



SUSTAINABLE CHANGE WITH SOCIAL ENTREPRENEURSHIP IN INDIA: A CASE STUDY OF FEMALE EMPLOYEES AT BAREFOOT COLLEGE, TILONIA

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Abstract: This research has been done to explore capacities of social enterprises and sociopreneurs for bringing sustainable change. The main focus area of this study is female employees at Barefoot College, Tilonia, Rajasthan. A qualitative primary research approach has been used with semi-structured interviews to gather data from women employees at Barefoot College, interviews of illiterate or semi-literate solar engineers, master trainers, the pad lab incharge, incharge of the solar department, the pathology lab incharge, the barefoot dentist, and a front-facing employee at Tilonia Craft Shop. This study provides qualitative evidence from the ground about changes in lives of financially dependent women becoming an asset for themselves and their families after being financially independent and more aware of their rights while working at a social enterprise like, in this case, Barefoot College, Tilonia. This research also reveals how financial independence makes women from rural India independent socially, politically, and personally.

Index Terms – Social Entrepreneurship, Barefoot College, Women Empowerment, Sustainable Development

INTRODUCTION:

As per *Worldometer*¹, current population of India is 1,474,635,519 as of Monday, May 4, 2026. As of 2023 more than 60% of India's population is rural population. India is the country with largest population in the whole world. There is a wide range of socio-economic challenges faced by the country paving a way for growth of social enterprises in India. The vast array of challenges in India include poverty, inadequate healthcare, hunger, lack of access to proper education, environmental degradation, and more. These issues affect the quality of life for millions of Indians and also hinder the development of the country on various scales, such as economically and politically. Use of the word entrepreneurship mostly derives its meaning within the corporate sector, but using along the word 'social' creates the vital difference to be focused upon. The main purpose of a social enterprise is to create a positive impact on society by addressing the societal issues, it often prioritizes gain of societal acceptance over financial gains. It aims to solve social issues through innovative, sustainable and applicable models of

¹ <https://www.worldometers.info/world-population/india-population/#:~:text=The%20current%20population%20of%20India,latest%20United%20Nations%20data1.>

solution. It wants to address the issues in the system working at ground for well-being of communities.

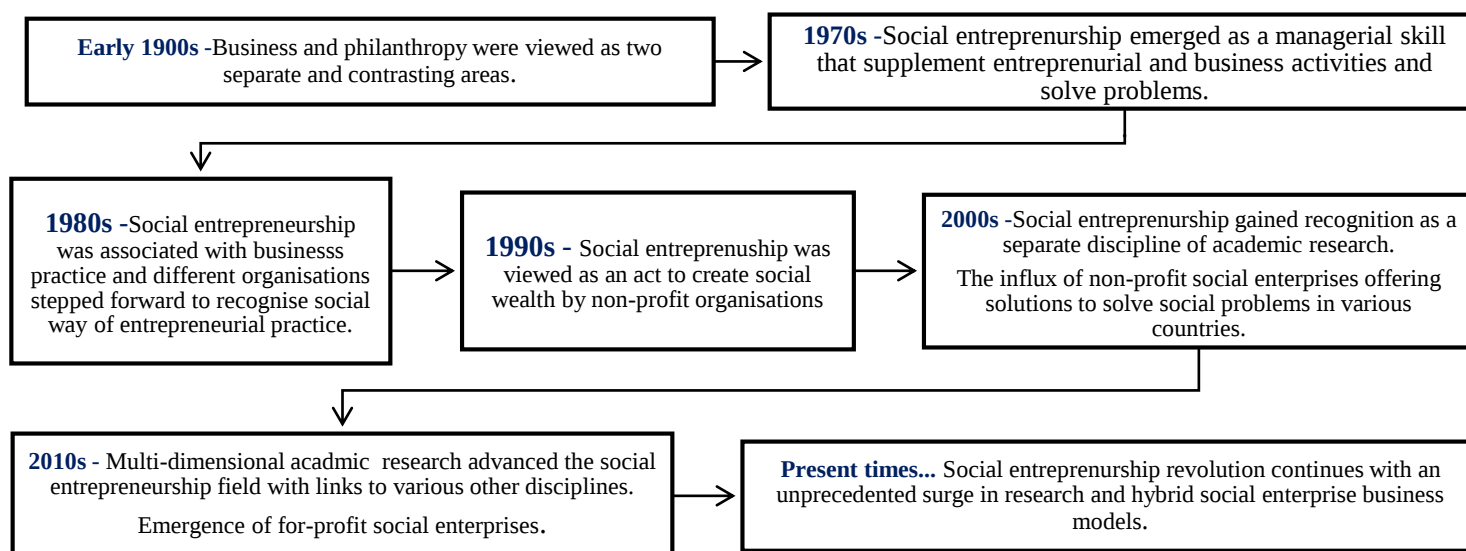


Figure 1: Historical Evolution of Social Entrepreneurship Field (Source: HotCubator)

