

Successful Social Entrepreneur



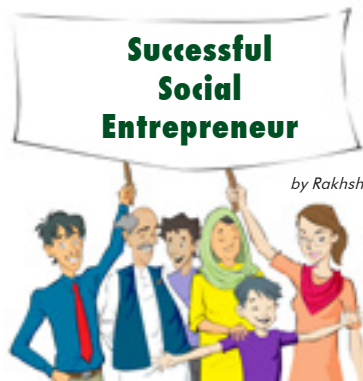
Heart and Head together



Dr. Rakhshinda Perveen

The EFN Business Leader

The EFN Business Leader



by Rakshinda Perveen

Impressum

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Published by

Economic Freedom Network Pakistan (EFN)
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44000 Islamabad – Pakistan
info@efn.net.pk – www.efn.net.pk

Supported by

Friedrich-Naumann-Stiftung für die Freiheit (FNF),
Islamabad – Pakistan
pakistan@fnst.org – www.pakistan.fnst.org

ISBN

print 978-969-629-101-5
pdf 978-969-629-102-2
epub 978-969-629-103-9
mobi 978-969-629-104-6
audio 978-969-6290-105-3

Print: Pictorial Printers, Islamabad

Layout: FNF Pakistan

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We welcome further dissemination under due acknowledgement of author and organisation.

**Dedicated to the Youth of Pakistan
– bringing out its full potential
in a free market economy**

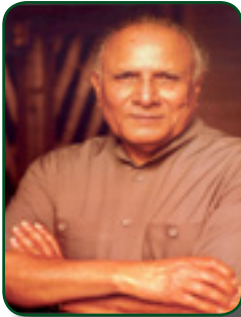
Table of Contents

Message by Shoaib Sultan Khan	9
Author's note	10
1. A basic understanding	14
The History of the future	14
Is there any definition of Social Entrepreneurship?	18
Why "Social" Entrepreneur?	22
2. Frequently Asked Questions	28
What is a social entrepreneur?	28
What is Civic Entrepreneurship?	29
What is the difference between Social Entrepreneur and Citizen Sector?	30
3. Sketches of five Pakistani Social Entrepreneurs	42
Dr. Akhtar Hameed Khan – Hero of the Poor	43
Omar Asghar Khan – The Pride and Jewel of Civil Society	45
Izhar Awan–the unsung hero	49
Abdur Rauf Khalid – the Magician, the magnet, the crowd puller	51
Saima Ammar– her name is courage and beauty	54
4. The Tipping Zone	57
Why did you choose to become a social entrepreneur?	58
Does social entrepreneurship strengthen free market economy?	61
5. How to become a Successful Entrepreneur?	64
Business Plan	64

NGOs & Registration	69	
Reporting requirements for non profits	71	
Funding	72	
Seeing is believing – look at the face of success		74

Message by Shoaib Sultan Khan

Sharing Rural Support Programmes Experience with Young Social Entrepreneurs



The core assumption of the philosophy of Rural Support Programmes (RSPs) in Pakistan is that there is a tremendous willingness amongst the people to help themselves.

To achieve this, a Social Enterprise/Support Mechanism is required that can ensure the provision of Social Guidance to the people. Provision of

Social Guidance is vital, as my experience of working with the communities at grass root level has taught me that they have to learn to organize themselves, enhance their skills and expand their collective and individual resource base. This cannot be achieved without the process of Social Guidance. This process helps a Social Entrepreneur to find out what people really want to do themselves and to assess whether whatever they want to do is possible while keeping in view the resource constraints. If it seems that the identified activity is practical, then a Social Enterprise may extend its assistance to the community in arranging the desired resources for overcoming those constraints.

Shoaib Sultan Khan

Renowned Social Entrepreneur, Chair Rural Support Programmes Network, Pakistan & Senior Ashoka Fellow

Author's note

When someone said to Socrates, Hector was courageous, he asked "Define Courage", (he should have asked), "tell me Hector's story."

Hannah Arendt¹

My own story

Around 18 years back I² made transitions from clinical medicine to public health as well as from a relatively shy, camera-conscious and mirror-scared girl to a TV anchor for live morning shows on TV. Simultaneously, I turned from a "good eastern" girl to a strong "non-conventional" divorced mother who was determined to pay the price of empowerment. At that time I had no academic knowledge about entrepreneurship, gender and free market economy. Yet, I had some advantages of belonging to an urban middle class educated family. I grew up hearing stories³ of the legends Agha Hasan Abidi and Dr. Akhter Hameed Khan. Philanthropy, charity, voluntary services, civic responsibilities and empathy were transferred attributes. However, business and making money were not in the family radar and my "tilt for transforming lives with better material resources" was not encouraged at family



level and considered of any intellectual and moral value.

At times my multiple interests, my juggling with several ideas and diverse experiences used to confuse me for a while “What am I doing? What is this? How should I introduce myself?” This confusion used to translate into agony whenever I was introduced as “social worker” by well wishers and somebody who is not focused or who failed to continue with medical profession in a strait-laced clinical setting by the critics.

My introduction to Ashoka and later on induction as a fellow rescued me and I started understanding, or more aptly attempting to understand, the whole spectrum of civic entrepreneurship⁴, which is nowadays known as social entrepreneurship. The indicators of growth and decline patterns of this industry are different (and difficult to measure as well) from the corporate world. Broadly speaking, mushrooming of NGOs, growing misperceptions about NGOs, corporatization of NGOs and convenience of forgetting relevant Pakistani social development issues and lack of pro-poor fiscal policies are indicators of decline patterns. Newly gained attention of Social sector/development NGOs by the media and youth are indicators of growth patterns. This Industry is more accessible. One major challenge: most misunderstood and least understood industry in terms of its relevance to the national development including economy.

I have looked at the subject as a student of life and practitioner of social entrepreneurship. The objectives

are to inform and inspire my readers. It is expected that serious readers will raise more questions, look into the issues in Pakistani perspectives that include poor governance, gender discrimination, social injustice and receding economies. The intended readers are the young and aspiring social entrepreneurs in Pakistan who did not get an opportunity to learn academic knowledge and skills and are entering the industry or are already into it and feel the absence of survival tools. This however, by no means, is an alternative to recommended academic readings, bestseller practitioners' guides and high profile skill based training on the subject.

About the book

My years of experience of working, first as the youth leader, and then as mentor across Pakistan, has taught me that solutions to most burning issues of today's youth, i.e. unemployment (that is revealed) and urge to get an identity (that is somewhat concealed) is social entrepreneurship. Social entrepreneurship can lead to strengthening of economic freedom/free market economy, provided certain conditions are fulfilled. Thus, many young, passionate and talented members of the society emerge as leaders in non-profits and business. Something tangible like a research-based publication or training program should offer support to the interested youth of Pakistan. This guidebook in the series EFN Business Consultant for Success dares this attempt. Being aware of the constraints, the chances for Pakistan as well as Pakistan's justify this try.

The book contains data and information based on desk review, primary research and author's own experiences and observations. The author has tried her best not to draw conclusions and dictate messages. It is open to the inferences and impressions of the readers. It is organized into five chapters. The first chapter reflects on the basic concept –the civic or social entrepreneurship. The second chapter has compiled some essential frequently asked questions. The third chapter which is not only a tribute to five Pakistani social entrepreneurs but a brief description of their lives and works as well, may help the aspiring and emerging social entrepreneurs in relating themselves and/or act through inspired actions. The fourth contains an assemblage: established social leaders, youth mentors and social entrepreneurs. The final chapter contains practical guide and some tips, quotes, lessons learnt and an interview of a successful social entrepreneur of Pakistan. The appendices in the book consist of an inventory of some useful web sites, books and resources.

1. A basic understanding

The History of the future

Civic entrepreneurship is the history of future. ⁵

Civic or social entrepreneurship as it eventually got popular with this term is a concept that is seen as instrument of change in policies and economies across the regions in this uneven corporatized world.

There was a time when world was bigger, less populated, weakly connected, obviously warrior and exclusive in leadership. Then evolved a time when our world, though still divided by economies and ethnicities, became a global village of seven billion, intensively connected, obviously focusing on peace and subtly engaged in wars of all forms and inclusive in leadership. This last trait has not become a characteristic in the political arenas but in citizen sector or civic sector also known as non-profit sector.

In the late twentieth century, social entrepreneurship experienced its greatest growth as one of the alternatives to government and traditional social programs

for helping the poor and disadvantaged in countries throughout the world. In the last decades of the twentieth century, many of the world's nations began to abandon government-controlled economies in favour of free market economic systems. In several countries, the change led to an increased number of entrepreneurs and new businesses. A parallel movement during this period was the growing number of non-governmental organisations, or NGOs. While NGOs are not a new concept, their recent growth occurred because of a belief that neither government nor the traditional private sector could solve all economic or social problems.⁶

In "The age of the civic entrepreneur: Restoring civil society and building economic community"⁷the author team⁸ noted that across America, "a new type of leader is building communities" for a new economy. Civic entrepreneurs are helping communities collaborate to compete in the information age. Coming from all walks of life, civic entrepreneurs are a new generation of leaders who forge new, powerfully productive linkages at the intersection of business, government, education, and community. They have much to teach us about building vital, resilient economic communities in turbulent times and, in the process, restoring civil society from the grassroots.

Nicholls (2007) has examined "Social Entrepreneurship", a term that has come to be applied to the activities of grass-roots activists, NGOs, policy makers, international institutions, and corporations, amongst others, which address a range of social issues in in-

Who Are the Civic Entrepreneurs?'

Civic entrepreneurs help communities collaborate to develop and organize their economic assets and to build productive, resilient relationships across the public, private, and civil sectors. They forge the ties that bind economy and community for their mutual benefit.

They provide continuity to work on tough issues and continue working over time.

How do you know a civic entrepreneur when you see one? Civic entrepreneurs have five common traits:

They see opportunity in the new economy, possess an entrepreneurial personality, provide collaborative leadership to connect the economy and the community, are motivated by broad, enlightened, long-term interests, and work in teams, playing complementary roles.

Civic entrepreneurs can come from business or government, from education or other community sectors. They come from many segments of society and many walks of life. Anybody can be a civic entrepreneur as long as he or she demonstrates these five traits. Civic entrepreneurs understand the new economic realities and are compelled to act on an optimistic vision of how their community can be successful in the next-century world. They believe the new economy--global, complex, and fast-changing – can provide unprecedented opportunity for people, places, and organisations.

Civic entrepreneurs take their regional economy – its opportunities and needs – as a starting point and help communities make positive choices about their future, building the relationships and specialized resources for success. Civic entrepreneurs share some traits of the classic business entrepreneur. People of vision, they see possibilities and work creatively and persistently to make possibilities real. In contrast to bureaucrats, civic entrepreneurs always instinctively find reasons why things can happen, as opposed to focusing on reasons why they cannot. In contrast to idealists, civic entrepreneurs are challenged by the "how-to" questions and delight in getting results.

novative and creative ways in “Social Entrepreneurship: New Models of Sustainable Social Change”¹⁰.

