

PONDICHERRY UNIVERSITY

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DIRECTORATE OF DISTANCE EDUCATION

SOCIAL ENTREPRENEURSHIP

MBA - IV Semester



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SOCIAL ENTREPRENEURSHIP

Learning Objective

- To Understand Social Entrepreneurship
- To identify the functions and activities of Social Entrepreneurship
- To acquire the skills of promoting and working with social entrepreneurship

UNIT - I Understanding Social Entrepreneurship:

Introduction - Concept of Social Entrepreneurship: Difference between Social Entrepreneurship and Business Entrepreneurship, Social Entrepreneurship and Government - Social Entrepreneurs - Dimensions of Social Entrepreneurship.

UNIT - II Types and Models of Social Enterprise:

Introduction - Characteristics and Emergence of Social Enterprises - Social Enterprises by Mission Orientation - Types of Social Enterprise Models - Strategic Management in a Social Enterprise.

UNIT - III Social Youth Entrepreneurship:

Social Youth Entrepreneurship: Definition, Values, Goals, Elements and Approaches/ Considerations - Examples of young Social Entrepreneurship - Managing People in a Social Enterprise Environment.

UNIT - IV Innovative Social Entrepreneurship and Development:

Role of Innovation in Social Enterprises - Centre for Social Innovation (CSI) - Role of GOs and NGOs - Various Programs: Health, Education, Employment and Environment - Implications for Youth and Career Development - Examples of Social Entrepreneurship in India: SELCO, AMPL

UNIT - V Case Studies of Social Entrepreneurs:

Gandhiji and Khadi movement - Muhammad's Grameen Bank - Dr. Verghese Kurien Father of the White Revolution - Barefoot College of Bunker Roy - Ela Bhatt's Self-Employed Women's Association (SEWA) - Infosys, TISS, TISCO - Business Ethics and Social Enterprises.

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UNIT – I**Lesson 1.1 - Understanding Social Entrepreneurship****Learning Objectives**

After reading this lesson, you should be able to:

- Understand the concept of Social Entrepreneurship,
- Identify and describe the functions of Social Entrepreneurship;
- Understand the difference between Social Entrepreneurship and Business Entrepreneurship,
- Learn the evolution of Social Entrepreneurship,
- Understand the dimensions of Social Entrepreneurship.

1.1 Introduction - Understanding Social Entrepreneurship

Social entrepreneurship is a new idea that involves identifying social issues and making a social change and impact by adopting and practicing entrepreneurial principles, processes, and operations within the competitive business world.

This shift towards social entrepreneurship replicates a growing awareness of the interrelated and interconnected concepts of social, economic, community and environmental issues. It provides a great recognition where businesses play a critical role in driving positive change in the community and society.

Social entrepreneurship entails individuals, entrepreneurs, and start-ups creating and financing solutions that specifically tackle social problems around us. So, who qualifies as a social entrepreneur? The solution is any individual with the skill and capacity to pursue business prospects that have a significant and forward-thinking benefit on the community or the globe in which they live.

Social entrepreneurship is a growing idea that is drawing in more talent, funds, and focus from the entrepreneurs. Recently, there has been a growing emphasis on Social entrepreneurship, capturing the interest of various sectors regardless of its characteristics.

More researchers and industrialists mention Social Entrepreneurship as an institution which uses business methodologies to address a common social or environmental problem in innovative approach. Social entrepreneurship is the organization of a business around specific social and environmental causes, and can include both non-profit organizations and charities and for-profit social enterprises.

Examples of social entrepreneurship include businesses focused on providing,

- Education service
- Affordable and quality healthcare
- Fair trade products
- Clean energy solutions

1.2 Concept of Social Entrepreneurship

In the present business environment, social entrepreneurship is creating a tremendous revolution across the globe. General public, irrespective of their age, gender, and race has started to create and implement a novel, innovative, efficient, effective and sustainable solutions for the social and environmental challenges they face.

Social entrepreneurship is a totality of approaches by individuals, groups, start-up companies or entrepreneurs, by which they identify, develop, and implement solutions to social, cultural, and environmental issues around their livelihood.

Social entrepreneurship as a concept may be applied to all range of organizations, in spite of their vision, mission, goals, aims, values, size and beliefs. Generally, the organizations who focus on profit typically measure performance of their business by business metrics such as turnover, profit, revenues and gradual increases in stock prices. Whereas, Social entrepreneurs, are for non-profits but they perceive and expect profit in different way. They have a blend for-profit goals with generating a positive image among the public and it is termed as “*Return to society*”. Therefore, they use different metrics.

Social entrepreneurship focuses on advancing societal, cultural, and environmental goals in the voluntary sector by addressing poverty, healthcare, and community development.

Social entrepreneurship offers the principles and direction that start-up founders and entrepreneurs utilize in establishing a business that brings about social change or influences a social cause. Social entrepreneurship has the ability to operate as a non-profit, for-profit, or hybrid business depending on the selected business model and funding availability.

Social entrepreneurship is a creative form of business venture that fosters change. Social entrepreneurs concentrate on a specific cause they are curious about, developing a strategic business blueprint to create positive impacts. The main goal is to create lasting social change through business.

The key areas of interest for social entrepreneurs in the present business scenario include the following,

- Community development
- Economic development
- Education
- Healthcare
- Gender equality
- Agriculture
- Environmental sustainability
- Renewable energy
- Societal structure

1.2.1 Elements of Social Entrepreneurship

A. Societal Mission

- i) Launching mission-driven businesses.
- ii) The intention of donating a portion or even the whole of their income to the advancement of a charitable cause.
- iii) Educating customers and consumers with a sense that they are purchasing was contributing to a greater good.

B. Motivation for Societal Change

- iv) The opportunity to make a good contribution to society.
- v) Enhancing the quality of life for individuals within a community.
- vi) The most potential for personal fulfillment.
- vii) Autonomy to investigate and develop novel approaches to

- addressing social problems, and
- viii) To motivate others to do the same.

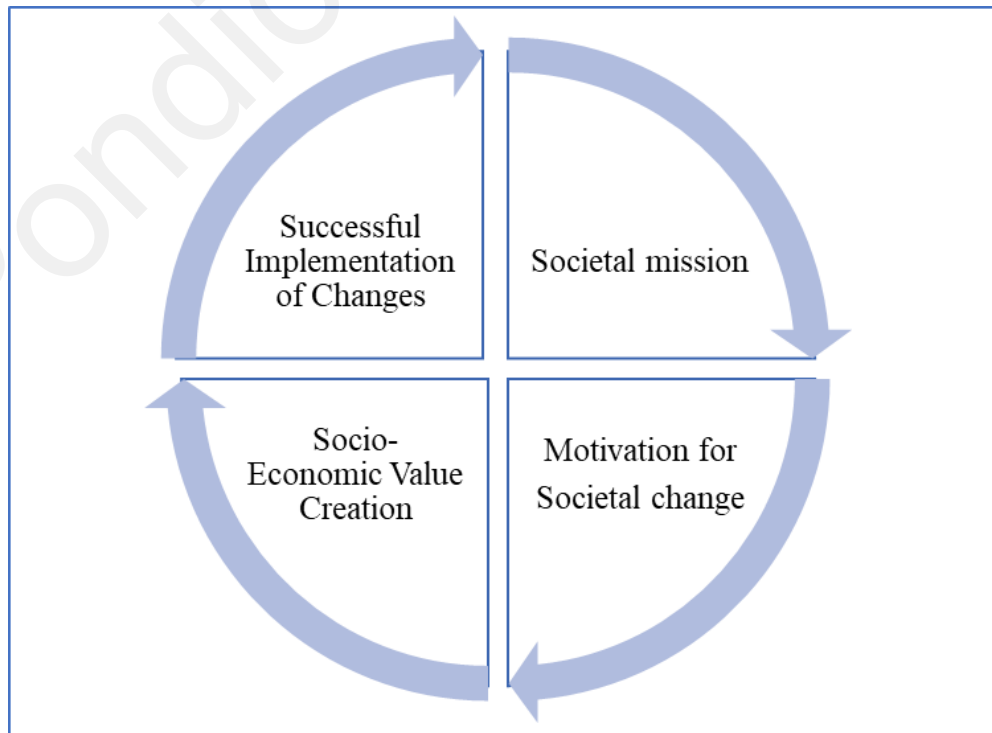
C. Socio-Economic Value Creation

- ix) Integration of inputs, processes, resources and policies innovatively in efficient manner.
- x) Establishing improvements in the lives of people by the way, the lives of society as a whole.
- xi) Focus more on Social Value rather than Market Value of products & services.
- xii) Wealth creation in a sustainable way and long-term societal and economic impact.

D. Successful Implementation of Changes

- i) The application of social entrepreneurship requires involvement on both the micro and the macro levels.
- ii) Implementation on an individual level & societal level
- iii) Consider the breadth, depth, and complexity of society for implementation on a more systemic scale.

Fig.No. 1.2.1: Elements of Social Entrepreneurship



Source: Portales, 2019; p. 56

1.2.2 Perspective of Social Entrepreneurship

Creating a Better World

This perspective strongly emphasizes that it is only social goals that drive social entrepreneurship- at one extreme are those who hold that some goals must be the exclusive aim of the social entrepreneur.

At the Intersection of Social and Financial Goals

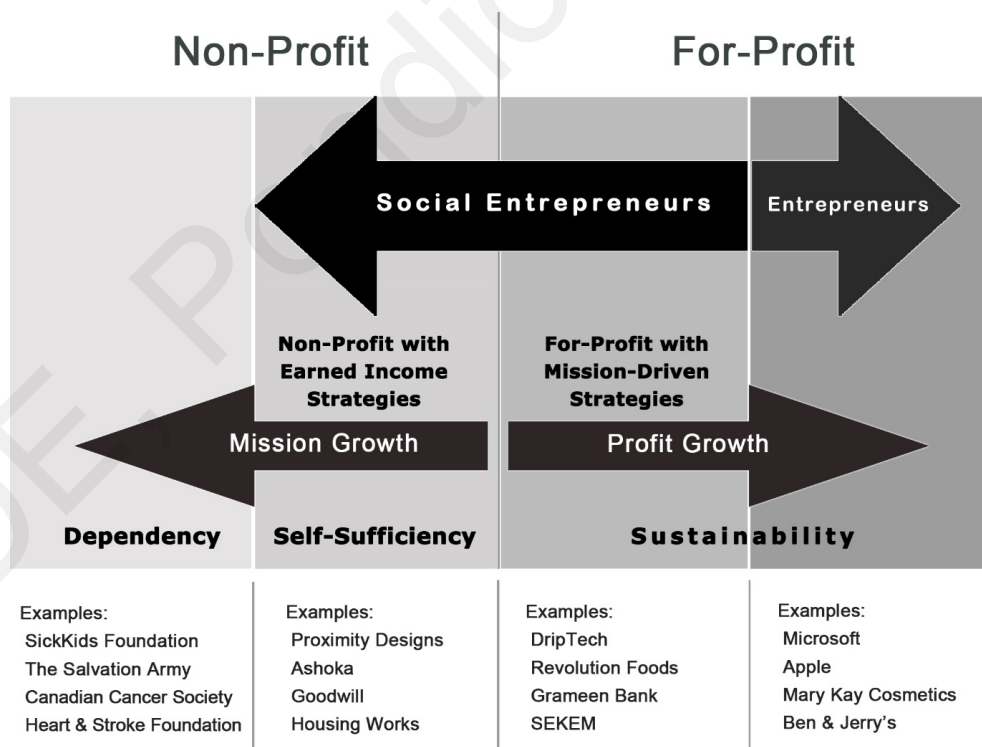
This perspective is a modified version of the creating Better world perspective, which highlights that in social entrepreneurship, though the social objective is primary, social and financial goals can be combined with each other for the achievement of desired goal.

Boundaries of Social Entrepreneurship

Non-profit with Earned Income Strategies: A social enterprise which is executing a hybrid model of applying social and commercial entrepreneurial activity thereby achieve self- sufficiency.

For-Profit with Mission-Driven Strategies: A social-purpose business uses mission-driven strategies to combine social and commercial entrepreneurial activities for sustainability.

Fig. No. 1.2.2: Boundaries of Social Entrepreneurship



Source: Technology Innovation Management Review. Feb-2012, p.26

1.2.3 Importance of Social Entrepreneurship

The significance of Social entrepreneurship can be grasped from its inherent nature. Entrepreneurs use social entrepreneurship to tackle the challenges that society encounters in their everyday lives and try to provide effective solutions.

Employment Development: Creation of job and employment is the first and foremost economic value which is created by social entrepreneurship as it is mutually shared by both the businesses and entrepreneurs.

Innovation: the innovations in the business environment are always critical apart from the production of new goods and services. Innovations are for the societal and better economic development and are implemented and promoted by social enterprise.

Equity Promotion: An equitable society is created with the help of social entrepreneurship. This could be done by addressing the different social issues and accomplishing the continuous sustainable development by using the social mission instead of focusing only on maximizing profit.

Creation of Opportunities: It provides chances and opportunities for the underprivileged sector of Society. It offers them an improved quality of life, a luxury they have frequently gone without for an extended period.

Redesign Corporate Social Responsibility: It helps large corporations understand the importance of returning the favour to society through social responsibility. Supporting those in need, companies can be viewed as doing more than just the morally correct action.

Target Government Attention: It draws the government's focus to the issues that society deals with every day. Additionally, social entrepreneurs can involve individuals in addressing these issues, leading to the establishment of a fairer and more equitable community.

Inspires change: Social entrepreneurship involves utilizing businesses in a creative way to address societal issues. Creating business opportunities for marginalized individuals helps tackle societal issues like poverty and discrimination.

Create awareness: Social entrepreneurs can tackle social problems by establishing businesses that offer lasting solutions in their

communities. Through this action, they can enhance the well-being of both themselves and those in their community.

Provides inclusive growth: It encourages balanced development with a focus on social issues. Inclusive growth with social consciousness entails achieving economic growth without exacerbating inequality and poverty, which are key triggers of global conflicts.

Utilization of resources: Social entrepreneurs leverage their business acumen and understanding of the market to discover chances for enhancing the well-being of individuals. They look for chances that have been overlooked by established companies due to low perceived profitability or market interest.

Provides better living standard: Social entrepreneurs are not solely focused on generating profits; they are also focused on creating a positive impact. Providing these chances enhances the standard of living and quality of life for the less fortunate.

1.2.4 Characteristics of Social Entrepreneurship

a. *Forward-thinking attitude*

Every social entrepreneur's journey starts with a visionary mindset. They look past the current situation and imagine a future where social problems are eliminated, not just reduced. This viewpoint influences their behavior and choices, allowing them to generate creative solutions that result in lasting, sustainable effects.

Example

Muhammad Yunus, the creator of Grameen Bank, imagined a future in which poverty could be eliminated with the help of microfinance. His innovative way of thinking was the foundation of a groundbreaking idea that has changed the lives of millions.

b. *Social Awareness*

Being socially aware in entrepreneurship means recognizing societal intricacies and being able to recognize both hidden and obvious social problems. This characteristic allows social entrepreneurs to create interventions customized to the community's requirements.

Example

Blake Mycoskie, the creator of TOMS Shoes, showcased exceptional social consciousness by recognizing the severe lack of footwear in

disadvantaged areas. His 'One for One' business strategy, where a pair of shoes is given away for each pair sold, showcases his social consciousness and dedication to creating a real impact.

c. *Resilience*

Social entrepreneurs frequently possess the trait of resilience. They face numerous obstacles such as limited funds, regulatory obstacles, and societal doubts. However, despite facing challenges, they continue with determination due to their strong dedication to their mission. Resilience is the capacity to recover from challenges and continue working towards one's objectives. In social entrepreneurship, this characteristic is crucial because the journey is often filled with challenges and unknowns.

Example

Despite facing many challenges such as failed SpaceX launches and financial difficulties, Elon Musk persevered and successfully made space exploration more accessible.

d. *Creative thinking*

Innovation is essential for the success of social entrepreneurship. Merely recognizing social problems is insufficient; effective social entrepreneurs must create distinct and efficient remedies. These frequently go against the norm and question established rules, pushing the limits of what is considered achievable. Innovation in social entrepreneurship entails developing fresh approaches to tackle social problems or modifying current solutions in a creative manner. This characteristic is crucial as it helps in creating sustainable social value.

Example

'Embrace Innovations' was established by Jane Chen. Chen created a cost-effective infant warmer to address the high infant mortality rate caused by the unavailability of affordable incubators, leading to notable enhancements in neonatal care within developing nations.

e. *Focus on financial sustainability.*

Finding a middle ground between social impact and profitability is a crucial element of social entrepreneurship. In order for a project to endure and create lasting effects, it must be able to continue to meet its financial needs. Financial sustainability in the realm of

social entrepreneurship involves the ability of a project to uphold its functions and offerings by way of effective financial planning and management for a prolonged duration. This characteristic enables social enterprises to maintain their economic sustainability while still providing social benefits.

Example

BRAC operates in numerous countries, blending revenue-generating activities with development efforts to ensure long-term scalability and sustainability of its initiatives with its financial sustainability.

f. Coordinating efforts as a team

Successful social entrepreneurship relies on a solid foundation of collaboration and teamwork. The joint collaboration of various people is what transforms a vision into actuality. In social entrepreneurship, collaboration means working with different stakeholders such as communities, governments, and organizations to achieve the greatest social impact. Teamwork is the internal unity that propels the organization towards its objectives

Example

A microfinance platform called 'Kiva'. Through collaboration with local microfinance organizations and supporting a committed team, Kiva has enabled billions in financing for underprivileged business owners worldwide.

g. Dedication to Ethical and Moral Standards

Following ethical standards distinguishes social entrepreneurs from others is more preferable. They surpass the mandatory standards to guarantee that their behavior is in accordance with values of equity, honesty, and consideration for everyone involved. Ethical behavior in social entrepreneurship involves adhering to responsible practices in every area of the business, including sourcing, operations, and community engagement. Social entrepreneurs are distinguished by their commitment to considering not only profitability, but also the social and environmental impacts of their actions.

Example

'Patagonia', a well-known clothing brand, is famous for its dedication to ethical principles, such as sustainable sourcing and fair trade, proving that ethics and financial success can be successfully combined.

h. Adaptability and Flexibility

Being able to adapt is essential in the fast-changing field of social entrepreneurship. Social entrepreneurs need to be ready to adjust their strategies in response to changing conditions or new insights in order to maintain the effectiveness and relevance of their initiatives. Within the realm of social entrepreneurship, adaptability refers to the ability to adjust or alter strategies in order to address changing social needs or obstacles.

Example

“Water.org” is a finest example, where, throughout the years, their strategies have evolved from constructing wells to empowering communities with innovative water credit programs.

i. Effective Communication skills

Successful social entrepreneurship is based on good communication. Social entrepreneurs need to effectively communicate their vision to various stakeholders, including community members and investors. In the field of social entrepreneurship, effective communication includes clearly conveying ideas, motivating others with the organization’s vision, and engaging in open discussions with different stakeholders.

Example

Wendy Kopp, who founded Teach for America, exemplifies this characteristic well. By effectively communicating, she not only gained support for her idea but also sparked a worldwide movement, which resulted in the creation of Teach for All.

j. Focus on Impact Measurement

The primary goal of social entrepreneurship is to generate beneficial effects on society. Therefore, being able to assess and convey this impact is an essential quality for social entrepreneurs. In social entrepreneurship, impact measurement involves evaluating the social and environmental impacts of the enterprise’s actions. This is important because it enables assessment of the company’s accomplishments and areas that need development.

Example

Jacqueline Novogratz, the founder of ‘Acumen’, has been a trailblazer in impact measurement, creating unique measures to evaluate the social impact of investments.

1.3 Social Entrepreneurship and Business Entrepreneurship – Key Differences

Social Entrepreneurship is the act of discovering and resolving social, environmental, or cultural issues through creative, lasting, and expandable methods. Social entrepreneurs focus on making a positive impact on society, often valuing social impact more than profit.

On the other side, business entrepreneurship involves initiating and managing businesses with the main goal of making money and building wealth. Entrepreneurs in the business world concentrate on recognizing opportunities, developing new and unique products or services, and optimizing financial gains for both themselves and their investors.

1.3.1 Core Differences - Social Entrepreneurship with Business Entrepreneurship

Primary Goal: Social entrepreneurs put emphasis on social outcomes, whereas business entrepreneurs concentrate on generating profits. Social entrepreneurs aim to bring about enduring societal change by tackling problems, while business entrepreneurs focus mainly on maximizing profits.

Sources of funding: Social entrepreneurs commonly depend on grants, donations, or impact investments to support their projects. On the other hand, business entrepreneurs usually look for financial backing from conventional sources like venture capitalists, angel investors, or loans.

Allocation of Profits: Social entrepreneurs funnel most of their earnings back into their social cause, utilizing them to expand their influence or aid allied projects. Business owners, on the other hand, share profits with both shareholders and stakeholders, frequently prioritizing the generation of personal wealth.

Performance metrics: Social entrepreneurs gauge their achievements by the social changes they bring about, whereas business entrepreneurs assess their success using financial benchmarks such as revenue, profit margin, and market share.

Structure of Organizations: Social entrepreneurship ventures can exist in different legal structures, including non-profits, for-profit social enterprises, or hybrid models. Business entrepreneurship usually focuses on profit-making organizations such as corporations or LLCs.

Stakeholders: Social entrepreneurs give importance to the needs of the communities and individuals they assist, frequently working together with different stakeholders to reach their objectives. Business entrepreneurs mainly prioritize the concerns of shareholders and investors.

1.3.2 Key Similarities -Social Entrepreneurship with Business Entrepreneurship

Innovation: Both social and business entrepreneurs depend on innovation to create original products, services, or solutions that meet unfulfilled needs in their fields.

Risk-taking: Entrepreneurs in both social and business sectors make strategic decisions to take risks when starting new initiatives, growing current projects, or altering their approach in light of market changes.

Resourcefulness: Both kinds of entrepreneurs utilize available resources and connections to maximize their influence, whether on a social or financial level.

Market Orientation: Both social and business entrepreneurs need to comprehend the needs and preferences of their target market in order to successfully develop and provide their products or services.

Sustainability: It is important for both social and business entrepreneurs, who must focus on effective management, strategic planning, and adaptability to ensure the long-term success of their ventures.

1.3.3 Situations where Social Entrepreneurship ahead of Business Entrepreneurship

Dealing with Social or Environmental Issues: Social entrepreneurship is more effective at tackling urgent social or environmental challenges, as its main goal is to generate positive change and make an impact.

Community Development: Social entrepreneurship is most suitable for empowering marginalized communities or encouraging inclusive economic growth.

Utilizing Social Capital: Social entrepreneurship can be more successful when strong partnerships with community organizations, government agencies, or NGOs are crucial for achieving success.

Impact-focused investors: Targeting impact-driven investors that prioritize social and environmental returns in addition to financial gains is important for social entrepreneurship.

Personal Values Alignment: Those with a strong desire to create a positive impact in the world may find social entrepreneurship more attractive.

1.3.4 Situations when Business Entrepreneurship is ahead of Social Entrepreneurship

Profit-focused Enterprises: Business entrepreneurship is better suited for ventures that focus on maximizing profit and creating wealth.

Accessing capital: Opting for business entrepreneurship is advantageous when trying to secure funding from conventional sources like venture capitalists or angel investors.

Market-driven Opportunities Business entrepreneurship is more appropriate for taking advantage of market-driven opportunities, which are influenced by consumer demand and market conditions, leading to growth and profitability.

Scalability and Development: Entrepreneurship in business is perfect when the main objective is to quickly expand and grow a venture to gain market share and earn substantial financial rewards.

Personal Financial Goals Individuals who prioritize personal wealth creation and financial success may find business entrepreneurship more appealing for their personal financial goals.

Table No. 1.3.1: Social Entrepreneurship Vs. Business Entrepreneurship

Aspect	Social Entrepreneurship	Business Entrepreneurship
Primary Objective	Social impact	Profit generation
Funding Sources	Grants, donations, impact investments	Venture capitalists, angel investors, loans
Profit Distribution	Reinvest in social mission	Distribute to shareholders and stakeholders

Aspect	Social Entrepreneurship	Business Entrepreneurship
Performance Metrics	Social impact	Financial indicators (revenue, profit margin, market share)
Organizational Structure	Non-profits, for-profit social enterprises, hybrid models	For-profit entities (corporations, LLCs)
Stakeholders	Communities, individuals, various partners	Shareholders, investors
Innovation	Both rely on innovation to address unmet needs	Both rely on innovation to address unmet needs
Risk-taking	Both take calculated risks when launching new ventures	Both take calculated risks when launching new ventures
Resourcefulness	Both leverage available resources and networks	Both leverage available resources and networks
Market Orientation	Both need to understand target market needs and preferences	Both need to understand target market needs and preferences
Sustainability	Both need to ensure long-term sustainability	Both need to ensure long-term sustainability
Fulfillment and Purpose	High level of satisfaction due to social impact	Satisfaction linked to financial success and growth
Community Engagement	High level of engagement	Moderate to low engagement

Aspect	Social Entrepreneurship	Business Entrepreneurship
Resilience in Economic Downturns	Potentially more resilient	Potentially more vulnerable
Brand Differentiation	Strong differentiation due to social mission	Differentiation through product, service, or marketing
Talent Attraction	Attracts motivated and passionate individuals	Attracts individuals driven by profit and growth
Funding Options	Limited funding options	Greater access to capital
Profitability Struggles	May struggle to balance social impact and profitability	Profit is the primary focus
Resource Constraints	May face resource constraints	May have more resources available
Scaling Difficulties	May face challenges scaling social impact	May scale faster due to focus on growth
Regulatory Challenges	Navigating complex legal landscape	Typically faces fewer regulatory challenges

1.4 Evolution of Social Entrepreneurship

Social entrepreneurship is a form of entrepreneurial endeavour focused on addressing a social issue in order to create a positive change. A social entrepreneur is someone who embraces the challenge by applying entrepreneurial principles to create social impact rather than focusing solely on making a profit.

The goal of social entrepreneurship is to advance social and environmental objectives that have a positive effect now or in the future. These entrepreneurs are typically affiliated with or involved with certain non-profit organizations (NGOs). While making a profit is part of this idea, it may not be the organization's only goal.

Andrew Mawson dedicated a lot of time to developing the idea of social entrepreneurship and applied it to drive changes in the community layout. He established the Bow center in east London as well. He was granted the title of Lord Mawson as a result, and he is dedicated to fostering partnerships for regeneration projects that he has started.

The term social entrepreneurship is fairly recent. It was noticed only a couple of decades back. However, its application can be traced back in history. Indeed, a number of entrepreneurs created social enterprises with the aim of solving social issues or fostering positive transformation in the community. Vinoba Bhave, who established India's Land Gift Movement, Robert Owen, who started the cooperative movement, and Florence Nightingale, the founder of the first nursing school and pioneer of modern nursing practices, could be considered part of this group. They created foundations and organizations in the 19th century, long before the term Social Entrepreneurship was coined in the field of management.

Entrepreneurs in the 19th and 20th centuries worked to eliminate societal problems. In addition to this, numerous groups and associations focus on issues like child rights, empowering women, preserving the environment, saving trees, managing waste, etc. Besides tackling social issues, social entrepreneurship also involves identifying and dealing with environmental and financial challenges faced by both rural and urban disadvantaged populations.

Recently, the idea of social entrepreneurship has become increasingly popular and is being utilized in various ways. The creation of Grameen Bank by Muhammad Yunus, Ashoka: The Innovators for the Public by Bill Drayton, Youth United by Jyotindra Nath, Rand De by Ramakrishna and Smita Ram, SKS Microfinance by Vikram Akula and Roozi.com by Nick Reder, Brent Freeman and Norma La Rosa has brought the term into mainstream recognition.

1.4.1 Beginning with Entrepreneurship

The term "social entrepreneurship" cannot avoid the definition of "entrepreneurship." The term "social" only serves to describe entrepreneurship. If the definition of entrepreneurship is unclear, adding the term social will not be very effective.

Entrepreneurship comes with both positive and negative aspects. Looking at the bright side, it signifies a distinct, natural talent for

recognizing and seizing opportunities, blending unconventional ideas with a one-of-a-kind resolve to innovate or introduce something novel to society. Entrepreneurship is considered a term that becomes clear only after some time has passed, as the impact of entrepreneurial activities takes time to fully reveal itself.

Surprisingly, we label an individual who possesses the qualities of an entrepreneur – such as identifying opportunities, thinking innovatively, and showing determination – but fails in their business endeavour, not as an entrepreneur but as a business failure.

Bob Young, well-known for Red Hat Software, is labelled a “serial entrepreneur” only after his initial success; in other words, his previous failures are classified as the work of a serial entrepreneur only after his first success. Ex post definitions are problematic because they are often unclear. It’s just more difficult to understand things that haven’t been proven yet. An entrepreneur may call themselves one, but without a successful venture, convincing investors will be a challenge. These investors must also be ready to take on more risk as they evaluate the trustworthiness of aspiring entrepreneurs and the possible outcomes of early-stage projects

Despite these factors, we argue that defining social entrepreneurship involves grappling with the true essence of entrepreneurship. Is it just being aware of opportunities? What is creativity? What about resolve? Even though these and other behavior traits are elements of the narrative and do offer key hints for potential investors, they do not represent the complete picture. These terms are also applied to inventors, artists, corporate executives, and other members of society.

As many entrepreneurship students do, we start with French economist Jean-Baptiste Say, who in the 1800s defined entrepreneurs as individuals who move resources from less productive areas to more productive ones, increasing productivity and returns, thus broadening the original meaning of “one who undertakes” to include value creation.

Joseph Schumpeter, an Austrian economist writing one hundred years later, expanded on the fundamental idea of creating value, offering possibly the most impactful notion on entrepreneurship. Schumpeter recognized the entrepreneur as the necessary driving force for economic advancement, without which economies would stagnate, become structurally paralyzed, and decay. Introducing the entrepreneur, a person with Schumpeter’s innovative drive, who recognizes a potential business opportunity - be it

a physical item, service, or company - and coordinates a project to bring it to life. He suggests that successful entrepreneurship triggers a series of events that inspire other entrepreneurs to improve upon and spread the innovation until it leads to “creative destruction,” where the new venture and its associated ventures make existing products, services, and business models outdated.

Although Schumpeter presents the characters in a heroic light, his study places entrepreneurship within a framework, assigning the entrepreneur a dualistic influence - both disruptive and creative. Schumpeter views the entrepreneur as a catalyst for transformation in the broader economy. Peter Drucker, however, views entrepreneurs not as creators of change, but as shrewd and dedicated beneficiaries of change. Drucker believes entrepreneurs constantly look for change, react to it, and seize it as a chance, a concept echoed by Israel Kirzner who sees “alertness” as the entrepreneur’s key skill.

Theorists all agree that entrepreneurship is linked to opportunity, whether they view the entrepreneur as a pioneer of innovation or someone who takes advantage early on. Entrepreneurs are thought to possess a remarkable skill in recognizing and taking advantage of fresh chances, the determination and motivation needed to follow through with them, and a fearless readiness to accept the inherent dangers.

Based on this theoretical foundation, we think that entrepreneurship involves a specific environment where an opportunity exists, the necessary personal traits to recognize and pursue this opportunity, and the achievement of a specific result.

In order to explain what we mean by entrepreneurship, we will examine several modern American entrepreneurs like Steve Jobs and Steve Wozniak from Apple Computer, Pierre Omidyar and Jeff Skoll from eBay, Ann and Mike Moore from Snuggly, and Fred Smith from FedEx.

Entrepreneur

When a person or a group addresses societal issues, it can range from a small event to a community-wide initiative, all contributing to the idea of an “Entrepreneur”. Additionally, it highlights the significance of the concept when addressing social issues. Hence, entrepreneurs are described as imaginative, motivated, resourceful, brave, and possessing

determination. Therefore, entrepreneurs are characterised as creative, inspired, courageous, and accompanying fortitude.

Entrepreneurship

In any definition of “social entrepreneurship,” the term “entrepreneurship” should be mentioned first. If entrepreneurship lacks a clear definition, simply tacking on the word “social” will not result in success. The concept of “entrepreneurship” refers to a unique ability within a person to recognize and seize opportunities, combining innovative ideas to solve a current issue or introduce a new innovation to society.

Social Entrepreneurship: A Swing

We often view social entrepreneurship as the alignment of the fundamental elements of entrepreneurship. The concept of “social” has become ingrained in “entrepreneurship”. However, the key differentiation is in the value proposition. Muhammad Yunus, the founder of Grameen Bank, is celebrated as the pioneer of microcredit and a prominent figure in the field of social entrepreneurship. It is widely agreed that social entrepreneurs and their projects are driven by social goals, reflecting a desire to make a positive impact on society in some way. There is widespread consensus that social entrepreneurs and the ventures they pursue are motivated by social aims, which may be seen as the desire to contribute positively to society in some manner or way.

1.4.2 History of Social entrepreneurship

The year 1970

Social entrepreneurship arose as a managerial skill that complemented entrepreneurial and business endeavours while addressing social issues.

The year 1980

The practice of social entrepreneurship was acknowledged as a business practice and various organizations came forward to acknowledge the social aspect of entrepreneurial practice.

The year 1990

Social entrepreneurship was seen as the process of generating social value through the efforts of a non-profit organization.

The year 2000

Social entrepreneurship was acknowledged as its own field of study in academic research. Social entrepreneurship became widely acknowledged through implementation. Non-profit social enterprises are on the rise in several countries, providing solutions to address social issues.

The year 2010

Multi-dimensional academic research has pushed the boundaries of the social entrepreneurship sector by creating connections to diverse fields. Rise of social enterprises focused on profit.

An exploration of the history of Social Entrepreneurship reveals that the social entrepreneur is often a creative person dedicated to benefiting society rather than solely seeking financial gain.

Social Entrepreneurs in the 19th Century

1. Robert Owen (1771-1858)
2. Florence Nightingale (1820-1910)
3. Henry Durant (1829-1910)
4. William Booth (1829-1912)
5. Frederick Law Olmstead (1822-1903)

Social Entrepreneurs in the 20th Century

1. Dr. Maria Montessori (1870-1952)
2. John Muir (1838-1914)
3. Franklin Delano (1882-1945)

Leading Social Entrepreneurship in India and in the world

- Vinoba Bhave (India): Founder and Leader of — Land Gift Movement.
- Ela Bhatt (India): Founder of —Self-Employed Women's Association (SEWA) and the SEWA Cooperative Bank in Gujarat.
- Susan B. Anthony (U.S): Fought for Women's Rights in United States.
- Dr. Maria Montessori (Italy): Developed the Montessori approach to early childhood education.

- Florence Nightingale (U.K): Founder of Modern Nursing for improves Hospital condition.
- Margaret Sanger (U.S): Founder of the Planned Parenthood Federation of America.
- Dr. Abraham M. George (India): Founder of the George Foundation (TGF).
- Bill Drayton (U.S): Founded Ashoka, Youth Venture, and Get America Working!
- Dr. Verghese Kurien (India): Founder of the AMUL Dairy Project.
- Sri Sri Ravi Shankar (India): Founded Art of Living Foundation and International Association for Human Values.
- Muhammad Yunus (Bangladesh): Founder of Microcredit and the Grameen Bank. He was awarded the 2006 Nobel Peace Prize.
- Alan Khazei (U.S): Co-Founder of City Year, a leading national service program.

1.4.3 Social Entrepreneurship in Developing Countries

Social entrepreneurship in developing nations serves as a driving force for beneficial transformation and lasting progress. The key points below provide a summary of the situation regarding social enterprise activities in developing nations.

1. *Focusing Social entrepreneurship for development*

Social entrepreneurship is vital in tackling the distinct obstacles encountered by developing nations. These business owners are motivated by a powerful social purpose, with the goal of fostering positive transformation and enhancing the well-being of people and communities requiring assistance. Social entrepreneurs can address challenging problems like poverty, inequality, and environmental degradation by integrating business strategies with social impact. In this examination, we delve into some important factors explaining why social entrepreneurship is especially significant and effective in developing nations.

2. *Creating Sustainable solutions*

Social entrepreneurship is centred on developing lasting solutions that tackle the underlying causes of social issues. This method extends past immediate help and donations, working towards

enabling people and groups to be self-sufficient. For instance, Grameen Bank in Bangladesh, established by Nobel Prize winner Muhammad Yunus, offers small loans to poor people, helping them establish small enterprises and escape poverty. Social entrepreneurs in developing countries play a role in promoting long-term development and self-reliance by encouraging entrepreneurship and economic opportunities.

3. *Filling gaps in Public Services*

Many developing nations face challenges in obtaining necessary services like healthcare, education, and clean water. Social entrepreneurs intervene to address these deficiencies by creating creative strategies that are cost-effective, reachable, and customized to the unique requirements of the intended audience. A prime illustration is the Aravind Eye Care System in India, which offers top-notch, affordable eye care to millions of individuals, encompassing those in far-flung and marginalized regions. Aravind eye care has revolutionized the delivery of eye care in developing countries with their effective and expandable approach.

4. *Empowering Marginalized communities*

Social entrepreneurship can help marginalized communities by providing them with empowerment and a platform for participation in decision-making. Social entrepreneurs guarantee that solutions are culturally suitable and long-lasting by engaging local communities in the creation and execution of social initiatives. Barefoot College in India exemplifies this approach effectively. The group provides training to women from rural areas in developing nations in areas like solar engineering, healthcare, and education. These women go on to inspire change within their communities, enhancing living standards and encouraging others to do the same.

5. *Leveraging technology for social Impact*

In the current era of technology, the power of leveraging technology for social impact is immense. Social entrepreneurs in developing nations are utilizing technology to close the digital gap and offer access to information, education, and economic prospects. An example is M-KOPA Solar in Kenya, which utilizes mobile technology to offer cost-effective solar power to households without access to the grid, allowing them to enjoy clean energy and

enhance their standard of living. By adopting technology, social entrepreneurs can access more people and develop solutions that can be expanded.

1.4.4 Limitations of Social Entrepreneurship

- (i) **Funding:** Social enterprises are neither pure corporations nor charitable organisations. They can be placed somewhere in the middle. They can also be operated either for making profit and not making profit. Corporate investment, donations and funds from government can be the other forms of funding for such enterprises.
- (ii) **Communicating Value Objectives:** These social enterprises are not just focused towards creating commercial values in fact the social entrepreneurs are really motivated by the additional social values that are created in the process.
- (iii) **Strategy and Long-Term Focus;** Having a long-term strategy, sustainable growth and suitable goals are quite important for every type of business. The social enterprises face a lot of trouble to their primary purpose of creating social benefits and values.

1.5 Social Entrepreneurship and Government

Social entrepreneurship is now recognized as a strong influence in bringing about lasting change in society. Social entrepreneurs aim to tackle different social and environmental challenges through innovative and effective methods by merging business principles with social impact and improvement. These business owners are motivated by more than just making money; they also want to make a meaningful difference in society.

Despite gaining momentum in recent years, social entrepreneurs continue to encounter challenges such as restricted access to funding or support, resource constraints, and limited growth prospects for their ventures. This is where the government's crucial role lies in supporting and empowering social entrepreneurs.

The government has an important role in creating a supportive environment for social entrepreneurship to flourish. The government can play a major role in fostering the growth and success of social entrepreneurs through funding, promoting, and inspiring social entrepreneurship, as well as implementing supportive policies and regulations.

Government backing is crucial for social entrepreneurship as social entrepreneurs encounter a range of difficulties like restricted funding, resource scarcity, and limited growth prospects. Assistance from the government can aid in addressing these obstacles and establishing a conducive atmosphere for social entrepreneurs to thrive.

1.5.1 Role of Government in Gearing Social Entrepreneurship in India

Following are the areas of government support for social entrepreneurship in India.

Developing Policies and Regulations

A crucial aspect of government involvement in promoting social entrepreneurship is the establishment of supportive policies and regulations. The government can establish laws that support and make it easier for social enterprises to develop, creating a favourable environment for social entrepreneurs. For instance, governments could offer tax breaks or financial assistance to social enterprises, facilitating their access to funding and resources. Moreover, governments have the ability to simplify bureaucratic processes and cut down on administrative obstacles, which can help social entrepreneurs better navigate regulations and set up their businesses with ease.

Offering Financial Assistance and Opportunities

Financial assistance and the ability to obtain funding are essential for the prosperity of social enterprises. The government has the ability to offer substantial financial assistance through different methods. For example, they can create special funds or programs that are aimed solely at supporting social entrepreneurs. These funds have the capability to offer grants, loans, or equity investments in order to support social enterprises in beginning or expanding their activities. Additionally, the government has the option to collaborate with financial institutions and impact investors in order to establish investment funds specifically designed for social entrepreneurs, guaranteeing a consistent influx of capital into the industry.

Establishing Platforms for Networking and Collaboration

Social entrepreneurship frequently deals with intricate social and environmental issues that necessitate teamwork and alliances. The

government can help by setting up networking and collaboration platforms for social entrepreneurs, policymakers, investors, and other stakeholders to come together. The government can facilitate the sharing of knowledge, encourage teamwork, and enable social entrepreneurs to build connections with potential partners and supporters through hosting conferences, workshops, and networking events. These platforms can also function as a place for exchanging successful methods, knowledge gained, and accomplishments, encouraging and inspiring others to participate in social entrepreneurship.

Creating Awareness and Educating Arena

The government has an important role in creating and raising awareness and supporting education on social entrepreneurship. By embedding social entrepreneurship in academic programs, the government can prepare upcoming generations with the essential knowledge and abilities to make constructive social impacts. Additionally, the government can initiate public education initiatives to emphasize the significance and influence of social entrepreneurship. These initiatives can highlight accomplished social entrepreneurs, narrate their experiences, and motivate others to pursue a similar path. Moreover, the government can team up with schools, NGOs, and experts from various industries to create training sessions and workshops focused on social entrepreneurship, equipping future social entrepreneurs with necessary tools and resources for success.

Promoting Research and Development

In order to support the development and advancement of social entrepreneurship, the government can allocate funds towards research and development projects. Through financial support for research endeavours in the field of social entrepreneurship, the government can obtain important information, data, and evidence-based strategies to guide policy decisions and bolster the growth of the industry. Additionally, the government has the ability to create research facilities or specialized centers focused on social entrepreneurship, promoting an environment of innovation and intellectual development. These organizations can offer knowledge, coaching, and research-driven advice to social entrepreneurs, aiding them in improving their effectiveness and longevity.

Supporting Research and Development

To foster the growth and evolution of social entrepreneurship, the government can invest in research and development initiatives. By funding research projects focused on social entrepreneurship, the government can generate valuable insights, data, and evidence-based practices that can inform policy-making and support the sector's development. Moreover, the government can establish research institutes or centers of excellence dedicated to social entrepreneurship, fostering a culture of innovation and knowledge creation. These institutions can provide expertise, mentorship, and research-based guidance to social entrepreneurs, helping them enhance their impact and sustainability.

1.6 Social Entrepreneurs

“Social entrepreneurs identify resources where people only see problems. They view the villagers as the solution, not the passive beneficiary. They begin with the assumption of competence and unleash resources in the communities they are serving.”

Bornstein (2007)

A social entrepreneur is an individual who seeks innovative solutions with the potential to address issues within a community. These people are ready to embrace the challenges and work hard to bring about positive changes in society through their projects.

Social entrepreneurs may see this as a method to align with their life's mission, assist others in discovering theirs, and create a positive impact on society (all while earning a modest living).

A social entrepreneur's main drive comes from wanting to address systemic social or cultural issues. The idea of a social entrepreneur signifies a change in entrepreneurial drives, emphasizing the importance of not just personal gain or monetary profit, but also on making a beneficial impact on society. Social entrepreneurs are people who create businesses or projects with the main aim of tackling social or environmental problems.

