



Methodological Challenges in Implementation of Social Incubators in Kerala: A Case Study

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ABSTRACT: Kerala has many social issues that have potential solutions through social enterprises, but the social enterprise activity in Kerala is very limited. Although social enterprises could play a major role in the social and economic development of Kerala, it needs a more conducive environment for such enterprises to thrive. The literature search failed to trace out any study related to social incubation in Kerala. This qualitative study conducted in the case study method attempted to understand why social incubators do not flourish in Kerala to overcome the failure in nurturing social enterprises by identifying the methodological challenges in the implementation of social incubators. The findings indicate that social incubation is yet non-digestive for the companies, people and the policymakers, and it leads to the conclusion that the social enterprise ecosystem in Kerala needs to grow and mature to accept social enterprises and social incubators which can steer social change and development.

Keywords: social entrepreneurship, social enterprise, social enterprise ecosystem, social incubation, case study, methodological challenges in implementation



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1. Introduction

Social entrepreneurship is known as the process of pursuing innovative solutions to social problems (Sivathanu and Bhise, 2013). It is the recognition of a social problem. Social entrepreneurship comprises innovative ideas for social change executed, utilizing sound business strategies and skills. It is a process aimed at enabling businesses to develop more advanced and powerful forms of social responsibility. It seeks to harness the practical dynamism of the successful businessman to enrich and help society. Social entrepreneurs play a crucial role in propelling the knowledge economy by driving innovations, nurturing new skills and capabilities and

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make a positive impact on society. A social enterprise, just like any other business, is a growing and evolving organism which moves through a series of changes or life cycles. The four stages of social entrepreneurship are startup, expansion and innovation, consolidation and stagnation and renewal and regeneration – or failure. Major issues faced by social entrepreneurship include support for social entrepreneurs, capacity-building and training, and implementation issues.

Nesta's 2014 report 'Good Incubation' showed that social incubators are appearing across the globe. It mapped 235 social incubators around the world, and this community continues to grow. In Asia, incubators have a comparatively short history, and most are still startups in their own right (Low; Mettgenberg-Lemiere and Tan, 2016). India is often seen as a hub for social innovation and social enterprises with a mature ecosystem of social enterprise incubators, accelerators, impact-oriented investors and other specialized enablers and service providers. As in other parts of the world, social incubation in India takes a variety of forms. They are Support-led incubation, Impact accelerators, and Classic incubator workspace, Co-working spaces, Social venture academies, Impact angel networks, Prizes and competitions (Nesta Report, 2016).

"As in other countries, India too, social entrepreneurs are a growing phenomenon bringing positive change to several social areas ranging from education to healthcare, renewable energy, waste management, e-learning and e-business, housing and slum development, water and sanitation, violence against women, other issues related to women, children and the elderly etc. Since 2005, India has seen considerable growth in social enterprise activity." (GIZ, 2012).

There are also a growing number of support organizations. Nesta Report (2016), based on five case studies of Indian incubators, states that 'social incubation is still a young discipline. "There is perceived to be a lack of social enterprise incubators in the east of India, with the largest cluster of incubators being found in Maharashtra and the second largest in Delhi and Tamil Nadu." (GIZ, 2012).

"Kerala is the first state in India to have earmarked one percentage of the budget provision of each department for the entrepreneurship development activities by the students and youth community and declared September 12th as State Entrepreneurship day. Kerala having a high human Development Index evolving a

new model of creating knowledge, employment and wealth through innovation and entrepreneurship and to set an example for the rest of the country." (KSIDC UPDATE -On industry and investment promotion, Jan-Feb 2015).

The striking aspect of the ecosystem in Kerala is the amount of government effort put into entrepreneurship development. But how far they support social entrepreneurship and incubate social enterprises is a big question.

While Kerala is attracting heightened attention for a variety of ongoing socio-economic development processes, the entrepreneurial culture is still to set in. The social enterprise activity in Kerala is very limited. Paul Basil, the founder and CEO of social enterprise incubator, Villgro observed that there are only a handful of social entrepreneurs from Kerala despite the large pool of qualified talent in the state. Social entrepreneurs have a crucial role in determining the future prosperity of Kerala. Kerala needs to confront many social issues which may have effective solutions through social enterprises. The issue of waste management is a case in point. It also has many unique sectors, such as tourism, where there is a wealth of potential for social enterprises. A study 'Social enterprises and government policies in Kerala', conducted by a student of London School of Economics, Pallavi Gupta (2011), has recommended the formation of a 'social innovation foundation' and a government forum which will invest in social enterprises in the state to provide the necessary impetus to the promotion of social enterprises in the state. According to the study, although social enterprises could play a major role in the development of the state, there was a need for a more generating a more conducive environment for such enterprises to thrive in Kerala.

