



Yatra Shvar



2012

A JAGRITI YATRA PUBLICATION



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Yatra Saar 2012

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यत्रा साार

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A
journey
of
inspiration
&
transformation



JAGRITI YATRA
1 Train | 12 Destinations | 13 Role Models
15 Days | 450 Youth | 8000 kms

A JAGRITI YATRA PUBLICATION

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foreword



Jagriti Yatra is an ambitious train journey of 8000 kms travelling the length and breadth of the country, carrying 450 young minds: and exposing them to individuals and enterprises who are developing unique solutions to India's challenges. From the 'compassionate business' of Aravind Eye Care to the grit and gumption of Anshu Gupta; to the determination of the high-energy women of SEWA, each institution visited has an inspiring story to tell. And by taking the Yatris to the karmabhoomi of these role models, Jagriti seeks to galvanize them to start believing in Enterprise-Led-Development early in their lives.

Within merely fifteen days, the Yatris visited twelve role model institutions and experienced their work. They listened to some powerful thought-leaders during the four panel discussions. They immersed themselves in a rural environment to understand the problems of local people and came up with enterprise solutions during the Biz Gyan Tree exercise. The schedule on the train was packed with sessions, presentations and compartment discussions. You can imagine, it's not an easy task to capture all this learning in one document; and the task becomes all the more ambitious when you try to achieve this while on the train! Yet, it is important to document these visits and make sense out of them.

This document – the Yatra Saar – is an attempt to record the key learnings of the Yatra. We hope that the Yatris, while embarking on their own entrepreneurial journeys, will look back at this document and pick some gems of wisdom from it.

This year, the Yatra Saar has taken a new shape to give some more structure to our learnings and align it with our larger vision of the Jagriti Enterprise Network. We've chosen to represent our role-models through the vertical sectors which they have contributed to.

The process of drafting this Yatra Saar has been equally exciting and is elaborated in the 'Making of the Yatra Saar' section. I would like to thank Vishal Vachhani – a 2011 Yatri – who came on the train in time and took charge of the Yatra Saar. Vishal was ably supported by Devika, a 2010 Yatri and Pooja Rao, an extended-programming team member. Shailaja 'Shai' Shah, a 2012 facilitator, worked tirelessly to finalize the design and layout of this Yatra Saar. Sidhartha Jatar, a core-team member, took up the responsibility of editing the final document. We would also like to thank Mr. Jayraj Salgaonkar of Kalnirnay for his support in printing of the Saar.

As per our commitment, we are delighted to present the print version of 5th Yatra Saar on 8th of March, 2013, compiled by our Yatris within weeks of the Yatra. As always, the emphasis is on a fresh compilation of lessons learned through various voices rather than a finely crafted document.

Yaaron Chalol

Anupreet Dhody
Research & Programming
Jagriti Yatra



Making of Yatra Saar



ढरल

ढरल ढरल

| Bharathi Gutta

| Priyanka Shylendra

| Devika | Ankit Kadia | Abhinav

Kasliwal | Dr. Atul Jaiswal |

Tejashri Kamble | Sushil Balan |

Arpit Sarin | Manish Sugandhi |

Pritesh Mittal | Sivagnanavathy

KSK | Manjushree Vyas | Anand

Choudhary | Karmvir Tiwari |

Darshan Mundada | Amrutha

Varshini | Kumar Gourav | P.

Pavitraa | Krishna Mohan Ps. |

Suneet Sharma | Disha Shroff |

Suma Swaminathan | Aashlesha

Ghanekar | Prinjal Koranne

| Rachna Chopra | Shipra

Agarwal | Pravin Yadav | Arjun

Sundar Raj | Abhijit Gundawar |

Shadab Hassan Shahid | Praveen

Selvasekaran | Anupreet Dhody

| Vishal Vachani | Sidhartha Jatar

| Shailaja 'Shai' Shah |

When the announcement on the P.A system was made to invite some volunteers for the Yatra Saar, a storm of 40 odd Yatris made their way for the first Yatra-Saar meet. We were looking for a much smaller group. After speaking individually to most of them, about 22 Yatris insisted on their contributing to the process.

The 'making of the Yatra Saar' started when individual groups analysed role models and panel discussions assigned to them and presented this to the rest of the train during the AC Chair Sessions; which was followed by a critique from the audience. Based on the critique and the feedback, the groups captured their observations and learnings in a summary document. A smaller group of Yatris, called the Synthesis Group, was formed to pull together all the learnings in the form of this Saar.

Over the last four years, Jagriti Yatra has focused on individual role-models and had placed them at the centre of the four axes of learning. This year, we asked each role model to highlight facts about the vertical within which their work lies. The layout of this Yatra Saar reflects this shift.

Anupreet took charge and set the stage for the Yatra Saar to be delivered on time. Invariably, the learnings from the Jagriti Yatra are much wider than can be captured in this document; but we can hope that the Saar will serve as a guide through our 'dark nights' and act as a trigger to remind us of all that we saw, experienced, heard, spoke, felt, thought, learned and unlearned.

Building India through enterprise



In this 65th year of India's independence, when the torch is being passed on to another generation, our country is going through a low. From the logjam in parliament, to the daily announcement of a scandal, to the recent horrific incident in a bus in Delhi: we seem to have reached a nadir. The genesis of this problem, according to me, lies in a deeper and systemic cause. We would like to take you back in time, through history and across geography to understand why this is happening, what Jagriti is doing about it, and how you can help.

Our founding fathers had two tasks - to wrest freedom from the British and to get rid of a colonial mindset. A system had been created that allowed a few to rule over the many. In 1930, when Purna Swaraj was declared on 26th January, there was a muted response from the country. A few from the elite were involved but the masses still needed activation. Gandhiji came up with a simple idea in April, 1930 - to march to Dandi and break salt. With 78 youth he marched over 350 kilometres and ignited the entire country into civil disobedience. The initial 78 became thousands and then millions as the country erupted in protest. He moved the independence movement away from comfortable drawing rooms by involving the ordinary Indian.

Seventeen years later, India got political freedom, although the freedom to our citizens to build our nation was not fully granted. Come this 65th year of independence, the time has arrived to change this mindset and shift our approach to building India. Instead of a central planning process, every district, every village, every person has to participate in a nation-building movement. If we don't do this, like the Purna Swaraj declaration, our development

efforts would be confined to only a few and will fail. If, on the other hand, we involve our youth and ordinary citizens in democratizing enterprise to small towns and villages - there is no force on this planet which can stop us.

The young India of today - particularly in our cities, is inspired by the sentiment of protest. The Right to Information initiative and the agitations for the Lokpal are based on this premise. This work is important in bringing down a colonial system that still keeps our citizens in check. However, let us remember that eight decades after Dandi march we are not here only to protest, bring down systems and turf out. We have to unleash a much more powerful and fundamental human urge - the urge to build. We have to shift our focus towards building India and invite young Indians to this cause. Borrowing a leaf from the father of the nation, Jagriti also started with a march: the Jagriti Yatra, which is now a movement in its own right.

At Jagriti, we respect protest, but are passionate about building. To go to a Facebook page and lodge a protest with a click is easy, but to build a chain of medical clinics in a poor district of eastern UP takes years if not a lifetime. Let the red corner fight the anti-corruption battle and take on other systemic flaws; while we in the blue corner will work with young India to engage them in building the country. Once the youth start this process of building, despite the innumerable difficulties, there will be a realisation of a deep, purposeful joy. We, at Jagriti, know this. You will hear from us the pains of putting together the largest train event in the world, but if

you ask any member of our team, they will unhesitatingly vote for the blue corner: the one that builds India.

And what a beautiful time and arena it is to build! The next 35 years, leading up to the 100th anniversary of India's independence, will be the most productive period of your lives. In this time, India will become the second largest economy in PPP terms. We will build new villages, cities, roads, ports, ships, create small and large industries, dredge our rivers, plant new forests and protect our borders. This will need a new generation of leaders who will build our country afresh. The core purpose of Jagriti is to build these leaders.

Jagriti's view is that the process of building India over the next 35 years will have to be different. We do not want to be a poor copy of the Industrial west. A nation of 1.25 billion people has to build for its own needs, with its own genius. We need to build a country which is environmentally sustainable, and involves our communities and we are aware that young India is exercised by this question. Our focus must be on the smaller towns and villages of the country where 70% of India still resides. It is here that the enterprise mindset will create many more innovations. We need to keep in mind that billions in countries like Egypt, Nigeria, Indonesia and in the continent of Latin America, are watching this building process. And in contrast our neighbour to the north is fast at work testing another model - central, planned and militaristic. I am deeply convinced that our decentralised and

democratic model of enterprise will prevail in this race.

Jagriti also seeks to use technology in a very different and democratic way - where the human potential of our nation is taken forward. The involvement of Dell and Google as partners is not a coincidence. We know that a country as large and diverse as ours needs a strong technology backbone: not just in information technology, but other forms of technology which can help us leapfrog the mistakes of the Industrial west.

Through 5 Yatras, Jagriti has impacted the lives of over 2,300 young Indians directly and possibly millions indirectly by awakening the spirit of enterprise. We now want to now take this movement to four districts of the country which we call the four Dhams of enterprise - in Deoria (North), Karjat (West), Madurai (South) and Ganjam (East) - with a focus on 10 key themes that will build India through Enterprise: Healthcare, Agro Industries, Education, Energy being some primary verticals of interest and Information Communication and Technology, Public Private Partnerships and Finance being three horizontal interests. To recognize this shift, we have named our train compartments after these themes. Our mission is clear - to catalyze 10 lakh local entrepreneurs by 2022 which is the 75th anniversary of India's independence. This will generate over 100 lakh jobs in the smaller towns and villages where jobs are needed the most. Only if such a propose driven agenda is framed will young Indian's stop lurking as predatory drunkards in the back of empty buses.

A Harvard based indologist, Diana Eck, has recently written that India is not defined by the power of emperors or rulers but by the footsteps of its pilgrims. Since ancient times, our country has been brought defined by these pilgrims. We believe the Yatris on Jagriti Yatra are defining this nation afresh in its 65th anniversary. Over 15 days they see our astoundingly beautiful country, travel the hills and



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mountains that define us, cross rivers that irrigate and nourish us: travelling from the Western edge of India to the eastern coast of India in Vizag, from Madurai in the south to the foothills of the Himalayas in the north. At the end of this 8,000 kilometre journey, they touch the sacred soil of Sabarmati where the echoes of Dandi still resonate.

These Yatris are seeds that will start this building process, Jagriti is a mere pollinator. Through the Yatra and those who travel on it every year, let the message go forth to friend and foe alike that the task of building a new India has begun. This process can involve every young citizen of this country. Through this Yatra the Yatris understand that they do not travel alone; they travel in the company of 450 others who dream of building India afresh. This group will raise a new tricolour. The nation is watching. The nation stands waiting.

Shashank Mani, Chairman, Jagriti

Rewati Prabhu, Board Member

Raj Krishnamurthy, Board Member



Our mission is clear - to catalyze 1 crore local entrepreneurs by 2022 which is the 75th anniversary of India's independence. This will generate over 10 crore jobs in the smaller towns and villages where jobs are needed the most. Only if such a propose driven agenda is framed will young Indian's stop lurking as predatory drunkards in the back of empty buses.

the jagriti yatra movement



Jagriti Yatra is centered in the philosophy of promoting sustainable enterprises, particularly in the smaller towns and villages of the country, thereby creating local entrepreneurs and generating local employment.

The vision is to Build India through Enterprise by mobilising youth to turn from job-seekers to job-creators.

The mission is to create 1 crore entrepreneurs and 10 crore jobs by 2022.

To achieve this vision and mission, Jagriti has a three horizon framework of which Jagriti Yatra is the first. Below is a graphical representation of the three horizon approach of Jagriti:

THE THREE HORIZONS OF JAGRITI



Jagriti has a Middle India focus with impact sought on 600 million Indians who fall in the middle of the diamond, as is represented by the diagram on the next page. There is an upper class at the top, a poverty-



stricken class at the bottom (which requires direct support from programmes such as NREGA) and a “Middle India” that has the potential to benefit from a culture of enterprise-led development.

THE DEMOGRAPHIC DIAMOND



Jagriti has decided to focus on certain key verticals and horizontal that are most likely to create maximum impact on building India, beginning with Agriculture, Healthcare and Energy

Jagriti’s vision includes the creation of a unique district development model across 4 dhams of the country:

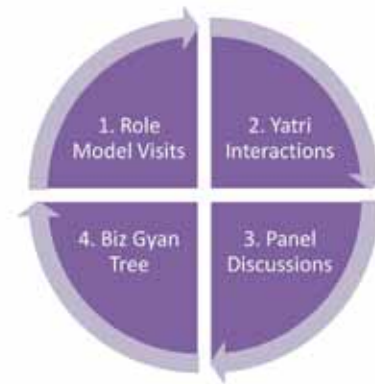
- Deoria (Eastern UP),
- Raigadh - Karjat (Maharashtra),
- Madurai (Tamil Nadu),
- Ganjam (Orissa)

which will be focused around the above themes.

The Yatra is a ‘pehala padaav’ (first step) and has already stimulated over 120 enterprises since 2008 and has helped create numerous nation builders.

the layout of the yatra saar

The layout of the Yatra Saar reflects the vertical and horizontal focus of the Jagriti Yatra movement. It showcases the several activities conducted during the journey and learnings gathered by Yatris. The elements in this layout are best described by the four axis of learning which are as follows:



a) Role Models

Yatris interacted with 13 role model institutions and individuals spread across India. These role models and the visits to their institutions shed light on the stories behind their social and economic enterprises.

b) Panel Discussions (PD)

There were four panel discussions organised at key stops of the journey – Bangalore, Visakhapatnam, Delhi and Ahmedabad. These were aimed at interactions with well-known personalities and brought new insights to yatris on varied topics like technology, agri-enterprises, skills development and the importance of teamwork.



c) Biz Gyan Tree (BGT)

The Biz Gyan Tree is a powerful exercise that initiates the process of thinking – thinking about an idea, thinking about a solution – very simply put, thinking like an entrepreneur.