1.6.1 Predominant Characteristics of Social Entrepreneurs

Social Vision and Mission Social entrepreneurs are motivated by a deep dedication to solving a particular social or environmental issue. Their

companies are frequently established with the goal of making a positive impact and enhancing the welfare of communities or the planet.

Innovative Methods: Social entrepreneurs are recognized for their innovative strategies in addressing issues. They frequently come up with innovative and enduring solutions that surpass conventional charity or aid methods, with the goal of causing lasting impact and structural change.

Sustainable nature: Social entrepreneurs prioritize sustainability in social impact and financial viability, unlike profit-driven traditional businesses. They aim to develop models that can keep solving problems without depending only on outside financial support.

Quantifiable Impact: Social entrepreneurs focus on achieving results and prioritize measuring the outcomes of their projects. They utilize measurements and information to evaluate their success in reaching their social or environmental objectives.

Collaboration: Social entrepreneurs frequently work together with different parties, such as governments, NGOs, and other companies, to increase their influence. Creating alliances is viewed as an essential tactic in order to attain greater and more enduring impact.

Ethical Business Practices: Social entrepreneurs place importance on ethical business practices and transparency. Their goal is to lead by showing that businesses can make a positive impact by advocating for fairness, inclusivity, and environmental responsibility

1.6.2 Qualities of Social Entrepreneur

- Leadership quality
- Emotional Balance and emotional intelligence
- Vision and mission
- Multitasking capability
- Timely and effective Decision-Making
- Openness to collaboration and teamwork
- Autonomy or self -independence;
- The need for achievement;
- Risk taking ability;
- Self-efficacy;
- Goal setting and drive towards achievement;

- Passion towards social entrepreneurship
- Alertness towards environment
- Caring and compassion
- Creativity and innovation
- Morality and ethics

Social entrepreneurs typically focus on six categories, commonly referred to as the 6 Ps. These consist of People (individuals and groups), Problem (issue), Plan (strategy), Prioritization, Prototype and Pursue (continue striving towards a goal).

1.6.3 Types of Social Entrepreneurs

(i) *Community Social Entrepreneur*

A social entrepreneur within a community focuses on addressing the needs of a specific small area, typically the one in which they reside. This form of social entrepreneur prioritizes improving their local community rather than focusing on the exact type of project they are working on.

This kind of social entrepreneur frequently establishes solid connections in their community, utilizing these relationships to influence the flow of resources in the town. Community members, local organizations, and the community social entrepreneur collaborate to ensure the community's needs are addressed and form logical partnerships.

(ii) *Non-Profit Social Entrepreneur*

Non-profit social entrepreneurs are the predominant type of social entrepreneur, with a broad stated goal that benefits someone other than their immediate community. Introducing remote or online social entrepreneurship has made it simpler to establish organizations with more expansive mission-driven goals.

Non-profit social enterprises typically function in a manner that closely resembles a business. The main distinction lies in the fact that the profits generated by the non-profit organization are typically reinvested into the entity to enhance programming. A non-profit social entrepreneur focuses on maximizing spending towards its mission rather than making money for investors.

(iii) Transformational Social Entrepreneur

A start-up non-profit social enterprise has the potential to evolve into a transformational social entrepreneur as it expands. As local non-profit organizations expand, their mission can also expand. A social entrepreneur focused on transformation seeks to expand a single program to impact multiple areas. For instance, look at the extensive impact of Goodwill; beginning as a small non-profit social venture, it evolved into a more complex and expanded organization with increased rules and regulations

(iv) Global Social Entrepreneur

Social entrepreneurs are not constrained by borders or geographical boundaries. At times, individuals may attempt to address broad societal issues like poverty, depression, or inadequate living conditions. Typically, the social entrepreneur will attempt to address a problem within a particular area. Yet, these ingrained problems frequently transcend geographic boundaries. Some solutions found in one area may be credited to another.

These kinds of organizations have the most extensive reach without difficulty. The efforts of the Bill & Melinda Gates Foundation to discover vaccines for different global diseases demonstrate exemplary global social responsibility.

Social Entrepreneur may also take new faces -

Activists: can be seen as those social entrepreneurs who are inclined more towards the society. There are very vocal and freely share their social values with other individuals so that they can also be committedly involved in the development of social welfare.

Change Agents: In case of a change agent type of social entrepreneur, social values about the products are not advertised to customers and workforce neither any kind of marketing is employed to promote social causes.

Market Pioneers: The Social entrepreneur who are termed as market pioneers are very forward about their intentions of social value creation and market change effect to their customers.

Market Influencer: Main focus of a market influencer remains on the financial aspects of the venture. They also look for creating social values but not make it very clear to their target customers.

1.6.4 Steps to become a Social Entrepreneur

1. *Identify your passion*

Identify a cause that you are passionate about before you start a venture. In this type of entrepreneurship, passion is essential as profit is typically a secondary motive. Individuals typically require patience and dedication for starting a new business, and this is sometimes even more so for the social side of entrepreneurship.

2. *Research the arena*

Once you have decided on a cause you want to support with your business, do some research. Try to understand the cause of the problem you wish to solve and understand its effects. Try to see if there are any other organisations in the field or companies you could consult for advice on how to structure and operate your business.

3. *Write a mission statement*

Research your desired cause and develop a comprehensive idea of what you want to do and how you want to do it. After doing so, write a clear and comprehensive mission statement to help guide the inception of your company. Ideally, your mission statement can answer these questions.

- What can my organisation do?
- How can my organisation meet its goals?
- Who is my organisation serving?
- What value can my organisation provide?

4. *Establish your team*

Build your team around the values and practices outlined in your mission statement. You may start the business with a partner or other stakeholders. But as you get closer to engaging in your target market, hire qualified employees who can help you achieve your objectives.

5. *Creating a business model*

Creating a business model with the help of your team. Your company can achieve the objectives and deliver the value you outline in your mission statement through a detailed business model which acts as a road map. Business models also include information about how

you plan to fund your operations and organise logistical aspects of the venture.

6. *Start small*

Begin operating on a small scale or offer a few services to get your business started. Try not to feel obligated to solve the issue you have set out to solve right away. Rather, do the best you can with the resources you have at present. You can progressively expand the scale of your operations with time.

7. *Be adaptive*

Recognise that any entrepreneurial venture, social or otherwise, requires innovation and adaptation. Modify your practices and strategies to stay on track to meet your long-term objectives. Try to add value to the marketplace by addressing crucial social and economic changes.

8. *Seek support*

Many social entrepreneurs rely on investors or donors to get their ventures started. Try to seek funding from both businesses and philanthropists for your cause. They can assist you in growing and expanding your business.

9. *Scale-up*

Expand your business operations according to the availability of resources. When you have sufficient funds, labour and resources to expand, create a systematic expansion plan and follow through with it. It can take years to scale up, but doing so slowly and deliberately can ensure your company's sustained success.

1.6.5 Top TEN Social Entrepreneurs of the History

1. Bill Drayton

In 1980, Bill Drayton established Ashoka: Innovators for the Public, a organization that seeks out and assists social entrepreneurs worldwide with a comprehensive strategy.

2. Rachel Brathen

Rachel Brathen's New York Times best-selling book is called "Yoga Girl" and she also uses that name for her Instagram account, where she has a following of two million people. Rachel aims to not only

demonstrate new yoga positions and advice to her viewers, but also wants to link instructors with individuals seeking healing in the digital space. Her online platform oneoeight.tv functioned as a virtual studio, providing various health, yoga, and meditation offerings.

3. **Shiza Shahid**

Co-founder and worldwide representative for the Malala Fund. Shiza Shahid oversees the business operations for Malala Yousafzai, who won the Nobel Peace Prize in 2014 as the youngest recipient. Shahid's birthplace is Pakistan. In 2009, she first contacted Malala and helped arrange a camp for her and other girls from Pakistan. In 2012, Shiza travelled to Malala's side after she was attacked and shot by the Taliban for advocating for girls' education. Motivated by Malala's determination to advocate for gender equality and education, Shahid offered to assist Malala in planning her campaign. Shahid founded the Malala Fund to empower females by promoting education and increasing access.

4. **Blake Mycoskie**

Blake Mycoskie assumed the role of the top shoe donor and creator of TOMS Shoes, utilizing a portion of his personal funds to establish the business. TOMS promised to give away a pair of shoes for each one purchased and is now broadening the One-For-One program to aid water, vision, maternity, and anti-bullying efforts. Mycoskie has brought attention to global poverty and health issues through the TOMS brand. The company used earnings from consumer sales to give \$10,000 to 10 non-profit organizations in 10 various countries. The funds were utilized for offering mental health support to individuals in need, and by 2020, TOMS also distributed 100 million pairs of shoes.

5. **Scott Harrison**

Scott Harrison abandoned his luxurious lifestyle in New York City to travel to the shores of West Africa in order to volunteer with the hospital ship charity called Mercy Ships. In 2006, after a life-changing trip, Harrison established charity: water, a non-profit organization that offers clean and drinkable water in 29 nations globally. The organization completed a total of 137,015 projects in

developing nations. Based on the charity's annual report for 2022, it generated a total of \$100.9 million in funds.

6. **Muhammad Yunus**

Professor Muhammad Yunus is well-known for introducing microfinance and microcredit, which are fundamental to the Grameen Bank, established in 1983. In 2006, Yunus received the Nobel Prize for establishing the Grameen Bank, which aims to uplift villagers out of poverty by providing them with funding based on trust and solidarity principles.

As of May 2022, the Grameen Bank reports that 90% of their nearly nine million borrowers are women, and they pay back their loans at a rate of 97%, a recovery rate surpassing that of any conventional banking system. This famous professor has been honoured with global accolades such as the U.S. Presidential Medal of Freedom in 2009, the Congressional Gold Medal in 2010, and the Olympic Laurel in 2021.

7. **Jeffrey Hollender**

Jeffrey Hollender gained fame as the previous CEO and co-founder of Seventh Generation, a successful company specializing in natural products. He currently holds the position of top consultant, public speaker, and advocate for corporate social responsibility. His bibliography consists of seven books, one of which is "How to Make the World a Better Place."

Hollender co-founded Hollender Sustainable Brands and serves as the CEO, offering sustainable products for sexual and personal health like condoms, tampons, lubricants, and pads. Hollender serves as an adjunct professor at New York University and is a co-founder and board chair of the American Sustainable Business Council, as well as a board member for organizations like Greenpeace USA, Health Care without Harm, and workers' rights group Verité.

8. **Xavier Helgesen, Christopher "Kreece" Fuchs, and Jeff Kurtzman**

All three founders of Better World Books, an online bookstore that supports global literacy as a B-Corp, should be acknowledged as accomplished social entrepreneurs. The founders gathered at Notre Dame University, where they coached the football team and began gathering unused books for online sales.

Helgesen co-founded ZOLA Electric, previously known as Off Grid Electric, and currently serves as its CEO, offering renewable energy solutions to off-grid households. Kurtzman used to be the CEO of Aid through Trade, a business that sells handmade accessories from Nepal in the U.S., and under his leadership, sales saw a 125% increase. He also helped start the charity Operation Incubation, which provides affordable, easy-to-care-for incubators to developing countries.

9. Marc Koska

Marc Koska redesigned medical equipment by introducing a low-cost syringe that is not meant to be reused and can be utilized in clinics with limited resources. This advancement provides protection from the spread of blood-borne illnesses.

In 2006, Koska established the SafePoint Trust, providing four billion safe injections in 40 countries with his auto-disable syringes. Koska was recognized by the Schwab Foundation as one of the Social Entrepreneurs of the Year in 2015 for his innovative approach to addressing a global health problem. In February 2015, the World Health Organization (WHO) introduced a worldwide policy regarding safe injections.

10. Sanjit Bunker Roy

Sanjit Bunker Roy came from a wealthy family in India. After visiting rural villages in his country, Roy had a transformative experience and resolved to address the socioeconomic disparities within his nation.

In 1972, he established Barefoot College, a college powered by solar energy, to cater to the needs of the underprivileged. Roy characterizes Barefoot College as the sole educational institution where the teacher and learner roles are interchangeable.

1.6.6 Institutions Supporting Social Entrepreneurs

Many organizations around the globe were established with the purpose of gathering resources (such as knowledge, individuals, and funding) to support social entrepreneurs. Here are a few of the most proactive organizations that could be a valuable resource for you.

- **Acumen** - Impact investing fund based in New York, operating in East Africa, Southeast Asia, and South America.
- **Alfanar** - Venture philanthropy organization based in London, operating in Egypt and Lebanon
- Ashoka** - Fellowship program and global network of change makers headquartered in Washington, DC.
- **Aspen Institute** - Education and policy studies organization with fellowships and leadership networks.
- **Echoing Green** - Fellowship and Investment Program based in NY and operating globally.
- **CASE** - Center for Advancement of Social Entrepreneurship at Duke University, open to entrepreneurs worldwide.
- **Nesta** - UK-based innovation, research, and investment charity.
- **REDF** - Investing and knowledge building organization with online workshop containing resources and tools.
- **Sankalp Forum** - Annual summit and awards based in India, convening innovators and investors worldwide.
- **Schwab** - Switzerland-based foundation providing networking opportunities and platform for social entrepreneurs
- **SE Hub** - Social Entrepreneurship Resource Hub at Stanford University, open to social entrepreneurs worldwide.
- **Skoll Network** - Includes Foundation, Awards, Global Threats Fund, World Forum, and Oxford Centre.
- **SOCAP** - Social Capital Markets, an organization bringing together social investors and social entrepreneurs an through annual event series, media platform, and online community.
- **Social Enterprise Coalition** - UK national body for social enterprise, membership services and online advice.
- **Social Innovation Forum** - Boston-based accelerator program for innovators and investors
- UnLtd** - UK-based organization providing support and resources for social entrepreneurs nationwide and online.

1.7 Dimensions of Social Entrepreneurship

Praszkier and Nowak (2012) have identified five dimensions of social entrepreneurship concept. They are,

(i) Social Mission

The goal of the social entrepreneur is to create a bright future for marginalized communities. Truly, their purpose in society is defined by the concept of a social mission. One of Nobel Laureate Muhammad Yunus' social missions is to foster economic and social growth from the bottom of the pyramid, as demonstrated by the founding of the Grameen Bank. Professor Yunus promoted microcredit as a fundamental human right and a successful tool for eradicating poverty. He promised to offer financial loans based on need to the underprivileged, teach them about micro-credit fundamentals, and utilize the entrepreneurial skills of low-income families. In 1997, the Grameen Bank loaned \$27 to 42 Bangladeshi women basket weavers without requiring collateral. The women were able to pay back the loan and also made a small profit. At present, the Bank serves 93 percent of the rural population in Bangladesh, mostly women, with a membership exceeding nine million.

(ii) Social Innovation

This involves creating and putting into action new ideas to address social issues and improve the quality of life for people and communities. One way to define social innovation practically is as "new ideas that are effective," as stated by Mulgan (et.al) (2008). In 2004, Arunachalam Muruganatham, a social innovator from Tamil Nadu, observed menstruators in his village using unhygienic menstrual products, so he created a portable machine to make quality sanitary napkins inexpensively. A vending machine, located in public spaces, was a key aspect of the innovation. It was designed to hold 25 pads and could distribute one pad at a time when a coin was inserted. The mini sanitary napkin making machine by Muruganatham was recognized at the Fifth National Grassroots Innovation Award in 2009.

(iii) Social Change

In social entrepreneurship context, social change seeks to create a positive change, which involves First-order change and Second-order change. While First-order change includes changes at personal level to fix social issues, the Second-order change includes changing the social systems that is responsible for the issues. On

the whole, the sequence of change is wide and sustainable. To substantiate further, Praszquier and Nowak (2012) opines that it would be difficult “to separate the element of social innovation from that of social change. Muruganantham successfully promoted social change by educating impoverished women on safe menstruation, providing access to sanitary pads for healthy menstrual management, and offering employment opportunities to more than 21,000 marginalized women nationwide (The Economic Times, 2017).

(iv) Entrepreneurial Spirit

The origin of the term ‘entrepreneur’ can be traced back to its French sources ‘entreprendre,’ which translates to ‘to take control’ or ‘someone who takes on tasks’. The term ‘entrepreneurship’ was actually created 200 years ago by French economist Jean-Baptiste Say, who believed that entrepreneurs move economic resources from less productive to more productive ways to generate higher returns. Per Praszquier and Nowak (2012), an entrepreneur is defined as an individual who takes on a substantial project or task. In reality, entrepreneurs are seen as creators of jobs rather than seekers of jobs and as individuals who contribute value to society. The resolve to address unsolvable issues like poverty and ill-health inspires innovative approaches, as seen in the examples of Professor Muhammad Yunus and Arunachalam Muruganantham. Both individuals were forward-thinkers in their fields, successfully pinpointing the source of issues, creating effective plans, gathering resources, establishing institutions, promoting their ideas, and ultimately persevering until significant change took place.

(v) Personality

Social entrepreneurs tend to be inclined towards risk-taking and they approach the problem from a unique perspective. They never shy away from taking risks; instead, they strive to alter the mindset and actions of others. Typically, social entrepreneurs tackle problems that were previously deemed unsolvable.

1.8 Technologies and Social Entrepreneurship

The intersection of Artificial Intelligence (AI) and Social Entrepreneurship

AI has become a ground breaking technology with the ability to transform different sectors, such as social entrepreneurship. For example, artificial intelligence-fuelled chatbots are used to offer mental health support to individuals in rural areas without access to traditional therapy services. These chatbots are designed to identify indications of distress and provide individualized guidance and support. Through the use of artificial intelligence, social entrepreneurs can increase their influence and expand their reach to a broader audience even with few resources.

Blockchain Technology and Social Entrepreneurship

The technology known as blockchain, which serves as the foundation for digital currencies such as Bitcoin, has the ability to revolutionize social entrepreneurship through offering clear and secure options. For instance, donations can be tracked using blockchain to ensure efficient utilization by organizations. It can facilitate secure and efficient peer-to-peer transactions, circumventing conventional financial institutions and decreasing transaction expenses. This technology enables social entrepreneurs to establish trust, accountability, and transparency with their organizations and stakeholders.

The intersection of IoT and Social Entrepreneurship

The Internet of Things (IoT) is the system of linked devices capable of gathering and sharing data. This technology has created fresh opportunities for social entrepreneurs to tackle social and environmental issues. For example, sensors enabled with IoT can monitor and optimize energy use in buildings, decreasing carbon emissions and cutting utility expenses. Moreover, iot devices could be used in distant locations to gather information on water quality, air pollution, and various environmental aspects, allowing social entrepreneurs to create specific solutions for these regions.

The intersection of Virtual Reality (VR) and Social Entrepreneurship

VR is now being used for social change, not just for gaming and entertainment. Social entrepreneurs are using virtual reality to develop immersive experiences that increase awareness of social issues and foster

empathy. An instance of this is when VR simulations can immerse people in the perspective of refugees, allowing them to understand the difficulties encountered by displaced communities. These experiences have the potential to enhance comprehension and compassion, resulting in higher backing for social movements.

Renewable Energy and Social Entrepreneurship

Transitioning to renewable energy sources is essential for tackling climate change and attaining sustainable development goals. Social entrepreneurs are crucial in this shift as they create new ideas to encourage the use of clean energy. In rural areas with limited electricity access, solar-powered micro grids are being used to offer clean and cost-effective energy solutions. Social entrepreneurs are using renewable energy to combat energy poverty while also generating chances for economic empowerment and community growth.

1.9 Recent Trends in Social Entrepreneurship

Social media: Plays a major role in the funding of the social entrepreneurial ventures. Entrepreneurs now have supreme access to funds and capital for their ventures due to an increase in the connectivity all over the world.

Crowd funding: is a practice of collecting and raising money using the internet. The project or entrepreneurial idea is posted on several websites by the entrepreneur so that potential investors for the campaign can be found.

Impact Investing: It covers a wide range of investment strategies seeking high profits and returns which are then used for the welfare of the environment and society.

Venture Philanthropy: is a broader term that originated in the 1990s. The concept of philanthropy when applied to venture capital model gives rise to venture philanthropy.

Hybrid Models: The combination of both profit making and non-profit making business models gives rise to hybrid models.

1.10 Conclusion

Various reasons contribute to the increasing occurrence and prominence of social entrepreneurship in last few decades. India is balancing with

both opportunities and challenges. India is experiencing rapid growth and significant transformations post Liberalisation, Privatisation, and Globalisation in 1991. As the country's population increases, so do its social issues. Hence, India urgently requires social entrepreneurship. There is a rising number of social entrepreneurs offering affordable solutions to various issues, however, social entrepreneurship in India faces numerous challenges. In this lesson we have learned the core concepts with importance and dimensions of social entrepreneurship which will motivate and stimulate youth to focus on social entrepreneurship.

Case Study

The Big Issue

The Big Issue is a weekly entertainment, news and culture magazine styled like a commercial magazine which is sold on the streets of many British cities by homeless people. It was launched in 1991 by Gordon Roddick and A. John Bird. Roddick and Bird believed that the key to solving the problem of homelessness lay in helping people to help themselves.

The aim is to provide work for them so they can earn their own income. So vendors buy an amount of magazines with their own money and sell them at their own risk (profit or loss). This is intended to raise their awareness for their own situation and poverty and their willingness to take over control of their lives again. Another (indirect) aim is to call attention to social grievances.

The magazine is positioned through the quality of the thematic content. It is not just designed as a means to the end of collecting donations. The magazine is sold on the streets exclusively and not in shops or newspaper kiosks. So customers are in direct contact with the vendor when buying a magazine. The price of the magazine (currently) is 2.50 GBP (3.00 Euros or 4.00 US-Dollars approximately). The street vendors buy the magazine for 1.25 GBP from The Big Issue Company Ltd. and sell it at a price of 2.50 GBP to the customers on the streets. Each (certified) new vendor receives short instructions, respectively training, for the sale of the magazine and (five) free copies (in London ten). Copies which are not sold cannot be returned and no money is refunded. Any further turnover of the magazine, for example from advertisements, is realized directly by The Big Issue Company Ltd.

The organization behind The Big Issue is divided into two parts: On the one hand, there is The Big Issue Company Ltd., which produces the magazine and sells it to a street vendor network. On the other hand, there is The Big Issue Foundation (established in 1995), a non-profit foundation which aims at helping the street vendors regain control of their lives. The Big Issue Foundation offers counseling services and references in the areas health (e.g., access to health care), finance (e.g., help gaining ID; opening a bank union account), and housing (e.g., access to temporary and permanent housing) as well as personal aspirations (e.g., access to training and employment opportunities).

The Big Issue organization is supported by the government only to a minimum extent. The whole organization depends almost exclusively on selling the issue, advertisements, (voluntary) donations and volunteering. Without the generosity of the individual or company buyers and donors as well as charitable organizations the magazine and the counseling services could not be provided.

Currently the organization supports 2,800 homeless and vulnerably housed people all over Great Britain. Every week 125,000 copies of The Big Issue are circulated and read by 522,000 people (NRS Jan-Dec 2010). The Big Issue vendors earned more than £5million to release them from dependence.

The Big Issue states that the magazine “has become synonymous with challenging, independent journalism, and renowned for securing exclusive interviews with the most elusive of superstars. The Big Issue is a media phenomenon and one of the world’s leading social enterprises with a business model which has inspired hundreds of imitations; from Johannesburg to Tokyo, Sydney to Addis Ababa, Perth to Sao Paolo, Seoul to Nairobi, The Big Issue is leading a global self-help revolution.” (The Big Issue).

Questions

1. Would you call Gordon Roddick and A. John Bird social entrepreneurs?
2. What problems does The Big Issue address? Is this a (good) example of social entrepreneurship?
3. What kind of value is created?
4. What do you think: Is The Big Issue a social enterprise?

5. How do you (critically) judge the concept(s) and organizational structure(s) of The Big Issue?

Activity

Collect different examples of socially entrepreneurial initiatives (in your city, region, Country or at a global level).

Describe them (history, founders, goals, model, etc.).

Identify to what extent do contextual factors (culture, religion, socio-economic context, public policy, support structures, etc.) shape the emergence and configuration of the socially entrepreneurial initiatives.

Analyze how do these initiatives differ from others which you would locate outside the scope of social entrepreneurship?

1.11 Key Terms

Start-up - A new company or organization.

Social start-up - A new company or organization that was formed with the primary purpose of tackling a social or environmental challenge.

Social enterprise - A company or organization that provides a social product or service at a fee. The main differences between a social enterprise and commercial enterprise are the nature of the product or service, the fee, and the distribution channels, all of which are crafted to maximize access for underserved individuals and populations.

Social venture - This term is used broadly to refer to any social initiative, which can include an organization, project, or initiative working toward positive social and environmental change. It is often used interchangeably with the above terms and has less defined attributes attached to it.

Social entrepreneur - Someone who designs and implements a new method, process, product, or service that addresses a social or environmental challenge

Social intrapreneur - Someone who designs and implements a new method, process, product, or service within an existing organization to address a social or environmental challenge

Social innovation - The act of pioneering new methods, processes, products, and services that address social and environmental challenges.

Social entrepreneurship - The act of pioneering new methods, processes, products, and services that address social and environmental challenges through the creation of new organizations or initiatives.

1.12 Self-assessment Questions

1. Explain the three pillars of social entrepreneurship.
2. Explain how social entrepreneurship can be differentiated from other related concepts such as the third sector (or the social economy), social business, social innovation and corporate social responsibility.
3. List and describe some of the drivers of social responsibility and apply/adapt them to your own context.
4. Evaluate the key functions of Social Entrepreneurship.
5. Examine the evolution of Social Entrepreneurship in Indian industry perspective.
6. Illustrate the elements of social entrepreneurship and narrate the implications.
7. Describe the importance of social entrepreneurship in the present business scenario.
8. Explain the core characteristics of social entrepreneurship.
9. Explain why measuring social entrepreneurship is difficult; provide some evidence from initiatives you know of.
10. Compare and contrast social entrepreneurship with business entrepreneurship and identify the key similarities between these concepts.
11. Enumerate the role of Government in promoting Social Entrepreneurship in India and brief the challenges faced by the Government in implementing it.
12. Identify and characterize socially entrepreneurial initiatives in terms of definitions, drivers, size and key challenges.
13. Discuss the nature and characteristics of social entrepreneurs.
14. Identify the qualities essential for social entrepreneurs.
15. What are the key attributes of social entrepreneurs compared to commercial entrepreneurs?

16. Outline various types of social entrepreneurs with suitable examples.
17. Elucidate the role of Institutions in supporting Social Entrepreneurs in Indian industry context.
18. “Technologies play a crucial role in development of Social Entrepreneurship around the world”. Do you agree? Justify with examples.

UNIT – II

Lesson 2.1 - Types and Models of Social Enterprise

Learning Objectives

After reading this lesson, you should be able to:

- Understand the concept of Social Enterprises,
- Identify the emergence of Social Entrepreneurship;
- Understand the characteristics of Social Enterprise,
- Learn the importance of mission oriented Social Enterprises,
- Understand the types of Social Enterprise models.
- Assess the strategic management framework of Social Enterprises.

2.1 Introduction – Understanding Social Enterprises

Social enterprises, also known as social businesses, combine elements of both commercial and non-profit organizations to achieve specific social goals. They operate as a company to make money and dedicate their full effort to support a social and environmental mission.

A social enterprise is a business initiative established to address a social issue or market failure while also producing social benefits, all while utilizing the same financial diligence, creativity, and drive as a typical for-profit business.

Funding for social enterprises comes from a variety of sources, both flexible and fixed. Traditional businesses focus on maximizing profits as their main objective, whereas social enterprises do not prioritize profit maximization. Whenever they make a profit, they typically reinvest the money into a social cause rather than distributing dividends to shareholders.

Social enterprises focus on three core common characteristics:

A mission Putting a social or environmental goal at the forefront of the business is just as crucial as making a profit.

Products or services -. A large amount of revenue is generated by the sale of goods or services, rather than through fundraising or receiving donations like non-profit organizations commonly do.

Revenue for profit- Excess earnings are channelled towards the organization's goal. Social enterprises are anticipated to generate profits, which sets them apart from not-for-profit organizations.

Social enterprises also vary from traditional corporations or new businesses in additional aspects. While a start-up may center on a prominent leader and form a culture based on their personality, a social enterprise commonly operates with a mission as its driving force.

2.1.1 Social Enterprise

A social enterprise functions like a business but has a social mission. Social enterprises fall in between traditional Non-Profit Organisations (NPOs) and traditional businesses, and can be legally registered as either. The legal form can be either for-profit or non-profit; the crucial factor is the utilization of profit and its beneficiaries.

There is no specific legal structure for social enterprises in South Africa. You can come across social enterprises registered as Section 21 companies, cooperatives, voluntary associations, trusts, close corporations, and Pty Limited companies. Identifying a social enterprise solely by its legal structure is not feasible; one must analyze the purpose, actions, and methods of the organization to determine if it qualifies as a social enterprise. Specifically, it is important to understand who gains from its activities and the influence it has on the community.

Social enterprises prioritize creating social impact over maximizing profits, distinguishing them from traditional enterprises. Social enterprises differ from traditional NPOs in that they generate a significant portion of their revenue instead of relying on donations. Yet, a large number of social enterprises depend on a combination of grants and revenue generation, especially during their initial years or as they shift from relying on grants to achieving financial sustainability.

A business that prioritizes specific social goals as its main focus is known as a social enterprise or social business. Social enterprises aim to generate profits that are maximized through beneficial effects on society and the environment, with the profits primarily allocated for funding social programs.

A social enterprise is a business built on a central noble mission that dictates all aspects of its operations, from product creation to branding,

supply chain management, and financial planning. Rather than solely focusing on profits, numerous social enterprises evaluate their success using a triple bottom line approach.

Social enterprise focus on three P's,

People - The business's effect on people, their capacity to influence societal progress, enhance well-being, and build a sustainable community.

Planet - . Ways to help create a sustainable planet and decrease the carbon footprint of both the business and its customers.

Profit - As with conventional businesses, social enterprises require income to support their operations, compensate employees, and expand their reach.

Social enterprises operate where the private and voluntary sectors meet. They aim to combine economic rewards with societal objectives, like offering affordable housing or employment skills development. The main source of funding comes from selling products and services to customers, with some additional funding coming from grants. A social enterprise operates in a different manner compared to a regular company due to profit not being the main objective.

Even though making a profit is not the main goal of a social enterprise, revenue is still crucial for the organization to thrive. A social enterprise stands out from a conventional charity by generating sustainable revenue instead of depending on external funding to achieve its social goals. This objective does not imply that social enterprises cannot make a profit. Instead, their main focus is on using profits to support their social mission rather than distributing dividends to shareholders.

Social enterprises are located at the meeting point of the private and non-profit sectors. They aim to find a middle ground between activities that generate profits and social objectives, like offering housing for low-income families or vocational education. A socially-focused business that primarily reinvests its profits back into the business or community instead of solely focusing on generating maximum profits for shareholders and owners.

Examples of Social Enterprise

Social enterprises typically combine elements from both the private and non-profit sectors. Examples of social enterprises include a credit union, a co-operative union, and a company that recruits candidates from underdeveloped communities.

2.1.2 Activities of Social Enterprises

Similar to non-profit organizations, social enterprises are frequently engaged in a range of different tasks.

Commercial Activities

They are conducted by numerous social enterprises, which utilize the proceeds from selling products and services to support their social objectives. For instance, Bombas donates one pair of socks to homeless people for every pair of socks they sell. Hot Bread Kitchen, conversely, assists immigrant women in learning how to bake and sell bread, a job typically dominated by men in the US and Europe, but carried out by women in other parts of the world. However, the concept of purchasing and selling products and services can be more expansively interpreted to encompass traditional non-profit organizations such as Goodwill or the Salvation Army.

Corporate Philanthropy

Profit-making companies can participate in initiatives that support social causes. One of the top examples is Ben and Jerry's Ice Cream and their Foundation, which allocates a portion of their earnings to give back to the community through grants.

Microfinance

Organizations are distinct in their focus on commercial activities and providing financial services, typically in the form of loans, to individuals in poverty across the globe. These loans, often only a small amount of money, are given with the aim of aiding someone to escape poverty. Organizations such as Grameen Bank and Kiva are instances of microfinance groups.

2.2 The Emergence of Social Enterprises

Social enterprise is gaining more attention globally. Instances of these types of social businesses have been around for many years, however, the term only gained popularity in the 1970s. Since that time, the idea has become more popular. Three reasons that have contributed to this are:

Non-profit organizations are under pressure to explore new sources of income in order to support and grow their programs, as traditional funding sources like donations and grants are decreasing.

The understanding that business methods can be utilized to address social issues in a long-lasting manner. This has resulted in the rise of innovative types of businesses with a social mission.

Governments outsourcing the delivery of certain public services. In certain nations, governments are taking steps to promote the expansion of the social enterprise industry, acknowledging their positive impact on society. Certain nations have established dedicated departments within their governmental structures to support social entrepreneurship.

New legal structures have been created specifically for social enterprises. Although social enterprises fall under the social economy sector, alongside cooperatives, mutual benefit societies, associations, and foundations, they may not adhere to democratic governance or collective ownership principles as closely as other organizations in the sector. Nevertheless, social enterprises are being more and more acknowledged as one of several types of social economy enterprises. The current worldwide economic downturn has sparked a rise in interest for alternative business models that aim to integrate social and financial objectives, putting the spotlight on social enterprises

2.3 History of Social Entrepreneurship

The idea of social entrepreneurship is an age-old concept that has been utilized for centuries to address various critical issues within society. During the 1800s, individuals like John D. Rockefeller, Andrew Carnegie, and Henry Ford utilized their business expertise to impact the lives of people in their community.

During the 20th century, individuals like Muhammad Yunus, Grameen Bank, and Bill Drayton applied their business skills to tackle social issues like poverty and limited educational and healthcare opportunities. These

business owners strived to develop creative answers to these issues and to enable people and societies to manage their own futures.

Today, social entrepreneurship remains a crucial element within the broader drive for social change and innovation. It is now a crucial aspect of the worldwide economy, with numerous social entrepreneurs achieving success globally.

2.3.1 Social Enterprises in India

In India, a social enterprise can be a non-profit NGO registered as a Society under Indian Societies Registration Act, 1860, a Trust under Indian State Trust Acts, or a Section 25 Company under Indian Companies Act, 1956. India is home to roughly 3 million NGOs, which encompass various religious groups such as Temples, Mosques, and Gurudwaras that are not classified as social enterprises.

NGOs in India collect funds through various means like hosting fund raising events and engaging in community activities, as well as selling products on occasion. However, the term “social enterprise” is not commonly used in India; rather, terms such as NGOs and NPOs are preferred, as these organizations are legally permitted to raise funds for non-commercial purposes. Child Rights and You and Youth United are social enterprises that generate funds by providing services, organizing events, collecting donations, and seeking grants. They use these funds to advance their social and environmental objectives.

Nevertheless, there are social enterprises focused on generating profits, but their main goal is to reduce poverty by implementing a sustainable business approach. As per Bala Vikasa Social Service Society, a sister organization of SOPAR-Canada, a social enterprise is a combination of a business aiming to address social issues and making profits similar to regular enterprises. Nevertheless, when deciding between profits or social impact, social enterprises prioritize social impact, with profits being taken into account only for sustainability purposes.

International Development Enterprises has assisted in lifting millions of small farmers in India out of poverty within the agriculture industry. In India and other developing countries, another aspect of social enterprise is the presence of bottom of the pyramid (BOP) businesses, as discussed by C. K. Prahalad in “Fortune at the Base of the Pyramid”. This influential piece has paved the way for a thriving field of innovation and scholarly investigation.

2.4 Characteristics of Social Enterprises

The common characteristics that social enterprises showcase,

Enterprise Orientation - Businesses are actively engaged in manufacturing products or offering services to a specific consumer base.

Social objectives - they possess clear social and/or environmental goals such as promoting employment, offering training, or providing local services. Their moral beliefs might involve a dedication to developing talents within nearby neighbourhoods. The majority of their profits are ploughed back into achieving their social goals.

Social Ownership - A lot of social enterprises also feature social ownership. These are independent entities with governance and ownership models typically centred around involvement of stakeholder groups (such as employees, users, customers, local community organizations, and social investors) or trustees/directors managing the organization for a broader set of stakeholders. They have a responsibility to report to their stakeholders and the broader community on their social, environmental, and economic influence. Profits may be given to stakeholders as profit sharing or utilized for the betterment of the community.

General Characteristics

Most social enterprises are usually characterized by a set of additional descriptors that commonly accompany.

- Prioritizing the delivery of social value over maximizing profit for owners and shareholders.
- The continuous creation of products or delivery of services with the goal of earning enough to cover expenses and possibly generate extra revenue.
- The social enterprise explicitly defines its social mission.
- The business is self-sufficient. This sets social businesses apart from the public sector and initiatives within bigger companies.
- Trading is the primary source of income for the company. This sets apart a social business from a traditional non-profit that depends on grants.

- A large portion of the business's earnings is utilized to align with its social mission. Social enterprises are motivated by social goals instead of prioritizing profit for personal benefit. This sets social enterprises apart from traditional businesses, even those that engage in some corporate social investment (CSI) activities.
- If the social business is dissolved, all remaining assets must be utilized according to its social mission.
- Social enterprises are able to ascertain and display their social impact.

2.5 Social Enterprises by Mission Orientation

Different types of social enterprises can be categorized according to their mission orientation.



2.5.1 Mission Centric Social Enterprise

The organization's social mission revolves around the enterprise. These social enterprises are specifically established to support the mission through a self-sustaining financial approach. Entities formed to provide job opportunities for marginalized individuals (employment development) and microfinance organizations are instances of this kind of social enterprise.

Case Example

Mouvement Paysan de Papaye

The goal of Mouvement Paysan de Papaye (MPP) in rural Haiti is to create cooperative businesses within communities to help peasants improve economically. The core of MPP's social programs is its mission, which influences choices about which sectors to participate in and how to structure its business strategies.



MMP employs social enterprise as a tactic to generate economic opportunities for its clients by creating new employment, expanding markets, and promoting self-employment. The target population of the organization is impacted positively by its social enterprises in four different ways: as workers, entrepreneurs, consumers, and residents. Furthermore, MMP's businesses also have an additional positive effect by helping to address another important issue faced by its customers: lack of access to food.

In central Haiti, people frequently experience hunger due to unreliable food supplies, limited sustainable farming knowledge, and inadequate access to agricultural inputs. In order to solve this issue and achieve its goals, MPP started three cooperative ventures aligned with its mission: a bakery producing and selling authentic Haitian flat bread, a farm, and a store offering agricultural and farm supplies.

- The bakery offers employment opportunities to 24 individuals served by MMP while also supplying the community with a consistent source of food.
- The shop advocates for sustainable farming and food production, promoting self-employment in agriculture and generating additional employment opportunities.
- The third enterprise, a 50-acre farm, cultivates fruits and vegetables and produces feed for animals, as well as breeding livestock, providing the community with a reliable food source and creating more than one hundred jobs.
- Overall, MPP's three enterprises generate close to 200 employment opportunities for nearby farmers and provide necessary products and services to the local area.

In terms of finances, social enterprises are self-sustaining, not just covering their expenses, but also generating extra funds that MMP uses

to support its literacy, advocacy, micro-loans, agricultural, and education initiatives.

2.5.2 Mission-Related Social Enterprise

The establishment of enterprise is connected to the organization's mission or fundamental social services. Mission-focused social enterprises possess synergistic characteristics, generating social impact for initiatives and producing financial value to support the organization's social programs and/or operational costs.

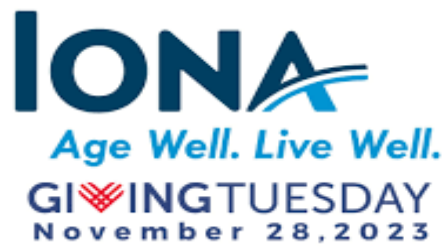
The commercialization of social services is a prevalent type of mission-driven social enterprise. An illustration is a family services agency that offers complimentary meals to the kids of disadvantaged families attending the agency's child care services. With the help of its industrial kitchen, staff dietician, and cooks, the company launches a catering service focused on the "social institutional" market, which includes schools, day care centers, and hospitals that are capable of paying for this type of service.

Mission expansion is a different form of mission-driven social business. One instance is a women's organization for economic development that assists self-employed single mothers with consulting services for their small businesses; then it broadens its purpose by establishing a childcare social enterprise with sliding-scale fees to give clients more time for their businesses.

Case Example –

IONA Senior Services - Essential Eldercare

IONA Senior Services is a non-profit organization that initiated a mission-driven social enterprise called Essential Eldercare. IONA is committed to empowering elderly individuals to maintain dignity and live independently. IONA offers services and programs for seniors and their families with the help of its professional staff, volunteers, and partnerships with other organizations. IONA fulfills its goal by offering complimentary and discounted eldercare options to low-income older individuals in Washington DC, like adult day-care, fitness programs, computer lessons, recreational events, counseling, and meals.



IONA turned its primary social services into Essential Eldercare, a top eldercare business, in order to make money for its non-profit work. EE provides high-quality eldercare services to affluent seniors in the wider Washington Metro region. While IONA and EE offer slightly different eldercare services, the key distinction lies in the target markets they cater to, linking Essential Eldercare's operations to IONA's overall mission. It is crucial to understand that the economic status of the seniors served by IONA is not determined by its mission. Therefore, IONA can reach more seniors and enhance its social impact by extending eldercare services to a wealthy market.

EE operates as a profit center under the non-profit parent organization, IONA. Assets and synergies are utilized across the non-profit sector and social enterprise.

For instance, IONA leases out office space and resources (like computer labs, gym facilities, etc.) to EE; it also hires IONA's social workers and eldercare experts as subcontractors; and splits the costs of back office services like reception, intake, and accounting. EE leverages IONA's prime location, excellent facility, brand recognition, and outstanding reputation to market its products. The connection between IONA and Essential Eldercare is shown in EE's goal: "to offer high-quality eldercare services to families with compassion and integrity." By catering to a wealthy demographic, Essential Eldercare will produce additional earnings and resources to help support a larger number of financially and socially vulnerable elderly individuals.

2.5.3 Social Enterprise Unrelated to Mission

The enterprise does not align with the organization's mission and serves solely to support its social programs and cover operating expenses. Business activities of a social enterprise may involve marketing or branding, be in the same industry as the parent organization, or have a social aspect. However, the main reason for creating a social enterprise separate from the organization's mission is the potential for profit.

Case Example**Save the Children's Licensing Program**

Save the Children is a global non-profit enterprise that focuses on making significant and enduring differences for disadvantaged children. Founded in 1932, Save the Children works in more than 40 developing countries and in 17 states in the US. Save the Children has introduced a corporate licensing program to assist in financing its social programs and overhead, in addition to its usual non-profit fundraising activities and child sponsorship. The initial licensing agreement was secured in 1992 for a unique collection of neckties showcasing artwork designed by kids. It is not an overstatement to say that a large number of Americans now associate the Save the Children brand, logo, and unique artwork with various products. Multiple important people, such as President Clinton, have been seen wearing ties and scarves from Save the Children in photographs.



**Save the
Children**

Seeking licensing partnerships with companies in consumer-related sectors, with the common aim of boosting profits for companies and providing a reliable income source for Save the Children's global efforts. Licensees utilize Save the Children's name and logo for promoting their products. Included with every licensed product is a tag detailing the organization's mission and activities, serving as a promotional tool for Save the Children. Corporate partners leverage Save the Children's reputation to enhance their brand and appeal to socially aware customers. Since the beginning of the program, Save the Children has established agreements with about 30 companies that offer various products such as baby clothes, men's underwear, ties, glasses cases, cups, jars, checks, shirts, cards, paper, candles, puzzles, and women's scarves made of silk. Save the Children's products from their licensee are highly visible and sold at big retailers like TJ Maxx, Nordstrom's, Walmart, and on shopping channels like Shop NBC.