Measure of growth in a social enterprise is sustainability of the results in favour of the relevant communities (positive social outcomes). It focuses on creating a value in society i.e., societal value by improving the quality of life for marginalised people, addressing societal needs and promoting social well-being. The results of any initiative at a social enterprise are measured through its impact on society. There are more than 2 lakh social enterprises in India, as per estimates from a study conducted by the British Council and the Aspen Network for Development. This data includes both for-profit and not-for-profit social enterprises in India. Major fields of social entrepreneurship in India include agriculture, the clean energy sector, water and sanitation, healthcare, and the education sector. These are running as a parallel solution to the major development challenges in the Indian landscape. (Usha Ganesh, 2018, p. 15)

There are many examples of successful social enterprises in India such as, *ThinkSharp Foundation* working towards elevating the quality of education in rural schools of India, *The Association for Democratic Reforms* aims to strengthen democracy and work for political and electoral reforms, *Jaipur Rugs* by Nand Kishore Chaudhary benefiting more than 40 thousand artisans and many others.

ECONOMIC POSITION OF RURAL WOMEN IN INDIA:

Though as per the stats of **2011 census of India**, work participation of rural women in India at national level is 30.03%, this is significantly higher than 15.44% of urban women. But the issue is that these women mostly end up having low pay jobs with other attached disadvantages. Rural women are more economically empowered compared to urban women but only in quantitative terms of work participation, quality of work often goes unnoticed. There is a comparatively high qualitative participation seen in tribal communities of north-eastern India, some communities in the region are following matriarchal social system which contributes to these positive results. (Bapan Biswas, 2022)

But mostly rural women in India have limited access to important resources such as land, credit education and technology, this hinders their ability to be economically independent by engaging in activities with required amount of productivity. Not having adequate access to quality education and skill development restricts their access to better paying jobs in society and they end up engaging in traditional sectors. These sectors are the ones with disadvantageous wage for females, poor working conditions and also a lack of security for women at work.

Limited opportunities of employment often worsen economic vulnerability of rural women in India. The deep rooted gender discrimination and societal norms often restrict rural women more from having access to the required resources and rights, they mostly end up with zero power in decision making. Unpaid labour for their families increasingly keeps contributing to their societal and economic vulnerable or weak position in all spheres. (Indira Hirway, 1999)

There is an urgent need for increased focus on the empowerment of rural women in an economic manner because low-paid or unpaid labour work by them leads to degradation of their position in their personal sphere as well as in various public domains. Their increased participation in the economy will enhance their position in society.

BAREFOOT COLLEGE – OPTED CASE OF STUDY

Barefoot College, located in Tilonia, Rajasthan, was founded by Bunker Roy in 1972, it is renowned for its initiatives mainly in solar technology and empowerment of rural women. One of its flagship programs, the Solar Mamas and Solar Engineers program, trains rural women from around the world to become solar engineers. These women, often belonging from marginalised communities in the villages, receive training in solar technology and bring solar electrification to their villages, thereby empowering themselves and their communities. The college mainly focuses on providing livelihood opportunities through varied work opportunities, all for uneducated and marginalised women also in various departments of new campus such as Pad Lab,

Medical centre and Barefoot Dentist, Community Radio, *Super 5* department and Tilonia Craft Shop – *Hatheli-Sansthan*. (Home - the real barefoot college, n.d.)

Key principles of Barefoot College's philosophy and governance are: (Kummitha, 2017, p. 61) Community Participation, Empowerment through skills, initiatives owned and sustained by marginalised communities, bottom-up approach, gender inclusivity focusing on active involvement of women in various roles, the institution embraces innovation and adaptability.

