Scoping social entrepreneurship in India: *organisation, technology, and collaboration*

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We explore emerging contexts of social entrepreneurship in India. As shown in the literature social entrepreneurship is emerging as an important option in poverty reduction and social change wherein organising societal responses to scenarios like entrenched deprivation, cumulative disadvantages, long extant institutional lock-in, vulnerabilities enmeshed in social stratification, hiatus emanating from segmentation of labour market, and inadequate coverage of social protection form the core of strategies/collectives/organisation. In this paper, first, drawing cues from the literature, we outline basic typology of social entrepreneurship while delineating pivotal role technology and collaboration play in social entrepreneurship. Second, we provide a glimpse of not profit organisations in India, based on the secondary data. We juxtapose select patterns from the data on non profit organisations with human development. Third, we discuss select cases of social entrepreneurship that diverge in characteristics and contexts, in particular how these initiatives work towards poverty reduction and social development.

Key Words: *Social Entrepreneurship, Not for Profit Organisations in India*

1. Introduction

While the state plays a pivotal role in poverty reduction and social change, in the milieu of large developing societies such as India, there appears to be a critical void entailing conventional and new forms of institutions and agencies to act as catalysts to positive changes. Quite important, although the state is persistently endeavoring to transform abject poverty to progressive reduction of it over a period of time, backed by appropriate fiscal formulations and resources, sustainability appears to be the principal challenge for agencies and institutions like civil society organizations, emanating from inadequate strategic visioning about resources and prospective future outcomes. A new variant of organizations working towards social development, becoming popular of late, is Social Entrepreneurship that, by weighing sustainability as a core objective, stands out from the rest. The primary idea of Social Entrepreneur/Social Enterprise (SE) is to act as a channel to bring social change and generate social value.

Permeation of social component in the entrepreneurship has opened many new avenues for the potential change in the society. Interestingly the change in the society requires lot of effort and perseverance. It is important to note that a noteworthy route to a positive change may be the collaboration of the state and the collectives and, for this the services to the poor ought to be delivered as per their requirements. The idea of Social Entrepreneurship emerges to address the service delivery issues in an innovative way. However, innovation is the major challenge for the existing social enterprises around the globe. Apart from innovation, sustainability is another massive area of intervention. Importantly, it is quite likely that an SE aspires to delve into creating novel models to bring sustainability to its ventures. Moreover, SE may go for diversification of the primary and secondary objectives of the enterprise, i.e. the former relates to the creation of the social value whereas the latter focuses on the economic value creation to bring more sustainability. It is important to note that the essence of sustainability is very much concerned with the existence of poverty in developing nations like India. A strong association could be seen with the concept of SE and its role in reducing poverty to some extent. However, SE cannot necessarily address the issues of poverty directly but through the appropriate interventions and innovations –technological and social- it can bring enormous changes.

Quite important, notwithstanding distinct novelties, SE as a social organisation is much closer to the ecology of Not for Profit Organization than to the Profit Organisation. While common goods and positive social changes are likely to be embedded with the vision and mission of SE

and NPO, prime distinction between SE and NPO seems to emanate from modes of sustainability. In order to sustain and contribute to progressive changes in the society, SEs are likely to move with a business plan that is aligned with vision and mission whereas NPOs may scout for funding, that is not essentially structured around a business plan. We capture basic patterns of NPOs in India, using the secondary data from the recent report on NPO by the Ministry of Statistics and Programme Implementation (MOSPI), Government of India. Presumably, exploring through secondary data on NPOs in India sets a backdrop for discussion on SEs. Moreover, it would be interesting to juxtapose intensity of NPO and indicators of human development to argue on linkages between NPO and poverty reduction. From NPO we move onto SE, using five cases: *Kudumbhashree*, *Bharat Calling*, *Green Basics*, *Sulabh International*, and *Mumbai Dabbawala.*

The core objective of this paper is to show milieus, experiences, social innovations, social impact and role of resources like technology and collaboration in emerging contexts of SE.

This paper is organised into six sections. Section 2 gives an overview of two themes: technology and SE and models of SE, drawn from the literature. Section 3 outlines methodology. Section 4 discusses Not for Profit Organisation sector in India. Section 5 presents case studies. Section 6 concludes the paper.