Even though the licensing social enterprise is not directly related to Save the Children's programs for children's education, health, economic security, physical safety, etc., it still brings in a substantial amount of unrestricted revenue (\$4.5 million in 2003) and provides the organization with millions of dollars in marketing value. The licensing social enterprise is set up as a profit center within the organization, alongside other corporate partnership alliance programs like cause-related marketing campaigns.

2.6 Types of Social Enterprise Models

There is a mix of spectrum when defining the various types of social enterprises. It falls somewhere between traditional non-profit organizations driven by goodwill and traditional for-profit organizations driven by profit.

Generally they include, Non-profit organizations with income generating activities, social enterprises, socially responsible businesses, and corporations practicing social responsibility are all examples of such entities. The first two prioritize social sustainability, while the other two prioritize economic sustainability. Therefore, social enterprises have a dual purpose of social and economic objectives.

2.6.1 Embedded Social Enterprises

Social programs and business activities are indistinguishable. Non-profit organizations establish Embedded Social Enterprises with specific programmatic goals in mind. The business activities are deeply integrated into the organization's operations and social initiatives, playing a key role in its mission. Social programs sustain themselves through business activities, making the social enterprise an integral part of the program's long-term strategy. The business is established with the goal of catering to customers (a key part of the mission).

2.6.2 Integrated Social Enterprises

Social programs and business activities frequently intersect, leading to the sharing of expenses and resources. Organizations establish interconnected social enterprises to fund the operations and mission activities of non-profits. The business is established to serve as a financial support system and to further develop the organization's mission.

2.6.3 External Social Enterprises

Social enterprises that operate outside of a specific organization's internal structure. Social programs differ from business operations. Non-profit organizations establish external social ventures to finance their social programs and operational expenses. The primary purpose of the business is to serve as a financial support for social initiatives.

2.6.4 Social Enterprise Impact Models

There are three main categories of common impact models in social enterprises.

Direct Benefit Model

Companies that generate value for the public or offer a direct advantage. Such as a business that gives jobs, education, and assistance to marginalized or underprivileged individuals who are excluded from the conventional job market.

Cross Subsidy Model

Companies that address social or economic needs in the community by providing services and using profits to ensure access for those marginalized in the market.

For instance, a company that provides its services to businesses at market rates, while also offering a discounted option to clients in the non-profit sector or facing financial difficulties.

Donation Model

Businesses earn money to provide financial support for community or non-profit activities through donations.

For instance, a company that gives away 50% or greater of its annual profits to a charity.

The following operational models often take the form of embedded social enterprise:

Entrepreneur Support Model, Market Intermediary Model, Employment Model, Fee- for Service Model, Low-Income Client as Market Model, Cooperative Model, and Market Linkage Model.

2.6.5 Operational Models of Social Enterprise

Operational models are created based on the financial and social goals, mission, market dynamics, client needs or abilities, and legal context of the social enterprise.

2.6.5.1 Entrepreneur Support Model

The social enterprise entrepreneur support model provides business support and financial services to self-employed individuals or firms, who are referred to as “clients” within the target population. Social enterprise customers subsequently market their products and services in the public marketplace.

The typical entrepreneur support model integrates the social program with the business, focusing on aiding clients’ financial security through assistance with their entrepreneurial ventures. The social enterprise attains financial independence by selling its services to customers, using the earnings to pay for entrepreneur support services and operating costs of the business.

Economic development organizations utilize the entrepreneur support model, which includes microfinance institutions, SMEs, and BDS programs. Financial institutions, management consulting firms, professional services (such as accounting, legal, and market information), technology companies, and entrepreneur-supporting products are all common examples of businesses that utilize this model.

Theoretical example: A manufacturer and distributor of affordable irrigation pumps provides low-cost pumps and agriculture extension services to rural farmers with low incomes. Farmers can significantly boost the productivity and profitability of their land with the use of capital assets. The revenue generated by the social enterprise is utilized to fund various expenses such as marketing to rural, small-scale farmers, funding research and development for new products, and conducting educational marketing initiatives

2.6.5.2 Market Intermediary Model

The social enterprise market intermediary model offers services to small producers (individuals, firms, or cooperatives) to assist them in reaching markets. Social enterprise services enhance the quality of products created by clients by offering product development, production

and marketing assistance, and credit. The market intermediary buys the client's products directly or on consignment and resells them in high-margin markets at a higher price.

The typical market intermediary model involves integrating social programs with businesses, focusing on improving markets and supporting clients' financial stability through assisting them in producing and selling their goods. The social enterprise attains financial independence by selling products made by its clients. Revenue is utilized to cover the costs of running the business and providing product development, marketing, and credit services to clients.

Social enterprises such as marketing supply cooperatives, fair trade, agriculture, and handicraft organizations often utilize the market intermediary model. Marketing firms, consumer goods companies, and sellers of processed foods or agricultural products frequently utilize this business model.

Theoretical example: A craft marketing cooperative promotes economic opportunities for rural artisans by buying their handmade rugs, baskets, and sculptures and selling them internationally. The cooperative purchases products at fair prices and resells them at a mark-up to cover the costs of running the business and expanding. The cooperative also utilizes earned income for social initiatives linked to business achievements: supporting artisans in developing products and ensuring quality, as well as offering working capital loans to customers for purchasing raw materials and supplies necessary for creating high-quality art.

2.6.5.3 Employment Model

Social enterprises' employment model offers job training and employment chances to marginalized populations like disabled individuals, homeless people, at-risk youth, and ex-convicts. The company runs a business that hires its customers and vends its goods or services on the public market. The nature of the business depends on the suitability of the employment opportunities it offers to its customers, in terms of skill enhancement and alignment with clients' abilities and restrictions, along with its financial feasibility.

The typical structure of employment is integrated: the company's main focus is on providing job opportunities for customers within the framework

of a social program. Employee assistance programs within the company model incorporate services like “job coaches,” soft skill training, physical therapy, mental health counseling, and transitional housing to establish a supportive work environment for employees. The social enterprise attains economic independence through the profits generated from its products and services. Earnings are utilized for covering regular business costs and extra social expenses related to hiring workers.

The employment model is commonly utilized by organizations for disabilities, youth, and social services for low-income women, recovering addicts, homeless individuals, and welfare recipients. Common forms of businesses providing employment include janitorial and landscaping companies, cafes, bookstores, thrift stores, courier services, bakeries, carpentry, and auto repair shops.

Theoretical example: A social enterprise that produces wheelchairs is operated by clients who have been injured in landmine accidents and experience discrimination and marginalization in the regular market. Workstations are customized to meet the needs of clients with disabilities. Customers acquire valuable skills like welding, casting, and assembly. The social enterprise supplies hospitals and medical supply companies with wheelchairs for sale. Earnings are utilized for reinvesting in the company, financing public awareness efforts on landmines, and offsetting the expenses of social services such as physical therapy and counseling for customers.

2.6.5.4 Fee-for-Service Model

The fee-for-service approach of social enterprise monetizes its social programs and offers them for sale to the intended audiences such as individuals, businesses, or communities, or to a third party that covers the costs.

The fee-for-service model is typically inherent: the organization's focus is on providing social services in specific sectors like healthcare or education. The social enterprise attains financial self-sustainability by collecting fees for the services provided. This revenue is utilized to cover the costs of providing the service and business expenses like marketing for commercializing the social service. Excess funds (profit) can be utilized to support social initiatives lacking a self-sustaining funding mechanism.

The fee-for-service model is popular among non-profit organizations as a commonly used social enterprise model. Membership groups, professional organizations, educational institutions, cultural centers, medical facilities, and healthcare providers are common types of fee-based social enterprises.

Theoretical example: A university collects tuition fees to cover expenses like professors' salaries, as well as building and ground maintenance, for its educational services. Yet, the funds generated by student fees are not enough to finance the development of new facilities or support academic research. As a result, the university boosts its revenue by engaging in a second fee-for-service business: it enters into research and development contracts with pharmaceutical and technology companies.

2.6.5.5 Low-Income Client as Market Model

The Low Income Client as Market model, is a version of the Fee-for-Service model that identifies the target population as a market for selling goods or services. This model focuses on giving access to products and services to poor and low-income customers, where barriers such as price, distribution, and product features prevent access to this market. Products and services offered may consist of: medical care (immunizations, medication, vision correction) and health and hygiene items (iodized salt, soap, glasses, hearing aids, menstrual pads), essential utilities (electricity, biomass, water), etc. that require payment.

The demographic known as Low Income Client as Market Model target population is also referred to as those residing at the “base of the pyramid.” This refers to the economic classification of the 4 billion individuals residing mainly in developing nations, with yearly per capita earnings below \$1500 purchasing power parity (PPP) and making less than \$5 daily. Individuals in this salary range are unable to benefit from savings through buying in large quantities, and may end up paying as much as 30% extra for goods and services compared to middle income earners.

The social program is integrated into the activity to offer clients access to products and services that enhance their health, education, quality of life, and opportunities. Revenue is generated through the sale of products, which is then utilized to offset expenses related to operations, as well as marketing and distribution expenses. Nevertheless, achieving financial viability can be difficult in the “low income client as market model” due

to the low incomes of the target population. The social enterprise needs to focus on creating innovative distribution networks, reducing production and marketing expenses, attaining optimal operational effectiveness, and supporting revenue-generating sectors with profits from sectors that need financial support. Health, education, technology, and utility often utilize this.

Theoretical example: A hospital that is not run for profit offers high quality healthcare to all, regardless of their ability to pay. The hospital prioritized a selection of specialized services that would offer significant advantages to clients, could be standardized for efficient service delivery, and allow them to compete based on quality in the market. Pricing is determined by the client's financial capacity, where those who can afford to pay the full price for quality care help offset the costs for those who can't pay or can only pay a portion of the total cost. In order to reduce extra obstacles for less fortunate clients, the hospital offers transportation options to bring clients from rural areas to the hospital or sets up mobile clinics in the villages.

2.6.5.6 Cooperative Model

The social enterprise cooperative model benefits its target population or "clients," who are cooperative members, by providing services such as market information, technical assistance, collective bargaining power, bulk purchasing, and access to products and external markets. Cooperative members are usually small-scale producers in the same product group or community with shared needs like capital or healthcare access. Cooperative members are the main participants in the cooperative, receiving advantages like income, jobs, or services, while also contributing their own resources like time, money, products, Labor, etc.

The cooperative model is deeply ingrained: the business is the social program. The main focus of the cooperative is to offer services to its members. Financial independence is attained by selling products and services to both members and commercial markets. Cooperatives utilize income to pay for expenses related to providing services to their members and any excess profits can be used to support member services.

Cooperatives in the social enterprise sector consist of marketing cooperatives that sell products on behalf of members, and supply cooperatives that offer inputs for agricultural activities. Fair trade organizations often collaborate with agriculture and commodity producer-

owned cooperatives, such as those producing coffee, cocoa, wine, and tea, as well as non-agricultural products like handicrafts.

SHGs made up of women with low incomes, common in South Asia, often come together as cooperatives to assist with different needs such as business, health, and education.

Credit Unions, popular across West Africa, Latin America, and Balkans, are another type of cooperative connected to economic development and financial service programs.

In UK, a slight deviation from cooperatives, known as “mutuals” or “societies,” is often linked to social enterprise. Mutual members typically do not provide direct investments to the social enterprise company’s capital, as opposed to a genuine cooperative. Instead, mutuals are often supported by philanthropic sources or government funding.

Theoretical example: Cooperatively managed community savings and credit programs, such as “Rotating Savings and Credit Associations” in Latin America, Tontins in West Africa, and Zadrugas in the Balkans, represent a type of traditional credit union utilized globally to offer financial services. Self-managed community savings and credit systems use member investments and savings to create a pool of funds that are later lent out as interest-bearing loans to members. All members have an equal ownership stake in the organization, making ownership communal and equitable. The governance of community savings and credit systems is conducted democratically by a board of members who are elected and oversee financial matters, as well as approve and manage loans. Community savings and credit systems sustain themselves by generating income from interest earned on loans.

2.6.5.7 Market Linkage Model

The social enterprise market linkage model helps connect the target population, small producers, local firms, cooperatives, and the external market through trade relationships. The social enterprise acts as an intermediary linking buyers and producers, charging fees for facilitating transactions. Providing market data and research services is another popular business within the market linkage model. This form of social enterprise does not involve selling or marketing clients’ products like the market intermediary model; instead, it connects clients to markets.

The market linkage model can be incorporated in either an embedded or integrated manner. If the company operates independently, focuses on connecting markets in its mission, and its social initiatives align with this goal, then the model is integrated. In this scenario, the social program serves as the company, profits earned from business operations fund its social initiatives.

Market linkage social enterprises are established by transforming a company's social services into commercial ventures or utilizing its intangible assets like trade connections, with profits being directed towards supporting its additional client offerings. In this second instance, the integrated model results from the overlapping of social program and business activities.

Numerous trade associations, cooperatives, private sector collaborations, and business development programs employ the market linkage approach in social enterprise. Examples of social enterprises consist of import-export, market research, and broker service.

Theoretical example: An agricultural cooperative that produces fruits, vegetables, and horticulture products for both domestic and export markets identified a chance to utilize its unique collection of agricultural market information. Up to now, only members of cooperatives could access the extensive information market, but both producers and buyers could gain from this valuable information. Hence, the cooperative established a social enterprise focused on market data and research to enhance its social initiatives by offering services to individuals outside of its membership. The social enterprise specializing in market linkage offers data on both local and international markets for various agricultural products, including details on buyers and sellers, pricing, export tariffs, shipping logistics, chemical and fertilizer regulations, storage requirements, and more. The enterprise provides two primary services: a database search and updates on market information available for individual purchase or subscription, as well as market research services like feasibility assessments and market studies. The majority of the social enterprise's customers consist of farmers, as well as other cooperatives, trade unions, producer groups, small agricultural companies, and food processors. The cooperative uses the revenue from its social enterprise to support member services related to crop enhancement, sustainable agriculture, animal care, and agricultural financing.

2.6.5.8 Service Subsidization Model

This social enterprise model subsidizes its services by selling products or services to an outside market and then using the profits to support its social programs.

The typical service subsidization model combines business activities with social programs, where costs, assets, operations, income, and program features are often shared. While the primary use of the service subsidization model is for financial purposes, the business's goals are distinct from its social mission, and its activities may help to expand or improve the organization's mission.

Non-profit organizations that run service-based social enterprises engage in a variety of businesses, with the majority utilizing either physical assets (such as buildings, land, or equipment) or intangible assets (like methodology, expertise, relationships, or brand) to drive their enterprise operations. The act of turning essential social services into commercial ventures can strengthen the organization's social mission, while utilizing physical assets for public sales can create an enterprise that is distinct from the organization's social programs. In terms of finances, the business gains advantages from using leverage and cost-sharing partnerships, resulting in a continuous flow of revenue that can support or fully finance social services. Subsidizing services is a popular social enterprise model as it can be utilized by nearly all non-profit organizations. If the service subsidy model becomes lucrative enough to generate profits for the parent organization, it could potentially evolve into an organizational support model.

Social enterprises can take on various business forms in a service subsidization model. Businesses that specialize in services like consulting, counseling, logistics, employment training, or marketing tend to focus on utilizing intangible assets such as expertise, proprietary content, or exclusive relationships. People who utilize physical resources like buildings, equipment, land, employees, computers, etc. can start various types of businesses that make use of infrastructure and capital assets, including leasing, property management, retail businesses, transportation, printing services, etc.

Theoretical example: A senior service organization operates two social businesses that produce income to support its social initiatives for

vulnerable elderly individuals. The company profits from providing case management services to clients at no cost through its “eldercare business.” This social enterprise offers high-quality eldercare services, leveraging the organization’s skills in nursing, therapy, and elder well-being in markets where seniors (or their adult children) can afford the full cost or are covered by insurance.

In this instance, the company advances the organization’s purpose by extending its reach to more elderly individuals, even if they are not considered official clients of the organization. The company’s second business uses its 10-passenger van to transport customers for various activities like outings, medical appointments, and shopping. The vans are rented by the organization to another non-profit organization which collaborates with bars to decrease drunk driving accidents by providing rides to intoxicated customers after closing time. While the second endeavour serves a social cause, it is not connected to the main goals of the parent organization for senior services. Both companies together account for 45% of the organization’s finances, funding a significant portion of its program expenses.

2.6.5.9 Organizational Support Model

The organizational support model of social enterprise involves selling products and services to an external market, businesses, or the general public. Sometimes the customer is considered the target population or “client” in certain situations.

The standard organizational support model is external, with business operations distinct from social initiatives. The profits generated by the social enterprise support both the costs of social programs and the non-profit parent organization’s operational expenses. While organizational support models can have social components, profit rather than social impact is the main requirement for this kind of social enterprise. This form of social enterprise serves as a means of financial support for the organization and is commonly established as a separate business entity (either non-profit or for-profit) that is owned by the non-profit parent company. Successful instances of this approach encompass the entire budget or a significant portion of the main organization.

Just like the service subsidization model, the organizational support model can be used for any business that utilizes its resources. This model is prevalent in various sectors among Western non-profit organizations.

Theoretical example: An environmental group established a for-profit subsidiary to work with the government on monitoring and evaluating private companies for environmental compliance. Earnings following tax payments and reinvestment in the business are directed towards the non-profit organization, which focuses on environmental education. This revenue serves as a significant source of unrestricted funds, used for the non-profit's operational costs and environmental advocacy initiatives that cannot be funded by donors.

2.6.5.10 Combining Models

Social enterprises merge business models to take advantage of opportunities in commercial markets as well as social sectors. Joining forces is a tactic to increase social influence and expand revenue streams through tapping into new markets or establishing fresh businesses. In reality, the majority of experienced social enterprises blend models--there are few social enterprise operational models that are purely used. Operational models are similar to building blocks that can be organized in order to effectively meet an organization's financial and social goals.

Model combinations can occur either within a social enterprise (Complex Model) or at the parent organization level (Mixed Model).

Social enterprise models are blended together to:

- Support the expansion of businesses or community initiatives.
- Expand profits by tapping into untapped markets or business ventures.
- Increase the reach of social impact by expanding to reach more people in need or different target groups.

2.6.5.11 Complex Model

A complex social enterprise model incorporates multiple operational models. Complex models offer flexibility, allowing multiple operational models to be integrated into a single social enterprise.

Models are merged for the purpose of achieving desired impact and revenue goals. For instance, operational models categorized as integrated or external social enterprises may result in increased financial gain, while embedded social enterprises provide a greater social impact, so combining models can achieve both social and financial objectives for the social enterprise. If suitable for the target demographic of an organization, the

employment model is frequently merged with another model to enhance social impact—such as the employment and organizational support model (as shown). Operational models are frequently integrated into a natural strategy for diversification and growth as the social enterprise evolves.

Theoretical example: An African horticulture cooperative operates a social venture connecting local farmers with European market vendors. Services offered to small producer clients include technical support for gardening, ensuring product quality, managing contracts with flower importers, and handling freight. This social enterprise makes money by taking a percentage of each sale from European companies, which helps pay for the services it provides to its clients. After a few years of running their social enterprise that connects markets, managers of the cooperative identified a profitable chance to grow their business by getting into horticulture as a producer. In order to prevent competition with their customers, they decide to cultivate hybrid roses, a sector that has high barriers to entry for small-scale producers. Hybrid roses demand continuous attention, giving the cooperative a chance to offer jobs to many unskilled individuals with low incomes in the area. The earnings from the rose industry help cover the parent organization's challenging operating expenses and also finance the establishment of a new social enterprise, a horticulture school. This complex model includes: market connectivity, backing from the organization, and work structure.

2.6.5.12 Mixed Model

In this model, numerous non-profit groups operate multiple units with varied social programs, financial goals, market prospects, and funding models. Every component in the diverse model can be connected in terms of target demographic, societal area, purpose, markets, or fundamental skills. For instance, a museum could feature educational art displays and also run a profitable catalogue service alongside a heavily funded research and acquisition department.

Non-profit organizations utilize a blended approach by integrating both social and business components; this includes owning subsidiaries or establishing departments within the organization dedicated to either generating revenue or cutting costs, in order to expand their range of social services and take advantage of emerging opportunities in the business and social sectors. Just like most social enterprises, hybrid models

exist in different variations based on factors such as the organization's age, industry, goals, and potential opportunities. The diagram does not represent organizational form conformity, but rather complexity.

Mixed models typically arise from an organization's level of maturity and familiarity with social enterprise. This structure is prevalent in big multi-sector companies that create different departments or branches for various technical fields like education, health, economic development, and also for new business initiatives. In mature social enterprise non-profits, mixed models are common due to growth and diversification, rather than being unusual.

2.6.5.13 Enhancing Models

Franchise Model

A non-profit organization can license its successful social enterprise model to other non-profits for them to run as their own business. Franchising helps non-profit organizations with sustainable social enterprises that are not easily expandable, by duplicating their models. For instance, a café that hires individuals with disabilities may only make a profit if it employs 12 or less disabled individuals. Nevertheless, if the café social enterprise is franchised, it can offer employment opportunities for hundreds of individuals with disabilities. Goodwill Industries' thrift stores, selling second-hand clothing and furniture, demonstrate how a social enterprise focused on employment can grow by using the franchise model.

Theoretical Example: A microfinance organization sells its unique approach, which integrates health and business education with financial services, to credit unions in developing nations. The parent organization in the US offers consulting and continuous technical assistance to franchisees. This method enables the franchiser to make money, generate increased social influence through expansion, and maintain low expenses by utilizing its program model and the infrastructure of credit unions.

Private-Non-Profit Partnership Model

This social enterprise model based on private-non-profit partnership involves a mutually advantageous collaboration between a for-profit corporation and a non-profit entity. The collaboration could happen with

a current social enterprise, or could lead to establishing a new organization or revenue-generating division. The social enterprise can be associated with its mission and utilizes the non-profit's resources, like connections with their audience, community, reputation, or skills.

The partnership for a for-profit organization can result in cost reductions, fewer restrictions, better community relations, new product development, market expansion, or increased sales. Financial return, marketing and brand equity, and social impact are advantages of partnership for non-profit organizations when the activity aligns with their mission. The market typically involves external parties such as the public, although there are instances where the paying customer is also the client. The partnership between private-non-profit entities can take the form of a joint venture, a licensing agreement, or a formal partnership.

Theoretical example: an environmental group collaborates with a travel company to establish a new "Eco Enterprise." The NGO offers environmental education, consulting services, and access to land conservation trusts and indigenous peoples through its programs. The marketing, managing of tourists, and handling touring logistics are all undertaken by the touring company. Both organizations split the profit. The organization uses the earnings to support its environmental initiatives while the company keeps or shares its profits. Advantages for the for-profit include: tapping into the eco-tourism sector, preserving natural areas and engaging with the community, as well as projecting an environmentally-conscious public image. The non-profit benefits from a new way to publicize its social programs - the tourist industry - as well as a fresh avenue for raising funds (with many tourists contributing to the cause) and creating a positive effect by providing new economic possibilities for indigenous communities to sell their environmentally-friendly goods (such as handcrafted items) or services (like boat tours). Both earn a profit.

2.7 Social Enterprise Structures

2.7.1 Organizational Structure

A social enterprise within a non-profit can take the form of a department, program, or profit center and may not have a defined legal status from the organization it is associated with. It could also be a branch of its non-profit mother company, officially classified as either for-profit

or non-profit. Numerous companies combine various structures at the same time.

2.7.2 Legal Structure

A social enterprise could be established as either a for-profit or a non-profit organization. It is crucial to understand that social enterprises are not determined by their legal standing, which can be arbitrary. Every nation adheres to its own set of norms, policies, and legal processes for regulating and authorizing social enterprises.

2.7.3 Ownership Structures

There are three distinct types of ownership structures in social enterprise: private, public, and collective. Ownership can influence the legal structure of a social enterprise or determine it.

2.8 Social Enterprise Methodology

The focus of social enterprise methodology is on creating social impact by generating economic value. This refers to integrating money-making strategies into non-profit organizations to achieve their social and economic goals.

The essence of methodology is rooted in its dual focus on achieving deep and wide social impact, along with generating a certain level of income, while also being able to effectively achieve both goals.

- The creation of social value through non-profit programs is driven by the mission.
- The aim fuels the creation of economic value, which is achieved through financial models in businesses or income generation.

While establishing a business, the non-profit must develop its organizational capacity to ensure effective management of both entities. The incorporation of business tools and practices is necessary for enhancing effectiveness and performance within the organization. As a result, the conventional non-profit organization experiences a shift in culture and becomes a more entrepreneurial and market-oriented entity.

Social enterprise consists of four interconnected elements that enable effective value generation. They exist.

- **Program Strategy** for influencing social change and achieving mission success (creating social value).
- **Financial strategy** for producing revenue via business endeavours to attain long-term viability
- **Capacity building strategy** for enhancing organizational capacity, performance, and efficiency through capacity building.
- **Cultural strategy** aimed at transitioning organizational culture to be more entrepreneurial, innovative, and market-oriented.

2.9 Social Enterprise vs. Social Entrepreneurship

Social enterprise should not be mistaken for social entrepreneurship, as the latter involves individuals using traditional business tactics to address social and environmental issues.

Social entrepreneurs strive to create new methods to bring about change, while social enterprises are established to meet business objectives and address societal issues through their commercial endeavors.

The table below outlines the distinctions between Social Business and Social Entrepreneurship.

Table 2.1.1: Social enterprise Vs. Social Entrepreneurship

Characteristics	Social Enterprise	Social Entrepreneurship
Definition	A social enterprise is a business that operates to address a social problem rather than generate financial gain.	Social entrepreneurship is typically discussed as business activities aimed at enhancing society. Issues in culture, the environment, and society in general could be the main point of interest for these efforts.

Measure of profitability	Social enterprises are assessed for profitability based on the money they generate for the common good.	The measure of success for social entrepreneurs is determined by their ability to effectively solve problems.
Funding	Receiving any type of financial support, whether it be in the form of grants, donations, or sponsorships, from either the government or private individuals is prohibited for social enterprises.	Possible funding sources for a social entrepreneur's initiatives include personal donations, government support, and philanthropic grants.

2.10 Strategic Management in a Social Enterprise

The management of an organization's resources to accomplish its goals and objectives is known as strategic management. Strategic management consists of establishing goals, assessing the competitive landscape, evaluating internal operations, reviewing strategies, and guaranteeing the implementation of strategies throughout the organization.

Businesses, colleges, charities, and other groups can utilize strategic management to establish objectives and achieve goals. Flexible companies may have an easier time adjusting their structure and plans, while rigid companies may struggle in a changing environment. A strategic manager might supervise strategic plans and come up with strategies for organizations to achieve their target objectives.

A strategic plan is a blueprint that outlines the social enterprise's vision, mission, goals, objectives, strategies, and tactics along with actions for a specific period of time. It helps you to align your team, communicate your value proposition, measure your impact, and adapt to changing circumstances. Developing and implementing a strategic plan for your social enterprise requires a systematic and participatory process that involves the following steps:

Assess Your Situation

Prior to beginning the planning process, it is essential to comprehend your present circumstances and surroundings. This involves evaluating your strengths, weaknesses, opportunities, and threats (SWOT), along with your stakeholders, competitors, and customers. Various tools and techniques, like surveys, interviews, focus groups, market research, and SWOT analysis, can be utilized to gather and combine pertinent data and insights.

Define Your Direction

After evaluating your circumstances, you must establish your goals and objectives. This involves creating your vision statement, outlining your desired future state; your mission statement, clarifying your core reason for existence; and your values, representing your principles and beliefs. These factors should help shape your choices and behavior during the implementation of your strategic plan.

Set Your Goals and Strategies

The following action is to establish your specific, measurable, achievable, relevant, and time-bound (SMART) objectives and plans. Your objectives should mirror the influence you aim to make and the results you wish to attain. Your plans need to detail how you will achieve your objectives and specify the resources and abilities required. Different frameworks and tools like logic models, theory of change, balanced scorecard, and OKRs can be utilized to organize and convey your goals and strategies.

Develop your Action Plan

After setting your goals and strategies, it is essential to create an action plan outlining the specific tasks, responsibilities, timelines, and indicators for each strategy. Your action plan needs to outline specific roles and responsibilities for team members and partners, as well as detail the necessary budget and resources. Utilize different formats and tools like Gantt charts, work breakdown structures, and project management software to effectively structure and oversee your action plan.

Communicate and Execute your Plan

The last thing to do is to convey and implement your plan. This requires sharing your strategic plan with both internal and external stakeholders, like staff, board members, funders, customers, and beneficiaries, and asking for their feedback and support. It also includes putting your action plan into action and tracking your progress and performance. Utilize a range of communication channels like newsletters, reports, presentations, dashboards, and feedback loops to effectively implement your strategy.

Review and Update your Plan

A strategic plan is not rigid, but adaptable and ever-changing. It is important to regularly evaluate and revise your plan according to your progress, new knowledge, and shifts in your surroundings. Different tools and techniques, such as evaluations, audits, surveys, and SWOT analysis, can be utilized to evaluate your influence, pinpoint shortcomings, and implement changes. It is important to also commemorate your successes and acknowledge the hard work of your team throughout the journey.

2.10.1 Benefits of Building a Social Enterprise

- It is constructed for the purpose of benefiting a society and community.
- It assists in generating opportunities for individuals to support themselves and others.
- It utilizes top-notch commercial techniques to guarantee its survival, that the business will inherently uphold environmental sustainability and ethical principles.
- The mission of a social enterprise can set it apart in a competitive market if they are able to effectively convey their purpose and influence by providing competitive advantage.
- Alignment of your business's mission with your personal vision, motivates you to persist to drive daily and overcome challenges.
- **Brand identity** which is centred on a mission that uplifts consumer sentiment with each purchase.
- **Gaining access to additional partnership opportunities** as a societal oriented business involves collaborating with various entities like non-profit organizations, influencers, and for-profit companies.

This allows for utilizing their audiences and reputations to establish a presence in the market.

- ***Additional media attention*** along with publications where journalists write stories featuring the social innovation and individuals driving change, to support social enterprises in spreading their initiatives.
- ***“In-kind” resources, sponsorships, and vendor discounts*** are frequently offered to social enterprises, particularly non-profit organizations that may also qualify for tax-exempt status. Non-profit organizations can also take advantage of excellent discounts and exclusive perks with the Shoplift for non-profits plan.
- ***Certifications and assistance programs***. Social enterprises may qualify for funding, impact investing options emphasizing job creation and sustainability, and certifications like B Corporation status to enhance credibility, promote transparency, and attract stakeholders

2.10.2 SIX P's of Social Enterprises

When social entrepreneurs begin to implement their ideas, they typically focus on six key areas. Every social entrepreneur frequently faces various resources, obstacles, or phases within these categories.

People

The majority of social entrepreneurs begin their initiatives by determining which individuals they aim to help. At times, these are the individuals within their particular local area. At other occasions, it refers to individuals in a specific demographic group, such as those with a low income. If the social entrepreneur does not have an explicit understanding of their target audience, they will struggle to define the boundaries of their venture. This places the entity, which has not yet been created, in danger of lacking a clear vision.

Problem

Social entrepreneurs strive to solve issues. To be more precise, social entrepreneurs recognize an issue that is experienced by individuals discussed in the preceding section. Typically, in the brainstorming stage of a project, the social entrepreneur will connect the two ideas. An instance

of this is when social entrepreneurs attempt to tackle homelessness in their area. In this scenario, a social entrepreneur aims to assist specific individuals (those with low income) who are facing an issue (shortage of housing options).

Plan

Once the social entrepreneur has identified the problem and the people affected, they need to create a plan to address it. Social entrepreneurs aim to develop not just a business strategy for running an organization, but also to figure out how to secure funding and ensure long-term financial viability for this entity. The social entrepreneur needs to assess how outside entities can support in attaining its social objectives.

Prioritize

A major obstacle for social entrepreneurs is the limited resources available to address the issue they aim to resolve. Social entrepreneurs encounter various limitations, ranging from insufficient funds and expertise to uncontrollable external factors. This implies they need to focus on what they aim to address, their approach to conducting operations, and the vision for growth.

Prototype

Due to limited resources, social entrepreneurs frequently pilot solutions in smaller markets prior to scaling up. This involves developing model products, services, or procedures. It also examines how various funding and resources can support its goal attainment. While this phase may not instill confidence in the initial investors of the social entrepreneur, other early investors may value seeing a minimum viable product or prototype.

Pursue

Social entrepreneurs evaluate successes and failures after the test case is completed. It frequently examines both the individuals involved in creating the solution and those who are benefiting from it. This final step completes the entire cycle of action, however, a social entrepreneur must regularly assess every part and consistently monitor for opportunities to enhance their social impact.

2.10.3 Essential Business Management Skills Needed for Social Entrepreneurs

Building and developing a prosperous social enterprise requires determination, effort, and a solid dedication to a social cause. Nevertheless, it also necessitates a multitude of crucial business and management abilities.

1. Understanding business models

A social enterprise is a business whose aim includes making a profit. Nevertheless, that is not the sole purpose for the existence of social enterprises.

The conventional structure of corporate business includes three primary elements.

- **Value proposition.** This is the product or service offered by the company and will bring income.
- **Operational Model.** The manner in which the company provides the products or services to customers.
- **Value capture mechanism.** The method by which the company creates and assesses their profit.

Social entrepreneurs need to grasp the functioning of social enterprise business models. Even though social enterprises and corporate businesses share some similarities, the main difference lies in the fact that social enterprises prioritize donating a significant portion of their profits to a social cause instead of just increasing revenue for business owners. A crucial skill in business is knowing how to manage donations in proportion to the resources necessary for business expansion.

2. Creating an impactful vision and mission

Every company must have a clear vision and mission to unite their employees and provide them with a sense of purpose. Nevertheless, a social enterprise requires a unique vision that prioritizes people and the environment over the quest for financial gain. This vision or mission is integrated into all aspects of the social enterprise, including production, culture, and relationships with employees and customers.

Social entrepreneurs must possess a strong grasp of social and environmental challenges and recognize how their ventures

can make a difference in addressing them. This involves choosing a suitable topic to focus on, determining how to express their concerns, and implementing a strategy to achieve change.

3. Understanding business opportunities

Identifying lucrative business prospects is also a vital skill for success in the business world. If a social enterprise cannot generate profit, it will not be able to create a meaningful impact.

In a dynamic and growing market, there are fresh chances for innovating products and services. Social entrepreneurs must determine the market demand and strategize production, marketing, sales, and distribution to seize opportunities while preserving their social mission and vision. Social entrepreneurs can use their knowledge of business opportunities to make strategic decisions effectively.

4. Inspiring change

In the end, the aim and purpose of every social enterprise will revolve around initiating change, whether it be to advocate for equality, generate job opportunities, improve environmental results, or address various issues. In order to achieve this, social entrepreneurs must have the ability to motivate others.

There are many approaches to accomplish this, however, it ultimately requires effective communication and setting up systems to bring about and maintain change in the long run.

5. Being resilient

While there are many rewards to being a social entrepreneur, it also comes with difficulties. Particularly at the start, allocating earnings for their cause could result in a situation where there is little to no funding position. This makes a set back into the company for its expansion.

A lot of societal problems that entrepreneurs are concerned about are intricate and difficult to resolve quickly, not even over several years. This implies that being resilient and having contingency plans for potential disruptions are crucial skills for social entrepreneurs to navigate challenges in business operations.

6. Being creative and innovative

Social entrepreneurs must consistently utilize creativity and

innovation in developing and expanding their business, as well as in addressing their key concerns, in order to achieve their vision, mission, and financial sustainability.

Addressing societal problems always requires unconventional thinking. Since the objectives and strategies for every social enterprise vary, social entrepreneurs need to be innovative and think creatively to tailor unique solutions suited to their goals and operational framework.

7. Having high levels of social and emotional intelligence

Social entrepreneurs must possess the skill to authentically engage with individuals, both within their organization and in the external environment. This requires the critical business expertise of emotional and social intelligence. Recognizing others' feelings and sharing their own can foster deep connections with others.

These relationships can assist in establishing networks of stakeholders. This can assist social entrepreneurs in more effectively accomplishing their goals and maintaining the financial success of their businesses.

8. Being a strong and inspiring leader

Social entrepreneurs need to possess strong leadership skills and be able to inspire others. This skill is essential for entrepreneurs who aim to both create social or environmental impact and maintain a profitable company.

In order to make a difference, social entrepreneurs must possess the skills to motivate and guide others to change their actions.

9. Exhibiting optimism

Although not a conventional business skill, optimism is crucial in social entrepreneurship. Social entrepreneurs encounter significant obstacles, but being optimistic, or having a strong belief and confidence in the success of their business (as well as their social mission and vision), can motivate others and result in favourable results.

Upbeat leaders motivate upbeat employees, and those in their circle are more inclined to have faith in their endeavors to make a difference.

10. Having determination

The essential quality of determination, or resilience in difficult situations, is crucial for social entrepreneurs who must sail across the dual challenges of running a successful business and addressing a social problem.

Determination is a blend of enthusiasm, dedication, and the determination to persevere in the face of challenges. Grit involves persisting after failure and striving for improvement despite challenges.

Tips for Aspiring Social Entrepreneurs

There are multiple strategies for confident social entrepreneurs to utilize their management abilities within the business world. Below are a few pointers to keep in mind when launching a social enterprise.

Identify the problem you wish to tackle. Your business's mission will probably involve addressing a problem that requires resolving. You need to think about how your social enterprise will focus on tackling and solving that problem.

Find social enterprises that are alike. Think about if there are other social enterprises with comparable approaches or goals. If that is the case, would your business be able to work together with them?

Identify funding sources. Social enterprises have the opportunity to secure funding from various sources. You need to determine if you prefer to seek grants, investments, community donations, or other funding options.

Identify both the personnel needed and the individuals involved in the project. Who will be in charge of operating your company, and will it employ any employees? What is the required number of internal and external stakeholders and what methods will you utilize to identify them?

2.10.4 Social Problems which can be Addressed by Social Enterprises

Social enterprises are established to achieve a social goal, not just to generate profit. Managing a social enterprise allows you to create a significant impact within your local area.

Social enterprises have a vast array of social issues that they can address. Nonetheless, social problems generally belong to wide-ranging groups

- Welfare and humanitarian activities
- Health care
- Land and housing
- Education and development
- Religion, belief and philosophy
- Cultural activities
- Conservation, environment and animal welfare
- Research and consumer rights
- Sports
- Providing of funds, assets or other resources

2.11 Conclusion

Regrettably, the social and environmental issues in India continue to rise annually, requiring the implementation of diverse strategies and innovative solutions in the social and environmental fields. India is currently seeing a rise in social entrepreneurship, with social entrepreneurs working to find cost-effective solutions to a wide range of societal issues. Due to advancements in technology and growing competition, social entrepreneurs must adapt to become more flexible. Indian social entrepreneurs should assist higher education institutions in India to develop curriculum that instils social entrepreneurship skills in students to produce top quality managers and promoters, and educating consumers and establishing market standards through a network approach. The growth of social entrepreneurship in the country could potentially boost their product demand. Regional disparities should be eliminated. Social entrepreneurs should promote the development of social entrepreneurship in the nation which can address the social issues related to overpopulation and public health.

Case Study - 1**Shonaquip Social Enterprise (SSE)**

Shonaquip is a Social Enterprise that goes beyond service delivery to build sustainable ecosystems that support inclusion. The enterprise has spent 30 years working with families, communities, government and organisations to bridge barriers to inclusion

Shelley McDonald was born in 1981 and diagnosed with cerebral palsy. Finding appropriate assistive devices proved to be more difficult than the McDonald family initially realised. The family chose to take a positive view despite the difficulties and challenges they were facing. According to Shelley's mother, Shona, they "decided to turn the negative diagnosis and accompanying negative advice and depressing prognosis into positive decisions, useful resources, personal development and parental empowerment."

The McDonalds refused to accept the inadequate assistive devices available in South Africa in the 1980s and Shona decided to apply her personal experience of Shelley's needs to designing a suitable device. Before her third birthday Shelley was able to test her first motorised wheelchair, designed and built by her mother.

Shona soon found that Shelley's need for specialised equipment was not limited to their family. Many people with disabilities needed similar equipment. In 1992 Shonaquip was born as a small close corporation. It sold custom-made buggies and support devices to parents of children with disabilities and operated out of the McDonald's garage and employed only two staff members.

However, the business grew into a reputable social enterprise employing over 40 technicians, seamstresses and therapists (many of whom are wheelchair users). Today the head office in Cape Town supports branches in Gauteng, the Eastern Cape and Limpopo. The close corporation has been replaced by a (Pty) Ltd company and a charitable foundation. The personal experience of one woman and her family has positively affected the lives of hundreds of people with disabilities in South Africa through the provision of assistive devices and support. Shona has won many awards for her pioneering work.

Questions

1. Analyze the case and identify the social problem.
2. As a social entrepreneur, how will you create and promote social entrepreneurship culture?

Case Study – 2**No Food Waste (NFW)**

No Food Waste (NFW) is an organization started by Padmanaban Gopalan and his buddies Dinesh manickam and Sudhakar Mohan to end hunger. The founder himself had a personal experience of hunger which ultimately lead to brainstorming of ideas.

No Food Waste is a food waste management network that helps in connecting the individuals and businesses with excess food to people who are in need. The organization started with 2 Carry Bags and a single volunteer to collect the surplus food and deliver to the homeless through Public Transportation System from October 16th, 2014. Today, with dedicated Call Centre, Collection Vehicle and Feeding Points, NFW matches the individuals and users who have surplus food with nearby Shelters. The organization initially commenced in Coimbatore and has now extended to various districts in Tamil Nadu, Andhra Pradesh and New Delhi.

More than 50,000 students are trained in auditing food waste and managing food waste in their campuses. Awareness sessions on the impact of food waste is conducted in corporates, organisations, institutions and public places. NFW has hotline services and an app in which anybody with excess meals can log in. The person can send a message that is received via a volunteer of the corporation. The volunteer then collects the food after connecting via app. The app also identifies spots with the aid of crowdsourcing statistics to analyse the need of food.

NFW Feeds 500 needy people daily in Coimbatore city. NFW has also started its operations in Delhi, Chennai and Salem where it feeds 1000 people per month average. Till now NFW have fed 60,000 people with the good quality untouched excess food. Till date NFW has recovered 23000 Kgs of food – Fed 44000 people in need and saved around 18,52,000 INR worth of foods reaching the landfills.

NFW currently serve the needy people in

- Government Hospitals
- Economically Backward Slums
- Needy Orphanages and Old age homes
- Homeless People
- Shelter Homes and Rural Communities

Business Model of NFW

NFW approach the issue of hunger with a sharing-economy model. NFW follows Standard Operating Procedure (SOP).

- Call Centre Team receives the food calls to 90877 90877 and collects the details of donors, food menu, food quantity and time the food was cooked.
- Field Team in the Office & Storage Unit receives details from the Call Centre Team and follows the donor mentioning the pick-up time and also marks near hunger spot.
- The field team collects excess food from the Supply Spot in dedicated vehicle and vessels.

The collected food is then distributed in the nearby hunger spot to ensure immediate transfer of foods to needy to avoid it getting spoiled with the help of hunger spot volunteers.

NFW sources its food from three main sectors where food wastage is commonplace: banquets, corporate canteens and hotels.

