

Khemka Forum on Social Entrepreneurship

...accelerating the business of social change



Indian School of Business, Hyderabad
6th & 7th December 2013

Convened by



Partners



KHEMKA FORUM ON SOCIAL ENTREPRENEURSHIP

6 & 7 DECEMBER 2013

The Khemka Forum on Social Entrepreneurship is a hub of India's most influential social entrepreneurs, thought leaders, philanthropists, investors, academics, government and media representatives who meet under a 'big tent' to collectively advance the agenda of social entrepreneurship in the country. The Forum facilitates rich dialogue and experience sharing around solutions for sustainable social impact.

This year, the overarching theme of the Khemka Forum was **the 3 C's of social entrepreneurship: Culture, Context and Collaboration**. We focused on exploring the factors that have impacted the growth of social enterprises in India – to understand the role that India's culture and contextual realities have played in developing these social businesses and the importance of collaborating and working together in an effort to make a sustainable, widespread impact on the people.

The Khemka Forum has been built on a strong partnership model and leading organisations lent their intellectual firepower to the Forum by holding panels in their respective areas of expertise. With the support of 13 partners, we were able to contribute to the growth of the social entrepreneurship ecosystem. This year also saw us welcome Start Up!, Socialstory, NASE, and CII-CESD. We are deeply appreciative of the continuing support of the Acumen, Centre for Emerging Market Solutions at the Indian School of Business, Dasra, IKP Centre for Technologies in Public Health, Intellectap and Impact Law Ventures.

The Forum agenda was designed to ensure a wide variety of topics that appealed to a large audience, and led to interesting thought provoking conversations, that will help move the discussions forward. The packed agenda included, an **Opening Plenary: Addressing Barriers in the Eco-System**; **9 sector specific sessions**: *Start Up's session on Social Enterprises in Conflict Zones, CII-CESD's session on New Approaches and Tools for Impact Measurement, NASE's session on Finding the Right Investor, Intellectap's session on Exploring Virtual Incubation Platforms, Intellectap's session on Common Action Platforms for Impact Investing, Nasscom Foundation's session on the Roles and Challenges of Social Innovation in India, Renewable Energy Working Group's session on Ecosystem Creation for Decentralized Renewable Energy, ICTPH's session on Designing an Integrated Healthcare Systems in Rural India and Dasra's session on Sanitation and Access to Toilets in Urban India*; and **3 consultancy clinics**: *Socialstory's session on Storytelling for Impact, Role of Data Analytics, and Impact Law Ventures session on*

Corporate Social Responsibility; and Acumen's closing plenary on Learning to Work With the Government. We were also joined by Devdutt Pattanaik, author and Chief Belief Officer of the Big Bazaar Future Group. We are grateful to have had him give our key note address, which he did on *the value of Belief in Business*. Each session was carefully planned with our partner organizations to ensure that the discussions were relevant, focused and most importantly current and cutting edge.

Leading voices from corporate and civil society, and Government institutions participated in the Forum. Speakers included Ashish Karamchandani, Executive Director, Monitor Deloitte; Keerthi Laal Kala, Office of Advisor to the Prime Minister, Usha K. Tarigopula, Deputy Director, Global Health Program, Bill and Melinda Gates Foundation; John Beed, Mission Director, USAID; Anil Sinha, Regional Head, Inclusive Business South Asia, International Finance Corporation; Dr Girija Vaidyanathan, Indian Administrative Service; Sweta Mangal, Co-Founder & CEO, Ziqitza Health Care Limited;



It is our belief that for the eco system to evolve, and for social entrepreneurship to grow and get mainstreamed, there needs to be open dialogue and cross pollination of ideas across sectors and disciplines. Therefore, we made a concentrated effort to reach out to a diverse group of people, and professionals and also worked with our partners to ensure that the session panels were representative of different perspectives and points of view.

OPENING REMARKS

Opening Remarks – Deepak Chandra, Deputy Dean, Indian School of Business; Don Mohanlal, President & CEO, The Nand & Jeet Khemka Foundation; Sriram Gopalakrishnan, Director, Marketing and Communications, Indian School of Business



The Khemka Forum 2013 was kicked off with opening remarks given by Deepak Chandra, Don Mohanlal and Sriram Gopalakrishnan. Mr. Chandra gave us an insight to the business of the day and highlighted some projections to ensure scaling for impact by ISB. He spoke of the Incubator program that ISB is working on, which is due to start in 2014. He also emphasized the importance of understanding and interpreting social needs and designing solutions in order to perfectly suit them. Mr. Gopalakrishnan spoke about the solid partnership between the Indian School of Business and The Nand & Jeet Khemka Foundation. He also gave the audience a brief insight into the way this partnership has developed and evolved over the years.

