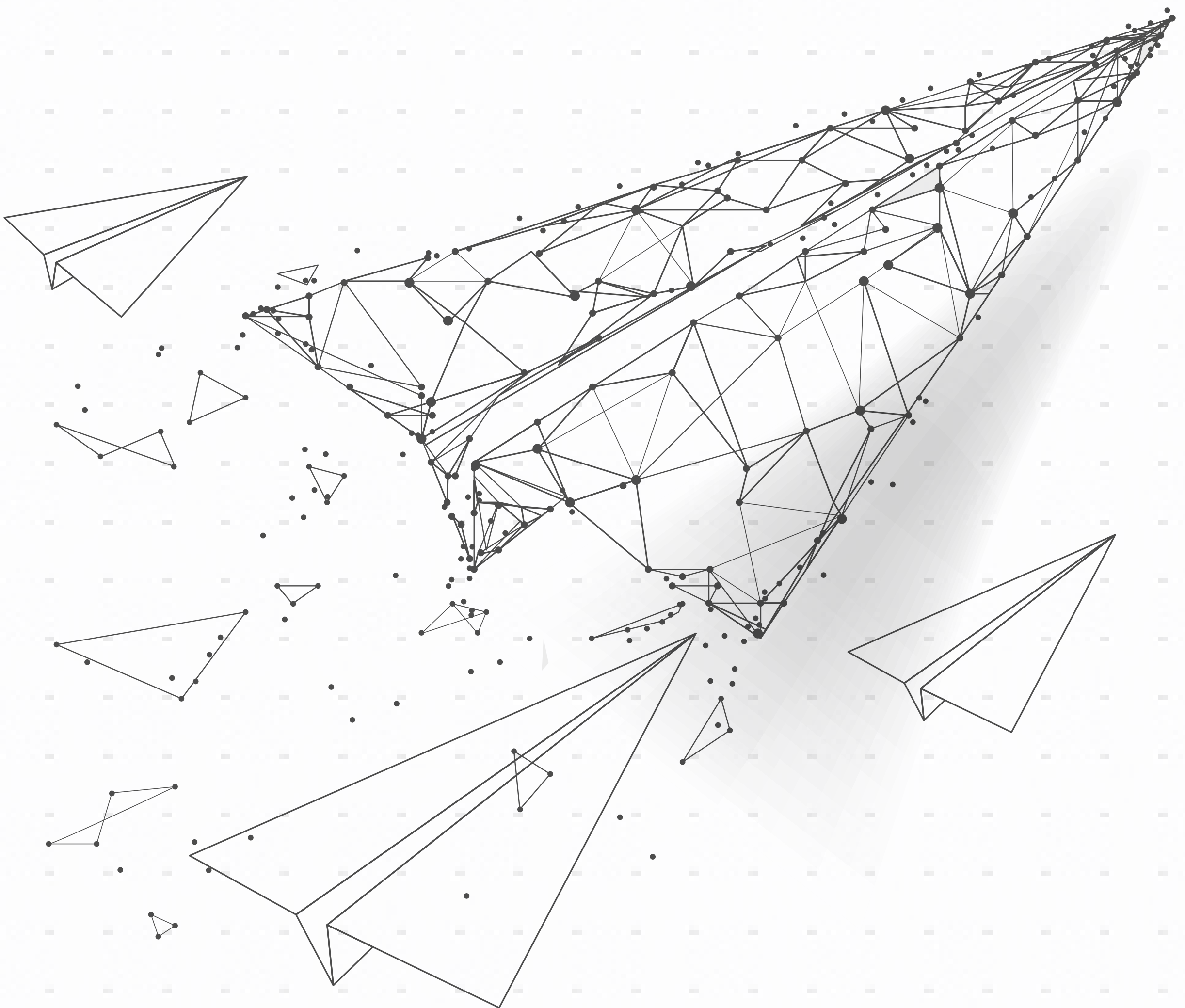


■ ANNUAL REPORT 2022

# COMING

# TOGETHER

## A YEAR OF CONVERGENCE



**Udhyam**  
Learning Foundation

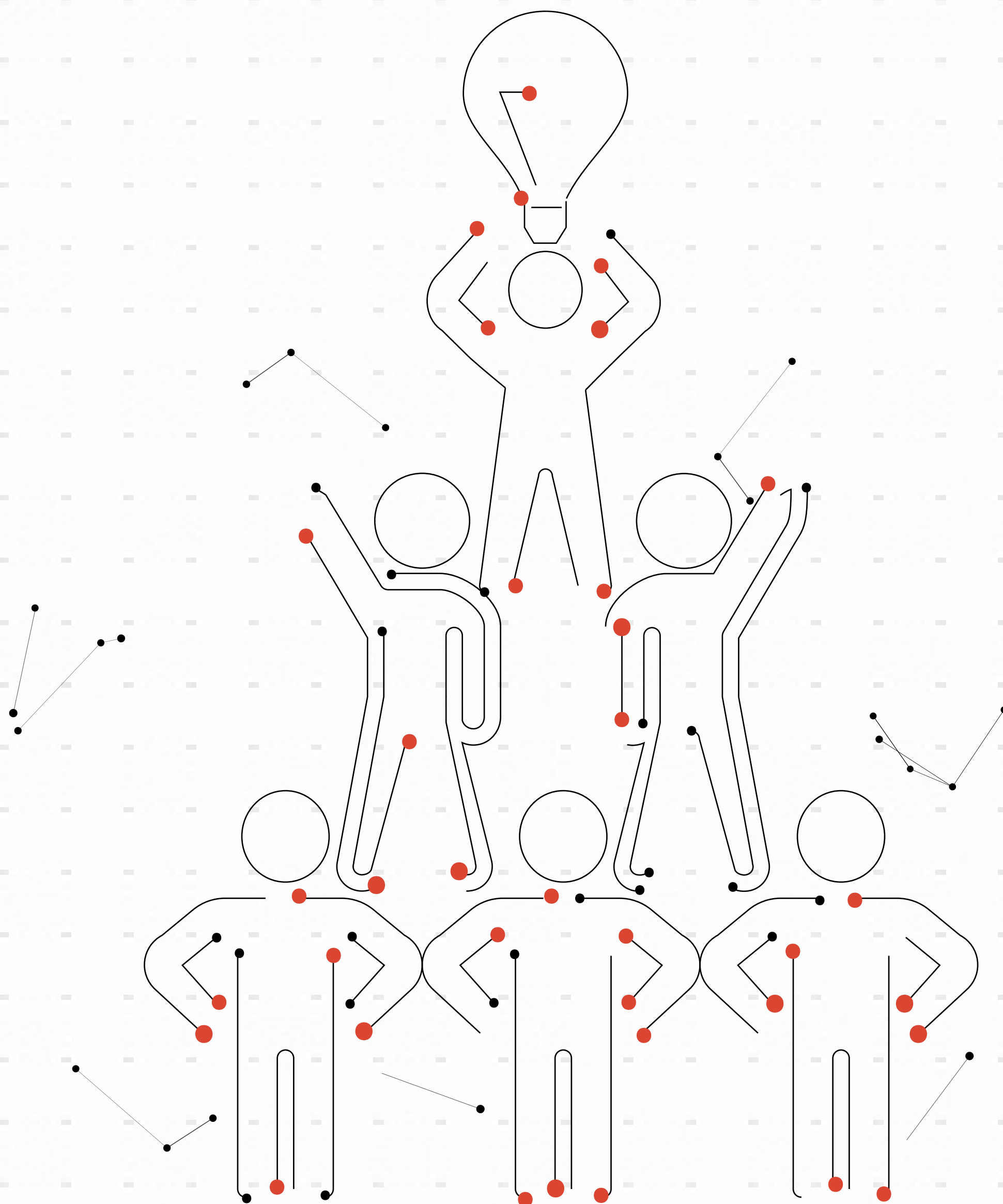
**BET ON  
YOURSELF**

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# CO-CREATING TOWARDS LARGE SCALE IMPACT