2. Review of two themes: technology and SE and models of SE

It is important to bring the roots of social entrepreneurship before establishing its link with technology. According to Dees (1998), the idea of social entrepreneurship has different meaning for different people. In this frame of diversity of the first end one sees its meaning as not-for-profit initiatives in order to search for funding to create social value. The second end specifies that it is a socially accountable profit-making business engaged in the cross sector ventures. Interestingly, coming to the third end SE is looked as a catalyst to bring the societal transformation in the long run. Considering the above interpretations, it is important to build up the intervention of resources like technology in the field of Social Entrepreneurship. In the debate, the economists like Schumpeter have repeatedly emphasized on the concept of *creative destruction* which revolves around the application of technological innovation in order to bring the growth and prosperity. In fact it is necessary to split the conventional ways of progress through bringing new insights with the help of technical expertise. One of the cases (*Green Basics*) taken in this paper discusses on engaging new scientific methods of farming in order to bring more productivity and ultimately creating the positive influence on the life of the

farmers.

Sud et.al.(2009) discuss two cases as a model to show that only SE is not sufficient to bring the desirable change rather it requires technical inputs and partnership of government and other institutions. The participation of the government bodies in the SE ventures makes the process quite formal, accountable and faster. The study by Azmat &Samaratunge (2009) shows the clear association between market *reforms* such as poverty, unemployment urbanization and so on. They argue that there is massive rise of small and petty entrepreneurs in form of vendors, due to these reforms in the developing nations. There are studies (Figini &Santarelli, 2006) which see the scope of *knowledge-based entrepreneurial economy* in the developing countries like India. Some of the social enterprises believe in triple bottom line approach (which is related to economic viability, environmental sustainability and social responsibility).

It is important to analyse the roles of these enterprises in reducing the poverty level in the Indian context. There have been appealing examples in (*Kudumbashree*) and outside (*Grameen Bank*) India which have proven that the innovation and creativity when incorporated with social organization results in the poverty and unemployment reduction. Moreover such initiatives have given rise to many individual social entrepreneurs.

Nicholls (2006) describes ten models which operate in different organizations: Entrepreneur support model, Market Intermediary Model, Franchise Model, Employment Model, Fee-for-Service Model, Service Subsidization Model, Market Linkage Model, Organizational Support Model, Complex Model, and private not for profit partnership model.

Entrepreneur Support Model

This model intends to reach the maximum number of clients by selling its business support and financial services to its target population (i.e. small scale organizations, self employed people and so on). The support provided by such model further motivates the target population to sell their products in the market. This model is more focused towards the economic empowerment which further encourages the growth of entrepreneurship. The organizations like *Chaitanya*[1] have been successful in acting as a catalyst in smoothening the progression of rural women from the continuous circle of poverty to self reliability. It believes in imparting the trainings to the rural women to build their capacity in the area of micro-finance. The organization believes in providing the technical support to promote the SHGs, federations and so on. Interestingly, *Kudumbashree* has been one of the landmarks in reducing

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[1] See https://sites.google.com/a/chaitanyaindia.org/website/

the level of poverty among the marginalized and poor community of Kerala. In fact after getting the support and becoming the subsystem (Oommen, 2008) of local government the organization has addressed the key poverty issues at the larger front.

Market Intermediary Model

The main focus of this model is to associate the products of its clients with the main market, at the same time assuring the product quality, scalability, social impact and so on. The target population for this model is small producers which include individuals, firms or cooperatives. It aims to ease the financial security for its clients by exposing them to enhanced quality of their products. The client made product are purchased on the fair prices and sold in the market at the margin rate. Moreover the income or the commission generated by selling the product is used to meet the operating and programming cost. The relevance of this model gets limited to the producers only and so the difficulties can be seen in achieving the target and success in the long run. Enterprises focusing on the sectors like handicrafts or the fair trade, agriculture etc. tend to adopt this model.

Franchise Model

The core objective of this model is to attain sustainability of SE through replication and scalability. This model motivates the enterprise to gain the profit and economies of scale. Interestingly, this model strives for mass geographical coverage, increased number of clients and expansion of activities. According to this model, by replicating processes, SEs assure the scalability of social and economic value creation. The enterprises engaging people from different backgrounds follow this model, for example sectors like microfinance.

Employment Model

This model's focus lies on the skill development and capacity building of the target population which includes the homeless people, unemployed youths, school drop outs, women, etc. This model is ideally work centric in approach and believes in bringing the direct impact on its clients. Studies show that there are hindrances in the scalability of this model because of the converse linkage between the number of beneficiaries and concerns of feasibility. Moreover, it has also been observed that the overall costs of starting such enterprises, business, spending on the clients would be challenging as well as costly to the large extent. The businesses falling under such models may include the book shops, small cafe / tea shops, vocational training centres and so on.

Fee for Service Model

This model believes in working in a more internalized way, wherein certain amount of fees is charged for rendering the services to its clients, with an aim to cover costs incurred. However, the flow of income may fall short of overall requirements of the enterprise. Such enterprise is likely to focus on income generating rather than hoping for the scalability. Examples for this model could be hospitals, libraries, parks and museums and so on.