A phone call is connected to a centralised query desk in Coimbatore where NFW directly connects to nearby food pick-up. The NFW coordinator in the city specific area is requested to get ready his or her group of volunteers together, accumulate and compile meals from the donors, test it for quality standards, and then redistribute it to the 'hunger spots'. The actual coordination may be a logistical challenge, particularly on muhurtham or auspicious days. In such instances, NFW directs donors to the area in which they'll carry their leftovers.

NFW not only focusses on cooked food but also pre-cut veggies, dough and batter that get left over. In one of the events NFW discovered 50 kilos of chapatti dough that were procured at the right time before throwing it in the dustbin. A GPS-enabled cellular app helps the public to reach NFW

quicker. NFW also has F&B ATMs where food can be donated in the street refrigerator. People can donate the F&B coupons given via the partnered restaurant to needy.

NFW has shifted to serving food on banana leaves with the ban single use disposable vessels. People also carry their own boxes to take meals home. NFW is testing out a brand- new concept of zone - based meals distribution where a group of nearby volunteers is put in charge of accumulating and redistributing the food. Currently Chennai is divided into 15 zones and Coimbatore into 5 zones respectively.

As a part of the food recovery process, NFW collects samples of each food to check its freshness with odour, texture and taste. The quality of the food is ensured during collection and distribution to the needy. Certain menus such as coconut added items, curd/butter items are avoided since they get spoil at a faster rate. Also, NFW is developing an optimum cost-effective technology solution for testing the food quickly to start immediate distribution as the existing techniques are taking more time.

Users can support for the Food Recovery Kilometres (KMS around Rs 10/KM). NFW also raise donations from philanthropists and socially active individuals to run the system. The Major expenses are Transportation and Communication expenses. Anybody can donate for the cause using the link available in the website. NFW has an admin panel which is logged on a daily basis to update the impact on number of people benefited along with the expenses made.

Questions

1. Analyze the case and identify the Challenges faced by NFW.

Activity- 1

Review the list of social enterprises and try to think of any other organisations that you think are social enterprises. They might be operating in your community or more broadly across the country. Write your ideas.

Activity - 2

It requires motivation and commitment to be a successful social entrepreneur making a real difference in your community. Do you think you have what it takes?

Consider whether you have the characteristics typical of social entrepreneurs. Then review your interest in social enterprise by completing the questionnaire below.

1. Do you think you have the following characteristics?

➤ A need for achievement	YES / NO
➤ A need for autonomy	YES / NO
➤ A creative tendency	YES / NO
➤ The ability to take calculated risks	YES / NO
➤ A strong social purpose	YES / NO
2. Why do you want to start a social enterprise? List your reasons in order of importance.
3. What barriers are you likely to face in establishing a social enterprise?
4. How will it affect you and your family if you start a social enterprise?

2.12 Key Terms

Social enterprise refers to a business with certain social objectives as its primary goal while using a commercial structure to run the organization.

Goal of Social enterprise – the first is to generate profits, while the second is to reach its social, cultural, economic, or environmental outcomes outlined in the company's mission.

Social innovation - new social practices that aim to meet social needs in a better way than the existing solutions.

NPO - Non-profit Organisation is a trust, company or other association of persons, established for a public purpose, and the income and property of which are not distributable to its members or office bearers except as reasonable compensation for services rendered.

NGO - Nongovernmental organization (NGO), voluntary group of individuals or organizations, usually not affiliated with any government that is formed to provide services or to advocate a public policy.

Microfinance – it is a banking service provided to low-income individuals or groups who otherwise would have no other access to financial services.

Social Ownership - is the defining characteristic of a socialist economy, and can take the form of community ownership, state ownership,

common ownership, employee ownership, cooperative ownership, and citizen ownership of equity.

Embedded Social Enterprises - The enterprise activities are “embedded” within the organization’s operations and social programs, and are central to its mission. Social programs are self-financed through enterprise activities and thus, the embedded social enterprise also functions as a sustainable program strategy.

Integrated Social Enterprises - Social programs overlap with business activities, often sharing costs and assets. Organizations create integrated social enterprises as a funding mechanism to support the non-profit’s operations and mission activities. The business is created as a funding mechanism and to expand/enhance the mission of the organization

External Social Enterprises - Social programs are distinct from business activities. Non-profits create external social enterprises to fund their social services and operating costs. The business is created mainly as a funding mechanism to support social activities.

Strategic management - it is the management of an organization’s resources to achieve its goals and objectives. Strategic management involves setting objectives, analyzing the competitive environment, analyzing the internal organization, evaluating strategies, and ensuring that management rolls out the strategies across the organization.

SMART – Specific, Measurable, Achievable, Realistic, Timely.

2.13 Self-Assessment Questions

1. What is a social Enterprise?
2. What is a social entrepreneur?
3. What is social innovation?
4. How does a social Enterprise differ from a normal private business?
5. How is a social Enterprise governed?
6. How is a social enterprise managed and how is a social enterprise funded?
7. Examine the key activities of a social enterprise you are aware of.
8. Describe the history of social enterprise model in India. What changes created by social enterprises?
9. Summarize the common and general characteristics of social

enterprises.

10. Illustrate the structure of social enterprise.
11. Understand the values and purpose of a social enterprise
12. Identify the social aims of social enterprise organisations
13. Discuss real life examples of social enterprise both locally and globally.
14. Examine the concept of Social Enterprises by mission orientation with examples.
15. Evaluate various types of Social Enterprise models in Indian industry view and give the implications of each model.
16. Compare Social Enterprise with. Social Entrepreneurship and mention the key similarities.
17. Why Strategic Management is more important in a Social Enterprise structure. Give reasons,
18. Identify various social problems which can be addressed by social enterprises in India. Choose a problem among this and give reason why it should be solved as top priority.
19. Compare and contrast the relative strengths and weaknesses of social enterprises in creating social value.
20. Examine the role of social enterprises in a global context.

UNIT – III**Lesson 3.1 - Social Youth Entrepreneurship****Learning Objectives**

After reading this lesson, you should be able to:

- Understand the meaning of youth and Entrepreneurship,
- Learn the concept of Youth Entrepreneurship,
- Understanding different types of youth entrepreneurship,
- Analyzing Social Youth Entrepreneurship Values, Goals, Elements and Approaches,
- Learning about the young social entrepreneurs around the world,
- Identifying the strategies to manage people in a social enterprise environment,
- Summarizing the challenges for Social youth entrepreneurs in India.

3.1 Introduction - Meaning of Youth and Entrepreneurship**3.1.1 Definition for Youth**

The term youth refers to the time frame between childhood and adult maturity. However, it can also lead to one's prime, in terms of wellness or the stage of life called young adulthood. Youth is often defined as the presence of qualities like newness, energy, vitality, and enthusiasm in a young person.

There is no globally agreed upon definition of the youth age category internationally. The United Nations defines youth as individuals aged between 15 and 24 years for statistical purposes. This definition of youth, based on statistics, means that individuals under the age of 14 are classified as children.

Currently, there are 1.2 billion young people who are 15 to 24 years old. Around 16% of the world's total population is about it. It is estimated that by 2030 there will be a 7% increase in the youth population, reaching nearly 1.3 billion. The future of the global economy lies in the hands of young people. Helping them develop their skills and pointing them in the correct path are among the responsibilities we must take into account.

3.1.2 Definition for Entrepreneurship

Entrepreneurship is a concept that involves providing a solution to a problem and generating additional value for society. Entrepreneurship drives progress by challenging the current norm. Entrepreneurship is a complex idea that involves owning a small business, showing creativity, taking on leadership roles, or establishing a new company. It involves identifying chances to steer the market towards balance or inducing imbalance through creative destruction. Entrepreneurial mind-set of individuals is another way to define entrepreneurship. There are no age restrictions, categories, or limitations. You have the ability to become a business owner in any industry. You could work as a technopreneur, agripreneur, social entrepreneur, political entrepreneur, or in any area relevant to your field. In contrast, there are both young and mature entrepreneurs that can be identified today.

3.2 Youth Entrepreneurship

Youth are the great human assets, exclusively as a youth entrepreneurs for the betterment of the society. Young people are valuable human resources, particularly when they become entrepreneurs early in life. They are the upcoming leaders and the optimism for progress in the worldwide economy. We will explore the topic of youth entrepreneurship through defining what it is and examining its traits.

Young people use their creativity, passion, and ingenuity to create and run businesses that address socio-economic issues in youth entrepreneurship. These young business owners use their individual viewpoints and goals to find areas of need in their surroundings, and develop creative answers that lead to beneficial transformations. By accepting risk, building resilience, and pursuing success without stopping, young entrepreneurs drive economic growth and social advancement.

Youth entrepreneurship involves key personality traits like initiative, innovation, creativity, and risk-taking in self-employment or working for small start-up businesses, utilizing skills required for success in this setting.

It involves converting creative and innovative ideas into enterprises led by youth to tackle socio-economic issues like poverty and unemployment.

Youth entrepreneurship is when individuals under the age of 30 or 35 start and run their own businesses. It includes recognizing a potential

business opportunity, creating a business proposal, obtaining funding, and starting and expanding the business with the guidance of young individuals. There are various ways in which youth entrepreneurship can be manifested, ranging from small businesses run from home to large enterprises that provide employment to dozens or even hundreds of individuals.

3.2.1 Concept of Youth Entrepreneurship

Entrepreneurial activity among young people involves creating and innovating to develop something valuable based on identified opportunities. This activity involves generating value by establishing an organization and initiating or expanding a new revenue-generating venture. This involves discovering a fresh product or service.

Entrepreneurship among young people is seen as a method to increase job opportunities, engage youth in economic endeavors, and promote their social and personal development. This direction's progress enables harnessing the creative potential of the youth for the nation's creative growth.

In developing nations, there has been a recent discussion about generating jobs for the increasing youth demographic. In 2020, the United Nations reported that 30% of young women and 13% of young men globally are not involved in work, school, or training, with over 35% in nineteen nations. Roughly 95% of young workers in developing nations are believed to be part of the informal economy.

The future of the economy relies on young entrepreneurs to boost employment and generate economic value. Youth entrepreneurship not only helps decrease unemployment rates and boost economic development but also plays a role in lowering crime, poverty, drug addiction, and income inequality. Countries focus more on promoting and providing support for young people to start their own businesses. As traditional job-for-life career paths become insufficient, youth entrepreneurship provides an extra way of incorporating youth into today's changing labour markets and securing their economic independence. The best thing is youth entrepreneurs create jobs for their generation as well. For some young individuals around the world, self-employment provides income, self-reliance and a dynamic way for growth and the development of human capital. In addition, young entrepreneurs are more responsive to new economic opportunities and trends through solving global problems.

Due to the government's limited ability to create job opportunities for young people in public sector institutions, young citizens must seek alternative employment options in the labor market to work autonomously. The rapid expansion of youth entrepreneurship, especially the innovative sector, plays a crucial role in the modernization of the national economy and in increasing investment and innovation for its growth. Youth entrepreneurship is willing to adapt to changes in the external environment, therefore supporting the economy's innovative potential, as well as the commercialization and implementation of new technologies.

The strong appeal of young entrepreneurship to policymakers is due to the high level of interest in entrepreneurship among young people. The special quality of youth entrepreneurship in the business sector is attributed to the age, personal traits, social status, and behavior of young individuals, along with their high mobility, activity, and adaptability.

However, entrepreneurship is not a cure-all. It is not suitable for everyone. Intended for young individuals aspiring to pursue self-employment or embark on an entrepreneurial career. However, these young people encounter challenges in initiating and managing a thriving business.

3.2.2 Importance of Youth Entrepreneurship

Youth entrepreneurship is important for a number of reasons. For one, it helps to create new jobs and stimulate economic growth, both locally and globally. Also encourages young people to invest in themselves, and believe in their potential...It also encourages young people with a means of achieving financial independence while pursuing their passions, developing valuable skills, and gaining experience in business and leadership. It is universally accepted truth that, youth entrepreneurship is one of the key drivers of innovation, as young people always bring excellent and dynamic perspectives and new ideas to the forum, and are often unafraid to take risks and experiment with new approaches.

3.2.3 Types of Youth Entrepreneurship

Innovative Entrepreneurship

Entrepreneurs who are able to think creatively and develop new methods, processes and business opportunities are known as Innovative Entrepreneurs. At the moment, there are numerous Innovative

Entrepreneurs worldwide that we can identify. If Bill Gates and Steve Jobs were once historical figures, they are now being quickly overtaken by young entrepreneurs such as Jack Dorsey, Sergey Brin, Larry Page, and Mark Zuckerberg, the founder of Facebook.

Imitative Entrepreneurship

This category includes entrepreneurs in developing and underdeveloped countries who import proven technologies from developed countries and implement them locally.

Fabian Entrepreneurship

Fabian Entrepreneurs are young business owners who inherit a business from their predecessors and successfully expand it by focusing on enhancing efficiencies, processes, and scale without venturing into new risky ventures.

Drone Entrepreneurs

Drone Entrepreneurs are descendants who inherit and operate a business without introducing any new risks. This type of mind-set can be described as a personal trait of the Entrepreneur that helps him to run the family business in a consistent manner.

3.2.4 The Benefits of Youth Entrepreneurship

Youth entrepreneurship offers a myriad of paybacks for aspiring young entrepreneurs. Not only does it provide an avenue for self-expression and creativity, but it also fosters personal growth and development. Here are some key advantages of youth entrepreneurship:

1. **Independence and Autonomy:** Starting your own business gives you the freedom to make your own decisions, pursue your passions, and chart your own course.
2. **Skill Development:** Youth entrepreneurship always provide a wide range of skills, which includes problem-solving, communication, leadership, and financial management.
3. **Real-World Experience:** By engaging in entrepreneurship at a young age, you gain valuable experience in areas such as marketing, sales, customer service, and operations.

4. **Networking and Collaboration:** Youth entrepreneurship exposes you to a variety of individuals and networks, providing opportunities for collaboration, mentorship, and partnerships.
5. **Financial Opportunities:** Successful youth entrepreneurship ventures can generate income and financial stability, allowing young entrepreneurs to achieve financial independence at an early stage in life.
6. **Impact and Contribution:** Youth entrepreneurship show the way of self confidence in their ventures, as young entrepreneurs have the potential to make a positive impact on their communities, addressing societal challenges and contributing to social progress.

3.2.5 Examples of Youth Entrepreneurship Business

Facebook



Mark Zuckerberg started Facebook at the young age of 19. A couple of years after it was introduced, Facebook became one of the most popular social networking sites globally. Today, it remains the top social media platform and is still expanding with a large workforce.

WordPress



Matthew Mullenweg established the company “Automattic” in 2005, which played a key role in the development of WordPress. Matthew invented this before he even turned twenty years old. Currently, WordPress is among the top web content management platforms worldwide. The majority of imaginative writers utilize this platform for their blogs.



Firefox OS

Mozilla Firefox

The founder name is Blake Ross. You may be unfamiliar with his name, but you are definitely familiar with his creation, Mozilla Firefox. Blake founded Firefox at the mere age of 19. This serves as an additional instance of a youth entrepreneurship venture.

3.3 Social Youth Entrepreneurship: Definition

Social entrepreneurship is a profit-driven business approach that considers social or environmental concerns. Unlike other for-profit businesses, the objective of social entrepreneurship is not focused on boosting profits.

The main purpose of a social enterprise is to address issues and secondly to generate profits. Basically, it shifts the focus of a business from making profit the main objective to making profit the way to achieve success. Social enterprise and entrepreneurship initiatives help youths build skills, create career paths, establish businesses, address community needs, and boost economic growth.

Entrepreneurship initiatives assist young people in initiating their own enterprises, creating opportunities to escape poverty, and promoting local economic growth. Young individuals create and execute social impact brands and projects, while learning about entrepreneurship from business professionals.

3.4 Social Youth Entrepreneurship: Values

Combatting Poverty: Youth entrepreneurship serves as a powerful tool to combat poverty by empowering young people to create their own economic opportunities. By starting enterprises, they not only generate income for themselves but also create job opportunities for others, specifically for the poor by giving employment opportunities and thereby breaking the cycle of poverty and fostering inclusive economic development.

Reducing Unemployment: High youth unemployment rates remain a pressing challenge in many societies. Youth entrepreneurship provides an alternative pathway for young individuals to enter the workforce. By starting their new and own ventures, they become job creators and not job seekers, thus by fuelling economic growth and reducing unemployment rates in the country.

Fostering Innovation: The creativity and fresh perspectives of young entrepreneurs bring a wave of innovation to traditional industries. Their disruptive ideas and solutions challenge the status quo, leading to increased productivity, efficiency, and competitiveness. Moreover, these innovations often have a ripple effect, positively impacting other sectors and stimulating overall economic growth.

Self-Empowerment and Personal Development: Youth entrepreneurship offers young individuals an avenue for self-expression and personal development. It nurtures key skills such as, critical thinking, decision making, problem-solving, leadership, and resilience. By entering on social entrepreneurial journeys, young people develop a strong and confident sense of social changer and become agents of change in their own lives and Society.

Bridging the Generation Gap: Young entrepreneurs bridge the generation gap by bringing fresh perspectives and harnessing the power of technology. Their digital fluency and familiarity with emerging trends enable them to connect with diverse audiences and adapt swiftly to changing market demands. By fostering intergenerational collaboration, youth entrepreneurship cultivates a dynamic ecosystem that embraces innovation and progress.

Sustainable Development: Young entrepreneurs frequently focus importance on sustainability and social responsibility when developing their business models. Their goal is to tackle immediate environmental problems, advocate ethical behavior, and support the United Nations' Sustainable Development Goals. Young entrepreneurs, through their entrepreneurial pursuits, act as catalysts for a future that is both sustainable and fair.

3.5 Social Youth Entrepreneurship: Goals

Social enterprises have established financial goals to help enhance and optimize the desired social outcomes. Normally, the majority of the earnings made are reversed back into the business in a way that will continue to uphold the social impact objectives and sustainability of the social enterprise. Only a portion of the profits can be shared with those participating in social enterprises, but the decisions made are not dependent on owning capital.

3.6 Social Youth Entrepreneurship: Elements

Social enterprise utilizes a passion for business and entrepreneurship to cultivate the abilities of young individuals, channel their creativity towards addressing community issues, build career pathways, and foster more resilient communities. Entrepreneurship initiatives assist young individuals in establishing their own companies, creating opportunities for upward mobility, and promoting growth in the local economy. The key elements are briefed for the better understanding.

- Passion.
- Purpose
- Planning
- Patience
- Perseverance.

3.6.1 Passion

Passion is the driving force that motivates entrepreneurs, fuelling their determination to conquer obstacles. It's not just basic motivation; it's the strong driving factor for any business striving for success. When an individual is fervently committed to their job, it boosts their resolve and motivates others - including fans, colleagues, and clients.

In order to gain a clearer understanding of your passion, inquire yourself with the subsequent questions and try to answer honestly.

- 1 When do you find yourself losing track of time?
- 2 Which issue in your community or on a global scale do you feel a strong urge to address or tackle?
3. If money did not play a role, what actions would you take?
4. What are you interested in studying?
5. At what point have you experienced the greatest sense of fulfillment in your job?
6. Which sectors do you tend to be drawn to?
7. What abilities or qualities do people frequently acknowledge in you?
8. Who do you look up to as an entrepreneur?
9. What sort of influence are you aiming to make?
10. If you are unsure of your passion, do you think, this is a great starting point for exploring new interests?

3.6.2 Purpose

Over the last ten years, purpose has become a crucial element in the corporate world, as an increasing number of customers have begun to scrutinize the morals and choices of businesses. It is not only about the social responsibilities of a business; it involves knowing the purpose and the issue you are addressing. A defined objective aids employees and other invested parties in establishing a connection with their companies and comprehending the impact of their work on the company.

If you believe that your goals, actions, and decisions are not in sync, it could be beneficial to re-examine your purpose and inquire, “Why?” You’d be amazed by how much depth you can uncover by continuing to ask that question (try the 5 Why’s exercise). If self-examination isn’t sufficient, you can explore further by recognizing your fundamental beliefs (in personal life and in business), creating your mission statement, and seeking feedback.

3.6.3 Planning

Strategic planning serves as the navigation tool for entrepreneurs in unknown territories. Successful entrepreneurship does not occur by accident. It’s really about the coming together of information, anticipation, and ongoing adjustment. If you struggle with planning, here are 5 steps you can take to simplify the process.

- Establish specific objectives: keep in mind that the objective must be clear, attainable (using the SMART goals method), and in line with your overall vision for the future.
- Make sure to start with small actions:
- Divide your goals into achievable tasks or goals. This will make your objectives easier to handle and improve your ability to monitor your advancement.
- Develop a planning structure
- Select the most suitable approach to arrange tasks, establish deadlines, and allocate resources effectively.

3.6.4 Prioritize

Not all tasks carry the same weight, and certain ones can have a greater effect on your business. Master the skill of organizing tasks by determining

their level of significance and immediacy. Give attention to important tasks that directly impact your business objectives and manage time and resources accordingly.

Review and adjust: regularly review your plans and progress to identify any deviations or areas that need improvement. Be receptive to feedback and ready to adjust your plans as needed. Adaptability is essential in entrepreneurship, as being flexible in adjusting your plans to evolving situations will ensure you stay on course to achieve your objectives.

3.6.5 Patience

Achieving success requires patience (especially the kind that doesn't happen overnight). Understanding how to maintain your focus on the ultimate objective and prioritize incremental advancements can take you further than many entrepreneurs who are constantly in a hurry. Having patience is not the same as being idle; it's about setting realistic expectations and not allowing obstacles to create desperation.

More than 200 guests have appeared on the Beyond 8 Figures podcast, with nearly all of them concurring that it requires several years to establish a business and attain lasting expansion. For instance, consider Kim and Lance Burney, creators of Mighty Carver, who experienced a sudden growth in popularity after their feature on Shark Tank, following their establishment in 1999. However, they had faith in their product and continued to persevere.

3.6.6 Perseverance

As an entrepreneur, you can expect to encounter at least one million challenges. Can you imagine what happened next? Surrendering is not a choice. Achieving results require patience and careful planning. Persistence is necessary for entrepreneurship to be successful. Entrepreneurs remain resilient and manage obstacles and challenges with consistent determination. But it's not as simple as it sounds, correct?

Similar to mastering any other ability, you can develop resilience by gaining insights from your failures. By viewing challenges as chances to learn, you are preparing your mind to concentrate on the benefit of the experience rather than on what you are lacking. Over time, it becomes simpler and will only serve to strengthen you. If you are unable to evade issues (which is inevitable), you should try to find the silver lining in them.

3.7 Social Youth Entrepreneurship: Approaches

There are two unique ways and approaches in which entrepreneurship can help solve the issue of youth unemployment:

- (i) **Growth approach:** Entrepreneurship drives economic growth and creates jobs - entrepreneurs of all ages establish and expand businesses to provide opportunities for young people.
- (ii) **Livelihoods approach:** Youth engaging in entrepreneurship to secure productive jobs and sustain themselves in the society.

3.7.1 Key Areas to Consider When Engaging in Entrepreneurship Support for Youth

1. Start cultivating entrepreneurial mind-sets (the essence of entrepreneurship) at a young age. Develop creativity, cognition, and socio-emotional skills for entrepreneurship during the time that children and teenagers spend in school. Likewise, entrepreneurship education programs in high school and college will have a greater impact on developing entrepreneurial intentions, mind-sets, and skills if they move past just technical elements to focus on experiential and peer learning, entrepreneurial psychology, mentoring, and positive role models. Entrepreneurship education and training programs can also be beneficial for young people not starting a business right away. By including personal entrepreneurial pathways planning and building support networks, these programs can help young individuals navigate their mixed livelihoods, make strategic decisions, and reach their entrepreneurial goals.
2. Acknowledge that strategies for promoting entrepreneurship focused on growth differ from those focused on supporting livelihoods. They vary in the job issue they aim to address, their goals and criteria for selection, the types of jobs they generate, and their alignment with policy incentives, resembling a livelihoods perspective. Programs focused on livelihoods (or micro-entrepreneurship) aim to assist underprivileged youth by combining vocational and soft skills training, along with financial and counseling support. At the same time, strategies focused on growth look for individuals with high potential for entrepreneurship, resulting in recipients who are typically older (including “older” youth) and have more education.

This type of approach needs specialized support systems like pre-incubation, incubation, business advisory services, and funding from venture capital and angel investors. It would be simplistic to believe that one policy/program tool can achieve both goals.

3. Offer holistic intervention packages that address various challenges of recipients and facilitate their transition to entrepreneurship through a combination of mentoring, grants, and entrepreneurial networks. No quick fix exists: design and targeting depend on program goals (such as economic growth or improving living standards), the specific needs of beneficiaries (for example, gender considerations), and the conditions in the local area (like market preferences).
4. Assess and evaluate candidates for entrepreneurship programs. Entrepreneurship programs work best when they focus on individuals with entrepreneurial aspirations, motivation, and traits, and utilize participants' characteristics to connect them with appropriate assistance. This also pertains to programs focused on supporting the livelihoods of marginalized groups. A gradual method for screening beneficiaries is a possible choice to address equity issues.
5. Promote effective entrepreneurship within programs focused on improving livelihoods. Livelihood-focused initiatives for youth frequently result in small business owners remaining in sectors with minimal demand and productivity. The efficiency of these initiatives could be enhanced by being structured to encourage the development of small businesses in key sectors that are growing strategically, engaging in more profitable endeavors (such as those with higher market demand or greater value-addition), and assisting young entrepreneurs in forming connections with markets.
6. Encourage improved outcome evaluation by conducting tracer surveys and long-term assessments to gauge program effects on entrepreneurial results, while also assessing their cost efficiency. Support them with better results measurement, specifically by conducting tracer surveys to assess program impacts on entrepreneurial outcomes.

3.8 Factors that influence Youth Intention in Social Entrepreneurship Activities

A social entrepreneur must possess a deep understanding of the world and have a strong passion for making a difference. Today's youth are very driven to make a positive impact on society. When young individuals are constantly exposed to information about social and environmental issues from an early age, they are more inclined to become passionate about finding solutions to the challenges that impact their future.

Various factors contribute to the motivation of young people to engage in social entrepreneurship activities today. Engaging in the social enterprise to support the community and help those in need. They are guided by the following elements.

- self-confidence
- Self reliance
- Self – awareness
- Emotional intelligence
- extroversion
- intuition
- risk taking nature
- experience in social activity
- skill trainings
- networks and connections to external environment
- mentor guidance
- aware of culture, traditions, values and beliefs
- Revolutionary attitude

Young people confidently engage in social entrepreneurship endeavors with the backing of their loved ones and peers. They quickly start because of their expertise in technology, allowing them to generate opportunities in a cost-efficient and less stressful manner.

3.9 Strategies to Support Social Youth Entrepreneurship

In order to harness the power of youth entrepreneurship for driving development, it is crucial to put in place specific policies and programs that tackle the distinct obstacles encountered by young entrepreneurs. Several tactics to assist young entrepreneurs are:

Improving financial access: Offering young entrepreneurs affordable credit, grants, and equity funding can assist in overcoming financial obstacles and starting their businesses.

Fostering entrepreneurial abilities: Providing training and mentorship initiatives can provide young entrepreneurs with the essential business knowledge and skills to effectively launch and expand their ventures.

Creating support systems: Building networks and platforms that link youthful business leaders with seasoned entrepreneurs, mentors, and colleagues can offer valuable advice and assistance.

Making regulatory environments simpler: By streamlining business registration procedures and cutting down on bureaucratic obstacles, it can become less challenging for young entrepreneurs to establish and run their businesses.

Encouraging a positive mind-set towards entrepreneurship and recognizing the accomplishments of young entrepreneurs can help foster a supportive atmosphere for youth entrepreneurship by promoting a culture of entrepreneurship

3.10 Social Youth Entrepreneurship Process

1. *Creating Opportunities for Youth Empowerment*

Social entrepreneurs are essential in fostering future leaders by providing youth with empowerment opportunities. They recognize that young individuals have great potential to make positive impacts in their communities as well as globally. Through offering guidance, support, and resources, these social innovators can unveil the untapped talents and abilities of young people, enabling them to create an impact.

2. *Mentoring and Skill Development Programs*

One method social entrepreneurs use to support the upcoming generation of leaders is by offering mentoring and skill-building programs. They understand that young individuals require guidance and assistance to enhance their leadership abilities, so they create initiatives that match skilled mentors with ambitious young leaders. These mentors offer important perspectives, guidance, and motivation, assisting young people in overcoming obstacles and building the essential abilities for achievement.

For instance, Ashoka Youth Venture aids young social entrepreneurs by pairing them with mentors to assist in developing and implementing impactful projects. This practical support helps young leaders develop skills in managing projects, building teams, and solving problems, enabling them to find lasting solutions to important societal problems.

3. *Encouraging Innovation and Creativity*

Social entrepreneurs also promote originality and imagination in youth. They realize that future leaders will encounter distinctive obstacles that demand new outlooks and creative thinking. By creating a culture that promotes creativity and risk-taking among young people, social entrepreneurs enable them to devise inventive answers to challenging issues.

Perfect example is the Global Social Entrepreneurship Network (GSEN), which arranges different programs and contests to encourage youth in creating unique social entrepreneurship ideas. By taking part in these programs, GSEN motivates youthful leaders to be innovative and offers them the assistance and tools needed to bring their visions to life. This encourages an atmosphere of creativity and enables young people to make a difference in their neighbourhoods.

4. *Creating Platforms for Collaboration and Networking*

Social entrepreneurs understand the significance of working together and building connections to address intricate social problems. They establish spaces for youth to engage with peers, exchange thoughts, and work together on initiatives. Social entrepreneurs help young leaders connect with each other, share knowledge, experiences, and forge partnerships to enhance their impact.

3.11 Challenges for Social Youth Entrepreneurs

Though there are advantages to youth entrepreneurship, young entrepreneurs frequently encounter various obstacles when initiating and expanding their businesses. Potential obstacles could consist of restricted financial opportunities, absence of expertise in business operations, and insufficient assistance systems. Furthermore, it can be challenging for

youthful business owners to understand intricate regulations and they could encounter age-related discrimination or prejudice.

Inexperience: Many young entrepreneurs do not have the same level of experience and industry expertise as experienced entrepreneurs. This can present difficulties for them when it comes to handling the intricacies of running a business, making strategic choices, and overseeing different operational elements.

Limited financial resources – Another big challenge can be limited financial sources, a major obstacle for young entrepreneurs when it comes to accessing capital. Securing funding for their projects may prove challenging, as seasoned lenders and investors may be wary of backing entrepreneurs who lack experience. Their capacity to expand the business or invest in essential resources may be constrained by limited financial resources.

Developing a Professional Network: Establishing a robust professional network is essential for all entrepreneurs, especially those who are new to the industry and still finding their way. Lacking the connections and relationships of more experienced entrepreneurs can make it difficult to locate mentors, advisors, and potential collaborators.

Balancing Education and Entrepreneurship: Numerous young entrepreneurs are continuing their education alongside their efforts to grow their businesses. Successfully managing both academic obligations and entrepreneurial responsibilities can be extremely difficult, necessitating strong time management and prioritization abilities.

Overcoming stereotype - Young entrepreneurs frequently encounter doubt and preconceived notions because of their youth, but they can overcome these challenges. Certain prospective investors, clients, or collaborators could have uncertainties about them or challenge their trustworthiness solely due to their youth. Young entrepreneurs may face a significant challenge in overcoming these biases and demonstrating their competence.

Balancing Work and Life: The commitment and effort required for entrepreneurship can often result in an imbalance between work and personal life. Young entrepreneurs may struggle to balance personal relationships, self-care, and other hobbies while establishing and

expanding their businesses.

Managing Failure and Uncertainty: Entrepreneurship comes with inherent risks, and the possibility of failure is present. Young business owners who are still early in their careers might struggle more when faced with failure and uncertainty, since they may not have much experience handling obstacles and bouncing back from tough situations.

3.12 Examples of Young Social Entrepreneurs in India

1. Sharad Vivek Sagar

Born in Patna, Bihar, this 26-year-old social entrepreneur is dedicated to linking children from the most remote areas with top opportunities. Sharad thinks that the future leaders are currently in classrooms, and with proper opportunities, they have the potential to transform the world. Having this idea in mind, he established Dexterity Global when he was 16, and has afforded chances to over 1.2 million students. Sharad is among the select few Indians included in the Forbes 30 under 30 list and is also one of the rare individuals to decline a master's degree offer from Harvard University. Additionally, he was invited to the White House by former US President Barack Obama for an official inauguration event. To further enhance his accomplishments, he was also honored by the Rockefeller Foundation as one of the top 100 innovators of the future.



2. Karthik Naralasetty

Karthik left Rutgers University in New Jersey to establish his own start up, Redcode Informatics. After successfully operating it for a few

years, he stumbled upon an article that transformed his life. The article discussed the challenges faced by a family in obtaining blood for their young daughter with thalassemia. Karthik became aware of the severity of the issue of inadequate blood supply. He granted Redcode Informatics permission to launch a new project called social blood. This group facilitated the connection between those in need and blood donors using Facebook. Social blood has joined forces with multiple blood banks in the United States and has assisted more than 300,000 individuals. Karthik has received numerous accolades for his business endeavor. He was awarded the Staples Youth Social Youth Entrepreneur Award in 2011. He has been listed on Forbes' 30 under 30 innovators list twice. Entrepreneur India magazine recently honored him as one of India's 35 young innovators under 35.



3. Ria Sharma

Ria Sharma is a prominent social activist and one of India's top social entrepreneurs. She graduated from Leeds College of Ark in the United Kingdom before establishing the world's first center for rehabilitating and treating acid attack survivors. Sharma also owns Make Love Not Scars NGO, which was established in 2014. The NGO in India is a facility that helps women who have been victims of acid attacks with their recovery process.



She definitely assisted numerous young girls and women in overcoming stigma and regaining their dignity. Sharma is a prominent advocate for social justice who aims to positively impact the lives of all those she helps. In 2016, Ria received the social impact award from the British Council. She was the first Indian ever to receive the United Nations Goalkeeper Global Award in 2017.

4. Agnishwar Jayaprakash

Agnishwar had a very bright future in swimming. He made history by being the youngest Indian to compete in the World Championships 2004 in Indianapolis, USA at age 14. At 22, he represented India at the world Short Course Swimming Championship in Istanbul and earned medals in six events, once again becoming the youngest Indian to accomplish this. He was facing a path abundant in glory, but instead, he chose a different route that involves assisting others. Influenced by the ex-president Dr. A.P.J Abdul Kalam, Agnishwar established Ignite-India, a countrywide platform for students to encourage creativity and business skills in high schools and colleges. Ignite India has established connections with more than 7000 schools nationwide and has been acknowledged by the United Nations as one of the top socioeconomic educational initiatives in the country. Agnishwar, a UN youth Ambassador, aspires to empower students in the country with the United Nations' 17 SDGs.



5. Aarushi Batra

Over 850 Million people suffer from hunger, yet only a small number can be assisted. Aarushi felt that assisting a small number of individuals was inadequate. With the goal of feeding as many people as possible, she and her three friends established Robin Hood Army. This organization,

as indicated by the name, focuses on giving excess food to those in need through volunteers. The members of this group gather food from dining establishments and events, package it safely, and distribute it to those in need. Robin Hood Army operates in 60 cities and has supplied food to more than 5 million individuals globally. Aarushi Batra and her 14000 robins are always striving to achieve new milestones and do not like to focus on their past achievements.



6. Nivesh Raj

Nivesh, a previous Delegate to the youth assembly at the United Nations, has always maintained the belief that addressing the issue of sanitation is essential in order to effectively tackle poverty. This belief prompted him to establish Step Up For Healthy India, an organization dedicated to providing health and sanitation essentials to the less fortunate. Nivesh has launched the Leadership 30 program to develop future leaders among students, who will work towards achieving the 17 Sustainable Development Goals established by the United Nations and shape the future of the country. This program is the first of its type in India and the second in the world.



7. Dhruv Lakra

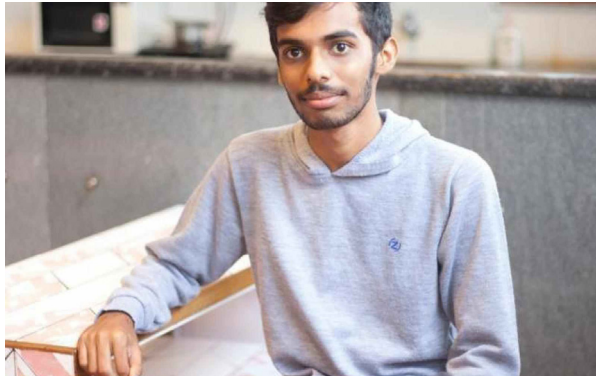
We often overlook problems that are obvious, but Dhruv discovered a solution for a previously unknown issue - providing employment opportunities for the deaf. Dhruv began his professional journey as an investment banker but soon discovered it was not his true passion. Afterwards, he became a member of an NGO named Dasra and discovered that his happiness and fulfillment come from assisting others. On a scholarship, he attended Oxford University to earn an MBA in social entrepreneurship. It was during this period that he conceived the idea of establishing a workplace for deaf individuals to utilize their skills, giving rise to Mirakle Couriers. This company began with three employees and now has more than 50 employees, with only three of them not being deaf. Currently, Mirakle couriers manage over 65000 monthly deliveries for over 40 companies. Dhruv's company has received recognition for its outstanding achievements with several prestigious awards in recent years, including the Hellen Keller award, Echoing green fellowship award, and the National award for the empowerment of people with disabilities presented by the president of India.



8. Chetan Gowda

Chetan came to the realization of the ongoing struggle for blood donations in the world the hard way. At 16 years old, he lost his beloved teacher because there was not enough blood in blood banks. Following this event, he made the decision to ensure that no one else would have to suffer from a lack of blood, leading him to establish Khoon, an NGO dedicated to supplying blood to those in need. Over the last 2 years, Khoon has assisted over 50,000 individuals. It has the ability to deliver blood to any location in the country within 60 minutes. Youth for Seva named Chetan

as one of the most influential individuals in the social sector in India who are under 21 years old. He is currently a member of Ashoka's youth venture and thinks he can contribute even more to his country.



9. Piyush Ghosh

Piyush Ghosh, a 22-year-old former Ashoka Youth Venturer, is the creator of Optimist Citizen, India's first exclusively positive newspaper. This newspaper shares uplifting and encouraging stories from various locations across the nation. It informs the country about individuals who are impacting society but are not receiving acknowledgement. In 2015, Piyush received the Manthan award for his newspaper and is the youngest recipient of the award. He was also a finalist for the Queen's Young Leader Award and was granted the opportunity to take a distance course at the University of Cambridge. Piyush's goal is to spread positive news that can inspire the entire nation.



10. Olivia Deka

The females in our nation have consistently been undervalued. Growing up, they were taught that gaining approval from society was

crucial for girls. Their strength was insignificant; their likability was what counted. Olivia learned about this brutal reality at a young age. The fear of not belonging was so strong that she lost all confidence in herself. In 2015, a diagnosis of severe Clinical depression was given to her. Following extensive hard work, Olivia successfully regained her confidence and self-esteem. However, this event made her realize that she was not the only girl who has experienced or will experience this issue in her life and she did not want them to endure the same suffering she did. Therefore, she initiated She for Change, a group committed to assisting girls in discovering their voices in society and feeling empowered. Olivia thinks that increasing the number of women in leadership roles is the key to closing the gender gap, and she works towards achieving this goal through her organization.



3.13 Challenges of the Social Entrepreneurship in India

There are numerous difficulties for young people who enter the field of social entrepreneurship

1. **Confusion with social work-** In India, social entrepreneurship is often mistaken for social work, which prevents it from establishing itself as a distinct entity in the country. This marks the initial hurdle for social entrepreneurship, particularly for young entrepreneurs.
2. **The problem of creativity-** Another challenge for social entrepreneurship is the shortage of innovative thinking when it comes to generating ideas for improving society and making profits. It is extremely difficult to conceptualize and execute this fusion, especially in India.
3. **Arranging finance-** A key obstacle faced by entrepreneurs in India is the limited availability of funding options. It is increasingly

difficult to secure financial assistance from traditional financial institutions due to the presence of social entrepreneurs who provide distinctive products and services. This situation is very grave and a key hindrance to advancements in social development. This is an extremely urgent situation and a significant cause of the lack of progress in social entrepreneurship in India.

4. **Shortage of talented and dedicated workforce-** This challenge is encountered only by social entrepreneurs and is very distinctive. In most cases, individuals take on roles in order to receive a good salary and benefits, however, this can be more challenging with social entrepreneurship. The main focus of social entrepreneurship is to achieve social benefits instead of personal benefits. It is extremely difficult to hire employees for the company in such circumstances.
5. **Setting and communicating value objectively-** The key challenge in social entrepreneurship is clearly establishing and communicating values. Typically, the value can vary among different societies due to their specific requirements. However, social entrepreneurs must establish shared values that can be effectively communicated.
6. **Elevating the individuals-** The primary and easily noticeable obstacle facing the community is elevating the people as individuals. Entrepreneurship involves lifting individuals from their current position by creating valuable and significant prospects. In this process, each person's needs must be addressed individually instead of thinking about the entire society. This presents a unique challenge for social entrepreneurs.
7. **Lack of an ethical framework-** As social entrepreneurs prioritize societal changes and uplifting people, they may resort to unethical practices in their business operations. This challenge is seldom seen but can be found in rare instances in India. The ethical parameter changes from one society to another.
8. **The commercial assumption-** Social entrepreneurship prioritizes social impact over commercial viability or assumption. This is a major obstacle in the realm of commercial acceptance of information and concepts. While something may be socially acceptable, it may not be financially viable. This poses a predicament for social entrepreneurship in India. The lack of commercial viability also reduces firms' motivation to engage in projects for social benefit.

9. *Lack of evidence*- Social entrepreneurship is not as well-documented as economic entrepreneurship in terms of the societal impacts they have initiated. It is very difficult to keep track of such changes because people move frequently for various reasons.

10. *Lack of Planning and appropriate structure*- This challenge has been troubling entrepreneurs for decades and continues to do so to some extent. The absence of proper planning is highly significant and is often the reason for the downfall of social enterprises. The training, finance, consultation, and research needed for social entrepreneurship in India are not adequately set up.

3.14 Managing People in a Social Enterprise Environment

A social enterprise is a business that prioritizes both people and the planet, in addition to making a profit. Social enterprises address social and environmental issues, enhance communities, offer opportunities, and strive to create a positive impact on the world.

Starting a social enterprise can be a rewarding and thrilling venture. In order to be successful, future social entrepreneurs require outstanding business and management abilities. They must comprehend the competencies needed and how to develop them, possibly through higher education in business and management.

Social enterprises blend the effectiveness, creativity, and assets of the corporate world with the drive, principles, and purpose of the social realm. Within a single organization, there exist varying and possibly conflicting objectives, beliefs, and standards that result in conflicting directions for behavior and create ethical challenges for the organization's leaders. At this point, managing social enterprises effectively and efficiently is unavoidable.

3.14.1 Key Aspects of Social Enterprise Management

Social enterprise management is all about balancing potentially competing priorities. A social enterprise must first make money before it can succeed in its social vision and mission. These two ends of the seesaw could make managing the organisation more difficult than a business with profit generation for shareholders as its focus.

1. *Mission and values*

The overriding mission of a social enterprise is usually to tackle a social or community problem. It could be helping people who are homeless to get warm clothing and a hot meal. It might be providing employment for young offenders or perhaps even have an environmental angle such as creating local recycling opportunities. Whatever the mission, you'll need to align it with your organisation's financial and business strategy because one can't happen without the other. Being clear on your mission and values helps stakeholders, including potential investors, employees, customers and suppliers to understand why you might operate differently than other organisations and the reasons for those differences. Strong social enterprise management focuses on clearly identifying and communicating the mission and values of the organisation.

