

2013-14

Annual Report



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Executive Director's Message



This year is a milestone year in many ways - and at the outset I would like to thank everyone for the support and guidance we received. In April 2013, I took charge as ED of an organization with a legacy of nine years and a lot of learnings, and some successes. Anirban, my predecessor, built Dhriiti from a 'one borrowed table and computer' organization to strategic participant that has a strong, national voice in the entrepreneurship space. The baton that he handed over is for a leg of consolidation and preparation, another decade full of adventure and impact.

This past year, I see, was one full of reflection and transformation. For the very first time in Dhriiti, we stepped back and looked at the organization from a distance. We introspected on what had gone well and what needed new thought, new efforts. This culminated in a structured Strategy Workshop that engaged not just the leadership but all stakeholders in carving the future direction of Dhriiti.

This was also the year of experiments. After pioneering school based entrepreneurship education in India, we experimented with a Lab-based approach to entrepreneurship learning in schools. Two pilot projects were launched, one each in Jharkhand and Assam. Another experiment was a partnership with Generation Enterprise, a US based entrepreneurship organization, to co-create Dhriiti's interventions in urban slums. We augmented our team, and welcomed Aleeya Dasgupta to head Project Udaan.

I am humbled to state that our achievements towards the tail end of the first decade included the hiving off of two of our projects into independent for-profit entities - because they were strong enough to be on their own now. It validated our efforts and the belief and support that we have received from each one of you.

Dhriiti today, has emerged with a clarified vision and a sharper focus on future. In the age we are living in entrepreneurship has become, and will continue to be, the subject of intense scrutiny. It naturally becomes the responsibility of organisations such as Dhriiti to ensure that we disseminate the insights we have gained in the light of the policies, skills development and organisational development that would serve young entrepreneurs in India in the years to come.

This Annual Report gives a brief snapshot of Dhriiti's attempts in these directions.

Nidhi Arora

Key Achievements

Munna approached us to join Udaan upon hearing about the programme through an NGO in his area which he was closely affiliated with. His father runs a business selling toys, and when we first met Munna, he shared with us many ideas that he had for the redesign and expansion of the business. However, through the training and test phases, Munna decided to pursue his own passion - teaching. He had taught the kids in his locality before, but now wanted to make it a profitable yet socially conscious business. The target market for Munna's coaching centre is school-going youths between kindergarten and eighth grade, as well as drop-outs. In order to be as inclusive as possible, Munna intends to subsidize tuition fees for those who are less able to afford it. When asked why he chose this as his business idea, Munna talks about the abysmal state of the education system available to his socio-economic strata. He straggly felt that teacher absenteeism and a lack of passion or incentive on both the teachers' and students' sides have resulted in an atmosphere that contrarily discourages learning.

- **Launchpad** - a co working and incubation space for social entrepreneurs and professionals
- **Chai Garam** - interactions
- **Individual success** - 18 year old Munna from Geeta Colony slum in east Delhi
- **Opportunity Grant**



Launch pad (January-March, 2014)

LaunchPAD Delhi was born out of the recognition of a huge opportunity gap. Although New Delhi is the national capital and in some sense the social capital of the country, it does not offer a space for young entrepreneurs and social sector professionals to

interact, connect, network, and grow. Meetings and social interactions take place in cafés, restaurants, or in public places. There exists no space in Delhi that is specifically designed for young entrepreneurial minds and change makers to be incubated, supported, and promoted. Launchpad Delhi aims to be the incubation hub for young, socially conscious entrepreneurs and social change in New Delhi.

Dhriiti piloted this concept in partnership with Vishwa Yuvak Kendra, New Delhi during January to March 2014.



Chai Garam!

Dhriiti started a series of informal discussions called Chai Garam.

- Platform for young entrepreneurs and start ups to come together, share and learn. We aim to invite discussions and build capacities on relevant issues that affect the young entrepreneurs and attempt to resolve some of them through this platform. It is open access space for all friends and like minded partners to co-create unique learning initiatives.
- Organized 2 discussions under Chai Garam: Income Tax for young entrepreneurs, Theatre as an enterprise. Received good response.

Opportunity Grant

Dhriiti received an opportunity grant to prepare for and participate in The International Workshop on Resource Mobilization (IWRM), Asia. IWRM, Asia is a 4-day conference focused on providing comprehensive training in all aspects of resource mobilization & sustainable fundraising techniques.

Nidhi Arora represented Dhriiti and found the workshop a great help in understanding newer aspects and perspectives of fundraising for non-profits. This has enabled the organisation to plan its fundraising innovatively.

Activities at a Glance

Entrepreneurship Development Cell

Entrepreneurs of Tomorrow

Dhriiti partnered with VSO, India in June 2013 to conduct the Entrepreneurs of Tomorrow Program with unemployed/underemployed young people with technical skills and those who have dropped out of the education system.