In “How to Change the World”¹¹ David Bornstein has shown how the concept of social entrepreneurship has expanded and unfolded over the last few years, including the charity partnership of Bill Gates and Warren Buffet, the rise of Google, and the increased mainstream coverage of the subject. In his second book¹², Bornstein shifted the focus from the profiles of successful social innovators in that book – and teams with Susan Davis, a founding board member of the Grameen Foundation – to offer the first general overview of social entrepreneurship. The authors mapped out social entrepreneurship in its broadest terms as well as in its particulars. Unlike the typical top-down, model-based approach to solving problems employed by the World

Bank and other large fiscal institutions, social entrepreneurs work through a process of iterative learning – learning by doing – working with communities to find unique, local solutions to unique, local problems.

Is there any definition of Social Entrepreneurship?

To date there is no universally agreed definition of social entrepreneurship¹³. Some selected definitions are as follows:

- Not all managers, inventors or innovators are entrepreneurs¹⁴
- Unless a non-profit organization is generating earned revenue from its activities, it is not acting in an entrepreneurial manner. It may be doing good and wonderful things, creating new and vibrant programs: But it is innovative, not entrepreneurial¹⁵.
- Social entrepreneurship is a concept that has captured the imagination of many researchers and policy-makers in recent years. Social entrepreneurship suggests that entrepreneurship may be aimed at benefiting society rather than merely maximizing individual profits. It appears to promise an altruistic form of capitalism that does not evaluate all human activities in business terms. It enables a bridge to be built between enterprise and benevolence¹⁶.

- Social entrepreneurship can be defined as “the creation of a social value that is produced in collaboration with people and organisations from the civil society who are engaged in social innovations that usually imply an economic activity”

This definition is based upon four criteria: social value, civil society, innovation and economic activity. The first element in the definition states that social entrepreneurship is linked to the creation of a social value. This element (unlike the remaining three elements, which may be more contested) is present in most approaches to social entrepreneurship and social enterprise. Social value can be broad and global, as for Ashoka, that works with a global mission of improving access to basic education, health, clean drinking water and social justice. Social value can also be narrow and global but still ambitious and radical, such as for the Grameen Foundation, whose goal is to end global poverty. It can also be narrow and local, such as the goal of creating better schemes for ethnic inclusion in specific local communities, or broad and local, such as the goal of improving participatory citizenship and institutional capacity by the use of bridging and linking social capital in deprived areas.

Social Entrepreneurs create social value.

The “civil society” criterion is important in order to distinguish social entrepreneurship from social activities in the private commercial sector and in the public sector. Even though social entrepreneurship can be said to be

located at the intersection of the public sector, the private sector and the civil society, it is important to differentiate it from Corporate Social Responsibility (CSR) in the private commercial sector and from innovative public policies. CSR is limited by the interests of shareholders and owners of private companies, whereas social entrepreneurship is in principle only limited by the interest of creating a social value for the benefit of the stakeholders in the smaller or wider community. The inclusion of the civil society criterion in a definition of social entrepreneurship is also based on the evidence provided by most working definitions from around the world which, in one way or another, put the interests of vulnerable communities high on the agenda and consider social enterprises as promoting and conducting innovative activities in partnership with various types of NGOs, cooperatives, voluntary associations and community groups, although the specific type changes from country to country and situation to situation. It should not be necessary to stress the criterion of innovation since “innovative social entrepreneurship” seems to be a tautology. However, the aspect of innovation is explicitly included in the definition to highlight the fact that social entrepreneurship is about developing anew approach to a social problem and not just about the ambition of forming an enterprise. Activities of social entrepreneurship often – if not always – have an economic impact, either on the communities that are involved in the activity or on the entrepreneurial organisation itself¹⁷.

What is a Social Entrepreneur?

Social entrepreneurs are individuals with innovative solutions to society's most pressing social problems. They are ambitious and persistent, tackling major social issues and offering new ideas for wide-scale change. Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to take new leaps.

Social entrepreneurs often seem to be possessed by their ideas, committing their lives to changing the direction of their field. They are both visionaries and ultimate realists, concerned with the practical implementation of their vision above all else.

Each social entrepreneur presents ideas that are user-friendly, understandable, ethical, and engage widespread support in order to maximize the number of local people that will stand up, seize their idea, and implement them. In other words, every leading social entrepreneur is a mass recruiter of local change makers—a role model proving that citizens who channel their passion into action can do almost anything.

Over the past two decades, the citizen sector has discovered what the business sector learned long ago: There is nothing as powerful as a new idea in the hands of a first-class entrepreneur.

Why “Social” Entrepreneur?

“Humans are entrepreneurial by nature. We desire to improve our material well-being, which drives us to innovate, often through new business creation. Despite the ever-present tendency toward entrepreneurship, public policy can have a significant impact on the incentives for entrepreneurial activity. Economists often call these incentives the “rules of the game.” When making the decision to take on a new business, entrepreneurs must weigh the risks against the potential pay-out. Policy makers have the power to raise the cost of starting a new business by raising taxes or increasing regulatory costs, and they have the power to lower the cost by pursuing stable and consistent public policy initiatives consistent with economic freedom, such as low, broad-based taxes and prudent regulation.¹⁸

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.

According to Bill Drayton, who established the Ashoka foundation, an entrepreneur’s job is not to take an idea and implement it. That is what franchises do. The entrepreneur is building what is entirely new-by constantly creating and testing and recreating, and then testing and recreating again. The true social entrepre-

neur almost has a magical ability to move people, a power rooted in the exceptional ethical fibre. He or she is always asking people to do things that are unreasonable-and people do them. The transaction starts with the other person knowing that he or she can trust the entrepreneur and then realizing that the entrepreneur and the idea are utterly fused-which is to say that they can trust the idea well as well. Finally, the entrepreneur has an inner confidence that most sense but do not understand¹⁹.

So, what makes a successful social entrepreneur? In his book "How to Change the World," David Bornstein



disputes the common assumption that highly successful entrepreneurs are more confident and persistent than most others. Instead, he found that what distin-

guishes successful social entrepreneurs is the quality of their motivation; they were the ones who were most determined to achieve a long-term goal that was deeply meaningful to them.

With this, he sets out six qualities of highly successful social entrepreneurs

- Willingness to self-correct. Inclination to self-correct stems from the attachment to a goal rather than to a particular approach or plan.
- Willingness to share credit. A willingness to share credit lies along the “critical path” to success; because the more credit entrepreneurs share the more people will want to help them.
- Willingness to break free of established structures. By doing this, entrepreneurs can gain the freedom to act and the distance to see beyond orthodoxy in their fields.
- Willingness to cross-disciplinary boundaries. Independence from established structures not only helps social entrepreneurs break free of prevailing assumptions but also gives them latitude to combine resources in new ways.
- Willingness to work quietly. Many social entrepreneurs spend decades steadily advancing their ideas.
- Strong ethical impetus. At some moment in their lives, social entrepreneurs get it

into their heads that it is up to them to solve a particular problem²⁰.

*"Social entrepreneurs buck trends, swim upstream, and break through the boundaries of ideology and disciplines." Those are the conclusions of John Elkington and Pamela Hartigan in their book, *Power of Unreasonable People*²¹: Their study of successful social entrepreneurs led them to these ten common characteristics.*

Shrug off constraints

1. Try to shrug off the constraints of ideology or discipline.

2. Identify and apply practical solutions to problems, combining innovation, resourcefulness and opportunity.

Identify practical solutions

Innovate by finding new products

3. Innovate by finding a new product, service or approach to a social problem.

4. Focus first and foremost on social value creation and, in that spirit, are willing to share their innovations and insights for others to replicate.

Focus on social value creation

Ensure full resources

5. Jump in before ensuring that they are fully resourced.

6. Have an unwavering belief in everyone's innate capacity, often regardless of education,

Have unwavering belief

to contribute meaningfully to economic and social development.

Show dogged determination

7. Show a dogged determination that pushes them to take risks that others wouldn't dare.

8. Balance their passion for change with the zeal to measure and monitor impact.

Balance passion for change

Display healthy impatience

9. Have a great deal to teach change-makers in other sectors. Display a healthy impatience²².

2. Frequently Asked Questions

This chapter includes some frequently asked questions about the Social Entrepreneurship. All responses and questions are mentioned with the source/s of origin. Some questions are from the workshops conducted by the author on this subject. The idea is to equip the young and ambitious reader who may not have time and other resources to access academic and or best sellers on this very subject in a short time without undermining the value of investing in original works. The glossary given at the end of the chapter defines and describes certain essential technical terms and concepts²³.

What is a social entrepreneur?

“A social entrepreneur is a person who has both a powerful idea to cause a positive social change and the creativity, skills, determination and drive to transform that idea into reality. Social entrepreneurs combine the savvy, opportunism, optimism and resourcefulness of business entrepreneurs, but they devote themselves to pursuing social change or “social profit,” rather than financial profit. Behind all innovative business, there are

*Powerful ideas,
Creativity, Skills,
Determination*

entrepreneurs—individuals who possess the foresight, belief and boldness to build something new. The same holds for social change. Behind

almost all important social innovations are social entrepreneurs—people with new ideas for solving prob-

lems, who build new kinds of organizations to implement those ideas, who will not take 'no' for an answer, and who will not give up until they have spread their ideas as far as they possibly can²⁴."

What is Civic Entrepreneurship?

Doug Henton describes civic entrepreneurship as helping communities develop and organize their economic assets and build productive, resil-

Productive, Resilient relationships

ient relationships across the public, private, and civil sectors. To Henton, the term "combines two important American traditions: entrepreneurship—the spirit of enterprise, and civic virtue—the spirit of community.

Stephen Goldsmith distinguishes between two agents of civic entrepreneurship, Market Makers and Service Providers. He explains:

"We consider market makers to be those organizations or principles that catalyze change and create the conditions for broad community solutions...Service providers engage in civic entrepreneurship as champions of a particular innovation, driving its design or identification as well as its adoption across a delivery system."²⁵

What is the difference between Social Entrepreneur and Citizen Sector?

“A social entrepreneur is someone who has the qualities of an entrepreneur: creativity, street savvy, persistence, belief, and so forth, but who uses those qualities to advance a social change primarily rather than primarily builds a business for profit. But the single most important quality that social entrepreneurs have that make them successful is the ability to get many other people to work together effectively. The social entrepreneur is not a triumphant individual who goes and saves the world; he or she is a mechanism for pulling together different kinds of knowledge and resources and then bringing a common purpose and focus to them.

Citizen sector is a term that the founder of Ashoka Bill Drayton coined. It's the other 'private' sector where people acting in their full capacity as citizens build these structures that create social value. It's not government. It's not business. It's the sector that encompasses the environmental organizations, the health organizations, new education models, new advocacy organizations, independent living centers, and the like.

