

Man On a Mission for Social Change

A Study of Social Entrepreneurship in Action

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Abstract— The paper aims to study the role of entrepreneurs in driving social change and transformation from the initiatives of social entrepreneur Dr. Mahabir Pun and the works at the National Innovation Center (NIC) in Nepal. The study explores the initiatives of Dr. Pun to develop technological innovation and contributions to society to address the challenges of digital inequality, rural education and modern health facilities where the analysis is based on the theoretical frameworks of grassroots innovation, community collaboration and societal entrepreneurship in the environment with limited resources. The paper tries to present the broader view of the works and initiatives of NIC Nepal focusing on its impact on health care, access to education, and rural connectivity. While attempting to explore the transformative potential of social entrepreneurs in developing long term solutions to social problems in developing countries like Nepal, the qualitative analysis of empirical material has been presented. On the later stage, the paper suggests that more supportive policies and priorities from government and institutions is needed for the success of such great initiatives that would benefit all. The study concludes with insights into the transformative potential from the initiatives of social entrepreneurship in resource constrained contexts.

Index Terms—Social Entrepreneurship, Mahabir Pun, National Innovation Center, Nepal Wireless Networking Project, Social Change

I. INTRODUCTION

A. Background

While the entrepreneur's goal is usually profit maximization (Korsgaard and Anderson 2011; p. 141), a social entrepreneur Dr. Mahabir Pun is a prominent figure in Nepal who has spent more than 2 decades of his life for social causes without the expectation of monetary return and the works and initiatives for social change are ongoing. Dr. Pun, after completing the Master's degree in Educational Administration from University of Nebraska in 2001, initiated a project to develop wireless technology at a remote village Nangi located in the mountainous Myagdi district of western Nepal where he lived most of his childhood. With his continuous effort, he finally developed wireless internet connectivity with limited resources. It helped provide internet access to the people living in the villages of mountainous regions. Since then, the project has been steadily extended to other rural districts of the country making the life of people easier with connectivity to the world and expanding opportunities for people living in those places (Wikipedia contributors, n.d.; Pun, 2018).

Dr. Pun was raised in a village setting with poor infrastructures and resources where there were no motorable roads and spent childhood in agricultural activities supporting his family and villagers and developed a simple personality. He always gave priority to his study and never left studying no matter what the situation was. He was involved in the teaching profession in different local schools after his high school study. But he decided to begin University education and successfully graduated with a bachelor's degree in Science Education from University of Nebraska at Kearney in 1992. He then returned to his old village of Nangi after years and found out that the place is still isolated from other cities with no access to basic facilities of proper education, road access and internet connectivity. He founded Himanchal High School with the focus on providing computer education and other skill development programs which could help generate income for the general people. Later in 1989, he again joined the University to continue his pursuit of education for the Master's program. He was acknowledged and recognized from several international awards for his exceptional work and initiatives in the field of technology and social change. He was also conferred with an honorary degree as Doctor of Humane Letters by the University of Nebraska in 2007 for his resilient efforts and exceptional work in Nepal (Wikipedia contributors, n.d.; Pun, 2018).

Presently, Dr. Mahabir Pun has been leading the social initiative as a chairman of National Innovation Center (NIC), a non-profit sharing organization with the objective to foster research and developments in Nepal. The organization was formed in 2012 and works to provide a platform for new ideas with optimum available resources and favorable environment for research in the product development. The organization also aims for nurturing innovation and technological development in the country working closely in a team of experts with the knowledge and creativity of young talents that could help enhance the socio-economic growth of the nation (NIC Nepal, n.d.). Dr. Mahabir Pun, a pioneering social entrepreneur in Nepal, has shown strong resilience in the face of many adversities of systemic barriers in a resource constrained environment, and seeks to nurture innovation, education, health care services and sustainable development across the country.

B. Problem Discussion

Berglund et al. (2012; pp. 260-264) presents the concept of societal entrepreneurship as a broad and context driven process with the implication of innovative approaches that prioritizes social value creation, inclusivity, and systemic

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change. The author further asserts that social entrepreneurship moves beyond individualism with the emphasis on collaboration, network building and engaging in communities that create sustainable solutions. The relevance of this framework is clearly visible in the work of Pun and the initiatives at NIC Nepal. Pun's work approach at NIC Nepal is entrenched in team efforts and community engagement activities that addresses structural barriers in education, rural connectivity and health care. These efforts resonate with the author's emphasis on community collaboration and cooptation with projects co-created in local participation and community involvement.