Service Subsidization Model

This model follows an integrated approach where there is a combination of social as well as commercial activities. Enterprises following such model look for the demand of their products in the market, pursuing income generating activities at the larger scale, addressing social as well as commercial goals. An enterprise following such model could be in the consulting, logistics, and counseling businesses.

Market Linkage Model

Enterprises applying this model mostly act as an intermediaries or agent in connecting actual producers to the market. Such enterprises deliver product related information to producers who are not directly linked to the market. Enterprises working in the field of trade and commerce follow this model in order to create a connection between buyers and producers. The enterprises following such model charge some fees to deliver the information about the existence of the potential market and buyers in different places.

Organizational support model

The main focus of such model is to integrate wide range of business activities and sell them to the existing buyers such as market, enterprises, individuals, and so on. However, such a model is created as funding machinery in order to cover relevant expenses such as programming and other costs in the organization. Such models are beneficial when applied in the not-for profit model.

Complex Model

In order to bring more sustainability and scalability, some organizations believe in combining the operational models to bring the financial stability for the long term benefits. Moreover, at one side, synthesizing of models helps in bringing the diversity and expansion of the

organization but at the other end it becomes quite difficult to deal with the existing complexities that emanate from combining different models.

Private-not-for-Profit Partnership Model

This model allows organizations to form collaboration between profit and not for profit enterprises. Such partnerships motivate enterprises to gain more customers by lowering prices of products, by getting into the new market, by involving more social activities and so on. Such activities finally lead to the higher deals and huge profits which are further used for the development of the organization.

3. Methodology

The case study design we use in this paper is quite close to the descriptive case study, given by Yin (2009). We picked three cases from multiple sources, while two cases–*Bharat Calling and Green Basics-* come from same source. We chose *Kudumbhashree, Sulabh International*, and *Mumbai Dabbawala* since these are exemplary case of SE. While these cases diverge in geographical-social-political-strategy contexts, they seem to converge in aligning with theme like poverty reduction, empowerment and social change.

In all these three cases, organisation is the unit of analysis. On *Kudumbhashree* that works towards women empowerment, we collected the content from the website, in particular basic aspects such as vision, mission, reflections, policies, areas of activities, stories of social impact and effort to sustain. We sourced content on *Sulabh International* from Bansal (2011), capturing contexts and experiences of an SE that works on health and sanitation for poor. The case throws up how is poverty embedded in institutions like caste system. *Mumbai Dabbawala,* an exemplary case of livelihood for urban poor, was sourced from Bondre (2013), narrating chronicle of this organisation, in particular its innovations in human supply chains.

The other two cases - *Bharat Calling and Green Basics-* are divergent from previous ones that are quite known in the stream of SE for their contributions to social development and social innovations since these are ventures of young graduates in Social Entrepreneurship, evolving through the nascent phases of enterprise building. We gather data on these two ventures by interviewing entrepreneurs who set up these organisations, discussing why they are into venture, how they are building these ventures, how plans translate into enterprise stage, on

performance of their organisations, and impact on society. Across these organizations, two resources –technology and collaborations- seem to be pivotal in shaping the sustained performance.

We juxtapose models of SE, discussed in previous section, with cases (figure 1). Quite clearly there are overlaps across cases while these cases seem to be potent to generate variations. It is worth noting that no single model is common to all the cases while three models –Franchise Model, Market Linkage Model and Organisational Support Model- are unique to respective cases.

	Kudumbashree	Bharat calling	Green Basics	Sulabh International	Mumbai Dabbawala
Entrepreneur support model		🟩	🟩		
Market Intermediary Model	🟩				🟩
Franchise Model	🟩				
Employment Model	🟩	🟩			🟩
Fee-for-Service Model		🟩		🟩	🟩
Service Subsidization Model				🟩	🟩
Market Linkage Model			🟩		
Organizational Support Model			🟩		

Figure 1: Social Enterprises and proposed models[2]

4. Not for profit sector in India

In India Non Profit Organisation (NPO) sector has been actively participating in socio-economic-cultural milieus, addressing the issues of health, education, employment, sustainability, gender equality, human rights, and so on. Srivastava and Tandon (2005), following the Society for Participatory Research in Asia (PRIA), defines an NPO as an entity that meets five criteria simultaneously, viz. it has an institutional identity, it is separate from the government, is nonprofit distributing, self governing and has been set up voluntarily. Ministry of Statistics and Programme Implementation (MOSPI, 2012, p 5) defines NPO as the "legal or social entities created for the purpose of producing goods and services whose status does not permit them to be a source of income, profit or other financial gain for the units that establish, control or finance them. In practice, their productive activities are bound to generate either surpluses or deficits, but any surpluses they happen to make cannot be appropriated by other institutional units."

