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SOCIAL ENTREPRENEURSHIP: TOWARDS AN ENTREPRENEURIAL CULTURE FOR SOCIAL AND ECONOMIC DEVELOPMENT

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I. Introduction

We live in an age of entrepreneurship. When Bill Gates, the founder and CEO of Microsoft or Anita Roddick, founder of the Body Shop seem to be better known around the world than most heads of state, one might conclude that the age of the entrepreneur has arrived. He or she exercises influence well beyond economics, helping to shape political, social, environmental and cultural arenas. Entrepreneurs of large multinational corporations have had a distinctly important role in shaping today's process of globalization.[1]

Unfortunately, far too many people have not enjoyed the benefits of economic globalization. The global economy is not generating enough decent work for all who want or need it, nor is anyone predicting a scenario where such growth will occur in the foreseeable future. The International Labor Organization (ILO) estimates that 160 million women and men are officially counted as unemployed and another billion or more people are underemployed or working poor. Moreover, 500 million new entrants to the labor force are expected over the next ten years, mostly women and youth.[2]

The ILO emphasizes the critical role that entrepreneurs play in creating employment. It carries out significant promotional and technical activities to assist governments, employers' and workers' organizations create more and better jobs in countries around the world. Enterprise is at the heart of employment creation. Both public and private sectors create employment. While the majority of people aspire to work in the formal economy, the majority of new work opportunities in the last decade have been generated in the informal economy. Though significant deficits exist in the formal economy, workers in the informal economy are often poorly paid, unprotected, unregulated and unrepresented.[3]

Given the large and growing numbers of people that seek decent work and better lives, the pressure is on our political leaders to respond to people's demands worldwide. Political leaders in every country campaign on promises for job generation and are often voted out of office when the economy is bad.

The United Nations convened the largest gathering of Heads of State in the year 2000 and reached consensus on an ambitious agenda, the Millennium Development goals, (though

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[1] Of course, Chief Executive Officers of multinational corporations have also excised significant influence; they are professional business managers and not usually entrepreneurs.

[2] See www.ilo.org, International Labor Organization, *Reducing the Decent Work Deficit: A Global Challenge*, report by the Director-General, 2001 and *Decent Work*, 1999, for a definition of the concept that integrates all forms of work and employment with rights, social protection and voice or representation.

[3] See www.ilo.org, International Labor Organization, Report to the International Labour Conference June 2002 on Decent Work and the Informal Economy.

not on a funded implementation plan).[4] While they failed to formulate a goal on decent work for all, they did resolve to "develop and implement strategies that give young people everywhere a real chance to find decent and productive work."[5]

With the heads of the World Bank and ILO, the UN Secretary-General subsequently convened a high-level policy network on youth employment and appointed a panel of eminent persons. They appropriately recommended a new approach to view young people as assets, not liabilities, a new political commitment and a new partnership between national governments and global organizations for full employment.[6] One year later, it is difficult to find evidence of increased employment opportunities for youth.[7]

Values permeate these decisions just as they are reflected in markets and today's form of globalization. The dissonance is dramatic. Individually and collectively, values demonstrate judgments on what is important in life and aspirations for the kind of society in which we want to live. Values are reflected in cultures. Based on values, ethical principles provide guidance for human conduct, at the level of individuals, families, social groups, public and private institutions, and nations.

The Summit estimates that there are a billion youth on this planet, 850 million in developing countries. How do we shift the projections and gloomy forecasts for the situation in 2012 so that we revalue the greatest assets that countries have: its people?

The question before us is how to nurture and cultivate an entrepreneurial culture that promotes social and economic development. By this I mean the kind of development that permits people to realize their aspirations for decent work and engenders just and environmentally sustainable communities throughout our common planet.[8]

II. Unveiling Entrepreneurship

Entrepreneurship is not bound by rigid concepts of age nor plagued by homogeneity. Though our focus at this Summit is on youth, it is vital that we not treat all people in a particular age bracket in a homogeneous way either. Entrepreneurs (like youth) are diverse, found in every culture, class, race, ethnicity, gender, sexual orientation, physical ability and age. But what exactly is entrepreneurship and how do we define entrepreneur?

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[4] See www.un.org for a full description of the Millennium Development Conference in 2000 and the agreed goals.

[5] General Assembly resolution 55/2, para.20.

[6] They encouraged national action plans to realize four top priorities—employability, equal opportunities, entrepreneurship and employment creation—and detailed a range of possible steps. United Nations, Follow-up to the outcome of the Millennium Summit, A/56/422, 28 September 2001.

[7] The Secretary General's Youth Employment Network has formed working groups on each of the four themes: employability, equal opportunity, entrepreneurship and employment generation. There may be specific actions taken by some governments to which I am unaware.

[8] See www.ilo.org for a definition of decent work provided in the Director-General's Report to the Conference as well as numerous speeches.

The concept of entrepreneurship has evolved over time and is often used to mean or emphasize different features. Starting a for-profit business is the most common idea associated with the term, though, I will argue this is a very limiting definition and not appropriate for our discussion. If we assume that promoting an entrepreneurial culture is a desirable means of achieving our end (social and economic development), then we must clearly define what elements, behaviors, traits and characteristics we want to encourage and value.

In academic and popular circles, many people now combine notions of innovation, catalyzing change, seizing opportunity and demonstrating resourcefulness into the definition. Often people ascribe a particular 'mind-set' to entrepreneurs that exhibit common traits such as single-mindedness, drive, ambition, creative, problem solving, practical, and goal-oriented.

I think it is essential to understand the history of this concept and its evolution in different cultures before moving on to develop strategies to promote an entrepreneurial culture among youth. Since other papers have dealt extensively with this topic, I will limit my treatment to explaining and defining social entrepreneurship.

Stanford Professor Gregory Dees wrote that "In common parlance, being an entrepreneur is associated with starting a business, but this is a very loose application of a term that has a rich history and a much more significant meaning. The term "entrepreneur" originated in French economics as early as the 17th and 18th centuries."[9] He goes on to explain that in the 19th century, French economist Jean Baptiste Say used the word entrepreneur to describe "the venturesome individuals who stimulated economic progress by finding new and better ways of doing things."[10] Entrepreneurs shifted resources from lower to higher yields. In sum, "Entrepreneurs create value."[11]

Economist Joseph Schumpeter further refined the concept in the 20th century describing entrepreneurs as innovators who drive change in the economy by serving new markets or creating new ways of doing things. In his words, "the function of entrepreneurs is to reform or revolutionize the pattern of production." They can do this in many ways: "by exploiting an invention or, more generally, an untried technological possibility for producing a new commodity or producing an old one in a new way, by opening up a new source of supply of materials or a new outlet for products, by reorganizing an industry and so on." [12]

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9 **J. Gregory Dees,** Miriam and Peter Haas Centennial Professor in Public Service, Graduate School of Business, Stanford University, October 31, 1998; He is now professor of social entrepreneurship at Duke University's Fuqua School of Business.

10 Ibid.

11 Ibid.

12 Ibid.

While both Say and Schumpter emphasize starting new, profit-seeking business ventures, starting a business is not the essence of entrepreneurship. Rather it is the role of entrepreneurs as the catalysts and innovators behind economic progress.[13]

Entrepreneurship is now widely studied and written about in management and business schools. One leading management specialist, Peter Drucker, has extended the notion of entrepreneurship by emphasizing opportunity. He also has greatly influenced Dees and contributed to defining social entrepreneurship. As Dees explained, "Drucker does not require entrepreneurs to cause change, but sees them as exploiting the opportunities that change (in technology, consumer preferences, social norms, etc.) creates."[14] Dees noted, "For Drucker, starting a business is neither necessary nor sufficient for entrepreneurship. He explicitly comments, "Not every new small business is entrepreneurial or represents entrepreneurship."[15] Drucker "cites the example of a "husband and wife who open another delicatessen store or another Mexican restaurant in the American suburb" as a case in point. There is nothing especially innovative or change-oriented in this. The same would be true of new not-for-profit organizations. Not every new organization would be entrepreneurial. Drucker also makes it clear that entrepreneurship does not require a profit motive. Early in his book on Innovation and Entrepreneurship, Drucker asserts, "No better text for a History of Entrepreneurship could be found than the creation of the modern university, and especially the modern American university." He then explains what a major innovation this was at the time. Later in the book, he devotes a chapter to entrepreneurship in public service institutions."[16]

Harvard Business School's Howard Stevenson "added an element of resourcefulness to the opportunity-oriented definition based on research he conducted to determine what distinguishes entrepreneurial management from more common forms of "administrative" management."[17] Dees explained that for Stevenson, the heart of entrepreneurial management is "the pursuit of opportunity without regard to resources currently controlled."[18] Stevenson's research on entrepreneurs "found that entrepreneurs not only see and pursue opportunities that elude administrative managers; entrepreneurs do not allow their own initial resource endowments to limit their options. To borrow a metaphor from Elizabeth Barrett Browning, their reach exceeds their grasp. Entrepreneurs mobilize the resources of others to achieve their entrepreneurial objectives. Administrators allow their existing resources and their job descriptions to constrain their visions and actions. Once again, we have a definition of entrepreneurship that is not limited to business start-ups."[19]

By dissecting the critical elements of entrepreneurship, we are able to highlight the essential ingredients for society to nurture, cultivate and value. It also frees the term for use in non-business, non-profit-seeking ventures. It blurs the boundaries between the

[13] Ibid.
[14] Ibid.
[15] Ibid.
[16] Ibid.
[17] Ibid.
[18] Ibid.
[19] Ibid.

business and social sectors in potentially useful ways as well and foreshadows a cultural shift in what we value.