FROM THE FOUNDERS' DESK

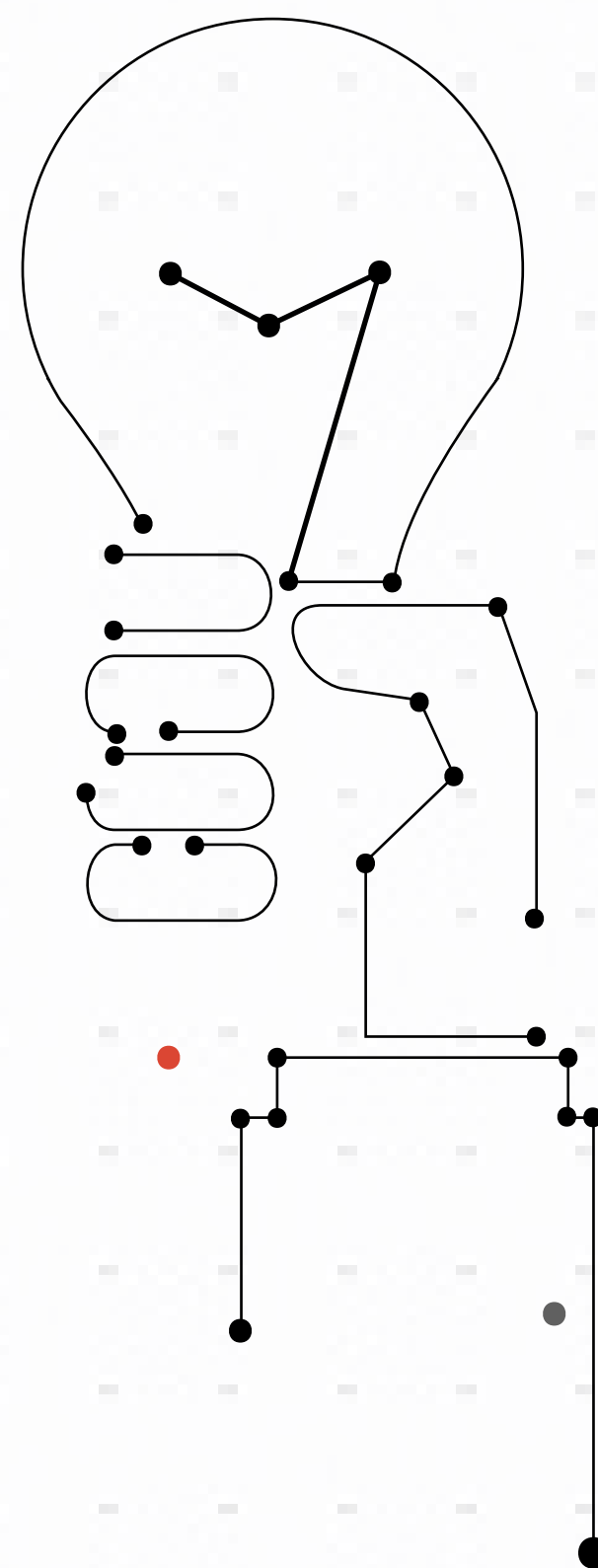


As we sit to reflect and write about the last year at Udhyam, our primary emotions are of gratitude and camaraderie. The dominant theme: people coming together to drive innovative change. Systems change is hard, but when systems change - the impact is widespread and long term.

A key event for the year gone by has been Business Blasters: over 2.5 lakh students in Delhi schools doing their own business projects with the help of government grants. The world got to see a glimpse of what students are capable of through a TV show & an investment expo.

The energy was palpable & electric; the innovations were mind-blowing; but for us - the larger win is that this idea of enabling students with real world experiences via a business project got established - and is on its way to getting mainstreamed. This was made possible by a large number of partners, volunteers, entrepreneurs, supporters working closely with the Delhi government system and this journey reminded us of the first word of Udhyam's vision: co-create. ("Co-create a caring world where people fearlessly pursue their potential.")

From very early days of our work, we have been



asking ourselves: is our work creating any positive impact? In education, it's really hard to see impact, especially when we choose to work on mindsets. In the last year, we made a lot of progress in starting to understand the impact we are making. We engaged with professional third party organisations to evaluate our work and when they shared their findings, we had to tell them: that you need to be more critical of our work. Udhyam has been self-critical and self-doubting, sometimes I think to a fault.

One piece of work that gave us a lot of joy was deep conversations with our alumni. Over the course of four months, we reached out to 350 alumni & were able to have deep, meaningful conversations with 84 of them. There were tons of positive takeaways, the first being that of relief that we didn't do any damage, but it kept getting more and more positive.

A new word entered our vocabulary: institutionalising. This helped capture the systems and actions by the system towards enabling agency for youth. On this front, our Haryana team enabled the Haryana government to institutionalise a large amount of the work and the principles we have built. So much so that the team is now keen on getting out of Haryana and letting the system flourish on its own!

In Udhyam Vyapaar, we intensified our search for scalable models, and the team was able to come up with a market transformation model that helped ironing vyapaaris move from coal to LPG. To help understand our impact, the team's use of the Impact Multiplier of Money (IMM) metric strengthened our belief in this transformational project.

Another positive development has been the support received from more donors and institutional funders, which has enabled the

swift progress towards broadening and deepening our impact. The last year also saw a change in Udhyam Leadership as Shyam Suryanarayanan joined us in Oct '21 to run Udhyam Shiksha. Shyam comes with over two decades of entrepreneurial experience, building and running organizations in domains of skilling and education.

Looking forward to the year ahead - we see immense potential in the market transformation model of the Istri project of Udhyam Vyapaar - scaling up to create impact across many thousands of Istri vyapaaris in the country. Given our presence in 9 states, a strategic focus area for Udhyam Shiksha this year will be towards quality and deepening our impact. With Shiksha's work now clearly spanning across 3 specific types of key offerings: Entrepreneurship Mindset Curriculum, Business Projects and Incubation, these have emerged as priority areas that we are attempting to productize during the year.



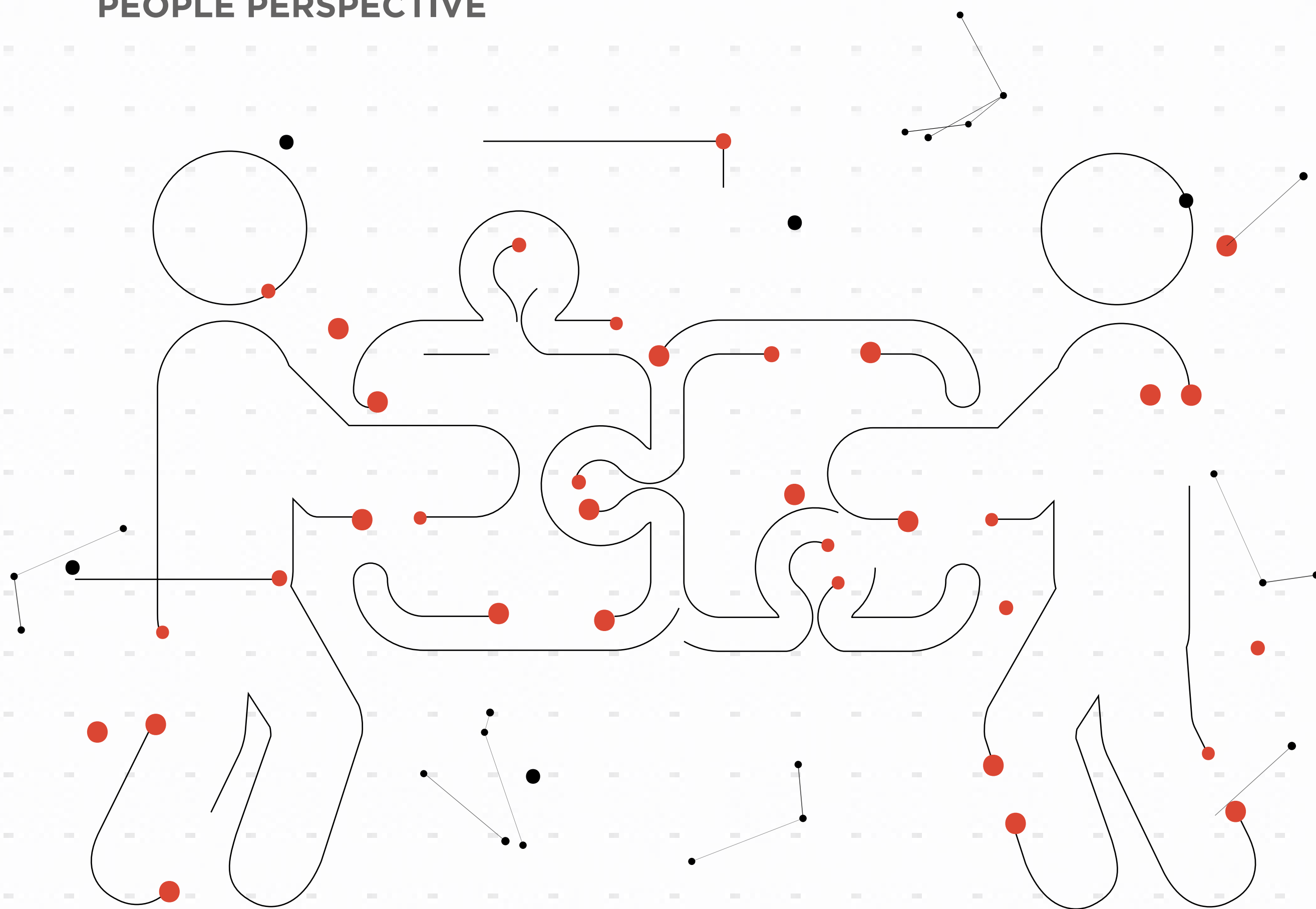
MEKIN MAHESHWARI



KRISHNAN RANGANATHAN

# RECONNECTING WITH UDHYAM

## PEOPLE PERSPECTIVE



In the midst of preparing for our many projects in 2021, we were also hit by the second Covid wave. The severity of it and the feeling of helplessness that the country was going through seeped in. Connecting on the Blue Dot Friday session facilitated by Gauri, we found an outlet for our pent up emotion by leaning on each other. We also formed a team of people who wanted to help others in crisis. The Covid team that came together at the end of the session helped people battling Covid - be it through oxygen cylinder supplies, transport or even preparing meals and sending them to Covid patients.