The exercise was held at Deoria and divided 450 Yatris into smaller groups with each group being given an opportunity to develop a business plan. Groups were made according to areas of interest based on the seven verticals and they were given approximately thirty-six hours to develop a venture plan, assess it in a village environment and present this to a panel of judges. The fifteen best plans have been given the opportunity to visit Deoria for a longer tenure.

d) Yatri interactions with support from Resource Persons on the train

Yatri interactions are key to the experience on the train. The discussions range from issues of personal interest to those reflecting Jagriti's verticals. We have captured some of the insights from these compartment sessions. Resource Persons joined us at different legs of the journey to enhance the quality of discussion and debate. They also conducted sessions on the train on topics ranging from public policy to the importance of the cloud in Information Technology.

In addition, several other aspects unfolded on the Yatra, These included:

- **Creativity** explored through visual minutes, folk art, music, poetry, photography,
- **Women Entrepreneurship**- an idea which was continually reinforced in all our activities,
- **The Power of a Team** which was explored at the valedictory session in Ahmedabad.

The inner journey that each of the Yatris experienced was also documented through thought-provoking exercises such as the



dreamtree exercise, the lifeline exercise and daily compartment conversations. Special efforts were made to record the transformative moments that Yatris experience through the duration of the Yatra.



चर्चाकार



AGRICULTURE : PANEL DISCUSSION
AGRIBUSINESS & RURAL
LIVELIHOODS



EDUCATION
BAREFOOT COLLEGE
BUNKER ROY



HEALTH
BIOCON
KIRAN MAZUMDAR-SHAW



WATER & SANITATION
GRAM VIKAS
JOE MADIATH



EDUCATION:
PANEL DISCUSSION
- OPPORTUNITIES IN SKILL
TRAINING AND EDUCATION



HEALTH
ARAVIND EYE CARE
DR. ARAVIND



ENERGY
SELCO
HARISH HANDE



MANUFACTURING & HANDICRAFTS
KUTHAMBAKKAM VILLAGE
R. ELANGO



MANUFACTURING & HANDICRAFTS
SPECIAL ADDRESS
WILLIAM BISSELL



MANUFACTURING & HANDICRAFTS
TOE HOLD
TOE HOLD ARTISANS



CIVIC SERVICES
GOONJ
ANSHU GUPTA



CIVIC SERVICES
DABAWALAS
REGHUNATH MEGDE

Agriculture



Agriculture and allied sectors are the mainstay of the Indian economy. They are an important source of raw material demand for many industrial products, particularly fertilizers, pesticides, agricultural implements and a variety of consumer goods. They contribute nearly 14 % of Gross Domestic Product (GDP) of India. About 58 % of the population is dependent on agriculture for their livelihood.

Agriculture and allied industry may be divided into several segments, namely:- horticulture and its allied sectors (including fruits and vegetables, flowers, plantation crops, spices, aromatic and medicinal plants); fisheries sector; animal husbandry and livestock; and sericulture. India's varied agro-climatic conditions are highly favourable for this sectors growth and there exist innumerable business opportunities.

Panel Discussion- Agri Business & Rural Livelihoods

Agriculture is the sector which contributes about 14% to GDP and supports almost 58% of the population. Agribusiness in India has potential to increase the income of farmers and also control the migration towards cities for high income jobs. Unfortunately, agriculture has been misused and misunderstood. People do not respect the profession of an agriculturalist: hence the son of a farmer wishes to choose an occupation other than farming. There is scope for an ecosystem with interlinked and interdependent elements which creates livelihood opportunities and raises standard of living of farmers. What are these opportunities that agriculture has to offer?

The Panelists

1. Vamsi Krishna, Program leader, Reliance Foundation. He is working on Bharat India Jodo, which is a program that supports farmers with technical consulting, engages committed workers as fellows and encourages development of roads



and schools through farmer participation.

2. David Hogg, Chief sustainable officer with Naandi Foundation. He has worked on the Araku project where wasteland was transformed into cultivable organic farms for coffee cultivation.

3. Shashank Kumar, Entrepreneur from Bihar, who started Farms and Farmers, and was recently awarded Social entrepreneur of the year by Chief Minister of Bihar. He works with farmers by providing them consultancy services.

Overview of the discussion

The discussion started with the question - why is agriculture important? David suggested "Agriculture has relevance to environment, health and nutrition of society. If we ignore agriculture we end up making society sick. Hence, we should change the paradigms, and let the farmers drive the change that may lead to a healthy and a prosperous nation." A subsequent question arose- what kind of role is expected from entrepreneurs in agriculture? Shashank answered, "Why can't more entrepreneurs give farmers information about seeds and crop selection, invest in information technology products and services, offer consulting and provide other post-harvesting value additions? In India we make only 3 % value addition so we still have ample opportunities to make agriculture lucrative for farmers. One must really have passion to be in agriculture and the field is open with immense opportunities".

Shashank added that there are many perennial problems in agriculture like lack of storage facilities, irregular distribution, middlemen, ill-advised pricing policies for agricultural products and erratic monsoons. He also gave a gist of how to create forward linkages and bring information about right farming practices to farmers engaged in organic farming.



"This panel discussion completely changed my views about agri-businesses. The three panelists are doing amazing work in the field of agriculture. It was a truly enlightening session and I am looking forward to work in this area in the near future."
- Aarti

Mr Vamsi Krishna gave an insight on funding in agribusiness. Mr David Hogg spoke of helping farmers gain premium prices for their agricultural produce and also explained the scope for selling agriculture products in domestic as well as international market.

Some successful stories shared by the panelists gave Yatris confidence in agribusiness as an enterprise option. E.g. Farmers in Punjab, Haryana have taken up organic farming which got certified within three years. Use of cocopeete (coconut husk used for growing delicate crops) and polyhouse made farming more productive and less costly. Organic farming has been used to convert waste lands to fertile lands in tribal areas with help from government and the Naandi foundation.

Naandi's chief sustainable officer, David Hogg, surprised us by sharing that 200g coffee which was earlier sold for Rs 20, is now sold in Europe for 19 Euros. This has been possible through systematic initiatives taken up by Naandi foundation.

In summary, there is a need to make farming a first choice profession. A farmer's son leaves for city in search of a job. Farming land is sold to meet the basic needs of the family. There is a ruthless use of chemical fertilizers and additives which is degrading the soil as well as the crops that come out of it. Though there are risks involved in agriculture business, venture capitalists are now showing interest in funding agricultural activity. What better way than to add value to the product the farmer produces and create a global market for the produce?

Key Emerging themes:

Innovative ideas exist for setting up a social enterprise and/or business enterprise in the agricultural sector

There is large market available for agricultural processing and agriculture products in domestic as well as international arenas.

People are moving towards agribusiness and IT industry is earning huge profits

One needs to have passion and faith in agriculture to make this industry successful.

Organic farming has long term benefits for farmers as well as for the environment

Finance is no longer a constraint as one thinks of starting an agriculture businesses



BGT ENTERPRISES IN AGRICULTURE

Sugarcane Nursery

The vision is to uplift farmers through increase in productivity and quality of sugarcane. In a sugarcane nursery, sugarcane buds are grown in a controlled atmosphere using high produce variety. Through sugarcane nursery we can provide quality saplings with enzyme treatment for considerably low cost, compared to any other vendor. These saplings can then be cultivated in fields to gain high produce.

The desire is to improve the financial condition of the rural and marginal farmer. We wish to encourage young people in the village to set up nurseries. By purchasing the raw material from agricultural universities and growing it for a period of two months with best agricultural practices, quality saplings can be sold to the farmers.

The nursery would start up with a loan of 85% and 15% would be direct investment from team members. Revenue would be generated by selling the saplings. The break even in this model is in 14 month.

Food Processing Industry.

The basic idea is to provide consultancy and marketing for farmers engaged in producing agro-based value added products that are sold to urban markets.

In this process, we plan to set up various processing units for conversion of sugarcane, potato and mustard to value added products like jaggery, grannel, sira, mustard oil and potato chips. The final aim is to develop a trust and faith among farmers and bring them under contract farming and also on the way set up various other processing for other crop produce, in a way helping marginal farmers get their crops to sell at the market price.



India is at a critical juncture today – on the one hand it is a fast growing economy, waiting to take its position as a global force. On the other hand, India faces the challenge of leveraging its vast demographic potential by educating and training over 130 million people in the age group of 18-23 years with skills and capabilities relevant to the demands of a modern knowledge based economy. The benefits from the country's increasing young population can't be reaped unless we have created enough opportunities for them to get education and skill development training. It is truly a daunting task, but this also means a huge opportunity in education sector. The focus primarily should be on the smaller towns and villages of the country where there is a great need and demand.

The skill development training should go beyond its present form to education and training in entrepreneurship development (udyamita vikas) where the youth can be trained in starting and scaling up small and medium enterprises, thus providing solutions to the local problems. The aim should be creating an ecosystem to facilitate these entrepreneurs in running their enterprises. National Skill Development Corporation (NSDC) has come forward to support the organisations which are keen to work in the area of skill development. The challenge often faced after imparting the training is in creating the necessary linkage with the market. FabIndia, Mother Earth and Toehold Artisans are providing effective solutions to this problem.

Other examples of organisations working effectively in the education sector are – Pratham and Naandi Foundation, both non-profit, which liaise with Government schools to improve the quality of education. Educomp, a for-profit organisation, is another example which started with providing computer education in the urban schools but now has gone beyond to set up

schools, equipped with digital infrastructure, in second tier towns.

Technology can play a great role as a seamless carrier of education to far-flung areas of the country. Video-conferencing, digital tablets, projectors loaded with the curriculum and even mobiles are being extensively used in bringing quality education to the doorstep of rural India. Eprashaala is one such example.

Conclusively, the education sector is seeing exciting times with a lot of opportunities and challenges in the offing.

BAREFOOT COLLEGE BUNKER ROY

About the Role Model

Sanjit 'Bunker' Roy is an Indian social activist and educator. In 1972, he founded the Barefoot College in Tilonia, Rajasthan. Roy was influenced by the philosophy of Mao Zedong, and modelled his organization after Mao's Barefoot Doctors. The college, officially known as Social Work and Research Centre, addresses problems of drinking water, girl education, health & sanitation, rural unemployment, income generation, electricity and power as well as social awareness and the conservation of ecological systems in rural communities.

Bunker Roy has won many awards like the Arab Gulf Fund for the United Nations (AGFUND) Award for promoting Volunteerism, The World Technology Award for Social Entrepreneurship, The Schwab Foundation for Social Entrepreneurship, The Stockholm Challenge Award for Information Technology, The NASDAQ Stock Market Education Award, and the Tyler Prize. He participated in the Azad Bharat Rail Yatra in 1997 as a speaker and also hosted the Yatris at the Barefoot College during the stop at Tilonia, Rajasthan.



"There is nothing more enchanting than seeing an 'illiterate' grandmother use sophisticated tools to perform a dental operation!"
- Sidhartha

Context and Vision

The vision is to provide a self-sustaining model where the local villagers are involved in the solar sector and the women of the village in the age group of above 40 are given specialized training to fabricate and repair solar operated devices. Night schools were started for students who work to support their families during the day to continue their education and training. The organization is using a system of train the trainers to bring skills training to villages.

Building an enterprise

Programmes of Barefoot College are influenced by Gandhian philosophy of each village being self-reliant. The policy of Barefoot College is to take students, primarily women from the poorest of villages and teach them skills such as installation, building and repairing of solar lamps and water pumps without requiring them to read or write.

The participating villages create a Village Energy and Environment Committee which determines the rates the villagers will pay for the solar panels and identifies which of the poorest residents of the town will attend the training. The students receive 6 months of training where they learn about solar panels and storage batteries before returning home.

The college does not give out any degrees or certificates. V. Krishna has described the approach as “de-mystifying high technology” to rural villages to show that with the right training, “the uneducated and semi-literate can operate and manage” items like solar panels and water pumps. The college to “spread information on health, education and human rights” has utilized Rajasthan’s traditional art of puppetry.

Financial Model

The financial model is mostly grant based. Their funds also come from sale of handicrafts and from visitors staying in guesthouses.

“In simple words, it reignited my sense of possibility. Seeing women from across the world come to a village to be trained as Barefoot solar engineers just reaffirmed my belief in the myriad of opportunities that are still untapped. The thought that I came out with was, “I have a lot to do and a lot of ways to do it in.”

-Shalini



Impact

The unwavering confidence of the people involved with Barefoot College clearly shows the impact on their livelihoods. They are not only skilled to fabricate solar chips but have also been given adequate training to run their repair shops after the training to maintain the solar systems. As the proverb goes, you educate a woman; you educate an entire generation through her. These women portray an exemplary model of self-sustenance.

PANEL DISCUSSION: Opportunities in Skill Training and Education

About the Panelists

Mr Parth J. Shah is founder-president of the Centre for Civil Society, an independent non-profit think tank in New Delhi. CCS offers public policy solutions on aspects such as the rule of law, community engagement and competitive markets.

Vanita Viswanath is the CEO of Udyogini, an organization providing business development services to poor women in the backward and remote regions of India. Established in 1992, Udyogini works to empower poor women through micro-enterprise development and management focusing on the strategic initiatives of promoting gender-inclusive value chains, market linkages and training in vocational and business skills in 8 backward states of India.

Vivek Sharma: Before joining Gandhi Fellowship, he was Programme Director with Pratham, a leading NGO, working on universalizing elementary education and creating school improvement programmes for and with the government. While working on Pratham’s footprint in the northern states, he set up learning enhancement programmes in government schools. He was trained to be a journalist and

spent over a decade working for a cross-section of Indian media, including the last assignment as Group Editorial Coordinator, India Today. He was also part of some hugely successful tech start-ups in the space of www, IT & Telecom. In his third and final career Vivek decided to deal with a fundamental issue like Shiksha (Education). He travels across the country looking for Gandhi Fellows.

Overview of the discussion

The education and skills training sector has tremendous potential. The poorest of communities value education and are willing to pay for quality services. In fact, the education revolution was facilitated by private institutions started by local entrepreneurs across towns and villages of India. Youth of this nation need to look for pain points and work to convert these into productive solutions. Building a team and putting ideas into action should be the first goal. Where innovation exists, the money will follow. Innovations in skill development, training and education can come only through such imagination, adequate reflection and sustained motivation.