This is the place where most social entrepreneurs operate, although they are increasingly making inroads into the governmental and business sectors, as well.”

1. What are a few characteristics that make social entrepreneurs different from other people?

"I would say that the vast majority of people in society have more entrepreneurial ability than they know about or will ever use. I think the difference with social entrepreneurs is that they usually had an experience early in their life of feeling powerful, and that helped them activate their potential. The other thing is they also tend to have had some experience in their lives that was painful. And I think that is one of the reasons that they tend to have very strong feelings about injustice. They also very often have people in their lives who are deeply ethical—a father, a grandfather, a mother, a teacher, perhaps—somebody who impressed upon them the idea that to live a good life it is not enough to go out there and make money or seek success in a purely materialistic sense.²⁶"

2. Why there is an increased popularity towards social entrepreneurship?

The reasons could vary from individual to individual. In my personal observation more and more young and even mature people are inclined towards social entrepreneurship knowingly or unknowingly because of harsh economic hostilities, unemployment, social and economic injustices, desire to express one's ideas and creativity and compulsions of overall circumstances.

"I think it has to do with major historical forces that are converging now in history. I don't think that there's been any change in the basic physiology of the human being

in the past twenty or thirty years -- the same yearnings have always existed. What has changed is the context: What people see, where they live, what they hear about, and especially the options they have in life. And I think what we're seeing with social entrepreneurship is the yearning to build things in the world, to seek meaning, to be effective, to solve problems because you can solve them and because it gives you a great sense of satisfaction to do so.

People are much more free to build the things that they would want to build naturally but in the past were prevented from doing because of social and political constraints. If you look back 25 or thirty years ago in many parts of Latin America or Africa or Central Europe, if you tried to be a social entrepreneur, well, it was very likely that you might find yourself in jail. And if you go back another twenty years in a country like India, the same thing would have come to pass. Gandhi was put in jail by the British for his efforts, we must remember. Around the world many of these shackles have been removed, and the proportion of educated people is much larger than it was in the past. If you put these forces together and add to them the liberating power of the Internet, you begin to see that there is much more capacity around the world for people to be creative."

Whilst the phenomenon is not a new one, social entrepreneurship is undoubtedly growing and increasing in relevance with each passing year: for example, the organizations that form the Social Entrepreneurship Policy Group have a combined constituency of well over 10,000 individuals.

“This growth is fostered by several trends:

- Frustration and disillusionment with the political system’s ability to change things
- Rise of the well-being agenda: more people seeking meaning in their work lives; and increasing self-employment
- Charities becoming more business-like, and the growth of corporate social responsibility in business, bringing the world closer together
- Hugely networked and mobile society, on- and off-line
- Wide range of options (organisational, governance, income, support) to choose from to help turn ideas into reality²⁷”

3. I am not a thinker– I want to be a social entrepreneur. What should I do?

Social entrepreneurs do think, dream, analyse and are creative people too. But there is a difference between the social entrepreneurs and writers/philosophers/artists, politicians and social leaders. A social Entrepreneur can be leader (social & political), a performer and writer but vice versa cannot be always found.

“All change begins with immediate problems. David encourages you to start thinking like a social entrepreneur in your own community by asking yourself these questions:

If you could change one thing in your community, school or workplace, what would it be? Is it something that can be changed? Will it reduce pain, frustration, suffering or waste?

Who could help you to change it?

How will you get them to work on the problem with you? What would motivate them? How could you persuade them to join you? Think big.

Who is most likely to oppose or resist your efforts? How could you anticipate and decrease their resistance beforehand?

What could you do tomorrow to begin this process? Who could you call or write to?

What do you have to lose?"

4. Are there different models of social entrepreneurship?

²⁸The US model of social entrepreneurship, as evidenced by Ashoka, Skoll Foundation, Schwab Foundation and others, tends to focus on the exceptional, heroic individual seeking to have a large-scale, nationwide, top-down impact.

The UK / European model is different in three ways:

1. It does not place emphasis on the need for scale (some successful social entrepreneurs operate successfully and meet needs locally);

2. It supports bottom-up change as well as top-down; and
3. It emphasises more how social entrepreneurs engage and mobilise communities, teams and movements to achieve change²⁹.

Many commercial enterprises would consider themselves to have social objectives, but commitment to these objectives is motivated by the perception that such commitment will ultimately make the enterprise more financially valuable. Social enterprises differ in that, inversely, they do not aim to offer any benefit to their investors, except where they believe that doing so will ultimately further their capacity to realize their social and environmental goals³⁰.

The term has a mixed and contested heritage due to its philanthropic roots in the US, and cooperative roots in the UK, EU and Asia. In the US, the term is associated with 'doing charity by doing trade', rather than 'doing charity while doing trade'. In other countries, there is a much stronger emphasis on community organising, democratic control of capital and mutual principles, rather than philanthropy. In recent years, there has been a rise in the concept of social purpose businesses, which pursue social responsibility directly, or raise funds for charitable projects.

5. What is the difference between a social enterprise and a social entrepreneurship?

The difference between social entrepreneurship and social enterprise, therefore, is that the latter is about the driven individual, whilst the latter is about the organisational form. Social Entrepreneurship is about what people do; social enterprise is about (some of the) structures they choose and use to get it done³¹.

6. What are some quick suggestions for a social enterprise?

If you want to launch a social enterprise you should ensure that:

- It is a good fit with the agency;
- You know your industry;
- You treat your enterprise as a business;
- You hire the right people;
- You set realistic expectations; and
- You improve your financial literacy³²

You should also consider the following questions:

- How can you tell if your group is ready to embark on a social enterprise?
- What are the steps in a social enterprise planning process?
- How do you identify and assess enterprise opportunities?
- How do you plan for a social enterprise?

- How can you measure social returns in a business setting?
- What do you need to know about the legal context?

Social enterprises apply business solutions to social problems. The ultimate goal is to achieve sustainability by enabling non-profits to support themselves financially in innovative ways instead of relying solely on grants and donations. Since there are no shareholders in a non-profit organization, the profits from the related social enterprise are completely re-invested in the work of the organization.

The emergence of revenue-generating activities for non-profits has created a new operating model where business principles, market characteristics and values (competition, diversification, entrepreneurship, innovation, and a focus on the bottom line) co-exist and work with traditional public sector values like responsiveness to community and serving the public interest. Essential to the success of a social enterprise is an effective business model³³.

A business model includes two key elements:

- An operating strategy that includes internal organizational structure and external partnerships that are crucial for creating the organization's intended impact; and,
- A resource strategy that defines where and on what terms the organization will acquire the resources (financial and human) it needs to do its work.

The business model for a social enterprise is the channel that the social entrepreneur converts inputs into outcomes; the generation of both social value (measurable impact) and economic value (revenue).

A social enterprise can be integrated with the non-profit organization in one of several ways:

Embedded:

- The enterprise and the social program are one and the same
- The business is created to serve clients (central to the mission)

Integrated:

- The business activities overlap with the social programs
- The business is created as a funding mechanism and to expand/enhance the mission of the organization

External:

- Social and business activities are separate and may or may not be related to the mission of the organization
- The business is created mainly as a funding mechanism to support social activities

7. I am running a non-profit; does it fit into social entrepreneurship?

It used to be that if you wanted to make a difference, you joined a non-profit. And if you wanted to make money, you launched a business. These days, it's not so simple. More non-profits are being run like fast-growth start-ups. And more traditional companies are being built around social missions³⁴.

8. How should budding social entrepreneurs go about implementing their ideas? Where should they begin?

“Social entrepreneurs, like business entrepreneurs, should begin with what they know best and should focus on an idea or issue that resonates deeply in their lives. Entrepreneurs rarely come up with their ideas suddenly. Typically, they spend years thinking about them—often searching for the right moment in their lives to move forward. Sometimes their ideas can be traced all the way back to childhood interests. Before starting out on their own, they often work in jobs that teach them how a particular type of business or industry operates. Social entrepreneurs go through the same types of “apprenticeships.” They usually work for several years in a particular field, profession or organization, acquiring the knowledge, skills and contacts that enable them to branch out on their own and improve upon what is currently being done. Then they enter the “launch” phase—when they start preparing to build their own organizations. Again, like business entrepreneurs, social entrepreneurs usually begin by tapping their personal

networks—friends, families, colleagues, teachers, and mentors. They often start with a few well-selected tests of their ideas—to demonstrate early viability—and build credibility and momentum. They enlist advice from well-connected and experienced allies about how to raise funding, think through strategy, and build a team of supporters and advisors. There are many resources where social entrepreneurs can turn to for assistance during this launch phase³⁵.”

A Selection of Key Terms ³⁶

- 1. Change maker: an individual who advances change in myriad ways, working within, between and beyond existing organisations.**
- 2. Citizen Sector: the landscape of organisations that address social problems on a global, national and local scale with powerful ideas and creativity.**
- 3. Development: The staff positions responsible for all aspects of fundraising, including pursuing and obtaining funds from foundations, corporations, individuals, and government sources through activities such as grant-writing, annual appeals, events and strategic campaigns.**
- 4. Endowment: a permanently reserved pool of funds indented to provide interest and investment for continued support of a non-profit.**
- 5. Intrapreneur: an individual who drives positive change within an existing organisation or business.**
- 6. Social Enterprise: an organisation that attacks problems through a business format, even if it is not legally structured as a profit-seeking entity.**

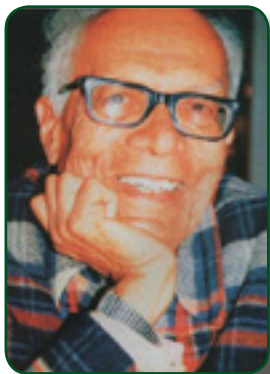
- 7. Social Entrepreneur:** a term popularized by Ashoka during the 1980s that refers to an individual who works to improve old, or build new organisations that address the social problems of our world; he/she believes in the power of his/her ideas, perseveres in the face of adversity, and also helps others to recognize their potential to enact change.
- 8. Social Entrepreneurship:** a process by which individuals build or transform institutions to advance solutions to social problems.
- 9. Sustainable:** The ability for an organization to be viable in the future and to continue to be able to provide its services in the most effective way.
- 10. Venture Philanthropy:** a venture capital approach to philanthropy; often involves a multi-year grant that is combined with some kind of direct engagement on the part of the donors

3. Sketches of five Pakistani Social Entrepreneurs

The five social entrepreneurs of this chapter are apparently poles apart from each other but certain crucial and inevitable attributes (see chapter 1) of social entrepreneurship become their common denominators. They have different levels of social entrepreneurship and scales of success but all of them left powerful positions, comfort zones, convenience of subordination and suffering for powerful ideas, refusal to spend life as silent spectators. Thus, they represent different angles of social entrepreneurship, which – put together – gives a whole image.