Author David Bornstein observed, "With the exception of Max Weber's treatment of the "charismatic leader," theories of change concentrate far more on how ideas move people than how people move ideas. The concept of 'social entrepreneurship' stresses the latter."[20]

William Drayton is thought to have coined the term 'social entrepreneur' several decades ago. He is widely credited with creating the world's first organization to promote the profession of social entrepreneurship, Ashoka: Innovators for the Public. He recognized that "social entrepreneurs have the same core temperament as their industry-creating, business entrepreneur peers but instead use their talents to solve social problems on a society-wide scale -- why children are not learning, why technology is not accessed equally, why pollution is increasing, etc. The essence, however, is the same. Both types of entrepreneur recognize when a part of society is stuck and provide new ways to get it unstuck. Each type of entrepreneur envisage a systemic change, identifies the jujitsu points that will allow him or her to tip the whole society onto this new path, and then persists and persists until the job is done."[21]

Dees defines social entrepreneurs as follows:

- Social entrepreneurs play the role of change agents in the social sector, by:
- Adopting a mission to create and sustain social value (not just private value),
- Recognizing and relentlessly pursuing new opportunities to serve that mission,
- Engaging in a process of continuous innovation, adaptation, and learning,
- Acting boldly without being limited by resources currently in hand, and
- Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created.[22]

Over the last two decades, with the rise of the citizen sector, the popularity of the concept has exponentially increased. Multiple definitions have also mushroomed. The term is sometimes used to describe entrepreneurs who start a 'social enterprise,' that is, a business with a social purpose, or a business that generates profit that is donated to a social venture or purpose. While these are all laudable hybrids, for the purposes of this paper I will use Dees' and Drayton's original definition social entrepreneurship.

He elaborates that there are five essential ingredients for a social entrepreneur: a powerful, new, system change idea; creativity; potential for widespread impact; entrepreneurial quality and strong ethical fiber. In his view, "The entrepreneur exists to make his or her vision society's new pattern. (S)he is married to that vision, in sickness

[20] Private correspondence with David Bornstein, author of The *Price of a Dream* and a forthcoming book on social entrepreneurship to be published by Simon and Schuster.
[21] William Drayton, "The Citizen Sector: Becoming as Competitive and Entrepreneurial as Business," in California Management Journal, 2002.
[22] Ibid.

or in health, until it has swept the field."[23] He places significant emphasis on the idea itself and asks: "Is the new idea, once demonstrated in one place, sufficiently new, practical, and attractive for practitioners in the field to want to copy it? And, assuming that it does spread, how big and beneficial will its impact be?"[24]

Drayton also thinks that "entrepreneurs must exhibit two kinds of creativity: goal-setting and problem-solving. If either is missing, significant structural social change is unlikely."[25] He concedes that entrepreneurial quality in a person is difficult to precisely define. In his view, "There are many creative, altruistic, ethically good people with innovative ideas. However, only one in many thousands of such good people also has the entrepreneurial quality necessary to engineer large-scale systemic social change. Entrepreneurial quality also does not mean the ability to lead, to administer, or to get things done; there are millions of people who can do these things. Instead, it refers to someone who has a very special trait -- someone who, in the core of her/his personality, absolutely must change an important pattern across his/her whole society. Exceedingly few people have this driving motivation. Most scholars and artists come to rest when they express an idea; many managers relax when they solve the problem of only their company or institution; and most professionals are happy when they satisfy a client. It is only the entrepreneur who literally cannot stop until he or she has changed the whole society."[26]

Drayton argues. "Once one understands this core, life defining goal, other measures of this quality are easy to spot. Complexity and serial challenges over many years are no deterrent. Those with this temperament are as focused on the practical "how to" engineering questions as on the vision, so much so that they often test as double dominants on right/left brain measures. They are the ultimate realists, and they will drop whatever doesn't work without hesitation."[27]

The final ingredient for social entrepreneurship is ethical fiber. Drayton suggests that this criterion requires special reflection by asking, "Is this a good person you instinctively know you can trust? Would you want to have him/her take care of your money or child?" This test is important for several reasons. First, significant social change usually requires those affected to make several leaps of faith -- which they won't do if they intuitively do not trust the champion of the proposed change. Second, there are already too many untrustworthy public leaders in the world. No one needs more. Finally, it is important for the profession to build a community where its leading practitioners can come together and share openly, which is only possible in an atmosphere of trust."[28]

In sum, social entrepreneurship extends the definition of entrepreneurship by its emphasis on ethical integrity and maximizing social value rather than private value or profit.

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[23] Ibid.
[24] Ibid.
[25] Ibid.
[26] Ibid.
[27] Ibid.
[28] Ibid.

Values reflect what is important in life, what society cherishes, what individuals find meaningful. The implication is that society must nurture and cultivate the values of innovation, catalytic change, opportunity, resourcefulness, creativity, ethics if it wants to produce an 'entrepreneurial culture.'

Bornstein poses the essential questions and articulates his conclusion in his forthcoming book on social entrepreneurship, "How does social change happen? How do we help people see the world differently? How do we shift well-established attitudes and behaviors? How do we actually lead institutions and social structures through necessary changes that are politically difficult, usually threatening and often painful? It doesn't happen by itself. The process begins with an entrepreneurial author: an obsessive individual who sees a problem and envisions a new solution, who takes the initiative to act on that vision, who builds teams to market that vision, who provides the creativity, energy and sustained focus to overcome the resistance, and who – decade after decade – keeps promoting that vision until a once-marginal idea becomes a new pattern."[29]

III. How Can We Foster an Entrepreneurial Culture Globally?

Our overriding challenge is to foster an entrepreneurial culture globally that encourages and supports people, particularly young women and men, in the context of creating decent work for all. While gaining political consensus on this objective may not be easy, the more difficult question is how best to accomplish it. I do not believe there is a simple blueprint or a one -size-fits-all formula. As much as we all might crave panaceas, none exists. However, we have learned significant lessons from the last centuries about what does and does not work. Given these caveats, let me suggest five key steps to foster an entrepreneurial culture. Because other papers treat many of these points, I will subsequently concentrate on the final one: social entrepreneurship.

First, we must shift how we see work and people's relationship to it throughout their life cycle. This new architecture of work also has profound implications for social and economic policy.

The issue today is not simply whether or not we have a job though it remains most people's central, starting point. For the first time job seekers to the persons seeking quick reentry, finding and maintaining a job or being supported to create your own work matters. The rules of the game matter enormously. "Am I engaged in a fair competition? Do I have equal access to opportunities than others have? Am I being discriminated against? Do I have a chance?"

There are millions of people seeking work every day. And while there are many innovations and mechanisms to support these people find work, the sad reality for those

[29] Private correspondence with author David Bornstein, 2002.

people is far short of the ideal. Half the population on the planet struggles to survive on less than $3 day and half of them live under harsh conditions of extreme material deprivation and food insecurity. Even in the United States, fewer than half of workers receive unemployment compensation during the transition from losing one job to finding another.

Globalization seems to have shifted the emphasis of the struggle from simply having a job to having adequate income to live. The sad fact that over half a billion or more, most likely 3 billion people on the planet, work full time and are still poor. These massive numbers of 'working poor' live mostly in developing countries. But there are also growing numbers of people working full-time, in the so-called developed world such as the United States, whose earnings do not push them over the poverty line in that country.

The growing proliferation of working poor, whether in the OECD or in developing countries is a fundamental indictment of the old political consensus that work paid. That work was the best route out of poverty. And, that all benefits for social security, health, unemployment compensation, and retirement would be linked to work status.

Many are now questioning how long this old architecture will remain in tact. There is a growing movement demanding a 'living wage' or a full-time wage that is adequate to cover the basic costs of living in that community. Making work pay will be one of the most important challenges societies grapple with over the coming years.

People are also seeking better ways to increase their security. As the erosion on job quality and social protection systems abounds, there are some who think and a new consensus may shift from wage rates to livable incomes. Some advocate detaching livable incomes from work or employment status and anchoring it in one's citizenship or service or birthright.[30] The Earned Income Tax Credit is one instrument used in the United States to redress wage inequality for the working poor, though it does not cover unpaid care work for children, sick or elderly people. South African and Brazil are experimenting with other approaches to provide a basic minimum income to ensure that children can be in school and parents can find productive work.[31]

Work is not only a means of survival and meeting basic livelihood requirements. It is also a means of self-expression, self-actualization and a vehicle for meaningful engagement in one's community.

Many kinds of work are performed; not all are currently counted or consistently valued by the market. Women's social and reproductive roles are the most glaring examples. Reproductive, childcare and other care work is rarely counted or appropriately valued in national accounts and policies. Moreover, many societies still continue to turn a blind eye to some 246 million, or one out of six children, aged 5 to 17 years old, who engage in

[30] See Guy Standing, *Global Labour Flexibility: Seeking Distributive Justice*, MacMillian Press Ltd., ILO 1999 and the Basic Income Europe Network (BIEN).

[31] See Standing and ILO's Infocus Program on Socioeconomic Security.

harmful, exploitative labor while simultaneously permitting double-digit unemployment rates by young men and women.[32]

Societal and generational attitudes towards work have evolved over time. Often they are affected by crises – war, natural disasters, economic stress. Women in every region of the world have entered the paid labor force in greater numbers over the last few decades, dramatically altering the architecture of work. Some think that the ILO, and other global institutions, under-estimate the size of the labor force because of outdated definitions based on sexist and ageist concepts of the labor force. Traditional labor statistics were based on a male breadwinner model with unpaid work performed by women in the homes. Occupational segregation by sex is persistent and widespread wage inequalities remain significant. "Retirement" at age 65 or younger was widely marketed as a desirable goal, often pitting younger people against older people to compete for scarce jobs.