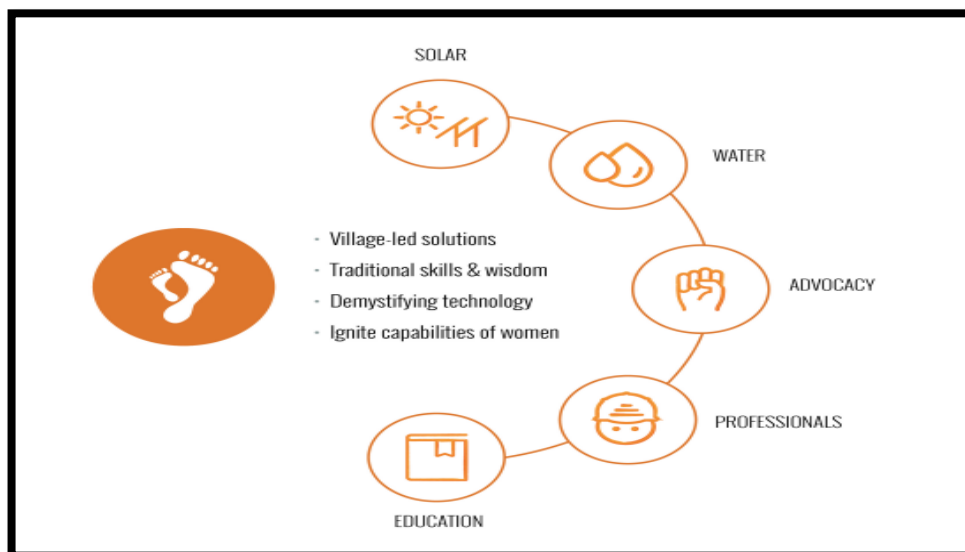


Figure 2: Source - Barefoot White Paper

RESEARCH OBJECTIVES:

- 1) To examine the current overall position, importance, and growth of social enterprises in Indian society.
- 2) To evaluate India's social enterprises' contribution to sustainable development.
- 3) To explore the position of rural women working at Barefoot College in their personal space and community, both before and after joining the college. (financially, politically, and socially).
- 4) To identify the main factors resulting in the success and sustainability of women's empowerment at Barefoot College.
- 5) To analyse how sustainable economic independence creates a positive difference in the lives of rural women.
- 6) To analyse Barefoot College as an ideal model of sustainable empowerment through the scale of its replication.
- 7) To explore the differences between the working style of Barefoot as per the research of RKR Kummitha and primary qualitative research done for this research paper.

REVIEW OF LITERATURE:

This book (Kummitha, 2017) presents the hand-in-hand relationship between social entrepreneurship and social inclusion in a society, throwing the required light on the processes, practices, and prospects involved within this field with the help of one main case study of Barefoot College, Tilonia, Rajasthan, India. Systematic analysis of important concepts attached to social entrepreneurship, such as community participation and embeddedness. It has dissected Barefoot College's ideology, governance, innovative approaches and practices used. The influence of these barefoot approaches and practices on the lives of the rural poor in a variety of contexts has been explored. In conclusion, it draws attention to the achievements and loopholes on the ground not align with the goals of this institution. The study gives an analysis of the institution's work until 2017 based on the author's primary research.

From Evaluation to Valorising: Three Moments in the Making of Social Impact Value: (Barinaga, 2023) Through the assessment of social impact, Barinaga explores the complex process of creating value in social entrepreneurship. She questions conventional concepts of value by highlighting how evaluation processes are performative and how they influence the worth of social impact. The objectivist, subjectivist, and pragmatist moments, each defined by certain qualitative strategies, are the three key points in the social impact assessment process that the research highlights. The argument presented offers a thought-provoking analysis of the multi-faceted character of value creation in social entrepreneurship and enhances the focus on the valorisation of social impact value.

The Indian Social Enterprise Landscape - Innovation for an Inclusive Future: (Usha Ganesh, 2018) This report focuses on seven key sectors of social entrepreneurship in India contributing to Sustainable Development Goals: agriculture, clean energy,

education, financial inclusion, sanitation, healthcare, and water. This report provides valuable insights as a roadmap for policymakers, future sociopreneurs, researchers, and investors in the Indian ecosystem of social entrepreneurship.

Social entrepreneurship and sustainable business models: The case of India: (Anirudh Agrawal, 2018) This book delivers a comprehensive scrutiny of the intersection between social entrepreneurship and environmentally friendly business practices in an Indian setting. It asks for an increase in quantitative studies on social entrepreneurship in India. It also presents an intent to open a wider dialogue on social entrepreneurial studies and their implications for government policies.

Social Entrepreneurship and Sustainable Development: (Archana Singh E. M., 2020) The book is shaped around the central theme of building sustainable societies through social entrepreneurship, which is seen as an impetus for sustainable social change, innovation, and enterprise. It presents social entrepreneurship as the main source for fostering opportunities for marginalized sections of society and addressing environmental issues apart from wealth creation. It explores the potential of community radios and foundations like SEWA, SAATH, Akanksha Foundation, etc. working in various sectors.