Dey and Steyaert (2018; pp. 25, 282, 295-297) argues that traditional understandings of social entrepreneurship are too rigid, focusing on the outcomes rather than the processes by which social change is accomplished. With the special focus on structural change, the author redefines social entrepreneurship as a process of radical engagement with social, cultural and political contexts and highlights that embracing ambiguity, uncertainty and experimentation as integral elements of social innovation. NIC has embodied the principles of an affirmative critique by challenging the structural inequalities that hinders the development of the nation. The initiative of leveraging drone technology to address health care access in remote areas align with Dey and Steyaert's insistence on experimentation and creative disruption.

Steyaert and Hjorth (2008) presents entrepreneurship as a broad and dynamic process embedded in the contexts of socio-cultural and political discourse with potential as a transformative force for social change. Entrepreneurial activities can disrupt, and reshape social values and structures and develop new forms of sociality and meaning. Entrepreneurship is not just a practice of economic value creation, instead it is a socially embedded activity that interacts with and challenges existing power structures. The initiatives of developing internet connectivity to remote villages and adopting modern technology for health care and education service exceeds conventional entrepreneurial goals focusing instead on creation of sustainable social impact. These efforts disorder established hierarchies and foster a more equitable distribution of opportunities by bridging the urban-rural divide and promoting local empowerment.

Traditional entrepreneurial narratives often express success as achieving predefined goals, like profit generation, market disruption and commodification of social value creation. However, Karlsson (2018; pp. 312, 330, 334) emphasizes the focus on the perpetual nature of entrepreneurial responsibility by responding to the infinite ethical calls of community and society. The problems and hurdles of entrepreneurs working in underdeveloped environments with limited resources demands ongoing resilient efforts. The author calls for redefining entrepreneurship as ethical and social practice that prioritizes the well-being of groups and communities over individual success. Pun's emphasis on community centric innovation approach and local empowerment strongly resembles this vision.

C. Purpose

The purpose of this paper is to investigate how the entrepreneurial initiatives undertaken by Dr. Mahabir Pun at the National Innovation Center addresses systemic challenges in Nepal and drive social change. The paper attempts to understand and interpret the findings on the transformative potential of social entrepreneurs working in rural and resource constrained contexts. In line with the purpose, this paper intends to answer the following research questions:

- How does Pun's approach to entrepreneurship address the systemic challenges in Nepal?
- What theoretical frameworks best explain the NIC's role in facilitating social change?

II. CONCEPTUAL FRAMEWORK

I now present the conceptual framework which is inevitable to find the relationship between the characteristics that I want to study. Research papers on social entrepreneurship from the course literature are used as the framework, providing the basis for understanding how these elements interact and influence entrepreneurial behavior.

A. Interaction between Structure and Agency

Barth (1967; p. 663) argues that the agency of individuals is central to understanding how change occurs where social actors are drawn as strategic and resourceful, with the capacity to navigate and transform the systems in which they are operated. The changes emerge and are developed or reformed through the collective actions of individuals. The author refers to social systems as dynamic, bringing forth the fact that the change arises through the tensions and negotiations within the system. Hjorth (2013; pp. 39-41) emphasizes the role of institutional and community contexts in shaping the entrepreneurial actions whereby entrepreneurs operate within and across institutional boundaries, in a way that stimulates collaboration and cooperation among private, public and civil society actors.

B. Creating sociality and social value

Entrepreneurial initiatives can develop new relationships, with access to networks and resources where individuals and groups can work together and create solutions (Hjorth 2013; p. 35). With the mobilization of collective efforts and resources, entrepreneurial initiatives can address structural and behavioral barriers, environmental challenges, and other pressing social issues. Entrepreneurship is anchored in the creation of social spaces and networks where shared goals and values are cultivated. Steyaert and Katz (2004; pp 181-182) reveal the social and cultural dimensions of entrepreneurship in which entrepreneurial practices are rooted in social interactions, cultural norms and collective values shifting the focus from individual entrepreneurs to the communities and networks that support and co-create entrepreneurial initiatives. Korsgaard and Anderson (2011; pp. 137, 142) view entrepreneurship as not solely profit seeking, rather the activities that prioritizes social welfare, community engagement, and the creation of shared social benefits. The creation of social value is framed as an entrepreneurial process aimed at addressing key problems in

society that need to be confronted, such as inequality, inclusivity, environmental sustainability and community development.

