Sustainable Social Development through Innovations
[Understanding Indian Cases]

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ABSTRACT

“Humanity has the ability to make development sustainable”. This area demonstrates the entrepreneurial efforts undertaken to transform the deprived society of the world which is popularly understood by Parhalad’s Bottom of the Pyramid. Innovation is not just breakthrough in space science, satellite communication, etc. but offering a value proposition than past; when comes the idea of society it provides the sustainability to innovation in the future instead of striving to be right at high cost, it will be appropriate to be flexible and plural at a lower cost. Social entrepreneurs stand at the nexus between development, business and government. They open new markets for the bottom-of-the-pyramid, innovate programs, empower the people they serve, multiply resources and demonstrate their tangible effects for government and other bodies to replicate. The article focuses on various cases and examples of social innovations and entrepreneurs like SELCO, Mann Desi Mahila (MDM), JANARTH and SAATH, which show how innovation and entrepreneurship at the very heart of economically sustainable solutions. And, is an ultimate solution for sustainable social development.

Introduction

In 1972, the then Prime Minister of India, Mrs Indra Gandhi emphasized at UN Conference on Human Environment at Stockholm, that the removal of poverty is an integral part of the goal of an environmental strategy for the world. The concepts of inter-relatedness, of a shared planet of ‘global citizenship’, and of ‘spaceship earth’ cannot be restricted to environmental issues alone. They apply equally to the shared and interlinked responsibilities of environmental protection and human development. History has led to vast inequalities, leaving almost three fourth of the world’s people living in less-developed countries and one fourth below the poverty line. The long term impact of past industrialization, exploitation and environmental damage cannot be wished away. It is only right that development in this new century be even more conscious of its long term impact. The problems are complex and the choices difficult. Our common future can only be achieved with a better understanding of our common concerns and shared responsibilities.

Any serious attempt and reducing poverty requires sustained economic growth in order to increase productivity and level of income in developing countries. Sustainable development requires not just for economic growth but also to environmental and social issues. More current estimates suggest that 2 billion people will be added to the world
population over the next 30 years and another billion in the following 20 years. Virtually all of this increase will be in developing countries. In these countries 2.5 billion to 3 billion people now live less than $2 a day. The core challenge for development is to ensure productive work and a better quality of life for all these people. This, ultimately require substantial increase in productivity and incomes in developing countries.

**An Innovative Action by Social Entrepreneurs: For Sustainable Development**

In countries like India with 700 million bottom-of-the-pyramid consumers at varying levels of income the need for innovations is now becoming obvious. Several breakthroughs are taking place now, in a global industry that is otherwise plagued by higher costs, stultified traditions, a variety of regulators, and reputation as an exceptionally difficult venue for innovation. C. K. Prahalad, author of “The fortune at the Bottom of the Pyramid”, suggests that ‘we need to connect the poor through entrepreneurship, which enables wealth creation through transparent and legitimate means’. He focused on simple yet revolutionary proposition: if we stop thinking of the poor as victims or as a burden and start recognizing them as resilient and creative entrepreneurs and value conscious consumers, a whole new world of opportunity will open up.

Four billion poor can be the engine of the next round of global trade and prosperity and can be a source of innovations. Serving the bottom of pyramid customers requires that large firms work collaboratively with civil society, organizations and local governments. Furthermore, market development at the entrepreneurs at the grass roots level. The innovation ‘sandbox’ is felt at the bottom-of-the-pyramid, but any industry, in any locale, can generate innovation breakthrough.

The process of designing any breakthrough innovation started with the identification of the following conditions- all which difficult to realize, even when taken one at a time:

- The innovation must result in a product or service.
- The innovation must achieve a significant price reduction
- The innovation must be scalable.
- The innovation must be affordable at the bottom of the economic pyramid, reaching people with the lowest levels of income in any given society.
- The innovation must be sustainable.

