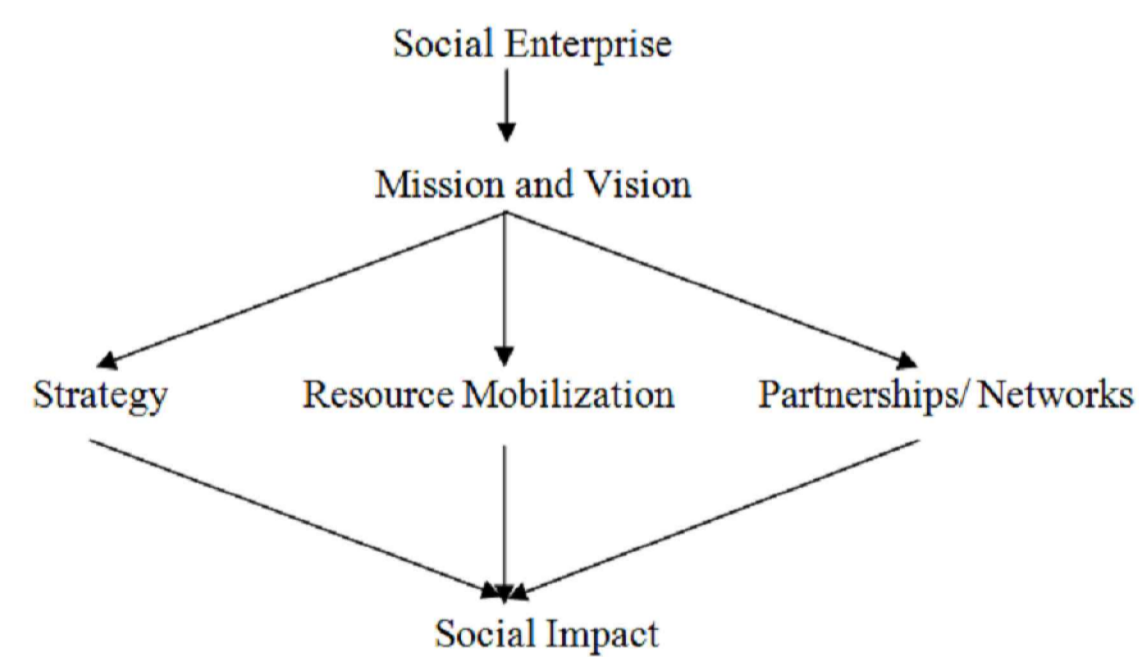


Introduction

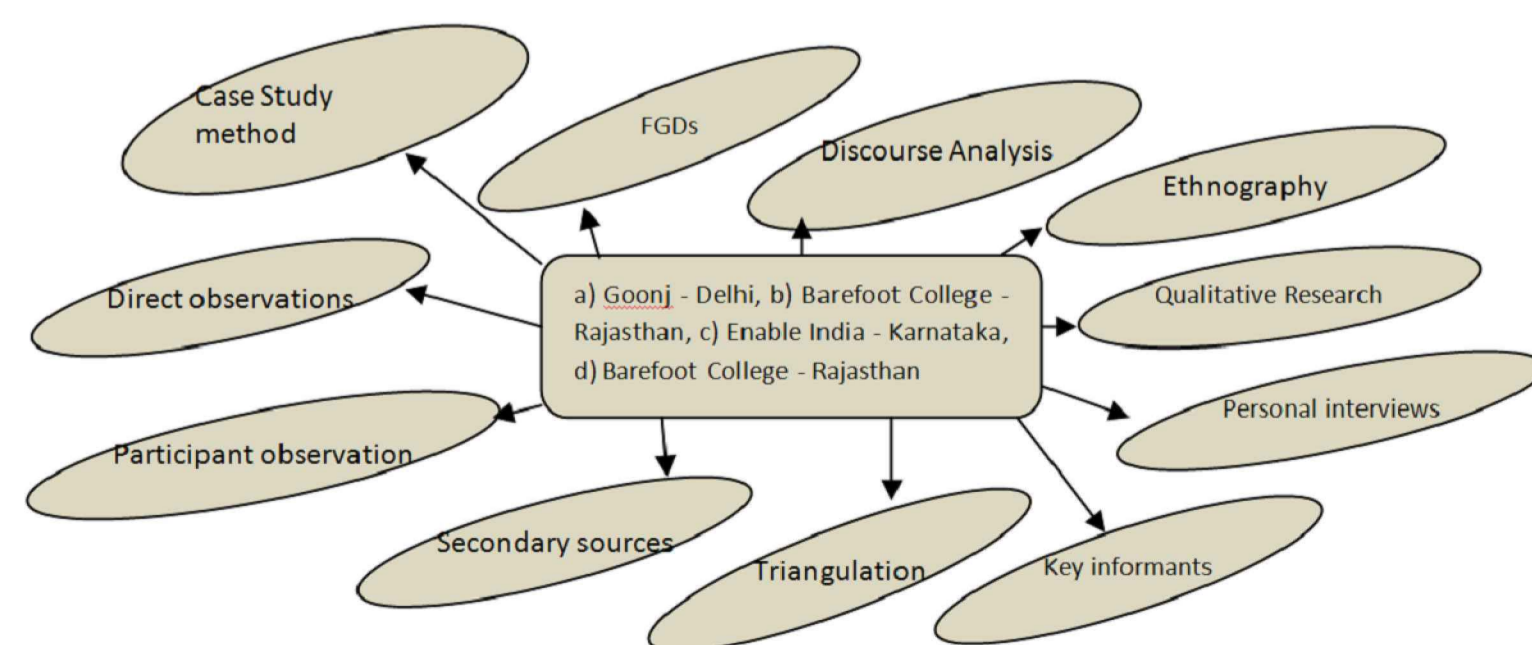
- The role of third sector in solving major social problems is quite evident since last few decades.
- On the contrary, the sector has failed to negate with the neoliberal global agenda set forward by both multinational agencies and markets which have been on the other side act as its strong pillars in terms of offering aid and resources required.
- Various factors within the sector including lack of transparency, top-down approaches, carrying forward the agenda heavily set by the donor agencies and excluding new ideas to experiment for achieving systematic social transformation etc. have always been concerned (Wallac 2003).
- Social entrepreneurship and its allied institutional form - social enterprises have emerged as an alternative developmental paradigm within third sector that set out to revitalize social growth through adopting entrepreneurial approaches to address social problems.
- With the limited research and phenomenon understood so far, it has been projected as a panacea for all social problems (Mair and Marti 2006, Nicholls 2006, Defourny & Nyssens 2008).
- There is growing evidence to prove that social entrepreneurs enhance social growth and promote sustainable development (Seelos and Mair 2005)
- Social enterprises adopt various market strategies in order to attain sustainable solutions for social problems communities come across.
- There is growing evidence to prove that social entrepreneurs enhance social growth and promote sustainable development (Seelos and Mair 2005)



A View into Functioning of Social Entrepreneurship

Research Objective and Methodology

- to understand the role of social entrepreneurs in achieving inclusive development
- to assess various innovative and entrepreneurial approaches adopted in the process
- to draw policy implications to spread the impact generated by social entrepreneurs



Analysis

The table below narrates the flow of reframing social realities in an innovative, entrepreneurial at sustainable manner. The process starts from identifying a social problem with strategies and approaches adopted while fostering institutional partnerships. The analysis deals with four case studies emerging from unique landscape in India. The alternative realities promoted have resulted in enhancing market and social participation of the communities which have been historically excluded. The structural changes bring inclusive and sustainable development into forefront, while negating the rigid established social systems.