“Why are new Jain/Marwari businesses not coming up in India? Because the youth from these communities are going to elite MBA schools where their entrepreneurial abilities are being killed!” Unfortunately, most of our educational and skill-training institutions do not sufficiently encourage research and certainly do not see research translate into products in the market. Teachers should therefore occupy only 1/3rd of time teaching while the rest should be devoted to research and field based implementation.

Give up the quantitative and qualitative analysis; try not to adopt any economic theory or ideology arbitrarily. Field based learning is what you should spend your twenty's doing. Your life's learnings will later translate into an ideology which is based on real experience.



To get this real experience, you need to understand market problems and social needs by working with target communities. Hand's on experience is most important. Only by applying yourself to learn a subject and practice a skill for over 10,000 hours; and only by testing your ideas and abilities in practice will you become proficient at innovation. Your innovations do not have to be unique and novel. There are enough existing innovations waiting to be replicated. There are enough opportunities in India where such replication is needed: one only has to be on the lookout for them.

Having said this, the reality remains that poor communities exist where market forces will not allow sustainable enterprises in skill development and education to operate without government support or private largesse. Not every investment can have a time-bound expectation on return. Policies of the government, skill training institutions, NGO's, corporate houses, foundations, impact investors, social venture funds will need to take cognizance of this reality.

BGT ENTERPRISES: EDUCATION

Primary Education

The vision is to enter into a public private partnership and take over the management of an existing pre-primary and primary government school. The idea is to get as many children as we can to school. This would be ensured through the following initiatives:

1. **Reach to teach:** This would reach out to people residing in the villages around the school.
2. **Volunteer to teach:** Through this initiative we would collaborate with colleges and give college students a platform to teach the children as part of an outreach programme
3. **Bless a child:** This would help us educate orphan

EDUCATION EMERGING THEMES

Key Learnings

- Skills and wisdom found in villages should be used for its development before getting skills from outside.
- Sophisticated technology may be used in rural India, but it should be in the hands and in control of the communities so that they are not dependent or exploited.
- There is a difference between Literacy and Education.

Opportunities:

- Scope for policy making
- Developing a Voucher model for providing subsidies
- Skill training for lower income people
- Converting pain point to productive solutions
- Imparting quality education
- To propogate Equality of men and women, of different castes or position and stature.
- To promote Self-Reliance, Austerity and Collective decision making



and underprivileged children free of cost through voluntary sponsorships.

Highlights:

- Brother-Sister Combo: The boy shall study free of cost if his sister is enrolled in the school.
- One in three free: The youngest of the three siblings studying in the school shall not be charged any tuition fee.
- We shall track the progress of each student through regular monitoring and feedback.
- Regular teachers training and up gradation programme.
- Video tutorial for the children: Recorded videos shall be used to teach children in the classroom and a technician would ensure smooth operation of the classes.

Jagriti Kriyanan

Vision: skill development for career development.

Mission is to provide quality vocational training and career counselling to youth and connects them to employment opportunities in addition to generating extra income for further education.

It is based on dedication and perseverance in customer service oriented model to drive in self-developmental change.

The plan is to collaborate with industries, entrepreneurs and professionals for training. In the first year we call trainers during weekends from different fields and identify youths who are interested in the respective fields. They will be trained for one year to obtain certain level of knowledge. This will enable them to provide services in and around villages from the second year itself. Some can also be placed under professionals or in institutions as trainees. The students of this institution shall also teach younger children of the village as part of the learning model.

Revenue would be earned as a commission from services, vocational training commission for tuitions and placement commissions. The enterprise would break even in the third year.

Eduhub

The vision is to provide basic education and training to a larger audience. The mission is to create a space where skills, techniques and employability options can be offered to the students.

The model is to create a centralized hub/ community centre where in the students can come and they will be provided with English language teaching, computer learning, preparation for governmental entrance examinations etc. Job placement agency is also part of the hub wherein we create a portal for people to explore job opportunities with us. All the above-mentioned services will be charged which will generate revenue for the business plan. The prices have been decided keeping in mind the disposal income of the villagers. Supplementary services such as vocational training, personality development, sex education will be provided later as a free service.

Sandhya Sansthan

The vision is to setup a night school for adults in existing school building with paid short term courses aimed at making the villagers better skilled, aware, learned and employable.

-Weekly community edutainment programs for spreading awareness about important topics among rural area.

-Solar lights and mobile chargers will be

available at night school.
-3 year plan with new courses will be added each semester.

-Examples of courses: advanced agro techniques, banking & finance, legal rights & know-how, vocational skill development, etc.

- Tie-Ups with Rural Development Education institutes to offer fellowships to their students for teaching/assisting at Sandhya Sansthans.

India currently suffers from a major shortage of electricity even though it is the fourth largest consumer of energy in the world. According to 2011 census, there are around 400 million people to whom electricity is still inaccessible. As compared to world's average of 15%, network loss in India is more than 30%. Besides adding to the regular electricity price, this distribution loss plays a significant role in bringing up the price of unconventional electricity, making it unaffordable.

**SELCO
HARISH HANDE**

About the Founder

Harish Hande founded SELCO India (1995), a social enterprise to eradicate poverty by promoting sustainable technologies in rural India. With its headquarters in Bangalore, SELCO has 25 branches in Karnataka and Gujarat. Today SELCO India has installed solar lighting systems in over 120,000 households in the rural areas of these states being an inspirational balance between renewable energy, environment and development.

He won the Ashden Award for Sustainable Energy, 2005 and the Tech Museum Award, 2005. Harish has also received the world's leading green energy award from Prince Charles in 2005. In 2007 SELCO India won the Outstanding Achievement Award from Ashden Awards. The award was presented by Al Gore, former Vice President of the United States of America. He was named the Social Entrepreneur of the Year 2007 by the Schwab Foundation for Social Entrepreneurship and the Khemka Foundation.

Main focus

To provide sustainable energy solutions and services to under-served households and businesses. Selco is providing customized solutions for the energy needs of the people at the grassroots level by providing innovative solutions. In an era where the centralized production of non-renewable energy

has a payback period of 4-6 years and is not investor friendly, SELCO has come up with a model where it decentralizes the power production making it affordable. SELCO aims to empower its customers by providing a complete product including service and consumer financing through Grameen banks, cooperative societies, commercial banks and micro- finance institutions.

Context and Vision

SELCO INDIA developed innovative strategies to make this venture a success. To understand the needs of their potential customers, they did a door-to-door survey to collect the necessary information. They educated them about the benefits of using solar energy to not only provides extra hours of light at night but also avoids emission of fumes from gas lamps. This in turn provides adequate light for children to study in. SELCO also made a rigorous campaign to convince banks on the viability of solar electricity and requested them to provide loans to perspective customers and provide schemes for repayment by borrowers. In addition SELCO worked with various financial institutions and micro finance institutions so as to provide a variety of financial products for its clients.

Building an enterprise

The foundation of SELCO was laid in 1994 when Harish Hande decided to sell solar lighting systems. With no financial backing, he travelled across numerous villages in coastal Karnataka making demonstrations and explaining to the villages the benefits of solar electricity.

A major drawback while starting the company was that till then solar electricity was an unproven sector economically. An added challenge was in promoting its economic viability. Moreover, it was difficult to sell solar power to the rural folk in the country because many could not afford it. Mr Hande's innovative strategy focussed on a steady long-term relationship with the customers by building their trust and confidence.

"Like many individuals with sight who do not see; most people with access to light do not realise its significance in daily pursuits. SELCO recognises that the poor do not need charity - they need low-cost lighting solutions."
- Shailaja 'Shai'



SELCO India eventually came into being in 1995 under the leadership of Harish Hande and Neville Williams, president of Solar Electric Light Fund (SELF). In December 1996 from Winrock International which released a conditional loan of \$150,000 under the USAID Renewable Energy Commercialization project. This was however on a condition that SELCO India created couple of solar service centres and install a minimum number of systems. The loan to Winrock was paid back by the year 2000. Afterwards, SELCO India was backed by E+Co by initially investing US \$107,500 becoming SELCO India's first investor. Now it has a total three investors.

Financial Model:

SELCO started with a financial model in which each customer would pay 25% of the cost upfront as down payment and will further pay a monthly instalment which is affordable and within the average monthly budget of a family in the region. Along with this, SELCO India also provided a year's guarantee to the warranty of the manufacturer along with free service for a year and a 90-day money back guarantee.

Payment Procedure:

Rate of Interest:	10%
Down payment :	INR 2500
EMI :	INR 300

 Total : (2500 + 14400) INR 16900

Cost to the customer

Components	Cost (INR)
20 W Solar Panel	4500
Battery	2000
Maintenance (for 5 Yrs)	4000
Miscellaneous	2000

Total	12500



Electricity Charges

Monthly Expenditure = Rs 150
 Breakeven Year = 9 Years 5 Months

Impact

Till date, SELCO has sold solar lightings to more than 110,000 rural homes and to 4,000 institutions such as orphanages, clinics, seminaries and schools in the Indian state of Karnataka.

Social:

The SELCO model has been developed to help improve the social livelihood of people by diverting the savings from solar energy to other necessary daily needs. For many of the families, their children's education is seen as the primary benefit. By replacing other sources of energy such as firewood and kerosene, solar energy also contributes to an overall environmental benefit.

Economic:

SELCO has helped its under-privileged customers in making significant savings in energy consumption and costs by the rural families. Its inclusive business model has led to the creation of employment not only for its own employees but also for several rural entrepreneurs who now rent out solar lights to vendors and institutions in their communities.

"Do not give charity to the poor, provide them with solutions. The poor can pay for themselves, if they get solutions to improve their livelihoods."

Win-Win-Win model for Solar light vendors, street vendors and SELCO. Amazing Innovation.

BGT ENTERPRISES IN ENERGY SECTOR

India's affordable lighting system

Vision: To empower India with a reliable and sustainable, low cost power solution.

Indian people in the rural areas are still dependent on kerosene and wood to light their homes. The idea is to provide electricity to these rural households in an amount that is equivalent to their expenses in these conventional sources.

Currently, customized solar systems are available for households but the installation cost of the same is too high, which makes it unaffordable for the people at the bottom of the Indian economic pyramid.

Solutions:

- Use lithium ion battery instead of lead acid battery;
- Use of LEDs instead of CFL, will reduce the power requirement significantly for the same power output.
- Installation of solar PV panels with 3.7 V instead of 12 V.

All of the above changes can bring down the cost to one-sixth of the present cost.



Education and health with energy:

Vision: *The vision is to make the entire Deoria district self-sustained and meet all household energy requirements using environmental friendly means and achieve consistent growth and scalability, by engaging the local communities.*

Concept / Ideas:

Use of wood, kerosene and other traditional fuel sources for cooking purpose results in numerous diseases like asthma and cancer. Generally women are more susceptible to these diseases because they are the ones who are supposed to be engaged in household practices in our society.

The idea is to start a self-sustainable enterprise which uses the power from solar panels to produce biomass pellets using the locally available waste material like rice husk, fallen leaves, cow dung, etc. The pellets produced as a result have more calorific value than coal and so one kg of pellet is sufficient to meet one day cooking demand of an average family.

ENERGY - KEY EMERGING THEMES

Indigenization and local manufacturing can lower costs of solar power

Demand for Engineering, Procurement and Construction services is expected to rise

The biomass mission of the GOI proposes creation of 16,000MW of biomass power by 2020 therefore creating opportunities for entrepreneurs. E.g. energy plantations (feedstock), transportation, storage

Increasing potential of ethanol as an alternative fuel presents a significant entrepreneurial opportunity

The main use of energy is not solely for lighting purposes but has diverse needs and priorities i.e. energy is used for cooking, pumping water, agriculture, fan etc.

Energy sector is more horizontal, as energy is required as a basic need for each sector to flourish.

The conventional grid model is more centralized and therefore has a big distribution loss.

By using a decentralized model for solar energy, we can easily avoid this loss in distribution.

The price of solar panels is reducing as its technology is maturing.

It is important to analyse the demography and weather conditions of a place. If we do not get sufficient sunlight for a majority of the time, then a fusion model may include other sources of energy. For example, wind, micro hydal, tidal or a combination of these.

In rural India, people pay a fixed amount per month for electricity - unlike in urban India where users have to pay as per the usage; hence there is no urge to save energy in the rural areas. This needs to be changed and awareness needs to be spread about importance of energy conservation

In India the public players in the healthcare sector have been unsuccessful because of the unsatisfactory service and less number of doctors catering to a large number of patients. The healthcare sector is expected to grow by 15% between 2012-2020 owing to the unhealthy lifestyle, population etc. With only 2-3% of the GDP being spent in this sector, it will be more challenging to cater to public healthcare. 70% of the healthcare infrastructure is confined to the top 20 cities in India.

The major healthcare issues in India are malnutrition, high infant mortality, diseases, poor sanitation, inadequate portable water exist due to the lack of infrastructure and awareness, inaccessibility to rural areas, high cost etc.

The two enterprises that the yatri was exposed to were Aravind Eye Care and Biocon. They have been successful in providing healthcare primarily because of the low cost and large scaling business model.

ARAVIND EYECARE

About the Founder:

Dr. Govindappa Venkataswamy was a well-known Indian ophthalmologist. He was a person, who, at the age of 58, dreamt of removing needless blindness and founded an enterprise which we know today as Aravind Eye Care. His mission was to 'eradicate needless blindness' which he did by propagating the idea of mass marketing and surgical processes resembling an assembly line.

Although, his start was very humble with just 11 beds, today, Aravind Eye Care is known all over the world for its state. Besides, Aravind Eye Care plays a role in empowering women. It regularly trains young girls in the age group of 18+ and of the art facilities and quality medical treatment it offers.

Context and Vision:

Its focus lies in the **"Elimination of needless blindness"** by providing high quality affordable and compassionate eye care to all. According to Dr. Aravind, 80% of the total blindness can be treated with simple surgical operations or medical treatments. With this thought to eliminate needless blindness, Aravind Eye Care has been instrumental in its actions in setting up the stage for a society free from blind people.

Building an enterprise:

Getting inspired by the McDonalds business model, Aravind Eye Care follows an assembly line method for carrying out its surgeries. It has been able to reach a large section of the community through its vision centres which caters to 50,000 patients every year. Community eye clinic has been setup which caters about 2.5 – 3 lakh patients every year. They also organise regular free camps in the villages providing medical consultation absolutely free. It also setup Aurolab which manufactures lenses at a cost of Rs 200 in contrast to what was earlier available in the market which was Rs 5000 -7500.

