

Appendix – III

CONSENT FORM

Study title:

Researcher name:

ERGO number:

Please initial the box(es) if you agree with the statement(s):

<p>I have read and understood the information sheet (<i>insert date /version no. of participant information sheet</i>) and have had the opportunity to ask questions about the study.</p>	
<p>I agree to take part in this research project and agree for my data to be used for the purpose of this study.</p>	
<p>I understand my participation is voluntary and I may withdraw (at any time) for any reason without my rights being affected.</p>	
<p><i>Add as required</i></p>	

Name of participant (print name).....

Signature of participant.....

Date.....

Name of researcher (print name).....

Signature of researcher

Date.....

Optional - please only initial the box(es) you wish to agree to:

<i>This should be used for any statements that are not mandatory for the participant to take part in the research.</i>	
<i>Add as required</i>	

Research Participant: P1B

Date: January 2018

Location: Bhopal, Madhya Pradesh, India

Interview Setting: It was conducted in USB's office cum residence. The interview was conducted in the afternoon. I reached out to the research participant based on google search of 'social entrepreneurs in Bhopal'. The room where interview was conducted was a participants office which was quite without noise or interruption. The researcher on meeting introduced herself and stared with an informal conversation. The interviewee was fluent in comprehending and speaking in English language. This was followed by presenting the interviewee with 'participant information sheet' and the 'content form'. Once the consent formed was signed by the participant after understanding in what capacity the participant will engage in this research, the interview began.

The interview was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): So, would you like to tell me about your organisation in terms of what activities it is involved in and what motivated you to get into this venture?

(I): Ahh, so our organisation's name is khaDigi which is a combination of khadi.. ahh.. it's a hand spun hand woven process of making fabric and digital printing process which is called the future of fashion so basically khadi is emerging the new technologies the new and the old together and making a conscious product so.. ahh.. why we choose khadi? I chose khadi was.. ahh because it gives direct employment to the women in the rural areas ahh by providing them training in spinning and giving them charkas charka is a spinning wheel and they become the manufacturers of thread at their home so we collect back thread from them get it wheeled make fabric and sell it to designers.. retailers and people like that and also we have our own product like so we sell it under the brand name of khaDiji

(R): Hmm

(I): so ahh.. you can say like we have a two business model b two b and b two c wherein we are also supplier of the fabric and we make our own products so.. that is what our business looks like and the whole model so its it's a hybrid model..

(R): Hmm

(I): wherein the social ahh.. aspect... the training and the giving away charkas and manufacturing of threads happens under NGOs and we are a private limited company we do research, marketing, branding of khadi

(R): okay

(I): so it's like a blend of two

(R): Okay... and what motivated you, what was your driving force?

(I): So basically I am from a village in Bundelkhand (a region north of Madhya Pradesh) so I have I was born in a very you know.... conservative Brahmin family hmm.. basically..ah... a zamindari family so I have seen all these differences you know on the basis of class cast and gender and everything so I have always thought you know this is something that is this is wrong I... I.. I should not practise it but

I did not have that much courage at that point of time to really stop it and actually understand what's.. what's wrong I knew something was wrong but I dint know what is wrong

(R): Hmm

(I): so then I went DU (Delhi University) to study and that's where I started working with NGOs and I understood the whole problem like the problem where the problem lies and I thought that the solutions lies if I actually empower the women in the villages

(R): Hmm

(I): that's where you know she is the root of every family and that's why I decided to work with women and empower them...hmm so that the whole you know the ecosystem.. the whole world looks like a better place to live so that was the whole driving force

(R): So did you ..ahh.. did it kind of come into conflict with your family and because as you said that

(I): ...so ya.. obviously I mean lot of conflicts because they wanted my life to be very secure and safe they sent me to DU without any ahh question ahh because they thought that after coming to DU after passing out from DU rather I would go to some big university to London and do some good course and you know follow the real the normal league or become they never dreamt that I will be this person social entrepreneur working for women they always thought that I will be a good girl and do MBA the normal world(inaudible) which I didn't happen to so.. ahh.. that was a lot of conflict... my mom was very worried like 'yeh sab ladkiya nahi karti, hamare ghar ki ladkiya nahi karti!' (this work is not for women or at least women from our house) and all that

(R): Hmm

(I): so where it was fun because I thought that before empowering any women in the world I have to empower myself and the thought I think the most inspiring and life changing thought was be the change you want to see in the world

(R): Hmm

(I): so I have I, I, I always say that I am not changing the world it's just that I am developing..bringing those changes in me.. like you know to be more powerful to be more independent and when I do it I actually can tell a women to live like that so I want to be a living example of how a women should be so that I give them so I don't really force anyone to become a spinner or something I just want them to realise their ahh... you know like capabilities and opportunities available to them so that even they realise what they are so that was the that is the whole idea

(R): Hmm

(I): and I am just trying to provide a platform where everyone can sort of realise their full potential and you know.... so in my own way I am fighting my own battle (laughs) and this is all for me I want to live the way I want to

(R): Hmm

(I): so you know... with that just creating a little impact

(R): so do you think that the women that you work with you look up to you as an inspirational figure?

(I): ahh.. yes I think its both ways I look up to them as my inspiration because they give me strength and every day when you wake up you have you... you know that you are doing something that, that is so required to people to whom you made promises (pause) not really promises but you have shown a ray of hope to them

(R): Hmm

(I): so they give me inspiration I give them inspiration it's a both ways thing you know wherever I am on the fields a we.. we talk we share stories what happened what did not happen what worked out what did not work out so that way you know it's a both way learning I will not say that... its.. it's a collaboration

(R): Hmm

(I): You know

(R): ya

(I): I am not the only person it's like they are also equal part of this organisation so ya

(R): okay.. its its been almost three years since the time of ideation that you have started this organisation ahh... well what is the impact that you see in terms of the activities that you have ahh.. you have been running and what is the impact that you want to create because its its not been really long ahh.. in five to ten years from now?

(I): so till now we have collaborated with right now only with one organisation which has ahh more than three hundred artisans with them so we are trying to give them regular employment through our ahh regular supplies

(R): Hmm

(I): so hmm we develop new fabrics present it in the market ..ahh.. create demand for that and then get into the production thing... so ahh by that we have been able to now create employment for three hundred people now what we aim in next one year is that we want to set up at least like one ah.. centre where we can have like a thousand women system because now we can see that there is a requirement of our fabric so initially it was more like validations in the market that that the people really wanted to buy khadi and what is the market look like and how big the size can be so now we have set that in in next one year we will we will try to sell at least one lakh meters of fabrics

(R): Hmm

(I): we will try to push that in the market and for that we will require around fifteen hundred artisans so ya out target is next one year it should reach to fifteen hundred artisans

(R): Hmm

(I): involved in different kind of activities spinning, weaving, dying, printing, stitching all of that

(R): Hmm

(I): ahh apart from that five years down the line I want to make a network of say one lakh artisans all over India where almost of them are spinners

(R): okay

(I): so I want to create these small spin centres that's what I call them ahh so every house becomes a thread manufacturing company in its own and every women become the owner of that thread manufacturing company so that's the bigger dream like you know

(R): okay

(I): ya so ya we will do it in our self-help group sort of model

(R): Hmm

(I): wherein they will provide raw materials to us and we will give them raw material as thread so we will give them cotton and they will make thread out of it

(R): Hmm

(I): and we will give them their wages whatever they have made and everything and also a train them and their quality everything should increase with time and how they can become part of the organisation so that model wherein they have share in the in the company

(R): as share holders

(I): ya as share holders

(R): so you see them as a bigger ahh group who are like a bigger SHG which is which has shareholding in you company

(I): in my company ya

(R): that's kind of a different model I would also say that you have a business model in mind

(I): that's what I was speaking about (laughs)

(R): That's interesting...this business model ..ahh..you have already shared a little bit before hmm... how did this crystallisation of idea happen? What helped, what are the things that helped you crystallising this whole business idea?

(I): Mentors. A lot of mentors and because when you start very early you are clouded with a lot of things and am just too passionate about this bringing the change you know and you think that one day you will wake up and you will change but that has not happen

(R): Hmm

(I): so ahh I have been very lucky with mentors so I have been mentored by a learning development head in PWC then a person who has been marketing head for lot of big organisations cloud clusters in India

(R): Hmm

(I): then there is this incubation centre IIM Ahmedabad so I have been always fortunate to have mentors I think

(R): Hmm

(I): and ahh.... so they have brought a lot of clarity on how we can actually develop a robust so they made me understand it's not the product it's not you but it's always the business model that works one day when you are not there the model should be clear to people and it keeps on going so focus on developing the business model

(R): Hmm

(I): so that was so that is how you know we identified ahh where is the gap what is that we can do others can't do what is our USP and ahh what will create the maximum impact social impact that we want to create maximum revenues also

(R): okay

(I): revenues obviously going to bring a lot of motivations to these you know people so it should not fissile out once I am not there or once you know the support is not there so self-sustainable so I think they said there is no harm in being small but sustainability is the key so first focus in this three hundred people make them sustainable and have goals

(R): Hmm

(I): that is one thing then sort first thing first

(R): okay since we are talking about ahh resources ahh what is the kind of funding structure that you have for your organisation and what is your future plan because you have a long term growing you want to grow big what is the kind of funding structure that you are looking at?

(I): so initially was bootstrapping

(R): okay

(I): ya the first f's friends family and fools (laughs) so it was same ahh friends family and fools only who invested I my business

(R): okay

(I): ahh.. but then I found the incubation centre and ahh its its in a form of a soft loan ahhh which I have to return like there is a proper system and ahh they have also taken certain percentage of equity for mentoring

(R): Hmm

(I): in return they are providing me all sorts of mentor that are required for our organisation they pay them

(R): okay

(I): that is one thing in future obviously you know like series a series b all sorts of commercial ven... funders that are there I am in talks with lot of them but right now what my focus is to develop the business model and there I a lot of government support as well in khadi so there are a lots of grants and funds that are available so I am also applying for that because it is always good to work on governments money than ahh with the VC

(R): Hmm

(I): because you know

(R): why do you think so?

(I): because I think that ahh... ahh government money is like live you know they focus more in the social impact and with the VCs its always about the revenues so you know if the revenue one rupee they want to make ten rupees out of it so you know then you only focus on selling selling ,selling, selling from wherever you can sell or... you can say impact investors now there a lot of impact investors as well like IIM Ahmedabad is like a impact investment like kind of impact investors okay! but VCs and like proper commercial investors something that I think social enterprises should stay away from

(R): okay

(I): otherwise ya with time you lose the essence of social enterprise then you become like a normal enterprise

(R): okay do, do you think there is enough ahh.. particularly in your sector you said that there is a government impetus on on promoting social enterprise and there are funds available do you think it is those funds are easily accessible for people who are ahh of course aware but people who are from marginalised background and you know are struggling...

(I): ...its difficult I will not lie its pretty difficult because I in India juggad works

(R): Hmm

(I): and connections and networks works so you know today when I speak to the IAS officer its not only because of my work obviously with because with the family that I come from it becomes easier for me to reach out to such kind of people but for a normal person its difficult and ahh and obviously lot of you know corruption and stuff so (pause) if you know that your vision is clear and the impact that you want to make is is clear to you then doing certain level of whatever wrong you can say is also accepted because you know that otherwise you become an activist so that what we were sharing you know wherein you are an activist or a entrepreneur so here you have to look at so many other different things also

(R): Hmm

(I): beyond just the you know the ethics and the values and everything once you are into business you have to sort of give up lots of ethics and values because then you are also doing business

(R): okay so like you said this is a very interesting point that ahh how you kind of came in with peace with yourself in terms of where you are an activist and where you are a social entrepreneur like how you distinguished have you also distinguished yourself where you are a business man and where you are a social entrepreneur?

(I): Very clearly so ahh.. like certain values in our organisation we don't compromise with very clear we will not do this okay its because of obviously the the person who is running it who is very clear that if someone calls and says that 'areh aap tho kuch bhi karke dedo!' (You can provide me any quality') types you know and we just want to call it khadi we say 'no!' to them like 'you have hundred other options, sir!we are not the one.'

(R): Hmm

(I): so I think that clarity is there we don't want to do unethical business but sometimes certain things obviously you have to mend it a little bit of diplomacy little bit of... but we make it clear that we are not lying to yourself as that we are doing khadi you know we are... we are giving employment to the women so that is very clear so once I am talking to the designers and all other people I will try to sell what we have (laughs)..

(R): Hmm

(I): okay! you know try to convince them like this is the best thing and you should buy it sometimes that's that's the I am the business man but once I am with my hmm.. hmm artisans the women that I work with there I am a true social worker talking to the necessities talk to their excitement sometimes their flaws and obviously I want them to be really good and become really skilful but since I am also human and they have problems we try to sell... if it is even it is wrong and we try to sell it and manipulate the customer because we can do that but not really making them like we don't want to sell on the basis of charity

(R): Hmm

(I):.. we also want to maintain the quality, we always train our women that ' you know quality is the key, you have to be really good at it!' but ya.. that's where I am a social worker.. and on the business front when I am dealing with the customers and clients and all I am a true business man I have to sell

(R): Okay..ahh.. like you said the government funds are available you and you prefer government funds being invested in you company than private funders or VCs investing in your company.. ahh.. can you explain.. ahh how VC funding kind of impacts your business or your business operations?

(I): Impact!.. ahhh.. I think the only thing that they bring in is a lot of pressure for revenues and they only look for scale up

(R): Hmm

(I): you know this one rupee should become ten that's their only aim what is going to be the return rate what is going to be the this that you know lot of numbers com in

(R): Hmm

(I): so that is why its not that people who are who wants make a lot of money is good obviously that kind of pressure but for people who are not only thinking about money but also impact it becomes annoying for them

(R): Hmm

(I): you know because once you are making it on a machine its pretty easy you know that this kind of quality will come out and and you know all such things are easy there is a proper system there is a proper assembly line the product will come here then there you know but when its dealt by human then obviously there are different kind of problems you know

(R): Hmm

(I): today may she has her kid is not well and she is not in a good state of mind and then she is making that thread then you cannot then that human emotions will always be there in that fabric so ahh so that is the thing like so creating bringing VCs they will obviously like you treat your humans like ahhh machines only when you go to these big manufacturing units we people ahh people there working you know the tailors and other people they get illusions they have visionary illusions looking at same prints for years and you get so many other different kinds of problems because they are not allowed to look up they are only supposed to do one kind of work so they have so many physical problems that arise because of that kind of work I don't want to do that

(R): Hmm

(I): and that is because of the VCs we are working you know they are putting pressure on the manufacturer the manufacturer ahh shifts that pressure on the real artisans and the people who are working there I don't want to do that you know like

(R): Hmm

(I): somebody putting pressure on me in a positive sense I okay but if it is like a negative thing then it is very difficult

(R): and do you do you think that in future you would like to see ahh what kind of a mix of funding's like ahh you said that you prefer impact investors than VCs but everything has its you know

(I): plus and minus

(R): so do you see the kind of a mix model where in the future?

(I): ah so may be for next three years ahh that's what I have thought I will go for impact investors only or government grants ahh I want to do all the capital investments through grants so that I don't have to repay the capital investment money

(R): Hmm

(I): that's like a huge money okay so and ahh that set up is not for the company that set up is for the community that we are working with so if under any grant I give charkas I give looms or any kind of machinery to women that remains with them that is not our organisations so then want to do that kind of investments so that in the form of grants for sure ahh trainings through grants that there are a lot of good training programs under government schemes

(R): Hmm

(I): so if government has money for it why we should sort of pool in from any investor also obviously for working capital for marketing branding all such things we can take money from the investors

(R): Hmm

(I): the impact investors they don't really invest in a lot of marketing and branding they only invest in working capitals so that kind of segregation is there then I want to really make a brand

(R): Hmm

(I): a khadi jia brand I want to start like five stores and then make online store and everything then obviously I will go for a VC

(R): okay

(I): but right now when we are only dealing as a fabric company I don't think that I require a lot of VC pressure so maybe next three years we want to remain as a fabric company

(R): okay can you share your experience of ahh being part of incubation labs ahh that and how it has helped ahh your business you said it it shaped in terms of designing a business model but beyond that ah how did you get to know about it how how you were part of it and how it you know translated into your you know starting of your business?

(I): so ahh we got to know it through social media campaign ahh saw it on website on Facebook page that there was a competition in IIT Delhi we applied for that competition and we were in top five all over India we went for that competition and we were the only one who got incubated under put of those top five and one of it is Forbes thirty under thirty so we were listed with them there ahhh... then ahh... the whole journey started for us and it was pretty so ahh.. we like we just completed our piloted and we didn't know what we are going to do now we just made two fifty garments ahh try ro sell out through store collaborations exhibitions and all that

(R): Hmm

(I): ahh because someone said that you know you need to do a pilot before launching so we just completed that and in April we got to participate in this competition so it took four months May, June, July, August and we were done with the funding so they they did our due diligence ahh there was an investment round and lot of negotiations and signing the agreement and everything and on first of September we signed the agreement finally and in the month of September only we got the money for first ranch and then we got the incubation support in terms of mentors developers a lot of workshops to develop skills one of it was social impact calculation impact calculations and and there was diagnostic plan

(R): Hmm

(I): wherein we planned our hundred days together with industry experts so ahh so in a way suddenly things started taking shape and we moved with the flow you know like our organisation (the voice pitch goes up with excitement) which was all young people trying to do something became like more concrete private limited company with a hybrid model they were talking of having two different organisations and collaborations and what not and we became a fabric company from a brand

(R): Hmm

(I): so ya I mean that ways

(R): and right now you are also incubated under the ahh atal

(I): so ya I will be

(R): okay

(I): I will be ahh we are so ya I think by Amit sir only his incubation centre

(R): and how you linked with oasis social

(I): start up oasis through that competition start up oasis only organised that competition

(R): so ahh when you were in Bhopal when you applied for for that

(I): ya it was a national level competition so ya

(R): okay ahh now to the last bit which about asked that ahh there are several organisations at the grass root level like we discussed you know you your knowledge your networks and background kind helped to shape a lot of things and you all it started going like your organisation there were a lot of organisations at the grass root level which are working and which are trying to you know grapple I see a lot of clarity ahhh but they are trying to grapple with those ahh clarity what do you see their future how what you know system can be grown around them which will help them become more mainstream social enterprise you know than being fringes?

(I): I think it's only the incubations centres and the fact that people needs to understand and drawing a line between the social entrepreneur and the social worker because people are not really able to ahh you know one day they want to go for a walk and there is a very important meeting and they choose to go on a walk it's their personal thing but then if you are an entrepreneur then obviously you should be focusing more on your business

(R): Hmm

(I): advocacy other people can do but being an entrepreneur you have to give upon advocacy do advocacy when it is required but not it should not be your priority you know

(R): Hmm

(I): the activist mode has to go then you know I have given upon that a lot of hmm

(R): where you an activist initially?

(I): ya I was (laughs) I have been associated with Delhi police after that Delhi rape case and did lot of nukkar-nataks (street plays to mobilise citizens for social action) and everything I was an activist and I have been an activist almost for a while so that what like

(R): and you did not see tangibles ahh... results?

(I): Ya.. I did not see any results... I was like I don't know may be I am not making any impact like this its just I am shouting and for my personal you know like satisfaction I can say it so much but the impact like if there is no result even if I am shouting (pauses) like what ?

(R): okay okay

(I): and if my voice is really reaching out to the women who are supposed to get benefitted benefited out of it here I am doing something in Delhi and do what ?

(R): okay so how can we grow these kind of budding social entrepreneurs who are grass root level who might not have the knowledge who might not have the know how or but the intention to...

(I):.. I think people like us hmm people sitting in who have connect to ahh rural areas sitting in urban areas running enterprises we need to develop entrepreneurs like we also like we have decided that we will develop these entrepreneurs at the grass root level I don't want to them as my spinners but

obviously they calling me my... you know that one we supply to USB you know like we are the thread manufacturers ourselves so every house should become like a small thread manufacturing company because you know so that ways

(R): okay

(I): empower them and make them efficient so it has to be both ways they want to learn and we want to teach them because we are being exposed of course there are incubation centres lot of peoples reaching out now

(R): Hmm

(I): but It has to be lot of hand holding initially and people ready to learn you know they should be receptive

(R): do you think there is a there is a gap there?

(I): ya I mean some people are just too stringent I mean they just don't want to listen to you you know they think what they are doing is the best which is also not their fault obviously because you know the kind of conditions they have been living in sort of make them lot of rebellious there they are very rebellious so when a person from an urban background goes to a rural place and tells them that you know you should do this do that they will be like 'gyan dhena kham karo!' (Don't try to teach me!) you know 'we know what happens on the ground' so I think ahh that kind of understanding wherein we understand that and they understand us so a collaboration again

(R): okay great so hmm I think we are through with most of the questions and it was a lovely interview, thank you very much for your time. I will now pause the recorder.

Research Participant: P2B

Date: January 2018

Location: Bhopal, Madhya Pradesh, India

Interview Setting: It was difficult to get a time from SGB, after few attempts the interview was date and place was finalised. SGB operates from the tribal museum in Bhopal, so insisted in meeting in the tribal museum. On reaching the venue, I met SGB and she introduced me to the children whom she works. We started off with an informal chat and spend some time with the children discussing- how they like the sessions, what are their ambitions and aspirations in life etc. Thereafter, we decided to move to a secluded and more quiet area (cafeteria) for the interview. The open cafeteria was mostly empty, we ordered for some tea and decided to begin with the interview. SGB was not very fluent with her English but answered mostly in English with bits of Hindi in certain sections. This was followed by presenting the interviewee with 'participant information sheet' and the 'content form'. Once the participant signed the consent formed after understanding in what capacity the participant will engage in this research, the interview began. After the interview was over I found out the man (who runs the one and only incubation centre in Bhopal), whom I have been chasing for an interview for quite some time was her husband. I requested her if it was interview him as well as he is been avoiding to meet me. SGB by now had developed much understanding about my project and trusted my intentions; hence, she invited me to her residence that evening for the other interview.

The interview with P2B was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): ahh.. so can you tell me about your organisation what your organisation does and what motivated you to start something like this basically... what was your inspiration?

(I): see my organisation oasis and social innovation lab and it actually tries to find the gap in the society and tries to work on that gaps so till now we have found seven such models we have made seven such models and tried to replicate in different cities ahh where we find such means different gaps are there we try to replicate those models in those cities so one of which is currently ahh running here in Bhopal as well as Bangalore too in Delhi and Mumbai and that is called the Museum School

(R): Hmm

(I): under which the children from the slums who are deprived of the quality education are being given quality education through museums so this is something we are running from last twelve years and its one of its kind in our country and it's a bookless education and museums are the education centres for the deprived slum children

(R): can you tell me elaborate a little bit how it operates like how does the museum school operates?

(I): fine ahh we started in the year two thousand five where I completed my B ed in two thousand five and while I was going through my B ed studies I found the methods and skills used in the B ed are very very informative and really useful but unfortunately it is not being used in any of the main stream schools ahh it may be for any n no of reasons may be ahhh it's a this educa... some education system ah it does not come into the policy or may be the time constraints

(R): Hmm

(I): but the method of this are very very very nice so I thought after completing B ed again going back to the mainstream school and giving back to all those what I have studied in my B ed given back to the children who already have means ahhh they have many

(R): Hmm

(I): so why should I go back to those who gets ahh means n no of facilities me and my husband thought of something to do for those children ahh on the education field who are deprived of quality education

(R): Hmm

(I): so wee ahhh but the problem was to start something like this we need to unlearn first so to do that we ahh went to study different models we went to shanti nikethan we went to Pondicherry aravindra ashram school went to rishi vally went to cfl school we tried to study their model how does they work on education and then we came back to Bhopal after doing all this studies then the question was ahh what in Bhopal how in Bhopal

(R): Hmm

(I): so then ahh we thought okay museums are Bhopal is rich in museums so and hmm museums have the mandate that they have to be an educational centre unfortunately no main stream schools are no good schools use the museums as educational centres ahh reason behind I don't know but they don't use so we thought that when already an educational centre exist government infrastructure exist in our city why not use this educational centres and the educational tools that the museums exhibits for those children who are actually deprived of quality education

(R): Hmm

(I): so we made the museums different museums of Bhopal as their school we started with regional science centre we spoke with the director of regional science centre asked him can we use the museum for this purpose are you ready to do so? So he told yes why not only one concern was the children the background from which the children are coming they should not damage the exhibits that was the only concern

(R): Hmm

(I): of him then ahh it began and we spoke to the regional science centre from there we went to manav sangralay we spoke to the director of manav sangralay then we spoke to regional museum national history we spoke to the director of regional museum of national history so all three museums

(R): Hmm

(I): they ahh they were happy that something some some some different thing is going to start in the museum and the museums will be used for the education purpose so It began in the year two thousand five on on fifth of September and ahh this was about the centres now about children

(R): Hmm

(I): where to take the children from?

(R): Hmm

(I): so we chose one of the worst so called worst all slums are worst but one of the most deprived slums of Bhopal and which is a rag picker colony ahh we went to that colony with some of our friends and when we entered through that col.. that slums they were just saying that pata nahi koi bhagvan thon ahi a geye why are we there

(R): Hmm

(I): so when we asked them what do you do they told what they do so they go in the morning ahh do the rag picking and then they come back and sell those rags and then they move around here and there so we told that the time when you roam here and there and play around ahh can you want to do you want to go to some school?

(R): Hmm

(I): so their first answer their parents answer was school jake kya hogा

(R): Hmm

(I): kya karlenge ham school jake ahh... yes that was a big question school jake kya karlenge so we told ki yah ape padayengi nahi hum apko

(R): Hmm

(I): aap chalo aap dekho ki kya karenge hum log uske badh kaise kaise padayi hoti kya he and and and then different things and we tried to convince their parents so their parents agreed but there is only once concern the children we are taking the children out of the slums so that was a big concern for that ahh parents

(R): Hmm

(I): so we told don't worry we are taking a teacher from your nearby slums only who are educated girls from the same slums we are taking them as our teacher who you also know so where we are taking the children what we are doing then and what they are doing you will come to know when they come back from the teachers or the children

(R): Hmm

(I): so they agree they all agreed they agreed and children started coming started with forty children and that colony and gradually went up to hundred and then hundred fifty till now in twelve years more than three thousand five hundred children are being befitting through this concept of museum school

(R): and that only in Bhopal?

(I): not only in Bhopal it's in Bhopal it's in Bangalore currently running in Bangalore and in Mumbai too in Delhi...

(R): three thousand in Bhopal

(I): three thousand five hundred in Bhopal that no is in Bhopal

(R): and in total in all the cities where it is operated all the cities

(I): ahh see in in Mumbai it was ahhh in now it is running regularly but ahh initially it was in weekend mode because it was run by the volunteers

(R): okay

(I): so they used to get the ahh time on Saturday Sunday so they used to take the classes at Nehru science centre so that was stopped because volunteer shifted to ahh another city and it stopped in between and again it was started now by one of the foundation ahhh atma nirbhar foundation

(R): which one?

(I): atma nirbhar foundation so they started there now so now the museum school is there in Mumbai delhi it was again in weekend mode because same volunteers used to run but after that if you know about that ahh national museum got got fire last year so before one or two months before that the children have

(R): okay

(I): that have also stopped so again we are trying to revive it and trying to get it up we get the volunteers we can start again so it was also at the weekend Bangalore one of the NGO called bal utsav they used to run that museum school but now they have ahh shifted the children of the slum to the government schools children go to the government schools and also once a week they go to the museums and study there in the museums but in Bhopal in a regular base all six days in a week eleven months a year in last twelve years running

(R): okay so ahh aha.. The total no you have reached across cities in twelve years would be how many children?

(I): ahh its its about Bhopal I could say the rest of the data another NGOs have but ahh the first year there were three hundred and fifty children in Bangalore

(R): okay

(I): and hundred and twenty children in Mumbai and hundred and twenty children in Delhi so

(R): so ten thousand in each of the...

(I): exactly so that

(R): so that's a huge no ...

(I): ya that's a huge no (laughs)

(R): and how do you track the students who have gone through the entire process of the you know being part of the museum school and what they done in terms of employability or getting a job or doing something after that

(I): fine see you can say last two years last two years two thousand sixteen the first batch was out from museum school so ahh the children the students who have passed out from the museum school are now in different colleges so some are there in engineering college some are persuading their ahhh degree courses in different colleges so one of the girl who passed out last year is now doing fashion designing some of them are persuading in ahhh BBA some are doing ahh BCOM different things.. two of the students who came back as a teacher from museum school and teaching right now in few who could not go to the colleges are now doing something of their own started something of their own

(R): okay

(I): so its ahh museum school will not only take care of the academic part let me clear you not only take care of the academy museum school also gives different vocational skills different skills also

(R): Hmm

(I): they teach them they train them in different skill also so the students throughout the year have our own timetable face where the children learn different skills so right from making paper bags to candle to lamps diyas to ahh different arts this way the children are being taught but we start from age of twelve for children two years we train them from fourteen year onwards they can take that has a livelihood if they want to so few children started taking that as a livelihood

(R): okay so

(I): so now my students who have learned and not that much interested in studies are now working in this field in fact I should say that now they are being hired by different institutions and by different industries to paint ahh their walls of the school

(R): okay

(I): and ahh tribal arts or something like that they get the orders of making paper bags they get the orders of making jewellery so this way the children are growing in their own field so the aim of museum school ahh I should not say museum school my aim is to see these children as an employer and not an employee

(R): okay

(I): so that way if they can if if I change one child student from museum school this child can take care of other children in their community and can start something of their own with other children so they can also get employment in this whatever this children starts that is how we think of

(R): ahh how do you train the ahh there are two questions here how do you train the teachers who are teaching... or ahh not teaching I would say you know facilitating the process ahh and two is how do you know hmm maintain the quality because there is separate branches right now you know in different cities how do you maintain the uniformity?

(I): fine ahh teachers ahh as far as teachers are concerned like teachers are from the same slums ahh as where the children comes they are the educated guys from the same slums so what we do is that when we recruit the teachers when we go to the slums and recruit the teachers from there we try to train them you we try to train them about the museum exhibits through the museum staffs

(R): okay

(I): museum staff train the teachers about the different exhibits and about whatever they want do ahhh learn from the museums and whatever they are going to deliver to the children so that museum curator and the museum staff train them ahhh ahhh inside the museums for the museum exhibits what was your next question?

(R): Hmm it's how do you maintain the uniformity across regions because its running in different cities ahh how the quality how do you maintain?

(I): fine so what we do is that oasis part is only to monitor because they are NGO partners who are doing that so oasis goes and train the teacher since oasis is now taking care of the training sessions for the teacher so so oasis goes members of oasis goes and trains the teachers where from that particular city

(R): NGO

(I): ya from that NGO

(R): okay

(I): so we train teachers and then after two or three months to monitor how it is being running whether the quality is being maintained or not so that is the way how oasis works oasis has not got their own organisation in that city but they have a partner organisation ahhh who take care of museum school there and oasis just monitors whether the quality is maintained or not

(R): okay do you also give a because you are saying they get employed in other organisation do you have a certificate or a degree ahh the museum school is ahhh

(I): same from to thousand eight ahh when right to education came into was implemented in our country all these children are being enrolled in so called government school or private school in their own community so children they go to school they get the certification from there but the learning part

(R): Hmm

(I): the quality teaching and the learning part is all being done by the museum school we give them support throughout the year each child to get through see passing government school is not at all a difficult task okay

(R): Hmm

(I): so they have been ahh ahh ahh getting the promotion till eighth class so it's not at all a problem but do ahh should we play ahh with the future of that child we should not passing and for us going to the next level is not that much important ahh for us the important part is how much the child has understand conceptually because if the child has understood conceptually that will take him to the long term but if the child has only mug up and only have done only as done the rote learning he will forget the concept next year so our motive museum schools motive is not to pass the child or push him to the next class museum schools motive is to clear and every child's doubt and the concept should be clear to the child so whenever the child even if he is dropout or doesn't want to go to the school whenever our at at ahh any point of time the child wants to appear for any examination for the tenth and twelfth we allow them through the national open school

(R): Hmm

(I): so the child's concept is clear when he reaches class tenth it won't be difficult for that child appear for the examinations even if you are not going to the school so our motive museum schools motive is to clear the concept of that child and make each and every subject an interesting one so that the child gets interest in learning those subjects topics

(R): okay so coming to the next and the most important bit or any organisation is funds so what is the fund generating model for your ahh organisation?

(I): so when we started we started from ah our own savings because ahh you also might be knowing that ahh no experiment or no new any innovation is being funded by funding organisations because ahh unless and until you show something when it is ahhh the when it is talk about education it sustains only through funds ahh so no funding organisation comes forward when you do something experiment something

(R): Hmm

(I): so ahh we started with our own saving and ahhh one and a half years we took this project with our own savings

(R): Hmm

(I): next one and a half years few friends came forward when we were just when we were almost ahh saving was almost nil so friends came forward they said don't stop it its going on good don't stop it for the funds so they came forward they supported us and it went from one and a half years and ahh one fine day the the Dorabji TATA trust ahh drop in Bhopal to know about oasis guys but but for another model and I ahh I was back from the museum school by five thirty and they were sitting at my place they were asking where are you coming from I told them something like this I am working with museum school so they were into it sounds good so what is museum school

(R): Hmm

(I): so then they came to know about museum school they they were not here to know about museum school they came here to know about learning about our projects which was running so then they came to now about museum school they told why don't you ahh write a proposal and send a proposal to to Dorabji TATA and we just sent

(R): Hmm

(I): so we sent that proposal got selected and RUJI TATA started funding the RUJI TATA funded us for six years in the span of three years ahh every after after ahh after three years they have to ahh what should I say they have to check how the organisation is working so for that they need one year gap so that one year gap was difficult for us to again sustain so god was great we got another organisation called I-partner in UK if you must be aware about it I partner so they came to know about from one of the article which was published in business standard so those I don't know the name of the gentle man he came to know about that and through I partner he wanted to fund the museum school in Bhopal as well as in Bangalore so that is how we started in Bangalore so I partner funded us for one year and then again TATA for three years then again we came to that struggling time I should not say struggling time but it was a testing time and when we were just ahh struggling how to sustain this because the RUJI TATA stopped in Madhya Pradesh because in Madhya Pradesh the RUJI TATA all education to ahh fund ahhh they were not funding education projects in Madhya Pradesh so they wanted to fund livelihood projects in Madhya Pradesh so they wanted us to make this project as a livelihood one and present and send the proposal but how can we ahh do that

(R): Hmm

(I): so we though we cannot do that since the education project can we can tell that it's a ahh we are working on education how can we tell that its own livelihood so they had to stop the funds it was again testing time very difficult then we ahh started this particular model to make it's a peoples project

(R): Hmm

(I): so ahhh so anywhere from ahh the world you can come forward adopt a child and sponsor a child's it's not it's named as adopt a child but if you were sponsoring and we have kept the amount nine hundred and thirty five rupees per month

(R): Hmm

(I): so it was per child which includes all the cost transport cost because children are given **word(inaudible)** transport cost food their stationary teacher's salary and others to run the ahh this particular project so nine thirty five was the cost of one month ahh ahh that amount for one child but its not for one child if you are paying nine hundred and thirty five you are paying for all the hundred children who are coming

(R): okay

(I): so if you come Kasthuri comes and asks me that I want to sponsor a child let me know which child you are going which child should I sponsor I cannot tell Kasthuri that is so you can sponsor this child if Kasthuri is sponsoring any child Kasthuri is sponsoring all of them so that way it went own and ahh we are lucky enough that many of them came forward not only from our city more country from all over the world too to ahh sponsor these children and last year it was a dream come true for us In two thousand sixteen not last year two thousand sixteen ahh when we got that UNESCO award and there is a UNESCO award money was also there so so award money so now I am putting all that award money to this and this children

(R): ahh so when we spoke about funds we spoke about something interesting you said about ahh business standard so did the ahh business standard people approach while you were already being

funded by the RUJI TATA trust do you think that was ahh that's how you know it it it was brought into the lime light?

(I): I don't know whether ahh they came to know from TATA trust or not one fine day we got a call from ahh business standard

(R): okay

(I): we don't know whether the RUJI TATA trust or told about our project the museum school or not but they told we came to know about museum school then they interviewed us so that so we don't know whether the RUJI TATA trust has ahh told about museum school of Bhopal or not but ahh gave a call and ahh they interviewed us

(R): do you think there is any link between I partner coming into picture is it because of business standard that was the reason

(I): of course yes because they came to know from business standard so the article published on business standard that gentleman came to know and ahh he came in touch to that

(R): and how did you ahh proceed with the UNESCO award?

(I): (laughs) that is that is again a story I should say that's a story because ahh it happened in two thousand sixteen two thousand fifteen ahh we applied for UNESCO innovative teaching methodology innovating teaching for something something like that ahh under that we applied and our proposal was rejected so ahh two thousand fifteen so two thousand sixteen ah we got a mail from UNESCO that please send your proposal of museum school under innovative teaching so we thought that last year they have rejected our proposal means our ahhhh concept why should they accept this year but it was on July twentieth the last day few hours left to submit the proposal so I told Pradeep that let us take a chance

(R): Hmm

(I): nahi hoga nahi hoga why should we miss the chance nahi hoga they will reject

(R): Hmm

(I): so what we did was that we it was only our left the last date and I submitted the proposal of the museum school and we forgot because we know who is going to give us why should UNESCO choose ah museum school ahh so many people are working on education why should museum school Bhopal will ahh win be selected October sixteenth October eighteenth ahh I got a call from Guwahati in fact Pradeep got a call from Guwahati from one of our friends common friend ahh congratulations sir you have won the UNESCO award so Pradeep told what yes sir and just go through the messages everyone knows except you

(R): Hmm

(I): spherical got UNESCO award who who gave us the UNESCO award I don't know we haven't applied for it

(R): Hmm

(I): so then ahh there is a... Pradeep ahhh just went through the website of UNESCO because we are not able to ah means recall when when we submitted the proposal because we forgot after submitting the proposal we forgot

(R): Hmm

(I): so then we went through the UNESCO website through the the proposal that we submitted then we saw that fifteen shortlisted and last the name out of the winners were there one was from Malaysia other one from India was us so that was almost like a dream come true for us because we never ever thought that we will be ahhh we will be selected for UNESCO award I know very difficult to achieve

(R): so what's the plan for the future?

(I): Kasthuri we have our big plan on which we are working on ahhh museums you also know museums is does not exist in every city even not in villages so what about that so we are ahh trying to ahh make out model where children who cannot reach to the museums how can museum reach to them

(R): Hmm

(I): so we are working on that and very soon probably the next session by July or so we will start something which is called the virtual museum school

(R): that's really nice

(I): so it will be on a three d format

(R): and how many cities and state?

(I): not yet planned it again depends on the funds we get because it's not because it's it's a bit expensive because we have to get the three d glasses and three d projectors and all those things and then so ahh but ahh the we have done pilot in few villages wherein Madhya Pradesh they are super excited to ahh have that in their schools so if museums if you can reach to the museum how can museums reach up to you

(R): okay

(I): that is what we are planning and want to expand museum school in that way

(R): that's nice how do you see the because this is a huge plan and this is a very cost intensive plan ahh if you are saying that funds are uncertain which are the venues you have in mind that you are going to approach the kind of funding strategy you are looking at to fund this ...

(I): Kasthuri we got the UNESCO award ahhh last year last year so we have got an award money so few so we are keeping a particular amount to implement that

(R): okay

(I): so few are kept

(R): the pilot or

(I): the pilot

(R): the pilot one

(I): the pilot one so we have kept particular amount fixed for implementing ahh this virtual museum school and the rest we are using for the existing museum school so once we pilot if it gets struck to the funding organisation we never know we started museum school also like that when we when we start we never think from where the funds will come we go on doing our work and almighty god helps us in means very all this models ahh and ahh touchwood in museum school I have found that whatever now from last two three years I have found that I think and the work is done

(R): okay do you seek any support in terms of funds from the government or do you know of schemes or policies which you could help you know fund your idea

(R): Hmm

(I): not a penny from government till now so fifteen year organisation has been established and twelve years we are working on particular we haven't taken any not even a penny from the government

(R): why so?

(I): ahh it's very difficult to work (laughs)

(R): okay in what sense?

(I): ahh..... its difficult to explain but ahh I think ahh..... in what sense ahh.... every ahh..... corner on every ahh everywhere we go we have to bribe ahh.... someone to ahh.. get the work done so its its very difficult to work in such circumstances so we thought of not using government money let us work and make it as a public project so that the citizens of the country get involved ahh the city get involved and the the country get involved and let the feel this model ahh they take the ownership of this model so it should not be any ahh anyone's one man show it should be everyone's project and words(inaudible) and there are other reasons also so ahh for not taking funds from the government

(R): what about private ahh private organisations like csr initiatives?

(I): ya they does they does but ahh in csr you also know that csr are is one time only ahh once a year they does but its not the amount which we are we want to run museum schools so we have our buses we have the expenses of our buses we have expenses of teachers salary ahh stationaries and the food we provide to the children all those have some cost so ahh no funding no csr have that huge amount of ahh money means so we get but not in big forms but of course in small forms we definitely get the csr supports us

(R): you mentioned ahh few minutes back about the trusts ah asking you to kind of re strategies you ahh program then you said that you know re strategizing will be difficult ahh do you see that you know private partnerships or corporate partnerships can ahh cause these kind of dilemmas for you organisation where your strategy needs to be re aligned with their ideas?

(I): yes somewhat yes I should not say no to it of course yes we have to also think that how ahh whether our model will actually work ahh on what they want to because ahh we work on our model we build our concept we build our own model so it should have some space to fit in to what they want because it should not be what they want and we want to change ahh the everything according to them that will be difficult for us ahh because we think we we think in a different way

(R): Hmm

(I): so if we need to change ahhh only to do the partnership I think we haven't done that so I thought of that lines but ahh difficulties will be there I don't know in future ahh we may have to (laughs)

(R): so ahh ahh now coming to the last bit is where do you you already mentioned where you see it ahh in terms of these adjustments you need to make and right now how how do you you are associated with oasis which is a social incubation cell for the museum school how do you see museum school as an organisation which do you see it as a ahh non for profit do you see it as a non-for-profit , a social enterprise how do you identify yourself?

(I): museum school ahh is a part of oasis so I cannot ahh differentiate museum school from oasis because ahh oasis is a mother organisation under oasis all this models seven models seven models which oasis has started so all this comes under oasis so I cannot its little bit difficult for me to ahh reply you ahh ahh about this ahhhhh this question of yours

(R): okay

(I): so I think its Pradeep can

(R): okay

(I): can answer to you

(R): so what are you registered how are you registered?

(I): oasis

(R): you are registered okay so that ahh

(I): our organisation name is oasis actually its abbreviated as oasis its organisation for awareness of integrated social security so that is how it is oasis and these are the different models and projects under oasis

(R): hmm great I think this was a very informative and a brilliant interview am just gonna pause it now

Research Participant: P3aB and P3bB

Date: January 2018

Location: Bhopal, Madhya Pradesh, India

Interview Setting: After a telephonic chat with P3aB, we decided to do the interview in his office. I reached his office based on the decided time. His office was located in an industrial area and it was a small space shared with another office space. P3aB suffers from a developmental disorder, which has affected his mobility and speech. He walks with a limp and his speech is slur. On reaching the interview venue, he introduced me to his co-founder P3bB. We started an informal conversation about disability is understood in India and how public policy classifies disabilities in India. Both participants were proficient in spoken English. This was followed by presenting the interviewee with 'participant information sheet' and the 'content form'. Once the participant signed the consent formed after understanding in what capacity the participant will engage in this research, the interview began. The space was quiet and interview was carried on without any interruptions.

The interview with P3aB and P3bB was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): please tell me ahh about in detail about your organisation what your organisation does what are the different activities and what motivated both of you to start this organisation?

(I): so we have two products currently my child app and be included

(R): Hmm

(I): our first product was my child app which is a mobile application that uses algorithms to screen developmental disorders in children ahhh I made this app in the start because when I was young I faced a developmental disorder and I took my parents nine years to figure out at the age of sixteen seventeen I met Afreen and I told her about the problem and then we developed an algorithm ahh by which we were able to all the things that took my parents nine years point of time in less than ten seconds in less than ten seconds our parents can know from our app whether their child have a different developmental delay what is the area of the developmental delay and the specialist for that developmental delay and then in the first sorry in February twenty of seventeen we launched be included about which..

(I2): be included was launched because my child app was serving as a solution to a problem which we figured was not yet acknowledged by the people we were we were trying to acknowledge you know cater to so parents were in denial of ahh any problems that their children might suffer like physical mentally so we started we included with that intend and we included what we doing through the medium of stories we are trying to build a more inclusive world for the differently abled people like breaking down all the mental and physical health problems disabilities and the diseases that a person might have and we are trying to make the people understand that it's okay if a person has it it's okay to talk about it it's not a taboo to you know address these issues so these are the two organisations that we have under over hood

(R): are you creating a special space for such kind of activities like story telling like this can you tell me little more about how you op.. You operate this vision?

(I2): so on the website right..

(I): so we.. I will tell about the contents you tell about the meet ups

(I2): ya

(I): ahh so we is we started with contents so right now we produce audio video and texture content online where we talk about the stories of about the differently abled community or we will talk about mental health awareness or we talk about all the we just have a spoken word on on let's say depression so these are this is the kind of content we are creating to make people more engaged in knowing about the community of differently abled people and the community of people with mental health issues we also have meet ups

(I2): so this is like the audio video textural engagement is something that exists online but we figured that in a country like India not every person that we want to address can be found online like a lot of people not be on Facebook a lot of people might not be on Instagram so we ahh started doing offline meetups where we were you know conduct let's say four or five hour very small event of let's say fifty sixty people and we would bring people from you know who are doing something about it like let's say organisations that ahh in in the last meet up we had a person ahh twenty four seven suicide help line so they came and talked about the kind of cases they have and you know the the what do you you can say versatility of ahh the kind of reason that can lead a person to you know try and commit suicide so ah we just try opening conversations with people who don't generally talk about

(R): Hmm

(I2): like ahh opening conversations about suicide about depression about anxiety schizophrenia autism all of these thing pose a challenge for the person having them but the not having a space to you know open up so we are creating spaces like not just online but offline as well where people can come and openly talk about it like we give opportunities like we have discussions as well it's not just a one way place where only one person is speaking and everyone else is listening it's that we open conversation about okay what do you think this

(R): Hmm

(I2): right so people really come up and give such unique perspectives us to understand even we are learning through what we are making people learn right

(R): that's interesting so ahh ahh it's been how long that you have been ahh running these two organisations?

(I): ahh my child app ahh was launched in January two thousand fifteen and we included is launched in February two thousand and seventeen

(R): okay and how did how did collaboration happen between both of you like ahh coming together with ahh

(I): we found each other on Facebook

(I2): Facebook (laughs)

(R): so you are on different portal or it was like ahh my child and ...

(I): I was doing my child and she was doing ahhh she was...

(I2): I was I was studying phycology literature and ahh in college so ahh like we have a lot of mutual friends and I was into this space of writing for a very long time like I I liked to write short stories poetries so that that is one of my hobbies so he came to know about it and he wanted someone to fill in the structure of his app in a better way

(R): Hmm

(I2): so he approached me like very directly I don't have anything else to do with you I just want you know to fill the content in my app and I found that to be so genuine and honest that okay this is this person is not trying to hit on me or anything or trying to trouble me or anything he just genuinely wants me to help so hmm we then came together and it was firstly it was you know revamping ahh my child app ahh you know understanding the like history of it and trying to better it so that it caters to not just one set of people but you know a wider range of parents like not just parents of infants it should it should ahh what do you say appeal to people with grown up kids as well

(R): okay

(I2): so we tried researching on that and that got us along so well that we tried to okay let's just build this together and make it into a full-fledged company

(R): okay so it's been three years and what what are the outcomes that you have seen out of both the initiatives?

(I): so ahh ... I am the numbers guy you know... so ahh my child app is used right now in hundred and forty countries more than eighteen thousand people have downloaded the app more than two thousand to three thousand people use it use it on a monthly basis

(R): Hmm

(I): and more than seven thousand people have actually figured out whether their child have developmental delay or not and a special **word(inaudible)** which is a good deal for us but ahh ahh we included ahh is read by more than two hundred thousand people a month and more than twenty right now its ahh around more than twelve to fifteen thousand people vid...videos every month

(R): Hmm

(I): so as in a single month these many people have video or ahhh like reading our content some way or the other

(R): Hmm

(I): **words(inaudible)** right now in more than twenty countries so in UK we have a lot of people (laughs)

(R): that's interesting

(I2): so on this is on the numerical what do you say ahh

(R): outcomes

(I2): outcomes something that we get back on the emotional front you know its its I would say overwhelming because we have like we have people who we don't know anything about coming and talking about their personal life's their vulnerabilities this is something that bothers me like something that they won't even talk to their best friend and coming and talking to us ahh and they looking up to us to give them solution and that's a major responsibility when you realise it and then someone is trusting you with not just data they are trusting you with their emotion they are trusting you with their most vulnerable state and that is I think one of the biggest things that we have achieved like parents coming and telling us that my life.. My child's life got you know positively

affected because of your product and we are like okay we were not prepared for this emotional response

(R): Hmm

(I): and also one more thing is happening like not just the users on the app

(R): Hmm

(I): because the stories has been so strong and because there has been a lot of press support about what we are doing a lot of parents are like because of your stories we are motivated enough to help our child who is older than then whether you can we can use your app but still we are more motivated to help and we feel that now we can do something better and it's like which they didn't feel before so

(I2): which fuels us to keep on going because we can see that okay its making an impact because when we started this we didn't just have you know we just gonna make money out of this thing we actually wanted to create value something of values something that not every no other people can replicate right

(R): Hmm

(I2): something that we are giving to the people and making it better for them so this is one you know ahh what do you say response that you know that that we count as valuable

(R): okay so what's the big plan for the next five years?

(I): so we want to do two things one ahh our app is right now for children between the age of zero to two years we want to make it for children between zero to four years at least so that we can help more parents

(I2): ya four to five year's ay

(I): second thing as we have stepped into the field of content we just don't want to create the create good contents for mental health we want to create the best content available ahh available on everything we just you to understand more about disabilities and mental health issues

(I2): ya like covering the issues differently abled community as a whole like not just segregating them like towards just those who have mental health issues we want to address those that are physical issues as well and you know sort of bring together a community and you know empower them enough that that you know they can use the opportunities that they have because a lot of times people with different abilities kind of hesitate right in in going ahead talking to a person who is not differently abled or you know so we want to give them enough confidence that you deserve this

(R): Hmm

(I2): and you can go ahead and do this

(R): Hmm

(I2): that comes in the longer round that you know in terms of again numbers again that is what we want to do and increase the age range in terms of value we want to reach out to more people as a whole

(R): Hmm

(I2): like mind and body both as a whole like we talked about

(I): so let's say you can have ahh you can see documentaries made by us that would be for the differently abled community so let's say we will make some documentary some differently abled person we will have we will have good feature video around it

(I2): through visual content we are trying to connect with more people and trying to send the message the core message that we have of inclusion and you know like acceptability so we want to spread that not just through articles because not everyone might be able to read that what if someone is blind they cannot read the article but they can listen to audio files right they can ahh and someone who is not so good in reading something they can sit and watch the documentary so we are trying to provide different channels of contents so that if the person does not like this one channel they can turn into other but in the end get the message that we are trying to give to them

(I): and good production

(R): okay ahhh moving on big with plans how did you when you started off what was the kind of funding that you received every organisation need funds to start and move and carry on with their work so can you tell me about your funding?

(I): so in the start my dad helped us for at least one one and a half years

(R): Hmm

(I): then one year I guess before that I was working at **word(inaudible)** kept on funding because I was scarred ahh ahh ahh ahh then we raised a hundred thousand dollars from five hundred start-ups which is which is a silicon valley venture fund they are the largest venture fund in the world in terms of the no of start-ups in their portfolio ahh ahh and ahh after that we reached that money in January twenty sixteen after that we are just using that money

(R): okay

(I2): ya using that money and putting our own just you know ya

(R): so ah for for big plans in the future you might require more funds and you have to build on

(I): revenue generation

(R): revenue generation or you look at new investors or funders what what's the plan for that?

(I): so right now we are focusing a lot on generating revenues ahh we have figured out certain ways ahh in which we will be generating revenue in the future and we are pitching the people the right people who will take that model from us

(R): Hmm

(I): ahh ahh ahh in terms of fund raise yes we are looking for funds but we are not a lot of start-ups nowadays are like we will just look for funds just look for funds nothing else

(I2): problem with that is that you can keep on raising and you can keep on giving out chunks of your company and we valued at a you know ahh ahh a high value but then if you are not generating revenue the funds will not last you the entire course of your organisation and its very important to figure out the business the earning aspect of it because raising funds is not the problem sustaining

(I): correct

(I2): so sustainability is one thing that we are focusing on right now more than you know funds because once the company is sustainable then you can like you know when you strengthen the

structure of the company then you can pour in the funds and will go in the right places but when you don't have a proper structure then it will just go haywire right

(R): Hmm

(I2): so we were trying to build a more compact and more you know strong structure for yourself

(R): Hmm

(I2): in terms of sustainability and and then we will look for you know bigger amount of funding you know to pour through it

(R): so ahh when you talk about sustainability what is the kind of revenue generating model that you all are planning to ahh you know

(I): we will plan b to b services about the about the you know the expertise which we have for the differently abled community and we will be helping corporates on that ahh right now we are in a pitching state so we are not generating any revenue currently but we aim to help corporates universities and schools to understand the differently abled community in a better way

(R): Hmm

(I): through that we will be generating the money

(R): okay do you see any possibility of kind of developing ahh partnerships with also ahh government where it can be a revenue generating stream?

(I): ahh yes and no

(I2): we are trying to like still thinking about whether it's the right course of action that we want this company to go on like we might like because a venture with government stands really nice but then it comes with its own setback

(I): you don't get you autonomy in that I feel

(R): okay

(I): so that's one thing

(I2): yaa so we were still kind of debating ourselves like if such an opportunity comes along should we take it or no like we were definitely like to be on board with making things more let's just say available for the wider population and government seems to be one of the best things to get their but then we are still like thinking about the business aspect of it

(R): so do you feel that there were more autonomy with ahh private sector and universities than a being associated with the government?

(I): ya... because because they will know that what autonomy means

(I2): you can have like ahh paper work written on your rights and everything and everyone respects it right I am not saying that government organisations don't but just that paper work and you know roles and

(I): we are the bureaucracy

(I2): and everything is more firm and certain with the private firms and plus the timeline of completion of any project is lesser with private firms with government firms because in government there is a lot of approval process that you need to go through to you know get the end result but in private organisations the the part is easier because you can easily sit with the heads of that particular organisation ahh you know work out a deal and start working with immediately instead of waiting

(I): I mean not immediately

(R): Hmm

(I2): like immediately in the sense that you know a a more immediate

(R): more immediate than the government

(I2): ya

(R): okay what are the challenges that you feel that you might find say your organisation is sustainable or related to funding through the other sources which you have second stage what are the challenges of any start up ahh like your that that for funding in India?

(I): ahh for funding ahhh its mainly telling people the problem is while we solve it because mostly what happens is the problem that we are currently solving is stigmatised not only in this country all around the world and people are like why are you working on it now of course the president of India is said that India is in a mental health epidemic according to his speech at nimhams

(R): Hmm

(I): but still people don't acknowledge the problem that we are solving they don't see that the market is big enough right

(I2): ya like this is one thing that we specifically face in India because ahhh when we talk to people from other countries other origins they ahh understand where we are coming from much easily than the people who like fund from India because they still don't have a because in this geographic mental health and physical health are not openly discussed so they are unable to see a possible market for it

(R): Hmm

(I2): they are unable to believe that this can be something you know of value to importance in the near future so that is one challenge that we face of convincing people that this is worth putting their money in

(I): ya

(R): okay

(I): and also in India one more problem there is for example in India there is no data about the problem which we are solving for example in the US... ahh people know that the autism market from the birth and the **word(inaudible)** ahh of the of the person ahhh to the death of the person the autism market is somewhere valued around three hundred billion dollars ahh in India do we know about the autism market

(2I): they have the research to back up like organisation even independently organised like you know operated organisations take the initiative of doing this surveys and making them available and the government is actively involved in making that data available for you know organisations to you use

(I): ya correct

(I2): unlike in India where we don't even know how many people are differently abled or what specific kind of you know disabilities comprise a percentage in that you know whole spectrum and and that kind of makes it difficult for us to convince people then they are like when when the structure of the country itself is not supporting this why should we

(I): that being said in United States should be the last country from which India should learn anything

(I2): (laughs)

(I): we have to learn from the European Union, japan I am not from there where is

(I2): since like ya these are some of the major challenges that kind of prove us road blocks when we try you know funding moving head

(R): so do you have international funders as of now

(I): ya the five hundred start-ups is not in India

(R): apart from that

(I): ahhh Singapore Indian network ahhh then so we total of ten investors funded us

(R): Hmm

(I): out of which eight are Indian and two are seven are Indian

(I2): seven are Indian because we have nine investors

(I): no no no ahhh

(I2): are we confused about the amount of investors...

(I): ya no Amit gupta invested from a Singapore entity so technically he is also not from India

(I2): ya so

(I): seven

(R): okay so seven are from India and three are

(I): and that name should be no its okay

(I2): and the thing is its its not just about getting funded its about making contacts with people and networking with people that are you know from different origins like we have like we know different professors from different good universities we know doctors from different universities and that kind of helps us a lot in shaping up our products for people

(R): and also to build more funders in the process do you think the networks have kind of helped you?

(I): ya

(I2): it works like one thing that we we always telling other people is strengthen your network because when you know people who know some people who knows some people things work out in the end

(R): okay ahh so ahh what about what is you understanding if the various incubation ahh cells or labs that are operating in India?

(I): I don't have any views on that because frankly speaking I have never been there as a attendee or as an advisor or as a mentor so I cannot speak anything about it I have seen few good start ups which have come out from Microsoft accelerator which was there in Bangalore they are doing they are bootstrap

(R): Hmm

(I): not funded one one or two of the mare funded and they are doing somewhere around one start up is doing around twenty million dollars around other one is doing ten million dollars ahh recurring revenue which is good ahh five hundred start-ups ahh the the ahh they invested in the form of fund

(R): Hmm

(I): but they are also incubator based in u ... us

(R): Hmm

(I): ah they have created companies like drop box or intercom out of out of the incubators which is good so I don't have views on that because first ahh I have never been there as anything

(R): Hmm

(I): second I have seen some start-ups which are my friends coming out of investor incubator for who have done big

(R): Hmm

(I): but ahh I have not read a lot I have not understood that a lot

(I2): was that really jasmine but then one thing that we really liked is that there are people who are trying to help this small start-ups ahh scale ahh you know scale up like that's one thing that I like about

Incubation like like since he ya since we haven't been there we cannot give a analysis but I I like the concept that this one entity that has you know money and resources they are using it to empower these small start-ups and helping them to scale up

(I): but that being said the Indian government should not make incubators and accelerators like engineering colleges where India too many I mean they are growing at a good pace and I mean there should not be too many engineering colleges and the engineering graduates are just not employable in this country I don't want to get in the statistics

(R): since we mentioned about Indian government and I wanted to come to that question what do you think how is the government promoting social entrepreneurship in the country?

(I): why are we depended on the government why do you why do you want the government to promote social enterprises when there are private people already doing good things about it right there is private private money an edge x company is doing something about y company is doing something about it there is a big seed fund around it still if you if these people are not helping then that means your business is not worth investing why do you want the government help you in that

(I2): that's a bit harsh Harsh

(I): ya but that's true I mean people are like the government is not doing this the government is not doing this they are already resources you are tapped into it you have tapped into it there is a massive set of resources which I see to be there

(R): Hmm

(I): right there should not be a lot of resources because too many too many chefs spoil the brook

(R): too many cooks spoil the broth

(2I): too many chefs spoil the broth

(I): ya so right there should not be ahh like the government has said we have some funds we are giving it to private companies they are setting up incubators it has already happened in the start up India report case study which ninety nine percent of the people have not read and still they make comments about it on twitter

(I2): okay and so one thing I understood from your question is that you didn't you didn't really mean if government is you know doing enough as a rant

(R): Hmm

(I): like more about as are you satisfied with what the government is providing you was like that your question?

(R): yes my question I think both the way you perceive I think he also answered in a way relevant in his perspective ahh yes you are also right how you ahhh understood my question in terms of how the government is creating an ecosystem today you have businesses ahh for profit business or big corporation is because at one point of time the policy and nature of government was such which was to industrialise India so that was a ahhh it was a political ahhh you know intention is that intention to boost social enterprise or do you see that

(I): ahh one thing which I would like to say they brought the global entrepreneurship summit to India

(R): Hmm

(I): okay that is the largest entrepreneurship event happening in the entire world funded by the US government they did it this year in Hyderabad I saw more than five thousand entrepreneurs as start-up founders at one place in this country

(R): Hmm

(I2): ya which is a

(I): which is a great thing

(I2): so we like personally I like how you know it's okay if the government is not capable enough as you know the private organisation but I like the efforts that they are taking and because at least like something is better than nothing right so them not takin any interest at all like that is worst so I I like how they are taking more interest at least trying to come up with you know ahh may be summits or or products or or you know just just the awareness that need to be what do you say groomed more so so I like their what do you say them taking interest in this field

(I): and they are promoting entrepreneurship like anything in India the most promoted thing right now Narendra modi I am not a fan of him I am not being a fanatic but start up India is one of the most trending things in the country

(I2): so I like that that they are taking interest in this field

(R): so taking interest and making tangible actions which is one which you said about the start... which was the global entrepreneurship summit coming to India for the first time what are the other things that you see are kind of helping ahh grow ahh social entrepreneurship?

(I): so they have made the ahh taxing a lot easier for the private companies now you can set up a company in four five days as when I set it up it took two months to set it up that is one thing then ahh they have something on invest India where where you can where where they actually helps start-ups get funded they are doing something good for the social good then they have something known as niti ayog which is doing every single thing possible to help social entrepreneurship villages to ahh to ahh to urban areas and then the set of things which are done by the Karnataka government by the Telangana government

(I2): ya different states are doing different things to

(R): Hmm

(I): have you gone to Telangana Hyderabad

(R): I have no I have

(I): you should you should okay so the amount of things done by the Telangana government is equal to the the amount of things done by the Israel government for start-ups

(R): and Israel is one of the highest in terms of start ups

(I): yes they have the biggest in the world and they are creating another incubator which is bigger than the current incubator tea hub is the name of that incubator

(R): okay

(I): ya

(I2): ya so they when when government takes interest and deploy us resources in the correct direction like it it has a massive effect and a massive change

(R): Hmm

(I2): and because because government is more than capable organisation to put resources and money in one place and make something out of you know an organisation

(R): ahh since you mentioned ahh the fact that you know about the government taking initiative and there is amble ahh initiative so the make in India campaign do you think that it is kind of doing forward?

(I): of course MI is setting up a base in India apple is setting up a base in India BMW is going to set up a plant in India

(R): Hmm

(I): the biggest and the biggest companies are coming to India

(R): Hmm

(I): ISRO has ahhh ISRO's performance as a space research organisation ahhh this should come in the make in India campaign which is one of the highest ahh like NASA did not send enough satellites china did not send ahhh Russia did not send Germany did not send the whole EU did not end enough satellites as ISRO did in the last three years

(R): Hmm

(I): it's just huge right ahh this should come as a make in India thing because ISRO scientist are creating something for Indian gdp only

(R): Hmm

(I): correct ahhh then there are big companies which are setting up their second headquarters in India Facebook is coming up with a huge campus in India Hyderabad same with google same with apple same with Microsoft ahh Microsoft campus has they said right they have a parking space of ten thousand cars

(R): Hmm

(I): in a city like Hyderabad for a campus

(R): Hmm

(I2): that is massive

(I): so that's massive right so make in India is growing it's just people don't see it because they don't read it they just see the headline of the newspaper and they become outraged

(R): Hmm

(I2): they mean about the interpretation of what is happening

(R): and what about ahh the social development of the country?

(I): okay so India I have now seen people talking about the things which was stigmatised ...few days ago it was all over the news the president of the country talked about mental health and said that India has a mental health epidemic

(R): Hmm

(I): right this is a big thing happening we have never seen someone talking about it talking about ahh social revolution and rural India is they are promoting women to bring up more businesses from rural India right this was not happening four five years ago ahh talking about social revolution ahh they are promoting farmers to use technology to understand how their crops are growing or how their soil is going to be in the next six months this is a social revolution happening

(R): Hmm

(I2): like slow and steady and every sector there is something or the other the government is trying to do and I think collectively it is making a change it is like even though the effects might take some years to show but then this start has to happen somewhere right so unless you introduce a product you won't get the feedback to improve it

(R): Hmm

(I2): right how you said that ahh the government is providing farmers with better equipment's and better you know understanding of how to know their crops more effectively and efficiently unless they roll out the product for the farmers they won't know how efficient it is for farmers right then they will get the feedback then they will improve and then after a couple of years it will be where you know how we use the current apps but then it has to start somewhere

(R): Hmm

(I): and we need to understand as Indians that we are a country with a population of one point two billion people and we are a democracy

(R): Hmm

(I): we compare ourselves a lot with china but china is a communist nation right their if people want to implement let's say ki you will buy everything with the help of the app WeChat the concerned people can buy out the government and it will be implemented In the next two days we cannot do that in India right

(R): Hmm

(I2): so people just look at all the good things from the other countries but they don't see the what it took them to get their right they try to compare our country with other countries that don't have the same structure as ours and then they try criticizing our government more than it deserves to ahh in a ahh negative manner and whenever government tries to provide something their first efforts are being ridiculed like what is gonna happen with this what is gonna happen with that look at china look at us look at UK so its like there is a lot of shaming going on a lot of blame game going on where nobody really wants to come out and say okay ahh you know really understand where the government is coming from the the cultural history it took our government to be where it is today so I think people are a bit too harsh

(R): Hmm

(I2): like when it comes to judging our government

(R): okay ahh

(I): ya

(R): coming to the last question is what do you think comprises our whole social entrepreneurship sector in India who are the people ahh who are playing a major role in kind of you know when we say social entrepreneurship in India and what is the future of it?

(I): so for me every start up that is making a huge impact in the society in some way or the other is a social enterprise

(R): Hmm

(I): ahh that being said I feel that there are some people who are from let's say united seed money association for impact making companies its playing a huge role when it comes to funding companies for it ola is playing a huge huge huge role in bring the social revolution India because they are not only generating jobs it's also generating more and more ahhh is also generating a mind-set that is it is easy for me to go from a to be for example my mother does not know or even o does not know how to drive right ahh ahh previously we were dependant on dad or we would call the autowala and whether he is available or not but now we can just book a cab

(R): Hmm

(I): the cab guy is making money I am going from a place ahh I am going from one place to another which I am not able to go

(R): Hmm

(I2): without that much hassle

(R): Hmm

(I): without much hassle and everything is safe I mean ya there have been few cases but everything has cases in it right

(R): Hmm

(I): this this I feel is the biggest social revolution of the country

(R): okay would would you?

(I2): ya I have been thinking so I can't really pinpoint one particular start up but I see a wave of the difference in the mind-set of of people when it comes to you know ah being more liberal benign more understanding being more aware of problems and and I see a lot of what do you say how he said that Facebook is one that is bringing people together but then Facebook is not an Indian organisation in India the social change that I observe is that women are promoted more they are empowered more to teach our you know handle their own what do you say start ah start-ups and organisations then ah I would say ah different industries as in like the food industry is being changed by ah zomato and swiggy and just making things available to you more easier I don't yet know if that can be counted as a social enterprise because I don't really know like why

(I): they are also generating an impact of of

(I2): ya

(R): Hmm

(I): they are generating jobs for the ...

(I2): generation of jobs is one thing then you know that is there but ya like there is this another organisation about the physical health

(I): fracto?

(I2); fracto is there no there is this another company that ahhh

(I): goki?

(I2): ya I think goki

(I): where the point are actually donated to villages 2

(I2): ya ya

(I): so there is a company called goki in India it's a fitness brand ah where how much you run or walk you get karma points for for activities which you do and the number of karma points are divided by the money they turn it into some kind of money and then they donate the karma points which you have collected to the under privileged people

(R): okay that's interesting so there what you are saying is more or less there is a bright future for

(I): ya of course

(R): okay great so this was a very...

Research Participant: P4B

Date: January 2018

Location: Bhopal, Madhya Pradesh, India

Interview Setting: I found out about P4B by visiting the only co-working space in Bhopal. The founder of the co-working space helped me get in touch with P4B. As I contacted P4B, he was ready to do the interview in the same co-working space, which happens to be his office. On reaching the venue I met P4B, he was about to finish off meeting with some of his team members. I had informed P4B that it would be a one on one interview; however he insisted two of his team members to be present as it would be helpful for them. Furthermore, the interview began in English but few minutes into the interview P4B was struggling to articulate himself in English and switched to Hindi. Understanding his comfort with Hindi language, I decided to ask him questions in Hindi. Prior, the interview began I had asked P4B his preferred language for interview and he had mentioned English. However, this did not affect the interview process or cause any discomfort for P4B or myself. This was followed by presenting the interviewee with 'participant information sheet' and the 'content form'. Once the participant signed the consent form after understanding in what capacity the participant will engage in this research, the interview began.

The interview with P4B was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): so we can start?

(I): chalo

(R): okay can you tell me a little about your organisation what it does what are the different activities and basically about its structure how it is?

(I): so basically we are from muskan dreams muskan dreams is a non-profit new driven organisation so currently we are operated in Gwalior, Bhopal and Indore and we are closely working with the children's who are especially living in shelter homes, orphanages and the child take care centres

(R): Hmm

(I): right we are not working slum areas we are not working in any other areas specially designed our programs for these children who are living in child centres and orphanages

(R): Hmm

(I): so currently we have around we are connected we are associated with ah five shelter homes across Gwalior, Bhopal, Indore and we have around one fifty volunteer's team from across all the ash universities and colleges and different cities

(R): Hmm

(I): ahh they are coming out ahh with ahh proper recruitment process this is how we people are working so basically we are trying to solve the problem three kinds of main problem with these children the first one is they don't have parents so they need emotional support

(R): Hmm

(I): they don't have parents right the next part is they need educational support in the form of English

(R): Hmm

(I): because unlogo ka English criteria zyada weak hota he

(R): Hmm

(I): unke basics zyadha weak hote he abc thak fifth class ke bache nahi likh pate he

(R): Hmm

(I): likh pate he to bhol nahi pate he bhol pate he tho dekh kar samajh nahi pate he

(R): Hmm

(I): he bahut zyada problem he un bacho me and the third part is ahh a after eighteen support ahh when they have completed their eighteen years of age or either twelfth standard the government ask to leave the shelter

(R): Hmm

(I): and this is one the of the biggest topics with these children

(R): Hmm

(I): ki after eighteen ham kaha jaye kya kare so yeh bahut bada challenge hota he bacho ke sath me unko after eighteen tak sustainable banana hota he

(R): Hmm

(I): tho isliye hum unpe English provide karte he so that vah seek kar unke jo unprobability chances he vah badh jaye

(R): Hmm

(I): unke jo skill development he vah ache se ho jaye unke life skills he vah ache se improve ho jaye aur jab voh eighteen complete kare unko kahi chai ki dukhan pe kam nahi karna pade

(R): Hmm

(I): atleast voh eke k ek café ke andhar as a reception job kar sakte he

(R): Hmm

(I): kahi pe accounts ka work kar sakte he English janke vah kafi sae cheez kar sakte he atleast itni income kar sakte he ki vah kudki life sustain kar paye aur padayi bi sath me kar paye ek art time job ke sath jeh hamara motive he

(R): Hmm

(I): so we last three years hum log kaam kar rahe he like is ahhh is model ke sath me aur abhi last year hamare dho bacho ne twelth complete kiya is model se

(R): Hmm

(I): aut tho dhono bache hamare btech kar rahe he

(R): Hmm

(I): **word(inaudible)** tho yeh part aisa hotha he ki agar bache hum aur poori koshish he ki een bache jaise twelfth complete kaare tho hum tenth se unka counselling process start kar wata he tho vah apna interest apna batana shuru karte he unko yeh karna he yeh karna he yeh karna he kafi sare sections karte he **words(inaudible)** design karte he so uss sessions ke zariye ham ko pata lagte he ki vah karna kya chahate he unke interest kis cheez me he aisa nahi he ki unone math le liya aur unse badh me handle nah o aur hum kosish karta he ki pahele bacha higher education ki tarah jaye

(R): Hmm

(I): tho hum college se collaborate karte he aur unko free off cost college deliver karte hum

(R): Hmm

(I): tho abhi Gwalior me hamar dho bacho ne twelfth complete kia tha last year dono bache b tech kar rahe he yani ek mechanical science aur ek it computer science kar raha he

(R): Hmm

(I): aur bhi is sall hamare sath se aat bache complete karenge twelfth

(R): Hmm

(I): tho hamare team January se figure out karna shuru karengi unko karna kya he

(R): Hmm

(I): what they are trying to do tho vaise apna interest batngi koyi journalism bateyega koi police ki baradhi pasandh hogi kuch pasand hogta ho uske according unko kaam karna shuru karte he

(R): Hmm

(I): tho is tarike se akarta he bus kam karta he so iske andhar jo deep model part vah asisa he ki every year we recruit people from different colleges

(R): Hmm

(I): with a lower commitment profile with muskan is three hours on weekends and ten months in a year so you have to work from July to till the end of April

(R): okay

(I): it's a lower commitment profile with muskan if you if you want to join muskan so it's a voluntary part so ya jab aap recruit hote ho to uske ek recruit process he

(R): Hmm

(I): aur recruit karke aap jaye aur ten apke ek training process hota he poora ki aapko kaise kaam karna he aur andhar aur fir aapka aapko classroom centre bataya hoga ki apko kis centre me jana he

(R): Hmm

(I): vaha pe aur us shelter me bhi apke bache fixed honge

(R): Hmm

(I): kiyeh char bache he abh aap ko pure saal thak inka take care karena he appko weekends pe jana he vaha pe un bacho ke sath appko time spend karna he in the form of emotional support voah hamare ek training process he ki unke hisab se provide karna he kya kya supports unko dene he mentoring kaise deni he aur education me appko English grammer ka poora ek curriculum design hota he English ka ki unko kya deliver karna he voh apko unko deliver karna he aur fir har every

quarter ke andhar three months he ek quarter me impact mapping process karta he tho impact mapping process we make sure that ki kitina improvement aa raha he

(R): Hmm

(I): pehele text me bacho ne kaisa kiya tha abhi three months badh kaisa kya unko English me anne lag gaya he voh bhol pa raha he English me speaking teek se ho rahi he ya fir reading me improvement aya he kya tho voh sare hum matrix pe design kiya he voh cheez ke liye so is tarike se kart eke ki muskan then again ahh when we completed one year with muskan tho you are registered with the fellowship program with muskan so fellowship program is all about the leadership program

(R): Hmm

(I): so our channel is divided team in its divided like ki ahhh four to five people are working as a full time muskan now so we have office in Gwalior we have working space in Bhopal like in Indore and we have **word(inaudible)** headquarter vaha se hum log kaam karte he so five people are working as full time plan all the strategies design karte he jo fund raising part and the next part is ahh team city team leaders so city team leader is called as a fundraising fellow hr fellow program fellow

(R): Hmm

(I): so when you have completed one year with muskan you are eligible for the fellowship program so fellowship program ka recruitment ek alag se poora part he process

(R): acha

(I): ha to fellowship program me aap jab banoge tho aap ko fir chance dega apke same city ko lead karne ka apke volunteers ke sath me

(R): Hmm

(I): examples aat logo ke requirement he city hr city pr city fundraising head tho voh jo heads hote he voh apne volunteer city ko run karega

(R): okay

(I): voh sare operations tho haam jo deliver karenge hamare leaders karenge aur leaders are deliver karenge apne volunteers ko tho aisa karke hamara channel bana hua he muskan ka

(R): Hmm

(I): tho pura jo hamara jo game he voh poora youth mobilisation pe

(R): okay

(I): ha poora muskan dependence he voh pura dependence hi hamari youth mobilisation pe he aur hr kyunki usi ke basis me hum one sixty volunteers ka handle kar sakte he

(R): Hmm

(I): poora passionately ek saal thak regular continuous business pe kaam kara sakte he isliye hamare muskan ke application ke kudh ka jaha pe volunteers ka attendance bacho ka classroom attendance ka voh sab kuch depend karta he muskan ka tho yeh model ke sath hum pichle theen sal se kaam kar rahe he ho basically our vision is to make sure make sure that ahh our vision is ahh one day we will impact one day all children in shelter get equal opportunity and equal love care and support

(R): okay

(I): so currently we operate in three cities five five shelter homes ahh this year two thousand eighteen we will expand to other cities we got many approaches from other cities

(R): okay so that is beyond MP other cities beyond MP?

(I): yes beyond MP

(R): okay so you have like around five people in each city who are running and the fellows along with that

(I): five people working as a fulltime with Muskan office

(R): okay

(I): we call it our national team

(R): okay

(I): ha we call it as our national team

(R): then you along with you have your fellows who are running

(I): city fellows in every city like Gwalior fellow city team along with ahmedabad key aha pe fellows ki

(R): and fellows are paid ahhh

(I): no fellows are not paid

(R): okay

(I): fellows are unpaid so our retention rate ninety percent when someone is training Muskan agar vah ek saal kartha

(R): because somebody is joining as a volunteer which is not

(I): somebody is joining as a volunteer then they complete their one year with Muskan they are eligible for fellowship program

(R): okay

(I): ha to the fellow applies to college bhi khatam hone valah he then apna chale jaynge jaise vacancy arises he then yeh log apply kar sakte he uskeliye

(R): Hmm

(I): our fellowship jab ho jate he then unka ek training part unka along with it he unka workshop starts he usme unka vertical training induction training organization vision culture core and vision mission yeh poora unka hota he

(R): toh matlab yeh agar ye journey from volunteer to fellow yeh dho saal ka ek

(I): do saal ka part he do se theen sal actually

(R): and after the fellowship what where do you see them

(I): our Muskan ka ek aur culture he haam helicopter landing nahi karte he hum apni system se hi full time job ki kaam karta he

(R): okay

(I): then abhi jo full time kaam kar raha he vah hamare kudh ke system ke log he

(R): acha

(I): ha hum bahar se kisi ko hire hi nahi karta he

(R): acha

(I): jo full ha

(R): with with time jaise ap logo ko bahar se approaches aye tho you see that five to grow in future right ahh this five permanent staff to ahh grow so ahh are you the ahh are you the founder or you are the co founder of muskan?

(I): am the founder of muskan

(R): okay okay so ahhh I have to ask you what motivated you and what is the inspiration for you to start this organisation?

(I): its very common question but I think uske piche ek bahut bada voh nahi he but me aap ko batata hu yeh start kaise hua tha started I was ahh five k m university in Gwalior

(R): Hmm

(I): so I was started muskan when I was in second year of my college

(R): Hmm

(I): so I was just completed last year of my b tech tho usme hua yeh thi ki second year se kyunki hamara b tech karne ka tab tak kuch matlab bahut itna entertaining nahi tha btech part kyunki interest nahi tha mere ko jo maineliya hua tha computer science tho hamara vaha se we realised it hum ko kuch karna chaiye kuch social work karn chahiye project ek normal log soch te he youth apne apne life me tho vaha se hum ne bacho ke sath hum shelter jate the aur vaha jake time spend karna start kiya we used to go McDonalds dominos jo normal log karte he

(R): Hmm

(I): fir kuch time badh bacho ne hi humko bola ki abhi hamara exams aane vala he humko yeh pada dhi jiyega yeh pada dhijiye tho mera friends bhi tha ham sath jate the tho we start teaching childrens on weekends ki hum weekends pe ayenge aur eh karenge

(R): Hmm

(I): tho working with one year we realised that ki this is actual field jaha maza aa raha he we felt that ki yar yeh cheez he izpe maza a raha he engineering pe tho maza bilkul nahi aya aur baki ka kuch janeka kuch plan out nahi tha tho usme jabasdast maza aane lag gaya tho jab maza aya tho fir humne socha ki yeh aisa he ki yaha ham ja sakte he fir hume research start kiya ki humko nahi pata than go kya hota he

(R): Hmm

(I): organisation kya hota he non profits kise bolta he **words(inaudible)**

(R): Hmm

(I): abcd bhi nahi pata tha ek organisation ki kya hota he fir hume research karna start kiya pada google pe ki how to non profit working kya hota organisation ka vision mission kya hota he sab kuch dhire dhire banaya documentation banaya fir funds ka ek bahut bada issue tha you wont believe this ki muskan is not supported by any corporate

(R): Hmm

(I): muskan is not supported by any donor muskan is a self sustainable organisation

(R): okay so ahh what do you say its do you call yourself ngo do you call yourself social enterprise?

(I): not social enterprise because social enterprises is a company

(R): Hmm

(I): it's a company right

(R): Hmm

(I): social enterprise

(R): because why do you say it a company because of any legal

(I): legal legal legal kyunki social enterprise pe jata he tho apke product business equall atha he ki example ki abh kya social enterprise me a jayegi bahut sare cheese ajathi he social inter... enterprise me like ahh sanitary matlab pads banate he **words(inaudible)** matlab vah vahe aghe social enterprise me he example ki ek delhi ke he aur unone pee karke kuch banaya ta to girls standing only toilet kar sakte he banaya tha unone tho these things are in social enterprise jaha se ek revenue odel generate ho raha he aap ka

(R): Hmm

(I): jaha sabka paisa aa raha he our revenue model is a different

(R): so will you call yourself a social business?

(I): not a business social non profit organisation that is it nothing more than

(I): (laughs) self sustain se mera matlab ye tha ki hum we are not depended on anyone agar humko ye paisa nahi degha tho hamari organisation sustain nahi karenge you wont believe these every once we pay to five people our office rent

(R): Hmm

(I): aur onboard operations organisation expenses legal and administration expenses aur hamara sara ka sara paisa hamare charity events se atha he

(R): okay charity events

(I): charity events

(R): what kind of charity?

(I): charity events example ki ah aisa he hamara he ki hamare jo verticals he example ki hamare program vertical he program ap has kyu rahe he (laughs) hamara jo program vertical he voh program vertical hamara classroom handle karta he (laughs) hr part he hamara voh hamare volunteers recruit kartha he volunteers training karta he volunteer retention volunteers engagement part

(R): Hmm

(I): voh sare hr depend kartha he pr is all about the promotions and the social media part voh vala part now the next part is the committee fund raising head jo har city ka hoote he tho us fund raising head ko ham pura training deta he aur vo monthly events kartha he

(R): okay

(I): so we have volunteer iske liye hamara alag se volunteers hote he like seventy percent volunteers haamare teaching part ke

(R): what are the events all about is it like

(I): me bata raha hu apko tho fund raising events are different tho abhi is month summer event kiya tha Bhopal ke level pe

(R): Hmm

(I): ek singing and dancing completion ka

(R): okay

(I): organise kiyathta last month you heard about RJ naved

(R): no I am totally disconnected with entertainment industry in India

(I): so RJ naved is Indias best RJ may be mirchi murgha unke stalls hote he bahut zabardast he so naved ne naved associated with muskan so naved ne hamare liye ek charity event kiya tha

(R): acha

(I): ek free comedy show Bhopal me kiya tha tho Bhopal team ne organise kiya that usko tho vo kya he tho aise hi har month theeno cities hamare charity events organise karte he

(R): acha

(I): aur theno cities fund jodhke ham muskan ke paas ate he fir inki jo lead hoti he accordingly paisa hum deliver karte he

(R): okay

(I): is tarrike se

(R): and this has been due aap kitine saal hog aye he

(I): three more than three years

(R): that's good

(I): more than three years and

(R): so you have an annual calendar ki itine aapko charity events

(I): we have target there is a budget plan and we have advisory board hamara advisory board he advisory committee members he and mentor team he hamare one of the mento is Mr apporv shamariya

(R): Hmm

(I): apoory is senior vice president of hcl and another mentor we have is mamtha sharma she was the global csr head of IBM

(R): okay

(I): and apart from this we have advisory committee people from Thailand, Indore, and Mumbai, Delhi so these are all mentor so we call them every quarter three months time or six months we called meeting present everything ki yeh ham cha rehe he aisa aisa ho ra he aisa aisa ho raha he jaha unke idea ho sakte he unko jo change karna hote he tho voh karte he yeh sare cheeze tho

(R): okay

(I): yeh hamne is saal hi form kiya that two thousand seventeen me advisory board and advisory committee muskan ka so first year tha hamara jo muskan ka voh hamara actuall organisation valah nahi tha mene apko jaise bataya ki hamara koi vision nahi tha kya karne ka tho first year tho hum unko badhatete voh padatethe jo voh padna chahtete

(R): Hmm

(I): voh padathe te jo unki social studies ke unone bhod diya computer bol diya math ka problem ah raha he tho hto hamare jo team te voh padane lag gayi college ...**word(inaudible)**

(R): Hmm

(I): tho first yeat hame realise hua ki organisation ko run karna he jo pura hamne jab study kiya so uss time we realised ki sabse badhi jo beed he in bacho ki voh English he kyunki Inka agar syllabus poora English me he abh dikhat yeh aa rahi he bacho ki ab unko English nahi aa rahi he thho na voh social padh pa rahe he

(R): Hmm

(I): na science padh pa rahe he aur har cheez padne ka problem a raha he

(R): Hmm

(I): tho agar ham ek cheez ko solve karte he tho baki cheez shayad khud ka solve hona start hojayenge

(R): Hmm

(I): now again doosara part dhekenge tho eighteen thak unone sustainable bhi banana he tho eighteen thak hum chahate he unki basic cheeze improve h oho jaye so that ki eighteen ke badh bahar nikhle tho kafi hagh thak vah higher education ke liye jate he tho unko tho English college ke andhar bhi college English me hi padaya jate he or yeh real problem he abhi hamare jin bacho ko btech ke liye dala he aur unko problem ati he

(R): Hmm

(I): unko class meh utana samajh nahi ata he baki bacho ko atha he

(R): Hmm

(I): but mene unko bola he ki aap thoda sa padho dhire dhire apko aane lag jayegha

(R): Hmm

(I): thanks to higher education me problem athi he English ka aur jab voh kuch karne ja rehe tho market me job he nahi he kas kar india ke andhar tho

(R): Hmm

(I): ki logh English ko itini **word(inaudible)** jati he tho vah ek part he tho unke liye kahi na kahi bahut important ath he English unko padana ki voh develop ho jaye so abhi hamara sath aisa he ki fir jo main hamara voh he kaam ke dhoo sal

(R): Hmm

(I): aur hum dho saal ke andhar hamne jo impact create kiya he hamare forty percent bache apne English me introduction dhe sakte he the are feasible with reading writing part sabkuch kar sакta he

(R): Hmm

(I): forty percent bache haamre aise he jo abhi bi basics me he jink o abi two words three words ache se athe he kuch kuch cheeze read kar sakte he kuck kuch kar kaste he abcd zyadha unko basic vala part he voh unko poora athr he poems English me apkо poora suna sakthe he videoes bhi hamare paas kafi sare videoes bi honge is cheez ke voh poora bata sakte he aapko aur twenty percent bache aise he jinko jinke basics bahut zyadha loose he

(R): Hmm

(I): kyunki bache centre aise hota he ki bache ahh add up hote jate he

(R): Hmm

(I): har saal bache aur add up ho jate he kyunki koyi kiske parents ki death ho gayi he tho un ke bacho ko lake rakthe he shelters me tho aisa bache bhi bahut ho jate he beech beech me

(R): Hmm

(I): tho kuch bache aise jinke sath abhi abcd issue chal raha he

(R): Hmm

(I): voh abi bi abcd me aisa hota he tho hum log class wise nahi padatthe he

(R): okay

(I): hum logh group wise padatthe he group wise

(R): group wise

(I): group wise me padatha he tho hota kya he hamra meh apkо poora structure bata ta hu kaisa chaltha he

(R): voh age wise age limited nahi he voh voh

(I): tho humne kya system kiya he ki ahh hamara may aur june meh hamara organisation ka poora jo chart bantha he poore saal ke calendar banta he jo bhi hame changes karne hothe he voh itna mild aur june meh hum log voh changes karte he kyuki schools us time pe bandh rahate he bacho ko tho may june meh hum sara transform kartha he organisation ko july se aur june end se hamara campaign shuru hojata he

(R): Hmm

(I): teek he April meh hum fellowship karte he jaise abhi is section ka end he voh march me jo jayega poora bacho ke exams ho jayenge chapter close ho jayega chapter matlab yeh session close ho jayega for April fellowship launch hogi next year ke liye

(R): Hmm

(I): tho fellowship jab launch hote he un fellows ko poora April meh training diya jayegha aap sara section unka sab kuch hoge training voh dhe diya jayega fir vah apna kaam shuru karenge june se june se vah campaign hr jo hoga voh tho campaign start karega recruitment ke liye

(R): Hmm

(I): tho posters social media college meh posters flyers use karke you no fir logh register karte he muskan ke liye register kar liya ek telephonic conversation criteria he hamare fir uska jo select hota he unko recruitment ke liye bulaya jata he fir recruitment me jo select honge unko training ke liye tho yeh part poora recruit kartha he poora volunteers ko trainee ko fir shelters divide karte he unko tho may june me hum poora planning karte he june se campaign start karthe he team hamare fir recruit karte he classroom ke stabilly athe vahi dusth hota he poora

(R): Hmm

(I): fir yeh classroom run kartha he sustainability ke sath me in the month of march aur har theen quarters meh unki bacho ki test hotha he aur last quarter jo hota he march ka tho march meh test ham conduct nahi karate he march me hum external institution ki help lete he ki aap hamare liye test handli karo bacho ke liye aur aap hame yeh batao ki humne impact create kiya tha

(R): Hmm

(I): aur voh test paper ap comparison karate he jo sabse pehela test paper he bacho ko

(R): Hmm

(I): asie hi karke hota he

(R): acha so there is a pre test and a post test

(I): ya so kyunki **words(inaudible)** calculations ki sabko atho cheeze khatam na ho calculation me bahut he

(R): Hmm

(I): kuch bhi cheez ho agar targets ho apka work ho tho voh karke batao appko ki yeh ho raha he started ki logho ko samajh ho jaye ki kya karna he

(R): what is the progress?