OPENING PLENARY

Panellists – Kavita N. Ramdas, Representative, Ford Foundation; Usha K. Tarigopula, Deputy Director, Global Health Program, Bill & Melinda Gates Foundation; Keerthi Laal Kala, Office of Advisor to the Prime Minister

Moderator – Ashish Karamchandani, Executive Director, Monitor Deloitte

The Opening plenary began with a thought provoking and challenging panel discussion titled “*Scaling for Impact, Addressing the Barriers in the*



Ecosystem.” The panel consisted of experienced and influential individuals, who challenged us with different perspectives on how to scale for impact. They x-rayed the social enterprise space outlining its challenges using the Monitor Inclusive Market (MIM).

Acknowledging the challenges most social enterprises face in trying to scale: Lack of resources/leadership; Lack of suitable labour; lack of demand or infrastructure; State policies or regulations that hinder growth; and Lack of security or adverse

environments, the panellists urged each entrepreneur to be open to channels and partnerships from other sectors, not just within the social enterprise ecosystem and its incubators. Simultaneously, challenging the status quo is a key to growth & improvement. Each of the panellists brought forward their inputs.

Ms. Ramdas emphasized that ecosystem is equal to building the field which means tackling the challenges within the poorest of the poor group in rural areas. She stressed the need to connect/partner with local NGOs and involve banks. She concluded by emphasizing the need for more innovations to bridge the poverty/class barriers.

Usha Tarigopula stated that monitoring is the key. She spoke about the ecosystem being a complex space with many practitioners, thus creating need for partnerships, evolving strategies, and constantly refined approaches to create an enabling environment. She also spoke of

the need for the latest methodologies in order to inform program implementation. Finally, she highlighted the need for human resource within the space.

Keerthi Laal Kala said “one can reach for the moon, but it starts with a step.” He emphasized the need to - enable and democratize growth, work with cottage and small business enterprises (Innovative cluster initiative), and leverage existing resources and facilitate collaboration by finding the local champions. Keerthi stated that ‘the ingredients exist but the recipe is missing.’

SOLDIERING ON: START UP!’S SESSION ON SOCIAL ENTERPRISES IN CONFLICT ZONES

Panellists – Vanita Vishwanath, CEO, Udyogini; Neichuta Duolo, CEO, Entrepreneurs Associates; Mrinalini Kher, Co-Founder, Yuva Parivartan

Moderator – Manisha Gupta, Founder and Director, Start Up!



Ravaged by continuous war and violence, conflict areas such as Kashmir, and the North East are looked upon by the outside world as 'no-go' areas; areas where development isn't possible until political stability is restored. As a result, these areas are plagued with poor economic opportunities and low levels of development. However, new breeds of social entrepreneurs are emerging who are questioning this stereotype, and venturing into these war torn areas.

This session was a highly interactive and inspirational session, where the speakers highlighted their struggles and shared stories of their journeys. It focused on the work done by these social enterprises towards creating value chains that provide substantial linkages and economic opportunities to those residing in these areas. The session also explored the contextual realities of these social enterprises, as well as the challenges they have faced as they scaled from one conflict zone to another.

Neichute Duolo shared with us his experience of working in Nagaland. An inspirational entrepreneur, he shared with the audience how his struggle started with him selling newspapers for a living. Ms. Kher spoke about issues surrounding security with regard to communities. She stated that if communities are approached and interacted with in a positive and open manner it results in change. It is when rapports are built with these communities that one can expect barriers to be broken and societies to be uplifted.



RE-EQUIPPING THE TOOL BOX: CII-CESD'S SESSION ON NEW APPROACHES AND TOOLS FOR IMPACT MEASUREMENT

Panellists – M S Sriram, Visiting Professor, IIM Bangalore; Harish Hande, Managing Director, SELCO India; P. Pradeep, Partner/ Executive Director, Aavishkaar

Moderator - Sachin Joshi, Director, CII-CESD



Impact investors are looking for ways to analyze and determine the effectiveness and impact of their investments. The desire for measurements is a worthy one yet because of the novelty of the concept as there is yet to be a standard for benchmarking the performance of social enterprise impact and worth. For for-profit businesses the measure is in terms of money and profit. For non-government organizations (NGO) the measurement, although still challenging, is refined and focused solely on mission completion and numbers of people within NGO programs. For social enterprises, and their investors, the measurements include both. This caveat makes it difficult to

analyze the effectiveness of Social Enterprises in the space. Investors want to see impact created yet want to see a return on their investment. Social Enterprises want to see problems solved and still want to see a profit or some means of sustainability. So do we need new evaluation tools? What do we measure? These are the issues and questions currently facing the impact measurement industry within social entrepreneurship. As such this was what was discussed during the seminar.