PHILANTHROPY IN ENTERPRISE:

Social enterprises work to create social impact. Value is not only an objective and static process. The process of evaluation mainly contributes to the creation of social value. The evaluation process in social entrepreneurship is complex and dynamic in nature; this can be described in three moments in making social impact value:

- i. **The Objectivist Moment:** the phase where impact is measured in quantity and is seen as something tangible showcasing a cause-effect relationship.
- ii. **The Subjectivist Moment:** here diverse interpretations of impact and value are being evaluated, the focus becomes more subjective or individualistic in nature. It covers the multifaceted nature of social change.
- iii. **The Pragmatist Moment:** In this phase, efforts are made to control or govern the impact through various strategies that bring about changes in organisational practices. This phase contributes to the active creation of social impact value. This process encourages a thorough examination of the social and political dimensions involved in the evaluation process and moves beyond the simplistic process of value evaluation. (Barinaga, 2023, pp. 13,14,15)

Negative factors paving a way for social enterprises in emerging economies: Compared to developed economies, income inequality is usually greater in developing and emerging economies. Over the past 30 years, income inequality has increased in the majority of significant rising economies. In many cases, the rise in inequality has been driven by an increased concentration of income at the wealthiest end of the spectrum. This economic inequality creates a rift in the societies of these emerging economies, and this inequality is the root cause of other challenges in these economies. (Kemal Derviş, August 2016) All the emerging economies have been facing these persistent issues in common; these include a lack of food security, proper education, health facilities, economic inequality, and a lack of equal opportunities. The root cause of these issues can be the lack of government penetration and the rising corruption in the countries.

SOCIAL ENTREPRENEURSHIP IN INDIA:

As per a study conducted on the Indian social enterprise landscape, which explores the emergence of social enterprises in India, their impact on underserved populations, and the increasing investor interest in sustainable and scalable solutions, nearly 70% of Indians reside in rural areas where access to basic utilities, health care, and sanitation is either inadequate or non-existent. (Usha Ganesh, 2018, p. 10)

Nearly 600 social companies in India from a variety of sectors, including economic inclusion, clean energy, education, healthcare, sanitation, and agriculture, were the subject of this study. These social enterprises are heavily contributing to sustainable development by directly or indirectly targeting the **Sustainable Development Goals (SDGs)**.² (THE 17 GOALS | Sustainable Development, n.d.) Sixty percent of the sixty healthcare businesses that were examined focused on offering the underprivileged population access to cheap health care options, contributing to the third SDG. A study was conducted on fifty sanitation firms that focused on waste management and offered reasonably priced sanitation products and facilities to underprivileged communities, also working on the sixth SDG. (Usha Ganesh, 2018, pp. 12,13)

Seventy-two financial inclusion enterprises were examined, which work on providing financial services to disadvantaged communities to promote their economic empowerment, contributing to the eighth SDG. The study also covered fifty-five educational enterprises providing affordable education and leveraging technology for access to quality education in deprived communities. These enterprises also target the fourth SDG, addressing quality education. (Usha Ganesh, 2018, pp. 31,34,38,41) Hundred and eight clean energy social enterprises were examined to realize that three quarters out of these provide access to renewable energy services at the last mile, meeting the needs of communities in remote and hilly areas and targeting the seventh SDG of affordable and clean energy. And the maximum number of agricultural enterprises were analysed; these were addressing the in-need smallholders and deprived farmers. A total of 230 agricultural enterprises were studied. They also leverage technology for price and market information, for reaching more customers, and for advisory services. (Usha Ganesh, 2018)

Mann Deshi Mahila Group's³ case study demonstrated the concept of a stimulated innovation cycle in the context of serving marginalised communities. It analysed these two essential types of invention - stratified innovation and sequential innovation - and shows how these innovations interact within the stimulated innovation cycle to effectively address social concerns and provide long-term effects for the poor.

The concept of impact investing combines financial gains with social or environmental effects. Investors support businesses that address societal issues such as poverty and sustainability, with the goal of promoting positive change while remaining profitable.