In April and May, we set up a 4 day work-week so we could take the time to deal with everything that was going around. Whether it was supporting family, dealing with anxiety, or just being able to have some time to rest, the **Weekly Org-wide Health Day** was something we really needed. As wellbeing was critical, we extended the employee benefit of Udhyam sponsored counseling sessions to consultants working with us too. In addition, employees were encouraged to take health days as and when they found necessary. In time, with prayers and much courage, we overcame the second wave.

A year after working remotely we had made our peace with remote working - its challenges and benefits. We now wanted to see more of our colleagues to break the monotony of looking at screens and instead meet our people for real. At the same time, remote working had become a reality. The question that lingered in all our minds was what it would be like to go back to office.

So twelve Udhyamis volunteered to come together to reimagine what the new workplace could be. The **“reimagining working party”** reached out to many others to find out what was working, what wasn't and so arrived at what the new workplace could look and feel like. We returned to work on 18th October 2021 with enthusiasm to meet and discover the joys of working together again. Some of the suggestions the Reimagining Working Party implemented were:

- Allocating Team Days for all teams to work together in physical spaces while promoting the flexibility of WFH on other days
  - For organic learning to happen between team members
  - For more effective working meetings
- ALL HANDS Regional Day - Once a month, all teams would devote the morning to their own work and in the afternoon, outstation and office employees connected digitally as an organisation - Udhyam. The head office often had an activity running in the morning so people across teams could work/spend time with others apart from the much awaited lunch time.
- Organisation wide Offsite
  - Building Personal relatedness to the org goal / vision
  - Building Relatedness with people at work - both within small teams and Udhyam at large
- Redoing the Head office to make it welcoming when the team came in on the 18th of October was one of the spontaneous ones by Nezrin

The 360 Feedback Canvas was introduced at the Vyapaar Offsite on the 16th & 17th of September. The empathetic format of giving feedback has been adopted from the book “The team that managed itself ” by Christina Wodtke. This was followed by conversations between team members for understanding feedback better. Following this we at Udhyam are now doing the same with our other teams.

Last year saw Udhyam grow by leaps & bounds, Shyam Suryanarayan took over leadership of the Shiksha vertical on the 1st of October 2021. Shyam worked with the team (which has grown though the pandemic) to establish goals and direction for the team towards the end of 2021.



Amongst all the new roles and hiring that we did last year, there is one we cannot miss mentioning. We have a co-founder now!! With glee we heard the story of how Mekin had offered co-foundership to Krishnan and Krishnan first reluctantly but then later wholeheartedly accepted the role. Given Krishnan's commitment and passion for Udhyam, the camaraderie and the congratulatory spirit at that ALL HANDS announcement was not a surprise.

Towards the end of the year we focused on working towards the OKR (Objectives and Key Result Areas) process. Reviewing what we really want to chase in the next year. Creating, finding alignment and reflecting on what choices we wanted to make for the coming year.

We closed the year with the offsite working party putting together with much zeal and enthusiasm the “Reconnecting with Udhyam countryside Offsite” at Bangalore. We were happier to have met all of our colleagues in person - now we knew them better even though for a couple of years, we had worked together, shared work assignments, battled covid, and yet meeting them in real life could not have been substituted.



DEEPA KUNCHERIA



# Udhyam

••• Shiksha •••

# TOGETHER WE THRIVE

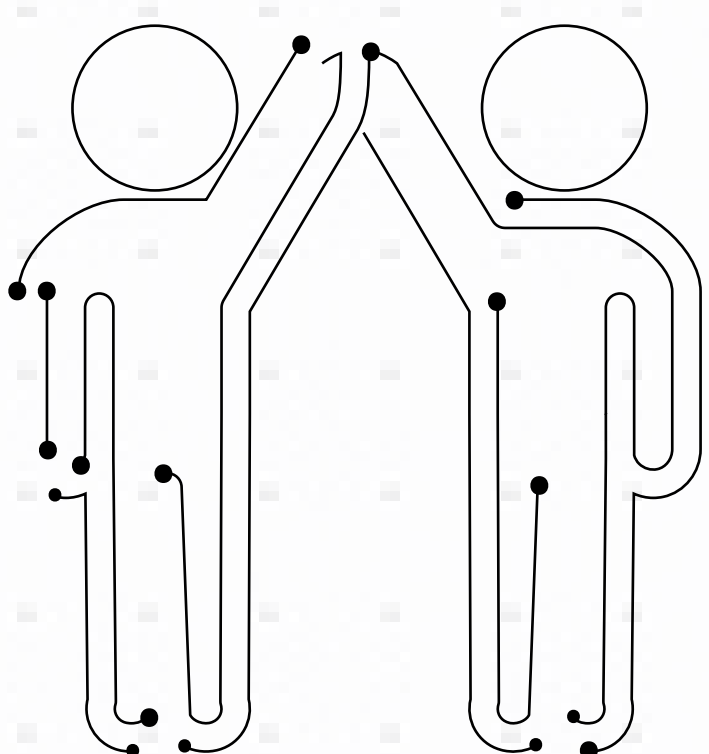
## UDHYAM SHIKSHA - AN OVERVIEW



While 2021-22 could be described as the year of 'Coming Together', the two broad themes that describe the two phases of the year in our work at Shiksha are 'Keeping it Together' and 'Growing Together'.

### KEEPING IT TOGETHER:

The year began with the devastating 2nd wave of Covid. Having signed MOUs with 7 different states in 2021, our challenge was in operationalizing programs amidst the chaos around us. From Digital Trainings and Learning Circles for teachers, to videos, voice notes and WhatsApp challenges for students, we did it all. In each of our 9 states, we managed to find a tribe of 'Udhyami Teachers' who collaborated with our Curriculum, M&E and Operations members to keep the programs alive. We are proud that by the end of year, we not only completed our programs successfully but *achieved a positive shift in 2 mindsets: Self Efficacy and Grit ranging between 40% and 60%.*



### GROWING TOGETHER:

By 'Keeping It Together' we established deep trust with our state partners. This strengthened their commitment to create impact at scale. Maharashtra and Kerala graduated to large scale rollouts. The Haryana ITI program matured into a system led model with minimal Udhyam intervention, while our small scale Uttarakhand program established PoC and is poised to scale across 500 schools in 2022. In addition, there were 4 significant happenings in the year.



**NAGALAND:** Our first partner led program, in collaboration with YouthNet, was kickstarted with a pilot across 6 schools and 600 students, with seed money for all participating students.

**ANDHRA PRADESH:** Signed an MoU and progressed rapidly from a 30 school pilot to a 377 school implementation across 13 districts touching 40,000 students. The program is now poised for a state-wide roll out in 2022, potentially touching 4.5 lakh students.

**UDHYAMI HARYANA:** Our first large scale ITI incubator program (Udhyami Haryana) attracted 15k applications leading to 250 incubatees, comprising a healthy mix of male and female entrepreneurs.

**BUSINESS BLASTERS @ DELHI:** Our association with the Delhi state government scaled new heights through Business Blasters. This business project competition of unprecedented scale funded 3 lac govt. school students with INR 2000 each (INR 60cr) to develop their ideas into businesses. The program captured the hearts and minds of Indians across the board, attracting a slew of investors, mentors and other state representatives. This was our first step towards the larger mission of democratizing entrepreneurship.

This year also saw the adoption and scale up of novel curriculum interventions such as learning circles across 2 states, along with deepening of Monitoring & Evaluation (M&E) processes across large scale programs such as Andhra Pradesh.

As for products, Fundoo and MeraGuide sharpened focus on enabling career outcomes for users, while QSL (Quality & Scale Lab) set their sights on creating powerful post program experiences for students.

Call-a-Kahaani, a product spun off by QSL, emerged as Udhyam's first incubatee.