	Enable India	GOONJ	Barefoot College	Gram Vikas
Social Problem addressed	Persons with Disabilities (PwDs) are unable to find proper place in social participation. Further, both government and society has ignored the ways in which they can be empowered	Clothing as a social need has been ignored by both policy and developmental debate. Further, availability of sanitary napkins for women in rural India is an unaddressed social problem	Before started in 1970s, the villages in rural Rajasthan were not equipped with any basic facilities and on contrary many youth are deprived of employment.	During 1970s Orissa, an eastern State in India which was affected by floods was left a significant proportion of people in the fabric of social exclusion and deprivation.
Approach adopted	Enable India aims at enabling persons with disabilities through skill based approach and then link them to the mainstream markets with proper employment	It adopted an approach in which the unwanted cloths from urban areas are recycled in order to fulfill the need of rural and urban poor. Further women are empowered in villages through usage of sanitary napkins	Lack of basic services in villages has been addressed through skill development among the most deprived who are provided with proper employment to provide basic services.	It also adopted a skill based approach where the villagers are empowered and further it has adopted incremental improvements in the lives of the people through continuous innovation and provision of basic services
Entrepreneurial orientation	Creation of Enable India Solutions Pvt Ltd. in order to provide a cross subsidised model	GOONJ in the beginning started with various product development and market integration and now lagged beyond in many ways of attaining market orientation	It has created several other small scale ventures to earn significant profits in order to fulfill the social mission of the organisation. Further, communities take active part in contributing for running the various projects undertaken	Though initially it had a successful track record of running various small scale industries within the organisational structures, later due to various legal reasons they have been abandoned. Gram Vikas has also been strongly supported by community contribution.
Output	It has helped the PwDs to acquire dignified jobs in markets and government	Poor and deprived in rural and urban areas get dignified and much necessary clothing. Further, women have been facilitated with sanitary napkins.	Basic services in villages such as education, solar electricity, rain water harvesting, women empowerment have been achieved. Most deprived from communities are provided with employment	Communities, especially scheduled caste and tribes are provided with basic services including education, biogas, health, food security, integrated watershed development, renewable energy, water and sanitation, housing and small scale enterprises
Outcome	The approach has helped PwDs to elevate their skills, get dignified jobs, and enhance their market participation. Families and communities now respect their presence.	GOONJ's approach has helped the poor and deprived from rural and urban areas get dignified life. Further, with the cloth for work programme, many developmental issues are taken care. Sanitary napkin programme has enhanced health and working condition of poor women.	This approach has enhanced confidence levels of communities whose capabilities in turn enhanced through the skill development programme. The enhanced skills have been facilitated to address the community problems. Further communities take active participation in their own inclusion.	Lives of most deprived in rural Odisha have been empowered with the provision of basic services. In addition, their dignity and social participation have been made possible with the inclusive approach adopted from time to time.
Partnerships, Replication, and Scaling	Partnerships with various organizations as part of strategy and to spread to new areas has been facilitated in order to attain effective results and reaching out to more excluded respectively	The social transformation it attains and reaching out to the poor and excluded is largely possible with the 250 organisations it partner with across the globe. In addition, it also collaborates with various government agencies to run the services	Scaling the initiatives in 24 other countries and replication in 18 states in India has been possible with numerous collaborations it has come up in the process with international organizations, government and third sector in diff places	It collaborates with various government agencies and international organizations to maximize social value created. Community partnerships became crucial in the process where their contribution attribute sustainability discourse

Conclusions

- Social enterprises play a crucial role in attaining Millennium Development Goals and further set forward to reach out to the most excluded by fulfilling proposed Sustainable Development Goals.
- Social enterprises embedded in adopting social innovation to address social problems.
- Though all social enterprises are committed to emerge as sustainable through earned income strategies, they are often missed potential aspects in the process.
- Community penetration remains a key for success of social enterprises
- Enhancing capabilities of the communities to address their own social problems turned to be another key attributer for their success.
- The social problems often ignored by the State and other developmental organisations emerge as source for social enterprises
- Social partnerships and connections emerge crucial for the growth and success of social enterprises .
- Social transformation includes addressing multiple exclusions faced by the deprived including women, physically challenged, dalits and tribes.
- Though scaling is a significant attributer to scale the social transformation, yet, social enterprises predominately interested to replicate their ideas and practices.
- Social enterprises actively collaborate with governments at different levels to carry out their envisaged developmental activities
- Giving away to the communities is rejected by social entrepreneurs.

Recommendations

- Social enterprises turn out to act different from existing third sector organizations and bring value addition while promoting sustainable solutions. Hence, the philanthropy and grants from CSR better focus on sustainable discourse promoted by social entrepreneurship.
- Partnerships and collaborations emerge crucial for resource mobilization, scaling and replicating the success in order to reach out to excluded. Thus, national policies should promote both international and national partnerships for better flow of ideas, resources and impact.
- India needs to adopt a social enterprise policy in order to enhance inclusive and sustainable organizations. This allows social enterprises to take up market participation through product and service delivery.
- Social enterprises should maximize community participation in order to visualize structural and yet significant social transformation.

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