² <https://sdgs.un.org/goals>

³ <https://mandeshifoundation.org/>

Impact investing in social enterprises at the **base of the pyramid (BoP)**⁴ in India has resulted in major socioeconomic gains by delivering vital public goods such as healthcare, education, sustainable development, and microfinance. These investments generate dependable and cheap solutions, enabling rural and semi-urban populations while solving significant issues in developing economies. (Agrawal, 2018, pp. 240,241)

A study on SAATH's innovative model based in Gujarat reveals a successful transition from a charity-based organisation to a social enterprise, emphasizing market-based solutions and cross-sector partnerships to improve the quality of life for vulnerable communities. **SAATH's**⁵ sustainability model highlights the importance of adaptability, trust-building, and accountability in creating sustainable livelihoods and inclusive societies for the urban poor. (Archana Singh G. I., 2018)

Social entrepreneurship empowering women and rural communities:

Social entrepreneurship empowers underprivileged women by offering opportunities for employment in non-traditional sectors, fostering supportive networks for sharing experiences and building resilience, and facilitating a long-term empowerment process that resolves underlying injustices. Through these activities, social enterprises help to promote gender equality, boost women's self-esteem, and enable economic independence and social inclusion for underprivileged women who are homeless. (Miles, 2024, p. 15)

The study addresses the paradox of empowerment by recognizing the difficulties of empowering marginalized women without resorting to paternalistic practices; emphasizing the importance of striking a careful balance between empowerment and suppression (*emphasizing how crucial it is to create an atmosphere where people who are getting assistance feel respected and empowered to make decisions for themselves rather than overwhelming or controlling them*); and emphasizing the importance of ethical considerations in empowerment initiatives. It also discusses male social business CEOs' roles as change agents for gender equality, emphasizing their ability to promote inclusivity and gender empowerment among homeless women. (Miles, 2024)

Through the implementation of place-based initiatives, addressing issues such as poverty and inequality, bridging service delivery gaps, fostering local development, empowering communities, and supporting sustainable livelihoods, rural social enterprises (RSEs) support socio-economic development in rural and local areas. (Peter Musinguzi, 2023)

Rural social enterprises (RSEs) promote resilience and sustainable development by generating jobs, boosting social capital, and improving well-being in rural communities via market-based strategies and community involvement.

BAREFOOT COLLEGE, TILONIA: THE CASE STUDY

Background:

Barefoot College is a social enterprise working on an ideology based on Gandhian principles. Gandhi gave importance to practical skills for rural development; that's why Barefoot values practical learning and traditional knowledge over rote learning and formal education. Gandhi believed in local self-sufficiency, and Barefoot strives for a similar goal by boosting rural underprivileged people's competency and giving them better access to grassroots learning. Gandhi placed a strong emphasis on community-based solutions, and Barefoot College is dedicated to disseminating expertise and values the opinions of the working community. (Roy, 2012)

Barefoot is committed to empowering rural women and children through various initiatives undertaken. It trains illiterate or semi-literate women to become solar engineers by installing, repairing, and maintaining solar electricity systems, and in this manner, these women electrify villages through the use of sustainable energy. Barefoot also provides vital community services in health, education, and water management.

It also runs a market for handicrafts named Tilonia Bazaar, which is the commercial arm of Hatheli Sansthan. Hatheli Sansthan has had a turnover of more than Rs. 30 crores over the last 30 years. The majority of craftspeople are female; that's why there has been an improvement in the socio-economic status of women.⁶ Barefoot College is also dedicatedly involved in plantations; it manages more than 20,000 trees and plants on and off campus.

Since 2009, it has also run a community radio, reaching out to more than 60,000 people. This is a powerful medium to convey important information to the locals on issues that can affect them. The RJs speak in the local language for the proper understanding of the villagers. The first desalination drinking water plant in Rajasthan, run by solar energy, was set up here in Tilonia. In the health sector, Barefoot has an actively working pathology lab, regular health camps, family planning camps, a TB control program, a pad lab, barefoot dentists, and traditional midwives.⁷

The institute may suffer funding sustainability issues as a result of its over-reliance on external sources. This may impair the institution's autonomy and flexibility in decision-making. But this is not the case for real because if an agency or organisation deny to fund a project mid-way the communities involved contribute on personal levels.

It is considered that the organization must continue to focus on improving the capability of marginalized populations working for the institution's aims through multiple departments, which necessitates ongoing assistance from authorities in order to improve the role of barefoot employees in decision-making. The people involved here as employees do not wait for any outsider to solve their issues, they work for themselves as problem solvers. (Kummitha, 2017, p. 164)

In order to learn more about the personal experiences of the female employees at Barefoot College, Tilonia, and to understand how much a social enterprise can contribute to the sustainable empowerment of rural women in India, we conducted an unstructured interview. Additionally, we received a variety of answers to the questions asked. Because interviewees were talking about their personal experiences over the years, they did not stick to the questions asked.