More and more young people from various socio-economic groups around the world are challenging and rejecting old notions of jobs and searching for more meaningful ways to earn a living.[33] This trend is critical to understanding the new architecture of work and the policy designs that will be appropriate in the future.

ILO economist Guy Standing offers an important review of the sweeping historical shift from labor, jobs and employment to work.[34] He analyzes the impact of globalization on the labor force and proposes a bold redistributive agenda.

Interestingly, demographic statistics reveal a much larger population than is currently used in labor force statistics. This in part, reflects our values, assumptions and biases about who should be counted and paid to work. Guy Standing suggests using an expanded version of the labor force that includes unpaid work, care work and other activity currently not counted. Such an approach, while statistically challenging, could more accurately capture the full picture of who is on the planet and what are they doing.[35]

One citizen venture, Get America Working! started by Ashoka's Bill Drayton in the United States, has undertaken such an exercise for the US and it revealed a huge number of people—some 70 to 80 million adults—who may be actively contributing value to society but who are not engaged in paid employment and so not counted as part of the labor force or reported in unemployment statistics.[36]

Understanding the new architecture of work is an essential, empirical first step to shifting the framework for these kind of global discussions.

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[32] See www.ilo.org for its most recent global report on child labor, *Every Child Counts*, 2002.

[33] See for example Ashoka Fellow Raul Abasolo, founder of Tour Marginal in Chile for a description his movement among marginalized youth that integrates culture, environment and community into a new conception of work and its linkages to Brazil and other countries.

[34] Guy Standing, *Global Labour Flexibility: Seeking Distributive Justice*, MacMillian Press Ltd., ILO 1999.

[35] Ibid, page 33.

[36] See www.getamericaworking.org

Second, we must shift the focus of today's dominant neo-liberal macroeconomic policies from primarily fighting inflation and protecting investors to promoting decent work and employment-intensive, environmentally sustainable growth.

Youth unemployment, as with unemployment for other population groups, primarily is a result of low aggregate demand. Unfortunately, most policy prescriptions focus only on the supply side, i.e. making youth more employable through education and skill training.

If policy-makers can alter incentives so as to increase the demand for people (labor), rather than for using more capital or natural resources, then entrepreneurs and enterprises in the economy will respond over the course of a business cycle.[37] Business entrepreneur Paul Hawken and scientists Amory and Hunter Lovins argue forcefully the feasibility of growth policies that foster much greater employment and radical resource productivity in their compelling vision entitled *Natural Capitalism*.[38] Ernest von Wiezsacker, now a member of the German Parliament, pioneered the 'factor four' concept that demonstrates the tremendous gains to be captured from more intensive use of natural resources.[39]

There is a growing movement of advocates for shifting taxes from employment to pollution, waste and over-consumption of natural resources. While some OCED countries have accepted this compelling logic and started to introduce this shift thanks to critical consensus by business, unions and government, its impact has been minor due to the modest, slow-paced changes. The US has yet to fully embrace this logic in spite of years of activism and advocacy by Friends of the Earth, Environmental Defense, Get America Working!, The Center for a Sustainable Economy and Redefining Progress among others, and the leadership from European countries.

Many governments in the developing world have expressed great interest in finding 'leap frog' strategies that will enable their countries to bypass the environmental and social problems experienced in industrialized nations. Throughout the developing world, there are thousands of innovators who are demonstrating alternative models of growth and development based on this new paradigm. Unfortunately, very few initiatives have reached scale or made a significant impact. Because of globalization and the dominant patterns of economic policy-making and regulation, many of the systemic solutions must also be tackled at the global level. Hence, there is growing interest in global governance and citizen movements demanding to participate in the design of new institutions and rule making that will promote a fair, just and sustainable calculus.[40]

In fact, young men and women are disproportionately affected by adverse economic conditions. Niall O'Higgins explains that "there are number of reasons why youth unemployment levels are higher and more variable than adult employment levels. When

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[37] See William Drayton, Get America Working! And the views of other economists on the merits of tax shifting at the www.getamericaworking.org web site.

[38] Paul Hawken, Amory and Hunter Lovins, Natural Capitalism, 2000.

[39] Ernest von Wiezsacker is Director of the Wuppertal Climate, Environment and Energy Institute and author of *Factor Four*. He is also a member of the World Commission on the Social Dimension of Globalization. See www.ilo.org for background.

[40] See for example the New Rules Coalition at www.new-rules.org or www.ifg.org for citizen proposals.

firms face recessions, young workers are often the first to be dismissed, because they are the least costly for an enterprise to make redundant. Also, young people comprise a disproportionate share of new jobseekers. Very often the first reaction of firms to a recession is to halt, or reduce, recruitment. Young people are, therefore, more seriously affected by reductions in hiring than older workers."[41]

O'Higgins recommends that youth employment strategies focus on both the demand and supply side. He notes that "Training and skills development are essential but not sufficient conditions for employment-intensive growth; better results are usually achieved in an overall growth-promoting environment. A combination of complementary macroeconomic, income and labor market policies are needed to move towards better quality jobs and higher employment levels for young people."[42]

Unfortunately, the best designed youth employment strategies will flounder if the underlying systemic issues facing the global economy are not urgently addressed.

Third, we should remove all barriers, particularly those created by government or within its power to change, that block or discourage people's entrepreneurship.

One-size-fits-all prescriptions are simply unrealistic and not viable. However, based on best practices, the role of government is key in determining the operating environment. Sadly, many governments promote entrepreneurship while failing to offer an enabling environment to entrepreneurs.

Most governments still need to reduce the barriers to starting and staying in business or creating and sustaining a non-profit venture. Far too many governments still over-regulate the business and social sectors. As economist Hernando de Soto argues, countries must promote a culture of property rights and ease the cost and burden on the entrepreneur, particularly in the informal economy.[43]

Fostering an appropriate valuation of entrepreneurship, particularly when used to solve social problems, requires new thinking and approaches by governments and the private sector (including both business and social organizations). The range of ideas is extremely broad yet only in its infancy stage. We know that more strategic and creative approaches to promotion must be developed.

While many governments have been tempted to perhaps over-regulate the social sector, laissez-faire policies are also limited. Though using market-based approaches have led to some important breakthroughs in various spheres, such as environmental protection and conservation, the market is not a panacea for social development. Governments still have an extremely important role to play in creating and ensuring fair rules of the game. Blanket privatization is not the answer.

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[41] Niall O'Higgins, *Youth Unemployment and Employment Policy: A Global Perspective*, International Labour Organization, Geneva, 2001, pg.162.

[42] Ibid.

[43] Hernando de Soto, *Magic of Capitalism*, 2001.

Dees noted, "Markets do not work as well for social entrepreneurs. In particular, markets do not do a good job of valuing social improvements, public goods and harms, and benefits for people who cannot afford to pay. These elements are often essential to social entrepreneurship. That is what makes it social entrepreneurship. As a result, it is much harder to determine whether a social entrepreneur is creating sufficient social value to justify the resources used in creating that value. The survival or growth of a social enterprise is not proof of its efficiency or effectiveness in improving social conditions. It is only a weak indicator, at best."[44]

Governments at various levels also exercise significant influence over education and training. Developing human potential is a very large topic and one with a range of opinions on the best means to accomplish this goal. The role of education and training is hotly debated but extremely important. Other papers are addressing this subject. However, I will return to it later when discussing the particular innovations from social entrepreneurs.

Fourth, ensuring access to credit without collateral for the poorest, and other productive resources, are essential ingredients to embed entrepreneurship and self-employment throughout every strata of society, including women and men of all ages; new financial services are also needed for the growth of the citizen sector.

There is a movement of microcredit practitioners engaged in reaching 100 million of the poorest families by 2005. As of last year, 30 million people were reached of which 19.5 million were considered poorest.[45]

Grameen Bank of Bangladesh and the Self Employed Women's Association (SEWA) of India are pioneering banking institutions, owned and governed by the poor themselves.[46] Their great innovation is figuring out a viable way to substitute traditional collateral requirements for other forms of 'social collateral.' While they organize people in groups, their loans and other financial products and services are to individuals.

Access to capital is the single most important barrier to self-employment. As oil is to an engine, capital is the lubricant for a market economy. To be denied access to capital because of material poverty in the world today is tantamount to being denied access to the means of living. That is why increasing numbers of people have argued that credit for self-employment is a basic human right. In a market economy, it is the means by which other socio-economic rights are realized.

The vast majority of Grameen's owner/members are women and SEWA is 100% run by women. They do not keep membership statistics by age but large numbers of both organizations' borrowers and savers are youth. While many people talk of microcredit today, very few have actually replicated the essential ingredients of these innovative

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[44] Dees, ibid.

[45] See www.microcreditsummit.org for report details.

[46] See www.grameen.com and www.sewa..com

institutions in terms of ownership, governance or development perspective. It is not a coincidence that both of these new types of micro-banks for the poorest were founded and run by leading social entrepreneurs: Dr. Muhammad Yunus, Grameen Bank and Ela Bhatt, SEWA.[47]

The Microcredit Summit lists over 1,000 practitioner organizations that have developed actions plans to expand their programs and reach larger numbers of people with microcredit and other services. Aggregate information is not available for the ages of their target groups so it is difficult to say how important these institutions are for youth self-employment. However, there is no reason to assume that the programs discriminate against youth. Unfortunately, these plans remain undercapitalized in spite of the large numbers of development aid institutions that support this strategy. Something seems stuck.

The financial services industry is still grossly underdeveloped in its ability to cater to the socio -economic needs of people and communities around the world. While there have been enormous innovations in the for-profit financial services industry, there have been few breakthroughs in the ways social sector activities and citizen sector initiatives are funded. Most non-profit and socially driven CEOs still spend far too much of their time and energy trying to raise capital for their social ventures. Many still rely on government and foundation funding which often take a 'stovepipe' or sector-specific approach to supporting project in unsustainable ways.