C. Resilience and adaptability

Steyaert and Katz (2004; pp. 182, 185) refer to resilience as the capacity of reclaiming societal spaces through entrepreneurship by challenging the dominant paradigms, whereby resilient ventures can introduce new forms of sociality and reduce vulnerability in marginalized populations. The author further suggests that in order to navigate geographical, social and discursive shifts, adaptability is important which requires constant scanning and responding to changes in the environment and reshaping strategy and actions accordingly in order to be able to continue work effectively. Korsgaard and Anderson (2011; p. 136) position resilience as an essential attribute of entrepreneurship, which allows ventures to actually resist and recover from systemic crises. The author stresses the fact that resilience and adaptability is a must for social value creation in environments characterized by instability, uncertainty and resource scarcity where entrepreneurs need to balance immediate problem solving with long term sustainability.

D. Grassroot Innovation

Grassroot innovation as presented by Barinaga and Zapata Campos (2024; pp. 799, 810), are the initiatives from the local communities dealing with the problems by using resources and knowledge available locally. It differs from traditional and established approaches as it focuses on creation of social value within the community rather than just profit motive and financial success. This approach focuses on solutions that are specific to the context rather than one for all perspectives. The author points out how these local actors have been shaping solutions that complement the specific conditions and priorities of their communities, and by such the grassroot innovation initiatives turns out to be the driver for the wider social change. The use of locally adopted tools empowers the communities to come up with innovative ways that not only serve immediate needs but also work toward building long-term social and economic resilience.

III. METHODOLOGY

This study adopts a qualitative research approach, combining secondary data from articles, news reports, and documentaries with the application of theoretical analysis. Data on Dr. Mahabir Pun's initiatives were collected from online sources, including the NIC website, autobiography of Pun, and existing interviews and business visits on YouTube, to develop a comprehensive narrative of his entrepreneurial journey. The secondary data are the information already collected and retrieved for some use. It can either be in raw form or processed data in the form of a report and can be useful (Saunders et al. 2007; p. 248).

Research approach and Analysis of data

For this study, data were collected via secondary data sources from news reports, articles, official website of NIC, Wikipedia, study of biography and journey of Dr. Mahabir Pun, and observation of NIC's activities. Documentary secondary data can be both written and non-written materials.

Written materials include books, newspapers, articles, and journals etc. and non-written materials are audio records, videos and clips, photos, paintings, screens and visual shows etc. (Saunders et al. 2007; p. 248).

Qualitative research has been done to describe the phenomenon. Qualitative data are the information and data which are not presented in numeric forms and do not possess any quantified data interpretation. To be useful, these data need to be analyzed and understand the meaning. Qualitative data analysis helps and assists us in developing the theory from the data (Saunders et al. 2007; p. 470). When exploring and analyzing the data, I could sense the relationship between the gathered information and my research objective. The following section demonstrates the empirical material analyzed as narratives and processes.

IV. EMPIRICAL MATERIAL

Dr. Mahabir Pun's efforts with NIC demonstrates the transformative potential of social entrepreneurs in the rural and resource constrained context of Nepal. Starting with the Nepal Wireless Networking Project, Pun addressed rural isolation by bringing internet connectivity to remote villages.

Nepal Wireless Networking Project

While Pun was in the United States for his study, he had seen the rapid growth of internet technology and its impact on the economy. It was also the phase of the internet boom in the US and Pun realized that the information technology can be transformative for raising the economy and be more effective in delivery of education service in his native village. As he returned to Nepal, he moved to his village and started teaching computer classes to the students and other teachers but the infrastructure was so poor that he could not even make telephone conversation to the nearest city, Pokhara and there was no internet facility. The classes that he was teaching were also from second hand computers collected from international donations operated from the electricity generated from a few hydro generators that were donated by the Everest mountaineers. To overcome these barriers of no connectivity, he mailed the BBC for support. To his surprise, BBC replied with queries regarding the purpose and motivation for the campaign. Soon, he got support from volunteers in different parts of the world. There was no looking back after this. With the use of handmade TV antennas fit in the trees, Pun was able to set up the wireless internet that connected Nangi and the nearby areas. He did not stop there and kept on working on the project enhancement and modernization. After the construction of the relay station, the villagers now could connect to Pokhara city (Wikipedia contributors, n.d.; Pun, 2018).