⁴ [https://www.researchgate.net/figure/The-economic-pyramid-source-Source-Arnold-and-Valentin-2013_fig1_320558567#:~:text=Source%3A%20Arnold%20and%20Valentin%20\(2013\),-Source%20publication&text=Purpose%20E2%80%93%20The%20availability%20of%20basic,the%20bottom%20of%20the%20Pyramid.](https://www.researchgate.net/figure/The-economic-pyramid-source-Source-Arnold-and-Valentin-2013_fig1_320558567#:~:text=Source%3A%20Arnold%20and%20Valentin%20(2013),-Source%20publication&text=Purpose%20E2%80%93%20The%20availability%20of%20basic,the%20bottom%20of%20the%20Pyramid.)

⁵ <https://saath.org/profile/>

⁶ <https://www.barefootcollegetilonia.org/>

⁷ <https://www.barefootcollegetilonia.org/>

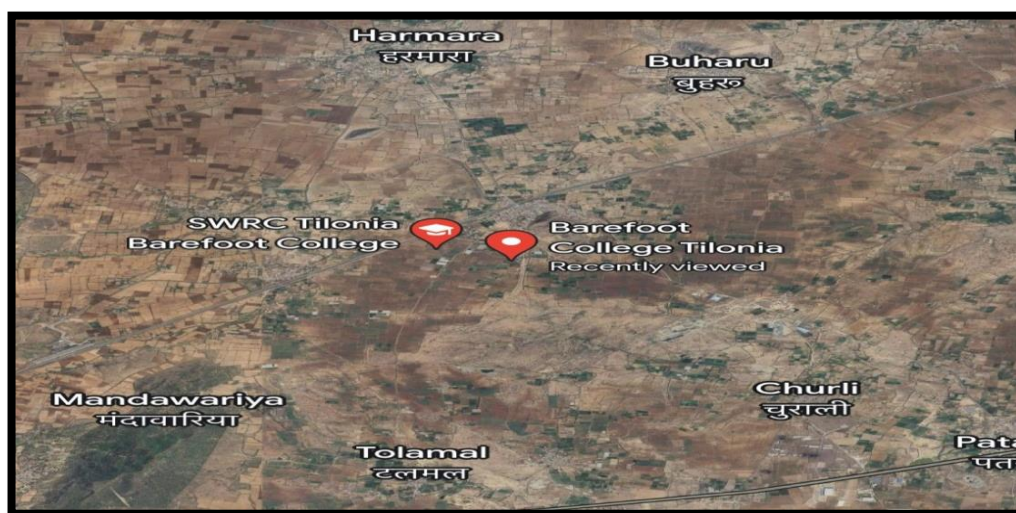


Figure 3: Study area marked in Red (Source: Goggle Maps)

PRE- POST ANALYSIS

The Barefoot College has had a long journey of 52 years of service towards the development of rural and marginalized sections of society, especially towards the empowerment of rural women in social, political, economic, and personal spheres. This became evident with the results of conducting unstructured interviews about the empowerment of female employees working at Barefoot College, Tilonia. These women got recognized positions in the institution leading their respective units of services.

These interviews have revealed the position of rural marginalized women in their personal and community spaces before and after joining Barefoot College. Positive changes are being observed in the recognition of their position and rights in all aforementioned spheres. Before joining Barefoot College, the majority of these women were not aware of their basic rights or the basic facilities provided by the government. The majority didn't have a say in the economic decisions of the family and never had a political opinion of their own, but after their experiences as master trainers, in-charges, department handlers, etc., they did have their individual say in each sphere. After working with Barefoot for several years, their perspectives are now more valued in the community.

The main factors contributing to the success and sustainability of women's empowerment at Barefoot College, as per the analysis



Figure 4: 2024's first solar mama batch, including 22 women from African Nations

of these interviews and secondary research available, are as follows:

- Involvement of marginalised, illiterate, and semi-literate women in the decision-making process, but only after proper and continuous training and testing in practical skills. And giving importance to their local ideas of solutions for solving problems.
- All of the full-time employees sit together and decide salaries based on predetermined criteria, which include duty performed by an employee, loyalty, community relations, relations with other employees, etc. (Kummitha, 2017, p. 127)
- Providing leadership opportunities to these women means that they are bound to be accountable for their trainees and perform their duties with full responsibility.
- Providing these women with recognition on various levels of regional, national, and international platforms by sending them as institution representatives at various events and conferences.
- Giving them continuous opportunities to learn and not having a rigid approach towards their empowerment. The institution is flexible towards varied possible options for their upliftment.