Financial model:

Aravind Eye Care caters to the people from all economic backgrounds irrespective of their ability to pay. There are essentially three models: **Free consultation, subsidized pay and can pay.**

Impact:

Its need based financial help extended to the marginal people has been specially recognised by the medical community and the people at large. Thus, provides a source of income to the whole family thereby securing the future.



"Aravind EyeCare's idea to manufacture lenses which they earlier imported from United States of America was one of the many triggers from the session. It certainly inspired me to publish our own series of low-cost books for my school. This would not only bring down the cost of education but will also encourage more parents to send their kids to school."
 – Shadab



BIOCON
KIRAN MAZUMDAR-SHAW

About the role model

Kiran Mazumdar-Shaw majored in biology and found a huge business opportunity in the enzymes sector, which she felt, could contribute immensely to the growth of the Indian economy at large and to society's medical needs in particular. She started Biocon in 1978 and since then, has aggressively made her presence felt in the pharmaceutical industry. She did face a lot of difficulty in receiving funding, because of her young age, gender and untested business model. Today, Biocon is India's first billion dollar company in the pharmaceutical industry which focuses on high quality research and treatment of chronic disorders.

Context and vision

Biocon has been committed and has delivered affordable medical products and services for patients around the globe. It has been successful in reducing the therapy cost of chronic diseases (diabetes, cancer and auto immune diseases). Biocon's strategic research and marketing has leveraged the India advantage to an optimum level and thus, has delivered high value with quality output.

Building an Enterprise

Biocon has focused essentially in two segments – pharmaceuticals and research services. With numerous National and International tie ups, Biocon has been able to bring large expertise in the field of research to fore. Shortly, Biocon will be setting up another subsidiary – Biocon Malaysia which once operational, would be the world's second largest insulin producer. Other centres include – Biocon Switzerland and Neo Biocon UAE. Biocon has also paid attention to gender composition with around 40% of its work force composed of women

Financial model

Financing of projects has benefitted from the

“While I was listening to Kiran, two things stood out for me - Knowledge and conviction. She knew what she was doing and she certainly had the passion and perseverance to do it. That is what makes her stand out”
- Shalini

goodwill and reputation Biocon has built over the years. Ownership comprises of

- 61% promoters
- 32% is funded by the public
- 7% by the employees.

Revenue generation sources are

- Bio Pharma products (77%)
- Custom research(balance).

Their initial public offering achieved a market capitalisation of over \$1 billion on the first day of listing.

Impact

Biocon brought down the medical treatment cost drastically. Drugs which previously were procured from international markets at very high rates; were cut short to as low as 20 times less of the original price. This has made the drugs more accessible to the society, especially for poor people.

BGT ENTERPRISES- HEALTHCARE

The challenges in the Deoria area with regard to healthcare are:

- 1) Use of cloth by women during menstruation
- 2) In case of emergency no facility for immediate treatment
- 3) Lack of awareness – no health camps being conducted

A group of 10 yatris interacted with the people in the village and devised a plan to address problem 1 and 3 listed above.

Concept - The aim was to empower women and encourage them to use sanitary napkins for a more hygienic living and create awareness about health and hygiene

SANAP-Swacha Nari, Swacha Samaj

Nearly 97% of women in rural India use cloth during menstruation and over 70% of urinary tract infection is because of the use of cloth instead of sanitary napkins.

A group of Yatris interacted with the women in Shampura village in Deoria and found that all of them use cloth. The Yatris also enquired about the willingness of the women to work and found that the only things stopping these women are lack of opportunities.

The Yatris came up with an idea to set up a social enterprise by replicating the low cost manufacture of sanitary napkins devised by A. Murugananatham of Coimbatore which has spread to over 150 villages across India.

By this model, women will get an opportunity to work and earn a living in addition to using pads during menstruation which is more hygienic. Since prevention is better than cure, the Yatris want to encourage the community to come together to lead a healthier lifestyle by conducting health awareness programs, yoga classes, nutritional cooking classes and create self-help groups to encourage savings within the community.

Key Emerging Trends in Healthcare

Key Business Opportunities

Service providers: Curative and preventive in primary, secondary and tertiary care; lab and imaging diagnostics; retail pharmacies, geriatric care

Training and Education: Doctors, managers, nurses, technicians, clinical researchers, healthcare management

Devices: Medical equipments & Service equipments; Telemedicine

Services: Health Insurance; Architecture; Hospital Management; Healthcare Business / Knowledge Process Outsourcing (e.g. medical billing/coding); Telemedicine

Materials: Medicines / Disposables / Surgical Products

Pharmaceutical & Biotechnology: R&D; Clinical Research; Contract Manufacturing



Water and Sanitation

The total Indian water market is estimated to be about Rs 750 billion. While the government sector contributes about 50% of this, the private industrial sector provides the remaining business. The overall market is growing at 18% every year.

The Key Drivers for Industry Growth are:

- Increased awareness about drinking water quality and health
- Decreasing water quality and users having to go for ground water
- Environmental pressures on wastewater discharge from govt. pollution control boards
- Reducing availability of water forcing users to go for reuse & recycling of water
- General Industrial and Economic Growth particularly in chemical, pharmaceutical, power plants, food and textile industry.

The government sector is primarily involved in the raw water treatment and the sewage treatment operations. On the other hand, the private industrial sector has grown rapidly in equipments for clarification, sludge treatment, aeration, disinfection and filtration.

The industry, however, still faces constraints moving ahead. The regulatory bodies lack teeth, polluting industries have adopted an uncaring attitude, there is still a large capital investment required for many treatment plants and awareness and recognition of newer technologies has been slow in coming.

The Indian water industry is today at a crossroad. With proper direction from the government and appropriate steps from the industry leaders, this industry will see tremendous growth.



GRAM VIKAS JOE MADIATH

About the role model

Joe Madiath is a social entrepreneur who started Gram Vikas in 1979 with the aim to improve quality of life for the poor and marginalized rural communities. Before starting Gram Vikas, Joe travelled extensively across India, Nepal and Bangladesh to learn more about this part of the subcontinent.

Gram Vikas, which literally means 'Village Development', is an organization that was started to provide quality water and sanitation facilities for the poor people of Orissa. Today, Gram Vikas helps marginalized tribal groups and scheduled castes organize themselves to solve a wide range of social and health problems. **Gram Vikas currently serves more than 2,50,000 people in 701 habitations of 21 districts in Orissa.**

Context and Vision

Water borne diseases are responsible for a large number of deaths in India. In tribal areas, access to safe drinking water is difficult and at the same time people go for defecation in open as there aren't enough toilets. For more than 30 years, Gram Vikas has been working on quality water and sanitation facilities for the rural communities. Joe started Gram Vikas with the belief that **"poor people don't need poor solutions, they need appropriate solutions"**. Today along with water and sanitation, Gram Vikas has been providing quality solutions for the poor in Education, Housing, and other areas as well.

Building an enterprise

• Joe started with water and sanitation issues for rural communities when he saw a lot of people fall prey to water borne diseases like malaria. He started to work with people on the issues that mattered to them and soon became one amongst them.

• Gram Vikas utilized the knowledge and skills of local people while solving problems and trained them whenever they lacked some skills. When people came together to build something by themselves, they not only took ownership but also the responsibility to maintain it.

• The key principles are 100% inclusiveness and equality. According to Joe, each family in every village needs to have a proper sanitation facility, or else the defaulters are fined. Joe has been able to unite people despite caste, class or gender barrier. These people have formed local panchayats and now take their own decisions.

Financial Model

The major source of Gram Vikas's income is through various Government and Foreign grants.

Impact

Social: Today, women don't have to carry water from long distances. This saves their time and energy that they can invest in more productive activities.

Economic: Villages where Gram Vikas has worked today are self-sustainable to a large extent. Good agricultural practices have increased the income of households in those villages.

Health: Better sanitation facilities have reduced deaths caused due to water borne diseases. Also, various initiatives for housing and education have helped spread awareness about good health and have improved quality of life.



"Sanitation is not just about having toilets, its also about provision of running water. Gram Vikas is an amazing demonstration of community based water distribution system and sanitation. They work in the most remote villages with tribal population largely ignored otherwise.."

BGT ENTERPRISES IN WATER AND SANITATION

Sampoorna Ghar

The project proposed that every house in the village needs to have a bathroom & toilet attached. There is a major issue of open defecation and it's inconvenient for women to go out in the fields every time. Most of them said, having a toilet in itself is a luxury since they can't afford it.

The villagers were unaware of the fact that Government has a scheme called "Sarvajanik Shauchalay". Also, once the toilets are built, drainage facilities would be a necessity.

Hence the proposal to build a house fashioned along with the drainage system is requested to be provided by the Government. This will in turn improve the hygiene and sanitation of the village on a large scale

Key Emerging Trends - Water and Sanitation

Successful pro-poor sanitation programs need to be scaled up and replicated across the country

Investments must be customized and targeted to those most in need

Cost-effective options must be explored for project implementation

Proper planning and sequencing must be applied during project execution

Community-based solutions must be adopted where possible e.g. Gram Vikas requires 100% of the village to be involved in the project

Innovative partnerships must be forged between governments and private citizens to stimulate investments

Manufacturing and handicrafts



Industrial manufacturing and handicraft- are major employment generators for the rural sector. The manufacturing sector in India grew by just 2.7% in FY12-13 as against 8.9% in FY10-11. End-use demand slowed down affecting overall industrial production in the country. The sector faces some key challenges:

- Red tape ,complex procedures for approvals
- Land procurement hurdles
- Low productivity, insufficient skilled labour
- Poor connectivity, increased logistics costs
- Insufficient technology experts and research
- Inertia in policy reform

This sector's future growth is expected to be driven by the domestic market once policy paralysis reduces and competitiveness increases.

The Indian handicrafts industry is estimated to be around \$7 to 8 billion in size generating employment to approximately 34.5 million artisans, with around half of these products exported. This sector - reliant on smaller volumes of hand-made products - has been struggling to keep pace with cheaper mass-produced Chinese imports. Handicrafts are one of the key export segments of the country, with significant contributions coming from Uttar Pradesh. However, the sector faces several problems:

- Unorganised marketing, inadequate market information;
- Power interruptions and other infrastructural deficiencies;
- Lack of mechanism for dispersal of technology for enhancing productivity
- Poor image of India as a supplier of quality goods with consistency.
- Product innovation through design, which would provide the meet consumer demands and commercial viability.



KUTHAMBAKKAM VILLAGE

R. ELANGO

About the Role Model

R. Elango, born in Kuthambakkam Village completed engineering from Institute of Chemical Engineers, Calcutta. He started working toward finding solutions to social problems in his village from the age of 18. He created a model village; a village that's economically independent and does not import goods from urban manufacturers.

Context and Vision

Elango's model is built to achieve sustainability at the grassroots level. Being a firm believer in the monumental strength of the village resources and people, he constructed a model village out of Kuthambakkam that is self-sufficient in terms of resources and energy.

This vision has brought about a drastic progress in the mindset by eliminating the notion of caste bias and exclusion.

Building an enterprise

Elango returned to his village in 1994 and contested the elections for the post of a Sarpanch. He was elected for his first term of 5 years and he forged ahead with a structured plan for development. He tackled the road problems then moved onto water, schools and community. Realizing that additional food processing was essential to increase the self-sufficiency, Elango set up factories that tackled secondary and tertiary levels of food processing out of raw materials.

From a social aspect, he changed the mindset that was rooted in ideals of casteism to a more progressive outlook over a period of 5 years. He was able to achieve this through his model of Samathuvapurams – a housing model that had twin homes; one for Dalits and the other for people from the non-Dalit community.

Financial Model

After the 73rd amendment to the Constitution that laid emphasis on self-governance in villages or "Panchayat Raj", Elango ran for the post of Sarpanch and was elected in 1994. He effectively utilized the various schemes available from the Government for the village and was able to undertake projects and implement them in a cost-effective manner.

For instance, while building the drainage system for the village, Elango finished the project within 4 lakhs – well under the budget of 15 lakhs. He was able to achieve this by utilizing abandoned waste from a nearby granite factory to make pipes. To increase the knowledge about the different Government schemes across different villages, he set up the Panchayat academy to educate other Sarpanches and village leaders on the effective usage of funds.

Impact

Social: R. Elango has empowered many women, providing jobs and making them independent. He turned Kuthambakkam into a casteless society.

Economic: The model which R. Elango has created is a self-sustaining one that also generates employment for the locals and creates sources of revenue.

Political: The success of Elango's model in Kuthambakkam has urged political leaders, including former Chief Minister of Tamil Nadu, to create similar models in other villages.

Manufacturing: Elango has highlighted the importance of a finished product to reduce dependency on external sources.

"After listening and talking to him, I got the courage to go back to my roots and try my best to blow the wind of change."
- Suneet



TOEHOLD ToeHold Artisans Collaborative

About the Role Model

Athani is a small town in Karnataka that is the unlikely home to Kolhapuri sandals and the birthplace of ToeHold Artisans Collaborative (TAC) - an initiative that has been transforming the lives of 400 families since its inception in 2002. ToeHold is the outcome of a joint effort between ASCENT and the artisans of Athani with support from CLRI and the government of Karnataka.

It has drastically changed the trade by producing more contemporary designs of the highest quality that are being exported to international markets.

Vision and Context

The vision behind ToeHold was to empower the artisans who were living precariously on the edge of economy and transform them (especially the women) from daily wage labourers into entrepreneurs. The objective was to create financial security by getting the right price for handcrafted footwear leading to economic development through an approach of build, operate and transfer.

Coming from the chappal (sandal) making community, these excluded members of the society now have opportunities stretching across seas that has helped achieve the mission of inclusion and equality.

Building an Enterprise

ASCENT (Asian Center for Entrepreneurial Initiatives) started Project EnterPrice in January 1999 sponsored by UNDP under the National Level Development Program (NLDP). The technology support was provided by CLRI and infrastructure by government of Karnataka. Self Help Groups (SHGs) were set up among the artisans and collaborations among these groups led to the formation of ToeHold Artisans Collaborative in 2002 with the support of Madhura

"Toehold was very inspirational. The way the women have been empowered and are now working great!"

It is the best organization and management, superb and amazing work done by the team."