(I): progress

(R): aap

(R): Hmm

(I): agle panch saal me where do you see muskan headed to kya he apka stratergic plan he where is it?

(I): two thousand twenty two hamne pichle hafte hi design kiya he jab two thousand eighteen shhuru hua tha so two thousand twenty two keliye hamara jo plan tho abhi voh plan hamara yeh he ki ham expansion karenge hum ne poora target bana hua he ki we need to reach atleast ten thousand childrens

(R): okay

(I): within a five years because abhi tak hame athe athe time is liye laghgaya kyunki hamare paas kuch than ahi

(R): Hmm

(I): hum ne kudh banaya kahi study bhi nahi ki social field kya hota he sab kuch kudh seeka sare cheze kudh se deign kiya fund raising part and all sab kuch time lagh gaya seek ne meh

(R): Hmm

(I): abh hamara jo model he hamara product he voh bilkul thayar he market me nikalne ke liye abh hum uska expand kar sakte he replicates kar sakte he Mumbai me abhi hum logh launch karne vale he tis ke sath me hi but ahh IIT Bombay ke sath

(R): okay

(I): tho voh IIT Bombay

(R): donations

(I): na na na thye will provide us volunteers ahh tis abhi meh ja hi raha hu abhi second ko tis ka shayadh apko mila hoga ek alumni meet he third ko aur second ko hum ki event he tho muskan ka kuch raka hua he

(R): acha

(I): artist me aur IIT Bombay ne hamne guest speaker invite kiya he tho voh ahh ahh twenty seventh ko unka summit he IIT me Bombay ka usme tho vaha pe vo dono interested he muskan ke sath voh chahte he ki muskan chapter vaha pe oper ho

(R): okay

(I): tho vaha pe shelter vagera hum dekhna start kiya because July se hamara jab neya session hoga tabi vaha chapter ho sakta he

(R): okay

(I): tho voh hum karenge sare

(R): great ahh tho abhi hamne vaise hamne research

(I): ten thousand children pahunchne ka hamara target he five years ke liye

(R): tho abhi meh yeh poochungi actually ahh since you have mentioned Mumbai ahh as expansion jab aap bhol rehe he beyond ahhh MP ahh why are you looking at Bombay and not a city like you know may be bihar or some other place?

(I): (laughs)

(R): may be when because Bombay meh aur das hazar ngos he

(I): bahut sare ngos he kaam kar rahe he dekhiye hamara plan Mumbai ka bilkul bhi nahi tha hamara plan delhi ka bhi nahi tha ut hum kya karenge humara itine zyadha approaches aa rehne he Mumbai aur delhi se ki hame na chahate bi start karna padega dusri cheez yeh he ki organisation ko round of sustainability dene keliye humko funds ki bee need hogi

(R): Hmm

(I): jo corporate Mumbai aur delhi he voh aur india ke andhar kahi bi nahi he

(R): Hmm

(I): Bangalore me he tho hame vaha se paisa lana padega aur yaha invest karana padega aisa nahi ki hamare circle me bihar ka iradha nahi he ya UP ya jharkand nahi dala he abhi I was invited XLRI jamshedhpur tho XLRI ke batdh me tho bahut jabardast yeh wala part he poora pichida area he vaha pe Jharkand me tho ham dekhe lagta he ki Jharkand me bhi kaam karenge chattisgarh me bhi kaam karenge but hame uske liye funds ki requirement hoti he

(R): Hmm

(I): tho funds hame lane ke liye future ke liye long term ke lliye tho fir hame corporate ko involve karna padega aur voh delhi umbai se hi possible he india ke andhar kyunki MP ke andhar bilkul hi nahi he corporate hazar kitab bahut garoda he achi cheez he ki ve app good terms government ministries and also bhi hamare ministry bath chal rahi he words(inaudible) tho ek aur cheez me add

karti ho hamare sath abhi humne sare naya model ek banaya tha hamare team ka idea tha ki rural transformation karenge

(R): Hmm

(I): so humne ek ghav hum chahate te ki hum ek aisa model create kare jo sabse kaam costing ka digital school model ho

(R): Hmm

(I): it's a very common but when it comes to the lower cost then fir apka development ho jata he ki apki costing bahut low a rahi he aur sustainable model he tho hamne nikhala tha ki hamne ek school ko adopt kiya tha partnership model pe ahh its forty kilometres from Gwalior

(R): Hmm

(I): aur ministry of rural development ke sath hum logh usko milke kiya tha tho ministry ne humko humne unke sath yeh raka tha ki usme civil work ka part that government school tha lekin civil work ka part thi kidikiya tooti thi flooring karab thi chath se pani atha tha tho hamne unko bola ki civil work aap karoage paint aap karoange painting hum karenge hamare volunteers painting karenge vaha pe school ki jo hamare art architecture students he aur digitalisation hum karenge usme

(R): Hmm

(I): tho humne bahut simple se cheeze ko use kiya humne usme led lagaya fifty inch ka humne joi phone ka use kiya teacher ke liye humne content usnme classes se liya aur humne ek lakhadi ka box banake cpu keyboard aur mouse dal diya ho gaya hamara digitalisaton vala class then we designed the teachers training part then impact part the maintainence model ahh tho yeh saerr models hamne design karke hamne teachers ko train dhi poora ki apko kaise usko run karna he content me class delivery model kaisa hoga yeh hum apko batayenge kaise karoge kitina content aap ko kis month me kya deliver karna he kyunki har topic har poora chapter aap nahi pada sakthe content itina zyadha content hota he

(R): Hmm

(I): abh uska jo impact aya tha uska zabardast impact yeh aya tha ki bacho ka simple pehele keh raha tha ki sir voh yadh nai rahata abhi yadh rahata he cheeze kyunki abh voh padh rehne he kaise kaam kartha he idhar se pehele voh khitab se soonte tho samajh nahi ata tha abhi bi nahi pata kaise kaam kartha he but when it comes to video or audio visual learning tho bahut sare cheeze nke andhar bahut zyadha improvement hota he app ghav ke andhar chelenge tho light ka issue ghav ke andhar hot he dusra hota he teachers tho humne dho cheeze usme experiment kiye the hamne ahh ahh light ke liye hum ek ten thousand rupees ka ek inverter add kiya tho hamare budget me hamne inverter kar diya tha ki hamare id chalni chahiye tho kudh chale ya na chale dusra hamne teachers ko training residential karayi thi

(R): Hmm

(I): humne teachers ko training aisa nahi rakha aap power chao we provide the ma two days residential training program

(R): Hmm

(I): jaha unko acha rahana mile acha khana mile aur voh training ka jo unke jo mindset he change ho kyunki voh ache jaghe lekar aoge tabi ho saktha he change aur you wont believe this comes from sare **words(inaudible)** aur bahut e use karthe he aur voh sab bahut zabardust tareeke se pada rahe he bacho ko aur hamari team time time pe jake project karthi he fixed time pe vaha jana he

(R): Hmm

(I): itine time pe hum vaha pe test conduct karayenge itine time pe school test conduct karayega aur bacho ka learning process ja raha he abhi us model ke liye humne ministry of rural devolpment ko diya tha tho they are ready for proving us the hundred school for that aur hamara jo budget cost he voth sixty thousand rupees ka he

(R): acha

(I): paray school

(R): Hmm

(I): me apko dikhata hu me laya tha

(R): okay

(I): yeh school tha pehele a village called chinoor its forty kilometres from Gwalior

(R): this is the transformation huh

(I): yes yeh content pura digital ...

(R): what do you think of government support towards ngos?

(I): (laughs) dhekhiye aisa he ki

(R): aur koi collaboration or partnerships?

(I): collaboration and partnership they are ready for doing this matlab unka aisa kuch nahi kin ahi karenge but ahh paisa nahi denge

(R): what kindof partnership then they are looking at?

(I): the yare ready for like apko koi support chahiye ahh apka permissions chahiye apko hamari kuch help chahiye document hamse chahiye voth aap lelo

(R): Hmm

(I): but hamare pass paisa nahi he apko dene ke liye

(R): Hmm

(I): yeh simple sa words hota he

(R): Hmm

(I): government ke aur government projects me hum kaam nahi karte

(R): aisa kyu?

(I): aisa isliye ki hame aisa lagta he ki governments ke jo projects he voth sab sustainable nahi he

(R): why do you think because vaha pe regular source of fund he tho tab voth lagta he

(I): dekhiye aisa mujhe isliye lagta he unki jo methodology he unke jo projects he bade khatarnak hote he

(R): Hmm

(I): unke projects me voh projects aisa hote he ki sow din me yeh project sow din me aye sow din me khatam ho jayega yeh teen mahine ka he jaha impact hi create nahi hota vaha pe ek ap kya kar sakte ho

(R): Hmm

(I): tho hume ahh bahut sare ministers ne humko bola ki aap project lelo yeh toilets bananeka kaam he aap yeh lijiye ap ye lelo ap vo lelo lelo hamne kabhi nahi kiya

(R): Hmm

(I): even hame uvkar ne approach kiya tha last month **words(inaudible)** she said ki abhishek aap hamara **words(inaudible)** hamara cancer vala camp lagate he app please apko organise kara dijiyega funds hum aksa provide karenge but vaah education meh hamara jo he usse hum karte hi nahi he alag

(R): Hmm

(I): sirf education pe hi kaam karthe he tho humne fir voh liya hi nahi unse hi mana kardiya kyunki sirf education model pe hi kaam karta he

(R): tho aap jab ahh apko lagtha he ki when you are operating standalone without the support of the government or just without the support of the government you know that is better and easier way to function in the country?

(I): not easier way but apko ek zheez bata hu I have good term with government

(R): Hmm

(I): mujhe kabhi yeh feel nahi hua ki mere ko yeh cheez karna government ke sath tuf lag raha he tho mujhe lagtha tha yeh tho meh kari loonga abhi bhi koi aisi cheez nahi he MP ke andhar voh mei na kara saktha hu but meh kabhi paisa nahi mangtha hu

(R): Hmm

(I): aur aur paisa mangooga tho apne projects ke liye mangooga ki humne jo banaya ispe investment karthe he hot eek varna humtho kaam kari rehe

(R): Hmm

(I): hum apke projects pe kaam nahi karenge apka sow din ke project humaara poora model chala jayega na humara jo poora model design kiya he ska dho benefit he youth mobilisaiton ho raha he doosra us youth mobilisation core triangles banake hum operations handle kar raha he

(R): apko lagtha he ki in this association ki apka vision misson kahi lost ho saktha he

(I): kis cheez me

(R): if you are partnering with the government or ahhh

(I): obviously obviously

(R): apko aisa lagtha he ki ye vision mission jo he can get ah change if you are partnering with the corporate

(I): no doubt ahhh na corporate kuki yeh cheez samajtha he corporate samajtha he corporate ko yeh cheeze samjh athi he ki aap kya karna charahe ho

(R): Hmm

(I): aur agar unko model acha lagthe he tho thwy would love to work with you

(R): Hmm

(I): aisa he hamare sath yeh he ki me apko ek cheez batata hum era aisa he ki jab thak aap kudh se clear nahi kare sari cheeze tabtak kisiki samne janeki matlab nahi he tho humne corporate ko abhi tak approach isliye nahi kiya ki hum chahithe the ki um poora achasa kudh ko study karle

(R): Hmm

(I): ki humara jo viion he pehele humko kudh ko samajh a jaye ki hum kahase shuru karke kaha pahuch na chahatha he or usko karne meh kya kya lagega tho humne last year corporate ko eke k ek umko ek grant milath corporate se ind Hyderabad se **words(inaudible)** provide kiyatha ek world recod humne banaya tha for the largest educational kitt distribution in a single day tho dayi hazar bacho ko muskan ki second anversary me humne ek sath educational kit provide kiya tha tabi yeh corporate support mil gaya tha tho now two thousand eighteen se hamara plan tha ki two thousand eighteen meh hum csr ko approach karna start karenge corporates ko

(R): okay

(I): tab tak hamra subkuch bangayega documentation all the planning he voh sari cheeze ready ho jayenge

(R): kya apko lagtha he ki ahh jaise matlab you have a mission and mission but there are corporates who accept jo accept karte he apke vision or mission ko at the same time they want you to run a specific kind of a project ahh with a specific kind of a need which they have in mind kya aap uskeliye you are ready to kind of ahh you know create or customise a program or?

(I): no no problem is that ki India ke andhar yeh bahut bada problem he ki har koi har samasya solve karna chahatha he ek dukhan dhar sare products bhejna chahatha he joki yeh possible nahi he

(R): Hmm

(I): acha hoga matlab mere perception se aisa he ki hum kisis ek problem ko pakde aur us problem ki ek chote se vertical ko pakde or usko solve karne ki koshish kare

(R): Hmm

(I): example agar hum bath kare tho ppehele child education ki child education ki child ki related bahut sare pronlems he chahe voh health ka issue ho ya yaa diet food ka issue hoy a fir unka education ka bath ho abh education ki agar hum bath karte he tho uska andhar bahut sare verticals agaye kyunki primary education secondary education digital education English hindi maths science college patanaahi kya kya agh ya

(R): Hmm

(I): but usme bhi hum bahut bahut specific he ke bhaya jo bache shelters me rehete he hum sirf uniki le karte he tho atleast hamare problem hamne dekha tho voh problem apko kisine bataya nahi aake hum ne kudh figure out kiya ek saal kam karne ke badh

(R): Hmm

(I): then we designed a program policies everything according to those problems aur abhi bi jo hum seekthe he jo hamara problems beter design hot ear saal update hota system ka just because of all

the things are depends on the feedback of volunteers ki jo voh problems upar apne tema ko deliver karte he voh hame deliver karte he aur uske according hum furnision banake deta he

(R): Hmm

(I): tho dis is how hum pehele zero the abhi ten thak paunch chuke he sirf iss system ke modules pe

(R): do you use ahh jaise you have a pool of ahh children jinko you know they they require a lot of facilities interms of education welfare I mean to say and there are a lot of governments schemes that's there welfare ke do you have any plans of how to access that and make it more you know ahh ahh reachable to this students and childrens?

(I): dekhiye aisa he ki hum jjin bacho ke sath kaam karthe he voh fifth se tenth standart ke hothe he eleven twelfth me hum unko English nahi padate he hum unko mental support provide karte he aur career guidance vala jo part he unka aur college me unka deliver kar lte he

(R): Hmm

(I): agar voh college me they if the yare not interested in higher education tho hame koi problem nahi he kyunki mujhe aisa lagtahe ki hamara higher education padne se koi zyada farak nahi padtha he

(R): Hmm

(I): teek he tho unka education tho unka ba bcom karane se bhi matlab hi nahi he unka time waste hota he

(R): Hmm

(I): isse acha he ki voh jo karna chahite he voh kare agar voh light mechanic ka kaam seekna chahate he tho voh kar sakte he agar voh padna chahate he tho padne keliye jaye admission karwayenge free of cost agar voh computer vala part seekna chahate he example we are associated with wikifeed one of the largest viral content company in india we are associated with point karke ek start up he Bhopal ke bahut bada tho technicalkarke bahut sari corporates he jo chota chota humse connected he

(R): Hmm

(I): tho they are ready for adopting children ski ya Abhishek char bache humko dedho hum inko coding seekha lenge hum inko coding master bana denge aur hum ten thousand rupee starting pe five thousand dhene ke liye ready he aur hire karne ke liye ready he jaise bahut sare logh he tho agar yeh bache iz cheez me interest he tho hum yaha kardhenge

(R): Hmm

(I): government schemes ka aisa he ki fir voh government ke jaise skill devolpment program he voh ek dham usless he uska koi sense nahi he voh abh tho keh rahe he ita zyada voh fayial chukka he ki voh log uska fardhi registration kara karake apna voh paisa nikale jaisa kuch he par person ke hisaab se kuch payment milta he usme

(R): acha

(I): bhara hasar kuch milta he ek bandhe te teen mahine ke liye traininig ke liye tho voh kisa ka bhi naam register karke aur vohh dikhake attendance vagera government se paisa le athe he

(R): tho apko lagtha he ki that is completely

(I): mujhe nahi aisa nahi he ki bekar he obviously voh ek ache logo ne ek achi lobby ne design kiya hogya central government ne but when it comes to onground na

(R): did not much happen

(I): exactly tho jab operations unka he unki planning achi he no doubt delivery me thodi si khammi rah gayi jo unone team ko kya then again operations the on ward operations he vah teek se nahi ho raha he tho jo beneficiary he voh usko chodke bako sabh maze le rahe he

(R): okay

(I): app dekho government ke jo scheme he mid day meal mid day meal vale itine paisa le liye iske hadi nahi he mid day meal kha kha ke tho jab on ward operations ki bath a rahi he tho vaha pe sabh kharab ho jatha he

(R): okay I will ask little bit of question about your organisation ah legal structure ahh how are you registered under which act you are registered as an ngo ahh uska

(I): see registered as a society hamare he nineteen seventy three

(R): okay

(I): heena society registration act hota he organisation ke liye kiya jata he hamare india aur abhi is ahh word(*inaudible*) exception hota he donors ke liye aur organisation le income tax ke liye tho us keliye kabhi hum apply kar sakte he atleast theen sal poore karlo three years ka audit lagte he tho humne isi saal theen sal poorre kiye aur already apna file kar diya he achi cheez ye thi ki uska dho resources hot e he ek tho hota he ki local inspector ake apke poora dhekta he income tax officer uske badh fir Bhopal jo apka state hota he vaha pe apko invite kiya jata he

(R): Hmm

(I): tho jo local vala tha hamare part ho chukka he bahut kush hoke income tax officer ne hamara submissions dekha humare annual reports dekhe hamara bills dekhe accounts part dekha voh bahut kush ho gaye unone bola acha report banake bechunga yaha se aur hamara cal ayega within a month or couple of month Indore ya e invitation ayega

(R): Hmm

(I): so I hope ke we get soon atg welfare form miljayega unko

(R): and what about fcra?

(I): fcra aisa he ki ap uske liye panch saal ke legalities lagte he apko atleast five years complete karne hote he

(R): aur aapko how do you feel the whole fcra environment is working?

(I): dekhiye meh ek pehele cheez batata hu mujhe zyadha knowledge nahi he fcra ke bare me aur doosri cheez yeh thi ki hum ne aap batata hu ki dho cheeze bahut important hoti he organisation chalane ke liye ek team or ek paisa

(R): Hmm

(I): aur apka profuct kaisa he tho hum ne product ko develop karne na bahuth nehanath ki pichli theen sal ke andhar fir hamne team ko develop karne me team structure team ko banana me hr ko fast banana kel iye humne bahut h mehnat ki abh paise ki bhari he ki abh hame funds kaise manage

karna hum kar sakte he kyunki hamare jo already dho model he sustainable tareeke se kaam kar rahe he

(R): Hmm

(I): aur iss sall funds pe focus karenge aur fcra ka aisa he ki abhi hamare pas zyadha context bhi nahi he bahar se funds aane ke liye tho humne ek tarah ka try bhi nahi kiya he aur fcra ka legalities lagte he usse pehele abki **words**(Inaudible) aur apke organisation ko panch saal pore hoone chahiye aur jis din fcra bath ayegi tho mujhe nahi lagtha ki hume koi problem hogi

(R): Hmm

(I): hum banwa sakte he

(R): okay ahh based on jo humne abhi discuss kiya he where we have seen the government is doing their own thing ngos are doing their own job and that is a fact in india and then you have now something social enterprise and then you have corporate csr and foundations do you think all oof them are working in zylos in their own kind of replicating eachothers work and ahh

(I): thoda sac clear karo matlab specific

(R): matlab yeh sari jo cheeze he yeh sare jo government ke kaam chal rahe he whether it is skill building or kahe pe ngos kaam kar rahe eh similar skill building then there is social enterprise then there is csr and foundation all driven with the same motive but ya all working in separate compartments and kind of somewhere they are also replicating each others work do you think that is what is happening in india?

(I): (laughs) dekhiye isme aisa he ki mujhe aisa lagtha he government ko apne ahh yeh model pe vah schemes voh kam karte he vaha pe corporate ko involve karna chahiye corporate ki partnerships karni chahiye because

(R): kar bhi rahi he

(I): bahut rarely karte he chor hote he isliye unko pata he ki corporate hogaye ge tho paisa nahi chada payenge aise aur ye government karta he meh janta hu bahut ache tareeke se sar a sar athe he tho yeh problem he ek tho yeh isliye log involove nahi karte kyunki niti ayog jabse banaya he tab se niti ayog aisa entrepreneurship part pe focus karke digital india achi badaya he usko tho usse pehle koi jha hi nahi saktha tha na entrepreneurship ka na start ups pen a kuch culture hi nahi tha india ke andhar tho yeh jo aap bhol rahe hoy eh sab alag alag kar rahe he corporate no doubt bahuth sare organisations aise he jo bahut zabardast kaam kar rahe he

(R): Hmm

(I): even we learn from them humse seek na unse voh inspiration he hamare liye jo acha kam kare example teach for india bahut acha model he unka tho sustainable model he aur bahut funds he unke pass aur bahut ache tareeke se kaam kar rahe he Gandhi fellowship is one of the example jo on ground rural pe jake kaam kar rahe he tho aise organisation hamare yaha bahut kam he jinka operation model aur jinka planning or jinka delivery model sab kuch bahut acha ho

(R): Hmm

(I): kisika planning acha he kisika operations acha nahi he kisika impacting acha nahi he kisika jo project he vahi acha nahi he ab doosri problem india ke andhar kya he ki ngos ke andhar ek vah eke k agaya matlab revolution a rahe ngos ke andhar everybody is like ki mujhe kudh ka organisation kholna he but vah kam nahi karna chahatha kisi aur ke organisation ke andhar ab yeh problem he ab

voh kholna isiliye chahtha he unko chahiye ki meri kudh ki organisation hogा tho mera nam hogा mujhe

(R): Hmm

(I): agar jab bbi aap kuch start karte he tho dusre kay eh cheez deke tho vaha hota kya he ki voh ek sal badh ded sal badh bandh karte he kunki apne kiya kuch soch ke kuch hua nahi apko samajh nahi ata kya karna he

(R): Hmm

(I): tho voh bandh kar deta he yeh problem ho raha he basically jaise itine zyade three point five millions ngos he hamare India ke andhar usme se three point five bhi aise nahi honge jo teek se kam kar rahe honge

(R): Hmm

(I): mere hisab se ten percent shayad on ground operations Gwalior ke andhar muskan ke alava jo vaha ke logo ko kehna hota he ki humne ek aur organisation me kam ...

(R): Hmm

(I): but when it comes to legal dedh hazar ngos registered he

(R): Hmm

(I): aur voh he kaha hame para hi nahi chaltha he aur voh voh ngos hamesha government ke paisa ate he

(R): Hmm

(I): kyunki aap dekh na kabhi bi jo government ke organisations ko government funding deti he voh organisations ka nam hi nahi suna hogा unke facebook page hi nahi honge unki website nahi honge but paisa bharabar le rahe he per bache ke hisab se bharabar data banake government ko dhe rahe he jaisa government cha rahe he voh sub settling vala kaam hota he voh leta he paisa funds or but voh kabhi ahh name me nahi ate kyunki jaise hi aap expose hogaye tho fir logh appki nazar padna shuru ho jathi he tho vaha vah ngos ke role play kar sakthe he

(R): tho ngo sector ka tho ahhh apne mujhe bata diya abhi ek jo dhor aya he lately in the past ten years of social enterprise jo ek hybrid organisation he voh nan go he or na ahhh jo beech me he uska aap kya role dekh rah he?

(I): social enterprise ka yeh bahut acha tha ya wala part social enterprise wala abh yah ape profit kya hote he logo ka ki pehele log sirf business dekte te ki dhanda kaise banau apna

(R): Hmm

(I): meh ye cheez kaise karu sirf apne faidhe ka soch soch ke vah kar rage te now its come to the ki meh social benefit kaise create karu social impact kaise create karu aur usse me revenue model bi kaise banta he meh paisa bhi khamalu aur impact bi create ho ja dono cheez ho rahi he example goonj is one of the example ke veh ya cloth leke transform kar rahe ho but voh free of cost karte he **words(inaudible)** sell out ho jau mene nahi suna he unka but bahuth sare aise organisations he jo sanitary pads alag alag cheezo se develop kar rahe he bana rahe he bahut low cost model pe sell out kar rahe villages pe business do sow ruppe tak de rahe he

(R): Hmm

(I): then again the p wala yeh part jpo ka ek au raise bahut sare products he jo meine dekhe hua he jo ek chula ek atha hee bilkul apke dubai ka tho aise bahut sare products he ache cheez ho gayi ki aap logo ke andhar sirf log **word(inaudible)** business hi karna he logh yeh soch ke karte he mujhe social impact create karna he tho meh kuch logo ki problem solve karke kuch naya create kar saktha hu

(R): Hmm

(I): tho ab jo uske jo mindset tha voh abh aur syadha soch ne lag gaya he ki me kya problem ko figure out kar saktha u example ki ahh jo kachada hum voh jo part segregation vala part a gaya he voh bi bahut acha example he ki logo ne bahut sochna shuru kardiya ki ab log kachda recycle ho jayega tho fir bahut sare problems solve ho jayengi ki jo uska tho bahut sare logh Bhopal ke andhar I start up kardiya kabaddi wala tho voh isi pe kaam kar rahe he

(R): Hmm

(I): apke ghar se collection karte he aur recycle wala part usko bhi tho yeh jo social enterprises he tho yeh vala part tho bahut acha zabardast he ki hum social problems ka dekhiye solve karne ka koshis bi kar rahe he aur uska revenue model bi bana rahe he logo ka rojgari milega

(R): so what is the future of ngos and social enterprise in India in the next five to ten years?

(I): shayad yeh apne ghalat admi se question pooch liya mujhe utna experience nahi he but ahh no doubt future bahut bada hon vala he

(R): for both

(I): for both

(R): okay

(I): social enterprise bi or non profits ka mere khayal ise saturations period ane vala he

(R): Hmm

(I): kyunki saturation period nahi he pur yah he ki logh har koyi everybody organisation open kar raha he khudki ab ab hota kya he ki ghalat kham koyi aur karta he aur word(inaudible) bhudata he uska ab yeh bada challegable hota he ki aap ne kisi ko ek bar cheat kiya aur uske badh koi genuiene bi hoga na voh apne aise lagadhi ki trust karna matlab voh bandha kabi trust hi nahi kar payega tho abi hamne muskan me kya plan banaya ta ki hum ek plateform ek back end plateform bana raha he agar donor hamara muskan ko donate kare tho six thousand rupee cost he hame poore saal me ek bache ke uppar padathi he uske andhar volunteers ka recruitment process volunteers retention everything is like including in this children part tho agar aap six thousand muskan ko dete ho sponsor karte ho tho apko ek bache se connect kiya jayega aur us platefor pe meh bache ka photo dekhenge na us bache ki basic details dekhengi plateform me jaise ap login karke jaenge aur voh bache ki sare detain aur quarterly test reports ki scanned copy bi vaha apko milegi app dekh paoge

(R): Hmm

(I): aur sal me ek ya dho bar apko bache se milvaya bi jayega jab muskan ka annual function ho tho hum apko invite karega apko add karenge aur vaha pe apko pura annual reports bi dikhaya jayenge

(R): Hmm

(I): ki ye karke aur jo six thousand rupees ap donate karne se apko sab kuch dekhenge ki six thousand rupees me kya kya cost include he kitina paisa hamare operations me a raha he kitini ost of money

hamare unke educational kit me he kitina volunteers atha he ye hsara cost usme included he ho sach bolke aap logo se aur ye kar sakte ho aur dusra uske ap pehele aap cash flow decide karlo ki apka paisa kaha pe spend karna he kyunki hamara jo model he bahut jagah paisa invest nahi hota he almost paisa jata he tho ek volunteers model pe dosra bacho ke classroom kits pe jata he aur theesra trainings modules pe jata rahata he training programs me because travelling bahut he team ki yaha ki vaha ki paisa jata he

(R): Hmm

(I): tho is tareeke se hum log **words(inaudible)**

(R): okay social enterprise ka future he?

(I): bahut zabardust future he unii ke hi future he actually kyunki problem hamari India me itini zyada he na ki ah hum kabhi usko finish hi nahi kar sakte he itne zyada problems he India ke andhar he but you need to figure out how ki ap kya problem dekte ho or usko kis treeke se dekte ho agar ap ko ye ahh technical problem dekte he to aap application ke through resolve kar sakte ho ya apne profuct aisa banaye ki logo ke liye jo villages ke liye specially specially hamara jo bahar ja rahe he na cities me log cities me log **words(inaudible)** unko nahi a raha he kaarna kya he ab tho log gav ke taraf bhag rahe he

(R): Hmm

(I): ki hum gav ke liye product banaye **words(inaudible)**

(R): where the market is below

(I): or voh agri valeh pe toot pade sare tho do char IIT IIM pahunja te to baki unke peeche peeche a jate he log yeh culture hamre india ke andhar he tho is tareeke se voh social enterprise tho bahut aghe jane ala he or need bi he aghe jana bi chahiye kyuki social problem solve karne ki best actually villages ke liye bahut important he

(R): or in sabme government ka kya role apko dikhayi de raha he?

(I): dekhiye aisa he ki central government tho bahut active he central government active he aur but state government ko kehta he ki voh tho bahut padhe like he yeh tho unpadh he unko nahi pata ki kaise karna he tho state ka issue he isme state me koi baite nahi vaha niti ayog he government he idhar ek francisee chapter dalna chahiye ki ye statewise niti ayog he apka yaha ke jo start up yeha ke jo social enterprise he yaha ke jo na... non profits he voh yah ape ake register kar sakte he unki time to time meetings ho sakti he aur voh apni idea unke paas agar koi funds paise ho ki vo funding karke kisi or ke enterprise ko bada bana sakte scale kar sakte he

(R): Hmm

(I): tho I think ki bahut zyadha better hoga abhi bahut sare logh aisa he jinke pas ideas tho he but they don't know ki isko scale kaise kare aur voh MP ke andhar unko lagta he ki yaha na funding milegi yaha start up khulenge tho voh move kar jate he delhi ke liye aur vaha jake bana lete he aur voh nafrath karne jate he apni state e koi vapas hi nahi athe

(R): (laughs) okay so ahh what kind of partnerships kaise type ke partnerships aap dekh rahe he in future for this welfare model in India kaise type ke partnerships hone vale he between government enterprises ngos and government what is the future of partnerships?

(I): mujhe ab aisa lagtha he ki shayad yeh cheez badegi because Modi ji ne ek cheez tho achi kiya he ki start up ka ek revolution leke aya he India ke andhar yeh bahut badi cheez he logo ne sochna shuru kardiya parents ko bhi samajh ana legaya ki startup naam ka ek cheez exist karte he

(R): Hmm

(I): tho mere case bada different tha ki hamare yaha logh nahi jante he ki non profit kya hote he actually me unko lagtha he ki ngo matlab vahi sanstahe jo kaam karti he welfare ke liye because my father was a is a government officer tho kafi badi designation pe voh he tho bahut sare ngos unke yaha jate honge municipal corporations schemes hoti he iskeliye tho unke mahine me ek hi cheez thi ki hamamre yaha ngos athe he tho you are one of them tum bi unki jaise hogaye aur line laga ke hamara kade raho funding ke liye aur hum tumko denge nahi aur voh niche vale officer denge tumko twenty thirty percent commission pe denge yeh unka kehena tha

(R): Hmm

(I): tho maine unko bola us time pe samajh hi nahi a raha tha aur aap nahi samja sakte kyunki unka jo time tha voh kuch aur tha aur hamara jo time he jo kuch or he

(R): Hmm

(I): tho hum samja thon ahi sakte but prove karke dhika sakthe he tho mere hamare organisation ka ek saal ho gaya tha unko lagh raha tha ki meh bahut zyadha involve ho gay ahu is cheez ki taraf tho he said ki **words(inaudible)** abunke mann me tha ki is cheez se future kaise banaoga btu mere brain me tha banaenge hum but ki mujhe bi nahi pata ta kaise karna he

(R): Hmm

(I): us time maine simple unko bholdiya bahut koshish ki samjane ki gusse se pyar se har thareeke se fir ek dhin bolte he ya tho papa chun lo ya muskan chun lo

(R): Hmm

(I): ye hunka bahut serious tha aur anshwer dena dho din pe aur anshwer diya muskan chun liya aur unone kiya tha ki mere ko book padne ki bada shock he aur khitabo ne hame aisa yeh sikhaya ki ahh kabhi bi sapne ko math chodna kuch bi ho jaye aur parents kabi sath nahi chodenge tho aap thode time ka risk leke dekh sakte ho

(R): Hmm

(I): tho maine vah use karke kuch time keliye risk liya che mahine thak mere ko papa bahut strict he tho unone mujh se bath bi nahi ki bulkul bi bath nahi ki fir dhire dhire dhire dhire hum kam karte rahe fir hota kya he ki parents ka khud ka darn ahi hota he na unko apse kuch chahiye dar hota community or society ka jo kabhi apki kaam nahi ane vali he

(R): Hmm

(I): tho vah dar ussi cheez ka tha aur jab voh logh kudh ko ake kuch bole tho fir yakeen kar jate he apko ake kuch bole tho unke sath aisa tha ki jin logo ne dekhna start kiya social media pe jaha bi jaise unko mouth to mouth publicity unko dhedho to logo ne akke tareef karna shuru kiya batana shuru kiya tho dire dire unke andhar changes aane lage

(R): Hmm

(I): aur ek time aisa ayya ki unki life unke job me problem agayi transfer nahi ho ra tha voh mere through hogaya ek bar jiske liye vah ek saal problem bhatakte rahe **words(inaudible)** voh nahi kara para ha te voh main eek din me kara diya ek ghante ke andhar jab mere ko pata laga tho tab se voh ek dum change hog aye

(R): Hmm

(I): he realised that kin nahi nahi bacha hamara capable he aur yeh karega usko jo karna he tho us din ka din tha ki fir munje kabi roka nahi is cheez ke liye teek he thum karo aur tumko acha lagta he tho you can do it matlab apne responsibilities samalna he so is cheez se mere ko kya seekne ko mila tho ki ahh if you really want to do something you have to prove it apko prove karke dhikao ap kar saktte ho aap words se nahi samjah sakte me rath o rath eyeh business khadakarunga ya is ko yaha se vaha payunjaa dhoonga

(R): Hmm

(I): aur voh dhire dhire ayaga tho us time ke liye ek kaan se sun eek kaan se nikhale

(R): Hmm

(I): aur risk ko calculate kar sakte he ki risk ki kitini zyadha he agar me appne sath calculate karu tho meine engineering ki hui he

(R): Hmm

(I): twenty five thirty thousand ka job me le saktha hu kahi bi jake tho risk hi nahi he life ke sath me nahi muskan chala tho karlenge tho mindset poora yeh he ki kyun nahi chalega hum organisation ko bada karke dhikayenge aur voh poora sari cheeze apke vision pe akke ruk jathe ho ki aap karna kya chahate ho vahi apka **word(inaudible)** decide kartha he kaha thak pahunchna chahite ho tho sari cheeze ispe depend he

(R): do you think networks apke jaan pehechan the networks that you have have played a very important role ki theen sal me muskan ko yaha thak laye he?

(I): dekhiye aisa he ki mere network pehele koyi kuch nahi te teek he na mere ghar se **word(inaudible)** muskan ke liye kuch bi hum nahi kiya tha fir mere pocket money se you wont believe this ki mujhe jo paise kapde kareedh ne keliye milte te jo paise maine muskan ke registration karaya tha

(R): Hmm

(I): yadh bhi he three thousand rupees diye the mummy ne aur muskan ka registration karaya tha three thousand rupees me hamara registration hua tha tho us time pe ahh yeh tha apke **words(inaudible)**

(R): networks

(I): ya networks tho maine kabi hamare network the hi nahi aur sare network muskan ne bana di karke

(R): apne jab kaam karna shuru kiya

(I): jab humne kaam karna shuru kiya aur tabse networking hue ab tho kafi acha network he muskan ka tho abh koyi problem ki pata nahi ahi but ya funding me issue he kyunki jab aap paisa magne shuru karte he tho dung ka problems ahi he tho aap paise ke liye humne decide kiya tha ki corporate ko hi approach karenge dhire dhire karke

(R): Hmm

(I): two thousand eighteen se hum karna shuru kar denge

(R): okay

(I): April se

(R): okay otherwise funding milna access to funds is kind of difficult from other venues

(I): government apko nahi dengi government ko government ko tho ir voh projects pe dekhe unke aur unke projects ka unka already vah sab fixed rahte he kyunki unko kisko project dena he kya dena he kya nahi dena he aur aap jao tho vaha ke system se aap itina pareeshan ho jaoge apko itina zyadha time voh consume karlenge aap frustrate ho jaoge vaha apko lagega ki das ruppe ye keliye inse yeh **words(inaudible)** das ruppeye vaise hi le aunga jake community se tho ithina difference h vaha pe government work pe itina zyadha time lagta he ki aap frustrate ho jate ho government unke projects unke documentation karte karte apko documents tak nahi hone denge abh ye le ao ye lao ye lao ye lao chai pani karado (laughs) tho voh ap pareshan ho ke bolte ki hame nahi chahiye paisa ap hi rakh lo

(R): Hmm

(I): tho voh zabardust paresha rahate he log

(R): teek he great I think we are through with interview and

Research Participant : P1D

Date: February 2018

Location: New Delhi, India

Interview Setting: The interview was conducted in the organisation. The organisation is located in lower middle class area with a mix of slum-like housing. The organisation has a huge presence in the community and is spread over a large area called the Sulabh complex. I had approached the founder's personal secretary for an interview which led me to visit the Sulabh campus for the first time. That day I saw the organisation has a ritual of morning assembly just like in school and organisation members referred as 'Sulabh family' would sing an organisation song. The secretary informed me that she would check the founders availability and get back to me with a confirmed date. The founder BP had agreed to do an interview two days later in the evening. The founder is one of the pioneers in the field of social entrepreneurship and have been acknowledged by international organisations and the Prime Minister of India for his work on several various occasions. I had reached the organisation 30 mins prior to the interview. Other organisation staff was very hospitable they offered me tea and snacks. After, the interview the two organisation staff took me around the organisation showing the dummy toilets they have built and the different technologies they have used in different villages. They also have a small toilet museum which was very interesting. The interview was conducted in the founder office (room) with the manager of organisation present. The office was quiet and there were no noise or interruption apart from a short tea-break during the interview.

The researcher on meeting introduced herself and stared with an informal conversation. The interviewee was fluent in comprehending and speaking in English language. This was followed by presenting the interviewee with 'participant information sheet' and the 'content form'. Once the consent formed was signed by the participant after understanding in what capacity the participant will engage in this research, the interview began. The interview was audio recorded and then transcribed as in the following section:

Biography of the social entrepreneur: Name, family background, social support to start the social enterprise, generational aspects, educational qualification, work experience, networks

Context: geographical context, socio-political context, generational identity

Interview:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): Since I have read about you a lot and I am aware of a lot of things that you have done in your past a what one thing that caught my eye is hmm that you travelled a lot in India before you ah started off with Sulabh I want to understand with there are different kind of social issues which india is always facing and keeps on changing and the magnitude keeps on increasing what made you choose ah human scavenging and this area as one of the key area to address?

(I): No, while I was a child... ah a lady called Dom like she was untouchable used to come to my house in the village and she used to deliver utensils made of bamboos

(R): Hmm

(I): and after she returns my grandmother used to sprinkle waters so as a child I was serious many people who canoe to our house grandma doesn't do like this why only for this lady and people used to say she was untouchable she walks on the land it gets polluted

(R): Hmm

(I): so it is required to cleanse the path which she has traveled so I used to touch her just to see any change with the body, colour any action reaction

(R): Hmm

(I): nothing used to happen, so one day I touched her and my grandmother saw me touching and she made huge hue and cry in the family and how he can live in the family then the priest was called and the resolution he gave that he should be kept in the other house...

(R): Hmm

(I): ..but my mother didn't agree she said he is just six years old boy how can he live in the other house then he gave other solution that put cow dung and cow urine in his mouth and ask him to swallow the cow dung and drink the cow urine

(R): Hmm

(I): and she put lot of water in the head that time as a child I was curious but I never thought that they will come

(R): Hmm

(I): I will engage in this work of ah ah restore the dignity of untouchables so when I give and started ah ah learning so I wanted to be a lecturer this was my ambition of life in the university till graduation I topped the list ah ah but in final examination words(inaudible) the final examination I could achieve a first class

(R): Hmm

(I): and that was the turning point of my life I became a school teacher

(R): Hmm

(I): for six months then I was married then I joined Patarathu thermal power ah ah and it will generate electricity power on five rupees per day there I felt thinking that I should not do job

(R): Hmm

(I): you have to do I should do something that people should know I was born on this earth what to do I as no idea I left the job then I joined my father he was a doctor Ayurvedic doctor so he used to manufacture medicines and I used to sell... this is personal this you published or don't publish it is your choice what this is my ah ah abused by it

(R): Hmm

(I): in India in trades you have no social respect this I felt during the business I felt this

(R): Hmm

(I): so I left that business and then I apply for admission in Sagar in Madhya Pradesh in criminology because I had taken ah ah.. three papers in criminology... sociology as criminology papers and I got poor marks

(R): Hmm

(I): so, then I applied for admissions and I was selected for admission I was going to take admission so this place called Hajipur in Bihar so I just got down to have tea and two persons one is alive one is no more words(inaudible)one was an advocate and other was my cousin .. he works with me now

(R): Hmm

(I): so both asked where are you going I said I am going to sagar to take admission so the advocate said ' oh ! after two years if you come you will get four fifty rupees as your salary

(R): Hmm

(I): per month those days... so there is a vacant post of secretary of six hundred rupees per month and permanent in Bihar Gandhi Centuanary celebration committee

(R): Hmm

(I): so he both forcibly took out my luggage from the train and brought me to Patna I studied there nothing new for me so he took me there in the committee at present word(inaudible) museum of Gandhi

(R): Hmm

(I): in Patna so this society had office in the building

(R): Okay

(I): so he took me there and asked the gentleman the secretary give him a job of six hundred rupees of secretary post secretary ahh ...as permanent so he got up and he said who told you I said I know so and am the secretary you know I don't know

(R): Hmm

(I): and this word(inaudible) only for three years to celebrate the birth word(inaudible) of Mahatma Gandhi so one year already passed two years left

(R): Hmm

(I): what will the post of secretary?

And this and that

(R): Hmm

(I): and here you are sitting no no appoint him

(R): Hmm

(I): I used to daily used to go to the house and office also and so and that way it took of fifteen days and contract also started , university in sagar

(R): Hmm

(I): he said no no you don't come now is the seat it is full

(R): Hmm

(I): (laughs) say you are art student

(R): Hmm

(I): and we give degree of science here, MSc, so, then finally I was appointed as a translator

(R): Okay

(I): English to Hindi, Hindi to English

(R): Okay

(I): and without salary

(R): Hmm

(I): no salary so for four months I worked without salary

(R): Hmm

(I): whatever money I was having, I spent there and then after ahh four months appointed me as a publicity in charge

(R): Hmm

(I): on two hundred rupees per month

(R): Hmm

(I): then there was a problem ahhh word(inaudible) not required for interview so finally I was shifted to ahhh other socie.. Other wing of the society

(R): Hmm

(I): hmm liberation of the scavengers cell said so I told him the story

(R): Hmm

(I): of my childhood

(R): Hmm

(I): how I can work with untouchables

(R): hmm

(I): he said no I selected you, you can do this

(R): hmm

(I): an alternative so then I went and lived in the colony of scavengers in Bithia town Bihar

(R): hmm

(I): for three months, I had food with them, talked to them many instance are there two are very important one day a newly married girl

(R): hmm

(I): she was being forced by in-laws to go to Bithia town to clean bucket toilets she was crying and telling me

(R): hmm

(I): I went and intervened, brother-in-law asked 'what she will do tomorrow tell me ?..

(R): hmm

(I): ...today I will leave her tomorrow if she sells vegetables who will buy from her hand ?'

(R): hmm

(I): and I had no answer once you are born as untouchable you will die as untouchable if you commit some crime not heinous it can release from the prisons

(R): hmm

(I): but the society of untouchables she had born you would have to die untouchables my father was sad , Brahmins were against me, I was married at the age of twenty two only

(R): hmm

(I): so, my father-in-law is a doctor a rich person he used to become very angry with me

(R): hmm

(I): one day he became so angry that he said I don't want to see your face can you imagine father in law telling son in law

(R): hmm

(I): I brought up with love to my ah ah daughter and hurt her too people are asking what the son in law is doing have to tell them

(R): hmm

(I): had not we Brahmins I would have married my daughter to somebody else (laughs)

(R): hmm

(I): I said look in Bihar it's a tradition to reply elders that day I know was I replied

(R): hmm

(I): that look if you want to marry her to somebody, you can do that

(R): hmm

(I): but I have started turning the prejudice history of India to rescue the untouchables

(R): hmm

(I): to fulfil the dreams of Mahatma Gandhi, now I can't leave the job after that what happened after few days a small boy wearing red shirts he was attacked by the bull people rushed to save him, somebody shouted from the crowd that he was from the untouchables colony

(R): hmm

(I): everybody left... we took him to the hospital and the boy dies and ahh it went the whole commitment of mine I took a vow to fulfil the dreams of Mahatma Gandhi, the question was how to fulfil the dreams of Mahatma

(R): hmm

(I): he himself said 'I may not be born again but if it happens I would like to be born in a family of scavengers, to rescue them from the ahh health hazard practice hmm and words(inaudible) , I can give you the exact quotation

(R): hmm

(I): now question was how to rescue the words(inaudible) Gandhi himself said 'till they clean dirty soil nobody will have food with him

(R): hmm

(I): in nineteen thirty four Gandhi wrote upper-cast people in Bhuvneshwar Odissa they came in the evening at the time of dinner they said Gandhi we cannot eat with untouchables

(R): hmm

(I): so Gandhi has written there that Indians are ready to face the bullets of the British but unable to eat with untouchables

(R): hmm

(I): so my contribution is that I invented the technology

(R): hmm

(I): just like James Watt also developed invented this technology of two pit, porous ecological compost toilets

(R): hmm

(I): now will say Sulabh magic toilets (laughs) what is magic words(inaudible) into manure or fertilizer probably toilet words(inaudible) you can cook food , warm bodies converting into energy so we say now so magic toilets

(R): hmm

(I): so because of this technology this could happen otherwise there is no chance of ending the practice of manual cleaning of dirty soil or defecating in open in India , now the Prime Minister

(R): hmm

(I): words(inaudible) the deadline by two thousand nineteen so by ah my journey began from there (laughs) You can have tea now and then we will continue...

(R): yes please

(I): we can continue

(R): so technology kind of helped eliminate the problem but untouchability still remains one of the

(I): I will come there I will explain now (laughs)

(R): hmm

(I): because I have word(inaudible) I myself don't believe

(R): hmm

(I): that it happened ah but what I have done I have gone step by step

(R): hmm

(I): and I have become successful only problem is that I have no power I am not in politics

(R): hmm

(I): not in the government otherwise I would have spread throughout the country so we have done it ah but certainly suppose in the government somebody decides this is possible to do but without power

(R): hmm

(I): what it can do but even then we have done something the power also

(R): right

(I): we have done something so the first step was to get them relieved from this occupation by getting converted the bucket toilets or dry toilets ahh by the untouchables into sewer flush toilets the first

(R): hmm

(I): without that nothing would have happened

(R): hmm

(I): there is similar story of new work new work started settling in eighteen sixty so they were using horse carts for carrying people to one place to another and goods also

(R): hmm

(I): but horse dung became a problem during rainy season and after summer season so they wanted to get rid of this menace so they ahhhh organised a seminar in eighteen ninety

(R): hmm

(I): of seven days a to find out the solution of the problem after two days it was find out

(R): hmm

(I): because no solution was coming forward

(R): hmm

(I): I. Eighteen ninety seven the automobiles were invented and they started using automobiles in nineteen seven so gradually gradually horse cart is being replaced by nineteen twenty in New York automobile had this automobiles no horse cart

(R): hmm

(I): so there was problem of horse dung in India had human dung (laughs)

(R): hmm

(I): similar story so here technology had made intervention

(R): hmm

(I): it has changed because what we had in one system the similar system which the British developed and British implemented the technology in eighteen fifty seven in London for the first time

(R): hmm

(I): and in New York started the same thing in eighteen sixty and india Calcutta now Kolkata was the city where they eighteen seventy they drew sewage system so from eighteen seventy to till now out of seven thousand nine hundred thirty five towns only seven thirty two have the sewage system and that too partial

(R): hmm

(I): and the total average treatment of sewage is thirty two percent and this city has sixty nine percent untouchables rest is going to Ganga Yamuna without being treated so by this technology it was not possible to end the practise of open dedication

(R): hmm

(I): hard to stop manual practise of human scavenging so this technology has helped ahh to end both the practises

(R): okay

(I): so first step was to get converted the bucket toilets and the untouchables we have got converted about one point five million toilets some some in rural area) so we have relieved about two hundred thousand ahh untouchables directly through Sulabh

(R): hmm

(I): words(inaudible) should have atleast one million persons have been freed by words almost twenty years old) by the same technology

(R): hmm

(I): they have so after freeing from this doing ahh cleaning those toilets the second step I did I stated a institute and started giving them education to read and write and learn so they got this sign the check to draw their stipend so first day they were send to a bank to draw the money

(R): hmm

(I): and all started drinking water from the tap water there was line and people were astonished and they had to ask why all go to the tap water... they said 'for the first time we have been allowed to drink water from the tap'

(R): hmm

(I): words(inaudible) so that way then they stated going to bank withdraw money second came the social upgradation so I invited people that to adopt a family having some tea or something like that this would feel elevating in the society

(R): hmm

(I): so many people had adopted like words(inaudible) he had one family ahh then the congress MPs South Indian name mani Shankar Iyer

(R): mani Shankar iyer

(I): he is a nice person so like this ahh they adopted then I started taking them to have good food in five start hotels like Marriott, Oberoi others first I took them to Marriott hotel

(R): hmm

(I): and GM came running and said 'Mr. BP they are untouchables!', I said 'not now untouchables former years' so it's a five star hotel and words(inaudible) what will happen if they learn that they came to have food here I said nothing will happen we have given money

(R): hmm

(I): not free he said no no I am not talking about money so anyway we went we had the dinner then he came and apologised

(R): hmm

(I): and he said but sahb I thought they will break the plates steal the spoon

(R): hmm

(I): so we were ahh worrying ahh but everything is fine no problem sorry for that

(R): hmm

(I): I said okay now in this country nobody neither the government and nor the main lawyers had this courage to take them to five star hotel for dinner but why I did only to show them tell them convey the message that you also come inside

(R): hmm

(I): we are not to see the hotel from the outside of the glass ahh and those were sitting having tea there the suite they wore some of them they can feel that you are at his his status

(R): hmm

(I): you are not below

(R): hmm

(I): so this way I took them to many places ahh hotels, Ganga snaan () for the first time they began Vidhaan Bhan two thousand seven attended international conference on sanitation

(R): hmm

(I): so that way we took them to many places ahh to help help them to socially upgrade them and they started walking on the ramp also and ahh ahh that king of Netherlands now he is king then he was prince so he he attended a function

(R): hmm

(I): and then he took them to New York to attend the conference event and they walked in the ramp on the ramp inside the arena and they went to statue of liberty so we took them to many places to socially upgrade them

(R): hmm

(I): then came they should earn their own living with started teaching them vocational skills scale like words(inaudible) dolls, carpets saree designing all these we taught them

(R): hmm

(I): before they were earring three hundred but now they are earning ten thousand fifteen thousand per month then we took them to temple to temples one in Asadwara Rajasthan and other in Alwar

(R): hmm

(I): can you imagine Alwar town was words(inaudible) they won't allow to go inside the temple so I went there for five hours words(inaudible) bhramin priest he was opposing the idea that they can go inside

(R): hmm

(I): but finally we succeeded we went inside the temple

(R): hmm

(I): so we helped them to go to temple and to have food with Bhramins ahh they went to take bath in Ganga ahhh Varanasi they went to the temple of ahh this Varanasi the Vishwanath so likewise ahhh kumbh mela

(R): hmm

(I): Allahabad they went like this many places Ujjain so side by side the ahh Dr Ambedkar had given four indicators to know whether the untouchability has gone or not

(R): hmm

(I): and ahh first he said when everybody will go to temple to worship together when they will take bath in the same pond everybody draw water from the same well to to drink water

(R): hmm

(I): and fourth when they have common dining they eat together so I made possible all these things in Alwar town of Rajasthan now they go to same and I had started them inter mingling with the upper cast people

(R): hmm

(I): so we invited upper caste people to Delhi and too many conferences we went there so that way ahh now they go to words(inaudible) to sell pawda noodles pickles those house where they go and clean excrete called untouchables not allowed to go inside

(R): hmm

(I): now they go to inside the ahh house sit there they have a cup of tea also sometimes they are asked to go and prepare tea and bring tea for me also can you imagine

(R): hmm

(I): they are not allowed to go inside the house now they are allowed to go inside the kitchen so I brought this change two towns Alwar town

(R): hmm

(I): then I have done a new experiment choose your cast

(R): hmm

(I): nobody before so now they had become bhramins and they recite slogans if you meet them I will ask them to come so they now ahh recite slogans and talk like this and they have just like bhramins and now they are called panditayins the bhramins in Alwar town

(R): hmm

(I): o had apprehension that some races may come people will not except them ahh but they have excepted words(inaudible) so this experiment can be extended throughout the country in India I have told this chief words(inaudible) I met him two days before kept my house

(R): hmm

(I): why not you can help us that what I have in mind that every religion has a bhramin other cast may or may not be it may vary state to state but every village has a bhramin one house to give house so if they go to scheduled cast people and help them to worship and to Prasad

(R): hmm

(I): and words(inaudible) untouchability will go.. this I was planning and they he said I can't give order from here but you can contact local people local and they can help you I said okay I said now I have a ahhh decided not decided started thing through choose your cast

(R): hmm

(I): so now they become bhramins so question was asked in jnu by students why bhramins actually could not answer one student he came and asked me and I could not answer as usual I told them that no bhramins any cast ahhh you choose yourself

(R): hmm

(I): and that any cast ahh name of the cast will not nod your head ahh that cast you can choose may be Kshatriya may be vaishya any cast you can like

(R): hmm

(I): Hindu can become Muslim a Christian or a Buddhist by choice right so why not in same religion they can go from word(inaudible) let them choose the caste so this we have started I told him but he said no no we are not working on the caste system we are working on Indians

(R): hmm

(I): hum tho bharatiya ki bath karte he hum caste ki bath nahi karte so you can do it yourself but we talk about bharatiyans Indians we don't talk about the caste I said caste will continue caste cannot go

(R): hmm

(I): ahh all Gandhi wanted let the caste remain but untouchability should go so that we are saying and that we have done successfully ahh two places if you like to go you can go or I will asked them to come here they will come

(R): hmm

(I): so they have no sense of untouchability in their mind now they are not words(inaudible) the people untouchable untouchable so this and ahh non violence

(R): hmm

(I): because this Che Guevara who took ahh independence of Cuba

(R): hmm

(I): by violence and he came to India in nineteen fifty nine and he gave a lecture that to feed hungry people all can resort to violence but he hasn't read but I don't endorse violence because if the oppressed which is the oppressor

(R): hmm

(I): oppressing remains oppressed an this will continue this this will not end

(R): hmm

(I): so I endorsed the views of Mahatma Gandhi of nonviolence and through nonviolence society can change what I have done here I have not told or burnt the books of Vedas pranas asmratis words(inaudible) no dharnas no nothing

(R): hmm

(I): suddenly I have totally changed the scenario of five thousand years not a day or month year a hundred years

(R): hmm

(I): so now the now you go and see and talk to them they have no sense of untouchability so that can be done for the entire county specifically the government has to come forward all we are saying ourselves will see what happens

(R): so coming to the next question about ahh what is this model which you please have your tea this model ahh was it pre decided when you started working and you had it in your mind or it started developing as and when you kind of approached the social issue understood the people and their problems?

(I): my life is little different

(R): hmm

(I): I am writing a book 'angels of god' and people in my life they have come on their own and they helped me I joined this story now I was working in this society Gandhi central committee

(R): hmm

(I): chief minister asked his minister that this society is going to wind up in six months because jay Prakash nair he had written a letter that now the time of words (inaudible) over so please close the central committee

(R): hmm

(I): he was the member of the committee also but he said if social program cannot be implemented by the government or ngo alone let them work together so you please find out an organisation which can work with the government

(R): hmm

(I): so minister asked me because I was working in that society and he was the ex-president of the subcommittee of the scavenging liberation cell

(R): hmm

(I): so he was knowing me so I went and ahh with him first question he asked why did you join Gandhi committee he says this is gaurakshini sarvodaya moment he said he got gaurakshini he said koi kham nahi milta he words(inaudible) I said sir I am working there I cannot tell any of this

(R): hmm

(I): for me words(inaudible) organisation but leave it this story your society is going to close after six months and chief minister asked me to find out an organisation you are working you can form an organisation began from there

(R): hmm

(I): and see how Sulabh was founded on fifth march nineteen seventy then ahh on the time of desolution this committee he asked me to come so I went in that meeting I was sitting quietly words(inaudible) chief minister asked the minister

(R): hmm

(I): what happened I told you to find out an organisation to work for this scavenging work so he asked me to stand up know this boy I formed this organisation was with the organisation and the same meeting sulabh was recognised

(R): hmm

(I): so just see the formation of the society I had no role to play someone else asked me to form the organisation

(R): okay

(I): this is gods will okay

(R): yes

(I): the second I applied for grant of seventy thousand rupees fifty thousand was sanctioned ahh but the government collapsed

(R): hmm

(I): other government came so one secretary ias officer he came asked me to come I went to see him he started laughing he said who are you I said I am the secretary of the organisation he asked me to come and see you yes yes yes

(R): hmm

(I): I have ordered for the tea I thought an old man having ahh having stick in hand a freedom fighter will come to see me you are nobody did you work with Gandhi no sir I was just five years old when Gandhi was assassinated yes yes I know

(R): hmm

(I): I have gone through the file in my whole career I have never studied a file for seven days words(inaudible) then I asked for the tea and he said look your ahhh organisation is going to create a great impact in this country

(R): hmm

(I): and he said it in seventy one can you imagine and without knowing nothing on paper so have you written all these things yes sir so he said I see a danger in it what is danger sir you are asking for the grant so I have got your file for sanctioning the money

(R): hmm

(I): ah fifty thousand rupees you take this money next year finance department may raise objections but anybody apply it will take one two year time and again you will get fifty thousand rupees do you have to work will not continue to work

(R): hmm

(I): so he said you take money for implementation of the program and whatever money is saved out of that you run the organisation and till issued the money of somebody your program will continue I said so I will not misuse the money

(R): hmm

(I): no no no man changes when he gets money so I am not talking about today I am talking about tomorrow so he said I want a guarantee ahh before I write on the file I said yes sir can you remember my face

(R): hmm

(I): I said yes sir no no so quickly you replied this was of many files you see me and I am disposing of the files so try okay sir no no no many faces still left again see me out of all files they said it's okay na I said yes sir can you remember my face I said of course sir he said if you want to misuse the money of the organisation you will remember me once first do you agree?

(R): hmm

(I): I said yes sir I agree few things have given strength my mother she used to say go to sleep without food but never be dishonest , Gandhi speak truth and third this gentlemen las officer so he wrote on file that this organisation should not be given grant it should be allotted work

(R): hmm

(I): lot of saving and one year this is how from grant it came on the work and he gave two money one for the work and one for the running the organisation and he said you will not get grant you will get money in ahh ahh the work will do and for that you will get some money from the office so certainly not grant but certainly it is work you perform

(R): hmm

(I): and this is how Sulabh is running the organisation

(R): okay

(I): my life has been very difficult I had to commit suicide also because I have taken a lot of money and sold ornaments of my wife and land of the family and I had to sleep on platform sometimes I had no food to eat so it was difficult life that portion say very difficult life I had so ahhh I went to rr for ahh I started the business which I had left

(R): hmm

(I): because I had no money and it was disaster so I started the business so for that I went to rr to get some order the man I went to see he was not there but while returning I saw the ahh name plate officer rk mishra of municipality

(R): hmm

(I): so I went to his room he was writing something when he saw me are you BP ji I am like yes sir he said sir down sit down what happened to your toilet I am government not yet recognised the license so far with the file running women were transferred he said no no I have money here one lakh rupees

(R): hmm

(I): so my chairman is a freedom fighter you can put two toilets in station rr municipality and if he agrees he approves I will give you work

(R): hmm

(I): so he gave me five hundred rupees he signed the check asked the clerk to come and he asked if you misuse the money what will happen that man never knew me just say me I said the why word(inaudible) but he does so it can deduct from my salary the officer said of my salary more than you

(R): hmm

(I): and I don't know him I know him from before he met me in sixty nine in the central committee so why you will take the guarantee I will take the guarantee and he gave the check so first thing I got was five hundred rupees will build two toilets as demonstration in rr municipality

(R): okay

(I): the chairman came was very happy to see and who did it so he choose me and said how did you do this explain to him he said look I am a freedom fighter and ahh after freedom everybody left Gandhi and now I also become ahh here advocate so you please continue the work of mahatma Gandhi

(R): hmm

(I): and ahh this this is how it is started so then I got one thousand rupees two thousand rupees then the nearby municipality Bakshi municipality so the work that we are doing here do it in my municipality first I did a second baksal and file which was being examined for clearance on thirteenth April nineteen seventy four

(R): hmm

(I): so I got order for the entire state

(R): okay

(I): finished two municipality now and we got the work of entire state same time a word(inaudible) came to Patna rajya narayan Singh so chief secretary asked him to have a toilet in Patna have you gone to Patna do you known Patna?

(R): no

(I): just come one day so there is a place near the bank Gandhi bazar and people were sitting and dedicating open so chief secretary asked him that place have a toilet there so I went for having the word(inaudible) in the regional bank and every time they say people have toilet there so these two have to go I cannot go without any thinking there

(R): hmm

(I): so the officer asked me I went to see him for the work in the morning so he said you can come to that place I will come so he wanted he is chief engineer to put a toilet today and the chief engineer said today nothing possible we can do it sir two months sir one month sir it is possible but how to complete in a day it's impossible

(R): hmm

(I): so he turned towards me can you do something yes sir I can do it today ohhh listen to this boy (laughs) he can do so he wrote an order with his left hand with red ink... chief engineer and asked him take this hand to office and been twenty seven rupees from the office I will bring the cashier here so we were standing there for two hours and again went to the office for it typed got it printed and he went away and he said I will come tomorrow seven am

(R): hmm

(I): to see toilet will be there or not so I became how to do it now so I asked my people go and bring sand from kohliwar our near agra municipality you get yellow sand there... I will give you one hundred rupees extra you can go and bring do they went and brought about twenty thirty trucks of sand

(R): hmm

(I): and I got that whole land converted by the sand and no sign of excrete or anything like that then I asked my people to go down to all this nursery and bring flowers trees whatever plants possible gave hundred rupees to each so they brought one thousand five hundred gamla flowers

(R): hmm

(I): so I got them ahh in the underground not visible ahh khod ke dal diya

(R): hmm

(I): and by then time was four o clock no toilet so asked my mason okay now you construct toilets I had no idea about public toilets how.. the only thing I knew was two safety per person words is kept in an area for doing a pit a half filled toilet so I thought more water we used so I said words(inaudible) and calculated and I gave the mason start digging and it was seven o clock he was very punctual on time he just came at seven o clock ohhh thank you thank you thank you that is no toilet I wanted this ohh very good very good

(R): hmm

(I): no dirt no excreta nothing there

(R): oh okay

(I): so the entire place changed there were no toilet but total environment changed

(R): okay

(I): so that he was very happy and then started doing so he said I will give you money for building toilets but not for maintenance for the first one in India this system introduced to maintain public toilet pay and use basis

(R): hmm

(I): jokes were going in the Patna city oh now we have to pay for the toilet first day five hundred people came to the toilet now it had become so popular throughout the country Delhi also every one see the words(inaudible)

(R): yes

(I): so these two things I started doing throughout the states so in nineteen seventy eight the government of India and WHO organised seminar three days seminar in Patna town and they went to house to house to see the functioning of toilets and also to see the maintenance of the toilets and to recommend that now this should be extended to other states also

(R): hmm

(I): so diffusion of innovation stated taking place in seventy nine and first state was West Bengal then Orissa then Uttar Pradesh like this now we are everywhere except Nagaland and Arunachal ,

Arunachal we are going to start now

(R): okay

(I): so both the ideas worked individual toilet and public toilet but the model had not been formed by the government I did because the model the design estimate delivery and follow up the design is so good that the toilets which I built in ahh nineteen seventy four even today we go there it is

(R): hmm

(I): the doors are open but even today the same doors are there so ahh the design and the estimate so we do quality work

(R): hmm

(I): and then we after delivery we follow it up motivation education communication training designing estimation implementation and follow up generally in toilets women leave their cloths words(inaudible) then they leave that will go and ask them clean first and show them don't rely this in future so we followed up also we give words(inaudible) for one year ahh before we used to give for five years but now we give for one year

(R): okay

(I): so if something would go wrong we rectify free of cost neither the government will pay neither the beneficiary I have to do that

(R): okay

(I): so this worked very well in this country and now apart from government we are working with some hundred companies under csr corporate social responsibility that we are doing so that way the model of running the organisation ahh it got changed from grant to self-reliance so become self-reliant now we words(inaudible) now we do the work of roughly because now we do the work of household toilets , public toilets

(R): hmm

(I): and sweeping and cleaning in hospitals and government buildings so they are the main source of revenue of sulabh and we do roughly I am telling you of a billion dollar per annum and about fifty sixty thousand people working in this organisation

(R): hmm

(I): so since the beginning now they say I am a sociologist and a social reformer it they social entrepreneurs (laughs) why because we have become successful

(R): okay that was my next question actually

(I): so any source of work they say it is not successful but because this is successful social entrepreneur

(R): which exactly where I was going to that the point when you stated your organisation there was nothing like you know there were was nothing ah hoe you identify your

(I): nothing nothing nothin

(R): but now how would you identify yourself as an organisation this you actually stated talking about it that you know but how would you identify your organisation and

(I): now see vision mission commitment capabilities efficiency coupled with honesty and integrity ethics and morality one life one mission like Swami Vivekananda said ...

(R): hmm

(I): 'if you want to achieve something in your life if you are in one direction in one work you can contribute, I committed a mistake the very beginning in nineteen seventy seven I worked for a congress candidate I just in hajipur and ramlal baswal was there he won the election congress got defeated so I had to face lot of problem because when you grow you think I can do some this over this also and the politics always have some attraction

(R): hmm

(I): so ahh for that I had to face a lot ahh in five seven years there but because I did nothing against I did nothing wrong I can say so they had no problem I just words(inaudible) and they wanted to do something against but chief minister was very very good to us and said he is a nice man did some good work and one day he asked me to come are you a congress man

(R): hmm

(I): I said no sir I am a social worker am not a congress man yes yes you do good work try to do all the things and for political ya ya so he said you're doing good work I said I just tried I had to face a lot of problems there ahh but because the chief minister nothing happened to us

(R): hmm

(I): so that way if you are engaged in one mission and now ahh passion which you have words(inaudible), I don't regret, the only thing I regret is that I will tell you that I did not give time to my children and to my wife

(R): hmm

(I): this certainly I missed I was very fond of seeing films as a student and my ahhh see what is it called record four films a day three to six nine to twelve and twelve to four o clock four o clock to two films and one ticket (laughs) but after seventy three hardly I have seen films fifteen films

(R): hmm

(I): and that too mostly words(inaudible) going to America or London somewhere and on the way the flight

(R): hmm

(I): I see sometimes not all the time

(R): okay

(I): so that passion is most important so if you live your work more than your family then you can achieve the target you can reach the mountain if you love your work equally with the family then your success is second if you love your family first work next then the third rank (laughs) so one has to ahh to suffer something

(R): hmm

(I): but because I have become passionate I always love to work more than my wife and children

(R): hmm

(I): so I told to the press in Sweden when we got stockoholm water price in two thousand nine

(R): hmm

(I): so this wife is sitting here and I said it on her face she is here I am telling you this is confession that I love sulabh so what you see inside the campus all because of my passion to do something and in inheritance what I got

(R): hmm

(I): three books only one book from rajandas words(inaudible) one book from WHO excreta disposal in rural areas and small communities and one is athm katha gandhi so only three books I have read and the whole creation is application of mind

(R): hmm

(I): application of mind is more important than knowledge knowledge you can borrow but application we have to do commitment will be yours not of others so I can ask sometime from you

(R): yes

(I): how to implement so that way this becomes successful this place has a record of working for twenty two hours in one week

(R): hmm

(I): we used to work from six o clock morning work till four o clock in the morning and go to house for two hours have something and come back so that way we have spent our time and energy and person and I certainly researcher on many subjects and therefore we became successful

(R): okay moving on ahh what are the agencies and institutions whether government or private so you think played a very important role you have also mentioned it in in this you know incidence I cannot almost figure out but if you can say played a very important role in growing your organisation

(I): ahh not organisation but certainly individuals

(R): okay

(I): like first man my general secretary while working

(R): right

(I): then chief minister and minister of Bihar then the ias officer ahh again an ias officer when you grow you have people jealousy goes around so that ias officer he helped me like anything and ahh so individuals have contributed and and then grace of god

(R): hmm

(I): one example I am giving you this water treatment plant we have so ahh we were having water pure eighty seven percent and thirteen percent impure asked scientist to ahh words(inaudible)..... heat the water so the moment the water got heated it got lost nitrogen the fertiliser npk so there we thought what to do

(R): hmm

(I): rajaram anna he is a scientist words(inaudible) ahhh at ten o clock he rang me I lifted phone I was little doubt

(R): hmm

(I): Rajaram Anna and there he felt that any guessed there he said do you think I am not Rajaram Anna words(inaudible) no no I am coming to your campus tomorrow and he came here and he saw he was very happy to see sir sir I have one problem

(R): hmm

(I): what is the problem? Water is pure eighty seven percent rest we heated nitrogen got lost so what to do?

(R): hmm

(I): he said you pass through uv filter

(R): hmm

(I): we have passed through uv filter the water is pure and that help came divine help divine force I never went to ask him to come and a settle how that man came himself here and gave this help and now the water is pure

(R): hmm

(I): what will you tell of this incident likewise minister hlp helped me

(R): right

(I): so that way not institutions individuals have helped me a lot and because of them we are here

(R): what kind of what were the reasons of going ahead deciding on a ppp model with the government do you think there is hmm a strategy of thoughts behind why to get into a ppp model

(I): no ppp can what is if it works it is easier for the maintenance of this structure because the government system they have many rules suppose ahh in the evening in the morning they don't go to work they go to house ahhh so that is suppose there is a toilet flowing today right now if I get phone call from somewhere I will ask my person go and rectify immediately and inform me

(R): hmm

(I): so they will go and do all night but in the government system I will come tomorrow so that is required that if it is the combination of government and private

(R): did the ppp model help you to ah ah create more impact and themselves reach did that help?

(I): yes of course ya ya because land and finance given by the government and we created and we maintained so that is a combination of both

(R): ya

(I): I did not have plan I didn't have money that they give so it's a combination the government agency they are not successful in maintaining private are

(R): right

(I): so that way I had gone to very well and ahh the way he asked me to form the organisation so what you said in the ahh government and non-government can do a lot so that way I think this what is successful

(R): okay when you started well there was no thrust on swatch Bharat and other initiatives but right now the current government emphasising a lot on

(I): yes

(R): ahh you know creating toilets ahh even in rural areas and swach Bharat abhayan ahh how that mission of the government impacted sulab currently?

(I): after Gandhi this prime minister is committed to sanitation like clean India ahh every house should have a toilet people should not go out for defecation girls earlier did not have go to schools they now go to schools so that way the it has got impetus the whole program has got impetus

(R): hmm

(I): when I go they say oho you started in sixty eight government is starting now so that way it has got a prestige

(R): okay

(I): ahh which were lacking words(inaudible) dull drab and what you can say ahh culturally not acceptable

(R): right

(I): people will not talk about toilets

(R): that's right

(I): but now they talk about toilets

(R): right

(I): so there is a difference the government has made it so the prime minister the credit goes to him that certainly has given him the importance of sanitation cleanliness what Gandhi wanted and because the entire India is now a words(inaudible) search Bharat abhayan

(R): right

(I): so certainly credit goes to him there is no doubt

(R): okay coming to the last question if you have to launch ahh the program today or you are launching your program now what will you have done differently?

(I): actually I would have trained one boy or girl because boys and girls difficult to work in this sector so in a village in the motivation education communication and training implementation and follow up

(R): hmm

(I): and if one boy gets constructed twenty eight toilets in a month it means two forty toilets in a year and we have six lakhs forty six thousand villages

(R): hmm

(I): so if you multiply six lakh forty six thousand villages with two forty it come to fifteen crore what do you want seven crore six crore now build a toilet

(R): hmm

(I): if in one year if a person wants to do so if I had to decide I would have it differently by now India would have achieved open dedication free

(R): okay great thank you so much this was a wonderful interview

Research Participant: P2D

Date: January 2018

Location: New Delhi, India

Interview Setting: I had been following P2D's work for few years as a result I also observed how his venture grew over short span of time. I reached out P2D via Facebook and wrote to him to his official e-mail address. P2D agreed to do the interview and gave me date and time when I would be visiting India. On reaching India when I contacted him, we agreed to do the interview in his office. As I reached his office on the designated day, we started by introducing ourselves. P2D was extremely formal and reserved as the interview began. However, this did not affect the information that he was sharing, however later he was more relaxed and shared interesting anecdotes during the interview. The interviewee was fluent in comprehending and speaking in English language. Before the interview began, the interviewee was presented with 'participant information sheet' and the 'consent form'. Once the participant signed the consent formed after understanding in what capacity the participant will engage in this research, the interview began.

The interview with P2M was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): So, Can you tell me about what made you start your venture?

(I): This one, (in audible)?

(R): Yes, yea.

(I): Umm..I...it was because basically I think I have an interest in news and um governance uh and therefore politics uh.. I have the induced professional in the early years of my career. When I was twenty, nineteen or twenty, I started working with News Track; my co-founder of news (inaudible) former boss Madhu Trehan used to run something called News Track

(R):Hmm

(I): It was um, it was really big in its time, it was the first electronic news magazine privately owned and um.. I quit there in ninety-nine and me and my friend and colleague at News Track we started our own production house so we made um non- fiction programming

(R):Hmm

(I): But it wasn't ... political it was like food and travel lifestyle program for.. you know NDTV good times, Discovery, NatGeo stuff like that, travel shows and other non-fiction programmes...Meanwhile, I mean I wasn't always interested in.... in, in political discourse and governance like I said

(R):Hmm

(I): Umm during that time we made a couple of documentary films as well uh...and.. I also ,but I was always very interested in politics so I wrote a political satire show for seven years called 'Gusthaki Maaf' in the vision of (inaudible) Tamasha for NDTV, it was these puppets at that time(inaudible).

(R): Hmm

(I): And since you know, Madhur was of huge consumer news, she had started News track, that spawned Aaj Tak then became a channel and she had retired kind of, then she wasn't really, she wrote a book on 'The Helka'(inaudible)

(R): Hmm

(I): And we used to meet often on and you know that television didn't happen

(R):Hmm

(I): and we saw what, how news kind off evolved or morphed into something interesting ,yet dumb, yet ugly, yet smart and it was a chaotic space

(R):Hmm

(I): And we used to keep talking about we should do a show; we satirise politician, which would satirise news, we should comment on news.

(R):Hmm

(I): But no channel would actually take up a show like ours because, we're gonna pull up punches and around that times whole digital space kind off was evolving, it seemed like a credible platform which could become as big as print or broadcast eventually

(R):Hmm

(I): I'm talking like Two thousand eight-Two thousand nine, because that time penetration in India was in single digits, now it's in double digits, broadband is still I think in the early teens if we were in double digits.

(R): hmm

(I): so anyway that time we, we figured let's give it a shot and small screen had become a word (inaudible), large and successful production house so we could afford to put some resources into this

(R): hmm

(I): just because for passion hmm.. you know we had an office ,we had editing machines we just have to hire two or three people and Madhu and I could give our time

(R): hmm

(I): so there was not that much of a cost involved in the sense , there was a cost but it wouldn't bankrupt us

(R): hmm

(I): and hmm..like I said there was documentaries being done in the early days at small screen

(R): hmm

(I): Prashant and I , it was on water house harvesting it was uh.. you know various issues that took us to the hinterland , one was on religion

(R): hmm

(I):so.. word(inaudible) shot because the news model is broken , we believe the advertising doesn't serve the viewer, it serves the advertising as a model

(R): hmm

(I): Their funding is used to serving the advertising of the viewer, we thought that the digital age would allow a new hmm..kind off not just model but new relationships between word(inaudible)And a news producer

(R): hmm

(I):so either way it was about the shot , so we started it was ya the only reason , you are just kind of sick watching the kind of news that one gets , so we thought let's try something different.

(R): okay so is it kind of a sister organisation uh.. news laundry or is it get it habits or identity in terms?

(I):news laundry is its own company now , it was uh.. incubated by small screen but now small screen is a separate company , that was because hmm..small screen has a different client and a different kind of model

(R):hmm

(I):uh..and and news laundry hmm and is a self sufficient company, news laundry after you know we started it internally

(R):hmm

(I):it got some traction there was some interest we you know said okay let's take it a little bigger , let's go for vc funding

(R):hmm

(I):uh and that vc is not conventional and Vc is impact funds who are more interested in kind of social , you know what am talking about

(R):hmm

(I):uh..but small screen wasn't that space , small screens have to not privately owned company that makes anything from spas to digital content to KFC and you know

(R):hmm

(I):so we separated the two companies

(R):hmm

(I): I stepped down from sports screen and uh..hmm and my partner at small screen stepped out from news laundry so that there is separate management corporate governance should be robust and there should be one arms distance

(R):uh..ha

(I):so why is..I still co founded that company and those friends of mine still co-founded this company

(R):hmm

(I):we don't hold any executive role in the companies now

(R):okay

(I):but ya news word(inaudible) was incubated by a small screen because it had the resources to do it and my partner there Prashant is also a word(inaudible) professional, he feels strongly about news

(R):hmm..

(I):Madhu wasn't a partner there but she came on not as a partner because it was

(R):hmm

(I):three of us , heart word(inaudible) professions who said let's do it

(R):okay since you mentioned about Vcs I would like to ask ,how do you see investors in terms of impact investors and how do you distinguish between them like you you choose you said you know they are different kind of vcs , what is your understanding of these different investors ?

(I):I have made self re-presentations to my investors last several years , a conventional vc is I will be ruthlessly honest here about what they do ,what my experience was but I also understand why they do it

(R):uh..uhh

(I):news is a space which is unlike any other ,it's not like e-commerce

(R):uh..uhh

(I): "kyun he , Das kilo aloo Das rupey ka he tho sow kilo sow rupiye ka hogा

(R):hmm

(I):news is built on credibility , on how you engage with your viewer

(R):hmm

(I):hmm.. conventional vcs are in my view hmm.. they are the equivalent of hmm.. traders taking stocks , that's what they are really doing , they are not seeing the wisdom behind the fundamentals of those stocks and they keep saying fundamental is strong and this than the other but I know enough about the market , I have been an economics student , I graduated in economics, most of my friends are bankers

(R):hmm

(I):how they pick stocks is a very short term game

(R):hmm

(I):I mean that stock could tank Enron or example

(R):hmm

(I):it was a darling of the stock market , right now the darling of stock market is more sanitai ,which is fundamentally at very moral ethical level

(R):hmm

(I):an ugly company , it was you know they went to mustard gas , they had all sorts of genitic modifications ,some are controversial some may be good for civilisation but fundamentally that approach is not

(R):hmm

(I):decent at fundamental human level

(R):hmm

(I):hmm.. that's how vcs are basically ,which means they also don't understand many things that are not give a try method , I will give one of an example of a vc who I went to , he was very excited you know Mathur Trehan is one of the partners because you guys are really young but people my age Mathur Trehan changed news like no one had done in India

(R):hmm

(I):she was huge uh.. in fact today's youngsters I mean they don't know about Madhu Trehan , it's just today's youngsters know Akshay Kumar and all and that's it they will be like am very serious

(R):ya I don't know anyone that young who know Madhur Trehan ..ha..haha..