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[2] See Nicholls (2006) for elucidation of models.

In India, NPOs can be registered in different forms such as societies, Trusts, Religious Endowments and *Waqfs*, or a private limited nonprofit company under Section 25 of the Indian Companies Act (MOSPI, 2012). An important constituent in NPO universe in India is orgainsations incorporated by the Societies Registration Act 1860. These organisations tend to focus on activities such as promotion and inclusion of the equality through charitable initiatives, art, literature, and so on. Another variant in NPO universe is Trust, which is a special form of organization, originating from individual transferring his or her property for the public welfare[3]. In contemporary times NPOs seem to play critical role in education, poverty reduction, livelihood, youth development, women and child empowerment, health, housing and so on[4].

NPO units in India are broadly categorized into the three main sectors: public, private and household sector. NPOs serving the household are counted as the household sector. MOSPI (2012) reports descriptive statics of NPO sector in India, covering the typology, composition of activities, regional distribution, workforce, source of funding and contribution to national income. Quite important, the report by MOSPI captures the dynamics of 1970 to 2008, in particular the growth in number of NPOs in India. From this report, we draw two variables for discussion: number of registered NPOs during 1970-2008[5], and activity wise composition of NPOs.

Table 1 shows the growth NPO sector India during 1970-2008, disaggregated for rural and urban. Aggregating NPOs registered across periods, there are closer 3.2 million units in India. While three fifth of this aggregate is in rural and the rest in urban. Quite important, during 1970-2008, for rural and urban sectors, number of NPOs registered highest growth rates during 1981-1990, 12% and 9% respectively. Albeit exponential increase in the number of registered NPOs during next two decades, growth rates have been plummeting, irrespective of rural or urban. Following the International Classification of Non-Profit Organisations (ICNPO)[6], MOSI (2012) classifies NPOs on the basis of activities into thirteen streams: social service, culture and recreation, education and research, health, social service, environment,

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[3] Salamon & Anheier (1992) suggests a clear classification of the NPO sector.
[4] However scholars like Young (2013) view NPOs may lack the entrepreneurial capacities and skills that are required to bring the change.
[5] This report provides the stock of NPOs. So the figure corresponding to 1970s is to be read as up to 1970s.
[6] MOPSI (2012) states (p 12) "the International Classification of Non-Profit Organizations (ICNPO), was originally developed through a collaborative process involving the team of scholars working on the Johns Hopkins Comparative Non-Profit Sector Project'. ICNPO has been used successfully to collect and structure data in a broad cross-section of countries that vary by level of economic development; by political, cultural and legal system; and by size, scope and role of their non profit sector."

development and housing, law advocacy and politics, philanthropic intermediation and voluntarism, international activities, religion, business-professional associations and unions, and not classified elsewhere. Table 2 presents activity wise composition of NPO sector in India. Aggregating across periods, three activities –social services (41%), education (19%), culture and recreation (12%) - report highest frequencies, forming 72%, while remaining ten activities constitute 28%. During 2001-2008, top three NPO activities which reported highest growth rate are development and housing (11%), health (8%) and philanthropic intermediaries and voluntarism promotion (6%) while religion reports least growth rate (3%). Moreover, across activities, notwithstanding increase in the number of NPOs, growth rate in the number of NPOs, barring an exception, plummeted during the last decade.

Table 1
Number of NPOs (100 Thousands)

Period of Registration	Rural	Urban	Total	Compound Annual Growth Rate (CAGR)		
				Rural	Urban	rural + urban
				%	%	%
Up to 1970	0.72	0.72	1.44			
1971 to 1980	0.97	0.82	1.79	8.91	7.9	8.41
1981 to 1990	3.51	2.01	5.52	11.9	8.71	10.48
1991 to 2000	6.73	4.5	11.23	8.66	8.53	8.61
2001 to 2008	6.66	4.68	11.35	4.54	4.69	4.6
Total	18.63	13.11	31.74			

Source: MOSPI (2012)

Table 2
Activity wise distribution of NPOs in India

	Percentage	CAGR (%) 1971-1980	CAGR(%) 1981-1990	CAGR (%) 1991-2000	CAGR(%) 2001&after
Culture & recreation	12	12.98	11.80	6.72	3.42
Education &research	19	8.58	10.68	9.55	5.20
Health	02	9.03	9.62	10.29	8.34
Social Services	41	10.72	12.21	8.86	4.49
Environment	01	2.91	6.57	14.64	11.31
Development & housing	05	12.97	12.63	12.10	5.75
Law, Advocacy & politics	0.0	13.97	8.36	8.34	5.25
Philanthropic intermediaries and voluntarism promotion	01	10.54	7.23	5.39	6.07
International activities	02	8.27	9.05	7.83	4.71
Religion	05	1.92	3.08	3.42	2.67
Business and professional associations , unions	07	12.24	11.30	9.54	5.09
Not elsewhere classified	05	17.55	13.02	10.43	4.30
Total	100	8.41	10.48	8.61	4.60