2. *Governance*

Successful social enterprise management requires a strong governance structure for success in meeting social aims. When you have well-defined roles and responsibilities on your executive board, your social enterprise will run more smoothly. You'll be more cost-effective, leaving more in the kitty for your social projects. In addition to managing the finance, people, systems and processes, your board must also ensure you adhere to relevant authorities and regulatory bodies in your sector.

3. *Social enterprise management of your finances*

Social enterprises tackle problems in society or local communities. They don't rely on donations or grant funding like a charity would. They must generate at least 50% of their income from trading. Then at least 50% of profits from their business operations must be directed into social programmes. This means you'll need to focus on budgeting, forecasting and tracking your income and expenditure to ensure you can meet your aims. There are three vital activities to complete to help you stay on target to your financial goals:

- Develop a realistic budget that aligns with your mission and values
- Track your actuals against budgets and explain any significant variances

- Re-forecast your income, expenses and cash flow to ensure you can pay your bills and deliver on your social projects

Cash flow modelling is a key skill within social enterprise management. Many brilliant organisations become unsustainable because they don't keep a close enough eye on the bank balance and simply run out of cash to continue. Cash flow forecasting software is a vital tool for your organisation's survival and ultimate success.

4. *Impact measurement*

How do you know if you are meeting your stated social aims?

You must develop a robust reporting system to measure the impact of your work. Setting SMART KPIs and targets and, of course, tracking against these targets and KPIs is a fundamental part of good social enterprise management. Collecting actual data to measure your social impact may be challenging but without it, you'll struggle to attract new investors, staff and other stakeholders to share your vision.

Key performance indicators should cover the following five areas:

- What impact happens over what time period?
- Who experiences the impact?
- How much impact is felt?
- How much does your social enterprise contribute to the impact?
- What happens if the impact is less than expected?

5. *Stakeholder engagement*

Social enterprise management is as much about communicating what's happening to those that matter as it is about making the desired impact. Sometimes it's not obvious to the wider world what difference you are making, so it's down to you to shout about it and get publicity for your social change. Engaging with key stakeholders could include pitching for new investment, getting local, national or even international media coverage about the impact you're having or it could simply be internal communications to help all staff understand the aims and align their efforts to common goals.

3.14.2 Essential Management Skills for Social Entrepreneurs

Creating a successful social enterprise takes hard work, dedication and a strong commitment to a social mission. However, it also requires many important business and management skills.

1. *Understanding business models*

Building and developing a flourishing social enterprise requires effort, devotion, and a steadfast dedication to a social cause. Nonetheless, it also necessitates numerous crucial business and management abilities.

A social enterprise is a business that aims to generate profit among its objectives. Nonetheless, this is not the sole purpose of social enterprises.

There are three primary elements in conventional corporate business models.

- **Value proposition** - What a company offers to attract customers. This is the offering that the company provides and will bring in profits.
- **Model of operations** - The way in which the company provides those products or services to customers.
- **Value capture mechanism** – a mechanism for capturing value. The framework in which the company produces and evaluates profit.

Social entrepreneurs need to comprehend the mechanics of social enterprise business models. Although social enterprise and corporate business models share similarities, social enterprise models stand out by allocating a large portion of their profits to a social cause instead of solely benefiting business owners. A crucial skill in business is knowing how to manage donations in a way that supports the growth of the business.

2. *Creating an impactful vision and mission*

Every company requires a vision and mission to unite employees and provide them with a guiding principle. Nevertheless, a social enterprise requires a unique vision that prioritizes people and the planet over the sole focus on making money. This vision, or mission, is integrated across the social enterprise and can manifest in various aspects like production, culture, and relationships with employees and customers.

Social entrepreneurs must possess the ability to comprehend social and environmental problems, as well as understand how their enterprises can influence these issues. This involves choosing

a relevant topic, determining how to express their interests, and carrying out a strategy to bring about transformation.

3. *Understanding business opportunities*

Recognizing lucrative business prospects is also an essential business skill. In the end, a social enterprise must be profitable in order to have a meaningful impact.

In a constantly evolving and growing market, new chances arise for innovating products and services. Social entrepreneurs must evaluate the market demand for their product or service, as well as develop strategies for production, marketing, sales, and distribution along with fulfilling their social mission and vision in order to take advantage of these opportunities. Social entrepreneurs who possess a basic grasp of business opportunities can utilize this knowledge to inform their strategic decision-making.

4. *Inspiring change*

Ultimately, the goal and purpose of every social enterprise will involve making a difference, whether it's to advocate for equality, offer jobs, improve environmental impacts, or address various issues. In order to achieve this, social entrepreneurs must have the ability to motivate others.

This can be accomplished through various methods, but ultimately it requires effective communication and establishment of systems to bring about and maintain change in the long run.

5. *Being resilient*

While social entrepreneurship can bring fulfillment, it also comes with its own set of difficulties. In particular during the initial stages, dedicating profits to fulfill their mission could result in a limited (or zero) amount of funding available for reinvesting in the business to promote its growth.

Numerous complex and challenging social issues that concern entrepreneurs cannot be resolved quickly, not even over an extended period of time. This implies that social entrepreneurs must possess the capacity to bounce back from challenges and be equipped with contingency plans to address potential disruptions that could impede business operations.

6. *Being creative and innovative*

Social entrepreneurs must consistently be creative and innovative in building and expanding their business, as well as addressing their primary concern, in order to achieve their vision and mission while generating sufficient profit to operate.

Addressing societal problems often requires unconventional approaches. Since the objective and strategies of every social enterprise vary, social entrepreneurs must think innovatively to devise unique solutions tailored to their goals and strategies.

7. *Having high levels of social and emotional intelligence*

Social entrepreneurs must have the ability to truly establish connections with individuals, both within their organization and outside of it. This requires a crucial business ability in emotional and social intelligence. Recognizing the feelings of others and sharing their own emotions can foster deep connections with others.

These connections can assist in creating networks of individuals with a vested interest. This can assist social entrepreneurs in effectively accomplishing their goals and guaranteeing the financial success of their businesses.

8. *Being a strong and inspiring leader*

Social entrepreneurs need to exhibit strong leadership and inspire others. This skill is essential as entrepreneurs work to both create social or environmental impact and maintain a successful business.

Encouraging others to change their behavior is essential in creating change, therefore social entrepreneurs must be able to inspire and guide others.

9. *Exhibiting optimism*

Although not a conventional business ability, optimism is essential for social entrepreneurship. Social entrepreneurs encounter significant obstacles but having a strong sense of hope and confidence in the success of their business and social mission can motivate others and result in favourable results.

Positive leaders motivate positive employees and those in their circle are more inclined to support their attempts to bring about change.

10. Possessing determination

The perseverance and determination of social entrepreneurs in overcoming obstacles is crucial as they balance running a profitable business with addressing social issues.

Grit is a mixture of enthusiasm, perseverance, and determination to overcome challenges. Grit is the determination to keep going after a failure and to strive for improvement despite obstacles.

3.14.4 HR's Role in the Social Enterprise

HR will play a crucial role in businesses transitioning to a social enterprise. Beginning with staff members, HR will be key in all seven areas that will facilitate this change. Here is a sneak peek into the social enterprise's HR function.

1. Build a culture of continuous learning:

The definition of a career as just a job has shifted. Within the social enterprise, jobs will entail a progression of growth experiences, giving workers the chance to acquire fresh abilities. HR will have a significant role in creating learning initiatives that provide their employees with the necessary skills for the future.

2. Develop practices for continuous performance management:

As productivity increasingly becomes the main focus of human capital management, organizations are utilizing performance management strategies to reach their business goals. With performance management evolving into an ongoing process, HR teams need to utilize HR technology solutions to integrate performance management seamlessly into daily work routines.

3. Engage with emerging workforce models:

Due to the evolving makeup of the workforce, companies need to broaden their talent management strategies to include workers throughout the entire ecosystem. This implies that HR must be included in every decision involving contingent workers, contractors, and freelancers. HR needs to offer these employees specific performance objectives, reliable communication tools, and training and assistance to boost efficiency.

4. Offer personalized rewards:

While organizations recognize the importance of linking

performance to rewards, many have not created a clear plan for implementation. Through the implementation of ongoing listening tools, HR departments can identify the incentives that are genuinely appreciated by employees. Giving customized incentives also aids employees in grasping their performance status and the advantages they can gain from their contribution to the company.

5. *Accommodate older workers:*

In a competitive talent landscape, organizations need to appreciate and utilize their older employees to gain a competitive edge. The older group consists of experienced, dedicated, and varied employees who can serve as a valuable asset for coaching and guiding.

In recent decades, there has been a growing emphasis on design that prioritizes the needs of users and humans, leading to the development of highly innovative and versatile technologies like smartphones and voice-controlled interfaces. HR may require their tech partners to incorporate the unique requirements of older employees into user-centric and human-centered design in order to increase adoption among various age groups. Many top HR technology providers, who are social enterprises, are getting better at meeting the growing demands of their customers and stakeholders, and will soon do the same for older employees. Including older workers in the development of assistive and learning technologies can help combat the need for continuous reskilling due to the decreasing half-life of “hard” skills, according to Jeff. This approach eliminates the necessity for training in costly and hard-to-measure skills like problem-solving and critical thinking.

6. *Employee well-being:*

Although employee well-being strategies are not a new concept in the workplace, current well-being programs encompass a wide array of health, social, and emotional initiatives. Nowadays, organizations must broaden the range of well-being programs to not only focus on health and well-being, but also on enhancing business performance.

7. *People Data:*

With HR's growing dependence on people analytics, concerns about data security, transparency, and related risks are also on the rise. HR needs to work together with IT and legal departments to

recognize possible data hazards and create guidelines regarding the handling and safeguarding of employee information. HR must also involve employees as knowledgeable stakeholders who recognize and endorse the advantages of utilizing people data in their work and careers.

The emergence of the social enterprise requires organizations and HR to cultivate social capital by involving all stakeholders in the ecosystem, anticipating external trends, and fostering a stronger sense of purpose and mission across the organization. In the future workplace, the connection between human capital and social capital will require a complete overhaul of current HR processes, activities, and strategies.

3.15 Steps on How to Start a Social Entrepreneurship Business for Youth

Social entrepreneurship allows young entrepreneurs to make a difference in society while engaging in purpose-driven business endeavors. Choosing the correct social entrepreneurship idea that reflects your passion, values, and potential for impact is essential for achieving success.

1. Identify a pressing social or environmental problem:

Recognize an urgent societal or environmental issue: Recognize an issue that aligns with your interests and beliefs. Investigate different problems, assess their magnitude and possible outcomes, and select one that you are passionate about tackling. Rebecca Weicht, Co-founder of Bantani Education, was motivated by her goal to make education accessible to everyone when she founded a platform focused on teaching entrepreneurship.

2. Conduct thorough research:

Perform extensive research: After identifying the issue, delve into research to comprehend its underlying causes, current initiatives to tackle it, and the remaining gaps to be addressed. Research effective social entrepreneurship initiatives and creative solutions within related industries. This study will provide you with understanding and encourage innovative strategies to address the problem.

3. Brainstorm innovative and sustainable solutions:

Generate creative and sustainable ideas: Utilize a thorough

understanding of the issue to brainstorm innovative and sustainable solutions that can make a substantial difference by incorporating methods such as human-centered design. Consider alternative approaches and explore how leveraging technology, community involvement, or collaborating with other organizations can improve the impact of your solution. If you are working on a way to combat food insecurity, your creative concept could include setting up urban farms run by the community to supply fresh fruits and vegetables to disadvantaged areas and offer employment opportunities to locals.

4. Assess feasibility and scalability:

Evaluate the possibility and potential for growth: Think about the resources, financial needs, possible collaborations, and the ongoing viability of your business. Decide if your idea is capable of expanding to reach a larger audience and creating a more significant impact in the long run. Evaluate the presence of resources, support from local authorities, and opportunities for collaboration with NGOs or water filtration companies to expand your social entrepreneurship idea of supplying clean drinking water in rural regions.

5. Seek feedback and collaboration:

Look for input and teamwork. Discuss your social entrepreneurship concept with individuals who share your values, mentors, experts, and potential beneficiaries. Look for input to improve and enhance your idea. If you are considering beginning a social enterprise that aims to empower female artisans, it is important to consult with them, women's empowerment groups, and experienced business mentors for valuable advice.

6. Develop a comprehensive business plan:

Create an extensive strategy for your business. Your business plan should detail your plan of action, audience, marketing strategy, operational strategy, financial forecasts, and anticipated social contributions. An organized business plan will lead your business and draw in possible investors and collaborators. An entrepreneurial concept centered on empowering women artists can demonstrate how the business will offer equitable salaries and support skill-building and training initiatives for lasting effects.

7. Take action and launch your venture:

Get started and start your business now. Put your plan into action, gather information, and evaluate the results, such as expenses and the number of people affected, and be ready to adjust and repeat based on actual situations and knowledge gained.

Social entrepreneurship merges business and innovation with a significant societal mission, enabling entrepreneurs to make a positive and enduring impact by tackling social and environmental issues. People and groups looking to expand their influence on society should look into social businesses and consider social entrepreneurship ideas to understand gaps better and find inspiration to create ventures that have a positive impact on their communities and beyond.

3.16 Conclusion

India has a vast and increasing population of young people, with more than 626 million individuals under the age of 25. This offers a great chance for young entrepreneurs, as they are typically more creative and open to risks than older generations. Although opportunities are important for emerging entrepreneurs, what truly counts is their entrepreneurial mind-set. To be successful as a young entrepreneur, one needs innovation skills, a willingness to take risks, creativity, critical thinking, and the ability to turn ideas into action simultaneously. Many obstacles are encountered by young social entrepreneurs in India, which could be minimized with ongoing support from the Government. Furthermore, social entrepreneurs should help universities create educational programs that promote a culture of social entrepreneurship among youth. Various NGOs and government agencies in India must work together to eliminate barriers and establish a favourable environment for social entrepreneurs.

Case Study**Profiling the New Young Social Entrepreneur**

Social entrepreneurship is becoming very attractive to young generations. By becoming social entrepreneurs, young people contribute to the economy, unlock their skills, and contribute to shaping Europe's future. Young generations' contribution is very meaningful when it comes to the twin transition, bringing them to the heart of the upcoming

economic transformation. Young social entrepreneurs can also have a great role in facing youth unemployment, creating decent and fair jobs and promoting social inclusion and innovation. However, there is a need to better outline the skills and profiles of the young entrepreneurs to understand. To understand better how to further promote young social entrepreneurship, there is a need to outline better the skills and profiles of the young entrepreneurs, narrow their challenges and their strengths, as well as understand why their businesses are particularly innovative. Eleonora Lamio and Alessia Sebillo of Diesis Network, , Belgium, conducted a research and submitted a defined profile of a young social entrepreneur.

A defined profile of the young social entrepreneur are outlined as, Young social entrepreneurs are identified to be impact-oriented and focus driven people whose main objective is to create first both positive social and environmental impact contributions, and then an economic one. Being very conscious of the challenges of the present in which they live - both from an economic, social and environmental point of view - their objective is to generate a positive change in an altruistic manner. Often and most frequently, the aim of their social enterprise is social inclusion and a positive impact on their community, and an eye to environmental sustainability.

At the gender level, this study does not get a clear result on female representatively in the sector, placing its participation likely at shorter levels than other generic social entrepreneurship levels when it comes to younger ages. It is also noted that if motivated, young people can take the risk of opening their business from a very young age (circa 25 years old). Moreover, the vast majority of them are located in capital cities, and not in rural areas. This can be explained by the fact that cities offer more opportunities and innovation.

Previous professional experience is a great asset when creating a business. Generally, they have a previous professional and/or personal experience that has inspired them to take the lead and make a change. In terms of skills, when starting the enterprise, the most present seem to be vision and motivation, creativity, teamwork and ability to learn from past experiences (professional, educational, personal). While skills that seem to lack the most are being able to mobilise resources and coping with ambiguity and uncertainty and risk. It is observed across studies that

the main challenges for young social entrepreneurs would be accessing funding, and in the second position dealing with all the administrative and bureaucratic procedures, and the creation of a solid and balanced team.

Young entrepreneurs are open-minded, willing and motivated to be trained and attend education/mentoring programs that can allow them to acquire new skills. The “30 under 30” campaign, also highlighted that several young aspiring entrepreneurs are aware and have accessed some kind of EU tool and/or programme that has in some way inspired and/or helped them in the creation of their enterprise.

Young social entrepreneurs are attentive to both social and environmental aspects, as well to sustainability in general, and provide innovative solutions. The profile of the young social entrepreneur does not differ greatly from the one of the “regular” social entrepreneurs and remains in line with general trends related to the social economy.

Questions

1. Analyze the case and identify the essential skills needed for a young social entrepreneur.
2. Do you think the skills identified in this case is applicable for Indian industry?

Activity – 1

Think about a problem that bothers you in your community or in the world in general. Identify the social problem and develop a social concept to address it. In what way can you contribute to create an impact on social change?

Activity – 2

Consider a young entrepreneur you know personally. What was the most significant reason for his or her following an independent business career? If you don't already know the reason, discuss it with that person.

Young entrepreneurs embarking on their business journeys should ask themselves a variety of questions to help guide their decision-making and strategic planning. Here are some key questions that young entrepreneurs should consider:

1. **What problem am I solving?** Understanding the problem your business aims to solve is crucial for creating a product or service that meets a real need in the market.
2. **Who is my target audience?** Identifying your target market allows you to tailor your products, services, and marketing strategies to appeal to the right customers.
3. **What sets my business apart from competitors?** Defining your unique value proposition will help differentiate your business in a crowded market and attract customers.
4. **How will I fund my business?** Consider different funding options such as bootstrapping, loans, investors, or grants, and determine the best approach for your business.
5. **What are my short-term and long-term goals?** Setting clear and achievable goals will help you stay focused and track your progress as your business grows.
6. **Do I have a solid business plan?** Developing a comprehensive business plan can help you outline your business goals, strategies, operations, and financial projections.
7. **Am I willing to take risks and adapt to change?** Entrepreneurship often involves uncertainty and challenges, so being open to taking calculated risks and adapting to changes is essential for success.
8. **Do I have the necessary skills and knowledge?** Assess your strengths and weaknesses to identify areas where you may need to improve or seek help from mentors or advisors.
9. **How will I measure success?** Determine key performance indicators (KPIs) that will help you track the success of your business and make informed decisions.
10. **Am I passionate about my business idea?** Passion and motivation are essential for overcoming obstacles and staying committed to your entrepreneurial journey.

By reflecting on these questions and continuously evaluating and adjusting your strategies, young entrepreneurs can increase their chances of building a successful and sustainable business.

3.17 Key Terms

Youth - the time frame between childhood and adult maturity.

Entrepreneurship - is a concept that involves providing a solution to a problem and generating additional value for society.

Youth Entrepreneurship - Young people use their creativity, passion, and ingenuity to create and run businesses that address socio-economic issues in youth entrepreneurship.

Innovative Entrepreneurship - Entrepreneurs who are able to think creatively and develop new methods, processes and business opportunities are known as Innovative Entrepreneurs.

Imitative Entrepreneurship - This category includes entrepreneurs in developing and underdeveloped countries who import proven technologies from developed countries and implement them locally.

Fabian Entrepreneurship - Fabian Entrepreneurs are young business owners who inherit a business from their predecessors and successfully expand it by focusing on enhancing efficiencies, processes, and scale without venturing into new risky ventures.

Drone Entrepreneurs - Drone Entrepreneurs are descendants who inherit and operate a business without introducing any new risks. This type of mind-set can be described as a personal trait of the Entrepreneur that helps him to run the family business in a consistent manner.

Social Youth Entrepreneurship -Entrepreneurship initiatives assist young people in initiating their own enterprises, creating opportunities to escape poverty, and promoting local economic growth. Young individuals create and execute social impact brands and projects, while learning about entrepreneurship from business professionals.

Passion - Passion is the driving force that motivates people, fuelling their determination to conquer obstacles.

Governance - the act or process of governing or overseeing the control and direction of something (such as a country or an organization).

3.18 Self-Assessment Questions

1. Define youth and infer the meaning of youth entrepreneurship.
2. Outline the importance of Youth Entrepreneurship in country like India.
3. Elaborate different types of youth entrepreneurship with examples.
4. Discuss the framework of Social Youth Entrepreneurship Values, Goals, Elements and Approaches.

5. Identify the young social entrepreneurs in India and describe their motivating factor towards social entrepreneurship.
6. Discuss the internal and external motivating factors to the young entrepreneurs.
7. Why is it necessary to impart basic managerial skills to a young social entrepreneur?
8. Examine the Pull factor and Push factor in the context of social youth entrepreneurship.
9. Enumerate the strategies to manage people in a social enterprise environment.
10. Analyze the challenges for Social youth entrepreneurs in India.
11. Describe the essential business management skills for young social entrepreneurs.
12. "HR's Role is so vital in managing people in the Social Enterprise environment"- Do you agree? Justify.

DDE, Pondicherry University

UNIT – IV**Lesson 4.1 - Innovative Social Entrepreneurship and Development****Learning Objectives**

After reading this lesson, you should be able to:

- Understand the fundamentals of Social Innovation and Social Entrepreneurship.
- Learn the concept of SINE
- Understanding the difference between social innovation and social entrepreneurship
- Analyzing the role of Innovation in Social Enterprises
- Understanding the working model of Centre for Social Innovation (CSI)
- Identifying the role of GO's AND NGO's in Health, Education, Employment and Environment.
- Important implications for Youth and Career Development
- Understand the practical insights with the help of studying the examples of Social Entrepreneurship in India - SELCO, AMPL

4.1 Introduction - Understanding Social Innovation and Social Entrepreneurship

Social innovators create social change by developing new ideas in various fields such as education, health, environment, and business growth. It aids in alleviating poverty within the nation. Social innovation and entrepreneurship are deemed important for the progress of society.

4.1.1 Social Innovation and Entrepreneurship

Social innovation and social entrepreneurship are now seen as key ways for socially impactful interventions to reach communities.

The idea of social innovation centers on creating solutions that produce social value, along with the methods used to develop these solutions.

Social entrepreneurship involves creating a company that uses business tactics to enhance the welfare of humans or the environment, prioritizing both social impact and financial gains for outside investors.

Social entrepreneurship is about developing innovative products or services to meet social or environmental demands. The existing market structures provide access to the products and/or services. These are businesses focused on improving society that are designed to be profitable. This business model promotes shared value by generating financial benefits alongside environmental and social benefits.

Social innovation involves establishing fresh social frameworks that reframe issues of justice, education, environmental protection, sustainability, and community development to enable the emergence of innovative solutions. Social innovators challenge the foundations of current social systems and then rethink structures and institutional connections to create change. The line between social entrepreneurship and social innovation is unclear, with frequent overlapping between the two methods of creating change.

Social innovation and social entrepreneurship have the potential to facilitate change through different organizational structures. Organizations can be viewed as existing on a spectrum, with not-for-profit entities occupying one end. These organizations meet important social and environmental needs through traditional charitable methods, with donations serving as their main source of funding.

On the other side are profit-driven companies that meet customer demands by using market-driven methods: offering the product or service at the highest price customers are willing to pay. Numerous profit-driven companies integrate sustainability and social responsibility into their operations and culture, yet their main focus remains on financial profitability. Between the extremes are various organizational structures which creatively meet social and environmental needs by creating new products/services or using unique delivery methods. This area includes social innovators and social entrepreneurs, bridging the gap between traditional non-profit and for-profit businesses.

4.1.2 What is Social Innovation?

Social innovation involves creating and implementing effective solutions for complex social and environmental problems to drive societal

advancement. These solutions typically involve the cooperation of various stakeholders from government, business, and the non-profit sector.

Social innovation is born from recognizing the complexity of the world and can be described as a “harmony of conditions enabling action”.

The Canadian Social Innovation Generation group describes social innovation as something that transforms a system to decrease vulnerability of people and the environment within it. Due to a beneficial social innovation, a system becomes stronger and more adaptable.

4.1.3 Characteristics of Social Innovation

Villa and Melo (2015) released a set of traits that can assist in recognizing a social innovation.

- Offering a new solution that is better in terms of effectiveness, efficiency, sustainability, or fairness than current solutions for a social, environmental, or cultural issue.
- It has the potential to be in the shape of a product, process, technology, regulation, intervention, or social movement.
- It may stem from any area of society (public, private, academic, community, citizen).
- It aims to serve the greater good of society instead of focusing on the interests of the creator or financial backer of the project.
- It is created and executed through lateral connections between the provider of the solution and the community it serves.
- **Empowerment** involves empowering individuals and communities to assume responsibility for the challenges they encounter. It promotes a feeling of control and independence.
- **Adaptability** - In a changing world, social innovations need to be adaptable and responsive to succeed. They adapt to meet fresh obstacles.
- **Scalability** is essential for achieving broad impact. Efficient social innovations can be duplicated and applied in various settings.

4.1.4 Dimensions of Social Innovation

Choi N. and S. Majumdar (2015) state that social innovations consist of three dimensions.

- **Content Dimension:** Ensuring that the fundamental purpose of social innovation is meeting human needs;
- **Process Dimension:** SI involves altering social connections.
- **Empowerment dimension:** Enhances socio-political capabilities and availability of resources.

4.1.5 Different Facets of Social Innovation

Socio-Technical Innovation

It involves changing the composition of socio-technical systems and the connections between individuals within them. Innovation should be the blend of social and technical aspects. This kind of innovation is crucial in influencing the dynamics of societies.

Cultural and Social Aspects of Innovation

The cultural aspect of innovation highlights how culture influences a society's ability to innovate, which plays a key role in its economic growth. Grasping this aspect is crucial for advancing forward.

Socio-Analytical Innovation

Socio-analytical innovation involves using analytical and sense-making frameworks to find innovative solutions. Utilizing these structures allows for a greater comprehension of difficult issues and promotes successful solving of problems.

Socio-Ecological Innovation

It describes innovative solutions for society and the environment. Socio-ecological innovation aims to change how humans and their environment interact. Prominent instances include citizen science programs, enabling people to participate in scientific research and preserve the environment.

Socio-Political Innovation

This involves, Innovative changes in society and politics. Socio-political innovation focuses on transforming and creating new systems for governance, politics, and legal structures. For example, referendums that increase citizen involvement in decision-making processes demonstrate this type of innovation.

Socio-Ideological Innovation

This is Innovation in socio-ideological aspects. Socio-ideological innovation requires questioning and changing existing ideological frameworks, mind-sets, and paradigms. Historical movements such as the reformation serve as strong illustrations of this kind of innovation.

Socio-Juridical Innovation

This is described as Innovation in the social and legal realm. Socio-legal innovation focuses on updating legal frameworks and regulations. An example would be the implementation of citizen juries, which encourage citizen involvement in legal decision-making procedures.

Socio-Ethical Innovation

This is called as Innovation in terms of societal and ethical aspects. Socio-ethical innovation concentrates on changing normative and ethical frameworks to promote positive advancements. Corporate social responsibility exemplifies this form of innovation.

Socio-Economic Innovation

This is Innovation in the socio-economic realm. Socio-economic innovation involves creating new economic and business models. Instances such as the development of value chains contribute to the establishment of lasting economic systems.

Socio-Organizational Innovation

It is Innovative changes in societal and organizational structures. Socio-organizational innovation focuses on changing how organizations are structured and arranged. By promoting new methods within organizations, this particular type of innovation propels advancement.

4.1.6 Social Innovation Process

The Social Innovation Open Book, a collaboration between Nesta and The Young Foundation, is a helpful toolkit created in 2010 by Murray et al. The book provides tools and strategies utilized in different social innovation fields, going from private to public sectors, and gives a look into the social innovation process.

- Prompts, inspirations, and diagnoses emphasize the importance and motivation for innovation.
- Proposals and concepts: gather inspiration and create ideas using innovative techniques;
- Prototyping and pilot projects: experiment with and improve concepts;
- Maintaining: enhance your concept by discovering methods to maintain it over a prolonged period (e.g.: revenue sources);
- Scaling and spreading: develop your concept (such as 'expanding organization growth, from licensing and franchising to federations and broad dissemination').
- Systemic change is the main objective of social innovation, which involves developing new structures or systems consisting of various small innovations such as new technologies, supply chains, institutional forms, skills, and regulatory and fiscal frameworks.

The Stanford Review's article presents a strategy from **McLeod Grant (2013)** on how established organizations can enhance their social impact by following The Five Stages of Social Innovation at Scale.

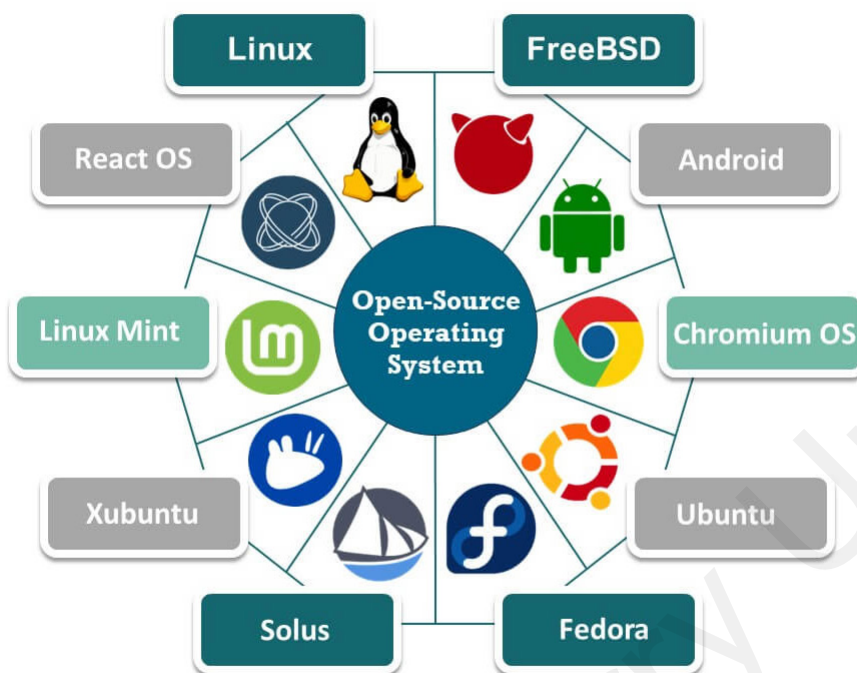
1. Diagnose and assess the organization or network comprehensively.
2. Identify and find a fresh perspective and plan for creating change.
3. Reorganize the company to align with the strategy.
4. Develop a process for change that impacts the entire system.
5. Guide, interact, and involve.

4.1.7 Examples of Social Innovation

1. Open Source Systems

Open source systems are recognized as one of the most popular types of social innovation. Open source systems, constructed by volunteers, are cost-free, with freely accessible intellectual property rights.

Open-Source Operating System



An open-source operating system is software that permits individuals to access, utilize, change, and share its source code. This is different from proprietary operating systems, which keep their source code private and restricted to the company that created it. Open-source operating systems stand out because they encourage collaboration, transparency, and development driven by the community. Both users and developers have the ability to utilize and customize open-source operating systems according to their individual requirements. This adaptability promotes creativity and a wide range of developers globally working together to find and resolve issues and introduce new capabilities.

2. **Flower Factory** - A non-profit organization focused on urban farming aims to educate and empower young individuals from the juvenile justice system. Their goal is to turn Baltimore into an attractive, environmentally-friendly city.
3. **The/Nudge CSI** - A group committed to guiding developing non-profits for optimal effectiveness, The/Nudge CSI has established

various projects like the Cisco Agri Challenge, aimed at offering solutions to Indian farmers, the Equal Cities challenge, for enhancing living standards in Indian cities, and the Research Innovation Program, intended to offer funding to enhance housing, develop sustainable livelihoods, manage migration issues, and more.

4.2 Concept of SINE

Social Innovation and Entrepreneurship (SINE)

Social Innovation and Entrepreneurship (SINE) involves bringing about change and establishing avenues for student-driven change in society. The college was established with the goal of educating future leaders for our young democracy, and it still upholds this crucial mission of educating leaders for the upcoming generations.

The SINE certificate was created to emphasize the importance of critical thinking skills, creativity, and organizational development for driving positive societal and environmental changes. The certificate expands on the college's educational foundations of interdisciplinary, global studies, and sustainability. It reflects the excitement and vitality shown by our students in activities like the Idea Fund.

It demonstrates these principles by being created collaboratively with faculty from all three academic divisions, administrators, alumni, and students. The initial curriculum that engaged students in its creation was the SINE certificate, specifically the Eco-E Path Mosaic students during Spring 2014.

4.3 Difference between Social Innovation, Social enterprise and Social Entrepreneurship

Social Innovation

It is centered around the concept or notion. Not just any other "fresh concept." In the social sector, social innovation must be a concept - whether it be a product, service or approach - that brings about change, outperforms current solutions, and mainly benefits society. A cell phone on its own is not a socially innovative item, however it can be utilized for disease diagnosis. One way to address this issue could be through a policy change that enables teachers to receive student loan deferment or forgiveness for teaching in underserved communities or schools. Pay-for-

success is a novel approach for funding improvements that bring social benefits. In the end, in order to fully achieve the highest level of societal influence, unique concepts should be put to the test.

Social Enterprise

It is centered around the structure of a business. A social enterprise is a business that aims to achieve both social and financial goals, whether it is run by a for-profit or non-profit organization. Although social enterprise may rely on philanthropic funding at the beginning or for specific initiatives, its focus is on developing a self-sustaining, business model based on the market.

Social Entrepreneurship

It is all about the way of thinking. Social entrepreneurs are individuals who are committed to creating innovative solutions for social change, either by establishing new organizations or by working as “intrapreneur” within established organizations and communities. Although they work as social entrepreneurs, it is uncertain whether their organization qualifies as a social enterprise, and their idea may or may not be considered socially innovative.

4.4 Role of Innovation in Social Enterprises

4.4.1 Meanings of Innovation in Social Enterprises

In social enterprises, innovation involves developing and putting into action new ideas, techniques, goods, or services that tackle social or environmental issues in creative ways. It involves finding novel solutions that improve the lives of communities, promote sustainability, and create positive social impact. Innovation can manifest in different forms, such as technological advancements, organizational strategies, or new business models tailored to serve marginalized or underserved populations.

4.4.2 Historical Data and Evolution

The concept of innovation in social enterprises has evolved significantly over time. Historically, social enterprises have often been at the forefront of addressing societal issues, utilizing innovative

approaches to tackle complex problems. Early examples include organizations like the Grameen Bank, innovated and founded by Muhammad Yunus, which aimed on promoting microfinance as a tool for poverty alleviation.

In recent decades, we can witness a growing recognition of the role of innovation in enhancing the effectiveness and sustainability of social enterprises. This evolution has been driven by factors such as advances in technology, shifts in consumer expectations towards ethical consumption, and a greater emphasis on corporate social responsibility.

4.4.3 Types of Innovation in Social Enterprises

Technological Innovation: Incorporating new technologies to develop products or services that address social needs. For example, solar-powered devices for off-grid communities or mobile health apps for remote healthcare delivery.

Business Model Innovation: Creating new ways of delivering and financing social impact. Examples include social franchising models or pay-for-success financing arrangements.

Service Delivery Innovation: Improving the efficiency or effectiveness of delivering services to beneficiaries. This could involve new distribution channels, streamlined processes, or innovative partnerships.

Social Innovation: Introducing new ideas, approaches, or interventions that create positive social change. This encompasses a wide range of initiatives from community-driven projects to policy innovations.

4.4.4 Examples of Innovative Social Enterprises

- KickStart International creates and sells affordable irrigation pumps to assist small-scale African farmers in boosting crop production and breaking the cycle of poverty.
- Barefoot College trains rural women, typically illiterate grandmothers from various countries, to become solar engineers and offer sustainable energy solutions to their communities.
- Kiva is a microfinance service that links lenders and borrowers in developing nations through creative crowd funding to reduce poverty and support small business owners.

- Gavi, the Vaccine Alliance, helps provide vaccines to children in low-income countries by using creative funding methods and collaborating with governments and NGOs to improve delivery.

4.4.5 The Need for Innovation in Social Enterprises

1. **Addressing Complex Challenges:** Many social issues, particularly to discuss like poverty, healthcare access, and environmental degradation, require innovative solutions that traditional approaches have failed to adequately address.
2. **Increasing Impact and Scale:** Innovation enables social enterprises to amplify their impact by reaching more people, improving efficiency, and adapting to changing circumstances.
3. **Sustainability and Resilience:** Innovative practices can enhance the sustainability of social enterprises by diversifying income streams, reducing costs, and building resilience against external shocks.
4. **Attracting Resources and Talent:** Innovative social enterprises often attract funding from impact investors, philanthropists, and governments interested in supporting scalable solutions to pressing societal issues.
5. **Staying Relevant and Competitive:** In a fast and dynamic changing world, social enterprises must innovate to stay relevant, differentiate themselves from competitors, and maintain their effectiveness over the long term.

4.4.6 Key Benefits of Innovation in Social Enterprises

Innovation is pivotal, influencing their ability to effectively address social and environmental challenges while achieving sustainable impact.

Here's a detailed exploration of how innovation shapes, mould and improves the role of social enterprises:

Problem Solving and Creativity

Innovation in social enterprises involves creatively identifying and solving pressing societal problems. It encourages thinking beyond conventional approaches to develop new products, services, or methodologies that can better serve communities in need. For example, using technology to improve healthcare delivery in remote areas or developing sustainable agriculture techniques for smallholder farmers.

Enhancing Impact

Innovation enables social enterprises to amplify their impact. By continually refining and improving their solutions, these organizations can reach more beneficiaries, increase the effectiveness of their interventions, and achieve measurable outcomes. This might involve scaling successful initiatives, adapting to local contexts, or integrating feedback from stakeholders to enhance relevance and effectiveness.

Driving Sustainability

Sustainability is a key principle of social enterprises, and innovation certainly plays a critical role in achieving it. Innovations that reduce costs, optimize resource use, or generate alternative revenue streams help social enterprises become financially sustainable. For instance, developing eco-friendly products or services that also contribute to local economic development can create a sustainable business model.

Adapting to Changing Needs and Environments

Social enterprises operate in dynamic environments where needs, challenges, and opportunities evolve over time. Innovation allows these organizations to stay agile and responsive by adapting their strategies, products, and services to changing circumstances. This adaptability is critical for maintaining relevance and effectiveness in the face of evolving social, economic, and environmental conditions.

Fostering Collaboration and Partnerships

Creative social enterprises often work together with various groups, such as government agencies, NGOs, companies, and local communities. These collaborations utilize different strong points and assets to accomplish common objectives in a more efficient manner. For instance, collaborating with tech firms to create digital educational or healthcare solutions can greatly improve service delivery and outcomes.

Catalysing Systemic Change

Beyond addressing immediate needs, innovative social enterprises can catalyze systemic change by challenging existing norms, policies, and practices. By introducing new ideas and demonstrating their feasibility and impact, these organizations can influence broader systemic improvements.

This might involve advocacy for policy reform, promoting inclusive business practices, or advocating for social justice and equity.

Inspiring and Empowering Communities

Innovation within social enterprises not only provides practical solutions but also inspires and empowers communities. By involving stakeholders in co-creation processes and fostering local entrepreneurship, these enterprises can build capacity and create a sense of ownership among beneficiaries. This empowerment contributes to sustainable development by fostering self-reliance and resilience within communities.

Attracting Investment and Support

Innovative social enterprises often attract investment from impact investors, philanthropists, and venture capitalists who recognize the potential for scalable solutions to social challenges. These investments provide critical funding for scaling operations, expanding reach, and further developing innovative solutions. Moreover, support from stakeholders enhances credibility and enables collaborations that amplify impact.

4.4.7 Examples of Innovation in Social Enterprises

SELCO India: Innovated with solar energy solutions tailored for rural communities, providing sustainable electricity access where traditional grid systems are inaccessible.



Water.org: Developed innovative financing models like Water Credit to empower people in developing countries to access safe water and sanitation.



M-KOPA Solar: Leveraged mobile technology and pay-as-you-go financing to make solar energy affordable and accessible to off-grid households in Africa.



Fair Trade USA: Pioneered certification and labelling for fair trade products, ensuring ethical practices and fair wages for producers in developing countries.



4.5 Centre for Social Innovation (CSI)

The Centre for Social Innovation (CSI) is a pioneering organization dedicated to catalysing social innovation and fostering a collaborative ecosystem for social entrepreneurs and change makers. Founded in Toronto, Canada, in 2004 by Tonya Surman and others, CSI has grown into a global network of co working spaces, accelerators, and programs designed to support ventures that prioritize social impact alongside financial sustainability. Here's an extensive exploration of CSI, including its mission, impact, programs, initiatives, global reach, and examples of its work.



4.5.1 Mission and Vision

CSI's mission is centered on empowering individuals and organizations to create positive social and environmental change. It aims to build a community where innovative solutions to societal challenges can flourish, fostering collaboration, knowledge sharing, and collective action. CSI envisions a world where businesses and enterprises prioritize social responsibility and sustainability as core values, contributing to a more equitable and inclusive global society.

4.5.2 History and Founding

The Centre for Social Innovation was founded in response to the growing need for spaces and support systems tailored to social entrepreneurs and non-profits. Tonya Surman, along with a group of like-minded individuals, envisioned a hub where social innovators could access affordable workspace, resources, and networks to scale their impact. The first CSI location opened in Toronto's Annex neighbourhood, quickly becoming a hub for Toronto's burgeoning social enterprise community.

4.5.3 Impact Areas

CSI focuses on several key impact areas:

1. **Support for Social Enterprises:** Providing resources, mentorship, and networking opportunities to social enterprises and non-profits to help them grow and achieve sustainability.
2. **Community Building:** Fostering a vibrant community of change makers who collaborate on projects, share knowledge, and support each other's endeavours.
3. **Encouraging the growth of creative solutions** that tackle social, environmental, and economic issues, emphasizing their ability to expand and endure.
4. **Advocacy and Policy:** Participating in advocacy initiatives and shaping policy to establish a supportive ecosystem for social innovation and entrepreneurship.

Programs and Initiatives

CSI offers a variety of programs and initiatives tailored to the needs of social entrepreneurs and change makers:

1. **Co working Spaces:** Providing affordable and flexible workspace solutions in multiple cities, equipped with amenities and resources conducive to collaboration and productivity.
2. **Accelerator Programs:** Offering accelerator programs that provide mentorship, funding opportunities, and strategic support to early-stage ventures aiming to scale their impact.
3. **Impact Investment:** Facilitating access to impact investment capital through connections with investors and funding partners committed to supporting social enterprises.
4. **Capacity Building:** Organizing workshops, training sessions, and events focused on skill development, leadership training, and organizational capacity building for social entrepreneurs.
5. **Incubation Support:** Providing incubation support for new ventures, including access to business development resources, legal advice, and strategic planning guidance.

4.5.4 Global Reach and Expansion

From its roots in Toronto, CSI has expanded its footprint nationally and internationally, establishing co working spaces and initiatives in cities across Canada and beyond. This global expansion reflects CSI's commitment to fostering a worldwide community of social innovators and promoting cross-border collaboration on social and environmental issues.

4.5.5 Examples of Impactful Initiatives and Projects

1. **Regent Park:** CSI played a significant role in the revitalization of Toronto's Regent Park neighbourhood, working with local stakeholders to create a community hub that fosters entrepreneurship, job training, and community engagement.
2. **FoodShare Toronto:** FoodShare, a non-profit organization focused on food security and education, collaborated with CSI to develop innovative programs that promote healthy eating and sustainable food practices in underserved communities.
3. **Climate Ventures:** CSI's Climate Ventures initiative supports entrepreneurs and innovators developing solutions to address climate change and promote environmental sustainability. It provides resources, mentorship, and networking opportunities to help climate-focused start-ups thrive.

