

INDIA AND ITS SOCIAL ENTREPRENEURSHIP

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Abstract

Social entrepreneurs are society's change agents, creators of innovations that disrupt the status quo and transform our world. By identifying the people and programs already bringing positive change, we empower them to extend their reach, deepen their impact and fundamentally improve society. They are Ambitious: Social entrepreneurs tackle major social issues, from increasing the college enrollment rate of low-income students to fighting poverty. They operate in all kinds of organizations: innovative nonprofits, social-purpose ventures, and hybrid organizations that mix elements of nonprofit and for-profit organizations. Mission driven: Generating social value—not wealth—is the central criterion of a successful social entrepreneur. While wealth creation may be part of the process, it is not an end in itself. Promoting systemic social change is the real objective. Strategic: Like business entrepreneurs, social entrepreneurs see and act upon what others miss: opportunities to improve systems, create solutions and invent new approaches that create social value. And like the best business entrepreneurs, social entrepreneurs are intensely focused and hard-driving in their pursuit of a social vision. Resourceful: Because social entrepreneurs operate within a social context rather than the business world, they have limited access to capital and traditional market support systems. As a result, social entrepreneurs must be skilled at mobilizing human, financial and political resources. Results oriented: Social entrepreneurs are driven to produce measurable returns. These results transform existing realities, open up new pathways for the marginalized and disadvantaged, and unlock society's potential to effect social change.

Keywords: Social Entrepreneurs, Social, Skills, Economy, Strategic

Introduction

When it comes to social entrepreneurship, India is often referred to as the epicenter of impact investing, and the world's laboratory for testing new ideas. Akshat Mittal, the teenage social entrepreneur, who had developed www.odd-even.com last year, is again ready with a new venture. This time he is determined to bring a social change in the country with a website - www.changemyindia.org. The ChangeMyIndia is an initiative to bring about change in country which people want, said the teen entrepreneur. He said that the country has some social problems. "Some people try to solve the problems but some people just curse and hope that someone someday will solve these issues. I have made a platform where the people who want to see the change and who are bringing the change come together. They will share their experiences

and success stories. This will inspire others to make a better world," said Akshat, a class IX student of Amity International School, Noida Sector 44. Akshat said that he always thought about solving problems of the society. With a billion dollars waiting to be invested in social enterprises and success stories like Husk Power Systems, Rangasutra, dLight, Waterlife and Vaatsalya Healthcare regularly making the rounds in global social entrepreneurship circles, the country is clearly a very important market. Unlike other countries like the UK, Italy, Korea and Singapore where the agenda is being driven by government and large private enterprises (especially Korea), India's journey into the world of social entrepreneurship has been led by the vision and energy of outstanding individuals. Social entrepreneurship is the application of business acumen, strategies and entrepreneur skills not for profit but to improve the conditions of human

beings and the environment, and India does need it for effective social change, growth and reforms.

Despite the best efforts of the government and other organizations, about 400 million Indians live on less than \$1 per day. The HDI (human development index) report for countries indicates a poor ranking of 136 out of 187 for India. India has the world's second largest labour force of 516.3 million people and although hourly wage rates in India have more than doubled over the past decade, the latest World Bank report states that approximately 350 million people in India currently live below the poverty line. With an estimated population of 1.2 billion people, this means that every third Indian is bereft of even basic necessities like nutrition, education and health care and many are still blighted by unemployment and illiteracy. Social entrepreneurs can help alleviate these issues by putting those less

fortunate on a path towards a worthwhile life. Rather than leaving societal needs to the government or business sectors, they can solve the problem by changing the system. Social entrepreneurs are those adventurous, dare devils who drive deep into the pressing problems of society and try to find solutions to them, not by leaving the responsibilities in the reins of the government or business, but by trying to change systems as a whole and persuading societies to take new initiatives.

Growing number of social entrepreneurs in India

Social entrepreneurs are individuals or groups of people or organizations that provide time and solutions to alleviate the society's myriad problems and long standing issues that remain unresolved by the institutional and government sector. As in other countries, India too, social entrepreneurs are a growing phenomenon bringing positive change to several social areas ranging from education to healthcare, renewable energy, waste management, e-learning and e-business, housing and slum development, water and sanitation, violence against women, other issues related to women, children and the elderly etc. The key aim of these Social enterprises is to introduce sustainable and dignified living to the under privileged and the marginalised citizens of India.