Source: MOSPI (2012)

Is NPO vital for social well being? Presumably this question seems to be enmeshed in contexts, contents and temporal-spatial dynamics. A modest way to fuse these themes-NPOs and well being- would be to juxtapose relevant indicators. We explore two indicators: number of NPO workers per 1000 population and Human Development Index (HDI) representing NPO sector and wellbeing, respectively. While the first indicator may capture density of NPO activities the second one, enveloping income, health and education, seems to be a good proxy for well being in a society. Further, we disaggregate these variables across twelve major states in India (Table 3). On the whole, there are 18 NPO workers per 1000 population in India. This indicator varies across states, between 2 (Bihar) and 57 (Himachal Pradesh) while HDI varies between 0.10 (Bihar) and 0.97 (Kerala). As illustrated in Figure 2, there seems to be a direct relation between HDI and NPO workers per 1000 population, barring two notable exceptions Odisha and Uttar Pradesh. Quite important, this pattern is just an exploratory hint, to be validated against an exhaustive cross sectional and temporal data base.

Table 3: NPO workers per 1000 population (2008) and Human Development Index, 2005
(Major Indian States)

State	Population#	State-wise distribution of workforce in traced societies by Purposes 2008 (in 000s) @	NPO workers Per 1000 Population	Human Development Index (HDI), 2005&
(1)	(2)	(3)	(4)= ((3)/(2))*1000	(5)
Andhra Pradesh	7,62,10,007	1,538	20.2	0.458
Bihar	8,29,98,509	165	2.0	0.106
Himachal Pradesh	60,77,900	345	56.8	0.846
Jharkhand	2,69,45,829	69	2.5	0.17
Kerala	3,18,41,374	1,471	46.2	0.97
Madhya Pradesh	6,03,48,023	296	4.9	0.23
Odisha	3,68,04,660	1,251	34.0	0.229
Punjab	2,43,58,999	743	30.5	0.742
Tamil Nadu	6,24,05,679	1,473	23.6	0.749
Uttar Pradesh	16,61,97,921	4,876	29.3	0.212
Uttarakhand	84,89,349	165	19.4	0.612
West Bengal	8,01,76,197	1,991	24.8	0.446
India	1,02,86,10,328	18214.4	17.7	0.4

Source: #Census (2011), @ MOSPI, & Sen & Dreze (2013)
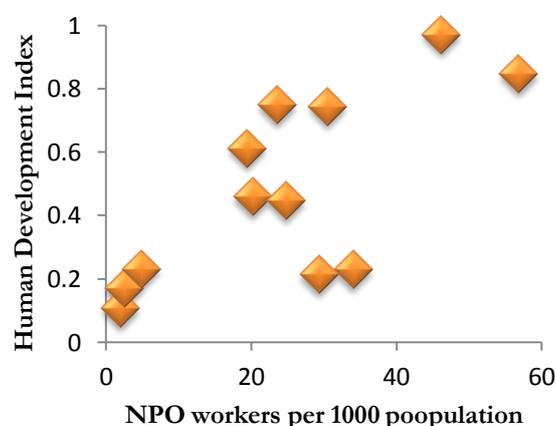

Figure 2: Human development Index and NPO workers per 1000 population

It is important to note that NPO sector in India is diverse in activity and coverage, and going through phases of growth during last four decades. Arguably, the sector, as it gets deepened and widened, presumably generates new variants such as SE that may be distinct from conventional NPO streams in scope and scale. However, SE would be evaluated against how they contribute to well-being of societies that appears to be the point of convergence between traditional NPOs

and SE. In the next section, we delve into five cases of SE.