(I): I grew up watching her , i mean there weren't television channels just dooradarshan, vcrs with cassettes ,so I could tell that there were three of them sitting , CEO and two vps .i could tell he didn't understand jack about news or jack about my model

(R):hmm

(I):he couldn't understand what I was saying and why Ad, is gonna fail

(R):uh..ha

(I):and I was just word(inaudible) into that a little later

(R):hmm

(I):of how little they actually know

(R):hmm

(I):hmm but he said this is great now but the scale , I wasn't asking very much money because I wanted to keep it small you know incremental

(R):hmm

(I):he says that's too small a ticket size for us , do this in six languages together, six or eight languages and we will give you foretell amount of money you want and but then relook at your revenue model and your chart and your growth and make it five X eight X

(R):hmm

(I):now that told me two things about this guy he thinks there is that if I want start this in Bengali that the Bengali news audience thinks Madhu Trehan is a rockstar ,they don't , the Bengali audience has some Bengali rockstar there

(R):hmm

(I):the Tamil audience has some

(R):hmm

(I):the Malayalam viewers looks for Malayala Manorama

(R):hmm

(I):his assumption that I can create a rockstar in every of these and roll it out by translating what we are doing in English

(R):hmm

(I):news is contextual, it is geography context , culture context , it is one of the issues but he was willing to give me money

(R):hmm

(I):now had I been doing this for the reasons that many people do

(R):hmm

(I):"Paisa Liyo khao" it will fail in five years"thub thak" you have ashes out enough

(R):hmm

(I):I would say is

(R):hmm

(I):I would say yes knowing this is going to sink

(R):hmm

(I):so I related this episode this anecdote to tell you how typical vcs look at investments and therefore news as an investment

(R):hmm

(I):is not suited for a vcs who doesn't understand news

(R):hmm

(I):it is like going to a vc and if am creating a let's say some strain of.. you know some strain of this crispo technologies

(R):hmm

(I):let's say am doing some crisper related enterprise

(R):hmm

(I):we're just gonna you know come up with something genome coding or whatever you call it , I don't know the word, now the vcs is not going to do jackshit or know what I am taking about , whether am talking shit or whether it will actually

(R):hmm

(I):so he will consult the area expert hopefully, it is high likely he won't

(R):hmm

(I):he will think" ki ya ye smart bhol raha he chalo"

(R):hmm

(I):news does not require any such degrees or because at for good reason it is human experience, it is telling stories, it is understanding, it is empathy for you know the society you live and the individual in that society

(R):hmm

(I):therefore everyone is an expert

(R):hmm

(I):but he may be humble enough to say to This crisper am not understanding the presentation

(R):hmm

(I):let me get some word(inaudible) who can tell what you're saying is good and you're not just going to put test tubes in lab and sink my money

(R):hmm

(I):he won't do any such thing with the news space

(R):hmm

(I):because he thinks he knows it much better than you know news just because he reads the economic times and some shit like that

(R):hmm

(I):so a typical Vc (coughs)..word(inaudible) like a newspace so like softbank has made some excellent investments pretty much every investment there is in India suck

(R):hmm

(I):but what am saying is it is word(inaudible) picking stocks for them , news is not a stock

(R):hmm

(I):news is something that you have to understand the product from the mental level , there has to be certain equilibrium between the product

(R):hmm

(I):how it is positioned , what it's revenue mode is and what it's content is gonna be it has to be one line

(R):hmm

(I):you can't say I am the one who click word(inaudible) but my mode is ad model, it makes no sense

(R):hmm

(I):If your mode is ad model or banner ads or boomer ads

(R):hmm

(I):you have to do the click pic model mean it's like saying that you know am gonna play football but am gonna play football barefoot , you get killed

(R):hmm

(I):so fundamentally the ad model for news is a bad one

(R):hmm

(I):now it comes to vcs like not vcs but impact funds like homothe hour, napasha impacts uh.. M T.. I forgot what it's called think it is mdci.. mdic so it's a New York based fund

(R):okay

(I):Who invest in news

(R):hmm

(I):all the people there understand news, they understand news world over

(R):hmm

(I):They get it , they know it has to be patient capital

(R):hmm

(I):They have seen the product , they see the people behind the idea

(R):hmm

(I):Do they have uhhh..you know uhh a track record of

(R):hmm

(I):professionals in this space or are they just guys who gonna flip because you can't flip news and get one of them that's not their space

(R):hmm

(I):So just the question they ask you are very different so for someone who has pitched a few kind of Investors

(R):hmm

(I):You can atleast tell

(R):hmm

(I):Who is educated And who is just deploying capital for his clients and say okay

(R):hmm

(I):"dho yaha Dalna he dho e-commerce me dal dena he, dho news me daldhe ,theen yaha dalna he" uh hmm so ya that's been my experience uh hmm I think hmm there there has to be hmm a certain patience to investing in news if you're gonna try to word(inaudible) five years ,eight years

(R):hmm

(I):either they gonna deserves to the news or deserves to your investor

(R):hmm

(I):You cannot be honest to both so ya that is as far as vc funding is concerned

(R):uhh uhh

(I):that eventually someone has to the initial capital eventually to has to be sustainable I think news can't be run like an ngo

(R):hmm

(I):just like an ngo cannot impact governance the way that political capital can impact governance

(R):hmm

(I):For all their you know good thinking and good intentions

(R):hmm

(I):Aravind Kejriwal ran an ngo hmm of which I was a trusty uhh when he started it

(R):hmm

(I):I could not make jackshit of a dent on governance

(R):hmm

(I):mine word(inaudible) rti camp and all"teek he thoda bahut ho gaya"

(R):hmm

(I):For all our pure intentions, pure working but aap for al it's flaws and all it's has made a bigger dent in politics

(R):hmm

(I):And governance then Aravind's ngo made ten years

(R):hmm

(I):Similarly to fundamentally change news you cannot do it with grants and ngo models

(R):hmm

(I):You have to rock the market , you have to say this is the model

(R):hmm

(I):Since the market is the dominating , determinant of how an industry goes

(R):hmm

(I):You have to be sustainable in the market uh.. therefore I think grant model for news is great , it's like the difference between a political party and the idealogs

(R):hmm

(I):The idealogs do not form the party

(R):hmm

(I):They give directions, they give direction not directions uh.. so NGOs can do that but this is going to make the big difference

(R):okay

(I):so therefore hmm you have to get the initial funding from somewhere

(R):uh huh

(I): and you have to get from people who understand news , it's just better for everybody including the professionals then you don't have pressures unreasonable and often foolish hmm requests

(R):hmm

(I):so that word(inaudible) lucky in that space

(R):okay uhh I have heard this from other people in terms of investors that there is a difference in terms of investors abroad or foreign investors or in investors in India, one is the knowledge which about which you spoke about that they understand your services or your product what and what is your intent , the second thing they understand that you want to grow and you're interest with the organisation and uhh somewhere you now how their interest they try to kind of align their interest as well as the entrepreneurs interest is there kind of a difference with Indian investors do you see there is a kind of difference word(inaudible)

(I):you know I cannot just speculate based on what I have read

(R):hmm

(I):and I do read a lot

(R):hmm

(I):Uh..hmm but I know sure of how valuable or valid my critic or criticisms or analysis of this would be because I have only dread with Indian investigators

(R):okay

(I):I have not interacted with international investors

(R):okay

(I):I have interacted with international startups in various conferences that I have attended some of them had organised and I had gone for a conference which word(inaudible) at the German at the German channel had organised in Berlin there I met news professionals and some start ups from Twenty countries including Russia

(R):hmm

(I):A guy a who had to leave Russia because he was the only reporter criticising Putin

(R):uh..hmm

(I):and you can't possible survive there e said he mows to the uk

(R):uh..hmm

(I):coughs* and he running his website from the Uk

(R):uh..hmm

(I):hmm one difference definitely is you know uh I mean all industries are are product of the culture they are from

(R):hmm

(I):In many if not most western countries that we interact with or we compare ourselves to their understanding of democracy

(R):hmm

(I):Our individual freedoms and liberties is way more evolved than ours and that reflects in the kind of industries and entrepreneurs and entrepreneurship that

(R):hmm

(I):I mean coughs* it's only in India that you have an actor like Saif Ali Khan who is respectfully you know , he is considered respectable and kind of intelligent guy , his wife said he is highly intellectually uh hmm say that if you're making the film about a queen it is your responsibility to be accurate I mean only a complete idiot in a western country who claims to be an artist would say something like that

(R):hmm

(I):And still be have atleast some respectability according to him

(R):hmm

(I):I mean you will be mocked and you will be laughed out of the industry if you said that anywhere else

(R):hmm

(I):So investors are a product of our culture

(R):hmm

(I):Our culture is extremely ignorant and idiotic let's not , and we all are swimming in that some ether

(R):hmm

(I):We are products of that ether so am I

(R):hmm

(I):Hmm so yes when you interact with a international group of entrepreneurs and investors you realise how primitive we are

(R):hmm

(I):You know "bharat mata ki Jai "with not standing but

(R):hmm

(I):Uhh that's fine I think there is reasons for that we will evolve we change

(R):hmm

(I): (coughs) the internet is doing that , globalisation is doing that

(R):hmm

(I):But as of now that problem exist with investors, with investors it's even more so

(R):hmm

(I):(Clears Throat) because investors are typically rich people with rich people's money

(R):hmm

(I):(Coughs) sorry and they typically are little more impressive than the.. you know the the middle

(R):uh hmm

(I):the change makers come from the middle they don't come from the top or they don't come from the bottom

(R):hmm

(I):So they are a little worst than the rest of us and you experience that when you're interact with it

(R):okay uh you had a word(inaudible) in one of the conferences you had mentioned about finding a balance

(I):hmm

(R):and you refer to tango and I would like to know how did you find your balance of you know what you wanted to do because a lot of entrepreneurs are trying to strike a balance and how did you arrive at that balance or are you still arriving at that balance

(I):uh that question cannot be answered on this one really has a personal take on it

(R): uh.hh

(I):hmm..you're talking about the tango lesson

(R):ya

(I):it's just beautiful ,see the thing is it really depends on.. on the person his individuals are very important

(R):hmm

(I):I cannot live the life of hmm many of my friends were activists ,I I I am not a fan of that kind off struggle and hardships

(R):hmm

(I):I want enough money to take a holiday abroad

(R):hmm

(I):I should not have to think about kinda afford that restaurant so that's important to me

(R):hmm

(I):But that doesn't take too much money

(R):hmm

(I):I have no interest in for example cars like I can't ell like an Audi from BMW Mercedes that's no part of my plan

(R):hmm

(I):As long as I have a smooth vehicle that can get me from one place to another am happy as because I don't have to worry about everydaysthistring....

(R):hmm

(I):Not making that much money for a person of my resources, background, skills and experience is not hard

(R):hmm

(I):You know I can start charging for lectures

(R):hmm

(I):I can make enough money in a month

(R):hmm

(I):To cater to what I have said , what matters to me you know

(R):hmm

(I):Couple of holidays an year , here or there

(R):hmm

(I):eating at restaurant ,Buy good Nike shoes to run

(R):hmm

(I):playing football

(R):hmm

(I):These things that make me happy

(R):hmm

(I):so therefore for me it's not too much of a struggle,I didn't have to find that balance

(R):hmm

(I):I don't get too much time to play football , I need to much time to climb a mountain

(R):hmm

(I):I am not one of the Everest I will just go you know one of the smaller peaks

(R):okay

(I):so those kind of interest are like reading

(R):hmm

(I):I like playing

(R):hmm

(I):You know you just need kids to play I have my niece and nephews so so that balance is not hard for someone like me

(R):hmm

(I):But if you know you want a yacht and you want a horse and you want I like I want travel first class and not economy

(R):hmm

(I):"fir mathlab" I think then you need to reevaluate you choices in life

(R):hmm

(I):but ya luckily I have I haven't made it conscious ever to I just never go excited about things that cost too much money ,I do get certain things that costs some money

(R):hmm

(I):Like a eight thousand rupees shoes am interested, I wanna play football but ah ah but a twenty lakh rupee car I have no interest

(R):okay hmm moving on to a what since your journey since the time you have started news laundry what are the challenges that you have , different kind of challenges whether it is financial funding which you said was not too much of a challenge , what are the different form of challenges?

(I):see sustainability is a big challenge

(R):hmm

(I):In the Indian context there are I think three main challenges and I will stick to those then there are other challenges "flush nahi kaam kar raha , plumber nahi ayega time pe , me jake dekh raha hoon " see you don't know fixing the flushes but sometimes I end up doing that because in India nobody wants to work

(R):hmm

(I):from up there to down word(inaudible) they have banker you know investor to

(R):hmm

(I):But hmm the main challenge is one is convincing the audience who is used to consuming news for free

(R):hmm

(I):That's if it's for free that is if it's not serving you

(R):hmm

(I):If you aren't paying for the product, you're the product

(R):hmm

(I):Let's be clear about that

(R):hmm

(I):That is a challenge but I am a say it was a bigger challenge I I saw it as a bigger challenge than what I have experienced

(R):hmm

(I):Am amazed the amount of people who ready to pay am amazed at the amount of people who are willing to pay more than they need to

(R):hmm

(I):We get emails saying that you know I wanna give you a lakh

(R):u..uh

(I):and we don't have any system to take a lakh

(R):hmm

(I):Because that would wopa you know if someone says "panch lakh ye story kar dalo phir" how we are different from

(R):hmm

(I):Sponsor ten other people's subscription in your family rather than give us lakh sum ,so that has been but it's still a challenge

(R):hmm

(I): you know we don't have millions of people saying " ha ha ye lo paise "

(R):hmm

(I):But we have thousands which is good enough for now

(R):hmm

(I):But yes It's a challenge to word(inaudible) the world over to convince people to pay for news

(R):hmm

(I):Second challenge is hmm getting people who are good at journalism

(R):hmm

(I): Uh.. we the cultural context of our country is that you know severity of of class and caste

(R): hmm

(I): Structures and and I mean I mean will they highly hmm hmm what's the word am looking for hmm you know to a place hmm..

(R): hierarchy?

(I): hierarchy we are a high hierarchical society and the one thing that journalists shouldn't have deference to his hierarchy

(R): hmm

(I):We should be able to question the prime minister like question you know

(R):hmm

(I):You know like the guard outside his house

(R):hmm

(I):He did not be rude and nasty like many are they think that is a sign , they got shouted at chief minister to that that actually is easier to do than having civilised conversation ask him hard questions

(R):hmm

(I):Hmm so there is a huge dearth of good professionals in the news space to get people with fantastic resumes including degrees from Colombia school of journalism and “ye voh ” but when they start working their approach to the craft of journalism is so disappointing

(R):hmm

(I):That it's depressing how we are churning out unemployable people

(R):hmm

(I):By millions every year

(R):hmm

(I):which is why I prefer taking people from much younger who have a certain reverence about them who have who have been shaped by any earlier organisation hmm but the biggest challenge in India is.. that of what are the laws around journalism this includes both funding

(R):hmm

(I):Because for all our chest thumping on democracy

(R):hmm

(I):Our political parties do not have any commitments to democracy let's be clear about that

(R):hmm

(I):Coughs* so they will make all the laws possible I don't wanna get into that because it very technical I have learnt that over the last five years after read much our policies are written in the most bizarre ways to make running a news word(inaudible) one of the most difficult things to do

(R):hmm

(I):That's the biggest challenge

(R):hmm

(I):and By extension of that uh hmm not just structure of the organisation and funding and all that also what you can publish and you can't publish

(R):hmm

(I):"kahi " contempt of court "kadare " , kahi apne you have offended someone, you have made someone I mean the kind of words that are written

(R):hmm

(I):in the constitution of of calling someone annoying really

(R):hmm

(I):That's what does that mean , how to define annoyance

(R):hmm

(I):So uh.. I think that's the biggest challenge in our country and that needs to be challenged just like you have seen this film post right

(R):am about to watch it because word(inaudible)

(I):you must watch it in that when the Supreme Court had uh ordered New York Times not to publish any more of those papers

(R):hmm

(I):sixty seven news papers around the country published those ,so if imagine if you know one news organisation served the content of court Notice

(R):hmm

(I):If all the others next day print exactly that court has to back off

(R):hmm

(I):But in our country that not gonna happen because our commitment to speaking truth to power is not there because of our commitment to hierarchies

(R):hmm

(I):Are we that strong , these are our biggest challenge

(R):isn't that a cultural baggage that we have ?

(I):ya absolutely

(R):that's the word(inaudible) culture that we come from

(I):ya

(R):hmm since you have mentioned about the whole structure of the organisation and policy ,do you think that policies are kind off constraining currently uh the way organisations are structured and functioning am talking about social enterprise enterprises , how policies are designed , are there any policies that you're aware off or they are uh.. there is nothing

(I):nope it really depends , news is the really challenging of any businesses of this country ahmmm there are I mean other policies in the sense that there are certain rules and regulations

(R):hmm

(I):Of compliance which are tedious

(R):hmm

(I):uhmm which are expensive

(R):hmm

(I):Including you know the filing of returns just the way they are structured in our country

(R):hmm

(I):A person can't do it himself or herself

(R):hmm

(I):You have to get a CA to do it

(R):hmm

(I):With GST the frequency of filling goes up so the CA charges you more

(R):hmm

(I):So that is a problem uhmm so these make social enterprises such as ours more expensive than I would say "chalo let me start and if it doesn't work I will shut it down"

(R):hmm

(I): agar mujhe har quarter ya har mahine me filing karni he "

(R):hmm

(I):"mujhe pata bhi nahi kaise karni he "

(R):hmm

(I):It's such a complicated affair

(R):hmm

(I):Then the uhh further decentralised rom anything of this sort hmm so that that is transcriptive problem what what else did you wanna know ?

(R):Uhh.. any problem apart from that which is restricting the growth or.. hmm not letting the eco system grow because its seems like a paradox when uh there is a lot of boost uh well may be its symbolic in terms of advertising, there is a lot of boos in make in India and and.. create more enterprises at the same time you have policies and structures and institutions which are not really helping enterprise grow

(I):well hmm in in that I will say that if India is not unique when you have a big policy push to make in India and stuff it's gonna be targeted at mass markets

(R):hmm

(I):Cokes and pepsi's and apple iPhone products

(R):hmm

(I):You know the the gasket for the highest selling cars you know that kind off Manufacturing's

(R):hmm hmm

(I):it won't be in social enterprise because that is in any society that's gonna be a slaver of a larger part

(R):that is just like some five to ten percent words(inaudible)

(I):so I mean no policy will actually take that as a determinant to optimise is it's structure

(R):ya

(I):but hmm.. I do think it is really proliferating and there is a major boom in the social sector but not for the right reasons

(R):hmm

(I):For example I wasn't aware that Jaipur we were doing a film for save the children

(R):okay

(I):small screen other than doing the kind shows that It did we would try every year to do one documentary film every year not for profit

(R):hmm

(I):Just so that we can stay committed to the craft of why we started making film Prashant and I, so we did one for save the children we word(inaudible)money on that we were just about broke

(R):hmm

(I):But it kept you rooted on the ground of you know we would words(inaudible) director , we wouldn't hire a director because we have directors for all our shows

(R):hmm hmm

(I):Prashant and I very rarely direct show on our own

(R):hmm hmm

(I):but we would do thy one a year

(R):hmm hmm

(I):only because that what we do , we should not lose touch with that

(R):hmm hmm

(I):so we were shooting a film for save the children.. in.. Rajasthan words(inaudible) projects is there see the children was like they don't work on the ground they you know look out for partners on ground

(R):hmm

(I):And the money is spent through those partners and they work in tandem with that

(R):hmm

(I):With them the employees at the ground level so there is someone from the local ngo

(R):hmm hmm

(I):so Jaipur has the highest density of NGOs

(R):hmm

(I):in India I don't know if it's true or not what they told me Asia

(R):hmm

(I):every second house there is registered as an ngo

(R):hmm

(I):(Coughs) uh.. there are hole lots of NGOs apparently in the north east

(R):hmm

(I):Because the central funds are so much so but mostly it is NGOs ,other trustees , other you know foundations are the you know some joint secretaries wife or the Niece of the director

(R):hmm

(I):So there is a lot of this happening

(R):hmm

(I):But not perhaps for the right reasons

(R):hmm

(I):So I do think there are a lot of NGOs in India you know words(inaudible) of abusing NGOs one monolith all these NGOs All are all this words(inaudible)

(R):yaaa

(I):of course having little or no understanding our they work on their own but yes hmm.. uh.. how and that's because the government is putting so much money behind NGOs

(R):hmm

(I):Secondly I am aware of because this had come words(inaudible) film , I was in Maharashtra and there were all these bathrooms being made uh.. which were not used by anybody

(R):there are a lot

(I):ya..and not just locked there was smelling no one would use them because words(inaudible)

(R):hmm

(I):Now there is a prominent cement company it's also did it foundation and its foundation got uh.. grant from the world bank well not a grant from government of India but roundup through the world bank because they are tied and they are tied to specific foundations and water projects

(R):hmm

(I):That to make whatever few thousand bathrooms latrines what they call in rural India which were using cement of that same company

(R):yes

(I):so that from that the foundation did a lot of good work but it did it so that it could consume cement of its other company

(R):uh hm

(I):money routed from the world bank through government of India paid back by our taxes

(R):hmm

(I):so so that significant amount of money has been put into the social sector but same thing is happening with CSR , CSR funds are not used for CSR as much as it's like an ad budget it's a marketing budget

(R):hmm

(I):we will fund this " is par ek tv program bhi bana dalo " ey tv pe kar dalo but it is a CSR project , it's not a CSR project is a marketing UH.. the good things about India is that they find a way around everything to kind off

(R):But I think they find a way because we are letting them find a way uh when I saw the CSR the the company's ad came out and it said where the company should be spending , when I read it I was like it does not eliminate anything it has everything Anything and everything you're investing is considered CSR and most of the company's choose as they would education , health and children to work with children as in that they don't do any kind off a grass root analysis in where they are working and what are the needs of the people ,may be they need adult literacy as there are no children in the village so what do you do with the children's program in that village so I feel that policy are so flaud which is giving the corporates and bigger institutions the ability to play around

(I):Sure I'm all the way I think it is problematic to make CSR compulsory

(R):hmm

(I):Because I do think it does what it's suppose to do , those who want do it can do it , those who don't want to do it it's fine... don't do it.... but even the funds of the governments that are given to NGOs are not given to the right one for the right reasons

(R):right

(I):so the the point am making is About I meant you would have the data I don't have the data but my guess is that there is enough in paper you know not for profit or social enterprises social structure you know

(R):hmm

(I):You know organisations but what they are really doing and what is their aim sure is would be an accurate reflections of the numbers

(R):what do you think the current government is kind off seems like uhh In in you know in log ahead with the ngo sector because with the with the latest Supergency on the the fcra and things like that uhmm people from the ngo sector keep saying that the government supports them a lot and I agree with the fact that too many NGOs in India I think there are like hmm one one person there is seven people and one ngo in India the ratio is that that much and most of the NGOs are just on paper so do we have that many ? But why do you think there is a no go ahead between NGOs and uhh government and suddenly a boost in another interest in social development through social entrepreneurs or social building social entrepreneurship?

(I):I think I will answer the second question first there is a sudden spur of social entrepreneurship because there is money for it now

(R):hmm

(I):It is something that a lot of people are doing so there is that contagion that's happening let me also try this let me also try this word(inaudible), people have to interest in doing anything and I am just doing for timepass "chalo Sab kar rahe he hum bi kar lete he"

(R):hmm

(I):But that is I think inevitable in anything hmm why the government is at word(inaudible) it is the last one , last one probably had a special respect for ngos uhh because it was the ngos that really attacked it like nothing else it's because NGOs are hmm typically populated by activists and our country activists are louder than opposition parties uh uh opposition parties kind of tend to have backroom arrangement

(R):hmm

(I):That has gone down slightly with the last few years

(R):hmm

(I):But is still a very much reality and we have done word(inaudible) delusion that things are not fixed between the opposition and the ruling party you scratch my back I will scratch yours therefore the job of opposing is completely left to NGOs for example sendhinai selvajido

(R):hmm

(I):If you're two largest political parties congress and the bjp think it is okay to make people kill each other

(R):hmm

(I): In the larger interest of the mother land

(R):hmm

(I):then Who is gonna pay them the NGOs will take upon them , human rights activists will take them on on issues of corruption anyone who thinks that a corruption, a huge scams only involves the ruling party

(I):They really need to track corruption little more closely

(R):hmm

(I):uh.. corruption has happened at the mcd level or the public work department or the pwd level , you know whether it's a in many cases the corporator will be involved , the mla will be involved and the mp will be involved will be involved

(R):hmm

(I):And also could Be from different parties but they will align they interest in order to

(R):hmm

(I):one will loll the other way , one will word(inaudible) let me punish from that

(R):hmm

(I):So therefore the main opposition is left to the NGOs that why the NGOs are the biggest threat to you know governments and political parties which highly should have been you know should be done going at each other

(R):hmm

(I):Since they are at least scratching each other's back

(R):hmm

(I):Is left to the NGOs left for NGOs to deal with it

(R):okay hmm interns of d.. right now as we discussed that how fluent the struc.. the social enterprises are because they are the forms of very different even the sngro cooperative can be a a social act of devise word(inaudible) can be a model of social enterprise uh in this spectrum wher would you see your organisation, where do you see your venture , how would you position you venture ?

(I):I would say venture has to has to be sustainable so responsible

(R):hmm

(I):We don't want to run a vc money like you know like e commerce runs "har mahine you are sinking one thousand, two thousand crores"

(R):hmm

(I):But the numbers are going so much that you lie it just going through the roofs I think it's above the bubble , I think it's a ponzi scheme

(R):hmm

(I):Lot of .. you know new start ups are complete Ponzi schemes but I would compare to a hospital

(R):okay

(I):hospital while fundamentally at it has to be states responsibility to to provide good hospitals, provide good medical healthcare for all

(R):hmm

(I):But in a country like India not here but overseas , hospital should be sustainable but it should not be too profitable because when it becomes too profitable its entire hmm the approach of all the professionals will change that

(R):hmm

(I):And it should be it should be break even or make another three or five percent so that it can keep wrapping up its operations , to put somebody r and d ,typically the r and d money to each hospital having an association and associate foundation that is this r and d

(R):hmm

(I):That you know whether it's pharma companies or any other companies or trust can give money to that do r and d which kinda feed the hospital r and d team and the hospital itself must be sustainable

(R):hmm

(I):But not too profitable , its just should be profitable enough that if they need a huge cash injection

(R):hmm

(I):You know what this is new breakthrough technology, if we need another let's say 10 million dollars we can take it to the next level and fight to cure aids or cancer whatever it is

(R):hmm

(I):Do I will say okay then because I know you're sustainable now , you will be able to in the next ten years give me back returns for this as well

(R):hmm

(I):I think news should be like that

(R):hmm

(I):(coughs) it should it should be breakeven and it should have another two or five percent more

(R):hmm

(I):It should not be very foretold "dho sow karood, aatt sow karode kuch hazar karod munafa khamaye "

(R):hmm

(I):"matlab munafa karake kya karenge " because if that becomes the purpose

(R):hmm

(I):Then again you are on shaky ground so that's the reason news is is always a difficult business because in all other businesses the logic of the market is dominant the it will supersede any individuals thought process

(R):hmm

(I):Or morality or ethics or ethos because if this is what I want I want returns , if am fund manager

(R):hmm

(I):I have my duty is to give maximise returns to my clients (coughs) so if you're my client

(R):hmm

(I):You're sure you don't want any tea or coffee

(R):no thank you so much

(I):if you're my client I have to make sure if you give thousand rupees I should try to give you whatever the stock market is giving the Sensex I should give you more than that

(R):hmm

(I):For that if I have to do a little but if insider opinion "mujhe thoda gharam pani dhe dijiye" " Thoda insider trading bhai karloonga to find to yaha kya chal raja he vaha kya chal raha he acha I know ki bhai onsanters is a horrible company

(R):hmm

(I):But it's giving great returns so " isme aur paise dalte he"

(R):hmm

(I):My morality is not at play

(R):uh hmm

(I):I have a single aim of maximising your returns (coughs) so there is there is no complications of what I have to do , in news I have to make it sustainable

(R):hmm

(I):yet I have to make sure it doesn't become a profit centre should be the sole exercise

(R):hmm

(I):Therefore the judgement calls the management has to make in a newspaper are judgement calls based on market and ethics

(R):hmm

(I):In other industries is based on returns to share holder that that is what am there for , if I can do that without breaking the law

(R):hmm

(I):That's what I have to do , I can find ways around the law but I should not be real the law , I should not be caught doing anything wrong that's when the news you're who you choose management ,your board of directors they have to be there for the right reasons because if all of them are there you should have who are highly market driven so that they can keep

(R):hmm

(I):The reality check in place

(R):hmm

(I):But if that becomes overwhelming you know nature of your board

(R):hmm

(I):Then you will abandon news , the you will choose maximising returns

(R):okay uhh do you think that hmm .. right now when you mentioned uhh the example of the hospital that can be your definition of social enterprise?

(I):"arey " hospital is an enterprise no matter how people are approaching it now and thinking I have done a pretty strong of what happens in fortis

(R):Private hospitals private hospitals are do you think think they are social enterprise ?

(I):they should be

(R):they should be

(I):that's how they approached me is not because of the kind off money that's going into health care because of I don't word(inaudible) but am sure you have read up probably more than me about hmm Obamacare and how health insurance in the us

(R):hmm

(I):Is corrupt and and it's catering to those it shouldn't be catering to (coughs) I shattered my wrist a few ears ago

(R):hmm

(I):As you can see there is a metal plate here , I was playing football and I and i broke it here , my experience in private hospitals were nightmarish

(R):hmm

(I):Uhmm they just are to squeeze your money

(R):hmm

(I):Uhmm but lot of vc funding is coming into that space

(R):hmm

(I):Uhhh but ya I think uhh my co founders husband is one of the well know doctors in this country

(R):hmm

(I):So I do understand healthcare a little bit because I have spend time , talk to him I know it like all the pressures that these investors can put but there is a difference in when a doctor runs a hospital and a businessmen run a hospital

(R):hmm

(I):There will always be a difference so I I think uhh private hospital should be and that's I said the more chance it's run by a trust uhmm there is so many Sitaram arthi was on that trust but you know it's like his srcc , his srcc was run by Shriram group

(R):hmm

(I):But how his srcc was run In and how say Shriram school is run is very different you know because

(R):hmm

(I):At different time different ethos so ya I I think it's like education and and

(R):hmm

(I):Uhh and hospitals it's a public good

(R):hmm

(I):like I think Harvard is sitting on a 30 billion in government fund uhmm they hope that in next two or three years

(R):hmm

(I):Fifty percent student won't be paying completely not any fees

(R):uhhh

(I): but that's because they can do that because it's sustainable

(R):hmm

(I):So ya I think news should be in the same space

(R):where do you see a social where do you see the whole sector moving the social enterprise , what's the future of social enterprise or entrepreneurship in India ?

(I):I don't know ya I mean I think its

(R):or maybe let me frame it why do you think uh this has been the interest of not only people but why do you think it is an interest of the government ? For certain kind uh is it for all kind of social enterprise , is it about uhhh developing grass root uhh you know at a village level to develop entrepreneurship social entrepreneurship that level or is it a certain kind of developing incubators and accelerators and developing a certain kind of social enterprises in the country

(I):I think the government likes the outsource as governance to others but whereas private sectors , social enterprise

(R):hmm

(I):Do their incentives for doing this completely unproductive and damaging

(R):hmm

(I):They are doing it so that they can wash the hands of it

(R):hmm

(I):They want to privatisate the health sector as much as possible so that " hame na karna pade"

(R):hmm

(I):So their entire approach to it is really crappy by the way , otherwise I think the future is bright and the amount of people who try it because they are high profile people kind off doing decent work

(R):hmm

(I):Uhh you know you have (coughs)all sorts of uhh yo I keep hearing stories about it's it's not as rosy as it seems but I mean even grand word(inaudible) some good is coming of from people of super thirty or kailash Satyarthi you keep reading articles and enterprises that oh no this is what he has done wrong and this is how it is word(inaudible) but net net "acha kuch kan tho kar raha he

(R):hmm

(I):But my only concern is that you know unlike hmm in like teach for America it recruits the best and bright

(R):right

(I):so there a lot of such organisations people are going there are like the cream

(R):hm

(I):By cream I don't mean social but pure intellectual capacity

(R):hmm

(I):Here ngo sector is attracting a lot of people who don't want to work

(R):hmm

(I):That is a little distressing amount of people who I have met

(R):hmm

(I):In the not for profit social enterprise sector ya are not there because they couldn't make it anywhere you no so we will do it here

(R):hmm

(I):It's because they couldn't make it anywhere so " chalo grand leke dho sal tak kuch karte he "

(R):hmm

(I):Which is often the problems with news actually

(R):hmm

(I):I like how far making senior to senior level manager in news across the television channels in our country

(R):hmm

(I):Our people who are remarkably thick you have no idea just how stupid they are

(R):hmm

(I):It's because in my generation people call it a news where not the pick of the crowd

(R):hmm

(I):They called the news because they couldn't crack anything else

(R):hmm

(I):In the print age you know Madhu's generation it was the pick of the crowd because it was all print you had to be of a certain caliber to be where Indian express or times of india "jobith"

(R):hmm

(I):When the news boom happened people weren't sure even I wanted to join news because my cousin who is much older than me is five years older than me (coughs) says " news vues kyom kar raha he veloke kaam hote he "

(R):hmm

(I):Tell him to do an MBA and I will get you a real job that was his suggestion to my mother

(R):hmm

(I):he thought what I was doing was it a real job he thinks "bad time pass kar raha he mic pakadke " but but that is a sad factor a lot of people came into news at that generations were "velas" didn't have anything else to do

(R):hmm

(I):And I fear that is happening in the social enterprise sector , many people there not because they are passionate about it

(R):hmm

(I):Because they are scared of the competitiveness of banking jobs fmcc fmcc

(R):hmm

(I):Fmcc job or of you know anything else (clears throat) uhmm and therefore they say " yah ape zyadha competition nahi he, agar late agai tho koi nahi dekne wala words(inaudible) grand hi hena grant dho sal se chalalenge "

(R):hmm

(I):So ya I think that is a serious problem in this sector

(R):okay uhh what is the future of what what you have in mind for news laundry to grow uhh bigger or reach more no of people what is your plan for the future may be for next five years

(I):I can't give you my whole plan because it will take an hour

(R):hmm

(I):But I will just tell you that we need to deploy more capital on ground reports

(R):hmm

(I):And less opinion written

(R):hmm

(I):We must have hmm higher Caliber uhhh on ground reports uhh so I need to hire a few experienced people

(R):hmm

(I):I am hmm you know hmm news laundry is a very small outfit you know in a business see its like they think about our industry is that you're not catering to I mean there is no " kachi mitii no " you know what's kachi mitti "

(R):yes

(I):okay so there is no word(inaudible) in convership "ki koi bat nahi " we will give you grace marks

(R):hmm

(I):So if my report is competing with a times of India report you know they have a couple of thousand crores and I will be lucky to have one

(R):hmm

(I):But we are competing for the same space it's like a football ram you know Real Madrid py cristiano couple of million dollars but if am playing at that level I can't say my club only has twenty bucks once you're on the pitch it's team vs team

(R):hmm

(I):So to attract talent from these places which is the best because only then we will be sustainable because if am expecting someone to pay for news laundry I better give him very good reason like a lot of people pay us because of "kachi mitti"

(R):hmm

(I):They say we like what you're doing or what a lovely you have such good intentions you're noble because of a couple of twitter post and words(inaudible) so people like us personality " so matlab with lekin " that is a very shit model the model should be I hate abhinands word(inaudible) I hate his politics but fuck his work is good not his but news laundry does amazing stuff so I pay for it , if I have to do that I have attract best talent

(R):hmm

(I):Hmm which will have to compete with Real Madrid to buy Christiano Ronaldo

(R):hmm

(I):So I have to make sure I can afford to do that or I can make this organisation so gold for Cristiano Ronaldo to say dude don't pay me as much as I will pay for you and I do have people like that

(R):hmm

(I):Who we have hired raman tripal his market value is more than what am paying him but the good thing is that the Indian news market is so shit that no self respecting journalist can breath there that he will say you know give minimum this much I will quit my job and come so I know for a fact that he can get better you know pay so I have to strike that balance that is what I need to do right now (coughs) so that our content

Can be of certain caliber so that I can say with more confidence

(R):hmm

(I):That if you pay for news laundry this is the kind of stuff you are getting

(R):hmm and and the huhhh revenue generating model remains the same so you see that there can be modifications?

(I):ya you have to have multiple streams it is you know the analogy that I gave you for emotional huh well being as well is that if your emotional spiritual self

(R):hmm

(I):Is a castle it has to be rest on several pillars

(R):hmm

(I):Like some people loose their job they loose their stardom they become Rex they become become alcoholics go into depression

(R):hmm

(I):Because the entire pillar that was holding up their their sense of self was stardom

(R):hmm

(I):Or it could be a professional success you get fired then you start beating his wife his children he does everything because that was his only pillar of support for life

(R):hmm

(I):So it's good to have you know you should have certain people you love your family should have profession should have sports which also gives you same kind off thrill you know you should have some other persuade if any one of there rocks the other three can hold you up similarly it cannot be just be Ads

(R):hmm

(I):or just subscriptions you have to severe revenue streams I think events can be one we could be betting we have a lot of events going forward

(R):hmm

(I):Because that does two things a it generates revenue

(R):hmm

(I):And it brings you face to face with news consumers so if you have a few thousand people present come attend they can talk to you they can tell keeps you connected to your news consumer

(R):hmm

(I):Hmm so news events that are open to subscribers only uhmm you know you can have physical products based on on your news comics and stuff like that

(R):hmm

(I):You can have special services like you know calls to give you an update I don't know whether you know this I have I have got to know this a few years ago fantastic model

(R):hmm

(I):Uhmm in a rural India where "bhijli" goes for like three four days so that "sas baahu" types of serials that come every day are not from Monday to Friday changed so words(inaudible) drops the "haldi" on gayathris saree and the mother in law slapped her

(R):hmm

(I):Hmm see Tuesday Wednesday "bhijli nahi ayyi"

(R):hmm

(I):So Thursday came so Tuesday Wednesday "Kya hua" there is a service that you dial that charges you 2 ruppes and it wil tell you"ki Kya hua" (coughs) " fir Gayathri ne kya kiya usne ghake chipkali doodh meh or uske bache ko vah koob thapad marre aur fail hogaya or fir ladoo se bacheke ko kilaye "so it's a it's a interesting service you know services like that are not there in news

(R):hmm

(I):So we have to develop products it has to be seen one of the reasons

(R):hmm

(I):Am doing what am doing all though I could be making tv shows and making a lot of money right now is just the excitement of trying to create new products that serves the person in the news space

(R):hmm

(I):Yet you can have some revenue stream out of it it is a very exciting space you know internet has changed things so radically that you wanna be a part of reimagining what a news can do this

(R):are you looking at creating new products or existing products which are going to be you know news laundry would start ?

(I):we are looking to create new product so we are looking to ramp up our game and the kind of reporting we do and we are looking to create (coughs) an outreach program

(R):hmm

(I):Which is a very important part of growth where we connect with potential subscribers

(R):hmm

(I):And tell them this is why you need to pay so it's a combination of these things

(R):hmm What is the kind of impact that you plan what you think is when you have one news consumers as well as whole space of Indian journalism what what is the impact news laundry can make ?

(I):I think we can change the world but uhh let's see I think the thing is if you it sound really stupid but whenever I have someone to join one of the lines we have is that you know word(inaudible)

changes the world because any dream less than that is too ordinary so but the chance of failure are huge as well

(R):hmm

(I):So you have to fall in your face , if you can't fall in your space you don't belong in news laundry because am ruthless in that sense

(R):hmm

(I):Uhh in my conduct in how I work in the sense that I can really be nasty as a critic hmmm but I think that's important because when you're trying to turn the news model on its head when we started this I was about to say I forgot tell you the ad model was it was settled and that is the only model that is going to work am not talking twenty years ago am talking four years ago three years ago

(R):hmm

(I):I said no that time the cpm clicks per million the logic you have reap was anything from three hundred to five hundred rupees today it's not even thirty bucks

(R):hmm

(I):It crashed minty percent any digital ad spends are absorbed by google and Facebook that is word(inaudible) not even get crumbs and these idiots couldn't see that back then it was as clear as day to me so the point is that we are trying to turn something on its head when everyone is saying it's not possible

(R):hmm

(I):If we can do it we would have completely rocked the very model of news in India

(R):hmm

(I):No one is making money by being honest in Indian journalism is very clear

(R):hmm

(I):Most are taking losses the ones who are not making losses is not because their news is any better it's because the government that's in power is more favourable to them

(R):hmm

(I):So modiji will show up in Rajeev sharmas event because modiji is showing all the corporate to sponsor his events so you get words(inaudible) to modiji they are not there because of news so if you can show that it is sustainable to do news this way you have rocked the market

(R):hmm

(I):Then you have just every of these organisations and then every other organisation is doing that we don't have to kiss anybody's ass we don't have to say "aye chidhambaram ji modiji app aye ham hamare ,him news karte he paisa dena he tho dedo" if it we succeed then we would have rocked the market

(R):hmm

(I):Okay thank you so much and thank you for your time and I think it was a great interview and very useful for my ..

Research Participant: P3D

Date: February 2018

Location: New Delhi , India

Interview Setting: I came to know about P3D through another participant in Mumbai. The participant in Mumbai connected me with P3D via e-mail. I interacted with P3D via e-mail mail at first and then reach out to her via telephone call. P3D agreed to do the interview in her office. On the day of the interview I reached P3D's office however she had not arrived. She later called me to say that she was running late. P3D reached office 30 minutes later as result we started with the interview late. This did not affect the length of the interview or we did not rush with the interview. The interviewee was fluent in comprehending and speaking in English language. Before the interview began, the interviewee was presented with 'participant information sheet' and the 'consent form'. Once the participant signed the consent formed after understanding in what capacity the participant will engage in this research, the interview began.

The interview with P3D was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): Neha can you tell me about your organisation and what led you to begin the organisation what's the mission and goal?

(I): okay so ah.. gunah works for six hundred rural women farmers we started by working in in a village in Ladak called tat manchik which was on its way to becoming fully organic but the morale of the viaggers and the farmers was going was going down because they have not seen any value any benefit out of being organice out of switching from farming with urea and fertilisers and going back to yatch manures and as most of us aware agri labourers in India whether they are tenant farmers or growers or seed keepers they are mostly women so these were all my observations when I returned from England and then I wanted to do something about it and that how I started gunah to highlight the rural women in agriculture to promote organic farming and on the course of on the course of evolution of gunah I realised that the problem main problem of the agrarian crisis in india or farmers committing suicides and all that is not lack of production lack of food lack of technology development none of that it is the lack of efficient post-harvest management which includes distribution of you know ah..cold rooms or ah.. you know storage equipment's and also building effective distribution channels so this was the main problem and I wanted to come up with a unique solution but because the problems were so grain and multi-layered it took me a while to kind of properly you know evolve it into a social enterprise ah..we formally registered in two thousand fourteen as we developed this eco model village in ladakh ah..where import of chemicals fertilisers pesticides is banned only organic farming is put in use after three years of rigorous training the village only one village is producing eighteen metric tons of organic apricots graded a we just got our certification last year and while I was working in Kashmir and my work was getting popular I was getting lots of queries as to whether I would like to work in other parts of the country and ah.. and I found my work very exciting and that took me to keral where another bio living village called karandhu which was producing organic now they call it virgin whatever ah.. in the west coconut oil

and cashews and slowly and steadily I had built a product line over twenty local native nutritious and organic products and ah we distribute solar technologies that is solar driers solar cookers solar chakki ah.. Solar pump you know all renewable energy related products for agriculture ah... what was you second question?

(R): whats your mission or goal?

(I):our mission is to firstly highlight the role of women in agriculture you know it's really hidden constantly hidden not talked about at all when we see billboards please notice even when we go out when we see billboards of kisan when you see advertisements it is always a man if you tune into dd kisan you will never find a women giving an interview you know why because she is always growing she is always in the field she is the one who is growing plucking tilling ploughing but all the work of transportation negotiation talking with you know people like you or or ah.. Other journalist researchers all off that is done by men and there is this statistics that I would like to share

(R): Hmm

(I): because my organisation is partners with UNDP ministry of environment for every one hectare of farm land in India a women farmer spends three thousand four hundred eighty five hours whereas a male farmer spends one thousand two hundred twelve hours and a pair of bullocks spend eight hundred sixty four hours so when you combine it the work of a women farmer on the field is more than that of men and farm animals combined this is an united nations food and agricultural organisation statistics measured all over the country never talked about in media never talked about in politics and constantly hidden so that is number one now two is devising and coming up with post-harvest management tools like the ones I have mentioned using solar technologies because India get two hundred fifty days of sunshine and again using local native technology hm so in Kashmir you know if you want heat your body in the winters there is this kamili the solar drier is there and these were all huh .. These are all locally available the solar cooker that I distributed cost me fifteen hundred rupees you know so the myth renewable energy is expensive organic food is expansive I wanna burst that

(R): Hmm

(I): because it's not so expensive you know ah.. Doesn't it doesn't bring a hole in your pocket what brings hole in your pocket is the transportation logistics once the demand goes up because like that machik is an example eighteen metric tons it's not a small volume

(R): Hmm

(I): you know it just need channelling so me alone I can only do one ton two tons and rest I have connected my farmers in leh in Chandigarh in Jammu in Srinagar so that they can distribute it but they don't get the value out of it

(R): Hmm

(I): hope slowly they will get

(R): what are the challenges when you connect them with distributors of other states?

(I): oh god you know this country runs on I think most countries run around cut commission and fee and all of that so that is a very big challenge because you know I am attached to this cause very unconditionally but even in Delhi you know these stores or Bombay the stores bound to keep twenty thirty forty percent of the margin

(R): Hmm

(I): ah.. and ah.. We need somebody to run operations right and ahhhm.. And the farmers had to be paid well I personally believe in fair farmer economics

(R): Hmm

(I): and never negotiate with them the price is done by them you know male and word(inaudible) whatever you think is right give me the price

(R): Hmm

(I): and because I am in the middle somewhere I think that why they are not negotiated upon but if you go to Odisha or even MP or Bengal or Bihar we are negotiated upon like crazy

(R): Hmm

(I): like it costs like onion farmers are the worst affected because you sell onions for two rupees a kilo hmm one one point five rupees a kilo you know it's really bad so ah.. these are the things that distributors store owners and you know other people like the buyers in general don't understand

(R): Hmm

(I): you know I think awareness of the hard work of farmers

(R): Hmm

(I): who put in and of trainers like us

(R): Hmm

(I): ah.. I wish that awareness or some kind of conscious shift that they understand

(R): Hmm

(I): that I don't think it will happen (laughs)

(R): where do you think that there can be a government intervention or is there a government intervention of any kind?

(I): everywhere anyone who says that the government ah.. Cannot help or will not help they have all the power you see you know firstly if ago agro farm produce is institutionalised

(R): Hmm

(I): so am sure you know how le berry juice was institutionised and given to drdo or straight away go to army I personally think that if you If we want organic food to not just be the waitros of India or to just not be in the hands of a few they have to reach kendriya bhandar kendriya bhandar cghs there has to be awareness everywhere safal with every nook and corner you know

(R): Hmm

(I): ah.. in the small shop and fruit vendors as well you know give them the sectional let the consumer decide

(R): Hmm

(I): Hmm so government intervention is needed there then subsidy all subsidies are given to chemical industrial farmers all subsidy

(R): Hmm

(I): you buy a bottle of pesticide you buy a bottle of fertiliser you buy urea you know you get so much of subsidy

(R): Hmm

(I): so the farmers are very clear they keep one plot for themselves where they are growing millets and food without poison for themselves but what they are selling is with that because every economics are everywhere you know so government policy change has to come about

(R): Hmm

(I): hmm green revolution has done so much harm but green revolution was a government policy right

(R): Hmm

(I): it was a political policy that we would start importing fertilisers and chemicals and it will improve the lives of farmers doesn't happen

(R): Hmm since we talked about just spoke about green revolution the premise of green revolution was also the fact that India was going through a food shortage

(I): ya

(R): and there was a need so do you think the food shortage and since we are talking about politics in commonly was that food shortage real and somewhere organic farming and eco farming in this can also meet with the increasing food need or the quantity of food that is needed for the country?

(I): ya you see the food shortage...shortage was definitely real and I think before Indira Gandhi at the time there was lal bahadur shastri ji

(R): Hmm

(I): who gave a very correct slogan to the country to the nation "kam kao or apne hath se ugao"

(R): Hmm

(I): you know you know when we look upon the Brahmin order he was a Brahmin but he said the same thing "ki ap apni nalcony me kahana ugado"

(R): Hmm

(I): "or kham kao"

(R): Hmm

(I): you know that's also very Ayurvedic principle that you eat less

(R): Hmm

(I): yes and the draughts and famines at that time had happened to cure the situation America gave us a wheat a type of wheat called daiba

(R): Hmm

(I): d l a b a okay

(R): Hmm

(I): the wheat wheat which was rejected even for the pigs of America

(R): Hmm

(I): that was given to our nation

(R): Hmm

(I): and now see India is the diabetes capital of the world

(R): Hmm

(I): because we all have eaten that

(R): Hmm

(I): my nan.. my grand mom my mom everybody ate that you see so you know you want to eradicate famine but you want to give the population diabetes that's not a solution

(R): Hmm

(I): hmm and then green revolution.. definitely the yield increased the yield of the farmer increased but again going back to the problem that I have mentioned earlier the problem has never been yield

(R): Hmm

(I): the problem has been effective storage distribution

(R): Hmm

(I): hmm and reducing food wastage

(R): Hmm hmm

(I): this is the main problem hmm and organic farming also definitely the yield will not be as much as the ones using hormones and urea and all of that but it will be enough if it is localised

(R): Hmm

(I): if it is done with a small marginal farmer movement

(R): Hmm

(I): if it is done in a permaculture model not as what what we see in Punjab that when the green revolution happened you can grow you grow only two things rice and wheat rice and wheat what has happened six thousand villages up for sale hmm Punjab is the cancer state of the country

(R): country

(I): so and that was one of the first state that actually accepted green revolution with open arms

(R): Hmm

(I): I know farmers who said "jab pehli bari " when the first take these spray cans were got to India they landed in my plot

(R): Hmm

(I): they say it with a lot of pride because they made a lot of money and now it's all gone

(R): Hmm

(I): in thirty years so the caustic and another thing what the green revolution bought was all the...card that they played on was malnutrition

(R): Hmm

(I): please see the statistics malnutrition has increased more

(R): Hmm

(I): we are behind Pakistan

(R): Hmm

(I): in malnutrition our children are more malnourished rich people are diabetic paying for expensive treatments in hospitals and low middle class are under nourished and they don't have the right kind of food

(R): Hmm

(I): you know I will you one instance Rajeev Ghandi was ...had gone to Rajasthan to in.. meet with farmers and interact with them and they were all women and they said that sir we don't have food you know we don't have food in our region and congress is ruling here this and that so he got very this thing and he called all the ias and dms and collectors and all that hey where is this food we gave all the sanctions we gave all them money and everything has been done and why don't they have food? so they were all very this thing that no no no sir we have foods here all the kendriya bhandar has food pds system everywhere hen the women nicely said you know rice and wheat is not our food

(R): Hmm

(I): our food is jwar bhajra you know nanchini this is the food of Rajasthan

(R): Hmm

(I): so the whole economics and geography of Indian foods was changed

(R): Hmm what is your understanding of the public distribution system in India just some comments on that

(I): ya I I don't have a really good understanding of that I didn't study it much but I know that ah.. you know we do a very our governments do a very good job in creating welfare schemes and systems you know they all very good on paper

(R): Hmm

(I): so again just the same problem that we have in agriculture is you now lack of post-harvest management techniques I think our country also lacks implementation techniques

(R): Hmm

(I): so the pds has ah..inner systems placed for the poor but you know undue advantage is taken by people in the middle

(R): Hmm

(I): and in every state you know hmm so that's it

(R): okay ah.. can you tell me why did you choose ah... you know ladakh in Kashmir as the place and you mentioned about the fact that you know completely pesticides were banned

(I): ya

(R): now was that because of a government intervention that it was banned or it was because of you and other who felt the need just tell me the story behind it?

(I): yaya I chose ladakh because in two thousand ten the floods had happened and ah... two thousand ten was the first time I was still in England I was visiting ladakh and the floods had happened

(R): Hmm

(I): all farmers had lost thousands and thousands of apricot trees you know they were just washed off because that was the time when tourism was coming here you know hotels were being built rapidly

(R): Hmm

(I): without even giving a thought you know they were bein...bein..being built rapidly a lot of construction was going on and mountains were being broken to build hotels and all that now it's even worse you know so I have hmm.. I mean but ladakh I got I got a very serene hmm feeling from ladakh firstly and ah..you know firstly it's a very positive space so that's the personal aspect but when the floods happened I was a volunteer that time

(R): Hmm

(I): and I just volunteered with the ladakh hill development corporations and the hotel I was staying in so I was just I just volunteered them because I was feeling very bad what has happened

(R): Hmm

(I): and hm.. when I moved back again in two thousand thirteen I had a friend who was working in tatmakchik

(R): okay

(I): for organic cultivation he said Neha why don't you come here do a workshop

(R): Hmm

(I): so that time I was doing workshops with farmers and ah.. other hmmm.. public areas here so I did a workshop with them and they they were very badly effected very badly affected you know that this village tatmakchik was very badly effected but since two thousand ten the village on its own took a resolve that we will not put chemicals and fertilisers

(R): Hmm

(I): that was something that really inspired me you see how little they have

(R): Hmm

(I): and they don't have a lot of education but they know this is wrong and nobody has told them it's their inherent spirit that wants to be organic and I will definitely you know be a part of

(R): Hmm

(I): hmm..them being organic ah.. or them or seeing that is better future so that is why I got involved with them

(R): Hmm

(I): and what was your second question?

(R): ah... how did the banning you know took place in a place where you just answered it saying that the people kind of decided so it was more of peoples movement which helped and what was your role in that establishing or legitimising it?

(I): ya so hm... I feel that hmm.. they needed hand holding and also I was not in a very strong position myself at that time but I still decided to just huh..you know hand hold them In whatever way I could

(R): Hmm

(I): so by I write Hindi poetry so I used to motivate them with Hindi poetry they used to feel very happy that somebody is coming from Delhi

(R): Hmm

(I): and you know coming from leh to tatmachik

(R): Hmm

(I): because when people go to ladakh they go to taingomso they go to nobragali they go these three four places

(R): Hmm

(I): you know the villages are still very badly effected they don't have a lot of ah.. Facilities so they used to fell very happy and they would be like mam ah... you know you could have gone for rafting you could have gone for mountaineering but are with us

(R): Hmm

(I): and I sort of became a part of them myself I lived in the farmers families I ate their food ah...and tried to understand their problems slowly we did vermin compost units I invited some friends to come and visit them talk to them because even interaction you know gives them a lot of encouragement so hm.. I started like that and hm... I just never stopped I just never gave upon them they never gave upon me and I think firstly they accepted me because ah... people there are very closed

(R): Hmm

(I): the scheduled tribes are very protective of themselves

(R): Hmm

(I): so the fact that they accepted me with open arms so I don't wasn't to leave the hand ever and then I started marketing their products slowly

(R): Hmm

(I): I would just buy two kilos five kilos distribute it to some friends here even that would give them encouragement

(R): okay

(I): hmm so hm.. then my god slowly I got some support ah.. We took the solar technology project I got partnership from undps cee ministry of environment and I tell them that what whatever I have been able to achieve nan ah.. Social I got the award social impact in India by the British council

(R): Hmm

(I): and I met prince Charles as well and presented the whole project eco model village to them and I always tell them that you are behind my success you have done everything for me

(R): Hmm

(I): so but now they are fine they are connected to many many schemes agri schemes and they are connected to hmm they have we have three self-help groups where you can take money the price of apricots have gone up three times

(R): Hmm

(I): in the last five years because first we trained them to stay organic now we trained them training them to say organic solar you know say organic and solar ride apricots you know even in MP this movement is going on

(R): ya

(I): so

(R): could you tell me word (inaudible) in terms of starting your organisation the kind of funds that you need and how did you access that kind of funds?

(I): oh god we had no support the longest time I had I had fifteen thousand pounds from my job savings from England none of that exists now (laughs) I put all of it and literally everyone was like you are so impractical so emotional what are you doing I was like no no no because the kind of person I am if I get a good feeling I really stick to it

(R): Hmm

(I): so I was getting a very good feeling from the village and the whole thing ah.. it all seemed very positive so initially it was my savings then everything you know turned around December last year

(R): Hmm

(I): I got some support from ministry of environment because it was an eco model village

(R): Hmm

(I): ministry of agriculture was not interested at all

(R): Hmm

(I): at all women also

(R): why were they not interested?

(I): they are like I have no idea so (laughs) I have no idea so.. un women also ministry of women and child no financial support you know ministry of women and child development gave us we we get to participate in the dili heart mela every year but no support it was ministry of environment

(R): Hmm

(I): and there is a body called gef global environment facility in Washington dc so they had something for ah.. Environmentally agricultural practices

(R): Hmm

(I): and it was kind off very overwhelming of me to sort of you know going alone to government offices undp getting funds so I got my first grant which was fifty thousand dollars last year which is still not enough for a village of forty three but we managed somehow and huh... undp is the administrative partner of ministry of environment and gef and all that

(R): okay

(I): so we got some we met some valuable people and government of Sweden again through Elsa ah...I got a full scholarship to study responsible businesses and ethics hmm.. and sustainability in a program called simpasia and the awards happened I won the social impacts in India by British council and iit gave us entrepreneur excellence award along with four lakh rupees

(R): Hmm

(I): British gave us one thousand ponds and expensive words(inaudible)

(R): Hmm

(I): so huh... ya I think everything turned around that time ya

(R): okay then that's good then what's your plan for future and how do you plan to get a is there any plan of growing your organisation?

(I): yes so now I think this eco model village is ready you know I had the technology in place I had the resources in place I know what can go wrong what can go right to that ah.. That model is ready

(R): okay

(I): and I really feel that whether it's a family or society or con ... nations anywhere everyone is looking for a role models

(R): Hmm

(I): if in India we have such role model villages in every state you know people would really want to emulate

(R): Hmm

(I): so when ah.. This eco model village tatmachik was ready the other villages close by ajinato you know those areas

(R): Hmm

(I): in ladakh ajinato ledurk these are all villages close to tatmachik they now want to go organic and solar now that is my biggest achievement that you know one positive example and now it has a repel effect

(R): Hmm

(I): although its taken five years or whatever you know its its it can be repli... its replicable now

(R): Hmm

(I): so I want to replicate this model in other villages and uh.. That's what I see as a future in terms of product line am not too focused on that because I think too many people are doing that

(R): Hmm

(I): and the impact of having an organic product line or organic store is I aa it's my personal belief and could be wrong I don't think it has a ab..a grass roots impact so much

(R): Hmm

(I): it has an impact on the consumer on the store owners but I think grass roots they need different kind of interventions

(R): okay ah.. Since you have mentioned you won't do raw and there would be larger need for funds ?

(I): yaaya

(R): so where do you look at you know in terms of partnership do you look at government partnership you look at different kinds of partnerships in terms of funds or what kind of funders do you look at or you prefer?

(I): yes I think the government had been good because when the government gets involved somewhere the villagers also you know take the model more seriously

(R): Hmm

(I): ah... and ah.. Education educational institutions like ah .. iit and recently I was a part of Walmart entrepreneurship development program with amity university so I think education government and anybody who doesn't have a vested interest in the village you know because

(R): Hmm

(I): I have said no I had said no to two investors and that time believe me I was in a very bad condition

(R): Hmm

(I): but I said no to them because I could gauge that their intentions were not right

(R): Hmm

(I): one was a hospitality partner and they said we want to do homestays in tatmarchik and this and that and you know ladakhis Kashmiris they don't want outsiders

(R): Hmm

(I): and I could understand that you know everything will go down if I allow this

(R): Hmm

(I): or if I take some money and allow this in the village secondly there was a tobacco group

(R): Hmm

(I): multi millionaire they were offering us two crores but I could see something is wrong because even tobacco farming happens you know what if they turn this entire village into (laughs) you now they have so much money that they can easily put me out

(R): Hmm

(I): so I had said no to grands but I think government education larger ngos ah.. I aa I would be happy with them

(R): what kind of partnerships do you see with larger ngos?

(I): larger ngos actually network really expand we get to know a lot of techniques that are there

(R): Hmm

(I): and you know ah...structure the best thing about partnering with these guys especially undp and cee was that we had to give them a report every three months

(R): Hmm

(I): you know for a freelancer or an independent ngo smaller ngo or an activist like me I think it brings some structure

(R): Hmm

(I): because you can be very free you know so structure for the first time in years I documented

(R): Hmm

(I): you know my work and all of that because I am so involved in the field

(R): Hmm

(I): then I forget to do this so it gets documented people starts talking about us

(R): Hmm

(I): you know the village people get to know that this village exists I think that's better with large ngos that is a positive

(R): okay

(I): hmm

(R): and do you feel that since we are talking about structure and organisation what is the current structure of the organisation?

(I): words (inaudible) we are very small

(R): Hmm

(I): we are very small team ah.. so we got two women packers ah.. Our marketing and communication team is here in Delhi hmm we got two packers a lady in Faridabad who handles our it and handles out web work and all of that

(R): Hmm

(I): we have a charted accountant and a lawyer we are in talks in getting a sales and marketing person and a rural development culture expert here

(R): are they gonna work for full time?

(I): ah... no part time full time we will see

(R): okay

(I): depending on how good they are they can do the work in part time (laughs) how good they are and in ladakh we have a solar scientist

(R): Hmm

(I): we have a I consider my farmers my biggest team

(R): okay

(I): and hmm we have to people who do all the coordination and hm..

(R): okay

(I): and distribution and all of that so

(R): currently in Delhi it's like its capital there is one packaging person in Faridabad

(I): ya

(R): okay

(I): because because it gets very difficult to manage ten girls (laughs)

(R): since you have been not a part of any incubation in the beginning also do you feel that there could be something it could have been better if you you know your idea was incubated in a in an organisation on a legitimise incubation or you think this was a better journey now?

(I): ah... I think in high sight I find this was better because I have been able to come up with something that's very unique and original to me I have had I had advisors and mentors but I think what I always take from them is encouragement ha-ha good good you will do well you know (laughs) we know it (laughs) so I will take it from them otherwise all the ideating all of that words (inaudible)

(R): that's it

(I): ya

(R): in future do you see there is a co-founder or kind of an expertise that you will need do you see that kind of a partner?

(I): ya definitely am very open to that very open to sincere help

(R): Hmm

(I): and sincere ideation sincere expansion I can't do it alone I have I have managed ah.. One or two villages but if I have to manage more definitely and anyone who is looking to learn or to partner or to be aaa involved in such a project uhm..

(R): okay and at the larger scale when you are working with farmers and you plan to expand what is the kind of social impact that you see in the long run?

(I): the social impact is that I think one of the biggest possessiveness is been that the impact has been very quick and very visible like I have seen it with the farmers

(R): Hmm

(I): I have seen it when their morale go up when they are happy when they received our solar driers the peak time of harvest and that is been my biggest victory and the biggest impact because you know when when anything is timely say I will say something very small like when we get timely salaries we have all been in jobs it's such a good feeling you know if it is delayed that is a problem in India

(R): Hmm

(I): a lot grants and helps and projects are delayed

(R): Hmm

(I): so I have considered that strength you know timely distribution you know okay the harvest is going to be ready give them a.. the driers now you know this is the peak time of sunshine give the them the solar cookers now

(R): Hmm

(I): I think that has really worked in my favour and social impact is again I think earlier that I have mentioned you know the multiple ripple effect that one village stands up you know that it's always the first one

(R): Hmm

(I): one women stands up it's always the courage of one

(R): Hmm

(I): that replicates

(R): okay as a women entrepreneur what are your challenges of setting up your enterprise

(I): this will take two hours (laughs) (laughs) but I will give you statistics and word (inaudible) in India

(R): your personal story

(I): yay a OH then in two hours lunch and all I order so ah... see we are in a very patriarchal society whether we accept it or not I was never raised to believe like that because ah... me and my brother we went to the same school we ate the same food we lived in the same house we had the same opportunities so of he went to England to study I went I went England to study as well you know same clothing same machinery everything we have had you know an quall upbringing so I never really ah... imagined that anything could be different and then I was in England for eight years where again I dint face any such issue at least not in

(R): Hmm

(I): directly or in the face so much I faced racism but I didn't face so much sexism

(R): Hmm

(I): coming back to India huh ...oh god so women entrepreneurs are very few haa we are only fourteen percent out of which only three percent get funding

(R): Hmm

(I): and the reasons the investors or the government institutions or larger ngos give us is that ah...especially when I started I was twenty six and going to be twenty seven till then you will get married and you will forget

(R): Hmm

(I): about everything and we know girls do social work because ah.. They become a a good catch you know these are the kind of things that I had to hear

(R): Hmm

(I): I was made to hear and I just you the kind of person I would be like you know with a shock and disbelief left me with no answer so these are the kind of challenges most of my friends faced

(R): Hmm

(I): no no we can't put in the we can't put the trust in you we can't invest in you the project will fail you won't be able to deliver it's not safe you know the but I had to really persist and percever and each time I kept achieving am like showing results

(R): Hmm

(I): so I think that works whether you are a man or a women but ah... but we have faced this hmm marriage and children issue then we are very few I think if the number grows

(R): Hmm

(I): if there are more women more faces that okay a lady is in charge of all of these she built this she is taking care of it

(R): Hmm

(I): you know ah... then there will be a significant impact in the mind of investors I think the eco system is only just beginning

(R): Hmm

(I): I have been a part of two entrepreneurship programs focussed on women one was by iit and the other was with amity so this wasn't there when I came

(R): Hmm

(I): two thousand thirteen fourteen nothing like that you know so the eco system is just about developing so it should get better for other women entrepreneurs but you know we have worked

(R): Hmm

(I): we have changed the system

(R): Hmm

(I): hmm.. in some way or the other ya the lack of funds lack of resources and then ah... age also age factor also they say you know you are too young or you are you don't all of that and nine of that I faced in England

(R): Hmm

(I): faced it here ah... but I think in ladakh what worked was also is that I was very simple and I was very straight forward I think both men and women are simple straight forward and work hard results will come but I think most women face these issues and harassment issues

(R): Hmm

(I): I remember I met an investor and he invited me to le meridian I thought “ye kaisi meeting he” (laughs) whatever you

(R): Hmm

(I): you can come to my office (laughs) you can call me to my office what is this so I got very this thing I was like okay I will meet you at the coffee shop ah.. So he said no floor no twenty that where my room is I said you know I cannot come you know (laughs) can't come ah.. so “kuch karke” that's fine well meet you at on the coffee shop

(R): Hmm

(I): and I think because he could gauge I was a little smart he was so condescending that this is not happening for you and this will not work and what is this gunah and ah.. You know nobody eats all this (laughs)

(R): Hmm

(I): and all of that t but I still met him and I felt really bad after that but at least I was safe

(R): Hmm

(I): so one thing because i again lived in England was that you know most of us do our work alone when you are with her like when I was doing my work I was so used to being alone and doing my own thing though I would go to undp or ministry everywhere I would go alone

(R): Hmm

(I): so there was actually a women claiming to be fostering women leadership in a larger ngo who said “ aap tho hamesha akeli athi he ” so I was like so it's (laughs) good for so these are the things I dint even think

(R): Hmm

(I): you know so (laughs) I was like what I was like a”acha he na akele ake me kya bigad lega”

(R): Hmm

(I): you know I never understood and I would come back and discuss with my dad and my father would smile you know he would be like oh you know they think a women alone looking for money (laughs) what will what are the what is on her mind (laughs) she is so dangerous so these are the kind of funny experience I have got and also family my parents were like “ bas kar ye bahut hogaya he ” you are educated and you have work experience “ hamne tume bahar padaya he ” now you just settle down and get married

(R): Hmm

(I): this and that so those are hm... and I am not from an enterprising family none nobody in my family runs and ngo or business or anything

(R): Hmm

(I): you know my father was in the he was in the services and my mum was a professor

(R): Hmm

(I): so you they are like ah... what is this like what were you what do you think you are with the start up so that to social development in Kashmir what is this somethings going wrong here (laughs) so all

of that we have to face but I think but I think everyone has to face its only when you just achieve and show results

(R): Hmm

(I): so now all the awards that I have won I my dad said you know put it in your office I said no I will put it home where you can see it (laughs) that's the solar pan that's this solar cooker

(R): okay

(I): all the awards and certificated for my work are in my room (laughs) so home is also very important I wish parents just groom us to be leaders and frontrunners I know they are educated us and also to be leaders and front runners

(R): Hmm

(I): is very important

(R): do you think even education is a part that you know ah... education that we go through in pretty much related to how we get employment and rather than being you know entrepreneurs?

(I): I think so because I have it but may be somebody who who didn't have the privilege because education these days is becoming a privilege ya and its again coming in the hands of a few and everywhere even in England here it's just becoming like that so I always used it for my advantage

(R): Hmm

(I): I have always used my education and the fact that I am the first girl in my family to have studied abroad

(R): Hmm

(I): so that gave me a lot of like you know a lot of motivation that I have to something special

(R): Hmm

(I): so ... that is my story but I have met some incredible agriproneers my solar scientist is like seventh pass you know but he is a scientist and he has developed this word(inaudible) so hm... you know I won't say it is the end and beyond but definitely when it comes to marketing your image and and ah.. All of that with social enterprise raising funds they always see your profile

(R): Hmm

(I): that okay has some kind of consistency in work in education it plays a part but not to a great extend

(R): Hmm

(I): thank you so much (laughs)

Research Participant: P1M

Date: March 2018

Location: Mumbai, Maharashtra, India

Interview Setting: The organisation was celebrating its 10th anniversary in a banquet where they had invited all their stakeholders and funders. The founder AG was addressing the crowd and had agreed to do the interview after the event. I attended the event, which started at 10:00 am until 3:00 pm. The event shared the journey of the organisation with the founder's personal story, brought up some current socio-political challenges the country is facing and some personal stories of few workers in the organisation. Post the event, everybody was invited for lunch and thereafter the interview was conducted. Prior to the event and during lunchtime, I had the opportunity to meet other people associated with the organisation to understand nature and capacity in which they are associated with the organisation. The interview was conducted in the banquet where the event had taken place an hour before. It was a one-on-one interview with the founder of the organisation with few workers in the background clearing the banquet. The interviewee was fluent in comprehending and speaking in English language. This was followed by presenting the interviewee with 'participant information sheet' and the 'content form'. Once the participant signed the consent formed after understanding in what capacity the participant will engage in this research, the interview began.

The interview with P1M was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): What inspired you to start your organisation?

(I): There are two if you see deeper philosophy there are two aspects of it I I personally believe one is the emotional and the and a very individualistic or very personal part of it

(R): Hmm

(I): is a very important for human being that is the dignity aspect

(R): Hmm

(I): the second is the economic aspect that how do you ah how do you really convert it into a different economy and all that kind of the thing, that's a very occasional than whatever word(*inaudible*) so, I think that dignity part

(R): Hmm

(I): was certainly certainly ingrained that's a part of your life

(R): Hmm

(I): ah that's how we are grown

(R): Hmm

(I): and that's the that's the giving of your parents

(R): Hmm

(I): hmm so suppose at home if it would have been rule that you will not give your left over food to maid

(R): Hmm

(I): okay so dignity starts from there

(R): Right

(I): I think in goonj that has played a major role

(R): Okay

(I): for sure and that's parents role the other is the economics aspect which certainly certainly grew

(R): Hmm

(I): with time

(R): Hmm

(I): there is lot of understanding

(R): Hmm

(I): but based of that is again that dignity part because you decided not to give cha.. charity or promote other charity

(R): Hmm

(I): That's why you kept thinking of certain ideas or certain things

(R): Hmm

(I): how do we really dignify the act of giving and that became an economic model later

(R): Okay

(I): so **word (inaudible)** said that till two thousand eight we didn't know we didn't realise that old cloth, shoes even have the power to dig a well

(R): Hmm

(I): but when we dug the first well

(R): Hmm

(I): I think that was certainly a turning point where you said okay now now that you have done one well you can do few hundred

(R): Hmm

(I): you can even dig a pond

(R): Hmm

(I): or I am in the it was a different thing

(R): All together... ya... okay.. ya.. do you feel currently social entrepreneurs actually addressing real social issues which India is facing ?

(I): many of them are many of them are not

(R): Okay

(I): social entrepreneurship also is one of the most abused words right now

(R): Hmm

(I): even the most profitable venture which are not in the business of ahh fulfilling the needs but creating needs

(R): Hmm

(I): even they call themselves social entrepreneurs

(R): Hmm

(I): but there are enough ah enough good ah good initiatives and at a very larger scale, the way that I see it is very simple a in the in the normal work in this space vs social entrepreneurship, in normal space you say donor beneficiary

(R): Hmm

(I): out here you talk about stake holder

(R): Hmm

(I): right I think that's how I differentiate

(R): Hmm

(I): the second and the business and the social entrepreneurs many times I feel that business entrepreneurs may be in many cases must be creating needs also apart from fulfilling

(R): Hmm

(I): and social entrepreneurs largely are they are to take care of the existing social need

(R): Hmm

(I): if you if you see many of us some people must be doing really good

(R): Hmm

(I): so, there are some good good effort for sure but I think because it has become a buzz word because there is no definition because there is a very thin line in the business entrepreneur social entrepreneur and and you work

(R): Hmm

(I): people are certainly confused

(R): Hmm

(I): that what do we call ourselves and which for me is absolutely immaterial you known

(R): Hmm

(I): I remember in one of the award so, these guys came from outside and started arguing that you at no your model is not sustainable blah blah blah

(R): Hmm

(I): I said boss i mean till that time we were about fifteen years old

(R): Hmm

(I): ah thirteen fourteen so I said for the last thirteen fourteen years we have not only grown or sustain and grown also

(R): Hmm

(I): now it is your bookish knowledge which says it is not sustainable

(R): Hmm

(I): and the practical aspect of it says is sustainable

(R): Hmm

(I): okay now (clears throat) so, it's all about its all about that that way of thinking which certainly needs to change and I also told them that I didn't know when I started

(R): Hmm

(I): I didn't know how many E's coming entrepreneur

(R): Hmm

(I): right I started because I was bothered by something and I thought it is a solution whether it is a viable solution or not I didn't know

(R): Hmm

(I): right. I just thought that this is the solution and that's how we have to work fine it is scaled up all that kind of thing that's a different game so, I think so I actually told them that you know this giving this award and all is your problem I it's not my problem

(R): Hmm

(I): just because you are saying it's not sustainable it's not sustainable

(R): Hmm

(I): so I think the entire entire thought process and ideology

(R): Hmm

(I): and all that needs to be challenged

(R): Hmm

(I): right now around this

(R): So do you think ah that it was you who identified yourself as a social ahh entrepreneur or your organisation as a social enterprise or these are institutions who are kind of shaping your organisation or terming them as social enterprise?

(I): no these institutions to be honest do not have any role in shaping the organisation at all

(R): Hmm

(I): for sure

(R): Hmm

(I): but yes in terms of naming the organisation as social enterprise or social entrepreneurs is what they have done

(R): Okay

(I): for sure because we didn't know what social enterprise at all

(R): Hmm

(I): and in those days in any case it was not a popular term

(R): Hmm

(I): we didn't know what is a social entrepreneur

(R): Hmm

(I): at all so, someone named me social entrepreneur someone called social enterprise we have no role in that

(R): Okay what what do you feel ah do you feel that you are different from an ngo do you feel that there is some elements which make you stand out from the you traditional ngo?

(I): I don't know what is traditional ngo, traditional NGOs are also doing pretty good job you know whoever is doing good is doing good but the only thing is that I think the way we are different is that for sure we don't have donor beneficiary but stake holder for for sure we had not putting other people you known below a platform and we stand on a platform

(R): Hmm

(I): for sure we are not talking about charity

(R): Hmm

(I): and for sure I think I think these are certain differences with some voluntary organisation not with the larger one

(R): Hmm

(I): you know many organisations ah they might be registered as volunteer organisations but they are doing the job the way we are doing and to be honest even we are registered as an ngo only

(R): Hmm

(I): so, ngo is not about how we register ngo is about how we are working and and what is the approach

(R): Hmm

(I): though that approach I think many institutions which are registered as not for profit have that we have

(R): What is been your major challenges of raising funds or gathering resources ah I would say one in the initial phase of your organisation when you launched it and the second would be when you thought of expanding

(I): I think in our case is been our DNA (laughs) personal DNA and our organisation

(R): Okay

(I): because I think people have been nice if without asking they can do much so, ahh so I think it's all our DNA we don't we can't ask I mean today also you saw I didn't even talk about goonch ki gulla team five thousand there are so many things there are so many tools

(R): Hmm

(I): which people can do there is a separate slide presentation on actionable

(R): Hmm

(I): and I chose to show everything I can show so my brother only recently was telling me you are you somewhere need to improve

(R): (laughs)

(I): because when you are as an organisation facing a problem in terms of money

(R): Hmm

(I): it's important to convey

(R): Hmm

(I): and if you do not convey how will it be conveyed so I think it's a problem with the with the way we have grown up

(R): Okay

(I): then the other practical challenge is for sure a ah a the positioning

(R): Okay

(I): because people who are working with goonch say as volunteer as hardcore people for even last decade

(R): Hmm

(I): even they don't know what do we do because it is so easy to relate with something which depends on second hand clothes and all that kind of stuff

(R): Hmm

(I): so, so I think that's the perception of ah people

(R): Hmm

(I): so in terms of our challenges that we certainly need to work on that how do we re position how do we tell people the depth of it the deeper idea

(R): Hmm

(I): and second is also ahh I think because people thought we worked on cloth, people didn't know we worked on water sanitation and blah blah blah may be that is the reason they didn't ah come out to support in terms of larger money

(R): So ah so you feel that that challenges of communicating the real the depth of the work that the people is that the organisation is doing

(I): yes

(R): Ah So one is communication which is kind of creating barriers to you know flow of funds into the organisation do you think on the other hand do you think these awards or ah you said that the number of awards or your appearance in you know popular shows do you think those are something which are giving more credibility ah are also of course you said that it is generating more resources?

(I): so for sure it's generates **word(inaudible)**

(R): Okay

(I): there is no doubt about it I mean ah it did expect some response of kaun banega Karore pati (popular Indian television show) but we we didn't know that it is going to be so much

(R): Hmm

(I): and people who didn't even know us will start loving us

(R): Hmm

(I): those people people who know us is a different issue if they fall in love again but this was a new breed of people

(R): Hmm

(I): so it's certainly it's also the awards I remember maxes se when happened and in India specially in the rural India and all people don't know people even I can't put the maxer's spelling correct so a lot of people don't know

(R): Hmm

(I): but just the fact that they we got something international and ah so people even ah words(inaudible) villages people distributed and celebrated and all that kind of things

(R): Hmm

(I): so

(R): Okay

(I): so I think it certainly adds a lot of value

(R): okay so what is the kind ah distribution of ah funds that flow is it from individual ah from crowd funding from people who are from foundation

(I): half of half of it is individual

(R): Fifty percent is individual okay

(I): it has been this for the last almost decade

(R): Hmm

(I): ah fifty percent comes from individual these are not wealthy very wealthy as you say ah high income network kind of people

(R): Hmm

(I): they must be rich people but ordinary people

(R): Hmm

(I): not h and I who do not have that kind of wealth

(R): Hmm

(I): and also a lot of people just send us just thousand rupee kind of thing, a lot of people

(R): Hmm so in this process you also kind of mobilise the civil society towards a cause and so which plays a very very important role ah do you think that is something which as an organisation how do you think that you know this is supported by government or you know change makers around what do you think ah you know how it could be increased or help from other institutions?

(I): I think the one thing which is very important such kind of relationship is a no one should come with a own agenda

(R): Hmm

(I): and I think we have been able to do it very successfully with hundreds of partners

(R): Hmm

(I): because we never interfered in their work or we didn't impose our

(R): Hmm

(I): we said that was the only thing they have to do is to make people stake holder so, let's stop charity okay but we will not dilute it whether you work on water sanitation or whatever you are working with

(R): Hmm

(I): we will just support that ah effort okay and then while working with us if you think that it is okay fine you just made bridge also can we make a bridge that's no learning

(R): Hmm

(I): so I mean you can imagine that there is hardly any organisation which is working on cloth fine

(R): Right

(I): so, if we would have been say looking for an organisation works which works on clothes there is no one

(R): Hmm

(I): but still we are able to build up you know very large number of few hundred organisations we work it so we work with Indian army , border road organisation we work with panchayats , schools some few hundred voluntary organisations

(R): Hmm

(I): just because we have a you know just just transported our agendas

(R): Hmm

(I): or we never said that we are coming to support you

(R): Hmm

(I): we can help you we didn't use that useless language rather I mean if you see my personal journey ah now also I travel to villages but now not in that way but earlier I remember I used to go I used to sit with them and I used to tell them 'ki' (Hindi preposition) ' nahi dada mere ko tho pata nahi! Mujhe kya malum ki kuuwa jaise khoodega?... (No! Sir, I have no idea, how a well is dug?)

(R): Hmm

(I): .. 'mujhe kya malum ki apke gaon mein kaam kaise hota hai? Hum toh sikhne aya hai aap se!' (I have no idea how work is done in your village? I have come to learn from you!', I think that has been the language

(R): Hmm

(I): or or ek bar jo hamare team me boli jati hai (one thing that is verbatim in our team) I think it's very important lesson, mein shuru se logo se kehtata ki (I used to tell people from the beginning) when you go to a village for any community as you say when you go nine to five nine to six it is the practical part which you learn

(R): Hmm

(I): you understand and when you stay from six to six that's the emotional part which you understand

(R): Hmm

(I): any if you want to work with together if you want to build up that relation lot of people go today also that is like a family family family

(R): Hmm

(I): which is our own world even the person who is doing a collection in Pune thinks that he is a part of our family, that's a big thing for us

(R): Hmm

(I): right so, that's what we always used to tell the team and that's still the rule that when you go to a village try to stay back at least for a night

(R): Hmm

(I): and then understand the dynamics what works what doesn't work you know and then build up a relationship with them

(R): Hmm

(I): so I think that's how we have been able to crack it

(R): Okay what do you think ah ah in the growth of the organisation apart from the participation this huge participation of civil society what are the other factors which have played a very important role?

(I): so, in this particular think people are deciding on their own I think this is one very rare initiative where you are asking someone what you need

(R): Hmm

(I): otherwise all the development agenda whether it is a development of a road or a footpath or education, sanitation or health it is always driven by the people who wear good clothes

(R): Hmm

(I): or who have money

(R): Hmm

(I): or who think they are skilled or who think they can solve the problem because they know the problems so, people like us at end of the day

(R): Hmm

(I): who have studied well you know wear good clothes we decided the problem we decide the solutions

(R): Hmm

(I): fine but this initiative is that it's totally different

(R): Hmm

(I): people are deciding their problem people are working on it

(R): Hmm

(I): and we are just catalyst so, our role is to be honest in certain case is secondary role

(R): Hmm

(I): first it becomes primary when we motivate and we open up after that people perform an hour the role become very secondary

(R): Hmm

(I): so I think that's one of the one of the key part of the success of the the entire initiative because when the era of you know in a country where right now someone is distributing cycles someone is Scooty someone is laptop

(R): Hmm

(I): mixy maxy everyone is in the mode of distribution if you talk about the governments or the political parties and even various NGOs and corporates also

(R): Hmm

(I): in that era if an old cloth can trigger so much

(R): Hmm

(I): you need to understand that it's not old cloth it's not at all old cloth we might call it cloth for work

(R): Hmm

(I): but it's not old cloth it is that respect, the dignity it is a you know making them the stakeholder you know listening to them looking through you are looking to the problem through their lenses

(R): Hmm

(I): they when I say means people who are there, I think all those elements worked

(R): Okay

(I): abe am am am to be honest I am really amazed when these four ladies spoke I have the confidence personally anyone who will go to the stage talk

(R): Hmm

(I): that's our personal confidence, none of them is prepared to speak okay out of four only mentors spoke in Delhi for first time say last week

(R): Hmm

(I): that was first time in a live she actually took a mic in her hand and all all of the three ladies they have just held first time

(R): Hmm

(I): can you imagine so beautiful for people like us

(R): Ya

(I): you know there is nothing prepared there is no dialogue and I mean imagine the way every single question was handled

(R): Hmm

(I): matlab bade bade speaker nahi kar pate (Many seasoned public speaker can't do it!)

(R): (laughs)

(I): you know

(R): True in order to face a audience of this size

(I): (laughs) even they are responding

(R): ahh it did not look they are speaking for the first time at all true ahh what are the

(I): because they feel it na they experience this space

(R): Right ah what are the challenges for your organisation working with grass root level ahh you know ahh one social issues which are very different from urban social issues and people in terms of ah because you are actually depending on the ah social capital of the rural areas

(I): okay we want to work a lot in water and agriculture end of the day

(R): Okay

(I): okay these are much larger issues they are very well very big corrupt issues also corrupt by the entire banking sector while lot of governments, politicians

(R): Hmm

(I): the people who are ah you know selling all kind of fertiliser and all it is very distorted

(R): Right

(I): and even when they when they buy it okay ah when they make it they they prepare they grow it the entire marketing element is ahh is totally

(R): Hmm

(I): mad so, I think that's the big challenge for us to to learn that that how do we really create that ecosystem

(R): Hmm

(I): we certainly do not want to get into the entire agriculture space creating complete loop but we are just now thinking that how do we make sure the how our model

(R): Hmm

(I): somewhere make life about easy

(R): Hmm

(I): you know but we exactly know that I mean when we have agriculture as one of the biggest employer

(R): Hmm

(I): you know our sector

(R): Hmm

(I): why are we ignoring it am not able to understand

(R): Right

(I): vested interest of so many people

(R): Right

(I): but that's the only way to you known in this country

(R): Okay

(I): I mean when there is an original job with people I mean what kind of a skill training bloody you want to do at the end of the day I mean what do you want

(R): Ya

(I): I mean just take care of the people as their own land

(R): Right

(I): I mean so many countries that's what you know Neeraj also said that ah there is there is people the economy is in the country has taken so much care of the farmer community that in many many other countries the farmers are much richer than the Word(inaudible) in India it's absolutely same sathar sal me aise kaise pade aur bas ho gaya (70 years the status has remained the same, now its high time)

(R): So was it

(I): hame lagta hai ki (we think that) there is a huge eco system, which is against

(R): The agricultural sector

(I): the agriculture and rural issues because of the vested interest wo chahate the ki aise hi bane rahe (they want maintain this status quo)

(R): Hmm

(I): nikle naos dhandha unka aisa hi chal raha hai, micro credit ka chal raha hai banks ka chal araha hai (their personal interest is being served through this way, whether it is micro-credits, banks..) you know sabka dhanda unke gareeb rahane se hi chal raha hai (their interest is served by maintaining their poverty) word(inaudible) company special

(R): Hmm

(I): sabka dhanda isliye chal raha kyu ki woh gareeb hai financially (everybody's self interest is served because they are poor and by keeping them poor'

(R): Hmm

(I): dhukan kaise koyi bhand karega (why will they shut their business/corrupt business) customer hai to (they are like customer) they are doing client servicing actually they are servicing their client (laughs)

(R): Do you think... do you think that ah you know ah this this focus on agricultural what their in Goonj when it started the you know

(I): not at all we didn't even know we don't come from the villages we didn't know anything about the village the only exposure to village was that Utarakand thing

(R): Hmm

(I): we have just learned when we went deeper in the village that that this is this is the thing aj se das sal pahale mere hat mere aj se das sal pahale mujhe gussa atha tha (ten years back from now, I used to feel angry) I used to feel bad... ki gaon mein pakke makhan kyun hote hai (when I used to see brick houses in the villages) [Indian villages houses are made of mud and clay]

(R): Hmm

(I): meh apne idealism meh tha (I was in my idealistic phase of life)

(R): Hmm

(I): like tab gaon ko aisa kaisa rahana chahiye (thinking how can villages be like this) two thousand eight ka Bihar flood dekha (I witnessed the 2008, Bihar floods)

(R): Hmm

(I): then I realised that arre bhai pakke makkan tho chaiye (then I realised, that villages too need brick houses)

(R): Hmm

(I): I am only talking about you know the beauty of the village

(R): Hmm

(I): am not understanding ki issues kya hai (what are the issues) I think we have just learned... hamara koi (ours) background nahi he Dhoor dhoor tak (we do not have the deeper understanding of the issues)

(R): have we really learned

(I): what

(R): Have we really learned

(I): little bit

(R): Okay

(I): I think itna ham logone thoda bahut seek liya he ki apne zindagi me kuch productive kar payenge

(R): Hmm

(I): bas or baki yadhi aap zindagi bar learning mode par rahate he (I think through our experiences we have learned a little, which I think is good to do some productive work)

(R): Hmm

(I): aur dusri bat he ki aap apne ko review karthe rahate he hum har theen mahine baidthe he you will not believe core team of some thirty fourth fifty people jo bi different states samal raha he (and the second thing is to always be in a learning mode... every three months we do our review with our core team of thirty to forty people who are handling different states)

(R): Hmm

(I): abhi April hum baitenge hum ye jo ajas bhai ne kaha hai ki subha bhait jate he aur hum jaleebi samoose gulab jamoon sab vahi kate he baitke (now this April we will gather just like Ajjas bhai has said, we will meet with refreshments ...)