As a result, social entrepreneurs are attempting to create alternative financial services and models of funding social ventures. Dr. Yunus of Grameen Bank has given birth to over two dozen new enterprises, some for-profit and others non-profit, using what he calls 'social venture capital.' Klaus Schwab, founder and CEO of the World Economic Forum (popularly known as "Davos" because its annual conference was traditionally held in Davos, Switzerland), recently established the Schwab Foundation for Social Entrepreneurship. With the urging of Dr. Yunus and other dynamic board members, the Schwab Foundation launched a new initiative to explore a better way of financing social ventures. While critical of the first design called GEXSI, Dr. Yunus acknowledges that this venture is still in the prototype and predicts that we will eventually create a 'stock exchange for social ventures' that makes it much easier for the 'investors' to find high-impact, social ventures.

Grantmakers Without Borders is a collaborative project of the National Network of Grantmakers in the US that aims to expand progressive international philanthropy. This group acknowledges that "there is a tremendous transfer of wealth from the global south to the countries, corporations and individual wealth-holders of the north…. while less than 2% of US giving goes to international programs."[48] They created an online meeting place for NGOs and donors where each can post short messages.

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[47] See among others, *Banker for the Poor*, autobiography of Muhammad Yunus and Kalima Rose's book on Ela Bhatt and SEWA in addition to numerous publications by Grameen and SEWA.

[48] See the website of the Grantmakers Without Borders, www.internationaldonors.org.

Venture philanthropy is a growing movement, most popular among people with wealth who are entrepreneurs, that attempts to apply the insights from venture capitalists to support social change.

Importantly, many of the investors in microcredit and other kinds of social ventures come from the private sector. They are part of the leadership in the movements for corporate social responsibility and ethical investing. One out of ten dollars invested in the US and UK are in socially responsible funds. For example, these innovators have created Social Venture Network, Business for Social Responsibility and the Social Investors Forum. One of the leading social investment funds, Calvert has also developed pioneering financial investment instruments for community development including Grameen's ventures. ShoreBank Corporation, led by social entrepreneurs Ron Grzywinski and Mary Houghton, has pioneered strategies to revitalize and develop communities using its integrated bank holding company model that creates a family of for-profit and non-profit organizations to serve the multi-faceted needs of a community including youth.[49]

Young people are also creating new forms of philanthropy and challenging each other to use their financial and other resources in more responsible and positive ways in support of social change. For example, in 1995 a group of progressive young men and women with inherited wealth started Resource Generation to expand the number of young people under 30 who "use their money in alignment with their values as strategic givers, informed and socially active investors, and thoughtful consumers."[50]

Fifth, we must promote, cultivate, and value social entrepreneurship as a profession.

As the above examples on microcredit and social finance clearly demonstrate, central to cultivating an entrepreneurial sensibility in society is broadening our understanding of entrepreneurship to include social entrepreneurship. If the preceding points all represent barriers to conventional entrepreneurship, social entrepreneurship is doubly constrained by a lack of concept as well as structural supports.

Bill Drayton, the founder of the world's first organization dedicated to promoting the profession of social entrepreneurship, Ashoka: Innovators for the Public, describes social entrepreneurs as "practical visionaries who possess qualities traditionally associated with

[49] See the website of the ShoreBank Corporation, Chicago, IL, www.shorebankcorp.com and the Ford Foundation for research on ShoreBank. In addition, ShoreBank Neighborhood Institute, the non-profit human capital and enterprise development arm of ShoreBank has, among things, run Studio Air since 1996. It is a program to help at-risk youths from 13 to 18 years old learn to combine their visual arts talents with entrepreneurship e.g. to start computer graphic designer ventures.

[50] Resource Generation, P.O. Box 400336, North Cambridge, MA 02140, USA. For more information, see their website: www.resourcegeneration.org.

leading business entrepreneurs - vision, innovation, determination and long-term commitment - but are committed to systemic social change in their field."[51]

To return to Professor Dees, he admits that his definition is an "idealized" one. "Social sector leaders will exemplify these characteristics in different ways and to different degrees. The closer a person gets to satisfying all these conditions, the more that person fits the model of a social entrepreneur. Those who are more innovative in their work and who create more significant social improvements will naturally be seen as more entrepreneurial. The truly Schumpeterian social entrepreneurs will significantly reform or revolutionize their industries."[52]

Drayton says that "The job of the pattern-change social entrepreneur is to recognize whenever a part of society is stuck in an inefficient or harmful pattern, to conceive a better and safe alternative, to make that vision realistic and then a refined reality, and then to persuade his or her entire society to make the leap to this new way." [53]

When he founded Ashoka some 22 years ago beginning in India, Drayton was convinced that he was looking for a certain type of person. He fashioned criteria to hunt for these types of people who were obsessed with realizing their vision. "This need makes the entrepreneur persist for years and decades thorough all these steps and despite the resistance of myriad inertial forces that would frustrate others. They instinctively reject solutions that depend on local circumstances that would not work universally. Every day they are listening carefully and realistically for problems and openings. If something doesn't work, it is gone. The idea is constantly evolving and strengthening."[54]

Ashoka's central hypothesis is that "the most powerful force in the world is a pattern-changing big idea - if it is in the hands of an entrepreneur of equivalent ambition." Drayton goes on to argue, "Each such major pattern shift triggers cascades of follow-on innovations, adaptations, and local applications. The railroad and today's digital revolutions are prime business examples. This is just as true in the social arena. Florence Nightingale redefined her field every bit as much as Andrew Carnegie did his."[55]

"Whether or not society generates a vigorous flow of these critical major innovations depends on its ability to foster and support the entrepreneurs. The economic success that has transformed the world over the last several centuries has ultimately been rooted in society's learning, first, how to tolerate business entrepreneurs and, then, how to support and reward them generously and at every step." [56]

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[51] William Drayton, founder and CEO of Ashoka: Innovators for the Public, see www .ashoka.org for a copy of this article and other details about Ashoka and its fellows. See also Drayton's article published in the California Management journal.
[52] J. Gregory Dees, ibid.
[53] Drayton, 2002.
[54] Ibid.
[55] Ibid
[56] Ibid.

"Social entrepreneurs have not been so fortunate. Probably because they made governments nervous, they long experienced more persecution than assistance. Florence Nightingale was an exception." [57] Bornstein adds, "because historically the delivery of social goods was seen as the purview of wealthy benefactors, religion, or the state. Only recently has the operational advantage of social entrepreneurs become readily apparent."[58]

"The direct result has been the notorious squalor of the social sector. Inadequate innovation - especially when compared to the steadily compounding productivity gains achieved by an entrepreneurial and competitive business world - has left social organizations sclerotic, service quality poor, costs high, salaries low, and repute lower still." [59]

"The last two decades have seen an extraordinary historical turning point, the breakout of the social sector from this squalor. Across most of the world, the logjam suddenly broke. Social entrepreneurship has multiplied, competition has arrived, and the sector is racing to catch up. Building the new institutions needed to support these historical forces is, of course, Ashoka's purpose." [60]

As the numbers of organizations rise exponentially, civil society has become an important source of new job creation and alternative source of employment for people traditionally destined for public or private sector careers.[61] In transition countries, this growth has been fueled by pent-up demand and the emergence of democracy. External funders, such as George Soros and the Ford Foundation, have provided essential capital to stimulate more open societies. "According to the conservative estimate of the Yearbook of International Organizations, the number of international citizen sector organizations (defined as groups with operations in more than one country) has reached more than 26,000 today, up from 6,000 in 1990. The magazine World Watch provides corollary data on the number of citizen sector groups operating at a national or local level. Approximately 1 million such organizations work in India. Of the approximately 2 million citizen sector organizations working in the United States, 70 percent of them were established in the last 30 years. Eastern Europe has seen well over 100,000 organizations established in the seven years following the fall of the Berlin Wall.[2]"[62]

These organizations work in a range of fields –environment, education, economic development, human rights and other types of social development. Ashoka does not make a distinction between social and environmental entrepreneurs. Indeed, roughly 25% of its global fellows' network from 42 countries work solutions to environmental

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[57] Ibid.
[58] Private correspondence with author David Bornstein, 2002.
[59] Drayton, 2002.
[60] Ibid
[61] According to the overall economy of the countries studied by the Johns Hopkins Comparative Nonprofit Sector Project, "the nonprofit sector outpaced the overall growth of employment… by nearly 2.5 to 1."[1]
[62] Ibid

problems. Ashoka has also launched an initiative to promote greater learning and faster spreading of the key principles and insights from their work.[63]

Drayton has promoted these thematic 'mosaics' since the early days of Ashoka and maintains that "With learning and maturity, the average size, skill level, and competitive sharpness of these organizations has also increased. They are, moreover, becoming far more than the sum of their parts: We are seeing the emergence of the same sort of open, competitive -yet-collaborative relationships that marked the birth of the modern competitive business sector three centuries ago."[64] These relationships also play a major role in scientific innovation, critical for growth and vibrant development.