Studies on social incubation are limited, and studies related to methodological challenges in the implementation of social incubators are further scarce. The literature search failed to trace out any study related to social incubation in Kerala, which signifies the relevance and scope of the present study. The paper is an attempt to find an answer to the question, why social incubators do not flourish in Kerala to overcome the failure in nurturing social enterprises. It focuses on the methodological challenges in the implementation of social incubators in Kerala through the case study of Kanthari at Thiruvananthapuram, which equips visionaries from the margins with all the techniques, methods and ideas they need to start up and run effective, relevant social projects all over the world.

Conceptual Overview

Social Entrepreneurship and Social Entrepreneur

The term "social entrepreneurship" was first coined in 1980 by Bill Drayton of Ashoka, the global association of the world's leading social entrepreneurs. "Social entrepreneurship is the process of applying the principles of business and entrepreneurship to social problems" (Cochran, 2007, p.451). "Social entrepreneurship encompasses the activities and processes undertaken to discover, define and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner" (Zhara, Gedajlovic, Neubaum and Shulman, 2008). Though the concept of "social entrepreneurship" is gaining popularity, it means different things to different people and researchers (Dees, 1998). One group of researchers refers to social entrepreneurship as not-for-profit initiatives in search of alternative funding strategies, or management schemes to create social value (Austin, Stevenson, & Weiskiller, 2003; Boschee, 1998). The second group of researchers understands it as the socially responsible practice of commercial businesses engaged in cross-sector partnerships (Sagawa & Segal, 2000; Waddock, 1988). A third group views social entrepreneurship as a means to alleviate social problems and catalyze social transformation (Alvord et al., 2004) (as cited in Mair & Mart, 2006).

All the definitions of social entrepreneurship agree on to the dimensions of social or environmental outcomes, the feature of innovation and the market-oriented action, which map on to what Nicholls and Cho (2006) identify as the main building blocks of social entrepreneurship: sociality, innovation, and market orientation. Social entrepreneurs are the reformers and revolutionaries described by Schumpeter, but with a social mission. They make fundamental changes in the way things are done in the social sector. They attack the underlying causes of problems, rather than simply treating symptoms. They often reduce needs rather than just meeting them. They seek to create systemic changes and sustainable improvements. A social entrepreneur identifies practical solutions to social problems by combining innovation, resourcefulness and opportunity.

Social Enterprise and Social Enterprises Ecosystem

The term 'social enterprise' refers to for-profit, 'inclusive' enterprises that aim to create a positive social impact for poor communities. These businesses are often described as having a 'double bottom line': creating both financial and social value (Nesta Report, 2016). Social

enterprise could be defined as an individual or a company that comes up with services, products, or processes that can solve some social problem. Their motivation would not be making money but evolving solutions to these problems (Gupta, 2011). Social enterprises are "businesses whose primary purpose is the common good. They use the methods and disciplines of business and the power of the marketplace to advance their social, environmental and human justice agendas" (Social Enterprise Alliance, 2013).

A "social enterprise ecosystem" comprises the policy context, the economic and market setting, and the entrepreneurs and organizations offering financial and non-financial support that enables social (and conventional) enterprises to grow, collaborate and innovate. The ecosystem includes more than the basic ingredients of a business – the financial, technological, and human capital involved in the enterprise – but also the networks and platforms that allow entrepreneurs and other stakeholders to connect with each other, exchange knowledge, and form effective partnerships. (Sonne & Jamal, 2014).

Social Incubation and Social Incubators

Social incubation is the third model of incubation. It is based on a model of social development; in other words, a model of civil society and its social relations' development. These incubators would not incubate productive and economic oriented organizations, such as private companies or cooperatives, for example, but not-for-profit organizations, coming from the civil society and its social movements, such as NGOs (non-governmental organizations), community associations, class entities, social, cultural or environmental projects, and others. Social incubators fulfill a much-needed (but sometimes overlooked) function in the development of social initiatives. (Cordeiro, 2003)

Over the years, different incubation models have emerged that provide a different kind of support to social ventures. "Variations in the focus of social incubators have also led to the emergence of unique operating and financing models of these social enterprise incubators. There are five models of incubation that have emerged to support early-stage social ventures." (Nesta Report, 2014)

