

Society Entrepreneurship and it's Impact on the Society with Special Focus on NGO's role

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The world has seen emergence of new field of entrepreneurship in the form of Social Entrepreneur. While the term recent is used, it may be noted that the term itself was first used in 1960s and 1970s, having come into widespread use in the later decades due to persons like Bill Drayton Charles Leadbeater.

Also the concept existed even before the term came into widespread use, one can take many examples such as Florence Nightingale, Dr. Maria Montessori and Robert Owen. Social entrepreneurs act as change agents for the society, inventing new approaches and solutions to address social issues. Also social entrepreneurship blends the factors of social and business nature together, a social enterprise driven by business discipline. Social Entrepreneurs have come to play a role where the modes have fallen short. While what is social entrepreneur has been well defined it has been disputed through on the basis of the scope of it. Who is a social entrepreneur and who is not?

This study aims to define social entrepreneur in a better light and from a definite standpoint of a NGO, while social entrepreneur has widely come to connote not-for-profit organizations, social entrepreneurship in it's widest sense is about identifying the sub-optimal equilibrium in terms of sub-par conditions prevailing at various geographies and acting as catalyst to reach optimal point. This paper aims to study how a social entrepreneur is formed, how does he identify social need and make social value. The traits of social entrepreneur and the Social Impact theory and the need for it. Further how does he run the enterprise, the relevance of factors like cause branding. The concept of creation of a virtuous cycle has been suggested. Also an entrepreneur himself and while starting the enterprise goes through certain stage, how each stage plays a role and why must he not ignore it.

Further the role of beneficiaries as a customer and the local communities an NGO helps has also been explored.

Next, how should a NGO approach common populace and convince it of it's cause and the setbacks existing with the present model. Finally it is analysed how due to cases of wrongdoings the image of social ventures have been tarnished and how the social entrepreneur must target it.

Objectives of the study :

The objective of this paper is to understand Social Entrepreneurship, from the perspective of Non-Government-Organization and related concepts.

This project has been prepared to gain a more comprehensive understanding of the above and to become aware of the same.

This understanding would help us understand the working not socially oriented organizations.

Any social enterprise works in an environment which is not only economic in nature but also has other spheres like Social, thus an organization specifically focused on social sphere presents us with a different kind of working which justifies it's existence by fulfilling the social needs of the society.

Introduction :

Entrepreneurship :

To understand what social entrepreneurship is one must first understand the roots of entrepreneurship itself and it manifested itself into various forms, one of them being social.

In common parlance entrepreneurship connotes starting a new enterprise. Literally the term entrepreneur has French roots which means someone who undertakes. In later stages it was used to describe those who start new ventures. The man credited with giving entrepreneurship its first definite and close to the present definition is Baptiste Say. Who around the 19th century, described an entrepreneur as following :

"The entrepreneur shifts economic resources out of an area of lower and into an area of higher productivity and greater yield"

Later the economist Joseph Schumpeter described entrepreneurs as innovators who drive "creative destruction". They were thus first identified as change agents. Peter Drucker the celebrated management echelon furthered the definition by adding an element of "opportunity". He said "the entrepreneur always searches for change, responds to it, and exploits it as an opportunity" Peter Drucker further argued that not every new venture is entrepreneurial, he emphasized on the changed-oriented and innovative approach of entrepreneurship.

Howard Stevenson introduced the notion of resourcefulness, "the pursuit of opportunity

Without regard to resources currently controlled" he argued that entrepreneurs work irrespective of the resource constraints that they may face. They may mobilize the resources and use them in the best and most optimal manner possible.

Social Entrepreneur

Social Entrepreneurship is about Impact and the inherent entrepreneurial quality of innovation, but not about Income. Further, while entrepreneurship itself is about working under constraints; Social also involves conditions.

Social Entrepreneurship involves innovative measures to address social problems and needs.