Prahalad firmly believes that the bottom of pyramid (BPO) is a major source of innovation. In an effort to show how innovation and entrepreneurship are at the very heart of economically sustainable solutions to global poverty, Social Entrepreneurs stand as the nexus between development, business and government. They open new market for the bottom of the pyramid, innovate programs, empower the people they serve, multiply the resources and demonstrate their tangible effects for governments and the other bodies to replicate.
Social entrepreneurs have created historic growth opportunities for human civilization. Florence Nightingale revolutionized the field of nursing in the 1850’s. Mahatma Gandhi gave the world ‘Satyagraha’ that redefined civil resistance and the global human rights movements. The microfinance industry was pioneered by Mohammad Yunus over 30 years. Dr. Adinarayan Roa, Dr. Harish Hande, Pravin Mahajan and Chaetna Gala Sinha work with the country’s most marginal and excluded people. They are creating ‘disruptive’ technologies, products and services that position the poor as intelligent stakeholders. Their innovative techniques have fundamentally altered conventional development and business logic. They ‘profit’ by generating large scale impact in communities. They have achieved sustainability through user fees, public-private partnerships, advocacy and business logic that puts community first.

**Understanding Sustainable Development**

**Sustainable development** is meeting today's needs of development without compromising future generations' ability to develop. The linkage between environment and development was globally recognized in 1980, when the International Union for the Conservation of Nature published the *World Conservation Strategy* and used the term "sustainable development." The concept came into general usage following publication of the 1987 report of the Brundtland Commission — formally, the World Commission on Environment and Development. Set up by the United Nations General Assembly, the Brundtland Commission coined what was to become the most often-quoted definition of sustainable development as development that "meets the needs of the present generation without compromising the ability of future generations to meet their own needs."

This definition is not operational and has created much antagonism and cognitive dissonance. This arises because sustainability is often taken to refer to processes that can be maintained indefinitely. This is, of course, not the case for economic growth and development, just as the world's exponential population growth is unsustainable. Development is thus unsustainable in this sense. If it were to mean development of sustainability rather than sustainability of development, there would be no contradiction, but sustainability is clearly being used as an adjective here. The issue is resolved when it is realized that 'sustainable' has a different meaning in this context; something like 'that which meets the needs of the present without compromising the ability to meet the needs of the future.

The field of sustainable development can be conceptually broken into three constituent parts:

- environmental sustainability,
- economic sustainability
social-political sustainability.

![Diagram of sustainable development: at the confluence of three preoccupations](image)

In other words, sustainable development is a process of change in which the exploitation of resources, the direction of investment, the orientation of technological development and institutional change are all in the harmony and enhance both current and future potential to meet human need and aspirations.

**Role of Social Entrepreneurs to make Development Sustainable**

Sustainable development embodies the vision of an equitable and prosperous world where environmental and socio-cultural resources are also cared and enriched. For achieving the goal of sustainable development these social entrepreneurs have following planning objectives which they pursue vigorously:

- Conservation of critical environmental and social resources during the wealth creation.
- Efficient resource use (eco friendly).
- Intra- generational equity (insuring sustainable livelihoods for all people especially weaker and poorer sections of society)
- Integration of social progress, ecological balance/ regeneration and economic development (as far as feasible).
- Inter-generational equity (insuring adequate resources for future generations).
Conventionally, the business, environmental and social development sectors have been separated from each other. Even the scholars in these sectors have rarely interacted with their counterparts in other sectors. This isolation has often led to formation of tunnel visions in different sectors and dearth of opportunities for cross-fertilization of ideas for pursuing sustainable development. Consequently, the opportunities for using synergies between these sectors are often missed out. Some examples of such promising opportunities are: businesses at the bottom of the pyramid and sustainable livelihoods businesses, businesses for bridging the digital divide, businesses dealing with green technologies and micro-finance services.

However, there are several situations where business interests are in conflict with social and environmental interests (at least in the short term). Such situations call for better technologies and management approaches for sustainable development.

Some common precepts in sustainable development field are:

- Think globally, but act locally.
- Plan for the long term, but act in the short term.
Keeping in view the complexity and multi-dimensionality of the sustainable development goal, there is need for carefully examining the areas of convergence between social entrepreneurship and sustainable development, and formulating methods and tools for an effective contribution to the goal.

Fig. 2 graphically presents an idealized view of potential contribution of a successful social entrepreneur to sustainable development process. It is important to emphasize here that the social entrepreneur should formulate his or her social vision before conceiving a business vision.

Across the world social entrepreneurs are demonstrating new approaches to many social ills and new models to create wealth, promote social well being, and restore the environment. They are innovating for social impact. In this perspective, attention is given on innovations and social arrangements that have consequences for social problems, often with relatively little attention to economic viability by ordinary business criteria. Social entrepreneurs are focused on social problems. They create innovative initiatives, build new social arrangements, and mobilize resources in response to those problems, rather than in response to dictates of the markets or commercial criteria.