4. **CSI Annex:** The original CSI location in Toronto's Annex neighbourhood continues to serve as a hub for social innovation, hosting events, workshops, and networking opportunities that bring together change makers from diverse backgrounds.
5. **CSI New York City:** CSI's expansion into New York City has provided a platform for social entrepreneurs in the United States to access resources, build networks, and collaborate on projects that create positive social impact in urban communities.

4.5.6 Collaborations and Partnerships

CSI works with various stakeholders, such as government agencies, corporations, foundations, academic institutions, and community organizations. These collaborations allow CSI to utilize resources, knowledge, and connections to back social innovation projects, push for policy reforms, and expand effective solutions to worldwide issues.

CSI itself embodies principles of innovation through its innovative approach to workspace management, community engagement, and organizational governance. By integrating social, environmental, and economic considerations into its operations, CSI sets a precedent for socially responsible organizations seeking to maximize their positive impact on society.

4.5.7 Challenges

While CSI has achieved significant success in fostering social innovation and supporting social entrepreneurs, it faces challenges such as sustaining financial viability, expanding its reach effectively, and navigating regulatory landscapes in different regions. Moving forward, CSI aims to deepen its impact by scaling successful initiatives, enhancing program offerings, and advocating for policies that promote inclusive economic growth and environmental sustainability.

The Centre for Social Innovation stands as a beacon of social change and entrepreneurship, empowering individuals and organizations to innovate solutions that address complex societal challenges. Through its network of co working spaces, programs, and initiatives, CSI fosters collaboration, supports social enterprises, and catalyses systemic change. As a global leader in the field of social innovation, CSI continues to inspire and enable change makers to create a wonderful equitable, and sustainable world.

4.6 Role of GO's and NGO's

The roles of Government Organizations (GOs) and Non-Governmental Organizations (NGOs) are always crucial in addressing societal needs, fostering development, and promoting social welfare. Here's an extensive exploration of their roles, functions, interactions, and impact, covering various aspects that highlight their contributions to governance, social services, policy implementation, and community development.

4.6.1 Government Organizations (GO's)

Government Organizations, also known as governmental agencies or entities, are institutions established and funded by governments at various levels (local, regional, national) to serve public interests and administer public policies.

Their roles include:

Policy Formulation and Implementation: GOs formulate and implement policies that address societal needs, regulate industries, provide public services, and manage resources effectively. They play a crucial role in setting regulatory frameworks that govern various sectors such as healthcare, education, infrastructure, and environmental protection.

Service Provision: GOs deliver essential services to citizens, including healthcare, education, social welfare programs, transportation infrastructure, public safety, and environmental management. They ensure equitable access to services and strive to improve quality and efficiency.

Regulatory Oversight: GOs enforce regulations and standards to ensure compliance with laws, protect public interests, and maintain order in society. This includes monitoring industries, businesses, and public institutions to uphold safety, ethical practices, and environmental sustainability.

Resource Allocation and Budgeting: GOs allocate public funds through budgetary processes to finance public services, infrastructure projects, social programs, and development initiatives. They prioritize spending based on societal needs, economic conditions, and policy objectives.

Emergency Response and Crisis Management: GOs are responsible for coordinating emergency response efforts during natural disasters, public health crises, and other emergencies. They mobilize resources, provide relief assistance, and coordinate recovery efforts to mitigate the impact on communities.

Public Administration and Governance: GOs ensure effective governance through transparent and accountable practices. They uphold democratic principles, protect human rights, and promote participatory decision-making processes that engage citizens in policymaking.

4.6.2 Non-Governmental Organizations (NGOs)

Non-Governmental Organizations are the private, non-profit entities independent of government control, established to pursue social, environmental, cultural, or humanitarian objectives.

Role of NGO in Social Action

NGOs have a vital role in promoting social activism, fostering transformation, and tackling societal problems. These groups are motivated by a goal to make a beneficial difference and facilitate significant changes in societies. This article will investigate the function of Noida NGOs in promoting social change and their importance in building a more cohesive community. NGOs help address social challenges and empower marginalized populations through various initiatives and interventions.

Advocacy and Policy Influence

NGOs work to influence policies, advocate for social justice, human rights, and environmental conservation. They impact policymakers, increase awareness of urgent matters, and rally public backing to mould policies that foster fair and enduring growth.

Service Delivery and Community Development

NGOs provide various services and development initiatives that are customized to meet the specific needs of communities. This comprises of healthcare, education, vocational training, microfinance, disaster relief, and empowerment efforts for disadvantaged communities.

Empowerment

NGOs enhance the skills and knowledge of individuals and communities through capacity building, education programs, and empowerment initiatives. They support vulnerable populations in developing self-reliance, entrepreneurship, and leadership skills.

Monitoring and Accountability

NGOs oversee government actions, corporate practices, and development projects to guarantee transparency, accountability, and adherence to human rights standards through monitoring and accountability. They serve as guardians, revealing corruption, injustice, and environmental misconduct.

International Development and Humanitarian Aid:

Numerous NGOs work on a global scale, offering assistance in humanitarian efforts, promoting development, and providing relief to countries facing conflict, poverty, natural disasters, and health emergencies. They work together with governments, international organizations, and local communities to tackle global problems.

Provision of Services

NGOs frequently offer assistance and aid directly to at-risk communities. They set up healthcare clinics, schools, counseling centers, shelters, and other projects. NGOs bridge government service gaps to provide individuals with necessary resources, care, and support.

Capacity Building

NGOs allocate resources to develop skills and capabilities of individuals and communities. They offer programs for training, developing skills, and educating individuals in order to improve their knowledge, abilities, and self-reliance. NGOs help people become more self-sufficient and contribute to society, breaking free from poverty.

Development of the Community

NGOs are actively involved in community development projects. They collaborate with nearby communities to pinpoint their requirements,

create suitable strategies, and encourage community-led resolutions. By involving communities in decision-making, NGOs help them become self-sufficient and promote sustainable development.

Policy Advocacy

NGOs push for policy reforms at different levels - local, national, and international. They evaluate policies, carry out research, and offer evidence-based suggestions to governments and decision-makers. NGOs play a role in shaping policies to promote social justice, equal opportunities, and inclusiveness.

Disaster Response and Relief

NGOs are essential in responding to and providing relief in disasters. They offer quick assistance, such as food, housing, medical care, and emotional support, to impacted populations in times of crisis. NGOs also focus on long-term rehabilitation and building resilience to assist communities in recovering and getting ready for potential future disasters.

Entrepreneurship Focused on Societal Impact

NGOs frequently participate in social entrepreneurship initiatives, developing sustainable business models to tackle social and environmental issues. These organizations make money, provide jobs, and use profits to support their social goals, guaranteeing lasting influence and viability.

Research and Advocacy

NGOs carry out research to comprehend social problems, pinpoint underlying reasons, and suggest solutions based on evidence. They release documents, carry out studies, and participate in data-informed activism to promote change. NGOs offer important perspectives to policymakers, governments, and the general public, influencing discussions and guiding decision-making procedures.

Networking and Collaborations.

NGOs team up with other organizations, government agencies, and stakeholders to enhance their effectiveness. They become part of networks, alliances, and coalitions in order to exchange resources, knowledge, and successful methods. Working together boosts their combined strength, reinforces their advocacy work, and promotes the sharing of knowledge.

Grassroots Mobilization

NGOs encourage communities and individuals to get involved and make a difference. They coordinate events, rallies, and educational initiatives to gather public backing, involve volunteers, and build social movements. Non-governmental organizations enable people to drive change, promoting a feeling of ownership and accountability among communities.

4.6.3 Interactions and Collaborations

GOs and NGOs often collaborate to leverage their respective strengths and resources for greater impact:

- **Partnerships for Service Delivery:** GOs may partner with NGOs to deliver social services more efficiently, especially in areas where NGOs have expertise or community trust.
- **Policy Advocacy and Implementation:** NGOs engage GOs in policy dialogue, providing evidence-based research and grassroots perspectives to inform policymaking processes.
- **Capacity Building and Technical Assistance:** GOs provide funding, technical support, and capacity-building opportunities to strengthen NGOs' effectiveness in service delivery and advocacy.
- **Emergency Response and Humanitarian Aid:** During crises, GOs and NGOs collaborate to coordinate emergency response efforts, deliver aid, and support affected communities.

4.6.4 Challenges and Considerations

While GOs and NGOs play crucial roles in societal development, they face challenges such as:

- **Funding Constraints:** Both GOs and NGOs rely on funding, which can be unstable or insufficient to meet growing demands and operational costs.
- **Regulatory Barriers:** NGOs may face regulatory restrictions or bureaucratic hurdles that limit their autonomy and operational efficiency.
- **Coordination and Communication:** Effective collaboration between GOs and NGOs requires clear communication, mutual

respect, and shared objectives to maximize impact and avoid duplication of efforts.

- **Political Interference:** NGOs advocating for sensitive issues may face political backlash or restrictions on their activities, limiting their advocacy effectiveness

4.6.5 Examples of Impactful GOs and NGOs

- **United Nations (UN):** A GO that coordinates international efforts on issues such as peacekeeping, human rights, and sustainable development. It collaborates with NGOs to implement global programs and deliver humanitarian aid.
- **Doctors Without Borders (MSF):** An international NGO providing medical humanitarian aid in conflict zones, natural disasters, and disease outbreaks. It operates independently of government influence to prioritize medical needs and human rights.
- **World Health Organization (WHO):** A GO leading global health initiatives, setting standards, and coordinating responses to public health emergencies. It partners with NGOs to implement health programs and improve healthcare access worldwide.
- **Greenpeace:** An international environmental NGO that campaigns for environmental protection, conservation of biodiversity, and climate action. It engages in advocacy, direct action, and research to promote sustainable practices and influence policy.
- **Oxfam:** An international NGO focused on alleviating poverty, promoting social justice, and addressing inequalities. It provides humanitarian aid, advocates for policy change, and supports grassroots development initiatives in collaboration with GOs and local partners.

4.7 Role of GOs and NGOs in Various Programs

4.7.1 Health Programmes

Government Organizations (GOs)

- **Policy Formulation and Regulation:** GOs develop health policies, regulations, and standards to ensure public health and safety. They oversee healthcare systems, pharmaceutical regulations, and disease prevention strategies.

- **Healthcare Service Provision:** GOs fund and operate public healthcare facilities, clinics, hospitals, and emergency services. They ensure equitable access to healthcare services, especially for underserved populations.
- **Public Health Campaigns:** GOs launch campaigns to raise awareness about health issues such as vaccination programs, disease prevention, maternal health, and nutrition. They promote healthy behaviors and lifestyles.
- **Emergency Response and Disaster Management:** GOs coordinate emergency medical responses during natural disasters, pandemics, and health emergencies. They mobilize resources, provide medical aid, and manage crisis situations.

Non-Governmental Organizations (NGOs)

- **Service Delivery:** NGOs provide healthcare services, including primary care, reproductive health services, HIV/AIDS prevention and treatment, mental health support, and community health programs.
- **Health Education and Promotion:** NGOs conduct health education workshops, training programs, and outreach activities to empower communities with knowledge about disease prevention, hygiene practices, and nutrition.
- **Advocacy and Policy Influence:** NGOs advocate for healthcare reforms, equitable access to healthcare services, and the rights of marginalized populations. They work with GOs to influence policy decisions and improve healthcare delivery.
- **Research and Innovation:** NGOs conduct research on health issues, pilot innovative healthcare solutions, and collaborate with GOs and research institutions to improve health outcomes and develop evidence-based practices.

4.7.2 Education Programs

Government Organizations (GOs)

- **Education Policy and Curriculum Development:** GOs formulate education policies, national curricula, and standards to ensure quality education. They regulate school systems, teacher training, and educational resources.

- **School Infrastructure and Facilities:** GOs fund and maintain public schools, classrooms, libraries, and educational infrastructure. They allocate resources for school construction, renovation, and technology integration.
- **Scholarship and Financial Aid Programs:** GOs provide scholarships, grants, and financial aid to students from disadvantaged backgrounds to promote access to education and reduce barriers to learning.
- **Education Reform and Accountability:** GOs monitor educational outcomes, assess school performance, and implement reforms to improve teaching quality, student achievement, and educational equity.

Non-Governmental Organizations (NGOs)

- **Community Education Programs:** NGOs deliver educational programs, literacy initiatives, after-school programs, and vocational training to children, youth, and adults in underserved communities.
- **Teacher Training and Capacity Building:** NGOs offer professional development opportunities, training workshops, and mentoring programs for teachers to enhance teaching skills and classroom effectiveness.
- **Advocacy for Education Rights:** NGOs advocate for the right to education, inclusive education policies, gender equality in education, and access for children with disabilities. They work with GOs to influence policy decisions and address educational inequalities.
- **Innovative Education Models:** NGOs pilot innovative education models, digital learning platforms, and STEM (Science, Technology, Engineering, and Mathematics) education initiatives to improve educational outcomes and prepare students for future careers.

4.7.3 Employment Programs

Government Organizations (GOs)

- **Labor Market Policies and Regulations:** GOs develop labour laws, employment policies, and regulations to protect workers' rights, promote fair labour practices, and regulate workplace conditions.

- **Job Training and Skills Development:** GOs fund vocational training programs, apprenticeships, and skill development initiatives to prepare individuals for employment opportunities in various sectors.
- **Employment Services and Placement:** GOs operate job centers, employment agencies, and online platforms to connect job seekers with employers, facilitate job placements, and reduce unemployment rates.
- **Support for Disadvantaged Groups:** GOs implement affirmative action programs, disability employment services, and support schemes for marginalized groups, including refugees, migrants, and indigenous populations.

Non-Governmental Organizations (NGOs)

- **Youth Employment Programs:** NGOs offer youth employment programs, entrepreneurship training, and career counseling to enhance employability skills and promote youth empowerment.
- **Microfinance and Small Business Support:** NGOs provide microloans, business training, and mentorship to aspiring entrepreneurs and small business owners to stimulate economic growth and job creation.
- **Advocacy for Labor Rights:** NGOs advocate for fair labour practices, decent working conditions, living wages, and social protection for informal sector workers and vulnerable populations.
- **Partnerships with Private Sector:** NGOs collaborate with private companies, corporate social responsibility (CSR) initiatives, and industry associations to create job opportunities, promote inclusive hiring practices, and support sustainable economic development.

4.7.4 Environment Programs

Government Organizations (GOs)

- **Environmental Policy and Regulation:** GOs develop environmental laws, regulations, and standards to protect natural resources, mitigate pollution, and address climate change impacts.
- **Natural Resource Management:** GOs manage national parks, wildlife reserves, forests, water resources, and coastal ecosystems.

They implement conservation strategies and sustainable management practices.

- **Climate Change Mitigation and Adaptation:** GOs fund climate action plans, renewable energy projects, and resilience-building initiatives to mitigate greenhouse gas emissions and prepare communities for climate impacts.
- **Environmental Monitoring and Enforcement:** GOs monitor environmental quality, enforce compliance with environmental laws, and prosecute offenders engaged in illegal activities such as poaching and deforestation.

Non-Governmental Organizations (NGOs)

- **Conservation and Biodiversity Protection:** NGOs engage in conservation efforts, habitat restoration, and species preservation to protect biodiversity and ecosystem health.
- **Environmental Education and Awareness:** NGOs conduct environmental education programs, eco-tours, and community workshops to raise awareness about environmental issues, sustainable lifestyles, and conservation practices.
- **Advocacy for Environmental Rights:** NGOs advocate for environmental justice, public participation in decision-making processes, and corporate accountability for environmental impacts.
- **Green Initiatives and Sustainable Development:** NGOs promote sustainable agriculture, renewable energy adoption, waste management, and eco-friendly practices in collaboration with communities, businesses, and GOs.

4.7.5 Interactions and Collaborations

GOs and NGOs often collaborate to maximize their impact and leverage resources:

- **Policy Development and Advocacy:** NGOs provide expertise, research, and grassroots perspectives to inform GOs' policy decisions and advocate for inclusive and sustainable development.
- **Service Delivery and Capacity Building:** GOs fund NGOs to deliver programs, services, and development initiatives in communities, leveraging NGOs' local knowledge, networks, and community trust.

- **Emergency Response and Humanitarian Aid:** GOs and NGOs collaborate during emergencies, providing relief, healthcare, and support to affected populations through coordinated efforts and resource sharing.
- **Public-Private Partnerships:** GOs, NGOs, and private sector entities collaborate on projects, initiatives, and social enterprises that promote economic development, environmental sustainability, and social welfare.

4.7.6 Challenges and Considerations

Both GOs and NGOs face challenges in implementing programs effectively:

- **Funding and Sustainability:** Securing sustainable funding sources, managing financial resources, and navigating donor dependencies are ongoing challenges for NGOs and some GO programs.
- **Political Interference:** NGOs advocating for sensitive issues may face political pressure, restrictions on activities, and threats to organizational autonomy and independence.
- **Capacity Building and Collaboration:** Building trust, enhancing coordination, and overcoming institutional barriers between GOs and NGOs require effective communication, shared goals, and mutual respect.
- **Monitoring and Evaluation:** Ensuring program effectiveness, monitoring outcomes, and evaluating impact remain crucial for both GOs and NGOs to justify funding, improve performance, and demonstrate accountability.

GOs and NGOs play indispensable roles in advancing health, education, employment, and environmental programs to address societal needs, promote sustainable development, and improve quality of life globally. Their collaboration, innovation, and advocacy contribute to shaping policies, delivering essential services, and fostering resilient communities. Despite challenges, GOs and NGOs continue to adapt, innovate, and collaborate to create positive change and achieve sustainable development goals. Their collective efforts are essential for building inclusive societies, protecting the environment, and advancing human rights and social justice worldwide.

4.8 Implications for Youth and Career Development

Implications for youth and career development encompass a wide array of factors, challenges, opportunities, and strategies that shape the trajectory of young people as they navigate educational pursuits, skill development, employment opportunities, and personal growth. This exploration will delve into the various implications and considerations relevant to youth and career development.

4.8.1 Education and Skill Development

Quality Education Access: Ensuring equitable access to quality education is crucial for youth development. Disparities in educational resources and opportunities can hinder academic achievement and future career prospects.

Relevance of Curriculum: Aligning educational curricula with industry needs and emerging trends prepares youth for the evolving job market. Incorporating practical skills, digital literacy, and entrepreneurial education enhances employability.

Skills Gap Addressing: Bridging the skills gap through vocational training, apprenticeships, and technical education programs equips youth with marketable skills needed in various sectors, including STEM (Science, Technology, Engineering, Mathematics), healthcare, and IT.

Life Skills and Personal Development: Promoting holistic development by imparting life skills such as critical thinking, communication, teamwork, and resilience fosters personal growth and prepares youth for career challenges.

4.8.2 Employment and Career Opportunities

Job Market Dynamics: Understanding job market trends, demand for specific skills, and emerging industries helps youth make informed career choices and pursue viable career paths aligned with their interests and capabilities.

Entrepreneurship and Innovation: Encouraging entrepreneurship among youth cultivates creativity, initiative, and leadership. Providing support for start-ups, access to funding, and mentorship enhances entrepreneurial success and job creation.

Internships and Work Experience: Facilitating internships, job placements, and experiential learning opportunities allows youth to gain practical experience, build professional networks, and transition smoothly into the workforce.

Career Counseling and Guidance: Offering career counseling, mentorship programs, and personalized guidance helps youth explore career options, set career goals, and navigate career transitions effectively.

4.8.3 Challenges and Barriers

Youth Unemployment: Addressing youth unemployment rates, particularly among vulnerable groups, requires targeted policies, economic opportunities, and support mechanisms to promote inclusive growth.

Underemployment: Mitigating underemployment by ensuring that youth are employed in roles that utilize their skills, qualifications, and aspirations optimally.

Skills Mismatch: Aligning educational outcomes with industry requirements to reduce the skills gap and enhance youth employability in competitive job markets.

Social and Economic Inequality: Tackling systemic barriers, discrimination, and socioeconomic disparities that hinder equal access to education, employment, and career advancement opportunities for marginalized youth.

4.8.4 Implications of Technology and Digital Transformation

Digital Skills Development: Promoting digital literacy, coding skills, and proficiency in emerging technologies prepares youth for digital-driven industries and remote work opportunities.

Remote Work and Flexibility: Embracing remote work options and flexible employment models accommodate youth preferences for work-life balance, geographical mobility, and career flexibility.

Tech-Based Entrepreneurship: Facilitating tech-based entrepreneurship and innovation ecosystems empowers youth to leverage digital platforms, online marketplaces, and digital tools for business growth and economic empowerment.

4.8.5 Globalization and International Opportunities

Global Job Market Access: Expanding global job market access through international internships, exchange programs, and cross-border employment opportunities enhances youth skills, cultural competence, and career prospects.

Multicultural Competence: Fostering multicultural competence, language proficiency, and cross-cultural communication skills prepares youth for global careers and international collaboration

4.8.6 Personal Development and Well-Being

Career Satisfaction and Fulfillment: Promoting career satisfaction, work-life balance, and psychological well-being among youth contributes to overall happiness, productivity, and retention in the workforce.

Continuous Learning and Adaptability: Encouraging lifelong learning, upskilling, and adaptability to technological advancements and industry changes fosters career resilience and professional growth.

4.8.7 Policy and Advocacy

Youth-Centric Policies: Advocating for youth-centric policies, youth empowerment initiatives, and inclusive development strategies that prioritize education, employment, and career advancement opportunities for all youth.

Partnerships and Collaboration: Strengthening partnerships between government agencies, educational institutions, NGOs, private sector employers, and youth organizations to coordinate efforts, share resources, and amplify impact in youth development.

4.9 Examples of Social Entrepreneurship in India: SELCO and AMPL

Social entrepreneurship in India has seen significant growth and impact over the past few decades, addressing various social, economic, and environmental challenges through innovative business models. Here, I'll provide detailed insights into two prominent examples: SELCO and AMPL.

4.9.1 SELCO India

Overview

Founded in 1995 by Harish Hande and Neville Williams, SELCO India is a groundbreaking social enterprise dedicated to delivering lasting energy solutions to marginalized rural communities in India. The organization believes that having access to clean and reliable energy can greatly enhance the well-being and quality of life for individuals, especially those in poverty.

Harish Hande epitomizes what it means to be a social entrepreneur. In 1995, upon discovering the potential of a distributed energy model, he established SELCO India to offer sustainable energy solutions to unprivileged households and businesses.

Harish has received many awards for his achievements throughout the years, with his most recent accolade being the 2018 Skoll Foundation award for social entrepreneurship. Today he is also in charge of the SELCO Foundation and SELCO Incubation Center, providing assistance to fledgling social entrepreneurs fighting against poverty.

The SELCO family assists in lifting the underserved out of poverty by addressing the environmental and health problems caused by current kerosene, coal, and wood energy sources.

Mission

SELCO's mission is to eradicate energy poverty by making sustainable energy solutions accessible and affordable to marginalized communities across India.

Approach

SELCO follows a multi-pronged approach to achieve its goals:

- **Customized Solutions:** SELCO designs and delivers customized solar energy solutions personalized to the particular needs and circumstances of communities it serves.
- **Financial Inclusion:** The organization facilitates access to financing options that enable individuals and communities to invest in solar energy solutions without upfront costs.
- **Capacity Building:** SELCO provides tremendous training and technical support to local communities by empowering them to maintain and derive maximum benefit from solar installations.

- **Advocacy and Policy Influence:** SELCO engages with policymakers to advocate for honest supportive policies that promote renewable energy adoption and facilitate greater access for underserved communities in India.

Establishing a Social Enterprise in the 1990s

Harish was raised in Rourkela, India and finished his bachelor's degree in Energy Engineering in Kharagpur, a path he believes was influenced by Indian expectations. He continued his education in the United States, obtaining his Master's and doctorate degrees in Energy Engineering from the University of Massachusetts. During his doctoral studies in the early 1990s, he participated in a research expedition to the Dominican Republic and witnessed the utilization of solar power to improve society on a limited level.

This motivated him to revise his PHD dissertation and study the potential of solar energy in alleviating poverty. Though the journey was significant for Harish, he points to his recognition of the unfair obstacles hindering a better life in India (such as attending a prestigious school while his peers lacked basic amenities like electricity) as the main drive to address poverty.

In 1995, Harish founded SELCO India, which primarily challenged three key assumptions.

- Individuals living in poverty do not have the financial means to purchase environmentally friendly technologies.
- Impoverished individuals are unable to uphold sustainable technologies.
- Social enterprises cannot operate as for-profit businesses.
- The poor are not receivers of benefits, they are collaborators.

The concept aimed to give power to the most impoverished in India, a group whose requirements were frequently neglected by service providers. The main goal of SELCO has always been to offer personalized power solutions to its customers. Those were the individuals in India who used kerosene, coal, and wood for their lighting and energy requirements, resulting in serious health and environmental consequences.

SELCO's products had to be both functional and compatible with a financing system that allowed for daily micro loan payments, enabling affordable solar usage and asset accumulation.

This model faced its fair share of obstacles. Beginning the business with almost no funding, Harish, a young man in his twenties, needed to prove to all stakeholders that he was legitimate because exploiting the disadvantaged was (and continues to be) widespread.

Harish resided in a rural Indian village in order to gain a deeper understanding of the distinct challenges experienced by underserved individuals in poor, rural communities. He personally put in the initial 500 lights and journeyed to different villages to elaborate on the benefits.

Banks had never implemented the daily financing model before and had not viewed these communities as potential customers yet. Harish had to prove the effectiveness of the model and show that he would remain committed in the long term.

In order to debunk the second myth, Harish formed groups of local technicians from rural areas to take care of the solar panels and infrastructure that were distributed. This model led to the creation of jobs in the local area, resulting in the employment of 560 workers, the majority of whom are from rural regions.

According to Harish, the third misconception is related to having a business vision that aligns with both social and financial goals in the long term. He contends that these two factors are essential for the enduring success of a business.

SELCO'S Four Initiative Model

Today, SELCO consists of four main initiatives that function like “lego pieces” to fill the gaps in society.

- **SELCO BUSINESS** remains operational and expanding just like it has been since 1995, setting a precedent for other entrepreneurs that a social business approach can be successful.
- **SELCO FOUNDATION** is a non-profit organization that establishes a conducive environment for various innovative services. Their goal is to encourage and execute socially, financially, and environmentally inclusive solutions by enhancing the availability of sustainable energy. Our thoughts, words, and actions revolve around underserved communities. Additional information about SELCO Foundation's vision, mission, and activities can be found [here](#).

- **SELCO INCUBATION:** Assists and motivates entrepreneurs in sustainable energy startups to provide necessary solutions to neglected communities. Additional information about SELCO Incubation can be found [here](#).
- **SELCO FUND,** a recent addition to the group, aims to provide funding for small businesses emerging from the incubation phase.

The SELCO Family has made a significant impact over the past two decades. The business division of SELCO India currently employs 560 people and caters to approximately 675,000 households and 12,000 institutions.

Estimating the amount of CO₂ saved by SELCO Business is challenging, but it is easy to envision the significant impact over time.

Aside from the concrete data, the SELCO model has discovered a method to make the impoverished individuals “bankable,” which enhances their social and financial welfare, improves access to education, and exposes rural communities to fresh innovations.

SELCO has integrated itself into the local community as well. Harish talked about several stories that showed how the SELCO model has a personal impact, like being called to the deathbed of a client he helped install solar for years ago and clients seeking advice on schooling for their children.

The SELCO Foundation and Incubation Centre are addressing specific challenges with tailor-made solutions. Harish is excited about India potentially leading the way in utilizing renewable energy to make a significant global impact due to the success of the SELCO model and the potential for externalities to multiply. Renewable energy costs are now lower than traditional fossil fuels and SELCO’s successful approach to custom innovation for poverty alleviation provides a strong motivation to expand their technology and cultural practices globally.

Impact

SELCO’s impact is profound and far-reaching:

- **Improved Livelihoods:** By providing reliable electricity through solar solutions, SELCO enables livelihood opportunities such as small businesses, improved healthcare, and education.

- **Environmental Benefits:** Reduced dependence on fossil fuels contributes to environmental sustainability and mitigates climate change impacts.
- **Social Empowerment:** Access to electricity enhances social inclusion and gender equality by enabling women and marginalized groups to participate more fully in economic and community activities.

Challenges

SELCO faces several challenges in its mission:

- **Financial Sustainability:** SELCO always balance social impact with financial viability, which is a continual challenge for social enterprises operating in resource-constrained environments.
- **Scaling Impact:** Expanding reach while maintaining quality and impact requires innovative approaches and partnerships.
- **Policy and Regulatory Hurdles:** Navigating complex regulatory frameworks and advocating for favourable policies remains a significant challenge.

4.10 AMPL (Agasti Mantra Power Limited)

Overview

AMPL (Agasti Mantra Power Limited) is another notable social enterprise in India, founded with a mission to provide affordable and sustainable sanitation solutions to underserved communities.

Mission

AMPL aims to improve public health and hygiene outcomes by making clean sanitation facilities accessible to all, particularly in rural and peri-urban areas.

Approach

AMPL employs an integrated approach to address sanitation challenges:

Innovative Technology: The organization develops and implements innovative sanitation technologies that are affordable, eco-friendly, and culturally acceptable.

Community Engagement: AMPL collaborates closely with

communities to understand their needs and preferences, ensuring the solutions are locally appropriate and sustainable.

Behavior Change Communication: The enterprise conducts awareness campaigns and education programs to promote hygiene practices and encourage the use of sanitation facilities.

Partnerships: AMPL partners with local governments, NGOs, and corporate entities to scale its impact and reach more communities effectively.

Impact: AMPL's initiatives have had significant positive impacts:

- **Health Benefits:** Access to clean sanitation facilities reduces the spread of waterborne diseases and improves overall public health outcomes.
- **Dignity and Safety:** Sanitation facilities enhance dignity, privacy, and safety, particularly for women and girls.
- **Environmental Sustainability:** Eco-friendly technologies minimize environmental impact and promote sustainable practices.

Challenges: AMPL faces various challenges in its operations:

- **Behavioural Barriers:** Overcoming cultural and behavioural barriers to sanitation adoption requires persistent community engagement and education.
- **Financial Viability:** Achieving financial sustainability while keeping services affordable for low-income communities is a continuous challenge.
- **Infrastructure Limitations:** Inadequate infrastructure in rural areas can hinder the implementation and maintenance of sanitation facilities.

SELCO and AMPL exemplify how social entrepreneurship can effectively address critical societal issues in India through innovative business models. By focusing on sustainable energy and sanitation solutions, these enterprises not only improve quality of life but also foster economic empowerment, environmental stewardship, and social inclusion in underserved communities. Their approaches highlight the importance of local engagement, technological innovation, and strategic partnerships in achieving lasting social impact.

Conclusion

Social entrepreneurship and social innovation aim to enhance the world by promoting social change. While social entrepreneurship deals with the business aspect of change, social innovation is concerned with the methods used to create that change. This lesson offers a thorough examination of both concepts, encompassing all aspects and components of social innovation and social entrepreneurship. Social innovation is frequently linked with social entrepreneurship because individuals in this field are seeking out creative solutions to address emerging challenges.

Case Study - 1

NUCAFE

In celebration of the United Nations' International Day of the Cooperatives on July 7, Miller Center recognizes GSBI® In-Residence accelerator alumnus, Joseph Nkandu, founder of the **National Union of the Coffee Agribusiness and Farm Enterprises (NUCAFE)**, for pioneering the farmer ownership cooperative model in Uganda's coffee value chain. Through the farmer ownership cooperative model, smallholder coffee farmers collectively own and operate their coffee farms, achieving scales that they could never reach as individual farmers — this is the transformative power of the farmer ownership cooperative model.



Joseph grew up in a coffee-growing family in Uganda. His family relied on coffee as a cash crop. His parents barely made enough money to pay school fees for Joseph and his siblings. Just like the six million smallholder coffee farmers in Uganda, Joseph's family could hardly afford water, electricity, and education. The life of a smallholder coffee farmer was grim.

Joseph shared, “I asked myself, why were farmers always in crisis?” He realized that smallholder coffee farmers received only a small fraction of the total value of their coffee beans. Because most smallholder coffee farmers cultivated an average of one acre of coffee bushes, they operated at small scales in a competitive market. This made it impossible to gain any market power. When smallholder coffee farmers had to cover basic necessities and family emergencies, they are forced to sell their beans before maturity. And without the scale, storage capacity and market knowledge, they could only sell at whatever price the middlemen demanded. The middlemen could, therefore, buy coffee beans from smallholder coffee farmers at a steep discount.

Joseph believed that if smallholder coffee farmers were organized into cooperatives using the farmer ownership model, they would gain a competitive edge in the coffee value chain.

Joseph wanted to help the 500,000 smallholder coffee farmers in Uganda who on average earned less than US\$2.00 a day.

“To achieve economies of scale, to make a reasonable return on investment, you have to join up with other farmers to become big.”

In 2003, Joseph founded the social enterprise National Union of Coffee Agribusiness and Farm Enterprises (NUCAFE) in Uganda. Over the next fifteen years, Joseph formed two hundred farmer cooperatives with over one million smallholders.

“NUCAFE works with the leadership of each cooperative to ensure that farmers receive training in coffee farming, coffee family business management operations, social entrepreneurship, marketing and cooperative management; only then can farmers operate sustainable cooperatives — entities that are financially stable and democratically governed.” Once smallholder coffee farmers become members of a NUCAFE cooperative, NUCAFE facilitates value-added services to the smallholder coffee farmers. Cooperatives can store, grade and roast their coffee beans at NUCAFE’s centralized facility. These services increase the value of the coffee beans by thirty percent as the coffee beans are export ready. NUCAFE then markets the coffee beans to domestic and international buyers. Since 2009, for example, NUCAFE has been selling coffee to Caffé River, an Italian coffee roasting company that operates in Italy, Romania and Denmark.

NUCAFE charges the cooperatives a service fee for every kilogram of coffee marketed. Instead of buying the coffee beans from cooperatives, NUCAFE acts as the service provider. Cooperatives, therefore, have ownership of their coffee beans throughout the coffee value chain.

This service-fee model is transforming the coffee value chain of Uganda. In fact, the middlemen who traditionally bought unprocessed beans from smallholder coffee farmers are now adopting this model; rather than buying, the middlemen are providing processing services.

Hussien Walakira owns a processing factory in Uganda. He previously bought coffee beans from smallholder coffee farmers for processing. But Hussien's factory was operating at just forty percent of its capacity: he realized that his business would go bankrupt if he did not increase the factory's operating capacity.

Hussien turned to NUCAFE for advice and, consequently, changed his middleman role. Instead of buying coffee beans from smallholder coffee farmers to process, Hussien charged smallholder coffee farmers a service fee for his processing services. More farmers began to use his processing factory. As a result, Hussien's factory now works at ninety percent of operating capacity.

“This is a win-win situation. Farmers and middlemen are both making money. This model is contributing greatly to the fact that aside from Ethiopia, Uganda is one of the only East African countries that is able to increase its coffee production.”

As the founder of NUCAFE, Joseph knew that more had to be done to catalyze systemic change in Uganda's coffee value chain. NUCAFE worked with the government to influence the National Coffee Policy in 2013. And for the first time in the history of Uganda's coffee value chain, the government is enabling smallholder coffee farmers to participate in all stages of the coffee value chain.

As NUCAFE continued to expand its operations, Joseph started to build regional training hubs for cooperatives. He needed to refine his business pitch to secure funding from investors. In 2016, Joseph participated in the **Global Social Benefit Incubator** (GSBI), an accelerator program based in the Silicon Valley at Santa Clara University.

“The beauty about the GSBI program is that you sharpen your skills in packaging your story and business plan, which becomes a dynamic tool when you interact with investors.”

With funding secured to continue constructing regional training hubs, NUCAFE is beginning to train Ugandan youth to become coffee entrepreneurs. Already, smallholders from NUCAFE’s cooperatives can afford to pay for their children’s education — a luxury that Joseph never enjoyed in his childhood. Philip Muluya, a smallholder coffee farmer, from the Kabonera village said, “Had it not been for NUCAFE, my children would not be in good schools.”

Questions

1. What are the social opportunities Joseph Nkandu found to make NUCAFE successful?
2. How did he recognize social opportunity? Use the three major dimensions of prior knowledge.

Case Study 2

Blake Mycoskie, social entrepreneur and founder of TOMS Shoes, tells the story of a young woman who accosted him in an airport, pointing at her pair of TOMS while yelling, “This is the most amazing company in the world!” Founded in 2006, TOMS Shoes immediately attracted a devoted following with its innovative use of the so-called One for One business model, in which each purchase of a pair of shoes by a consumer triggers the gift of a free pair of shoes to an impoverished child in a developing country. The following video shows the company’s delivery of its millionth free pair of shoes:

The enthusiasm associated with social entrepreneurship is perhaps emblematic of increased global social awareness, which is evidenced by increased charitable giving worldwide. A 2012 study showed that 83 percent of Americans wish brands would support causes; 41 percent have bought a product because it was associated with a cause (a figure that has doubled since 1993); 94 percent said that, given the same price and quality, they were likely to switch brands to one that represented a cause; and more than 90 percent think companies should consider giving in the communities in which they do business.

Despite the eager reception from consumers, critics of social entrepreneurship have raised concerns about the creation of social value in a for-profit context. Thus, TOMS is sometimes mistaken for a charity because it donates shoes to children in developing countries, yet it is also in business to sell shoes. The company earns an estimated \$300 million a year and has made Mr Mycoskie a wealthy man. While companies are starting to look more like charities, non-profits are also increasingly relying on business principles to survive an uncertain economy in which donors expect to see tangible results from their charitable contributions.

Our understanding of social entrepreneurship is complicated by the absence of any consensus on ways to measure social outcomes. As a result, there is little concrete statistical data available on the impact of social entrepreneurship. Indeed, there is not much agreement on a precise definition of social entrepreneurship, so it becomes difficult to say to what extent any given company is an example of social entrepreneurship. TOMS' Chief Giving Officer, Sebastian Fries, recently told the New York Times that the company is "not in the business of poverty alleviation." Does this mean that increased social value is merely a happy by-product of the business of selling shoes? If so, what makes Blake Mycoskie a social entrepreneur?

Some critics go so far as to suggest that social entrepreneurs are merely using public relations tactics to engage in social or environmental green washing—taking advantage of consumers' desire to do good. In some cases, it has been argued, social entrepreneurs can even do more harm than good. Lacking a full understanding of the socioeconomic and cultural dynamic of the developing countries in which they intervene, social enterprises can undermine fragile local markets and foster dependence on foreign assistance. But in the end, the individual impact of social entrepreneurial ventures may outweigh some of these concerns.

Questions

1. Analyze and explain the important factors in in this case.
2. Discuss the advantages and disadvantages of social entrepreneurship from a public point of view.

Activity 1

- Pretend that you are a social entrepreneur in your community. Make some social opportunity that can benefit both you and the society and how you will make it happen?

Activity 2

- Identify two social ventures in your area. Classify these social ventures along the spectrum of non-profit social organizations to philanthropic firms.

4.11 Key Terms

Social Innovation - Social innovation involves creating and implementing effective solutions for complex social and environmental problems to drive societal advancement.

Socio-technical innovation - It involves changing the composition of socio-technical systems and the connections between individuals within them. Innovation should be the blend of social and technical aspects. This kind of innovation is crucial in influencing the dynamics of societies.

Cultural and social aspects of innovation - The cultural aspect of innovation highlights how culture influences a society's ability to innovate, which plays a key role in its economic growth. Grasping this aspect is crucial for advancing forward.

Socio-Analytical Innovation - Socio-analytical innovation involves using analytical and sense-making frameworks to find innovative solutions. Utilizing these structures allows for a greater comprehension of difficult issues and promotes successful solving of problems.

Socio-Ecological Innovation - It describes innovative solutions for society and the environment. Socio-ecological innovation aims to change how humans and their environment interact.

Socio-Political Innovation - This involves, Innovative changes in society and politics. Socio-political innovation focuses on transforming and creating new systems for governance, politics, and legal structures.

Socio-Ideological Innovation - This is Innovation in socio-ideological aspects. Socio-ideological innovation requires questioning and changing existing ideological frameworks, mind-sets, and paradigms.

Socio-Juridical Innovation - This is described as Innovation in the social and legal realm. Socio-legal innovation focuses on updating legal frameworks and regulations.

Socio-Ethical Innovation - This is called as Innovation in terms of societal and ethical aspects. Socio-ethical innovation concentrates on changing normative and ethical frameworks to promote positive advancements.

Socio-Economic Innovation - This is Innovation in the socio-economic realm. Socio-economic innovation involves creating new economic and business models.

Socio-Organizational Innovation - It is Innovative changes in societal and organizational structures. Socio-organizational innovation focuses on changing how organizations are structured and arranged.

Open Source Systems - An open-source operating system is software that permits individuals to access, utilize, change, and share its source code.

SINE - Social Innovation and Entrepreneurship (SINE) involves bringing about change and establishing avenues for student-driven change in society.

Technological Innovation - Incorporating new technologies to develop products or services that address social needs.

Business Model Innovation- Creating new ways of delivering and financing social impact. Examples include social franchising models or pay-for-success financing arrangements.

Service Delivery Innovation - Improving the efficiency or effectiveness of delivering services to beneficiaries. This could involve new distribution channels, streamlined processes, or innovative partnerships.

Social Innovation- Introducing new ideas, approaches, or interventions that create positive social change. This encompasses a wide range of initiatives from community- driven projects to policy innovations.

CSI - Centre for Social Innovation (CSI) - The Centre for Social Innovation (CSI) is a pioneering organization dedicated to catalysing social innovation and fostering a collaborative ecosystem for social entrepreneurs and change makers.

GO's - Government Organizations, also known as governmental agencies or entities, are institutions established and funded by governments at various levels (local, regional, national) to serve public interests and administer public policies.

NGO's – Non Governmental Organization (NGO), voluntary group of individuals or organizations, usually not affiliated with any government that is formed to provide services or to advocate a public policy.

4.12 Self-Assessment Questions

1. What are the objectives of social innovation?
2. How does social innovative thinking relate to social entrepreneurship?
3. How do social entrepreneurs identify opportunities and incorporate innovation?
4. What is the relationship between social entrepreneurship and social innovation?
5. Explain the key Characteristics of Social Innovation.
6. List out and describe different facets of social innovation.
7. Elaborate the Social Innovation Process with illustrations.
8. Write a note on Open Source Systems and its benefits.
9. Enumerate the key differences between Social Innovation, Social enterprise and Social Entrepreneurship.
10. Identify the role of Innovation in Social Enterprises and brief the challenges faced by the entrepreneurs in adopting it.
11. Examine the key Benefits of innovation in social enterprises and do you think really innovation provide these benefits to entrepreneurs.
12. Outline the nature and role of Centre for Social Innovation (CSI) in Indian industry perspective.
13. Analyse the intervention of GO's and NGO in social action with reference to developing countries like India.
14. Summarize the initiatives of SELCO in establishing and promoting social entrepreneurship in India. Give details on their strategies in the field of sustainable energy.
15. Evaluate the contribution of AMPL in creating social culture in India. List the challenges faced by AMPL and how they overcome it.