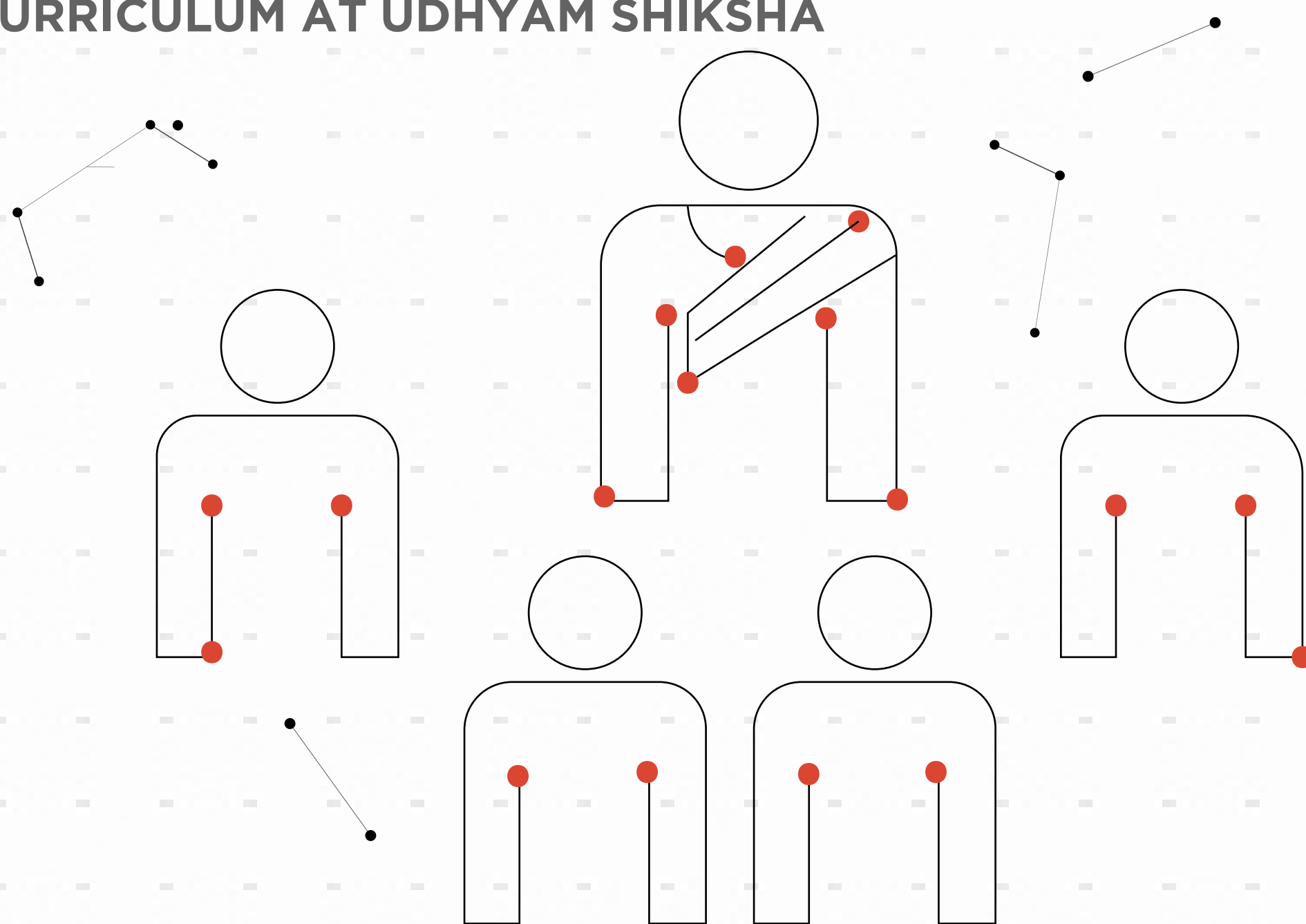
Signing off with deepest gratitude to our Funders: Binny Bansal, UNICEF, StateStreet, Indiamart and HNIs who believe in what we do and strive towards every day.



SHYAM SURYANARAYANAN

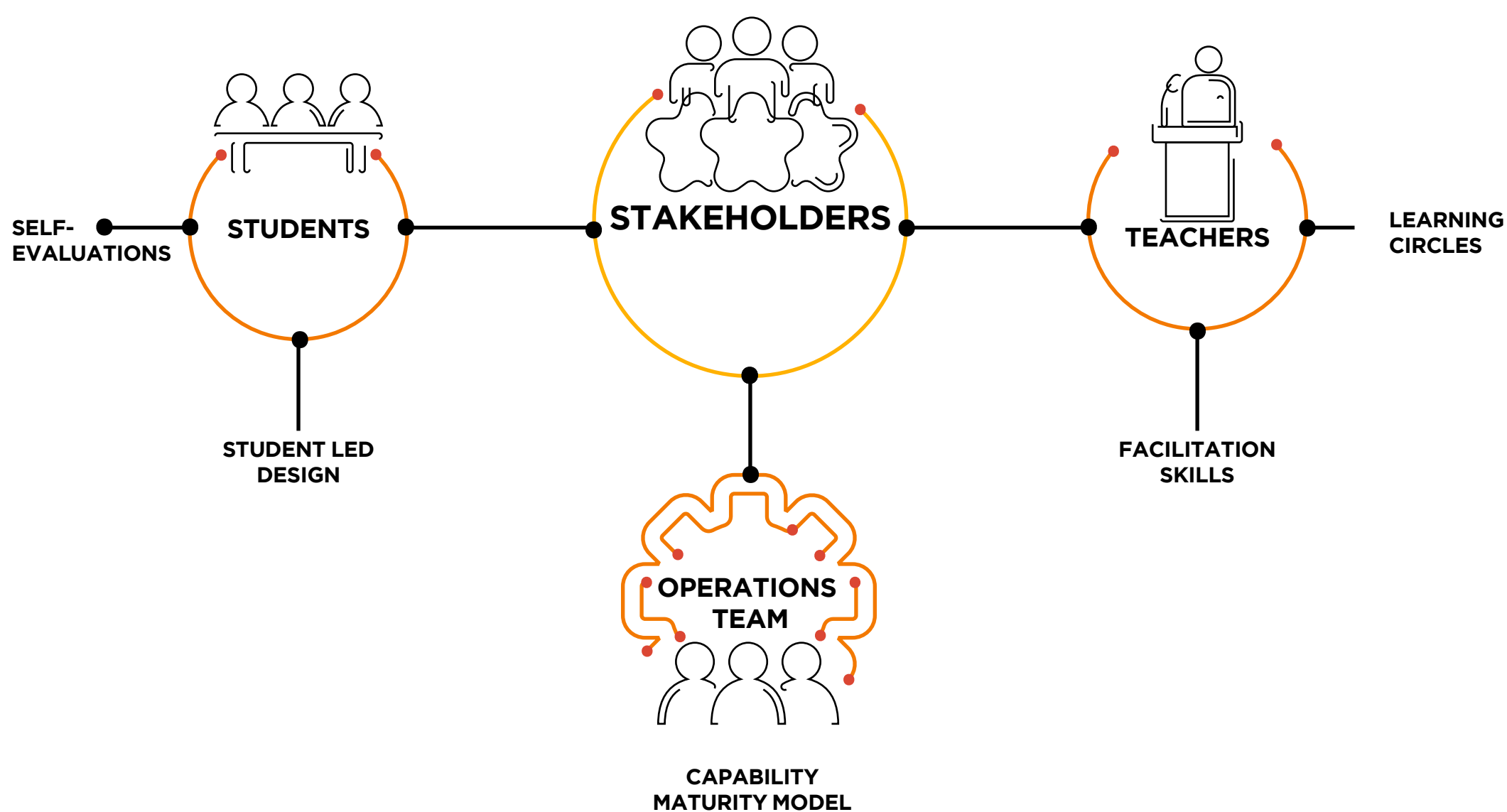
# ALONG WITH STUDENTS, TEACHERS AND OPERATIONS