5. Case Study of SEs

Here we discuss five cases of SE: *Kudumbhashree, Bharat Calling, Green Basics, Sulabh International,* and *Mumbai Dabbawala.*

Kudumbashree is an outstanding model that aims to empower households that are entrenched in multiple dimension of poverty, in particular women. Began with the vision to improve the living and status of women in Kerala, this model has emerged as an important option to create livelihoods and empowerment, been adopted across the state. This initiative has been working towards livelihood creation and poverty reduction, mainly by organising women, and connecting them through collaborative modes like Self Help Group (SHG), viewing family as the core unit of wellbeing. The state government of Kerala in collaboration with NABARD launched this initiative through the community development societies (which consists of the poor women) in the year 1998, registered as "State Poverty Eradication Mission" (SPEM), a society registered under the Travancore Kochi Literary, Scientific and Charitable Societies Act 1955[7]. Moreover, it is known as an *innovative community* which is mostly based on the women participation towards development. This SE has not only been successful in the rural but more importantly it is increasingly vital in urban spaces as well, playing pivotal role in sensitive activities such as solid waste management. While this initiative has been evolving and growing in activities, membership, networking, scale and scope, it appears it is making landmark strides in coverage. For example, it has 55,959 tribal families[8] in its special tribal project. Moreover, it covers more than fifty percent household of Kerala, with an aim to bring the change and empowerment among the women members of the houses. What makes *Kudumbashree quite* special is that it is built on a triad of micro credit, entrepreneurship and empowerment, being supported by local government and people. It believes that, for women, to get respect and dignity in the family, it is very important to become economically independent. For this purpose, *kudumbashree* started with the innovative idea of microfinance as an important catalyst to empowerment of women. It is important to note that by following its three tier structure i.e. Community Development Society, Neighbourhood Groups, Area Development Societies, this enterprise has been able to improve lives of women irrespective of caste and class. This model has empowered the women from rural as well in the urban areas to deal confidently with the banking operations and facilities.

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[7] http://www.kudumbashree.org/?q=homepage
[8] http://www.kudumbashree.org/?q=ataglance

Interestingly, with its three tire approach this organization has been successful in reducing the poverty level in Kerala to the much larger extent. Moreover it is important to acknowledge that diverse positive changes in terms of health and sanitation, employment rate, standard of living and so on has been observed in most the households associated with Kudumbashree. Most of the women from marginalized communities like Scheduled Caste and Scheduled Tribe have learnt the technical aspects of the banking linkage programme, and today they are in a position to help others to learn from them. Quite important, this SE has been expanding its activity in other areas such as alternate livelihood programmes, tribal projects, setting up of micro enterprises, collective farming, developing the entrepreneurship and training.

Drawing cues from the literature[9], John (2009) points that organization of this SE needs to innovate structures and system to overcome potent frictions, emanating from identities, ideology and class, to sustain and build more coherence in its collaborative systems. Presumably, in the absence of organisational innovations to infuse the culture meaningful collaboration in a sustained manner, this initiative may slide to the phase of contraction. Perhaps, in view of prospective crisis, the organisation may initiate processes and ideas to ensure sustainability, by infusing novel ideas of entrepreneurship. This SE has been unique in terms of its collaboration dealing with the state government and local governance in reaching out to the society. Perhaps, the model of *kudumbashree* is one of the examples to demonstrate that such collaborative systems may shape entrepreneurial bids to contribute to social development.

"Just study well. Do not go for earning lot of money. Never get into any morally wrong behavior. Such are advices by my parents", says Sandeep, director of Bharat *Calling*, India. Coming from the modest background Sandeep learnt the values of life from his parents at an early age. It was their passion and strength that helped Sandeep to realise his dreams and move forward to fulfill it. During his schooling, many times, it happened that his parents were not in a position to pay the full fees. As a result, Sandeep had to face the repercussion by standing either outside the classroom or on the bench. The existing poverty at his home was augmenting as the days were passing by, but interestingly, he never lost faith in himself and continued to work even harder in those worse situations. One shocking incident of his father death due to heart attack left all the family members in a much degraded state. It was during this time that

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[9] For example John (2009)

Sandeep (in his final year of Engineering) thought of starting an organization to serve the underprivileged children.

Sandeep was greatly inspired by his father while pursuing his goal to serve the society and work for the same. As a social entrepreneur, one of the most important concerns which troubled him was exorbitantly higher rate of school drop-out among the youth and children due to complex social and economic circumstances. Importantly, higher education, being directly linked to earning and social status, seems to elude most of prospective young aspirants from interior hamlets of central India, quite reflected in discernibly lower enrollment rates. Moreover, information on opportunities to pursues higher education, despite in fast penetration of digital modes of communication and fast spreading informal resources, seems to be far from being widely disseminated due to fraction that emanate from the digital divide. Cumulatively, some these disadvantages work to constrain prospects of rural aspirants to pursue higher education in mainstream institutions. Sandeep was one of the fortunate one from the one of the backward hamlets in interior Madhya Pradesh who was able to make to prestigious universities. One of the most important aspects kept troubling him was "*where a large majority of students study in government schools and villages go?*".