Social Enterprises Social entrepreneurs do not have a formal recognition as a sector. While this may deprive them from and sector specific benefits such as incentives or tax breaks, there are growing numbers of investors and handholding companies that incubate social entrepreneurs. There is also a growing number of women social entrepreneurs as well as those from the Indian diaspora. Most of these entrepreneurs are highly educated and sector specialists, most of whom may have left lucrative jobs in India or overseas to pursue their commitment towards a social cause or improving the lives of their fellow citizens. India is said

to have the largest number of social enterprises in the world. A sum of US\$ 1 billion is expected to be coming into the Social Entrepreneurship space in the next five years¹. The 'Bottom of the Pyramid' Approach by Dr. C.K. Prahalad is a widely used concept in Social entrepreneurship. This strategy encourages enterprises to approach the market with 'small unit packages, low margin per unit, high volume, and high return on capital employed'.

Typical sectors of investment of social enterprises

Affordable Healthcare - The affordable healthcare sector in India is at a nascent stage. Affordable healthcare providers reduce the cost of service delivery through innovative operating models. Over 60 per cent of the population in India lives in villages and small towns while 70 per cent of medium-to-large hospitals are located in metros and large towns. In addition, 80 per cent of the demand is for primary or secondary care and only 30 per cent of hospitals provide these. Thus availability and affordability remain a key concern in healthcare coverage.

Affordable housing - According to the Twelfth Five Year Plan document, the gap in the urban housing market is estimated at 18.8 million dwelling units. Moreover, about 73 per cent of the self-occupied units are in bottom 40 per cent of the urban households. Affordable housing developers create economic value by minimizing construction cost and completion time through integrative technical solutions and process innovations.

Water and Sanitation - Water sector can be broadly classified into three areas: water harvesting and storage, water supply and distribution, and piping and waste management. Social Entrepreneurs in water space are both for and not-for profit enterprises. Social entrepreneurs are typically involved in rain-water harvesting, community water treatment, point-of-use filtration,

and small-scale water networks. Typical working models for sanitation management are household toilets, pay-and-use community toilets and 'ecosan' toilets where toilet waste is used to create biofuel.

Agriculture - Agriculture and allied sectors provide livelihood to over 70 per cent of the rural population in India. Social enterprises working in this sector create economic and social value by eliminating inefficiencies from the current value chains. These enterprises are broadly categorized as: those supporting the value chain pre-harvest or post-harvest market links as well as those involved in the dairy production and market linkage.

Energy - Social enterprises enter this space in order to enable access to environmentally friendly, affordable energy. They play a key role in improving living standards of poor households. Roof-top solar lighting and low smoke cook stoves are some of the initiatives in this space.

Education - It is estimated that 4 per cent of children never start school, 58 per cent do not complete primary school education because of reasons ranging from inadequate infrastructure to lack of motivation, and poverty. Social enterprises are very active in the education of the under privileged children. They work around these challenges through advocacy and capacity enhancing solutions. These enterprises cater from early childhood to adulthood and exist in formats such as pre-schools and after-school classes, e-learning and vocational and skill development institutes.

Livelihood promotion - Social entrepreneurs in this space are broadly classified into two categories: entities that promote livelihoods and those that facilitate skill development. In most livelihood enterprises, the producers or artisans hold majority ownership. Entrepreneurs in the skill development sector are mostly

structured as for-profit entities, but with low or subsidised or free education to the beneficiary.

Microfinance Institutions (MFIs) act as financial intermediaries, offer products and processes aimed at serving economically weaker sections of the society. At present, only 10 per cent of the total demand for microcredit is met by MFIs. The Self-Help Group Bank Linkage Program by the RBI promotes financial transactions between commercial banks and self-help groups (SHGs). There are four stages in a SE life cycle – Pilot, Start up, Growth and Steady phase.

Key sources of capital for social enterprises are non-institutional debt, equity (mostly self-finance), institutional debt, and grant funds. The transformation of many not-for-profit models into for-profit models is a growing and this helps them secure financing to scale up over time. Impact investing started with 'Ashoka Foundation' in 1982 that provided grants to Indian social entrepreneurs.