(R): (laughs)

(I): vahi sote he vahi rahate (we almost live there, we stay there , sleep there...) he all of us you know some fourth fifty of us and the first thing first half which we discuss is that what is working what shouldn't we do including the thought we discussed three months back

(R): Hmm

(I): there is a constant review

(R): Okay

(I): mala itna shayad koyi corporate bhi business organisation bhi swart analysis nahi karte jitna ham karte hai (the degree of SWAT analysis that we do for our organisation, I wonder if any corporate organisation would be doing the same)

(R): Hmm

(I): for everything har ek program bhi karte he har ek chees ki karte he aap samjo tho yadhi hum constantly review karte rahenge tho kuch na kuch seekenge (we review each and every program of ours and we are constantly doing this to improve and learn from this practice)

(R): Ahh do you think the corporate is very keen on invest you mentioned a little bit in your talk but how clean are they to invest in development programs in the rural areas?

(I): not much not much very very few of them

(R): Hmm

(I): very few of them

(R): So the csr funds would be coming in will be mostly invested in urban programs?

(I): ah matlab aap yadhi aap ko delkhiye pehla angle bahut sare logon ka visibility hai (if I show you most of their intentions are marketing and visibility of their brand)

(R): Hmm

(I): toh kaise hogta visibility gaon mein kaise milegi (how would that work for them, how would they get visibility in rural areas)

(R): Hmm

(I): jab mein Gurgaon ke **words(inaudible)** koyi giridi jata hai (will any company reach out to Gurgaon or giridi) (they would not even have heard of such names)

(R): Hmm

(I): naam bhi nahi suna hoga koyi ghatchiroli jayega (they would not even have heard of names of such places, will anyone go to ghatchiroli?)

(R): Hmm

(I): nahi tho kaise hoga problems tho vahape he na (how will they know of the problems there)

(R): Hmm

(I): tho aapko visibility chahiye hai toh aap pachas kilometres ke jyada ja hi nahi payegi (

(R): Can you tell me

(I): me fir vahi kahe raha hu ki aap apne skill ko kyun use kar rahe hai apke pas nahi hai wo skill

(R): Hmm

(I): karne dhijiye jo us kam ko jante you know das beez sal se is kam ko jiya he let them do it na

(R): Hmm

(I): aapko apne charso logo ka kahana chahiye rooz tho aap kudh baithe ho kya?

(R): Hmm

(I): your employees will go in the kitchen and cook

(R): Hmm

(I): no you hire an experienced caterer to take care! ya nahi?

(R): Right

(I): tho fir ye matlab ye social initiative kya apkо bachcho ka khel lagta hai?

(R): Hmm

(I): it needs a separate not only set of skills it also needs a different kind of heart

(R): Hmm

(I): we should be ready

(R): Hmm

(I): ki jab jake gobar mein kam kar sakte ho, shikyat nahi karoge , kyunki gober vaha ki reality hai

(R): Hmm

(I): tho vaha heart bhi tho chahiye

(R): Hmm

(I): jiske pas hai usko isme lagna chahiye, ye nahi bahuton ke paas hai, you need to be selective

(R): You you previously mentioned that ah csr is a distortion in the you know in the whole social enterprise ecosystem

(I): a part of it

(R): Can you explain a little bit

(I): matlab dekhiye anything which supports hard core charity simple chahiye vah ngo ka Paisa ho ya sarkar ka Paisa ho csr yedhi koi bhi aaisi chees hardcore charity ko support karega

(R): Hmm

(I): ya usko prosper karega toh aap entrepreneurship ko kaise develop karoge

(R): Hmm

(I): tho meh chahatha hu ki aap aise initiatives meh Paisa invest kare jo yeh boleki meh panch hazar anganvadi ke logo ke sath kaam karoonga aur panch hazar decentralised kitchen kam karengi bajaye ek centralised kitchen ke

(R): Hmm

(I): so that five thousand village women get thousand or two thousand rupees a month

(R): Hmm

(I): local subji is used voh ek apka entrepreneurship model hai na ?

(R): Hmm

(I): but agar aap ek ki jagah pe paise dalke chale jayenge

(R): Hmm

(I): too who fir wo kaise hogा

(R): Right

(I): same goes for education same goes for health and same goes for so many things toh anything which is supporting, promoting hard core charity whether it is csr money or government money, ngo money, anything

(R): Hmm

(I): individual money will not be able to support much of entrepreneurship simple yeh tho unko decide karna he

(R): Currently the government's role in ah creating a space for social entrepreneurs what is the role of the government so basically

(I): kar tho bahut sakthe hai mujhe nahi pata kya kar raha hai humara abhi tak koyi pala nahi pada hai

(R): Hmm

(I): mein shayad usme.. I am not the right person to comment on that and ah but anyone whether it is a government or non-government I think it's extremely important for these guys to understand the real hardcore issues first

(R): Hmm

(I): and again when you talk about social entrepreneurship mein chahunga ki entrepreneurs ko promote Kare jo rural India me kam kare

(R): Hmm

(I): tho aisa nahi he ki shaharon ka kachara saf karna zaroori nahi hai but uske liye municipalities bani hui hai... uske baad election hoti he subkuch ap unko empower kardo unko fund dedo jo karna he karlo

(R): Hmm

(I): but yedi ap yedi ap baki chahthe ho ki problems solve ho jo aise log he gaon mein pani pe kam karta he, gaon mein agriculture pe kaam karte hai, gaon mein toilets pe kam karta, yedhi aise koi entrepreneurship ke models hai

(R): Hmm

(I): kuch log karna cha rahe tho I think those are the models which needs much bigger support

(R): And do you think ah social impact investors ahh so continuing ah fact that as far as

(I): Do you think we will finish in five minutes?

(R): Five minutes done last question ahh we spoke about government now speaking of Impact investors ah what role can impact investors play in developing ah social entrepreneurship in rural areas which you were just spoke about

(I): they can play a certain big role because

(R): And what are they really playing

(I): but provided again I am saying they understand the issue and they do not impose their agenda I think in their businesses they have already done the agendas

(R): What do you think is their current agenda?

(I): dekhiye mujhe aisa nahi lagta hai ki kam nahi hua hai mujhe lagta he ki jitni batein ho rahi hai jitina kaha ja raha hai paisa he impact investment pe mujhe lagta hai we need to open up much more

(R): Okay

(I): also I think let's be desperate and let's let's decide we will never sit on the boards of the voluntary organisations

(R): Hmm

(I): so vaka yi Impact investment karna cha rahe to aap ye mat socho ki board me bait gaye uske baad aap advice kardenge usko kyunki jo cheez nahi aati wo nahi aati

(R): Hmm

(I): dekhiye yedhi voh aap ko aati hai to aap bina board mein baite kam kar sakte hai

(R): Hmm

(I): but us bande ki creativity ko uski innovations ko usko chalne dijiye

(R): Hmm

(I): yeh mat sochiyeki aapke corporate sector meh kahi bhi jaha se apne paisa banaya he jo processes zaroori the woh exactly vaha pe bhi kaam kar jainege woh bahut sare log soch chuke he but kuch kar nahi paya

(R): Hmm

(I): dekhiye because yadhi yadhi paisa vale desh ki problem solve kar sakte he tho unone kar dhi hoti

(R): Hmm

(I): I think yeh realisation ham sabkho ajana chahiye paise se problem solve nahi honge

(R): Hmm

(I): that people at the grass root operate okay let's not let's not try to advice on everything they have been learning some and doing some good great work jaha tweet kar sakte hai support kar sakte hai resources la sakte hai resources does not mean money better he ki vah le ayye

(R): Okay

(I): aur mujhe lagta he ki vo space shayad thodi si shrink hui he

(R): Okay

(I): vah jo aap I think it's very important ki gadhe ne pagal me koi sapna dekha he

(R): Hmm

(I): tho vah sapne ko bada home dho

(R): Hmm

(I): tho bahut kismatwala hai, meheneti insan he vo koi bhi ho jisko apko lagta he kip pagal hai usko word(inaudible) but apke aane se pehle bhi kar rahata aur acha vala kaam kar raha tha

(R): Hmm

(I): to jaise usne apke pas ake koi interfere nahi kara aap bhi mat kariye usko chalne dhijiye fine give suggestions

(R): Hmm

(I): don't impose

(R): Okay great thank you so much for your time. It was a wonderful interview and thank you for inviting me for today's event.

Research Participant: P2M

Date: March 2018

Location: Mumbai, Maharashtra, India

Interview Setting: Being a prominent and busy person, it was difficult to reach out to him. Fortunately, I got access to his hand phone number and tried reaching out. However, there was no response two days later I received a call from him when I explained my intentions for an interview from him. Since, he was out of town he agreed to do an interview that day he returns and asked me to meet at the airport where he would do the interview. Unfortunately, there was a delay in flight and he asked me wait at venue where he would pick me up and do the interview in the car while he was travelling. Thus, I met him at the suggested venue and we conducted the first 15 minutes of the interview in the car and the continued the remaining interview in his office. The interviewee was fluent in comprehending and speaking in English language. Before the interview began, the interviewee was presented with 'participant information sheet' and the 'consent form'. Once the participant signed the consent formed after understanding in what capacity the participant will engage in this research, the interview began.

The interview with P2M was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): can you tell me about what inspired you to start pratam?

(I): ahh this everybody wants ahh ask this question ahh actually the story is that unicef came up with a idea of ah setting up what they called societal mission which brought government missions and civil society together

(R): Hmm

(I): to understand own the problems of education primary education and solve them in the city of Mumbai it was their idea and there were many discussions going on they went on for a couple of years and I was on the periphery of that discussion

(R): Hmm

(I): and I heard some of the discussions and I said it can be done but not the way they were going about there were obvious problems as to how this was being done and so after about two year or so they ultimately decided that they would hand over the responsibility of building this into a model to me and my colleague Fareeda Lambe who was college of social work

(R): Hmm

(I): so its ahh but I was working in in slums of Mumbai I had started working at adult literacy long ago oh well long before at least six years before we setup pratam and now subsequent that is an organisation called koro which you may have I don't know whether you have heard of it or not

(R): Hmm

(I): that's one that you may want to also meet up with

(R): okay

(I): so that was a different story altogether so the question may be why was a not not why was I inspired to start pratam but why in the first place got into this whole social development sector ahh I was a I am a trained chemist got a PhD from Ohio state came back to India to become a teacher and a researcher

(R): Hmm

(I): and ahh then ahh something happened I was ahh in in involved in a strike I mean a nationwide strike of college teachers

(R): Hmm

(I): at that time I wrote a letter to Rajeev Ghandi about my opinions about the strike was doing etc etc and how to deal with it in that I said that we are all ahh we are on strike the students are doing nothing but nobody is taking about education and something needs to be done etc etc so he apparently put his notings on the letter and send it to the secretary of education who invited me to meet him saying who the heck is this guy

(R): Hmm

(I): and that's how I sort of got into it because he said then you talk about all these things how come you are doing nothing about it

(R): Hmm

(I): so he said why don't you work with us the government help us help the Mumbai university do something about adult illiteracy

(R): Hmm

(I): and until then I had not done anything

(R): Hmm

(I): but what the national literacy mission was then saying was quite inspiring that India should become a literate and educated nation ahh and people like me should be contributing

(R): Hmm

(I): ahh and furthermore it insert that it is not like government can make people literate people have to make themselves literate that was the message and that's why they were willing to encourage ahh organisations from below

(R): okay

(I): and I liked that I have a background if you go further behind then I was born into the family of trade unionists and communists so I had seen all that happen ahh while I was growing up I myself participated in those activities is this idea that people should make themselves literate through movement appealed to me

(R): Hmm

(I): and that's how I got into the ahh adult literacy program in the first place and then when unicef started talking about societal mission involving all the people different segments of the society that appealed to me and I thought it could be done

(R): Hmm

(I): that's how it all started

(R): okay I think ahh your organisation was one which kind of also used a lot of government support and also in terms of played a very important role in advocacy in in changing policy or modifying education policies ah what do you ahh do you think that that is something the trend that the development to the sector still ngos are into or there is kind of a shift in the way they operate?

(I): actually I don't know how effective we have been

(R): Hmm

(I): but ahh I think in the ahh days where pratam was born ahh and actually before that like I said national literacy days and all that a lot of voluntary workers activists were involved in the work for literacy

(R): Hmm

(I): and they were trying to work with government to change policies and any things where being talked about and all that unfortunately post ninety one the whole thing just dropped

(R): Hmm

(I): the economic crisis the political crisis Rajeev Ghandi being ahh assassinated many things changed

(R): Hmm

(I): politically everything was unstable for almost a decade or no ah when we started working by that time ninety four ninety five ahh so while activist felt that there should be influencing the government

(R): Hmm

(I): generally ngos were not in very much favour of working with the governments

(R): Hmm

(I): and trend trend was towards doing small and beautiful not having big impact so everybody thought I will do my thing then if my model is good then the government will take care it's their business I am not responsible for it I mean that was a general trend

(R): okay

(I): so we started because of the very like I said the core philosophy of this was that government business and civil society should be brought together that was the idea it was not about volunt.. it was mutually influencing if you will

(R): Hmm

(I): not thinking that only the civil society people have idea governments also have ideas they could be also telling civil society something to do and that has to be acknowledged so ahh we started working in that fashion and hence we were close to the or working with the government in many

cases (sneezes) excuse me! we were working with the government in many ways so there was friction it was not always good collaboration

(R): Hmm

(I): so and actually gradually then hmm more and more people started talking about working with government to achieve scale

(R): Hmm

(I): okay ahh and I think we sort of paved the way in doing that

(R): Hmm

(I): so now more and more this is like a model not pratam per say if you start ah ah ah an ngo or whatever you call it then just working for yourself is not good if you want to achieve scale and which you should everybody talks about scaling these days

(R): Hmm

(I): then you must work with the government ahh which means that you will also influence the government only work with the government means you give solutions we tell them what must change the pattern of advocacy is different how advocacy to be ahh carried out is ahh different matter altogether so hmm so what is the model for advocacy one model is go and talk

(R): Hmm

(I): and tell government officers facts and figure and you know philosophies and all that

(R): Hmm

(I): the other model of advocacy is work with them on the ground and say this is going to change that is going to change two different ways of doing it

(R): Hmm

(I): engaging with the government not only giving lectures ahh but now you see so all three are operational now now you can see that the there are many consulting agencies also working so it's not as activist and ngos are doing it

(R): Hmm

(I): consulting agencies are working with governments giving them solutions which they have picked up from the ngo sector so voh bi chaltha he so everybody is now actually now governments are actually look like ahh looking for solutions and they know that they need to look outwards for solutions

(R): Hmm

(I): that the earlier a lot of people in the government used to think they are the cat whiskers and they know everything

(R): Hmm

(I): ah now may be some people are willing to open up and say we need ahh help we need help and they are not necessarily looking at activity help okay they are looking for consultants like I said

(R): okay okay since you mentioned about impact and for pratam in a reaching scale an impact were too many important thing which is related to funds so what was the kind of funds you know pratam started off with and how it grew with time because scale can comes through a lot of investments and funds that get into the organisation?

(I): so in the very early days getting money was difficult

(R): Hmm

(I): because like I said a lot of first of all the assumptions was that the corporates will give money but in ninety four Indian corporates where not like today

(R): Hmm

(I): their profits their money available to them so there were these old money organisations like the tata's and Birla's godrej's who has already started their own can we stop and then start again

(R): ya

(R): so we were talking about funds and the initial ways the crunch

(I): ya so initially as I was saying in in businesses in India new money was not there yet

(R): Hmm

(I): the Infosys was just around starting up in a sense ahh old money was there but that was a their charity was all fixed

(R): Hmm

(I): tata trust were already there into things that they were doing godrej was committed to world wild life fund and their ranchant school

(R): Hmm

(I): so they were all set and new efforts like this they were not many taken what are you talking about working with the government and finding solutions to the city problem people did not have a sense of what we were talking about

(R): Hmm

(I): hmm so very early days I had to take a bet with a ahh ahh gentleman so there

(R): Hmm

(I): Mr H T Parek ahh if you know Deepak Parek of HDFC

(R): okay

(I): then his uncle and he was a visionary in finance ahh finance person so h t parek had set up Bombay ka community public charitable trust then the idea was to fund ahh services ahh developmental work in in Mumbai

(R): okay

(I): and it was dedicated to Bombay hmm but they are not funded anything major so do you wanna have tea **words(inaudible)** so ahh I told him that I wanted to setup preschool centres balwadis and our estimate was three hand a half thousand centres

(R): Hmm

(I): and I said I need money from you to show to start two hundred centres all I need is four lakh rupees in those days four lakh rupees was not all that great but it was not a small sum either

(R): Hmm

(I): and he said you are mad when people spend lifetime setting up twenty five balwadis and you are tell me you want to set up three and a half I said okay hundred keliye paisa dho and if that I can demonstrate to you that works then you give me the rest he said fine

(R): Hmm

(I): and that's how it started once we had the team on the ground ahh then there was talk about what we were doing yes then it can actually happen on a fairly large scale ahh the most important thing that happened at that time Mr Varul he was the chairman of icici

(R): Hmm

(I): it was not icici bank yet icici was industrial credit and Investment Corporation of India its centre part the government of idbi

(R): okay

(I): okay so ah hic.. so he was the chairman of icici and icici had given encouragement credit to a lot of businesses to grow from from below

(R): Hmm

(I): Mr Varul was also known as a visionary I think he sensed what we were doing was the right thing to do at this juncture in India

(R): Hmm

(I): ahh because he had a sense of where the economy growth was going to go

(R): Hmm

(I): and so he agreed and he joined the board and he became the chairman of **Pratham** what that did was because he believed in what we were doing he started talking about what we were doing to other younger captains of industry

(R): Hmm

(I): including kumar birla, mukesh ambhani, piramal ,azheem premji not all younger but still so all these people heard from varul what pratam was doing and how it is exciting to do things on a large scale and it was not about doing things for hundred children we were talking about millions eventually and that ahh first in Mumbai we started getting ah funds from corporate sector there was a meeting that varul called and some twenty one corporate chairman or their representatives were present

(R): Hmm

(I): and he said we are putting in money icici has entered into an agreement with pratam not really an agreement but understanding that icici will under right pratam

(R): Hmm

(I): so if their budget today is sixty lakh rupees then we are doing too under right it now I want you to put money so that we don't have to spend sixty lakhs so you come up with x amount of money so almost twenty one companies actually contributed two lakh five lakh six lakh something like that and took up sub portions of the work

(R): Hmm

(I): and a new way of ahh doing things was born

(R): Hmm

(I): ahh you know earlier you have to go use the application and proposal to the personal department that's what we do now wit csr

(R): Hmm

(I): again they are back to that kind of functioning where the csr committee people is csr head has to think this is correct or not that csr person has to go and talk to the board and the board committee and the board committee will decide what they want to do and so on

(R): Hmm

(I): the way we ahh we started out I was Mr varul and I would talk to mainly him and I would go afterwards talk to the chairman directly

(R): Hmm

(I): and the chairman would say okay I will give ten lakh rupees end of story and then we write the proposals to what we do with that that is completely different from how things were being done at that time and how things are now done where you have to go to the csr person some of them are ahh well informed and know what they are doing others are not

(R): Hmm

(I): or even csr committee that trying to find out what to do and so on that's how it's started and and the nature of pratam from the beginning was some kind of a movement

(R): Hmm

(I): ahhh it was not a corporate structure so people got involved and that's how Mr varul got involved he involved other people including the business people

(R): Hmm

(I): so ahh its strange to think but all these people got involved in some sort of a movement later on you will find that azeem premji setup his own ahh foundation education ajay piramal is foundation education of course other thing also but large scale education **words(inaudible)** setup akshara foundation that was education so there were lot of sort of ahhh what did you call hmm spin offs from pratam other people started they may not be pratam but all ahh thinking and working on education and lot of people did that so it's not that it happened only because of pratam but it was initially all these things we started doing of course everybody else started doing their own thing afterwards

(R): Hmm

(I): that's okay so we raised money in this fashion and then over a period and then somebody started a pratam usa in the united states entirely by themselves we had nothing to do I mean we said okay that's great but they started raising money entirely voluntarily pratam uk ahh

(R): they have similar model?

(I): sorry

(R): do they have the similar model pratam has in India like they do they have any form of

(I): they raised money they don't do anything in they teach children uk they raise money for the work in India

(R): okay

(I): and the man who set it up is now deputy governor of rbi so he was then professor at London business school Virel acharya just finished his PhD from ahh Stern school of business 7:32

(R): okay

(I): where he had set up pratam in New York and then he came to London he set up pratam uk and then other people so money raising became not my problem but problem of various other people who were inspired and found that this was the right thing to do and that continues to this day

(R): okay

(I): a lot of people are raising money in the us and uk we provide basic material and they hold events they go and talk to corporates so and so we also do from India ahh corporate that is the that is the motive

(R): so how was the money raising model changed over the period of time ah when others are doing it because there have been now ahh you know there are lot of other things which **word(inaudible)** csr where the nature is changing but there are now impact investors and others so there is more competition there are different forms of organisations which are competing for similar funds how has has that changed ahh

(I): hmm no actually fund raising model we don't have these kind of event based fund raising in india

(R): Hmm

(I): we are not in favour of the impact investment ahh model either I mean we were initially asked by this swift people in ubs people if we wanted to be a part of it we thought about it and then didn't quite like that time so we said no to that

(R): Hmm

(I): and subsequently we have not gone into it so our model currently is events based in us uk and so on ahh we work with foundations a lot ahh although it looks like foundation money is drying up these day or has gone down post two thousand eight ahh but it may come up but high network individual money seems to be growing

(R): Hmm

(I): so ahh how to approach high network individuals is is a a thing to look at and ahh then in India the csr money has raise so they are dealing with csr annual but the main thing that we have is we have demonstration models on the ground which anybody can see

(R): Hmm

(I): on a large scale and you can say that okay with your money this is what we can do and and I think pretty much everybody else is doing that so the fund raising model is going to be common to more or less everybody

(R): okay

(I): the question is what is the solution you are offerering what is it that the different governors would like to do

(R): okay

(I): this ah because the field is getting so crowded it is a little difficult so unless you have something unique that you are doing ahh or or something that is so solid that so for example ahh what is that food wala model what do they called ahh akshayapatra

(R): akshayapatra

(I): so akshayapatra has done something but what akshayapatra does was being done by others also and some people stayed with it some left so that model is very clear

(R): Hmm

(I): highly efficient good clean food model that is a big league to people so that people will go for that and that is also people talk about it as if like tis some education model we have ah ah problem with that ahh ki ye education ka model he kin ahi but anyway so everybody has a has a model and there are har model me chahne vale logh hote he

(R): Hmm

(I): so some people like this some people like that

(R): where do you find the drawbacks of impact investing in ahh or do you see there are any dot products for particularly your organisation **words(inaudible)**

(I): no no no impact investing I don't know that they were trying to do where it went wrong where it didn't work with us all the assessment side

(R): Hmm so you have tried ahh with some form of impact impact investing at a point of time

(I): sorry

(R): did you try with impact investing model?

(I): no no we were aksed to come up with so we wherther we would be interested in the impact investing model

(R): Hmm

(I): and when where asked we started looking into it and the discussions went reasonably good reasonable distance but ahh in that so in that ahh ahh the issue was something about how ahh how ahh assessment was going to be done at that point

(R): okay

(I): and we were saying that what we are doing is very clearly directed thirty forty day intervention which results into something and look at the impact of that and don't go into the whole educational model and I think the organisations and know about to look at impact on entire education whether they know science and they will know English we said but that's not our model and so it just fell apart so we didn't go further with it

(R): okay

(I): then we were asked to become evaluators for the entire investment program for hmm what was it educate girls

(R): okay

(I): in Rajasthan

(R): okay

(I): and I don't think there were sufficient under and trust between the two

(R): okay

(I): so we said it's better that we don't get into this because we were also implementers like them they said that they were benefitting from our model and all that so so it's better that we don't get into it so we stepped down

(R): okay

(I): but ever since then we haven't really gone with it because we don't see the meaning of it what does it mean

(R): Hmm

(I): somebody invest on behalf of somebody else and then if it works then you you this middle person gets money he gets reward we don't see why that is necessary but anyway

(R): so what what would be the transformation in pratams model since the time of its inception in terms of what transition has it gone through?

(I): so we initially I just said we addressed only the problem of preschool education and then over a period of time everal things change one is up to ninety eight two thousand nearly we were only upto two twelve ahh up to ninety eight we were only ahh Mumbai based

(R): Hmm

(I): post ninety eight about two thousand two we we went through a sort of spontaneous replication in many cities but still urban post two thousand two we started becoming more more rural

(R): Hmm

(I): and urban went down partly also because of this super competition

(R): Hmm

(I): lot of people started coming up

(R): in urban cities

(I): ngos social entrepreneurs foundations and everybody was basically saying the same thing but some were I am better than the other person so we decided to withdraw in many cases it was that it's the meat group

(R): Hmm

(I): say that we are better than everybody else or sitting around a table with a government officer say I am better than so and so

(R): Hmm

(I): it's not useful but more is that we started seeing the ahh rural model is a cleaner model work

(R): okay

(I): urban was much cluttered

(R): so do you think that the impact was higher when you were operating in rural and ahh in terms of you internal impact assessment

(I): it was cleaner

(R): okay

(I): no I mean we haven't actually tested the kind of so a first of all this geographical change what and the other one is the kind of programs that we were having

(R): Hmm

(I): from preschool we went to primary schools from running these two centres we went to taking volunteers in to the school and it called bala sakhi program

(R): Hmm

(I): for remedial education children who could not read even after three four five years or at no knowledge of alphabets and numbers they were really helped

(R): Hmm

(I): that actually grew into what we are doing today the read India program and all that with volunteers not necessarily volunteers going in but not inside necessarily the school but could be the communities also

(R): Hmm

(I): out of that came the assessment tool which was a necessity for us to be able to test children quickly and show the parents and the community that large no of children in spite of going to school could not read and there has to be something be done about it

(R): Hmm

(I): that created a testing tool which was combined with some developments and government when the the upa government came in in two thousand four they were talking about the prime minister was talking about the emphasising the outcomes or what outlays

(R): Hmm

(I): tho we said then in that case we must show the country how your two percent cess is impacting ahh ahh the education scenario and I used I was the then the national ahh.. National advisory council so at that time I had some discussions with nondegul wadia ahh the prime minister... Sonia Ghandi the turned out that the government could not do this we were asking them to come of the **annual** report

(R): Hmm

(I): but that was going to be difficult so we decided to do it ourselves and so azar came out so so the program started changing two thing because of our know how changed and the situation changed we came up with different programs all together

(R): okay

(I): then two thousand six onwards those onwards there was much more talk about vocational skills and a lot of our support from the us especially felt that education primary is fine but really what are we doing about giving jobs to the people

(R): Hmm

(I): and I kept resisting that for a long time

(R): Hmm

(I): **words(inaudible)** completely different planet we don't know how to do all that doesn't don't know must do something

(R): Hmm

(I): and hmm ahh we also were working with volunteers young volunteer so in in our slum communities in the urban areas or in rural communities young people were helping we could see that they have problems of employment and skills and people are not doing anything for them

(R): Hmm

(I): so we started one interesting program called education for education

(R): okay

(I): If we have large no of volunteers we can't employ them

(R): Hmm

(I): paying them becomes a huge burden and then sustainability

(R): Hmm

(I): once you start paying somebody that person wants to become employed fully

(R): Hmm

(I): you cannot have thirteen thousand people being employed with you

(R): Hmm

(I): so we said okay if you are willing to teach children in your community free of cost then we will teach you free of cost something else

(R): okay

(I): so we will give you digital literacy at no cost and that program became popular very soon so there was something like this cooking so as an extension of that we got into vocational training because we had to understand what all these were going to be

(R): Hmm

(I): and then we became a completely different wing

(R): Hmm

(I): nineteen ninety seven we had started bridge classes to mainstream out of school children into the school

(R): Hmm

(I): then we started finding out that the problem of bringing children to school was not that big numerically but it was difficult to get children to school it was a severe problem they could not come to school there were problems the street children they would run away lot of them being abused

(R): Hmm

(I): and for that you have to do something very special so Fareeda Lambe and others started working on the vulnerable children out of that came our pratham council for vulnerable children

(R): Hmm

(I): which worked in Mumbai big time big intervention in zari industry and today we see that zari industry is almost child labour free

(R): Hmm

(I): where it is child labour free and that became a big model of how to work with child labour and then started working with government child line and so on

(R): Hmm

(I): to develop different state level models ah for vulnerable children child labour and so all these models started emerging from what we were doing and they have been growing and each one almost independently so what we are doing in vulnerable children front has nothing to do with what we are doing with vocational training and then teams are different they are verticals in the sense

(R): Hmm

(I): now we are trying to see if we can you know bring them together can we can we create a model in which all are knowhow can be integrated

(R): okay

(I): **easier said than done** but that's what they are thinking this technology in nineteen ninety eight first time icici donated some hundred and fourteen fifteen computers to us

(R): Hmm

(I): and we put all those computers in municipal schools in Mumbai which meant that we had to develop software we have to learn to maintain hardware out of that came pratham info tech foundation

(R): Hmm

(I): so we have a background of technology using that in learning in schools and so on but it turned out we thought it would be very costly so we didn't take it as a co mainstream model

(R): Hmm

(I): but it was it was growing it was there somewhere

(R): okay

(I): recently now two three years ago since I stepped down as ceo I started looking at how technology can be applied

(R): Hmm

(I): possibly

(R): Hmm

(I): and there is an experiment that is ongoing but It would probably get into mainstream quickly

(R): okay so

(I): so all our programs the story is that all our programs grow out of something that is already happening

(R): right and then this of either grow or not do you think this whole program of integrating well integrating is a interesting thing to do like to concentrate that ways the vertical that is out reading ahh but ah is it a conscious internal organisational decision to integrate their various programs or is it where the funders the current funders are kind of looking at more integrated model ahh which pratam should come up with?

(I): I think we have to decide whether we want it or not in fact the funders going with the funders looking for different funders often led to this to the segregation of all these programs and separation

(R): okay

(I): into silos founders came and said we want to we want to only promote English learning today English learning program grew

(R): Hmm

(I): founders said we want to support science like Agastya foundation

(R): Hmm

(I): and then we have a science team that started growing

(R): Hmm

(I): but now it's like in pieces everywhere and that's not making any sense

(R): Hmm

(I): so while donors want all these we should be able to now say okay donors can take up piece of science learning within our program but our program should be integrated

(R): okay

(I): but it took us some time to come to that point we are reaching that point now

(R): Hmm what is what is the status of advocacy at this point of time the organisation is currently into?

(I): actually if you see any of our proposals the word advocacy doesn't appear in it

(R): okay

(I): so we are not doing something

(R): Hmm

(I): independently as a advocacy hmm I don't know what that would mean

(R): Hmm

(I): but like I said in our read India campaign we worked with governments and we talk about what need to be done and how it is to be done and how the training model has to be changed

(R): Hmm

(I): and for us and then if that changes what the how the way government is behave doing then there is advocacy

(R): Hmm

(I): Assar **words(inaudible)** research report

(R): Hmm

(I): there is all advocacy but then the difference is they are not **word(inaudible)** everybody what the solution is

(R): Hmm

(I): we have decided that there could be many solutions in different people can come up with different solutions but we have to say there is a problem and we are going to keep on measure it

(R): okay

(I): so as we look at learning outcomes in the early days the problem was that hmm governments were not willing to serious acknowledge reading was critical and important and something that learning outcomes have to be addressed

(R): Hmm

(I): these were very important everybody was talking about this is why I said that prime minister manmohan singh **and Chitambaram** were both talking about outcomes and that's why the government started coming up with super outcome budgets but there was nothing in that

(R): Hmm

(I): nobody knew what the heck was going to be meaning if you spend an x amount of money on health what should the outcomes that you should get that equation nobody has actually come up with so if you say that I am gonna spend ahh ten thousand crores on education something what outcome are you looking for

(R): Hmm

(I): people say ahh government school banaya teacher lagaya we said no learning outcome is the outcome that we all stress and government was not willing and ten thousand twelve ahh two thousand twelve planning commission for the first time started talking about learning outcomes

(R): Hmm

(I): and now if you see all governments including union governments is talking about learning outcomes so it's firmly established

(R): Hmm

(I): and I think we started it all without calling it advocacy

(R): okay

(I): we did not ask money for advocacy from foundations or anybody

(R): do you think this ahh ahh the ambiguity in terms of creating this learning outcome or the impact which there was an ambiguity from the government in creating that what should be the outcome of this ahh of certain amount of investment kind of ahh ahh added to the factor that the development the ngo sector has been inefficient in the past?

(I): I didn't understand

(R): ah I mean to say that ngo sector in India has has long been ahh you know termed as at times not creating design impact or has not been efficient to deliver as much as result as expected ah considering

(I): do you even measure it

(R): so yes

(I): and so

(R): do you think these ambiguity in policies of what is the outcome what should be the outcome the defined outcome things that caused what ngos are known as that being inefficient being not delivering results as

(I): why why saying ngos the whole world was like that and still is the ahh the general thinking was what is education start a school

(R): Hmm

(I): setup curriculum print textbooks give textbooks free for that in Africa they started doing ten years or twelve years ago and then children will come **words(inaudible)** appoint teacher and education will happen

(R): Hmm

(I): **pedagogy**, teacher training and all that then everything due to all these then education will happen

(R): Hmm hmm

(I): that's how the schools in the us also were operating or uk for that matter many years and nobody said where is the outcome nobody knew how bad the outcome was

(R): Hmm

(I): when we started we say that we put hmm quantity into the quality problem

(R): Hmm

(I): the fifty percent children will come to std five and not know how to read

(R): Hmm

(I): word(inaudible) which means one you are saying is fifty percent of your money is down the drain

(R): right

(I): at least or you can argue no no no they are learning all the other things and this would some five percent or ten percent but nobody comes out and says that

(R): Hmm

(I): because that is how the debate started

(R): Hmm

(I): is this the only desired outcome we said no its not but this is an indicator of what else is missing

(R): Hmm

(I): and why things are not happening

(R): Hmm

(I): okay so ngos nobody was measuring nobody used to measuring in the development sector this whole idea that thing should be measured was not not there its more recent and slowly because otherwise it was all considered charity

(R): Hmm

(I): gave money feed the people school me jane keliye pasia dhedo build a school looking at all the social sector has has investment and development is something that started changing I suspect the nineties sometime

(R): okay

(I): its accidental that we got it also we didn't learn from anybody looks like there was a general movement I don't know how I got it may be there was actually unicef had a slogan

(R): Hmm

(I): it said primary education is the best investment the country can make

(R): okay

(I): okay but they were not measuring the investment they were not but there was talk for example now that it has changed then if you for every year for primary education like whatever in the population where the population is two years or three years schooling four year schooling with every year increase your GDP growth

(R): Hmm

(I): Asian development bank was said to have come for this study ahh world bank something

(R): Hmm

(I): so with that apparently now professor hamishake has come up with another book which says that lets not and I think later on it was this is not strictly too hamishake is now equating growth and GDP on economies at any rate with the assessment scored of children

(R): Hmm

(I): with pisa or so

(R): okay

(I): whichever but that is only recent it was not there before

(R): Hmm

(I): and because it was largely charity model people used to say ahh ab tho hogya these results education investment you do today you get results ten years later what do you mean by measurement

(R): Hmm

(I): in India also this more modern industry and business is ten twenty years old now and the language of that industry and business of measurement and all that

(R): Hmm

(I): was resisted by ngos

(R): do you think this narrative is getting transformed with social entrepreneurship and which brings in a ahh business aspect or to the non-profit it like a hybrid is kind of creating a new narrative of efficiency and ahh impact?

(I): that is something that is happening today but I suspect that is going to another extreme

(R): can you just elaborate on that?

(I): so then everything has to be measured everything has to be you know then what happens is you are looking only at that point so for example now ah I am asking **so for example** when I started digital intervention people said so what are you gonna do what outcome are you measuring I said nothing

(R): Hmm

(I): how can then you have always said that you must measure the outcome that's why I don't know what outcomes are supposed to be

(R): Hmm

(I): and if I say that the technology that I am using should lead to better understanding of science English and so on

(R): Hmm

(I): then I don't want to do that I want to see what happens when the technology goes into the children's hand and luckily because of whatever my standing stature and so on donor said okay that's fine

(R): Hmm

(I): and so now actually because we are free to do that we are trying to observe what what actually happens and I keep talking now increasingly about the unintended consequences of technology

(R): Hmm

(I): so suddenly children are thinking children are thinking of doing something that is completely different which you did not expect to happen

(R): Hmm

(I): so when I started the the technology initiative we gave tablets today we have given sixteen sixteen thousand tablets across the country which the children are handling

(R): Hmm

(I): and multiply that sixteen thousand to ten to twenty or whatever that no of children are handling the tablets themselves so we had given them games to play videos to watch right

(R): Hmm

(I):but we completely forgot there is a damn camera in there and these boys and girls are making videos

(R): Hmm

(I): taking pictures so the sense of some of them have are doing very good photographs we trained some kids to edit videos not some about thousand villages kids are trained in how to shoot and edit videos on their own tablet

(R): Hmm

(I): and now instead of giving them a lesson called a parts of a tree or plant whatever we are telling them thu apne gaav me kaunse gaav kaunse pedh paudhe he batao uska video banake humko dekhao

(R): Hmm

(I): and suddenly a thousand videos are ready I don't know good bad ugly but the experience of thinking ki mujhe video banana he is engaging with the technology on a completely different plane so which is ahh in that we find that kids who are not interested in the study and all that actually want to jump in and do that

(R): Hmm

(I): so is the technology to teach science which it will but in a roundabout way or am I supposed to no no no tell me newton's first law and second law first

(R): Hmm

(I): what am I gonna do so I think measuring comes when you know what to measure and why to measure to keep on measuring the same thing that is not necessarily gonna lead to ahh progress

(R): Hmm okay

(I): so measurement is required but everything to the last point to measurement and all that like they say everything in excess is not good sometime measurement goes excess not necessary

(R): okay

(I): but you can't ahh the measurement measurement is required

(R): Hmm there are several awards which pratam has won in ahh which are purely social entrepreneurship awards and from business schools and ahh who have **word(inaudible)** social entrepreneurs so ahh lets for instance Skoll foundation and ahh so where how does pratam identify itself as an organisation where do you does it see itself in the social economy?

(I): well that the funny part we are all these organizations have given us awards and I don't think we applied for any of these and those are different awards all together each award is different the first award was gravis prize for leadership

(R): Hmm

(I): its its and award for leadership fine second award was skoll for social entrepreneurship good so they thought we were entrepreneurs gravis thought we were leaders ahh third award was vice prize

(R): Hmm

(I): which came for I don't remember for what ahh the award came into me ahh it is a award given to me ahh not whole as a organisation but for doing innovative work and all that

(R): Hmm

(I): they didn't say social enterprise the fourth award that came was bbba award frontiers of knowledge so people look at us differently we are doing exactly the same thing

(R): Hmm

(I): and people find merit in this or that or that together and they decide that we should be given award I was shocked when I was given the medal of honour of the Columbia teachers college

(R): Hmm

(I): we have not done anything in teacher training but they recognised whatever we were doing as a contribution to the too education and the profession of teaching that's fine who am I to say no but so ahh how do we see we see ourselves as street fighters you know we are not very sophisticated if you see we don't have unfortunately very few of us write and nobody writes except for Rukmini ahh nobody seriously writes

(R): Hmm

(I): they are not writers in English and so all the way doing so many things there no that much literature about what we do

(R): Hmm

(I): unfortunately but the research that we have done other organisations like jaypal and all others is out there so pratham's work ahh is out there in some form research and all that

(R): Hmm

(I): ahh we will I don't know how I don't know how to answer that question whether we are social entrepreneurs these are labels

(R): Hmm

(I): I don't know ahh whether I didn't start out to become social entrepreneur I didn't even know in fact I remember ashok adwani business India business today tea? What is your mother tongue?

(R): Bengali I can understand Marathi

(I): kasthuri is a very Bengali name I remember a friend kasthuri how that kasthuri what?

(R): bose

(I): bose so ahh what was I saying

(R): ahh how do ahh the organisation identifies you really don't know you were saying

(I): ahh so so it's not this or that

(R): Hmm

(I): ahh I was saying something so ashok advani very early days when we didn't have any money ashok adwani somebody took me to ashok adwani be a social **word(inaudible)** he was working for ashoka at that time

(R): Hmm

(I): and he said if you apply ahh some he said I will give you some twenty thousand rupees I said I don't need that kind of money I need large money so I refused to go with that and that's the first time that I heard the word social entrepreneur I said what is this

(R): Hmm

(I): I didn't care for that

(R): Hmm

(I): so again we don't look at ourselves as such but the spirit in pratham if you meet different people in pratham will see who's who is doing what who are these people who are our state head of Madhya Pradesh

(R): Hmm

(I): he was a guy who is actually from shekhavat rajasthan he came to Mumbai because he wanted to become a script writer in Bollywood

(R): okay

(I): because he was unemployed living in a slum then he saw that something was going on with children then said teek he me bhi bacho ko padaunga mujhe bi time milta he and people figured out he figured out that he was very good at what he was doing and the they got picked up to become a community level trainer then he became a regional trainer and dhekhte dhekhte ahh he was asked ki Madhya Pradesh me kham arna he team lekhe jana he jao ha **words(inaudible)** Madhya Pradesh bi chalenge bhopal meh yeb sba kiya program kiya nad he became a leader

(R): Hmm

(I): and now he is leading state partnership with Madhya Pradesh government he deals with however minister or secretary or we don't go there anymore

(R): Hmm

(I): kabhi zaroorat padte he tho kehetha ki a jao but otherwise he handles it all

(R): Hmm

(I): vaha pe jo logh gaye the vaha se Gaurav sharma nam ka a young man who was a junior too he was he was I don't know what he was doing voh masti karne ke liye bhopall meh gaya tha for some reason and he got caught in this ahh work that was going on tho jake **word(inaudible)** karke dekhte he and he got so involved that he then the time came ki we were asked ki Chhattisgarh me ahh yeh naxal areas meh kam karna he

(R): Hmm

(I): karne ko jayenge in logh tho Gaurav said ha meh jau and thiry four people including him went and actually set themselves up in the **salvajodal** camps with ahh you ahh paramilitary forces surrounding everybody

(R): Hmm

(I): aane jane ke liye permission lagthi thi and they ran three camps and then he automatically actually took charge of the Chhattisgarh work which is ahh happening brilliantly now

(R): Hmm

(I): he is not come from any educational background yeh soch ken ahi aya tha ki social entrepreneur banana he

(R): hmm

(I): parveen sayed was she lived in a slum in wadala she was already married one child and eighteen years old husband was unemployed

(R): okay

(I): and ahh she ahhh ahh she needed some money also when she was told hundred rupees milega and then you can collect fees to run the play school centres she said I wll do it her parents family said okay teek he basti me he tho teek he

(R): Hmm

(I): the we realised that he was she was very good whoever our group leader there said parveen is very good so our leader usha rane went her house and said isko hum promote karna chahate he that means she will have to travel but she will get two thousand rupees

(R): Hmm

(I): two thousand rupees was a large sum of money for them and so parveen became a regional leader ward leader then she became started figuring out how to teach urdu karte karte she got a PhD from Patna university in how to teach urdu

(R): Hmm

(I): and now she is our national resource person who goes to Pakistan to train Pakistanis how to teach Urdu

(R): Hmm

(I): is she a social entrepreneur ahh she is a firey person okay murzat mallik grew up in kurla abused of all kinds ahh abhi of all kinds voh karte karte she is leading the entire state of up

(R): Hmm

(I): okay completely daredevil kahi bi jao up me kahi bi jake bashan dene ko Muslim Muslim ka chakkar nahi that usko

(R): Hmm

(I): leader full-fledged and not graduate

(R): Hmm

(I): lekin everybody listens to her what what is that and she is our state leader remind you okay educated hmm diploma degree kuch nahi tha and we don't look for that that is the other part

(R): Hmm

(I): we are looking for that fire and the belly and the leadership quality of that person and then they can gather many people

(R): so what do you think this when we had such a well fine and strong ngos sector in india why do you think social enterprise as a as a

(I): money paisa corporate culture everybody thinks educated logh hote he acha sab ka bala kar saktha he and I am completely against that

(R): Hmm so you think social enterprise sector is only filled with educated and ahh

(I): I mean that's how so it like you know teach for India going out and saying highly educated people from you know big colleges we are recruiting them because then you can do good give back to the society yeh language sara foreign language he

(R): Hmm

(I): you know that where I told you my first what affected me was people can take themselves literate but you must rise and I believe in that the resources have to be created from this side

(R): so regardless of the

(I): Mumbai se jake vaha koi sikhayega it's temporary

(R): Hmm

(I): us gaav ka kaun bacha he who is going to become somebody leader voh dekhna he and and that is been happening in pratham bahut sare logh gav se guzarthe athe he ya az pass ke ilake se nikal kea the he

(R): ahh so that ahh bottom of approach which we need to take

(I): but there is a there is a top dome as well

(R): Hmm

(I): again

(I): a combination of it because it is lateral entry that people coming from ah education background or high education backgrounds high level social economic status voh bi athe he but you should see if you meet the pratham teams you will see

(R): I have

(I): you have

(R): ya

(I): who did you meet?

(R): I had a colleague actually she was taking a sabbatical from like

(I): who

(R): Maruela fernandez

(I): ma ma ahh ya long ago

(R): long ago

(I): ya

(R): maruela

(I): yes and

(R): and I think I met maruela and with her I had gone to the office once and that's ah more or less I don't remember

(I): no you have to meet soc for example azeez gupta

(R): Hmm

(I): strange name son of two ias officers one ias one ips in Punjab right now sitting in Harvard business school doing his mba

(R): okay

(I): worked started mckensky after Delhi iit

(R): Hmm

(I): and they started pratam ke sath kam karna he

(R): Hmm

(I): yaha tho kuch karne wala nahi he

(R): Hmm

(I): but then he landed up staying on that construction site vahi pe kam karna shuru kardiya usne aur vocational training

(R): Hmm

(I): three years he did all this then ahh mba karke dekhte he kya hota he

(R): Hmm

(I): he said he is going to come back now he if you see his equation with everybody else who is not on that social economic status it's completely normal you have an advantage of education and this person doesn't but when you are working you have to respect each other completely and easily

(R): Hmm

(I): unnaturally naturally agar dosthi he tho ho jatha he you will find aaj tho logh nahi he so our vocational training ka leader rajesh chokade who I have known for the last now since eighty nine he used to live in slum nearby

(R): Hmm

(I): he was one of my first ahh first volunteers in the literacy movement teaches mother he and another girl she is much younger than him megha honial who was a graduate of St Xavier's ahh coming from a well-educated rich background younger than him she is his co leader in our vocational training program

(R): Hmm

(I): but he differs to him when many decision then I don't have to say anything logh apne aap kar lete he

(R): Hmm

(I): aisa uppar neeche ka chakar nahi hota he and that is the beauty of of the organisational structure there is no training all this kisiko kuch bola nahi jata he there is no policy there is no paper

(R): Hmm

(I): the way it happens is you walk in start working and it you get into the culture of working and in old days I used to say tell people if you want to work in pratham you should be able to work your voice and fight

(R): Hmm

(I): jagda karna atha he kya tho ao nahi tho math aao (laughs)

(R): (laughs)

(I): you should be able to fight anyway

(R): and the last question is ah ah in this space where we have ngos and social enterprise which is a broad area of organisation where do you see ahh what's the future of both of these entities ngos and social enterprise?

(I): is there a difference between I don't know what the difference is what is social enterprise vs ngo

(R): Hmm

(I): now that trend is to call everybody who run an ngo social entrepreneur I used to ask a lot of these people what exactly is social entrepreneur I thought any entrepreneur would be a social entrepreneur what is social entrepreneur matlab kya he

(R): Hmm

(I): you mean to say you have more revenue based for profit not for profit what so I think it's the sector is bahut zyadha **word(inaudible)** everybody needs some business so (laughs) researchers also need something to write ahh the and then everybody wants scale I keep telling people why why why is so mad after scale

(R): Hmm

(I): so it's hard to say na everybody runs a shop so that's what we are all doing somebody has a bigger shop and the other has a smaller shop bada business hota he chota business hota he

(R): Hmm

(I): let's not make a mistake everybody is running a business

(R): Hmm

(I): because **words(inaudible)** you have to get money from somewhere

(R): right

(I): ask people would you do your work if you are not say social enterprise or ngo would you do your work without money no you need your money so you will get the money from someone where is that money coming from government doesn't fund them

(R): Hmm

(I): so what's the natak about?

(R): Hmm

(I): because the question is you want to get the money you use it well how do you know you are using it well nahi hamko lagtha he ki hum logh acha kartha ho teek he tera bala ho

(R): Hmm

(I): so I think all these are simple terms that people use but everybody has to understand that this is business has to be treated like business serious okay its parameters may be different thum bolege the spirit with which you do things may be different yes HR ka issues hogta so each organisation deals with it separately now for example we say that there is a movement part to pratham and there is a project part to pratham

(R): Hmm

(I): the project part being what we write down and say this is what we achieve this is this will be done this will be measured this will how the accounting will be done

(R): Hmm

(I): that is a discipline you cannot say are yeh movement he hum ko jab chahe hum accounting kare no no no

(R): Hmm

(I): you are operating certain with certain laws and those must be followed you cannot hanky panky there where is the movement part coming the movement part is coming when all this when we identify people for example if in some remote area of Assam

(R): Hmm

(I): if a person has to be hired who hires (sneezes) sorry not me not Bombay office not even Assam office sometimes somebody locally says aja shuru karo

(R): Hmm

(I): is that a process is that a good process ya don't know but from the beginning it has been like that you are empowered to take this empowered is also big word but basically this has to be one ahh yesterday we had discussion in Rajasthan we have to do assessment of five thousand five hundred children

(R): Hmm

(I): eight full time people are there and they need hundred people to assess the five thousand odds children

(R): Hmm

(I): so the message is gone ki sow logo ko hire karo shuru karo you must do the assessment properly before the end of april get it done kar lenge ab meh bolu kya yeh ba hona chahiye teen sal ka experience hona chaiye that's like delaying tactics

(R): Hmm

(I): zaroorat nahi he get the assessment done as long as the person can be trained we know ba se usse bi farak nahi padtha he bhara or ba ek hi hota he you want a person who is right kind then you should find that person and do so I think you have to deal this in corporate also people do actually

(R): Hmm

(I): so I don't know what the real difference between ngo and social enterprises

(R): okay great thank you so much

Research Participant: P3M

Date: March 2018

Location: Mumbai, Maharashtra, India

Interview Setting: I had read about his organisation and reached out to him via telephone. He agreed to meet me and do the interview in his organisation. On reaching his organisation we started with an informal conversation which included introducing ourselves and the little details about my research project. The interviewee was fluent in comprehending and speaking in English language. This was followed by presenting the interviewee with 'participant information sheet' and the 'consent form'. Once the participant signed the consent formed after understanding in what capacity the participant will engage in this research, the interview began. After the interview was over P3M took me around to show the outreach activities of the program and introduced to other members working in the organisation who were from the community.

The interview with P3M was audio recorded and then transcribed as in the following section:

R= Researcher

I= Interviewee

(.)= pause in terms of seconds

(R): okay can you tell me about ahh what is dharavi dairies what are the kinds of ahh the activities that it conducts and what is the how it came into being **words(inaudible)**

(I): ya dharavi dairies started after short documentary so dharavi dairies started after a short documentary which we made in two thousand twelve and which was about people displaced from this neighbourhood and they were sent far off from this city and how it impacted their lives how it impacted their livelihood how it impacted their the whole family as a like their education ah like different elements how it also impacted their kind of social mental wellbeing because they were shifted far of and how it which is completely happening right now also because lot of ahh city elements lot of construction and all is happening in the city and it's the people who are marginalised who are in the fringes who are mostly getting ahh effected by all this development in the name of development lot of things are happening so that's how it's started and that documentary travel in lot of film festivals and after that I felt that the community didn't gain anything as such so I started to work with them and then slowly and slowly it took form shape of ahh organisation where basically we started with kids and especially girls because they were not given a chance to go to school if there is resources in the family it's the boy that is invested on the boy rather than the girl and ahh that was completely left out and they were like ahh going around and not things which shaping up so we started like a after school program where these kids used to come here and contextual understanding of learning so hands on learning experience learning and why they are learning and what they are learning most of the mare first generation learners and they had no ahh like nobody at home to ask how was your day what you learned today and like even the houses are tini tiny so they somebody is cooking then everybody has to be outside if somebody is taking bath everybody is outside so we started a small room down stairs slowly and slowly lot of kids started a word of mouth and they really started they used to score in their forties fifties now they started to score in their seventy eighties some of them in nineties

(R): Hmm

(I): and that's how it started off and then I noticed that lot of them has smart phone at home so how those and playing candy crush but if we give them some technology where they can come up with some solution to their own problem so that's how we started to teach few of them the coding program and those who they picked up and they met some of the mobile application be it for women security for education and ahh they met mobile apps which having impact in the community

and then ahh from fifteen now almost two hundred come to over centre everyday so this is one of the learning centre here and we also started learning centre in pune in a remote ahh and now this year we started steam van so we are doing a campaign called three c's of hope where first c stands for classroom second is community and third is citizenship and ahh mostly what happens is they go to half of the day they spend at school where nothing much is happening and we are also engaging the teachers also so that they can also understand what kind of methodology we use to give them hands own experience when because we personally believe you learn by doing it you remember more and you understand where you are going to apply it and we are focussing on sustainable development course

(R): Hmm

(I): and the reason behind is that it's the people who are marginalised they are getting mostly effected by this sustainable development goals which they are not even aware of people at fancy hotels and they having this conferences on sustainable development goals but people who are mostly getting effected during monsoon is people for climate change or whatever these are the people who were and they have not part of the narrative this kind of policies and stuff like that so through this program hands on learning in the classroom so right now we are focusing on clean energy ahh and we are kind of focussing on the possibility of solar panel and how learning these concepts they can solve also some of the community problems in the neighbourhood so we have reached out to almost eight hundred students ahh in Mumbai and pune lower income groups we have also worked with blind girl students at a school in pune and in Mumbai we have worked with people who have hearing impairment also ahh day before yesterday we took a workshop with them

(R): Hmm

(I): so how that hands on learning gives them it gives them confidence it gives them gives their problem solving skills and it shows that they can learn something they can build something and it can solve some of the problems in the neighbourhood so lot of schools school doesn't have proper infrastructure their bathrooms are dirty or darkly lit their classrooms are darkly lit so we are planning to install this solar panels where the bulb will be installed by them so they will understand lot of concepts about innovation some solve their community problems also eventually the second is that second c is for community so those principal will be used their alleys and lanes are darkly lit which is not safe for girls and women so what if they will be installing this panels and ahh lighting some of the lanes which will make them safer the third c stands for citizenship how they are completely not aware of what are their rights and duties as the citizens of this country lot of benefits they are not even getting it because they have never been taught in that way so we also little bit of activism we want to inculcate those elements in these kids so they become problem solver they become change maker of their community eventually so that's the larger goal of this program and hmm like envisioning them what are their potential and how they can reach those potential so that's the larger goal of this program

(R): okay do you feel that ahh the development goals or in the name of development the development challenges that is happening in communities or marginalised ahh how it is different for the rural and the urban marginalised?

(I): ya rural ah ah its completely different ahh in urban you have lot of problems because in the name of development lot of constructions and lot of like they are always shifting from one neighbourhood to the other and ahh like ahh like during monsoon lot of ahh them have to suffer because ahh community gets flooded their hmm like and ahh in the rural areas what is happening is because of like ahh untimely rain what is happening that their crops are getting effected all that so lot of like they are not even aware of what are sustainable development goals what is sustainability

these are like fancy jargons which are used by outsider but for them it is a way of living like if you been in the rural area they know that okay in the month after Holi you should not eat brinjal because it's hot and its not good for your health so they go according the cycle of nature they are not going according to the oh ya what is happening because of our media and all this like we are pushing products on them we are not giving them how they can solve problems

(R): Hmm

(I): so what I have seen like what is happening we are doing all this campaign swach bharat be it anything why it's not being successful because we are a country where we don't give hands on learning because I feel when you create then you care more

(R): Hmm

(I): be it in any and that's what we need and that's why sustainability lot of problems happen so we just consume and throw here and there so ahh like in terms of sustainable as you mean like ahh its completely different for rural but the ahh the rural population is decreasing a lot in cities we have seen ahh lot of villages near pune lot of villages near Bangalore Hyderabad where we have done few workshops ah now I have noticed those rural areas the population they are shifting to these cities so that they can find better opportunity and stuff like that

(R): okay ahhh the apps that you said that they create two things one is the hands on learning how do you kind of inculcate kind of hands on learning in your programs for the students?

(I): okay so In terms of hands on learning we give them contextual learning so as I gave you example of solar panel their ahh so finding a problem statement in their ecosystem which is the problem statement so like security okay where are the challenges and how you can fix it by your own so one is like having some hardware thing which can solve the problem and then mobile because everybody has a mobile phone so security in terms of using a lot of open source platforms are there through which they can learn coding and the facilitate to learn those things and so like women safety security one app is called women fight back which is already downloaded by five hundred people in the community and they are using it and they feel safer to navigate and they just texting it through sharing their location and stuff like that and the for our students what has it has really gave them a leap of learning curve their confidence something from first generation learners where going to school and colleges they feel that they learn something they build something which is being not only helpful for them but people and they are kind of empathy their design thinking skills their problem solving skills their community engagement stuff like that has really increased a lot and they have and they have **word(inaudible)** some of the child marriages some of the domestic marriages cases in their families in their neighbourhood ahh which they have been experiencing earlier and bringing more kids to our centre because they see that it adds value

(R): okay how did the app get into place in terms of creating a commercial model for the three apps?

(I): so ahh there it is free it's not have it doesn't have like a service it's just one time you just log in through your phone no and that's it you can use it so it doesn't have any like economic model behind ya so kind of ahh in terms of like like a subscription based or subscription something like that it's kind of ahh its just for like ahh like ahh collective safety and caring for the community that's why

(R): and how will it help in creating sustainability?

(I): so sustainability in terms of like I didn't get you

(R): in terms of the app running on you know growing getting improved or getting new versions coming in and in a

(I): so ya that's what they they are learning different skill sets ahh so they whole learning curve has increased and they want to build something more which is ahh for larger community for and they are thinking in terms of how it can be aligned with entrepreneurship and stuff like that so right now they have been working on a

(R): working on a business model

(I): eventually right now not because they they went school early and now they have going to college so the pressure is more and some of them ah like going to good colleges because for the the last whoever has been a part for three four years now they are like ahh one girl is going to Sophia so ya so and other ahh lot of them are like in terms of that nothing much has like has like they are women fight back two point o hasn't come yet but they think about it how they can improve their learning different other skill sets and stuff like that then it will slowly and slowly it will take some time to ahh like get there ahh

(R): do you think there would be a need for external help in terms of ahh incubating I am talking in terms of that to you know take the ideas to the next level do you think that would be a necessary aspect to grow the through the ventures?

(I): ya ya completely incubating is good but I have seen that we need more in the community if you take them away away from here like in this from this neighbourhood a lot of them they get disinterested because they are seventeen eighteen nineteen twenty years and first generation so a lot of times what happens is what ahh we have connected with other organisations which is not in the neighbourhood then it becomes their ahh like ahh after a while what is happening in the because of other pressure activities home and their ecosystem ahhh at home it becomes always a challenge so they discontinue lot of times lot of incubators should be in the community

(R): Hmm

(I): you don't need to like have somewhere fancy or something like that if its ahh many of them get benefitted they see a lot of like word of mouth publicity and they see value in it and so by observing the ahh one kid from one family started to come and then rest of the other kid other also joined their parents also started their mothers who ahh work as a housewife ahh she studied up to eight ninth grade she wants to know learn computer when she is ahh back from her job or things like that so ya external help is yes required but those labs should be open in these kind of ahh neighbourhood so that they can excess it as per the requirement jab zaroorat ho and they can kind of figure out lot of things when they are working in the neighbourhood they feel more safe and more like it's a kind of like a club and where they take the ownership for example this place is now being they maintain everything so this place the keys are with them they open the centre at nine in the morning and it is open till eleven in the night

(R): okay

(I): and lot of the older kids they themselves maintain it from cleaning it to ahh lot of issue they take care of

(R): okay

(I): ya

(R): coming to the ahh daravi dairies what was what was the how was your funds accumulated and how what was the need of funds eventually you know how you gathered it how you moved ahh can you tell the story?

(I): so it has been difficult like ahh I put my own saving in the beginning and then ahh started loan earlier the ahh on the verge of ahh I finished all my funds and then what next so lot of kids started to come we like ahh and then you can't teach all of them at a time because different age group and stuff like that so hmm like we started to reach out to ahh other friends and family we did crowd source funding then ahh we did ahh started writing grant proposal ahh in India what is like whom you know is more important than what you do so it has been all this difficult but lot of people heard from abroad and things like that they have helped a lot and we won google rise award last year and that has given some of our funds and nvidea also heard about us they wanted to partner so that's how we got funds and then again this year we want to continue with us through their csr program so for the two thousand seventeen eighteen ahh they are on both most probably we having conversation so it has been a difficult journey because ahh in India even for getting volunteers volunteerism is not ahh philanthropy people have more keen on coming once and twice feeling good clicking pictures for social media and stuff like that and then they discontinue even this so it has been a hard process but now the older kids they have learned a lot of things and peer to peer learning and stuff like that and that is really help and internet I have seen that the possibilities is there somebody there to give them those ahh facilities and somebody to mentor them this is where you need to look for this information like that's now slowly and slowly we have ahhh ya it's getting better than what we were as like we are building our narrative better than yesterday and all of them are getting benefitted

(R): okay so currently your major source of funds is from csr funds?

(I): csr ahh crowdsource funding friends and families ya

(R): and what is the percentage like ahh of among this three

(I): ahh csr nvidea is the major ahh ahh like the fund raising source ahh for the van I will show you the van also its here so they have funded that van and they have given us lot of resources for hardware and stuff like that so they ahh then iq vea there is a company they are also partnering with us this year it's a pharmaceutical ahh through their csr

(R): okay okay ahh do you think that ahh you know apart ahh csr money comes with a baggage of ahh certain way of how it is how it is to be spend by the organisation?

(I): ahh baggage I won't say if there is a baggage and it doesn't align with our vision I have never I have said that no to that

(R): did you face that anytime?

(I): ahh ya in India especially a lot of csr funds is also earlier as I said whom you know is more important than what you do and that as always still people in India feel that why to give money give somethings which they are not using it like old laptops which is not even like there is an issue they won't tell you ki its old we have been working and where you start bringing it to our centre and it's not working so those are there challenges always there like ahh people like ahh say something the nah they feel that getting ahh like money like in terms of resources like you can't like ahh kind is okay but you can't run like ahh we have to pay the rentals and all that so a lot of times kind help is of

not that much you need cash help also which is Indian companies most of them they don't want to do and they are more keen on whom you know and all those things ah who all are on your board how well connected those things are like in any in any field so those has been challenges but we have been I have seen in last four and a half years that if you intention and attention is in right place then things fall in place and ya

(R): okay

(I): if you are like whatever if you focus on that things fall in place its hard but things fall in place lot of times we don't have the fund to pay the rental and somebody heard about it and somebody friends somebody she didn't want like see wanted to give three months rental and being an anonymous so that how ahh like we run the whole program

(R): okay ahh what do you think the role of the government or how then any government partnerships can help to grow your organisation do you see any possibilities?

(I): ahh ya there are lot of possibilities like the three c's and shit so lot of I personally believe that policy lot of things has to be done ahh like if you want to really scale any program policy changes in the policy is very important which is not happening right now like for schools people are saying like we are opening this atal tinkering lab or things like that it's not having that because those labs who will run those labs you will need people and you just opening a lab doesn't need facilitators to make it happen so ahh lot has to be done in terms of education and engaging of all giving a holistic ah learning rather than just rote learning which is so I think a lot of things possibilities remain and this country needs that otherwise the disparity which is already increasing so much it will increase here also those elements will start happen like mugging and stuff like that which is happening in the west ahh like the disparity will increase and then ahh ahh like because these kids are seeing so much of aspiration on the television but in reality it's something else

(R): right

(I): ya and the family members and all that so it's a completely so they are being just already they start judging themselves also and they are been already from the outside and there is nobody to in terms of agencies that are giving them kind of support and dealing with the pressure of urban lower income (coughs) so all those are kind of an hindrance so I think lot has to be done by government to make ahh to make city more inclusive and more equitable I would say

(R): Hmm

(I): (coughs)

(R): so ahh there is a definitely a root of social enterprises in India ahh whole lot of them are coming through various programs which are very well reputed programs and from institutions educational institutions and incubators and ah that also helps them in creating their own networks what you mentioned that who know whom and that is already giving them that that and there are organisations which is working at grass root level who kind of do not have these networks so do not have these facilities ahh but are all on the same funds accessing funds where do you think that ahh you know the organisations who are at the grass root level how do they kind of grapple with this challenge?

(I): so what happens in terms of this incubation and all that so ahh most of the time what happens it's all it becomes a thing of what is your product so lot of times ahh people ask me how long is your program but ahh that is a challenge these are the first generation kids and they have nobody at home it's like kid in your family do you ask them how long is your program so hand holding is for a longer period of time it's not like you teach them coding three months they will understand few

concepts make few of them and its over you have to sustain nahi tho voh bhool jate he and like you have to keep engaging it so their learning curves because their challenges are something else also their parents will be why don't you find a job ahh we have to pay the rental and you have like why don't you go and so how to engage on many fronts you need so what happens with the ahh we want to scale I personally believe is scaling is scary is a lot of ways because what happens that people are interested in working in fancy places but not in the communities lot of people they come a few times its hard its we haven't met that kind of learning in this ahh like universities like lot of those kind of engagement need to be done at a in our school level also so what happens ahh hmm these labs this scaling up ahh it becomes difficult so you need to create more local heroes than somebody who becomes an icon of this so more grass root organisation should be created in this neighbourhoods in this rural set ups rather than building a ah like decentralisation has to done what happens with lot of these incubators ahh they see in scaling it what is your model what are your products what how they can monetise it and stuff like that and then the whole ahh it gets lost after a while so ahh like we need more small organisations which can make lot of impact and it should not be just about numbers

(R): Hmm

(I): it should be lot of times even ahh this csr funds also says okay how many thousands its always about that it not about how many problem solvers how many sustainable problem solvers you have created through your program rather than okay you have reached ten thousand families or five thousand students from lower income

(R): Hmm

(I): numbers are like it should not become again about quarterly growth so those are the challenges of these kind of looks so we need to ahh revisit and try to see the larger picture the big picture rather than just about these graphs and all that like ya

(R): okay do you see also that the government or the government programs ahh to ahh move social entrepreneurship in India is also directed towards a certain kind of social enterprises?

(I): yes I would say kind of ya

(R): what what is that kind of ahh

(I): so it's like lot of times what happens they are more keen on supporting like what is the buzz word I would say like ahh like it's more of a catching eye balls but not focusing on the wellbeing of people so its again csr csr also lot of companies it's all about just giving some kind of pr exercise for them which is okay in some ways but it should not just be about that so I would say like ahh ya lot of government like they are focusing on that and ahh which is like ahh I like lot of differences with that stuff like that what kind of ideology and stuff like that so all that

(R): ahh when there is a also a very growing ecosystem of impact investors in India do you see that there is similar kind of skewedness among impact investors in terms of kind of you know start-ups or enterprise ventures social venture that they are choosing to kind of invest and grow?

(I): ahh ya in somewhat I haven't interacted with many but ya somewhat I keep hearing all that but all those things again that become I have seen like ah you then hop from one conference to another and from one start up meeting to another and all that and the impact somewhere that's of lost in the ground nothing much is happening it's all about from the social media and ya but on the ground lot of times the reality is completely different so I would say like if like we need more as I said local

heroes like building those change makers from the ahh bottom of the pyramid rather than somebody from outside

(R): rather than somebody from outside

(I): yay a rather than somebody from outside so how to like make them ahh give them the tools that they can become themselves the problem solver and they can approach because they are also very smart and it's all about giving in resources and mentorship ya that's what I have seen

(R): okay how do you think this ahh this thing can be changed you know because ahh one point is that you been saying that there are lot of things that is being happening which is true a lot of conferences events and a lot of players are into this area but not much is happening on ground what is that which is preventing and there is so much of talk about impact investing so ahh impacting investing creating social impact csr money tries to see that there is any kind of social impact but then in the process again three is nothing happening on the ground what is the reason for that?

(I): so I would say like ah ah

(R): where these initiatives are failing to create an impact on ground

(I): because they are not creating ahh the ecosystem ahh like as I was saying earlier like being poor doesn't mean that if poor resources to ahh the community you just give them ahh like blanket it won't solve the problem ya during winters its required that will serve for but how t is woven what is the ahh if they can make a business out of that and if they can sell it of they can earn something so how they can themselves take the charge they can understand the larger problem and build the ecosystem of enterprise themselves that has to be taught right now what is happening some few of them meet in the conferences and do ah like a challenge and then they choose something and then few people come in this ecosystem but we need to do more of those stuff in the communities in the local ya rather than just doing it in this fancy places and ahh like local heroes are more like

(R): see you are basically saying that it is a very geographical thing it is concentrated to a specific group of people in a specific geography than reaching out to ahh to more no of people

(I): decentralisation what

(R): okay okay and the same things also for government initiatives

(I): yes completely ya lot of time that's ya and it lot of paper work and again things are changing because of ahh its getting digital and stuff but still its far of it becomes tiring you want to make ahh like I would just give you example of three c's of hope what we have started if you go to bmc some of these schools where like you go to bmc commissioner you take permission so you get you tired of that doing all those paper work and you get disinterested what is the point of it then we reached out to some ahh people whom we know teach for India fellows friends friend then we started that ways and it really ahh loved by kids and lot of ahh they want us to come over so right now also we were there this morning taking workshop in farther anmel school and in a slum nearby in bandra so ya so lot of like it needs to be revisited and made more friendly for change makers for people who are interested in this ecosystem and they should be given resources and ahh like whatever needs to be done on the ground

(R): okay

(I): ya

(R): Hmm ahh the money that has flowing like ahh its said that a huge ahh amount of money from the csr sector is kind of flowing through you know the whole social entrepreneurship sector then there is impact investors who are ready to invest in social sector how is this flow of fund kind of impacting the ecosystem ahh?

(I): ahh ya people are directly we were in that conference cii and their we got to know ahh some ten thousand crores or something so those figures are fine like listening but where are they I don't know where it's been spent and how it is being used stuff like that so those things are completely we are not able to figure out ahh how it is being used and how

(R): okay

(I): because we find very difficult to get those connected because we have reached out to lot of people so far I just gave you nvideo google has helped last year with that google rise award and hike of ya ya that's how has been going on

(R): so what is the future of dharavi dairies and how do you plan to kind of go about it in the next five years?

(I): so we so right now that's the model what we have chosen because we were finding it very difficult so mentoring these kids to themselves taking charge of the organisation and they run the whole program that's the whole idea that's what we are kind of inculcating so they become change maker which is really like we have twelfth grade so we are giving a fellowship to kids who have passed twelfth grade from the local so we choose them through interview and we train them so they themselves can take charge of the things and they are kind of engaging ahh lot of people in the neighbourhood also helping in scaling this program also we are ya

(R): and are you the only person or you have a team

(I): no we have team

(R): what's the size of the team?

(I): so right now we have six people full time working they are paid and then we have almost ten twelve working part time and then we have fellows six fellows in Mumbai and pune and volunteers of twelve ya in Mumbai ahh three in pune

(R): okay and is there some kind of a board or is there some kind of a structure with the organisation?

(I): ya structure and we are but we try to keep it as like as whatever we as a group think and say like very youth centric engage lot of kids ahh like students who ever part of ahh in the program to they can like always challenge their status go that what we seen they can what why we are learning is very important even if we think of okay we need we are going to this ahh visiting some place why we are going what is the purpose so all this inculcating the whole idea of questioning what is happening in and around and stuff like that we try to inculcate

(R): okay

(I): ya ya that's how and in bringing more people from the neighbourhood getting more local people and making them ahh like role models for rest of their and that how we are kind of scaling this program and making it more impactful than and it has really changed in lot of ways

(R): okay great than you so much for your time.

INSTITUTIONS

Participant code: P1G

(R): what is the role of atal innovation mission and how it operates within niti ayog?

(I): okay so hm.. I work here in the office of ceo also attached to the atal innovation mission the atal innovation mission hm.. you know is broadly looking at changing mindsets it's a very it's a very high level goal

(R): Hmm

(I): and the mission has certain program trying to operationalize that role

(R): okay

(I): ah.. in India entrepreneurship is not just a challenge because of the resource constraints but it's know we we learn how to in our school education we learn a lot by rote

(R): Hmm

(I): right and that's the problem in the current system where you learn certain things and asked to expel these in the exams

(R): right

(I): right so atal innovation mission is fundamentally an attempt to change that to create more innovators in the country

(R): okay

(I): who can be job creators who can add value to the economy

(R): okay

(I): you know just keep us in the forefront of innovation

(R): okay

(I): so there are three back pillars of aim ah.. one is the atal tinkering labs so here we are providing you know we are proving a lot of you know for normal schools it will be a far few of technology which is already here three d printers all kind of prototyping kits

(R): Hmm

(I): hm.. you know inter adison rasbery pies those kind of things so you are immersing children in this environment

(R): Hmm

(I): and getting them to build own their own rather than telling them what to do

(R): Hmm

(I): so we are not gonna be telling them hey build the line follow

(R): Hmm

(I): or these are the instructions you need to follow lot of programmed approach

(R): Hmm

(I): they will be building things of their own what we will do is facilitate sharing of their build across the entire Atal community

(R): Hmm

(I): there is an app being build for that

(R): Hmm

(I): ah.. you know this is the kind of approach we are taking at the school level

(R): Hmm

(I): so you just get children to build things on their own

(R): okay

(I): and understand that this can hope you know start in any business

(R): okay

(I): ah.. it's not really a... its not really a..you know a... an approach you are not taught in the classroom right

(R): Hmm

(I): what we are taught is if we wanna do an engineering diagram you have to do step a step b and then step c... entrepreneurship is often all a... you know its often ah.. you don't have one unique solving point

(R): its more experiential

(I): experiential than rather programed

(R): okay

(I): that's one pillar the other pillars is the Atal innovation center incubation Centre sorry

(R): Hmm

(I): so we are building our green field incubation centers its very standard we are funding them and ah.. Getting them built all over the country

(R): Hmm

(I): then we are calling up existing the third program is scaling up existing incubators

(R): okay

(I): we have also the component of grand challenges ah... but those are will be out soon it hasn't been officially launched yet

(R): okay

(I): so there you know really fundamental challenges like how do you build a low cost solution to de salinization right

(R): okay

(I): hm.. will be launched and the winners of that challenges will get government funding and as well as government becoming the first adopter of that technology

(R): okay and how far is the tinkering lab expanded and how many and for the atal incubation mission how many incubators have been created?

(I): last year we had nine forty one schools

(R): Hmm

(I): now we have an additional fifteen hundred

(R): Hmm

(I): and these are not you know your typical tier one schools

(R): Hmm

(I): these are government schools across the country and most of them are from areas where you know the schools are not very advanced

(R): Hmm

(I): so this is aimed as hm.. an opportunity to gain access to such technologies and thought processes which they otherwise wouldn't have

(R): okay

(I): so hmm... about hm... you know fifteen hundred nine forty one now but that's going to expand in the next two three years to three thousand four thousand and moving forward

(R): okay

(I): that's in a small part of total number of schools in the country

(R): Hmm

(I): that is why each school will also form as a become a hub and spoke model

(R): Hmm

(I): for the other schools in the locality

(R): okay

(I): we have tried to have one school in all districts of India so most of ah.. I think ninety nine percent of all districts have one atl school at least

(R): okay and what about the incubation that how many have been created and and which part of the country it be...?

(I): hm.. so I am not very sure of those details

(R): okay

(I): that's dealt by with another team

(R): okay

(I): what I think is eighteen has been set up if I am not mistaken

(R): okay and ah what in this ah.. am sorry I am going back to incubators that you know what is the focus of incubators where does social entrepreneurship doesn't get a boost through these incubators?

(I): incubators are not to only for social entrepreneurship they are for entrepreneurship in general

(R): right

(I): which we believe government should encourage but social entrepreneurship because of the e.. so people generally tend to what we have seen solve problems in the context in their part of you open up ah.. you know an incubation center with an area of let say a lot of water shortages or farm price realization is really bad there

(R): Hmm

(I): then the tendency is that you will see entrepreneurs coming up trying up to solve those challenges

(R): okay

(I): so if you create that's the kind of mentality you are trying to create through the labs onwards

(R): Hmm

(I): that look at the problems around you and try to solve that

(R): Hmm

(I): and I think that will bring in the angle if social entrepreneurship right

(R): okay

(I): because the problems that India is facing try and solve that

(R): Hmm

(I): don't I mean it's alright if you wanna build it I will discard

(R): Hmm

(I): but if you are here then space probably more money to be made solving a problem which is closer to home

(R): Hmm

(I): and there is more interest to be gained around your ah.. idea

(R): Hmm

(I): so that's what I think

(R): what is the nature of ah.. collaborations with the ministries does niti ayog have in terms of a way out to help the implementations at state level so what the how do you kind of associate

(I): for Atal innovation mission?

(R): yes

(I): so Atal innovation mission is the only implementing thing niti ayog does otherwise it's a policy think tank okay so we we we roll very closely with the all the state governments where the atl labs are

(R): Hmm

(I): in order to make sure they are given the right infrastructure support

(R): Hmm

(I): sometimes these schools do not have ah... ah... the capacity necessary even to sometimes ah.. fill up the form properly right

(R): Hmm

(I): in order to log on to the online portal

(R): Hmm

(I): so the district administration helps us with the with you know with that and we hmm have tied up with various corporations such as Intel etc who are gonna provide learning materials for children as well

(R): okay for application if for getting funds or you know to apply to the incubator there are a lot of grass root level like you said people in the context understand the problem better for them to apply on the part of the incubator ah... are there any systems which work ah... for them to do the applications because it's the first step.. words(inaudible)

(I): no we are not the government is not going to the application process

(R): okay

(I): we don't want to increase paper work and then make it hard for people to apply right

(R): for the for the accessing

(I): these are incubation centers these incubation centers are to compliance certain kind of guide lines

(R): Hmm

(I): but then beyond that you know they ah.. they have to do it themselves

(R): okay

(I): and you know if you don't compliance with these guidelines they won't get the funding next time so that's how we ensure that they are equitable they are not they are not discriminatory all of those standard things are there

(R): okay

(I): but then the process is you know ah... owned by them

(R): okay

(I): we support top end incubator that we feel will add a lot of value

(R): Hmm

(I): if we if we fund them that's how we are

(R): okay how does niti ayiog kind of integrates different kind of because I understand it's a think tank and how does it integrate the you know the policies beign you know formulated by the dipp and whats the role of dibp in this

(I): are you specifically asking the role of dibp

(R): yes

(I): ah.. so dibp is just another department right

(R): ya

(I): niti is another ministry

(R): right

(I): niti works with not just dibp but across all ministries and departments

(R): Hmm

(I): we work hm.. with them hm.. whenever you know policy formulation is being done

(R): Hmm

(I): we are a think tank right we suggest suggestions to them

(R): is it you niti ayog is kind of working hand in hand with dibp to formulate new regulations

(I): ya

(R): Hmm

(I): policies not just dibp buyt other ministries as well ya for example ah... most pertain example would be the nsbs

(R): Hmm

(I): that was recently launched it was working very closely with health ministry in order to host that

(R): okay

(I): so niti is a attempt to bring the borders also between government departments

(R): okay

(I): we act as a facilitator and we have subject matter experts here as well so so for example pmos job is coordination but pmo doesn't not have subject matter expert of every subject that's just not possible right

(R): Hmm

(I): so they coordination and they understand which ministry should take up what

(R): Hmm

(I): but niti does more of the subject matter level coordination

(R): okay

(I): let's take electric vehicles now that's that's a subject that spans power ministry road ministry transport you know distribution all of that things are affected right

(R): Hmm

(I): now how do you coordinate all that and strategize you know

(R): Hmm

(I): in a way that ah... that is not sylo because if you take up every single ministry came up with its own plan for ev then nothing would happen

(R): Hmm

(I): so that's why niti is driving ev so things like that then we take a more hands on to it than

(R): Hmm

(I): to it there adoption of frontier technologies so for example block chain

(R): Right

(I): now apart from being a terse topic understanding the beginning

(R): Hmm

(I): ah.. you know Niti can help by doing the first poc formulating an approach right

(R): Hmm

(I): Ah... acting as consultants for central and state governments and telling them this is the structure through which you should think this is how you should decide whether a program should be on the block chain or not I was just discussing

(R): Hmm

(I): With some people when you came in the exact approach that you know everything is not solvable by block chain what are the elements that can be solved by block chain

(R): Hmm

(I): How should government departments think about it

(R): Hmm

(I): Then let's take ai so Niti has been asked to roll out a national program on ai

(R): Hmm

(I): In the finance ministers speech now ai is a topic that spans across multiple sectors right

(R): Hmm

(I): Education health what you know agriculture all of these can use ai but it's also something that has synergistic effect across these sectors

(R): Hmm

(I): So to build any ai application or to even think about ah... providing an eco-system that others can build on you need to have subject matter expertise not just in ai

(R): Hmm

(I): you know people talk about it ai plus x right so let's take education you need you need to understand how the education sectors functions where the gaps are

(R): Hmm

(I): Then you need expertise on ai but then once you build something let's say whatever you built involved image recognition now that is applicable in the agricultural ministry also so you need multi sectorial expertise at a single point

(R): Right

(I): right and that's that's when Niti comes that's when Niti driving ai

(R): Okay

(I): but it if that doesn't mean that Niti will now you know do everything on ai Niti will what Niti will do is look at the broad strategy road map look at what can be done and may be do pocs

(R): Hmm

(I): Hand hold different ministries and transfer the pocs to them wherever applicable where they become full scale projects and the live ministries try that

(R): Olay

(I): that's how ah.. so we act aaa catalyst in that sense

(R): How is Niti playing a role with educational institutes in the across the country to drive entrepreneurship is there any role as of now

(I): again as you saw in the iim we were working with the multiple schools colleges ah.. universities to drive words(inaudible)

(R): Is it through them also incub.. Incubators as well social entrepreneurship being reported apart from the Atal incubation mission?

(I): through who

(R): Through educational institutes?

(I): there is no much formal arrangement with the educational institute

(R): Okay

(I): ya but except for the one where we have programs in ail etc

(R): So do you think Niti is playing a key role in kind of shaping ah.. entrepreneurship eco system in India currently?

(I): hm.. you know I don't think anyone plays a role in shaping an ecosystem you know all you and I think I think government should actually not play a role in shaping the in a any ecosystem in that sense because you can't be so heavy when it comes to entrepreneurship

(R): Hmm

(I): You have to let it flourish you have to take a back seat so you what you can do is be a catalyst and in that sense I think Niti plays a very important role

(R): Olay

(I): so ah.. you are not mandating this is how you should do things this is the only ecosystem you should be a part of

(R): Hmm

(I): What you are doing is hmm you know you are identifying what startups need broadly let's say they need support with compliance making that process easier for them and it in Define how we can do that let's say they need you know they need right now again you are not quoting me on this right now there is this whole issue of angel tax being an issue

(R): Right

(I): right Mr. Kant recently I thing announced that that's not we are going to

(R): Hmm

(I): Change that and get relief to entrepreneurs so things like that hmm let's say there is a policy that's is hindering this particular area because in was made in nineteen o eighth and no one had changed it till now so taking that up ah... looking at whether we can change it not

(R): Okay

(I): those are things that I think needs to play a role

(R): Okay what is it what do you think if that's your perspective what is the role of ah impact investors in India that they are playing currently interns of you know growing the ecosystem or contributing?

(I): I think social entrepreneurship you know has gained hmm a lot of eye balls but I still think it's very small right now in India

(R): Hmm

(I): and I think there scope for it to grow acha he and we need to have innovative models of funding here so

(R): Okay

(I): one approach I talked was development impact bond I think personally it's an approach that can work very well because you don't if you have an impact investor first of all there are very few such funds right

(R): Hmm

(I): The nish firms usually you have some big ones like ahh Omidiyar but you know what you need is really scale that up there are a lot of charities but then charities only fund NGOs right and I think the social entrepreneurship based approach

(R): Hmm

(I): Can be more powerful than an ngo based approach in many cases because there the focus has to be scalability and you are building that into the model itself a lot of the time NGOs in and I am I am not belittling their work I think it's wonderful work

(R): Hmm

(I): and we can't you known even making a difference to a single life cannot be quantified right you cannot compare one's life like that I believe that but you know if you wanna make impact at a larger scale

(R): Hmm

(I): You can't just take a small group of people and do something intensively right that's not gonna work for the whole word(inaudible)

(R): Right

(I): you have to innovate in the kind of process you are using and to do that social entrepreneurship is the key because business model there is an incentive for you to make your business model more lean more efficient ah there is an incentive for you to like to say use I am just taking an example while I am thinking out a lot let's say you are doing something for ahhh people with mental health issues

(R): okay

(I): now mental health there is one approach you can have psychiatrist go out and run free clinics but how many people can you touch that way

(R): Hmm

(I): Right now that is a program in fact ying had taken up right he was a global expert on ai he stated this thing called gonot which was sort of a one of the therapies I am forgetting the name ah within ah this field where you talk to someone and they help too am forgetting the name of that

(R): You can just speak to the person?

(I): there is a formal name for that

(R): Okay

(I): am completely forgetting that hmm but he has tried to build a chat pot for that

(R): Okay

(I): for instance now maybe it's a complete idiotic idea I don't think so because it helps a person identify what may be going wrong

(R): Hmm

(I): Or whether a person is thinking logically or not right

(R): Hmm

(I): So those may be markers of mental instability for instance so a social entrepreneur is more likely to take an approach like that and help scale it up and then involve humans where necessary

(R): Hmm

(I): but if you just give it an ngo they will not be going to innovate in that sense

(R): Hmm

(I): Because they want to use those funds and run a smaller program with a traditional approach

(R): Okay

(I): there is no incentive to innovate on a business model there is no bossiness model actually

(R): Okay and do you think do you think that would cause kind of a kind of a friction between the two sectors of social well the well there is not much difference between the two sectors the

boundaries are pretty blur but do you think that can cause kind of an identity conflict between the two sectors between the social entrepreneurship and the ngo sector?

(I): what kind of conflict?

(R): in terms of the rule that they play in interest of fund that are being allocate interns of areas in which they are working?