Exploring this question, he visited 25 villages in Madhya Pradesh, as a part of his internship during his post graduation in Social Entrepreneurship from *Tata Institute of Social Sciences*, Mumbai. To his surprise, the dropout rate of his area was 86% in 10th standard, students who struggle hard to complete their schools traveling 10-20 kilo meters daily (fighting with every kind of barriers like poverty, lack of nutrition , social status , and so on) were performing exceptionally well till 12th standard but were dropping out then. Almost 95% of them became manual labor. Sandeep while analysing why this phenomenon of drop-out he stumbled on two reasons: lack of information and motivation. He believes that getting into higher education was an 'opportunity' not 'Intelligence'. A huge chunk of students drop out after 12th standard, because of ignorance, poor socio-economic condition, lack of information etc. Seeing this scenario as a space to work to set vision for these students who are likely to drop out, he launched an initiative to disseminate information about opportunities in higher education and motivate them to progress towards the goal of higher education. Initially, the school authorities and local people were skeptical of this initiative, doubting the intent of the mission. However, this phase of cynicism did not last, giving way to curiosity and then to confiding. This SE was successful in persuading one school to collaborate, resulting 50 students joining his initiative. Interestingly, with all kinds of support and exposure, a good number of students qualified

admission tests and interviews to secure admission in premier Central Universities and other eminent higher educational Institutions in India. This achievement motivated Sandeep and his friends to scale up this initiative. The initiative became an organization called *Bharat Calling*. Within three years, it became quite popular among students in rural Madhya Pradesh.

Now*, Bharat Calling* is working with the government higher secondary schools in rural Madhaya Pradesh. It acts as an information hub to students by providing information about various colleges, application procedures, preparation for entrance exams, logistical hurdles, and also works to generate scholarships, to finally link them with universities. Meanwhile it also ensures that no students would drop out, by monitoring their progress post-enrolment. Further, it focuses on inculcating the transformational leadership among students.

This organization working prudently, utilizing the existing system and garnering resources like collaborations, with replications across India, could graduate to a scale of 40500 students within 3 years. As a business proposition, Bharat Calling can be viewed as a *solution-delivery model* in the democratized education space.

 Passionate with two things since childhood -agriculture and entrepreneurship- Ramana diligently works on turning these interests into social well being. Coming from the rural Andra Pradesh, he realized that his innate entrepreneurial skills would help him to achieve what he longed to get. In order to understand the scientific ways and means of agriculture he pursued graduate degree in Agriculture. Ramana was more concerned with the missing part of innovation in farmers' life. He observed that agriculture could be one of the profitable sources of livelihood but at the same time it is important for farmers to think on improving the crop yield and the soil content. He further discovered that farmers from his village lack the required support system in terms of technology, capital, risk and other forms of information. While analysing such dimensions Ramana saw the intervention of the state and corporate entities along with the agricultural entrepreneurs in order to create a positive impact on farmers.

After pursuing his Masters in Social Entrepreneurship from *Tata Institute of Social Sciences*, Mumbai, he started to work as a regional manager in an organization called *Zameen*. While working, he developed innovative ideas to empower farmers and therefore thought of starting a new venture called Green Basics. He believes that every individual has the capability to do things differently and in his case he capitalised on the exposure and experience in the agricultural sector. With the due course of time he got an opportunity to teach MBA students, which further enhanced his skills and motivation in the field of entrepreneurship. Ramana believes that the

most inspiring factors in his life are mobility, freedom, learning, continuous evolution, opportunity to build capacities of small and marginal farmers and instilling the strength of team work at grass root level. Interestingly, he adds that as an entrepreneur it is very important to amalgamate the *classroom learning* as well as the *experience*. This helps the entrepreneur in decision making process for the short as well as the long term commitments.

Green Basics was established with an intent of formulating and implementing integrated farming systems, which enables sustainable agriculture on a large scale. It was initiated in Srikakulam on Decemeber ,2009   with the first prototype being implemented in Sompeta Village in June2010. Being registered under Agri-Clinics and Agri-business Centers Scheme of Government of India and also registerd as an NPO, it works with the vision to transform agriculture into an organized industry, where every farmer is a stake holder and where targeted profits/growth will be achieved through optimal usage of resources. It aims to provide a comprehensive solution to farmer's problems, to make agriculture sustainable, by creating a common platform that is owned and created by the community to increase effective resource utilization.