- The identity of a good model is its replication; Barefoot College's model has been replicated in many African and Latin American countries in an easy manner in partnership with various NGOs of these countries. (Kummitha, 2017, p. 169)



Figure 5: Source - Barefoot White Paper

Noteworthy differences between the results of Rama Krishna Reddy Kummitha's 2017 analysis of Barefoot College and the results of our unstructured interviews conducted in March 2024 are as follows:

- Till 2017, the involvement of women in the higher decision-making authority of the institution was low, as per Kummitha's research, but as of 2024, there has been an increased involvement of females in decision-making. For example, Shehnaaz Bano, working as the present in-charge in the solar department, handles the meetings with foreign representatives of 2024's first foreign batch of solar mamas.
- Till 2017, as per Kummitha's research, there was no one to lead the institution as the successor of the founder, Mr. Bunker Roy, but as of March 2024, Sowmya Kidambi is the present director of Barefoot College and the successor of Bunker Roy.
- The appointment of Sowmya Kidambi as a successor and director also paves the way for increased participation of women in the main internal decision-making circle of the institution.
- The salary range of employees was between Rs. 3000 and Rs. 4500, but as of 2024, the salary range is between Rs. 8000 and Rs. 10,000, the range meets the **standard of minimum wages for Rajasthan**.⁸

Conclusion

Social enterprises have the calibre to be a panacea for the majority of societal and environmental issues in emerging economies. Despite the paradox (balancing the pursuit of social impact with the imperative of financial sustainability) of social entrepreneurship's concept in a traditional setup, it has been trying hard and proving itself as a concept that has passed litmus tests in various settings. But social enterprises do need certain vital features to pass through the complexities of the societal setting of developing countries like Bangladesh, India, South Africa, etc.: perseverance, resilience, and most importantly, creativity. Social enterprises in developing nations have been facing certain notable challenges for decades; these challenges need to be addressed, considering them urgent. The key players who can effectively address these challenges are *government and policymakers, non-governmental organizations, impact investors, large-scale businesses through CSR, academicians and researchers, communities, and civil society*. Challenges faced by social enterprises in developing economies revealed from a variety of research around these economies include **resource constraints** in networking, funding, and expertise, which restrict the growth of any social enterprise. **Navigating the complexities of a locality**—cultural, political, geographical, and economic complexities—is resistant to change and makes it a long-drawn-out process even to create the foundation of a social enterprise.

Difficulty in measuring the social value of a social enterprise—though serious attempts have been made by research scholars to come up with an apt process of measuring social value, there is still a need to simplify the process meticulously. **Concern for market viability**—this is where the paradox of a social enterprise enlarges into an intricate matter; balancing between social impact and financial sustainability is tricky.

Possible suggestions for the key players in the change-making process in emerging economies are:

For the government and policymakers, they need to be more supportive towards social enterprises through supportive regulatory policies and rules, which can also help in solving the most intricate challenge faced by social enterprises, i.e., market viability. Governments should make their procurement preference policies pro-social enterprises.

Other than this, inspiration can be taken from the Securities and Exchange Board of India's (SEBI) recent Social Stock Exchange (SSE). The objective of this effort is to facilitate impact investing and enable social enterprises to acquire finance, while also

⁸ <https://labour.rajabasthan.gov.in/Notification.aspx>

promoting increased accountability and transparency within the social sector. Policymakers should also develop capacity-building programs such as "Startup India." This program assists social companies through offering funds, mentorship, and regulatory support, allowing them to expand their impact and address important societal concerns while encouraging entrepreneurship and innovation.

For NGOs, they can be the intermediaries helping the social enterprises in networking and draw in impact investors for partnerships in effective projects, which basically means social enterprise incubators. They are constantly increasing in the Indian social enterprise landscape; for example, the Deshpande Foundation.

For academicians and researchers, more research should be conducted on marketing strategies in social enterprises that are dualistically successful, i.e., economically and socially, because the primary goal of societal welfare cannot be compromised at any cost. Practice-based courses should be designed for ease and the expansion of expertise in social entrepreneurship's field.

For communities and civil society, their role is of utmost importance in providing grassroots support and feedback to social enterprises. They can also volunteer to network about the enterprise's initiatives. For example, persons from underprivileged communities who work at Barefoot College in Tilonia play an important part in the institution's network.