The total number of beneficiaries reached was 253. There were no national volunteers placed by VSO although the volunteers who were a part of the project were students from the institutions/organization partnered with to train younger people in the communities.

Six awareness events were conducted to sensitize community members and opinion leaders about the concept of entrepreneurship.

The training curriculum covered the meaning and scope of entrepreneurship, entrepreneurship as a livelihood option, the rationale of enterprises creating a balanced financial, social and environmental impact and the process of setting up and running an effective enterprise.

The Project was supported by a robust monitoring and evaluation system.

Funding Partner: VSO India

Udaan

Udaan is an enterprise incubator for low income, high risk youth in Delhi/NCR. The programme was initiated in partnership with Generation Enterprise, USA and Vishwa Yuvak Kendra, New Delhi in 2013. The programme is divided into four phases:

1. Training
2. Enterprise Lab: participants test their initial business ideas and acumen with a small amount of test money provided.
3. Pitch: Participants prepare their business plans and pitch them to interested funders and investors.
4. Investment: Selected participants are provided an asset to loan to initiate their enterprise.

In the pilot phase, 17 young people from Delhi slums completed the training and enterprise phase. 4 young people have already started their slum enterprises in Delhi and Mathura.

Funding partners: Youth Innovation Fund-World Bank, International Finance Corporation, Generation Enterprise

Lab Based Entrepreneurship Curriculum

This year Dhriiti piloted two school based projects to experiment with laboratory based entrepreneurship education in Schools. The project details are as below:

Farm-preneur

The Farm-preneur project was conceptualised and developed in order to laud and revere the role and need of a farmer in the economy. A farmer not only takes initiative but also takes enormous amount of risk to create tangible value in the form of agricultural produce and earn profits from it, just like any other entrepreneur. However, over the years farming and farm related activities have been looked down upon and the youth today do not see Agriculture as a respectable career or livelihood option. This initiative intends to reverse the trend and motivate the rural youth towards farm based enterprises and the concept of farmer as an entrepreneur (Farm-preneur).

Dhriiti, in partnership with Farm2Food Foundation, targets the next generation of Indians, now in schools, to motivate them to be farm-preneurs creating value and wealth for themselves, their families, their communities and the nation state in totality. The programme intends to sow the noble thought in the young impressionable minds so that they look up to Farm-preneurship as a sustainable and respectable career and livelihood option.

Through this intervention, we facilitate the development of entrepreneurial attitude and skills among young people. Life skills and entrepreneurship training as well as training on farming is integral part of the workshops. Local farmers are engaged to mentor the group of students on this project. Students also undergo exposure visit to the various pillars of farm business cycles as well as meet some young and successful farm entrepreneurs. Most importantly they would get the space and opportunity to experiment with their ideas of agriculture in the 'farm in the box experience'. The students also set up a vegetable garden in school which is managed like an enterprise. The project intends to influence peer leaders in the schools who would in-turn influence a lot of young people positively towards Farm-preneurship. Hence it expects to spread awareness of the relevance & importance of farmers and the thought of Farm-preneurship as a respectable career and livelihood option.

Currently 1050 students from 17 government schools in Rural Assam have gone through the program. Students have set up and managed 17 school gardens so far, that grow and supply vegetables to the mid day meal scheme in their schools.

Funding Partners: Sarva Siksha Abhiyaan, Government of Assam



Entre-Lab

As a step forward in its school based initiatives, Dhriiti designed a lab based entrepreneurship learning methodology for students. The objective is to combine entrepreneurship learning in the classroom with lab based experiences where the students apply what they learn to real life situations. The curriculum is also tagged to the academic curriculum making it more useful and effective.

Dhriiti piloted the program in Jharkhand with tribal students in non-formal schools.

Funding Partners: Global Fund for Children, USA

Adobe Youth Voice

Dhriiti continued the Adobe Youth Voice program into the third year of implementation. This year we expanded the programme to the tribal girls of Jharkhand. The programme taught them the basics of computing, photography, videography and the skills to use these to express their thoughts through creative ways. They used the tools they learnt to showcase their entrepreneurship ideas that they wanted to implement in their schools and back home in the villages.

Funding Partners: Adobe Youth Voices, USA

Micro Enterprise Development and Management

Arecanut Leaf Plate Manufacturing Cluster Development Project

This is one of Dhriiti's flagship projects and moved towards self-sufficiency, no longer needing grant support. The Project transformed into a for-profit entity, the Tamul Plate Marketing Pvt. Ltd. with ownership from rural producers as well Dhriiti staff.