A question arises here on what drives a social entrepreneur or his enterprise. Profit may drive an entrepreneur but a social cause does not ordain it. A Social Entrepreneur's main purpose therefore has to be something other than this, a social entrepreneur wants to make a difference, this maybe a social one but can also and most of the time has an economic impact too. He wants to address a social need.

What is Social Need?

A social need is the gap between the actual condition and the ideal condition. Social need provides an Entrepreneur with the motive to start a venture and address it.

A social entrepreneur has a social imperative and the passion to fulfil it.

The activities of an entrepreneur and his enterprise thus are associated with the opportunities to create social value and the creation of social purpose. The enterprises thus adopt financially sustainable strategies to pursue social aims, which as aforesaid can have economic impact.

What is Social Value?

According to Deborah Leipziger, Senior Fellow in Social Innovation at the Lewis Institute of Babson College. Shared Value is "*leveraging business to address social issues*". In the context of Social Entrepreneurship, social value is the creation of value in terms of development of social conditions and reducing of the factors that may have maligned it.

Social Value creation is integral to the social ventures, the key difference between a social enterprise and a traditional business venture is the social mission that is integral to the business. This social mission is defined by the social value.

7. Characteristics of Social Entrepreneurship :

Social Entrepreneurship has following characteristics, which should be comprehended for a better understanding of it.

1. Cause Branding
2. The Process of Social Entrepreneurship
3. The Social Impact Theory
4. Treating of benefactors as Customers
5. Competing with Economic firms
6. Virtuous Cycle

Basic traits of Social Entrepreneurship :

A social entrepreneur apart from the inherent traits of entrepreneur has the following additional:

1. A desire for change
2. Passion to make the change
3. Inspired to bring the change
4. *Willingness to Break Free of established fabric*
5. *Identify and apply practical solutions to the issues*
6. *Strong Ethical compel*

Social Impact Theory

Social Entrepreneur and his venture must define the underlying theory and basis behind it. A social entrepreneur must formulate a theory of what the need is, what initiative he will take, how will he address it and the impact thereof.

"Underlying any new social venture is a theory about how the venture will achieve its intended social impact. This theory sits at the heart of the venture's strategy and generally embodies the organization's mission and values. The articulation of the theory should include a "convincing statement of how program inputs will produce a sequence first of intermediate and then ultimate outcomes, ... and some indication of the bases, in experience, for expecting a cascade of results." By clearly defining the venture's intended outcomes and means for achieving them, the theory also provides a precise description of the ultimate social impacts for which the organization will hold itself accountable.¹⁵ This kind of articulation gives the potential opportunity a more refined definition than it typically gets in the idea stage, creating a measure of clarity and singularity of purpose.

A well-articulated social impact theory should also allow the social entrepreneur to identify and test some of the core assumptions behind the venture. Some of the testing can occur prior to launching a venture by comparing the social impact theory to existing relevant knowledge in the field or by doing new research and analysis. Is the theory plausible given what we currently know? Can it be tested in a timely and cost effective way by new research? While some assumptions can be tested upfront, others are best tested in practice, a reality that fits with entrepreneurs' common bias for action over analysis. However, even with this need and bias for action, if possible, social entrepreneurs should structure their actions such that they can test as many key assumptions as feasible before making major, irreversible investments.

Finally, since social impact is so hard to measure and many social entrepreneurs aim for long-term or lasting impact, the testing process can often take significant amounts of time. Having a clear social impact theory helps make the testing process more systematic and timely.

Defining and refining a social impact theory is a dynamic process that blends creativity and out-of-the-box thinking with concrete analysis and assessment of results".

Cause Branding :

A social entrepreneur might use a concept known as "cause branding". The entrepreneur has an option to come into an association with a for-profit organization for behind the product working and a non-profit or cause-based institution for the purpose.

Cause branding serves both the company by way of raising money and awareness for the company and the cause and to increase engagement with a company's brand or product. Also cause branding makes the company or a brand name synonymous with the cause, thus providing it with a potential differentiator from the other competitors.

Also it may result in for the company into enhanced brand/company engagement and image, improved employee loyalty, more positive corporate reputation.