Grassroots Innovations Augmentation Network (GIAN) is India's first non-profit socially minded Venture Capital Fund (VCF) started in 1997, with support from Government of Gujarat, Society for Research and Initiatives for Sustainable Technologies and Institutions (SRISTI) and Indian Institute of Management Ahmedabad. In 2001, 'Aavishkaar' became the country's first for-profit counterpart. UnLtd provides incubation support to young and new social entrepreneurs. For each rupee provided by UnLtd to the investees the earning has been about Rs. 14.50. Some of the largest players in the field include the Omidyar Network, Aavishkaar, Acumen Fund and Elevar Equity. The India Innovation Fund (IIF) has been promoted by NASSCOM and IKP Knowledge Park with focus areas of Information and Communication Technologies and Life Sciences. The World Bank's Development Marketplace (DM) is a competitive grant program that funds SEs with projects that aim to deliver a range of projects for the economically low-income groups.

Social incubators provide existing and new entrepreneurs the tools to drive their business. Some of the top incubators in India are Centre for Innovation, Incubation and Entrepreneurship (CIIE), Dasra, Deshpande Foundation, Khosla Labs, Rural Technology and Business Incubator (RTBI), Gray Matters Capital, UnLtd India, VenturEast and Villgro Innovations Foundation. The Government has initiated many public-private partnerships in key development sectors. The National Innovation Council, in partnership with the Ministry of Micro, Small and Medium Enterprises (MSME) has launched the India Inclusive Innovation Fund (IIF), an impact investment fund with a corpus on Rs. 5,000 crore that will invest in ventures catering to the country's economically weaker sections.

Some established Social Enterprises are:

Vaatsalya Healthcare

Founded in 2004 by Dr. Ashwin Naik who practiced across the US for over 10 years and Dr. Veerendra Hiremath who worked with the Hinduja Group and Medicom in Malaysia.

States in which Vaatsalya is present – Karnataka, Andhra Pradesh

Operates a network of hospitals to provide affordable primary and secondary care in rural and semi-urban India. Largest hospital network in India across Tier II and III towns. Standardized operations, no-frills but high quality services, recruiting, training and retaining healthcare personnel (doctors, nurses, technicians etc.) and renting buildings. Low operating cost by centralized purchase of equipment and consumables. These hospitals break-even in 18-24 months. Grown to 17 hospitals across Andhra Pradesh and Karnataka from 4 hospitals during 2009; opening soon in Maharashtra and Tamil Nadu. Serves an average of 280,000 patients per annum which is expected to increase as new hospitals are opened.

Awards – Inaugural Porter Prize in India for Value Based Healthcare in 2013, Frost and Sullivan Award for Healthcare Excellence in 2010, Sankalp Award for Healthcare Inclusion in 2009, BiD challenge India in 2007 and LRAMP award in the enterprise category in 2008.

Khosla Ventures

Founded in 2004 by Mr. Vinod Khosla, co-founder of Sun Microsystems; Headquartered in California, USA. Provides venture assistance and strategic advice to entrepreneurs working on breakthrough technologies. US\$ 3 billion worth assets under management. Focus is on building profitable technology products that solve large scale problems in financial inclusion and unorganized retail. Current focus areas: mobile payments and banking, retail efficiency, big data analytics and healthcare. Portfolio consists of companies such as Climate Corporation, Ayasdi, EcoMotors, Fundera, HackerRank, HealthTap, Piazza, Metamarkets, LanzaTech and Quanttus. Khosla Labs has been set up in India during 2012 for start-up incubation with focus on Mobile Payments and Banking, Retail Efficiency, Healthcare Delivery and Big Data Analytics. State: Khosla Labs is based in Karnataka but provides pan-India assistance.

Milaap

Founded in 2010 by Mr. Sourabh Sharma – a Computer Science honours graduate from National University of Singapore (NUS), Mr. Anoj Viswanathan – Bachelor's in Engineering and Minors in Economics and Technology Management from NUS, and Mr. Mayukh Choudhury – Electrical Engineer from IIT Madras and a PGDM from IIM Lucknow.

State: Based in Karnataka but funds projects across India.