As Pun kept receiving more computers, he provided them to other educational institutions in many villages. In some remote locations, the schools could be so far away and with no motorable road access, walking to the schools can take hours in hills and mountainous areas. To overcome this physical and geographical barrier, he also started a distance learning platform for ease in the access for education. Later, many international volunteers went to Nepal to provide training with diverse skills to teachers and groups of students which helped them be more skillful, qualified and independent. These efforts from Pun were impactful in

bringing social change and the quest for social entrepreneurship and social transformation was just beginning for him (Wikipedia contributors, n.d.; Pun, 2018).

Initiatives at National Innovation Center

A. Fight against Covid-19

Due to the outbreak of Covid pandemic in early 2020, it was a lockdown situation in Nepal. As this new kind of virus epidemic was spreading around the world, doctors and hospitals in Nepal were clueless about dealing with the situation as there were no better tools and equipment to fight against Covid. The number of people with corona infections was rising manifold every day. The medical staff were in fear as there were no better amenities for the treatment to the patients and risk for their own health. As hospitals were seeking help and support, the National Innovation Center (NIC) stepped up for the research and innovation of medical equipment that can save the lives of the masses and health workers (NIC Nepal, 2022).

The innovators at NIC Nepal were working day and night for the research, design and development of different medical products such as PPE, Corona swab testing, Aerosol box, ventilators, Nasal swab, Dead body bag etc. necessary for hospitals and health care centers. PPE was in high demand so the organization produced a large number of PPEs that was required which was distributed to medical institutions all over the country. As people need to maintain physical distance and remain in isolation to minimize the spread of virus, NIC Nepal innovated a few autonomous robots that could help deliver the foods and medicines which were provided to hospitals (NIC Nepal, 2022).

NIC Nepal, in collaboration with hospitals, developed the ventilators for the treatment of patients with respiratory problems from the infection of covid-19. Additionally, the team also developed isolation boxes where the patients can stay in a sealed enclosure alongside medical staff and relatives of patients while moving to another place in Ambulance that reduces the chances of the spread of virus (NIC Nepal, 2022). During this pandemic situation, the work of NIC Nepal was remarkable from the design and development of equipment to delivery of services in hospitals and patients. NIC Nepal walked hand in hand working in collaboration with institutions and government with not just providing modern tools but also making it less expensive for the government and service providers.

B. Enhancing health care solutions with innovation

In rural locations in Nepal, the medical institutions and hospitals are operated in poor structures with outdated technologies. The neonatal equipment, medical facilities for new born babies are also meager and lack well trained medical staff to deliver proper service. As per the data of the Ministry of health, Nepal, the mortality rate of newborns is 23 per 1000 total births. The major reason for this mortality rate is due to hypothermia which is a situation of reduced body warmth in the babies. NIC Nepal has developed a tested and successful biomedical equipment; a Baby warmer that helps provide the balanced warmth in the body of the newborn babies. The product is not just cost effective but is believed to be easy to use for medical staff at health posts

(NIC Nepal, n.d.).

C. Nourishing minds with modern digital education

Even in today's modern age there are places in remote locations of Nepal where there is poor infrastructure with unstable electricity, hours of power supply cuts, poor network and no internet access. The schools and educational institutions are also operated in poor structures and educational systems are outdated and traditional. Many children cannot attend the classes because of schools in distant locations. To cope with these barriers, an interactive educational device which is innovated by Looma education is being promoted by NIC Nepal to make it available to the institutions situated at faraway and isolated sites. According to the information from Looma education website, over 34,000 schools in Nepal are still located in places with unreliable power supply and poor internet connection. The system is developed as a low-cost technology with user friendly attributes and can provide modern education to the students. Though Looma can be operated in proper and well-developed infrastructure, the product has been particularly designed targeted to remote and underdeveloped institutions with Nepali textbooks in digital forms, including lessons from Khan Academy, TED videos, history lessons and maps, educational games, dictionary and thesaurus and more. The device can be operated offline with limited or low power supply (Looma Education, n.d.; NIC Nepal, n.d.).

Besides, there are numerous other ongoing projects and innovative approaches from NIC Nepal to make the lives of people better. One of the major projects is the use of drone technology for the delivery of medicines in rural areas of the country. With a team of highly motivated young engineers, the initiative was undertaken for the development of drones with the primary motive of transporting medicines to remote locations (Wion, 2018). The success of these initiatives means the upliftment in the livelihood with better facilities and access to medical services that were previously deprived of and social transformation of the community. NIC has been working on different projects that target different areas of innovation which includes, modernizing health care, technology of agriculture, interactive learning, protecting the environment, supporting household innovations, and innovation on IT, drone technology and digital health (NIC Nepal, n.d.).