All these glorious people left a profound impact and this saying of Peter F. Drucker, the management expert, precisely holds true for them who noted, “the social entrepreneur changes the performance capacity of society”. Get inspired for your own social enterprise!

Dr. Akhtar Hameed Khan – Hero of the Poor



Dr. Akhtar Hameed Khan (15 July 1914–9 October 1999)³⁷, an Indian born Pakistani national, Cambridge educated and a bureaucrat from Indian Superior Services, is one of the world's most prominent social scientists and entrepreneurs from Pakistan. He is credited for pioneering microcredit and microfinance initiatives, farmers' cooperatives, and rural training programmes in the developing world³⁸.

He promoted participatory rural development in Pakistan and other developing countries, and widely advocated community participation in development. He proved his class by developing rural areas and low-income urban settlements through the 'Comilla' project (1959)³⁹ in East Pakistan (now Bangladesh) and the 'Orangi pilot project' in Karachi. He achieved it through involvement and motivation of the masses. Hundreds of organisations in dozens of countries follow the development techniques Dr. Akhtar Hameed Khan developed, practiced and preached in Pakistan. He is the "messiah" of human development. He practiced what he preached. He worked with people to build sanitation system in ten per cent of Karachi homes with zero foreign aid and at a fraction of the cost government does

these things. While working on it, he provided insight into how Pakistan can be rebuilt. The revolution called 'Orangi Pilot Project' is still delivering thirteen years after his death in October 1999⁴⁰.

Khan was fluent in at least seven languages and dialects. Apart from many scholarly books and articles, he also published a collection of poems and travelogues in Urdu. He was a visiting professor at the prestigious universities like Harvard, Michigan State University, Oxford, Princeton and Lund. He was the recipient of highest civil awards in Pakistan and has been acknowledged as the best contributor to rural development in 20th century⁴¹. Today, Dr. Khan's ideas and works are quoted in books and journals and are not only globally recognized but also replicated in various countries of the world. Millions of unprivileged people are benefiting from these projects in Pakistan, in Bangladesh, and across the globe.

"The biggest contribution that Dr. Hameed Khan made to society was to correct our distorted perception of the poor. He taught us, through his lifelong work, that poverty arises not out of lack of money but out of constant disempowerment. What the poor need is empowerment in the form of some technical knowledge, maybe some catalytic financial support, but most of all, institutions that give them the right to decide on all issues that affect their lives."

Omar Asghar Khan – The Pride and Jewel of Civil Society

Idea: To organize the poor and the vulnerable and mobilize collective action. Omar's vision was a society based on the values of equity, social justice and tolerance. His compassion for the dispossessed and the meek, and his commitment to improving their well-being is reflected in every aspect of his work and accomplishments. He strived all his life for reforming the state and making it responsive to the needs and aspirations of its citizens, particularly those that are traditionally marginalized. He provided leadership to Pakistan's civil society enabling it to assert itself to build public pressure to achieve democratic politics and governance in Pakistan. Initially the greater part of his efforts focused on the Hazara region and its people but within a short span, Omar captured the entire country and even South Asian region with the fragrance of his charisma.



Opportunities: Utilization of Rights based Advocacy as a strategy in championing human rights, working with the poor and raising mass awareness with inspiring actions that matched with his intellectual and creative strengths and disarming humility.

Organization: Omar played a key role in setting up many successful initiatives. In 1982 Omar helped establish the Pakistan Institute of Labour Education and Research to promote workers' rights and served it as a faculty member all his life. In 1987 Omar established SEBCON (Socio-Economic and Business Consultants) with an aim to produce quality action research and policy analysis in Pakistan. In 1989 Omar established SUNGI⁴² Development Foundation. From 1989 to 99, under Omar's dynamic leadership SUNGI achieved phenomenal success in a short span of time. It pioneered a rights-based approach that continues to influence development effort in Pakistan and in the region. Omar and SUNGI provided critical leadership to Pakistan's civil society, successfully mobilizing collective action on a range of issues including protecting the rights of the marginalized particularly the poor and women, ensuring equitable use of natural resources, promoting tolerance and social justice in our society, and achieving peace between India and Pakistan and a nuclear-free South Asia. In 1998 Omar conceptualized and initiated the People's Assemblies process. Recognizing the limitations of NGO work, this process aimed to create broader civil society alliances as a platform for public mobilization and action. It had wide appeal. More than 50 civil society organisations soon entered its fold. Omar provided it inspiring leadership until end 1999.

Entrepreneur: Omar Asghar Khan (3 July 1953–25 June 2002) joined the Army in 1971 and soon rose to the rank of Captain. Disillusioned with the debacle of

East Pakistan and the army action in Balochistan, he resigned from the army in 1973. He obtained an M.Phil. in Economics from Cambridge University and returned to Pakistan in 1979.

In 1980 he began teaching Economics at the Punjab University. Omar's popular efforts to promote progressive political thought among students instigated a physical attack on him by the Islami Jamiat-e-Talaba. In 1983 Ziaul-Haq's repressive regime ordered Omar's dismissal from Punjab University on the flimsy pretext of his presence at a labour rally⁴³. After leaving the University Omar became more active in politics as a leader in Tehreek-elstiqlal. Omar contested the national elections in 1988 and 1990 – but lost on both occasions as he spurned the politics of money and biradari. In 1998 Omar conceptualized and initiated the People's Assemblies process.

Recognizing the limitations of NGO work, this process aimed to create broader civil society alliances as a platform for public mobilization and action. It had wide appeal. More than 50 civil society organisations soon entered its fold. Omar provided it his inspiring leadership until end 1999.

In December 2001 Omar resigned from the cabinet to play his due role in mainstream politics. He launched the Qaumi Jamhoori Party on 28 December 2001. The Party strived for establishing a modern, progressive Pakistan in which the rights of all citizens are protected. Omar was unanimously elected the Party President at QJP's National Convention held on 26 May 2002. On

15 June 2002 the Party announced its decision to contest the October 2002 elections⁴⁴.

As a new entrant in the Non Profit sector of Pakistan, I used to watch this amazing person from a distance while planning to schedule a meeting so that I could get understand nuts and bolts of civic entrepreneurship. My planning could never get translated into reality and one afternoon I heard one of the saddest news of my life that was about the ending of an eventful life of an intellectual par excellence under suspicious circumstances on 25 June 2001.

“Don’t be judgmental” this is what I learnt from Omar⁴⁵.

Izhar Awan—the unsung hero



Idea: To ensure the participation and partnership of physically disabled in work and life in Pakistani society where disability imposes incredible challenges to the ordinary people who are already experiencing ordeals due to poor governance and virtual absence of social justice.

Opportunities: Within an environ of deep misunderstanding of disability, Izhar created opportunities for the disabled to attend school, learn vocational training, gain access to medical facilities and not become and/or remain marginalized. He created opportunities through public and media events where physically challenged (handicapped/deaf, blind & dumb) could interact with non-disabled people.

Organisation: Iradah (IRADAH)⁴⁶ was founded in 2001 at Bucha IKalan, tehsil KalarKahar, district Chakwal, Punjab Pakistan. It serves as a physiotherapy centre for disabled persons for deaf children.

Entrepreneur: Seeing intelligent, witty, brave and good looking men on automated wheel chairs in disabled friendly environment of Europe, UK andUS never touched me the way I was taken into a trance when I actually met Izhar as a fellow social entrepreneur in⁴⁷Ashoka fellows' meeting in the "harsh hills⁴⁸" of Murree in 2008.

Izhar belonged to a poor family but his spark earned him scholarships, university admission, lime light in student politics and position of a college Professor. A car accident leading to gangrene and finally amputation of hands and feet took the already existing love for marginalized population to another height. His personal experience channelized his vision towards creating facilities for the disabled in Pakistan. He departed us for the hereafter on 4 October 2008.

“He is full of life – brimming even. Meeting him is a pleasant experience. This bespectacled, nicely dressed gentleman is Professor Izhar Hussain Awan from Chakwal. Tucked in his wheel chair, holding a cup, writing in a paper or puffing a cigarette - all with a thumb. Professor Izhar is a dynamic man responsible for an organisation IRADAH, which has been working in Punjab since 2001 for physically disabled people.” Eftikhar Haider⁴⁹

Abdur Rauf Khalid – the Magician, the magnet, the crowd puller

Idea: To enable youth of Pakistan located in far flung/difficult/underdeveloped areas of Pakistan to recognize their real potentials and contribute towards construction and strengthening of a Pakistani society characterized by love, peaceful and tolerant cultural landscapes besides equipping them with technical, creative and vocational skills⁵⁰.



Opportunities: He created a platform for materializing his ideas (at one time perceived as too romantic rather than realistic) through a public-private partnership strategy. He also worked with a number of youth organizations, students and universities in remote and difficult areas of Pakistan until his death to promote leadership, creativity and entrepreneurial skills.

Organization: National Institute Of Cultural Studies(NICS), Islamabad, with a focus to impart quality education and training to students in specialized fields that are not taught anywhere else in Pakistan such as museology, skills training in arts & crafts, ethnography, photography, folkloric research, multimedia, etc. It includes Cosmos production⁵¹& Virsa café⁵² besides other departments. ⁵³NICS- a first of its kind endeavour in higher education of Pakistan. NICS comes with a commitment to the highest possible quality in all of

its activities. It is committed to open and critical thinking and all its programs are based on the premise that high quality learning and research requires openness, freedom of thought and expression, debate, and active learning.⁵⁴

“Education has the capacity to empower with might of knowledge the common people; whom apathy, hunger, disease and homelessness, had once condemned to irrelevance. To claim for their due place in the global search of human dignity in a new world order.”Rauf Khalid⁵⁵

Entrepreneur: Rauf Khalid (18 December 1957–24 November 2011) was an ex-service men, who joined the elitist civil service of Pakistan and after spotting the mediocrity and conservatism within the bureaucratic system for a creative brain like his (that was mostly right-sided) left it to become a roaring success on state owned PTV. He was also a short story writer, film director, painter and sculptor, with uncontrolled empathy, motivational speaker, trainer and mentor. He is recognized by most of his fans and followers as awards winning and popular TV actor, director and writer. Alas! His art and craft as social leader, cultural, business and social entrepreneur remained blurred if not buried in his life because of his show biz celebrity status and associated fantasies.⁵⁶

As a fourth grader I first witnessed how a magnet attracts iron objects, as a student of science I read about electromagnetic fields and as a student of life I have studied some uncommon magnets disguised as awe-in-

spiring social entrepreneurs. Rauf Khalid was certainly one of these rarest magnets.