Method

It is a qualitative study conducted in the case study method to develop an in-depth understanding and description of methodological challenges in the implementation of social

incubators in Kerala. 'Kanthari,' a social incubator in Thiruvanthapuram, Kerala, is taken as the case for the study considering its peculiar feature of incubating visionaries who have overcome adversity or significant life challenges, to drive ethical, social change. Primary data were collected through key informants early-stage using an interview guide with three segments, namely the general profile of the social incubator, context of social incubation in Kerala and methodological challenges in implementation. The different aspects of implementation are considered as the themes for thematic analysis of the qualitative data obtained through key informant interviews. The sources of secondary data include websites, documents, articles and reports. Literature exploring the concepts of social entrepreneurship and social incubation, and Kerala's entrepreneurial ecosystem were also reviewed and analyzed through content analysis.

Case Description

'Kanthari' was established by Sabriye Tenberken (German) and Paul Kronenberg (Dutch) in 2009 as a social incubator of its kind, meant for Asia & Africa with a vision of a world transformed by ethical visionaries and spiced with integrity, equality and empathy. It is located on the banks of the bucolic Vellayani Lake on the outskirts of Kerala's capital city, Thiruvananthapuram, in a low cost and eco-friendly campus offering an inspiring working environment. It is named after a local variety of green chilli, which grows wild in every backyard of Kerala, a small but very spicy green chilli with a number of medicinal values.

For Kanthari, a 'kanthari' is the symbol of a new type of leader – a leader from the margins of society. Understanding that the support offered by the external agencies and government is not really touching the felt need of the marginalized or disadvantaged community or they are on passive mode, Kanthari provides an opportunity to leaders from those communities to address their mass problems based on the concept of self-reliance. It catalyzes visionaries from the margins to realize sustainable social change by providing tailored leadership training.

Kanthari offers a seven months scholarship based leadership and incubation program for visionaries who have overcome adversity and who are keen to drive ethical, social change anywhere in the world, believing that a leader from the group can always bring positive change for the community. The program is designed for participants to understand methods, techniques and theories that are relevant to their own project implementations through experiential learning methods and internships. Through intensive training, Kanthari equips participants with all the techniques, methods and ideas they need to start up and run effective, relevant social projects all

over the world. It provides vocational training, leadership for social change course, mentoring, networking, training for project preparation and management, financial support, and follow up for the participants. Major training areas are:

1.	Communication
2.	Public speech
3.	Presentation
4.	Self-Publishing
5.	Innovation
6.	Media Contacts
7.	Planning and Organization
8.	Project Management

9.	Production Processes
10.	Basics of Business
11.	Business Administration
12.	Business for Social Change
13.	Financial Planning and Management
14.	Fund Raising

15.	Marketing and Social Marketing
16.	Event and Campaign Management
17.	Networking
18.	Law and Legal Matters
19.	Environmental Awareness

Kanthari is a place where a feeling of the tangible presence of the spirit of change — a powerful surge of “I-can-do-it” conviction — sweep over. The human resources for social incubation are getting involved in Kanthari in five forms -- as participants, catalysts, mentors, volunteers or donors.

Kanthari defines five different types of social change agents which are colour coded as follows:

- *Green* for *Social Initiators* founding grass-root projects for effective social change--Provoke a change in the mindsets of people or social structure to solve the problem at the root, instead of treating the symptoms.
- *Yellow* for *Inventors* creating new products, strategies or concepts for social change.
- *Orange* for *Social Entrepreneurs* using business as a tool for sustainable social change.
- *Red* for *Activists* fighting for a world free from discrimination, negative attitudes or harmful norms --The goal is to provoke a change in the mindset in the communities through advocacy.
- *Purple* for *Artists* who use creativity and art as a tool for making a difference

Analysis

Kanthari comes under the *social venture academies model of social incubation* as it offers training for social venture founders and access to mentoring. Also, it offers some startup finance for incubatees' projects. Its program design is structured, and its biggest advantage is that the

incubator can process a larger group of incubatees and create a firm basis for all incubatees from which to start. It is also more cost-efficient for the incubator manager. However, some also argue that this approach is not useful as it does not address incubatees' individual needs. The functioning of Kanthari as a social incubator is understood through the analysis based on the following themes:

Starting up of the incubator

Kanthari identified a gap in providing support to marginalized communities. It believes that a leader from within the groups can always bring positive change for their communities and creates opportunities for such people to address their communities by providing them knowledge, experience and expertise in social entrepreneurship. At the initial stage, Kanthari faced challenges in organizing financial resources, getting a good team for training and follow up, convincing the people around, skepticism, getting relevant licenses and permits and getting the building to function as a social incubator in Kerala.