Still others see social entrepreneurship as a way to catalyze social transformation well beyond the solutions of social problems that are the initial focus of concern. From this perspective, social entrepreneurship at its best produces small changes in short term that reverberate through existing systems to catalyze large changes in longer term. Social entrepreneurs in this tradition need to understand not only immediate problems but also the larger social system and its interdependencies; this understanding allows for the introduction of new paradigms at critical leverage points that can lead to cascades of mutually reinforcing changes that create and sustain transformed social arrangements. Sustainable social transformations include both the innovations of social impacts and the concerns for ongoing streams of resources that characterize the other two perspectives on social entrepreneurship. They also lead to major shifts in the social context within which the original problem is embedded and sustained.

More specifically, this article focuses on social entrepreneurship that creates innovative solutions to immediate social problems and also mobilizes the ideas, capacities, resources and social arrangements required for long term, sustainable, social transformation through social innovations. Rather than exploring a large number of social entrepreneurship cases that vary in location, size and focus this article emphasizes on small group of cases to give some initial data with which hypotheses can be generated.

These cases of social entrepreneurs are selected on the stringent set of characteristics like:

1) **Innovation**

   The entrepreneur has brought about social change by transforming traditional practices through:
• An innovative product or service
• The development of a different approach or
• A more determined or rigorous application of known technologies, ideas or approaches.

What is characteristic of a social entrepreneur is coming up with a pattern-changing idea and implanting it successfully.

2) Reach and Scope

The social entrepreneur’s initiative has spread beyond its initial context and has adapted successfully to other settings in the country or internationally, either by entrepreneur him or herself, or through others who have replicated or adapted elements of the initiative.

3) Replicability

The initiative can be adapted to other regions of the world to solve similar problems. It is scalable (can continue to grow and expand rapidly).

4) Sustainability

The entrepreneur has generated social conditions and/or institutions needed to sustain the initiative and is dedicating all of his/her time to it.

• If set up as non profit, the organization is achieving some degree of financial self sustainability through fees or revenues or is engaged in creating mutually beneficial partnerships with business and/or the public sector. There is a clear difference from traditional charity and move towards community based empowerment and sustainability.
• If set up as for profit, the orientation toward social and environmental value creation predominates financial returns treated as secondary means to an end, rather than an end in itself.

5) Direct positive social impact

The entrepreneur has founded, developed and implemented the entrepreneurial initiative directly, together with poor and marginalized beneficiaries and stakeholders. Impact manifests itself in quantifiable results and testimonials and is well documented.

6) Role model leadership
The entrepreneur is an individual who can serve as a role model for future social entrepreneurs and general public.

7) **Mutual value added**

There must be a clear opportunity to provide further legitimacy, networking and resource mobilization opportunities that strengthen and replicate the entrepreneur’s initiatives. Entrepreneur must demonstrate an interest in building a national and international network of social entrepreneurs that stimulates and support one another.

Table 1 provides brief overview of various social entrepreneurs and a short introduction of organization, its innovation and their impact on the society.

**Social Entrepreneurship Cases with respective innovations**
SELCO Solar Lights Pvt. Ltd.

The Entrepreneur  Dr. H Harish Hande, MD and co-founder of SELCO- India. He is an engineering graduate of the IIT Kharagpur and he earned his Doctorate in energy engineering (with a solar specialty) at the University of Massachusetts. Harish originally started his PhD. thesis in heat transfer. When visited the Dominican Republic, he saw areas with worse poverty than India that were using solar energy and decided to shift his academic focus. Upon returning to Massachusetts, he flung his heat transfer thesis into the river. He then started anew in solar electrification in rural areas and conducted much of his research in India, Sri Lanka and the Dominican republic. He is widely recognized as an expert in the field of renewable energy and has received the Ashden Award for sustainable energy in 2005.

The Organization  Harish Hande has pioneered access to rural solar electrification for below poverty line families through a combination of customized lighting systems, innovative doorstep financing, and an understanding of market needs of different user groups. To further the effects, he has created SELCO entrepreneurs who distribute solar powered lights to low-income communities. His company SELCO pioneers linkages between technology, financing, energy services, income generation and the quality of life for its customers.