- Tanvi



Chakraborty from ASCENT and training from CLRI. Today, the inclusion and development has been achieved to such an extent that artisans from Athani are board members along with one representative from ASCENT. ToeHold has achieved a robust growth with products being exported internationally especially to Europe with major clients in UK and Italy. Their main source of marketing has been through international exhibitions as a result of which 20 out of the 300 Athani families have travelled overseas; this feat is remarkable especially since this would have been unthinkable before ToeHold.

Financial Model

The international market for handcrafted footwear propelled revenues from export and by 2011, ToeHold Artisans Collaborative had over Rs. 85 lakhs in revenue. The artisans got about a 10% markup over their cost price when they sold the completed. They have produced over 20,000 pairs of Kolhapuri sandals and the profit sharing is 40-40-20% among the artisans, TAC and SHGs. The artisans who worked on the order got 40% of the profits, the SHG got 20% which was used for loans to its members when in need and TAC retained 40% of the profits.

Impact

Social and Cultural

1) Women empowerment - Traditionally, men work on the hard soles and women work on the intricate leather patterns that go on top for the Kolhapuri sandals. With TAC, women were brought to the forefront which led to an exponential growth in women's empowerment.

2) TAC worked on development of the couple and families instead of just the woman which has hugely impacted the social conditions in a positive way.

3) International trips for many of the artisan families to showcase their work at exhibitions has provided them with opportunities not available even to the more popular art forms.

BGT ENTERPRISES IN MANUFACTURING

MOONJ

Moonj is a wild grass that grows during warmer weather in Deoria. It is used by the women to make hand-crafted baskets used for various purposes. Women of rural Deoria could earn income and avail better opportunities if these traditional skills are nurtured.

Vision: To socio-economically empower rural women in Deoria by leveraging their existing skill sets

Mission: To create a branded range of products from Moonj by utilising traditional craft techniques.

USP: Create a design and marketing intervention to teach women to create a commercially viable product range from Moonj beyond hand-crafted baskets, to expand into new markets.

Similar existing models

- Kalaraksha, Kutch, Gujarat.
- Toehold Artisans, Athani, Karnataka.
- SEWA, Ahmedabad, Gujarat

Benefits

- Propagate rural economy.
- Empower rural women from home
- Promote traditional handicrafts
- Use recycling of plastics, fabrics as a value-add
- Improved efficiency and production.
- Provide quality hand-made indigenous craft products to new markets.

Product range: Variety of lifestyle products made of Moonj, including baskets, boxes, table mats, etc.

Impact:

1. Women's empowerment & holistic development
2. Preserving traditional crafts skills.



Jaago Cookies

Deoria is very rich in agricultural produce especially wheat, cane, and banana. Unfortunately, there is low awareness on the importance of a healthy and balanced diet in the village which leads to inadequate nutrition and health issues. Jaago Cookies aims at bringing a delicious and healthy solution to this problem.

Vision: To empower society and uplift the standards of living by making healthy cookies.

Mission: To produce healthy and delicious cookies using locally available raw materials, in collaboration with residents.

USP: Using domestically available raw materials and labor to manufacture cookies and make it available to people within the village at nominal and affordable prices.

Benefits

1. Uplift rural economy
2. Empower women.
3. Promote healthy dietary habits
4. Provide quality food at affordable prices to the local market.

Product: Healthy and delicious cookies.

Impact:

1. Women's empowerment.
2. Create healthy eating habits by making such food available to all.

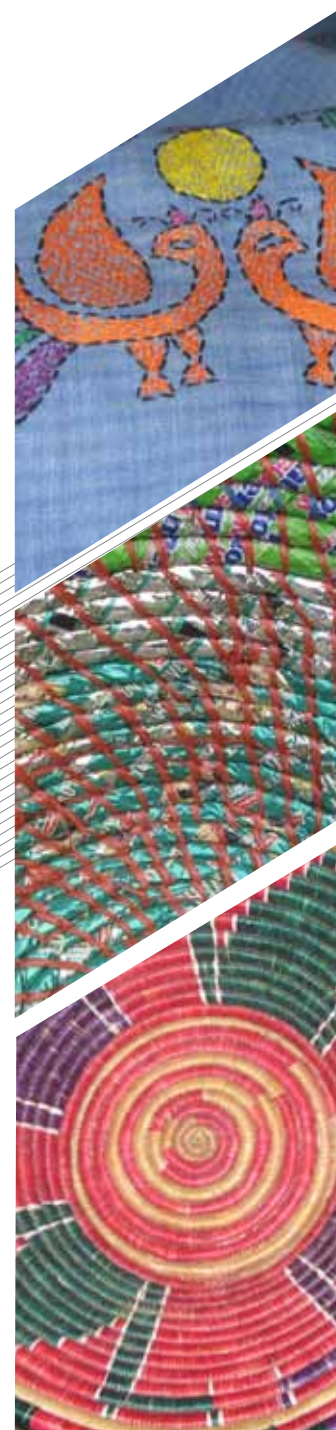


SPECIAL ADDRESS: WILLIAM BISSELL

Yatris were pleasantly surprised when William Bissell, MD, FabIndia arrived at IIT Delhi and proceeded to offer funding for 100 business plans from Jagriti Yatra alumni which would fall under the FabIndia vision; as well as give Yatri entrepreneurs access to his supply chain in India and abroad. He also made reference to a workshop for enhancing business ideas and skills for Yatripreneurs.

Mr. Bissell was a panelist in 2011 where he was first introduced to the Yaaron Chaloo geet; and for which he has developed a fondness. Since he has not been to our train, we hope to have him address us in our A/C chair car next year.

For anyone desiring Fab India's support, please contact sidhartha@jagritiyatra.com for further guidance.



Key Emerging Trends- Manufacturing and Handicrafts

Under the National Manufacturing Policy of 2011, the government has set a target to achieve 25% of the GDP from manufacturing and create 100 million job opportunities in this sector by 2025.

Sustainable technologies need to be promoted using simple techniques to generate higher revenue

Important to effectively utilise government schemes targeted for the manufacturing sector.

Important to incorporate contemporary designs in traditional art to increase marketability of manufactured products.

Necessity for innovation and training in any new product being manufactured. More investment in R&D needed.

Introduce and support design as a solution to produce more commercially viable products for the market . Bring in designers to bridge the gap between market demand and handicraft design and production.

Civic services may be provided by social entrepreneurs whose aim is to improve the general welfare of society and who apply market-based strategies to achieve a socially beneficial purpose. Both non-profit and for-profit organizations may use business models to pursue their mission.

**GOONJ
ANSHU GUPTA**

About the Role Model

The three most basic needs for a person are food, clothing and shelter. Goonj, started in 1996 by Anshu Gupta targets a yawning gap in one of these needs – clothing. It is an effort to turn urban wastage into rural resource. It started its distribution with just 67 pieces of clothing and now works with around 250 organizations to carry out its operations.

In last two years, Goonj has involved itself in over 900 development activities in sectors such as sanitation (most notably in the area of sanitary napkins), water, environment, agriculture and infrastructure development. It provides clothing for those that require it in exchange for work thereby attaching a great deal of dignity to this act. Instead of charity, Goonj’s model has focused on the maxim “Cloth for Work” which addresses the urgent need for clothing across the country in a manner that does not belittle the beneficiaries.

It also provides need-based relief materials, especially at the time of natural disasters such as floods, earthquakes or tsunamis.

Context and Vision

Vision: Making clothing a matter of concern as a basic need.

Mission: Repositioning cloth and other under-



utilized material to go beyond charity by adding dignity and turning it into a big resource for development.

Objective: Spread awareness about the concept at a level so that there is a trusted channel for urban reusable surplus and wastage to reach those that most require it. The larger objective is to ensure that lack of clothing as a basic need has a permanent solution instead of just transient responses to disaster.

Building an Enterprise

Anshu Gupta, popularly known as the Clothing Man, started Goonj in 1996 to tackle lack of clothing as a much bigger problem than it was considered at that point. What started out as an idea has turned into a nationwide movement over the last 15 years reaching even the more remote geographical regions of India.

Process followed

Various volunteers and universities are involved in collection of unused clothes from urban areas which are then sorted and categorized at a processing hub. At this location, damaged clothes are also tailored and altered as per market requirements. After processing, the materials are packed in with naming conventions and codes that facilitate appropriate sorting and logistical flow of materials. At the destinations, Goonj distributes clothing with the help of local organizations and also records the impact of its programmes and projects. This reporting is required from an audit perspective and is additionally used to assess the impact achieved.

Initiatives

- 1. Cloth for work:** Turning age-old charitable act into dignified giving
- 2. School to School:** Turning under-utilised school material into motivational tool
- 3. Not just a piece of cloth:** Turning waste cotton cloth into a viable and bio-degradable solution for sanitary napkins

“The ‘on-the-face’ talk by Mr. Anshu Gupta lighted the dormant, cuddled inspiration to be an active harbinger of social change. He made me realize that to achieve anything, to change anything in the social spheres, one has to face insurmountable obstacles but eventually, that is worth it.. We just have a life spanning sixty-seventy years and how do we use it to change the conditions of our fellow countrymen is upto us.....”

- Amit



- 4. **Rahat:** Distributing need-based relief material as part of extensive work in the aftermath of disasters
- 5. **Aanganwadi:** Goonj undertook an effort to turn the Aanganwadis into more child friendly places
- 6. **Vaapsi:** Bringing back livelihood
- 7. **Sujni:** A new livelihood; reusing old fabric or cloth to turn it into blankets and utilitarian materials
- 8. **Marriage sets:** Reusing unused marriage sets for weddings

Financial Model

50% of Goonj's revenues are by way of donations which they like to refer to as investment the country is making to uplift its poor. The other major portion comes from awards and recognition while the rest is earned from selling various articles made from recycling waste materials.

Impact

Social: The biggest contribution is providing clothes to the poor with dignity. Goonj does this by distributing clothes in villages and slums as a substitute for daily wages for work done.

Economic: Goonj has concentrated mainly on developing the infrastructure of the rural parts of the country. Construction of bridges, roads, schools and sanitation are some areas in which Goonj has commissioned successful projects.

Political: Projects involved with digging wells and constructing bamboo bridges have motivated the government and local administration bodies to execute similar projects for developing the infrastructure in villages.

Cultural: Goonj works mainly on the root of problems in the rural communities. It has made an impact on the once ignored problems of health and sanitation of women by spreading awareness and providing low cost sanitary napkins. Goonj has changed the lifestyle and raised the dignity of the rural communities in India.



'Par sukuun lagtii hai kitnii jhii ke paani pe bat pairon kii betaabiyaan paanii ke andar dekhiye'- Javed Akhtarji describes Goonj for me. A movement that's born out of common man's inner conflict, struggles, realities of life. Goonj signifies a voice that tugs at the inner string of a human heart, never to let the quivering stop; a fire once ignited, eager to spread and burn the unwarranted.'
- Darshan



DABBAWALAS REGUNATH D MEDGE

This is not a classic example of a communication technology enterprise. However, it is an example of effective communication enabled through a colour coding scheme and six sigma process which ensures a highly efficient service output

About the Role Model

The Dabbawalas of Mumbai need no introduction. Their logistics and supply chain management approach has been studied and researched by numerous business schools around the world. Having been in the business for 125 years, the Mumbai Dabbawalas have visits from Prince Charles of England, Sir Richard Branson, a Guinness Book World Record and a Harvard case study among other things as feathers under their white Gandhi caps. Racing against time and rush hour crowds, the Dabbawalas navigate their way through the bustle of the city by local trains to pick up and deliver a nourishing, home cooked meal to their patrons. Their precision in terms of time and logistics has helped them achieve the internationally acclaimed Six Sigma rating with their unbelievably minimal error rate of one mistake in 16 million transactions.

Context and Vision

Vision: To deliver a home cooked meal on time
Mission: On-Time Delivery, Every Time

Building an enterprise

Started in 1890 by Mahadeo Havaji Bachche with 100 men, it has now grown into an organization having around 5000 dabbawalas dealing with 200000 lunch boxes every day. In 1956, Nutan Mumbai Tiffin Box Suppliers Trust was set up as a charitable trust and the commercial wing was registered as Mumbai Tiffin Box Supplier's Association in 1968.

Process followed

The Dabbawalas arrive at the pick-up location, usually by bicycles, to collect the tiffin boxes before sorting it based on the destination. Each suburb has a team of Dabbawalas so designed that it is possible for them to take on additional work in case there is a sudden necessity for a substitute. The lunch boxes are collected and sorted based on their coding system at a location before they are dispatched to the destinations. The coding system contains information with the code for the destination station, destination address along with a code for the suburb from which the lunch box needs to be collected. On average, each tiffin box changes hands 3 – 4 times during the journey.

In a day's work, each Dabbawala has with him around 40 tiffin boxes to be delivered after collection and sorting based on the route to be followed. This intricate and complex mechanism starts off at around 9.30 a.m., the pick-up time for the tiffin boxes from suburban homes. From that point on, the time is consumed in the journey and the sorting of lunch boxes by destination at a common collection point. The dabbawalas follow the same process on the way back to return the tiffin boxes to the respective homes. The atmosphere is more relaxed on the return as the rush hour traffic ceases and the mission of delivering lunch on time has been successfully achieved.

Financial Model

The Dabbawalas charge their customers between Rs. 250 – Rs. 300 each month for pick-up, delivery and return of the tiffin boxes. Each Dabbawala is a shareholder in the company and earns anywhere between Rs. 5000 – Rs. 6000 a month. The business runs on the three pillars of trust, dedication and discipline – each quality as important as the other in ensuring customer satisfaction and punctual delivery. As most Dabbawalas are uneducated, it is an even more commendable feat that this intricate system is carried out flawlessly every day.

Impact:

Social: Brought about a means of livelihood and a method for earning money and achieving dignity

Economic: With each worker a shareholder, a sense of ownership is built up among the Dabbawalas who take great pride in doing their work.

Key Emerging Trends in Civic Services

Rural, small-town and lower-income consumers constitute a large market waiting to be tapped through better civic services

India is seeing an increase in attempts by social entrepreneurs to develop affordable civic services for poorer sections of society.

Enterprises should act as mentors and share operations with others willing to provide similar civic services in underserved locations. The learn and share model would go a long way to ensure maximum benefit to the large parts of society

Governmental agencies and social enterprises need to work together to expand availability of civic services, to ensure services are available where most needed, in remote parts of the country where there is little infrastructural provision.