V. ANALYSIS

In this part of the research paper, I attempt to further analyze the entrepreneurial context of Dr. Mahabir Pun and initiatives at NIC using theories and perspectives from the conceptual framework.

A. Working with local knowledge and expertise

NIC Nepal provides an environment for young engineers and people who want to work in the technology sector to research their ideas, test prototypes and work towards the development and innovation of products. Every promising idea is provided with the opportunity for the development of tangible products. At NIC, proposals that show the prospect to boost the economy or can create far-reaching social impact are prioritized, so projects that align with these goals receive

greater attention. Proposals are required to be practical, well-researched, creative, inventive and most importantly impactful. As the proposals get accepted, NIC provides the favorable environment with the team of engineers, researchers and experts for the development and innovation of the product (NIC Nepal, 2025). This team collaborates to develop, pivot and test the product, build prototypes till the final product is developed. The initiatives from the organization attempts to make the life of people and consumers easy by addressing problems, improving productivity and upgrading life quality, across various sectors including agriculture, health care, education, household needs, environment and technology. This approach resembles the idea of Barinaga and Zapata Campos's (2024; p. 798) concept of innovating within the local, cultural, and social contexts, ensuring that the solutions are based on the lived experience and specific needs of the communities involved.

B. Working closely with the communities and institutions

NIC Nepal has been working in collaboration with institutions and community groups for the better delivery of services, in creating awareness and generating leverage for initiatives and projects. NIC Nepal, with cooperation of Jyoti Bikash Bank Ltd. delivered Baby warmer devices to health posts in western Nepal (NIC Nepal, 2024). After a comprehensive needs assessment, NIC Nepal identified five health institutions in the remote villages of Dailekh, Kalikot, Jumla, and Mugu and donated infant radiant warmers innovated by the team at NIC. About 2000 households are believed to have benefited from the product. The organization has already distributed over 40 baby warmers to health institutions that were deprived of this device previously (NIC Nepal, 2024). Besides, the organization has also been working in collaboration with institutions in different sectors. NIC Nepal and King's College Nepal have signed MoU to support entrepreneurs and innovators with the goal of fostering entrepreneurship (NIC Nepal, 2023). NIC has also been organizing awareness programs, providing training, conducting pilot projects, and implementing other impactful programs among communities and institutions.

In addition, in a recent initiative, the Innovation Center has been working on repairing equipment worth millions at government hospitals. Large numbers of medical equipment were being left at store without reusing them and installing new machines can become very expensive. More than 300 medical equipment have been repaired and are operational now (Ekantipur, 2024). The repair services are provided at free of cost. Hospitals only need to incur expenses if any machine parts need to be changed. A team of engineers has been involved in this initiative, successfully repairing various hospital equipment. Dr. Prakash Budhathoki, Spokesperson for the Ministry of Health, Nepal has mentioned that "while the hospitals were not in a position to procure the necessary equipment and new machines immediately, the repair of damaged equipment has served a great relief" (Ekantipur, 2024). These initiatives are undertaken in a participative, collaborative and community-based approach to innovation that aligns with the principles of public entrepreneurship outlined by Hjorth (2013; p. 46), grounded in the idea that true social change emerge through deep engagement with

embedded social and local contexts, and the solutions are co-created from the community collaborations.

C. Resource constrained environment with poor infrastructure

As NIC Nepal is non-profit sharing organization, the organization largely depends on donations and financial support from other organizations, financial institutions, international aid and public fundraising. During the challenging post covid-19 period, the organization received numerous donations from around the world and different regions within Nepal (NIC Nepal, 2022). Sambajee and Weston's (2015; p. 20) framework enriches the analysis of NIC by placing it within a broader postcolonial phenomenon of systemic inequalities, resource limitations, and reliance on foreign aid or interventions. Several institutions from the medical sector, private firms, educational institutions, financial institutions and individuals have joined and worked together in cooperation with NIC Nepal till now in the campaign and projects with social causes that create solutions, enhance quality of life and deliver better services to the people. Additionally, the organization encourages public and institutional donations to support its projects and campaigns. Till now, the organization has been collecting funds and donations for the operations of its initiatives with little or no support from the government. The revenue earned is reinvested back into the organization for further funding, resonating with (Dey & Steyaert 2018; p. 26), that in social enterprises, the surpluses are principally reinvested back for its purpose and use for the benefit of the community. The organization adheres to the transparency and disclosure policy, with strong governance and ethical practice, and it publishes its quarterly financial reports and annual audit reports on its website with access to all its stakeholders. Sayers et al. (2022; p. 605) suggest that ethical governance is central to building sustainable and inclusive practices in complex social ecosystems. NIC is committed to its initiatives aimed at social value creation and working for the community as a social enterprise, ensures accountability and cultivates trust among its stakeholders. Its inclusive approach to inviting donations, providing and creating opportunities, access to information and reporting, encouraging community participation and promoting collaboration reflects an ethical commitment to fairness. NIC's approach to governance goes beyond compliance, embodying what Clegg et al. (2007; p. 115) describe as the moral obligation to act responsibly within a social context.