For example, its Environmental Innovations Principles demonstrate the patterns behind successful strategies and indicate how they can be replicated in very diverse contexts. Based on the review and analysis of some 300 Ashoka Fellows--who might be called eco-entrepreneurs by some--the following four principles seem to be driving most of the environmental innovations:

- Getting the Negotiating Framework Right
- Changing Economic Incentives
- Empowering People with Information
- Engaging People's Values and Culture.[65]

"This revolution in the organization of human society has gone little noticed. Even though extraordinarily rapid in historical terms, its pace does not fit the shutter speed of either the press or political cycle."[66]

Drayton emphasizes that "Each such entrepreneur and idea that succeeds, moreover, encourages many others to care for society's well-being and to champion changes they feel are needed. The multiplication of such decentralized concern and effective action is, of course, the essence of the democratic revolution."[67]

This point is also applicable for business entrepreneurs. Success breeds success. Role models are important. Learning from other's mistakes is helpful. Knowledge networks are catalytic. Angel investor networks are critical. That is why you often see clusters of entrepreneurship and innovation springing up around universities or large corporations that invest in research and development. Whether California's Silicon Valley, New York's Wall Street or Italy's Emilio Romano region, communities can and have created and fostered entrepreneurial cultures that help to produce greater numbers of business

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[63] See www.ashoka.org for more information on the Environmental Initiative and for Fellows who work on environmental problems as well as "The Turning Tide: The People, Principles and Strategies Creating Ecological Balance," The Environmental Innovations Workshop and Conference, October 13-18, 2000, London.

[64] Ibid

[65] "The Turning Tide: The People, Principles and Strategies Creating Ecological Balance," The Environmental Innovations Workshop and Conference, October 13-18, 2000, London.

[66] Ibid

[67] Ibid

entrepreneurs. The same seems to be true for social entrepreneurs. And when bridges are built between business and social sectors, innovation increases, productivity is enhanced and new hybrids result. The presence of 50 leading social entrepreneurs at the World Economic Forum in January 2002 will undoubtedly lead to new iterations. Perhaps equally important, there were dozens of leading social entrepreneurs at the World Social Forum in Porto Alegre, Brazil at the same time. In turn, this creates greater value for communities. But is there a way to accelerate these patterns and foster an entrepreneurial culture specifically among young people?

III. Nurturing an entrepreneurial culture among youth

The key challenge in cultivating an entrepreneurial culture globally is figuring out the best ways to unleash the potential of all people to innovate, create, catalyze, be resourceful, solve problems and take advantage of opportunities while being ethical.

Taking initiative, creating a project, conceptualizing and launching one's own venture are exception's, not the rule in most young people's experience.

Since work experience is often required to get a job, young people are in a catch 22. As a result, lying or "connections" or family friends is often the way many of us get our first job. This is often the case even for internships and temporary positions. All too often, young people work for free or at reduced wages, sometimes below the minimum wage in that country. Research shows that lowering the wages of youth is not an effective strategy to reduce unemployment among young people.[68]

Education and employment policies should be developed in an integrated manner as they have direct implications and impact each other. Youth employment and entrepreneurship policies are likely to be more effective if they are closely linked and integrated with educational policies including the structure and content of school curricula, extra-curricula activities and after-school programs. Vocational needs of young people should be central. One approach is to craft an overall youth policy.[69] Of course, one pervasive problem with these efforts is the failure to challenge gender stereotypes thus perpetuating occupational segregation by sex.[70]

Every child is good at something. Encouraging and giving that child the opportunity to succeed is extremely important is shaping their personality and tolerance for risk. The founder of Ashoka, Bill Drayton, was a poor student in math and science, was a very slightly built skinny kid who did not play sports. Fortunately teachers and parents permitted him to spend time developing a school newspaper. He thrived. He created an inter-high school paper and found enormous fulfillment and expression. It was this

[68] O'Higgins, ILO, 2001, pg. 162. He goes on to add the caveat 'unless lowering the remuneration of young people is for the specific purpose of encouraging firms to provide training by sharing the costs between enterprises, the State and individuals. This is one area where the involvement of the social partners is vital.'

[69] Ibid, pg. 166. He cites examples from the UK in the 1980s and Germany.

[70] See for example, Richard Anker, ILO.

personal insight from his own early experience at entrepreneurship along with insights gained through the experience of Ashoka that gave birth to his ideas for Youth Venture, another organization launched to spur a movement of, by and for young boys and girls.[71]

Several years ago, Drayton and his team noticed that some 170 Ashoka Fellows had come up with major successful innovations in the area of children and youth. Interestingly, at least two thirds rely on young people to provide the human resources for their new approaches to helping young people grow and learn effectively. [72] Sushmita Ghosh, who became President of Ashoka in 2001, created, the first journal for social entrepreneurs, *Changemakers* in 1993. *Changemakers* has evolved into an information hub and online resource for social entrepreneurs and people interested in good ideas.[73]

Changemakers has featured the work of some Ashoka Fellows who are changing the way young people are growing up and the ways we learn. For example, Fatou Bin Jobe is reshaping remedial education in the Gambia, Maria Marta Camacho is eliminating 'math phobia' in Costa Rica, Jonny Gevisser is transforming schools into 'hubs for learning' in South Africa, Ibrahim Sobhan is making in-school learning work in Bangladesh, and Jacek Strzemieczny is engaging students in changing learning in Poland. All six have much to learn from each other about how to best to transform schools and curriculum. Others, such as Alicja Derkowska in Poland who is teaching democracy, Cynthia Mpati who is decreasing the teacher shortage in South Africa or Eliana Sousa Silva who is improving access to higher education in Brazil, focus on transforming teacher training.

Many Ashoka Fellows recognize that learning for the very young must be enhanced. For example, Silvia Carvalho from Brazil is transforming early childhood care and Bernadett Takas in Hungary is showing the way in early childhood education. There are also Fellows working to improve the lives of marginalized youth whether living on the streets, in the slums or exploited as child laborers. Didid Adidananto in Indonesia and Yusuf Kulca in Turkey both improve the lives of street children. Damu Acharya is empowering child laborers in India. Helen Samuels is empowering gang members in Mexico and Glen Steyn offers young people an alternative to joining a gang in South Africa.

Fellows around the world keep discovering new ways to empower youth and engage young people in their communities. Ricardo Bertolino creates ecoclubs or environmental youth groups in Argentina, Jose Luis "Coco" Nunez develops youth leaders in Bolivia, Luciana Martinelli promotes youth social entrepreneurs in Brazil while Camilo Soares develops youth resource centers in Paraguay.

Other Fellows bridge community divides of class, race, ability, gender and sexual orientation. Sister Cyril Mooney brings together children from different worlds in Calcutta and ensures each receives an empowering education that emphasizes social responsibility and practical skills. After a diving accident at age 16 confined Piotr

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[71] See www.youthventure.org

[72] Ibid and see www.ashoka.org

[73] See www.changemakers.net and their excellent database on children and youth organizations under their library.

Pawlowski to a wheelchair, he learned that separate does not mean equal. He is now pioneering Poland's first serious disability mainstreaming and public education effort. William Solomon prepares rural students for the workplace and civic leadership in South Africa, Peter Lazar educates Roma children and communities in Hungary, Piotr Janaszek employs rural youth with disabilities in Poland and Carolyn Laub combats homophobia in schools through Gay-Straight Alliances in the United States. Mina Das, who joined her mother's village charity club at age 13, now empowers girls through a holistic leadership program for young boys and girls to break the dominant/subordinate gender roles in India. Claudia Colimoro, a former prostitute at age 17, now rescues young women trapped in child prostitution and helps them build a new life in Mexico.

In case after case, Ashoka has found that "young people, often the only substantial resource available in many parts of the world, mature rapidly through their practical, competence-building involvement in these projects." [74]

Many of the earliest Ashoka Fellows recognized that the dominant method of teaching—feeding facts to children—needed to be replaced by a better method that would engage children in the learning process and develop their minds by encouraging problem solving, decision making and creativity. These social entrepreneurs realized that learning does not begin and end at the classroom door, and so, must be appropriately integrated into the lives of children, taking into account their actual home and community situation. Often this involved confronting extreme poverty and deprivation. These innovators also quickly discovered that school and all forms of learning needs to be a relevant, interesting experience for children as their attention is easily diverted.[75]

After analyzing the experiences and strategies of more than 300 Ashoka Fellows, its Innovative Learning Initiative staff led by Michelle Jolin distilled several common principles, which when taken together, have the potential they believe to redirect the lives and learning of children around the world. Three of these principles include:

- Put Children in Charge
- Democratize Teaching
- Create a Dynamic Point of Contact[76]

Inspired by Ashoka and 15 other partners to create a platform to identify and support young social entrepreneurs in 1998, the Common Futures Forum was "the first global initiative initiative to embrace the energy offered by young social entrepreneurs by creating an active network and fostering new partnerships across generations, social barriers and sectors."[77] Using the global network of the partners of the Global Meeting of Generations, organized by the (now defunct) International Development Conference in the US, the Forum generated more than 300 nominations from 70 different countries and selected 60 young women and men from 42 countries as members in a community of

[74] Ibid.
[75] *Leading Social Entrepreneurs: Values, Vision and Impact*, Ashoka, 2001, page 149.
[76] Ibid.
[77] Common Futures Forum web site http://cff.ynternet.org/

social entrepreneurs.[78] CFF then connected the "knowledge, resources, and innovations of these individual young agents of social change into a synergy that catalyzes their activities for new levels of impact."[79]

The sixty Common Futures Forum young social entrepreneurs are a diverse group. They are professionals, thinkers, and community and grassroots leaders, and founders of new organizations or projects. Typically these young people work in ways that inspire and motivate their peers as well as build bridges to other generations among various sectors and cultures.[80]

For example, Mostafa Shiblee uses the power of debate clubs for teens to reduce student violence and drug addiction in Bangladesh. With income from his flourishing marriage matchmaking business and election to Ashoka which provided a stipend, he started Working for Better Life in 1995 after he finally finishing his university degree which took eight rather than four years because of the widespread political violence on campus. The Common Futures Forum selected Shiblee who participated in its first meeting in January 1999 in Washington, DC. In 2000, he launched a new project to encourage young social entrepreneurs in Bangladesh to promote human rights.[81]

Alex Counts founded the Grameen Foundation USA in 1996 after spending six years living in Bangladesh working with the Grameen Bank. Common Futures Forum also selected Alex as one of their 60 social entrepreneurs. Alex observed, "being a "social entrepreneur" is still viewed by many in society as being a drop out from entering a "real" profession, a signal of lack of ambition, a "phase," etc. Non-profits are widely seen primarily as bastions of inefficiency and second-rate work/people by those in the private/for-profit sector, and (to a lesser degree) by those in the public sector. This obviously does not encourage the best and the brightest to go become social entrepreneurs; most often, they say they will take it on as a second career after having proved themselves in something "real." In reality, few ever do, as they become addicted to levels of consumption and social recognition that come from operating in the commercial sphere. There are exceptions, but the exceptions may prove the rule."[82]

With these lessons about youth ability and power to change the world, Youth Venture was created to "empower young people to create and launch their own enterprises, and through these enterprises, to take greater responsibility for their lives and communities."[83]

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[78] Ibid.
[79] Ibid.
[80] Ibid.
[81] See a story about Shiblee's work in Changemakers and view www.workingforbetterlife.org.