"So many groups are marginalized in the world like blind, women, tribe, domestic violence affected, etc. No one is there to support these groups, really. The support offered by the external agencies and government is not really touching the felt need of the community, or they are on passive mode. A leader from within the groups can always bring positive change for society. The self-reliance concept is applicable here for empowering the community. But unfortunately, the affected or leaders don't have the opportunity to address the group because of a lack of knowledge, experience or expertise of doing the same. This makes the real need for social incubation."— Co-founder, Kanthari

"To organize money for social incubation was the main challenge that we have faced in the initial time. Another way to get a good team for training and follow up. It was quite difficult to convince people about our activities. People around the neighbours have a sort of suspicion. The two founders are from other countries, so people thought why these people come to India and start a project here."-- Administration Manager, Kanthari

"Getting the relevant licenses and permits was affected because we don't want to give bribe for any reason. So, some unusual delays occurred for getting the relevant documents. Getting licenses from the Government bodies was a little bit time-consuming. In the first stage, it took eight months to get a building permit. Since the 'social incubation' was non-digestive for many of the officials, the personnel in the external affairs ministry were not ready to accept visa applications

for foreign students. So, in the initial period, there were cases of visa rejection without showing proper reason. They suspected the activities thinking that 'how can people be quite social.' They believed that we are doing something illegal."—Co-founder, Kanthari

"We had challenges in getting the buildings and others since the cost factor is very high"-- Administration Manager, Kanthari.

"Everyone was skeptical about our activities,"—Co-founder, Kanthari.

Attracting and Selecting Clients

It was very difficult for Kanthari to get clients at the initial stages; still, it is very challenging to get real incubatees since it won't take people just for the sake of a course. Kanthari selects only the people who have the passion for starting a social project, from the margin who really overcame some challenges in their life. Formal education is never a concern for Kanthari in the selection of its clients. The selection is based on five concerns: completion of 22 years of age, Basic English knowledge, basic computer skills, overcame from atrocities and strived for social change.

Getting incubatees is a big challenge because even though people match the selection criteria, they are not ready to come forward for social strengthening. They don't think of positive social change and addressing the issues of a large community and all. People don't believe that the affected can bring changes in their communities. Furthermore, in Kerala, most of the parents want their children financially successful, not social change makers.

"The selection of participants is based on five criteria- completion of 22 years of age, basic English knowledge, basic computer skills, overcame from atrocities and the strive for social change in their community."— Co-founder, Kanthari.

"We won't take people just for the sake of a course, the people who have the passion for starting a social project. Only such people we take those people mainly from the margin who are really overcome some challenges in their life. We don't look for a sort of formal education. We have people from the fourth standard drop out, and some have studied Mphil. Only Basic English is necessary so that they can understand English and basic computer skills so that they can note down notes easily and can submit their deliverables easily. It is not necessary that they should have high fi English."-- Administration Manager, Kanthari

"In the initial period getting the participants was a big challenge. Even though many people

matched with the criteria, they were not ready to come for social strengthening. They mostly preferred the way they lived. Again, getting permission from the parents of this affected people for joining the program was also a problem. In Kerala, most of the parents are overprotective of their children. Everyone wants their children to become financially successful. So, they taught them the courses which will take them to success in terms of financial achievements. They want to make their children a doctor or engineer, not a social change maker. So, there is no role for social incubation. 'The affected can make some social well-being' seemed to be strange for them, and they laughed at it."— Co-founder, Kanthari

"Candidates availability from Kerala or India is difficult. In the earlier, it was only 1, 2 and 3; one year, we had 8; last year, it was two, and this year it is 8. We are not finding people who are well educated. We are finding people from the margins of the society who have a sort of leadership quality. Finding such people was the major challenge; still, we are facing that challenge."-- Administration Manager, Kanthari

"Getting real participants was a big challenge for the incubator. No one is really thinking of positive social change and addressing the issues of large groups."— Co-founder, Kanthari.

Building a 'community' of support around (for example mentors and investors)

Since social incubation is not so familiar in Kerala, it was a big challenge to get investors and personnel for incubation. Moreover, people think that social support and services are part of the welfare state and so not ready to spend for that. Lack of real social entrepreneurship experiences in Kerala created difficulty in getting quality personnel from the locality. So, building a support group in the community seemed to be risky and challenging for Kanthari.