Green Basics (GB) has been promoting small scale farmer's organisations with help of different stake holders. One point to be noted is that all these farmers who form the farmers' organization have adopted the *bottom to top*[10] approach in cultivating. GB has been providing training, raising funds, building capacities of these collectives for the first three years and after making it sustainble it hands over the management of farming to local communities. Through this process, they have brought different stake holders on the same platform. In Goa, GB has been sucessful in promoting cooperative societies in collaberation with *National Corporate Social Repsonsibility Hub* at *Tata Institute of Social sciences*, Mumbai and Goa Shipyard Limited. GB puts higher weight to farming strategies, technical expertise, risk management, agricultural mechanization, and precision in visioning farm management solutions. GB offers mechanized farming solutions that allow farmers to outsource the most onerous aspects of farming. Using technologies that were previously beyond the reach of small-scale landholders, farmers generate better results. As a technological package, GB seems to have solutions that are appropriate to agro climatic zones that are prone to higher climatic variability. Interestingly, Ramana sees GB as a pursuit that swings between bad and good times. H views failures as wider opportunities for introspection and ideating new horizons. GB may be viewed as a *Solution delivering model* which has been positively impacting the life of many farmers.

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[10] an exhaustive coverage of all the production phases.

With a strong volition to eradicate the existing social injustice from the society, Dr.. Pathak since his young age started to work on his destination of creating a just society. While touching the sensitive issues like caste and gender, he at his early years faced immense criticism from his family members and the society. But being a determined person nothing could stop him to reach to his destination. He was more concerned with the problems like poverty and unemployment. The most disturbing factor for him was the absence of proper sanitation facilities in each home. He observed that most of the families did not have the toilets in their homes. Moreover human scavengers (even seen till today) were responsible to remove the human excreta from different household. Such situation was very gloomy because it was a matter of human rights and dignity, and people performing such tasks did not have any other occupation to look for because of the rigid caste system in India.

Dr. Pathak thought that he has to bring the change and it could come with the collaboration of the powerful governmental bodies and local governance institutions. But to turn his thought into reality was not an easy task because he did not receive any support initially. In order to sustain himself and to fulfill his dream of just society he started to do different jobs such as language translation, although not matching his interests. Later, he ideated on making toilets at every home, in simple words *environmental friendly two-pit, pour-flush compost toilet*. Initially this idea had no many takers. Rather, widely prevalent cynicism doubted his intent. But gradually, he convinced people about the health benefits of using such toilets. The model he brought known as *Sulabh* is being used across India. By translating his vision into replicable-scalable social solution, he addressed two core issues: concern of human scavenging, and access to proper toilet system, in particular for women. Later, this SE came up with many initiatives and interventions such as vocational training centres and education of the children of workers who are into scavenging. In this venture, technology and collaborations appear to have played a critical role in bringing health and sanitation awareness among people from different communities.

Popularly known for livelihood generation, he quality management and accurate supply chain *Mumbai Dabbawalas* have been attracting rave reviews by scholars, media and policy circles. Quite important while manual labour is shrinking worldwide, this model has been immensely successful in generating livelihood for masses through a lean and efficient system. The basic business logic

of this SE is to deliver lunch packs to destination by the affiliates of this SE. In the process, they use simple methodology of coding, that embeds geographic positions with an objective almost cent percent precision. This system has been meticulously followed in such a way that even person without formal schooling can be employed in the intermediation process. In the recent past, process of this SE has been accorded six-sigma, which is a hall mark of high precision. Began with the mission to serve people, *Mumbai Dabbawalas* has remained to be hallmark of customer satisfaction. Mr.Raghunath Medge, President of the *Dabbawalas* association, who took the organization's responsibility after his father's death who was once the *mukadam[11]* in this enterprise. It is important to note that this SE is envisioned around core values like care, love, responsibility and bonding towards its customes. The passion to serve each of its customers is on the priority list of every *dabbawala*'s mind. What makes this imitative quite exemplary is its sustainability that is built around an efficient human supply chain and ensemble of customer satisfaction and the value of care.

6. Concluding remarks

What emerges from our discussion on SE is not the end; rather we sketch an arena that requires to be explored –objectively and subjectively- more substantively. As our review of themes drawn from the literature throws, SE as a phenomenon is heterogeneous in nature while social wellbeing, being the part of vision and mission of SEs, may be one of the likely principal factors that converges diverse SE models. In Indian context, NPOs seem to play a significant part in setting contexts for SE. Quite important, sustainability and planning are the core features that make SE distinct from a conventional NPO, despite many common features. Our discussion of five cases, drawn from diverse scenarios, with heterogeneous features in terms of activity, vision and mission, scale, use of technology and collaboration, seem to converge to point that among resources collaboration is perhaps more important than technology for social innovation processes. Perhaps, to think of a theory that posits roles of collaboration and technology in SE, we need a far more exhaustive-longitudinal-in-depth-evidences. However, we posit that it is neither technology nor collaboration alone works, rather both these forces jointly work to make an SE perform.

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[11] An occupational category that overlaps roles like contractor and supervisor

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