[82] Private correspondence. I serve as the Chair of the board of Grameen Foundation USA. See www.grameenfoundationusa.org for more information on Alex Counts and the Foundation's work and its support of replications of the Grameen Bank approach to microfinance and technology to end poverty.
[83] www.youthventure.org

Many organizations, NGOs, government programs aim to create youth employment and a significant number experiment with encouraging young people to play a leading role. Youth Venture is significantly different, not yet in the scale of its accomplishments, but in its unique philosophy and perspective. In their words, they say "We are leading a growing global liberation movement of young people who are committed to making a positive difference and playing an instrumental role in the welfare of their communities. They are initiating a change in the role of youth in society, and are challenging traditional perceptions of young people as they take the initiative to improve their own lives and those of their communities by launching ventures of their own design. The ventures are as diverse as the needs - ranging from tutoring services to virtual radio stations, from bike stores to dance academies, from video festivals to youth diabetes support groups. What turns these diverse activities into Youth Ventures is that the young people themselves come up with the ideas and control the projects. What makes Youth Venture unique is that ***it is the young people themselves who are in charge***. They fashion their dreams into realistic goals, build the organizations and lead the projects through to completion. Youth Venture facilitates, but youth leads."[84]

Youth Venture believes that young people, from age 12 to 20, have the creativity and the energy to create and launch new organizations, or ventures that can change their schools or communities. "We believe it because we see it happening across the country and around the world. But we also recognize that today successful ventures are the exception, not the rule. Why? Because in too many places, young people are not given the support they need to get their good ideas off the ground. The whole purpose of Youth Venture is to change this situation." [85]

Youth Venture recognizes that many young people have already created such organizations. They argue, "Many more can and would, if they could overcome attitudinal barriers and resource constraints." [86] They have defined their niche as "working with Partners (community leaders, school principals, heads of youth groups) to change rules and provide seed money to start ventures and supporting Allies (non-controlling Adult mentors) who encourage and support the young people's efforts. By developing relationships with Partners, Allies and Venturers across the United States, Youth Venture has created a center for best practices for young social entrepreneurs and organizations working with them. The fellowship that is created among the interaction of the Venturers challenges and inspires them to achieve more. Collectively, these young leaders are transforming the way society looks at childhood from a period of cannot do incompetence to can do positive social innovation."[87] Let me cite three examples:

At age 15 Dan Freilich started a television series produced for and by teenagers called *Teenline* TV in 1998. Before launching this venture Dan had been a member of Children's Express, a journalism organization. His idea was to give teens a voice on the

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[84] Ibid.
[85] Ibid.
[86] Ibid.
[87] Private correspondence with Scott Beale of Youth Venture, 2002. For short profiles and specific examples of the kinds of youth ventures, see: http://www.youthventure.org/venturers.asp

local cable access channel. He recruited teen reporters to cover a variety of issues that affect young people. Within two years, *TeenLine* TV had 50 youth producers, 8 million potential viewers in the US and Canada and won a national award for youth TV. In 2002, it was transformed into *Unspoken*, a youth documentary series produced for public broadcast stations that have a potential outreach to 100 million people.[88]

At age seventeen, Sonia started Ayudemonos, which means "Let's Help Each Other" to save lives by increasing organ donation. Recognizing the large discrepancy between Latino and Caucasian organ donors, Sonia developed a plan to educate recently immigrated families and uninformed community members about organ donation needs. Sonia and her team created Spanish language pamphlets and distributed them through local Departments of Motor Vehicles (DMVs) in an effort to educate the Latino population. To follow-up, her team visits DMV locations and polls visitors to assess their understanding of the issue. "In the year 2000, Caucasians donated more than six times as many living organs as Hispanics," explains Sonia. She aims to change that statistic.[89]

At age 19, Ken launched a student-led organization committed to providing students at Northeastern University with an alternative to drug and alcohol use. Called 'Hammered,' a slang term meaning drunk or stoned, the team organizes and hosts exciting special activities to help others recognize the viability of healthy, productive, and fun drug and alcohol free lifestyles. He questioned the social dependency on and cultural glorification of drugs and alcohol among college students. "We are founded on the principle of providing a more acceptable drug-free option for people in our society...Through a perpetual flow of questions, opportunities and events, we intend to have a thoughtful and resonating impact. The manifestation of an alternative lifestyle will create a refreshingly different choice for individuals and consequently jeopardize the emphasized role drugs and alcohol play in our society," reports Ken.[90]

Research and best practice confirm a critical relationship between positive youth development programs and entrepreneurship of all forms and employment.

The thousands of youth development organizations around the world can confirm the consistent appeal by teenagers who say that they want to be involved in developing activities for themselves (youth) and in decision-making. [91] Even children living on the streets of New Delhi have organized a forum for them to meet and discuss their problems

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[88] Youth Venture, www.youthventure.org. To learn more about Dan and Teenline, visit the website: www.teenlinetv.com

[89] Youth Venture, www.youthventure.org. .

[90] Youth Venture, www.youthventure.org. To learn more about Hammered, visit the website: www.hammered.org

[91] This paper is not intended to be a review of the best youth organizations. There are thousands of organizations around the world whose work may merit attention. Examples are provided to illustrate points.

as well as publish their own newspaper.[92] We have also learned that their information channels for finding out about opportunities are largely informal, i.e. recommendations from friends and family. Having adults who respect them is key for any youth program. Younger people are often concerned about their future prospects and want access to training and programs that will help boost their employability and chances to succeed in an increasingly competitive global economy. Generally, young people say that they want broader choices and better access to public and private facilities for recreation, cultural and cross-cultural expression.

A critical point of departure though is how young people are viewed by the community. Are they only "leaders of tomorrow" or are they also leaders today? A Youth Venture document poses this question: "It is often said that today's young people are the leaders of tomorrow. But why not today's leaders?"[93] It goes on to cite a Ford Foundation/Innovation Center study: "Most leadership theorists believe that the skills critical for effective leadership, including the capacity to understand and interact with others, are developed most deeply in adolescence and young adulthood."[94]

As a result of this and other insights gained from truly listening to young people, there has been a visible shift in the field of youth development. Often referred to "positive youth development," the proponents of this perspective advocate holistic programs that focus on youth-led initiatives that support, guide, and encourage young individuals to develop multiple core competencies, ranging from cognitive to emotional, physical, moral, vocational, and cultural, ultimately contributing to the young person's sense of self-worth and identity.[95]

This new approach differs from earlier models that focused either on enabling youth to participate in adult-led and organized initiatives or on adult-intervention strategies targeting youth with specific problem behaviors such a drug abuse.[96]

The youth-led approach takes the next step by challenging--indeed expecting--young people to lead the way by deciding what needs to be accomplished and then accomplishing it.[97] As Roth et al. have concluded, youth development programs are only effective when they recognize the interrelationships among problems and link their goals to competency building, caring, and civic responsibility.[98]

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[92] Butterflies is a New Delhi NGO working with street children. See: http://learning.indiatimes.com/organizations/enable/butterfliesorg.htm.

[93] Youth Venture internal "White Paper" researched and written by Meredith Lobel.

[94] Mohamed, Inca A. and Wendy Wheeler. "Broadening the Bounds of Youth Development: Youth as Engaged Citizens." Ford Foundation and the Innovation Center for Community and Youth Development, 2001. Page 4.

[95] Youth Venture internal "White Paper" by Meredith Lobel.

[96] Ibid.

[97] Ibid.

[98] Ibid.