Fisheries Project

The project focused on understanding in detail the processes followed by the fish farmers right from land preparation for fisheries, procurement of fish seeds to harvest and sale of fish. It identified the kind of costs the farmers are presently incurring, the technology they are engaging, and the productivity they are generating. It looked into the problems they are facing and the kind of support services required by them. The specific objectives are as follows:

- Overall scenario w.r.t Fisheries Industry in Assam specifically the selected districts
- Present practices and technology undertaken by the fish farmers
- Present Cost Benefit analysis of the fish farmers
- Movement of fish seed to fish culture to final edible fish market
- Problems and opportunities in the present system
- Institutional arrangements in the seed supply chain
- Possible models of community linkage

Funding Partners: Amalgamated Plantations Pvt. Ltd. (APPL), Guwahati & International Finance Corporation (IFC), Kolkata

Research and Facilitation Cell

Strategy workshop

Dhriiti was set up a decade ago to inspire and build entrepreneurs who identify and convert opportunity into sustainable enterprises to enhance access (security) and quality (passion + potential) of livelihood. In other words, Dhriiti seeded, nurtured, incubated and supported potential entrepreneurs through an innovative and professional approach.

This workshop was focused on Dhriiti's mission, how much we had accomplished, our learnings along the way and to see what we could do to improve dramatically.

Insights:

Dhriiti's work with entrepreneurs had the following learnings:

- ***Status at the beginning of program:*** Restless youth with a drive to make things better
- ***Status in end:*** Entrepreneur leading a certified Dhriiti Enterprise with financial, social & environmental sustainability!
- ***Inherent principles across engagement process:*** innovation, professionalism, win-win relationship with stakeholders

STAGES	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	Stage 6	Stage 7	Stage 8	Stage 9
MILESTONES IN CHANGE STORY	<i>Plant the seed of entrepreneurship and the Dhriiti Journey towards it</i>	<i>Applies to the Dhriiti Fellowship (stage 3,4,5)</i>	<i>Decides on enterprise idea</i>	<i>Creates the enterprise model & plan which includes financial, social, envt impact</i>	<i>Launches/ Registers an enterprise</i>	<i>Financial, Social and Environmental Breakeven</i>	<i>Financial, social and environmental sustainability</i>	<i>Expands + spread the spirit (practice + preach)</i>	<i>Certifies as a Dhriiti Enterprise</i>
INPUTS/ ACTIVITIES	Orientation on entrepreneurial competencies and the Dhriiti journey to build it	Sign off/Application form filled	Capacity building to decide an idea (identify need gaps, match passion with need gaps)	Capacity building on entrepreneurial and managerial competencies	Start up support (legal, financial)	Incubation (coaching, mentoring, space etc)	Mentoring and coaching	Follow up and monitoring	Dhriiti enterprise audit after two years of existence as an enterprise
METHODS	Awareness events, programs Emagazine Online presence Workshops	Post Awareness event/workshop/program, online	Workshops One on one discussions	Workshops One on one discussions	Workshops/one on one Foster linkages (entre fairs) for legal/financial	Incubation centre One on one Linkages	One on one Workshops	Tracking Troubleshooting	Audit
UNIQUE PROD.	Entrepreneurship Education		Fellowship			Incubation			Audit

This resulted in giving Dhriiti an understanding of the gaps in the existing model as well as its biggest accomplishments. We realised that our big successes were that our entrepreneurs and enterprises passed the litmus test of Financial, Social and Ecological sustainability. This also led us to clearly define our work into 3 key areas:

- *Inspire*
- *Incubate*
- *Transform*

The next financial year will see all of Dhriiti's projects and programs fall into these three areas.

We were also able to carve the consulting Business Unit of Dhriiti as a separate for-profit company, and hive off two enterprises incubated by Dhriiti as separate entities.

	Dhriiti NGO	Dhriiti Professional Services (DPS)	Enterprises incubated by Dhriiti
Core purpose	Promote individual entrepreneurs and community enterprises	Support enterprises	Promotion of products successfully (for eg: TPMPL; Rose Academy)
Target group	<ul style="list-style-type: none"> • High school students (13-18 years) in rural and urban (individual enterprises) • Undergraduate college students and out of college youth in rural and urban (individual enterprises) • Low income urban and rural communities (community enterprises) 	<ul style="list-style-type: none"> • Institutions (corporate, funding agencies, research agencies, NGOs) • Individual entrepreneurs and microenterprises (urban) 	
Branding	Dhriiti the NGO and enterprises associated with and incubated by Dhriiti	A Dhriiti Enterprise	A Dhriiti Enterprise
Linkages	Incubation of DPS and enterprises	<ul style="list-style-type: none"> • Profits donated to Dhriiti • Offer services to Dhriiti • Training ground/mentorship support to Dhriiti 	<ul style="list-style-type: none"> • Offer services to Dhriiti, DPS • Profits donated to Dhriiti • Training ground, case study, mentorship to Dhriiti