ICT: INFOSYS
SRINATH BATNI



PANEL DISCUSSION: TECHNOLOGY
ENTERPRISES- FROM INCUBATION
TO SCALING UP



ICT: SPECIAL ADDRESS
SAM PITRODA



FINANCIAL SERVICES:
SEWA



PANEL DISCUSSION: THE
POWER OF TEAM



PPP: NIDAN
ARBIND SINGH



PPP: NAANDI
LEENA JOSEPH





"Infosys is a great example of how companies give back to their Community, Society, Employees and always upholds its Values" – Vishal

India's telecom market is now larger than both Germany and the UK. Out of 6 lakh inhabited villages, in India as per Census 2001, 96.7% have been connected through wireless/wired networks.

While basic mobiles are being widely used, broadband penetration in India is just 0.8%. Out of 9 million broadband subscribers at end of April 2010, just 5% were in rural areas. The industry faces the widest set of challenges, ranging from how to service the most basic communication needs to how to deliver complex services – all in a highly competitive market driven by regulatory challenges and issues

INFOSYS SRINATH BATNI

Infosys Limited is the third-largest India-based IT services company, providing business consulting, technology, engineering, and outsourcing services. Infosys was co-founded in 1981 by N. R. Narayana Murthy, Nandan Nilekani, N. S. Raghavan, S. Gopalakrishnan, S. D. Shibulal, K. Dinesh and Ashok Arora after they resigned from Patni Computer Systems. The company was incorporated as "Infosys Consultants Pvt Ltd." in Model Colony, Pune as the registered office and signed up its first client, Data Basics Corporation, in New York. In 1983, the Infosys corporate headquarters was relocated to Bangalore, which remains to this date. In 1999, Infosys achieved Capability Maturity Model level 5 certification.

About the Role Model

Srinath Batni is on the Infosys Board of Directors since May 2000 and is a Director on the Board of Infosys China and Infosys Australia. He is currently the Head of Delivery Excellence and has held other service delivery leadership positions including: Group Co-Head, Worldwide Customer Delivery; Head, Delivery (GCARE); and Head, Strategic Groups and Co-Customer Delivery.

Context and Vision:

Infosys is considered one of the most inspiring stories in the Indian IT space and its replicability in the IT entrepreneurship space. Infosys' vision is to expand in the IT space while focusing on their ethics and maintaining the trust of their employees.

Financial Model:

Started as a bootstrap model with an initial investment of 250\$ from its 7 co-founders. The investment was aided by pawning household jewellery.

Currently the company has a major revenue source in its outsourcing activities with major bulk of the clients from US, UK and continental Europe.

Impact:

Direct Social impact:

Health care
-Constructed hospitals, donated equipments and funded hospitals, organized health camps

Education

-Constructed libraries, donation to schools, collaboration with institutes, scholarships

Culture

- Reviving traditional art, sponsoring art exhibition

Rural and semi urban development -Constructed toilets, homes and orphanages, trained tribal communities, project genesis

Indirect social impacts

-Youth employment, improvement in standard of living aims to spark innovative entrepreneurship across the country and ensure that public funding is available for the same.



"Infosys is an example of an evergreen source of inspiration for entrepreneurship. The ability to evolve and adapt to changing economic landscape and rapidly transitioning technology is phenomenal. Moreover, a start up with a small capital scaling the heights of corporate glory while being rooted in uncompromising ethics is a beacon of hope for all aspiring entrepreneurs" -Ruben

SAM PITRODA SPECIAL ADDRESS

About the Role Model:

Sam Pitroda is an entrepreneur and policymaker. Currently, he is advisor to the Prime Minister of India on Public Information Infrastructure & Innovations, he is also widely considered to have been responsible for India's communications revolution. As advisor, is looking into creating information infrastructure for enhancing delivery of services to the citizens in various areas and will also be working on creating a roadmap for a 'Decade of Innovation' in India. He is also the chairman of National Innovation Council.

Key Emerging Trends

Sam Pitroda talked about his life experiences in entrepreneurship and how he spearheaded the revolution of telephonic communications in India. He talked about replicating this revolution in the 21st century by providing high broadband connectivity and quality IT infrastructure across the country; which is a task that has been set out for National Innovation Council .

He dreamt about the near future when files would no longer exist and all government documentation would be computerized and stored safely in data centres across the country. This would revolutionize government services and transform the speed of economic growth and access to government rights for citizens. Sam reiterated the importance of independence of thought and encouraged Yatris to reject societal chains. For those with a business plan, he offered access to the India Inclusive Innovation Fund which aims to spark innovative entrepreneurship across the country and ensure that public funding is available for the same.



PANEL DISCUSSION: TECHNOLOGY ENTERPRISES- FROM INCUBATION TO SCALING UP

Overview of the discussion:

Technology and communication are bringing an accelerated rate of change to our lives, both rural and urban. In recent times, there has been an explosion of tech enterprises and with this, incubators have also grown rapidly. With the rising number of players, the challenge lies in differentiating an offering, attracting money for incubation and providing superior services.

Redbus.com is an example of how bus ticketing was streamlined and scaled up through the use of technology. With growing competition, Phanindra Sama and his team are now focusing on new platforms like mobile and offline ticketing. Zivame, started by Richa Kar, is a bold statement for women to embrace innerwear and access variety of clothing online: whereas Flipkart represents the increased ability of Indian consumers to purchase a variety of goods; and cashes in on the convenience of home delivery.

All three enterprises use technology to scale their business and make service more efficient. Rekuram Varadharaj of Dell explained the need for SME's to have access new technologies and gave an example of Dell's hardware support to Chitale Bandhu for supplementing dairy operations.

More power to young enterprises that create meaningful social impact and generate market efficiencies through invention of new technologies and effective application of existing ones.



Key Emerging Themes:

Future trends in incubating tech enterprises

- Getting together a team of individuals who complement each other through their different skills while working towards a common goal
- Working on getting funded by venture capitalists
- Using data analytics to scale up the enterprise
- Focussing on innovation
- Be more aggressive on cost cutting

Market opportunities for ideas to solve problems faced by rural India

- Expanding E-commerce to rural regions: Create user interfaces in local languages and educate people about the convenience which comes along with ecommerce
- E-education centers
- Donate outdated computers

Key factors to overcome the scale up challenges

- It is important to be mentored while setting up an enterprise. Seeking advice from expert entrepreneurs can help young entrepreneurs build their market successfully
- Create more inclusive governance structures with better gender ratios



BGT ENTERPRISES IN ICT

Rural Knowledge Call Centre

The proposal was to setup a rural knowledge call centre service in the rural area. The call centre can offer services across a variety of fields like agriculture, communication, insurance, technology, etc. This process can help generate jobs in the rural areas.

Rural Mobile Banking Services

The proposal was to introduce mobile banking services in a rural setting. A kirana store would serve as the point of service for all the village folk. Starting with cash transfer services through a secure gateway, the model can be expanded to other services such as mutual funds, insurance, etc. The Indian economy has grown rapidly in the last



"The process of understanding the needs gap and finding the solution that can be implemented was exhilarating. It added a lot to the whole Yatra experience."- Abha



SEWA has emerged as a guiding light for people like us who wish to make a difference to the world around, in whatever little way we can. When the country is still pondering over plans and schemes for women's upliftment, SEWA has stood as the perfect example, still unnoticed by many - Shadab.

decade. With rapid progress in IT and liberalisation, Urban India has seen become wealthier. However, the distribution of the benefits of growth across different segments of society has been questioned and is a topic of national debate. Inclusive growth, the idea that economic prosperity should benefit all populations, was made an explicit goal in the 11th Five Year Plan and is also included as a major component of the 12th Five Year Plan. But while the need for inclusive growth is evident if India is to continue down the road of prosperity, the means of achieving it offer great scope for opportunity

SEWA

About the role model

A brief insight about **SEWA (Self Employed Women's Association)**: In 1972, Ela Bhatt started SEWA as a member based organisation for organising the people who are part of so called the informal economy, giving them proper representation and voice in the society and ensuring them social security. The organisation started with 1070 members and now over 40 years has spread over 14 districts and covers about 17 lakh people and the count is still going. SEWA works on enhancing the skills of the women labour force and aims at providing:

- a) Full Employment which includes work security, income security and social security
- b) Self Reliance, which includes income and decision making. The strategy for the work is carried out through the joint action of union and cooperatives. SEWA follows the principle of Satya, Ahimsa, Sarvadharm Samabhav and Khadi

Vision and Context

According to SEWA, poor women's growth and employment occurs when they have work, income security, food security and proper access to health care. Thus vision of SEWA is

obtaining Self Employment and Self-Reliance for women of the unorganised sectors.

About the enterprise

a. Working structure

It basically works in four sectors where women are working at large scale :

1) Home based

(where women are engaged in making and selling of Bindi, Agarbatti, Paper works, etc.)

2) Labour and service

(manufacturing sectors, construction workers.)

3. Vendors

(Vegetable vendors, etc.)

4) Waste pickers

(door to door waste collectors). SEWA has brought a sea change in the life of waste pickers from Ahmedabad. Like on an average, 300 tonne waste is collected by women in one day. The waste is then segregated into plastic and glass and then recycled. Then products are made through the recycled waste and sold. SEWA also provides accident insurance and welfare schemes to ensure security.

b. Financial structure

The structure of SEWA is decentralised and each woman in a particular sector gets the same income. Each member deposits Rs. 1000 in SEWA bank and its annual interest pays the premium for insurance schemes provided to them. The profit is equally shared among members.

As explained by Anisa behan, Member of SEWA, a women making the

Agarbattis at home is approximately given Rs 11 as her wages but through SEWA, for the same work, she receives in the range of Rs. 15-17. Also, from the recycled wastes, various products are made and sold and here also the profit is equally shared amongst the waste pickers.

Impact

In 40 years SEWA has impacted the life of almost 17 lakh unorganised workers by providing them employment, self-reliance and social security. It has provided training in agriculture, nursery, embroidery, etc. With the efforts of SEWA, women have been empowered in a true sense.

Panel Discussion - Power of Team

At Ahmedabad we had a panel discussion talking about team - what is a team and the strengths of a team? It was an enriching discussion getting the viewpoints of the panelists on the importance of a team for the growth of an enterprise.

The Panelists

Harish Hande, MD, SELCO - Harish Hande is a social entrepreneur who co-founded SELCO in 1995 and was awarded the Ramon Magsaysay Award in 2011. SELCO provides solar lighting to under-served houses and business and has provided over 115,000 solar systems till date.

Ravi Gulati, Co-founder, Manzil - Ravi Gulati left his corporate job to join his mother in setting up Mazil, a school for the children of drivers, barbers and maids in Delhi.

Prof Anil Gupta, IIM-A/NIC/HoneyBee

- Prof Anil Gupta is a professor at IIM-A, in addition to being the Executive Vice Chair of the National Innovation Council and Co-founder of Honey Bee Network. He works to ensure recognition, respect and reward for grassroots innovators.

Discussion

The panellists had the following points to say during the course of the discussion:

- A team is when more than one person comes together to work for a common goal. The formation of a team is very crucial for scaling and when a succession plan is in place for an enterprise.
- The success of the team is driven by how much the team members are in-tune with the vision of the enterprise and also to fearlessly challenge each other's viewpoints. A sense of discipline and conformity has to be balanced with a rebellious attitude to bring out the best in people.
- Trust is important between team members and the system starts to fall when ego comes in and the passion of the team members starts to decrease.
- There is always scope for improvement, so compete with yourself rather than comparing with others.
- In a successful organization every team member thinks of the organization as his/her own organization.



"What inspired me about this discussion was the concurrence of all the panelists saying team formation is a natural phenomenon. People who are inspired by your vision will automatically come forward to join you in bringing the vision to a reality" – Priyanka

Key Emerging Trends in Financial Services

Of the billion plus people in India, most do not have a bank account

The financial services Industry must learn view the poor, not as beneficiaries, but as entry level customers

Effective tools for the poor are needed for savings, payment, credit, and insurance purposes

Industry should integrate financial services delivery with intermediaries (e.g. Self-Help Groups) and seek assistance from NGOs and government bodies engaged in microenterprise promotion

Resources (in both time and money) that poor people expend to finance their current activities needs to be lowered

Digitally connecting large number of poor people to their peers, financial service providers, government services, and other counterparties will generate economy-wide efficiencies

Increasing penetration of mobile communications is an opportunity to accelerate financial services to rural India e.g. mobile-banking

Financial literacy amongst the population, particularly in low-income families, needs to be increased

Important social considerations should be factored into loan decisions. For example, at Grameen Bank, borrowers' children have to be attending a school before they are eligible for a loan.

public private partnership



"Mid-day meal program is a challenge in India, but Naandi foundation has been doing a wonderful job of contributing towards making cities hunger free. Visit to the Naandi Kitchen and having a look at their modern kitchen equipment which cooks healthy and nutritious food for so many children instills faith in you and gives you a very good example of "public-private partnership" - Ashlesha

The Indian economy has been delivering strong economic growth across most sectors for the last few years. However, to achieve inclusive and sustainable, it is vital to develop its infrastructure--power, water, roads, health, sanitation and education facilities, etc.--which serve as the backbone for businesses, livelihoods, and living. Infrastructure demand is expected to go up to \$1 trillion under India's 12th Five-Year Plan (2012-2017). The Government of India (GOI) has therefore focused on developing several enabling tools and activities to spur private sector investments into the country through public - private partnerships (PPPs). PPP is often described as a private business investment where two parties comprising government as well as a private sector undertaking form a partnership. According to the Planning Commission, an approximation of 8 percent of the Gross Domestic Product or GDP needs to be invested in such partnerships.

NAANDI LEENA JOSEPH

About the role model

Complex indeed are the intricate mechanisms that fit together in the running of public schemes - this is especially true in India. More often than not, even the most excellent policies fail to translate into a success as they trickle down to the people that need them the most. Started in 1998, Naandi Foundation's work can be bucketed into three segments at a high level - child rights, safe drinking water and sustainable livelihoods. By pioneering the model of a public-private partnership, Naandi has leveraged the government schemes and support along with funding and resources from private philanthropists and agencies to maximize the efficiency of ground level implementation. Today, it is a model of manufacturing and supply chain efficiency.