This panel was very candid and interactive, and all the panellists were able to interact with the audience based on their own experiences rather than mere theory. This made the discussion very informative and engaging. The panellists also agreed on a number of key points such as – Who said 22% return on investment (ROI) is sustainable? Who made western finance mainstream finance when it has not even reached 80% of the world's population? Impact investment firms must have practitioners in their management; Investors must be held accountable, we always hear about failed practitioners and not failed investors.

Additionally investors must not shine “reflective glory” on themselves. This term refers to the practice of investors taking credit for the work of their investees; and an Impact investment Council made of experienced practitioners, investors, and professors should be created to help standardize the process. Finally, one key point made was to be patient with the sector as social enterprise and its impact measures are still relatively young.

HITTING THE SWEET SPOT: NASE'S SESSION ON FINDING THE RIGHT INVESTOR

Panellists – Hardika Shah, Founder & CEO, Kinara Capital; Sudesh Menon, CEO, Waterlife; Sumita Ghose, Founder and Managing Director, Rangсутra

Moderator – Payal Randhawa, Executive Director, NASE



You have a great idea, or process that will help various communities at or close to the bottom of the pyramid, what do you do next? How do you gain attention and funding to make your idea or process a reality? Getting an investor is a good start but, not enough. You must have the *right* investor. Finding

the right investor is just as important. The right investor should understand the company story, and they should buy into the 'why' of what you're doing and work towards it.

This dynamic panel candidly shared their experiences in finding the right investor. They stated that many a time finding the investor(s) is a matter of finding the right network and connections. A good investor opens you up to other potential investors. Having deep pockets should not be the only criteria for an investor. Investees should put potential investors under scrutiny. They must have the courage to ask - What is their track record of success with other investments? What is the pedigree of the investor? Will working with them garner you more respect in your field or scepticism? Can they see your vision?

The panellists focused on maintaining a balance of power while trying to find the right investor. They advised that it is very important to be clear and up front in our terms with investors. Too many times we are so concerned with receiving investment that we give way too much in return. In order to adequately communicate our terms and companies. The biggest take away, to desires investees should clearly determine how we value our and courage to say NO!



balance of power while trying to find the right investor. They clear and up front in our terms with investors. Too many times investment that we give way too much in return. In order to desires investees should clearly determine how we value our which all panellists readily agreed to, was to have the strength

Concluding this session, Payal asked the panellists what they would say their rules of engagement are:

- Demand respect
- Learn legal terms, continuously educate yourself
- Do not lose sight of your goal, even if it takes time
- Be ready to negotiate with the investor
- Settle with an investor you are comfortable with
- Know what are your non-negotiable criteria

DEMOCRATIZING SOCIAL ENTERPRISE INCUBATION: INTELLECAP'S SESSION ON EXPLORING VIRTUAL INCUBATION PLATFORMS

Panellists – Stefanie Bauer, Project Manager and Advisor, Sustainable Economic Development India, GIZ; Sunita Singh, Sr. Director, National Entrepreneurship Network; Raj Janagam, Founder, UnLtd Hyderabad

Moderator – Raghavendra Badaskar, Manager, Intellectap



There is a critical need to innovate on existing start-up incubation structures in India. Of the 125 odd incubators in India today, only 2 to 3% are private. By the year 2012 only 1600 of these enterprises had graduated. In India, incubators and capacity builders currently turn away between 80 to 98% of the start-ups that apply to them without any support. To add to this challenge, nearly all incubation models in India are space driven and over 75% depend on grant funding for survival.

This session saw a collaborative effort between GIZ, DFID and Intellectap in order to explore virtual incubation. Through this interactive discussion, the panellists shared their early findings, and also the cultural and contextual challenges faced by them. They demonstrated and spoke extensively about the work they have completed until this point. The panellist of experts also actively engaged with the audience and encouraged them to share their feedback.

COLLABORATING FOR IMPACT: INTELLECAP'S SESSION ON COMMON ACTION PLATFORMS FOR IMPACT INVESTING

Panellists – Thomas Hyland, Founding Partner, Aspada Investment Advisors; Dr Jessica Seddon, Founder and Managing Director, Okapi Research; Professor Shamika Ravi, Indian School of Business; P Pradeep, Partner/ Executive Director, Aavishkaar; Stefanie Bauer, Project Manager and Advisor, GIZ

Moderator – Raghavendra Badaskar, Manager, Intellectap



The Impact investing industry in India is growing rapidly, the sector is witnessing sizeable capital flow, strong leadership and there is an increased focus on measuring the impact created by the capital. However, there is limited information on the India impact investing story, and there is also limited information on impact investing as an asset class. While the regulations acknowledge impact investing, the definition of impact investing as is at times incorrect, or ambiguous. Recognizing the need for an industry body, impact investors have setup the 'Indian Impact Investors Council' (IIIC).