The Innovation  SELCO's innovations rely on three tenets: the poor can afford sustainable technologies; the poor can maintain sustainable technologies; and it is possible to run a commercially viable venture serving the needs of the poor. SELCO creates low-cost customized lighting solutions for the poor. Its core business is the sale of photovoltaic (PV) solar-home-systems (SHS) that provide lighting but also are suitable for radios and fans. A system is customized and installed by a SELCO technician to meet the needs and budget of a customer. A standard four light SHS costs approximately INR 18,000. To bring this technology to Bottom of the Pyramid communities, SELCO works with banks and local MFIs to develop innovative doorstep financing for its customers. For example, a user will pay a small down payment and then pay monthly installments of INR 300 to 400 over five years. The user can pay from extra income generated through additional work made possible with the solar light and through savings from eliminating costly kerosene (as much as INR 420 a month). Collection schemes are also fitted. While farmers prefer to pay annually after their crop cycle, street vendors choose to pay INR 10 a day instead of INR 300 a month. SELCO has forged partnerships with nine regional rural banks, commercial banks like Canara and Syndicate Banks, rural farmer cooperatives and nine NGOs to develop financing solutions. In addition, SELCO creates livelihoods by creating 'business associates'. More than 22 business solar entrepreneurs purchase 40 to 160 solar kits on a five year loan from banks. They then lease these batteries and the light fixtures to local night vendors who sell their wares in open markets (for example, vegetable and fruit sellers). The vendors normally spend INR 14 a day for kerosene. But the solar vendor is able to secure more business due to better lighting under safe conditions for only INR 12 a day. Recently, SELCO entered into a partnership with SEWA Bank to innovate products for its 300,000 women clients. The products developed
for SEWA members include a miner's cap that is rechargeable with solar power. The response has been tremendous, especially from rose cutters, masons, and midwives who work at night and/or pre-dawn.

**The Impact** SELCO has reached 80,000 clients across Karnataka and Kerala and has recently moved into Gujarat. 65 to 75% of the organization's clients are small farmers earning between USD 2–4 a day, and individual households earning USD 3–5 a day. The other 10 to 15% of clients are more middle income at USD 8–13 a day. Solar electrification has led to better education outcomes for children who can now study at night, and increased livelihoods of night-time vegetable vendors. The reliability of a PV system is a major benefit where electricity normally fails an average of four hours a day. Another benefit is the avoidance of dirty and dangerous kerosene lamps. For the environment, the 80,000 systems deployed avoid emissions of approximately 24,000 tonnes of CO2 equivalent per year that would have been released by the use of kerosene lamps.

**SAATH**

**The Entrepreneur** Rajendra Joshi initially started his professional life in the private sector. He went on to become an educationist in the slums of Ahmedabad and was influenced by a Jesuit priest Ramiro Erviti. In 1989, Rajendra created Saath. Initially, he organized youth as change agents and to gain their trust, did simple things like playing volleyball. He soon realized the needs for interventions around sanitation and in 1993, the Integrated Slum Development Program was created. Rajendra operates with single-minded focus on accelerating impact for his stakeholders. He is always ready to drive change but takes a backseat when it comes to recognition to all partners and his team.

**The Organization** Saath is enabling the urban poor to access the financial and livelihood opportunities available in globalized cities. Based in Ahmedabad, Saath equips residents of poor urban settlements to become willing customers of basic services and access schemes for livelihoods. It aligns the urban poor, the Ahmedabad Municipal Corporation and private companies in win-win partnerships. As a result, the government receives more taxes from the urban slums, the residents come away with better services and private companies report higher profit margins through services developed for the urban poor.