(I): I think they complimentary positions

(R): Okay

(I): so as I said before there are somethings you can't just build a business model around of you are if you are helping hmm you know if you are helping people with ah let's say prosthetic Limbs as an ngo

(R): Hmm

(I): That's not something you can you know build a business model around So you always gonna need that word(inadudible) but I thing between the two social entrepreneurship can make a bigger impact

(R): Hmm

(I): Hm purely in a bentonite way I am not in that in that scale of things I think you can make a bigger impact in the future given that you innovate around the financial models you make the vc funds available

(R): Hmm

(I): And huh and there is an appetite to pay more charities but but then for sure money they will need to pay

(R): Hmm

(I): Right so the dib model you only pay a charities only pays if the impact is certified so that way you can be sure that I am only paying for things hm where the impact has been done and the money is not going waste

(R): Okay

(I): but you will have to be a little bit extra for that privilege because for that the vc had to make a return on his money

(R): Okay

(I): but that was the whole incentive for vc to fund and take the risk and they were better they were better suited to access risk because that's what they do all day

(R): Hmm

(I): There is this risk of various startups and they invest in a portfolio

(R): Okay

(I): right so so if you have more such models they will have more money more liquidity in the market

(R): Okay

(I): right now social entrepreneurship is only run by a few impact investors where it's key how you judge impact right so they try to do this problem of translating of the business model translating impacts simultaneously

(R): Hmm

(I): Which is very hard to do right because what you are saying is hmm you have to make money and you have to tell me how much impact you are making and I will judge both things simultaneously

(R): Right

(I): but here you are sort of giving each organization's own sort of you know wherever it has expertise doing that so vc doesn't care for social impact all he is trying to see is his business model or social entrepreneurship whatever he has

(R): Hmm

(I): Wherever he is getting funds from is it likely to pay me back in the future

(R): And where do you see the likely problem that's going to arise with this kind of a model?

(I): you mean I think again hmm.. again our option maybe low in the beginning because charity will have to pay more they will have to pay return to vc and the second problem is that you know there are obviously areas of social impact where it's not monetizable

(R): Hmm

(I): Right your where an impact only wants to pay you hmm if you if you ah.. you know ah.. you are not gonna make money out of that model but then it's an entrepreneurship anyway

(R): Hmm

(I): So I don't know how you are defining social entrepreneurship you are defining social entrepreneurship as the type where the business model has to make money on its own

(R): Not necessarily but how do you look at social entrepreneurship when you ah..

(I): when I say ... when I say working in the social sector hmm if I think entrepreneurship has to be business model driven right

(R): Right

(I): make profits

(R): Okay

(I): so even if social entrepreneurs has to go through his model whatever be the scale be able to make it a sustainable business model by sustainable I mean like he is making enough that he does not have to go around ask charities for money

(R): Okay

(I): but he is making a sacrifice in the sense of opportunity cost

(R): Hmm

(I): So he could be in another sector using the same skills would have earned more money but he choosing to do it in this sector through whatever reasons

(R): Okay

(I): but that model has to be sustainable it cannot be you know that you will keep pumping in money hmm and and and then you will impact people but that's not a sustainable business model that's still good work that's still social work but that's not social entrepreneurship

(R): Okay

(I): I think that the distinction between the two

(R): Right okay

(I): so if you wanna do a social entrepreneurship model at least be sustainable

(R): Hmm

(I): So ah.. a person for example is building a ah.. solar ah.. mini grid for villages and it is cheap enough for him to recover his money in three four years that's social entrepreneur because he is gonna take that model and he is gonna able to scale up with it

(R): Right

(I): and he is gonna able to promise the return for it it's still social entrepreneurship because he could probably have been in the power sector in the city and earned a lot more money by doing a startup in that sector but he chose to do this because it had greater social impact

(R): Hmm

(I): But the same guy let's say he is taking money from the private sector as csr money and just putting up like say solar home lighting systems ah But he is not making any money out of that he is just spending csr money that's not a social entrepreneurship model because the fund can be cut off at any time and we have to understand is

(R): Hmm

(I): The capacity to pay ah for so social entrepreneurship for people who are getting impacted is not actually that low and this is from my own experience i.e. as doing a mini grid project

(R): Okay

(I): and this was through csr only but we wanted to build in a ahhh ahhh monitoring model for purely different reason that was to send the right price signals so that people don't waste electricity if it's completely free they are just gonna leave everything running the whole day right

(R): Right

(I): If you even charge a little bit then they have an incentive to turn it off at the right time and let others use it which becomes important when we did that we say that ahh a lot of people first income bearers in any ahhh on the ground like village quite dispersed there are some pretty rich people even in the poor village

(R): Hmm

(I): So they have a higher capacity to pay they want to even pay for fan they are not happy with only lights they would want to install the tv also through your network

(R): Hmm

(I): so you have to think of innovating so that they can cross subsidize others and then scale becomes enough for you to make it sustainable so what I mean but that is earlier approach was only standalone solar home lighting systems so a panel connected with a battery

(R): Hmm

(I): I will just panel connected with a battery hmm and powering couple of lights now that can't power a tv right

(R): Hmm

(I): But let see we put the same number of panels in the entire village and you pool them together and make a mini grid then what you can do is you will have probably lower set up cost in the beginning but you can have logic that if ahmmm till the next day there is enough power to give everyone only basic lighting right

(R): Hmm

(I): Till that's time let everyone use the extra thing also

(R): Hmm

(I): So let them draw extra power and pay for it and may be you will make that rate pretty high doesn't matter because you are cross subsidizing this is not an essential service right

(R): Hmm

(I): it is cross subsidizing everyone else

(R): Hmm

(I): But the movement the power is lower than that amount

(R): Hmm

(I): Because in a solar system it has to get charged everyday

(R): Right

(I): then you switch to the minimum mode where you provide everyone only lights right so you have both and the reason you have both is because people have capacity to pay and therefore if they pay and they are not gonna pay five rupees or seven rupees per unit that's the city rate

(R): Hmm

(I): The capacity to pay is actually fifteen rupee per unit it's higher than in a city

(R): Okay

(I): because the service they want reliable power

(R): Hmm

(I): So leverage that give basic services to everyone but leverage that capacity on the richer individuals in the village to cross subsidize the entire model

(R): Hmm

(I): That way it can become scalable

(R): Hmm

(I): Right so those are the kinds of things a social entrepreneur would do that an ngo wouldn't do

(R): Okay

(I): Ngo won't do this right because there is no I mean they would just say I have provided the incentive is whatever you incentive is to impact x number of people right so you're gonna say that I am gonna put a solar lighting system to everyone and I will impact hundred people why do you need to innovate there is no need

(R): Hmm

(I): But if you are a social entrepreneur you will because you were thinking of how to make money out of this whole thing so this is not a bad thing

(R): Hmm

(I): And how are you gonna scale it up for the next village you will think about these models

(R): Hmm

(I): So that's why I think that's a more powerful approach and the technology is changing so fast you need to adopt new technologies in order to impact more people

(R): Hmm

(I): Like smart grids are a new technology right tomorrow block chain aibs approach to education health telemedicine all of that hmm can potentially create a lot of impact

(R): okay

(I): but people have to incentivized to take those new technologies I think entrepreneurs are incentivized to do that rather than NGOs

(R): Okay

(I): NGOs remain important for impact where you know it's where they need no business model but that doesn't mean you shouldn't do it right so in those areas NGOs should play a leading role but in every other area I think social entrepreneurship take over

(R): Okay wha.. do you there is a kind of ahh system implicit system working where vcs or impact investors kind off choose projects which are ahh which have been incubated under you know we'll know incubatory incubation centres or educational incubation centers do you think that that's kind of a implicit ahh rule that goes on?

(I): I mean they only choosing projects which are in I mean I I don't honestly know enough about the space to comment on that

(R): okay Hmm

(I): ahh about the details of it but I don't necessarily know that thing because a education institute can be a marker of of success of your investment

(R): Hmm

(I): Right so I mean education in general I think hmm should be provided to everyone but it's nature wise very nature itself elitist activity at the very top where where you are trying to innovate

(R): Right

(I): Why would people want to go to the Stanford or the IITs in the world because you know they are elitist institutions they don't let everybody in as simple as that

(R): Right

(I): and and therefore ahh there is a pool there education should be there for everyone and opportunity I think the important thing is quality of opportunity

(R): Hmm

(I): Everyone should be should have the same opportunity

(R): Hmm

(I): But then it's not a bad thing it because of an education institution you have chosen

(R): Hmm

(I): Because that's that's probably a marker of ahh I mean if you did analysis data it will be probably a marker of success on your investment you know

(R): Okay okay what do you think is going to be the eco system ahh the entrepreneurship social entrepreneurship particularly in India in the next five years? How do you see it

(I): social entrepreneurship I think ahhh sort of a tough question do you want to think about particular elements?

(R): Yes yes like you know what are the kind of instructions playing a role what are the kind of you know ahh what are the kind of entrepreneurship which is developing in the county across the country?

(I): I think you you will get a you will get a lot off people not just from the IITs and iims of the world doing it

(R): Hmm

(I): You know the previous word(inaudible) talk about

(R): yes exactly

(I): about certain types of entrepreneurs being preferred even a c that become broader

(R): Okay

(I): And and so so let me actually qualify that statement if my only source of information about someone is that their college degree then as a I only have that to prioritise as more sources of information becomes available the that might be the very non potent thing which college you are from let's say I know more about you than that

(R): Hmm

(I): Know that you are starting a business earlier let's say I have your credit history let's say I have some measure of how innovative you are

(R): Hmm

(I): You know then I am gonna use those measures rather than your college right

(R): Right

(I): decide I think this had become more democratic

(R): Okay

(I): in in the next five to ten years your gonna see tier one tier two cities having their own entrepreneurship cultures subcultures and based on the problems that they face

(R): Hmm

(I): Ahh not not not just you know copy cat startups and we have already seen we have already seening rise in that

(R): Hmm

(I): You know hmm I don't remember specific example but there are many entrepreneurs who come up in cities solving the problem around them ahh in fact recently there was a the women entrepreneurship awards for India women transforming india awards Niti came out with

(R): Ohh

(I): and lot of them was such grass roots ahh entrepreneurs who actually saw found a solution to the problem that they are facing around them

(R): What do you think would be their challenges interns of ahh finalising funds or use you know getting ahh you know or you know getting their legitimise status in interns of a social entrep.... As a social entrepreneur or an enterprise they are kind to kind off trying to set up what do you think is the challenge?

(I): one challenge is hmm this information symmetry and the gap it causes so ahh people don't know who you are people don't want to give you any money because they don't know who you are

(R): Hmm

(I): And you cannot build the same connections that you can in a city through vcs extra some avenue of funding is closed off to you because you won't find a vc in a tier two city hmm but the way around that the women entrepreneurship fell there which is launching actually

(R): Hmm

(I): There is a there is a thinkjng going on on how to partner with let's say a Crisal

(R): Hmm

(I): To give people some kind of credit score or or a score on their business model upfront so as you create more information on someone

(R): Hmm

(I): They are able to get a lot of partner organisations excited

(R): Okay

(I): so this person for example is know to always be pay back their debts on time and huh has done so over the past ten years

(R): Hmm

(I): Uhh a bank will be more ready to fund that person right

(R): Right

(I): rather than a person you don't know anything about

(R): Hmm hmmm

(I): so we need to start doing that we need to start verifying and providing them support and holding them interns of compliance

(R): Okay

(I): because they also don't know what things they need to comply with in that particular sector what are the laws I need to complain how I start my business up how do I operate

(R): Hmm

(I): You know what is a proprietorship all those things become more important when you are dealing with entrepreneurship at a tier one tier two city

(R): Right

(I): you need to handhold entrepreneurs there that's a role I think governments can do along with vc not vcs but incubators

(R): Okay

(I): hmm this basically give information but then government shouldn't co in and start giving heavy handed so stay at the level of being an enabler

(R): Do you think state governments should be heavy handed at this point of time? Interns of launching interms of launching and hand holding people in the grass root level who do not have access or information to how to set up their organisation?

(I): no no by heavy handed I meant making the decisions for them or asikign of telling or figuring out which sector to be to do things I don't a state government should say okay help me I will provide funds but education I will not provide funds you know

(R): Hmm

(I): Because again those are very unique problems and people are smart enough to know what the problems are in their local areas right so don't start prioritizing for them

(R): Okay

(I): so do what government should do is enable them to innovate

(R): Hmm

(I): And whatever artificial barriers they have hmm to set up lack of funds lack of information lack of compliance knowledge do all of that so that people are able to do the rest of the stuff their own that way to you will find you will get a bigger impact if you had one metric of impact it is again very hard to me geographically you will then find that the solutions vary on a pretty high resolution

(R): Okay

(I): what is most important even a block over there might not be as important for the next village or block you know it's daiged because because for exampple electric connection made to this block but not this block so the problem is very different so if the distant words(inaudible) say this year I am only going to get health funding

(R): Hmm

(I): That's not a good approach because it might be that this is they are not really these people are always helping what they really needed was ah.. hmm a distant kind of learning solution

(R): Okay

(I): and you just cut that off because you chose for them

(R): Hmm

(I): What their problem is

(R): Hmm hmm okay great thank you so much ahh this was ...

Participant code: P2G

(I): okay so you want me to talk about my educational background?

(R): your educational background and what led you to join niti ayog?

(I): absolutely so by and you mean you are okay with me mentioning my colleges names and all those fine?

(R): that's fine

(I): so ah.. I have a bachelor of engineering from bit Ranchi in computer science ah.. post that I worked for about five years for a technology company oracle In their Hyderabad and their San Francisco office

(R): Hmm

(I): ah...after which I decided to pursue my MBA which was from Indian school of business

(R): Hmm

(I): Hyderabad ah.. and I did it in finance and I joined goha bank in their investment banking team ah.. started in Mumbai worked in Singapore honk Kong for about three and a half years and then moved to doichan New York and stayed there for about two two and a half years and I have covered all kinds of investment banking deals be it yor ipo and etc. and my last word (inaudible) foxing millions financial institution for the fed tech companies ah.. Interestingly I don't have any clear cut answer to why I came to niti ayog and all I understood was word (inaudible) chances were you have ah.. an opportunity to make an impact on a large scale and niti ayog is one of the most agile government entities that I have encountered and the kind of work you do across innovation with all these technologies is is phenomal it gives you skill it gives you impact and it gives you a real chance to make about a change hence all of the reason why I chose to come back to India and be here

(R): okay so how long have you been working with niti ayog?

(I): I have been working with niti ayog for the past ten months joined in April two thousand seventeen

(R): okay and what what is the initiative of niti ayog in terms of you know promoting innovations social innovations in India?

(I): absolutely so ah... I was one of the founding managers for a tele innovation mission the entire focus of tele innovation mission is to bring out innovation across multiple sector in this country and just came into being ah.. as part of the budget announcement and a full-fledged mission was setup

with a mission with a clear mandate with a clear chart what to do how to go about it we do a lot of across all sectors not just social sectors ah,, so primarily what we do is a we focus on every single layer of innovation that can have an impact into the country's growth so if it happening in schools something called atal word(inaudible)

(R): Hmm

(I): fantastic concept where we go and set up a set up a state of the art innovation lab for school kids classic to class stories the idea you train them to become thought readers and risk takers and innovators at an earlier stage so that becomes in grained in their thought process and what wants to do their undergraduate whatever they are ready to take the pledge and become an entrepreneur itself could be social enterprise can be other enterprise but the idea is to give them that exposure

early on and these labs have things like tinkering ah.. Flight ka new robotics 3d printer's sensors and all that

(R): Hmm

(I): on a on a on a short term focus was what we do is we we we ah.. Finance a lot of ah.. Incubation centres ah... we have incubations again across the spectrum huh.. we for... for example we have set up an incubation in in ah.. in a place near Coimbatore where we are helping it's a venture of four ah.. Four people who build clothes

(R): Hmm

(I): with a new kind of fabric and there's a very good chances of that you and I are wearing a fabric from that part so they these are like it's a concept amul where a bunch of

(R): self-help group

(I): ya so not typically a self-help group but am am ya kind off can't say it's on the social state incorporative am completely blanking out right now but I will I will let you know

(R): Hmm

(I): hmm.. we have come together increasing association and and they they have been doing this for past eight years what we have done is we have chosen a school a college kind of there and we have set up incubators so that whoever wants to come and and find out new ways of dyeing cloths by creating fabric whatever they can they can do that

(R): Hmm

(I): so it's one kind of entrepreneur innovation incubation centre that we have supported we have another incubation centre we have supported in Hyderabad called axis lively hood

(R): Hmm

(I): and you should absolutely go in their website

(R): Hmm

(I): there is phenomenal amount of work

(R): Hmm

(I): so this is probably rated as the h.. One of the best incubators in the country

(R): Hmm

(I): ah.. we work with a lot of ah.. lot of the pyramid entrepreneurs words (inaudible) and and help them go along the way

(R): okay

(I): ah.. Similarly at niti ayog what we did last year was we hosted a global entrepreneur summit it the biggest of all the summit across the world and which was started by then president Obama

(R): Hmm

(I): in two thousand eight this was eighth year of global entrepreneurship summit and ha we had among the core focus areas one was entrepreneurship we did a bunch of events across India to

focus on that for example we tied up with Indian school of business they have this goodbooks extend word(inaudible) on entrepreneurship

(I): and they do a lot of work in social entrepreneurship in here we tied up with them and facilitated a lot of interactions mentoring a working kind of a kind of environment as a government we directly do not fund any start ups

(R): Hmm

(I): which is gonna be as as you understand because we shouldn't be the boss cherry picking where to invest what we do is we we enable that eco system for social entrepreneurs to flourish hence these opportunities like creating incubators working directly without word(inaudible)

(R): Hmm

(I): who them intern work with social entrepreneurs is the preferred route for us

(R): Hmm so the investment of niti ayog is a is creating incubators?

(I): is at creating the ecosystem incubators is just one part of it

(R): okay and what else apart from the incubators that the the that is building the eco system?

(I): so for example so this is this is in the area of entrepreneurship

(R): right

(I): niti ayog is has broad language there were a lot ah... niti ayog is a is the central think tank of the government of India so they work across multiple things not just

(R): Hmm

(I): entrepreneurship but but ah... our innovation mission is dedicated to establish to work on innovation and entrepreneurship and as I said we work on on innovations incubators we work on events what we also do is we have we are going to launch a bunch of challenges we call it incentivise innovation mechanism and what we are ask you is do you have a solution to our problem that is of massive importance it could be health hygiene water ah.. housing and all that so and then we incentivise you to show us a solution and we fund you we grant you a certain amount of money and we help you take it to the market probably tie up with ministries tie up with private sector players words(inaudible)

(R): Hmm

(I): that is that is another mechanism through which we are doing a lot of work

(R): Hmm

(I): we also ah.. Typically what we do is give n our reach a lot of people come to us

(R): Hmm

(I): and as to us asks us to help them set up something or help them ah... bring something to to a larger scale which is what we did through what I will do is after this interview I will send you the ges

website you can go through the events and which is a lot of events have the thing about social entrepreneurship

(R): Hmm

(I): so you will find that instead of we doing everything we partner with people and and that we have also started nti ayog is also working on something called women entrepreneurship cell

(R): Hmm

(I): where we are going to work with a lot of women entrepreneurs may be first time women entrepreneurs were not in and typical tier bound city

(R): Hmm

(I): where we might have access to everything ah.. going beyond that helping people for example we were talking to a mandeshi bank and am sure you have heard of adeshi banks

(R): yes

(I): their phenomenal work in three states of this country how can you replicate that model to a larger extent may be help in find a partner in west Bengal Bihar

(R): Hmm

(I): and try to replicate words (inaudible) that model

(R): Hmm

(I): we need to have places

(R): Hmm

(I): that is the kind of initiative we ah.. take and want to take as an entrepreneurship

(R): okay wha.. There is a thrust on innovation and that is whythat why we you want the innovation mission

(I): ya

(R): ah.. Why di you think there is an emphasis on innovation at this point of time

(I): it is actually critical as in ah.. country is producing a large number of of of graduates almost every year we don't have that kind of jobs here I mean lot of I mean people might not find things that they might want to work for in a long term

(R): Hmm

(I): second ah.. and most importantly the kind of job that exists now did not exist ten years ago

(R): right

(I): so its its more about job creation and being ready being prepared for for the next twenty thirty years the the democratic fix of this country work in out favour never been in the history of the country ah.. Such a positive demographic dividend for us

(R): Hmm

(I): and it's our job to make sure that we use that and we always had had a large population of English speaking

(R): Hmm

(I): we have fantastic technical curium across the country and we just a time and and nad a requirement of dedicated force to put it in a right direction and help us in multiple innovation helps us in multiple ways a huge country not all problems can be solved organically that that's how you dislant

(R): Hmm

(I): ah.. not a lot a lot of jobs can be created through traditional ways that how you that's why you innovate I mean

(R): Hmm

(I): people companies like flipkart paytm did not have any of our support but now they are growing fifty thousand people a lakh of people and similarly if you see around the globe

(R): Hmm

(I): innovation is the key to progress ah... and am fortunate to work on a few emerging technology areas as part of niti ayog areas like artificial intelligence and block chain

(R): well

(I): and this helps you in multiple ways ah.. Something like a block chain solves also the trust factor that's missing in the in a lot of areas for example light or some sort of supply chain sec.. turn supply chain or forged light supply chain that missing trust factor can be solved innovatively otherwise there is a lot of inefficiencies in the system because of which ah... you may miss out on a larger share of gdp which lead to more number of jobs better equipped e... people and a lot of prosperity so innovation typically solves for inefficiency and all that and also provides solution where a typical ah... regular solution might not work and hence hence the need for innovation

(R): what is the kind of ah.. Thrust in social entrepreneurship what kind of social causes are the thrust for the government at this point of time?

(I): ah...definitely health this is my personal view not necessarily the government of India's view and and nad I would request you to go through the current budget announcement

(R): right

(I): for you to have a picture because this is again I don't deal on these are all the exclusive basis but ah.. they definitely held on tops of governments mind and you have seen a new scheme ah... for health insurance under ayushman bharat

(R): Hmm

(I): so there is definitely there a honourable housing is definitely there in fact social innovation mission we are trying to ah... come up with a grand challenge method am not sure if you have heard about something called an x prize or or where you try to solve for a typical problem

(R): Hmm

(I): by interviewing somebody to drop everything and work for it the way you incentivise people is you if you succeed I will give an insane amount of money

(R): Hmm

(I): so maybe if you solve for clay model issue I will give you a billion dollars and I will make sure that that technology commercialises and is democratised

(R): Hmm

(I): so health hygiene affordable housing these are clearly on top of on top of governments agenda similarly I am not sure if you have heard of the government's plan to double farmers income by two thousand twenty two

(R): okay

(I): so there is again a huge emphasis on that

(R): Hmm

(I): and that is how you bring social equity I mean ah... lot of people moved up the value chain

(R): Hmm

(I): is is definitely on top of on top of governments mind ah.. in terms of social entrepreneurs one sector that I have seen a lot of being done is in the textile sector they have also the package of seven thousand crores probably a year or two years ago

(R): Hmm

(I): lot of work has been has been done in in that sector similarly retail supply chain are probably the areas where you will see a lot of social entrepreneur probably five six years ago self-help group were in the rogue before ah... people started understanding that ah.. Micro launch with their high interest may or may not work but there is still a lot of people in that sector working in the boundaries and and through realisable means

(R): Hmm

(I): in in villages and in in two or three cities but you will see a lot of hookers on these three or four sectors that I have mentioned

(R): Hmm

(I): pure retail I I I be sitting down with a company a few days ago and a lot of them were doing ah... they were enabling a lot of self-help groups in word (inaudible)

(R): Hmm

(I): for example if you have a if you have a expertise in say building a particular type of snack or or word (inaudible) ah... What you call savory which can be eaten over word (inaudible) but you can't

sell it to a big bazar or or a fancy shop because your packaging is not up to the standard

(R): Hmm

(I): so a lot of focus is going to help in those kind of social enterprises small enterprises

(R): Hmm

(I): in making sure you have the right kind of expertise which is in this case packaging tank of self-help people connected with bitterly tales that that end to end is is being worked upon and intelligently so there is a lot of thrust in these sectors as well

(R): okay so in general in general whether it is social entrepreneurship or entrepreneurship livelihood is something

(I): absolutely livelihood is something on top really real really on top right now livelihood is just very very painful lot of lot of people and they word(inaudible) you can have small farmers if you if you

(R): right

(I): categorise they are also entrepreneur you can have people working in textiles people working in food processing all of these all these field sectors there is a lot of emphasis on the government by that

(R): here I want to ask the vision is livelihood if we say that creating livelihood is the main mission ah.. The other ministry whether it's the ministry of livelihood and ahh social entrepreneurship they also focus a lot on self-employment

(I): ya

(R): so I wanted to understand where the meeting points of niti ayogs mission as are and the ministries are they any meeting points where are the all is there any comprehensive approach toward it?

(I): it's an it's a very good question this comes back to my word(inaudible) what is niti ayog niti ayog at the end of the day a policy think tank what we do is and we do it across sectors what we do is we we do a lot of research we do a lot of study and and in some cases we do limited Pilates

(R): Hmm

(I): and and say look this works this makes sense and the thrust then goes on to individual line ministries and the states to take that forward

(R): okay

(I): for example ah.. see this health health insure scheme it came out of a research work done at niti

ayog

(R): Hmm

(I): now it's it's the job of the health ministry to implement it we don't have the means to implement it

(R): okay

(I): we can coordinate all the word (inaudible) we are at the end of the day a policy think tank and who cover fit new ideas when they approach in convention with respective ministries and then rely on the ministries or the states the subject matter of the state to help them in doing that

(R): okay

(I): there is only very few who are mplantatable missions in niti ayog health innovation mission being one of them most of it is it has to be by them that's why in niti ayog the budget announcement you will see them along on detailing how the health ministry will implement ayushman bharat

(R): Hmm hmm

(i): that is how how in in similarly in in a social scheme that has to be implemented then niti ayog may with them inistry of skill msme whichever ministry is that then help them implement it rather than implementing it now the two entities merge or engage together

(R): okay wha what is the ah.. you know this sudden boom of entrepreneurship over the past ten years ah... is it only the demo demography and the challenge of the demography in the coming few years or what it is promoting or what do you think is led tto the whole shift of you know transformation and this huge focus on social entrepreneurship or entrepreneurship?

(I): absolutely so one of the first thing that has to be given credit is the technology and demography of technology almost everybody in this country has access to a mobile phone

(R): Hmm

(I): a large amount of data and in some cases or probably a majority of cases have access to a data or sophisticated computing power could be a laptop or a computer very small so ya there is one secondly there has been and then say jam treaties and jandan nada in any mobile that that has put a lot of power in the individuals hand second is words(inaudible) dedicated effort by government of India to push for more start-ups so if you go through to the start-up India mission details we have made sure that the way you register a company how you do your taxes and do several other things between has to been ah..simplified to a large extent

(R): Hmm

(I): you have dedicated start up India mission helping people we have something called start up India word (inaudible) if you have questions you can go and get it answered

(R): Hmm

(I): second thing is a lot of our educated people have either seen techonly solutions abroad I have worked in those technology tanks abroad and I had decided to come and work here against th...is this sheer size of a.. of the demand always helps if you if you look at word(inaudible) there are only three dedicated markets in the world

(R): Hmm

(I): you have America you have china and you have India all other geography of the world are economically fragment

(R): Hmm

(I): a solution here might not work there or a solution that might work in entire south east Asia is not implementable because Philippines and Indonesia two big countries in south east Asia are are group word (inaudible) so it might or might not work however things might work here for example for amazon in the west we have a flipkart here

(R): Hmm

(I): because simpler model can be brought here they are economically scaled there is a huge demand and solutions may not have word(inaudible) so obviously technology is there there is a big thrust from the government itself and there is opportunity so these are the three things which I think there is actually a lot of more technologies and lot more novel technologies ah... start-ups being started in India because given you jam our there is only in this entire world which has this huge dedicated identity for everybody in this country and that it could be used again there might be some flaws in the system people are

(R): Hmm

(I): have come criticisms for the system but ah.. The scope that it provides if you used correctly is immense

(R): okay

(I): so hence you will see a lot of new things coming out of this country

(R): ah... niti ayog considering it as a think tank what is its kind ah.. of relation or ties that it has with

Indian educational institutes around the country like like the premium institutes?

(I): there is a lot of collaboration and we most of the times what we do is we either work with private

partnership or academic partnership that's how we work

(R): Hmm

(I): ah.. Formally niti ayog has something called samavesh where we go to a bunch of academic institutes and again you find all these information on-line and ah.. we worked with a bunch of institutes and rely upon them to bring us research so we worked with say professors or a bunch of [rpfessors from a particular institute it could be an iit could be an iim and ah... in tantrum to to work on something which is of importance to the country so that's how so there are formal mechanical and a bunch of informal mechanicals where work people want to work with us because its

(R): do you pick up research which is independent already going on in the institution or you are kind off you also state your kind of research you need to..

(I): it depends I mean most of the times we help institutes to help us decide the topics and if we see a topic which is of interest to us we try to pick that also it works both ways mix of both

(R): okay ah... consider it has always running a lot of incubation incubators actually creating incubators you know apart from the mega cities of India how do you think the impact is translating in states like tier two and tier three towns of ah.. ypu know of creating incubators

(I): so that's that's you know that's ah.. again there is a clear thrust on each places where you may not have all support system so incubators are being done by being established by niti ayog through telecommunication department of science and technology also establishes incubators and

(R): Hmm

(I): and I think department of bio technology has started ah... bio focussed incubators mety also have bunch of incubators what you will see is that a lot of these incubators are in places divisionally may not have seen he kind of support

(R): right

(I): in terms of in terms of incubation that's why it becomes an important for example we have an incubator in Kollam Kerala

(R): Hmm

(I): so you will not typically associate Kollam Kerala with start-ups but however start-ups village

Kerala was probably one of the first initiatives towards incubation co working and all that stuff so you bring these incubators to places where you see potential you support them by incubating not only mean co working space you keeping in experts who can help these company you have a component of say have seat front which can help incoming huh .. Businesses you also have sector expertise for example there is this incubator in Kollam Kerala doing work in the artificial intelligence

(R): Hmm

(I): If we go to a university in Vishakhapatnam they are doing a lot of work in the area of fintech

(R): Hmm

(I): so you bring these kind of technologies experts in in areas where you might see a lot of talents but not a lot of channelized word(inaudible) and that's how we will create new companies coming out of I do not have the stats on top of my ah..mind right now but if you see the kind of and I can pass you a list of incubators currently word(inaudible) you will see a lot of good companies work on their own

(R): how do you choose ah... about choosing these specific locations?

(I): we don't choose specific locations what we do is we ask for an open application from everybody and then we see if the incubation centre applied is is good if there is a need for this kind of support in that particular part of the country then we go and establish it we don't cherry pick as a government we don't cherry pick

(R): do you have internal kind of guidelines screening?

(I): there is no internal ...everything is in the public domain if you go

(R): I can ..

(I): you can ..five six things these are say in this round of incubation centre application I am focussing on the five six seven sectors of importance to the country if you have these if you meet these these we will consider your application and it all depends in your strength of your application

(R): okay hmm..about the last question what is the missions goal in the next five years and what is the kind of impact that it tries to create?

(I): so again the missions goals are very clear we again trying to build that eco system and lot of all of these but making sure that a missing pieces are in place for example if you want special targets we

want to say we build so many labs we will build so many incubation centres however it's looking at

holistic level the entire ecosystem and say what is the entire country missing is it missing a support to a small business words (inaudible)

(R): Hmm

(I): and we have a program for that ah... you have so many schemes that are in the multiple ministries of the government is there a synergy between them

(R): Hmm

(I): can we build something ... that sort then grant challenges can we build five six ventures for example can you produce twenty littles of water clean water in less than ten rupees a day if you can ts a fantastic solution I will incentivise it and I will make sure make it available to the entire country can you build a house a two bedroom functional hours for less than seventy five thousand rupees

(R): Hmm

(I): if that's possible please help us bring the technology to the market and I will if you can solve for it we will incentivise you through an insane amount of money so these are some of the challenges I don't wanna give you numbers because what happens with numbers is that I get downline if I don't mean it or if I extrapolate all ah.. ah.. Underestimate whatever I am trying to do ah..you will hold me to it but numbers speaks for themselves we have already established more than two thousand tinkering labs we have established more than twenty incubators in the country itself and then we have worked a lot we did the entrepreneurship summit you should read more about it and we have we have we are going to have an active women entrepreneurship cell

(R): Hmm

(I): but more than that you will see a lot of small incremental that you will see this year you may not see from outside what's happening but trying to fulfil those

(R): Hmm

(I): in the in the country innovation eco system is what we are gonna focus next two years

(R): great thank you so much

(I): that's alright

(R): for your time

Participant code: P3G

(R): okay can we start with a little bit of introduction in terms of ahh your name ahh in what capacity you're working in the department and your organisation and then we can follow it up with what is the role of the organisation and how it is structured?

(I): okay so am keertho priyadarshini am working in Madhya Pradesh state school development mission as a consultant and here together with my team we have started this entrepreneurship development cell last year twenty fourth January so ahh as a part of the entrepreneurship cell we are working towards various initiatives to promote entrepreneurship in the state

(R): okay

(I2): my name is Vijay Verma ahh am part of entrepreneurial development cell ahh Madhya Pradesh state school development mission and ahh we are ahh organise various ahh program ahh for ITI student and ah I am ahh manage all programs of entrepreneurship development program

(R): okay ahh agar aap mujhe thoda aur batayengi ki how ahh the whole which I am trying to understand is we have a huge scheme called make in India which is promoting ahh entrepreneurship in India jiska ek small portion he ki ahh jo focus kare social entrepreneurship if you can tell me a little bit from the union government how that program in transcending at the state level and through which department?

(I): okay so ahh make in India is basically dealing with the industries commerce department so being the part of the skills development ecosystem I can tell you more about how the department of skill development and entrepreneurship is working towards

(R): okay

(I): entrepreneurial promotion and not so much in the side of make in india

(R): okay

(I): because make in India is more into ahh what do you call large sector investments

(R): okay

(I): not into medium and small industries

(R): okay

(I): so ahh from that point of view centre has come up with a lot of schemes for promoting entrepreneurship one amongst them is stand up India

(R): Hmm

(I): another one is mudra and if you talk about the state the state has it's own scheme called mukya mantris sarojgar yojana

(R): Hmm

(I): the other one is called mukya mantri yuva udhami yojana

(R): Hmm

(I): then we also have mukya mantri arthik kalyan jojana so these are different schemes basically different from each other In terms of the ah amount brack the loan amount that it provides and ahh

the subsidy it provides more or less that's the difference and all these three schemes of the state caters only to the people of MP it's residence

(R): okay

(I): and mudra when you talk about mudra is also provides loan but it does not give you any subsidy

(R): Hmm

(I): so the only difference between mudra and any other personal loan you take from a bank is that here you are not asked by the bank to provide a collateral

(R): okay

(I): because the collateral is supposedly provided the government through a fund

(R): Hmm

(I): ahh so that's how ah the state and centre in terms of finances is trying to support the budding entrepreneurs other than this if ahh you have had a chance to go to the skill development and entrepreneurship policy two thousand fifteen it talks about various initiatives that's it will take like it was realised in two thousand fifteen so it spoke on various areas that it will work on in the coming say ten years to ensure entrepreneurship becomes a little systematic in the nation it's ahh promoting budding entrepreneurs supporting them and then helping them in any expansion phase and then may be ahh helping them in buying out and then selling of their stocks to their investors and various other initiatives so it talks about e hubs it talks about ahh entrepreneurship cells in every

state

(R): Hmm

(I): so ahh under this ahh skill development mission ah you can say that ministry of skill development and entrepreneurship it mandates further nation to have a national skill development mission which is in Delhi

(R): Hmm

(I): then further at the state level it mandates every state to have a state skill development mission so it's not a newly formed organisation like I was speaking to you earlier so it's ah the set of

organisation that earlier also existed in the form of say vocational ah training and education or may be short term training or education and now it is restructured in a way to support states to support skill development in the state

(R): Hmm

(I): so when I talk about MP so here we were earlier called MP civet Madhya Pradesh council for vocational education and training the whole ah the same set up with a new bunch of people added to it became MPSSTM

(R): Hmm

(I): Madhya Pradesh state school development mission so ah here we also have our own state skill policy just like national skill development policy two thousand fifteen we have our own state policy but that's that was that is prior to two thousand fifteen

(R): okay

(I): so to speak I mean as per the current requirement it's not very relevant so we are in the process of forming ah a new policy because which will be in lines with the national policy so ah here I mandate various say for example right now the mandate of a chief minister is to extend skill training to as many people as possible

(R): Hmm

(I): so this year we are targeting somewhere around three lakh people so through mukhya mantri new scheme that has been launched for lot of skill training we are trying to target somewhere around three lakh people in the state of MP

(R): MP okay

(I): so ah the first process for this training was getting them enrolled on the online portal

(R): okay

(I): which just happens say four to five months earlier so for that also we enrolled around we successfully enrolled around four lakh candidates which was a big target and it was done by like anchored by our department only so individuals from the department travelled to the block level met all the collectors and then the collectors called meetings of all the departments because the weekly meeting involves all the department so all department including women and child and because women and child have this anganvadi workers

(R): Hmm

(I): who has the maximum reach so then they mobilise students everywhere and ah since it is a

adhar card linked service registration so people carry this biometric devices for people who's mobile no is not linked to adhar

(R): okay

(I): and with the biometric device they were registered on the portal so now we have a data base of the number of people who wants to get skill training and these candidates who are you know who can be our beneficiaries in the programs going further so an interesting fact in this year is in our training mandate placement is always a factor

(R): Hmm

(I): so this time what we have done is fifty percent is wage employment twenty percent is self employment

(R): okay

(I): so I mean self employment is just another term like people use here for entrepreneurship so we are trying to support a ah maximum of like a bracket of like zero to twenty percent amongst that no of trainees that the training service provider will train already zero to twenty percent of them should be ah engaged in some entrepreneurial activities

(R): okay

(I): so for this also this is probably like one of the few schemes in the whole nation where in in true sense entrepreneurship promotion has been linked with skill development

(R): okay

(I): because ahh when you talk about placements that is where all the monetary incentives are attached for our training service provider so here the centre is linked with entrepreneurship also in this way in a very ahh you can say reaching the masses we are trying to promote this but then how do we do that so ahh having a cell like we started this entrepreneurship development cell here ahh last year itself but having this cell at the state level wins the fight for a state as big as MP

(R): Hmm

(I): so what we did is we identified training officers from fifty one districts that we have here and then we send them to Ahmedabad for training in entrepreneurship development institute of India which is like one of the pioneer institute in the nation in terms of entrepreneurship training and development so there they were trained in a three phase manner and after the completion of their training they became a part of entrepreneurship development cell at their iti

(R): okay

(I): so there is a nodal iti in every district for example in Bhopal in every district but otherwise speaking there are in total around two hundred and twenty one itis in the state so after reaching out to fifty one districts we wanted to reach out to two hundred itis which ahh like most of it will cover all the blocks but leaving apart a few blocks in the state most of the blocks will be covered so then ahh we selected the division level training entrepreneurship officers ahh administratively there are ten to eleven divisions but as per the skill mission there are eight divisions for administrative purposes so along the divisions we formed divisional cells

(R): Hmm

(I): these cells had a possibility to train the further number of dos who were not trained so then they were trained so then they in the second phase and now we have one hundred and eighty seven entrepreneurship officers in MP

(R): Hmm

(I): so I mean it's not two twenty one because in other itis there was some issues that I mean there was no alternative but they had to be excused for this training so we have reached out to ahh almost all the itis right now and the remaining people will also be trained so now that advantage is that if say for example I study in iti reva so I don't need to travel to Bhopal to get any assistance although the contact no is there with everybody

(R): Hmm

(I): and it's publicised in itis that they could contact td cell anytime but they have a person there I mean whom they recognise whom they know who is also a to training officers so they have a good comfort level with that person and they can anytime reach out to those people so how do we ah mobilise candidates and train candidates so we have almost four to five activities that to do in a continuous basis ahh the first activity you can ahh call is entrepreneurship orientation program its a three day program wherein earlier we used to pick and select candidates for this program now mandate is to ensure that every individual trainee in the iti all two twenty one iti go through the cop

(R): okay

(I): so around six thousand trainees have already participated in eops in this last one year

(R): Hmm

(I): so ahh these candidates in a batch of almost eighty so they undergo this three day orientation program wherein they get to know I mean what is entrepreneurship is it just something that you choose when you don't end up with a job or is it like an alternate career opportunity

(R): Hmm

(I): then they are shown some videos of successful entrepreneurs then they are ahh in very briefly told about what is break even point and how can they select the opportunity which is ahh viable in the market and so every every important thing just the word (inaudible) perfect

(R): okay

(I): so they understand and may be ahh they also understand that it is something which can ahh add some financial value to their home to their annual income and not some thing which is like obviously risk is involved but it's not that ahh the chances of loosing in the new business is ahh is not that high also so we will just let them go through a few success stories and how people have succeeded even after failing for a few times ahh so that's how the eop goes then ahh we have eighty hours sixty tonight hours entrepreneurship development program

(R): okay

(I): so that's ahh a very in depth detailed program that we conduct for students but even other than those programs who ever is interested and comes and speaks to the entrepreneurship officers or to us at the cell that they want to ahh make develop a business plan and understand how a business plan is made and then go approach a financial institution so because edp is something which becomes structured and they have to come for two hours everyday

(R): Hmm

(I): Even if they don't want to enter into that structured assistance ahh guidance and assistance ahh thing so we support them in a offline manner like through counselling you can call it so we just sit with them help them and customise their ahh business plan as per their needs Because as it is we have standard business plans made across all the trades but standard plans may not be meet their specific requirements so we sit with them and help them customise the detailed project reports or preliminary project reports

(R): Hmm

(I): most of them may as of now that we have come across is interested they 're interested in schemes wherein they are getting some subsidy

(R): Hmm

(I): So this is both good and ahh disadvantage because then the whole focus is not I mean not so much on their business idea ahh but more on the subsidy that the government is providing

(R): Hmm

(I): So when you take a loan for entrepreneurship development so ahh you get a subsidy to a limit of

thirty percent so invade you want a loan of ten lakh you end up taking a loan of effectively only seven lakhs or three lakhs is provided by the government so in that and this is a very competitive scheme

(R): Hmm

(I): like a lot of people apply and there are only a few who can get so then people keep taking rounds of the institutions sometimes getting rejections (coughs) excuse me so ahh there are other schemes like mudra which is much easier to get because there is no subsidy involved so now we are trying to tell students that if they are very sure of their business idea and they want to go ahead with it with some financial assistance they can as well instead of waiting for three four months in the line for loan approval with subsidy they may as well go for mudra

(R): Hmm

(I): which they were not opting earlier because everybody wanted subsidy

(R): okay

(I): ahh so even in the cases of subsidy the percentage of approval from bank is not so high but we from outside have supported them and continue to support them in all manner so we also accompany them to the bank so the bank knows that they are not just any person who has come for a loan but they have got proper guidance from ed cell all if they do carry a certificate of the training but when we go along with them there is a impact that the it has on the bank manager so he knows that there is proper guidance in future ahh the candidate fails to make profit also be can just come back and you know take some supervision from ed cell and it can benefit him

(R): Hmm

(I): so in that ways and also by if there are some documents that are not submitted as per the requirement so then we ahh help them enlist those documents get those documents in the proper order and submit them so all kind of assistance that you can think of we provide them

(R): okay

(I): and so ahh that's pretty much about that trainings and service we provide so I have told you about the eop counselling, edp and training of trainers that we have conducted for most of the people that was our target and for few who dropped out we have to conduct one very soon

(R): okay okay so you have told me that it's been one year since the time that you have you have started this and the impact is it is almost reaching the target hmmm close to what you have kind of

what you have estimated in five years down the line ahh how do you see that what kind of an impact do you see ahh you know the department in the making creating ahh self-employed people or ahh creating more of employability in the state ?

(I): the government is ahh they have huge plans they have enormous plans for this ahh they are going to get a loan from Asian development bank very soon

(R): you are talking about the union government for or the state government?

(I): state government the state government is going to get a loan from Asian development bank very soon go set up ahh skills parks as a part of the skill spark that is already under discussions and so the team from Asian development bank keeps coming to have these discussions as in what actually Do we want to see there in the skill spark because we are the stake holders the government so ahh ahh incubation support and entrepreneurship development is ahh a huge part of that skills park so if we talk about the skill spark they are planning to ahh I mean it's not in black and white as in what they want to do but defiantly going to support entrepreneurship in a much bigger way than we are

doing right now we do have some infrastructural constraints and financial constraints but there in it will be the the only purpose of that whole area that whole infrastructure that is going to get build is to support innovation, entrepreneurship some incubation support so see for example there is a technology incubation lab it costs a lot and plus it needs dedicated people to maintain it and a lot of research behind it whole you establish it because that's a huge capital cost that goes into it

(R): Hmm

(I): so ahh all of this is being planned and entrepreneurship development cell will then merge into it is I mean how I can envision is hmm we already have the soldiers ready on the field and it's only through them that the iti graduates are for the first time hearing about something called an entrepreneurship orientation program or development program or this also something that they could do because obviously not everyone is getting a placement from iti

(R): Hmm

(I): so instead of just sitting back at home they could buy sewing machines and start a tailoring operation or may be just start a parlour any other ventures so it's it's like an eye opening thing for them you can say that we have set everything ready for the incubation cell to come here and then further mobilise these candidates into may be sat dreaming differently and dreaming big because it's

more to business right now not into innovations so much

(R): okay

(I): but I can see say for example if you ahh get into a job of parlour or tailoring or even for that tattoo making it will get you money it's a business opportunity but it's not a start up it's not something which is very different unique and some Angel investor will come and invest into it

(R): Hmm

(I): so that's what we are looking forward to some innovative ideas that would be beneficial for the state for the people reciting here and all the nation overall ahh so how to inculcate that into people and how to may be through some business competitions that can be organised across the state and ahh through a holding such events by the cm himself so they get to know that this is something which is prestigious though a little risky but at the same time ahh they will be rewarded if they come up with good ideas even though they do not have the finances to ahh build up on it but they have a good idea and they can ahh come up with and share that idea with the government they can be rewarded for it

(R): Hmm

(I): right then there can be people who know how to build up on it and then they can ahh may be work in the incubation support cell so it's it's like it's not clear how we will go ahead in this area ahh still we keep having discussions with ahh Asian development bank with IT Singapore (coughs) excuse me is it we have signed a mou with the it Singapore for providing technical assistance and setting up the skill spark because they have ahh very good institution in terms of skilling short term skilling in Singapore ITES

(R): Okay

(I): so there are discussions going in but somehow it's not very clear what should be the path and what exactly like what two centres or what training centres you should have in the skill spark what exactly abc thinks they should do so it's still under discussion phase but surely the intention is

(R): okay since we were talking about ahh funding can you tell me a little bit about how the funding structure is currently because you said it's part of the uk run program and how how this ahh you know the department is operating with what is the percentage of funds which are coming from the central government to state and other you know ahh ahh partners that they have kind of build ahh a little bit of idea on that

(I): so the funding earlier users to come for a program called MES it used to come from the centre social skill development short term training

(R): and MES stands for?

(I): modular employability skills

(R): okay

(I): ahh so if kind of stopped in the last two years and that is precisely why the no of people getting skill training in the state came down and the chief minister decided to come up with his own scheme because there was no funds coming from the centre so he decided to create a fund in the state by means combining the funds of skill training that was actually happening across various departments

(R): okay

(I): so a kind of pool fund was created and in centralised manner he decided to skill people from the initiatives of the state from the efforts of the state do this scheme rolled out last year itself second half and now it's just started to get implemented on the field it's the implementation phase has just started and so most of it financed by the state

(R): okay

(I): if you talk about finance from the centre yes there is some finance coming for the PMKVY which is (coughs) pratan mantri kaushal vikas yojana and there are some PMKKs pratan mantri kaushal kendr which established here so there are individuals from NSDC and ANDA who look after the functions of these PMKKs do ahh NSDC has sent an individual like a state representative who sits there for the office and who looks after if the funding is going right or wrong if the institutions is

getting the funds are performing well or not

(R): okay so like a monitoring ahh

(I): ya

(R): so there is a person from NSDC who kind of monitoring

(I): ya ya and there is a person from the state level also MR Modi who is coordinating whatever is happening in the state in terms of PMKK

(R): okay okay

(I): so that's pretty much the support we are getting from central level

(R): Hmm

(I): ahh this uk funding thing that you are talking about is a project which is multi faceted and multi sectoral project

(R): ahh what is it what...

(I): it's called skills for jobs

(R): and it's funded by uk

(I): uk aid department for international development

(R): oh okay

(I): so ahh this funding ahh was across various areas so it was also supporting MSDNs some firm it was supporting government of Jharkhand and government of MP so this funding is not a particularly for delivering trainings to xyz no of people but is for various supports under project management support

(R): okay

(I): so under it's the part of this program they have provided consultants here who help their mission in day to day functioning in the policy making, implementation various other activities that the state skill development mission is ahh functioning here is with the help of the consultants provided through defit

(R): okay ah apart from uk aid any other private body which is involved currently with the department whether you know national privatised body or multi national

(I): ahh multinational body ahh Asian development bank is getting involved

(R): okay

(I): for that funding that I spoke about the skill spark do that that loan has not been sanctioned yet but the PPTA like before pre loans pre loans transactional advisory meetings these are going on so ya

that's about it

(R): do do you think that there is when there is kind of a shift in the structural shift in terms of funding from the centre to becoming more self reliant at the state level do you think there is a boost and there is a kind of you know more momentum ah in terms of boosting entrepreneurship at the state level do you see there is a kind of ahh difference due to the change in the structure?

(I): we we have like envisaged right now we can't ahh justify it because it's not been implemented yet

(R): okay

(I): so ahh yes defiantly because now the power to make the decisions the power to implement it that's all come to the state

(R): right

(I): so for example when that twenty percent of the self employment is not met by training service provided it is much more easy from a person sitting in Bhopal to look at the person sitting at raisen that why it is not being done instead of somebody coming from Delhi and monitoring it so yes this

ahh decentralised monitoring is going to be helpful in terms of ensuring that the self employment parts of the these trainings are being met and some kind of support is being provided to them

(R): so in this process do you see there is kind of a shift in India's policy making where policy is becoming top down where you have it's not the central which is making policies it's the state having that leeway kind of change and customise policy and influence the cent.. Central government do you see there there is a change or you don't see I would like to understand from your how much you see there is that flexibility there is that flexibility not there or it is how things have changed in the past few years?

(I): I think that flexibility has always been there

(R): okay

(I): it's just that what is it in your mandate or not the state does have funds but then it cannot invest in all the areas same time so it has to decide it's priority areas and be very clear about it because when you are selecting a few you are leaving a few so for example when the funding stopped from the centre the decision to take this up at the state level was a very thoughtful decision otherwise instead of showing a growth in the training that you providing you were to show decline and the reason just being lack of funds so there are a lot of activities happening at the state level from the various department but the greatest problem that I see is here am sure in other states also I think would be happening is lack of convergence

(R): Hmm

(I): so if department of women and education is doing something or the department of skill development doesn't know about it if department of law is doing something then public finance doesn't know about it and they are doing the same pretty much thing and reaching the same meeting the same beneficiary or may be not reaching anyone so there is just like you just don't know

what is happening in the next building

(R): okay

(I): so a lot of efforts has been put into get this convergence thing done for example employment also there were various institutes organisation that were looking for ah at the employment promotion and self employment promotion of the state so now they are trying to merge these societies like government societies so that it comes under only one umbrella and people know that for employment these people are responsible if the people in the state are not getting employed then these are the people that you should question ah if the same responsibility is shared across a

lot of areas then even you know the credibility and accountability goes down

(R): right

(I): so similarly got skill development ahh we have a lot of departments in the state it's a huge state and amongst that almost twenty one departments were given short term skill training and all though our department is called as the department of skill development but we did not have the actual figures to what is happening in those twenty one departments how many people have got trained how many people have got placed if it happens centrally through even a central ahh say MIS and I can just check on the MIS that who are the candidates who have already got training if not then why say ahh department of sc and st and department of obc and minorities so they have certain scholarships for people belonging to those categories so they can only provide those scholarships through the department of school education because they are school kids or department of technical education because they are part of ITIs so you cannot govern a nation without converging

(R): Hmm

(I): I mean all the departments have to be in sync so it is there to some extend but not to the extend to extend you would like to see

(R): Hmm

(I): so that is a problem at the state level that I see here because that has been here for a while but I am sure this problem also does exist in other states as well but otherwise there is an issue that needs support from the state in terms of policy making in terms of the state has I think all the liberty to go ahead and take a initiative

(R): okay do you see in terms of in terms of influence of state in the centre there is there is kind of a difference when you talk about a state like MP AND capital bring Bhopal have on the centre than Mumbai which is the capital of Maharashtra do you see that there is a kind of a a disparity in terms of the influence and power that they can have on the central policy making?

(I): I I am not the right person to comment on this because if i know how it has worked in other states then only may be I can tell you

(R): okay fine okay so moving on to ahh we will talk a little bit about social enterprises because we have talked about ahh entrepreneurship in MP ahh well we understand that you know ahh Madhya Pradesh also kind of have tremendous social and welfare kind of issues problems in terms of education or health and other thing and there are loads of social challenges that the state has been

and it's been one of the lowest performing states economically also in India and also welfare challenges ahh how do we promote or how there is a state promoting social entrepreneurship which is actually focussing on social development having a business model to it also for giving it a economic boost and ahh do you see that there is any space or eco system where these kind of organisations or type of hybrid organisations coming up in the state or you have come across or people have approached things like that or policies which are being driving to boost these kind of hybrid organisations?

(I): ahh so even though I can share my point of view you will get the answer to this question from the

person who deals with make in India

(R): okay

(I): because ahh they are the people who are into large scale business as in supporting or promoting business which is into social welfare or a social cause so I mean I have personally not come across a platform that specifically and intentionally promote a thing

(R): social enterprise?

(I): ya

(R): okay would you?

(I2): ahh may I speak in Hindi?

(R): yes yes yes of course

(I2): ahh actually social entrepreneurship abhi jitni bhi schemes hamari state ki he Indian government ki chal rahi he Usme sirf entrepreneurship he self-employment ka word(inaudible) social entrepreneurship ka alag san abhi he

(R): Hmm

(I2): prati nibasi he ki mudra yogana hogayi ek prime minister employment program he usme twenty five lakhs tak ka gayi he supporting he manufacturing keliye but usme abhi india me aisa koyi luch syse nahi he jispe yeh kaha gaya ho ki ye social entrepreneurship ke liye hum de rahe he yeh baki keliye dhe rahe he

(R): Hmm

(I2): dekha jaye tho department of science and technology government of India jo Indian government he food processing department of food processing he department of micro small medium enterprise he department of tribal he ahhh yeh sare department alag alag apne apne tareeke se entrepreneurship development programs kar rahe he EDP enterprise development

program

(R): Hmm

(I2): alag alag department basting kiya ye ki hame itne lakh itne carore ruppiye hmmm
entrepreneurship me karch karna he but social entrepreneurship ka kuch bhi nahi he

(R): aisa usme jaise

(I2): geographical dekha jaye tho ahhh india alag alag state he aur geography bhi alag alag he

(R): Hmm

(I2): tho jo eco system India ka best eco system hum bat social entrepreneurship ki tho Gujarat me
he south me he north ka part UP, Bihar, MP, Rajasthan, Utharakanad tho yah ape by force
entrepreneurship he Gujarat me by choice entrepreneurship he

(R): Hmm

(I2): tho eco system

(R): aisa kyo he Gujarat me by choice aur north me by force kyu he?

(I2): basically hum kuch historical jaye tho jaha jaha per struggle hua he chaha voh struggle nature ke
sath hua ho chahe voh struggle hmm kisi ki jo bahari jo akraman kiya tha usme unka struggle ho jaha
jaha struggle hua vaha ka logh tho fight kar rahe he nature ke sath aur apne aap ko develop kiya he
kuch innovation creation pe

(R): Hmm

(I2): but jo centrally jho part he vaha pe logh nature ke sath is tarah kiya tho voh vahi unke blood me
a raha he aur vahi se dekha jaye tho Vascoa gama first jho aya tha yah ape tho Gujarat me aya tha
tho Gujarat vaha ne word(inaudible) start ki aur vohhsare ki sare regional samann jo samudrh ki
kinare vale regions the vaha pe hua tho vahi aaj bhi uplabh ho raha he matlab vahi concept tho
sabse pehele entrepreneurship ka jo concept ho voh vahi se start ho raha he Gujarat Gujarat ke
badh
ab ham state ke bat kare state me policy a rahe he logh samajh rahe he

(R): Hmm

(I2): ki hame ahhh fir make in India istarah jo sab ahhh programs ho rahe he tho vahe pe ahhh log log
self-employment me ah rahe he jab entrepreneurship ki bath kar rahe he logh job ki jagah apna apna
business karna cha rahe he

(R): Hmm

(I2): voh eco system thayar ho raha he but social entrepreneurship voh particular social

entrepreneurship ki bat kare tho abhi tho social entrepreneurship india meh just definition ki ham bat kare tho social entrepreneurship kya he voh bhi clear nahi he

(R): Hmm

(I2): tho jab hamara vaha clear hogi social entrepreneurship kya he kise ham mane ge social entrepreneurship me aur fir uske badh schemes banege ki yeh agar fund he tho yeh he hamara social entrepreneurship me karch hoga ki bakhi ya baki dhar me hoga jaise abhi hamara jo bi chemes he voh manufacturing trading and service

(R): Hmm

(I2): theen sector ko leke he yah tho manufacturing me jayenge ya service sector me jayenge aur trading me jayenge tho agar is tarah se jo hamara scheme he agar voh fir banegi ki social entrepreneurship keliye he general entrepreneurship ke liye tho dhin jake ek ecosystem ki bath kar rahe he jo ki India meh ek thoda sa view ho social entrepreneurship me

(R): Hmm

(I2): tho mujhe lag raha he abhi tho panch sal me abhi ek government ayegi panch sal ke badh ho sakta he kuch apko dikhe ki social entrepreneurship me kuch ho raha he but India ki need he

(R): Hmm

(I2): kafi need he ki social entrepreneurship pe logo ko anna chahiye aur pehele agar health word(inaudible) ja ye social problems ko leke liye kisi bhi area pe jayiye tho usme need he ki he social entrepreneurship ka kafi acha potential he but voh potential abhi actually dikhayi nahi de raha he jabh logo ko dikhayi dega ki ahhh ye he tho then voh social entrepreneurship pe jayenge I think also ho

(R): tho yeh tho ham mante he ki jo welfare challenges he jho India me he vah across vah koyi bhi part of India ke liye there is a problem with education, health ahhh you know sanitation and access to clean drinking water and things like that these challenges were already being ahh tackled by NGOs abh India apko aap ko pata hi hoga ki India is a huge history of the NGO sector jo pehele se kabhi during the time of Gandhi Gandhi and NGOs have been existing in India for a very long time abh there is a something called social enterprise which is somewhere an hybrid between an ngo and a business combination apko ahhh tho apko kya lagta he what will be the role of NGOs in future and do you see ki apko ek clash dikhaye de raha he between NGOs and social enterprise or between NGOs and the government which is kind of ahhh very evident ahh NGOs or government me ek jo clash recently dikhayi dhe raha he do you see that could be reason for the emergence of social

enterprise aur ahh what will be the role of NGOs or what will be the future of social enterprise in future?

(I2): actually abhi clash ki tho kuch aisa kuch dikhayi nahi dhe raha he matlab me ye me word(inaudible) ahhh abhi jo ek corporate social responsibility CSR k eke ham bath kare tho CSR aur social entrepreneurship dono bade alag hmm alag path he jo ahh CSR he abhi jo work ho raha he agar hum business sabke bat kare tho jo corporates ki bath kare tho voh CSR pe NGO ke though ahhh

(R): implement

(I2): rural India me ya urban me kam kar raha he voh log but yeh jo corporate social responsibility ka jo hmm fund he jo support he vah har education sabi sector me jar aha he but yeh fund social entrepreneurship me nahi ho raha he jabki ahhh ahh usko ham social entrepreneurship pe ahhh moment kuch hona chahiye government ki policy bhi me social entrepreneurship me nahi he but ha ki yeh jo fund he is fund ko voh rural area meh ahh social jo challenges he social development ke liye he aur usme karna he aur health keliye education ko lele livelihood me bhi kuch support ho raha he water ahh water sanitation sab me kar rahe he tho vah fund use kar rahe he ahhh yeh welfare ke liye

(R): Hmm

(I2): welfaring ke liye poora ahh ahh ho raha he but voh social entrepreneurship ke liye nahi ho raha he social entrepreneurship is a different part and ahh welfare different part

(R): tho unko voh prefare karte he ki welfare related jo bhi projects he voh funds channelize kare through NGOs rather than social enterprise

(I2): ahh jo fund hona chiye actually pehele yeh entrepreneurship actauuly kya he ki jo ahh johamari community he community ka dimagh me he ki pehele hame apna business karna he hame entrepreneurship pe jana he jo voh clear hoaga then fir social entrepreneurship pe ayenge tho abhi hum pehele stage pe chal rahe he second stage tho badh me he Gujarat pehele state pe jachuka he voh second stage pe aa katha he

(R): Hmm

(I2): tho abhh but hum log first stage me he agar ham is state ki bath kare MP ki bath kare MP me aaj se apch sal pehele aur aaj ke bahut eco system change hogaya he entrepreneurship keliye pehele schemes meh itni problems hua karthi thi ham jo business start Karen bahut problems hua karti thi aaj kal smoothly ho raha he alag alag schemes he ahhh below poverty line keliye alag he jo trading me jana chahe tho unke liye alag scheme he manufacturing aur service secir ka alag scheme he aur

jaise yeh mission me jo jise preeti ne batayi ki hum logo ne pool banake ek nayi scheme leke aye voh bhi hum logo no kiya tho kar raha he pur abhi social entrepreneurship ko ek just ek hame ahh usme time lagega ki abhi

(R): acha tho abhi ham logo ne bate ki thodi partnerships ke ahh this is a last bit of ahhh two two questions which is last bit which is left ahh ek ke grass root level jo social enterprises he ahhh kya hota he ki unko pata hi nahi rahrata ki government policies kya he what are the opportunities available aur voh kafi hagh tak even training, skill development ke liye bhi hothi ki bahut se rural areas ko pata hi nahi he ki you know government ka yeh infrastructure he facilities he and os on so on so so tho to reach out to ho kaise policies device kiya jaye thaki you more inclusive in terms of to bring the grass root level infrastructure and you know ahhh systems into the main stream uski liye kaise type ke partnerships ahh work kiye jaye for the future what kind of partnerships we have heard

about PPP models which is a public private partnership somewhere it has not worked at a large scale

ahh somewhere it has work in certain sectors in future kaise type ke partnerships hone chahiye jisse ki grass root ko mainstream kiya ja sake aur more participative banaya ja sake whether it is social enterprise whether it is NGOs how do we see to bring the grass root in the forefront ?

(I): hmm what is my understanding of it is I mean also ahh talking a little about your previous question so government has already started working with trusts and NGOs for implementation works for example government of MP also a part of it department is working with TATA trust to ensure implementation of its schemes then TATA trusts further engages with grass root level NGOs which are ahhh that whole work is to be done by TATA trust government is not involved and then they NGOs to ensure that these research works which is related to the schemes like first understanding their requirement and then may be a trace of study that they have to conduct and alos in the implementation of the schemes it is reaching out to the ahh beneficiary that is intended to so in that sense the support of these implementing agencies are being taken even for skill development we are only having the funds

(R): Hmm

(I): and surely in ahh existing infrastructure we are providing some form of training but all the rest of this lakhs and lakhs of these trainees will not be trained by us so we will be engaging the service providers who are situated in every con... corner of the state so they have their training centres at the block level in the rural areas and ahh so they are this scheme is made in such a way they have to

select both bigger districts and smaller districts

(R): Hmm

(I): districts which are in remote locations so they cannot just choose to give training in Bhopal and Indore so they also have to impart trainings in areas which are remote so in that ways you ensure you use theirs exiting infrastructure their existing outreach and to cater to the needs of the citizens so government is working with the private party already ahh in terms of you can call it PPP or working with the NGOs but when you bring the angle of social entrepreneurship and NGO so this concept is I don't think it is clear right now

(R): Hmm

(I): because if its an NGO so people have this understanding that whatever they get the service they get from the NGO is free of cost because that is either paid by some HNI high net worth individual or by some government schemes or they have some pool of funds that the NGO is getting some donation and through that it is working for the welfare of the people when you talk about social enterprise it has to be reach its break-even it has to charge you for what services they are providing say for example say solar cookers or solar panels in villages so people are s much used to getting free things from the government that if you ask them to provide fifty buck for a solar panel on your rooftop them might not agree to it

(R): Hmm

(I): so the whole mind set of the nation has been built in a way that they just want to get as much of the subsidies that they can get as much of the benefits that they can get and at the end of the day you don't even know that that subsidy amount that money has been put for use for what you intended it to so instead of the current system of the NGOs as you mentioned NGOs have been there for a long long time and there are just too many NGOs in India right now and had they been performing as per their recourse India would not be poor still and so many people would not sleep hungry so there is some problem there is some issue so I think this issue can be solved through social

entrepreneurship but people just need to understand and digest that there is something that they can benefit them and still cost to it so(R): Hmm

(I): so I don't know how this will happen this will happen through a lot of government participation a lot of push from the government a lot of mass advertising ahh mobilising people sensitising them first of all say if there is even a hospital for that charges you so that they can pay the doctors and pay for the electricity bill then that is something which is very good I mean instead of choosing to go to a

government hospital and then you know crib about the absence of doctors there but this acceptability right now not there

(R): Hmm

(I): so it's like a big change so like when e commerce came to India people were so hesitant to buy something online what if the size doesn't fit so flipkart amazon they did a amazing job and because they had that much of amount of money that they could go for a year without profit

(R): Hmm

(I): so they just kept advertising kept trying to change the mind-set of the people and right now everybody buys online so this is a change in mind set that has happened in India this is a change in culture that has happened in India happened here so change in culture needs to come in India in order to accept something which is social enterprise otherwise either a business man dealing with me or you are a government agency giving me something for free there is nothing in between

(R): great thank you so much

(I): thank you thank you so much

(R): thank you so much for your time

Participant code: PE1

(R): we will finish it in forty minutes

(I): words(inaudible)

(R): that's the maximum so we will start with the basic and most debatable concept what is according to you is social enterprise?

(I): what constitutes a social enterprise?

(R): yes

(I): ahh I think ahh social enterprise and business enterprise like line dividing between these two is actually is diffusing also the differences are ah less these days ah because both coexist for good reasons ah so I think it's not either of its actually both so in that sense both have legitimate space in the social economy ahh I think social economy what what differentiates between the ahh social and business enterprise is ah who is the primary stake holder and how do you take decision ah to benefit the primary stake holder I think that will decide whether it is primarily a business enterprise otherwise model and process wise they look similar so if we are looking addressing certain section of the people as a part of the larger social problem and the decisions are taken or trade-offs are done in favour of that group I think then you can say that that is a social enterprise otherwise wherever we take decisions or trade-offs in favour of market decisions like either financial decisions or product decision then we can call it as a business enterprise

(I2): mostly it is word(inaudible) played off sometimes it could be some of the ultimate technology in which needs to be used because your problem I mean you attention to the problem is more that we I mean that's the primary deliverable that you have to through the enterprise so I think that's where you feel commitment to the social problem solving is and the core social enterprise is

(R): okay why do you think we need social enterprises in India?

(I): ahh the two most common reason that every talks about is ah market failure and government failure that that could be the broader explanation but even if we don't think that government failure in real sense I think we need we need participation with the government we need ah partners with the government programs or developmental program so I...I will not call it as a government failure I I would say we need multiple partners to work on the entire social impact space so social enterprise can be one way of doing it and again I think and that's my personal view we need to be very cautious about certain things where social enterprise cannot do much

(R): Hmm

(I): so so not that social enterprise is a solution to every problem in the society to a certain problem where scale is important I think social enterprise may have their own limitations in terms of having replicable model more across may be we need government to take it as a as a major program social enterprise can be an implementation partner so ah its its very important for us to understand why social enterprise exist in a in a space may be we need only ah ah at the last might delivery may be we need at the product development space so in the entire value chain which part is the one which is not operating effectively

(R): Hmm

(I): so for us the market economics are concerned may be there is a scope for business enterprise to pitch in so what I am trying to say not that every point of the value chain entire value chain is may not be social enterprise needed may be certain section will need so and ah this is a dynamic phenomenon where we need social enterprise today may not with the place after twenty years you may not need social enterprise probably

(R): okay

(I): so it's it's a dynamic phenomenon so not necessary it isn't always sacrosanct it is a little complex but reasonably dynamic I think that's the reason that's the reason might take ya

(I2): and second side to that is ah if you look from the sustainability perspective ah the developmental work that has been happening is a discourse changing if it is changing I mean the the support system the funding agency the everything those things are changing then we need entrepreneurial interventions...

(R): Hmm

(I): ya

(I2): because then that brings sustainability in terms of venture model a business model ahh that will optimise the utilisations of this funds otherwise it is always you take out from the well and the well is empty that is the typical project based social work in which funds stops working but we can't afford to do that

(R): Hmm

(I): and and particularly now when the funds are also becoming very market centric market based philanthropic fund right so in that way then we need more and more entrepreneurial intervention in social space hence I feel social enterprise is a more relevant again certain not everywhere that social enterprises will come handy sometimes it has to be a business enterprise sometimes there has to be a active result it depends on the problem

(I): ya

(R): so it's probably problem specific

(I2): absolutely

(R): Hmm

(I): context specific

(R): ahh so ah where do you see that you know philanthropic enterprises ah social enterprises which are grant based and ngos how how do you ah see them operating in the same space and in the same similar ecosystem with social enterprises which

(I): again it's not either all again I go back to my answer that which power of value chain you you are seeing the problem that will decide where we need grant really we need investment we need ah may be initial support and then we can return the support I think it depends which part of the value chain we are looking at like for example if you are looking at affordable healthcare we need lot of investment on basic r and d basic research and development it has to be grant

(R): Hmm

(I): because the returns of this basic research and development may take twenty years who knows right so if you say that it has to be an investment and commercialisation has to happen in next couple of years may be that's what the way it will happen right so we really need grants to support the basic r and d

(R): okay

(I): and deepen the level of research I think the grant I needed more so returns will not come but suppose this product development has already happened it's a it's a go to market situation probably we need business model we need the initial capital infusion and then the enterprise will go on its own probably we don't need philanthropy we don't need grant in that case so it depends which section of the value chain we are we are looking at intervention so I think primary health care primary education are the space I think getting a very profitable sustainable business model I think is difficult

(R): okay

(I): ya its difficult so ah its problem specific which location of the value chain we are looking at its its its it has to be serial that lens

(I2): again social enterprise it's not ah ah legal type of type of entity

(I): ya

(I2): it is the way you operate right so when you say fund based or business enterprises and ngo but we have cases where even a ngo registered trust is word(inaudible) a social enterprise

(I): ya

(I2): so social enterprise entrepreneurial is more of a how you make the decisions how innovative you are

(I): ya ya it's a method

(I2): it's a method even if you are completely grant based how do you run the show I mean is there innovation is there is there a model to your is there a method to the madness that words(inaudible) so I think then in that it could be anything

(R): do you think this legal fluidity is kind of a advantage ah ah on part of the social enterprise

(I2): double words(inaudible)

(R): how is it a double?

(I): yes and no both ahh yes from this season what you have said it could be any kind of ah organisation format which addresses the problem but no it brings lot of confusion ah

(I2): for the policies

(I): decisions so ah now if if we say now if we demand the government should give some incentives so tax incentive or something now which type of activity or which type of enterprise should declare as social enterprise ah to give incentive ah there there lies a the confusion I think so so the policy framework is concerned I think it is a little complex but nevertheless it is an advantage

(R): okay

(I): it is an advantage

(I2): so that is why policy is not emerging I meant it is

(I): exactly

(I2): so there is no consensus on how to define a social enterprise

(I): exactly exactly ya

(I2): because we normally say that I mean there is no need to define as long as delivers the social value in the context

(I): ya ya

(I2): it could be anything but then when it comes to policy there is a strong need for

(I): policy and then tax incentives then then banking credit

(I2): right now there is no separate

(R): there is a thrust is there kind of thrust to kind off bring in a policy clarity in terms of you know ah

(I): some remote efforts are there ah but I think it will still take time ya some

(I2): couple of years away

(R): right now it is working in the benefit of the sector ah the fluidity in working

(I): I I think ah that I think still on the debate space people are still debating what it could be and what it should be that kind of stuff ya

(R): ah why why do you think this ah entire ah suddenly there has been a boom in social ent
entrepreneurship even government is you know ah paying a lot of attention impetus on this why do
you think this has kind of erupted in the past ten to twelve years in India?

(I): I think in Indian context the evident problem is market failure

(R): Hmm

(I): the market divide hmm between the rich and the poor, the haves and the have nots ... as in have
I think that's evident ah more urbanisation happened it has brought more marginalised communities
to the cities ah more slums more urbanisation I am not saying we should not have urbanisation I
am not saying that but I think it has happened right so I think the divide is evident

(R): Hmm

(I): once the divide is evident then you need to have a new solution because it's not a space where
you cannot fight that I don't want power plant to come I I don't want dam to be constructed dam
has to be constructed but resolution is what happens if people lose their land dam is being
constructed okay ah only one dose of relief is not enough how do you bring sustainable livelihood
and also word(inaudible)

(R): Hmm

(I): I think there new thinking is there is a new paradigm to social work or social ecosystem which is
emerging strong and I think that's the reason it has happened and most of the reason that we are
arriving a market based developmental ah thing so obviously this what what I always say is there is a
less efficient people in the society they are always left out the market based system always arrive on
the efficient people efficient systems so those who are little less efficient there is a notional
tendency of leaving them behind and this leaving them behind population is piling up so this

population has become bigger than the the one was riding at the market

(R): Hmm

(I): so now what do you do with this kind of people ah how how do you ignore them they are also market they are also consumers they are also producers and that's why in the news there is a new way of word(inaudible) is being is seen

(R): and also may be is it looked as a untapped market which is

(I): no limit sense yes ah so

(I2): but I always feel that India always had social entrepreneur it's not ten twelve years and all it's an old phenomenon I think now because of the new age media it is getting more no of coverage

(R): Hmm

(I): may be

(I2): that another side to it ah baba amte was there forever matlab gopunaji was there they were always there

(I): and they have been huge innovative way to solve the problem

(R): it was just that we never used the term or we never addressed it and we never really put into a framework and publicised it

(I2): and there was no your stories or in the world tedx in the world ah which I mean now everyone and anyone can get that coverage right

(R): so do you think that this can be somewhere because it is kind of because the western concepts of when it started matching them with the social entrepreneurship in the west and this kind of matches what what has been happening in India do you see that it's kind of a construction which is borrowed because it was when it was legitimised in the west?

(I): to some word(inaudible) yes

(I2): because like some people like Neelima tai have been working for ages

(I): they have been doing they are doing their

(I2): Arvind ikia

(L): Arvind ikia has been there when we never had the terminology called social entrepreneurship people were there and another thing is particularly he is talking about Arvind ikia Arvind ikia is a real exception which always taught of economic efficiency even if they were not operating like an enterprise

(R): Hmm

(I): that that is something new in this space efficiency discourse economic or otherwise is is a new discourse in social sector in social work sector I would say social work space which was not very predominantly being told about now it's very expressive now it is very exp.. like ah if ngos get grants from xyz philanthropic agency writing a business plan for next five years is a requirement now

(R): Hmm

(I2): they ask for exit

(R): Hmm

(I): they ask for exit which was not the requirement before so I think that discourse changing is also happening and that's probably pushing the things little differently

(R): Hmm one discourse can be the the ideas from the west and other discourse ah is it ah what is it about the Indian ngos sector which has led to this efficiency discourse do you think that has been some kind of limitations of which they will not be able to solve or?

(I): no ngos were never ah ah ngos never worked on a market lens

(R): right

(I2): efficiency has been the economic parametric

(R): Hmm

(I): the efficiency is always the economic economic parameter right

(R): okay

(I): so that lens was never there

(R): never there

(I): you are not saying they were not there for wrong reason what are you saying that's not the discourse about now the discourse has come that way

(R): okay

(I): now then have to use economic lens ah market lens efficiency lens they have to use those lenses

(R): we discussed about ah you know how collaborative social enterprise can be in the in the governing system and in that case the role of grass root level entrepreneurs ah play a huge role what do you see the future what is the current state and where do you see that moving?

(I): that's moving well rural enterprises micro enterprises the communities which are actually secluded now they are stop thinking entrepreneur that's happening that's happening

(R): ahh

(I2): I think health care is also for example new push for the sanitary pad, most of the manufacturing

is happening in the rural areas in a decentralised way ah the mid-day meal it is cooked again it is creating micro entrepreneurs at grass root level and then they are so government is using entrepreneurial network entrepreneurial network for the last mile delivery

(R): Hmm

(I): ya ya

(I2): even ah the third example could be your nutritious nutri mix types many a places micro entrepreneurs are being used as a support system to deliver the schemes so that is happening I don't know if it by design or its evolving

(R): Hmm

(I): it's evolving probably and I I think even government has also very conscious about the transaction cost so

(R): Hmm

(I2): better do it locally

(I): better do it locally ya so it happens in a decentralised way transaction cost is less ownership is high

(R): Hmm

(I): less chance of leakages so I think it's a very legitimate proposition it's a win win for all the stakeholders

(R): and where do you see well government has realised ah in ah in currently there has been a lot of impetus from the government to create these micro entrepreneurs where do you see you know big incubators and other systems which are kind of creating ah social entrepreneurs creating the business model how do you see them reaching to micro entrepreneurs or you think goes within the system or how are these facilities ah

(I): being entrep.. Being incubations..

(I2): almost word(inaudible)

(I): these are small and if you call it as a no attire incubators

(I2): that's why I think it's only us I mean it's not again bragging its only us who I think it would be because like tiss but we so we started something called rural micro incubator I have told you about it right

(R): yes now we will come to that what does ah what we will talk about now the curriculum that you have kind of created and the incubator that you have currently running about that?

(I): so I think the incubator the structure of incubators are also changing and and grass root incubators are now emerging but now the large incubators are not there

(I2): so these interlays first somewhere there are small groups in Jabalpur Bhopal they are doing it

(R): Hmm

(I2): but again doing to the tehsil level block level there is nobody there has to be

(R): Hmm

(I): yet to happen

(R): Hmm

(I2): because that place needs lot of contextualisation in terms of delivery of training I mean mentors

(R): right

(I2): should be very contextually right you can't get an iim guy talk to the guy who is doing piggery he will only talk about scale right not demeaning iim but I am just so ah that need

(R): Hmm

(I): even right now we have not gone to all the districts I think we are yet to reach all the district

(R): so currently what are the projects and how you are operating the incubators?

(I2): so we have captive incubation which happens so we have these our aluminise who are incubated with us for maximum up to three years that's one thing then for since last year we started offering it to other tiss graduates form other campuses

(R): okay

(I2): apart from our program that second level third level we started working we kind of created two rural incubators one in Jammu Kashmir one in jahua in Madhya Pradesh in tribal area

(R): okay

(I2): ah so in jampur we are actually working with ah complete ah I mean school dropouts third forth those who haven't got any formal education farmers word(inaudible) so these kind of people so can be again building micro entrepreneur entrepreneurs and enterprises in the locality using local resources and local market or if required access the outside market so we have been actively doing it

and now that's let us reach to a model level from now with next four to five months it will have a model

(R): okay

(I2): we have different partners coming there we are working with actual grass root micro entrepreneurs

(R): Hmm

(I): next one coming is Bengal

(I2): ya west Bengal with santhal tribes, so our focus is in the difficult regions in terms of geography and or political and social difficulties these are and central India we tried but we still not have any partner

(R): what are the difficulties for ah running an incubator which works with micro entrepreneurs what are the challenges?

(I): I think ah probably I will not use the word challenge I would say our learning

(R): okay

(I): so ah I think in the process we also learned about this ah the the way the way cost is being perceived by by people ah in those location and the way we do budgeting for our ventures there is lot of difference the language is not same the point of view towards money is not same okay so I think another think we learned because it's not that they were doing wrong and we are doing right probably they also have a merit what they are the way they look at the numbers the way they look at the budgets I think it has its own merit ah so even we need to learn that and one worse we ned to learn and then we need to sync in the process of understanding ah I think that's quiet time taking we also took significant amount of time to understand that process

(R): Hmm

(I): ah and every every area or every region every community has their own language of looking into that I think they were they were cultural settings to everything there are places where you cannot sell water ah selling water is is very bad

(R): okay

(I): water has to be offered to a to a person you should not you know not person even the animal also so how can we sell water so it's a very cultural setting okay now you think about doing a water based business it's not done I think we need to educate ourselves water cannot be a business similarly we also learned a lot of their things so I think that's a great learning for us

(R): Hmm

(I2): it has to be high.. highly contextual you cannot a national curriculum and take it to the rural implement and say make it micro word(inaudible) it won't work it will only remain into class room coaching won't work because it is very difficult

(R): so do you think that way the growth means I am not saying that every enterprise have to grow nad become but I would just curious to know right now that do you think this way the growth is word(inaudible) and that's a pre conceived idea

(I): individual units will not become mega enterprise they have no need also

(R): yes

(I): so it's a good way of scale right and and we should be satisfied with that

(I2): there should be clarity why are we creating the enterprise

(I): exactly

(R): Hmm

(I2): it's a sustained livelihood it's not the grant enterprise it's a sustained livelihood which otherwise wouldn't happen if you were depended on agriculture his livelihood plan is for six months migrate to nearest town live in santies and earn some money send back home

(R): Hmm

(I2): there is a whole disturbance in the eco system right in the village can be avoided so and second learning we had is finding good partners

(R): Hmm

(I): ya ya I think I think that something

(R): Hmm

(I): again there is no thumb rule

(R): ya

(I2): it has to be immersive even to find the partners I don't know if we can create a check list or a policy document no

(I): it is difficult

(R): Hmm

(I2): it's very difficult again

(I): and second thing is ah the scale is also an economic efficiency language right

(R): right

(I): and again in those places we are sub optimal economical efficiency because that's socially sustainable that's culturally acceptable so I think I don't care about the best economic sustainability even the second best or the third best is good enough so certainly scaling will not come

(R): Hmm

(I): because we have not used that process to do scalable in that way so probably we don't need scale

(R): right

(I): but certainly certain learnings we can pick up from there and apply so principles can be learned but not exactly the models cannot be replicated

(R): ya so when we talk about partners particularly funders now when funders come in they look for scale and a second is that they look for visibility those are primary things which kind of drive funders which becomes a limitation when funding becomes a limitation the a sustainability a is at stake in this kind of a scenario where do you see that what kind of solutions these a micro entrepreneurs or seek in future what kind of support system from government what is the future for that?

(I): no its clear that investors come in the entire discourse of social enterprises investor will pick only the one a for micro entrepreneurs so the entire value chain of social enterprises are not very much suitable for investors so we know there are few locations or few activities on which investors will never come

(R): okay

(I): that's not they they find comfortable I am not saying investors are wrong I am saying that's not their space so we know it very well the entire gamete of social enterprise space the significant portion where investors will not come investor will come only when the scale happens investor look at scale and returns so wherever scale and return is not assured certainly that's not place investor will.. you need to find a different innovative financial models

(R): okay

(I): so we know it well very well so I think certainly

(R): Hmm

(I): words(inaudible) when we say partners it is I mean didn't even think I didn't even think of funder as a partner I was actually talking about the execution partner

(R): I get it

(I): that was the that was the biggest learning we saw is funding the people will find out their anyways they go to the local bank and then figure out the ways but finding a local anchor

(I): is a bigger problem

(I2): because again to deliver that contextual content on a consistent manner batch after batch then take it to the next level so that's I think bigger capacity building incubating the incubators

(R): ya

(I): ya

(I2): that's what actually give almost

(I): largely we are doing that probably we are incubating the incubators not the

(R): currently there must been a lot of ah again momentum in the impact investment space and impact investing is something that I would like to discuss ah well it seems like a huge space in Bombay ah and there are lot of organisations impact investors who are working in this space I would like to understand which you mentioned that there is a kind of implicit skewedness in terms of how they are seeing social issues is that true or ah is it really existing how does it operate?

(I): I think my answer is impact investors are also investors so I think

(R): Hmm

(I2): other than investors which are guilt in mind to do there

(I): I think at the end they are investors so so certainly the basic characteristics of being a investor will not change only a little bit ah little bit shift in the left and right side of the game

(R): okay

(I): so so certainly we should not at least we don't expect any fundamental change in investment behaviour even if the person is impact investor

(R): Hmm

(I): so he is still he or she is still an investor so I I I think it doesn't matter much whether you call yourself a impact investor or not because because you have said that you are an investor so we know what is that you are looking for again I am saying they are not wrong but what I am saying that's the characteristic they possess and ah there will be great comfort because of them may be I am working

(R): Hmm

(I2): the fact that ah you said impact investor mean most of them are in Mumbai which is financial capital speaks the volume right

(R): Hmm

(I): ya exactly exactly exactly so impact investor should be set up in districts and towns ah right that's the logical place they should be actually

(R): Hmm

(I2): words(inaudible) they should be scouting there they should have a wider network than us but that's okay there is nothing accept that that's the impact investment is an investment fi you want to play the game otherwise do your own work and play by your rules

(R): Hmm

(I): ya impact investor have their place to contribute they are contributing so they are contributing

(R): so do you think that ah impact investor can be right for you said there is a gamete of ah you know activities and organisational types they could possibly be a role for certain kind

(I): certain kinds ya there is certain space their impact investor will ahh words(inaudible) presence

(R): presence okay

(I2): but still the biggest role of impact investor that funder is government ah the medial biotechnology all these technology it is the government who is funding through their technology based incubator technology business incubator that's the biggest it's a grant based actually not even investment minute ahh equity is taken so they are still the biggest who whatever they say they are the biggest impact investors as of now and they will continue to be

(I): continue to be

(I2): because they won't ask for a bigger exit plan government doesn't ask for a bigger exit plan mostly it is do a boc and words(inaudible) that is one of the department which we have seen fantastically operated

(I): science and technology in India is fantastic

(I2): that technology is doing great I mean that department alone is doing very well

(R): okay ah no..the government is paid a lot of attention and is paying a lot of attention to social innovation sorry but and I don't see it to be very different from you know also social entrepreneurship as well as the social innovation so ah ah how how do you think that this is going to help ah in kind of creating a better eco system in the coming ten years?