This session discussed the need for collaboration in setting-up an impact investing specific industry body. The panellists highlighted the role the council must play in building the brand of Indian impact investing, and most importantly in developing frameworks for impact measurement.

THINKING OUT OF THE BOX: NASSCOM FOUNDATION'S SESSION ON THE ROLES AND CHALLENGES OF SOCIAL INNOVATION IN INDIA

Panellists – Beas Dev Ralhan, Co-Founder & CEO, Next Education Pvt. Ltd; Dr. Rangan Varadan, Founder, Micrograam; Sweta Mangal, Co-Founder & CEO, Ziqitza Health Care Limited

Moderator – Deena Harapanahalli, Country Head, Invesco



For many years in India, innovation has been part of the culture.

In recent times, many enterprises and entrepreneurs have attempted to provide a more organized structure to this thought process. Social innovation – a new and unique way of combining existing and new resources to create solutions to address social issues, is the new way to bring about inclusive growth. Social innovation is growing, with many start-ups that are looking at serving BoP customers. However, the road to entrepreneurship still remains fraught with problems - of financing, taking a product to market and competing with traditional enterprise.

This session was attended by successful social entrepreneurs from the NASSCOM Social Innovation Honours Community. With a focus on innovation, this session brought forth discussions on the kind of enabling environment required for innovations to play a larger role in business, especially those aimed at non-traditional markets. It also facilitated discussions on the role of technology in social innovations and also the importance of an enabling environment required for socially impactful projects to thrive. It addressed how existing businesses are looking at new operating models to service new markets and in turn impact education, health, financial or other services for low income communities.

ENERGISING LIVES: RENEWABLE ENERGY WORKING GROUP'S SESSION ON ECOSYSTEM CREATION FOR DECENTRALIZED RENEWABLE ENERGY

Panellists – Rustam Sengupta, Founder & CEO, Boond; Thomas Pullenkav, Sr Advisor (Energy), Villgro Innovations Foundation; Sitaramachandra Machiraju, Senior Rural Development Specialist, World Bank

Moderator – Hari Natarajan, Senior Technical Expert, Renewable Energy Component, Indo German Energy Programme (IGEN- RE), GIZ



India is the fifth largest generator of power yet a third of the country does not have access to electricity. This panel intended to provide insights to decentralizing renewable energies to be more accessible to citizens across India.

A growing concern mentioned during the talk was the need for creation of public and private partnerships focused on making energy accessible for all. Enterprises that can connect energy and livelihood improvement will be well positioned to move ahead in the future. Most energy needs are off

grid and partnering with tribal development funds will be vital in connecting rural areas with energy. There is also the need for energy financing to assist in the growth of energy start-ups.

In fact financing seemed to be a key takeaway from the panel. There is a need for a process to be created that fostered the creation and growth of energy/livelihood focused organizations. This can only come through the collaboration of government-private industry and community. An ecosystem must be built around energy and livelihood needs in rural areas. Only then will a sufficient number of entrepreneurs invest in the energy needs of rural areas.

CONTINUUM OF CARE: ICTPH'S SESSION ON DESIGNING AN INTEGRATED HEALTHCARE SYSTEMS IN RURAL INDIA

Panellists – Arun Varma, Group Head (Health Initiatives), IL&FS; Ankur Puri, McKinsey & Company Inc; Dr Santanu Chattopadhyay, Founder & CEO, NationWide Primary Healthcare Services; Dr Girija Vaidyanathan, Indian Administrative Service (1981)

Moderator – Zeena Johar, President, IKP Centre for Technologies in Public Health



India's healthcare is crippled; 70% of its population resides in rural areas, while 70% of its medical infrastructure is available only in urban centres. India needs 1.2 million doctors, but has only 400,000 qualified physicians. As a result, 600,000 villages have almost no basic healthcare available. In light of this, this session brought together a number of experts in this field to define "healthcare links" enabled through technology, skilled workforce, financial incentives, and management principles to drive 'outcome driven' behaviour within the payer and provider

community. The session was very well received.

Dr Girija Vaidyanathan, initiated the discussion with the introduction of the 5 A's important in Healthcare. They are - Affordable, Available, Acceptable, Accountable, and Assured Quality. She shared experiences primarily from Tamil Nadu. She highlighted that the Emergency Medical services, which have completed 5 years of operation, have revolutionized the emergency response in the State having a far reaching impact.