**The Innovation** Saath was set up by Rajendra Joshi in 1989. It operates in 500 slums of Ahmedabad through Urban Resource Centres. Urban Resource Centres work on three premises: they ensure slum dwellers information and access to existing services and schemes; they innovated new methods of service delivery; and they position the poor as intelligent consumers and partners of governments and private companies. Saath works with the Ahmedabad Municipal Corporation (AMC) to ensure that slum residents receive basic sanitation, water and drainage services at the household level and paved roads and street lights at a community level. In exchange, Saath creates mechanisms through which
the urban poor can save and pay the user charges. They also monitor the quality of
government services with feedback loops. To build trust in the services being provided,
the Ahmedabad Municipal Corporation has guaranteed non-eviction to Saath slum
residents. Saath is also demonstrating models of public-private partnership where the
urban poor are key stakeholders. For example, it tailored profit-based solutions for
electricity supply in Ahmedabad's slums by altering the user fee, increasing business
volumes and bringing in government contribution. As a result, 200,000 slum households
today pay for electricity with the business house, Torrent Power, reporting a 30%
increase in profits. The Urban Resource Centers (URCs) of SAATH serve as conduits for
other service providers to reach the poor more efficiently. For example, companies like
Tata AIG may want to connect to slum residents for financial security products or the
government may need a centralized method of distributing voting cards. In the latter case,
the government paid Saath INR 10 per voter card distributed. The URCs also have a
steering committee with a station ward officer so the government and other important
stakeholders have a vested interest. SAATH runs inventive housing, health and education
and micro-finance solutions to ensure integrated social security systems to slum dwellers.
It has pioneered UMEED, an initiative that increases the employability of disadvantaged
urban youth through trainings in service skills, English language proficiency, and life
skills to manage wages and improve life. With an 80–85% placement rate, UMEED is
now being linked to the JN Urban Renewal Mission and will be scaled to reach 100,000
young people across Gujarat.

**The Impact** Saath serves some of the most marginalized groups in Ahmedabad. 85% of
the stakeholders are Dalits, with the second largest group being Muslim slum dwellers. It
has created access to basic services to 71,900 households and directly impacted 22,500
individuals. The transformative impact is clear. A new migrant visits the Urban Resource
Centre of SAATH to determine where he or she may start looking for employment and
shelter. The migrant can start learning employable skills through UMEED. Upon
employment, the stakeholder purchases a small housing unit with electricity, running
water, and sanitation for a small user fee. After collecting more earnings and
microfinance loans, residents purchase upgraded low income housing structures, develop
a savings mechanism or access capital for launching enterprises all this outside of the net
of exploitative money lenders. Thus, after a couple years of arrival, migrants or slum
residents have the financial mobility to go where they please. On a macro-level, the slum
residents have an increased self-esteem and pride in their neighbourhood.

**JANARTH**

**The Entrepreneur** Pravin Mahajan has applied 20 years of experience in grassroots
transformation to develop the Sakhar Shala initiative. He worked in different capacities in
organizations like OXFAM and Action Aid India before launching Janarth in 1986. In
1998, he set up a chain of agriculture service centres in partnership with farmers which
now report annual sales turnover of INR 10 million. In 1995, he pioneered an agri
commodity marketing initiative—the first successful effort in the Indian Civil Society
Sector. Pravin has also been engaged with the agro commodity processing sector since
The Organization
Janarth is innovating education solutions for children of distress seasonal migrants. Janarth reaches 12,000 children in seven districts of Maharashtra who migrate every year to sugarcane factories with their parents. Janarth's interventions cover the full cycle of migration, with 'Sakhar Shalas' or sugar schools at sugarcane factories and hostels in the villages from where families migrate. Recognizing that every year in Maharashtra alone, 650,000 families with 200,000 children migrate to sugarcane cooperatives, Janarth is lobbying the state government to develop incentives and schemes for their education, protection and rights.

The Innovation
Janarth was launched by Pravin Mahajan in 1989. The signature innovation of Janarth is the 'Sakhar Shalas' or sugar schools that run on the site of sugarcane factories. They operate for six months before marginal families return to their villages. Evaluations by education experts have given Sakhar Shalas high ratings on innovation, quality and the learning outcomes of students. Sakhar Shalas ensure one classroom and teacher for 25 students. They have laboratories and playgrounds and deliver learning that is relevant to the context of students. Janarth has been authorized by the state education department to ensure re-admission of students in their village schools upon their return. All schools are fitted with preprimary centres. 46% of students enrolled in Sakhar Shalas are girls. Through a Sakhar Shala scheme, sugarcane cooperatives receive financial incentives from the government to set up on-site sugar schools. Factories allot space and a labour officer to oversee the running of their schools. The factory education board is represented by parents, the district education officer and senior factory officials. Since migrant families are contracted by mukadams (contractors), they do not always return to the same factory every year. Children may end up at different Sakhar Shalas, or worse, not at any at all. Thus, Janarth is developing seasonal hostels in villages, to arrest the migration of children in the first place. Seasonal hostels are driven by village ownership. The infrastructure is provided by the village. Janarth recruits, trains and places caretakers and a cook. Each hostel caters to 30 students. Parents are discouraged from leaving livestock behind for children to attend. Hostelers co-manage their hostels and participate in a carefully aligned series of developmental activities, games and fun. Their time at the hostel leads to high academic performance, better health and sharp life skills. Empirical reports confirm that they perform better at school than day boarders. Increasingly, children of non-migrant families are signing up for the hostel activities to fill up their after-school hours. Linkages between the village hostel and the government schools are pushing the latter to be more quality driven and accountable. Janarth also leverages existing government schemes and lobbies state departments for new policies for children of migrant labourers. Advocacy with the government has yielded:

- A Sakhar Shala scheme—perhaps the first government provision for distress seasonal migrants in the country.
- Mid-day meal schemes for Sakhar Shalas and village hostels (typically, mid-day meal schemes are reserved only for schools under the Sarva Shiksha Abhiyan).
- A declaration by the State Education Minister to make Sakhar Shalas mandatory.
in all sugarcane factories.

- For the first time, the government of Maharashtra conducted a survey in 2006 to count potential child migrants in all districts of the state. The survey declared that 1,50,000 children of school going age (6–14 years) were at risk of distress migration every year.

**The Impact** Janarth has successfully turned the spotlight on seasonal distress migrant communities; communities that traditionally find no space in the government's planning agenda. 102 Sakhar Shalas are operational in 33 factories. Teaching is transacted through 480 teachers. Janarth runs 15 village hostels and plans to launch 80 more in 2007. Parents are now demanding contractors to be taken to factories with Sakhar Shalas—a demand that can be bypassed only at the risk of losing the labour force. More than 40,000 children have benefitted from this initiative. Janarth is now spreading its solutions to two other states in partnership with local organizations.

**Mann Deshi Mahila (MDM)**

**The Entrepreneur** An economist, farmer and activist, Chetna Gala Sinha was born in Mumbai. In the 1970s she was active in the Jayprakash Narayan student movement through which she worked intensively with rural and marginalized communities. After her marriage to a farmer and rights activist in the Mahaswad area, she decided to pursue a career in farming. This was when Chetna experienced, firsthand, the challenges of ruralwomen—lack of access to financial services leading to debt. The design and development of the MDMidea has emerged organically from her personal life trajectories. Chetna was awarded the 2005 Janakidevi Bajaj Puruskar for rural entrepreneurs and was selected for the first class of Yale University's World Fellows Program in 2002–03. In addition, she and Mann Deshi have received a clutch of awards like the Ashoka- Change makers Social Innovations award.

**The Organization** Mann Deshi Mahila (MDM) combines financial products, business development services and the formation of new social networks to help rural women entrepreneurs succeed. It has enabled more than 62,000 women to build assets, own property, forge market linkages and emerge as key developers of their local ecosystem. Chetna Gala Sinha is the founder and head of the Mann Deshi Mahila (MDM) group of social enterprises. The group comprises a bank (Mann Deshi Mahila Sahakari Bank—MDMSB), a not-for-profit (Mann Vikas Samajik Sanstha—MVSS) and a microfinance institution (Mann Deshi Mahila Bachat Gat Federation—MDMBGF). The three enterprises operate as independent entities. But taken together, they offer financial products, services and policy initiatives that interlock with each other to de-risk clients and set them up for success. 100% of MDM's clients are rural women with daily incomes of less than USD 1.5. More than 60% are traders and daily wage labourers. They live in the inaccessible, drought prone areas of Mahaswad in Maharashtra and North Karnataka.

**The Innovation** In 1997, Mann Deshi Mahila Sahakari Bank (MDMSB) won a hard-
Conclusion

The purpose of this article has been to identify common patterns across a small set of successful social entrepreneurship initiatives. The difference lies across the four cases in the three forms taken by the innovations. The characteristics of the three forms are — building local capacity, disseminating a package, and building a movement—are quite different. And, these patterns have not been identified as clearly in other studies of social entrepreneurship.
Also these sample cases are well established organizations to define social entrepreneurs in an entirely different way as catalysts for social transformation. It suggests that leaders of successful social innovations need two types of skills

- the capacity to bridge diverse stakeholder communities, and
- long term adaptive skills in response to changing circumstances.

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