## CURRICULUM AT UDHYAM SHIKSHA



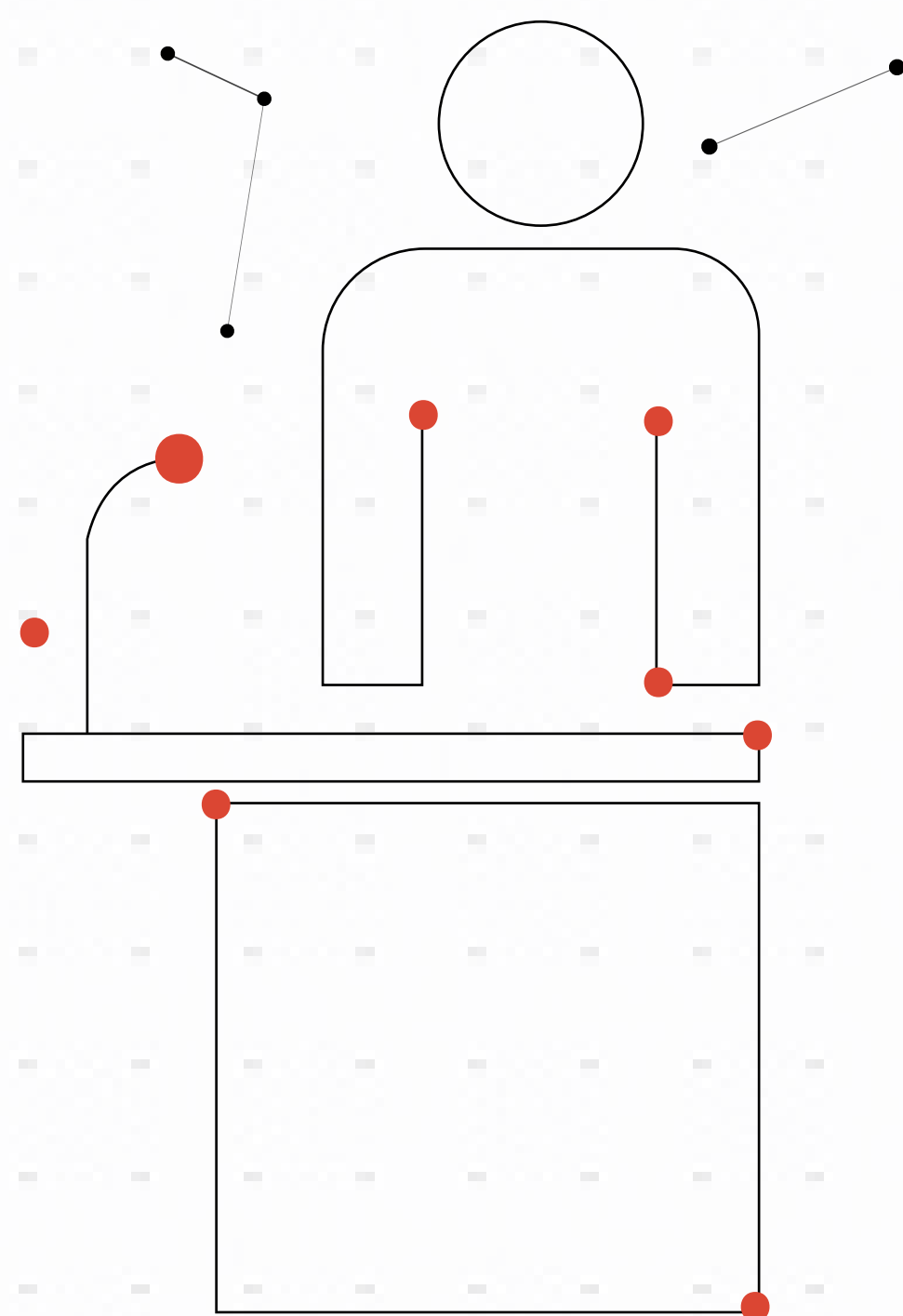
With the growing awareness that designing the curriculum with our stakeholders will help in achieving greater depth and impact, we sharpened our focus in the curriculum team on three different stakeholders - students, teachers and operations team. Our defining features for this year are developing new products and building skills and capabilities for extensive prototyping, in partnership with the stakeholders across design stages.

## INITIATIVES FOR GREATER IMPACT



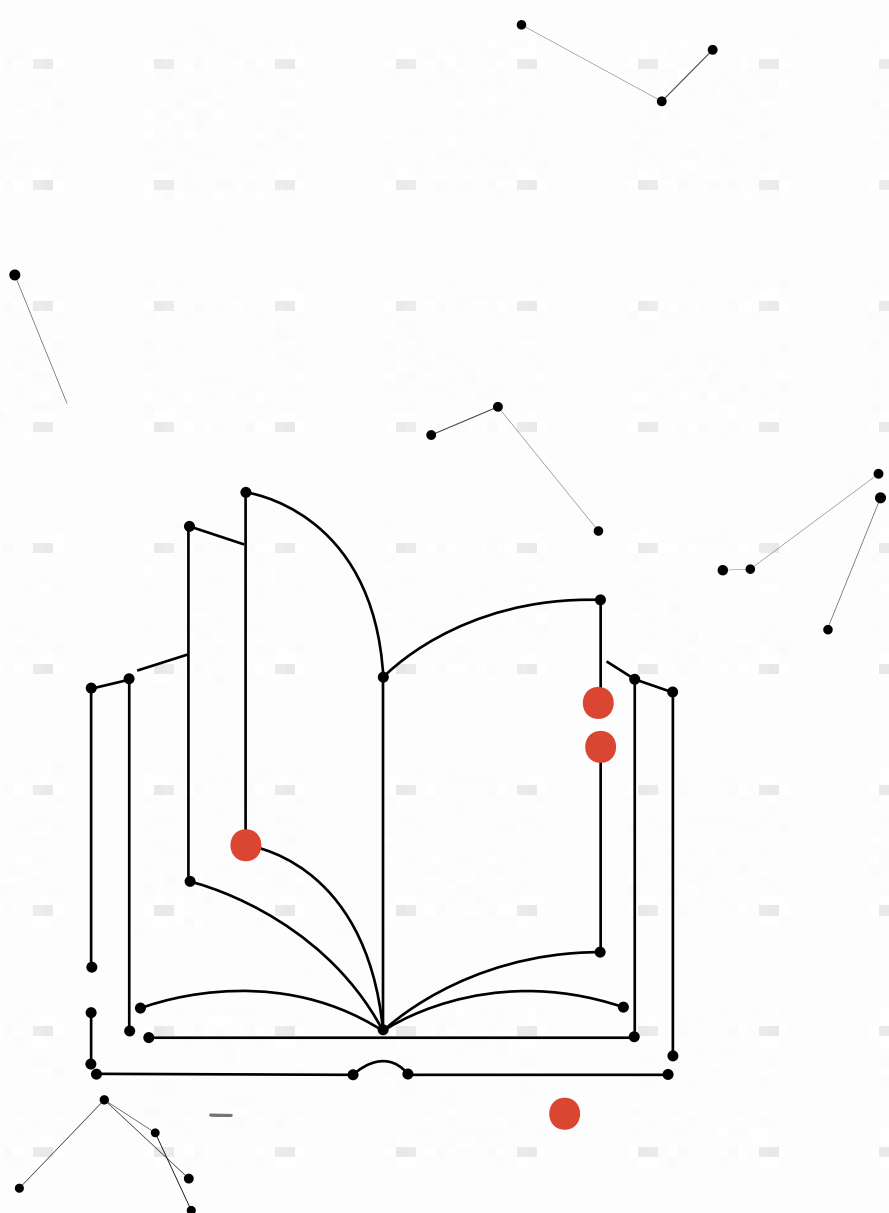
## TEACHERS

Acknowledging teachers' need to learn continuously and with greater focus, we have begun working on designing a monthly interface with teachers and master trainers to celebrate achievements, exchange learnings and discuss any challenges in smaller groups. We are also keenly developing interactive tools for teachers to learn facilitation skills, which will help us improve the way we craft the learning experience for our teachers.