DDE, Pondicherry University

UNIT – V**Lesson 5.1 - Case Studies of Social Entrepreneurs****Learning Objectives**

After reading this lesson, you should be able to:

- Understand the stories of various Social Entrepreneurs.
- Learn the concept of Khadi movement in India lead by Gandhiji.
- Understanding the working model of Grameen Bank
- Analyzing the role of Dr. Verghese Kurien in White Revolution in India.
- Understanding the fundamental concepts of Barefoot College and SEWA.
- Learning the success stories of Infosys, TISS and TISCO.
- Learning the importance of business ethics in social enterprises.

5.1 Case Studies of Social Entrepreneurs

The social entrepreneur's personality is characterized by a blend of entrepreneurial talent and business skills. They have an entrepreneurial mind-set and use their knowledge and skills to meet social needs. They desire to act as catalysts for societal transformation.

They possess an innovative concept that can revolutionize the established system, demonstrating their creativity. They utilize their innovative concepts to create social value. Social entrepreneurs produce products and/or services with prices higher than production costs to generate social impact and long-lasting advantages for empowered communities. They utilize business procedures and frameworks to tackle complex social issues.

Social entrepreneurs are characterized by their empathy, compassion, and understanding, finding fulfillment in helping others. Feelings and understanding others' emotions are important in the entrepreneurial journey, particularly in keeping a business moving forward. Having a strong sense of empathy allows the social entrepreneur to recognize the root of social challenges and think innovatively about solving them. They

gather resources and use business methods to create new (market or non-market) solutions.

In this lesson, case studies of social entrepreneurs from around the globe are explained to help young entrepreneurs better understand and be inspired to pursue social entrepreneurship.

5.2 Gandhiji and Khadi Movement

Khadi refers to cloth that is both hand spun and hand-woven, with unique historical significance in India's struggle for freedom and independence. In the year 1918, Mahatma Gandhi incorporated Khadi fabric into the Swadeshi Movement, aiming to boycott imported goods and materials. Creating industry and jobs locally would assist in lifting India out of poverty. It would also liberate India from its dependence on costly, imported products brought into the country from Britain, even though the raw materials came from India.

Gandhi understood the importance of Indians reclaiming their belongings by utilizing their own resources and abilities to generate their own prosperity. Khadi fabric central to the plan when Gandhi urged individuals to grow and gather materials to spin yarn for making Khadi cloth. He also requested that all individuals, regardless of their wealth, dedicate some time daily to spinning Khadi. This nationwide program promoted unity by encouraging collaboration in work activities. Individuals from different social backgrounds joined forces to follow Gandhi's instructions, contributing to their nation's goal of achieving self-reliance. Whole villages embraced the movement, paving their path to financial independence through fashion.



“There is no beauty in the finest cloth if it makes hunger and unhappiness.” –

Mahatma Gandhi

Khadi Cloth and Sustainability

Gandhi was highly mindful of sustainability and the impact of our carbon footprint. An innovative man, he understood long before others that safeguarding the planet required responsible action.

“Earth provides enough to satisfy every man’s need but not any man’s greed.” – Mahatma Gandhi

Khadi was an ideal fabric for eco-friendly production, which is why Gandhi utilized it for the revolution. Made from cotton, Khadi is traditionally hand-woven by individuals in rural villages across India using natural, biodegradable fibres. Alternatively, silks and wools, along with other natural fibers, can also be utilized. No matter which type of fiber is used, there are no factories, machinery, or emissions used during the spinning and weaving processes - only human labour and expertise. The fabric that is produced is a versatile and comfortable textile that has the ability to keep you warm in the winter and cool in the summer.

Khadi’s ongoing production maintains a minimal carbon footprint and serves as a testament to the preservation of India’s culture and history. Khadi cloth is so ingrained in India’s identity that it is even used to create the nation’s flags.

Fun fact: The Khadi spinning wheel, called the “Charkha” in India, was originally depicted on India’s first flag but was later swapped out for the Ashoka Chakra.

Gandhi’s Clothing Preferences

When we think about Gandhi, we usually remember pictures of him dressed in a white loincloth (dhoti) and covered in a white shawl. However, are you aware of why he chose that famous fashion statement?

It was a component of Gandhi’s endeavors to bring together individuals from every background. Being a leader, he believed he couldn’t build a strong connection with his less fortunate siblings if he dressed in a way that showed discrimination against them

As Gandhi was on his way to London to see the British king, a reporter inquired if he would alter his clothing before meeting with the British monarch. Gandhi answered that it would be disrespectful to meet him in any other attire as it would not be suitable for him.

After the meeting, Gandhi was questioned about whether he was embarrassed to appear before the King dressed so plainly. He asked, “What reason do I have to feel embarrassed?” The Emperor had on clothes that were sufficient for both of us.

“If we have the khadi spirit in us, we would surround ourselves with simplicity in every walk of life.” - Mahatma Gandhi

Khadi was presented to the residents of united India in 1918 with the goal of attaining self-reliance and freedom from British cloth. The Khadi movement, a socio-cultural narrative, was initiated by Gandhiji in May 1915 from the Satyagraha Ashram, also known as the Sabarmati Ashram, located in the Ahmedabad district of Gujarat.

Originating from the word khaddar, khadi is a type of cotton fabric that is both hand-spun and hand-woven, and it became an iconic symbol of India’s fight for independence. It is believed that Mahatma Gandhi came up with the term khadi to describe these fabrics because of their rough texture. Khadi is created by spinning with a charkha or an Indian spinning wheel. The spinning wheel became a significant symbol on the Indian flag that was created in the 1930s.

Gandhiji advocated for the use of products made in India and encouraged the avoidance of foreign goods. Shortly after, khadi gained popularity as the cloth representing nationalist ideals, believed to be made with ‘the essence of self-rule’. With the spread of the concept of spinning khadi throughout India, Mahatma Gandhi aimed for bringing together people of all classes by reducing the existing divisions among them. Therefore, the khadi movement was founded with social and economic motivations. The core of this movement is based on Gandhiji’s belief that the fabric has the power to empower the masses

Therefore, Khadi became not only the national fabric of India but also a key symbol of India’s fight for independence.

5.3 Muhammad’s Grameen Bank

“Many young people today feel frustrated because they cannot recognize any worthy challenge that excites them within the present capitalist system. When you have grown up with ready access to the consumer goods of the world, earning a lot of money isn’t a particularly inspiring goal. Social Business can fill this void.”

-Muhammad Yunus



The Grameen Bank project began in 1976 as a pilot project in “Jobra” village located in the Chattogram district of Bangladesh for action research purposes. In 1983, the pilot project evolved into a bank with the goal of reducing poverty and empowering the disadvantaged in Bangladesh by providing micro-credit.



Yunus established the Grameen Bank, which developed a creative method for providing microloans possible. The bank created a system for managing loans and gathering repayments through “lending circles” made up of several borrowers in every neighbourhood. Inside this group, borrowers observe each other and ensure that each individual repays their loans promptly and accurately. Defaults cause the entire community to lose credibility. In this way, debtors are encouraged to uphold their payment obligations because they want to avoid disappointing their social circle. Ensuring both administrative tasks and security are taken care of by engaging the community.

These lending groups result in repayment rates that surpass those of numerous major financial institutions. In a social entrepreneurship context, social objectives are reached through business using this innovative initiative. The poor can acquire microloans to create a consistent income and take care of themselves. Grameen Bank’s distinguishing characteristic is that borrowers do not need to provide collateral in order to receive

credit from the bank. Contrary to traditional commercial banks that require clients to come to their fancy branches, where the poor may feel intimidated, Grameen Bank provides its services directly to the convenience of its clients' homes. It has motivated women and the vulnerable members of society to become part of the Grameen family. All financial activities, aside from distributing loans, take place during meetings held by center managers at village level centers where borrowers gather. The fact is demonstrated by Grameen Bank's significant presence in the country's distant regions.

Grameen Bank has consistently prioritized empowering women and engaging them in economic endeavors. Therefore, Grameen Bank can proudly claim that 98% of its borrowers are female. Over 66% of these women have transitioned to improved livelihoods thanks to poverty reduction efforts.

As of May 2024, Grameen Bank has 40 Zonal offices, 40 Zonal Audit offices, 240 Area Offices, and 2568 Branch offices, with a total of 22,162 employees. The Grameen Bank serves around 45 million individuals (including family members) through 10.58 million borrower members in 81,678 (94%) villages nationwide. The microcredit program of Grameen Bank is proving to be an effective method in reducing poverty in multiple countries globally. In recognition of its work in using microcredit to promote economic and social progress from the grassroots level, Grameen Bank was honoured with the Nobel Peace Prize in 2006. Grameen Bank is focused on not only helping its borrower members escape poverty, but also ensuring that their future descendants are not forgotten. It provides education loans, start up business loans, and scholarships for the children of borrower members. The Struggle (Beggar) Members Program is considered as the most compassionate and outstanding program of Grameen Bank.

Grameen Bank provides no-interest loans to empower beggars economically and help them stop relying on begging. 21,383 members have already made the transition from begging to self-sufficiency.

By May 2024, Grameen Bank had distributed a total of \$38,505.83 million (BDT 3,109,819.78 million) in loans to 10.58 million borrower members, with 97% of them being female. By implementing an outstanding banking strategy, Grameen Bank has achieved an impressive 96.71% recovery rate (as of May 2024) that surpasses other banking systems.

The bank outstanding loans total US\$ 1,438.50 million (BDT 165,470.96 million) as of May 2024, while the deposit balance is US\$ 1,957.37 million (BDT 225,156.54 million).

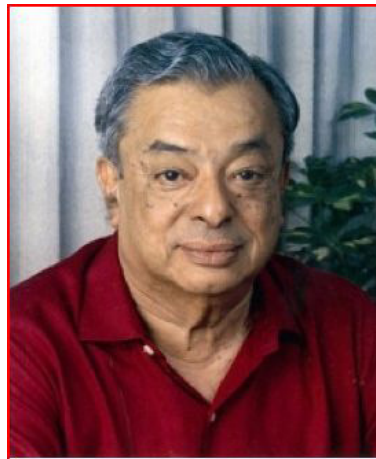
The current Board of Directors and Management Team have greatly boosted the success indicators of Grameen Bank, surpassing all previous achievements.

Grameen Bank has played a significant role in the growth of Bangladesh. In 2006, the Nobel Peace Prize was awarded to Muhammad Yunus, causing the concept of social business and social entrepreneurship to echo across the world. While assisting the impoverished in Bangladesh, Yunus noticed that a lot of them wanted to become self-sufficient, such as by starting their own small enterprises. To accomplish this, they required funding, often in small increments, to purchase a sewing machine or similar fundamental equipment. However, banks were unwilling to provide loans to the impoverished. They considered the risk to be too great since there was no existing income and no security was available. The administrative handling of these loans led to higher expenses that exceeded the amount covered by the microloans.

Similarly to other banks, the Grameen Bank also generates income by charging interest. Therefore, it functions as a corporation while also benefiting a charitable purpose. This is the field of social entrepreneurship.

5.4 Dr. Verghese Kurien Father of the White Revolution

Dr. Verghese Kurien, known as the 'Father of White Revolution in India', was born in Kozhikode, Kerala on 26th November 1921 and obtained a Bachelor's degree in Mechanical Engineering from Madras University in 1943. He began working at Tata Iron & Steel Co. and stayed there for a short time. In 1946, he left his job to receive formal training in Dairying at the Imperial Institute of Animal Husbandry & Dairying in Bangalore (now SRS of NDRI), as per the official mandate to pursue M.Tech in Dairy Engineering at Michigan State University, funded by the Government of India scholarship. However, Dr. Kurien was required to pursue an M.Tech in Metallurgy with Dairy Engineering as a minor area of study.



In 1949, he went back to India and started working as a Dairy Engineer at the Government Research Creamery in Anand. He encountered a Gandhian named Shri Tribhuvandas Patel in Anand, who was dedicated to supporting dairy farmers by establishing dairy co-operatives. Dr Kurien was drawn to the cause championed by Shri Patel and ultimately chose to join him, despite abandoning his secure Government position. This caused a significant impact. Anand, a small town in Gujarat, was converted into the 'dairy heartland' of India. Dr Kurien played a key role in establishing the 'Amul' brand to promote the milk and milk products of Khaira Milk Union while also getting the 'trade mark' officially registered.

Kurien's Co-operative capitalism model empowered millions of dairy farmers by becoming a part of their lives. The model's remarkable triumph led to increasing recognition and resulted in the establishment of the National Dairy Development Board in 1965, with Dr. Kurien serving as its founding Chairman. Shri Lal Bahadur Shastri, who was the Prime Minister at that time, requested Dr. Kurien to implement the Anand Model across the nation.

Dr Kurien initiated the 'Operation Flood Programme', leading to the 'White Revolution' in India. Dr Kurien ignored the opposition's claim that buffalo milk could not be processed and instead focused on standardizing the technology for processing buffalo milk, ultimately earning it international recognition.

To further support the revolution, Dr. Kurien established several organizations such as the National Co-operative Dairy Federation of India, Institute for Rural Management in Anand, Indian Dairy Machinery Cooperation, and various other cooperative institutions. Dr Kurien transformed milk and farm produce production, procurement, and

marketing in India through the establishment of cooperative institutions over time, leading India to become the top milk producer globally.

Dr Kurien held strong patriotic beliefs and had grand aspirations for India. He was a courageous dairy farmer who didn't hesitate to defend the rights of struggling dairy farmers. Dr Kurien was honoured with numerous national and international awards, acknowledgements, and accolades for his selfless and outstanding contributions. ICAR holds Dr Kurien in high regard and admiration. India has suffered the loss of a genuine dairy expert, a forward-thinker, and an impressive creator of organizations in the passing of Dr. Kurien.

Developing Amul

Kurien enhanced the Kaira District Cooperative

Milk Producers' Union Limited (KDCMPUL), which was later renamed as Amul. The process of collecting milk was decentralized and involved obtaining it directly from farmers in villages through cooperatives. Kurien and Patel received assistance from then Home Minister Sardar Vallabhbhai Patel, who deployed Morarji Desai to assist in organizing the farmers. Kurian and Tribhuvandas Patel believed that the economic self-interest of everyone in the village community would lead them to come together to develop their cooperative and eliminate caste or class tensions. The collaborative dairy project gained popularity and began to draw national attention.



In 1956, at the request of the commerce and industries minister, Kurien went to Nestle in Switzerland to request a decrease in imports to India and to include more Indians in processing local milk. However, he was denied, with the reasoning that natives could not be trusted with condensed milk production. Upon his return, he raised the production of condensed milk at Amul, which had been prohibited for import by the Government of India

two years later. Kurien convinced H. M. Dalaya to remain at Anand after a trip from the United States, where they collaborated on creating skim milk powder and condensed milk from buffalo milk rather than cow milk. Buffalo milk was abundant in India, whereas cow milk was scarce. Amul effectively competed against Nestle and later Glaxo in the baby food market.

Jawaharlal Nehru, who was the Prime Minister at the time, gradually reduced butter imports while Kurien committed to steadily increasing his production to reduce reliance on imported butter, particularly from New Zealand. In 1962, during the Sino-Indian War, Polson gained market share as production was redirected to the Indian armed forces, prompting Kurien to advocate for freezing Polson's production lines in support of the war. Subsequent studies conducted by G. H. Wilster resulted in the making of cheese from buffalo milk at Amul.

Nationwide Expansion

Kurien met Prime Minister Lal Bahadur Shastri in 1964 during his visit to Anand to open Amul's cattle feed factory and discuss the farmers' cooperative. In 1965, Shastri assigned Kurien to expand the Anand scheme of the dairy across the country, leading to the establishment of the National Dairy Development Board (NDDB). Kurien led the board under the condition that it remain free from government influence and be located in Anand, away from capitals and near farmers. He negotiated with donors, including UNICEF, for aid to support cooperative development and opposed countries that tried to thwart him, expressing his desire to "turn aid into trade" and make India self-reliant in milk production.

He utilized the earnings to promote the relocation of profitable local cattle to cities and establish milk collection points and dairy farms all over the country to stabilize urban dairy markets. The Anand model was reproduced in Gujarat, bringing all units under GCMMF in 1973 to market products under the unified Amul brand on its 25th anniversary. Other states copied the establishment of comparable unions following this model. In 1979, he established the Institute of Rural Management Anand (IRMA) with the goal of training managers for the cooperatives.

Consolidation and Self-Sufficiency

During the 1990s, he actively advocated and strongly opposed the entry of multinational corporations into the dairy industry, despite the

country's liberalization in 1991. By 1998, India had taken over the United States as the top milk producer globally and played a part in roughly 17 percent of the world's milk production in 2010–11.

In 1998, he convinced ex-Prime Minister Atal Bihari Vajpayee to designate Amrita Patel as his replacement at NDDB, whom he had mentored to safeguard the organization's autonomy from the government. At a later time, he disagreed with her about Amul's policies. She prioritized production and yield goals, while delegating certain tasks like marketing to private companies, which he believed would undermine the country's cooperative institutions. In 2006, he stepped down as the GCMMF chairman due to lack of backing from the governing board.

Other Work

Kurien duplicated the establishment of cooperatives in additional markets such as fruits and vegetables, oilseeds, and edible oil markets. In 1979, Alexei Kosygin, who was the Premier of the Soviet Union at the time, asked Kurien to come to the Soviet Union to provide guidance on its cooperatives. In 1982, the Pakistan government asked him to establish dairy cooperatives, and he headed a World Bank delegation. In 1989, China adopted a comparable program with support from Kurien and the World Food Programme. In collaboration with NDDB, he assisted in establishing dairy cooperatives in Sri Lanka in 1997. He also held the position of chairman at Tribhuvandas Foundation, a non-profit organization focused on women and child health in the Kheda district. Verghese Kurien, also known as the "Milkman of India," was a famous Indian social entrepreneur who played a key role in India's White Revolution.

Career

Verghese Kurien was appointed to work in Anand, Gujarat in 1949 for a five-year period as a Dairy division officer, through a government scholarship he received for his master's degree. Kaira District Cooperative Milk Producers Union Ltd. is an organization focused on dairy producers in the Kaira district. (KDCMPUL): Verghese Kurien's actions were driven by the unfair treatment of farmers by milk distributors and by Tribhuvandas Patel's cooperative movement. In 1950, he quit his government position to start KDCMPUL, later recognized as "Amul". Verghese Kurien established the National Dairy Development Board (NDDB) and was its chairman from 1965 until 1998.

Vergheese Kurien's Contributions

Dr. Vergheese Kurien is recognized as the designer and the pioneer of the white revolution in India, which led India to become self-reliant in the dairy industry and the top milk producer globally.

Dr. Vergheese Kurien is known as the creator and the pioneer of the white revolution in India, which led to India becoming self-reliant in the dairy industry and the top milk producer globally.

Transforming the Dairy Industry in India

He played a key role in setting up the Milk Cooperative movement in the area, originally called KDCMPUL and later rebranded as "Amul."

Vergheese Kurien's innovative Anand cooperative model played a key role in popularizing the concept of the white revolution in the dairy industry in various regions of the country. The Anand Pattern involves farmers overseeing their own procurement, processing, and marketing of produce with professional help in a cooperative model.

Its success lies in the engagement of farmers in decision-making under the supervision of elected leaders who manage professionally. This model incorporates farmer-owned facilities such as cooperatives, dairy and feed factories, and marketing systems, connecting producers with consumers without intermediaries.

Revolutionising the Dairy Sector in India

He played a key role in founding the Milk Cooperative movement in the area, initially called KDCMPUL and later rebranded as "Amul."

Vergheese Kurien's innovative Anand cooperative model played a key role in popularizing the concept of the white revolution in the dairy industry across different regions of the country. The Anand Pattern involves farmers taking care of their own sourcing, processing, and selling of produce with assistance from professionals.

Success is achieved by including farmers in decision-making through elected leaders supervising professional management. This model involves infrastructure owned by farmers such as cooperatives, dairy and feed plants, and marketing systems, connecting producers to consumers without intermediaries.

While visiting a new cattle breeding facility in 1964, ex-Prime Minister Lal Bahadur Shastri recognized the need to implement the Anand model nationwide. Therefore, in the year 1965, the National Dairy Development Board was founded with Verghese Kurien serving as its chairman. Amul Trinity: Together with Tribhuvandas Patel and HM Dalaya, he played a key role in advancing the dairy industry and milk cooperatives.

A method for making milk powder and condensed milk from buffalo milk was created by HM Dalaya, a dairy technologist. This revolutionized the Indian dairy sector since these processed products were previously limited to cow's milk for production.

Role of Verghese Kurien in White Revolution

Dr. Verghese Kurien initiated Operation Flood in 1970, leading the 'White Revolution', which is recognized as the biggest dairy development program globally. In three stages, the project turned India, which lacked dairy products, into the top global producer of milk.

Farmers were guided to take charge of their development and resources through assistance from the dairy farmer. Investment: By investing Rs. Over the course of 25 years, Operation Flood significantly contributed to increasing the value of India's milk production to Rs 1700 crores. 55000 crores annually, with an output ratio that exceeds that of any other development programmes globally. Result: Over a span of forty years, India saw a surge in annual milk production from 23.3 million tonnes in 1968-69 to 100.9 million tonnes in 2006-07. In India, the average daily milk intake per person increased from 107 grams in 1970 to over 240 grams in 2006. It also became one of the primary sources of jobs and revenue for people living in rural areas, particularly women.

Establishment of Institutions by Verghese Kurien

Dr. Verghese Kurien established the Institute of Rural Management, Anand (IRMA) in 1979 to offer management training and research assistance to India's cooperatives.

- In 1988, he helped reorganize India's National Co-operative Dairy Federation to establish a National body for State Co-operative Dairy Federations in the country.

- Anandalaya Education Society was established by him in order to offer high-quality school education to the children of employees in different institutions in Anand.
- Vidya Dairy was founded in 1994 with the assistance of Verghese Kurien to offer dairy technology graduates practical training in managing a dairy plant.
- He founded and was the Chairman of Gujarat Cooperative Milk Marketing Federation Ltd. from 1973 to 2006.
- Dr. Verghese Kurien brought a revolution to the edible oil industry with his introduction of 'Dhara', a cooking oil.
- In 1979, the introduction of the Oilseeds Grower's Cooperative Project created a direct connection between oil producers and consumers, lessening the reliance on oil traders and exchanges. The primary objectives of this project were to stabilize oil prices, encourage oil seed growers to boost production, and decrease India's dependence on oil imports.

Awards and Honours received by Dr. Verghese Kurien

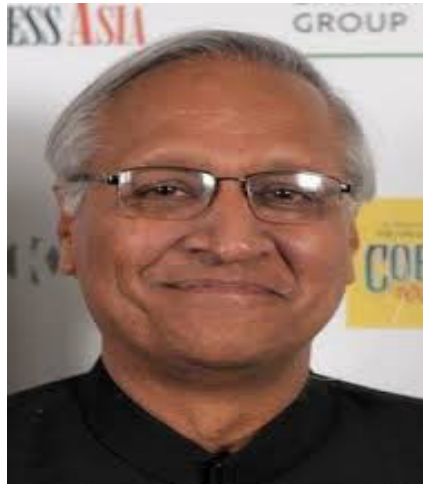
Dr. Verghese Kurien received numerous awards and honours for his outstanding contributions in the field of the dairy sector and social programmes.

- Every year, November 26th is celebrated as National Milk Day.
- Ramon Magsaysay Award for Community Leadership
- Wateler Peace Prize Award of Carnegie Foundation
- World Food Prize
- National awards:
 - Padma Shri
 - Padma Bhushan
 - Padma Vibhushan
 - Krishi Ratna Award

5.5 Barefoot College of Bunker Roy

Sanjit "Bunker" Roy, born on June 30th, 1945, is an Indian social activist and educator known for establishing the Barefoot College. He was named as one of Time 100's 100 most influential individuals in 2010 for

his efforts in educating illiterate and semi-literate rural Indians. In 1986, Giani Zail Singh presented Roy with the Padma Shri award.



From 1956 to 1962, he studied at The Doon School, followed by his time at St. Stephen's College, Delhi from 1962 to 1967. He achieved the title of Indian National Squash champion in 1965 and competed in three world squash championships for India.



The Barefoot College

Bunker is the creator of the present-day Barefoot College. In 1972, Roy founded the Social Work and Research Centre after evaluating water sources in 100 regions vulnerable to drought. Its original focus on water and irrigation quickly transformed into prioritizing empowerment and sustainability. The programs concentrated on placing water pumps close to villages and teaching locals to upkeep them without relying on external mechanics, offering paramedic training for local healthcare, and using solar power to reduce dependence on kerosene lighting. In 2010, he

was acknowledged by Time for the college programs that have provided training to over 3 million individuals in various professions such as solar engineers, teachers, midwives, weavers, architects, and doctors.

In Rajasthan, India, there is a special school named 'Barefoot College' that provides training to rural women and men on how to make a living with self-respect. A few students in the group are unable to read or write, yet they are developing skills in solar engineering, craftsmanship, dentistry, and medicine within their communities. Bunker Roy, the founder, is an incredible individual who has positively impacted the lives of numerous impoverished and uneducated individuals, empowering them to have opportunities for a better future.

In a nation with numerous individuals residing below the poverty threshold, this institution is changing the lives of an abundance of people. Formed in 1972, the Barefoot College is a non-governmental organization that offers essential services and solutions to issues in rural areas, aiming to help them become self-reliant and enduring. The 'Barefoot solutions' cover a wide range of areas such as solar energy, water, education, healthcare, rural handicrafts, community involvement, communication, women's empowerment, and wasteland development. The College holds the belief that in order for any rural development initiative to thrive long-term, it should be rooted in the community and be overseen and owned by its residents. Hence, any barefoot efforts in the realms of society, politics, or economy are orchestrated by a group of rural individuals, referred to as 'Barefoot Professionals'.

Prof. Sanjit Roy, also known as 'Bunker' Roy, is the founder of Barefoot. His actual learning began when he spent five years (1967-1971) working as an unskilled labourer, digging wells for drinking water. Witnessing the exceptional knowledge and abilities of the rural poor in dealing with unforeseen circumstances in their daily lives motivated Bunker to set up the sole completely solar-powered Barefoot College in the deserts of Rajasthan, India, four decades ago. The college in India was constructed by impoverished individuals and is operated by rural poor earning less than \$1 per day. One of the few remaining colleges in India that honours and follows the way of working and living inspired by Mahatma Gandhi. It is a College where the student teaches the teacher and the teacher learns from the student. It is the sole College in India that prioritizes traditional knowledge and practical skills of the less fortunate over paper degrees or qualifications.

Professor Roy strongly believes in the words of Mark Twain, who once stated, "Don't allow school to disrupt your education." Men and women from rural areas, regardless of their age and education, cannot envision obtaining the lowest government job, so they are receiving training to work in various roles such as school teachers, doctors, midwives, dentists, and other professions including artisans, architects, and computer instructors. Without much direction or support, these individuals are flourishing and showcasing their talents and skills. People who were once seen as average and overlooked by society are now achieving remarkable feats that are hard to believe until witnessed first-hand.

The College has embraced the principles of Gandhi in its way of life and professional standards, considering them timeless and applicable worldwide, even in the 21st Century. Because it functions as a unique place for education and training.

It serves as a hub for both acquiring knowledge and letting go of old beliefs. In the teaching-learning process, the teacher acts as a learner and the learner acts as a teacher, representing the true essence of education. In this place, people are encouraged to think broadly, experiment with unconventional ideas, embrace errors as learning opportunities, persist in their efforts, and keep trying. The college invites individuals without degrees to join, participate, and gain knowledge.

Where those are welcomed who do not qualify for even the most basic government positions. Significant importance is given to the respect for work, sharing, and those who are prepared to work manually in this place.

No awards like certificates, degrees, or diplomas are offered, preventing any ego boosts. The Barefoot College is seen as a success story for demonstrating the potential of personal development for an average individual. It is a recent idea that has proven its worth over time. The College has shown how powerful the mix of traditional knowledge and simplified modern skills can be when utilized by underestimated individuals in society.

The Barefoot College empowers rural Indian communities by transferring control of advanced technology to them. It is believed that every person, no matter how impoverished, should have the right to utilize, control, and possess technology to enhance their livelihood. The goal has been to enhance the skills and abilities of communities in making decisions and taking on responsibilities, as well as enhancing their management

capabilities. The Barefoot College boosts their confidence by giving them the opportunity to develop skills to assist their community, which in turn helps them become more self-sufficient with confidence.

This university promotes a hands-on approach to acquiring practical knowledge and skills through experiential learning rather than relying on written exams and paper credentials. It encourages and enhances the education gained from family, community, and personal experiences. It utilizes the poor's existing knowledge and skills for their own growth, helping them achieve independence and maintain self-respect and dignity in their lives. Common individuals who are overlooked by the community are achieving remarkable feats that defy explanation.

In a village setting, a shopkeeper plays a multifaceted role beyond just providing goods. They stock seeds and fertilizers, offer contraceptives, provide access to newspapers and share information, and may even serve on the village council. He is, in reality, the ultimate example of integration. This also pertains to the school educator.

In Tilonia, where Barefoot is located, the organization grew organically without a predetermined project plan, schedule, or detailed activities. The focus was on human development and personal growth, prioritizing confidence and individual progress.

More emphasis was placed on investing in people rather than projects. This has been the topmost concern. Recruiting is done through personal recommendations and hands-on experience, not through advertising. Barefoot College began by conducting a groundwater survey and then expanded by introducing a health and education program in 1974, after recruiting two skilled and motivated women from the Tata Institute of Social Sciences. The Barefoot College established the Rural Industries Section and the Agricultural Extension Programme in 1975 after finding the appropriate individual. Additional programs were implemented until 1979, when the BC altered its operational and decision-making processes.

The formation of a group resulted in all major decisions no longer relying on the director. It was impossible for the BC to organize and carry out programs from Tilonia for an area of 500 square miles; so, the block was divided into field centers, each responsible for 6-25 villages depending on the staff and their capabilities.

What makes the barefoot approach essentially different is that it does not give certificates, diplomas or degrees to its students. They have to learn things practically. The certification is done by the community they serve. The issuing of certificates is one major reason why migration takes place from the villages to the cities. I think today every developing nation in the world requires many Barefoot Colleges.

The barefoot approach stands out because it does not provide certificates, diplomas, or degrees to its students. They must acquire practical knowledge. The community they serve is responsible for completing the certification. The issuance of certificates is a primary factor contributing to the migration from rural to urban areas. I believe that every developing country worldwide needs numerous Barefoot Colleges nowadays.

Other Work

Rajiv Gandhi appointed Roy to the government's Planning Commission. He suggested developing a set of rules for NGOs through legislation. He also suggested establishing a national council to advise the government on "legitimate" organizations and oversee their actions. Both of these suggestions were strongly opposed because they could be used to favour certain groups and suppress organizations not in support of a specific government or party.

In 1983, he was the plaintiff in *Roy v State of Rajasthan* where the Supreme Court rejected an emergency policy that permitted female famine relief workers to earn less than their male counterparts. Roy has given a speech at the TED conference, discussing how the Barefoot College assists rural communities in becoming self-reliant.

Awards and Recognition

- 1985: "Jamnalal Bajaj Award" for Application of Science and Technology for Rural Development.
- 2003: Won the 2003 "St Andrews Prize for the Environment"
- 2003: One of 20 people to be selected as "Social Entrepreneurs of the Year" by Schwab Foundation for Social Entrepreneurship
- 2009: Received a "Robert Hill Award" for his contribution to promotion of photovoltaic (solar energy)

5.6 Ela Bhatt's Self-Employed Women's Association (SEWA)

The 'Gentle revolutionary' is a trailblazer in advocating for women's empowerment and grassroots development, having established the Self-Employed Women's Association in India which now boasts over 1 million members.



- Founder of the Self-Employed Women's Association (SEWA) in India
- Founder of India's initial women's bank, the Cooperative Bank of India.
- Service Employees International Union
- Indian Parliament Member from 1986 to 1989.
- Follower of Gandhi's beliefs in non-violence and independence from external support.

"There are risks in every action. Every success has the seed of some failure. But it doesn't matter. It is how you go about it. That is the real challenge."

- Ela Bhatt



SEWA

SELF EMPLOYED WOMEN'S ASSOCIATION

Ela Bhatt was a part of The Elders as a founding member from 2007 to 2016. She was deeply impacted by Gandhian philosophy and promoted community-based responses for individuals experiencing poverty, oppression, or the consequences of violent conflict.

She participated with her fellow Elders in promoting peaceful Palestinian protest and self-reliance during The Elders' two visits to Israel

and the occupied Palestinian territories. In February 2012, Ela Bhatt, a prominent advocate for women's rights in India, greeted the Elders in India and together they assisted young individuals in Bihar working to eradicate child marriage in their local areas.

Ela Bhatt was among the most exceptional pioneers and entrepreneurial forces in grassroots development worldwide. Referred to as the 'gentle revolutionary', she spent her life working to better the living conditions of the most marginalized and impoverished women labourers in India.

Established in 1972, she created the Self-Employed Women's Association (SEWA), which is a labour union for self-employed women. 94 percent of female labour in India's extensive informal sector is comprised of women workers. Have been compelled but have never experienced equivalent rights and safety as individuals in official jobs.

Currently, SEWA has over 1.2 million members in nine states of India. In the next year, the Cooperative Bank of SEWA was established by Ela Bhatt. The bank supports women in achieving financial independence and improving their position within their families and communities by implementing the Gandhian values of self-sufficiency and working together.

Empowering Women Workers

Among all the organisations, Ela Bhatt has created and inspired, founded and chaired the following organizations for the betterment of women lives.

- Sa-Dhan (the All India Association of Micro Finance Institutions in India)
- The Indian School of Micro-finance for Women
- Women's World Banking
- The International Alliance of Home-based Workers (HomeNet)
- Women in Informal Employment: Globalizing, Organizing (WIEGO)

She held a position as a trustee for over a decade at the Rockefeller Foundation. Ela Bhatt was honoured with multiple awards, including the Indira Gandhi Prize for Peace, Disarmament and Development, for her efforts to uplift women and the working poor in India and beyond. She was

also granted honorary doctorates from Harvard, Yale, and the University of Natal.

Ela Bhatt, an Indian attorney and activist, advocated for the labor rights of self-employed women for many years. Upon witnessing the hardships faced by impoverished self-employed women in urban areas and other regions of South and Southeast Asia, she established the Self-Employed Women's Association (SEWA) in 1972.

In just three years, SEWA successfully obtained 7,000 members and was officially recognized as a trade union by the government, which was a significant achievement. As of December 1995, the organization had nearly 220,000 members, making it the biggest union in India. In the year 2022, there were 2 million members within the organization throughout India.

SEWA members now have increased bargaining power with their employers, thanks to their organization and unity. They have implemented programs for health, death, and maternity benefits in order to provide themselves with a sense of safety and protection. They have established numerous cooperatives for different trade sectors to exchange skills and knowledge, create innovative tools, designs, and techniques, and participate in collective purchasing and marketing efforts. The average number of members in each cooperative is more than 1,000. Bhatt died in the year 2022 when he was 89 years old.

Self Employed Women's Association (SEWA)

Self-Employed Women's Association of India

Founded	1972
Headquarters	Ahmedabad
Location	India
Members	1,916,676 (2013)
Key people	Ela Bhatt, Founder
Affiliations	ITUC
Website	www.sewa.org

Ela Bhatt, the creator and former leader of SEWA, admires the textiles at Qalandia Women's Cooperative SEWA, which stands for "service" in various Indian dialects. SEWA, a Labor union located in Ahmedabad, India, advocates for the rights of poor, self-employed women. The Self-

Employed Women's Association has almost 2 million workers in eight Indian states. Self-employed women are characterized by not having a set employer-employee dynamic, lacking a fixed salary and social protections, which results in a less stable income and lifestyle compared to formally-employed individuals. SEWA is focused on achieving full employment by helping women obtain jobs and access to necessities such as income, food, healthcare, childcare, insurance, pension, and housing. The key to achieving these objectives involves effort and growth, which entail engaging with stakeholders and delivering services, respectively.

SEWA was established in 1972 by Ela Bhatt, a labour lawyer and organizer. It originated from the Women's Wing of the Textile Labour Association (TLA), a labour union established by Gandhi in 1918. The organization expanded rapidly, going from 30,000 members in 1996 to 318,527 in 2000, 1,919,676 in 2013, and nearly 2 million in 2023. Prior to the 2008 financial crisis, more than 90% of India's workforce was employed in the informal sector (Shakuntala 2015), with 94% of women workers in 2009 also working in the informal sector (Bhatt 2009). The gender gap is also fuelled by India's historical background and patriarchal structures, which limit women's access to stable, traditional employment opportunities.

History

SEWA was founded in 1972 as the Women's Wing of the Textile Labour Association (TLA), a organization started by Gandhi in 1918. SEWA is situated in Ahmedabad, India, the same city where Gandhi's ashram is located and where much of the Mahatma's work was once undertaken. Gandhi's belief in bringing people together resulted in the establishment of TLA, a labour union primarily focused on textile workers in the formal industry. During the time SEWA was founded, young people in Ahmedabad were eager to engage with the underprivileged due to Gandhi's influence in the city. Though not directly mentioned, men are more commonly found in low-income formal sector jobs due to cultural norms favouring them in roles of authority and prestige. Women working outside the formal sector did not have any unions to protect them. While working as a young lawyer for TLA in the 1970s, Bhatt noticed these women near textile factories and established a division in the Women's Wing of TLA that focused on women in the informal economy.

TLA exhibited gender bias as all its prominent figures were men when SEWA was active in the group. Even though TLA and SEWA have differences, the Mahatma's influences are evident in SEWA's successful principles of truth, non-violence, and integration of all people. Serving as the driving force behind SEWA's decisions are satya, ahimsa, sarvadharmā, and khadi, principles that Gandhi used to mobilize impoverished individuals during the Indian independence movement.

In 1972, SEWA began as a group of women who were not part of the textile mills or other formal income sources and were not the focus of TLA. A recent study of SEWA members showed that 97% resided in slums, 93% were unable to read or write, the typical member had four kids, and one out of every three were the main provider for their families. The SEWA Cooperative Bank, founded in 1974, was its initial major initiative to offer financial assistance to low-income individuals.

Products at the SEWA Hansiba Store in Mumbai

Ela Bhatt, SEWA's founder, was the driving force behind all of these achievements. Bhatt, born in Ahmedabad on 7 September 1933 into a Brahman caste family of lawyers, also practiced law for TLA from the early 1950s. Bhatt discovered that impoverished women in Ahmedabad were not only employed as domestic workers, but also engaged in a range of home-based businesses such as selling goods on the streets, working as vendors, and labouring in construction, all while being overlooked in India's economy. Surprisingly, 94% of employed Indian women were self-employed in 2009, but it wasn't until 1972 that any type of informal labour union was established. Hillary Clinton viewed Elaben Bhatt as an inspiration during her time as the US Secretary of State. In 1995, Hillary's first stop was at SEWA. During one of her presentations, she characterized Elaben as someone who speaks gently and has a forward-thinking approach.

Organizing Model

SEWA not only functions as a labour union but also serves as a gathering place for impoverished Indian women who are often overlooked in rural areas and confined to urban slums. The model has expanded from Ahmedabad to various regions in Gujarat and other states in India through the larger organization SEWA Bharat. SEWA's model of organization unites women from different castes and classes who have common experiences of being exploited in their labour. A study of SEWA members reveals

that women in the organization reach their goals of full employment and self-sufficiency by receiving interpersonal recognition, which also boosts productivity. SEWA links workers in the same industry through more than 50 cooperatives. SEWA exemplifies a successful bottom-up democratic organization, focusing on an organizational model.

The process of coordinating a union is detailed as follows:

- Acquire new participants and evaluate the requirements of this distinct group.
- Organize members based on their profession, cooperation, geographic area, etc.
- Encourage the development of leadership skills within groups.
- Provide leadership training to empower individuals to advocate for SEWA initiatives in their community or field.
- Choose individuals for roles on SEWA leadership boards

Economic Tools

SEWA founded its own bank in 1974 known as the Shri Mahila Sewa Sahakari Bank, or SEWA Cooperative Bank, to bypass dishonest banks, moneylenders, and other intermediaries. All aspects of the bank are controlled by SEWA members - the bankers and board members are part of the organization, members decide on loan rates, and all funds come from members. SEWA Bank's focus is on saving and entrepreneurship, with particular emphasis on the fact that SEWA members own shares in the bank.

SEWA provides microcredit, also known as microfinance, to its members through its bank, which is believed by many to enhance both micro and macro productivity by offering loans for individuals to start a business, buy a home, or take other steps to become self-sufficient. Women are now a key focus in microfinance due to their role as the most socially vulnerable group in impoverished communities and for their tendency to create wealth for the entire family, not just themselves. SEWA also provides support in savings, insurance, housing, social security, pensions, basics of personal finance, and counseling as part of its economic resources.

Governmental Tools

SEWA, being one of the biggest groups in India, utilizes its significant political power to advocate for different issues. They strive to include the informal sector in official economic data and policies, as well as social security benefits, since the workers lack employer-provided benefits like insurance, healthcare, and childcare. Women in the informal economy often face police harassment due to the illegal nature of street vending, leading to unnecessary force from law enforcement. SEWA trains street vendors on the process of obtaining permits and navigating the legal system. SEWA not only defends its members' rights but also advocates for human rights in India as a whole. SEWA played a role as a mediator during the height of Muslim-Hindu conflict in the early 21st century by serving as a link between the two religions, different castes, and social classes.

Action Oriented Research

SEWA Academy is a department that carries out trustworthy research on various topics such as childcare, health reform, professional experiences, and other important issues for the organization. The research process varies from self-assessment to surveys. By doing this, SEWA can evaluate the effectiveness of its programs and identify the most urgent issues for its members. SEWA researchers, who are members of a grassroots organization, receive research training which offers them another skill and links women to education. WIEGO, a sister organization co-founded by Elaban Bhatt, conducts in-depth studies on self-employed women worldwide. WIEGO is part of the Hauser Center for Non-Profit Organizations, which is a division of the John F. Kennedy School of Government at Harvard University. SEWA and WIEGO collaborate on multiple research projects.

Social Platform

SEWA aims to change the belief that Indian women are only valuable in the home by highlighting the significance of their crafts, abilities, and contribution to the Indian economy. Self-employed women play a significant role in social spheres with limited opportunities for involvement, SEWA serves as a platform for community engagement to bridge this gap within the Indian economy.

Goals

SEWA's primary objectives include mobilizing female workers for complete job opportunities and independence. SEWA's goal is to integrate marginalized, impoverished women working in the informal sector and help them escape poverty. Their members can earn money for the family unit while also looking after their children and elderly relatives. Additionally, they manufacture inexpensive products for both the local and international markets. Therefore, they offer the opportunity for individuals with low incomes to buy affordable products and services. SEWA has received advice from numerous law firms including HSA through interactions.

Employment

In 2003, SEWA Mahila Housing Trust, led by Renana Jhabvala and others, established the Karmika School for Construction Workers to provide training for women in construction skills. In India in 2003, about 51 percent of workers in construction trades were women, yet the majority of women in the construction sector were untrained labourers. Following their education at Karmika, 40 percent of graduates in a 2007 survey said they worked 21-30 days a month, while only 26 percent reported the same before their training. 30 percent chose to assist masons, while 20 percent opted to become masons. Most of the rises are seen in minor private construction endeavors, such as housing, with limited achievements in involving women in the higher-profit public sector infrastructure initiatives. SEWA's childcare cooperatives in Sangini and Shaishav have provided employment opportunities to over 400 women as childcare providers.