This study portrays the Indian social entrepreneurship ecosystem as a captivating and inspiring landscape that has its own problems, as previously discussed, but whose standout projects and real-time examples can serve as an inspiration to other rising economies. Similarly, all developing economies can gain inspiration from one another.

Crucial inferences from the case study of female employees at Barefoot College, Tilonia:

The case study of female employees at Barefoot College, Tilonia, reveals the extent of impact a sustainable social enterprise from a developing economy can have, by transcending national borders and serving the underserved around the globe. It reveals the importance of local-level knowledge, which can create an impact that stands the test of time.

Key aspects covered in the unstructured interviews of female employees at Barefoot College revealed that there has been a constant rise in the institution's social value. This rise in social value is revealed by the constant acceptance in involved communities and civil society of the various initiatives of the institution. Constant feedback given by regular employees to the authority also proves the positive social value of the institution.

As hinted above, a study of Barefoot College's marketing strategy in the near future could be extremely beneficial for other growing social enterprises. Because its dualistic success is qualitatively revealed in this study, the success of Super 5 as a product is receiving an increasing number of orders, the Hatheli Sansthan is receiving constant orders from the Tilonia Bazaar, and the success rate of Barefoot College's solar system's has now passed the muster for the last two decades.

However, in the same institution, the pad manufacturing unit is temporarily closed due to a lack of new orders. They produce according to demand. However, this does not render the women who used to work in this department unemployed; they have found employment in other departments based on their preferences. Their production in response to demand, as well as the alternative options for employment provided to these female employees, demonstrate the empowering and sustainable transformation taking place at Barefoot College in Tilonia.

There has been a notable rise in the involvement of regular employees in the top tier of decision-making. Though it is an institution that truly runs on Gandhian ideology, irrespective of your position in the institution, your ideas and suggestions will be given utmost importance. At this stage of progress, it becomes very important to slowly put the important and intricate responsibilities on the long-time employees. Because the institution has trained these employees for years, their capabilities and spirit to take on full responsibility are revealed in this study.

Furthermore, Ms. Sowmya Kidambi is being picked as the institution's director and eventual chairwoman, who will succeed Mr. Bunker Roy, paving the path for greater female representation in the institution's core team. The salary structure of the institution meets the standard of Rajasthan's Minimum wages; the institution also offers higher salaries to the long-time employees. Further researches on Barefoot's model can prove it as a perfect example of an enterprise which stands the test of time in front of the critics of paradox in social enterprises.

Barefoot employees are also more aware of their political rights, be they personal, political, economic, or societal. These rural and marginalized females are more aware of the government schemes available to them, about their right to vote, about their right to thought and expression, and about their right to raise demand as per their share in any setting.

The case study captures Barefoot College as a diverse institution. It has attempted to address every imaginable societal and environmental issue within its scope or domain. It has attempted to raise awareness through community radios and visits to villages. It has been effective for menstrual hygiene, dental care, and meeting nutritional needs. In addition, Hatheli Sanasthan employs local craftsmen, provides night school educational help to underprivileged children, plants and nurtures trees, and harvests rainwater. Through its solar department, it is also empowering women from underserved communities all around the world to become financially independent. All of this is done in a sustainable manner, bringing about empowering improvements across its intricate landscape. This is how the study outlines Barefoot College as a paradigm of inspiration for social companies around the world, particularly those working in challenging environments in emerging economies.

LIMITATIONS

Every research endeavour inherently possesses limitations, and this research is no exception. It serves as a foundational exploration of my topic, **“Sustainable Change With Social Entrepreneurship In India: A Case Study Of Female Employees At Barefoot College, Tilonia.”** Reviewing the secondary research and the primary data collected through the unstructured interviews provides the basis for acknowledging the wide potential for further studies to delve into various aspects of this topic.

Despite the thorough research laid out this research paper focuses primarily on the problems and tactics of social enterprises in emerging economies, with a special emphasis on the Indian context. Because of the vastness and diversity of emerging economies, the findings and recommendations may not fully represent the nuances seen in other countries such as Bangladesh, South Africa, or elsewhere.

The dearth of comprehensive quantitative data on Indian social enterprises is yet another issue to be concerned about. In India, there are more than two lakh social enterprises, yet the majority lack thorough data analysis. The reach of the studies that are now available is constrained.

The insights gained from the case study of Barefoot College in Tilonia are valuable; however, it is important to note that the conclusions may not be universally applicable to all social enterprises in developing economies. Variations in organizational structure, geographic location, and socio-cultural background may result in various outcomes and challenges.

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