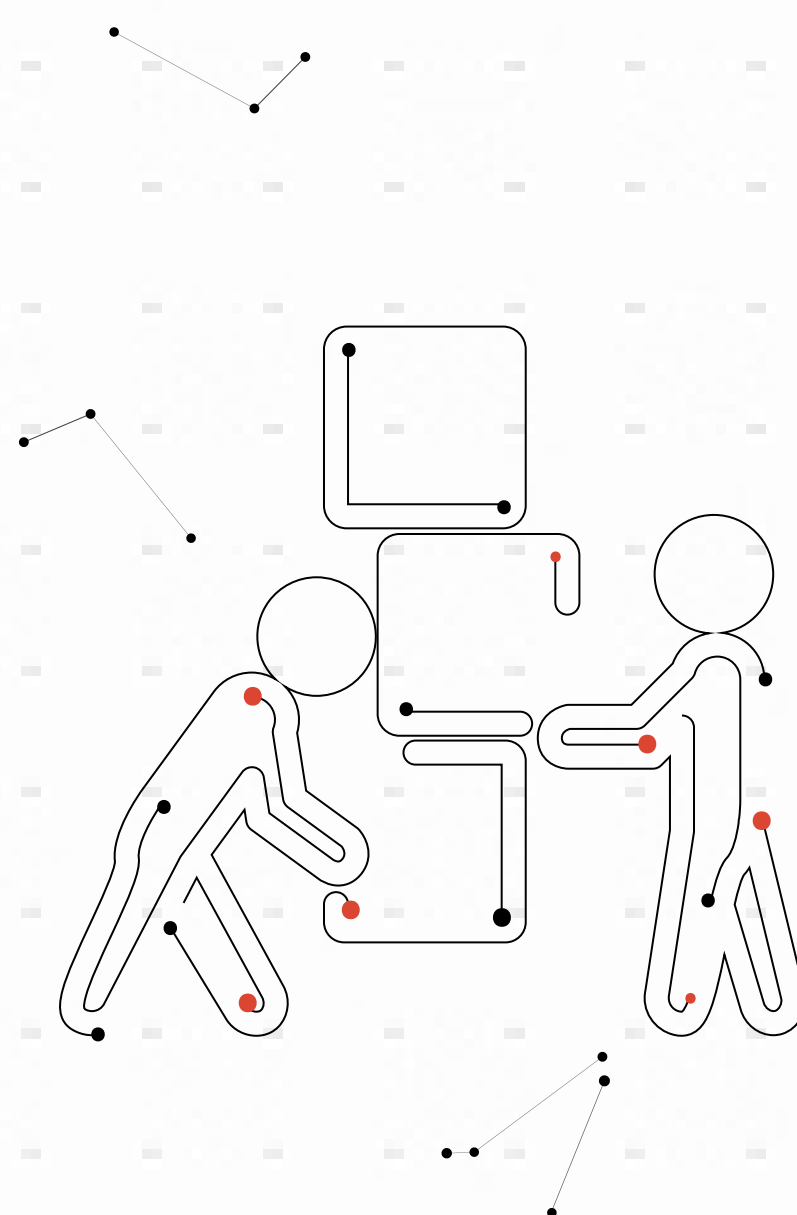
## STUDENTS

Collaborating with students more proactively has helped us explore the different ways in which we can co-design the curriculum with them. Unlocking their ideas and interests, their needs and priorities, has helped us build a shared sense of how they can become more entrepreneurial and action-oriented in their pursuits. We are developing learning journeys, programme designs and self-evaluation frameworks with students and are taking a plunge into experimenting with student-led designs.



## OPERATIONS TEAM

Engaging with our operations teams from various states has helped us source critical information from the ground about how the system works, which is being used to iterate the capability maturity model (CMM). CMM is our newest initiative to streamline our operation strategy to deepen the impact of our work towards institutionalization. Curating what works on ground and rearticulating success metrics along with operations will not only help us build greater alignment from the start but also ensure that our product is in touch with the reality.



CURRICULUM TEAM - UDHYAM SHIKSHA

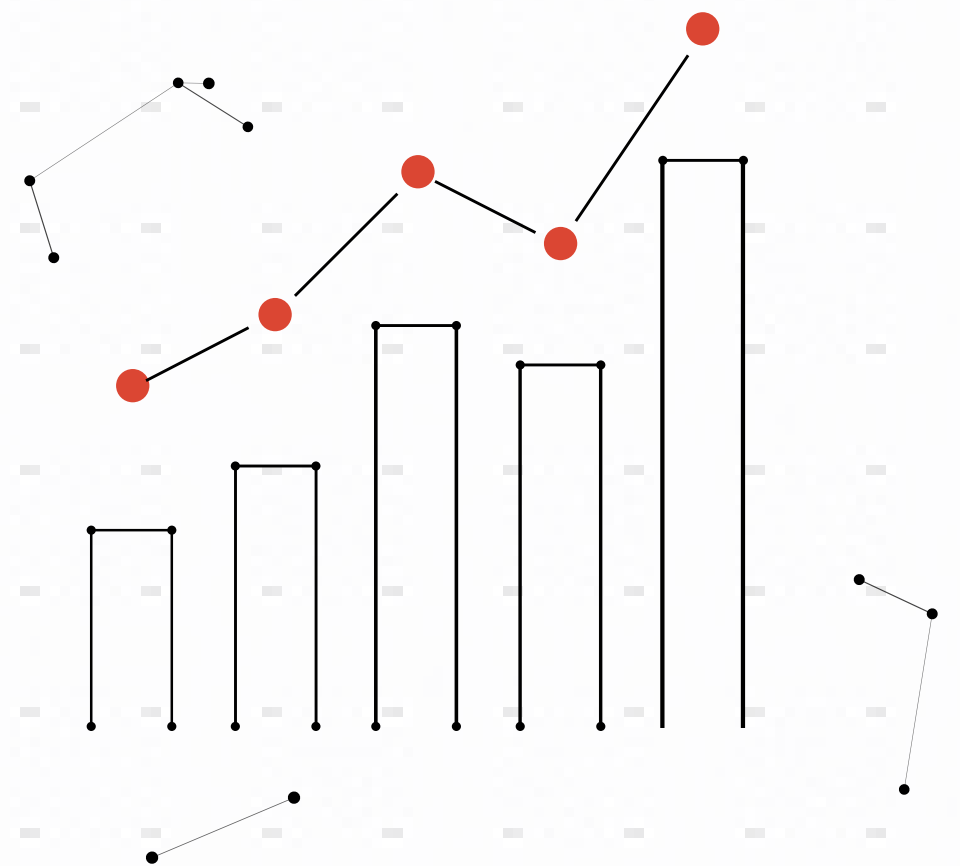
# MORE DATA, MORE BUY-IN, MORE INSIGHTS

## MONITORING & EVALUATION

*By bringing together a growing combination of data types and stakeholders, our journey to sharpen monitoring, evaluation and impact measurement efforts has increased not only our evolving understanding of learners but also the value and use of the data we collect.*

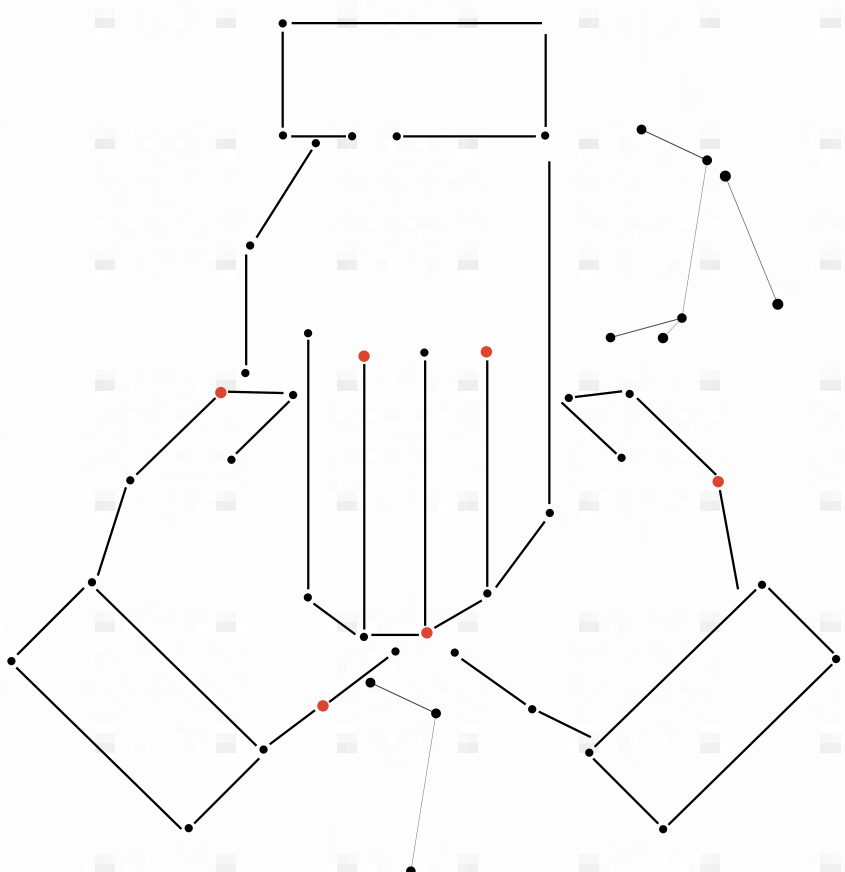
## A GROWING MOSAIC COLLECTING A VARIETY OF DATA AT SCALE IN ANDHRA PRADESH

In partnership with four education organisations, our Andhra Pradesh program was one of the largest this past year reaching approximately 30,000 learners. In addition to standardised mindset data, collected before and after the intervention to gauge learner outcomes, we experimented with gathering other forms of quantitative as well as extensive qualitative data. This allowed us to triangulate mindset shifts with student actions and better understand outcome quality. For the first time, we found an increase in self-awareness that was attributable to the program. This finding was validated by qualitative interviews in which learners also articulated something new they had learnt about themselves.