"Convincing people about the result of social entrepreneurship and its social impact was a bit tedious for the members. Even the business incubation doesn't have good roots in Kerala; the social incubation was never digested for the companies and government. All the people are in a mind of state that social support and services are part of the welfare state. So, no one was ready to spend for that."-- Co-founder, Kanthari

"In the earlier, we had the problem of getting personnel for training. No real social entrepreneurship experiences in Kerala, so any quality personnel. Now we have local people for training, and we invite them as visiting faculties. The favourable ecosystem is not there in India to start social entrepreneurship. Getting funds, licenses etc. are very difficult".- Administration

Manager, Kanthari

Financial management

Even though lots of schemes are available for starting a business in Kerala from both governments and other philanthropists, initially, no one was there to support the operations. No one could digest the concept of social incubation education. Moreover, social incubation will not create profit for them, and the results are obtaining slowly in social entrepreneurship. Now the institution and the directors have a credible status and good networking. Still, in India getting donations or reach out to the new donors is a difficult task. Now, corporates help them much, so the major share of funds is from CSR.

"A lot of schemes are available for starting a business in Kerala from both governments and other philanthropists, but no one could digest the concept of social incubation education. So initially, no one was there to support the operations. Also, no one was ready to fund the projects since it will not create a profit, or the results are obtaining slowly. But slowly, sponsors started to think positively and understand the objectives, and now we are able to mobilize CSR funds for incubation."-- Co-founder, Kanthari

"We found it very difficult to organize funds. Now the institution and the directors have a credible status and good networking also. Still, in India getting donations or reach out to the new donors is a difficult task. Now the major share of funds is from CSR. Now we have got funds from Infosys, USP Global, and some other corporate and still, some people are really helping us. Still, we are not able to tap a lot, but few of the corporate is helping us."--Administration Manager, Kanthari

Administration

Kanthari's legal identity is as a Public Charitable Trust. The flat hierarchy system in the organizational structure is one of its administrative features. It is a social incubator meant for Asia and Africa. The Kanthari team includes the Founders, Administration Manager, Intake Coordinator, Catalysts, IT Coordinator, Kitchen Staff, Executive Chef, Electrician, Gardeners, Accounts Officer, Liaison Officer, Security Supervisor, House Keeping Attendants, Coordinator Products and Services, Purchase Assistant and Security.

"The institute is meant for Asia & Africa. Since Kerala/India is in middle of Asia and Africa."-- Co-founder, Kanthari

"It is a Public charitable trust. We are following flat hierarchy system. First the directors, then

academic department and then administrative department. The academic people report to directors and the administrative people report to the administrative manager."--Administration Manager, Kanthari

Operations (planning, monitoring and assessment)

Kanthari provides vocational training, leadership for social change course, public speech, mentoring, networking, financial support, training for project preparation, management, and follow up. It targets that the participants should be able to generate funds for their project and also provide startup finance. The trainees do not have to pay the fees for training. Once they selected, they will get accommodation and all the training requirements free since Kanthari organizes them a scholarship. Kanthari follows a particular system of monitoring, assessment and follow-up of incubatees. 'SHU' is a technique used for monitoring. After the training period, the participants will get mentoring support through Skype calls every week with mentors and guidance support. They will be giving weekly reports to Kanthari, which has a full-time coordinator to be in touch with the trainees. The directors will visit incubatees' projects every two years.

"So far, we have trained 141 people from 38 countries in 8 batches. The participants are running 85 projects in their society in areas like HIV/AIDS, Food, violence, women empowerment etc. We provide vocational training, leadership for social change course, public speech, mentoring, networking, financial support, training for project preparation, management, and follow up. After the training period, they will get mentoring support. In that period, they will have a Skype call every week with mentors."-- Co-founder, Kanthari

"Some financial support for finding the sources and starting the project and guidance support is given. As per the guideline, they have to submit 4-5 proposals. They will be giving weekly reports to Kanthari. According to their performance, we provide them with the necessary support. We have a full-time coordinator. He is in touch with the trainees. The directors will visit their project. In every two years they will visit the project"-- Administration Manager, Kanthari

"So far, we have trained 141 trainees. And the last batch, we cannot judge their success since they have just completed their classes. And excluding them, the balance 117 projects we had, 85 of the projects are running successfully. Now they are self-reliant, they are getting funds from their own sources. We don't have to support them."-- Administration Manager, Kanthari

"We target that the participants should be able to generate funds for their community. We also

provide startup for their projects."-- Co-founder, Kanthari

"Actually, in the seven months programme, they have taught to find the donors who will fund their project as well as write good proposals for their project. They come up with their own project idea, and they inform us what they are really going to do, what their dream and we cartelize them to full fill their dream". --Administration Manager, Kanthari.