(I): no I think whatever currently government is doing is amazing ah I think we the India independent India never had such a conducive entrepreneurial support system whether business or social

enterprise I think it's the best best ecosystem building

(R): okay

(I): intentional eco system building initial dips happening and it's visible

(R): okay

(I): so I think so far as the role of the government I thin.. is concerned I think amazing things are happening

(I2): ya best example is sib India so so they fund innovators now they really want to see innovators becoming successful entrepreneurs so that's what their engagement they proactive government officials are collectively approaching us train their innovators to think like an entrepreneur

(I): and they are technology innovators

(I2): so these are very proactive words(inaudible)

(I): exactly exactly so I think government is is thus trying so for

(I2): words(inaudible)

(I): government is a huge system it will have its own ah style of working but I think so far as intentional ecosystem support discourse is concerned this is the best time actually it is the best time to be in entrepreneurial India

(R): what is the nature of ahhh you know social enterprises which are being ah pushed through big incubators is there any specific kind

(I): mostly technology

(R): mostly technology

(I2): IT IT words(inaudible)

(I): ya ya ya high gestation high investment those are the one which words(inaudible)

(I2): IOD

(R): okay ah so in terms of funding there is always going to be a huge kind of competition for you know social enterprises which come out of big incubators having greater networks better connections and ah micro entrepreneurs and small time how do you see that you know ah this kind of ah friction is going to fan out in the future what kind of a ah?

(I2): I think they both play different somebody plays NFL somebody plays at the college football they are different stadiums and they will remain

(R): Hmm

(I): there is a conflict because they don't compete with each other

(I2): and if a micro entrepreneur grows he finds his way to come ideally if you grow you need to find a need to compete I think they are different volumes all together micro entrepreneurs are for livelihood I would say

(R): at a national level do you feel that like the situation is that ah inclusive of micro entrepreneurs who compete with ahh you know with the so called bigger entrepreneurs who are being incubated do you think it is that inclusive in its nature?

(I): o what I am saying as a policy it is very neutral so it it it's not deterring you it's not coming on your way

(R): Hmm

(I): now it's our smartness what you are saying it's its entrepreneurial smartness entrepreneur has to make the way out

(R): Hmm

(I): so government is not saying that I will not do for you now its my job to see that whatever policy frameworks are existing I should take advantage of them and create something which is meaningful for me as well as for the society

(I2): so when you say micro entrepreneurs what do you mean like what level are you

(R): Hmm I am talking about like the ones which you have mentioned at remote location so I am talking about that

(I2): again as I said I think the whole issue I mean that's my personal opinion everything collapses when we start pushing everything for scale if micro enterprise is relevant in locality in the vicinity let it be , if we go for scale it might lose its viability as well as importunes I think they are paying huge price for bringing scaled up enterprises

(R): Hmm

(I2): making everything uniform and everything globalised I think more hyper local solutions are equally important so I think they are different waves we feel

(R): do you think there is a ah future for ahh innovative funding models at micro entrepreneurial level?

(I2): ya sure in micro finance now is coming of one more banking wave all these smaller banks I think

(I): now actually you don't talk separately about micro finance

(I2): bandan bank

(R): right

(I): micro finance is a part of mainstream finance so so that's the indicator things are becomes system now so earlier we used to talk micro finance a separate entity now everybody is doing it every bank is doing there are separate and there are many people who are doing it

(R): Hmm

(I): nbfc's are doing banks are doing government programs which are doing so I think it's it is actually become very inclusive

(I2): mudra is

(R): Hmm

(I): mudra is a part of jandan is very very good ideology though jandan should have been there before also it was there before but nevertheless these are good initiative which are opening up many things

(R): Hmm

(I): and I think it's its its there it's there ya

(R): now this is a broad question that ah if you have to describe the current entre.. Social enterprise ecosystem in India how would you describe it?

(I): it's there it's the best it's going the right way

(R): in terms of composition in terms of people who are playing the major role who is kind of if you can describe that?

(I): ya I think every state is figuring out its own space and trying to contribute so I think is very positive it very hopeful its very constructive people are figuring out new methods they are innovating models

(R): Hmm

(I): they are trying out different things so I think it's the best period for social enterprise

(R): Hmm

(I2): only operational issues there are operational issues because it's a new field like you don't find a right talent because you are always constrained with amount that you can pay so because our education system is not yet exposed to the possibilities of carrier everywhere we talk about engineer

lawyer doctor that's the aspiration so I think that will take some time something we need few hundred success stories where working social enterprise also a matter of

(I): absolutely

(I2): I think these are few things but I think its its moving its moving its slow but

(R): how is the curriculum framework ahh in in this which..

(I): curriculum framework ah actually ah allows some if somebody intents to become a social entrepreneur there is enough space for experiments enough space for articulation enough space for learning while doing

(R): Hmm

(I): ah in addition to what happens in the classroom so it gives lot of freedom one can take advantage of this freedom to do that so doing a pilot venture which we call it as proof of concept is a modular curriculum otherwise it's a it's a ya words(inaudible) these two things are very

(I2): so during the program they go on three months of live execution of their first current draw ideas in the market

(R): okay

(I): so they all are now running enterprise

(R): okay

(I): so these two guys are waiting to have a review of their work they are actually on the ..

(R): okay

(I2): so they are actually selling apricots from ladakh

(I): so they are bringing apricots and selling there are marketing issues packaging issue these guys are waiting for that first hand review

(R): Hmm

(I2): again its problem based it's not idea based so they are working first for the problem and then idea

(R): okay

(I2): understand the complexities of that's part of our program

(R): okay

(I2): so they understand the complexities of the program there are problems looking from all the dimensions and then try to devise a solutions which they test in the pilot

(R): okay

(I2): comeback in second year do a detailed research on it try to fine tune the model and after second year the y submit the final venture plan for the incubation and outside and for execution

(I): so the program ends with writing a business plan it doesn't begin with that so it's a process of evolving a business plan and in the process you learn lot you study lot of courses on management tools and techniques like marketing finance accounting ah also entrepreneurship entrepreneurial design making ah then lot of courses on context social context political context etc etc since the combination of these two three disciplines and the and the end the business plan emerges

(R): Hmm

(I): as your continuous learning words(inaudible) so that's how the program is designed

(R): and what extent does the what would be the percentage of students who ahh actually become social entrepreneurs?

(I): hmm percentage varies from cohort to cohort but I think ah there are few who become social entrepreneurs with our incubation support and there are few who don't need our support

(R): right

(I): so if I put all the numbers together we are close to sixty percent ya student becoming an entrepreneur of course some of them are entrepreneurs in a context what I mean to say is they must be handing an project with xyz organisation in a very

(R): intrepreneur

(I): intrepreneur kind of thing so they design the business model they do it independently so about sixty percent students do this kind of work

(R): okay

(I): ya and many of them work with micro finance organisation because they are the ones who becomes the support organisation before enterprises so I think another chunk of people do that kind of work few of them work with the government projects they are typical government look for entrepreneurial way of execution of projects so that's the third group which does csr concerns those kind of space

(R): okay because you mentioned the last question is this ah the csr space the funds which are ah you know the huge money from csr is being routed through ngos or as been relooked at how it can

be channeled back to investors through social enterprises how do you think this is going to impact the ecosystem in India?

(I): I think some thoughts are going on but it is yet to happen ah it's yet to happen it's a good thought and we have experiment couple of things

(R): okay

(I): so we have also have established two ways two ways of doing that and we have been propagating that a lot to corporates also we do a bit of corporate training and consulting also on these spaces ahh but I think ahh ya its its yet to emerge it is not a norm yet

(R): right

(I): though it's a good thinking but that's not the norm

(I2): we also fear too much of fund might kill the spirit of word(inaudible)

(I): maybe may be

(I2): even if its social entrepreneurship its entrepreneurship lot of easy money will it kill the spirit of entrepreneurship

(R): the social aspect

(I2): no you get free money which entrepreneur wants free money I mean I will figure out right it is only the social enterprise as which command rant

(R): right

(I2): which I think that's a baggage from the social side I think it kills the spirit we have to watch

(R): okay great thank you so much thank you

Participant code: PE2

(R): ahh so can you tell me about ahh the centre what how did it was it conceived which are the departments that it's linked with currently and what the what are the various initiatives and activities that it's doing?

(I): sure so we are a non-profit entity it's a technology business incubator affiliated with IIT Bombay started as a pilot project as for it software companies and the idea that time was to turn it into a more of a project based rather than it services

(R): Hmm

(I): Started with that mandate ran for four years in that format several IIT Bombay alumni helped it and it's prevent got interest from the government from other departments in IIT Bombay so the idea of supporting it based technology based start-ups grew and it mandate was then to support technology based start-ups from all departments

(R): Hmm

(I): So it **word(inaudible)** separate entity is not a department ahh project anymore and then the reasons because we would have operational freedoms will be able to pick up equity into companies extra there was several reasons for spinning it of as a entity and the funding came from dst department of science and technology and alumni and IIT Bombay and this was one of the first few academic ahh business incubators set up in the country IIT Delhi and iisc was another IIT Madras and this one

(R): okay

(I): so the learnings that was developed over the time and the used to set up other centres across the country later now dst I'd supporting more than hundred active incubators across the country

(R): okay

(I): hmm so we don't do e commerce or like a local delivery kind of start-ups hmm we prefer mutual property based start-ups and so our mandate is that technology commercialisation via spin outs

(R): Hmm

(I): Ahh it is not necessarily job creation or these are one of the first and foremost tech companies have to be it based or there has to be some strong technology component with some additional ways of getting competitive advantage and the we look for companies that can scale to a large level ahh creating contributing economic growth of the country or addressing a strategic need of the nation

(R): Hmm

(I): Like defence or creating a social impact so this was the mandate given first twelve years we were focusing only on IIT Bombay around eight three companies were spun of just from IIT Bombay for the past two years we have opened up the doors to non IIT Bombay start-ups and we have increased the no of types and no of programs as well

(R): Hmm

(I): ahh earlier we were having just a three years incubation support three year was meant to because the product being developed took long way to get to market its not a service or consultancy thing that can be rolled out quickly ahh because they were risky product development we have them more time to ahh sustaining that hmm finding a investable **word(inaudible)** getting the product market fit being able to raise money of their own or getting sufficient revenue where they can go

out and ahh sustain themselves so our mandate was to get them support them from idea level or product type level to a product level

(R): Hmm

(I): Ahh then we over the years we researched ahh we realised that the people need more support even from an idea to protect conversion ahh coming company formation and also like ahh they require more training and mentoring support so now we have spectrum of programs ranging from idea level to the late stage where there focus is on scaling up the company

(R): Hmm

(I): and this ahh get into all different departments of IIT Bombay that more than ten thousand students so we get all sorts of ideas and at the same time we are focusing on certain sectors so industry wise we ah we ah building a critical mass of start-ups in hmm electrons in healthcare in clean tech to start with and on a business model wise we have also experimented with a couple of programs on social hmm enterprises

(R): Hmm

(I): and our definition is not necessarily that it has to focus on job creation and all that sort of thing we retain the technology ahh focus and it has to have a **word(inaudible)** bottom line it's not only sustainable as a business but is also is addressing an **word(inaudible)** need in the country in terms of effecting health or creating jobs or ahh hmm ahh getting to the environment or so they ahh hmm our definition is that way it not a immediate benefit it could be still risky R and D but the intended impact is not just companies financial growth but the societal benefit being envisioned hmm and even though we are agnostic to the sector ahh we ahh and we don't we do all types of start-ups not just not just social start-ups we have seen lot more interest these days coming from the students and all to contribute to something that is benefitting the bottom of the pyramid kind of people so we are there are senders now that is Tata centre for technology and design here that is hmm that is setup to develop products ahh that affordable for underserved sections of the population

(R): Hmm

(I): And these ahh are in sectors such as health care water waste management energy housing etc and hmm lot of the products projects products that we are developing are meant to either increase the accessibility to health care or ahh hmm were the value proposition is at a price point that is relevant to most of the community not just high value addition priced products do we have certainly seen some encouraging trends and hmm the support from government also has increased a lot

(R): okay

(I): m there are various grant opportunities for ahh hmm the product development it could be related to Agri tech it could be related to health care drugs or biological or it could be to fin tech and all were inclusion and more access ahh hmm for poor people if I may say so is the target there are non-government organisations that are offering grant challenges hmm hmm again with a social impact in mind and so they should be curated problems statements and they are inviting solutions from start ups

(R): Hmm

(I): And corporates also have more and more csr programs which is meant to which are meant to like ahh offer water or sanitation or hmm health care delivery as as mandate and they are working at ahh start up models which can be scaled without scale it's not a relevant in India do that ahh what are the solutions being developed or products being developed as to be not only viable but also scalable to a large all parts of the country and hmm affordable and hmm meant to be used by

different types of people can be village healthcare worked hmm not a very trained doctor or hmm highly skilled operator

(R): Hmm

(I): Hmm so the solutions are built with the user in mind hmm created bottom up hmm and so people are now it's not a very academic way of thinking this is my product I want to take it to the market but they are going out immersing themselves in the settings of interest and the understanding what the requirements are and there is a feedback loop that is happening in in terms of product development

(R): okay

(I): so the cha likelihood of the products you know really fitting the market needs and societal needs are higher now so there is an increased nova also now to develop how to develop products how to **word(inaudible)** different business model and the whole way of how entrepreneurship is being persuade now has evolved a lot earlier it was just a pure **word(inaudible)** thinking of business plan and thirty page document and some invalidated assumptions and now there is a more empathy towards what is what are the needs of the people

(R): okay so in in your incubation do you do you all emphasis not on creating a business model or what is the kind of emphasis in during the phase of incubation?

(I): it's experiential they have an initial concept in mind sometimes ahh hmm the needs are well identified sometimes they are not they are just thinking for the technology

(R): Hmm

(I): So we asked them to go validate that the there is a problem that ahh needs to be solved people are whether the needs problem or the new opportunities important to people what is the level of satisfaction with available alternatives

(R): Hmm

(I): And once they have done that validation they can priorities which segment to go after and also at the same time check whether willingness to pay and the ability to pay so the based on more ahh hmm ahh based on like really understanding the consumer needs and set based on ahh their validation sometimes they need to pivot if they are not getting any interest target kind of have to figure out what's next should they change the customer segment or should they change the product up itself then the whole point of incubation is going through this process and getting to a point where there is evidence that there are people with whom are ahh demand for your product

(R): okay

(I): and which then they set milestones according to each company with Penny one what stakes they are at what is the validation sometimes it could be just on paper ahh description about **word(inaudible)** sometimes it could be like a creating a prototype and going out and testing and such if it's a very regulated product then they have to do a structural hmm process product development and then at the same time they kind of validate about the target product file is

(R): Hmm

(I): So we it's we don't impose any particular model on then it it has be what the market ahh is saying so it sometimes it might be that focusing on a really your competitive strategies ahh very differentiated neesh product only a particular sector can afford to pay that's fine we will don't

demand that you know they cater to a particular segment sometimes they are passionate about certain cause

(I): ahh you could be word(inaudible) assistive devices it could be ahh even like career counselling and making making people aware of what the education higher education opportunities out there so we have seen all types of ideas coming through hmmm if you want I can like talk you about some of the specific examples also

(R): yes

(I): ahhh carenets they are into mobile based health care delivery they are ahh out together a kit which can be used by word(inaudible) or a village health care worker

(R): okay

(I): point of care diagnostics its data can be entered into mobile platform and doctor sitting in town or a word(inaudible) hub model sitting at the hub can identify which are the high risk pregnancies and ahh ensure that more care is given to those

(R): okay

(I): women so they are deployed this in lot of rural areas in Maharashtra north east India and getting like fantastic results

(R): so projects which are of ahh may be of you know solving social problems but do not have a great business proposition ahh how do you all kind of balance that in terms of promoting that idea and the product?

(I): sustainability is going to be a key factor in our decision whether ahh to

(R): so then then is some kind of a business model which is

(I): rarely yes something that we ya we insist on it can't be depended on continues grant funding or csr funding it shouldn't be donation based

(R): okay

(I): we are not interested in that we are ourselves are a non-profit but we have a revenue model in place if we don't get a profit then there is no more ahhh

(R): so when you say you are a non-profit ahh but you have a revenue generating model ahh do you also generate profit or?

(I): I mean it it it goes back into the pool we are not registering as a

(R): okay its being invested into the ya

(I): ya to support more start-ups so invest in the start-up we get equity or returns that goes back into the pool

(R): okay okay so in the past few years wha.. ahh would you have to say that the ahh what's the ratio of investment increased for social entrepreneurship over the few years three to four years?

(I): ahh increased dramatically we have seeing foundations with ahh like csr kind of type of activity like tiramal foundation they do a lot of healthcare and ahh telemedicine

(R): you are incubating ahh projects of ahh social entrepreneurs?

(I): ahh we had around seventy

(R): has that increased over the past

(I): that has been steady at over that there is a proportion wise that remains steady

(R): okay say how many

(I): we always had that proposal for fourteen years now the we always had social centre ahh enterprises it just that we have increased the no of start-ups over the years earlier we were incubating like six to ten

(R): Hmm

(I): ahh companies per year now we are looking at like fifteen to twenty

(R): and what is been the ratio of social enterprises which been to ahh you know ahh a

(I): around ten percent ten to fifteen percent that has remained steady ahh the interest in entrepreneurship has increased over time the funding amount it could be like foundations it could be social impact investors like ahh hmm uniters seed funds and avishkar ankur capital you can you can there are a lot of players now though that amount of capital has increased over time

(R): okay

(I): all of a sudden there is now increased support and now there are training institutions incubator kind of ahh setups it focussing on social entrepreneurship like ahh unlimited India ahhh various a...universities have research groups looking at technologies for rural areas entrepreneurship etc so this generally the trend has increased over time ahh we are seeing increasing no of women entrepreneurs ahh hardware incubation program where third one bleetec innovation in under plugging

(R): Hmm

(I): they are developing the two women entrepreneurs are developing a watch for the deaf ahh the watch will continuously listen to sounds and ahh convert that into signals so if car is coming or door bell is ringing so deaf people can have better personal security but they are also like having now trying to you know if the name being called or somebody is talking to it can recognise sound so employability also certainly increases

(R): okay

(I): so there is a lot of benefits that they have envisioned for the deaf people one more company in the same core hmmm aitha they are making a ahh navigation device it's like a spectacle worn like a spectacle there will camera that continuously analyses the scene in front of you for the the blind people it's a navigation aid but it will also look at a ahh scene and interpret it using machine learning and ahh so the person walking with a dog that you can he will press a button so he is using some of the existing ap li Microsoft algorithm in it and they are developing their own algorithms also on top of it ahh again the bottom line is not just profit it's also benefitting disabled ahh none more company superwasi foundation they are an ngo they are developing an affordable product ahh of as in which is like a negative pressure ventilator some and they want to remain as a non-profit and still kind of develop what they are struggling with these lack of familiarity with a regulation regulatory environment

(R): okay

(I): concerning medical devices in India hmmm even more inceptor on this list ahh they have a product called innovation its electronic brail device again for the blind people and started as a student identified the need looked at the existing alternative he found that they were like far expensive than what far more expensive than what Indians can afford so developed his own technology after going through all the patents that are existing and ahh the went through multiple iteration with the prototype by the time he graduated he found a company now they are into first large scale manufacturing

(R): Hmm

(I): hmm and hmm these are increasing the access by the cost is now going down by a factor of ten he has is own patented technology for developing the solution along with the blind schools and such hmm and ah ah ah one more met prime it's a it's a bit of an indirect social impact making a clinical grade microscope ahhh that is smartphone based it is ahh ahhh field ready more robust transportable than the traditional microscope much more magnification power than the ususal cell phone based microscopes the idea is diploid in at at a screening done by a village health worker now he can use this in the field and collect real-time data instead of having to wait three days for a diagnostics to come

(R): is the business model either the same as much as it is applicable to the social the entrepreneurship ahh to other entrepreneurs for social entrepreneurship ahh do is there a specific frame work or kind of a you know classification of how their business models are developed in the incubators?

(I): ahh no there is no set definition there is room for experimentation and improvement they are free to challenge whatever existing norms of the business model are ahh like like it changed for banking with an evolution of micro finance the whole thing changed ahhh hmm if you look at some of the well know social entrepreneurs in India like the company called selco which is making ahhh solar lamps and all accessible to ahh **word(inaudible)** who may not even have ahh

(R): access to electricity

(I): so there they are experimenting with no pay us both kind of model so business models are meant to be broken you can't if you want to change statoscope you can't really follow existing models so you have to really identify what is a what is a go through like a design thinking process really emphasis with the customer understand what they are dealing with and you know figure out where are they possibilities need in all always be the product level innovation

(R): Hmm

(I): even though all of these are product innovations they are also experimenting with you know what is the appropriate channel to reach what are the revenue models that are possible how the pricing can be ahh altered to tweak customer and how can they partner with lot of different people to you know cost effectively deliver the price and services so they are all experimenting with different models

(R): okay ahh how has the governments thrust on social innovation or ahh innovation entrepreneurship has kind of boosted your ahh sector?

(I): there is a there are some broad level initiatives meant at ahh creating more no of start-ups there are sector specific initiatives let's say funding body called birac bio technology industry research and council by department of biotechnology they have ahh focu.. they are focusing on ahh devices diagnostics drop delivery and agri tech and etc ahh and they are dealing out a lot of grants to for

when at an idea level where there is no vc funding available because product development life cycle is very long right and the third thing is ahh social enterprise specific model

(R): Hmm

(I): all these are helping so start-ups in terms of making policies ease of doing business better policies that are institute level for students to experiment with entrepreneurship ahhh giving them more exposure in terms training ahh encouragement of at a student level to participate in such activities etc these are kind of lifting all the boats the general rising tide lifts all boat kind of thing and that know how access to cheap prototyping facilities access to more grants and all helps everybody the independent of the business model helps everybody

(R): Hmm

(I): second the ahh the sector specific things ahh so previously you couldn't ahh hmm ahh step into entrepreneurship because there was no investing social ahh capital for several sectors you you could do a raise a lot of money for e commerce and in a soft ... software service companies in a bpo kind of companies but there is no money for like risky product but now that has that is changing more and more now ahh so that also if there is a mandate ahh from birac come up with increase the no of ahh hmm entrepreneurs ahh or taxlational research ahh happening in a sector this also increases more likelihood of more point diagnostic coming up or some enabling technology becomes teli medicine easier sort equal ahh help have a direct impact on more poor people getting getting benefitted

(R): Hmm

(I): so the accessibility and availability of health care or intervention all of a sudden becomes higher ahh so the entrepreneurs now get a you know boost to experiment with a social impact model also and third finally there is a social impact which are labelled as social impact inv.. initiatives like the national entrepreneurship awards came that we were helping conduct it so they wanted to have a real bottom line on which are the programs that are training a lot of people so their definition of social impact was directly related to skill development and help increasing avai ... hmm employability of people and such so depending on who are dealing with a lot of stake holders now and then

(R): Hmm

(I): they are all doing their part now I think so some may not be directly linked to social entrepreneurship should but they do ahh have a broad support social enterprise can leverage

(R): Hmm okay

(I): and then there are like very specific ahh funding agencies that are specific that you have to show what is the social impact being created if ther is a surplus coming out ahh hm of this thing then how is that being put to use ahh ahh **word(inaudible)** a in a triple bottom like thing

(R): what is the gender of the government in terms of innovation and entrepreneurship which is ahh kind of you mentioned that there are a lot of ahh you know initiatives which are in sync with a government agenda can you tell us a little bit about that ahh what are the initiatives or activities in sync with the government agendas?

(I): you mean our own activities

(R): yes

(I): ahhh hmm we are doing ahh handling a national project called prayas its for setting up fabrication fab labs prototyping facilities across the country so ahh each centre has to support at least ten start-ups ten ideas per year and these are meant to be open to ahh everybody respective

of ahh the linkage for anybody who has completed a four year degree can get ahh ahh fellowship also under a scheme called ear and ahh access this prototyping centres under the prayash schemes ahh and really ahh try to show a group of concept that what they if they have identified the need it could be related to farming it could be related to security doesn't matter so they are whatever their local realities are they might come up with ideas

(R): Hmm

(I): so and atal innovation is doing this at a school level so this is at a

(R): tinkering lab

(I): tinkering labs kind of thing so these are enabling a lot of people to experiment with products developing products and such so this access to ahh earlier there was no support system like this it was very costly even to get a software company started

(R): Hmm

(I): now people can do this from their postal boards

(R): Hmm

(I): because it there are a lot of ahh tools and hmm hmm free tools open platform software etc which can then be leverage similarly with hardware now lot of supporting programs are there so these are enabling people to come up with their own models based on local unmet needs

(R): Hmm

(I): ahh so that's one second we do a lot of industry interactions now we are kind of partnering with a lot of entities to cover things that we are not able to do like if if India needs to have a manufacturing friendly environment where a lot of like a distributing manufacturing thing where local entrepreneurs can be created and part of this ahh you need ahh industry now how in making ahh manufacturing in logistics in product development and everything cheaper so we are partnering with intel for an electronics program we are ahh talking to other partners also for health care specific programs there have even been some IIT Bombay professors who have spun out business model which included ahh creating training creating and training a lot of local entrepreneurs like the like I said seven million solar lamp project ahh where company was training entrepreneurs to service and maintain solar panel installations so that is part of their business model

(R): okay

(I): hmm so hmm we we are now doing more projects like this where industries also helping ahh hmm hmm us to in... with a given mandate to help the things that they can help with we are partnering with other incubators also now ahh thirdly more funding is available grants available we are ahh supporting students with fellowship to experiment with entrepreneurship we are having ahh funds for prototyping having ah hmm hmm fellowship programs trainings that are open to everybody so anyone in powai and all they have a monthly interacting event

(R): okay

(I): called science Saturday where we invite speakers ahh hmm and ahh these are open to all and we have also started doing ahh short term programs like acceleration programs with if social impact is the focus we kind of say that these are the sectors we kind of say that these are the sectors you have to be technology enabled and we are looking for impacts in such and such areas as well and we call for proposals and we select the best of the applications take them to a structured program they would have a training sessions it would have networking sessions speaker sessions where a lot of entrepreneurs who have gone through the path of creating and growing a social enterprise they are

coming and talking to students and share their experiences see what they failed and see what they found success in so that students can also learn from what others have gone through

(R): Hmm

(I): so they are doing more and more such programs structured three month four month kind of programs

(R): okay so now coming to a very important aspect one was you mentioned was creating micro entrepreneurs ahh where do you think that how your centre can contribute to creating ahh micro entrepreneurs in the coming ahh coming few years what kind of projects or what kind of social entrepreneurs are going to be you know essential to creating more micro entrepreneurs?

(I): so what we do is generally support companies to experiment with these things ahh our job because it's a lean tenure and we don't directly create all these things we only if enable companies who we give them some thirty lakhs up to thirty lakhs of initial grants and this kind of helps and develop a prototype test out different models and see what is what is working what is not working and then improve upon it till the kind they are stable enough where they will be able to raise capital from venture capital and all once they kind of show proof of this is working

(R): okay

(I): hmm so the we don't insist that somebody create micro entrepreneurs we depending on the sector it might be more better than than some sectors might be more amenable to this than others let's say solar power or it's like waste management or if it's like ahh water then there are more possibilities of ahh hmm creating micro entrepreneurs hmm it could be be like **words(inaudible)** you know have a distributed online and offline model like lic and all are creating lot of small small

(R): okay

(I): ahh now the ahh combining a lot of enabling technologies like mobile based which can ensure a connection hmm ahh hmm mobile technologies are enabling lot of different business models where access to good services at price point is that is acceptable to part of the pyramid kind of it is possible and you combine this with ahh micro entrepreneurship then you have a far more possibilities

(R): Hmm

(I): for somebody who is let's say is financial planning or savings planning there are a lot of lack of awareness they are only aware about one or two like savings bank and postal bank and lic and you you can't do like a real good planning with ahh they are the current know how if you combine that with mobile based thing you are giving lot of advisory support decision making tools ahh and also ahh having a lot of people who can help com.. Do the last mile delivery kind of comes to the services then

(R): Hmm

(I): certain sectors are better for micro entrepreneurship than others if depending on the consumer sector being targeted ahh we help our start-up companies whatever sector we are in experiment with different models

(R): okay

(I): and collect the feedback see if its working or not and whether it is a sustainable thing or not if if the feedback is positive we give them little bit more funds to expand to do may be one or more locations and see what is happening and the time they are able to raise venture capital money

(R): okay the government

(I): I don't know if i have answered your question

(R): no you have ahh so ahh so the next question is that employability has been a national ahh concern in the coming few years where we have the largest youth with you know not being skilled enough so the government has been thrusting on self-employability and livelihood programs now at the same time the government has also kind of ahh thrusting a lot on social innovation and ahh innovation based entrepreneurship somewhere technological innovation is always in conflict with kind of ahh you know employability generation is it because it's kind of threatening to job creations so where do you think at that point ahh there is a paradox here there is a huge employability and livelihood challenges and here there is a complete trust on social innovation and ahh which is also needed but how do ahh this come to best a balance?

(I): no easy answer there hmm our we don't look at skill development and all that for example our mandate is ahh technology hi tech entrepreneurship ahh if it is a if it has a social business social impact in mind well and good there could be agencies solely focussed on job creation employability like national skill development corporation hmm they they do a lot of programs where this is the only point so they don't really care about whether it is a entrepreneurship or not

(R): Hmm

(I): so it will change depending on who is the stake holder we are talking to and what is their mandate hmm we do struggle let's say it's a robotics company will take away the jobs of manual labourers ahh and we don't want to really an answer a ready answer to it all we can hope for is that there should be way of these two things co existing ahh needn't be robotic workers completely replacing ahh manual labourers it could be that they learn to work together or there is a way of interaction ahh and there are certain things that machines can do better like beatable munding kind of jobs

(R): Hmm

(I): and humans are good at creative thinking and ahh abstract thinking such so hopefully there will be change is inevitable if we don't do it then advantage will go to china or ahhh people who are hmmm investing a lot in this like if we are talking about even white collar jobs and things like lot of it jobs India is there a lot of employ people here those most of these jobs could be automated now or in future

(R): Hmm

(I): and if china and us are investing heavily into this then we can't afford to land behind we have to stay ahead of the current scene what can be do **word(inaudible)** to our situation regressing to old practices is not the answer ahh we have to come up with our own ways of dealing with things ahh and I I think there is a bit of scare also computers came in the fear was that it would take away all the jobs like it could like a banking job bank tellers computers will that hasn't happened if at all anything it has created a lot of jobs so similar to that I think it's a matter of respective and identifying where these technologies can be deployed effectively and then what else can we do at the same time to upgrade the skills of the young generation and what can be done

(R): Hmm okay another question incubators ahh particularly in thin centre the entrepreneurs who get incubated what is the edge that they get over you know other incubators means similar technological incubators?

(I): hmm incubators have evolved over time earlier it was just subsidised access to office space so we you don't have to put down a big deposit rent out a very expensive thing

(R): like a co working space

(I): co working space that's how they started then value added services started ahh business service providers attorneys it lawyers legal etc ahh and then more of soft support training and all same about and now we do the full spectrum hmm we do training we do networking events we offer subsidised access to labs and ahh testing facilities here so we have our unique advantage in IIT Bombay ecosystem that are high end equipment here that are not in many places in the country

(R): Hmm

(I): hmm and we can offer subsidised access to those facilities so product development becomes easier ahh there is also now I think the next generation of incubators could be more of networked more of incubators coming together and picking up sector and trying to do something so the quality of application is quality of incubates does not get distributed that are like too many incubators and far too many

(R): what is the kind of network that it is it is giving them the access too?

(I): so we are trying to build collaborations with like Monash University in Australia for example Cambridge in uk sreechitra in India ahh these sort of academic partners building ideas to come up with let's say health care focused program

(R): okay

(I): where we can all pool our resources and we can pick from a national for application ideas to support

(R): okay

(I): that's something that we are working on ahh otherwise what would happen is there would be more in critical mass it is difficult for me if there is only one bio tech focussed company here I can do a training program I can bring in a co talk investor if there only one but if there are like ten fifteen of them and then there is a portfolio approach I can use to manage the risk involved ahh product development or investing in this company so and if I am combining the strengths of IIT Bombay with strengths of other institutes the likely hood of the success becomes far higher

(R): so do you think that the likely hood of these ahh enterprises of accessing funds becomes much higher when they incubated in this centre

(I): ya so there were was a **word(inaudible)** study that compared the statistics of how what percentage get funded and they found that overall national level average was eight percent if you are an incubator then you chance becomes twenty five percent and we looked at our own records in the first ten years around fifty six percent raised venture capital money and our eighteen percent raised banking ahhh loans and such which is hard to do as a start up

(R): Hmm

(I): so our track record is far better than the national level averages so the incubators do work our success rate is like seventy percent that is ten percent for ahh

(R): and how do you define the success rate?

(I): so they are sustainable even after three years and more

(R): three years and more

(I): okay and they have created jobs and they have raised capital

(R): is there any kind of turnover that you all have ahh threshold or bench mark

(I): haven't used as a hard metric ahh will be doing that in the future but we are saying is that they are invested around a million dollars or so and they have managed to raise around one fifty million subsequently

(R): okay

(I): ahh and hmm ya we been selected as a centre of excellence in supporting start-ups by dst so the track record is good ahh what we will likely look at in the future is you know we hadn't looked at unicorns and and those are not the metrics because we are taking you know kind of baby steps compared to what is happening in us and all ahhh they are doing this for long time

(R): okay

(I): and India in general say ecosystem is pretty new it's been like ten fifteen years since the whole thing started

(R): okay

(I): so ahh now going for we wouldn't be just focusing on the numbers how many jobs were created and the no of start-ups but we will also be looking at ahhh evaluation of the companies and how big they get something as a long term target

(R): Hmm

(I): hmmp so in ah short answer various studies have shown incubator as do work ahh not whole incubators do ahh so because not all incubators have the right kind of people some are employing purely academicians may not have open industry ahh ahh and they may now have the right kind of network and supporting system so it not about having a building and having space its support having a good no..connec.. no of people that you know who are interested in the cause and having the right networks to support entrepreneurs ahh it's a lot more than the space and the money that you put in

(R): Hmm

(I): lot of soft peer to peer learning is also important if there are like different sectors representing in incubator people at different areas we have serial entrepreneurs we have ahh soon to so to be graduated students forming companies so the good mix helps the can change their learnings hmm and management also I think I would like to say (laughs) plays a

(R): (laughs) okay I think yes that is an important role that's good ahh so the last question is what is the kind of partnership that you currently have ahh this centre has and what in future that you all hope to have?

(I): hmm the **word(inaudible)** the types of partnership over the years ahh earlier it was purely government support ahh and some informal help from alumni so carious departments of government have helped us a lot

(R): okay which if you can name?

(I): dst, mighty, biraach ahhh primarily these three dst was the original funding seed for setting up site and the we are handling a couple of dst funded project also now

(R): Hmm

(I): we are increasing the no of corporate partnership we have done a partnered program with intel we have a program with ongc ahh we run a program with sap but the program level there is more partnership happening and we on a sector specific bases we will expand this

(R): Hmm

(I): ahh we have increasing no of partners from the csr angle they are interested in particular sector and they can year mark kind of it is not always related it can't be related to their line of business but they can say you know broadly would like to have more start-ups or like have more

(R): okay

(I): social impact start-ups something like that they can say

(R): okay is csr money for ahh creating start-ups may be not social entrep... entrepreneurship would it be considered can that be given to a company which is a purely ahh you know business driven kind of an entrepreneurship?

(I): hmm no it has been structured very carefully ahh funding to an incubator comes as a csr activity so we can the now deploy this funds ahh and so it may not readily affect large no of life's in the short term but if we are impacting an if we are having a portfolio and then we invest in five start-ups seven of them go forward and create jobs eventually

(R): Hmm

(I): create a far more impact than getting to a immediate need

(R): right yes

(I): and deploying the csr entity in I don't know buying a tanker lorry to supply water to a village

(R): Hmm

(I): that's one way of looking at it or digging a well or coming up with sustainable irrigation practices or having a ahh product based solar energy product based solar energy plus water management plus smart irrigation kind of product based start-ups is another approach so but this has a product development risk so some companies have this has a mandate that I want to this is my focus this is my csr activity going for three years

(R): okay

(I): I will invest in a tanker lorry to supply water so if that is the approach then technology based incubator can't do much about it

(R): okay

(I): as we know we are looking at scalable high growth solutions not necessarily immediate short term this thing so but downside is risk if we invest in a company and then it fails that funding may not be able to report that they benefitted so many lives ahh os we have to build up a corpus of funds to support a lot of different start-ups that's why at least you come out and ahh hope it is scalable solutions ahh so we have tried that and appetite for risk is not much ahh so I think there is like a five to ten percent of csr money that goes into incubation kind of support sometimes they enabled a

company to deploy a servicing in a rural locations for some let's say it is a tele medicine product solution somebody involved in a health related csr activity might buy this solutions with the csr fund and deploy it in ahh a rural area that also works so early adopters if you can find a few then the start-ups that is the ultimate validation for the start-up some customer is willing to pay and in a social enterprise that is important the user may not be the payer

(R): Hmm

(I): ahh they just have to show that it is sustainable it is providing a value that is better than the cost which charges so the user might be a village health care worker but somebody else might be paying for it

(R): okay

(I): ahh so when they are coming up with social business models we do keep this in mind who might be able to pay for this solutions who might be the likely users what is the revenue model what is the pricing

(R): and what are the future partners that you are ahh?

(I): so ya we have corporate partners now we have more academic partners now we have ahh hmm government agencies we are getting support from ahh thinking about support from international entities like uk university combine with the Indian universities might be able to combine the best of both that might be a solution developed in uk that has a market here sometimes the reverse knowledge transfer that you know like ors was developed by in in developing countries and now it was now being used in developed countries

(R): yes

(I): so the the ahh I think more interaction between international students and incubations and academicians would certainly help so that's one future that we are looking hmm other is sector specific partnerships three focus areas that I mentioned health care electronics and ahh clean tech ahh so we are looking at different types of partners so it could be like a manufacturing service it could be ahh end client or ah ahh a aggregator who can bring assemble lot of different solutions from start-ups bundle it together and take it to market

(R): Hmm

(I): hmm so the start-ups can reach scale faster than if they were to do it themselves so we are looking at a sector specific level and the full value chain let say the components apply to manufacturing to ahhh scales and logistics to aggregator kind of things so we are looking at partners whole of these if you are thinking about electronics sect vertical similarly for health care we are looking at ahhh we are looking at hospitals we are looking at physician groups who can give feedback so everywhere we are looking at the full value chain of ahhh possibilities and seeing who are the possible partners who can help us

(R): thank you so much this was a very informative

Participant code: PI 3

(R): if you can tell me about your journey from the time you have come to ah India and kind of conceptualising the organisation in the social sector space?

(I): ahh so I originally came to India as an intern and I worked with two different ngos who were working with bmc schools that how I got to know about what is the type of work that they are doing but then also what is the situation with the students who they are working with and the challenges that those kids were facing ahh and what did also the public education system look like

(R): Hmm

(I): especially coming from Canada I attended government school and also everybody that I know and there was no private schools even in our town and so this the idea that government school was wasn't the first option it was even like the third option from most families hmm was quite shocking and studying to understand that reality and also at the same time what is the role that organisations like ngos play in holding the system accountable and bring kid into school and providing additional services that aren't covered in school all those things were just really eye opening for me and ahh really helped to sort of inform my personal journey ahh and at the same time I happen to meet the founders of aatma so they had already started the organisation about an year before and then I joined up with them ahh in those early days so when I met them it really made a lot of sense in that they were saying all the things I had already seen that the organisations where ahh that organisation that they were encountering are ahh are doing amazing work

(R): Hmm

(I): have leaders who are dedicated to the causes and the communities that they are working with they have an incredible amount of experience and they dedicated much to doing that but at the same time it takes so much more than that to run an organisation and that you know time and time again nice how this is my experiences working with different organisations was that they were facing the same challenges over and over ahh so how do we break that cycle and so basically the founders at that point had said that how do we help ahh and what is it that we can provide this organisations which can help them with resource constraint cycle

(R): Hmm

(I): hmm so that I think that original those how do we help up and how do we add to what is already happening has stayed with us through prior and now we call it aatma accelerator program and ahh that is sort of how we got helping organisations and helping them to find half of what they want to be and really like execute and **achieve that path as well.**

(R): okay how do you how do you go about choosing organisations who are working in the education sector?

(I): hmm so we choose organisation based on two main criteria one is do they have a dedication to working with students who come from low income and vulnerable backgrounds and are they open and willing to change the way that they are doing things are they interested in doing things the best way possible and know that they don't have all the information right now so those are the main criteria

(R): Hmm

(I): that we are looking for in any organisations essentially leadership

(R): Hmm

(I): when we partner with them additional to that obviously we are looking for organisations of certain mind set so for us the sweet spot is that the organisation should be what we call level two organisation where they have their program on the ground and its running and beyond the pilot stage hmm so they have a basic idea about what they are trying to do there but it's still growing has to be consolidated needs to be a team to back it up and so that's really for us like the sweet spot looking behind organisations **word(inaudible)**

(R): okay how long is the ahh is the duration of the accelerating program?

(I): so we were work with organisations up to three years so in that way we are not like traditional accelerator at all we ahh are looking for organisations that do the are looking to undergo a long term behaviours change and I think what we have seen that for sure is went on like almost like firefighting what are the biggest challenges that an organisation is facing often it's about who are we and what are we trying to achieve and how do we tell that story internally as well as externally

(R): Hmm

(I): hmm and then this second year is about consolidation so bringing on the team that is going to lead it putting in system and processes in place that are going to allow them to execute the same thing that the founder was executing

(R): Hmm

(I): and then in the third year ahh the partnership it's much more driven by the organisation and we should help them to really ahh just reach the stare and the goals that they have

(R): okay ahh in in these three years what is the kind of funding structure that you kind of invest in an organisation do do they have any ...ah how much or what is the capacity that investment that can go in?

(I): so we don't make financial investment

(R): okay

(I): the organisations that we help with the structure for model

(R): okay

(I): hmm but the hmm amount of perp organisation that costs them is five and a half lakhs to really hmm address their ahh need so each year that's how much we are raising and investing back into the organisation and we ask them to offset with that the fee of about one lakh per year

(R): okay how how is aatma raising funds for itself what is the revenue model for aatma?

(I): so we have some fees hmm but that only covers the small portion of our cost and then part of it we raise through foundation and csr

(R): okay so the ngos are also paying a fee which comes into the program and which you are saying is ahh one lakh per ahh is five lakh which you are saying for

(I): so it costs us five lakhs to provide the service to them but they only pay one lakh

(R): okay and ahh so one lakh is for three years or is it for per year one lakh?

(I): per year one lakh

(R): per year one lakh

(I): ya

(R): okay so ahh do you feel that ngos who have of course reached a certain point and have access to resources can only get the access where aatma can provide this kind of services or does it look at moving beyond to ngos which do not have any access to resources where do they take them to another level is there any program or?

(I): ya we do we do both of things that we actively take applications and sixty percent of the organisations come through the recommendations through applications some way they either find about us and apply or they are coming to us through ahh like someone in our network already or former partner organisation and and the new also do remaining forty percent come through active search process behalf of the aatma team so we believe strongly that we don't necessarily wanna work with the best **word(inaudible)** organisation we want to find those people who really need the actual support

(R): Hmm

(I): hmm from us we do spend quite some time looking at organisations and especially in categories or markets where people are not used to accessing the kind of support that aatma provides ahh we also have to do a lot of like educating people what is us and what would it look like in a partnership with us and what kind of support can you count on what kind of support can to count on

(R): Hmm

(I): that kind of thing ahh and those are some of the main pieces and then additionally to outside of the accelerator program we also have the aatma network so that is an online portal that has all of the best practices and knowledge that we established through the flagship program accelerator where all of that information and expertise is available to anybody who signs up and who access the materials

(R): Hmm

(I): and even in that there is a live stage survey that each organisation can take and it can guide them to what would be the most important next step for their organisation to engage that's one

(R): okay

(I): and there is three hundred organisation on that portal

(R): and which are the organisations is there any specific geographical area that you all are looking at and in and what would that be is it only Bombay?

(I): so our accelerator program is in Bombay and pune right now

(R): okay

(I): and then the aatma network is across

(R): is there any plan of moving beyond Bombay and pune and move on to may be a more rural level where education is quite a bit of a challenge?

(I): so one other thing that we developing in the next year is ahh remote service so where we can do the same thing that we do through the accelerator program and by remotely we don't necessarily be face to face but we really feel like the the relationship between us and the organisation is really important so we want to use ahh different technology to able the relationship to remain but also for us to ahh be able to provide same kind of services that we do in Bombay their face to face to each organisation and that something that we are still working on and piloting but we still doing ahh remote coaching to about twenty organisations last year

(R): ahh which is outside the state of Maharashtra?

(I): ya so some of them are nearby and some of them are far flunk so

(R): okay so because most of the schools are public schools and then that means ahh organisations ngos which are working in these public schools so is there any interface that aatma has with the government because its working in government institutions so ahh does it involve any partnership or any form of tie up with the government?

(I): hmm not all of our organisations work with the government and bmc schools necessarily

(R): okay

(I):bmc or other ahh government school system ahh where some of them of but not all of them and in that way we are certainly remove from any of the partnerships that they have directly with the government so we don't interface with the government at all

(R): okay ahhh there are certain programs which the government has launching in terms if you know creating innovative learning ahh techniques in government schools ahh do you see any possible partnership there in terms of creating skills ahh to deliver that knowledge to children in the future like for instance the ahh tinkering labs of ahh atal incubation mission where they need more trainers and the governments may require more trainers skilled people to kind of run the program do you see any possibility of ahh getting into that space in the future?

(I): no ahh so that kind of what we what we are looking for with a organisations that we are working with is they have something that is working with

(R): okay

(I): within what they are doing hmm and in terms of using any of the government as a facility for scale hmm either we are trying to see one is how is the thing is working here and we applicate within the government for them to ahh inculcate that into the programs into the like their platforms and channels education delivery or is it that you want government to be a scale partner and you are taking them as a package product and using their facility to scale them

(R): and what is been your understanding of most of the organisations what kind of a partnership that they prefer with the government the ahh the non-profits?

(I): I think the most people that we are working with are in the space where they want to take like up product which they feel strongly about to the government to scale up so one of our partners in pune is life lab and they have like science kits that are like DIY science lessons so hmm they are mapped to to ncert hmm curriculum sorry the national curriculum frame work rather hmm and they are saying okay you can pick this up for std four and it's like all your science lessons but activity based learning

(R): okay

(I): and brings out like values education knowledge so the things through the process hmm so that is something that they have done and they are looking to roll that up partnership now with the Delhi government

(R): how open is the government for such kind of models?

(I): it depends on the which government you are speaking to

(R): okay in case if you say Maharashtra government the state government?

(I): the state government is more from what I understand we have like I said limited interaction I think they are more open to it and then the other trick is on the other side are the ngos ready to meet the scale that the government demands

(R): okay

(I): because if you go them and say I have this great thing they might say amazing yes implement it in five hundred schools most organisations are not ready to respond to that kind of request then we say no I can do it for five schools of course that is like really not useful to anyone and ahh from their perspective it's all like I need you know if am managing all of these permissions and processes then why do it for five schools

(R): okay

(I): to a bigger scale

(R): for aatma what is been the major challenge to raise funds for you to run the program scale up the program?

(I): hmm I think for us we

(R): and particularly in the education space you know there are impact investors there are ahh vcs who are investing but ahh ahh an accelerator which is specific to working on education and public education

(I): ya we mostly working with non profits right so hmm we are not in the vc investor ecosystem either hmm i think the biggest challenge for us is that we are I think we have been a young organisation for a long time hmm may be longer than we needed to be

(R): ya in terms of years?

(I): no younger in terms of ahh sort of like the **growth** hmm and that's have always been linked to funding for us so ahh the

(R): and growth would be am sorry to interrupt but growth would be ahh seen through what lens in terms of ...

(I): just our ability to get stable like committed funding for the programs that we are offering hmm as been a challenge so that has limited our ability to grow and scale up what we do

(R): Hmm

(I): hmm we so I would say one is that br.. a bit early in terms of what we are trying to do ah I think now people are catching on to the need for capacity building still domestic funding is not really geared to the kind of work aatma does am so like all the csr funding it's very hard I think everyone says this so I don't wanna make it an excuse hmm but I would say that it's not on peoples radar to do capacity building within the education space versus funding an organisation or school intervention directly so that's a lot more complicated ah which is okay that is our theory of changes like a little bit one removed hmm so that's been a challenge

(R): Hmm

(I): hmm ahh so ya I think that's one of the **words(inaudible)**

(R): mostly funders ahh feel that if there is a good idea and the organisation has a good idea they are usually sector agnostic do you really feel that funders are sector agnostic?

(I): no

(R): okay why?

(I): I don't know I don't think so **words(inaudible)**

(R): okay what is their perception about incepting education sector?

(I): strong so there is a lot of money in the education sector it's like the no one funded thing in hmm in the csr space for sure hmm probably more than double the next category so there is a lot of money going into education hmm so in that way it's like very good space to be in

(R): Hmm

(I): hmm I would say may be not the investor community but definitely in the csr space everyone's very new to the game there is not enough experience and mature talent in who have been doing giving for a long time and even if the person who is like leading the csr initiatives in a company is really experienced they have to really work with a big committee of people to make a decision hmm and so that difficult it makes it very difficult process to get hmm something that's like more new on several requires experience in the sector and through those kind decision making process so ah its just it's like very new sector

(R): okay how do you see this sector is going to grow in the coming few years since you are a good one of the pioneers who has been working for a very long time ah what do you think the change will be in terms of investment in this sector?

(I): hmm I think there is lot more especially with the adamant of like vc funding and like start-ups being very cool and like tech sector all of those things like **things** coming out of silicon valley is starting like this trend in this idea like the ah the broader more public understanding of like what is an incubator or what is an accelerator is growing

(R): Hmm

(I): so that's something like changing the world over and so the idea that you would apply the same thing that is supposed to are non-profit organisation is also evolving and growing so there is lots of people who are starting incubator accelerators hmm across the country so that's really good to see that ecosystem growing we are always happy to learn from anyone who is out there hmm I think so ya I think it's more or less optimistic

(R): ahh do you see

(I): does that answer your question?

(R): yes okay do you there is any kind of partnership that you would ahh the organisation would get into in the near future or are there any existing partnership in terms of running certain programs or initiatives?

(I): hmm like partnerships we would run with other people

(R): yes like like a collaboration with other organisations

(I): so ya we are looking at bunch off different things for instance we have partnered with a funder right now to do capacity assessment and some strategy planning work with the side of their great teams

(R): okay

(I): so that something that I see evolving and growing for the next five year and into the future I think that and that will continue to probable be I see part of our scale path as being part of that

(R): Hmm

(I): hmm and the remote services that we are going to provide are want to as in it would be nice if we could reach out to each organisation individually but that's not really hmm realistic so we are gonna use partnerships like that to reach more organisations definitely hmm so that's what is happening hmm and we have done one other thing that we have been doing for the last two years or something now is that we have started a portfolio that is specifically dedicated to the space of disability education

(R): okay

(I): and soon to **words(inaudible)** disabilities hmm so that's been a portfolio we have been running for two years and it's the third year now so this time next year all those organisations will be graduating

(R): Hmm

(I): hmm which is great ahh and we are really excited about but at the same time we realised our far main services is in the organising the development of the organisations but we wanted these organisations who are **word(inaudible)** disability to be able to come together hmm and they are typically the organisations that are not accessing external service they are not in touch with hmm many people ahh in terms of what's happening in the sector and the disability space in general is not necessarily that open most of the people running the organisations is practitioners more than entrepreneurs so they are psychologists or special educators and they are not necessarily looking outside of what they are doing

(R): okay

(I): and just because that's sort of their their purge hmm so what we did for that group of organisations is that we set up consortium ahh called ghatti on disability education

(R): Hmm

(I): and we spend all of **word(inaudible)** people together on regular basis to meet experts go to other facilities hmm to do workshops future training together and all that was pretty valuable hmm and we saw a good amount of traction from that and peoples mind-set have also hmm changed I think to think about what are the other resources that they can access outside

(R): Hmm

(I): beyond that we realised that we wanted to do a lot in the space if we really want to create an impact that actually moved the needle it was gonna need to be some more concerted effort from a subset of those organisations and so now we have brought together ahh so we sort of reset the ghati process

(R): okay

(I): and how do we bring together ahh a subset of leaders who are already well-resourced to take forward this conversation and hmm and to come up with some tools that are more scalable and take it to a more scalable platform hmm and so now we are in the midst of developing ahh some tools that are going to provide assessment on the levels of inclusion that a school displays and when I say school am taking about mainstream schools vs special schools so hmm how do we push the mainstream environment and actually include students with disabilities more and how we provide them the resources and in order to become more inclusive so that's something that we are spear heading its more like a collective impact form hmm and we have brought together all of these people and the players hmm and we have the basic framework about how the program is gonna be

(R): Hmm

(I): we are looking at exactly how are we gonna roll it out and look like **words(inaudible)** but that is completely based on partnership and ahh ya

(R): what is a your ahh impact you know ahh accessing the framework for the projects of the ngos that you are working with what is the how how do you kind of measure impact?

(I): so we measure impact we are committed to impact on sort of two levels one is hmm what is the growth of the organisation so ahh sort of through our process they needing kinds of milestone that we think they should be needing and at the end of their partnership with us they graduate and they should have four things in place so do they have hmm systems and processes scale do they have a second line leadership do they have a strong pipeline of funding do they have tools to monitor and evaluate the work that they do and articulate their impact more than anything else

(R): Hmm

(I): so those are the four things we are looking at for graduation hmm beyond that the broad impact has the organisation grown in terms of budget no of beneficiaries reached and then we are also looking at improvements in the program quality as well

(R): okay great so can you tell me a little bit about the accelerator space in India apart from education accelerators ahh what is the kind who are kind of people or institutions playing a major role in kind of creating an ecosystem accelerators what are the kind of ahh initiatives which are being ahh given more impetus through the accelerators and what is seen as you the more you know social issues which are of primary importance which accelerators are focusing on?

(I): ahhh social accelerators or general accelerators

(R): social

(I): social ya hmm okay so I think from we I don't so there is a couple of different accelerators are exist now so there is the Dasra leadership accelerator program

(R): Hmm

(I): hmm which I have been a part of which is interesting modularised learning process for leaders hmm and not sure how its evolved since I was there hmm and that is valuable that is certainly like an eye opening experience and pushes people to think beyond sort of where they are today hmm the second thing the second accelerator that I know exist is I don't know if you meant about it is the I am Bangalore accelerator that say they link people with mentors and provide some project support and some funding to those organisations hmm and I know will grow is operating a no of different accelerators not Villgro sorry Villcap **word(inaudible)** is operating a no of different accelerators and in different places with different funding partners

(R): Hmm

(I): hmm and Ice I have seen I think a tech from Microsoft has been getting a hmm support from different accelerators hmm and there seems to be some work in the agri so like agri hmm sort of skilling and livelihoods

(R): Hmm

(I): like we are those things and there seems to have been hmm more portfolios put together specifically for that hmm but in terms of teams those are the two I think somebody did fintech recently as well hmm so the is basically what I have seen and then the other then the other place you have seen thunders arr rather seeing accelerator come up is within funders so csr offers some acceleration services to their apprentice hmm the imb ah accelerator is funded by msdf and I think part of them are building pipeline as well hmm and like I said will cap

(R): Hmm

(I): operates there in conjuncture with funders and Villgro has their own services that they offer but I don't I don't know sort of on the spectrum of incubation to acceleration or their projects

(R): where do you feel that government is playing a role in kind of ahhh you know in creating any ahh you know specific targets for accelerators or do you see there is a connection where the government ahh what is on the government agenda looks like what the accelerators are focusing on do you see that there is any link between the two?

(I): so as far as I know and this is I haven't researched it really in depth

(R): Hmm

(I): so hmm I know there is a mandate to set up co working spaces and there is a mandate to set up some incubators but what that looks like is and is it people just buying from a contracts or they no body's come to me and said how do you do it can we **words(inaudible)**

(R): okay so there is not much **word(inaudible)**

(I): as in according to me I haven't really

(R): okay do you see in the in the social enterprise space do you see that there is a lot happening on ground with the grass root level ahh people like organisations who are directly working with the marginalised ahh

(I): do you want chai?

(R): no so ahh do you see that there is a quiet a lot of investment that is going in those organisations or do you see that there is an investment sqiedness to certain kind of organisations who are

(I): as in from some funders

(R): funders yes

(I): I think there is an there is an interesting dichotomy that is happening with funder and what they need and what they want so I know within some of the funders we have csr that have lot of money to give away so they have to figure how to give that away basically

(R): Hmm

(I): hmm and so that means giving away bigger ahh like bigger grants to ah like bigger organisations who can absorb that kind of capital right

(R): Hmm

(I): and a lot of them have caps they don't want to give more than a x percentage of the or budget prior right which is I completely understand that perspective and the decision making for a ten lakh proposal and for a three crore proposal is same and so you know when you have that much money to weigh you need to look out for for bigger partners hmm and but at the same time I think for this system as It stands right now people want to do people are still figuring out what does development mean what does it mean to give to something which is really meaningful and right now that means that people want to understand they want to like go see be in the communities and places where hmm they feel their money is being spend well

(R): Hmm

(I): and a lot of times for people to get that level of hmm hands on kind of experience it means actually supporting more grassroots organisations hmm organisations where you can see you money making a difference

(R): right

(I): if you put your money into magic bus you are not necessarily going you are not necessarily seeing that this organisation would not have been here unless it is for the money that we sanctioned hmm and so I think that that hmm that desire to be ery hands on is enabling smaller organisations to receive funding and gives a much more tangible feel but the most of the funders that we need encounter you know they are torn between the two things one is that they have to figure how to dispose the funds and on the other hand they would want to give

(R): do you think that there is the are keen to see the hands on ahh or ahh the change or impact ahh

(I): they are and I think that that is really important for people who are beginning their journey right if its somebody who so we work with ahh no of different funders where like this cfo or you know the chief of data security whatever like (laughs) I don't certainly get involved in those places but they are the ones on the decision making committee and they don't necessarily know hmm they don't necessarily have the background in the development sector to know what a good investment looks like

(R): Hmm

(I): but they want to know and they want be able see those investments go further and they have invested in the community they really want to like re invest and expand the investment really make a difference and I think that's so important like I had my year of interning and being on the field and going to communities

(R): Hmm

(I): and not as that lays the groundwork for a much bigger conversation and growth in terms of your own social change journey right and so I think people need that how they are gonna get back within the environments is really difficult to say and hmm you know I think there is a lot of development

that need to go on go into how to spend csr money and have a enable more csr professionals to participate in the whole process

(R): okay do you think the

(I): does that make sense

(R): yes do you feel that the csr money is kind of distorting the space ahh or is it kind of re constructing the space of social..

(I): its re constructing the space

(R): in in what sense

(I): hmm hmm its placing a lot of demands in the system hmm its forcing a lot of accountability there is a lot in our portfolio we are seeing a much higher demand and interest that are monitoring evaluation practices which is great and the csr in my experience is quite strict about outputs like are you doing the things that you said you would hmm because there is obviously that trust **deficit** between the organisations

(R): Hmm

(I): hmm and so I think its pushing people to be more accountable to think a bit smarter think a bit smarter doing things and then hmm I by I also think the ngos side people don't know how to get that money yet

(R): okay

(I): hmm there are there is still again a lot of capacity to be built on the ngo space and what is it actually mean what is it look like to get money on board I think most people that I interact with they just they don't have that much experience with funders

(R): Hmm hmm

(I): and even if they got funds from a couple of different people hmm they are still figuring out okay how do I engage conversations how do I make a proposal that is appealing to a wider audience versus like those couple of first relationship that I have leverage of my own personal relationship

(R): okay

(I): so ya

(R): like you like you said that there are there is a lot of funds and there is a kind of conflict ahh in terms of access to those funds whether it is a social enterprise or an ngo ahh do you think that you know in this competition there is kind of

(I): social enterprise is sorry in my experiences corporates are not giving to social enterprise

(R): okay

(I): so I think even if its allowed compliance wise I think **their legal teams are** staying away from that

(R): okay you have that's what you have understand that they are staying away from giving it to social enterprise

(I): ya

(R): okay

(I): as far as I have that

(R): okay

(I): ya

(R): getting back to aatma again if you can tell me about the structure of the organisation in terms of its team members and how it's kind of a internal structure?

(I): ya hmm so we have our program team under which is the accelerator the network and ghati and I directly manage ghati I indirectly manage the accelerator and ahh the network

(R): Hmm

(I): and ahh then we have our operational sides hmm comes bd aatma hr

(R): okay

(I): then we have about ahh twenty people

(R): in in Bombay

(I): ahh two in pune and the rest in Bombay and ahh then we have about another ten to fifteen volunteers who work with us at any given time full time and ya that is basically **word(inaudible)** we would be about forty next year

(R): forty okay and how many ngos ahh are you currently working with?

(I): we are working with twenty four organisations right now plus three hundred on the network hmm and then ya so next year we at about hmm fifty six

(R): fifty six ngos and how many in pune?

(I): pune will be ten and then we will have an office in Delhi as well next year so six

(R): so you are expanding in Delhi

(I):ya

(R): okay okay great thank you so much this was a very informative ahh interview

Participant code: PI1

(R): so can you tell me ahh how what made part of the incubation ell and what is the motivation to be part of it?

(I): so I guess where we came from to this exercise was ahh started around July sixteen or so

(R): Hmm

(I): when we came to know that niti ayog which is the new planning commission they came up with a call for proposals for setting up incubation centres throughout the country

(R): Hmm

(I): and ahh this was ahh for the first time I could see they invited both corporate as well as academic

(R): Hmm

(I): people to participate in that call generally speaking incubation has been in the realm of academic institutions largely speaking

(R): Hmm

(I): so ahhh so very interestingly someone who has interned with us couple of years ago when he was at iim Indore ahh and he took an entrepreneurial path ahh after his graduation and he has his own enterprises in Bhopal came down to my office saying that you know have you come across this call for proposals and I think you should really participate in it

(R): Hmm

(I): and the reason he felt so it is for a long period of time our company has been focussing on entrepreneurship trying to create or rather promote young boys and girls who have ideas of their own try and explore them in their with their own strengths kind of understand the whole concept of functioning aspects of bring their ah own creativity into the market

(R): Hmm

(I): so because that has that had largely entrepreneurial so we helped them walk that path but continue to be employees of our organisation so because we had a long track record and this fellow has also experienced that during his internship he felt comfortable suggesting to us that we should apply

(R): Hmm

(I): and so we it was a very short you know two or three day before the deadline to apply so that was a big we almost said no you know it doesn't make sense for us to make the effort to fill up these huge forms and create business plans out of thin air

(R): Hmm

(I): ahh but never the less we chose to take up because we had in a ahh experience as well as motivation to promote entrepreneurial entrepreneurship through for a long time so that got us to apply and then it went through whole process anyway since your question was how we got into it that was the story (laughs)

(R): okay and ahh I would like to know the process now that was your motivation let's move on to the process of how you apply to niti ayog and how the organisation came into be ahh can we understand that a little bit?

(I): ya so ahh you see what happened in a very short span of about couple of days

(R): Hmm

(I): ahh was that I reached out to people I know in Bhopal who understand entrepreneurship who understand what it means to you know look at start-ups and support them and we reached out to these partner of our and ahh sat down together and said lets ahh pitch for this proposal and ahh out it all together so these partners come from all backgrounds some work in the field of educational **pedagogy** some work in social entrepreneurship someone on tech entrepreneurship

(R): Hmm

(I): ahhh we ourselves come from a very solid manufacturing engineering that kind of a background

(R): Hmm hmm

(I): so when we put out heads together we thought okay we are a very interesting mix of people trying to propose that incubation should actually be more holistic approach towards it you know there are many dimensions to what ahh entrepreneurship is about and I think ahh between us we should be able to ahh offer that

(R): Hmm

(I): of course there was a need to have a host institution ahh put up the proposal as the lead and there were certain financial commitments that niti ayog demanded from the host institution ahhh and while altech out parent company put in that commitment rest were kind of associating on and off financial basis

(R): okay

(I): you know willing to say that yes we are willing to be a part of it but no we cannot take any financial commitments so altech took up the financial commitment because the proposal called for particularly corporate applicants

(R): Hmm

(I): that whatever the project costs are half of it has to be contributed by the applicant and the half of the project requirement will be matched by the grant from niti ayog and it will always be a proportionate disbursement kind of a system so

(R): on an annual basis

(I): on an annualised basis so we will have to put money and they will match it and so on and so forth

(R): Hmm

(I): so there was a need to make a serious commitment of funds also on behalf of the host institution which altech took up that responsibility and then as far as the process went with respect to niti ayog's interaction they ah organised a fairly transparent process ahh where in fact for the longest period of time we didn't hear from them so we had no idea what was happening

(R): Hmm

(I): then I believe they were waiting for their own budgets to get cleared with the government systems once that got cleared I think it was somewhere around feb or so when the budgets got realised and then we heard from them and they informed us that you have made it to the ahhh next stage of the reviews and ahh then they announced some very quick rounds of interviews these were all ahh skype interviews

(R): okay

(I): fifteen minutes skype interviews so we weren't required to travel or anything and ah we were kind of facing a panel ah lo of experienced but very young people also I think brought in from lateral higher I think from the consultancy world were there and very hardnosed questioning and very diligent you know we to be honest I didn't expect that level of professionalism while interacting with someone from the government so they actually put up ah the right kind of questions so we enjoyed that process of being very diligent in terms of what we had to offer and then at the end of it went through to more rounds and then we were given to understand that we have made the final cut

(R): okay

(I): so then there was a team from niti ayog that came and looked up looked us up and understood that we were the right kind of people to deal with and then the formalities started taking root

(R): okay ah now I would like to know a little bit about the incubation cell the activities that its doing ah if you could start with the structure of the organisation ah how many people how they are you know the organisation structure and then what are the activities they are taking up what are the kind of projects they are taking up and the people they are associating with in Bhopal outside Bhopal and how things operating?

(I): okay so the vision that we set to ourselves as an incubator was that was that we want to enable the entrepreneurial eco system in central India

(R): okay

(I): okay so that's ah that's broadly what we could see there is a need you know there are ah not many credible incubation agencies around and people won't understand to be honest you know lot of these things relate to start-ups and some fad happening in some big place is probably how most people relate to it so starting from their how to build the whole ecosystem up ah was our lookout and way we have organised its so far is that we have created a organisation structure where we have a advisory board

(R): Hmm

(I): you where people ahhh some of our partners who are having their own you know enterprises or organisations to run are also contributing to this initiative as being part of the advisory board so we meet fairly often and bring storm on the next set of challenges we have in mind and then try and draw some advisories from those interactions and on the executive side we have ah you know ceo with followed by a brand manager then positions open for for business and incubating manager

(R): okay

(I): and then someone who will help in the administrative side of affairs and so on and so forth

(R): Hmm

(I): so we are open actually we are hiring right now think you spoke with Amaya the brand manager

(R): Hmm

(I): and ah so on and so forth niti ayog also very clearly wants ahhh two things that the incubation should have a ceo who should have the proficiary liberty to ah administer the activities the executive activities of the incubation agency but he should be reporting to the ah host institution which has funded this incubator at regular intervals quarterly intervals

(R): so that is directly to niti ayog

(I): no that would be to altech first

(R): to altech parent ohh okay

(I): right now when I am serving both portfolios but altech has a board to which the ceo of aic altech is the atal incubation centre will be reporting to

(R): okay

(I): so that's how it is constructed probably ha ha ha

(R): okay I would also like to know a little bit you mentioned about atal incubation ahhha so ahhh how ahhh

(I): I think it is very important to understand you see when niti ayog ahh so we asked this question when they organised the meet incubator connect meet in Delhi where they invited all the potential applicants at that time to come down and to have a discussion and we were addressed by the ceo of niti ayog also

(R): Hmm

(I): Amitabh Kant so he we asked him this question a why is the government getting into this and b because the government is getting into it you know you are probably going to mess it up

(R): (laughs)

(I): why are you getting into it so they had this very interesting response I think it will be very relevant to what you are trying to study and understand they he essentially said that while growing up disruption used to be a bad word

(R): yes

(I): but today they understand the value that disruption brings to the game that it can actually unlock a lot of potential a lot of energy so they said what we are trying to do in niti ayog is we are trying to be a start-up within the government we are trying to be a little disruptive in our approach unshackle some of the you know things that have been going on for longest period of time and try and create innovations within our thought processes

(R): Hmm

(I): implementation aspects of it so ahh so they said when we became niti ayog and we started looking at the big elephant in the room problems for the country the no one problem that we could identify with was that from villages to town from towns to cities from cities to metros there is this huge migration going on and then it extends to people also going abroad for better and better opportunities

(R): Hmm

(I): right so it's a very natural process I think every person aspirational will like to go to places where he sees more resources coming to hand yet it's very unsustainable you know it's not going to work out its already beginning to you know most structures are bursting at the scenes because of the kind of stress they have experiencing all these counts and it's also becoming a self-fulfilling prophecy that if there are more people in cities therefore it attracts more resources so therefore more resources gets allocated to it more people choose to come to cities so it is actually snow balling into a bigger and bigger thing so there is a need to stem it

(R): Hmm

(I): now there has been many initiatives to stem it in the past you know initially they relied on public sector units to create large organisations entire to entire three cities which can create enough employment opportunities people will be but what they found is that most public sector units ultimately look for talents and that talents actually come from outside they don't necessarily come from the local population and then they expected you know private sector units to do the same thing but that didn't happen much

(R): the ppp model

(I): to some extend yes and you know to incentivise companies to set up units and give them free land and all those socks you know expecting that it will create engagement opportunities and we all know about the problems that happened for instances Tata invited to west Bengal and then they shut it out

(R): right

(I): so finally they feel that real engagement opportunities will happen only if people become entrepreneurial

(R): Hmm

(I): because they have a clear and solid reason be there where they belong to because they have so many roots there that they would want to establish their enterprise and then root them in that ecosystem so there is a need to promote this you know entrepreneurship in general

(R): Hmm

(I): and they also realised that entrepreneurship in itself will not be sustainable in the long run unless its backed up with innovation because unless you are innovative you know the next guy is gonna come and take away your business so then they said you need to put innovation in middle of this root so that's how the whole atal innovation mission got carved out

(R): okay

(I): so for the first time you know innovation which was being done a lot of lip service earlier they are trying to get it into the center of the agenda

(R): okay

(I): and the whole atal innovation mission started trying to design and develop what it needs to be doing it started thinking onto interventions one intervention is at ahh school level where they wanted to bring the children of the country out of their curriculum driven approaches into more innovation driven approaches so they set up tinkering labs

(R): okay

(I): ahh so they have about two thousand plus schools that they have identified that they have providing about twenty lakhs of rupees to set up these facilities where children will have a hands own ahh ability to do things on their own and ah you know develop their innovative capabilities around the other hand set up these atal incubation centres where over a period of time people who are innovative let's say students coming from these kind of tinkering labs will also have a go to place where they will get the right kind of facilitations to take their concepts and nuture them to start-ups and you know enterprises

(R): okay

(I): so they that's the two clear mission that they created

(R): okay

(I): ahh within the atal innovation mission the atal tinkering lab and the atal incubation centres and the atal incubation centre is the initiative we are part of

(R): right ahh how do you see this atal incubation labs getting it's a union level policy it's a union level initiative how do you see them transcending from the union level to cities like Bhopal and further down in like further how do you see them you know percolating in different parts of the regions in terms of operationally as well as reaching out to people?

(I): I think in terms of priority they had their priority laid out very clearly they wanted to encourage non metros

(R): okay

(I): okay so they said for two reason one metros are already you know developed to some extent

(R): they are saturated with

(I): with you know all these ecosystems in bigger cities so they wanted to bring this up the entire two tier three tier and because their re engagement is their interest areas

(R): Hmm

(I): is for tier two and tier three cities that where they want to create pockets of enabling where people can find a not too far from their place ahh an agency which can help them in their own you know entrepreneurial dreams so they actually gave more brownie points to proposals coming from tier two tier three if you look at their site ahh you will find a complete scoring guide for all the applications so their transparent laid out how they created those weightages how they evaluated what marks they provided right from the three thousand plus applications to the ten or twelve they selected finally

(R): okay okay

(I): it's all laid out there in black and white so you can see how they decided to

(R): okay and if I say that in Bhopal how many how many incubators that you have known are operating currently and how many that you know are also funded by the atal incubation initiative?

(I): so ahh you see this is fairly new for a place like Bhopal right and so atal incubation centres only thirteen that qualified in the first round across the country so ah we are the only one in MP as such and many states don't even have a single one so it's a fairly exclusive right now but that's because it was the first call and now they are working on their second call

(R): and what do you think is going to be the round that they are going to launch the second call

(I): every year

(R): that's going to be an annual thing

(I): actually we asked them this question since so at one level at the government they had they also had this notion that we have put in together hundreds of smart cities might as well also put up

incubations ahhh I think it still at the back of their minds for them to consider a figure of hundred plus as a ideal no of incubation centres the want to facilitate ahhh in fact what they shared was that before they took this mission up for giving this call for setting up incubation centres they actually didn't have very detailed rekeee of existing incubation centres

(R): Hmm

(I): across the country and they found that a lot of incubation centres so called incubation centres are actually degenerated into co working spaces and they were actually like almost surviving on rentals and there was hardly any mentorship or any other you know supporting ahh which is meant to there in a incubator

(R): okay

(I): so they said we actually got only a hand full of people who are actually working in the right context of incubation and so we need a lot more and so they decided to set up the hundred more number of incubation centres

(R): Hmm

(I): they also demonstrated that they had a tough choice to make because with three thousand plus applications they could have easily selected hundred if that way if the no is what they were gunning for but they asked themselves this question that we want to prefer quality will be hardnosed even if we keep cutting down the application someone is not really meeting our requirements it's okay if we start with a smaller no

(R): Hmm

(I): and we will go again seeking applications so they they demonstrated some character there because otherwise you know people would have said if you need a hundred you get hundred out of three thousand is a fair filtering anyway but they choose not to entertain application they were not comfortable with

(R): okay ahh since you have mentioned towards smart cities I wasn't to ask do you see that there is kind of a link between creation of smart cities and you have already said that hundred smart cities hundred incubation do you see this momentum of developing incubators or developing social enterprise ecosystem in India has some linkages with the creation of smart cities around?

(I): so I think at a policy level people want that to happen and they want to see smart city concept coming up and they want to see getting associated with start-up system start up India program smart cities program already underway but if you are asking me to whether that is really happening then there is a a lot of gap between the cup and the lip how I would put it because the acceptance of aa people at large to smart city initiatives is ahh not great at the kind of initiatives or priorities that the smart city initiatives entry starters are taking up sometimes creating conflicts within the local eco systems ahh which take their own time and effort to

(R): what kind of conflict if you can just tell

(I): well you see its its all about priorities right now if I want to be creating a smart city I can choose a zone and I can polish it and make it really look you know state of the art

(R): right

(I): and ahh make people feel good about you know we have really evolved into something smart ahh ahh but then ignore the ninety nine percent of the whole you now the city if you like as opposed

to trying to take something which are more modest initiatives ahh but spend more effort on making sure that you are together you know increasing your smartness in a step by step manner

(R): okay

(I): largely people would like to see impact like to take up programs I mean I am not casting a particular I know it's a difficult affair ahh because like I said it's so fragmented so for instance If I want to take a certain ahh locality and make it smart like a way it is right people (laughs) and does their opinion count you know their opinions actually get influenced by other elements be it political be it social or so on and so forth it will certainly create big hmm chaos that no one will be having a clear picture about what is the next initiative they can do so a lot of smart cities therefore IT enabling you know these are the safer initiatives

(R): Hmm

(I): you don't encroach into public space a whole lot so smart homes smart street lights these thing

(R): okay

(I): help and some initiatives for instance if you look around in Bhopal Bhopal is one of the smart city LOTS if you know and ahh you know they have tried to create ahh let's say biking lane in some of the main places to encourage people to use you know cycling as a mode of transportation but then people go and park their two wheelers there (laughs)

(R): (laughs)

(I): motorcycles there and say who is going to be are you crazy you know forty degree whether you are expecting us to ride cycles so you know somethings take time as well so there all these challenges I don't think incidentally smart city Bhopal had also applied to the atal incubation centre program

(R): okay

(I): to set up an incubation centre I interacted with ceo and he didn't mention they are coming up with a facility and they are going to go ahead and put and incubation centre their that's part of their agenda and they actually collaborated with ahh cisco I think and a couple of I think PWC was their consultant for that project they had a very actually have a very smart proposal for the incubation centre which you can access on the internet

(R): okay

(I): ahhhh you know about their concept about the incubation centre they want to put together ahh but they didn't make the final cut for different reasons I guess

(R): Hmm

(I): nevertheless they have plans to set up incubation centre

(R): great I would also like to know because we are talking about the government role that and we will talk about social particularly now social entrepreneurship do you see there is there are initiatives of the government and there are like different departments and there are different initiatives and so many different things happening is there something which is driving coherently driving social entrepreneurship or there is kind of partnerships with government ngos or other private organisations which is driving social entrepreneurship in this ahh ecosystem all together?

(I): so I would say you see things are very blurred as we speak you know first of all everyone including you and me we are not able to define social entrepreneurship so couldn't really blame anybody for you know not knowing what to assume so ahh clearly government wants to facilitate an agenda for employment and so they connect employment with entrepreneurship and if they are able to provide employment for ahh ahh underprivileged class of people they would like to see that is a way to actually they might want to call that social entrepreneurship for that matter

(R): Hmm

(I): so I would say every agency looks at what they are doing towards social entrepreneurship differently because they are defining social entrepreneurship differently for their own sake okay if I run a tech enterprise and if I find a way to facilitate some of the children of my employees you know educated with some special loans I consider that as a contribution that I am doing towards the society and since I am providing for it from my own activities I would say I am also a social enterprise

(R): Hmm

(I): because I am doing things not just for my own profit I am doing this for other impacts

(R): Hmm

(I): so that's where we are every agency including the government and they do have their own compulsions but a lot of times they also have taking well-meaning initiatives to a to support these various things but they run across depending upon their political ahh conviction you know the enabling atmosphere what's the scheme of the season (laughs) that decides how much they are actually in the position to support x verses y

(R): okay but do you see that there is a kind of awareness or there is a kind of growing awareness to drive social initiatives or if let's say initiatives which has business model and ahh there are mushrooming organisations that of that kind in Bhopal?

(I): no I won't think you know that in my opinion it doesn't work that way if for that matter someone is actually trying to tell I have a social objective in mind most people would expect you will be running an ngo

(R): okay

(I): I mean if you are thinking for profit you are automatically taking about making money so is one you can say a very hardnosed approach about this which would say that don't put on the garb of something you know you are just making it look good feel good or do good but if you are in it for making money then can yourself an enterprise

(R): Hmm

(I): I mean you may be motivated to support x or y but you know why don't you just call them customers and see what you are fetching or whatever stake holders

(R): Hmm

(I): and so on so people have I am just talking at a very grounded level

(R): yes yes

(I): people would not be ahh I mean I have a hard time distinguishing ahh who can be given any extra brownie points because they are a social enterprise

(R): Hmm

(I): because it comes down to resources it comes down to ahhh who's making what what ultimately who is putting the bill for ahh whatever who is drawing so ahh I think the lines are very clearly very fuzzy if someone says is there something mean specifically done for social enterprises

(R): Hmm

(I): right but for enterprises yes and and I think where I come from people find it in their heart they can see that the larger motivation to support it is not purely driven by you know money ahh driven instincts people find it in their heart corporates find it in their heart governments also find it in their heart somehow try and support this

(R): Hmm

(I): okay but it's a thin line there is a reason for it you know for the longest times the ngos have been operating in our ecosystem and many of them has seen us condones of siphoning of public funds because they have been allocated to those sectors

(R): Hmm

(I): and there is very little meaningful work happened

(R): Hmm

(I): at their hand so there a lot of allegations you can see that the current reign there is a major I wouldn't say a crackdown but a tightening of the monitory systems around the ngos in general because people generally have a sense that this that has been abused public money has been put to a lot of waste in unscrupulous ways and again under the garb of you know we are doing something very good for the societies so ahhh it's a holier then thou attitude ahhh adds on to you know whatever they are doing

(R): Hmm

(I): because there is a crackdown ahh on on that I think the right minded people are also getting the brunt of it because they have to go through increased compliance measures increased ahh you know and then the sources dry out you know people don't want to touch it with the pole because it's run out of fuel

(R): so do you think that could be one of the reason why ahh social entrepreneurship has a better chance at this point of time you know where there is a shifting trend or there is a shifting mind-set of people or there was a mind-set about the ngos that that's kind of slowly shifting towards social enterprise do you think that's

(I): I would say the shift is towards enterprise but I wouldn't say it's towards social enterprise

(R): okay

(I): ya I mean enterprise at the heart of it is in the fact that if there is a problem there is an opportunity to solve that problem and that opportunity is the entrepreneurial opportunity that can be picked up and explored right ahhh let me put it this way that my understanding is that of an enterprise can be called aa social enterprise if its primarily driven by impact

(R): okay

(I): if its primarily trying to achieve impact as their main you can say matric of their you know KPI they have in mind if it's a impact numbers then I would say it's okay this is probably more better qualified as a social enterprise than saying my KPI is the bottom line

(R): okay

(I): okay so if we were to take that assumption and we were to say there are enterprises which is impact driven then are they receiving the right kind of supports from these stakeholders then even then I would say that ahhh it's not an easy journey for them because you need inputs in the form of resources right

(R): right can you explain get into more of detail that why the journey is not easy?

(I): its its like this you see hmmm ahh we live in a world where things are generally measured in the form of money right time is measured in the form of money commitments measured I need to buy something everything costs right and if I am trying to do this task of consuming money and generating impact

(R): Hmm

(I): right people can have many reasons to question what is in it for me okay in pure entrepreneurial world an investor would look at someone right

(R): Hmm

(I): he would have some equity some ways of judging that the money that he is spending in that enterprise is right now investing in enterprise is fetching x level of returns and you will look at the risk reward opportunity and take an investment call right

(R): Hmm

(I): that's what happens in a pure entrepreneurial world now here one one is expecting that you put in your money and what you are going to get is a different currency of payment which is impact okay ahh you know there are trust issues

(R): Hmm

(I): hmmm people feel that you know because you are changing the currency or ahh you are

(R): something intangible kind of thing

(I): ya its intangible ahh you there could be ways in which you can ahh you know just demonstrate that you have achieved that impact which are very difficult to measure so measuring of impact comes in

(R): Hmm

(I): an issue ultimately people ahh you know in the I have a friend who says we have all graduated or one doesn't really know if we have graduated but we have moved from homo sapiens to homoeconomics everything as to be done in terms of money and when that kind of a profile is assumed ahh I have seen a lot of social enterprises have a hard time getting the input resources that they need so I need to get a program out I need to hire ten people to go on the field then do x level of activities

(R): Hmm

(I): I need to pay them right and where is the money going to come from ahhh if it comes in the form of grants or you know charters and these things are there and CSR lot of funds are meant to be driven towards it but the funny thing is that the ahh institutions that qualify for CSR support actually may not be social entrepreneurs

(R): Hmm

(I): you know because it's an enterprise it's a business you know and a CSR norm would say that okay you have to give it to an NGO or some invested agency which is so hmm so most of the time I have

seen many social enterprises rely on the first three Fs you know of funding (laughs) the friends the families and the fools (laughs) who say that okay here is the good money to support you in because they are going after pretty challenging problems there need somewhere that they are very passionate their work shows okay

(R): Hmm

(I): but ahh you know how far on it can continue and particularly I think the single best question that I ask most people who are in the world of social entrepreneurship are is are you making enough money to pay yourself (laughs) most of the time the answer is no (laughs) most of the time the answer is we are doing it on the side I think you know at some point will happen then we can pay ourselves and you cannot sustain that for too longer time

(R): Hmm

(I): so these are some of the typical issues that I see they are plagued with and there are no easy answers (laughs)

(R): okay I would have asked this question towards the end but now we are discussing this ahh because the kind of mind-set we have about ngos it kind of gives an opportunity for social enterprise but like we discussed about the whole funding structure that we have which kind of discourages the growth of social enterprise so how do you see what's the future of social enterprise in India in the next five to ten years?

(I): I think ahh in my opinion wht will really be able to survive a five ten year kind of a ahh period and not just sustain themselves or grow themselves is that they actually come up with a viable business model

(R): Hmm

(I): for that social enterprise and where they are ahh they are doing many things they are also making money okay ahh a lot of people are walking into this zone with a very ahh you can say with a mind-set that actually talks about money is the root cause of he will kind of an approach also and that's not going to help them because you need resources to be able to do the kind of things in our heart and mind so I would say there is because there is a huge set of problems it is throwing huge set of opportunities also and those who grab onto those opportunities real do well you know

(R): Hmm

(I): they may or may not qualify as social enterprises based on their definitions that we talked about but there will be enterprises ahh respective of you know that they can sustain in that five year ten year period they will be generating meaningful impact on people around them ahh soo on the larger context I would say i am optimistic

(R): okay

(I): okay there are possibilities ahh but ahh we may have to o reality checks to time to time

(R): okay

(I): ya

(R): okay well next question is going back to your incubations ahh cell is about what are the projects what are the enterprises different kind of enterprises that you are currently incubating what is the

reason for choosing ahh those particular projects or areas of work and what is the impact or the outcome that you see in the coming few years?

(I): so ahh that's an interesting question so we have been ideating on a on the ah incubation program model itself as we are bootstrapping we are not fully out with it certainly not to the public but within our group of advisors and ahh people who are thinking on putting it all together and executing it we have kind of going with the ahh the audacity of one or two assumptions

(R): Hmm

(I): the first thing we are trying to do is because it's a fragile ahhh ecosystem right now we should we should try not to say no to anybody so in other words we should be able to on board anybody with the slightest ahh interest in getting into this ecosystem

(R): Hmm

(I): so that means we have kind of identified and you know later on Pradeep will be able to articulate it much better because he has designed it (laughs) but my understanding is that right from a pre incubation stage to an ahhh ahh a stage where you are ahhh ideation phase to an implementation phase to ahh you know incubation stage and later on when institutionalising phase three different stages how start-ups proceed and there is a post incubation

(R): Hmm

(I): process also where you still need mentors and where you still need to sort out some problems so we have try to map this and our approach is that we will actually be very transparently throwing it out for a potential incubatee to look at measure himself to where he thinks he stands

(R): Hmm

(I): and see what he can derive from us as a incubation centre ahh what value he seeks and whether we have what it takes to serve him (laughs) okay we we we are trying to keep or feet on the ground and realise that it is entirely possible that we may not be great at really facilitating an incubatee

(R): Hmm

(I): hmmm because personally for me incubation is a very patronising word okay it kind of presumes it that you are this fragile egg and you need to have all those temperatures and pressures in place so that but it fertilises but in reality I know entrepreneurs are made out of hardest of and they they they can actually survive you know storms and tips this and get through a lot of bad whether to

(R): Hmm

(I): because they have that level of dedication, passion and commitment behind them

(R): Hmm

(I): so it's okay if you don't really give them a very incubated atmosphere they can deal with most of their roughs that's out there in the world

(R): Hmm

(I): they are born with it they have it in their dna so ahh so we are also discovering as we are going around what is it that hmm incubates or start-ups are actually seeking from us you know

(R): okay

(I): and ahh accordingly we are devising out incubation programs around it they might just want to do a virtual arrangement with us

(R): Hmm

(I): with a little bit of you know hmm just exchanging notes from time to time kind of an arrangement a little discussion with some mentors may be what they seek beyond which they say that you know it's not that we want to come and work with you and you know

(R): Hmm

(I): stay where you are other such things and on the other hand there are others who say we would really like to have this umbrella of activities when it comes to where we are initially bootstrapping

(R): Hmm

(I): (coughs) so for those we would have a different kind of a **word(inaudible)**

(R): okay so hmm currently how many incubates do you have?