Financials

CONSOLIDATED INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED MARCH 31,		Schedule	2014	2013
INCOME:				
GRANTS & CONTRIBUTIONS				
Grants & Contributions			5,442,111	2,268,015
Donation			-	725,010
OTHER INCOME				
Interest Income			10,922	4,774
Sundry Income			175,980	2,870
Income from Training & Workshop			32,000	275,001
Total (A)			5,661,013	3,275,670
EXPENDITURE:				
PROGRAMME EXPENDITURE				
Salary & Wages- Project Implementing Staff			513,302	789,279
Training & Workshop Expenses			1,101,039	100,993
Stipend/Honorarium to Service Providers			174,606	41,100
Community's Units Development Exp.			36,780	58,963
Raw Materials/ Inputs for Projects			-	-
Professional & Consultancy Charges			1,542,985	271,358
PROGRAMME SUPPORT EXPENDITURE				
Salary & Wages- Project Support Staff			574,000	630,000
Rent, Water & Electricity Expenses			250,312	316,807
Travel & Conveyance Expenses			197,254	433,411
Communication Expenses			23,969	35,020
Books & Audio Visual Expenses			-	-
Printing & Stationery Expenses			28,246	3,881
ADMINISTRATIVE EXPENDITURE				
Auditor's Remuneration			44,944	40,000
Other Administrative Expenses			96,270	68,642
Depreciation	4		125,356	196,404
Total (B)			4,709,063	2,985,858
Excess of Income over Expenditure (A-B)			951,950	289,812
APPROPRIATION				
Excess of Income Over Expenditure			951,950	289,812
Transferred to Capital Assets Fund	1		(125,356)	(164,406)
Transferred to Restricted Funds	8		1,512,537	295,241
Transferred to Unrestricted Fund			(435,231)	158,977
Accounting Policies and Notes to Accounts	7			
As per our report of even date for NSB & ASSOCIATES Chartered Accountants				
for Dhriiti- The Courage within				
Place: New Delhi,				
Date:				
	Nandan Singh Bisht		President	Treasurer
	Partner			
	M. No: 099805			
	FRN: 023043N			

BALANCE SHEET AS AT MARCH 31,		Schedule	2014	2013
SOURCES OF FUNDS:				
CAPITAL ASSETS FUND				
Opening Balance		333,629		
Add: Current Year Addition	1	<u>(125,356)</u>	208,273	333,629
RESTRICTED FUND				
Opening Balance		673,157		
Add: Addition during the year		<u>1,512,537</u>	2,185,694	673,157
UNRESTRICTED FUND				
Opening Balance		43,549		
Add: Addition during the year		<u>(435,231)</u>	(391,682)	43,549
CURRENT LIABILITIES & PROVISIONS				
Statutory Dues Payable	2		39,500	12,901
Sundry Creditors			-	-
Expenses Payable	3		230,184	461,725
TOTAL			2,271,969	1,524,961
ASSETS:				
FIXED ASSETS (at cost)				
Less: Depreciation	4	<u>2,691,350</u>		
		<u>(2,117,922)</u>	573,428	698,783
CURRENT ASSETS, LOANS AND ADVANCES				
CASH AND CASH EQUIVALENTS				
Cash in Hand			8,786	4,423
Cash at Bank			1,581,481	584,556
LOAN AND ADVANCES				
Advances and Recoverable	5		81,805	106,131
Security Deposits	6		3,000	43,000
TDS Receivables			23,469	88,069
TOTAL			2,271,969	1,524,962
Accounting Policies and Notes to Accounts	7		-	
As per our report of even date for NSB & ASSOCIATES Chartered Accountants			for Dhriiti- The Courage within	
Place: New Delhi,				
Date:				
		Nandan Singh Bisht	President	Treasurer
		Partner		
		M. No: 099805		
		FRN: 023043N		

Conclusions

The year 2013-14 was a year of change for Dhriiti. Dhriiti went through a thinking phase and reanalyzed their strategy to move forward for the next year. Many projects were wound up and new small projects were taken up.

A need was felt to focus on partnerships with various organizations. This led to the closing of all branch offices and allowed for Dhriiti to increase their partners.

Dhriiti decided to reorganize its work into three main categories, i.e. Inspire, Incubate and Transform.

In ten years, Dhriiti completed a full circle, reinvented itself and changed strategies for expansion.



Vision - To be the most innovative and professional organization working in India for the development of small scale sector, by creating a pool of next generation entrepreneurs, promotion & development of micro enterprises and increasing the efficiency of existing small scale industries.

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