"The trainees do not have to pay the fees. We organize a scholarship. Once they selected, they will get free accommodation and all the training requirements everything free. Our programme is a 12 months course. Seven months of training, and after seven months they have five months for this period, we give a little bit for finance and guidance. Only after 12 months, we declare that they are a graduate of Kanthari". --Administration Manager, Kanthari

Findings

Getting Social Acceptance

In the beginning, it was very difficult for Kathari to get acceptance from publicity since the idea of business incubation is newer for the majority. Unlike the United States, Britain and Canada, where the history of Social enterprises started in the early 19th century, Kerala doesn't have the history of social enterprises in its current meaning. In Kerala, social incubation is non-digestive hitherto for the companies, people and government. Convincing the people about the result of social entrepreneurship and its social impact was a humongous task for Kanthari in Kerala. The family and community always believe the differently-abled as a burden, so they are not expecting anything from them, and they are not ready to provide rehabilitation for them. They are not ready to value their capacity and courage. Since the founders of Kanthari are foreigners, everyone was skeptical about their activities. The lack of awareness about social incubation further augmented the skeptical attitude of people and authorities.

Building a Community of Support

Teamwork is essential for the functioning of Kanthari. People with a real urge for being social change agents are exceptional as the concept of social incubation education was non-digestive for them. So, developing a quality team for nurturing the social incubation was very much difficult for the management. The fact that differently-abled can make some social well-being is hardly believable for many.

Red-tapism and Corruption

Social incubators need to confront with the unusual delay in legal formalities. For Kanthari, getting visas for foreign participants and relevant licenses and permits for the establishment in Kerala were big challenges. Since the founders of Kanthari were not ready to give bribe for any reason, they confronted red-tapism in getting some relevant documents from the government and officials. The non-digestive idea of social entrepreneurship among bureaucrats delayed every step of the realization of Kanthari in Kerala. This was evident in getting different permits at all government levels.

Mobilization of Financial Resources

A lot of schemes are available for starting a business in Kerala from both governments and other philanthropists, but none was digestive with the concept of social incubation education. All people believe that social support and services are only part of the welfare state, hence not ready to spend for that. People are interested in funding for that project, which will give them immediate deliverables and in the projection of their results and success stories. So initially, no one was there to support the operations since it will not create profit, and the results are obtaining slowly. Social entrepreneurship is a time-consuming exercise, and most of the participants of Kanthari were from outside India. So no one showed interest in funding Kanthari. But slowly, sponsors start to think positively and understand the objectives, and now they are able to mobilize CSR funds.

Lack of Real Incubatees

Receiving real incubatees is another challenge for Kanthari because people who really think of positive social change and wish to address the issues of large groups are only a few. Incubatees have to be highly motivated, driven and creative in order to let their project become a reality. What is important is a sense of ownership, motivation, creativity, talent and passion for making the world a better place and strength to be forces of good rather than victims of circumstances. Getting incubatees from Kerala and India is a bit more difficult since the parents are overprotective to make their children doctors or engineers, not social change agents, seeing only financial value for their education and career.

These findings lead to the conclusion that the social enterprise ecosystem in Kerala is at its infancy, that need to grow and mature to accept social enterprises and social incubators for social change.

Conclusion

Societies across the world are urgently looking for innovative approaches in addressing persistent social problems that afflict their communities but that have not yet been satisfactorily addressed by either governments or the market place. These challenges have been the domain of non-profit organizations, which operate in the fields ranging from education, health services, social services, and environmental conservation to arts and culture. Social entrepreneurship has emerged as a global phenomenon, led by social activists and their networks, proving new market models for solving community problems (Nicholls, 2006). Kerala has talent and resources but lacks good entrepreneurial ventures. The establishment of new enterprises can create welfares for society as a whole by creating service opportunities and generating returns in the hands of the community members. So, it is a perfect complement to community-based development. The formation and development of indigenous enterprises is the necessary ingredient for lasting development. Launching a social enterprise can be challenging. It is easier when there is an ecosystem that includes access to finance and non-financial support - handholding, employees who have technical skills as well as the heart to pitch in, and social networks to find mentors, peers, and experiences to learn from.

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