(I): so we have just about ten days or so launched our first call for incubates

(R): okay

(I): hmm it's a phase you know google forms link and the link to write p what they have in mind we have also constituted a process where we have a incubate selection board and hmm the process is such that once ou go through our initial round of filtering then we decide whether you are in the pre incubation or post incubation or incubation stage

(R): okay

(I): then there will a certain review after which an incubi tee selection board interacts with them and so we have had out first incubate selection ahhh proceeding last week

(R): okay

(I): where we is interestingly interviewed a social enterprise ahh or rather they call it social enterprise then we kind of agreed to it to which is incidentally based out of Bangalore (laughs)

(R): (laughs)

(I): but wants to get incubated with us

(R): oh that's nice

(I): and ahh we met them at a start-up this thing at IIM Indore

(R): okay

(I): they had come and it's a agro based initiative and so on so they were one of the first so we are just starting but if you look at the amount of informal pictures that have already come out to us its about more than forty fifty or so

(R): and how many do you do you think that you can in the first round you can incubate?

(I): so we have plans to start with ten in this year and then over a five year period go towards fifty that's what we have committed to niti ayog as well

(R): okay

(I): ahhh but ahh but because we are trying to take up an approach which says that we won't say no to anybody we might rekin a lot more numbers for that matter but we want to be modest enough to

understand that it's not the numbers that is going to matter it's the actual success of these initiatives that's going to matter

(R): okay and ahh in in terms of choosing you said that there is no criteria offering you said that you are in the process of what you can offer based on what stage they are currently ahh in terms of

(I): we have made a list of things that we are offereing them we are we are displaying it to them we are seeking their feedback how they value it

(R): okay

(I): ya ya but we have made our offerings clear to them

(R): in terms of funding whats whats the kind of criteria that you have kind of worked

(I): so here is the thing as far as niti ayog is concerned what they have proposed is that seed support funding will come to us as an incubator after one year of operations

(R): okay

(I): so for the first year ahh essentially what we are trying to bootstrap it set the facilities up and running and different programs where we can create certain services and certain setups officially it's not like we are offering any seed funding to any incubate or a start-up at all

(R): okay

(I): and that is a major reality check because most people come looking for funding right and even after a year based on our performance evaluation what niti ayog has proposed is that they would be looking at providing us certain seed support funds provided again that we disperse it on a proportionate disbursement basis so which means that there is a start-up that I am willing to fund I should also find another investor or the start-up find another investor who is willing to invest half the total desired amount

(R): okay

(I): which can be matched by us and with some seeding in place

(R): do you find any role in finding an investor or

(I): yes so we have mandate and we are free to explore that mandate to create an investment board we are doing that right now we are talking to various investment agencies angel networks venture capital funds see how it interest them to partner with us and ahh fund some of the start-ups that we are looking to incubate so there is a lot of conversations going on right now

(R): okay

(I): on that level there are some fledgling angel investor networks in central India that we are part of already and but most of their focus is on acceleration funds not incubation funds okay so they like to see a start-up already achieved a roof of concept and looking to scale that is some more in a relative context safer bet to make then someone who is purely at an idea stage and looking for funds so the amount of you can say pure fundability, support ,idea stage, initiatives is ahh very very low right now

(R): Hmm

(I): I mean is not there most of the times one has to really on start-ups has to rely on the three FFFs to again source their funding or ah look at someone who is a angel investor who can put in some initial money on the table for them but then he would be negotiating some some stake in it and so on

(R): okay ahhh coming to impact an outcome because you said there is social enterprise involved in you are looking at different kind of organisations in ahh you are at an initial stage but five years down the line what is kind of impact and outcome you see the set of making?

(I): so ahhh you see very interesting things happening already in terms of an impact a because you know ahhh it creates a buzz it it introduces people ahh from different backgrounds to this emerging concept of incubation and start-ups we see a lot of walk ins ahh of people who are from the mildly curious to the deeply passionate okay aboard see idea of their own which they want to nurture that they want to explore and exploit ahh so that is already beginning to happen I think ahh again going back to the initial conversation if the real impacts will come if we in my opinion if we are actually able to demonstrate that there are some very successful start-ups that come out of this region right

(R): Hmm

(I): so Bhopal for that matter is not really known for any start-up ahhh of some repute right

(R): Hmm

(I): and so ahh the you can say the moon shot we that we are trying to make her is that in the five year period this place will be actually known for some of the start-ups that ahh that would be brands that people can relate with and identify and our job is to try and make that happen

(R): Hmm

(I): ya

(R): do you think so this is this is I can call this kind of a partnership where you have a government associate niti ayog there there is a partnership and going and you are you sound completely satisfied and the way it is going ahhh ahh there are also incubators which you might be aware of who are independently operating and you know doing their own work do you think this partnership with the government kind of actually helped you to move at the basic that you all have moved and there is an edge over other incubators because you have support of niti ayog?

(I): no doubt about that and in fact I forgot to mention that even the state government to its parts has also come up with an incubation policy

(R): Hmm

(I): it is also trying to bootstrap that it has also recognised our initiative and given us a letter of intend to support us with some funds ahh and they are also doing their own diligence about it

(R): Hmm

(I): ahh at different levels they have employed private sector consultants to help the government in this regard so young team of guys are going in Bhopal who you might want to be talking to also who is who are actually helping the government implement the start-up incubation policy

(R): Hmm

(I): so all these things are happening ahhh now most of the ways in which people start looking putting an incubation centre together is actually putting together working space

(R): Hmm

(I): okay a place where people can come together start networking can hire a desk and start networking that's the top level you know the medium understanding of the incubation centre and so to that extent there are many such sta.. co working spaces that are emerging in the city already

(R): Hmm

(I): and some of them are also ahh won some you know acknowledgement from the state government or so much niti ayog so ahh we are also trying to connect to them and create ahhh ahh very symbiotic relationship with them because we would be having certain access to certain resources or lets just say some mentors or whatever it is that if its of use to them we would be happy to share it with them

(R): okay

(I): given a chance so trying to create a more symbiotic relationship

(R): and what about the private partners?

(I): ya so private partners generally people who would let's say take a space like this and put together a co working space advertise it for rentals and start with that there are few who are pretty successfully doing that already ahh if you go pretty close by there is a place which ahh is in the middle of a market they have been able to attract a lot of start-ups to come and you know it's called space

(R): I have been there

(I): ya you have been there right so ahh so they start with co working spaces and they have great ambitions to go further down the line to incubation

(R): Hmm

(I): ahhh but because we are trying to for instance one of the approaches we are taking in our incubation centre is to put together a very good maker space facility put put put together a good fab like kind of set up we are actually in the process of ideating and implementing it so if you are familiar with the makers space concept or the fab lab concept which is in actually an MIT Usa start up what they want to do is that you should have a digital prototyping facility which is having a accessibility to anybody who is interested

(R): Hmm

(I): and you can get ahh some office concepts into product realisation in a very modern manner with access to you know CNC tools and laser cutting and three d printing and the best of class and their idea is to create such standard fab labs throughout the world if you go to MIT fab lab you will see pockets of fab labs all through the world and we are aspiring to be a super mode probably the first one in MP to have all those kind of facilities under our banner

(R): okay

(I): presuming that someone somewhere else wishes to utilise it we want to invite them with open arms doesn't matter whether you are part of a private incubator so I think people are trying to discover their own trends and spaces

(R): Hmm

(I): ahh there is a lot of pivoting that is happening in the real estate industry right now in India as you are aware real estate has certainly come under a heavy regulation and ahh the wooden story of the real estate appreciation is no longer true so people who are sitting on a lot of real estate right now ahhh feel that they can earn credibility and they can also monetise their assets by going into the whole start up root so a lot of people for that reason are setting up you know these centres they may call it incubation centres or ahhh co working spaces (laughs)

(R): okay great thank you so much I think this was a very interesting I will just stop the recording

Participant code : PI 4

(R): so can you tell me about unlimited India and ah in what capacity you are associated with unlimited India and what is your role?

(I): so unlimited India is an incubator in finds funds it finds those and support social entrepreneurs the journey started ten years back when we realised that change makers in the country who will struggle and follow the road because they don't get the right support

(R): Hmm

(I): hmm that's where the birth of unlimited India took place there are unlimited at that point there was an unlimited uk

(R): Hmm

(I): which was were the two co-founders met each other and realised there is a need did a road show in India and decided this is what they want to do

(R): Hmm

(I): the ceo of unlimited uk said you know I can't give you monitory support but I can give you my name

(R): okay

(I): the unlimited name

(R): okay

(I): so we established unlimited India

(R): Hmm

(I): couldn't be registered because of words(inaudible) but so its registered under another legal entity

(R): Hmm

(I): this is the brand name

(R): okay

(I): so hmm not another it's just registered as a different word(inaudible) it's one organisation and ah

rest his history ten years we worked with hundred and fifty plus entrepreneurs every year we add about fifty to sixty new entrepreneurs but not necessarily new we had fifty to sixty words(inaudible) because entrepreneur we believe comes to us at a very early stage of

(R): Hmm

(I): their idea and ah one year support won't help them we our biggest role that we play in their lives is as a mentor as a guide as a help as a connector

(R): Hmm

(I): to them so I am a first time entrepreneur let's say environmental issue

(R): Hmm

(R): so we were talking about funds and the initial ways the crunch

(I): ya so initially as I was saying in in businesses in India new money was not there yet

(R): Hmm

(I): the Infosys was just around starting up in a sense ahh old money was there but that was a their

(R): Hmm

(I): tata trust was already into the things that they were doing godrej was committed to world wild

life fund and their ranchant school

(R): Hmm

(I): so they were all set and new efforts like this they were not many taken what are you talking about working with the government and finding solutions to the city problem people did not have a sense of what we were talking about

(R): Hmm

(I): hmm so very early days I had to take a bet with a ahh ahh gentleman so there

(R): Hmm

(I): Mr h t Parek ahh if you know Deepak parek of hdfc

(R): okay

(I): then his uncle and he was a vidsionary in finance ahh finance person so h t parek had set up Bombay ka community public charitable trust then the idea was to fund ahh services ahh developmental work in in Mumbai

(R): okay

(I): and it was dedicated to Bombay hmm but they are not funded anything major so do you wanna have tea words(inaudible) so ahh I told him that I wanted to setup preschool centres balwadis and our estimate was three hand a half thousand centres

(R): Hmm

(I): and I said I need money from you to show to start two hundred centres all I need Is four lakh rupees in those days four lakh rupees was not all that great but it was not a small sum either

(R): Hmm

(I): and he said you are mad when people spend lifetime setting up twenty five balwadis and you are tell me you want to set up three and a half I said okay hundred keliye paisa dho and if that I can

demonstrate to you that works then you give me the rest he said fine

(R): Hmm

(I): and that's how it started once we had the team on the ground ahh then there was talk about what we were doing yes then it can actually happen on a fairly large scale ahh the most important thing that happened at that time Mr Varul he was the chairman of icici

(R): Hmm

(I): it was not icici bank yet icici was industrial credit and Investment Corporation of India its centre part the government of idbi

(R): okay

(I): okay so ah hic.. so he was the chairman of icici and icici had given encouragement credit to a lot of businesses to grow from from below

(R): Hmm

(I): Mr Varul was also known as a visionary I think he sensed what we were doing was the right thing to do at this chanchar in India

(R): Hmm

(I): ahh because he had a sense of where the economy growth was going to go

(R): Hmm

(I): and so he agreed and he joined the board and he became the chairman of word(inaudible) what that did was because he believed in what we were doing he started talking about what we were doing to other younger captains of industry

(R): Hmm

(I): including kumar birla, mukesh ambhani, piramal ,azheem premji not all younger but still so all these people heard from varul what pratam was doing and how it is exciting to do things on a large scale and it was not about doing things for hundred children we were talking about millions eventually and that ahh first in Mumbai we started getting ah funds from corporate sector there was a meeting that varul called and some twenty one corporate chairman or their representatives were present

(R): Hmm

(I): and he said we are putting in money icici has entered into an agreement with pratam not really an agreement but understanding that icici will under right pratam

(R): Hmm

(I): so if their budget today is sixty lakh rupees then we are doing too under right it now I want you to put money so that we don't have to spend sixty lakhs so you come up with x amount of money so almost twenty one companies actually contributed two lakh five lakh six lakh something like that and

took up sub portions of the work

(R): Hmm

(I): and a new way of ahh doing things was born

(R): Hmm

(I): ahh you know earlier you have to go use the application and proposal to the personal department that's what we do now wit hcsr

(R): Hmm

(I): again they are back to that kind of functioning where the csr committee people is csr head has to think this is correct or not that csr person has to go and talk to the board and the board committee and the board committee will decide what they want to do and so on

(R): Hmm

(I): the way we ahh we started out I was Mr varul and I would talk to mainly him and I would go afterwards talk to the chairman directly

(R): Hmm

(I): and the chairman would say okay I will give ten lakh rupees end of story and then we write the proposals to what we do with that that is completely different from how things were being done at that time and how things are now done where you have to go to the csr person some of them are ahh well informed and know what they are doing others are not

(R): Hmm

(I): or even csr committee that trying to find out what to do and so so that's how it's started and and the nature of pratam from the beginning was some kind of a movement

(R): Hmm

(I): ahhh it was not a corporate structure so people got involved and that's how Mr varul got involved he involved other people including the business people

(R): Hmm

(I): so ahh its strange to think but all these people got involved in some sort of a movement later on you will find that azeem premji setup his own ahh foundation education ajay piramal is foundation education of course other thing also but large scale education words(inaudible) setup akshara

foundation that was education so there were lot of sort of ahhh what did you call hmm spin offs from pratam other people started they may not be pratam but all ahh thinking and working on education and lot of people did that so it's not that it happened only because of pratam but it was initially all these things we started doing of course everybody else started doing their own thing afterwards

(R): Hmm

(I): that's okay so we raised money in this fashion and then over a period and then somebody started a pratam usa in the united states entirely by themselves we had nothing to do I mean we said okay that's great but they started raising money entirely voluntarily pratam uk ahh

(R): they have similar model?

(I): sorry

(R): do they have the similar model pratam has in India like they do they have any form of

(I): they raised money they don't do anything in they teach children uk they raise money for the work in India

(R): okay

(I): and the man who set it up is now deputy governor of rbi so he was then professor at London business school Virendra Acharya just finished his PhD from ahh St. John's School of Business

(R): okay

(I): where he had set up pratam in New York and then he came to London he set up pratam uk and then other people so money raising became not my problem but problem of other people who were inspired and found that this was the right thing to do and that continues to this day

(R): okay

(I): a lot of people are raising money in the us and uk we provide basic material and they hold events they go and talk to corporates so and so we also do from India ahh corporate that is the that is the motive

(R): so how was the money raising model changed over the period of time ah when others are doing it because there have been now ahh you know there are lot of other things which word(inaudible) CSR where the nature is changing but there are now impact investors and others so there is more competition there are different forms of organisations which are competing for similar funds how has that changed ahh

(I): hmm no actually fund raising model we don't have these kind of event based fund raising in India

(R): Hmm

(I): we are not in favour of the impact investment ahh model either I mean we were initially asked by this swift people in ubs people if we wanted to be a part of it we thought about it and then didn't quite like that time so we said no to that

(R): Hmm

(I): and subsequently we have not gone into it so our model currently is events based in us uk and so on ahh we work with foundations a lot ahh although it looks like foundation money is drying up these day or has gone down post two thousand eight ahh but it may come up but high network individual money seems to be growing

(R): Hmm

(I): so ahh how to approach high network individuals is is a a thing to look at and ahh then in India the csr money has raise so they are dealing with csr annual but the main thing that we have is we have demonstration models on the ground which anybody can see

(R): Hmm

(I): on a large scale and you can say that okay with your money this is what we can do and and I think pretty much everybody else is doing that so the fund raising model is going to be common to more or less everybody

(R): okay

(I): the question is what is the solution you are offerering what is it that the different governors would like to do

(R): okay

(I): this ah because the field is getting so crowded it is a little difficult so unless you have something unique that you are doing ahh or or something that is so solid that so for example ahh what is that food wala model what do they called ahh akshayapatra

(R): akshayapatra

(I): so akshayapatra has done something but what akshayapatra does was being done by others also and some people stayed with it some left so that model is very clear

(R): Hmm

(I): highly efficient good clean food model that is a big league to people so that people will go for that and that is also people talk about it as if like tis some education model we have ah ah problem with that ahh ki ye education ka model he kin ahi but anyway so everybody has a has a model and

there are har model me chahne vale logh hote he

(R): Hmm

(I): so some people like this some people like that

(R): where do you find the drawbacks of impact investing in ahh or do you see there are any dot

products for particularly your organisation words(inaudible)

(I): no no no impact investing I don't know that they were trying to do where it went wrong where it didn't work with us all the assessment side

(R): Hmm so you have tried ahh with some form of impact impact investing at a point of time

(I): sorry

(R): did you try with impact investing model?

(I): no no we were aksed to come up with so we wherther we would be interested in the impact investing model

(R): Hmm

(I): and when where asked we started looking into it and the discussions went reasonably good reasonable distance but ahh in that so in that ahh ahh the issue was something about how ahh how ahh assessment was going to be done at that point

(R): okay

(I): and we were saying that what we are doing is very clearly directed thirty forty day intervention which results into something and look at the impact of that and don't go into the whole educational model and I think the organisations and know about to look at impact on entire education whether they know science and they will know English we said but that's not our model and so it just fell apart so we didn't go further with it

(R): okay

(I): then we were asked to become evaluators for the entire investment program for hmm what was it educate girls

(R): okay

(I): in Rajasthan

(R): okay

(I): and I don't think there were sufficient under and trust between the two

(R): okay

(I): so we said it's better that we don't get into this because we were also complimentors like them they said that they were benefitting from our model and all that so so it's better that we don't get into it so we stepped down

(R): okay

(I): but ever since then we haven't really gone with it because we don't see the meaning of it what does it mean

(R): Hmm

(I): somebody invest on behalf of somebody else and then if it works then you you this middle person gets money he gets reward we don't see why that is necessary but anyway

(R): so what what would be the transformation in pratams model since the time of its inception in terms of what transition has it gone through?

(I): so we initially I just said we addressed only the problem of preschool education and then over a period of time everal things change one is up to ninety eight two thousand nearly we were only upto two twelve ahh up to ninety eight we were only ahh Mumbai based

(R): Hmm

(I): post ninety eight about two thousand two we we went through a sort of spontaneous replication in many cities but still urban post two thousand two we started becoming more more rural

(R): Hmm

(I): and urban went down partly also because of this super competition

(R): Hmm

(I): lot of people started coming up

(R): in urban cities

(I): ngos social entrepreneurs foundations and everybody was basically saying the same thing but some were I am better than the other person so we decided to withdraw in many cases it was that it's the meat group

(R): Hmm

(I): say that we are better than everybody else or sitting around a table with a government officer say I am better than so and so

(R): Hmm

(I): it's not useful but more is that we started seeing the ahh rural model is a cleaner model work

(R): okay

(I): urban was much cluttered

(R): so do you think that the impact was higher when you were operating in rural and ahh in terms of you internal impact assessment

(I): it was cleaner

(R): okay

(I): no I mean we haven't actually tested the kind of so a first of all this geographical change what and the other one is the kind of programs that we were having

(R): Hmm

(I): from preschool we went to primary schools from running these two centres we went to taking volunteers in to the school and it called bala sakhi program

(R): Hmm

(I): for remedial education children who could not read even after three four five years or at no knowledge of alphabets and numbers they were really helped

(R): Hmm

(I): that actually grew into what we are doing today the read India program and all that with volunteers not necessarily volunteers going in but not inside necessarily the school but could be the communities also

(R): Hmm

(I): out of that came the assessment tool which was a necessity for us to be able to test children quickly and show the parents and the community that large no of children in spite of going to school could not read and there has to be something be done about it

(R): Hmm

(I): that created a testing tool which was combined with some developments and government when the the upa government came in in two thousand four they were talking about the prime minister was talking about the emphasising the outcomes or what outlays

(R): Hmm

(I): tho we said then in that case we must show the country how your two percent cess is impacting ahh ahh the education scenario and I used I was the then the national ahh.. National advisory council

so at that time I had some discussions with nondegul wadia ahh the prime ministers social Ghandi the turned out that the government could not do this we were asking them to come of the words(inaudible) report

(R): Hmm

(I): but that was going to be difficult so we decided to do it ourselves and so azar came out so so the program started changing two thing because of our know how changed and the situation changed we came up with different program word(inaudible)

(R): okay

(I): then two thousand six onwards those onwards there was much more talk about vocational skills and a lot of our support from the us especially felt that education primary is fine but really what are we doing about giving jobs to the people

(R): Hmm

(I): and I kept resisting that for a long time

(R): Hmm

(I): words(inaudible) completely different planet we don't know how to do all that doesn't don't know must do something

(R): Hmm

(I): and hmm ahh we also were working with volunteers young volunteer so in in our slum communities in the urban areas or in rural communities young people were helping we could see that they have problems of employment and skills and people are not doing anything for them

(R): Hmm

(I): so we started word interesting program called education for education

(R): okay

(I): If we have large no of volunteers we can't employ them

(R): Hmm

(I): paying them becomes a huge burden and then sustainability

(R): Hmm

(I): once you start paying somebody that person wants to become employed fully

(R): Hmm

(I): you cannot have thirteen thousand people being employed with you

(R): Hmm

(I): so we sad okay if you are willing to teach children in your community free of cost then we will teach you free of cost something else

(R): okay

(I): so we will give you digital literacy at no cost and that program became popular very soon so there was something like this cooking so as an extension of that we got into vocational training because we had to understand what all these were going to be

(R): Hmm

(I): and then we became a completely different wing

(R): Hmm

(I): nineteen ninety seven we had started bridge classes to mainstream out of school children into the school

(R): Hmm

(I): then we started finding out that the problem of bringing children to school was not that big numerically but it was difficult to get children to school it was a severe problem they could not come to school there were problems the street children they would run away lot of them being abused

(R): Hmm

(I): and for that you have to do something very special so faridha lalwe and others started working on the vulnerable children out of that came our pratam kanchal for vulnerable children

(R): Hmm

(I): which worked in Mumbai big time big intervention in zari industry and today we see that zari industry is almost child labour free

(R): Hmm

(I): where it is child labour free and that became a big model of how to work with child labour and then started working with government child line and so on

(R): Hmm

(I): to develop different state level models ah for vulnerable children child labour and so all these models started emerging from what we were doing and they have been growing and each one almost independently so what we are doing in vulnerable children front has nothing to do with what we are doing with vocational training and then teams are different they are verticals in the sense

(R): Hmm

(I): now we are trying to see if we can you know bring them together can we can we create a model in which all are knowhow can be integrated

(R): okay

(I): words(inaudible) but that's what they are thinking this technology in nineteen ninety eight first

time icici donated some hundred and fourteen fifteen computers to us

(R): Hmm

(I): and we put all those computers in municipal schools in Mumbai which meant that we had to develop software we have to learn to maintain hardware out of that came pratam info tech foundation

(R): Hmm

(I): so we have a background of technology using that in learning in schools and so on but it turned out we thought it would be very costly so we didn't take it as a co mainstream model

(R): Hmm

(I): but it was it was growing it was there somewhere

(R): okay

(I): recently now two three years ago since I stepped down as ceo I started looking at how technology can be applied

(R): Hmm

(I): possibly

(R): Hmm

(I): and there is an experiment that is ongoing but It would probably get into mainstream quickly

(R): okay so

(I): so all our programs the story is that all our programs grow out of something that is already happening

(R): right and then this of either grow or not do you think this whole program of integrating well integrating is a interesting thing to do like to concentrate that ways the vertical that is out reading ahh but ah is it a conscious internal organisational decision to integrate their various programs or is it where the funders the current funders are kind of looking at more integrated model ahh which pratam should come up with?

(I): I think we have to decide whether we want it or not in fact the funders going with the funders looking for different funders often led to this to the segregation of all these programs and separation

(R): okay

(I): into silence founders came and said we want to we want to only promote English learning today English learning program grew

(R): Hmm

(I): founders said we want to support science like Agastya foundation

(R): Hmm

(I): and then we have a science team that started growing

(R): Hmm

(I): but now it's like in pieces everywhere and that's not making any sense

(R): Hmm

(I): so while donors want all these we should be able to now say okay donors can take up piece of science learning within our program but our program should be integrated

(R): okay

(I): but it took us some time to come to that point we are reaching that point now

(R): Hmm what is what is the status of advocacy at this point of time the organisation is currently into?

(I): actually if you see any of our proposals the word advocacy doesn't appear in it

(R): okay

(I): so we are not doing something

(R): Hmm

(I): independently as a advocacy hmm I don't know what that would mean

(R): Hmm

(I): but like I said in our read India campaign we worked with governments and we talk about what need to be done and how it is to be done and how the training model has to be changed

(R): Hmm

(I): and for us and then if that changes what the how the way government is behave doing then there is advocacy

(R): Hmm

(I): afzal words(inaudible) research report

(R): Hmm

(I): there is all advocacy but then the difference is they are not word(inaudible) everybody what the solution is

(R): Hmm

(I): we have decided that there could be many solutions in different people can come up with

different solutions but we have to say there is a problem and we are going to keep on measure it

(R): okay

(I): so as we look at learning outcomes in the early days the problem was that hmm governments were not willing to serious acknowledge reading was critical and important and something that learning outcomes have to be addressed

(R): Hmm

(I): these were very important everybody was talking about this is why I said that prime minister manmohan singh words(inaudible) were talking about how to word(inaudible) and that's why the governemtn started coming up with super outcome budgets but there was nothing in that

(R): Hmm

(I): nobody knew what the heck was going to be meaning if you spend an x amount of money on health what should the outcomes that you should get that equation nobody has actually come up with so if you say that I am gonna spend ahh ten thousand crores on education something what outcome are you looking for

(R): Hmm

(I): people say ahh government school banaya teacher lagaya we said no learning outcome is the outcome that we all stress and government was not willing and ten thousand twelve ahh two thousand twelve planning commission for the first time started talking about learning outcomes

(R): Hmm

(I): and now if you see all governments including union governments is talking about learning outcomes so it's firmly established

(R): Hmm

(I): and I think we started it all without calling it advocacy

(R): okay

(I): we did not ask money for advocacy from foundations or anybody

(R): do you think this ahh ahh the ambiguity in terms of creating this learning outcome or the impact which there was an ambiguity from the government in creating that what should be the outcome of this ahh of certain amount of investment kind of ahh ahh added to the factor that the development the ngo sector has been inefficient in the past?

(I): I didn't understand

(R): ahh I mean to say that ngo sector in India has has long been ahh you know termed as at times

not creating design impact or has not been efficient to deliver as much as result as expected ah considering

(I): do you even measure it

(R): so yes

(I): and so

(R): do you think these ambiguity in policies of what is the outcome what should be the outcome the defined outcome things that caused what ngos are known as that being inefficient being not delivering results as

(I): why why saying ngos the whole world was like that and still is the ahh the general thinking was what is education start a school

(R): Hmm

(I): setup curriculum print textbooks give textbooks free for that in Africa they started doing ten years or twelve years ago and then children will come words(inaudible) appoint teacher and education will happen

(R): Hmm

(I): words(inaudible) teacher training and all that then everything due to all these then education will happen

(R): Hmm hmm

(I): that's how the schools in the us also were operating or uk for that matter many years and nobody said where is the outcome nobody knew how bad the outcome was

(R): Hmm

(I): when we started we say that we put hmm quantity into the quality program

(R): Hmm

(I): the fifty percent children will come to std five and not know how to read

(R): Hmm

(I): word(inaudible) which means one you are saying is fifty percent of your money is down the drain

(R): right

(I): at least or you can argue no no no they are learning all the other things and this would some five percent or ten percent but nobody comes out and says that

(R): Hmm

(I): because that is how the debate started

(R): Hmm

(I): is this the only desired outcome we said no its not but this is an indicator of what else is missing

(R): Hmm

(I): and why things are not happening

(R): Hmm

(I): okay so ngos nobody was measuring nobody used to measuring in the development sector this whole idea that thing should be measured was not not there its more decent and slowly because otherwise it was all considered charity

(R): Hmm

(I): gave money feed the people school me jane keliye pasia dhedo build a school looking at all the social sector has has investment and development is something that started changing I suspect the nineties sometime

(R): okay

(I): its accidental that we got it also we didn't learn from anybody looks like there was a general movement I don't know how I got it may be there was actually unicef had a slogan

(R): Hmm

(I): it said primary education is the best investment the country can make

(R): okay

(I): okay but they were not measuring the investment they were not but there was talk for example now that it has changed then if you for every year for primary education like whatever in the population where the population is two years or three years schooling four year schooling with every year increase your GDP growth

(R): Hmm

(I): Asian development bank was said to have come for this study ahh world bank something

(R): Hmm

(I): so with that apparently now professor hamishake has come up with another book which says that lets not and I think later on it was this is not strictly too hamishake is now equating growth and GDP on economies at any rate with the assessment scored of children

(R): Hmm

(I): with pizza or so

(R): okay

(I): whichever but that is only recent it was not there before

(R): Hmm

(I): and because it was largely charity model people used to say ahh about the hoga these results education investment you do today you get results ten years later what do you mean by measurement

(R): Hmm

(I): in India also this more modern industry and business is ten twenty years old now and the language of that industry and business of measurement and all that

(R): Hmm

(I): this done by word(inaudible) twenty seven ngos

(R): do you think this narrative is getting transformed with social entrepreneurship and which brings in a ah business aspect or to the non-profit it like a hybrid is kind of creating a new narrative of efficiency and ah impact?

(I): that is something that is happening today but I suspect that is going to another extreme

(R): can you just elaborate on that?

(I): so then everything has to be measured everything has to be you know then what happens is you are looking only at that point so for example now ah I am asking words(inaudible) when I started digital intervention people said so what are you gonna do what outcome are you measuring I said nothing

(R): Hmm

(I): how can then you have always said that you must measure the outcome that's why I don't know what outcomes are supposed to be

(R): Hmm

(I): and if I say that the technology that I am using should lead to better understanding of science English and so on

(R): Hmm

(I): then I don't want to do that I want to see what happens when the technology goes into the children's hand and luckily because of whatever my standing statural and so on donor said okay that's fine

(R): Hmm

(I): and so now actually because we are free to do that we are trying to observe what what actually

happens and I keep talking now increasingly about the unintended consequences of technology

(R): Hmm

(I): so suddenly children are thinking children are thinking of doing something that is completely different which you did not expect to happen

(R): Hmm

(I): so when I started the the technology initiative we gave tablets today we have given sixteen sixteen thousand tablets across the country which the children are handling

(R): Hmm

(I): and multiply that sixteen thousand to ten to twenty or whatever that no of children are handling the tablets themselves so we had given them games to play videos to watch right

(R): Hmm

(I):but we completely forgot there is a damn camera in there and these boys and girls are making videos

(R): Hmm

(I): taking pictures so the sense of some of them have are doing very good photographs we trained some kids to edit videos not some about thousand villages kids are trained in how to shoot and edit videos on their own tablet

(R): Hmm

(I): and now instead of giving them a lesson called a parts of a tree or plant whatever we are telling them thu apne gaav me kaunse gaav kaunse pedh paudhe he batao uska video banake humko dekhao

(R): Hmm

(I): and suddenly a thousand videos are ready I don't know good bad but the experience of thinking ki mujhe video banana he is engaging with the technology on a completely different plane so which is ahh in that we find that kids who are not interested in the study and all that actually want to jump in and do that

(R): Hmm

(I): so is the technology to teach science which it will but in a roundabout way or am I supposed to no no no tell me newton's first law and second law first

(R): Hmm

(I): what am I gonna do so I think measuring comes when you know what to measure and why to

measure to keep on measuring the same thing that is not necessarily gonna lead to ahh progress

(R): Hmm okay

(I): so measurement is required but everything to the last point to measurement and all that like they say everything in excess is not good sometime measurement goes excess not necessary

(R): okay

(I): but you can't ahh the measurement measurement is required

(R): Hmm there are several awards which pratam has won in ahh which are purely social entrepreneurship awards and from business schools and ahh who have word(inaudible) social entrepreneurs so ahh lets for instance this called foundation and ahh so where how does pratam identify itself as an organisation where do you does it see itself in the social economy?

(I): well that the funny part we are all these organizations have given us awards and I don't think we applied for any of these and those are different awards all together each award is different the first award was gravis prize for leadership

(R): Hmm

(I): its its and award for leadership fine second award was school for social entrepreneurship good so they thought we were entrepreneurs gravis thought we were leaders ahh third award was vice prize

(R): Hmm

(I): which came for I don't remember for what ahh the award came into me ahh it is a award given to me ahh not whole as a organisation but for doing innovative work and all that

(R): Hmm

(I): they didn't say social enterprise the fourth award that came was bbba award from tears of knowledge so people look at us differently we are doing exactly the same thing

(R): Hmm

(I): and people find merit in this or that or that to together and they decide that we should be given award I was shocked when I was given the medal of honour of the Columbia teachers college

(R): Hmm

(I): we have not done anything in teacher training but they recognised whatever we were doing as a contribution to the too education and the profession of teaching that's fine who am I to say no but so ahh how do we see we see ourselves as sting fighters you know we are not very sophisticated if you see we don't have unfortunately very few of us write and nobody writes except for Rukmini ahh nobody seriously writes

(R): Hmm

(I): they are not writers English and so all the way doing so many things there no that much literature

about what we do

(R): Hmm

(I): unfortunately but the research that we have done other organisations like jaypal and all others is out there so pratams work ahh is out there in some form research and all that

(R): Hmm

(I): ahh we will I don't know how I don't know how to answer that question whether we are social entrepreneurs we are labels

(R): Hmm

(I): I don't know ahh whether I didn't start out to become social entrepreneur I didn't even know in fact I remember ashok adwani business India business today tea? What is your mother tongue?

(R): Bengali I can understand Marathi

(I): kasthuri is a very Bengali name I remember a friend kasthuri how that kasthuri what?

(R): bose

(I): bose so ahh what was I saying

(R): ahh how do ahh the organisation identifies you really don't know you were saying

(I): ahh so so it's not this or that

(R): Hmm

(I): ahh I was saying something so ashok advani very early days when we didn't have any money ashok adwani somebody took me to ashok adwani be a social word(inaudible) he was working for ashoka at that time

(R): Hmm

(I): and he said if you apply ahh some he said I will give you some twenty thousand rupees I said I don't need that kind of money I need large money so I refused to go with that and that's the first time that I heard the word social entrepreneur I said what is this

(R): Hmm

(I): I didn't care for that

(R): Hmm

(I): so again we don't look at ourselves as such but the spirit in pratam if you meet different people in pratam will see who's who is doing what who are these people who are our state head of Madhya

Pradesh

(R): Hmm

(I): he was a guy who is actually from shekav rajasthan he came to Mumbai because he wanted to become a script writer in Bollywood

(R): okay

(I): because he was unemployed living in a slum then he saw that something was going on with children then said teek he me bhi bacho ko padaunga mujhe bi time milta he and people figured out he figured out that he was very good at what he was doing and the they got picked up to become a community level trainer then he became a regional trainer and dhekta dhekta ahh he was asked ki Madhya Pradesh me kham arna he team lekhe jana he jao ha words(inaudible) Madhya Pradesh bi chalenge bhopal meh yeb sba kiya program kiya nad he became a leader

(R): Hmm

(I): and now he is leading state partnership with Madhya Pradesh government he deals with however minister or secretary or we don't go there anymore

(R): Hmm

(I): kabhi zaroorat padte he tho kehethe ki a jao but otherwise he handles it all

(R): Hmm

(I): vaha pe jo logh gaye the vaha se Gaurav sharma nam ka a young man who was a junior too he was he was I don't know what he was doing voh masti karne ke liye bhopall meh gaya tha for some reason and he got caught in this ahh work that was going on tho jake word(inaudible) karke dekhte he and he got so involved that he then the time came ki we were asked ki Chhattisgarh me ahh yeh machali areas meh kam karna he

(R): Hmm

(I): karne ko jayenge in logh tho Gaurav said ha meh jau and thiry four people including him went and actually set themselves up in the word(inaudible) camps with ahh you ahh paramilitary forces surrounding everybody

(R): Hmm

(I): aane jane ke liye permission lagthi thi and they ran three camps and then he automatically actually took charge of the Chhattisgarh work which is ahh happening brilliantly now

(R): Hmm

(I): he is not come from any educational background yeh soch ken ahi aya tha ki social entrepreneur

banana he

(R): hmm

(I): parveen sayed was she lived in a slum in wadala she was already married one child and eighteen years old husband was unemployed

(R): okay

(I): and ahh she ahhh ahh she needed some money also when she was told hundred rupees milega and then you can collect fees to run the play school centres she said I wll do it her parents family said okay teek he basti me he tho teek he

(R): Hmm

(I): the we realised that he was she was very good whoever our group leader there said parveen is very good so our leader usha rani went her house and said isko hum promote karna chahate he that means she will have to travel but she will get two thousand rupees

(R): Hmm

(I): two thousand rupees was a large sum of money for them and so parveen became a regional leader ward leader then she became started figuring out how to teach urdu karte karte she got a PhD from Patna university in how to teach urdu

(R): Hmm

(I): and now she is our national resource person who goes to Pakistan to train Pakistanis how to teach Urdu

(R): Hmm

(I): is she a social entrepreneur ahh she is a firey person okay murzat mallik grew up in kurla ahh abhi of all kinds voh karte karte she is leading the entire state of up

(R): Hmm

(I): okay completely daredevil kahi bi jao up me kahi bi jake bashan dene ko Muslim Muslim ka chakkar nahi that usko

(R): Hmm

(I): leader full-fledged and not graduate

(R): Hmm

(I): lekin everybody listens to her what what is that and she is our state leader remind you okay educated hmm diploma degree kuch nahi tha and we don't look for that that is the other part

(R): Hmm

(I): we are looking for that fire and the belly and the leadership quality of that person and then they can gather many people

(R): so what do you think this when we had such a well fine and strong ngos sector in india why do you think social enterprise as a as a

(I): money paisa corporate culture everybody thinks educated logh hote he acha sab ka bala kar saktha he and I am completely against that

(R): Hmm so you think social enterprise sector is only filled with educated and ahh

(I): I mean that's how so it like you know teach for India going out and saying highly educated people from you know big colleges we are recruiting them because then you can do good give back to the society yeh language sara foreign language he

(R): Hmm

(I): you know that where I told you my first what affected me was people can take themselves literate but you must rise and I believe in that the resources have to be created from this side

(R): so regardless of the

(I): Mumbai se jake vaha koi sikhayega it's temporary

(R): Hmm

(I): us gaav ka kaun bacha he who is going to become somebody leader voh dekhna he and and that is been happening in pratam bahut sare logh gav se guzarthe athe he ya az pass ke ilake se nikal kea the he

(R): ahh so that ahh bottom of approach which we need to take

(I): but there is a there is a top dome as well

(R): Hmm

(I): again

(I): a combination of it because it is natural entry that people coming from ah education background or high education backgrounds high level social economic status voh bi athe he but you should see if you meet the pratam teams you will see

(R): I have

(I): you have

(R): ya

(I): who did you meet?

(R): I had a colleague actually she was taking a sabbatical from like

(I): who

(R): Maruela fernandez

(I): ma ma ahh ya long ago

(R): long ago

(I): ya

(R): mareuela

(I): yes and

(R): and I think I met maruela and with her I had gone to the office once and that's ah more or less I don't remember

(I): no you have to meet soc for example azeez gupta

(R): Hmm

(I): strange name son of two ias officers one ias one ips in Punjab right now sitting in Harvard business school doing his mba

(R): okay

(I): worked started mckensky after Delhi iit

(R): Hmm

(I): and they started pratam ke sath kam karna he

(R): Hmm

(I): yaha tho kuch karne wala nahi he

(R): Hmm

(I): but then he landed up staying on that construction site vahi pe kam karna shuru kardiya usne aur vocational training

(R): Hmm

(I): three years he did all this then ahh mba karke dekhte he kya hota he

(R): Hmm

(I): he said he is going to come back now he if you see his equation with everybody else who is not on that social economic status it's completely normal you have an advantage of education and this person doesn't but when you are working you have to respect each other completely and easily

(R): Hmm

(I): unnaturally naturally agar dosthi he tho ho jatha he you will find aaj tho logh nahi he so our

vocational training ka leader rajesh chokade who I have known for the last now since eighty nine he used to live in slum nearby

(R): Hmm

(I): he was one of my first ahh first volunteers in the literacy movement teaches mother he and another girl she is much younger than him megha honial who was a graduate of St Xavier's ahh coming from a well-educated rich background younger than him she is his co leader in our vocational

training program

(R): Hmm

(I): but he differs to him when many decision then I don't have to say anything logh apne aap kar lete he

(R): Hmm

(I): aisa uppar neeche ka chakar nahi hota he and that is the beauty of of the organisational structure there is no training all this kisiko kuch bola nahi jata he there is no policy there is no paper

(R): Hmm

(I): the way it happens is you walk in start working and it you get into the culture of working and in old days I used to say tell people if you want to work in pratam you should be able to work your voice and fight

(R): Hmm

(I): jagda karna atha he kya tho ao nahi tho math aao (laughs)

(R): (laughs)

(I): you should be able to fight anyway

(R): and the last question is ah ah in this space where we have ngos and social enterprise which is a broad area of organisation where do you see ahh what's the future of both of these entities ngos and social enterprise?

(I): is there a difference between I don't know what the difference is what is social enterprise vs ngo

(R): Hmm

(I): now that trend is to call everybody who run an ngo social entrepreneur I used to ask a lot of these people what exactly is social entrepreneur I thought any entrepreneur would be a social entrepreneur what is social entrepreneur matlab kya he

(R): Hmm

(I): you mean to say you have more revenue based for profit not for profit what so I think it's the

sector is bahut zyadha word(inaudible) everybody needs some business so (laughs) researchers also need something to write ahh the and then everybody wants scale I keep telling people why why why is so mad after scale

(R): Hmm

(I): so it's hard to say na everybody runs a shop so that's what we are all doing somebody has a bigger shop and the other has a smaller shop bada business hota he chota business hota he

(R): Hmm

(I): let's not make a mistake everybody is running a business

(R): Hmm

(I): because words(inaudible) you have to get money from somewhere

(R): right

(I): ask people would you do your work if you are not say social enterprise or ngo would you do your work without money no you need your money so you will get the money from someone where is that money coming from government doesn't fund them

(R): Hmm

(I): so what's the natak about?

(R): Hmm

(I): because the question is you want to get the money you use it well how do you know you are using it well nahi hamko lagtha he ki hum logh acha kartha ho teek he tera bala ho

(R): Hmm

(I): so I think all these are simple terms that people use but everybody has to understand that this is business has to be treated like business serious okay its parameters may be different thum bologe the spirit with which you do things may be different yes HR ka issues hogya so each organisation deals with it separately now for example we say that there is a movement part to pratam and there is a project part to pratam

(R): Hmm

(I): the project part being what we write down and say this is what we achieve this is this will be done this will be measured this will how the accounting will be done

(R): Hmm

(I): that is a discipline you cannot say are yeh movement he hum ko jab chahe hum accounting kare no no no

(R): Hmm

(I): you are operating certain with certain laws and those must be followed you cannot hanky panky there where is the movement part coming the movement part is coming when all this when we identify people for example if in some remote area of Assam

(R): Hmm

(I): if a person has to be hired who hires (sneezes) sorry not me not Bombay office not even Assam office sometimes somebody locally says aja shuru karo

(R): Hmm

(I): is that a process is that a good process ya don't know but from the beginning it has been like that you are empowered to take this empowered is also big word but basically this has to be one ahh yesterday we had discussion in Rajasthan we have to do assessment of five thousand five hundred children

(R): Hmm

(I): eight full time people are there and they need hundred people to assess the five thousand odds children

(R): Hmm

(I): so the message is gone ki sow logo ko hire karo shuru karo you must do the assessment properly before the end of april get it done kar lenge ab meh bolu kya yeh ba hona chahiye teen sal ka experience hona chaiye that's like delaying tactics

(R): Hmm

(I): zaroorat nahi he get the assessment done as long as the person can be trained we know ba se usse bi farak nahi padtha he bhara or ba ek hi hota he you want a person who is right kind then you should find that person and do so I think you have to deal this in corporate also people do actually

(R): Hmm

(I): so I don't know what the real difference between ngo and social enterprises

(R): okay great thank you so much

Participant code: Dasra PI 2

(R): okay ahh so am pretty sure it's gonna be very conversational

(I): sure

(R): ah I am pretty sure you got this question several times that what made you shift from US leave your job and ah start with dashra?

(I): ya I know I think hmm no. one is **word(inaudible)** the passion to help those who are not as fortunate as as myself ahh so that was that was a big reason I think no two is the difference in poverty that I saw growing up in the US as versus I saw when visited India was was very very stark hmm and I also simultaneously saw in the US ahh we would do things to volunteer with the communities in and around ah where we lived and as far as Indians ahh quite a bit and then when we came to **word(inaudible)** none of that and when I spoke to family lived in India they actually did none of that as well so for me it was really sort of I I guess disturbing at a very young age and why ahh no there is this kind of poverty no two how come no one is really even doing stuff about it when again in the us we do

(R): Hmm

(I): and how come over here we don't hmm after working a few years in banking ahh I felt that the skills that I I I acquired there could actually benefit more people here in in the kind of work dashra does

(R): okay okay so I think since the time that you have started it was one of those organisations India did not know about social impact investments and you know getting funders to invest in social causes how did dashra change the landscape if it did and what effect does it have today?

(I): in in so I guess hmm no. one the methodology we used hmm again was very proactive going out field visiting organisations understanding what they did ahh so creating a comparable analysis amongst groups in the same sector and then determining how we can provide those organisations hmm institutional funding well as hands on support enabling them to scale

(R): Hmm

(I): so that in itself was very very new and different at the time

(R): Hmm

(I): funding agencies did exist but they were sort of ahh waiting for people to send proposals to them

(R): right

(I): it was very much about supporting existing groups ahh to do sort of status quo and there was very little of I would say partnering in terms of saying I am as committed to solving this as you are

(R): Hmm

(I): and I would roll up the sleeves to say now we both believe both sort of myself and as in case of funder as well as the social entrepreneur we are both equally responsible to meet the these applications **to the communities** we serve

(R): okay

(I): so I think it was very different hmm view of the world which we realised later on hmm I I think in doing that work overtime established funders came to us and said how can you find these

organisations we have been in this space for a while and we haven't found were how can you exiting these organisations how are they growing so aggressively

(R): Hmm

(I): and it was through that I guess would share some of our stories learnings where they were then ahh funding agencies would actually have us manage the portfolio in India for them

(R): Hmm

(I): that's what they said this is a interesting methodology can you actually start doing that for us here so that's how we sort of moved from proving the model work to then getting I guess existing funders to buy into it manage their portfolios so then saying why don't we actually and most of these were international funders at the time so till till after doing this for decades say how do we actually promote this these learnings ahh with a group of Indian funders

(R): Hmm

(I): and that's why in two thousand and ten we launched the Indian philanthropy form which had philanthropy week started open sourcing our research we started hmm dashra social impact program which was an accelerator program hmm in order to help these organisations scale articulate their theory of change access not just create funds but create greater impact on the ground

(R): Hmm

(I): hmm so I guess that's been sort of what first ten years was sort of seeing if the model work second ten so as we speak have been more about disseminating on why and how it's worked to get more people into the mix

(R): okay why do you think that ah when initially that has been the case for few of the organisations in and when an organisation start you mostly have international funders who are ready to kind of invest in Indian social problems and then you look for Indian funders ah what keep Indian funders away from investing initially?

(I): so I think ahh I can't speak for others but I can speak for dashra ahh I had never lived in India so for me my relationships hmm and my upbringing and everything was in you know America

(R): okay

(I): so for me was raising money ah from people I knew and I knew people in America and I didn't know people in India I have never lived in India as much I was born and brought up in in the states and so I don't think it was sort of a perception for my mind okay I am gonna go global to get these funds it was actually going local to people I know who happen to be living in New York that's where I lived and worked where in Houston where I was born and brought up so it wasn't sort of traversing ten thousand miles to say I am gonna raise money

(R): Hmm

(I): it was sort of taking money from people I knew and are much closer to and sort of traveling it thousand miles and saying I wanna be closer to the investees vs the investors

(R): okay

(I): so I think our situation perhaps were more unique

(R): Hmm

(I): ahh that being said hmm i think where we are today as a country and philanthropy and impact investing for that matter I think there is far greater access of funding that exist in India today than ever before and I think there will be a time quite quickly where the Indian funds will actually ahh surpass the foreign funds coming to the country

(R): okay

(I): if it hasn't already

(R): okay what is kind of profile of Indian funders who are showing interest in ahh funding in this point of time?

(I): and so we focus on hmm typically individuals who have started or run family business ahh and so we go to that lot because we feel that they have been self **were** entrepreneurs in their lives they have built things from ground up they have knowledge on how to build sustainable scalable successful organisations in the country we feel that that same knowledge is need to be transferred to the non profit or the development sectors

(R): Hmm

(I): so that's one reason we target this group and another reason we target the group is honestly because they have greater access to funds hmm as their for profit companies grow and it has been done with additional external capital whether it is from **India and outside** equity coming in they are starting to sell stakes of their company which is allowing them to invest much more time and money into philanthropy so we sort of targeted this group

(R): Hmm

(I): even from the beginning even in the US for example I mean I worked in an investment bank and I targeted sort of you know the people that I work directly with we got more capital from the senior people at the bank including the ceo and chairman who sort of took the bank public twenty years before that and so we realised that it was actually those individuals no. one can give much larger amounts of capital and no. two actually where able to bring business hmm they would bring in their time and networks to the table

(R): okay

(I): so It was more of an efficiency perspective realising target that was **words(inaudible)** companies and said we are giving the same thing on the social side so that model also resonated was that group vs for example the retail ever I think found out asking but we just didn't have the time bandwidth to build that work it up we even professionals for that matter we don't deal with that many professionals because

(R): okay

(I): they are busy their income like they all can have a capital inflection point

(R): Hmm

(I): right where this business owners do

(R): okay how is the csr funds currently reshaping the ahh social investment?

(I): and so so our view again which is slightly different but I would say the two percent is not actually the target hmm it's the fifty sixty ninety nine percent of what that family has as net worth will and can be distributed to philanthropy

(R): Hmm

(I): and so again when you looking at just two percent

(R): right

(I): it's literally that

(R): right

(I): whereas a family like the premji family have given over thirteen billion dollars towards the development sector if you start working and have working relationships meeting those individuals you can actually create much greater amount of fund flow and impact so I think it's not the two percent its more than good things have come from the passing of that law one is media covers this on a regular basis now which is fantastic so there is an pressure that's being put on to those who have wealth hmm I think development overall is again being talked about much more because of that so I think that is a great thing that because of the law it's become more common language

(R): Hmm

(I): hmm another thing the law did a great job was it is mandating that the ceo or senior corporate senior board members can or cso have to be participant during in these decisions

(R): Hmm

(I): so those are I think the benefits

(R): Hmm

(I): hmm I I think the csr the two percent of that's coming it's still gonna take probably five or seven years for it to actually be deployed in an effective manner

(R): Hmm

(I): hmm there is a long tail of companies that hmm many of them and we all know this are not necessarily the most ethical and also they are not gonna abide by these laws but I think it is really targeting again the family businesses which is you know people who care about their brand and have done csr well before the laws passed and they have the ability to say I will make it ten or fifteen year commitment which is critical to all sustainable development

(R): Hmm

(I): so I think csr for the most part of the country don't even look at the SDGs right now and that will take like again three to five seven years for that to happen

(R): okay okay for dashra when ah when you chose organisations ah what would be the criteria to choose ah for the organisations what kind was it ahh sec.. ahh very sector based was it ahh particularly geographically located or what would the government criteria's which would were in mind for choosing organisations?

(I): so our approach has been very much with a set of lines again that's what we do sort of in banking if you are looking at investment you can't compare an auto company with a technology company

(R): right

(I): eBay das are different and irrs is different and pe ratios are different so we have close to eighty reports online on different sectors child marriage agriculture and providing quality education to municipal schools malnutrition zero to three age group and so these research reports we do them we look at two to three hundred organisations in that particular sector

(R): okay

(I): so we try to choose sectors over sub sectors that don't actually have much hmm of a spotlight on them

(R): okay

(I): so when we looked at urban sanitation in two thousand and eleven wasn't actually something that everyone spoke about

(R): Hmm

(I): we looked at malnutrition in two thousand and ten no one really looked at it when we looked even at education ahh in two thousand and nine ten no one looked at girl education at that time

(R): Hmm

(I): and so we tried figure out where what are sort of investment gaps overall

(R): okay

(I): we spend nine months to do research actually ah under ahh uncover I guess which interventions are working in this space which are the management teams what are they looking at and then figure out which interventions are the most scalable

(R): okay

(I): ah and impact so each of our research report do this two by two matrix with scale and impact and and we sort of look at which are the ngos in that quadrant

(R): Hmm

(I): and then accordingly ones confident that these interventions are creating scale and impact then we started looking at the management teams behind them and say okay what are their aspirations scale what are they looking at and going for how open are they working with the government and working with other ngos other funders ahh how is the community driving a lot of what this organisation doing versus the other **word(inaudible)**

(R): Hmm

(I): we have a bias in supporting Indian based organisations Indian originated organisations we feel those are the ones that actually know the community

(R): Hmm

(I): ahh stronger and are the ones usually started by entrepreneur again versus those that administer planted and they hire professional management we felt that the funding gaps are were more for the groups that that emerged from India

(R): alright

(I): so that's been sort of our core focus hmm and so its again looking at the sector then looking at the intervention that can be scaled and have a proven track record then sort of breaking down with the management team are they working with government what are their aspirations and skill how

are they using the community voice etc and that's what determine who we finally recommend for funding

(R): okay and is there any specifications in terms of the geographical location that we that

(I): no ahh till date no ahh we are now working on ahh on a larger collaborative in the adolescent space that we are actually helping to look in one geography which to begin with is Jharkhand and and that ah we are two organisations in the state of Jharkhand that we are working with and bringing another two organisations from **outside** the state have proven track record and get the multiple other states to enhance what they do in Jharkhand

(R): okay

(I): but when we started out and our learning were actually have a geographical focus in terms of which organisations have the strongest interventions that's actually not a good criteria

(R): Hmm

(I): and later on you will realize once they have better intervention that could be in another geography those will scale and you have actually bet on a subpar solutions

(R): I think two things scalable and replication ability to replicate these are the two kind of criteria

(I): ya

(R): for ah when we spoke about corporate funds we spoke about csr wh.. and also high net worth individuals ah when they are investing there is kind of is there kind of focus on specific sectors or specific geographical location in terms of where their business are operating and you know

(I): on the corporate part I think very much so they have a focus that in manufacturing companies do things in the factory area

(R): alright

(I): we are very honest and upfront to say it will cost us more on transport whether it is renting a car or flying to that factory then it probably is them to hire on of the individuals in the factory who care about the community for a month (laughs) so we explain to them they should actually find the person in their factory who cares about the community and just give them this full time job

(R): okay

(I): don't waste resource in having people come out ahh if there is particular solutions now that they wanna implement in their factory area and all of our research is open source looking at improving the teacher training that you can go to our research supports you can find the ngos we have highlighted you can contact them and they may even train your factory workers or people in the community to do this

(R): Hmm

(I): but it makes sense to sort of again this is our believe find sort of you know organisations that ahh either have that track record and can can share that knowledge or bring them their not the other way around

(R): Hmm

(I): hmm we stay away from that

(R): Hmm

(I): because we realised it doesn't make sense the cost is just prohibitively expensive ahh for that donor

(R): Hmm

(I): I think on on the flip side we have we have seen I guess great success in in shining a spotlight on issues that donors otherwise didn't look at and now this is become their focus area

(R): okay

(I): and so adolescent girls most donors and ngos that matter started working in that two thousand and twelve no one even talked about adolescent girls as a segment that they wanted to support ahh and now we have seen that that changed drastically where we have large companies saying adolescent girls is the only thing we will fund for the next five years

(R): okay

(I): or individual's philanthropist I mean we just report we at least report our access to justice

(R): Hmm

(I): and supporting ngos that are looking at the justice system again before the report came out most many of the donors that we worked with were unaware of the needs and have sixty percent for example of our cases that are being challenged and heard courts are actually governments vs governments

(R): ya

(I): and these are the delays and so after we do this research we were able to actually ah convince individuals the need to look at those sectors

(R): okay

(I): and so again that is our mo.. Role and we feel is to shine a spotlight in that are that typically people don't look at and I think middle class Indians and csr for that matter all primarily focussed on education and livelihoods

(R): right

(I): the issue we see with that is that dashra is we can attribute our success to educational and livelihood training because all of the other basic needs were covered

(R): alright

(I): we have have roof over hear we had a toilet we had you know immunisations we had so many other things

(R): **words(inaudible)** integrated

(I): exactly and therefore education can happen and i think the needs in India is not just education so many other aspects that need to actually looked at so if you look at if you think one thing it's a silver bullet solution all I need to do is fund education everything is solved that's not the case and so we tried again highlight all the other issues but then demonstrate the need for education

(R): okay when when you say that ahh you know about micro entrepreneurs do you see that there is kind of a scude ah fund funding structure depending on the causes like when when we mentioned

about ahh you know advocacy organisations or ngos which are doing advocacy and ir ah you know pushing policies policy changes do you think there is kind of a discrepancy or ah

(I): definitely

(R): and why you think so why are funders apprehensive or maybe you know go for softer causes which are more talked about and I understand that you are kind of creating a spotlight for those causes which are not but specifically for advocacy and you know which is about peoples participation community driven organisations do you see there is a discrepancy in funding?

(I): definitely discrepancy ahh and the reason it exist is because people I think and and we worked quite a bit with **word(inaudible)** company consulting firm and and each year we do the state of India has full report and last two reports have been focusing on the journey that a donor takes

(R): yes

(I): hmm and and if you look at philanthropic journey you think of it just like an investment journey right you will start investing in mutual funds over time you may have once you have more time and knowledge on your hands and capital you say **word(inaudible)** I am gonna directly invest on stocks

(R): Hmm

(I): over time we are actually may go into private equity and hedge funds etc right

(R): right

(I): same thing with with philanthropy I think we equate the solutions we wanted to support with solutions that we utilised as individuals to attain financial success

(R): okay

(I): and in that process we don't realise that we have again all of these other things taking care of so advocacy scene is to intabgile

(R): Hmm

(I): that's why people don't fond other areas they see is to **intangible that's why** what we do at dashra we hope our research ascends provides people those linkages and provides them the the realisation that you need to fund some of these so we have a **democracy governance** collaborative funds that we raised twenty two crores ahh from Indian funders to support initiatives that are focusing on advocacy and democracy and access to justice etc and we have been able to do that again because we were able to show the linkages between anything you wanna do whether its education or healthcare or agriculture with how if the government had self-structured to overtime to take that on and scale it

(R): Hmm

(I): ahh effectively that is really the end goal and therefore you need to focus on advocacy as well direct services

(R): okay ahh wha.. ah you said about integrated program that education cannot solely solve the problem and you need ah different agencies to do work together when we say there are different problems we involve different agencies whether it is the government funder and various other stake holders ah dashra plays an important role in integrating this can you tell share a little bit about this?

(I): and and so again I think when when one steps in the space of giving hmm you look at what can I individually do right or when one starts their own ngo or social enterprise I think over time you

realise that the problem ahh that needs to be solved is far greater than one individual or one organisation can solve

(R): Hmm

(I): or one even might set and so through our own journey of scaling organisations and enabling them to sustain themselves being very happy that oh wow look that ngo came from A and now they are raising a thousand A in terms of their impact beneficiary based budget whatever that looks like but we still haven't made dent in the problem

(R): Hmm

(I): and so own learnings that have to be brought to certain milestones I guess as organisation in terms of enabling them to scale were like okay but how are we gonna solve now nutrition this is great this is this one organisation doing it in dharavi but how are we gonna do it nationals that's clearly what we need and so I think the second you start we started thinking like that we realised again the need to sort of build these collaborative

(R): Hmm

(I): having multiple stake holders together to actually help solve this and so what we are doing in Jharkhand in adolescence is exactly this where we have ngos together we have behavioural change partners together we have media we have government we have multiple funders even ah within the ngo space we have one ngo that is focusing on education and other that is focusing on health and another one looking at empowerment and another one looking at systemic change and were all trying to sort of work together towards this cause

(R): ya

(I): which is empowering adolescences in the state of Jharkhand hmm and so it is again about it has taken us about two years to get everyone align to to four goals identifying them articulating them and then really figuring out how everyone can play their own role in terms of achieving those goals

(R): and ahhh do you think that is replicable in other geographic location?

(I): completely and so for us that's what we said let's start in Jharkhand first let's do this and then let's take it to other states

(R): and what could be the challenges like what would were the challenges we faced because most of these institutions work in cylos and

(I): so that's no one hmm I think even if once they all came onward for example one of the institutions is a multi-lateral agency

(R): Hmm

(I): the government in that country has changed ahh and and so their policies have changed with it the same thing happens at any institution you know there is leadership change there is shifts there is so and so so I think it's been a big challenge to get people together no one align on a topic that's bigger than what they are used to doing ah because its slightly then they feel removed no two you be I guess mitigate the risks ahh that will occur when each organisations goes through their own transformation whether it is because of government change or leadership change or economies change or own government saying okay will now **FCRA proof** because we don't want foreign funds to get this because it's you know is against the social or economic interests of India then we don't want them there

(R): okay

(I): kind of the insult so I think we are at a page and it has taken two years to get to people so get on the same page agree upon the same thing but I know once we actually get the ground running which is happening now in Jharkhand I think there will be a lot of learning because once you start doing the work many things would emerge

(R): right

(I): and that's why we were a little cautious on how fast we scale to other states

(R): Hmm

(I): originally we thought it would be sort of a year to set this up and take to other states I think basically may be taking two years before we actually you know work out those things and then to get to another geography

(R): okay there there is a mention of strategic philanthropy ah can you elaborate on how different it is when you in in terms of dashra how it's said strategic philanthropy from traditional philanthropy and ahh impact funding or in no ah?

(I): so I think **no. one** again this is hard to believe that research is critical and so I think many people are hmm have a personal attachment to the issue

(R): Hmm

(I): like education without necessarily understanding whether the gaps within the education system is solutions so for us to be strategic you have have to be an active donor

(R): okay

(I): you have to see what's out there trust whether it's the ngos or statistics or the sector as a whole

(R): Hmm

(I): to even get a deeper understanding what has happened in the last five ten fifteen fifty years ah to be able to say okay now I have a slightly better understanding of what the issues are and who have the track record to solve them I think the second thing that we strongly believe in in sort of after you identify deeper understanding of that issue an act of learner is ah the realisation that you can't do it alone

(R): Hmm

(I): ad so the need to collaborate with others is critical in this process and I think the third main piece and again this is very much I guess ah aligned to our own journey which was don't then be a passive investor

(R): Hmm

(I): we feel in the impact investing space as well as the the strategic philanthropy or the philanthropy space has too many passive funders and that not actually solving the problem

(R): Hmm

(I): and so if you have access to this kind of capital you also have access to networks you also have skills and so be actively engaged in provide the organisations you support hmm more than just capital and and so those are the sort of three areas that we look at in terms of what it takes to be strategic giving hmm I think that is different than traditional philanthropy

(R): Hmm

(I): and then there is of course lots of new **nuances** we talk about regarding putting your name on the building versus **words(inaudible)** attribution versus contribution putting your ego out the door trusting communities that you are serving because you are actually serving them and no the other way around

(R): right

(I): these are mind-sets again traditionally in the foundation world was very different ivory tower you come you get asked to we give you money you are lucky that I am giving you money versus having a true belief we are lucky that you are doing this work and how can we support you in the villages

(R): Hmm

(I): that again because I will never be able to do that

(R): okay ahh what's ahh currently what's the typical form of funding that that exist within the among the funders what kind of funding do the is it with impact funding what's the role of vcs and in this social sector space?

(I): so we focus more on the grant side

(R): the grants

(I): yes the reason we also do that is because we think that marginalised the more marginalised communities in our country cannot access market driven solutions hmm and so again if you are talking about sex trafficking

(R): Hmm

(I): that's not a business model that we need to give us three to five percent irr to stop that trade we just need to stop that trade

(R): right

(I): or mental health or child marriage

(R): okay

(I): so we are looking at issues to certain even urban sanitation I would say it's not that there is hmm it's not that there is lack of it's not because I need them to make money from this initiatives that its lacking you know the investment it's just the lack of awareness that will require grant funding

(R): Hmm

(I): also the laws in our country don't allow us ahh as a foundation to support a large no of social businesses

(R): right

(I): ahh in the US it's different

(R): Hmm

(I): in UK its different and so we also from a compliance perspective had to take the call five six years that we would actually move away from social businesses because in this country you have the then if you wanna work with businesses because then there is no difference between social and regular businesses you actually have to set up as a separate legal entity and then it ah infrastructure in terms of government and their understanding

(R): Hmm

(I): of social and not social ngo for profit and then the no of scams we have had in the non-profit space as well means the second you actually say I will do both under one roof then the level of scrutiny you come under hmm is something that is not sustainable

(R): okay

(I): and so we said let's stay on the grant side let's let others and we have of course worked with groups like avishkar from I mean relief and I have known each other before he started avishkar hmm and and so we think that the other groups that are looking at impact investing and they are doing a good job and the funders that we have worked with want to get more knowledge we will introduce them and we do that will also get them educated by again impact investors we cannot take that on ahhh

(R): okay

(I): on social enterprise similar thing we can't have too many social enterprises that we work with because again it can put our ntgl twelve a status at risk

(R): so I think pretty much answers my next question which was about will there be any possibility of exploring innovative models of funding in future?

(I): ya so again I don't think legal structure in our country allow us to do that

(R): okay ahh in for ah dahsra how important is the scale and impact when ah when the funders are for the the funders who are investing and how do you see scale and impact?

(I): and so why why the funders I think will be a little bit more reticent when they talk about scale and impact when they don't because they themselves is not as knowledgeable what is impact

(R): Hmm

(I): so one funder for example talked about a helpline that he supported in Bihar which is on hiv and aids and you have college students across the state calling in and learning about sex so he said look I can't tell you that that same college student or group of college student hmm have now practising safe sex we don't it's a help line we don't go out but she is like I have been on some of these calls and the questions they are asking and the knowledge that they don't have I am confident is life changing for them

(R): okay

(I): and so he is like I don't know how to measure that impact because I am not also telling his idea of hiv aids dropped in the state but I am saying that its critical data and the question that are asked from place of authenticity from these college students are there so this just needs to happen (laughs) no offence you know stopping or or preventing aids but I just think that this is creditful

(R): okay

(I): and some I think think for the donor hmm at least the once we do with because we also position ourselves at the place of scale and impact they come to us with that intent but they are also not I would say as dogmatic on okay well if you didn't meet this metric we are gonna stop funding

(R): Hmm

(I): and so there are little bit more I guess patient investors a a bring ah greater sense of humility and they also say many of them because they are in the for profit investment world once they trust the

entrepreneur they sort of back them (laughs) it's not about this target wasn't met this year so am gonna pull out

(R): Hmm ahh what do you think we mentioned another thing about ahh incubating which dashra is into or capacity building do you think there there is an emphasis or creating a business model in in the organisation is there any kind of a focus which

(I): within a non-profit organisation

(R): within a non-profit organisation

(I): so I think we have seen multiple instances where the non-profit has tried to do so and failed

(R): okay

(I): and I say in instance

(R): and why so?

(I): and also ya in instances these non-profits that again one was dealing with children of sex workers very critical meeting their business idea was to start a convention centre

(R): Hmm

(I): for marriages and the money would fly back into this

(R): okay

(I): and their fifteen or twenty girls and boys that they have educated they would get jobs here

(R): Hmm

(I): when we did the financial analysis for that (laughs) inside look you are gonna invest x you have never **marketed this** before we are gonna get these kids twenty kids these jobs and any business typically takes five years to break even (laughs) but less sustain another organisation budget may be two to three crores

(R): right

(I): we said focus on what you are doing do a good job at that and may be ask for more right group of givers to support you cause or partner with more established businesses

(R): right

(I): like café coffee day or Bharat petroleum or others that will hire you're your children instead of you showing and doing everything for them

(R): right

(I): I think though so we have seen a lot of those kids where organisations ngos do or or creating a separate business model with something they don't even have a competency in so we saw lots of that I am saying in two thousand two thousand and ten and even now bear problems of that

(R): Hmm

(I): I think we have seen success if you are in the livelihood space already then you can have a business

(R): right

(I): if you are providing more instantaneous impact on the ground water for example there is a clear co relation with clean drinking water and you being able to work twenty days versus thirty days

(R): right

(I): and so there is like that there is definitely you know more opportunity for business solutions ah but I think you also need to have the right team

(R): Hmm

(I): and again many times ngos try and use the same team for both and that's not it doesn't work either way

(R): right

(I): even if you have a very strong business minded individual who then says okay now am gonna nurture kids and whether they wanna do in life I will support them they are not gonna be good at

(R): right

(I): so so I think that's where many times the doors arrive because now you are looking at core competencies you are not having the right people to then run those initiatives

(R): do you think it's a good idea to kind of create more comp.. is it competencies when you know when ngos and social entre entrepreneur entrepreneurs are actually competing for you know ahh similar kind of funds and

(I): so so no

(R): okay

(I): and I think no because there is there is not a funder that we have ever met who says I have given all that I can give

(R): Hmm

(I): every single funder says I can't find the right organisations to support

(R): okay

(I): and so I do think if they were gonna organisations spends more time demonstrating the impact that they have creating

(R): Hmm

(I): communicating at an effective manner innovating again to ensure that they are top in terms of what their community needs and they demonstrate that

(R): Hmm

(I): that will actually there is there is much larger pulls of capital for that

(R): Hmm

(I): hmm like this ngos that has given the children of sex workers they were the ones who started the first night care shelter for children of sex workers in nineteen eighty six

(R): Hmm

(I): one of the first ones in India and one of the first ones globally they have written laws for the state of Maharashtra and the country on sex trafficking

(R): Hmm

(I): groups like this if were able to free up the funders time and a few peoples time talk about the phenomenal work that they have done money will come to them they don't have to create a wedding or to make that happen so for dashra through our leadership programs and through the capacity building scope we provide we enable these organisations to actually tap into the market because it's a huge huge market

(R): Hmm

(I): and get funds for their services because they are some of them are most impactful organisations that exist globally and that are most efficient when it comes to cost reside in this country

(R): okay

(I): so I don't think we have all tapped out or those funds being deployed to these sustainable scalable impact organisations and I think unfortunately ngos don't spend enough time building their capacities to fund their initiatives and instead they go you know to do things like this venture which is quiet expensive and many times don't workout

(R): okay how can the government play a role in kind of creating a better e ah ecosystem where investments you know social investments can be **boosted** in the country?

(I): and so I mean I think two sides' philanthropy side fcra funds you may have seen this has gone from seventeen thousand crores to six thousand

(R): right

(I): right so clearly I think the government has a role to play in that and so I do think that it's not easy if you compare Indian laws to fund charities compared to any other countries in the world we have probably the most stringent laws

(R): Hmm

(I): and now china has actually replicating some of the stuff that we have been doing as a country and so I think it it it is very difficult no one two to fund organisations

(R): Hmm

(I): ngos and for the profit side external commercial borrowing laws also do not allow debt financing to come into this country and most start up organisations don't need actual equity they need revolving loans (laughs) and can pay them off and so I think those are two structure issues that hmm that the government handle ahh perhaps change the government also just a few weeks ago shut down their Indian overseas development fund raising initiative of course they didn't do anything with it ahh and it was so it should have been shut down but instead of shutting it down they probably could have put more effort to make it effective and unfortunately politics came in the way they ended up requesting for at least our knowledge and our limited exposure to that particular initiative was that they were asking for money that just supported what the current administration is looking at doing

(R): right

(I): and some of the unfortunately some of the ideological groups that were behind it ahh versus saying fund India so like the whole make in India campaign you can do whatever you want and there has happened (laughs) mean the governor of the state of Texas is hero right now to join fund India make in India with the ngos space it was not the case so it was actually very few ngos that were handpicked by the government that and some of them had again a very strong right wing attached to it (laughs)

(R): okay just you because there is kind of a squed approach towards the ngos sector from the government ah there is a lot of impetus in socia.. Entrepreneurship

(I): yes

(R): as ahh not specifically so on social entrepreneurship ad within that space again innovation ahh how do you think that this is kind of ah impact the ecosystem where the government has a lot of impetus on social innovation than on social entrepreneurship or the ngo sector?

(I): I mean I think in the US the biggest things that occurred was the introduction and acceptance of the b corporation

(R): right

(I): hmm I think we need to start with that in this country and so we actually this was again four five years working closely impact investment space wrote ahh a paper which was presented at parliament on the b corporation

(R): right

(I): I think sort of that needs to occur hmm to enable these kind of investments domestic where they actually will thrive

(R): okay

(I): and I think just like sector lending hmm I think we need to do more in that space and at least government level to say look it should be private sector investing as well

(R): right

(I): but that again from the investing side I think these are some of the changes that are required

(R): okay great ahh so the last question where do you see dahsra in the next five years what are the new the plans which you have you have in pipeline?

(I): and so I think hopefully five years from now we will be ah we would have learned and created ah a proven model on collaboration hmm at you know the state level of Jharkhand perhaps one or two other states as well will be replicated that

(R): Hmm

(I): and so I think ahh at a theoretical or a practitioner level we would have had the learning we could share so others can create similar type collaboration and multi stake holder ahh sort of initiatives I think at a adolescent level we would have informed and passed policy level changes for adolescence in that state are replicated across the country

(R): okay

(I): hmm the same goes to sanitation where ah the past year we have been very ah instrumental in creating and supporting the first ever national fickle sludge management policy which was passed at central government level and now that its passed the implementation of that policy is what we are hoping to work within in different cities across the country going forward and so setting up these fickle sledge treatment plants helping it ah sort of these creating sort of these centres of excellence where the state ngos private sector all coming together solve this problem

(R): Hmm

(I): hmm in democracy in governance hopefully the ah hope in the next two years happen other sort of twenty five crores fifty crores and our goal hopefully by five years help deploy a hundred crores in this space and in the e-commerce sector that is more acceptable like may be not perhaps as close as education but in accepted sector compared to where it is today so I would say those are the three areas that we go deep in

(R): okay

(I): hmm I think on the on the sort of working philanthropist we are are want us to work with a hundred givers like giving ten crores annually

(R): okay

(I): ah and provide them support whether it is research class building networks impact assessment providing them the support needed to you know deploy that capital effectively more importantly having this community of givers that level where they working together and and share whether it is insights or investment opportunities etc

(R): okay okay great thank you so much

(I): thank you

Participant code: PV 2

(R): So can you tell me about the work ayani does you you have already prepared you can tell me the

you know the work Ayani does and

(I): ayan

(R): Ya

(I): okay so we are a group of ahh four eight six angels across seven countries sorry twelve countries

and we have invested in seven countries besides India to you know five hundred and twenty eight

crores in the last ten years and invested in hundred and thirty seven companies

(R): Hmm

(I): these angels primarily are first entrepreneurs like Sanjay chandhani and cris gopalakrishnan

Infosys and these people have taken their companies from a garage to an ipo kind of situation and

that is where hmm you know angel invest in across the globe more or less clubby kind of a affair

where people get together during their free times because people are running their own companies

cxo cto formed us they come together ahh some of them from the philanthropical view of expand

their you know hmm whatever they have learned from doing business across the globe and paid for

it down to someone else

(R): Hmm

(I): but yes amidst of this make some money out of this and you know create something similar to

what they have also done in their past so that is where the angel bet of the angel investing comes in

but ahh now it's become ahh page three and it is become not an alternate form of

investments but

somewhere centralised because of real estate and oil across the globe not going very well

(R): Hmm

(I): so this form of investments is coming into the forefront and that is where and of course

the

fashion of it that you know some people like to have that tag if

Angel investor

(R): Hmm

(I): so that is where the media also played their role in a way that they are supposed to

(R): Hmm

(I): and really created a hue and cry that this is something very good and we are on the

stages and

we are talking about it all across which has its pluses and minuses so one of the minuses

which I

stated right now is people think it is very fashionable to be an angel investor

(R): Hmm

(I): but Ayan coming back to the point Ayan we were formed as the first angel group in India

and

now the largest angel group in the world I will repeat largest angel group in the world in

terms of

number of investments made and number of active angel investors from that active angel

investor I

will say that the definition is from ahh why the largest from thy point of view we have ninety

two

percentage of our angel investors who have engaged or invested with us from this group in

the last

year so

(R): Hmm

(I): so that view point ninety two percent of angel member have engaged or invested in one

or

company

(R): Hmm

(I): in last year so from that point of view we are the largest and then there is hmm to that the

strength of Ayan is actually these members and engaging with these members over the last ten

years

(R): Hmm

(I): the people Ayan team who have spent more time doing engaging and time to understand how

these people invest

(R): Hmm

(I): one into start-ups and then you know grow them from x to x to or x ten levels taking it from the

mentoring part of it similarly to x two to x ten levels the returns also grow in similar fashion so that is

what Ayan does we get best of the next generation entrepreneurs to come and pitch Ayan and hmm

you know we invest them and it's more of marriage with a definetory divorce

(R): Hmm

(I): so that is Ayan masters in now we get you know eleven thousand business proposals from across

the globe in a year we ayak secretariat which is led by me we since we know the investor mind set

and his investment capacity his intention to rest at that point of time when that proposal has come

in his area of interest and we have a software plus our teams

(R): Hmm

(I): we married a person the business to the right kind of investor we get it shortlisted from the

domain expert

(R): Hmm

(I): we have invested in seventeen sectors till now out of that one hundred and thirty seven companies that we have invested in and we primarily have people in twenty two domains

(R): Hmm

(I): domain experts into that garage word(inaudible) to help you so when ahh deal they completely

word(inaudible) we have invested from it to you know mukunda foods that is a dosa manufacturing

machine to wow momos which is a momo retail shop across India and you know words(inaudible)

again I will repeat in the members who are coming in from across

(R): Hmm

(I): angel investing parse is not only investing in that domain that you are good at it is taking advantage of the situation that similar people like you are on the group

(R): Hmm

(I): this is not ayan this is overall

(R): Hmm

(I): so this is where Sanjeev bichandhani would go and invest in something in which he is not a

domain expert in

(R): Hmm

(I): so because if somebody else who is a domain expert like you know for example ahh jsa Jyothi

sagar associate he is investing into a you know a legal deal which is driving legal norms like the one

which we have also so he says okay jsa is leading this group in this particular company but Ayan is a

good lead he knows the domain very well there is a lot of pr investment happening so

(R): Hmm

(I): so whatever investment happen in angel world happen it will sixty to sixty five percent is pr

investing so that is the advantage of getting on to

(R): Hmm

(I): platforms and ahh like Ayan across the globe and ahh now there is a twist in the tail over here

there is a lot of ahh legal litigations coming in now

(R): Hmm

(I): a lot of standardisation coming in from the government

(R): Hmm

(I): so they are trying to support the whole overall ecosystem in many ways we will talk about it later

but ya some of the things which we are trying to standardise which will get a lot of legalisation and

documentations and standardisation processes so now there is as we talk the income tax department as we talk

(R): Hmm

(I): ahh you know the government of India has taken a very stern action on ahh you known individual

angels trying to invest and ahh they are they will be under a lot of flag from it department and they

will have to pay atleast thirty percent tax

(R): Hmm

(I): as capital gains so hmm that is another way where you know what we are trying to lobby with

the government of India more or less succeeded that ahh bodies like ayan which have been you

know standardised and stood there have been more of a corporate than anything else

(R): Hmm

(I): in fact so ahh there are ten such groups I will not like to name them because it's a matter of fine

to six months and these will be announced in the media and press which will be recognised by it and

by government of India these bodies the angel group

(R): Hmm

(I): put together will through them if you are investing them you are exempted from that because

these are more standardised complimented and a following the processes and not trying to take

advantages of the loop holes in the system

(R): Hmm

(I): so that is where now this will ahh angel investing starting with Ayan in two thousand six that is he

entrepreneurial ahhh journey starting in India and Ayan did their first investment in two thousand

six and from there to now nearly two thousand seven early two thousand seven ahh is been nearly

been more than ten years now now that is where the you know change has happened in the entrepreneurial ecosystem where now you see

(R): Hmm

(I): government coming into it now there is some structure there so ahh it's a welcome step of

actually ahh you know standardising it and trying to give it some support you can't give support to

unknown entities

(R): Hmm

(I): coming from the government stand they needed something a cre.. credible plays where you

know ahh registered place and ahh liable for you know penalising or hmm rather than chasing

individuals in billions

(R): Hmm

(I): in India it's always a welcome thing that they have done it and actually they supported hmm

bodies been working on this for a very long time Ayan will be the number one and we lobbied it for

the last two years to get into this but yes individual angels across India will not be able to invest

(R): Okay

(I): because they need to come into a body like Ayan or Chennai angels or Hyderabad angels or

Mumbai angels or let's venture where they come and you know in a group

(R): Right

(I): they can because then the body is responsible

(R): Hmm

(I): for any legitimate or illegitimate actions being taken those group of angel investors so it has

become quiet institutionalised thing

(R): Okay

(I): so now this is as we are talking this will be effected ahhh income taxes started giving notices

already started doing individual angel members

(R): Okay

(I): so this is this is the hot piece right now few from the media point you know may be people are

not talking about it but this what is happening we have through ivca Indian venture capitalist

association we formalised it and presented the case to government of India and is more or less

approved now

(R): okay

(I): that is what Ayan does any more questions?

(R): No not about ahh about what Ayan does can we move on to understanding the may be wanted

to discuss the ecosystem of ahh the entrepreneurial ecosystem in India?

(I): so you wanted to discuss social entrepreneurship or

(R): Social entrepreneurship

(I): okay so there is a lot of things I have written On this because I need to focus since I said

we are

words(inaudible)

(R): Right

(I): and social entrepreneurship comes may be ten to fifteen percent of our focus areas for I investors so social impact entrepreneurship are deeply rooted in the Indian ethos corporate cooperative and community owned business models like Amul and fab India existed in India since

Nineteen fifty s and the global social entrepreneurs support organisation Ashoka introduced the

team social entrepreneur in nineteen eighty one

(R): Hmm

(I): the Indian social ecosystem is the most developed of the four countries in the study with a wide

and growing range of domestic and international investors and support organisations the face of

entrepreneurship has changed over the years to accommodate non-traditional enterprises and that'

markets that are not yet exhausted

(R): Hmm

(I): with even technological advancements opening up to unknown channels of delivery social

entrepreneurship has evolved over the years and given us innovative and profitable ideas that

address social problems with more ideas incubated

(R): Hmm

(I): I have gone through this yesterday and in Calcutta also a lot of incubation centres is now supporting social entrepreneurship from right now purely coming in from the time to leverage that's

csr of that grant money coming in from organisations

(R): Hmm

(I): from that angle whatever angle its done business angle is trying to support not really

getting into
the skin of the game

(R): Okay

(I): but whatever is done then the government is driving that those institutions were parting
money

to ahhh these you know government organisations are hooking on to that you have to have
this so

certain part of whatever funding is coming from the government is completely linked to this
and csr

csr money again with corporates

(R): Hmm

(I): with social entrepreneurship that is the easiest way to liquidate the csr money that's
lying with

the corporates and it's a huge huge thing for them in terms of trying to give back to the
community

and of course getting their tax rebates that why it's a it's a something hays lying with
corporates

which they are not utilising that

(R): Hmm

(I): now I think this

(R): Aren't these given as the grant money or are they being used for social you know in
terms of
entrepreneurship?

(I): csr

(R): Csr

(I): csr can go to any places depends on the corporate to utilise it

(R): so why would the corporates use ahh for instance why would corporates choose social

enterprise rather than an ngo at this current scenario?