Context and Vision

The long term vision of Naandi is the eradication of poverty by providing livelihood. Firmly rooted in the mission of development, Naandi Foundation has laid emphasis on transparency and sustainability. Along with this, importance is given to the creation of replicable models that can be implemented across the country.

One of their most talked about initiatives has been the work done in the implementation of the mid-day meal scheme. It stands out as the embodiment of all the ideals that Naandi steadfastly believes in. In 2001, the Supreme Court of India mandated that every child attending a government school be provided a hot, nutritious meal. This is to ensure that children are provided the basic necessity of food, have the ability to pay attention in classes and also have more incentive to enrol in school. Starting off in Andhra Pradesh, Naandi helped implement this scheme at the grassroots.

Building the enterprise

Working in the areas of child rights, safe drinking water and livelihoods since 1998, Naandi Foundation has achieved great strides in its quest and stands out as a stellar model for impact in the development sector. With eminent personalities including the likes of Anand Mahindra and Dr. K Anji Reddy on the board of trustees, Naandi has come a long way.

The role model for the Yatris at the Naandi Foundation was Leena Joseph who joined Naandi as a volunteer in 2002 and quickly realized that hunger among children was a widespread problem in government schools. She started providing food to some of these schools and this initiative grew exponentially once Government support came in. The mid-day meal scheme has floundered due to many reasons including poor quality of food. Naandi stands apart as it takes great care to provide nutritious food that is prepared and packed meeting the highest standards of hygiene. Today, Naandi provides a



"Leena Joseph showed what a belief in the cause can do. She started and govt later joined in. It was like what Gandhi said for Dandi March "Mai chalta gaya aur karwa judta gaya". She started by providing food in 2 schools state govts supporting her. It was one of the most inspiring talk I listened to" - Akhil

nutritious meal every day to lakhs of children across many government schools in the country through centralized kitchens in each location. Naandi also works in fortifying the food in association with GAIN (Global Alliance for Improved Nutrition – a not-for-profit based in Geneva, Switzerland). It has expanded its work from Andhra Pradesh and now also works in states like Rajasthan, Madhya Pradesh and Chhattisgarh.

Financial model

Naandi runs on a not-for-profit basis. For the mid-day meal scheme, State governments provide land for the centralized kitchen and also cereals from Food Corporation of India. As the total costs of cooking and delivering food is higher than what the Government provides, the balance is met with donations from individuals, corporates and philanthropists. The Government provides INR 4.64/meal and companies like Mahindra and Mahindra, Tata, Vedanta sponsor and support the processing and transport of food.

Impact

Naandi has achieved tremendous scale of operations. It serves more than 1 million meals every day to school children. These meals are not only essential nutrition but have also been instrumental in increasing attendance and lowering the rate of dropouts in schools.



"I really liked Nidan's prime goal of empowering unorganized workers like street vendors & rag pickers. Maximizing capacity building is one of the many strengths of the organisation. They recognized the problem of financial literacy and their model of micro finance is especially commendable, in a state like Bihar. Nidan gives out one major message of never losing hope, else it wouldn't have been possible for them to venture into every sector and make it happen"- Ashlesha



NIDAN ARBIND SINGH

About the Role Model

Nidan works in the development of sustainable businesses, cooperatives, 'people's institutions' etc. among excluded and poor communities in Bihar. The urban poor working on the streets are made to be seen as legitimate competitors in the main stream economy. The collective power is used to negotiate with the government for their rights and entitlements. Nidan's work was recognised at the global level when Arbind Singh, the founder of Nidan, won the Social Entrepreneur of the Year Award for the year 2008 at World Economic Forum's India Economic Summit.

Context and Vision

Nidan focuses on building a democratic society in which there is no discrimination and everyone gets proper access to education, health and livelihood and all other needs. In this context they are working with government schools, fighting for the rights of vendors and hawkers, providing training on skill development etc.

Building the enterprise

Nidan started in 1996 in Delhi, but after 2 years, came the realisation that the condition of villages cannot be improved by staying in metros so, Nidan moved to the small towns of Bihar. In 1996, it got its first access to micro finance and in the same time frame it fought against street vendor harassments. In 1999, it started an insurance program for the urban poor and also made association for street vendors. In December 2012, it organised a huge street food festival. Nidan has adopted a multi-pronged approach as it now works in the areas of advocacy, education and skill development, health, financial services, legal aid, micro-finance, social security and even waste management.



Financial model

Nidan works both out of its own offices and in partnerships with CBOs by sharing resources. Nidan receives aid from the Government and has also worked with foreign donors like Ford Foundation, America India Foundation, Skoll Foundation, Oxfam, Plan International, Save the Children, Aga Khan Foundation and so on. It has also worked with Indian trusts like Sir Dorabjee Tata Trust. Moreover, Nidan has also received support from multilateral agencies like UNDP, UNICEF etc.

Impact

Nidan's major impact is bridging the gap between the Government and the people who need support. The community has become more aware of its rights and the Government has been forced to do its share of the work. Nidan provided street hawkers and vendors a legal backing and a legitimate right for their business, which is undoubtedly an unprecedented achievement in India.



Key Emerging Trends in Public Private Partnerships

There has been considerable innovation with different structures of PPP to attract private participation. There have also been a number of poorly conceptualized PPPs brought to the market which stood little chance of reaching financial closure.

The public sector needs to develop better capacities to identify possible PPPs, to develop bankable contracts and bid them out, and to monitor their performance and costs.

Fundamentals such as political commitment towards the use of PPPs, sufficiently trained staff, and strong implementation capabilities are probably the most important ingredients of success.

The main sectors of focus in PPP are the basic public services: transportation (ports, airports, roads, and rail), water and sanitation, and other urban infrastructure (solid waste management, light rail, bus terminals)

To the extent that it is possible, user fees should be used to pay for projects

The number of specialized courses offered on PPPs in India has been limited and there is a need for expert training





"Like school children we filed dutifully into the ships - INS Shakti, INS Ranveer and INS Vikrant - and watched in amazement at the fuelling pipes and the firing cannons as they were set against the night and the sea. The sheer magnitude of the nuts and bolts made the Yatris gape in awe!"
- Yashwini

"It was an overwhelming experience for all of us to board a 36000 HP, dual engine ship!"
- Mukesh

Naval Dockyard, Visakhapatnam

On 30th December, as Yatris were ready to say goodbye to 2012, a visit to the Naval Dockyard in Visakhapatnam came as a huge surprise.

A Rear Admiral at the Eastern Naval Command gave a scintillating talk on 'Leadership in the 21st Century'; and our participants, who come from 24 states of the country, were left with an indelible impression of the Navy and its role in protecting our country. The address covered the critical leadership role played by the Navy during war and peace times – from being the first to send help to nations in the Indian Ocean who were affected by the Tsunami; to evacuating citizens and non-citizens during the Middle East conflict; to securing merchant vessels and conducting anti-piracy operations across the globe. "Interesting similarities were brought out between naval officers and entrepreneurs. e.g. Fearlessness in the face of calamity or stretching oneself to take calculated risks during peace-time." says Amit Sharan Singh, a 2012 Yatri.

For most Yatris, the excitement was uncontrollable as many embarked on a Naval Ship for the first time in their lives. In the words of Mrs. Meera Sanyal, who is currently MD, RBS Bank and who was a Resource Person on the Yatra – "As the daughter of a naval officer, being in a naval establishment was a nostalgic experience for me. For many of the Yatris, the delight on their faces was a treat to watch!"

For this red carpet welcome, we will be eternally grateful to the Eastern Naval Command and to the Chief of Naval Staff – Admiral D.K Joshi for placing faith in the Jagriti Yatra movement.



Sessions with Resource Persons

Resource persons are individuals who add content value to the compartment session discussions on our train. They also bring expert knowledge and skills which they share with Yatris in the presentation room.

This year, we had Mrs. Meera Sanyal and Mr. Ashish Sanyal join us for the entire length of the journey. Meera currently heads RBS Bank, India as Managing Director while Ashish is engaged in retail consulting. Meera was very influential in guiding Yatris through their inner journey and had several one-on-one conversations. She also took a session on the train where she answered questions about her life, political ambitions and interests in social work..

Ashish, along with other resource persons like Priti Rao and Shriram Singh were thoroughly interviewed on their life experiences. Priti spent her initial years as a wanderer and traveller and settled in the Himalayas, working with an NGO; before receiving a fellowship to study design. She spoke about her experiences as a consultant with IDEO - a design and innovation consulting firm. Shriram is a private banker with experience in grassroots level work through RBS Foundation. He was also the Yoga instructor for all of us on the yatra!

In addition, we had Dell and Google representatives on board the train and they took sessions on the role of Information, Communication and Technology in establishing, marketing, growing and maintaining an enterprise. Ramakrishna of Google was present throughout the Yatra while Avik Rudra from Dell spent the last few days from Delhi on wards to Mumbai. A big thanks to all other resource persons and crack programming team members who added value to the Yatra this year

Yatri - Facilitator Interactions

Yatris indulged in a town hall styled discussion with some of the experienced facilitators on the train. Yatris moved across verticals such as health care, energy, education, manufacturing, etc and discussed how technology can be an enabler in rural settings. Some valuable suggestions derived from the discussion:

- Provide weather information to farmers through sms service.
- To cut down educational costs through virtual teaching.

Life Line exercises

Yatris and Facilitators also took part in an interesting exercise called Life Line. It helped Yatris to bond better amongst each other. Yatris shared their life stories with their cohort (team). Each member recorded the experience in terms of highs and lows on a graph. The two images attached are examples of this process. The exercise is an ice-breaker and is completed on the first day of the Jagriti Yatra. It is one of the most beautiful and liberating experiences for many who have never shared their life histories - least of all with strangers.

Dream Tree

Shalini devised the Dream Tree exercise for Yatris to be able to reflect on their inner journey of transformation while on the yatra. In this exercise they were to look at their life goals as a dream tree with the roots being their value structure, the trunk being the core strengths they possess, the branches- what they need to acquire, and the leaves- their dream/goal



Women and Enterprise



Mrs. Madhura Chatrapathy is the founder-president of AWAKE (Association of Women Entrepreneurs of Karnataka). She is also the trustee Director of Asian Centre for Entrepreneurial Initiatives –ASCENT, she is an entrepreneurship champion working across Africa and Asia regions, and has helped set up the Toehold Artisan's Collective. Her successful enterprise of 31 years - Food Associates Bangalore, is known for its unique range of customized food ingredients all over the world. Mrs. Chatrapathy has been a role model and panelist for Jagriti Yatra.

I believe entrepreneurship is an attitude; it's all about being innovative and networking. It's an attitude which can be nurtured through a lot of experiential learning.

I believe being an entrepreneur is equally challenging for both men and women; except that in the case of women, there could be more social challenges, which sometimes come in their way. When I was faced by such social challenges, my family gave me tremendous support. My one and only role-model was my father. I never had any resistance from my family; my father always encouraged me in my pursuits. My father was an entrepreneur himself, and when I said I wanted to start a business, he said 'no problem at all; go ahead!'

My second biggest strength was my network. My network helped me grow big in earlier days. When I was starting my business, people around me would humiliate me for my idea of producing ingredients out of a factory. They thought women were only capable to make papads or pickles out of their kitchen alone. I felt a bit discouraged, and that's when my network of friends and acquaintances came handy. My advice to young entrepreneurs is to get to meet more people and network a lot. Your visibility is equally important as an entrepreneur. These are some factors I find missing in women, that they prefer not to participate more in networking events. A successful entrepreneur has to have both, a networking tactic and an influencing tactic.

Before becoming an entrepreneur, I had a lot of exposure to the corporate world. To me business was not a strange word; it's something I look forward to be in. An entrepreneur is never

independent. He/she is always interdependent of his clients, bankers, employees, etc. And you need a lot of exposure from a very early age, to be able to take the right decisions. And the right mentors help you give this good exposure. I had a lot of mentors who would guide me from a very early age. I never hesitated to ask them in case I needed help. Its only when you admit to yourself that you do not know and ask for help, will you get help.

Gender was a non-issue because of the way I was brought up; but this may not be the case in all families. Some families have a lot of protective approach to girls. In such a case you should admit to your mentors that 'my family isn't allowing me. I was hoping to get permission, but I haven't.' Only if you admit, will mentors like me understand you and try convincing your families understand your passion and vision for life.

I have worked with women in different context and hence have always felt that women need to be given an economic opportunity. As a result, generating employment for women has been my goal. I started my business to produce tamarind powder as a food ingredient, and even after 31 years, I remain to be the sole producer of this ingredient.

I endorse Jagriti Yatra 300% because all what I am in my social or business life is all because of my exposure. And Jagriti Yatra gives so much of exposure to young men and women; sometimes this is all that they need to bring out the best in them.

-Madhura Chathrapathy, founder-president of AWAKE (Association of Women Entrepreneurs of Karnataka).



यात्रीतः perspective



The 2012 Yatra had participants from many countries including the UK, Nigeria, France, Canada, the USA, Argentina, Poland, Japan and Tunisia. They added new perspectives and brought fresh ideas and innovative insights. Here is a note about the Yatra from our French yatri Chloé Braz-Vieira:

"If I had to choose one word to describe this trip, it would be AMAZING. Even though the trip was tiring and physically hard, I now realize how unbelievable and rewarding it was. It was worth surviving the cold!

First, I will always remember all the people I met. Some of them will definitely remain friends for life. Living with 400 Indians for 2 weeks was an incredible opportunity I could not have gotten anywhere else. It enabled me to discover the real India, to live according its customs, to eat (at least try!) real local food etc. This trip was an emotional one, which probably started a love story between me and India.

The trip was also an intellectual adventure. My academic background is more about politics, civil service and public policies hence my little knowledge about the business world. However, I had always been curious about it (this is partly why I applied to the Yatra) and the trip definitely fulfilled my will to know more. Writing my first business plan (in 2 hours!) was so exciting! It really made me question my career options and I am more and more thinking about attending a French business school to join a startup. Indeed, meeting all these entrepreneurs, listening to their stories, their failures and successes made me want to be part of such an adventure.