From the Social Venture's perspective it provides it the much needed resources which it may not had had access to. Also it results into much better awareness for the cause as the venture can leverage on company name and brand. Also increased donations and recognition in the society

However the social entrepreneur must consider the potential tradeoffs here like ceding of control, long term influence etc.

The process of Social Entrepreneurship :

Like the general entrepreneurial process the social nature has a process which is in furtherance to the general.

1. Identifying of the Need/Problem (Opportunity)

All acts of entrepreneurship start with the vision of a social need, an attractive opportunity. For social entrepreneurs, an "attractive" opportunity is one that has adequate potential for positive social impact to justify the investment of time, energy, and money required to pursue it seriously

While this identification is primarily based on observation (Survey et al) an entrepreneur's personal experience might also spur him to identify certain problem, maybe something he himself went through (think Sudha Murthy).

At this moment an entrepreneur must also identify the hidden opportunities and assets in the needs, this makes the process more positive in nature, he must focus on the assets in the needs and problems (think AMUL)

2. Viability

A Social Entrepreneur is starting an NGO, he must define what resources he would need and if the cause justify them and how what would be the return. An entrepreneur must not only justify to himself but to the society at large, for investment of scale for a need which does not exist or is too small to be viable.

An entrepreneur must not only check for Economic viability (not for profit) but also for Social viability, that whether the net impact of all his investments is going to justify it and if the investment is needed, then how much.

How will it pan out in the long run? How will he run it? What are the resources needed? Where will the juice come from? How will the impact itself manifest? These are some of the questions he must answer.

3. Addressing the need

Converting the need into a workable and attractive opportunity requires a process which requires sound analysis, experimentation and innovation. An entrepreneur creatively addresses a problem (think dlight).

He must now define what social needs is he addressing and how does he hope to resolve it. Social entrepreneurs many times go with personal preferences in the search for need, assuming them to be so.

At this stage an entrepreneur must check his resources (Manpower, reach, principal etc) does he have the requisite acumen, is he willing to pursue it long run. Is there an exit?

Also at this stage he must decide how he would pledge his investment, how much is willing to let go and what limit if any should he set.

4. Processes

Many believe that in Social Entrepreneurship economic viability and financial soundness does not fare.

It does, in addition to a social cause/need/problem, every the social venture should be backed by a plausible business model, which in the social context is Social Business Model that includes an effective operating model with a viable resource strategy. A viable SPB business model consists of a clearly defined social mission guiding the strategy, value proposition and best practices. A social enterprise can achieve its intended social impact and sufficient profit simultaneously. A SPB is said to be strong when it successfully achieves both social and economic goals.

A social entrepreneur must get funds too and while investing his resources has to look at socio-economic viability of it in terms of the total net dual returns which he and the society at large would reap. The word social is not a warrant to have a fund or other resources' drain. An entrepreneur even if social must justify the investment he makes.

For this he must formulate processes and courses. The stages he would go through. A social Entrepreneur must look for the possible stakeholders who can play a role, for this values for addressing the particular social need must be shared by enough key stakeholders to give the proposed venture some initial traction. (think Grameen Bank).

Source of Funding :

Social entrepreneurs must know the resource requirement for their ventures. They must then decide where they will get the it. Again, this is more complicated for social entrepreneurs than for business entrepreneurs. In the private sector, customers care used to cover all the operating costs, with a profit left over to reward investors. But a social entrepreneur cannot charge customers to cover all the operating costs as it would defeat the social. Social entrepreneur thus use, third-party payers (e.g., government agencies or corporations) can be found to cover the costs. But these too may fall short of what is needed to have the optimal impact. Social entrepreneur then use philanthropic fund to fill the gap, and the resource strategy has to include a viable fundraising plan. Often, the challenge in formulating such a plan is finding philanthropic sources whose interests and funding patterns fit with the venture's needs. There could be strings involved or ends.

The social entrepreneur can look for alliances or partnerships for this he should consider the potential tradeoffs that are involved.