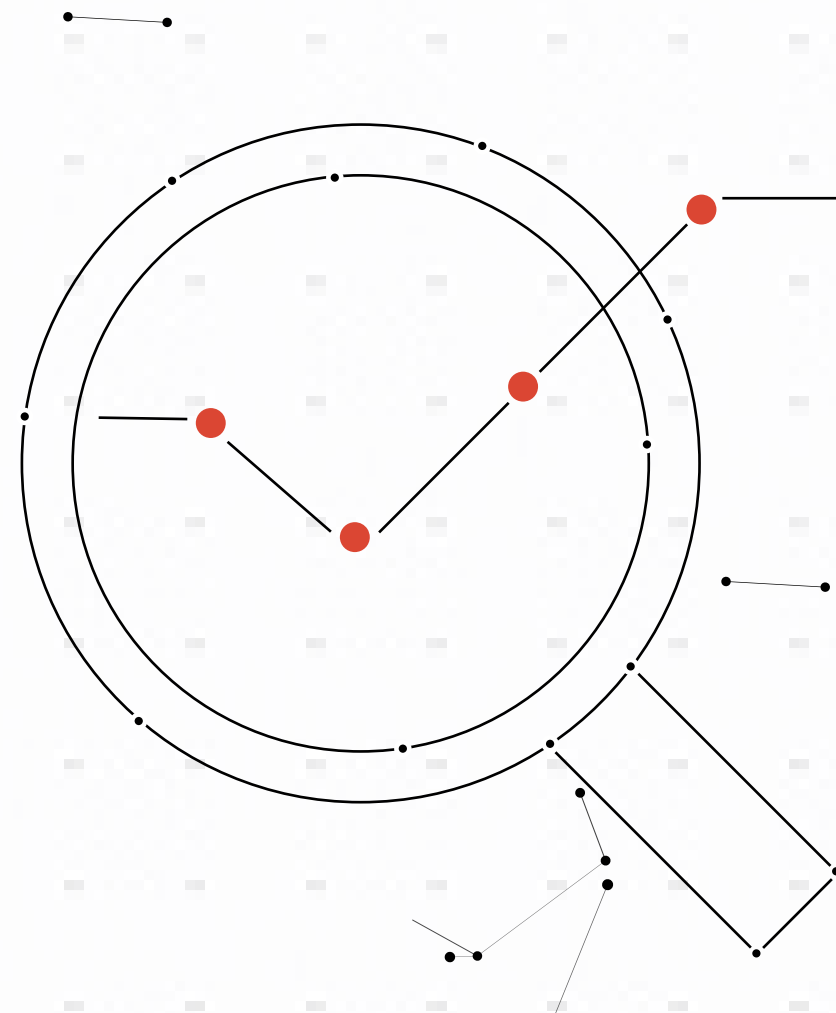
## HUDDLING UP BRINGING STAKEHOLDERS TOGETHER IN MAHARASHTRA

To give the data we collect more meaning and mileage, we adopted a weekly huddle model with the internal team of the Maharashtra pilot program which focuses on ITIs (industrial training institutes). The program design, with staggered instructor training across all implementation months, provided multiple opportunities to feed learnings back and improve delivery. The coming together of internal stakeholders to explore data more rigorously led to the identification of skills that instructors could practise, skills that required alternative training techniques and an understanding of best practices. The weekly huddles culminated in an end-of-program debrief, leading to curated changes in the rollout of the second iteration. The value and success of the huddles is prompting us to adopt the model across different programs.

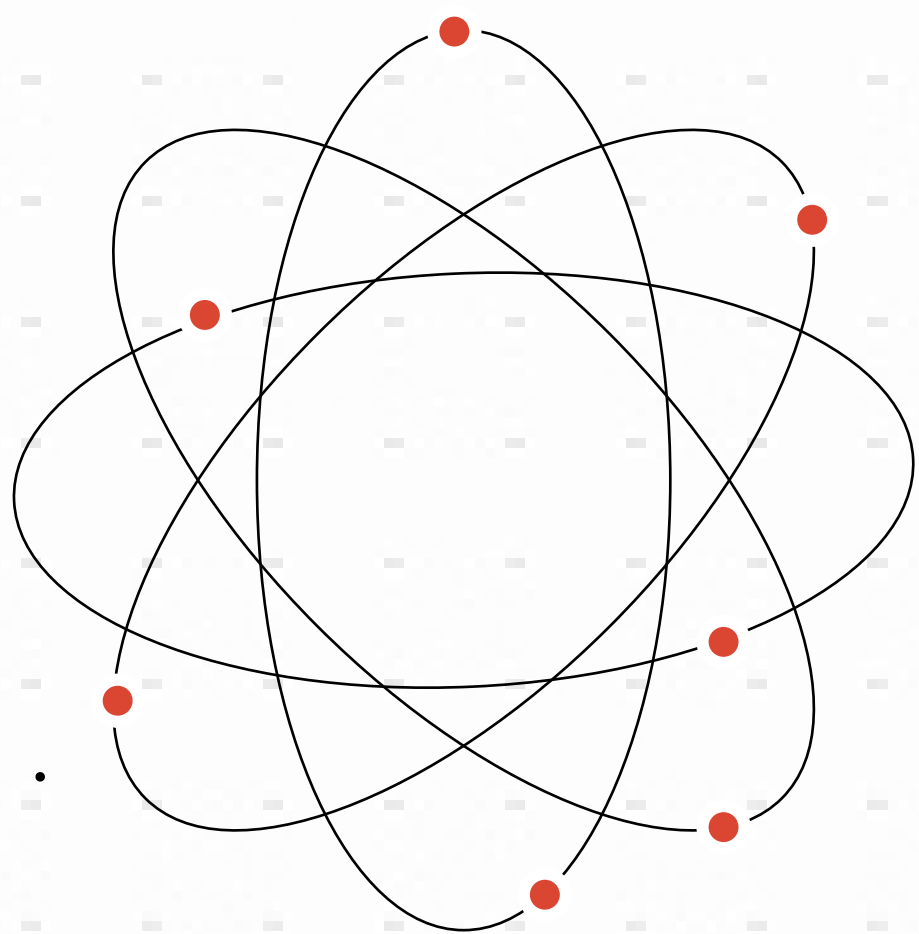


## THE BIGGER PICTURE UNDERSTANDING OUR ALUMNI

A first of its kind exercise at Udhyaam and a building block in our conviction journey, last year the team reached out to 350 alumni to learn more about their lives one year after the program. In-depth interviews with 84 learners across Karnataka, Kerala, Haryana and Madhya Pradesh gave us a treasure trove of quantitative and qualitative data - including reflections on current situations, aspirations, achievements, overcoming challenges and much more. To our surprise, 94% of learners articulated a goal that they had set for themselves despite goal- setting not being a part of their programs. The collaborative effort taught us how to better connect with and collect data from alumni going forward. However, it also gave us actionable insights into curriculum pivots, post-program support and future research.



## CONVERGENCE FOR CONVICTION



We are excited to continue building conviction in our impact through our innovative and experimental measurement efforts. This includes capturing holistic learner data from ongoing programs and longitudinal alumni impact data, but also by exploring new paths such as the link between mindset shifts, observable actions and real-world experiences. More often than not, anecdotally, we are aware of the impact our learners are experiencing on the ground, yet quantifying it at scale and with conviction can be challenging. Striving for convergence of data and actionable insights will be crucial to our impact journey - for learners, stakeholders and to strengthen internal decision-making.



MONITORING & EVALUATION - UDHYAM SHIKSHA

# SCERT DELHI: BRINGING PATH-BREAKING HIGHLIGHTS TO EDUCATION

## SCERT DELHI - OUR PARTNERSHIP



The year was 2019, and the buzz words - start ups, entrepreneur, mindset - were still corporate jargons brewing in Tier 1 cities. Around that time, in the national capital was a vision building somewhere - a vision to take these buzzwords to the very nooks and corners of the capital, a topic of family meal discussions, a topic of classroom interaction. And thus began Udhyam's journey of a dynamic partnership with the State Council for Education Research and Training (SCERT), Delhi. The two entities together set forth to design, implement and analyse a unique curriculum - the Entrepreneurship Mindset Curriculum.