“We are lucky that we are in a profession that is our passion too. Perhaps man’s biggest achievement is learning and refining his capacity to express himself and communicate his knowledge with the coming generations.” ⁵⁷Rauf Khalid⁵⁸



19 November 2011, Youth Leadership Conference by NICS

Saima Ammar– her name is courage and beauty



“Never doubt the ability of few good men to change the destiny of a whole nation”,Margret Mead. Saima Ammar’s favourite quote⁵⁹

Idea:She was working with the visually disabled people of Pakistan and enabling them to become a part of mainstream development through innovative ideas like creating an accessible audio world for the blind.

Opportunities: She created visible opportunities for the blind so that they can be meaningfully seen in the practical life.

“Her biggest disappointment in life followed, her dream was to appear in a CSS exam but she soon learned that she was not eligible to appear for the CSS exam on medical grounds. Disheartened by the lack of opportunities available of special people In Pakistan Saima decided to dedicate her time in providing some service for blind people that this country was not providing.”⁶⁰

Organisation: Pakistan Foundation Fighting Blindness (PFFB) has recorded courses in all arts subjects for students of class 5 up to B.A. of the Punjab, Khyber-Pakhtoonkhwa (KP), Azad Jammu and Kashmir (AJK) and Sindh Boards. These cassettes are being circulated all

over the country, with over 3,500 people benefiting through free registered mail.⁶¹

“Saima, with the help of friends and family, joined a foundation named PFFB (Pakistan Foundation Fighting Blindness) and started a project named Audio World. Audio World is a studio that records book of all genres for visually challenged people.⁶²”

Entrepreneur :Saima Ammar (28 September 1970–22 December2011). I have seen and met many dazzling professional women within and outside the country each with their own set of attributes of brilliance but I have yet to come across one woman who has all- a thinking mind, pure soul, empathetic heart, pretty looks, extensive knowledge, material comforts but genuinely humble and selfless and last but not least so articulate (most of us talk, only a few can articulate).

Saima never introduced herself as a social entrepreneur but now when I look at her journey she perfectly fits into this concept.

“I am Saima Ammar and I am blind”; this was the brief but yet a moving introduction that Saima gave to her audience before the start of any seminar or a speech that she delivered both internationally and locally. Losing her eyesight to a severe attack of typhoid at an early age of just two and a half years, Saima has been very thankful of not having any reminiscences of vision as she says “ She doesn’t know what to miss “.

In 2009 Saima was attacked by Multiple Sclerosis that paralyzed her four limbs but not her passion driven

mind and philanthropic spirit ⁶³“Ammar – now I want to work for women like me – For You”

“You can never doubt the ability of a few citizens to change the destiny of the whole nation “I am Saima Ammar, I am blind and quadriplegic”.

4. The Tipping Zone

You were born with wings, why prefer to crawl through life?

Rumi

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma — which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

Steve Jobs

(Stanford commencement speech, June 2005)

The confusions, complications and at times contradictions in defining the terms social entrepreneur and social entrepreneurship might have left many of you with

a cloudy mind and some of you may be doubting your choice of becoming a social entrepreneur because of the lack of clarity.

Globally this absence of clarity is widely debated and the emphasis is on arriving at the standard definitions. A practitioner's thirst cannot be quenched by theoretical frameworks and rhetoric. I have always looked for the practical examples and testimonies. I sincerely believe that aspiring and emerging social entrepreneurs in Pakistan must know why those who are seen as leading ones in the field decided to become social entrepreneurs. I contacted some of my fellow colleagues in social entrepreneurship within Pakistan to collect some responses. Some selected ones are shared (unedited) with the readers.

Why did you choose to become a social entrepreneur?

I did not know I was becoming a social entrepreneur. I felt that in Pakistan institutions (accepted way of doing things e.g. norms) were breaking down and the change required formations of new institutions and new way for people to be organized collectively. There are many ways to do this, I felt the way to do this was in partnership with other organisations and supporting and guiding those who were actively in contact with the low income households. I think this is the most resource efficient method and there was niche market for consulting services. I set up an organisation in the private sector because this needed to be done as a full time work and to be built as a career

and not as a part time welfare activity, and therefore I needed to earn and support my family.

My client base has mainly been the citizen sector organisations and at times I have worked with Government directly on policy issues. I have generally mobilized and helped my partner organisation mobilize resources from international government and international aid organisations and citizen organisations including Ashoka. Does this make me a social entrepreneur? It matters to me now to be related to social entrepreneurship because it makes resource mobilization easier.



Fazal Noor (Centre of Social Action and Change. www.changecollective.webs.com)

It is not a choice but a “calling” and growing up I noticed disparities between different segments of society and hence the journey began- to be able to facilitate the poorest of the poorest and to bring the marginalized in the mainstream of decision making and their voices to be heard.

To me equity in the education system was the common thread and hence initiated to strengthen different models of innovations for quality in universalization of primary education and working on policy reforms. Now I am also working for marginalized areas such as Balochistan and conflict affected areas.



Mehnaz Aziz, Founding Director, Children's Global Network

No, I do not see myself as a social entrepreneur...I wanted to be a lawyer.



Anees Jilani, Founder of the Society of the Rights of the Child (SPARC), a national non-profit working for child rights

I believe it's not very easy to say that one becomes a social entrepreneur by design. Like all entrepreneurs you do start building your business for making both ends meet. But those amongst us that have a social conscience start picking projects that can contribute towards alleviation of social problems.

As someone in the field of communication, I see my business as a powerful means to influence social change.



Aniq Zafar, CEO of Communication Research Strategies (CSR), a for-profit organisation

Does social entrepreneurship strengthen free market economy?

Innovation requires entrepreneurship to translate into public goods and services. The more competitive the market is, the better quality of public goods and services will be produced. However, the market is always manipulative in some ways and not free. Leading social entrepreneurs change the performance capacity

of the society and therefore of the market, making it more competitive and bring down barriers to participation.

LSEs help reduce the threshold for the weak and vulnerable to be part of the larger negotiation process. They create the tools and systems necessary for this purpose and that is one of the reason they are known as 'leading' social entrepreneurs.

Fazal Noor, Centre of Social Action and Change.
www.changecollective.webs.com

I am a firm believer of local social entrepreneurship and I would give the example of low cost private schools that are burgeoning in districts and tehsils of Punjab and Khyber Pakhtunkhwa, and Towns of Sindh and some areas in Balochistan as well.

It is the greatest example of free market economy- The demand by the parents has created a market for social entrepreneurs to come forward and supply and the result is a win-win situation. The parents in this instance are also the regulators as well. Social entrepreneurship when it is not instigated by the finances or donors but only the market and facilitating the local trends is the way ahead in Pakistan.

Mehnaz Aziz, Founding Director, Children's Global Network

It will strengthen free market economy although it may not be good for Pakistan. It will perpetuate continuing

exploitation. Pakistan needs social democracy. Even Europe rejects free market economy.

Anees Jillani, Founder of the Society of the Rights of the Child (SPARC)

There is a major criticism directed towards free market economy. Though somewhat misplaced but it exists. The detractors always raise a flag that free market economy does not care for the social and environmental costs of business growth.

If the free market economy can demonstrate that entrepreneurial skills are actually addressing social issues, then this criticism on free market can be adequately responded. Social entrepreneurship thus will contribute towards strengthening of the free market economy as well as overcoming many social crises. In fact, if more and more people can think on these lines, there will be a great deal of incentive in addressing the social issues and such interventions will be more sustainable.

Aniq Zafar, CEO of Communication Research Strategies (CSR), a for profit organisation

5. How to become a Successful Entrepreneur?

“One of the many beauties of social entrepreneurship is that it’s never too late to start. Social entrepreneurship begins with a noble cause, which turns into a passion, and soon becomes a mission worth dedicating your life to.”⁶⁴

Never doubt the power of your “big idea” and never hesitate to design the yardstick of success. You may have to challenge the existing yardsticks and big ones in the process and yes it requires courage and creativity. I can imagine that what most of you must be thinking right now; in an era that is dominated by the gigantic footprints of Mother Teresa, Steve Jobs, Bill Gates, Mark Zuckerberg and Dr. Yunus, nothing else appears big in the world of business and social business. But remember you can always be an innovator if not inventor. You can always make likes of Gates you fan if you cannot be one (I hope you know Khan Academy and its founder Bangladeshi-American educator Salman Khan whose coaching videos are watched by Bill Gates and his son!).

Business Plan

You ought to have a business plan. Non-profits have a lot in common with a business, and leaders of both must understand and follow a lot of the same practices. One of those is to have a business plan. Busi-

Business plans are important and relevant for non-profits as well. The business plan essentially is developed to present the company /organization to prospective investors/funders/donors. The business plan not only demonstrates your own preparedness but also greatly assists you in getting clear about many areas of work and identifying new areas of concern, challenges and communication. There are different forms and formats of the business plan depending on your thematic area/s and product/s or deliverable/s. However, nearly all business plans have a common structure that is as follows:



- **Executive Summary.** This explains very concisely and clearly what the business does or will do.
- **Products/Services.** What will be sold or what services provided? Who is the market? Why should your market use you rather than someone else?
- **Strategy.** How are you going to sell your product or service. How will you market it? How will you keep track of clients/customers? How will you grow the business?
- **Operations.** Where will your business be located? Will you make your products or purchase them from wholesalers? Will you lease or buy equipment? Hire employees? Partner with other businesses? How will you handle distribution? Inventory? How will you market your business?
- **Financials.** Where will you get the money to start your business? Will you pay yourself a salary? How will you pay for employees? What are your costs and income?

The summary is compiled after documenting the detailed contents under each heading. It goes without saying that all successful entrepreneurs need to be fully capable of using of computer, internet and social media. It would be of immense value and facilitation if you are familiar with the business and development glossary as well.

A business plan for a non-profit organization might be set up like this:

- **Executive Summary.** Include a mission statement, description of the board of directors, types and number of employees needed, location and where services will be provided, description of those services, funding sources, summary of market research you may have conducted.
- **Services or Products to be offered.** Description of service or product, what problem do they address? What the objectives are for the services.
- **Results of your needs analysis.** Explain the documented need for your service or explain a new need you will address. Who else provides this service or a similar one? Who are your clients? Who will you be helping? Where are they located? How many are there?
- **Organization & Management.** How will you organize? Create an organizational chart. Develop staff profiles for the major players such as the CEO and the programme manager.
- **Marketing and Sales Strategies.** How do you plan to communicate to your target audience. Include an advertising plan and a public relation plan.
- **Financials.** Where will you get the money for the start up? Grants, loans, fees? Prepare an annual budget showing revenue and expenses.⁶⁵

You can see how similar these plans are. You will need a business plan for your non-profit to show to investors, partners, donors or foundations that may fund you, to potential board members so they know what they are getting into, and the plan can serve as a compass for your organization so that you don't get off track. A business plan is a living document and can grow and change –and should grow and change- as your organization grows becomes more sophisticated and takes on additional challenges.