Income

In 1994, 32,794 women collectively earned Rs 39 million, resulting in an average of about Rs 1200 per woman. In 1998, the average earnings for 49,398 women had increased to Rs 304.5 million (approximately Rs 6164 on average). This data is from total numbers that encompass both urban and rural employees. The majority of this growth took place in city environments. SEWA has faced challenges in advocating for increased wages in rural areas, as the surplus of labour in those regions decreases the bargaining power of women. In construction, female workers with skills earn similar pay to male workers. The Karmika School run by Mahila

Housing SEWA Trust assists women in acquiring construction trade skills in India. Offering childcare services resulted in a 50% rise in income in Kheda and Surendranagar.

Food and Nutrition

SEWA's efforts to ensure food security led to the implementation of initiatives to distribute food grain in Gujarat. SEWA's child care centers have been active during natural disasters like floods and droughts, offering essential food and emergency aid. Surendranagar and Patan have a total of 25 childcare centers that were able to offer support during various disasters in 2001, providing not only childcare but also essential supplies like food, water, and shelter.

Health

In 1984, SEWA started providing health insurance for their members at a cost of Rs 85 per year. Health care has emerged as one of their major undertakings. Vimo SEWA has been offering life and hospitalization insurance to its members and their families since 1992, with coverage available for just Rs 100 per person. Over 130,000 individuals registered in 2005.

SEWA discovered that the extremely impoverished utilized this healthcare opportunity less than those who were just a little less impoverished. Factors such as proximity to healthcare providers and facilities and the reimbursement process of health insurance, where patients pay first and then seek reimbursement, are some of the considerations. They are still investigating how to provide access to everyone. SEWA also offers initiatives to enhance water quality by providing training to select members on pump repairs for wells and advocating for underground water tanks in areas susceptible to drought.

Childcare

Before 2006, research conducted in the Kheda and Surendranagar districts showed that impoverished women who had child care support were able to earn an additional 50 percent. Childcare also promotes school attendance for the whole community by enhancing the perception of education's importance and relieving older siblings of childcare duties, enabling them to pursue their schooling. It helps break down social barriers

by enabling children from different castes to learn and play together, thus reducing caste distinctions. It assists in reducing poverty by enabling mothers to work and increase their earnings. SEWA operates childcare cooperatives in Sangini and Shaishav.

Housing

In 1989, the SEWA bank had a membership of 11,000 individuals. Around 40 percent of the loans they gave out were used for buying or enhancing homes. The borrower needed to buy bank shares equivalent to 5 percent of the loan as a condition. Nevertheless, the majority of low-income families are ineligible for bank loans and need to explore alternative solutions. Moreover, SEWA has advocated for women to have their names included on property titles to enhance women's property rights.

Assets

The SEWA bank was established to assist women who work for themselves in obtaining financial support. It started with 4000 women giving Rs 10 each. The bank promotes saving and has modified its traditional banking method to help its largely illiterate members, including providing ID cards with photos and fingerprints for those women who are unable to sign their names. Additionally, they have implemented "mobile banks" that travel to rural areas and slums to offer banking services, making it easier for women to access the bank. The number of members at the bank increased from 6,631 in 1975 to 20,657 in 1997, while the working capital grew from 1,660,431 to 167,331,000. SEWA Bank established savings and credit groups during the 1990s. They started providing loans to women in rural areas and urged them to be listed on the title deeds for the acquired lands.

Workers' Organizational Strength

The establishment of the "Women and Children's Development Mandal" was influenced by the Surendranagar child care cooperative, which operates within the community. Comprised of more than 20,000 women, it offers services like financial aid, job assistance, housing support, and childcare. In 1995, SEWA's membership in Ahmedabad had reached 55,000 workers, surpassing the membership of the Textile Labour Association, SEWA's initial parent organization, in the city. Through coordination and working together, the women of SEWA gained political

influence that they lacked when acting alone. They pooled meager sums of money in order to establish the SEWA Bank. They successfully highlighted the unorganized segment of the economy, consisting of individuals who were self-employed or temporary workers with no specific employer.

Literacy

A large number of SEWA's members lack basic reading skills, causing difficulties in comprehending legislation, managing commercial operations, and navigating day-to-day routines. For instance, one SEWA member mentioned, "We struggle to identify bus routes, resulting in missed buses." In May 1992, SEWA started providing literacy classes for a monthly fee of Rs 5.

5.7 Infosys

Infosys Limited is a multinational Indian company that offers business consulting, information technology, and outsourcing services. Founded in Pune, the company is now based in Bangalore. Infosys ranks as the second-largest Indian IT firm based on 2020 revenue, following Tata Consultancy Services.



On August 24, 2021, Infosys achieved a market capitalization of US\$100 billion, making it the fourth Indian company to do so. It is among the leading companies in Big Tech in India.

History

Infosys was established by seven engineers in Pune, Maharashtra, India, with an initial investment of \$250. On 2 July 1981, it was officially named Infosys Consultants Private Limited. In 1983, it moved to Bangalore, located in Karnataka. The name of the company was switched to Infosys Technologies Private Limited in April 1992, and then to Infosys Technologies Limited when it became a public limited company in June 1992. Infosys Limited was given a new name in June 2011.

Infosys stocks were introduced on the NASDAQ stock market in 1999 in the form of American depositary receipts (ADR). Becoming the very first Indian company to be featured on NASDAQ, its share price skyrocketed to ₹8,100 (around ₹35,000 or US\$420 in 2023) in 1999, making it the most expensive share available in the market during that period. During that period, Infosys ranked among the top 20 companies based on market capitalization on the NASDAQ. The ADR listing was transferred from NASDAQ to NYSE Euronext in order to provide European investors with improved availability to the company's shares. Back in July 2010, former British Prime Minister David Cameron paid a visit to Infosys headquarters in Bangalore where he spoke to the company's employees.

Products and Services

Infosys offers software development, maintenance, and independent validation services to businesses in finance, insurance, manufacturing, and other sectors.

- NIA Next Generation Integrated AI Platform, previously called Mana, is an advanced AI platform that integrates the latest technology.
- Infosys Consulting is a worldwide management consulting service.
- Transformation services for enterprises that are based on cloud computing.
- The Infosys Information Platform (IIP) is a platform for analytics.
- EdgeVerve Systems, featuring Finacle, a worldwide banking platform
- Panaya Cloud Suite
- Skava, currently known as Infosys Equinox.
- Services in the field of engineering
- Marketing in the digital space.- Digital marketing
- Distributed ledger technology – block chain technology

Employees

In 2021, Infosys employed 259,619 individuals, commonly referred to as "Infoscons", with 38.6% being female. 229,658 employees at the company work as software professionals, while 13,796 employees are assigned to support and sales. In the year 2016, the majority of its workforce, specifically 89%, operated out of India.

In the fiscal year 2019, Infosys received 2,333,420 job applications, conducted interviews with 180,225 individuals, and hired 94,324 new employees, resulting in a 4% employment rate. These numbers do not encompass its affiliated companies.

Infosys reported in January that attrition had increased to 25.5% in Q3FY22, up from 20.1% in the previous quarter. A profit of Rs 5,809 crore was declared for the third quarter and it has revealed intentions to recruit 55,000 freshers for FY24 in line with its worldwide graduate recruitment program.

The Development Centre in Mysore Campus

The Infosys global education centre, located on a 337-acre campus, is the biggest corporate university worldwide, with 400 instructors and over 200 classrooms, focusing on international benchmarks. Founded in 2002, approximately 125,000 engineering graduates had been educated by June 2015. It has the capability to educate 14,000 workers simultaneously on a range of technologies.

ILI, located in Mysore, boasts 196 rooms and educates approximately 4,000 trainees each year. The goal is to train and cultivate senior leaders in Infosys for both current and future executive positions.

The Infosys Training Centre in Mysore offers various additional amenities such as tennis, badminton, basketball, swimming pool, gym, and bowling alley. It boasts a cricket ground at an international standard, as approved by BCCI.

The Legacy of Infosys

The history of Infosys is not just a story of a successful company; it is also a story of the impact that Infosys has had on the broader IT industry. Through its pioneering work, the company has helped to shape the global technology landscape, inspiring other companies and entrepreneurs to follow in its footsteps.

One of the lasting legacies of Infosys is its contribution to the development of India's software industry. The company's success has served as a model for other Indian IT firms, helping to showcase the capabilities of Indian technology professionals and attracting global attention to the country's growing talent pool.

Furthermore, Infosys' commitment to corporate social responsibility and its efforts to promote sustainable business practices have set it apart as a socially responsible corporate citizen. The company's philanthropic initiatives and its focus on environmental sustainability have earned it recognition and accolades, further cementing its reputation as a leader in the IT industry.

As the history of Infosys continues to unfold, the company remains committed to its core values of excellence, innovation, and social responsibility. With a strong foundation in place and a clear vision for the future, Infosys is well-positioned to continue its journey as a global IT leader, shaping the industry and leaving an indelible mark on the world.

Infosys Social Driven Activities

Education

- Blankets Donation Drive
- Blood donation Camp to support Czech Republic's blood donor registry
- Donation of School Bags with Stationery Kits

Education in Crisis: Street Child and Infosys Partner to Bridge the Gap. Infosys joined forces to illuminate the critical need for investment in this area, particularly after emergencies disrupt children's learning. The scale of the challenge is staggering: 222 million crisis-affected young people require educational support. This includes a staggering 78.2 million children completely out of school, with 84% residing in regions facing protracted crises like Afghanistan, the Democratic Republic of the Congo, Ethiopia, Pakistan, and Ukraine, where 5.7 million school-aged children have already been impacted.

Hackney School of Food - Infosys employees volunteered at the Hackney School of Food, a Community Interest Company with a crucial mission: Educating primary school children about food and healthy eating.

Education Programs - Infosys Chandigarh DC's Other Education Programs includes Evening Classes in Urban Slums and School and Higher Education Sponsorship

Health

- Antidrug awareness
- Water purifier installation
- Improving Healthcare - In order to increase awareness about government health schemes and hygiene, the CSR wing of Infosys Chandigarh started the program called Jagriti.
- Community Eye Care Program for Children - To ensure that children get access to eye care and treatment, Infosys Mysore's CSR wing worked in tandem with Sankara hospital to start the Nanna Kannu initiative.
- Blood Donation Drives - Infosys Trivandrum has conducted various blood donation camps on its campus and was awarded for its efforts by the Kerala government.
- Equip Women in Society to Handle Emergencies
- SOUL conducted a class on how to handle medical emergencies.
- Blood Donation Drive
- Sparsh conducts a blood donation drive every quarter.
- Health and Hygiene campaign for Students
- Swachh Maan Campaign was launched to create awareness on the importance of hygiene.
- Pune CSR Team Sets Upro Water Plant

Environment

- The Sustainability Moment
- **Giving Tree** - It is a project of Community Center Shanghai (CCS) in partnership with Shanghai Charity Foundation (SCF), SPRING team and our company colleagues has sponsored 1779 Giving Tree bags to children in need in last 15 years.
- Plantation drive
- Niches Land Trust
- **Agents of change** – Infosys employees have taken various initiatives to participate in the Clean India campaign.
- **Celebrating Karnataka Statehood with art** - The Infosys Bangalore cultural team built a chariot to celebrate Kannada Rajyotava using scrap material.

- ***Sustaining the onward march of the penguins*** - About 40 volunteers at Infosys Australia, cleaned up a penguin habitat in Victoria.
- ***Volunteering to maintain community green spaces*** - Infosys volunteers in New York decided to clean up and improve the Roberto Clemente Community Garden as a part of the New York Cares community event.

5.8 Tata Institute of Social Sciences (TISS)

TISS is a public university with multiple campuses located in Mumbai, India. Established in 1936 in British India's Bombay Presidency, the Sir Dorabji Tata Graduate School of Social Work is the oldest professional institution in Asia for social work education, founded by the Sir Dorabji Tata Trust. The institute's name was changed to Tata Institute of Social Sciences in 1944, and it was granted deemed university status by the Government of India in 1964.



In 1954, TISS relocated to a permanent campus in Deonar, Mumbai (currently referred to as the Main Campus), from its previous locations in Nagpada and later Andheri. In 2001, there was an expansion of the Deonar campus to incorporate the Malti Jal and Jal A. D. Naoroji Campus Annexe, now called the New Campus. In 1986, TISS launched a rural campus in Tuljapur, Maharashtra, and opened two off-campus in Guwahati and Hyderabad in 2011. Apart from these campuses, TISS also provides education, coaching, investigation, and growth assistance through centers set up throughout India including in Leh, Ladakh, and Port Blair, the Andaman and Nicobar Islands.

TISS provides academic programs that specialize in the social sciences, including post-graduate and doctoral degrees in various fields such as Habitat Studies, Management and Labour Studies, Disaster Studies, Development Studies, Education, Gender Studies, Health Studies,

Law, Media and Cultural Studies, Public Policy, Rural Development and Social Work. Since the beginning, TISS has emphasized field action, which includes reacting to events like the Partition of India, the Bhopal disaster, and the Uttarakhand floods. Various TISS efforts have influenced Indian public policy, including the country's labor welfare regulations. Eleanor Roosevelt, Jawaharlal Nehru, Niels Bohr, and the United Nations are among the notable organizations and personalities who have praised TISS's social service work.

History

TISS (Tata Institute of Social Sciences) - India's initial top institute for social work was founded in 1936, known as the Sir Dorabji Tata Graduate School of Social Work. Its current name was changed to what it is now in 1944. In 1964, the University Grants Commission of India designated it as a Deemed University.

TISS was founded in 1936 in Mumbai as the Sir Dorabji Tata Graduate School of Social Work. In Mumbai, TISS launched the Secular Ethics for Higher Education credit course in 2014. The Dalai Lama, who attended the inauguration, was said to have mentioned that women's leadership could be more effective because they are more sensitive to others' suffering. His Holiness proposed that it is the moment for men to step back and for women to move ahead.

TISS Hyderabad was established with the endorsement of TISS's Academic Council and Governing Board. The registrations under the Societies Registrations Act and Public Trust Act of TISS Mumbai are also applicable for TISS Hyderabad. TISS Mumbai supervises admission, teaching, evaluation of TISS Hyderabad and awards TISS degrees. At present, it functions from two locations: the Alimineti Madhava Reddy Andhra Pradesh Academy of Rural Development (AMR-APARD) campus in Rajendranagar, and the Roda Mistry School of Social Work campus in Gachibowli. TISS has been invited by the Telangana Government to establish a campus spanning 100 acres in Kothur Mandal, Mahabubnagar district.

TISS Academic Collaborations

The Tata Institute of Social Sciences has a prior experience of partnering with Indian institutions. The institute has educational and research

partnerships with other institutes and universities like the University of Chicago, the London School of Economics, Massachusetts Institute of Technology, Sciences Po, and 12 universities in the Erasmus Mundus program. The research collaboration at London School of Economics and Political Science was initiated in June 2007. The program is divided into two branches, which are Social Sciences and Health.

Governance

The institution's governing board is selected by the Government of India, Government of Maharashtra, University of Mumbai, and University Grants Commission, as well as members from the institute's faculty. The chair of the governing board performs duties akin to those of a traditional university chancellor. The academic council, made up of faculty from the institute's 4 campuses and 6 external experts, is responsible for deciding academic matters.

5.9 Tata Iron and Steel Company TISCO

Tata Steel Limited, headquartered in Mumbai, Maharashtra, is an Indian multinational steel-making company located in Jamshedpur, Jharkhand. It belongs to the Tata Group.



Tata Steel, previously identified as TISCO, is one of the biggest steel manufacturers globally, with a yearly crude steel capacity of 35 million tonnes. One of the most geographically diverse steel producers globally, operating and having commercial presence worldwide. The group, not including SEA operations, achieved a consolidated turnover of US\$31 billion in the fiscal year ending on 31 March 2023. It has the highest domestic production capacity in India, at 21.6 million tonnes per year, following Steel Authority of India Ltd. Navigate using sails. Tata Steel, SAIL, and Jindal Steel and Power are the sole three Indian steel companies with their own iron-ore mines, providing them with competitive pricing benefits.

Tata Steel has operations in 26 countries, mainly in India, the Netherlands, and the United Kingdom, and has a workforce of approximately 80,500 employees. The biggest factory (with a capacity of 10 MTPA) is situated in Jamshedpur, Jharkhand. Tata Steel bought the British steel manufacturer Corus in 2007. In the 2014 Fortune Global 500 ranking, it held the 486th position among the world's largest corporations. Tata Steel was ranked as the seventh most valuable Indian brand in 2013 by Brand Finance. It was also recognized as one of India's top workplaces in the manufacturing industry by Great Place to Work for the fifth consecutive year in 2022.

History

Jamsetji Nusserwanji Tata founded Tata Iron and Steel Company (TISCO), which was established by Sir Dorabji Tata on 26 August 1907. TISCO initiated the production of pig iron in 1911 and entered the steel market in 1912 under Jamsetji's Tata Group. The first steel ingot was produced on February 16, 1912. Throughout World War I (1914-1918), the company experienced significant advancements.

In 1920, The Tata Iron & Steel Company formed a partnership with Burmah Shell to establish The Tinplate Company of India Ltd (TCIL) for manufacturing Tinplate. Tata Tinplate, formerly known as TCIL, currently dominates 70% of the market in India.

In 1939, it ran the biggest steel factory in the British Empire. In the year 1951, the company initiated a large-scale initiative to update and grow. Then, in 1958, the program was enhanced to a project producing 2 million metric tonnes per year (MTPA). In 1970, the company had approximately 40,000 employees in Jamshedpur and another 20,000 in the nearby coal mines.

In November 2021, Tata Steel was identified as the top-earning company within the Tata Group. By July 2019, Tata Steel Kalinganagar (TSK) had earned a spot on the World Economic Forum's (WEF) Global Lighthouse Network.

In Tata Steel Limited India, Koushik Chatterjee serves as the Chief Financial Officer (CFO) and Parvatheesam Kanchinadham as the Company Secretary, both being part of the Key Managerial Personnel (KMP). Koushik Chatterjee, Mallika Srinivasan, Chandrasekaran Natarajan and seven other individuals currently serve as directors.

Nationalisation Attempts

Two tries were made to nationalize Tata Steel, one in 1971 and another in 1979, but both were not successful. In 1971, Prime Minister Indira Gandhi attempted to take over the company, but was unsuccessful. In 1979, Prime Minister Morarji Desai sought to nationalize TISCO (now Tata Steel) with encouragement from Minister for Industries George Fernandes, and Minister of Steel, Mines, and Coals Biju Patnaik. Yet, attempts to nationalize were thwarted by union demonstrations.

In 1990, the company grew and formed a branch, Tata Inc., in New York. In 2005, TISCO changed its name to Tata Steel Ltd.

Labour Welfare

Tata Steel was one of the pioneering Indian firms to introduce numerous employee welfare benefits, including eight-hour workdays from 1912, free medical services from 1915, schools for employees' children from 1917, paid leave from 1920, establishment of a provident fund and accident compensation in 1920, job training from 1921, maternity benefits from 1928, profit sharing bonuses from 1934, and retirement gratuity from 1937.

5.10 Other Examples of Social Entrepreneurs

Shaheen Mistri founded the Akanksha Foundation. She aims to provide education to those in need, who are part of the marginalized communities in society. The main focus of The Akanksha Foundation is on education to make a difference in the lives of these children. During a span of 20 years, Akanksha Foundation has expanded from educating 15 children in one center to now teaching over 3,500 children across 58 centers and 6 schools. She aims to eliminate literacy issues from the foundational level.



Chetna Gala Sinha, the Founder and President of Mann Deshi Foundation, is a strong supporter of empowering women. Her goal is to empower rural women by teaching them entrepreneurial skills. Her goal is to empower 1 Million female business owners in India by the year 2020. She assists in organizing and overseeing three organizations that work together to provide alternative sources of income for rural women: a bank owned by women in rural areas that offers various financial services; a mobile MBA school in rural areas that provides training in skills and entrepreneurship; and a chamber of commerce that helps connect with markets and policies.



Sushmita Ghosh used to work as a journalist. In 1992, she established Changemakers, an online platform dedicated to open source problem solving. It currently offers guidance in creating change for both social change groups and regular individuals, with the ultimate goal of building a self-sustaining community of Changemakers. From 2000 to 2005, she held the position of President at Ashoka. Being a board member of numerous non-profit organizations worldwide, and also serving as a council member at the American India Foundation. She has been the driving force behind Ashoka's expansion and its initiatives to support the global citizen sector.



RuralShores is a social enterprise that aims to incorporate rural India into the knowledge economy by offering employment to its youth.

RuralShores sets up IT and BPO businesses in rural regions by utilizing factors such as access to undiscovered skilled workforce, cost-effective real estate, and reduced labor and operational expenses.



5.11 Business Ethics and Social Enterprises

Social enterprises are businesses established with the goal of pursuing a specific social mission by reinvesting profits generated from product sales or services. Social enterprises must follow ethical principles and adopt best practices that benefit the greater social good through well-established ethical codes.

Contemporary business approaches prioritize ethical behavior. They center on the concept that companies should prioritize making a profit while also taking into account their effect on society and the environment. Business ethics involves the ethical principles and values that direct decision-making and behavior in a company. It requires honesty, integrity, fairness, and transparency in every business transaction. Businesses can gain the trust of their stakeholders, such as customers, employees, investors, and the broader community, by upholding strong ethical values and avoiding unethical actions.

Ethical Behavior in Business

Business ethics goes beyond following rules and regulations, encompassing honesty, equity, and accountability. It balances financial success with moral behavior, fostering a society where companies aim for a greater mission.

Ethical Decision-Making Process

Ethical decision-making plays a central role in helping people navigate through intricate ethical dilemmas. By utilizing philosophical perspectives and structures, the corporation feels it enables people to make decisions that reflect their beliefs and have a long-term influence.

Moral Awareness

Business ethics build trust and credibility, driving organizations to higher levels of success. Their growth is driven by a positive loop of improving reputation, increased brand awareness, loyal customers, and confident investors.

5.11.1 Benefits of Ethics in Social Enterprises

Ethics provide social enterprise with a variety of advantages.

Improving Reputation and Brand Image

Embracing ethical practices and corporate social responsibility (CSR) can enhance reputation and foster a strong brand image with other companies. By showing dedication to ethical conduct and responsible actions, businesses earn the trust and loyalty of customers, employees, investors, and the broader community. An advantageous reputation can set a business apart from competitors and draw in stakeholders who share its values.

Boosted Customer Loyalty and Trust

Ethical behavior and corporate social responsibility efforts lead to improved customer loyalty. Presently, customers are increasingly mindful of the societal and ecological effects of companies. They favour backing firms devoted to ethical practices, sustainability, and social responsibility. By fulfilling these requirements, businesses can build enduring customer connections based on trust and common values.

Attracting and Keeping Skilled Employees

Ethics and Corporate Social Responsibility (CSR) play important roles in bringing in and holding onto top employees. Today, younger generations of job seekers look for employment opportunities with organizations that share their values and goals. Companies that focus on ethics, social responsibility, and employee well-being are more apt to draw in skilled individuals who are driven to create a positive change. Furthermore, workers exhibit greater enthusiasm and dedication when employed by companies that prioritize ethical and social responsibility, resulting in increased efficiency and lower turnover rates.

5.11.2 Ethical Leadership and Decision Making

Being an ethical leader and making ethical decisions are crucial in creating a culture of ethics within an organization. Ethical leadership consists of individuals who exhibit honesty, fairness, and ethical conduct, acting as examples for others in the organization. Conversely, ethical decision-making involves making decisions guided by ethical principles and values. Here is a more detailed examination of the significance and qualities of an ethical culture in leading and making decisions:

1. Ethical Leadership

Role Modeling

Ethical leaders set a positive example by consistently displaying honesty, transparency, and ethical behavior in their actions and choices. They demonstrate the values and principles they want their employees to follow, creating a moral culture within the organization.

Integrity and Trustworthiness

Ethical leaders value integrity and trustworthiness, ensuring alignment between their words and actions. It creates trust within employees, stakeholders, and the broader community, promoting strong relationships rooted in openness and dependability.

2. Ethical Decision-Making

Making ethical decisions involves ethical leaders using moral principles and values to assess the effects on stakeholders and the long-term outcomes. They place importance on equality, impartiality, and the welfare of all over individual benefits.

Encouraging Ethical Behavior

Promoting Ethical Conduct: Leaders who are ethical encourage ethical behavior by establishing clear expectations, offering guidance, and recognizing ethical actions. They promote open lines of communication, allowing employees to express worries and seek guidance without worrying about retaliation.

Accountability and Responsibility

Ethical leaders demonstrate accountability by taking responsibility for their actions and decisions and accepting the outcomes. They advocate for a culture in which individuals take responsibility for their ethical behavior and promote growth through learning from errors to support ongoing enhancement.

Ethical Frameworks

To make ethical decisions, one must use ethical frameworks like consequentialism, deontology, or virtue ethics to assess the ethical implications of choices. These frameworks offer direction and assist individuals in contemplating the possible consequences on stakeholders and ethical values.

Stakeholder Perspective

Considering the viewpoints of different stakeholders, such as employees, customers, shareholders, and the broader community, is crucial in ethical decision-making. Understanding and managing their interests and rights in the decision-making process is essential.

Transparency and Openness

Open communication and transparency are key components of ethical decision-making. It includes informing stakeholders with the necessary information, seeking their feedback, and involving them in decision-making when suitable.

Ethical Reflection and Moral Courage

Ethical Contemplation and Moral Bravery: Making ethical decisions involves individuals reflecting on themselves and scrutinizing their values, biases, and possible conflicts of interest. Having moral courage is also required to defend what is ethical, despite challenges or pressures.

Consistency

Ethical decision-making requires staying true to ethical principles in various situations to be accountable. Individuals must take responsibility for their choices, making sure they comply with ethical guidelines and company values.

Ethics involves examining moral principles that influence human behavior and decision-making. Ethics is crucial for all types of entrepreneurship, with a particular emphasis on social entrepreneurship, as social entrepreneurs tackle intricate and sensitive social problems that impact numerous individuals and communities. Social entrepreneurs are entrusted with the duty to behave ethically and guarantee that their actions and results correspond with their social mission and vision.

Ethics can assist social entrepreneurs in the following approaches,

1. Specify their societal significance and beliefs. Social entrepreneurs need a definite and persuasive social mission to direct their efforts and inspire them to achieve their objectives. They should also possess a collection of beliefs, principles, and standards of behavior that represent their values. These values need to be communicated and shared with various stakeholders, including their team, partners, customers, beneficiaries, funders, and society as a whole.
2. Assess their societal influence and responsibility. Social entrepreneurs need to assess and track the social impact and outcomes of their initiatives on the individuals and the environment they are helping. They need to utilize suitable tools and techniques for gathering and examining data and evidence that illustrate their social worth and results. They need to be responsible and open to their stakeholders, and provide updates on their advancements, difficulties, and insights.
3. Handle their moral conflicts and potential hazards. Social entrepreneurs frequently encounter ethical quandaries and potential risks stemming from the characteristics, circumstances, and magnitude of their endeavors. For instance, they might need to juggle the needs and hopes of various stakeholders, manage cultural and political differences, navigate through limited resources and uncertainties, or resolve conflicts and make compromises. They need to be mindful of these ethical concerns and difficulties and strive to address them in an equitable and courteous manner.
4. Improve their credibility and reputation. Social entrepreneurs must maintain elevated ethical standards and practices while carrying out their work and engaging with others. They need to be truthful, dependable, courteous, and just. They must adhere to the applicable laws, regulations, and cultural norms of the society in which they

are functioning. By taking this action, they are able to strengthen their credibility and reputation, while also fostering trust and confidence with their stakeholders and the public.

5. Motivate and impact others. Social entrepreneurs should act as role models and leaders, motivating and persuading others to join their cause and back their efforts. They must also work together with other social entrepreneurs and organizations who have similar beliefs and goals. They must also support and inform others about the social problems they tackle and the remedies they provide. In this way, they are able to establish a culture and a movement of social entrepreneurship that promotes beneficial social progress.

5.11.3 Ethical challenges and dilemmas faced by social entrepreneurs

Social entrepreneurs are people who seek new ways to address social issues like poverty, health, education, and the environment. They work in challenging situations where they must consider the needs of various stakeholders such as recipients, investors, collaborators, staff, and the community. Social entrepreneurs are faced with numerous ethical challenges and dilemmas, requiring them to make tough decisions that could involve trade-offs, conflicts, or uncertainties. In this part, we will examine some prevalent ethical dilemmas encountered by social entrepreneurs and how they can responsibly and morally handle them. Additionally, we will offer instances of how social entrepreneurs have navigated ethical dilemmas in their field.

1. Defining and measuring social impact

Social entrepreneurs may face ethical challenges and dilemmas in their work. Such as,

- How do social entrepreneurs define and measure the social impact they aim to create?
- Which signals and techniques are employed to evaluate their results and effects?
- How do they make sure their impact is not just planned, but also real and lasting?
- What is their approach to handling unintended or negative outcomes resulting from their actions?

- How do they convey and disclose their results to their stakeholders and the general public?

For instance, a social entrepreneur overseeing a microfinance initiative may need to determine the method of assessing the effects of their loans on their clients' income, autonomy, and welfare. They might also need to take into account the possible dangers of becoming overly indebted, exploited, or reliant on the loans they take out.

2. Choosing and prioritizing beneficiaries

Deciding on beneficiaries: Social entrepreneurs frequently aim to assist disadvantaged or at-risk populations, such as the impoverished, the handicapped, the displaced, etc. So how do they determine whom to help and how to distribute their restricted resources? How do they verify that their recipients are genuinely in need and not exploiting their assistance? How do they manage the wide range and differences in preferences, needs, and expectations of their beneficiaries? How do they prevent the formation or reinforcement of inequalities, exclusions, or dependencies among those they help?

For instance, a social entrepreneur managing a school for girls in a remote location might need to determine the student selection process, find a balance between education quality and quantity, tackle cultural and religious obstacles hindering girls' education, and engage parents and the community in the project.

3. Managing and aligning stakeholder interests:

How do social entrepreneurs handle and harmonize the interests and expectations of various stakeholders like donors, investors, partners, governments, and regulators? What measures do they take to make sure that their stakeholders are aligned with their vision and values and back their mission and objectives? How do they manage the power dynamics and conflicts that could occur among their stakeholders? How do they manage to meet both the accountability and autonomy expectations of their stakeholders?

For instance, A social entrepreneur operating a clean energy business might need to determine ways to secure and utilize funding from various sources, like grants, donations, equity, debt, etc. They must also adhere to

the regulations and norms of various countries and regions, and engage in negotiations with governments and utility companies that could impact their business activities and markets.

5.11.4 Ethical Principles and Values that Guide Social Entrepreneurship

Social entrepreneurship is a type of business that seeks to produce social and environmental benefits while also making money. Social entrepreneurs are motivated by a desire for a improved society and a feeling of duty to tackle the issues they observe in their surroundings. Nevertheless, social entrepreneurs face ethical challenges and dilemmas that necessitate thoughtful reflection and decision-making. In this part, we will examine certain ethical principles and values that direct social entrepreneurship and their role in helping social entrepreneurs maintain ethical standards in their enterprises.

Several of the moral standards and beliefs that direct social entrepreneurship include:

1. Social mission:

Social entrepreneurs need a distinct and compelling social mission to direct their actions and choices. The social purpose must match the desires and requirements of the intended recipients and those involved, while also being clearly conveyed to all relevant groups. Regular evaluation of the social mission is essential to confirm its continued significance and impact.

2. Social impact:

Social impact: Social entrepreneurs need to evaluate and communicate the effects of their initiatives on society and the environment. It involves analyzing how people's lives and surroundings are influenced by the actions of social enterprises. To assess the social impact of their ventures, social entrepreneurs should utilize various tools like SROI, impact investing, and theory of change. Social entrepreneurs must also operate with transparency and be held accountable for their social impact, incorporating feedback and learning to enhance their social enterprise.

3. Social innovation:

Social entrepreneurs should aim to create social innovation that tackles the underlying causes of social and environmental issues,

providing improved solutions compared to current ones. Social innovation involves coming up with new ideas and putting them into action to address social needs and generate social benefits. Social innovators need to be inventive, willing to try new approaches, and adaptable in their process, as well as working with different partners and industries to maximize their resources and knowledge.

4. *Social justice:*

Promoting social justice and equity is crucial for social entrepreneurs in their business and in society in general. Social justice means ensuring that all individuals receive fair and equal access to rights, opportunities, and resources, regardless of their background, identity, or standing. Social entrepreneurs must uphold the human rights and dignity of both their beneficiaries and stakeholders, while refraining from discrimination, exploitation, or harm. They should also promote social justice and equity in their work and advocate for policies and systems that benefit their social enterprise and beneficiaries.

5. *Social responsibility*

Social responsibility: social entrepreneurs must behave in a socially responsible and honest manner in their social enterprise and in all aspects of their personal and professional lives. Social responsibility involves the duty to prioritize the well-being of society and the environment, as well as to uphold the ethical guidelines of the social enterprise industry and society. Social entrepreneurs must adhere to honesty, trustworthiness, and accountability, while also following relevant laws and regulations in their social enterprises. Social entrepreneurs must consider the possible adverse effects of their social enterprise and implement measures to avoid or lessen them.

5.11.5 Ethical Frameworks and Tools that can help Social Entrepreneurs Make Ethical Decisions

Social entrepreneurs encounter numerous ethical obstacles and quandaries while striving to make a positive impact on society. Frequently, they must juggle the concerns and requirements of different stakeholders, like recipients, sponsors, collaborators, staff, and the community as a whole. They must also navigate the intricacies and unpredictability of societal issues, potentially necessitating adjustments, trials, and lessons

from mistakes. How can social entrepreneurs ensure their ethical decisions align with their values, mission, and vision?

In this part, we will examine various ethical frameworks and tools that social entrepreneurs can use to address ethical issues and dilemmas in their work.

Certain ethical frameworks and tools can assist social entrepreneurs.

1. *Utilitarianism:*

This framework assesses the morality of an act by considering its impact on the general happiness or well-being of everyone involved. Its goal is to increase the overall positive results and decrease the overall negative results of an action. For instance, a social entrepreneur adhering to this structure might decide to introduce a product or service that is advantageous to most of the intended population, even at the expense of or by excluding a minority group.

2. *Deontology:*

This model prioritizes the ethical responsibilities of an individual, irrespective of the outcomes. It stresses the significance of adhering to moral principles that are universally accepted, such as honesty, fairness, respect, and justice. For instance, a social entrepreneur adhering to this framework might choose not to make concessions on the excellence or security of their product or service, even if it results in losing clients or money.

3. *Virtue ethics:*

This model assesses the morality of a behavior by considering the personality and qualities of the individual. Its aim is to nurture virtue and knowledge within the individual, rather than focusing on following particular guidelines or results. For instance, a social entrepreneur who adheres to this model may aim to exhibit compassion, bravery, modesty, and generosity in their endeavors, while aligning their actions with their ethical instincts and values.

4. *Care ethics:*

This framework focuses on the connection and situational elements of ethical decision-making. It values the agent's emotional and empathic connections with others, taking into account the unique needs and circumstances of each situation. For instance, a social

entrepreneur who adheres to this model may give importance to the welfare and respect of the individuals they cater to, and engage them in crafting and carrying out their approaches.

5. *Stakeholder theory:*

This model acknowledges the interconnectedness and variety of the individuals and groups participating in a social enterprise. The goal is to harmonize and synchronize the desires and anticipations of various stakeholders, including beneficiaries, funders, partners, employees, and society as a whole. For instance, a social entrepreneur using this model might aim to generate shared value and mutual benefits for all stakeholders, involving them in discussions and seeking their feedback.

6. *Social justice theory:*

This model assesses the morality of an act by considering how it affects the allocation of privileges, chances, and wealth within a community. It questions the current structures and systems that cause and maintain inequality and oppression, while promoting the empowerment and integration of marginalized and disadvantaged groups. For instance, a social entrepreneur using this model may seek to tackle the underlying causes and systemic factors of social issues, and advance social progress and evolution.

5.12 Conclusion

Case studies are typically brief articles detailing actual business situations that demonstrate a specific issue or concept in depth. In this lesson, we have explored the backgrounds of the most accomplished social entrepreneurs through case studies. These case studies exemplify a key aspect of entrepreneurial existence. These case studies highlight the vital elements of social entrepreneurs' personalities: a blend of entrepreneurial abilities and business acumen. The social entrepreneurs highlighted in this lesson exhibit distinct qualities like an entrepreneurial mind-set, along with their abilities and expertise in addressing social demands. They possess a transformative new concept and are innovative individuals. They utilize their innovative concepts for the purpose of promoting social welfare. Social entrepreneurs innovate products and services offering social benefits and lasting impact in empowered communities, even when priced above cost. They employ business procedures and structures to tackle complex social issues. Having a strong sense of compassion allows

the social entrepreneur to recognize the roots of social inequality and come up with innovative solutions.

In addition to these case examples, this lesson also emphasizes the significance of ethical behavior in social entrepreneurship. Ethics in business are crucial for the lasting prosperity of a company. Positive reputation and brand loyalty can be gained by a socially conscious company practicing good ethics. Consumers and stakeholders are increasingly looking for corporations with strong values.

Case Study

General Motors' Failure to Consider Stakeholders

General Motors (GM) has struggled with its brands and its image. Over the years, it has jettisoned some of its once-popular brands, including Oldsmobile and Pontiac, sold many others, and climbed back from a 2009 bankruptcy and reorganization. The automaker was hiding an even bigger problem, however: The ignition switch in many of its cars was prone to malfunction, causing injury and even death. The faulty switches caused 124 deaths and 273 injuries, and GM was finally brought to federal court. In 2014, the company reached a settlement for \$900 million and recalled 2.6 million cars.

The case exemplifies the tension between the concept that “the only goal of business is to profit, so the only obligation that the business person has is to maximize profit for the owner or the stockholders” on one hand, and the ethical obligations a company owes to its other stakeholders on the other.¹³ GM’s failure to consider its stakeholders and consumers when choosing not to report the potential for malfunction of the ignition switches led to an ethical breakdown in its operations and cost the company and its customers dearly. In addition, by treating customers as only a means toward an end, the company turned its back on a generation of loyal buyers.

Questions

1. What virtues and values shared by its long-time customers did GM betray by failing to disclose an inherent danger built into its cars?
2. How do you think that betrayal affected the company’s brand and the way car buyers felt about the firm? How might it have affected its shareholders’ views of GM?

Activity 1

If you are a social entrepreneur, how will you develop an idea that it can benefit a large number of people in the society? Make a detailed plan from the production to selling of products.

Activity 2

1. Select a company that you are familiar with as a customer, employee, or investor.
2. Locate a copy of the company's code of ethics. You can generally find this on their Web site in the "About Us" section of the site.
3. Do some general research about the company you selected regarding possible activities by the company or its leadership that either violates or supports this code of ethics.

5.13 Key Terms

Khadi - refers to cloth that is both hand spun and hand-woven, with unique historical significance in India's struggle for freedom and independence.

Khadi movement - Mahatma Gandhi used Khadi cloth as a key part of the Swadeshi Movement, a movement designed to boycott the use of imported products and materials. Doing this would help to lift India out of poverty by creating industry and jobs locally. It would also free India from its reliance on expensive, imported goods which were being into the country from Britain even though the raw materials originated in India.

Grameen Bank - Grameen Bank is a microfinance specialized community development bank founded by Mohammed Yunus in Bangladesh. It makes small loans known as microcredit to the impoverished without requiring collateral.

The White Revolution, - also termed as **Operation Flood**, launched on January 13, 1970, was the world's largest dairy development programme and a landmark project of India's National Dairy Development Board (NDDB).

Amul is an acronym (Anand Milk Union Limited) of the Indian Multinational cooperative society named Gujarat Milk Marketing Federation based in Anand, Gujarat. It is under the ownership of

Gujarat Cooperative Milk Marketing Federation Limited, Department of Cooperation, and Government of Gujarat. It is controlled by 3.6 million milk producers.

Barefoot College, is a voluntary organisation working in the fields of education, skill development, health, drinking water, women empowerment and electrification through solar power for the upliftment of rural people, which was founded by Bunker Roy in 1972.

SEWA - Self-Employed Women's Association in India. It is a trade union based in Ahmedabad, India, that promotes the rights of low-income, independently employed female workers which has over 1 million members.

Infosys Limited - It is a multinational Indian company that offers business consulting, information technology, and outsourcing services. Founded by Narayanamoorthy in Pune, the company is now based in Bangalore.

Tata Institute of Social Sciences (TISS) - TISS is a public university with multiple campuses located in Mumbai, India. Established in 1936 in British India's Bombay Presidency, the Sir Dorabji Tata Graduate School of Social Work is the oldest professional institution in Asia for social work education, founded by the Sir Dorabji Tata Trust.

Tata Iron and Steel Company TISCO - Tata Steel Limited, is an Indian multinational steel-making company located in Jamshedpur, Jharkhand. It belongs to the Tata Group. Now it is called as TATA Steel.

Ethics - is a system of moral principles that includes ideas about right and wrong, and how people should (or should not) behave in general and specific cases.

Ethical leadership - It means both acting ethically and setting the standard for others to do so as well. Leaders have an opportunity to inspire others not only to do the right thing but also to consider the kind of people they want to be.

Ethical behaviour - it is characterized by honesty, fairness and equity in interpersonal, professional and academic relationships and in research and scholarly activities. Ethical behaviour respects the dignity, diversity and rights of individuals and groups of people.

Ethical decision-making refers to the process of evaluating and choosing among alternatives in a manner consistent with ethical

principles. In making ethical decisions, it is necessary to perceive and eliminate unethical options and select the best ethical alternative.

Social mission - A social mission is the deeper reason why your business exists in the first place. It's the big "why" behind every single decision you make.

Social justice – It is the view that everyone deserves equal economic, political and social rights and opportunities. Social workers aim to open the doors of access and opportunity for everyone, particularly those in greatest need."

Social responsibility - It involves the duty to prioritize the well-being of society and the environment, as well as to uphold the ethical guidelines of the social enterprise industry and society.

Utilitarianism – It is a theory of morality that advocates actions that foster happiness or pleasure and oppose actions that cause unhappiness or harm.

Deontology – It is an ethical theory that uses rules to distinguish right from wrong.

Virtue ethics - An action is only right if it is an action that a virtuous person would carry out in the same circumstances.

5.14 Self-Assessment Questions

1. Examine the origin and impact of Khadi movement in India. Identify the social mission involved in it and the ideology of Gandhiji as a key role in khadi movement.
2. Enumerate the concept of Grameen bank founded by Mohammed Yunus. Elaborate the challenges faced by him in establishing it.
3. Describe the "White Revolution" in India. Outline the contribution of Dr. Varghese Kurien in white revolution.
4. Analyse the working model of Barefoot College founded by Sanjit Bunker Roy. In what way it has set as a best example of social entrepreneurship?
5. "SEWA is the Gentle revolutionary in advocating for women's empowerment and grassroots development" – in the light of this statement, evaluate the role of SEWA in women empowerment.
6. Outline the social entrepreneurship ideology of Infosys in developing community standards.

7. Identify the contribution of TISS in social work, social sciences, human resources management and health systems in India.
8. What is social entrepreneurship and why is ethics important for it?
9. Elaborate the ethical challenges and dilemmas faced by social entrepreneurs.
10. Describe the ethical principles and values that guide social entrepreneurship.
11. Explain the ethical frameworks and tools that can help social entrepreneurs make ethical decisions.
12. Analyze the ethical responsibilities and obligations of social entrepreneurs to their stakeholders.
13. Summarize the ethical benefits and outcomes of social entrepreneurship for society and the environment.
14. Identify the ethical best practices and examples of successful social enterprises in India and justify with reasons.
15. Elucidate the ethical challenges and opportunities in the field of social entrepreneurship.
16. How to ensure and uphold ethical standards in social enterprises? Give examples.

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