Online fund-raising platform that enables people worldwide to fund and impact communities in need of basic facilities in India. Powering the next generation of livelihood-

focused credit programs by attracting a new class of “crowd sourced, low-cost, risk tolerant” capital. Milaap and its field partners (NGOs and MFIs) facilitate and disburse the loans from online lenders to the borrowers. The loans are given out to borrowers at interest rates that are 50 per cent lower than existing interest rates available to microcredit borrowers. These loans give people access to basic needs like clean drinking water, sanitation and renewable energy, as well as skills development via vocational training.

Enzi

Enzi was founded by Ms. Ashni Mohnot, an international student at Stanford, who had no access to federal loans interest rates available to US citizens. Ms. Mohnot is a 2010 Echoing Green fellow and attended Stanford University where she studied Human Biology with a focus on International Health. Ms. Mohnot blogs for PopTech on social entrepreneurship and has worked for two social ventures - Mobile Metrix and Gumball Capital. Currently she works as Director of Education for Stanford's Martin Luther King, Jr. Research and Education Institute. Enzi provides assistance to students of all Indian states. Enzi helps increase the numbers of students opting for tertiary education in India, helping them acquire technical skills and improve their employability.

Earthen Life

Earthen Life provides a sustainable and a decentralized waste management solution by converting organic waste to renewable energy at source while taking an inclusive approach of integrating the waste pickers and other low income communities in the value chain.

State: Earthen Life is based in Maharashtra with offices at Mumbai and Pune.

Akanksha Foundation

Ms. Shaheen Mistri graduated with a Bachelor's degree in Sociology

from St. Xavier's College, University of Mumbai and later obtained a Master's in Education from the University of Manchester. Before launching the Akanksha Foundation, Ms. Mistri's interest in children's education led her to volunteer as a teacher in various organizations across Mumbai, such as the 'Happy Hom' and 'School for the Blind' and the 'E.A.R. school for the Hearing Impaired'.

State: Akanksha is based in Maharashtra. Akanksha also has offices in the US, the UK and Canada. Awards for Ms. Mistri-Ashoka Fellow (2001), Global Leader for Tomorrow at the World Economic Forum (2002) and Asia Society 21 Leader (2006).

The Akanksha Foundation is a non-profit organization with the vision to equip all students with the education, skills and character they need to lead empowered lives. Akanksha works primarily in the field of education, addressing non-formal education through the Akanksha centre and also formal education by initiating school reform through 'The School Project'. At present, Akanksha reaches out to over 4,600 children through two models: the after-school or Centre model and the 'School Project'. Akanksha has 15 centres and 15 schools in Mumbai and Pune.

Samasource

Ms. Leila Janah is the Founder and CEO of Samasource. Ms. Janah graduated from Harvard with a degree in Development Studies, researching with the World Bank and Ashoka, and directing non-profit efforts in the USA and the U.K.

Samasource is a non-profit organization founded in 2008 that utilizes a unique micro-work model to bring the poor women and youth to dignified employment in the digital economy by breaking down small computer-based tasks from larger projects. Headquartered at San Francisco, California and provides employment with in-country

partners in Haiti, India, Kenya, Pakistan, South Africa and Uganda. Has support from leading individual donors and philanthropic organizations including The MasterCard Foundation, The Rockefeller Foundation, Ford Foundation, the U.S. Department of State, Cisco Foundation, eBay Foundation and Google.org. Ms. Janah was named one of the Most Influential Women in Technology by Fast Company in 2009. In 2010, she received the Prix NetExplorateur from the French Senate and a World Technology Award for Social Entrepreneurship for her work with Samasource.

Frontier Markets

Ms. Ajaita Shah is the Founder and CEO of Frontier Markets. Ms. Shah's mission is to bring high quality and affordable products to bottom of the pyramid and rural households in India. Ms. Shah has been working in India for eight years in microfinance and clean energy distribution. She is a 2006 Clinton Service Corp Fellow, 2012 Echoing Green Fellow and 2013 Cordes Fellow, has been awarded the most influential award in MFI for people under 30, and Business Week's 30 under 30 award, and most recently, Forbes Magazine's Top 30 Under 30's Social Entrepreneur of the Year. Ms. Shah is an active member of the UN Practitioner's Network, Asian Development Bank's 'Energy For All Partnership'. She holds a B.A. degree in International Relations from Tufts University. Frontier Markets responds to the market failure to provide rural BOP villagers in India with access, training, and servicing for clean-energy products. Frontier Markets offers a unique distribution model as part of its inclusive business commitment, partnering with local entrepreneurs who sell clean-energy products under the brand name 'Saral Jeevan. State: Frontier Markets is based in Rajasthan.