He must know how to attract donations for he must pay for the resources.

These processes too should be well researched and though, spread out. To take an example of how MSY procurement and unloading works:

1. The goods are procured directly from the makers by way of volunteers
2. They are transported by way of vans to the local centre
3. In the centre goods are assorted on the basis of quality
4. Then the goods are sent to main centre

5. Certain day's of material is maintained on the basis of demand and nature of good
6. Handicrafts and all are immediately taken after making to avoid any damage
7. The goods are again distributed to volunteers or centres for selling

The focus here is on distribution.

5. The Environment

The social entrepreneur now having made his plans and processes see the environment, what does it present him with? There must be some threats, is the environment conducive to his cause? Are the external factors set against him or for him?

There are elements and combinations. Elements are individual factors that affect the working and combinations are a set of them.

Now the entrepreneur must try to use every element as an opportunity.

Success of a venture is increased if the action and research are grounded in a set of credible premises about the underlying social impact and the business model, which includes an effective operating model, and a viable resource strategy. These elements represent the core of any viable social venture. Each element must be convincing on its own merits, and the combination must fit comfortably together. Furthermore, these elements must be formulated with one eye toward the external operating environment and the other focused on personal fit with the entrepreneur.

In other words a social entrepreneur in pursuance of a cause cannot close his eyes to the external environment, the cause must be good the environment might not be.

Social entrepreneurs should consider the support systems that are required to be in place to ensure effective and efficient social value creation, including intangible support systems.

There could, would be challenges. The Social entrepreneur must decide that how will he address them. An important point to note here is the fact that apart from the general challenges that an entrepreneurs might face, a social entrepreneur would face challenges like acceptance, openness etc.

6. Testing

The Social entrepreneur at a smaller scale, say a single village for a rural aimed scheme before going out large, social entrepreneurship has various subtle factors which work unlike the conventional ones, being largely exposed to these factors there are chances that existing theories may not address all of these and thus need to be tested on field. There would be glitches no matter how well the sketch is. The working lies in the detail of it, everything must be defined, for this everything should be understood. , it would be wise to build resource-based partnerships with others that would help.

7. Running the Show

Now comes the stage of running the show, this however is not the last stage; it is a long learning curve. The social entrepreneur must keep improvising.

The Customers

A social venture just like any business one too has customers, who are the benefactors. HFI describes it's customers as urban and rural destitute in the form of women and other people who are in need of service on one end and on the other end those who buy daily procurements and other products for their use. The socially unprivileged.

Since there are customers, there must be all the strategies and working that come with it. Now the aim of an NGO or any social venture is to serve it's customers, so it's strategies of course would focus on serving the customer and maximize their social benefit so as to propagate the social cause thereof as opposed to the strategy of a business firm to maximize customer satisfaction to maximize

it's revenue.

The notion of Customers is particularly important for an NGO who has to work and compete in a competitive example. For example HFI sells the produce in market thus competing with the existing brands. Here is what Mrs. Poonam, Founding President has to say about competitive markets;

"Being an organization with aim of social welfare HFI's sole objective is helping the strata of society in need of aid. However since HFI has to operate in a competitive market it does focus on pricing it competitively and marketing"

It is clear thus that a social venture which deals with customers must not ignore them and must behave in a competitive manner.

Thus all theories of consumer relationship management do apply here, though in a different light for example being in social sector there is much scope for expansion for HFI. HFI can undertake various activities, however at the same time expansion in terms of profitability might not be there, it could be reaching out to a wider base or deepening the impact.

Differentiating for NGOs in a market replete with alternatives

Very often when any NGO goes to a market it finds itself in a market full of commercial alternatives who can will the market movements, have access to resources. Then in such case how does an NGO differentiate itself?

In products of generic nature the pricing and packaging used to differentiate the product plays an important role in determining consumer preference and decision. HFI name has come to connate purity and genuineness in the minds of it's consumers, also having established a good selling campaign which lays emphasis on the same HFI has ensured that the consumers understands the value of purity. This has ensured a level of perceptible brand loyalty. However at the same time HFI sells at competitive rates.