NGOs & Registration



Legal Framework: The right of free association is guaranteed by the Pakistan Constitution, though this right is limited. The legal framework governing NGOs is complex, and there are several laws under which an NGO may be registered.⁶⁶

The most significant of these are:

- **The Societies Registration Act, 1860.** This Act applies to charitable societies with a wide range of public benefit purposes.
- **The Cooperative Society Act, 1925**
- **Voluntary Social Welfare Agencies Registration and Control Ordinance 1961.**
- **The Companies Ordinance, 1984 (section 42).**
- **The Trust Act, 1882.**

“Regulatory Framework: Pakistan has a federal system of government. The states contribute to policy-making processes, and certain powers vis-à-vis NGOs are also devolved to the state level.

The Ministry of Social Welfare and Special Education and the Provincial Social Welfare Departments are responsible for registering and monitoring organisations under the Voluntary Social Welfare Agencies (Registration and Control) Ordinance 1961.

The District Offices of the **Industry Department** are responsible for registering organisations under the Societies Registration Act 1860.

Not-for-profit companies are required to apply for a licence from the Securities and Exchange Commission (SEC). Certain conditions must be met before the SEC will grant a licence. These include prohibitions on any payments to members and trading; a requirement for companies to have public company and limited liability status; and provisions that prevent changes to the memorandum and articles of association or members from resigning without SEC approval. Following this they must apply for a Certificate of Incorporation from one of eight Company Registration Offices.

International NGOs are required to register and agree a Memorandum of Understanding (MoU) with the Economic Affairs Division. While there is no legal basis for this expectation, it is understood by international NGOs and a failure to register can cause problems with other government agencies which can hinder their work. In addition the **Minister of Interior** is responsible for vetting foreign staff before registration is approved, and grants permission to operate in particular areas."

Benefits of registering: "All NGOs, including international NGOs may be eligible for certain tax exemptions.

Charities are potentially exempt from tax on most forms of income provided that the funds are applied solely in furtherance of that charity's objects, however such exemption has to be applied for directly to the Ministry of Finance and is not automatically granted. No exemption is granted for income from property, capital gains and business activities. To be eligible for these benefits a charity must register with the FBR." Nowadays either Pakistan Centre of Philanthropy or the FBR offers the certificate of exemption after following a standard process of scrutiny. Approval is for a three year period, after which a new application must be made.⁶⁷

Reporting requirements for non profits

Organisations registered under the Voluntary Social Welfare Agencies (Registration and Control) Ordinance 1961 are required to maintain accounts and submit an annual report and audit report to District Officers. The report must detail the management of the agency, its activities and plans for the next year. Accounts and reports are made publicly available.

Registered Societies must submit a copy of the membership list annually. No other monitoring is undertaken.

Not-for-profit companies must submit annual returns, audited accounts and other documents for examination. Accounts are open to public scrutiny.

The **Economic Affairs Division (EAD)** asks International NGOs to explain their plans. It then invites comments from the **Ministry of Law, Ministry of**

Finance and any other relevant ministries (such as the **Ministry of Education**). The EAD role is strategic, considering an NGO's proposals within the wider development framework to coordinate activities of government and NGOs, minimise duplication of effort and focus on unmet needs NGOs, which benefit from tax exemptions, are required to submit annual audited accounts, a list of donors and beneficiaries and other financial information to the FBR.

Funding

NGOs are funded through international donors, technical and or aid agencies directly or as secondary recipients when primary recipient is an INGO or a bigger NGO, philanthropists, fundraisers and income from the business activities.

Seeking grants and funds from international agencies including UN agencies is usually through the call for proposals that follows a competitive process. Getting these funds involve demonstration of expertise in proposal writing, presentation, networking, credibility and clout of the organization.

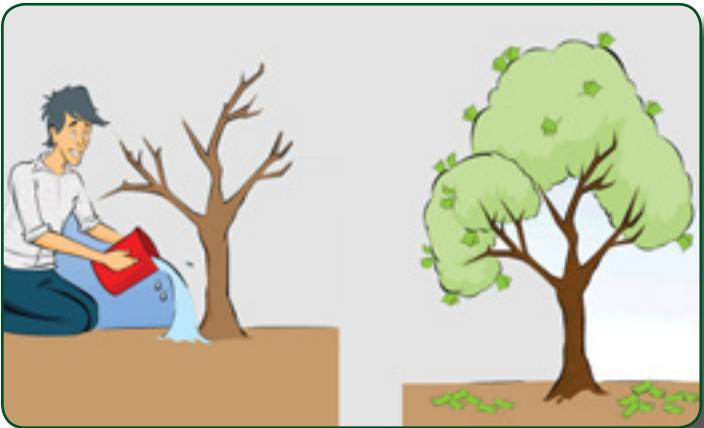
However, it is not uncommon to find that many non-profits seek funding merely due to networking without following any competitive process. Further it also happens that some organizations keep on shaping their objectives according to the funding opportunities.

Organizational sustainability is not determined by fiscal sustainability only and a good enterpriser or entrepre-

uner must pay attention to institutional and technical sustainability.

NGOs should have audit,internal and external both. External audit is conducted annually. Some donors conduct a third party audit of the Program or project they fund. Audits maintain checks and balances. Any organization with regular audit enjoys credibility as a good report is the testimony that all financial systems are in place, BoD is meeting regularly , the chain of command is clear and all papers are duly signed by the competent authorities.It is a good practice to conduct financial as well as performance audit on annual basis.

Some funding resources are listed in appendix 2.



Seeing is believing – look at the face of success

An e-interview (6 September 2012) by the author with a renowned contemporary Pakistani social Entrepreneur Roomi Saeed Hayat

What is social entrepreneurship? *By definition Social entrepreneurship is the recognition of a social problem and the uses of entrepreneurial principles to organise, create and manage a social venture to achieve a desired social change. Social Entrepreneurship is the ability to harness creativity, skills, resources and funds to benefit the disadvantaged and marginalized, and to help people help themselves.*

Who can be a social entrepreneur? *Everyone in this world has a stake in its future, but everyone cannot be a Social entrepreneur. You need to feel and have a burning desire to pull suffering of a segment of humanity out of the unfortunate circumstances. If you have it, then you have all the potential to become a Social Entrepreneur. The eighteenth-century French economist Jean-Baptiste Say characterizes entrepreneur as one “who creates economic value by shifting resources from areas of low productivity to areas of high productivity”. This definition applies to social entrepreneur as s/he is someone who creates a social value by managing resources in such a way that people in difficult situations can move on to a better state.*

What is the secret of your success? *In thirty years of my working life, I have tried to find local solutions*

to issues that confront the vulnerable and empowering them through skills enhancement and awareness raising.

**Roomi
Saeed
Hayat**



Roomi Saeed Hayat is the CEO of Institute of Rural Management and Chairperson of Human Resource Development Network. He is associated with the field of Capacity Development with specific focus

Can a business entrepreneur become a social entrepreneur and vice versa? *If the entrepreneurship has the right ingredients, why not. Although it is important to function as a non-profit in legal terms, the most successful NGOs are well-run organisations, no different than corporate entities but with a development agenda as its goal.*

What would be your advice to the emerging social entrepreneurs in Pakistan? *There are no shortcuts for success. It took me 30 years to reach where I am today. However, in order to become a 'Solid' So-*

cial Entrepreneur, one needs to get hold of all the paraphernalia that includes a range of 'hard' and 'soft' skills

on Management, Institutional and Rural Development as well as Employable Skills for Youth. His work with UN Agencies for Rural Support Programmes, Training Need Analysis, Material Development, Evaluation Mechanism and Post Training Utilization has been acknowledged by United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP) HRD Award.

Hayat founded Institute of Rural Management in 1991 as a training unit of National Rural Support Programme. IRM has evolved into an independent non-profit organisation which aims to reduce poverty prevailing among the rural masses of

as well as strong personal qualities. Soft skills are those concerned with communicating. Hard skills include planning, problem solving, decision making, ICT skills etc. The personal qualities may include:

- *Personal desire to 'do good' or to 'change things'*
- *Willingness to speak for others,*
- *Perseverance and determination,*
- *Conviction and commitment to succeed.*

How would you describe yourself in ten words? – A soft person with a hard shell, a doer with clear goals.

Pakistan through a variety of training programmes. In 1997 he founded Human Resource Development Network. He holds two Master Degrees in Rural Sociology and Mechanical Engineering from Pakistan and USA respectively. He has represented Pakistan on international forums in SAARC and Asia Pacific and Europe regarding Youth, Education and Employment.



Mantras of Success

Some mantras, magical words and phrases. Tested and Tried. No side effects, the Survival kit of social entrepreneurs

- Acknowledge and Admire! Others who were before you and who are your contemporaries!
- Borrow – Bring – Benefit – Believe! Imitation with intellectual honesty is fair, you can bring borrowed ideas with innovation for wider benefits. Believe in yourself!
- Communicate – Creativity – Continuity! Communication is a two-way process, creativity is crucial and continuity is the key to success.
- Credibility – Courage – Collaborate! Credibility of the source builds trust, courage has to be understood and complimented with wisdom. “The only thing more powerful than an innovative idea in the hands of an entrepreneur aiming to change the world, is a group of innovators coming together and collaborating.” Bill Drayton.
- Dream – Dare – Do – Delearn! Dare to dream and dream to dare, do the “unreasonable and not doables” because you will be the pioneer but never forget to “unlearn/delearn” some myths and incorrect information. “The world will not be destroyed by those who do evil, but by those

who watch them without doing anything".
Albert Einstein.

- Empathize –Energise–Exercise! Empathy is the magic that would connect you with people. Bring energy to your environs with your thoughts, humour. Become a presence. Look after yourself, remain physically fit – exercise.
- Focus –Focus –Focus! Intensive focus makes the difference. "A lot of people are focused on taking over the world or doing the biggest thing, getting the most users...Part of making a difference and doing something cool is focusing intensely." Mark Zuckerberg.
- Forgive – forgive – forgive! An intelligent person should be able to forgive – you will be hurt many a times and your dreams should remain unbruised. Rumi says:"Ignore those that make you fearful and sad, that degrade you back towards disease and death."
- Gain – Gauge – Gauge! Take a moment once you achieve, measure your success, examine yardsticks of the yardstick! Success with integrity and intact ethical fibre matters. How did you achieve that success?
- Humility – Humanity! Arm yourself with humility and humanity!
- Inspire – Inform – Invest! Once adequately informed and ready to invest in people, partnerships, products and institutions,

you would be inspiring others – so many others!

- Juggle – Just! Juggle with ideas – it is a skill – practice! Be just in your daily practices!
- Kind – Knowledgeable – Keen! It is better to be kind than correct when dealing with disposed people and communities. You should always be keen to gain knowledge. Talk to the masses. Observe their life styles. Network with key people in your sector!
- Let go, live, let live, learn, listen! You know it all --- Rumi says: “Our greatest strength lies in the gentleness and tenderness of our heart”.