(I): NGOs ahh you know that is what I said it is a very personal call ahh social enterprise is or
a an ngo

again gets back to the philosophy and core of the organisation that you are talking about

then it's

very very you know one to one

(R): Hmm

(I): right now ah till three years back ahhh it was ngo but now it's changing because

(R): Why do you think this transformation is ahhh

(I): because there is a lot of fraud

(R): Hmm

(I): at the ngo level in India so you know you need to very careful of the facts that NGOs is is

a way of

making money out of people and corporates and and India has been you know good at so many

things and the Charles shobaraj angle is also always alive

(R): Hmm

(I): so so that part of it and many corporates have burned their hands in doing so they try to do good

work

(R): Hmm

(I): in order to you know atleast if there is a csr money we can put it to use

(R): Hmm

(I): get some branding out of it do some social work out of it also am not saying ah ah to my experience purely three out of ten entrepreneurs really want to do social work

(R): Hmm

(I): seven saying there is no harm in it I will get my tax rebate whatever I am spending showing it as a

tax exemption part of it so that part can be covered from them and why not been go and do about it

you know spend it

(R): Hmm

(I): but ya three years back they have they tried doing it three to five years back then they burned

their hands because there are a lot of these NGOs who are actually just fake they are just trying to

milk these ahh corporates do ten to twenty percent of their expenditure as planned and project it

and rest in their pocket I would not like to name organisations for example forget the corporates and

forget the the you know csr money going through them me being in the corporate side of the coin

for the last seventeen years and two and a half years been with Ayan

(R): Hmm

(I): seventeen years I was contributing to an ngo

(R): Hmm

(I): twenty percent of my salary started at twelve thousand rupees in two thousand with Apollo tyres

(R): Hmm

(I): from that time I have been contributing twelve twenty percent to ngo which I really believed in

and then by two thousand twelve I came to know seventy percent of that ngo money was administrative cost Ya come on yar “matlab” I have been fooled for twelve years I don’t believe so

now I have burned my hand if a good ngo also comes I am not interested

(R): hmm

(I): so now I am talking about twenty percent of my money let’s talk about big corporates where one

percent has gone in big big big corporate

(R): Hmm

(I): where one percent is gone in two percent similar situation a hard call had been taken by a big

philanthropher or a industrialist like Ratan Tata or someone of that kind of a a plus category of India

and then he is never going to publically admit it what I just admitted

(R): Hmm

(I): he is never going to do it but somewhere down around he is saying to go hell with it it’s

my hard

earned money my employees I would like to give this back to my employees rather to distribute to

some unknown ahhh resource in via an ngo it is not going to reach him

(R): Hmm

(I): so I think that is where you know the main thing is corruption which you know ahh so harshan

mehta took advantage of the gaps in the you know the share market he was not a fraud and ahh

NGOs ahh do that same too have done the same thing

(R): Hmm

(I): so the the whatever you do and whatever the government plans if it is not planned well and

execute it well and looking into all these angles of the Indian society because it is a fact we have

Charles somaraj in every corner in India

(R): Hmm

(I): we have people who just sit and breed through the gaps in our systems so you need to we can't

just ah ah either way there is one thing is that you sit over it half of it all the time

(R): Hmm

(I): then you know like a third party or a journalist or someone who is just sitting and talking About coming out of that negativity this is what is happening in India

(R): Hmm

(I): you can do that you can always do that but I don't believe in that I believe if you need to plan and

execute you need to plan it well you need to execute it better so these are the things wherein the

government has to step in and take those you know ahhh you know before setting up a policy make

it bullet proof ya in every possible way you just can't keep on chucking of from all the

responsibilities that this is the land of Charles somaraj okay boss knock knock there is a solution

(R): Hmm

(I): what are you thinking next there had to be a positive mind set a solution driven mindset which

can only happen the planning and execution is done really really well

(R): Okay do you think then social enterprise is something which can play a role in

(I): they have a role in market now

(R): Now in kind of bridging that gap

(I): yes ya ya ya of course that is that's what I said that NGOs are not moving out social enterprises

have a very big ahh you know ahh tri coloured shoes to fit into which will be starting with black

people having doubts

(R): Hmm

(I): there is someone that I am meeting today only she is leading lot of csr thing across if you can

come down I I I will happy to introduce to her she got lot many awards through csr funding and she

is been in a lot of community work and

(R): Okay

(I): things in ahh in India and she is based on Bombay but what is her name hmm she is again a

Bengali you will be knowing her she is It think you meet her see the other part of the coin also what

is happening in that world right now she was coming here at eleven Harsha Mukherji

(R): Harsha Mukherji ya I know her I think she was in csr I know I know

(I): she was coming at two thirty now

(R): I met her in Bombay

(I): okay she was chasing me for a long time and I just wanted to give this interview to you and then I

need to update my knowledge base in whatever is happening so it's a win win situation

created

there

(R): Okay

(I): I need to know what is exactly happening in you know

(R): I think she was with this ahh start up csr consultancy venture

(I): ya ya she keeps on doing so many things in

(R): Ya I know her hmm moving on to ahh sincere mentioned about bridging the gap I

wanted to ask

you ahh how social enterprise is you also spoke about having a ahh business plan and a model ahh

which NGOs lack and do you think that is somewhere again the whole idea of having a business plan

which is coming through incubation or these incubators

(I): it's very different if you take the business plan of an ngo it's so driven to you know it's not a

business plan Okay so you just put it hmm you know Indian NGOs am talking about you just out your

money and forget it

(R): hmm

(I): here this is a complete business plan which ultimately fifty percent is actually contributing to the

society but actually trying to break even also

(R): Hmm hmm

(I): so that is where the gap is because in a ngo and a social enterprise so ultimately the enterprise is

going to over a period of time which will be longer than normal business in which you invest and you

get back whatever this will be a little longer by ya there is lot

Of capacity and ahh you know intent to do this

(R): Hmm

(I): words(inaudible) I have spoken to them length and there is at least twenty five percent

of my

members which are who's and who's of the ecosystem who wanted to do this but they don't want

to invest into things which they you know which they are not sure of

(R): Hmm

(I): so that is that surely comes in why not a person like me who was earning twelve thousand

rupees can contribute twenty percent to a cause which makes sense and which put India back to

where it should be

(R): Hmm

(I): and I am sure that these people who would have would have done well

(R): Hmm

(I): will like to contribute to the country that they have taken so much now

(R): right right so when investors you see investor well it's a it's a very minisqial amount that that

the are investing in social entrepreneurship ventures what is their criteria the kind of you you know

choose ahh such ah ventures and is there a preference to choose ventures being incubated under

ahh renowned institutions?

(I): like I am presently surprised I have actually been to busy so I have been not able to look my own

port folio

(R): Hmm

(I): and I have killed this out we have already invested in five companies out of the one one thirty

seven into you know social ventures I will name them sahas, gokup ,in three all in no numbers just

words

(R): Hmm

(I): eco sense and gram money

(R): Okay

(I): so there is good amount of investments and I think the ticket says we are also not word(inaudibl)

six nearly upto five million dollar out of whatever we have invested has gone into you known social

start ups

(R): So can you tell me what am sure you must be getting a host of applications on this ah what is the

kind of ahh method or thumb rule to kind of you know go ahead with the social venture

(I): ahh I will be you know ahh very clinical over here to whenever we look up into any venture parse

and a social venture or a you known tech driven business and all it's ahh the only the cycle of returns

is very different from you know the cycle of returns when it comes to run of the mill kind of a

business or a start up which is going to be you know really from the investors ahh eye they clearly

start if they can see hundred times their returns

(R): Okay

(I): when the presenter is presenting this person can he first give me that hundred percent return

(R): Hmm

(I): so hundred times the return that I am putting in

(R): Hmm

(I): this person whoever he or she is presenting to them their business model irrespective of it's a

social or you know now coming in to the fact that only twenty to twenty five percent are really really

interested which is good enough

(R): Hmm

(I): because twenty five percent of five hundred approximately is coming down to a good

amount to

ahh members who are interested to do this form of business and ahh you know contribute back to the society

(R): Hmm

(I): from Ayan am talking only Ayan so which is you know hundred and twenty five members we

need only fifty members to put into ahh a deal which is raising one million if it is raising half million

below half a million we need only thirty five members

(R): Hmm

(I): so that Chunk is already covered so coming back to the business model of it it is as only the cycle

of returns the appetite and the patience of the investor has to be little more

(R): Hmm

(I): it has to be somewhere near a biotech deal which which has returns after eight to ten years

(R): Hmm

(I): this is exactly the same cycle a little bit you know would say a little bit more than that also but we

have appetite and that is where coming in we have invested in six companies so it's it's the entrepreneurs sixty percent

(R): Hmm

(I): any angel which comes in without any collateral which comes in to fulfil your dream at a price

(R): Hmm

(I): you know that is where that is where you know they see ninety percent of what every angel

member is an individual investor he has his own philosophies his own curve his that point where is

he you know ahhh at his portfolio whether he is needing money he will take an exit he

wants to

invest more

(R): Hmm

(I): which sectors he wants to invest everyone has their own but ya coming in from that view of four

hundred and eighty six members put together am very very sure that sixty percent of investment at

the angel level across the globe go at the founder himself or herself

(R): Hmm

(I): the first tick mark is that the founder the founding team how complimentary are they to each

other have they really thought about the problem

(R): Hmm

(I): statement that they are trying to address how much time and how deeply they know their

problem

(R): Hmm

(I): then coming from there what are the solutions that they are giving to that problem

(R): Hmm

(I): is it you know faster cheaper or different or doing it differently there has to be a clear cut you

know way of you know differentiating the problem there has to be a very clear solution in the sense

if they are doing it why can a Anil ambani or a Tata copy it

(R): Hmm

(I): coming back to that good entrepreneurs actually revert back because Anil Ambani and Tata is not

me

(R): Hmm

(I): sixty percent again is that entrepreneur

(R): Right

(I): and this money of one crore or six crore as a angel word(inaudible) gets him so he spreads like

fire in the market and till the time he reaches you known one or two paying customers to thirty

paying customers there is no way at Tata or Ambani if they want to come into this business you see a

business opportunity actually have to buy him out

(R): Hmm

(I): the investor's point of view that's okay

(R): Hmm

(I): they are getting their returns

(R): Okay ahh apart from this can you organisations that have been funded ahh can you tell me that

have they been an incubated in some incubation centres and most of them incubated under incubation centre ms

(I): what you what I can do ahh I think three four five five me se three will be incubated I if you wan

to can connect you to these companies on mail with their founders

(R): Okay

(I): so then you know that's a separate call where you need to get into where did they get the idea

where did they get incubated the process but having said that don't be very word(inaudible) they

were incubated but this is we are talking about you know another three four years backwards

(R): Right

(I): that point of the time you know incubation centres were there but they were actually not ready

to for good business

(R): Right

(I): revenue generation business is forget about this but this is now gonna happen

(R): Okay so now ahh let's talk about now when we have good amount of incubation centres

from
educational
(I): count

(R): Ya count of incubation centres across India running run through educational institutes
and

others across India run through educational institutes and others ahh do you think that
there is

going to be a preference given to organisations which has been incubated or they are kind
of going

to be a balance between ahh organisations incubated and micro entrepreneurs which are
not part of

any incubation centres

(I): hmm that's ahhhh very tough question actually hmm what do I believe in so so
yesterday I was in

ahh Odissa which is one of the most backward known states advertised

(R): Hmm

(I): most backward state and everyone's per capita income is the lowest in states ahh in
cities

kalahandi and Mayur manj

(R): Hmm

(I): it's its it's really

(R): I know about kalahandi

(I): ya

(R): It's terrible

(I): ya so but but the good things around the state no one talks about it was the most fasted
growing

GDP in among all the Indian states now as we talk so

(R): Maharashtra

(I): even better than Maharashtra so that is where ahh Odissa lies now and ahh on
developing the

entrepreneurial ecosystem what they planning to do is you know ahh in the last I will just be

back

(R): Yes

(I): I will show you a study of us this is something confidential

(R): Okay

(I): but what they had planning to do is ahh they want to have ahh incubation centres out of each

and every districts

(R): Hmm

(I): out of Odissa

(R): Okay

(I): so they will be clubbing two to three cities and putting up an incubation centres which is usually

there in firms like iit bhuweneshwar theses are institutions which has been there for donkeys years

this is where they are not spend on infrastructure and things and there is already some kind of a

structure there already people are teaching entrepreneurship

(R): Hmm

(I): at the college level at least and these a plus institutes and this is what they gonna create as hubs

(R): Hmm

(I): they have done thirteen events in the last fifteen events in the last one year huge events across

Odissa small cities and bigger cities they have done road shows yesterday when we were talking to

the chief secretary

(R): Hmm

(I): there is a road show already on the you know there is on the wheel a van going with a aa expert

siting inside across small small cities villages in ahh Odissa

(R): Hmm

(I): so there is lot of things happening as you're talking you you if you get down to not interviewing people like me or or ahh you know reading only through what media is trying to show if

you get down to grass roots and grass realities you will see

(R): Hmm

(I): next visit I seriously tell you get down go smaller cities and towns and that is very integral feel of

India

(R): Hmm

(I): there are things happening there and that too you know top down is one approach but bottom

down is amazing and that is were things are really really changing you will never be this positive

about India the way it is things are happening

(R): Actually my approach has been bottom up because I have started from Bhopal so I I started my

data collection from Bhopal because that is were I wanted to

(I): I would again State over here you go to places like Odissa

(R): Hmm

(I): after that go to places like ahhhh hmm Assam

(R): Hmm

(I): in the same precedence, I am saying where the government is very mucin focused on developing

Odissa Assam Goa

(R): why coming to this ahhhh interesting conversation about that why do you see states governments like Assam and Odissa are are being so driven ahh comparatively to few other states

and okay let's let's

(I): this is also been number one

(R): This is this be number one also may be Uttar Pradesh been number one because the impetus

also because of the whole smart city the the Bombay

(I): invest India

(R): Invest India which is

(I): pm is focused on

(R): I think that Odissa Assam which is also very away from the whole smart city and that whole

(I): they are self driven

(R): They are self driven

(I): absolutely

(R): So I don't understand why these states are becoming more self driven but our government is

state governments playing a

(I): which is not a bjp government

(R): Snd playing a very important role and few other states which are also away but are not that

inclined or you know kind off

(I): so what is happening is you don't ah I do a lot of thinking I do lot of talk go and listen also but

the the difference between purely I have engaged with the state also very heavily we are doing a

mou with them we are doing a moa with them

(R): Hmm

(I): which we signed initial mou yesterday we are driver or not many things need to plan back on

whatever transactional things and operational part of it but the difference is the ias officers

(R): Hmm

(I): purely the people who are actually going to execute their focus is it only to impress their seniors

or they truly believe in what they want to do

(R): Hmm

(I): so here it is driven by ias officers not by any high command or somebody trying to do something

something

(R): So they have been empowered in this case

(I): they have empowered they have snatched power also and they are driving it on their own

(R): Hmm

(I): which is driven by these administrative guys in Orissa young you known young in the sense fourth

to fifty that ias cadre fourth to fifty age is very good I feel and these people are you know yes of

course empowered

(R): Hmm

(I): it has to be otherwise it doesn't work in the in the bureaucracy but ya this is where I saw clear

cut difference they want to know the knowledge

(R): Hmm

(I): of how to go about it not to know not only from people like Ayan but ten stand together and

then take their call they are very self driven very motivated much more energy I have ever seen in

any government

(R): Hmm

(I): extremely focused small place come at the ias officer comes at eight am and he goes back at

eleven thirty in the night he has not seen the garden outside his office

(R): Hmm

(I): so he opens the gate to us and say "dekh kitina acha he owe me jai nahi pata hu"

(R): Hmm

(I): real hardworking guys and we think these guys don't work at all I actually complemented him

and he said this is the hugest compliment any person in the private cadre can give he never made

me feel that I am dealing with a government official

(R): Hmm

(I): it was so much professionally driven and there is so much of energy there is so much of drive in

the rooms that he was sitting in all of us like ahh "Ak dum aise bat kar raha hu Jaise" it was conversation with Himal if I was talking to a colleague of mine

(R): Hmm

(I): so that is huge words(inaudible)

(R): Shy do you think and I agree with you with this fact because

(I): here I will not name the state again it is driven but by the pmos vision

(R): Hmm

(I): so they want to collaborate with us to get knowledge and then you know go blind play

blind with

us

(R): Hmm

(I): so whatever we want to do for us this is better

(R): Hmm

(I): we can drive the whole thing over here but there it is not us only it's a partnership

(R): What do you think which ahh which is better of course this is better for your organisation but

which is more sustainable and good for the ecosystem

(I): for the ecosystem in the sense you know for the ecosystem is when the last rupee reaches the

last man na basically it's not going to reach

(R): Right why do you think there has been this kind of a little bit of a gov governance transformation

in terms of attitude and and and operations

(I): you know it may can be I was thinking about it yesterday in my flight and and I was thinking why

is there this kind of a difference what is driving this person you know to do this something like that

the fact of the thing is these states are competing with each other

(R): Hmm

(I): it's a non bjp government so they also need to deliver

(R): Hmm

(I): you know pm is doing this this this startup india wake up India this Niti ayog and you know

dip so many funding going into building building up the entrepreneurial ecosystem this guy has the

pm of this state is the cm had done a lot of and the GDP is the best in ln in ahh in India

(R): Hmm

(I): when it comes to last one year so this guy now he like okay I will do this also

(R): Hmm

(I): so now if the ias also wants to grow he needs to do something differently or different

(R): Hmm

(I): now this is their point and if they are passionate about this they will take it up and they do it the

states themselves have that capacity to do it nobody can you know fund them they don't need to be

pushed or funded

(R): Right

(I): they have the capacity they have the power they have the budgets they have the money they if

they wanted to execute they can these guys have started now competing with each other which is

very good

(R): And they are leveraging the central government policies and frameworks that is being

(I): yes they are co.. coordination with dipp and whatever the definition of a start up is same as what

is with them and they actively changing the stated definitions of you lobbied and Ayan lobbied with

the dibp and government of India to change the definition of a startup when it comes to the biotech

these kind which is had to be registered for seven to ahh seven years which was earlier five years

(R): Hmm

(I): all companies which are in existence only for the last five years can be you known taken ad start

up and certified as a start up you go above five years of being in existence you are out but biotech

company's life cycle itself is very very different

(R): Hmm

(I): so they take longer than that coming back to our point of social entrepreneurship it is still in that

below five years

(R): Okay

(I): that work need to be done

(R): Hmm

(I): somebody has to lobby it since the numbers are not taking over there so people are not giving

that kind of attention still not mainline mainstream

(R): Okay what is the major road block for vcs who wants to invest in ahh social entrepreneurship

(I): I think the next round exit

(R): Okay

(I): that is there even for vcs and for investors which is actually coming down to converting their

numbers into some better numbers so that won't happen till the time there is a bigger vc or a round

coming in for the particular company

(R): Hmm

(I): and People who I have invested struggle in getting their next round

(R): Hmm

(I): people have done their but they have what about the next round coming in time so we

have

created the ian fund we will support performing companies on this and give them the next round

also

(R): Hmm

(I): which padmaja takes care of

(R): Okay

(I): angel is done by the Ayan angel group then the Ayan funds comes in puts in that another ah

upto one million is us from one to four there is the Ayan fund

(R): Hmm

(I):which comes in purely from a vc angle but okay for what about the series a round how does that

fifty plus crore comes in into the company like this how does that next series b comes in

(R): Hmm

(I): so that root needs to be also be cleared we can't create you know fund to an free a b c category

and then take it to e level and then an ipo I am just trying to tell you the the vc overal the bigger

vcs sikhoyas and the matrix and they need to also start focusing on this and deprotoing to five

percent to two percent ten percent

(R): Hmm okay ahh how do

(I): it will happen because the eco system is growing and it is moving towards that but ya but it will

take time

(R): Hmm any other challenges that have come into your mind?

(I): no no no no

(R): Ahh

(I): fraud and I think the exit

(R): What do you think about the legal structure what do you think about you know the legal

structure of which is there for social entrepreneurship does that kind determine vcs to kind of understand or invest or that kind of courses roadblock or investment

(I): from csr ahhh ahh money going into entrepreneurship whether it's social social is a good cause

and definitely csr money ahh easier way to get invest is in through the social entrepreneurship

because of businesses but having said that it can be much more easier csr money to get out of a

corporate

(R): Hmm

(I): you will spend your life and you will get it from one corporate

(R): Hmm where did the

(I): the documentation the process policies have to be little bit more easier

(R): Hmm

(I): if you create a policy and then you again put so many ifs and buts and why is that the money

actually doesn't flow in only

(R): Hmm

(I): so if you see ninety three percent is my last you need to check your records of what csr money is

lying with corporates is not invested it just goes waste

(R): Hmm

(I): because They have the intent everything but it's so difficult to find it out the.. the.. so that there

has to be again documentation level people have to think about it they have to work on those

documents

(R): Hmm

(I): in creating solutions not using it just as a marketing tool that this is there this is what we have

done this is what the corporates needs to do okay fine

(R): Hmm

(I): but these are the hurdles who is going to have that follow up meetings and listing down the

problems ain't disposing those moneys to rightful candidates

(R): Hmm

(I): what that bring is still where least I met you three four five days back

(R): Hmm

(I): you said after three years you will come back and still there only India after five years if you come

back don't be too surprised that this part of the conversation that we are having we are still there

only

(R): Hmm ahhh do you think that ah policy well policy have been transformed pretty much in social

entrepreneurship ahh area and there has been a lot of development do you think it is the kind of

possible to change policies easily or trying to transform policies the csr word(inaudible) money can

(I): it is it is very easily it can be done

(R): Hmm

(I): you know I started my conversation we have done a lot lobbying and got that angel tax removed

from companies now we have got ahh you know hmm at least professionally run processed run

organisations like Ayan to be at least allowed and not given that extra tax burden individual you

know hmm angels will be taxed and we and similar bodies along with us also been pulled along so

we got that done na

(R): Hmm

(I): similarly why can't csr money and those things can also be it can be

(R): Hmm

(I): somebody has to take it up and fight for that cause

(R): Hmm

(I): and it will be done I am sure there are ways and solutions you can't just say it's not going to get

done but the returns are slower

(R): Hmm

(I): focus naturally becomes remitted

(R): Okay coming to my last question ahh do you think I'm the next five years particularly in

case of

your organisation the percentage that you told me goes into investing and social entrepreneurship

eighteen percent so do you think that that number is going to shift towards higher side?

(I): no

(R): Okay why so?

(I): it will remain the same for these things that I have already mentioned to you or will change if the

documentation becomes easier if the government starts not only focusing on developing entrepreneurial ecosystems overall as jagaran word but coming on to that narrow thin wet tenth

priority

(R): Hmm

(I): if it is social entrepreneurship also starts getting some focus

(R): Hmm

(I): in the next one two years I don't see that happening

(R): Hmm

(I): but ya if you see the other broader you know prospective of five to ten years then it will be

because tenth priority will need to be addressed

(R): Hmm okay great thank you so much

(I): thank you

Participant code: IIC

(I):

(R):

(I): so how about we begin with what IIC is

(R): yes

(I): am I loud enough

(R): little more louder yeah

(I): okay

(R): or you can just hold it closer yeah

(I): ya so IIC was envisioned in twenty fourteen and it came into being in twenty fifteen ahh
we

started with a twelve member organisation the idea and on the forming committee was Jain
Sinha

then ahh hmm ministry of finance he was in the ministry of finance at that time and ah we
had three

or four funds who came together namely low capital, Michael and Susan dell foundation
and they

came together to form a council kind of a thing where impact investors could come together
and

make ah take impact investing forward because there were players you know doing their
own things

separately and they wanted to come together and found a council we are not a club

(R): Hmm

(I): we are we are much more than that I mean we are yeah that's when Mr Amit Bhatia was
you

know hired as the

(I2): the founding CEO

(I): the founding CEO and ah then I was hired as the first employee ah in October actually I
started in

July thwenty fifteen and ahh now almost completing three years and in may twenty
sixteenth

Sugandhi and Ranjana came onboard

(R): okay

(I): so, what the idea ah now I am gonna talk about impact investing social impact investing is

basically when the funds come into the picture invest in social enterprises with the outlook of a

return on interest ahh return on investment ya so that's the basic idea when you are investing social

enterprises and making some profit out of it that's impact investing for you

(R): okay

(I): so a lot of people are doing that there is a certain amount of return and profit attached to it it

can be anywhere from starting six percent to eighteen percent to forty percent you know there are

big players in the market who have done fantastic and as you know early players always end up

doing better

(R): right

(I): so ahh at the moment we have forty funds ahh not funds forty members twenty-seven twenty-

seven funds ya twenty four funds

(R): okay

(I2): we just updated

(I): we just updated ya ha ha ha so in India together I don't think there are more than fifty impact

investing funds put together and we have around twenty seven ... twenty four of them on board and

we have ecosystem players like the banks RBL bank and yes institute , yes bank IDFC bank so they

are ahh hmm on the parallel investing and impact investing also

(R): okay

(I): they are doing their thing but a lot of them are moving into impact investing for now so

so they

have come board as members ahh on IICs idea of rising with impact investing

(I2): we also have law makers with us

(I): yes so we have ah

(I2): the top lawyer ahh Nishit bhai associates

(I): yes Nishita Desai associates

(I2): so ahh he's been with us I think since the beginning

(I): ya ya ya ya so we have law firms like Nishit desai associates as a part of it because they

help us on the

parallel with our research studies and you know to give us a a.. legal outlook of what is India
Indian

entities policy makers allow us to do in India

(R): okay

(I): so, this is what IIC does we have three faces at IIC one that deals with research then one
that

deals with advocacy and one that deals with memberships

(R): Okay

(I): the members on board

(R): Right

(I): right on the research bit at the moment we are Doing a research with duke university
there are

five MBA students from duke university that are working on measuring impact in India

(R): Okay

(I): they are creating a matrix and they are interviewing Impact funds that are members of
IIC as we

speak right now and they will be coming up with a conclusion and they will be coming up
with a

matrix system in terms of how we can measure impact going forward

(R): Okay

(I): because it's easy to say that yes I invested this much and this is the kind of profit I got
but who is

going to tell what exactly the profit was on on you know for example IIC deals with twelve sectors

right they are all mentioned in this book

(R): Okay

(I): so, there are twelve sectors like affordable housing affordable education affordable health then

we have agriculture we have ahh climate control we have disabilities

(I2): affordable housing

(I): affordable housings so there are twelve sectors we are dealing with so these funds are basically

investing in these sectors that's how we claim that we are dealing in these sectors

(R): Okay

(I): right so the research is basically there is sector specific also the are climbed towards the sectors

also giving us ideas in terms of what's sector is doing benefiting or which sector is doing better than

the other

(R): Hmm

(I): so that study is going on we did a big enormous study with McKinsey ahh and company

(R): Hmm

(I): Sugandi must have mentioned that do you

(I2): briefly on this McKinsey conducted a research on the ahh members who invested further and

what are the profits that they got back in return

(R): Hmm

(I2): so, they

(R): I think it's on your website

(I): yes it's on our website every single penny that was invested in India by the funds and the returns

as Sugandi mentioned are mentioned in that study

(R): Hmm

(I): it was ahh it was an quiet an enormous study you should go through the link right

(R): Okay

(I): so that's what we have done so far i mean clearly we are a very young association we came into

being in twenty fifteen and by twenty seventeen we have done a too big research studies what has

done a quiet a pat on our backs

(R): Ya

(I): right so this now going forward we are also joining hands with brookings

(R): Hmm

(I): for sector specific studies

(R): Okay

(I): so that will come as a part of twenty eighteen ahh charter that we have right

(R): Hmm

(I): now on advocacy you see we have hmm representations that we are working on

(R): Hmm

(I): IIC we have committees our members join this sub Committees the working groups

(R): Hmm

(I): and they are the ones that lead from the front in terms of research and give their expertise they

give their you know feedback their suggestions because they have been a part of impact investing

for a long time twenty two thousand and eight they came into being and they all have been around

since then so we have a research committee now advocacy you know we are working on representations where in CSR money

(R): Right

(I): will be channelized to towards impact investing

(R): Okay

(I): that is what we are trying to convince the government to not give us an nod on

(R): Okay

(I):so, category one enterprises that dal under cat one will be the target of the CSR pool

money

(R): Okay

(I): ya

(R): So I have a couple of questions which is interesting to hear about all the work that had been

done ahh you said that there are research which are being conducted and ahh research studies kind

of help you to develop this thematic areas where you know the impact investors are you know

going to invest money ahh can you tell me how does the funding of the research work

(I): so we we actually request our members to go ahead and do the needful

(R): Okay

(I): so what I mean to say is the ecosystem players are very much funding the studies themselves

(R): Okay

(I): so the McKinsey study was completely funded by the IIC members ya I mean their omidyar network ya so it's basically us who is doing everything we do not have any government support in

terms of ahh you know funding these studies as of now

(I2): while omidyar took care of the research part ahh

(I): yes institute

(I2): helped us with the realise of this report by you know giving us their venue

(R): Okay great ahh the next one which got my eyes about why is ah two thousand eight why was

that time where impact investing or social impact investing it had become a new phenomenon or an

area of interest for imp.. ah impact investors

(I2): very honestly, I don't think I am the right person to answer that question I think a person like

Amit Bhatia will be able to give you better idea because I myself came into being so late and what

conspired in that point in time I don't think I am the right person to give you an insight so

(R): Okay

(I2): probably Ranjana may know a little bit more about it I could definitely connect you to her or we

could ask Amit and let you know

(R): Ya okay right then because you said that right now that you know Impact investing you have

members and they will kind of develop they they form sub committees and they so how two manages the operations you know creating the sub committees and

(I): we do IIC secretaries Ranjana Sugandi and myself

(R): Okay

(I): so, we are basically taking care of the entire council we are the ones who are taking care of the

sub committees

(R): Okay

(I): ah this is as I told you there are three faces to it, I spoke about research spoke about advocacy

(R): Hmm

(I): and the third face is the members so we take care of the fact that they grow in terms of knowing

what is happening ecosystem what is happening in the impact investing market so we

(I2): what is happening in the industry what is happening huh we if we have to connect members

with each other's if we have to arrange some sort of events

(R): Hmm

(I2): webinars all these things so we sort of arrange all these kinds of that IIC particularly as in

secretaries we take I charge of arranging all of that

(R): Okay

(I): and the we have social business showcases that ahh you know we try to introduce the social

enterprises to the impacting funds

(R): Okay

(I): ah you know we just not deal with one side of the prism viewers we deal with the other side try to get them together

(R): Okay talking about advocacy the wing that is working on advocacy ahh what do you think like

ahh where has it moved like since the time you all have started and and you know how it has

impacted policy the central government

(I): a huge difference has come into the picture because ahh the government is actually inclined

towards impact investment now and they are try definitely very high on accepting changes in terms

of impact investing

(R): Okay

(I): I told you right including CSR money being channelized to impact investing we are also trying to

define impact investing none of the government official documents have a definition for impact

investing who the beneficiaries are they do not know how to define beneficiaries

(R): Hmm

(I): whether they are a family who earns less than three lakhs annum or is it a person who earns less

than three lakh an annum we are yet to define who fits into the category of social enterprises

(R): Okay

(I): we are in the process of doing that also

(I2): we have good responses from SIDBI

(I): from Niti Ayog recently invited our director

(R): Hmm

(I): to ahh you know talk more about how we can

(R): Collaborate

(I): yes collaborate

(R): What is the kind of collaboration that's interesting to know how do you think the future collaboration with government is going to take place whether a council like you know

(I2): ah it's a under project that is being worked on that the collaboration recently

(R): Okay

(I2): recently I don't know if we will be able to comment on it right now

(R): Okay

(I): ahh in terms of when you talked about this CSR funds now ahh why there has been an interest of

channelizing CSR funds towards because previous as I understand that they were going to NGOs and

other development projects and how Impact investors are going to channelize CSR funds into social enterprises

(I): so, you know at the end of it it's all about making money

(R): Right

(I): profit and why wouldn't listen there is a lot of money in the CSR pool right two percent of entire

profit it's a huge bulk of money that we are looking at and none of the other countries have that

right so even Sir Ronald Cohen he is hmm coming up with two funds in India

(R): Hmm

(I): educational fund and fund of funds only because of the fact that CSR pool money has been

channelized very soon it's in talks but yeah so why this happened a because there is a lot of money

there right there is a lot of investment, we can look at

(R): Hmm

(I): b obviously there is a profit attached to it

(R): Right

(I): right so these two hands in hand

(R): Okay ya

(I2): Cohen talked about the launch of these two funds on our member convention which happened

recently on fifteenth Feb and ahh what were the outcomes of the funds

(I): these things are gonna take time right

(R): Right

(I): the funds are not going to be launched as he speaks so we are looking at least one to two years

but the intention is there each fund is one billion dollars so we are looking at two billion dollar

investment in India

(R): Right

(I): that's a huge amount and that is only because of the CSR pool being channelized so he met the

prime minister's office to discuss this and it seems that the policy makers are also in board with this

(R): Okay and it requires means it requires ah ahhh policy change because the companies act really

doesn't specifically talk about it for them

(I2): yes, we hope to see changes in the policies

(I): so, we went to ahh SEBI We went to SEBI with ahh Narayan Moorthy and we met Arun Jaitley we

have given the representations that we have and the recommendations that we have so that's all-in

process we have to have another round of meeting with the minister of finance minister and see

what happens next

(R): Okay

(I): so, what I am trying to say is a lot of work is happening behind impact investments it's very new

but a lot of people are wanting to come into this space

(R): Hmm

(I): obviously the see such that you are doing am an am going to come back to what we are doing

here social enterprises are going to benefit out of this a lot

(I2): add on more to this we have we have a repository booklet that was first released on fifteen

December with Tycon

(R): Okay

(I2): on a Tycon event then we have we realised the version two again on fifteenth Feb this booklet if

you would probably if you can elaborate all this booklet because you are new to impact investing

(R): Hmm

(I): right this booklet is basically being designed for the social enterprises we want to create this as a

bible for them

(R): Okay

(I): if they open it they should know what fund is investing in where what is the size of the fund how

many funds do they have

(R): Hmm

(I): what is the interest area in terms of you known sector and ya basically we are it's a it's a ongoing

process we want to make sure that at the end of it all the ecosystem players become a part of this

they are featured in there they are for their feedback in there they hand their inputs in there

(R): Hmm

(I): so, we would like you to go through it it's a pathway for social enterprises

(R): Hmm exactly I was just about to ask that can I can I keep it

(I): absolutely it's online as well

(R): Okay

(I2): and we have uploaded this ahh in our website as well

(R): Okay okay talking about CSR going back to CSR ahh from the company's point of view and from

the company's perspective ahh why do you think companies would choose to spend their CSR

money you know channelize the CSR money to impact investors rather than directly you know ahhh

disseminating it to NGOs for their development projects

(I): because a you do not have any profit there right and b it's not allowed by the government

(R): Hmm

(I): as the government would not allow there is a channelizing because impact investing has become

huge in India

(R): Hmm

(I): right and the government would also like to have people who are genuinely interested in the

cause

(R): Hmm

(I): and their genuine interest only comes when there is something of your gain right you know the profiting out of it

(R): Okay

(I): right now, we do not know how to hmm measure impact I can say that yes, I have donated a one

lakh to a NGO but who is to say that the money has gone to the right person

(R): Hmm

(I): with impact investors being in the picture I know that I have put in my money with an intent of a

aa profit so I will have two of my people for due diligence at all point at right time ya trying

to

understand what happened to the money had it gone to has the beneficiaries benefitted out of it

(R): Okay

(I): right now, the NGOs do not have it you have been there I am sure you know that

(R): Ah do you think it is the it is how NGOs have operated in India and the kind of you know or

framework image image that we have about NGOs has kind of impacted These shifting funds

(I): absolutely hundred percent

(R): Okay

(I): and what better than you know convincing that policy makers to develop the county and make

profit out of it

(R): Hmm

(I): what better than that

(R): So then where do you see the future of the NGO sector moving to

(I): they they all have to turn around and become social enterprise by the ahh definition

(R): Okay

(I): you know in terms of the future of impact investing what we at impact investors council lot of

funds want us to make impact investment to be the future of all investing

(R): Hmm

(I): like right now you invest in mutual fund you invest in real estate we want individuals invest into

impact investing and making money out of it

(R): Okay

(I): you know you see the see the development of a country through that

(R): Hmm do you think ahhh we should have just one model of whether it's impact investing as a

mode of social change or we should have innovative and different models in ecosystem to kind of

ahhh you know of investments and you know funding structure to kind of ahh
(I): we already do have that the innovation innovative methods are already there and
existing there

and that's why we are doing this current study on

(R): Okay

(I): the duke's study

(R): Okay

(I): ya we are we are trying to understand what the methods are we are trying to
understand how

people are ahh calculating impact as at the moment what are the global trends what are the
Indian

trends and we are trying to compare them and you known

(R): Hmm

(I): so even at IIC we had a very naïve nascent stage you know with this kind of data

(R): okay can you tell me about the demography in terms of you know who are the people
ahh who

are ahhh what are the kind of people who are part of this impact investing who are into
impact

investing in India?

(I): would you like to answer that

(I2): we have all the major ahh funds with us avishkar is a big fund ahh it in fact recently
been it got

support of Bharat fund ahh which is like I think lead by or held by Sunir Munjal

(R): Okay

(I): so avishkar is a very big investor with us Omidiyar network he is with us then we have
omniwor ah

partners who are with us Micheal Susan dell foundation all these are very like proper
anchors I

would rather say with us and there are these other organisations asha pact

(R): Hmm

(I2): Diya Vikas hmm caspian word(inaudible) again leading

(R): Hmm

(I2): ahh so we have total of I think twenty-three twenty-four ahhh funds like this I would say

majority they are based in Mumbai we would have some presence of course three four presence in

Delhi as well

(R): and then

(I2): of course, we have partners ahh wherein we have our law support their we have our banks

there and we have Russel word(inaudible) ahh as ahh

(R): Hmm

(I): they are not our partners anymore but they were part of IIC

(R): Okay

(I2): yes, ahh we are growing actually am just thinking what are the ones

(R): Hmm

(I): so, we have fourth members as Kc now

(R): Okay

(I): so, your question was a little towards who were in impact investing so they are the biggest funds

are all impact investing funds their idea is to make profit out of it and we do have ahh a Facebook or

google or twitter interested in stepping into impact investing right now

(R): Hmm

(I): all the major corporates are wanting to step into ahh impact investing but then there are policy

makers and rules that they have to come through which is why we are coming out with this recommendations and representations on the CSR money because no other channel for them to

they will have to raise a fund

(R): Hmm

(I): they will have to raise an impact fund to be a part of impact investing family

(R): Okay

(I): ya

(R): So, what would the process if the CSR money is out of the picture and they have to raise the fund?

(I): there are three four option or three four ideas that we have and and it's all mentioned on our representation online I think it will be easy for you to get from the web

(R): Okay

(I): so, we have these are recommendations that we have made

(R): Okay

(I): right so there are three or four pages that we speak of it so ya all the information is there for you to easily get there

(R): Okay ahh your organisation is one of the oldest and hmm new in the sense recent but oldest in

India do you see that there are other which are going or you know what role your organisation

would play in the Indian ecosystem

(I): right so we have something called gin global impact investing network am sure you have heard of it

(R): Yes

(I): so that's obviously more on a global platform

(R): Hmm

(I): then we have something called as andi andi is also growing and very very similar to IIC and they

are in fact our network partners

(R): Okay

(I): so, we have joined hands with them they work around very similar hmm ideas like IIC but obviously IIC has been around for too long and we have all the major players of impact investing on

board

(R): Hmm

(I): so, we don't per say I could address your question we do not have a lot of competition here

(R): Okay

(I): because you know there is hardly to compete right, I mean they all want to be together and they

want to form a council why to do the same thing and replicate and be somewhere else so all the

concentration is on IIC so we don't have any other networks doing the same thing

(R): Right

(I2): we do have other organisations as well like gin and the we have abpn then we have ivca

(R): Hmm

(I2): I think of us feel different in some way or the other but then yes at the end we are complementing each other not really ah we have that competitive spirit in our hands

(R): Hmm

(I): but the thing is ivcs that she mentioned is more to do with private equity they do not deal with

impact investors

(R): Okay

(I): they they are more to do with private equity but you know people are the same the you know

the network is the same so we try to invite their members to all our events to get ideas from them

so this is the part of what we are doing as of now

(R): Okay

(I): very recent idea ahh also IIC on a global platform is a associate member of word(inaudible)

(R): Okay

(I): so, we are the asp giachi works like this you know every country is a national advisory board

(R): Hmm

(I): and for india it is IIC

(R): Hmm

(I): we are sitting on the nab as we call it representing India

(R): Hmm

(I): from IIC's point of view

(R): Okay

(I): when IIC was go.. forming I would say it was relatively a new concept it was something which was

never heard of or people never tried or tested or anything

(I): absolutely

(R): How ahh how did you achieve or how did the founder achieve to create a space for an association like this

(I): so, it was not as if the idea came, I mean it's always about the hen or the egg so in this case the

hen was already there I mean they were wanting to do this every now and then they were realising

that they are reinventing the wheel

(R): Hmm

(I): you know the ahh elevar equities was doing the same thing that the msdf is doing they both

trying to achieve the same thing sitting in different geographies

(R): Hmm

(I): so they came together and said let's do it together

(R): Hmm

(I): and that's what happened

(R): How did you legitimize self in terms of ahh as a entity

(I): Jain Sinha played a big role

(R): Okay

(I): Mr Jain Sinha who is now with leading aviation ya now he is in the aviation ministry but at that

point of time he was ahhh in finance

(R): Okay

(I): so, he had a huge role to play people came together and it was not a one-person Idea as I am

saying because CEOs of all these agh funds they came together and decided to form IIC and then

they went to hmm Jain Sinha who is a also a ex McKinsey am sure you know he worked with McKinsey before

(R): Okay

(I2): so, it was the funds formed impact investing

(R): Hmm

(I): the impact investment council you know now the other way around you know individual approaching funds and forming it

(R): Okay

(I): so here funds have actually come together to form a association

(I2): what we are doing at secretariat is we are trying to approach the funds who are not a part of us

(R): Okay

(I2): trying to tell them what he benefits of joining council are

(R): Okay

(I): so, trying to make this you know you like it try to get very emotional about the fact that but ya as

of now the sectors that are doing really well are education and health

(R): Okay

(I): obviously that's what the target of government of India is right now is

so, we have to join hands with them and the sector that is doing the least is a water and sanitation

(R): okay

(I): we are trying to the housing the affordable housing sector come up

(R): Ahh talking about the entrepreneurs there is a host of micro level entrepreneurs who are

working at grass root level ahh how do you think when do you think impact investing will

grow

because as I see it not grown to that extent to Reach out to micro entrepreneurs so how do you see

that could be possible or is it possible in the future?

(I): so, we have middle men their people like social school of entrepreneurs sse so they are trying to

ahh get those micro level entrepreneurs on board basically teach them ahh how impact investing is

done

(R): Okay

(I): so, I think I can connect you to the CEO of social entrepreneurship school of social entrepreneurship sse

(R): Okay

(I): it's shalamita

(R): Okay

(I): and now he is been he is partnered with pwc of his foundation so they are working to ahh

together to get those grass root levels entrepreneurs on board teach them and

(I2): you know this is not the only one the entity

(R): Hmm

(I2): there are a lot of other entities like sse that's exist

(R): Incubators

(I): ya incubators kind of a thing which are working

(R): Okay

(I): so, if you want, I can introduce you to them

(R): Okay

(I): ya

(R): Great thank you so much this was a lovely interview very informative
was a lovely interview very informative

Participant code: PV 1

(R): So can you tell me about you me about your organisation and how it grew in India and ahh how do you and ahh currently what is the span or the bandwidth of its operations?

(I): laughs* complicated thing I don't know how but anyway my name is vineeth I started ah am a forester I used to live in a forest then moved on to set up India's first rural or **word(inaudible)** incubator called gyaan. I ran I think it's quite sensitive so in case it should pick it up

(R): Ya

(I): I ran that organisation for four years setting converting farmers idea into innovations and businesses ahh in two thousand I realised that if you really want to change rural Gujarat at that point of time and I took rural India then two of the things are missing is capital and talent and I went to my board which was quite illustrious board

(R): Hmm

(I): and I made a presentation saying guys what we are missing on is capital and talent

(R): Hmm

(I): Innovations and ideas Indians carry ten ideas in their back pocket to change the world so my board didn't agree so in a huff I quit I was twenty nine year old I quit and then I started ahh ahh with five thousand rupees of my personal savings a fund called Avishkaar and then I borrowed ahh roughly hundred thousand rupees to start a company called Intellicap

(R): Hmm

(I): ahh with idea to fulfill my dreams of forester you are trying to fund raise as you can see is going to be difficult so I struggled my way till two thousand five to raise a million dollar ahh in avishkar meanwhile India was going through a change I was part of that change we started noticing so, before two thousand there was nn enterprise based activity in rural

(R): Hmm

(I): India in India around enterprise base

(R): Hmm

(I): around two thousand a significant amount of change started taking place in micro finance

(R): Hmm

(I): and ahh predictably micro finance it was most of people in not for profit space in micro finance started realising that for profit micro finance has the potential to scale up big time

(R): Hmm

(I): and I was one of those guys who have that idea and I started making small investments and building the ecosystem for success of micro finance

(R): Hmm

(I): I think ahhh that is what ah we call the first ever initiative within the space of ecosystem development

(R): Hmm

(I): where we did everything in micro finance including teaching micro finance institutions what is equity, how to raise money, how to transform, what is how is it term sheet invest educating investors about what is micro finance why will it scale why do people return money etc etc

(R): Hmm

(I): writing research reports writing re-positioning India in the global market ahh etc etc ahh and ahh this continued till two thousand seven then we launched a product called intelli-cash where we said if you are a banking professional but don't know anything about micro finance we can turn you into a micro finance entrepreneur in forty five days

(R): Hmm

(I): then we raised a fund called avishkar goodwill and we said not only will we teach you how to become a micro finance entrepreneur we will give you the money, we will give you the technology

(R): Hmm

(I): and we will hire the people for you to do that

(R): Hmm

(I): and that's how we created banks like utkarsh, sooryoday, acquitas which became so we were the first investors in everything ahh and while we were doing this we were also investing in agriculture waste, education, health because you out belief was that if you want to make a poor person rich

(R): Hmm

(I): you need to provide access

(R): Hmm

(I): of health, education when they want to have access to that, a roof in their head and food when they want to eat of the quality that they want to eat

(R): Hmm

(I): if you can do that you have made a poor person rich and his can only be done in case ahh we are able to make businesses for low income and poor people and we identified all kinds of businesses so micro finance was one such business and I said agriculture business as well very important because they work with farmers who are poor

(R): Hmm

(I): and ya then we identified education and health care businesses which actually provided access to health care and education which reduced the risk of farmers or poor people actually actually between further poorer

(R): Hmm

(I): ah to build this entire ecosystem we realised that just doing ahhh just trying to provide money is not enough

(R): Hmm

(I): you have to do we said as I said we started with the believe business must engage with poor people and low income

(R): Hmm

(I): and then we realised that the financial ecosystem each poor people require different kind of money

(R): Hmm

(I): so some needed to sell vegetables we needed five thousand rupees

(R): Hmm

(I): some needed a job some needed actually a different kind of word(inaudible) and somebody who wants to take education and health while they were not poor people but they were building themselves they needed different kind of so, we build a entire financial ecosystem ourselves

(R): Hmm

(I): so, we today run a micro finance company called arohan which is around at two thousand crores

(R): Hmm

(I): we ran a merchant finance company called intellicash

(R): Hmm

(I): we run a venture dead company called intelligo we run a fine tech company called Tribe

(R): Hmm

(I): and then we run a venture capital fund called avishkar so, we provide everything to five thousand rupees to fifty crore rupees to an entrepreneur of every size shape to build a business that do I call the financial ecosystem

(R): Hmm

(I): but then we also realised that a financial ecosystem only allows me to make an impact

(R): Hmm

(I): but if you want to really qua.. quantumly change the way the things are happening in India then you need to build an ecosystem where even outsiders participate that's what we started building around two thousand seven eight nine so first we build up the micro finance ecosystem where we allowed investors, entrepreneurs, bankers everybody to participate

(R): Hmm

(I): and then started building the impact investing ecosystem where not only we build ahhh we launched sunkalp we actually brought in people

(R): Hmm

(I): we launched iqban intellicap impact investment network convinced Indians to invest in India

(R): Hmm

(I): then we launched ahh India impact council to create an association where impact investors would come together

(R): Hmm

(I): and we have been actually collaborating working with many other people, we are trying to build the space into including publishing a magazine called beyond profit

(R): Hmm

(I): earlier we use to micro finance used to publish a magazine called micro finance insights

(R): Hmm

(I): and then once we have done this for last fifteen years sixteen years in two thousand fifteen we moved out to Southeast Asia

(R): Hmm

(I): and in two thousand twelve we tried to move to Africa replicating what we called the capitals people's and networks ecosystem

(R): Hmm

(I): in both these geographies to demonstrate what we did in India can be done there also

(R): Okay

(I): so hence a long explanation for your short question

(R): and what do you think ahh when your initial phase ah investments that you received what are the kind of investment were they private foundations or what kind of investments were made in your company?

(I): ahh nobody gave me money but they actually invested in the funds so, there were roughly ahh hundred people who gave me the first million dollars

(R): Was it from the country or was it from outside?

(I): mostly Indians living outside India but they were Chinese, Vietnamese, Swiss, American also that ahhh most of these people what I would say made a small contribution

(R): Hmm

(I): hoping and praying that I would actually not run away with their money and it will make a difference but ahh they liked the idea that I was talking about not writing them check

(R): Hmm

(I): that I will give to somebody and forget about it

(R): Hmm

(I): but then I committed to return the money whether I return the money or not I don't think so any of them actually ever believed ahh that I will return the money

(R): Hmm

(I): but the believe that somebody had that guts to say I will return your money give me the money and I will change india was probably what made them give the money

(R): Hmm

(I): by two thousand ahhh five I received this million dollar and I realised this way I will never be able to reach anywhere

(R): Hmm

(I): so, between two thousand five and two thousand eight ahh I had never travelled out of India so, two thousand one I had gone to Singapore once and two thousand five I travelled to USA and on the

way back I travelled via ahh via ahh Amsterdam so I saw little bit more of the world and I realised people knew about us but they were curious of what we are doing

(R): Hmm

(I): and then some of them participated so, foundations coded Rockefellers they participated and some of the development finance institutions like the fmo the ifc they were all watching us from the side line

(R): Hmm

(I): they became the third investors

(R): Hmm

(I): the fourth investors where ahhh what you call pension funds private investors like Cisco
word(inaudible)

(R): Hmm

(I): and Indian family offices and Indian high net worth individuals are the last one that has come on significantly now

(R): Did do you think the of of course it was the international organisation and investors who kind of created a credibility for Indian investors later may be

(I): not really that's not true actually I think ahh Indian investors like actually this is classical case of Maslow's hierarchy so people in US and Europe there were institutions created that were looking to invest in these kinds of cutting edge thought process

(R): Hmm

(I): and they found idea of avishkar and tellicap very cutting edge that point of time

(R): Hmm

(I): we the Indian investors at that point of time was trying to just deal with their own challenges how do you make more money

(R): Hmm

(I): because we were still as a country not rich enough ahh I think in last ten years or last five years there has been a significant change in the mindset of the Indian ah families and companies one thing they have realised is and this is actually quite evident you look around yourselves you will see that ah the change the pace of change is such that those who were the largest companies of the past are not even part of the top ten companies

(R): Hmm

(I): so, the fords the general electrics the General Motors are no more part of the top ten top twenty companies they have google etc

(R): Hmm

(I): so, the old capital and the new capital both wanted to play a fairly important role

(R): Hmm

(I): in understanding what is new and then micro finance came in when they suddenly created billionaires over night ahh in edition to technology a lot of people could relate to micro finance

because they had seen money lenders they did not realise it can be formalised organised and created scale

(R): Hmm

(I): ahh once they saw micro finance and this saw the scale

(R): Hmm

(I): they said oh can this happen in waste can this happen in health care can this happen in sanitation

(R): Hmm

(I): in technology actually started building leveller

(R): Hmm

(I): and those learnings is what is prompting Indian investors to come in and play a very bigger role

(R): Okay what do you think ah in two thousand eight when there was a you know a economic meltdown us investors were keen on investing in companies which would work on development issues in India?

(I): I don't think so there was any particular interest in US these are just small institutions investors so the amount of money that I will raise is insignificant

(R): Okay

(I): ahh so, two thousand eight crisis actually that point of time so the pace this is actually a very interesting phenomenon that I will tell you

(R): Hmm

(I): so, the commercial capital goes where there is low risk and developmental capital goes where there is high risk

(R): Hmm

(I): hmm so, when the melt down started happening in technology the financial melt down started happening in two thousand seven eight there was a desperate desire on part of the developmental finance institutions to play a bigger role

(R): Hmm

(I): into countries like India which was seen as the big problems of poverty etc

(R): Hmm

(I): and that's why a significant amount of capital was willing to take very high risk

(R): Hmm

(I): in two thousand seven eight nine this is not the private capital

(R): Hmm

(I): this was all the developmental capital

(R): Hmm

(I): and this is not necessary the American capital it was actually the capital of the world because World Bank and IFC are owned by India and China as much as the Americans

(R): okay ahh what do you think ahh the role of the csr funds currently playing in social entrepreneurship etc?

(I): so, see csr funds have been defined to actually play a role largely with the not for profit sector

(R): Hmm

(I): ahh the guess is they will between three billion to four billion dollars that's like the total amount now there is a lobby within the impact investing ecosystem which believes that at least ten percent of that money can also be opened up for an impact investing sector

(R): Hmm

(I): however the challenge remains as to how would government except that the money that has been that has been poured in by the private sector into what they call csr on an investment or impact fund

(R): Hmm

(I): led to a creation of a impactful enterprise that certification of impact and validation that the enterprise will impactful and not private will ultimately csr is public good

(R): Hmm

(I): while impact investing still creates it creates both public and private good

(R): Hmm

(I): how do you create more public good and less private good continues to remain a contentious issue till the time we are able to find a answer to this contentious issue of how do you distinguish where a company is not generating only private good

(R): Hmm

(I): but is generating significant amount of public good till that time expecting that the csr money will flow into for profit impact investing ahh looks like to me remains a pipe dream even though the department of economic activities affairs just three days back did say that we are open to considering

(R): Hmm

(I): but my guess is that it's open to considering until they improve it

(R): Hmm

(I): this is how you are only doing you are doing public goods more than private good and I don't think so we have a way to show it right now okay

(R): Ahh developmental issues and causes requires again a special skill which is a professional skill ahh a certain set of human capital ahh where do you think does that ah whether it's ngo sector the third sector how do they access ah funds from ahh private in.. vcs or other Impact investors do what do you see he preference where do you see these people ah you known what kind of ahh you know types of fund that they would like to reach out to or they usually reach out to?

(I): you are talking about social entrepreneur

(R): Yes

(I): social entrepreneur is looking for money of really colour kind thing there are very few people who are in this kind of a situation to make choices ahhh but the bigger question is ahh who is a social entrepreneur so if you're not for profit social entrepreneur like Goonj you are very clear you give me money I will reach out to more women more people

(R): Hmm

(I): I will do more make a more bigger difference to the lives of the people in this manner, if you are a for profit guy and if you reach out to whether a vc or private equity it a impact investor the question is how do you if you go to a vc and private equity they will say how fast can you grow

(R): Hmm

(I): and how quickly can you return my money

(R): Hmm

(I): and how much more you go to an impact investor they will say all the three things and how will you make impact as well so of the worst of the lot is impact investor because he is asking he or she is asking all the tough questions that a vc is asking and on top of that asking you to make impact

(R): Hmm

(I): probably a lesser evil is a vc private equity guy

(R): Hmm

(I): and probably the least evil is the guy who is willing to give you a grant and say go do good for the century ahh in general if I am looking from my social entrepreneur perspective this is the hierarchy aa evil impact investor at the top, venture capital **word(inaudible)** having said that I don't mean that impact investors are bad it's just that to show you that how are demands can be seen from the eyes of a

(R): Hmm

(I): social entrepreneur ahh for me an impact investors point of view because that what I do we are trying to look at a business model that engages a business with poor and low income people so, if you have a business model that engages with the low income and poor people our belief is that if we have a good team and we can provide significant amount of capital to that good team

(R): Hmm

(I): you will be able to build a very large business that engage with very large number of poor people

(R): Hmm

(I): and therefore if we focus scaling the business up while you continue to engage with poor and low income people

(R): Hmm

(I): ahh we would be making significant impact and that's the theory avishkar follows

(R): Hmm

(I): and therefore our ask from the entrepreneurs are normally a much larger than what they would have from a venture capital private equity

(R): Hmm

(I): so, I know I have given a complicated answer

(R): (laughs) okay ahh most of the since you mentioned about business model most of the enter social enterprises who have a well structured or a **word(inaudible)** business model you usually be ah are coming out of ahh big incubators or of ahh if that is not the case ah where do you find ahh what are the kinds of social enter enterprises do you all feel worth investing what is that your checklist what is that you are saying?

(I): for us it's a very simple problem first question we look at is do you have actually are you are you dealing with a larger problem

(R): Hmm

(I): so let's look at India if I ask you to name a large problem waste looks like they are very large problem right

(R): Hmm

(I): now waste is a government problem the moment you engage with the government then first you have to understand what is the business model so waste management is a government problem so, any amount of business engagement will be engaging with the government

(R): Hmm

(I): right if you engage with the government then you run into all kind of moral dilemmas ahh first and foremost the way waste is looked at in India its called lift and shift

(R): Hmm

(I): that means you send a big truck lift a lot of waste and find a big place to dump it and you call it the landfill and you build a waste Mount Everest of waste

(R): Hmm

(I): that's essentially what is happening so there is no management of waste it's moving of waste now if I have to actually if I see this huge problem and if my belief is that my potential possibility of generate income out of it I have to find an entrepreneur who has the capability to look at waste and see if without engaging with the government can you convert it into a business model

(R): Hmm

(I): so I will start looking for an entrepreneur

(R): Hmm

(I): who can actually convert this into a ahh non government facing business model where they engage with the **rag pickers** or the poor people and that becomes an investable theory for us

(R): Okay

(I): no incubator is going to do anything with this person

(R): Hmm

(I): because the person has to operate in ways the incubator is in ayan Ahmedabad even if you are actually sitting in Ahmedabad and the opportunity is in Ahmedabad if you just put it into the incubator its ability to probably influence the solution becomes limited

(R): Hmm

(I): I won't say it won't go away also the incubator may have very little to offer

(R): Hmm

(I): to entrepreneur in terms of ahh scaling their business or impacting the business

(R): Okay

(I): so generally our thesis has been that we create companies by identifying so we come up with our own thesis or we work with entrepreneurs who have better thesis in this particular case of waste management we worked with a company called let's recycle

(R): Hmm

(I): started by two young guys we met them when they were very very small

(R): Hmm

(I): and we tried to scale them up didn't scale up

(R): Hmm

(I): and then we gave them a ahh it failed and then we put a significant amount of money we worked on their business model and today it is one of the most promising business model in this country

(R): Okay

(I): so, the idea is if you are trying to deal with a large problem you first need to understand the problem quite deeply, then you have to identify businesses and entrepreneurs willing to solve or deal with this problem and understand the problem deeply as well

(R): Hmm

(I): and then you have to use capital to leverage their skills create scale

(R): Hmm

(I): and that's the model that avishkar follows

(R): Okay are there other social causes decided by avishkar or ahh the board decide is kind of ahh and then you all reach out to people or

(I): we look at we look at broad areas of engagement so, we are looking at agriculture, we are looking at financial services, we are looking at health, and we are looking at education

(R): Hmm which pretty much

(I): and energy

(R): Which pretty much kind of covers ahh

(I): but there are logistics there are lots of other artisanal stuff degree etc which gets left out so, we avishkar is a sector agnostic investor

(R): Hmm

(I): we only look at scale and business two critical defining features

(R): Okay

(I): it could be in any space till the time it is scalable

(R): Hmm do you see the when ah ah when the government has a laid out agenda of certain ahh issues which the government is working on do you all kind of partner with or choose similar kind of issues which are also laid down by the government

(I): so, funnyly we actually choose our issues much before the government laid down so partly for example we were doing waste management investments before swatch Bharat abhayan came, we have India's largest toilet company in our portfolio two thousand nine

(R): Hmm

(I): swatch Bharat was two thousand fifteen

(R): Hmm

(I): so, I our belief is our agendas are aligned with the government

(R): Hmm

(I): and government is the largest player so, in the game of dogs government is the largest dog we are the small puppy not there

(R): Hmm so, did you all also get into lobbying or kind of ahh

(I): we don't engage but sometimes we work through the association that's why we created India impact investors

(R): Hmm

(I): council so, that it can engage with the government rather than we as individuals engage

(R): Okay and in the recent few years do you see that there has been kind of transformation where there has been policy change or the government ahh where it is kind of suiting ah that entrepreneurs do not social entrepreneurs do not face challenges or in the

(I): I think ah India is actually less about social entrepreneurs there is a fairly significant change in India about entrepreneurs itself so, all benefits that flows to entrepreneurs also flows through social entrepreneurs in that sense there has been no exclusive treatment of social entrepreneurs in India I don't expect that to happen even in the near future as well

(R): okay why do you think ah that will not happen?

(I): again if you are doing for profit business creating the distinction is going to be an impossible activity

(R): Okay what do you think is there is a lot of impact investing work which is happening in Bombay ah not as much in others parts of the country why other states I mean

(I): it's not true we are actually sitting in Bombay simply because it's easy to access and it is also the financial capital

(R): Okay

(I): then nothing to do with I used to live in Ahmedabad I moved to Bombay where it is easier to actually raise capital here

(R): Okay do you have plans of opening your ahh you know reaching out to other cities not in terms of solely of investment but you know in terms of setting up

(I): these are already we already have offices or we used to have offices across we have shut down these offices simply because in a fund business you are twenty twenty five people so, if you but ahh through the group we have head office arohan is in Kolkata we have ahh our intelicap ceo sort of Hyderabad we have intel I cap managing director who sits out of Delhi we have people in every part of India you know we have three we have four thousand people and sitting in every part of India

(R): Okay what is the ratio of investment on rural projects is there some kind of an internal ratio that you all have maintained in terms of investments in rural projects

(I): we investing we are known as essentially a rural agri fund in many cases most of our investments are there tier two tier three look at mass markets

(R): Okay

(I): and not rural and urban

(R): Okay

(I): so, hundred percent of avishkars portfolio qualify in dollar ten and below so, most of our portfolio so hundred percent of our portfolio meets all requirements of impact India investor council

(R): How do you see impact investing different from ahh western countries impact investing in India?

(I): I think ahh one the definition of impact investing actually so I don't know if you know about global impact investors ahh council I was actually one of the founders gin gin as well

(R): Okay

(I): ahh gin actually talks about intentionality

(R): Hmm

(I): and then articulation of that intentionality so, how would you know how would I know today what's going on in your mind about impact investing

(R): Hmm

(I): it's what you say is what I have to believe right so, I think globally the globally the phenomena is impact investing is about the intention and the execution of that intention

(R): Hmm

(I): in India we have always believed that while intention is important but the beauty is in the eye of the beholder so, essentially if you have to create impact I should be able to see impact and therefore the business models and the definition of the business models is critical but in case of avishkar where we are impact investors we believe that if we want to be claimed you must do something

(R): Hmm

(I): which is different from what a mainstream investor is doing

(R): Hmm

(I): now that definition is not gins definition ahhh and the difference between the two definitions is that I am claiming that if I want to be called an impact investor I must take much higher risk

(R): Hmm

(I): I must do things very differently I must be the first investor in up, Bihar, Jharkand and Orissa etc just investing in Mumbai is not going to make me an impact investor

(R): Hmm

(I): which also means if am going to take such risks I will invest in such difficult geographies ahh I would actually have a much larger team, I would pay myself less salaries etc

(R): Hmm

(I): now this is a very avishkar definition it has nothing to do with how the world in impact investing it even Indians see it

(R): Hmm

(I): we believe you have to hold yourself to a much higher level of ahh ahh commitment as an institution as an investor if you claim to be an impact investor ahhh funnily avishkar doesn't claim it to be a impact investor we are called as an impact investor that is we call ourselves venture capital fund only

(R): Okay and where do you see the future of impact investing in the next five years?

(I): I actually had a conference in New York called the economist should impact investing be mainstreamed

(R): Hmm

(I): or mainstreaming the impact investing and I believe that's the biggest flaw I believe impact investing is going to be the mainstream

(R): Hmm

(I): that means we will mainstream the mainstream will become impact investing given the sustainable development goal in twenty thirty expect the world to be without poverty with out hunger

(R): Hmm

(I): that essentially means that you are kind to dream imagine a world that we have as homo sapiens never seen

(R): Hmm

(I): for a imagination to take place our almost entire capital will have to be dedicated towards impact investing for the whole to change to the extent that it wants to change

(R): Hmm

(I): and for that to happen and I see that in next fifteen twelve thirteen years twenty thirty years away now ah you would see the mainstream **word(inaudible)** impact investing rather than other way around ah the fact that we need twenty four trillion dollars

(R): Hmm

(I): to actually change the ah to make a significant difference to world not even change the world

(R): Hmm

(I): as per the business and sustainable development commission who is I am one of the members of the commission as well

(R): Hmm

(I): ah I don't think twenty four trillion is only the old odds of the world put together is half a trillion

(R): Hmm

(I): I mean twenty four trillion think about it ah that kind of money can only come from mainstream

(R): Hmm

(I): so, we have to convert mainstream into impact investing if you want to change the world

(R): And where

(I): that will make you a very rich person

(R): And what about what do you think are the current hurdles and challenges for impact investing ah to grow in India?

(I): in India I think ah we right now impact investing is doing very well I think the challenge would remain that we have to demonstrate success so, first if it what we have done right now is demonstrate it with lot of companies can be found we have also been able to raise capital we have been able to invest capital

(R): Hmm

(I): we have return some capitals but we have not returned enough capital

(R): Okay

(I): so, we have taken money from somebody we have not returned and we have not returned with reasonable return so so that act of returning money capital is still ah that's an area we need to prove ourselves

(R): Hmm

(I): the second is can we build large scalable companies that can keep scaling for a long period of time

(R): Hmm

(I): it's an another area that we have not actually done enough work

(R): Okay

(I): ahh we have not demonstrated we have demonstrated companies from zero to fifty million dollar but we have not demonstrated companies taking from zero to one billion dollar beyond micro finance

(R): Okay

(I): ahh and even if we have demonstrated has been one or two isolated examples so that's the other challenge so, if we are able to do these two things then Indian micro Indian impact investing is going to be very good hands

(R): Okay

(I): and so would be Indian social entrepreneurs

(R): Okay the last question where do you think the government can play a very important role in impact investing?

(I): I think government has many roles to play one is simplifying the rules and regulations etc which is actually not just impact investing but any investing of this kind ahh but if the government actually wants to provide some level of impetus for example government has this specialised

(R): Hmm

(I): ten thousand crore fund which right now doesn't have any special allocation for impact investing

(R): Hmm

(I): but if the government is serious you might have heard the prime minister talk about the number of state low income states which are really drying down Indian growth talking about hundred and fifteen districts which have necessarily basically dragging down India's growth or human development index ranking to one thirty ahh if the government is serious about doing those things and need a helping hand

(R): Hmm

(I): then it can actually start allocating a significant amount of the capital to the funds of these kind who are playing proactive role in making the difference on the ground

(R): Hmm

(I): ahh other than that I think ahh probably they are better of not being given any special consideration ahh except that we are working or doing something which the government wants us to do irrespective so, probably main some slightly some allocations etc would go a long distance in encouraging a new and larger number of funds to come

(R): Okay

(I): which will help more social entrepreneurs to receive capital

(R): Okay great thank you so much

(I): thank you so much

(R): It was a lovely interview and I think I got a lot of ahh

Participant code: PV3

(I): so how about we begin with what IIC is

(R): yes

(I): am I loud enough

(R): little more louder yeah

(I): okay

(R): or you can just hold it closer yeah

(I): ya so IIC was envisioned in twenty fourteen and it came into being in twenty fifteen ahh
we

started with a twelve member organisation the idea and on the forming committee was Jain
Sinha

then ahh hmm ministry of finance he was in the ministry of finance at that time and ah we
had three

or four funds who came together namely low capital, Michael and Susan dell foundation
and they

came together to form a council kind of a thing where impact investors could come together
and

make ah take impact investing forward because there were players you know doing their
own things

separately and they wanted to come together and found a council we are not a club

(R): Hmm

(I): we are we are much more than that I mean we are yeah that's when Mr Amit Bhatia was
you

know hired as the

(I2): the founding CEO

(I): the founding CEO and ah then I was hired as the first employee ah in October actually I
started in

July thwenty fifteen and ahh now almost completing three years and in may twenty
sixteenth

Sugandhi and Ranjana came onboard

(R): okay

(I): so, what the idea ah now I am gonna talk about impact investing social impact investing is

basically when the funds come into the picture invest in social enterprises with the outlook of a

return on interest ahh return on investment ya so that's the basic idea when you are investing social

enterprises and making some profit out of it that's impact investing for you

(R): okay

(I): so a lot of people are doing that there is a certain amount of return and profit attached to it it

can be anywhere from starting six percent to eighteen percent to forty percent you know there are

big players in the market who have done fantastic and as you know early players always end up

doing better

(R): right

(I): so ahh at the moment we have forty funds ahh not funds forty members twenty-seven twenty-

seven funds ya twenty four funds

(R): okay

(I2): we just updated

(I): we just updated ya ha ha ha so in India together I don't think there are more than fifty impact

investing funds put together and we have around twenty seven ... twenty four of them on board and

we have ecosystem players like the banks RBL bank and yes institute , yes bank IDFC bank so they

are ahh hmm on the parallel investing and impact investing also

(R): okay

(I): they are doing their thing but a lot of them are moving into impact investing for now so

so they

have come board as members ahh on IICs idea of rising with impact investing

(I2): we also have law makers with us

(I): yes so we have ah

(I2): the top lawyer ahh Nishit bhai associates

(I): yes Nishita Desai associates

(I2): so ahh he's been with us I think since the beginning

(I): ya ya ya ya so we have law firms like Nishit desai associates as a part of it because they

help us on the

parallel with our research studies and you know to give us a a.. legal outlook of what is India
Indian

entities policy makers allow us to do in India

(R): okay

(I): so, this is what IIC does we have three faces at IIC one that deals with research then one
that

deals with advocacy and one that deals with memberships

(R): Okay

(I): the members on board

(R): Right

(I): right on the research bit at the moment we are Doing a research with duke university
there are

five MBA students from duke university that are working on measuring impact in India

(R): Okay

(I): they are creating a matrix and they are interviewing Impact funds that are members of
IIC as we

speak right now and they will be coming up with a conclusion and they will be coming up
with a

matrix system in terms of how we can measure impact going forward

(R): Okay

(I): because it's easy to say that yes I invested this much and this is the kind of profit I got
but who is

going to tell what exactly the profit was on on you know for example IIC deals with twelve sectors

right they are all mentioned in this book

(R): Okay

(I): so, there are twelve sectors like affordable housing affordable education affordable health then

we have agriculture we have ahh climate control we have disabilities

(I2): affordable housing

(I): affordable housings so there are twelve sectors we are dealing with so these funds are basically

investing in these sectors that's how we claim that we are dealing in these sectors

(R): Okay

(I): right so the research is basically there is sector specific also the are climbed towards the sectors

also giving us ideas in terms of what's sector is doing benefiting or which sector is doing better than

the other

(R): Hmm

(I): so that study is going on we did a big enormous study with McKinsey ahh and company

(R): Hmm

(I): Sugandi must have mentioned that do you

(I2): briefly on this McKinsey conducted a research on the ahh members who invested further and

what are the profits that they got back in return

(R): Hmm

(I2): so, they

(R): I think it's on your website

(I): yes it's on our website every single penny that was invested in India by the funds and the returns

as Sugandi mentioned are mentioned in that study

(R): Hmm

(I): it was ahh it was an quiet an enormous study you should go through the link right

(R): Okay

(I): so that's what we have done so far i mean clearly we are a very young association we came into

being in twenty fifteen and by twenty seventeen we have done a too big research studies what has

done a quiet a pat on our backs

(R): Ya

(I): right so this now going forward we are also joining hands with brookings

(R): Hmm

(I): for sector specific studies

(R): Okay

(I): so that will come as a part of twenty eighteen ahh charter that we have right

(R): Hmm

(I): now on advocacy you see we have hmm representations that we are working on

(R): Hmm

(I): IIC we have committees our members join this sub Committees the working groups

(R): Hmm

(I): and they are the ones that lead from the front in terms of research and give their expertise they

give their you know feedback their suggestions because they have been a part of impact investing

for a long time twenty two thousand and eight they came into being and they all have been around

since then so we have a research committee now advocacy you know we are working on representations where in CSR money

(R): Right

(I): will be channelized to towards impact investing

(R): Okay

(I): that is what we are trying to convince the government to not give us an nod on

(R): Okay

(I):so, category one enterprises that dal under cat one will be the target of the CSR pool

money

(R): Okay

(I): ya

(R): So I have a couple of questions which is interesting to hear about all the work that had been

done ahh you said that there are research which are being conducted and ahh research studies kind

of help you to develop this thematic areas where you know the impact investors are you know

going to invest money ahh can you tell me how does the funding of the research work

(I): so we we actually request our members to go ahead and do the needful

(R): Okay

(I): so what I mean to say is the ecosystem players are very much funding the studies themselves

(R): Okay

(I): so the McKinsey study was completely funded by the IIC members ya I mean their omidyar network ya so it's basically us who is doing everything we do not have any government support in

terms of ahh you know funding these studies as of now

(I2): while omidyar took care of the research part ahh

(I): yes institute

(I2): helped us with the realise of this report by you know giving us their venue

(R): Okay great ahh the next one which got my eyes about why is ah two thousand eight why was

that time where impact investing or social impact investing it had become a new phenomenon or an

area of interest for imp.. ah impact investors

(I2): very honestly, I don't think I am the right person to answer that question I think a person like

Amit Bhatia will be able to give you better idea because I myself came into being so late and what

conspired in that point in time I don't think I am the right person to give you an insight so

(R): Okay

(I2): probably Ranjana may know a little bit more about it I could definitely connect you to her or we

could ask Amit and let you know

(R): Ya okay right then because you said that right now that you know Impact investing you have

members and they will kind of develop they they form sub committees and they so how two manages the operations you know creating the sub committees and

(I): we do IIC secretaries Ranjana Sugandi and myself

(R): Okay

(I): so, we are basically taking care of the entire council we are the ones who are taking care of the

sub committees

(R): Okay

(I): ah this is as I told you there are three faces to it, I spoke about research spoke about advocacy

(R): Hmm

(I): and the third face is the members so we take care of the fact that they grow in terms of knowing

what is happening ecosystem what is happening in the impact investing market so we

(I2): what is happening in the industry what is happening huh we if we have to connect members

with each other's if we have to arrange some sort of events

(R): Hmm

(I2): webinars all these things so we sort of arrange all these kinds of that IIC particularly as in

secretaries we take I charge of arranging all of that

(R): Okay

(I): and the we have social business showcases that ahh you know we try to introduce the social

enterprises to the impacting funds

(R): Okay

(I): ah you know we just not deal with one side of the prism viewers we deal with the other side try to get them together

(R): Okay talking about advocacy the wing that is working on advocacy ahh what do you think like

ahh where has it moved like since the time you all have started and and you know how it has

impacted policy the central government

(I): a huge difference has come into the picture because ahh the government is actually inclined

towards impact investment now and they are try definitely very high on accepting changes in terms

of impact investing

(R): Okay

(I): I told you right including CSR money being channelized to impact investing we are also trying to

define impact investing none of the government official documents have a definition for impact

investing who the beneficiaries are they do not know how to define beneficiaries

(R): Hmm

(I): whether they are a family who earns less than three lakhs annum or is it a person who earns less

than three lakh an annum we are yet to define who fits into the category of social enterprises

(R): Okay

(I): we are in the process of doing that also

(I2): we have good responses from SIDBI

(I): from Niti Ayog recently invited our director

(R): Hmm

(I): to ahh you know talk more about how we can

(R): Collaborate

(I): yes collaborate

(R): What is the kind of collaboration that's interesting to know how do you think the future collaboration with government is going to take place whether a council like you know

(I2): ah it's a under project that is being worked on that the collaboration recently

(R): Okay

(I2): recently I don't know if we will be able to comment on it right now

(R): Okay

(I): ahh in terms of when you talked about this CSR funds now ahh why there has been an interest of

channelizing CSR funds towards because previous as I understand that they were going to NGOs and

other development projects and how Impact investors are going to channelize CSR funds into social enterprises

(I): so, you know at the end of it it's all about making money

(R): Right

(I): profit and why wouldn't listen there is a lot of money in the CSR pool right two percent of entire

profit it's a huge bulk of money that we are looking at and none of the other countries have that

right so even Sir Ronal Cohen he is hmm coming up with two funds in India

(R): Hmm

(I): educational fund and fund of funds only because of the fact that CSR pool money has been

channelized very soon it's in talks but yeah so why this happened a because there is a lot of money

there right there is a lot of investment, we can look at

(R): Hmm

(I): b obviously there is a profit attached to it

(R): Right

(I): right so these two hands in hand

(R): Okay ya

(I2): Cohen talked about the launch of these two funds on our member convention which happened

recently on fifteenth Feb and ahh what were the outcomes of the funds

(I): these things are gonna take time right

(R): Right

(I): the funds are not going to be launched as he speaks so we are looking at least one to two years

but the intention is there each fund is one billion dollars so we are looking at two billion dollar

investment in India

(R): Right

(I): that's a huge amount and that is only because of the CSR pool being channelized so he met the

prime minister's office to discuss this and it seems that the policy makers are also in board with this

(R): Okay and it requires means it requires ah ahhh policy change because the companies act really

doesn't specifically talk about it for them

(I2): yes, we hope to see changes in the policies

(I): so, we went to ahh SEBI We went to SEBI with ahh Narayan Moorthy and we met Arun Jaitley we

have given the representations that we have and the recommendations that we have so that's all-in

process we have to have another round of meeting with the minister of finance minister and see

what happens next

(R): Okay

(I): so, what I am trying to say is a lot of work is happening behind impact investments it's very new

but a lot of people are wanting to come into this space

(R): Hmm

(I): obviously the see such that you are doing am an am going to come back to what we are doing

here social enterprises are going to benefit out of this a lot

(I2): add on more to this we have we have a repository booklet that was first released on fifteen

December with Tycon

(R): Okay

(I2): on a Tycon event then we have we realised the version two again on fifteenth Feb this booklet if

you would probably if you can elaborate all this booklet because you are new to impact investing

(R): Hmm

(I): right this booklet is basically being designed for the social enterprises we want to create this as a

bible for them

(R): Okay

(I): if they open it they should know what fund is investing in where what is the size of the fund how

many funds do they have

(R): Hmm

(I): what is the interest area in terms of you known sector and ya basically we are it's a it's a ongoing

process we want to make sure that at the end of it all the ecosystem players become a part of this

they are featured in there they are for their feedback in there they hand their inputs in there

(R): Hmm

(I): so, we would like you to go through it it's a pathway for social enterprises

(R): Hmm exactly I was just about to ask that can I can I keep it

(I): absolutely it's online as well

(R): Okay

(I2): and we have uploaded this ahh in our website as well

(R): Okay okay talking about CSR going back to CSR ahh from the company's point of view and from

the company's perspective ahh why do you think companies would choose to spend their CSR

money you know channelize the CSR money to impact investors rather than directly you know ahhh

disseminating it to NGOs for their development projects

(I): because a you do not have any profit there right and b it's not allowed by the government

(R): Hmm

(I): as the government would not allow there is a channelizing because impact investing has become

huge in India

(R): Hmm

(I): right and the government would also like to have people who are genuinely interested in the

cause

(R): Hmm

(I): and their genuine interest only comes when there is something of your gain right you know the profiting out of it

(R): Okay

(I): right now, we do not know how to hmm measure impact I can say that yes, I have donated a one

lakh to a NGO but who is to say that the money has gone to the right person

(R): Hmm

(I): with impact investors being in the picture I know that I have put in my money with an intent of a

aa profit so I will have two of my people for due diligence at all point at right time ya trying

to

understand what happened to the money had it gone to has the beneficiaries benefitted out of it

(R): Okay

(I): right now, the NGOs do not have it you have been there I am sure you know that

(R): Ah do you think it is the it is how NGOs have operated in India and the kind of you know or

framework image image that we have about NGOs has kind of impacted These shifting funds

(I): absolutely hundred percent

(R): Okay

(I): and what better than you know convincing that policy makers to develop the county and make

profit out of it

(R): Hmm

(I): what better than that

(R): So then where do you see the future of the NGO sector moving to

(I): they they all have to turn around and become social enterprise by the ahh definition

(R): Okay

(I): you know in terms of the future of impact investing what we at impact investors council lot of

funds want us to make impact investment to be the future of all investing

(R): Hmm

(I): like right now you invest in mutual fund you invest in real estate we want individuals invest into

impact investing and making money out of it

(R): Okay

(I): you know you see the see the development of a country through that

(R): Hmm do you think ahhh we should have just one model of whether it's impact investing as a

mode of social change or we should have innovative and different models in ecosystem to kind of

ahhh you know of investments and you know funding structure to kind of ahh
(I): we already do have that the innovation innovative methods are already there and
existing there

and that's why we are doing this current study on

(R): Okay

(I): the duke's study

(R): Okay

(I): ya we are we are trying to understand what the methods are we are trying to
understand how

people are ahh calculating impact as at the moment what are the global trends what are the
Indian

trends and we are trying to compare them and you known

(R): Hmm

(I): so even at IIC we had a very naïve nascent stage you know with this kind of data

(R): okay can you tell me about the demography in terms of you know who are the people
ahh who

are ahhh what are the kind of people who are part of this impact investing who are into
impact

investing in India?

(I): would you like to answer that

(I2): we have all the major ahh funds with us avishkar is a big fund ahh it in fact recently
been it got

support of Bharat fund ahh which is like I think lead by or held by Sunir Munjal

(R): Okay

(I): so avishkar is a very big investor with us Omidiyar network he is with us then we have
omniwor ah

partners who are with us Micheal Susan dell foundation all these are very like proper
anchors I

would rather say with us and there are these other organisations asha pact

(R): Hmm

(I2): Diya Vikas hmm caspian word(inaudible) again leading

(R): Hmm

(I2): ahh so we have total of I think twenty-three twenty-four ahhh funds like this I would say

majority they are based in Mumbai we would have some presence of course three four presence in

Delhi as well

(R): and then

(I2): of course, we have partners ahh wherein we have our law support their we have our banks

there and we have Russel word(inaudible) ahh as ahh

(R): Hmm

(I): they are not our partners anymore but they were part of IIC

(R): Okay

(I2): yes, ahh we are growing actually am just thinking what are the ones

(R): Hmm

(I): so, we have fourth members as Kc now

(R): Okay

(I): so, your question was a little towards who were in impact investing so they are the biggest funds

are all impact investing funds their idea is to make profit out of it and we do have ahh a Facebook or

google or twitter interested in stepping into impact investing right now

(R): Hmm

(I): all the major corporates are wanting to step into ahh impact investing but then there are policy

makers and rules that they have to come through which is why we are coming out with this recommendations and representations on the CSR money because no other channel for them to

they will have to raise a fund

(R): Hmm

(I): they will have to raise an impact fund to be a part of impact investing family

(R): Okay

(I): ya

(R): So, what would the process if the CSR money is out of the picture and they have to raise the fund?

(I): there are three four option or three four ideas that we have and and it's all mentioned on our representation online I think it will be easy for you to get from the web

(R): Okay

(I): so, we have these are recommendations that we have made

(R): Okay

(I): right so there are three or four pages that we speak of it so ya all the information is there for you to easily get there

(R): Okay ahh your organisation is one of the oldest and hmm new in the sense recent but oldest in

India do you see that there are other which are going or you know what role your organisation

would play in the Indian ecosystem

(I): right so we have something called gin global impact investing network am sure you have heard of it

(R): Yes

(I): so that's obviously more on a global platform

(R): Hmm

(I): then we have something called as andi andi is also growing and very very similar to IIC and they

are in fact our network partners

(R): Okay

(I): so, we have joined hands with them they work around very similar hmm ideas like IIC but obviously IIC has been around for too long and we have all the major players of impact investing on

board

(R): Hmm

(I): so, we don't per say I could address your question we do not have a lot of competition here

(R): Okay

(I): because you know there is hardly to compete right, I mean they all want to be together and they

want to form a council why to do the same thing and replicate and be somewhere else so all the

concentration is on IIC so we don't have any other networks doing the same thing

(R): Right

(I2): we do have other organisations as well like gin and the we have abpn then we have ivca

(R): Hmm

(I2): I think of us feel different in some way or the other but then yes at the end we are complementing each other not really ah we have that competitive spirit in our hands

(R): Hmm

(I): but the thing is ivcs that she mentioned is more to do with private equity they do not deal with

impact investors

(R): Okay

(I): they they are more to do with private equity but you know people are the same the you know

the network is the same so we try to invite their members to all our events to get ideas from them

so this is the part of what we are doing as of now

(R): Okay

(I): very recent idea ahh also IIC on a global platform is a associate member of word(inaudible)

(R): Okay

(I): so, we are the asp giachi works like this you know every country is a national advisory board

(R): Hmm

(I): and for india it is IIC

(R): Hmm

(I): we are sitting on the nab as we call it representing India

(R): Hmm

(I): from IIC's point of view

(R): Okay

(I): when IIC was go.. forming I would say it was relatively a new concept it was something which was

never heard of or people never tried or tested or anything

(I): absolutely

(R): How ahh how did you achieve or how did the founder achieve to create a space for an association like this

(I): so, it was not as if the idea came, I mean it's always about the hen or the egg so in this case the

hen was already there I mean they were wanting to do this every now and then they were realising

that they are reinventing the wheel

(R): Hmm

(I): you know the ahh elevar equities was doing the same thing that the msdf is doing they both

trying to achieve the same thing sitting in different geographies

(R): Hmm

(I): so they came together and said let's do it together

(R): Hmm

(I): and that's what happened

(R): How did you legitimize self in terms of ahh as a entity

(I): Jain Sinha played a big role

(R): Okay

(I): Mr Jain Sinha who is now with leading aviation ya now he is in the aviation ministry but at that

point of time he was ahhh in finance

(R): Okay

(I): so, he had a huge role to play people came together and it was not a one-person Idea as I am

saying because CEOs of all these agh funds they came together and decided to form IIC and then

they went to hmm Jain Sinha who is a also a ex McKinsey am sure you know he worked with McKinsey before

(R): Okay

(I2): so, it was the funds formed impact investing

(R): Hmm

(I): the impact investment council you know now the other way around you know individual approaching funds and forming it

(R): Okay

(I): so here funds have actually come together to form a association

(I2): what we are doing at secretariat is we are trying to approach the funds who are not a part of us

(R): Okay

(I2): trying to tell them what he benefits of joining council are

(R): Okay

(I): so, trying to make this you know you like it try to get very emotional about the fact that but ya as

of now the sectors that are doing really well are education and health

(R): Okay

(I): obviously that's what the target of government of India is right now is

so, we have to join hands with them and the sector that is doing the least is a water and sanitation

(R): okay

(I): we are trying to the housing the affordable housing sector come up

(R): Ahh talking about the entrepreneurs there is a host of micro level entrepreneurs who are

working at grass root level ahh how do you think when do you think impact investing will

grow

because as I see it not grown to that extent to Reach out to micro entrepreneurs so how do you see

that could be possible or is it possible in the future?

(I): so, we have middle men their people like social school of entrepreneurs sse so they are trying to

ahh get those micro level entrepreneurs on board basically teach them ahh how impact investing is

done

(R): Okay

(I): so, I think I can connect you to the CEO of social entrepreneurship school of social entrepreneurship sse

(R): Okay

(I): it's shalamita

(R): Okay

(I): and now he is been he is partnered with pwc of his foundation so they are working to ahh

together to get those grass root levels entrepreneurs on board teach them and

(I2): you know this is not the only one the entity

(R): Hmm

(I2): there are a lot of other entities like sse that's exist

(R): Incubators

(I): ya incubators kind of a thing which are working

(R): Okay

(I): so, if you want, I can introduce you to them

(R): Okay

(I): ya

(R): Great thank you so much this was a lovely interview very informative
was a lovely interview very informative