D. Pun's nationwide tour

Nowadays, Dr. Mahabir Pun can be seen at the streets of Nepal trying to meet people shop by shop and door by door making announcements through mike that he is here with the purpose of selling his autobiography and the revenue collected to be invested for the revival of Agriculture Tools Factory. While walking for the door-to-door campaign he is deeply engaged with the local communities, being more aware of the pressing issues of people in present context, sharing his views as social entrepreneur and the situation of systemic complexities in the country. Since the tour began, he has travelled more than 6,000 miles in about 6 months and sold over 120,000 books making around 100 million Nepalese rupees (Onlinekhabar, 2024). Pun's approach

aligns with Karlsson's (2018; p. 279) concept of infinitely demanding entrepreneurship, as it underscores the resilient effort needed to create solutions that are both technically feasible and supportive and appropriate for the community and society.

Agriculture Tools Factory is a government owned entity and is one and only agricultural tools and equipment production center of the country but has remained non-functional for decades. The government has now felt the importance of the factory and has been trying to bring it into operation. For this, an agreement was held back in September 2022 by the government to facilitate the funding and allow NIC Nepal to renovate and revive the industry (Onlinekhabar, 2022). But the government's promise of providing funds for the initial operation of the factory went in vain. After this, Pun was under sit-in protest against the government to fulfill the agreement and in May 2024, government had admitted to provide some budget for the purpose of research, and innovation where a bill was to be presented and passed from federal parliament (Myrepublica, 2024). The progress from the government side is not felt yet.

Back in 2016, in the initial years of incorporation of NIC Nepal, Pun himself had donated his own land properties of around 32 million Nepalese rupees for the operation of organization as his request for funds to government showed no hearing (Kathmandupost, 2016). For Pun, the lack of substantial government support has posed a major problem. Despite his pioneering work, he has to repeatedly face bureaucratic hurdles and inadequate financial backing from the government. Entrepreneurs like Pun utilize their platforms to move through these systemic issues and demands for policy reforms. Hjorth (2013; pp. 4) frames this as a form of public entrepreneurship, where individuals or organizations engage in political and social discourse to drive change.

VI. CONCLUSION

The case of Dr. Mahabir Pun and the NIC Nepal exemplifies the remarkable impact of social entrepreneurship in creating social value in face of adversities with strong resilience and adaptability. The initiatives carried out by Dr. Pun and the achievements at NIC demonstrate that the grassroots innovation can address systemic challenges such as digital inequality, insufficient health care infrastructures and the lack of proper educational systems. The success of NIC is built on a collaborative spirit with participation of local communities, institutions and local and international partners to develop solutions together and being able to stand in time of difficulties.

Dr. Pun along with NIC Nepal have come a long way, and have demonstrated the strong resiliency to face the systemic barriers by social entrepreneurs in underdeveloped economies in environments with limited resources. The lack of financial support, bureaucratic inefficiencies and insufficient government backing have further increased the difficulties in its functioning. The study stresses the necessity for policy reforms and implementation of supportive policies with efficient structures that would help enhance the impact of the works undertaken by NIC. Additionally, in environments where resources are scarce and government

support is difficult to be realized, the local institutions and communities need to work hand in hand and form partnerships and collaborations to amplify the reach and effectiveness of social entrepreneurship initiatives.

In conclusion, the entrepreneurial initiatives of Dr. Mahabir Pun at the National Innovation Center demonstrates the transformative potential of social entrepreneurs with the mission towards bringing about social change. The work of Dr. Pun and NIC Nepal shows that the social enterprises have the capability of leveraging the grassroots innovation to create sustained solutions while addressing the systemic challenges. The study draws attention to the significance of community collaboration, public participation and policy support in allowing social entrepreneurship to succeed and with the timely institutional support, appropriate policy, and resource in hand, social entrepreneurs like Dr. Pun can play a critical role in addressing deeper challenges and promoting societal development.

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