I am ending this book not with any formal conclusion and recommendations but with these three quotes of Erfa Karim (died 2012 at the age of 16) the computer prodigy who became the pride of Pakistan at the age of 9.⁶⁸

If you want to do something big in your life, you must remember that shyness is only the mind. If you think shy, you act shy. If you think confident you act confident.

Never let shyness conquer your mind.

It should balance-an equal amount of men and an equal amount of women.

End notes

1. Banuri, Tariq / Najam, Adil: Civic Entrepreneurship. Vol. 1. s.l., 2002.
2. Dr.Rakhshinda Perveenwith over 21 years of experience in social sector development of Pakistan and South Asia is the founder Director of 'creative anger by rakhshi' – a registered social enterprise committed to courage for intellectual risks and manages a non-elitist think tank *sinf surat* (faces of gender).Visit www.sachet.org.pk and www.creativeangerbyrakhshi.com to know more about her work.
3. I am not sure whether relationship of Agha HassanAbidi (as philanthropist) with the civic entrepreneur extraordinaire Dr. Khan is as popular in connection with the Orangi Pilot Project as the legends themselves are. Well, the story is aptly put in Banuri and Najam's "Civic Entrepreneurship" (see above) and I quote "it was entirely reasonable that the well-known philanthropist would ask the well-known development practitioner to launch a community development project in an area with well-known problems. What was remarkable, and quite unusual was that Agha Hassan Abidi and the BCCI Foundation were not making an investment in a project plan or proposal – there was none at this point. They were investing in an individual..."p.84.
4. "Are the terms civic entrepreneurship & social entrepreneurship same?" My question to Dr.TariqBanuri on Facebook. "Yes, the two terms were developed independently but refer to similar actions. We have used civic entrepreneurship in our work to refer not only to activities that 'bring together' agendas, actors, goals, and strategies (i.e., the social component) but also those that overcome obstacles, scarcities, and...?99barriers, regardless of whether these emanate in the political, economic, technological, psychological, material, or institutional domains."Dr.Tariq Banuri,5 September 2012.

5. Banuri, Tariq / Najam, Adil: Civic Entrepreneurship. Vol. 1. s.l., 2002.
6. www.wju.edu/academics/bus/iscm/Ostasiewski2.pdf. Capitalism and morality-Social Entrepreneurship in an International Context. Paul Ostasiewski, Assistant Professor of Marketing/Management, Wheeling Jesuit University.
7. Henton, Douglas / Melville, John / Walesh, Kimberley: The age of the civic entrepreneurship: Restoring civil society and building economic communities. In: National Civic Review; Summer 1997, Vol. 86 Issue 2, p. 149–156.
8. They are the founders and directors of Collaborative Economics, based in California's Silicon Valley.
9. Ibid
10. Nicholls, Alex: Social Entrepreneurship: New Models of Sustainable Social Change. Oxford, 2006.
11. 'How to Change the World. Social Entrepreneurs and the Power of New Ideas' David Bornstein was hailed by Nicholas Kristof in The New York Times as "a bible in the field" and published in more than twenty countries.
12. Bornstein, David / Davis, Susan: Social Entrepreneurship: What Everyone Needs to Know. Oxford, 2010.
13. The history of the term 'social entrepreneurship' can be traced to the publication of a Demos think tank report entitled The Rise of the Social Entrepreneur (Lead beater, 1997) in the United Kingdom and probably a little earlier in the United States to the publication of New Social Entrepreneurs by the Roberts Foundation (Emerson and Twerksy, 1996). Prior to this, some of the activities under the rubric of social entrepreneurship were either termed 'community development' or those in 'social purpose organisations'. There is considerable use of the term in popular literature although academic literature on it is thin (Taylor, Hobbs, Nilsson, O'Halloran

and Preisser, 2000). Recent interest saw a call for papers for a special issue on social entrepreneurship (Honig and Christie, 2003). Source: International Entrepreneurship and Management Journal 1, pp. 353–365, 2005. Defining the ‘Social’ in ‘Social Entrepreneurship’: Altruism and Entrepreneurship WEE-LIANG TAN wltan@smu.edu.sg. John Williams Teck-Meng Tan Singapore Management University, Tanglin P.O. Box 257, Singapore 912409.

14. www.amazon.com/Human-Action-Ludwig-von-Mises/dp/0865976317: Von Mises, L. 1996. Human action: A treatise on economics. San Francisco: Editor, Bettina Bien Greaves.
15. www.caledonia.org.uk/papers/Social-Entrepreneurship.doc. JerrBoschee and Jim McClurg. Towards a Better Understanding of Social Entrepreneurship, Some Important Distinctions. 2003.
16. Roberts, D. & Woods, C.: Changing the world on a shoestring: The concept of social entrepreneurship. University of Auckland Business Review, pp. 45–51. 2005.
17. www.ssireview.org/pdf/rediscovering_social_innovation.
18. www.mercatus.org/publication/freedom-and-entrepreneurship-new-evidence-50-states.
19. www.ashoka.org. Leading social Entrepreneurs. US. 2011.
20. www.thenonprofitimes.com/article/detail/6-qualities-of-successful-social-entrepreneurs-3189.
21. Elkington, John / Hartigan, Pamela: Power of Unreasonable People: How Social Entrepreneurs Create Markets that Change the World, Harvard, 2008.
22. www.nonprofit.about.com/od/socialentrepreneurs/fr/entrepreneurcha.htm.
23. Other Recommended sources for glossary are:
*<http://www.skollfoundation.org/about/skoll-awards/skoll-award-for-social-entrepreneurship-glossary/>

*<http://www.cgcareers.org/articles/detail/1204/>
*<http://www.socialedge.org/features/resources/social-entrepreneurship/glossary/institute-for-social-entrepreneurs-glossary-of-business-terms>
*<http://www.socialbusinessforum.com/what-is-social-business/>
*<http://www.forbes.com/2010/06/15/forbes-india-muhammad-yunus-social-business-opinions-ideas-10-yunus.html>

24. www.davidbornstein.wordpress.com/faq.
25. www.schoolforreal.wordpress.com/2010/12/16/civic-entrepreneurship-how-schools-can-be-both-market-makers-and-service-providers.
26. www.itmagazine.net/stories/spotlight-stories/category_innovators/are-you-a-social-entrepreneur. Response by Mr. David Bornstein, who specializes in writing about social innovations. His book, *How To Change The World: Social Entrepreneurs and the Power of New Ideas*, profiles some amazing individuals who are part of a massive transformation.
27. www.philanthropyuk.org/publications/guide-giving/how-give-social-entrepreneurship.
28. www.philanthropyuk.org
29. www.philanthropyuk.org/publications/guide-giving/how-give-social-entrepreneurship.
30. Ridley-Duff, R. J. and Bull, M. (2011) *Understanding Social Enterprise: Theory and Practice*, London: SagePublications, see Chapter 3. Kerlin, J. (2009) *Social Enterprise: A Global Comparison*, University Press of New England. Ridley-Duff, R. J. and Sothcombe, C. (2011) *The Social Enterprise Mark: a critical review of its conceptual dimensions*, paper to 34th International Small Business and Entrepreneurship Conference, Sheffield. Winner of 'Best Research and Knowledge Transfer Paper in Conference' Aiken, M. (2010).

31. www.philanthropyuk.org/publications/guide-giving/how-give/social-entrepreneurship.
32. www.torontoenterprisefund.ca and www.enterprisingnonprofits.com.
33. www.marsdd.com/articles/social-enterprise-business-models.
34. www.inc.com/magazine/20110501/how-a-business-can-change-the-world.html.
35. davidbornstein.wordpress.com/faq.
36. Source:<http://ashokau.org/wp-content/uploads/2010/12/Social-Entrepreneurship-What-Everyone-Needs-to-Know-Teaching-notes-final.pdf>
37. As cited in the Magsaysay award citation. Recognizing Dr. Khan's overall achievements at the Comilla Academy, the Board of Trustees of the Ramon Magsaysay Award Foundation (Philippines) honoured him with the Magsaysay Award, also known as Asia's Nobel Prize, in August 1963. In 1964, Michigan State University awarded him with an Honorary Doctorate for his works and accomplishments.
38. For a more personal insight Urdu understanding one may read "beesvisadika Gautam Budh" by Farhat Malik uploaded on www.creativeangerbyrahkshi.com.
39. It earned him the Ramon Magsaysay Award from the Philippines and an honorary Doctorate of Law from Michigan State University. Ralph Smuckler wrote in his book, "His Scandinavian colleagues and other advisors had nominated him for the Nobel Peace Prize".
40. Soon after Khan's death, on 10 April 2000, the Government of Pakistan renamed the National Centre for Rural Development the AkhtarHameed Khan National Centre for Rural Development and Municipal Administration. In the same year, the AkhtarHameed Khan Resource Centre was established in Islamabad, under the auspices of the Institute of Rural Management, as a repository of published and digital resources on rural development. Later in

2005, the Council of Social Sciences, Pakistan, in collaboration with the National Rural Support Programme and other institutions, announced the AkhtarHameed Khan Memorial Award.

41. www.asiantribune.com/news/2009/10/06/remembering-dr-akhtar-hameed-khan
42. Sungi is an Hindko word meaning friend.
43. www.oakdf.org.pk/links/omar_asghar_khan.htm.
44. In November 1999 Omar resigned as Executive Director of SUNGI and decided to accept General Pervez Musharraf's offer to join his cabinet. On 6 November 1999, Omar was sworn in as the Federal Minister for Environment, Local Government & Rural Development, Labour, Manpower, and Overseas Pakistanis. In his two-year tenure as federal minister, Omar was successful in shaping and influencing many key policies. He granted ownership rights to katchi abadi residents through the National Policy on Katchi Abadis, approved due to his dedicated and unstinting efforts. Omar's competence and creativity facilitated the establishment of the first-ever Workers and Employers Bilateral Council of Pakistan (WEBCOP). This forum helped broker a dialogue between employers and employees and develop a consensus on a substantive labour policy that gives greater social protection to workers. He played a pivotal role in the design of the devolution policy, focusing on creating political space for women, peasants, and workers and protecting provincial autonomy. He also lobbied for restoration of the joint electorate system to ensure equal rights for all citizens. Ibid.
45. Samina Omar Khan (the wife & a renowned activist, who successfully ran Sungi and gracefully handed it over to the second tier of leadership in 2012) in a telephonic conversation while responding to what is the best memory that you wish that new comers should know about Omar Asghar Khan (7th September 2012).
46. IRADAH (Initiative for Raising Awareness Development and Assimilation of the Handicapped) . In Urdu it means intention.