Early evidence suggests, "Positive youth development frameworks and youth-led initiatives such as Do Something (an organization in the US that supports youth-led entrepreneurial initiatives) and Youth Venture do in fact encompass youth's developmental needs in the social, academic, and behavioral spheres. They "creat[e] spaces that value the participation, ideals, voice, and decision-making process of young people" and give young people an opportunity to define for themselves what skills, values, attitudes, knowledge, and commitments they want and need (Ford 1998; CHN 2001). As a result, young people develop increased confidence, autonomy, a sense of belonging, and competence. By allowing and encouraging young people to create their own vision instead of following an adult's or formulaic program vision, youth-led development instills youth with confidence in their autonomy and capacity to affect change (Keys to Quality Youth Development 1999). These skills translate into improved academic, social, and future performance."[99]

Moreover, many of these youth-led initiatives affirm in young people that they can be successful in the future without necessitating adult management. For example, after actively participating in a National Foundation for Teaching Entrepreneurship (NFTE) program, young people were almost 40% more likely to believe that they themselves could start a profitable small business (Brandeis 1996). McLaughlin's study similarly found that youth participation in effective community organizations led to "greater self-confidence and optimism about what the future holds…[and youth] go on to be productive, employed and active members of their communities." In sum, the sense of competence, responsibility, and achievement that are among the by-products of the youth- led model manifest in young people's social confidence, interactions, and positive future performance.[100]

Drawing inspiration from Gandhi's quote, "you have to be the change you want to see in the world," Be the Change is the first youth-led, web-based international development program that focuses on projects conceptualized and run by young people from 12 to 25 years old. This youth empowerment program started in 1999 and has supported hundreds of low-cost projects around the world under the auspices of Peacechild International in the UK.[101]

Youth impact their communities through their civic participation over their life cycles. Research on Do Something concluded that young people are more likely to be engaged with their community as adults if they are involved before the age 14. Those youth that have had these opportunities are significantly more likely to remain committed and active community members. Having had the opportunity to learn by doing, youth are better equipped to positively, if not dramatically, impact their communities. Outside of the intrinsic value of youth participation in the community, as the Innovation Center explains, "personal and social development [of young people] are essential conditions for strengthening a community's capacity to respond to its problems and build its future".[102]

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[99] Ibid.
[100] Ibid.
[101] See the web site: www.peacechild.org/bethechange
[102] Ibid.

Because young people are integral members of society, their positive development also impacts adults, especially those who are in organizations with youth leaders. As they encounter innovative young people, adults begin to recognize and value youth as legitimate and crucial contributors to organizational decision-making. According to a 2001 At the Table study, this interaction results in adults feeling more effective, personally connected, and committed. "The mutual contributions of youth and adults can result in a synergy, a new power and energy that propels decision-making groups to greater innovation and productivity." The study also concluded that these youth were able to help clarify and bring focus to formerly adult-run organizations while improving the organizations' responsiveness to youth needs.[103]

The multiple successes of holistic youth development provide us with the models and opportunities to engage and assist young people. In so doing, problem behaviors are reduced and, even more importantly, replaced with positive behaviors and civic outlooks. The valuable array of decision-making, communication, and academic skills, and the confidence to vocalize and implement them, are among the many positive results of the youth-led development model. These gains demonstrate that this type of holistic youth development --created by kids and integrated with their communities--encourages young people to set their own measures of accomplishment and successfully challenges them to achieve. Enabling young people to meaningfully engage in initiatives that they create not only makes youth the stakeholders of their immediate future, but of their community's long-term well-being."[104]

There is compelling evidence that such investment pays off in economic and social terms. One of the first initiatives to promote youth business was started by the Prince of Wales in the UK in 1983. Through a network in 15 countries, the Prince's Trust has helped over 45,000 18 to 30 year-olds to start a business venture and gain greater self-respect, economic independence and improved employability. Over 60% of the ventures are reportedly still in business after three years. The Baharatiya Youth Business Trust adapted the model to meet the needs of young people in India in 1992. Other initiatives soon followed this example, and a network of youth business initiatives began to grow around the world. Youth Business International works to develop new ideas, exchange best practices and build partnerships between business, governments and civil society to promote entrepreneurship among young women and men.[105]

IV. Creating a Virtuous Circle: Towards an entrepreneurial culture for social and economic development

Creating an entrepreneurial culture is a multi-faceted, organic phenomenon. As culture is a highly dynamic, synthetic web of factors and expressions, cultural shifts occur when a tipping point is reached. To move from a culture that undervalues entrepreneurship to

[103] Ibid.
[104] Ibid.
[105] See www.youth-business.org.

one that does, involves shifts in attitudes, expectations and perceptions among people of all ages.

One of the most difficult challenges is overcoming widespread skepticism. In the midst of media that is overwhelmingly tragedy and conflict-oriented, it is very rare to showcase constructive people who are optimistic and exuding a positive energy. Still more rare are positive media images of youth. Troubled teenagers, particularly those with addictions and/or who use violence, are much more likely to become media subjects than a young person, such as Craig Kielburger, who at age 12 in Canada created Kids Can Free the Children in 1995, now the largest network of children helping children in the world with over 100,000 youth involved in more than 35 countries. These 'kids' try to influence governments and the private sector to end child labor and improve the well being of children everywhere.[106]

If such young people are more visible, it may have a salutary effect on society, walking examples of how one can apply one's talents in alternative, powerful ways, not just fitting into a slot in society. After more than four years of research on social entrepreneurship Bornstein concluded, "people who solve problems begin with the belief that they *can* solve problems: that the world *can* be made more humane and more just. Which is why it is so important that their stories be told."[107]

Social entrepreneurs of any age, gender, ethnicity or background can be powerful change agents in fostering new ways of working with young people, novel avenues for youth self-empowerment and actualization and shifts in how parents and children see respectable, promising career paths. Young people can be encouraged to apprentice with social entrepreneurs, whether or not they have the desire to start their own venture. In addition, youth can participate in exposure and dialogue programs such as the one run by Grameen Trust several times a year for those interested in starting a microfinance program.[108]

Moreover, social entrepreneurs work in developing and developed countries in the traditional as well as new economy. And yet, while they may operate in markets, as Dees points out, "… these markets often do not provide the right discipline. Many social-purpose organizations charge fees for some of their services. They also compete for donations, volunteers, and other kinds of support. But the discipline of these "markets" is frequently not closely aligned with the social entrepreneur's mission. It depends on who is paying the fees or providing the resources, what their motivations are, and how well they can assess the social value created by the venture. It is inherently difficult to measure social value creation. How much social value is created by reducing pollution in a given stream, by saving the spotted owl, or by providing companionship to the elderly?

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[106] Craig and his brother Marc have recently written a manual for young people, Take Action!, available from Kids Can Free the Children in Canada. For more information, see the web site: www.freethechildren.org

[107] Private correspondence with author David Bornstein, 2002.

[108] For more information, see www.grameen.com.

The calculations are not only hard but also contentious. Even when improvements can be measured, it is often difficult to attribute them to a specific intervention. Are the lower crime rates in an area due to the Block Watch, new policing techniques, or just a better economy? Even when improvements can be measured and attributed to a given intervention, social entrepreneurs often cannot capture the value they have created in an economic form to pay for the resources they use. Whom do they charge for cleaning the stream or running the Block Watch? How do they get everyone who benefits to pay? To offset this value-capture problem, social entrepreneurs rely on subsidies, donations, and volunteers, but this further muddies the waters of market discipline. The ability to attract these philanthropic resources may provide some indication of value creation in the eyes of the resource providers, but it is not a very reliable indicator. The psychic income people get from giving or volunteering is likely to be only loosely connected with actual social impact, if it is connected at all."[109]

As role models, social entrepreneurs encourage an entrepreneurial culture by their very existence. As people witness their accomplishments and their stories are told and re-told, they help to light a path in another direction. As children grow up dreaming to become a doctor, lawyer or engineer, with the aid of the spotlight, boys and girls can also dream of becoming a social entrepreneur. Instead of maximizing profit and the return to shareholders, this species of entrepreneur seeks to maximize impact and the return to stakeholders in society. They are defenders of the global commons and the public interest. As change makers, these relentless innovators infect society with a sense of hope and optimism that a better world is possible. This is how the vicious cycle of pessimism; despair and malignant development can become a virtuous circle of decent work, fair, just and environmentally healthy communities.

While both males and females display relatively equal propensities for social entrepreneurship worldwide, there are important gender differences and sensitivities to take into account, particularly when dealing with young people. During this stage, gender roles are often most rigidly defined and there are strong cultural norms that determine spheres of interaction and opportunity. Most occupations also still tend to be segregated by gender, though what constitutes male or female work can vary across cultures. Promotion strategies must be careful not to reinforce or perpetuate gender stereotypes that constrain creativity and innovation.

For example, men tend to be larger risk-takers and request larger sums of capital to start a business. Women tend to be more cautious in their plans and will often borrow much smaller sums than men for the same kind of business or income-generating activity. Grameen Bank's founder, Dr. Yunus, early on noticed this difference as well as the fact that women were better repayers of their loans and 'better fighters of poverty.' He witnessed the differential spending patterns among male and female members and that almost 100% of women's earnings went into improvements in family nutrition, housing and education of children. Based on these and other factors, he biased Grameen's

[109] Ibid.

outreach efforts to women in Bangladesh that helps to explain why more than 94% of its 2.4 million members are female.

Perhaps the most powerful evidence that virtuous circles are possible comes from examples of social entrepreneurs in action. I have been fortunate to interview hundreds of dynamic people who form Ashoka's network of social entrepreneurs. Let me mention a few of them:

Beverley Moodie is training disadvantaged, unemployed South Africans to start their own small business ventures. Her approach has so far led to the creation of more than a thousand new businesses in fields as diverse as fence making, candle manufacture, gardening, and tour guide services. She provides a new service that builds self-sufficiency and hope: she trains illiterate and semiliterate people to quickly start their own microenterprises (within two weeks). Her work is built on her insight that, for the training to have a chance of succeeding, it had first to build people's self-confidence and then quickly proceed to reveal their hidden skills and talents, help them produce a product, and then test it in the marketplace. The fact that her approach does not put money or capital first emphasizes that Bev is fine tuned to the people her idea is about—people with no capital. Her strategy enables people to discover for themselves what they can do. Importantly, she used her own background as a middle-class housewife to gain insight into how to address the related problems of skills, confidence, and resources so prevalent among other housewives.

Bev's approach leads trainees to their decisions but does not prescribe; they have to figure their plans out themselves, or they will not own and pursue them as their own. Her training method is designed to match people with skills that can put money in their pockets as quickly as possible. Acknowledging the global reality that people are not guaranteed employment, this training approach helps to break a cycle of poverty and provides people with the tools necessary to sustain and employ themselves.