Dr Santanu Chattopadhyay described his initiative - Nation Wide Healthcare Services, set up to develop a robust Primary Healthcare system for India. His aim is to bridge the gap between fragmented General Practitioner (GP) services and highly expensive super-specialist hospital care, by providing a single point of care for everyday healthcare needs. The number of General Practitioners are increasing in the country and

there is no career progression for the doctor unless he/she completes a specialization where the seats are fewer than the aspirants. Nation-wide hospital provides on job training and Continued Medical Education (CME) in primary care.

Arun Verma, stated that as the population of India is so large, large scale initiatives are the only way to reach maximum population to have a sizable impact. The people in India, particularly in rural and remote areas are found struggling to access timely medical treatment. The region of the country is characterized by densely populated communities spread over vast distances, there is a lack of qualified personnel in certain sectors of the health service. Telemedicine is timely to serve rural populations, or people who are geographically dispersed, where time and the cost of travel make access to the best medical care difficult.

After sharing each one's experience and understanding the valuable input provided by each, the conclusion drawn from this session was that to reach the entire length and breadth of the country, the best way forward will be collaborative efforts between the government and private partnerships, with total responsibility in the hands of the government.

Squatting Rights: Dasra's session on Sanitation and Access to Toilets in Urban India

Panellists – Pratima Joshi, Founding Member, Shelter Associates; Rajeev Kher, Founder, 3S India; Rati Forbes, Director, Forbes Marshall Ltd; Dr Nipun Vinayak, Deputy Secretary, Government of India

Moderator – Pakzan Dastoor, Advisory Research, Dasra



This session started with a bang – India has more than four times the mobile phone connections than toilets. This illustrates the lack of necessary toilets in the country. Furthermore it was added that more than 60% of India's population defecate in the open. To compound the problem further, of the Government toilets that have been built not even 20% of those are currently in use.

This is especially true for urban India. The growing slum population and the lack of adequate sanitation force over 50 million men, women and children to defecate in the open every day. The poor bear the worst consequences of inadequate sanitation in the form of ailing children, uneducated girls and unproductive people, making these populations even more vulnerable and costing India 6.4% of its GDP. For women this issue is part of their daily struggle. For them the only

available time to defecate is either before the sun rises or after the sun sets. Waiting for nightfall, a practice adopted by these women has serious side effects like increasing chances of contracting urinary tract infections, chronic constipation and psychological stress. During pregnancy and postnatal recovery, it creates even more complications.

Pratima Joshi, founder of Shelter Associates, spoke about the work she does in order to provide holistic citywide planning by using GIS technology and satellite imagery to collect detailed spatial information about informal settlements. They have also conducted in-depth primary research and analysis which influences government planning policy. Dr Nipun Vinayak, Municipal commissioner Nanded voiced his opinion asserting that collaboration between communities & NGOs is very important. He emphasized the role of competition as a tool to motivate the communities. During the Ganpati festival, awards to be given were declared at the zonal and city level, based on the sanitation work done by Ganesh mandals, and it included actual sanitation behaviour, involvement of women & children, and the use of innovative ways to bring awareness. Rajeev Kher, founder of 3S India, highlighted the importance of portable toilets used in exhibition spaces and in remote areas. In his experience, people are ready to pay half a rupee for a neat and clean toilet, rather than pay nothing for a dirty one.

The session was a highly interactive one, with the audience and panellists engaging in elaborate debates and discussions. The audience also contributed to the session, providing their opinions, suggestions and inputs.

ANALYZE THIS: ROLE OF DATA ANALYTICS IN SOCIAL ENTREPRENEURSHIP

Panellists – Bhaswati Ramanujam, Head of Delivery, Nabler and Santosh Bhat, Lead, Digital Sales, (24)7 Inc



The panel opened with the presenters stating that—‘this session is not to convince you of the benefits of using data and analytics, we are sure of that you are convinced.’ The panellists spoke about how they understood that today’s media constantly reminded us of the power of big data and analytics, so instead they chosen to spend their time demonstrating some of these analytical methods that can be utilized in harnessing big data.

From that point forward the presenters were true to their word. The entirety of session was





devoted to a whirlwind statistics for business lessons touching on easily more than a university semester's worth of material. From a basic overview of descriptive statistics such as means and standard deviations, to analyzing the customer life cycle, to effective customer segmentation via cluster analysis, to aggregate sales forecasting via linear regression, to forecasting whether an individual customer will purchase or not via logistic regression, the audience was exposed to a robust array of applications of analytics in business.