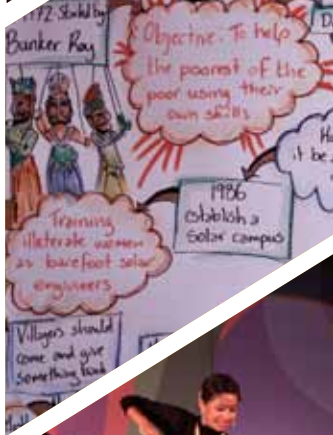
I was really amazed by the "Indian energy" -this mix of ambition, naiveté and positivity. I loved the absence of cynicism and the determination to change things. This is something we lost in the West and I was glad to find it in India. There is so much to be done in this country (the lack of infrastructures and basic sanitations is a real problem for example) but young people have so many ideas I am sure they are going to find the right solutions and I would be delighted to help implement them. This trip really opened my eyes to new opportunities, made me want to travel more and think less in terms of "career" and job opportunities. I just want to do something I like, something meaningful which makes me feel useful."

art on the train



The Jagriti Yatra recognises that in order to build India, decisive steps are needed towards the promotion of art and transformation of individual disciplines like photography, design, visual art, performing art, painting, sculpting etc into sustainable enterprises for job creation and income generation.

Although the presence of cultural activities is widespread, "creative enterprise" is rarely treated as a serious livelihood option, resulting in the economic potential of talents and our nation's cultural heritage remaining largely untapped. To include art and design in our vision of an entrepreneurial India, the Yatra encourages creative pursuits such as visual art, painting, paper art, poetry & literature, linguistics, music, performing art, dance etc



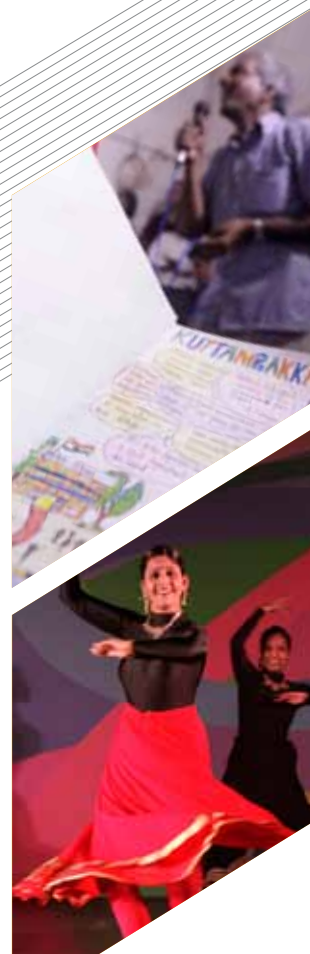
Yaaron Chalo! is sung and performed by Yatris at every role model location to depict the spirit of youth and their ability to lead positive change. The choreography adds to the verve of this song and creates a unique bond between the participants. Gauri Sharma Tripathi, a Kathak dancer, choreographer and artist-in-residence at the South Bank Centre in London helps Yatris with their coordination every year. Innovatively, this year, she introduced the choreography by superimposing the music of Gangnam Style; thereby making the learning process a very happy experience!



The Yatra also has visual artists who minute every activity over these 15 days. We had Marcel O'Leary and Rowen Watts this year to document this exciting journey. Local artists are also invited to capture the journey using traditional design. E.g. In 2011, we had Patachitra Kala artists from Orissa, while this year we invited two artists – Kishan and Kiran from Warli, Maharashtra. Some of the most beautiful

artwork has resulted from their individual and collective creativity. In-house poets, designers, musicians, performing artists, writers, and painters can always be found amongst the diverse group of participants; and they bring joie de vivre to what is otherwise an intense journey of self-discovery and transformation.

Feel assured that "creative enterprise" will always find a friend and promoter in the Jagriti Yatra movement.





**Not sitting in a metro,
but in a place like Kutumbakkam !**

*Among high raised buildings I stood,
The crowd exchanging views on corruption
Wearing the black dress that I perfectly fit in
toasing red wine for the nation.*

*I suddenly feel ill placed,
My mind hovering over other places,
Not the perfect place to let my heart free,
I miss the innocence and that banyan tree,
red carpet walkers laughing on whats right and
wrong,
The orchestra did not seem to be playing my favorite
song.*

*That little kid who begged me for her tummy,
must not have seen this day,
Being a victim of corrupt practices,
She probably has a lot to say,
Her voice may tremble,
But she can state with facts
Of all that we presume
She has been through the cracks.*

*My mind wants to be with her probably,
Giving her confidence to move her tongue,
Insouciantly dressed,
My hair not made in the perfect bun.
Silently would want to bring her up here,
Then discuss views on corruption,
Hearing those trembled voices,
I would then like to lift the toast for the nation!*

- Alpahee Kashyap

**यात्री इंग्लिश:
Yaaron chalo!**



YAARON CHALO!

*Kuchh badal raha, kuchh badlenge;
Tab badlega, jab badlenge
Kuchh dekha hai, kuchh dekhenge; Kuchh likkha
hai, kuchh likh denge...
Yaaron chalo! Badalne ki rut hai;
Yaaron chalo! Sawarne ki rut hai
Hawa keh rahi tu theherna nahi;
Gagan keh raha tu pighalna nahi
Zameen keh rahi mujhko chhuke to dekh;
Arey ankhein mila, satya se darna nahi
Yaaron chalo! Badalne ki rut hai;
Yaaron chalo! Sawarne ki rut hai*

TRANSLATION

*Some of the things are changing, and some we will
change
They will change only when we change ;
Some of the things are written,
some we will write;
Let's go friends,
it's the season of change!
Let's go friends,
it's the season of betterment!*

*The wind is asking us not to stop;
The sky is asking us not to melt,
The earth is asking us to touch and feel it; Look into
my eyes,
and don't fear the truth
Let's go friends,
it's the season of change!
Let's go friends,
it's the season of betterment!*

-
Lyrics by Praseon Joshi,
Song by Babul Supriyo
Music by Adesh Shrivastava

Engine Room Club



The Engine Room Club is a group of dedicated, vibrant Yatris who come back to be a part of Jagriti Yatra year after year; and are integral to the functioning of the train as well as success of the Yatra. Fondly called the engine of the train, this enthusiastic group is the Steel Frame of our Yatra. We know that the train runs on the sweat and blood of the ERC.

It is through the untiring devotion of the Punctuality Team that the train runs its fifteen day course unhampered. The Catering team's hospitality ensures that Yatris have full stomachs and a good night's sleep. The gusto of the Programming team facilitates the smooth completion of the day's schedule. Can the electrical team be left behind then? For without them the Chair Car sessions- the mikes, LCDs- Fans and lights and mobile phone charging points would not work at all! The House Keeping team is always on its toes, welcoming the yatris to a clean Home every night. This service attitude can be seen across other functions such as Bathroom, Bus Transport and Crowd management, Communications and Storekeeping, Media, Content generation and Branding.

The love for the Yatra triumphs over the demanding efforts required for an ERC member. Lifetime friendships, personal growth and a sense of legacy could be reasons we return year after year. Besides, being a part of the Engine Room Club becomes a gesture of giving back to the Yatra as well. The return of the ERC thus makes the Yatra truly 'Of the Yatris, For the Yatris and By the Yatris.'

We would like to thank the ERC Team- **Pankaj Gortyl, Anand Kumar, Sumit Deshmukh, Mogilivijender, Amit Rupnawar, Robin Ravi, Suraj Deshmukh, Dheeraj Dhingra, Tejashree Mokashi, Arun Kumar, Ganesh Pawar, Tushar Gupta, Abdul Kaleem, Vipul Patil, Suvarna Tapkir, Omkar Pardeshi, Jayasudha Arunachalam, Anil Chaturwedy, Mukesh Bhavsar, Mohd. Rafi, Saurabh Jain, Eshanpriya MS, Minal Ingale, Sangram Kakad, Jyothi Dakumalla**, with special thanks to **Abhishek Sonawane, Narendra Patil, Suyog Bhavare, Amit Kalukhe, Anita Kulkarni, Dileep SN, Prayaga Hoge, Heena Jethanandani, Chinmay Vadnere and Aswin Yogesh.**

Our Sponsors



Jagriti Yatra is extremely grateful for the support from our sponsors.

Dell

Incorporated in 1996, Dell India has been among the fastest growing technology companies in the country. An engine for Dell's global growth, Dell India is a strategic component of Dell's evolution to be a true IT solutions partner and a 'trusted IT advisor' focused on end-to-end offerings. With around 26,000 team members, Dell India is the largest operation for Dell outside the US and has presence across eight cities – Bangalore, Hyderabad, Chandigarh, Delhi, Pune, Noida, Coimbatore and Chennai. Dell has invested significantly in building end-to-end solutions and delivery capabilities - sales & marketing, manufacturing hub, Dell Services, R&D centre, Customer Contact Centres, Dell IT, Global Analytics and Global Financial Services – besides setting up a distribution network of commercial and retail channel and a service network that spans over 650 locations across India.

Today, Dell is leading across all customer segments in India and their expansion and investment is reflective of the growing commitment to the customers and the Indian market. Dell listens, delivers and continues to develop innovative and simple technology solutions and services that empower people worldwide and gives them the power to do more. For more information, visit www.dell.com

About partnership with Jagriti Yatra

"Jagriti's aim of awakening the spirit of entrepreneurship through enterprise led development is perfectly aligned with Dell's goal of enabling businesses with the power to do more by using apt technology solutions. It is very important for businesses to understand the role of technology in increasing their productivity and how implementing the right solutions can lead to their overall growth. Hence our partnership is aimed at giving these budding

entrepreneurs the best guidance and opportunities which will ultimately lead to achieving success in their entrepreneurial initiatives.”

- Rekuram Varadharaj, Marketing Director, Enterprise Solutions and Growth Markets

Google for Entrepreneurs

Google for Entrepreneurs is an umbrella for several dozen programs and partnerships around the world that support startups and entrepreneurs. The focus is to partner with strong organizations that serve entrepreneurs in local communities, to bring Google teams and tools directly to entrepreneurs through Google-led-programs and to place relevant Google tools in hands of startups as they are getting off the ground and ready to scale.

About partnership with Jagriti Yatra

“The spirit of entrepreneurship is a core part of Google. Google is committed to empowering entrepreneurs and supporting innovative programs that promote entrepreneurship throughout the world. Google believes in Jagriti Yatra’s mission of transforming India through entrepreneurship and is excited to partner with Jagriti in this mission.”

- Mary Grove, Director of Global Entrepreneurship Outreach

Coca-Cola

Coca-Cola actively supports social initiatives like Jagriti Yatra. One such highly successful initiative is the SUPPORT MY SCHOOL campaign which was launched on the 24th of January, 2011 in partnership with UN Habitat, Charities Aid Foundation, other NGOs and NDTV. The Support My School campaign in its first year has directly impacted 43,000 students in over 100 schools across India. Each of these schools has received improved access to water and gender-specific sanitation, infrastructure for water conservation and rainwater harvesting, landscape improvement, library construction, teacher training, and new



sports facilities.

About partnership with Jagriti Yatra

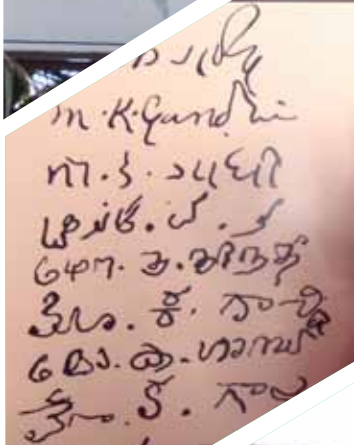
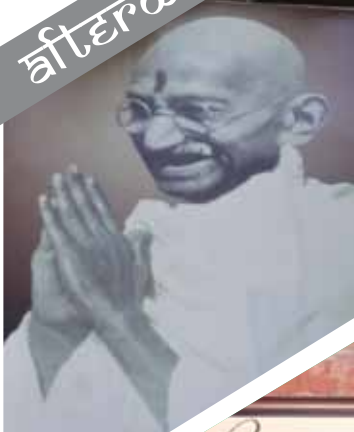
“Coca-Cola business model across the world is one that promotes entrepreneurship and enterprise. Our operations in India employs thousands of retailers and distributors and supports the livelihoods of millions of people across the country directly and indirectly. Our partnership with the Jagriti yatra takes the same spirit forward. This country has always been a nation of entrepreneurs and self-driven professionals. As the country moves towards taking its rightful place in the world economy, a strong dose of entrepreneurial spirit and innovation will catapult us into the league of large, self-sustaining nations. We are hoping that through our partnership with the Jagriti Yatra, we further rekindle and reinvigorate the entrepreneurial spirit and share best practices and inspirational stories among the right set of people.”

-Neeraj Garg, Vice President, Coca-Cola India and South West Asia



Life on the Yatra





Gandhiji, Sabarmati Ashram and Jagriti Yatra

The Jagriti Yatra is inspired by Gandhiji's footsteps across the sands of India. Jagriti focuses on Gandhiji's message of being the change you wish to see in the world – a message very relevant to our times where media articles and twitter chatter abound and active participation in building India is overshadowed by armchair discussions. How prescient it was for Gandhiji to have used the charkha and khadi as a symbol of this message!

Gandhiji's spinning of the charkha was not anti-scientific, anti-innovation or anti- industry as it is often mistaken to be. It stands today as a symbol that advocates self-reliance and economic independence of the individual, the village and the district. It advocates the need for enterprise-led development to percolate to the remotest corners of India – so that economic dependence is reduced and charity is replaced by purpose driven achievement.

The Yatra visits Sabarmati Ashram because it was from here that the historic Dandi March was initiated in 1930 against the salt tax and a start was made to the campaign to liberate India. We hope the Jagriti Yatra movement will be similarly placed in its capacity to mould the future leaders of our nation and help them Build India through Enterprise.

) Team Yatra Saar





Jagrati Yatra is an ambitious train journey of 8000 kms travelling the length and breadth of the country, carrying 450 young minds: and exposing them to individuals and enterprises who are developing unique solutions to India's challenges.



JAGRITI YATRA

1 Train

15 Days

12 Destinations

13 Role Models

450 Youth

8000 kms

A journey of discovery
and transformation...

The Yatra Saar is an attempt to record the key learnings from the Yatra. We hope that Yatris, while embarking on their own entrepreneurial journeys, will look back at this document and pick some gems of wisdom from it.

JAGRITI YATRA

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