Through an agility she brings to people's minds about how they market, Bev is also building a service ethic in a new level of the economy in South Africa. Although her program is designed for illiterate and semiliterate people, the potential impact is not limited to this segment of the population. The components of and strategies derived from this process have lessons for everyone, even educated people.[110]

Precious Emelue is tackling the profound economic disjunctions in the oil rich Nigerian riverine states. He is building bridges between unemployed and alienated youth and the region's major international investors. He is training and assisting youth by helping them set up and run businesses that have contractual relationships with major foreign investors. This approach has the potential to transform the historically difficult relationships across Africa between oil and mining transnationals and local communities. Precious Emelue's idea is to give the local people a stake in oil exploitation and give the transnationals a way to benefit the local economy. To do this, he has rural youth participate in an

[110] Ashoka.

alternative to traditional vocational training that puts greater emphasis on an immediate application of skills in the marketplace. It couples job-related training with a credit/finance mechanism aimed at new business creation and interventions with prospective customers for these new businesses to secure a position for trainee-produced goods in the local market.[111]

Rodrigo Baggio is preparing children growing up in favelas (urban slums) across Brazil to participate and flourish in the rapidly changing, increasingly technology-intensive economy by teaching them computer skills through his community-run computer centers. Communities, including local leaders, businesses and foundations, have taken responsibility for leading and funding these schools by donating operating funds, computers, printers and software. In just four years, Rodrigo has established 110 community-run computer schools across Brazil. Rodrigo's approach is now spreading internationally to Japan, Colombia, and the Philippines. To date, more than 32,000 kids have completed classes in Rodrigo's schools.[112]

Marianne Mueller created a special agro-ecologically-based school for Chile's 'throw-away' teenagers – those with behavior problems, who became pregnant, who developed addictions or who ran away from abusive homes. Through a holistic approach to learning, she is creating a new way for society to view these children and a practical strategy to nurture and restore these young people's health, self-esteem and future.

Raúl Abásolo has created an inclusive movement for disadvantaged youth minorities, combining non-violent channels of expression with emotional support and access to health, education and job opportunities. Until now, no organization in Chile nor the State has been able to reach in an inclusive way the ever-growing number of punks, hip hop, skates, urban tribes, ethnic groups, youth with disabilities, youth under extreme poverty, among other socially outcast youth minorities. Through 'Tour Marginal,' an organization that merges strong support with an intense identification and sense of belonging among youth, Raúl is making possible for youngsters that are marginalized and under psycho-social vulnerable conditions to have the chance to channel their frustration, express themselves, become project leaders in their own communities and at the same time have access to education, health and the labor market. Self-defined as an institution of the Fourth or Marginal Sector, Tour Marginal is currently working with 240 grass-roots organizations at a national level.

In Brazil's arid Northeast region, ***Alemberg*** has pioneered a dramatically different environment to listen to children, unleash their innate creativity and help them discover magical paths for meaningful engagement in the world. Reversing the brain drain was not simply about alternatives ways of making money. By providing a range of educational facilities and communications and technological equipment in a unique 'museum' dedicated to their region's cultural heritage, he enables young people to discover the world while developing pride and contentment in being from wherever they live. Through their experience as tour guides or radio producers or photographers, many

[111] Ashoka.

[112] Ashoka.

young people are inspired to become producers, not just consumers of culture. The programs all involve recovering their identity as a tool to attract tourism and reinforce their livelihood and self-esteem at the same time. They affirm themselves as people. Alemberg wants every city in Brazil to have a space like the one created in Nova Olinda. He says that if there were a program to give more kids a chance, you would decrease violence and crime. Every kid should be able to look you in the eye and be proud of being from there. That kid would not have to leave to "become someone".

In Argentina near the border with Chile, another Ashoka Fellow is experimenting with a new model to promote entrepreneurship among youth by mixing the socio-economic class of members of support groups. Social stratification is so rigid that it stifles innovation and limits the ability of talented but economically disadvantaged youth from access to resources that are required for launching and growing successful ventures. By grafting these new networks, he is opening up much larger vistas and avenues of opportunity for the young men and women in the groups.

Roshaneh Zafar created the first all woman-run microcredit organization in Pakistan that successfully adapted the Grameen Bank model as well as pioneered new savings and insurance products suitable for its women members in Lahore. Leaving her lucrative job with the World Bank, she started Kashf Foundation in while still in her 20s and is determined to build a sustainable institution that helps women change their options in life.

Anil Chitrakar launched his eco-education venture for 11 to 14year olds in Nepal when he was just 28 years old. He now is Ashoka's first Fellow-in-Residence in the US office helping to build the global fellowship and synergies among fellows working on inter-related problems of development.

Jeroo Billimoria created the first 24-hour free telephone help line for India's 48 million street children. "Childline combines instantly available telephone help, through operators who are also street youngsters, with short- and long-term follow up supports provided by the full array of citizen and government organizations in each area. The need is enormous, and growing explosively as both urbanization and the collapse of the traditional extended family accelerate. How can millions of young street people, many recent migrants from the villages, find the right supports, especially precisely at those moments of distress when they suddenly need help?"[113]

"To serve those needs Jeroo has had to develop more than a phone answering capacity. She has had to persuade a discordant cacophony of organizations to collaborate, to ensure that they keep their promises, and -- probably hardest of all -- somehow to get them to serve, not control, young people."

"Jeroo's model is a success because it is well-organized; because it solves the serving organizations' biggest challenge -- how to connect with the right young people when they most need help; and because Childline's bright spotlight makes it hard for these groups

[113] Ibid.

not to rise to its good practice expectations. For example, police abuse is far less likely when every pay phone is just waiting for the victim or a friend to call a street youngster operator for immediate help. *The Independent* (of London) reports that: "Slowly, often via anonymous informants, the children in direst need are coming to outside notice." Jeroo's service is now operating in forty-five cities in India and has begun to spread internationally."[114]

Drayton points out "There are over 1200 such Ashoka stories throughout the world. In each case someone saw something that was not working, something that was stuck. They imagined how to fix it, and then committed themselves to the long, difficult road of making that solution a realistic idea and then a demonstrated reality, of marketing it society-wide, and then of ensuring that society's other organizations learn to and do play their parts well."[115]

Society must construct creative ways to identify role models it values, showcase and promote them. Certainly government has an important role to play as the ultimate architect of incentive and reward systems. These role models and values must be promoted in summer schools, camps and integrated into the curriculum in schools so that it becomes a part of the learning philosophy. Prizes can be created at various levels to help the promotion. The list of possibilities is endless. Because new communications technologies permit increased decentralization and democratization of media, these forms of media, such a video cameras, can be used to promote the spread of new ideas and showcase innovators. Community facilities can incorporate these facilities and courses to make them available to young people from all backgrounds. Cultural diversity is a strength that should be used to stimulate creativity.

Although the new global economy has created some forms of competition that seem to lead to a race to the bottom, not all business competition is value-less. In the wake of the growing scandals about corporate fraud, there is a stronger public outcry for social responsibility and corporate regulation that ensures transparency and accountability.

As we have learned from sports and performing arts, competition can be a healthy, positive force in human development. Central to healthy competition is a sense of fairness, equality of opportunity and the just application of rules. Competition stimulates creativity and innovation and can generate significant gains for society. Indeed, as Ashoka's founder argues, the emergence of a competitive citizen sector over the last two decades is a major historical development that will transform society. Led by social entrepreneurs, Drayton predicts that in the next 5 years, 70 to 80% of the new institutions to serve the competitive citizen sector will emerge.[116]

Dee concludes, "Social entrepreneurship describes a set of behaviors that are exceptional. These behaviors should be encouraged and rewarded in those who have the capabilities

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[114] William Drayton, "The Citizen Sector: Becoming as Competitive and Entrepreneurial as Business," in California Management Journal, 2002.
[115] Ibid.
[116] Ibid.

and temperament for this kind of work. We could use many more of them. Should everyone aspire to be a social entrepreneur? No. Not every social sector leader is well suited to being entrepreneurial. The same is true in business. Not every business leader is an entrepreneur in the sense that Say, Schumpeter, Drucker, and Stevenson had in mind. While we might wish for more entrepreneurial behavior in both sectors, society has a need for different leadership types and styles. Social entrepreneurs are one special breed of leader, and they should be recognized as such. This definition preserves their distinctive status and assures that social entrepreneurship is not treated lightly. We need social entrepreneurs to help us find new avenues toward social improvement as we enter the next century."

While the term social entrepreneur may be relatively new, the phenomenon is not. Throughout history, in every culture, we can find examples of leading social entrepreneurs who have left their scratch on history. The unanswerable question is what innovations and changes might have happened had we done more to focus on social entrepreneurship and nurture this valuable social asset.

Clearly the key to a bountiful harvest lies in our early treatment of children and the pervasive messages and signals they receive while growing up. As Derek Brown, Vice-President of Ashoka, said, "We've found that for every Ashoka Fellow there is a very strong role model, somewhere in their family, somewhere in their community. Someone who has challenged authority challenged the way things are done. Being that role model for someone in the next generation is an incredibly important act for all of us to consider. We must give young people the opportunity to lead, give young people the opportunity to create something at a very young age, so that they sense that this is something they can do, that they can contribute to solving our world's problems. It's just remarkable how much we see this pattern in interview after interview with candidates who come to the Ashoka Fellowship."[117]

The evidence is compelling. An entrepreneurial culture for social and economic development is an act of creation that involves everyone and begins with each of us.

[117] "The Turning Tide:The People, Principles, and Strategies Creating Ecological Balance," The Environmental Innovations Workshop and Conference, October 13-18, 2000, London, Ashoka, page 24.

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