Overall the session was a valiant effort to give a wide variety of valuable insights in the application of analytics in social enterprise to a novice audience. The core objective was achieved; and it is likely that audience members left with a heightened understanding of the sort of questions that can be answered with statistical tools.

WEAVING A TELLING TALE

Panellists – Nelson Vinod Moses, Editor, Socialstory



Whether it is attracting attention of investors or acquiring the best talent hinges on our ability to craft and effectively communicate our story of what we do and why we do it. Everyone has a story. We tell stories intuitively, and it is through them that movements are made and companies are built. In truth stories help break through the noise.

Nelson Vinod Moses of Socialstory conducted this consultancy clinic with the aim to help us understand the need for stories, the impact we can create when a story is told right, how to weave stories for different folks, whether it be for a grant, to attract talent, or even to reach an investor. He also captured and portrayed to us how to create an infinite engagement such that the story never stops.

stops.

Keeping the audience engaged, he spoke of using various social media networks, and the benefits that can come of this. Consistently answering questions from the audience, he emphasized that the story should always include the question “why should I care?” Keeping this in

mind as the end goal, a story that is well crafted can always answer this. Nelson also highlighted the elements that make a great story, as well as the five ways to structure a great story:

Five recommended elements of a great story:

1. Riveting Plot
2. Definitive Setting
3. Arresting Style
4. Colorful Characters
5. Key Theme or Takeaway

Five points to structure a great story:

1. Interest & Intrigue
2. Engaging and evoking emotion
3. Conflicting – stirs up a conundrum
4. Resolve – point to a solution to the issue
5. Share this solution – how to become part of the solution

KEYNOTE ADDRESS – THE INDIAN WAY, THE VALUE OF BELIEF IN BUSINESS

Speaker – Devdutt Pattanaik, Author and Chief Belief Officer, Big Bazaar Future Group



Mr. Devdutt Pattanaik is the author of *Business Sutra: A very Indian approach to management*. Trained as a medical doctor, he worked for 14 years in the pharmaceutical and healthcare industry before becoming business advisor in Ernst & Young. He then turned his hobby and passion into his profession to become Chief Belief Officer for Big Bazaar Future Group.

Mr. Pattanaik spoke about the importance of stories. He emphasized that stories are more important than we give them credit for. Stories build what we believe, belief shapes behaviour and behaviour shapes business, this is the mantra that has swept the nation. Mr. Pattanaik's speech was short and sweet. It was a very abstract discussion on the above, the simple concept that what we believe is of the utmost importance. In fact it is the foundation for what we do. This talk concerned a side business that is often unexplored. Business is comprised of many analytical people who use logic as a means of solving issues at hand. As such intuition and abstract thought is not sought after or used nearly as much as it should. According to Mr. Pattanaik there are hidden forces at work that influence what we do and why we do. On subatomic levels there are things that go on that our logical mind cannot explain and to this he focused his talk.

He spoke of how mythology, meditation and perspective are mechanisms that formulate thought and refresh your mind. Our belief system is constantly forming and maturing. It is important to refresh our minds and keep them energized and not bogged down with all concerns of life. One key perspective to hold on to is understanding that every thought and perspective is subjective. Whether we agree or not, what I hold as true is true to me and what you hold as true is true to you. Sometimes others' experiences are not wrong, but are different. Recognizing that each of us has things we are dealing with, and therefore dealing with your shortcomings before pointing out that of others. Fix yourself first. Recognize what troubles you what keeps you from being the individual you thrive to be.

CLOSING PLENARY: DR.PPP... ACUMEN'S SESSION ON LEARNING TO WORK WITH THE GOVERNMENT

Speakers: John Beed, Mission Director, USAID; Anurag Agarwal, CEO, Intellectap; Sushil Ramola, MD & CEO, B-Able; Anil Sinha, Regional Head, Inclusive Business South Asia, International Finance Corporation;



Moderator: Ankur Shah, Head of Sector Strategies & Education Portfolio Lead, Acumen Dubai

India, with its billion people and myriad variations of issues and difficulties that come along with it, is a hub for socially focused enterprises. Many of them focus on sweet spot

areas that the government has yet to effectively reach. Just as the forum began, it closed with a panel discussion full of esteemed individuals in the development and social enterprise world. There was more than a half a century of experience at the stage in the space and their words were well heeded.

Each of the individuals agreed that government could be a major support if leveraged correctly. The government can be a valuable partner in scaling social solution and can tap into networks that are generally hard to reach, especially when it comes to the bottom of the pyramid population. Currently there are organizations working to build the collaborative means of working with the government, but they are few and could use more numbers in their effort.