47. www.ashoka.org.
48. If you are familiar with Pakistan you know that romance of most beautiful landscapes evaporates when you actually land there – imagine the challenges for a person without limbs on an ordinary wheel chair?
49. www.letusbuildpakistan.blogspot.com/2008/10/remembering-legend-mr-izhar-awan.html. Accessed: 30 November 2009.
50. Looking inwards and telling truth are not risk free actions in Pakistan. Some attributes of Pashtun culture and mind set are violent. He not only identified but criticized them in his TV interviews and some talks. This invited vilification for him-a Pashtun himself.
51. I am not sure whether Rauf Khalid followed the well-known actor, director, and producer Robert Redford but it might be of interest to share his journey. According to the details narrated by Rogerr Martin & Silly Osberg in their widely cited 2007 Stanford Social Innovation Review article, “Social Entrepreneurship: The Case for Definition,” Redford offered a less familiar but also illustrative case of social entrepreneurship. In the early 1980s, Redford stepped back from his successful career to reclaim space in the film industry for artists. Redford was struck by a set of opposing forces in play. He identified an inherently oppressive but stable equilibrium in the way Hollywood worked, with its business model increasingly driven by financial interests, its productions gravitating to flashy, frequently violent blockbusters, and its studio-dominated system becoming more and more centralized in controlling the way films were financed, produced, and distributed. At the same time, he noted that new technology was emerging – less cumbersome and less expensive video and digital editing equipment – that gave filmmakers the tools they needed to exert more control over their work. Seeing opportunity, Redford seized the chance to nurture this new breed of artists. First, he created the Sundance Institute to take “money out of the picture” and provide young filmmakers with space and support for developing their ideas. Next, he created the Sundance

Film Festival to showcase independent filmmakers' work. From the beginning, Redford's value proposition focused on the emerging independent filmmaker whose talents were neither recognized nor served by the market stranglehold of the Hollywood studio system.

52. Virsa means 'heritage' in Urdu. This is a unique teaching café conceptualized and decorated by Rauf Khalid and his wife Senator Rubina Khalid.
53. It is the result of an innovative and path-breaking public-private partnership between the Government of Pakistan through the Institute of Folk and Traditional Heritage (LokVirsa) and Cosmos Productions (Private Limited), Islamabad.
54. www.lokvirsa.org.pk/nics.php and <http://www.nics.pk>.
55. www.nics.pk/detail.php?cmd=smarty&id=1_len.
56. "A successful entrepreneur doesn't necessarily have to be a good leader as long as they recognize how they deliver the greatest value to their organisation and successfully execute on that. In fact, most successful entrepreneurs have hired or delegated to others the role of leadership. However, a successful leader must be entrepreneurial, as well as innovative, as they need to undertake innovations, finance and business acumen in their social influence effort to transform activities into economic goods and/or results for their organisation, with innovation being a critical component in order to achieve continual renewal and/or improvement when achieving predefined business outcomes." From <http://thestrategyguysite.com/people-leadership-development/leadership-vs-entrepreneurship-whats-the-difference>.
57. I always thought that somewhere in him resided the spirit of Ghani Khan(1914–1996) an embodiment of compassion, forgiveness, a great poet, painter and visionary from the same land once wrote, "I want to see my people educated and enlightened. A people with a vision and a strong sense of justice, who can carve out a future for themselves in harmony with nature."

58. Source:www.nics.pk/detail.php?cmd=smarty&id=1_len.
59. Different family, friends and interviews available on websites.
60. www.facebook.com/pages/Saima-Ammar/251635984872523?sk=info.
61. www.pffb.org.pk.
62. Audio World was a really integral part of her life not just because of the services that she was doing for the blind community but also because this where Saima and Ammar met the first time. Ammar Masood and myself together started our careers as TV anchors for live morning shows in 1995 is an established broadcaster. His voice became implementing arm for Saima whose exceptional journey remains incomplete without mentioning exceptional men Ammar in a society characterized by not so supportive husbands.
63. Telephonic conversation with Ammar Masood Saima's husband on 11 August 2012.
64. The Social Entrepreneur's Handbook: How to Start, Build, and Run a Business That Improves the World. Rupert scofield. 2011.
65. www.nonprofit.about.com/od/nonprofitbasics/f/busplan.htm.
66. www.ngoregnet.org/country_information_by_region/Asia_and_Oceania/pakistan_countrypage.asp.
67. Ibid.
68. www.ibtimes.com/articles/282590/20120116/arfa-karim-randhawa-dies-top-quotes-microsoft.htm.

Annex 1

Some recommended web sites

www.ashoka.org

www.change.org/petitions

www.enterweb.org/entrship.htm

www.eoi.es/blogs/dianapatriciasanchez/2012/06/08/post-3-social-entrepreneurship/

www.gemconsortium.org

www.manhattan-institute.org/se

www.mtech.umd.edu/educate/eip/docs/HEIP_241.pdf

www.muhammadyunus.org/Social-Business/social-business/

www.schwabfound.org

www.scribd.com/doc/8451734/Social-Entrepreneurship-Definition-Matrix

www.se-alliance.org/

www.socialbrite.org/sharing-center/glossary/

www.ssireview.org/site/the_problem_with_social_entrepreneurship_a_students_perspective

www.unleashingideas.org

www.workonpurpose.echoinggreen.org/questions/please-define-social-entrepreneur-for-me

www.mango.org.uk/Guide/InternalAuditChecklist

Annex 2

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Kaufman, Zachary D. [Ed.]: Social Entrepreneurship in the Age of Atrocities. s.l.,2012.

Khan, Iqbal M. [Ed.]: Leading social entrepreneurs of Pakistan. s.l., 2011.

Light, Paul C.: The search for social entrepreneurship.s.l., 2008.

Nicholls, Alex: Social Entrepreneurship. New Models of Sustainable Social Change. s.l., 2006.

Annex 3

Some International Resources for Social Entrepreneurs

Acumen Fund – Venture capital fund that invests in social entrepreneurs, including both non-profit and for-profit initiatives. Acumen's focus is on projects that aid the "bottom-of-the-pyramid" poor.

Ashoka – Ashoka identifies and invests in leading social entrepreneurs with ideas for change in their communities, supporting the individual, idea and institution through all phases of their career.

Echoing Green – Provides seed funding and support to social entrepreneurs with bold ideas for social change. Offers a two-year fellowship program and provides hands-on support.

Good Capital – Venture capital firm that provides funding for both non-profit and for-profit initiatives in the areas of economic opportunity, fair trade, health care, and education.

New Profit – Venture capital fund that invests in social entrepreneurs, typically non-profits in the areas of education, minority rights, and global poverty.

Nonprofit Finance Fund – Offers loans, lines of credit, and financial consulting to non-profits. Also serves as a broker to help non-profits raise large amounts of capital.

npEnterprise Forum – Free online discussion group for practitioners of social enterprise, with over 7000 members.

Schwab Foundation for Social Entrepreneurship – Hosts the annual Social Entrepreneurs' Summit, co-sponsors the annual Social Capitalist Awards, and co-sponsors the annual meeting of the World Economic Forum.

Skoll Foundation – Invests in, connects, and empowers social entrepreneurs. Skoll Awards provide grant financing to established projects. Hosts the annual Skoll World Forum on Social Entrepreneurship.

Social Edge – Free online discussion forum, newsletter, and other resources for social entrepreneurs.

Social Enterprise Alliance – Membership network for social entrepreneurs in both the non-profit and for-profit sectors. Hosts the annual Social Enterprise Summit and a comprehensive online Knowledge Center open to non-members.

Social Venture Network – Membership network for leading social entrepreneurs, primarily for-profit CEO's, non-profit founders and executive directors, and social investors. Hosts two annual gatherings and an online Tools & Best Practices library open to non-members.

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www.davidbornstein.wordpress.com/faq/.

www.imasocialentrepreneur.com/social-entrepreneurship/.

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www.lokvirsa.org.pk/nics.php .

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www.mercatus.org/publication/freedom-and-entrepreneurship-new-evidence-50-states.

www.muhammadyunus.org/FAQs/why-not-compensate-for-inflation/.

www.ngoregnet.org/country_information_by_region/Asia_and_Oceania/pakistan_countrypage.

www.nics.pk/detail.php?cmd=smarty&id=1_len.

www.nonprofit.about.com/od/nonprofitbasics/f/busplan.htm.

www.nonprofit.about.com/od/socialentrepreneurs/fr/entrepreneurcha.htm.

www.oakdf.org.pk/links/omar_asghar_khan.htm.

www.pfffb.org.pk.

www.philanthropyuk.org/publications/guide-giving/how-give/social-entrepreneurship.

www.schoolforreal.wordpress.com/2010/12/16/civic-entrepreneurship-how-schools-can-be-both-market-makers-and-service-providers/.

www.ssireview.org/pdf/rediscovering_social_innovation.

www.thenonproffitimes.com/article/detail/6-qualities-of-successful-social-entrepreneurs-3189.

www.torontoenterprisefund.ca.

www.wju.edu/academics/bus/iscm/Ostasiewski2.pdf.

P.S.: Congratulations! You have read all of this (and joyfully too) and it is very obvious that you are no one else but a social entrepreneur. Now all you have to do is to structure and formalize your entrepreneurship. There is no magical recipe for a successful entrepreneur but there are certain essential practical steps that you have to take and there are certain rules you have to observe. Being organized and sticking to the rules and regulations of the country do not by any means deprive you of creativity and the lawful privilege of thinking outside the box and making meaning contributions to the entrepreneurial industry.

About the Author

The author, Dr Rakhshinda Perveen, is the founder director of creativeangerbyrakhshi a social enterprise that is committed to courage for Intellectual risks. This initiative aims to provide an intellectual and creative forum to bridge the gaps among the world of social mission, business and intelligentsia through socially and affordable packaging.

www.creativeangerbyrakhshi.com

About EFN

Economic Freedom Network Pakistan (EFN), established in 2006, is an informal network of academics, businessmen and politicians – organizations and individuals alike – who share the trust in open and free markets benefiting each and every member of the society.



We believe in personal choice, voluntary exchange coordinated by markets, freedom to enter and compete in markets, and protection of persons and their property from aggression by others including government.

In order to facilitate economic growth and human development through meaningful reforms, we welcome public policy advisors, political decision-makers, specialists and experts, businessmen and entrepreneurs to an open dialogue on the merits of free markets and limited government.

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"I have looked at the subject as a student of life and practitioner of social entrepreneurship. The objectives are to inform and inspire my readers. It is expected that serious readers will raise more questions, look into the issues in Pakistani perspectives that include poor governance, gender discrimination, social injustice and receding economies. The intended readers are the young and aspiring social entrepreneurs in Pakistan who did not get an opportunity to learn academic knowledge and skills and are entering the industry or are already into it and feel the absence of survival tools. This however, by no means, is an alternative to recommended academic readings, bestseller practitioners' guides and high profile skill based training on the subject."

Rakhshinda Perveen



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P.O. Box 1733, 44000 Islamabad — Pakistan
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ISBN 978-969-629-101-5



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