Thinkchange India

Ms. Shital Shah completed her Bachelor's degree at Northwestern

University and her Master's in Public Administration at NYU and then went on to work in different capacities with organizations like the United Nations, Oxfam, the World Bank, and Acumen Fund. Ms. Shah now works as a strategy consultant focused on mobile money start-ups globally with ShoreBank International.

Ms. Shah helped start ThinkChange India (TC-I), the one-stop website for keeping up with social entrepreneurship and social innovation in India. Through this effort, she started developing networks and relationships with social enterprises, making TC-I a demanded media partner in the country. The website had achieved 150,000 page-views, and averages more than 4,000 unique hits a week. She is now interested in cultivating an intentional start-up ecosystem in her base of Ahmedabad, India. TC-I merged with online platform – YouStory.in during June 2013.

Samhita Social Ventures

Ms. Priya Naik is the Founder and Managing Director of Samhita Social Ventures. She has three Master's degrees – from Yale University, University of Michigan-Ann Arbor and University of Mumbai. She has worked at the Poverty Action Lab, Massachusetts Institute of Technology and Arthur Andersen among several other ventures. Prior to Samhita, Ms. Naik co-founded The Spark Group, an education company that delivered affordable education to low income communities. Samhita is a philanthropic initiative of the Nadathur Trust, the philanthropic arm of Nadathur Group. Since 2009, Samhita has provided structured and professional services to enable companies, donors and NGOs to collaborate with each other. Through the "Samhita ecosystem", the organization provides a credible platform and thought leadership to enable NGOs, companies, donor agencies, individuals, philanthropists, foundations and researchers to achieve their specific goals and make informed decisions

that translate into purposeful action and large-scale social impact.

State: Samhita is based in Maharashtra.

Desicrew

Ms. Saloni Malhotra is the founder of DesiCrew, a for-profit organization employing over 300 people that is focussed on creating knowledge-based livelihood opportunities in small towns and rural areas. Ms. Malhotra is an engineer from the University of Pune.

State: DesiCrew was initially started in Tamil Nadu and is now present in Karnataka and Haryana.

Ms. Malhotra has been nominated for Business Week Asia's Best Youngest Entrepreneurs, MTV Youth Icon 2008, E&Y Entrepreneur of the Year 2008 and also facilitated in the presence of the President of India by the CII. She is the recipient of FICCI's Best Women Social Entrepreneur Award (2009) and TIE Stree Shakthi Award (2011). Ms. Malhotra stepped down as the CEO in March 2012 to hand over to a professional management team and continues to participate on the Board. DesiCrew was started in 2005 as a test project sponsored by Mr. Ashok Jhunjhunwala's TeNet group from IIT-Madras. DesiCrew was incubated by the Rural Technology Business Incubator (RTBI) of IIT-Madras. Its business model involves setting up delivery centres in rural India and servicing the clients across different countries. Services of DesiCrew include Data Management, Digital Supply Chain and Customer Experience Management.

M.Paani

Ms. Akanksha Hazari graduated in Politics from Princeton University and an MBA from the University of Cambridge. She led the Cambridge team that won the Hult Prize in 2011, and was honoured by former President Bill Clinton and the Clinton Global Initiative.

Ms. Hazari founded m.Paani, a social venture that designs and implements mobile-based loyalty programs for underserved communities. m.Paani harnesses the power and reach of mobile phones to address access to key basic services including safe water, education, healthcare, energy, and nutrition. The firm designs and implements mobile-based loyalty programs, where users are awarded loyalty points based on their spending on products used for daily use. These loyalty points, which can be shared with family members as well, can be redeemed for rewards in areas such as education, healthcare, safe water and energy. The firm has won awards from Sankalp Forum, Echoing Green, and Conquest. m.Paani took its business to Africa, before turning to India. Starting with a seed capital of US\$ 500,000, m.Paani launched formally in 2013 with a pilot project in Mumbai. As a firm, m.Paani receives its revenues from the partner organization that buys the loyalty programs from it.