The talking points of the panellists were spoken with knowledge of the situation and a sincere belief that the government can do good and accomplish a lot if done with the right process. Working with the government is lucrative because of its capability to reach a large mass of people, but the time it can take to proceed with initiatives or the restrictions made once working with the government can be limiting. Either way it is a process that needs to be streamlined and made more accessible for the social enterprise space.

SPECIAL ADDRESS

Uday Nabha Khemka, Managing Trustee, Nand & Jeet Khemka Foundation



Mr. Khemka addressed the audience with an inspiring talk. After graciously thanking Mr. Don Mohanlal, CEO & President, The Nand & Jeet Khemka Foundation and Mrs. Maria Angelica Vargas, Director Economic Development, The Nabha Foundation, Mr. Khemka went on to deliver a dynamic speech that embodied the notion of Fullness. He emphasized that every individual must try at some point in their life to achieve fullness. Citing experiences from his student days at Cambridge and Harvard, he illustrated how it is fullness and not hunger at the end of the day that helps an individual achieve true happiness, and it is also this fullness that drives a human being to achieve their goals in life.

PARTNER AND SUPPORTER PROFILES

ACUMEN

Acumen is a not-for-profit working to change the way the world tackles poverty by investing in companies, leaders and ideas. The organization invests patient capital in business models that deliver critical goods and services to the world's poor, improving the lives of millions. Since 2001, Acumen has invested more than \$83 million in 73 companies across South Asia, Africa and Latin America. It is also working to build a global community of emerging leaders that believe in creating a more inclusive world through the tools of both business and philanthropy. For more information, please visit www.acumen.org

CENTRE FOR EMERGING MARKETS SOLUTIONS, ISB

The Centre for Emerging Markets Solutions (CEMS) has been set up as an inter-disciplinary research centre at the Indian School of Business (ISB) with the explicit mandate to investigate issues related to rapid and unequal economic growth leading to economic and political disparities. CEMS has been set up with the conviction that market-based solutions exist for a large number of the developing world's problems, as long as new products and services are developed, proof-of-concept demonstrated, and capital is made available from a variety of sources. CEMS promotes the idea that the next 800 million in India and 4 billion globally be seen not as a burden but as a great opportunity. For more information, visit blogs.isb.edu/cems/

CII

The Confederation of Indian Industry (CII) works to create and sustain an environment conducive to the development of India, partnering industry, Government, and civil society, through advisory and consultative processes.

CII is a non-government, not-for-profit, industry-led and industry-managed organisation, playing a proactive role in India's development process. Founded over 118 years ago, India's premier business association has over 7100 members, from the private as well as public sectors, including SMEs and MNCs, and an indirect membership of over 90,000 enterprises from around 257 national and regional sectoral industry bodies. For more information, please visit www.cii.in

CII-ITC CENTRE OF EXCELLENCE FOR SUSTAINABLE DEVELOPMENT

A pioneering effort by CII, the CII-ITC Centre of Excellence for Sustainable Development is an institution that creates a conducive, enabling climate for Indian businesses to pursue sustainability goals. It creates awareness, promotes thought leadership, and builds capacity to achieve sustainability across a broad spectrum of issues.

The Centre is the fountainhead of ideas and practices to promote sustainability. It enables Indian businesses become sustainable, and channels the potential of Indian industry to power India's agenda for inclusive growth and sustainable development. For more information, please visit www.sustainabledevelopment.in

DASRA

Founded in 1999, Dasra, which means 'enlightened giving' in Sanskrit, has grown to become India's leading strategic philanthropy foundation. Dasra's success lies in its unique ability to bring together the two crucial stakeholders in catalysing social change: social entrepreneurs who deliver change on the field and philanthropists who enable change through knowledge, funding and networks. Over the past 13 years, Dasra has strengthened the growth plans of more than 200 successful non-profits and social businesses, engaged with and educated over 250 philanthropists on strategic philanthropy, enabled over USD 15 million funding to social entrepreneurs and published 8 research reports in education, health and livelihoods. For more information, visit www.dasra.org

IKP CENTRE FOR TECHNOLOGIES IN PUBLIC HEALTH

An action-research organization, IKP Centre for Technologies in Public Health (ICTPH), aims to demonstrate sustainable and scalable models of healthcare delivery in rural India, through a combination of community level monitoring and provision of continuous care. At the core of ICTPH's sustainable model of 'pro-active' healthcare delivery is a community-based, physician staffed healthcare centre, assisted by a village based Health Extension Worker, which provides a broad range of healthcare services at the primary level. In collaboration with Sughavazhvu Healthcare, ICTPH has rolled out its healthcare delivery model to field-test it and to eventually demonstrate its effectiveness in a rural Indian context. For more information, visit www.ictph.org.in

IMPACT LAW VENTURES

Impact Law Ventures is a mission-driven, start-up law practice based in New Delhi and Mumbai, Maharashtra, India and founded in early 2011 for providing affordable access to legal counsel benefitting start-ups, small and growing businesses, social business enterprises, impact

investors and non-profit organizations. Its boutique service offerings are primarily at the intersection of start-up, sustainable development, social enterprise and impact investment sectors, designed to help clients wade through laws that were not originally designed with them in mind.