HFI's services affect a large number people, also HFI taps this by way of door to door selling and participating in exhibitions. Thus there is a firm consumer base which are loyal to the brand, Shruti Natural Products the name under which HFI sells it's goods.

Thus even if a social venture is financially deficient, it should emphasize on the values they believe in. This is where the inherent qualities of an entrepreneur come to fore, he must find innovative and creative ways to compete.

The Value of Locals

As much as NGOs work for people of certain geography, it must respect their needs and understand them so as to help them in the manner they need. NGOs must not dictate what they need but rather understand what they do. Very often in disaster stricken areas many NGOs have been known to dictate to locals what they need and perforce provide them with it, there was a case once when an NGO kept supplying free clothes to a 2004 Tsunami stricken village without assessing the local needs, after some time the Sarpanch communicated to the NGO that they didn't need clothes. They needed food, water and a subsistence to come back to mainstream, further in turned out that in absence of any livelihood the locals had started selling the free clothes.

However many a times the people being helped may not know what they need, cases have been there when an NGO provided monetary aid for a certain cause but was used for another.

Also the aid must reach the hand it is meant for, sometimes NGOs in all their goodwill impress upon a local to canalise the aid, then there are cases of embezzlement.

Also the NGOs must respect local traditions and customs, this is particularly important in cases of providing habitation, donation in kind. There was once a case when widespread donation of clothes was held, on being sent to a village (Annarakala) it turned out that most of them being western

clothes, nobody was ready to take them despite their abject poverty and lack of proper clothes. It is advisable to have a local(s) be part of the initiative, he knows the local language and demography. The local can advise on how the initiative should go about.

NGO should try to name the schemes in the same the language of the locals, they helps them understand the initiative better and trust the volunteers.

The Locals must be heard.

Also the social entrepreneur must look into the long term impact of their initiatives, very often they end up rendering people dependent on their aid. They must try to help them stand up on their own feet.

Approaching People :

When NGOs approach any person, say at an event they have a certain manner of approaching people for help. They give problem first, statistics, so on and finally about the NGO. This it has been found out does not help, rather it intimidates and scares them away.

"At a recent experiment at the University of Pennsylvania Researchers gave students \$5 to fill out a short survey: They then showed them a flyer and asked them to make a donation to save the children one of the world's leading charities. There were two different flyers. Some randomly selected students were shown this

Food Shortages in Malawi are affecting more than 3 million children; In Zambia severe rainfall deficits have resulted in a 42% drop in maize production from 2000. As a result an estimated 3 million Zambians face hunger; Four million Angolans-one third of the population have been forced to flee their homes, more than 11 million people in Ethiopia need immediate food assistance.

Other students were shown a flyer featuring a picture of a young girl and these words :

Rokia, a 7-year-old girl from Mali, Africa, is desperately poor and faces a threat of severe hunger or even starvation. Her life will be changed for the better as a result of your financial gift. With your support and the support of other caring sponsors, Save the Children will work with Rokia's family and other members of the community to help feed her, provide her with education, as well as basic medical care and hygiene education.

The first flyer raised an average \$ 1.16; the second one raised \$ 2.83." ¹

The students were more generous when they saw what the problem was, rather than being scared away with numbers. This made them feel that it can make a difference. In the first they felt like puny, what difference will they make? (Think Tata Foundation for Cancer Care Ad)

And thus it is advisable that NGOs follow the following format when approaching new people for help

1. Don't start abruptly: Let the person sink in the facts, give him some time to himself, don't scare him, introduce yourself
2. Impact: Tell the person of what impact you have created, how did it help? What Change did you bring? The number of lives you have touched. How have these people benefited.
3. Cause: Tell the person what is the cause, why the NGO chose it, why is it important? How does it malign the world? Why removing it would help. Take individual cases. Try to avoid statistics
4. Statistics : Pertaining to the cause and from the perspective of the NGO. For example the volunteer might say "the NGO helped 300 polio afflicted infants out of 1000 in Maharashtra". Tell Statistics as part of the solution.