State: m.Paani is based in Maharashtra.

Make A Difference

Make A Difference (MAD) was founded in 2006 by Ms. Gloria Benny, Mr. Jithin C Nedumala and Mr. Sujith Abraham Varky. Ms. Benny has worked with Google for five years before she co-founded MAD. MAD is a platform that empowers youth to take responsibility and provides children at risk a positive learning ecosystem that will help them unleash their potential. MAD volunteers implement projects that provide children with required skills for securing employment, role models they can relate to and exposure that helps them dream big. Programmes include English Programme, Placements Programme, Infrastructure Projects, Life Skills Project, Youth Development Project and Innovation Hub.

State: MAD is headquartered in Karnataka. MAD was initially started in Cochin, Kerala and now

has spread its wings to 22 other cities in India.

MAD has won many recognitions such as Ashoka: Innovators for the Public Staples Inc. Youth Social Entrepreneur competition, 2008, Indiya Shines Competition, organized by GreatNonProfits.com, 2009, Noble Laureate of the Karmaveer Puraskar awarded by Icong, YouthActionNet Global Fellow, 2010, Cordes Fellowship, 2010 Opportunity Collaboration and 'Leader in Volunteer Engagement' Award at the iVolunteer Awards 2012.

Shanti Life

Ms. Sheetal Mehta Walsh is the founder of a Shanti Life, a unique microfinance platform serving the poor in Gujarat villages and slums so that they can create sustainable businesses. With over 15 years of experience working in technology, venture capital and social entrepreneurship, Ms. Walsh has worked with many entrepreneurs around the world. Ms. Walsh has a Masters in International Relations (Economics) at the London School of Economics and a BA (Honours) in International Politics at the University of Alberta, Canada.

State: In India, Shanti Life has an office in Gujarat. Overseas offices are at UK, USA and Canada.

Shanti Life aims to promote sustainable living and non-dependence on the MFI loan cycle. Their intention is to make people to graduate out of microfinance and become bankable. Through planning, consultation, training, mentoring, larger loans and go-to market opportunities, the organisation provides a holistic approach. Shanti Life loans are larger generally Rs. 5,000 plus and their interests are capped at 12 per cent though are sometimes as low as 7 per cent. Businesses include: tailoring, sewing, embroidery, selling cooking oil, vegetable or

fruit carts, hand cart purchase, small grocery store, milk and paper vending business, cycle repair shop, repairing shop, rickshaw driving and catering.

Nextdrop

NextDrop was founded in 2010 by Ms. Anu Sridharan, Mr. Quijano Flores, Mr. Nishesh Mehta, Ms. Pronita Saxena and Mr. Devin Miller.

The organization that started in Hubli-Dharwad used text messages as a launchpad for what it calls a "water smart grid lite" data system, which helps bring water more efficiently to consumers. The nearly people of Hubli get water only every three to five days, for about four hours a day. With the help of local government, NextDrop devised a mobile phone system which connects valvemmen to engineers and customers. The valvemmen text the customers, letting them know exactly when water will be released. NextDrop charges Rs. 10 per month for their service. The organisation is now in Bangalore too.

State: NextDrop is present in Karnataka and caters to the state only at present.

Ms. Sridharan has a Bachelor's degree in Civil Engineering and a Master's in Civil Systems Engineering from the University of California, Berkeley.

Conclusion

Social entrepreneurship holds the key for future development in India. In the days to come, Social entrepreneurs will play a crucial role in the advancement of social changes.

The best thing about Social entrepreneurship is that success is not mentioned by financial gains, but by the number of people these enterprises are able to reach and

create a positive impact. In the coming days, Social entrepreneurship and Social businesses will be in the mainstream substantially, which will hopefully impact the society positively. Just as entrepreneurs change the face of business, social entrepreneurs act as the change agents for society, seizing opportunities others miss and improving systems, inventing new approaches, and creating solutions to change society for the better. While a business entrepreneur might create entirely new industries, a social entrepreneur comes up with new solutions to social problems and then implements them on a large scale. Social entrepreneurship is here to stay and could well be the major economic growth factor for India and to achieve the 'Indian dream - sarvajana sukhonobhava', ie, let everyone be happy.

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