INDIAN SCHOOL OF BUSINESS

The Indian School of Business evolved from the need for a world-class business school in Asia. Its founders – some of the best minds from the corporate and academic worlds – visualised the leadership needs of emerging Asian economies. They recognised that the rapidly changing business landscape would require young leaders with an understanding of evolving economies, but also with a global perspective. The ISB is committed to its role in creating such leaders through its innovative programmes, outstanding faculty and thought leadership. Funded entirely by private corporations, foundations and individuals from around the world, who believe in its vision, the ISB was conceived as a not-for-profit organisation.

INTELLECAP

Intellectap is a pioneer in providing innovative business solutions that help build and scale profitable and sustainable enterprises dedicated to social and environmental change. The Company's unique positioning at the intersection of social and commercial business sectors allows it to attract and nurture intellectual capital that combines the business training of the commercial world with the passion and commitment of the social world to shape distinctive solutions. Intellectap was founded in 2002 and has more than 100 employees. Intellectap has worked with more than 60 clients on over 250 engagements across 15 countries. For more information, please visit www.intellectap.com

NASSCOM FOUNDATION

NASSCOM Foundation is driving technology for good. The Foundation aims to leverage the capabilities of IT-BPM member companies of NASSCOM along with emerging social enterprises to meet the technology needs of NGOs and underserved communities across India with continuous support from the Government.

The mission of NASSCOM Foundation is *“To mainstream Responsible Business, promote and develop Social and Environmental Solutions, build capacities of individuals and organizations to achieve these, and influence Policy Making & create Thought Leadership, using the capacities and competencies of the ecosystem of the IT-BPM industry in India”*.

The NASSCOM Social Innovation Honours (NSIH), one of the Foundation's ten programs, annually identifies and recognizes projects that use Information and Communications Technology (ICT) innovatively to create positive social impact. For more information, visit www.nasscomfoundation.org

THE NATIONAL ASSOCIATION OF SOCIAL ENTERPRISES (NASE)

The National Association of Social Enterprises, India (NASE) is a non-political voluntary organisation. Established by some of India's leading social entrepreneurs its mission is to function as an industry association for the rapidly growing social entrepreneurship sector. Envisaged as a membership driven organisation, it aims to maintain an ecosystem that enables members to scale and sustain their ventures. Its services include building a network of advisors and mentors; creating networks and platforms towards peer learning and providing shared services to its members. In time, NASE will also advocate with the Government and related bodies to influence favourable regulatory environment and incentives for the sector, set standards and guidelines for value based corporate governance and promote education and creation of an accreditation system that will become the industry standard for Social Enterprises across the country. For more information, please visit www.nase.org

SOCIALSTORY

SocialStory combines company and entrepreneur profiles, with expert opinions and relevant news from the social entrepreneurship space. The overall objective is that of communicating the powerful impact of social ventures to a wide audience.

SocialStory is part of YourStory Media: a digital media company established in 2008 and headquartered in Bangalore with a combined traffic rank among the top 500 websites in India and social media reach of 4 Million per day. YourStory recently launched HerStory, a property that focuses on stories of women social entrepreneurs.

In recognition of its work, SocialStory won the \$113k Impact Economy Innovations Fund grant from The Rockefeller Foundation, Omidyar Network and Dasra, in May this year. For more information, please visit social.yourstory.com

SANKALP FORUM

Sankalp Forum, an Intellectap initiative, recognizes and supports innovative, sustainable, high impact social enterprises. Sankalp builds an enabling ecosystem for early-stage businesses, channels impact investments, and engages over 11,000 stakeholders globally through

collaborative year-round initiatives. The Forum also mobilizes a community of entrepreneurs, investors, enablers and policy-makers to encourage innovation, facilitate scalability, and drive consensus on matters that aid social enterprise development.

Sankalp's Annual Summit is the largest social enterprise focused gathering in the world, and in 2013, it partnered with Unconvention to become the Sankalp Unconvention Summit. The Summit brings together more than 1,000 delegates, thought leaders, industry experts, policy makers from around the world to voice, discuss, debate issues, trends and solutions that aid social enterprise development. For more information, please visit www.sankalpforum.com