5. Introduction : Now introduce your NGO. Tell about it's roots. Why was it started? Focus on initiative, be brief

6. Give the Materials, while you are reiterate what you said. Thank him for sparing his valuable time. Be real polite, ask for questions. Clear all the queries

7. Ask for feedback, what the person felt. Try to asses if he is convinced. Show him the contact details again. Thank him. Keep smiling.

Addressing the problem of Public Distrust

Due to revelation of many cases of wrongs in NGOs like embezzlement, rights abuse etc the public trust in them has seriously been undermined. An NGO must work in a society- however if the society itself refuses to trust the venture then it could be a problem. To achieve it's target a NGO must address the problem of trustworthiness and reliance.

Some social entrepreneurs refuse to identify this problem for the sheer reason that they serve customers who at times have no choice or they operate in a closed environment. Also due to lack of parameters to measure their performance they do not understand the impact it may have.

For this many measures have been suggested, one of them is DADS (Disclosure, Analysis, Dissemination and Sanctions) as suggested by Regina E. Herzlinger.

She argues that all these schemes work complimentarily and without one the other wont work. This scheme uses the given traits in the following manner

1. Disclosure

The NGOs must begin to disclose all information, ensure transparency. All the financial statements should be disclosed. The NGO must ensure that whatever commitments it makes, it conveys to public all the investments required and how it proposes to pledge it. Further it has been found that many of the statements disclosed do not conform to GAAP (Globally Accepted Accounting Principles) and have errors as simple as arithmetic mistakes.

2. Analysis

The performance and effectiveness of a social organization is not easy to analyse as it lacks the parameters like accounting ratios etc. What is profit for a business firm is the social impact for Social Venture; however the problem lies in the fact that it is difficult to quantify this impact or measure in definite terms. There are some practices like that of Council of Better Bureau's Philanthropic Advisory Service, but they are seldom followed. Thus an effective analysis of the performance of the venture would greatly help in testifying it's credibility. Many of the questions remain unasked, as said before the 'social' in the venture should not warrant it as resources' drain.

3. Dissemination

Although according to the author this greatly applies to Government disseminating information. But this can be furthered into working of a social venture as well. The venture must give information about itself and must be fast in replying to queries and giving information.

4. Sanctions

The author argues that just like SEC imposes sanctions on commercial companies for default there should be same practices in. There exists sanctions like revocation of status but they are seldom used.

Impact of Social Entrepreneurship on the Society :

Social enterprises must determine their social impact. However this is not a widespread practice. Some social ventures do measure their impact, but most don't define in absolute terms. Often the impact generated by an organization is difficult to compare with the cause. However an increasing number people are working on this issue.

Measuring the Impact :

To measure social impact a social entrepreneur should decide that whether only direct or indirect would be considered, direct impacts are :

1. Reach of Impact - Measured by the number of volunteers, centers, Branches
2. How many people served- No of people, diversity, strata benefiting
3. Services Offered - The variety and penetration of them, number of issues addressed, the novelty
4. The area covered

The Indirect Impacts are :

1. Influence on Society in general- How has society in general gained
2. Influence on Public Policy- Has it managed to improve the Public Policy, has the dodge been removed
3. Establishing of Social Movement- Influence on Public Awareness, Norms or Behaviors, influence on politico-socio-economic spheres and opinions
4. Creation of value - How much the gap between the ideal and the prevailing situation been reduced

This is from the perspective of the Social Entrepreneur himself, for an evaluator the following approach might work.

1. Assessment

Concrete proof of desired outcomes?
Rate of Success and implementation elsewhere.
The Financial Information

2. Business Model

The Scale of the model
The Sustainability of the model
The core social value

3. Implementation

The implementation success
The area covered
Adequacy of resources to carry on

4. Continuous evaluation

The collective impact of the initiative

Impact Analysis

In the case of NGOs the impact are wide ranging and at times inconspicuous, however analysis of the same is important for a better understanding of their working. Social entrepreneurship is vital to the progress of societies.

