 How do you support blind employees and in what ways?

Q11 Are they paid staff? If yes: from where? If no: do you think there is a need for a welfare system for those blind people?

Q12 Does blind employee have any welfare facilities in Nepal?

Q13 does this new idea of hiring blind employees at workplaces be accepted by our locality?

Q14 what changes have you seen from the beginning of Seeing Hands and today?

Q15 What social value does this Seeing Hands Nepal has?

7.2 Appendix 2: Interview questionnaire for employees

Interview Questionnaire for employees

1. Gender

Male Female.....

2. Age

18-23....., 24-29....., 30-35.....,36-41..... and above.....

3. Higher; level of education you have completed/Or sign language you used to communicate.

4. Income level (In rupees before tax)

Less than 10000....., 10000-15000....., 16000-21000.....and above21000.....

5. Does the organization provide training?

Yes....., No.....

If yes, how long does the organization provide training?.....

6. Does the organization pay for training?

Yes....., No.....

7. Do you take training before joining an organization?

Yes....., No.....

8. How long have you been working here?

9. Are you comfortable with the working environment?

Yes....., No.....

10. Are you satisfied with the information provided by management?

Yes....., No.....

11. What kinds of technology do you use at workplaces?

12. Are you looking for other job opportunities?

Yes....., No.....

If yes,|Why.....

13. How does this organization help to bring changes in your life? (financially, emotionally, etc.).

.....

14. Does your job make differences in the lives of other blind people?

Yes....., No.....

If yes how...

15. How customers interact/communicate with you?

....

16. Is there any welfare system for blind people in Nepal?

Yes....., No.....

If yes what kind of facility/ support/training or others, they receive from the government.

17. What difficulties do you face at your workplace?

.....

18. What feedback have you received from customers?

.....

19. What do you expect from organization for your better life?

.....

Please feel free to leave your comment