Realising the importance of Entrepreneurship, the 11th Five Year plan of India (2007-2012) laid special emphasis on their role in the society and has in many schemes for their development and incubation, with special focus on inclusive growth. It specifically tells:

“VE programmes preparing for occupations in Farming, Artisan Trades, Crafts, Small and Medium Enterprises, particularly for self-employment, will include entrepreneurship development and elementary training in ICT to enable persons to take responsibility for production, marketing, management, and rational organization of enterprise.”

For example HFI has been engaged in Grameen Vikas Yojana (Village Development Scheme), in which it takes surveys of the problems that exist in various village. Then it tries to solve the problems if possible itself or through acting as a voicing agent.

In one of the villages, Narendri it was identified that most of the adults were not only illiterate but were also being exploited for their lack of financial knowledge by the moneylenders and other agents. HFI started sending volunteers to the village to teach them basic arithmetic, signing, basic reading and promoted a self-help mechanism where the families came together and made a common corpus which was made into a formal account. They could lend from each other by way of corpus. As a consequence of which in the following years more and more people started joining the groups. The wield of moneylenders since have reduced. Moneylender not only had trapped them but had also stalled their growth and there was widespread exploitation in terms of produce being given, bonded labour etc.

Social entrepreneurs identify the social sub-optimal equilibrium and raise it the ideal optimal level, they are willing to break the social fabric. Further they come in where other mechanisms don't work.

There have been more examples like that of Muhammad Yunus, where the initiative has changed the local economic landscape, women have been freed from the shackles of credit. Having been behind the Microcredit revolution, his idea has resulted into people around the globe dramatically improving their lives and the economic health of their communities.

At India level we have echelons like Verghese Kurien who not revolutionised the way milk was procured but brought the whole country under it's ambit. India from a milk deficient countries has become the biggest producer of it and it's per-capita consumption amongst the highest in the world.

The Virtuous Cycle

An important observation made on analysing Social enterprises and their initiative's impact is that they create a cycle rather than a specific restricted impact.

When an enterprise takes an imitative, the impact is self propagating and further multiplies into a process that ultimately forms a self reliant cycle. An example of this is as follows:

HFI started Mahila Sahita Yojana (Women Help Scheme), in it women were taught various skills like weaving, spice making, pickle making and other vocational skills to make them self reliant. As a consequence of which they became the equal earning and thus coparcener of the household and thus reduced the skewed local demography of male as earning and thus dominating partners. (Girl school ration) Further their economic freedom also meant more spending power of the households as a whole which meant increase in the consumption levels. While earlier the families couldn't to send their children now they could (this starts another cycles). HFI further helped them to organize together and start their own ventures. Many families came together. The collective increased prosperity of the families got more interested and those who were not (men folk) letting, let go.

However such cycle manifests itself in the long run; the above said case spans over a decade. The impact at times could be inconspicuous but they are there.

Conclusion :

Social Entrepreneurs are an agent of change who strive to bring about social change. They have a social impetus to act as catalyst and challenge the existing social fabric. They exhibit multifarious qualities. They act as agents of change by:

- Creating and sustaining social value
- Identifying new opportunities to serve the social mission
- Engaging in a process of continuous innovation, adaptation, and learning,

- Acting under resources constraints
- Exhibiting accountability

Every Social entrepreneurial journey must go through certain phases. Also the benefactors of a social venture are its customers. Locals play a very important role in success of schemes at certain locations, due to their ground level knowledge of local happenings and traditions.

Also a social entrepreneur must focus on social needs and fulfilling them, identifying them correctly and going about them is important. A social entrepreneur then must create social value in the society.

Approaching a person for help also needs certain technique, which emphasizes on solution rather than the problem.

Also in recent years there has been distrust towards social ventures, NGOs in particular. There are various modes of approaching this problem, DADS being one of them. It focuses on Disclosure, Analysis, Dissemination and Sanctions.

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