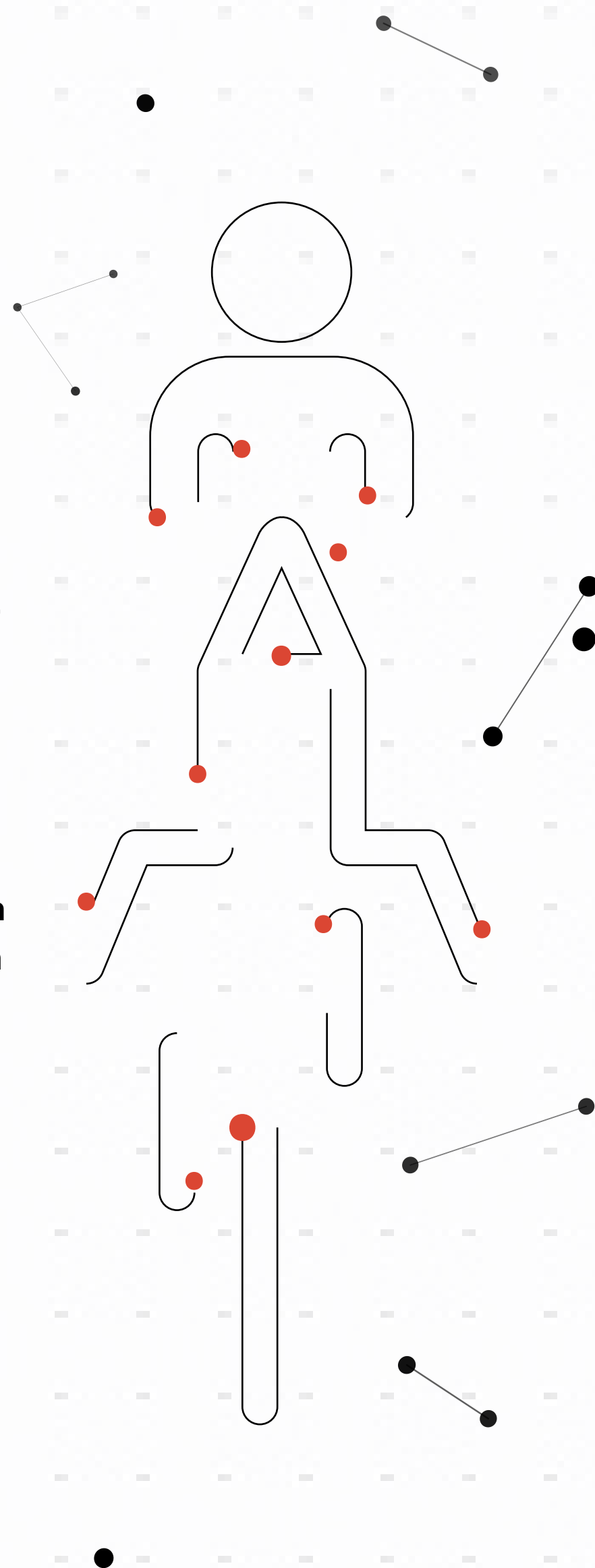
The next three years of EMC continued to bring about many path-breaking highlights on the Delhi education front. Under the leadership of Dr. Sapna Yadav (Project Director - EMC, SCERT Delhi) the program saw its reach expand to 19000+ teachers implementing the EMC program in their classrooms daily. Keeping the problem solving spirit intact, her innovative approach helped modify an in-person curriculum into digital delivery content and reach over a lac students in the pandemic year. Her knack to experiment with new initiatives and communicate their need to different stakeholders has been of paramount importance to the success of the program - with students and teachers being at the center of this change.

An example of this is the launch of Business Blasters in 2021, a practical component of EMC which was a game changing intervention in its pedagogy, narratives and reforms. With each participating student from grades 11th and 12th receiving seed money of INR 2000, the program went on to create great on-ground excitement. Students not only generated solutions for social impact problems from around them, but also set up profit earning businesses! 17 year olds, who two years back were intrigued by start-up based jargon, were now registering their own businesses.

As we continue to learn and make progress on this journey, Udhyam is grateful to SCERT Delhi for the opportunity to contribute in this one-of-a-kind initiative, and to Dr. Sapna Yadav for her constant efforts to take EMC to new heights. Working with SCERT Delhi has helped Udhyam make its work reach more states with innovation and intent intact. We look forward to greater impact and insightful collaboration.

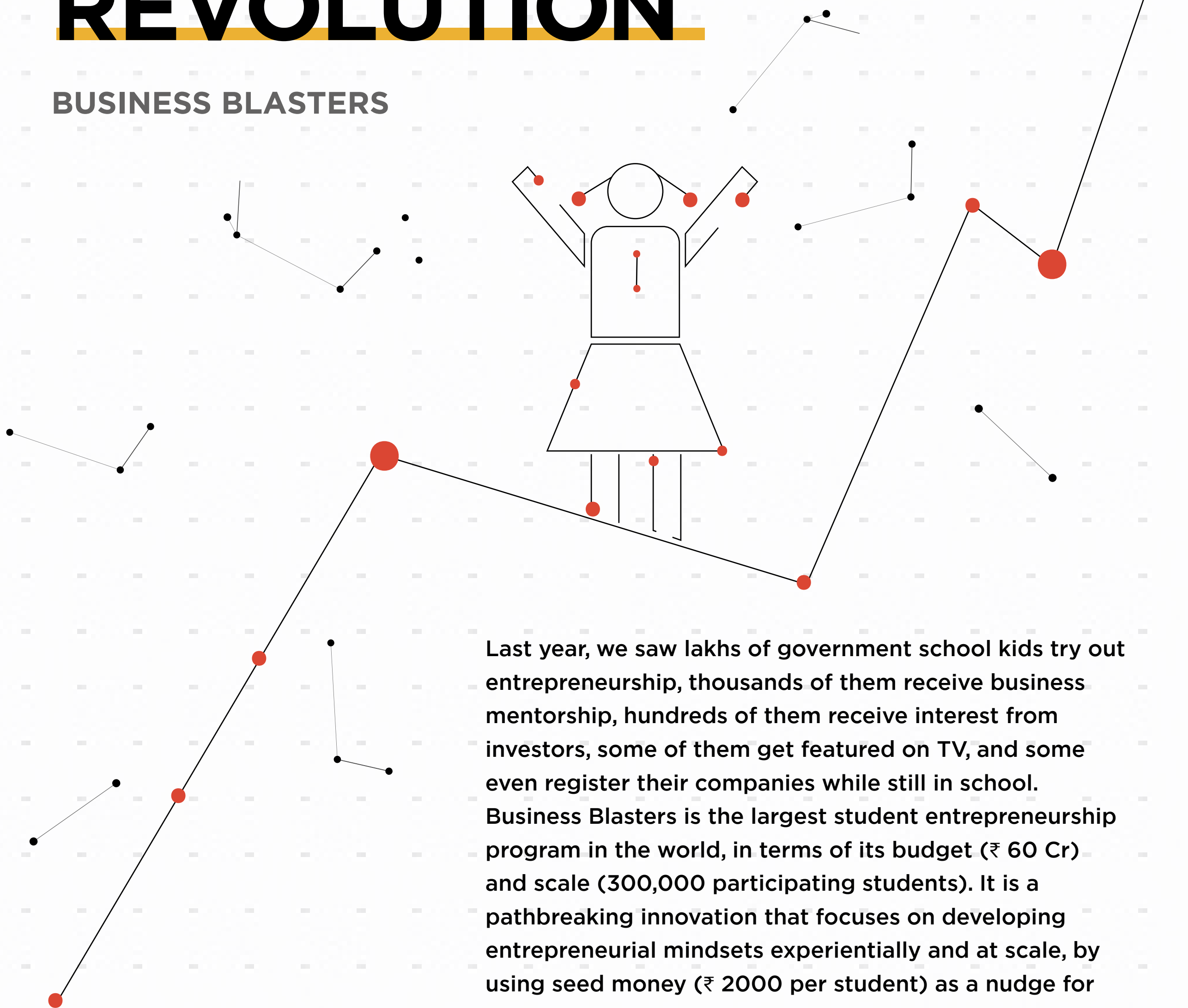


UDHYAM SHIKSHA DELHI AND SCERT DELHI TEAM



# BUSINESS BLASTERS AND THE STUDENT ENTREPRENEURSHIP REVOLUTION

## BUSINESS BLASTERS



Last year, we saw lakhs of government school kids try out entrepreneurship, thousands of them receive business mentorship, hundreds of them receive interest from investors, some of them get featured on TV, and some even register their companies while still in school. Business Blasters is the largest student entrepreneurship program in the world, in terms of its budget (₹ 60 Cr) and scale (300,000 participating students). It is a pathbreaking innovation that focuses on developing entrepreneurial mindsets experientially and at scale, by using seed money (₹ 2000 per student) as a nudge for students to do something bolder, bigger and riskier.

The Business Blasters story has been over 3 years in the making. We started in 2019, partnering with the Delhi state government for the design and implementation of the Entrepreneurship Mindset Curriculum (EMC). The first edition of Business Blasters couldn't be launched along with EMC as it required more groundwork. We then had to wait till the second half of 2021, when the second wave of Covid slowed down and it





looked like the schools would finally open up. The Business Blasters team worked tirelessly to design various stages of the program, aligning multiple stakeholders, developing content, fine-tuning the administrative processes and building a data management system to get the program off the ground. The program was launched on Sept 7, 2021.

Thanks to the Business Blasters TV show featuring 24 teams pitching their business ideas, we saw the coming together of the entrepreneurship ecosystem to support young student entrepreneurs. 1200+ mentors from entrepreneurship and corporate backgrounds worked with participating teams to refine their business models. The Business Blasters Investment Expo featured the top 126 teams, impressing and inspiring visitors with their work and their confidence, leading to 300+ letters of intent worth ₹ 4 Cr being signed. These teams now have the opportunity to get incubated by the Delhi Skills and Entrepreneurship University and get to the next level.



The foundation for the success of the Business Blasters program was laid at schools, with the teachers navigating the conversations around board exams and business prototypes, the parents allowing their children to go out and explore, and the education system trusting every student's potential.

*Girls have especially found new confidence in exploring public spaces independently, and it has transformed parents' outlook by making them aware of the talents and potential of their children.*



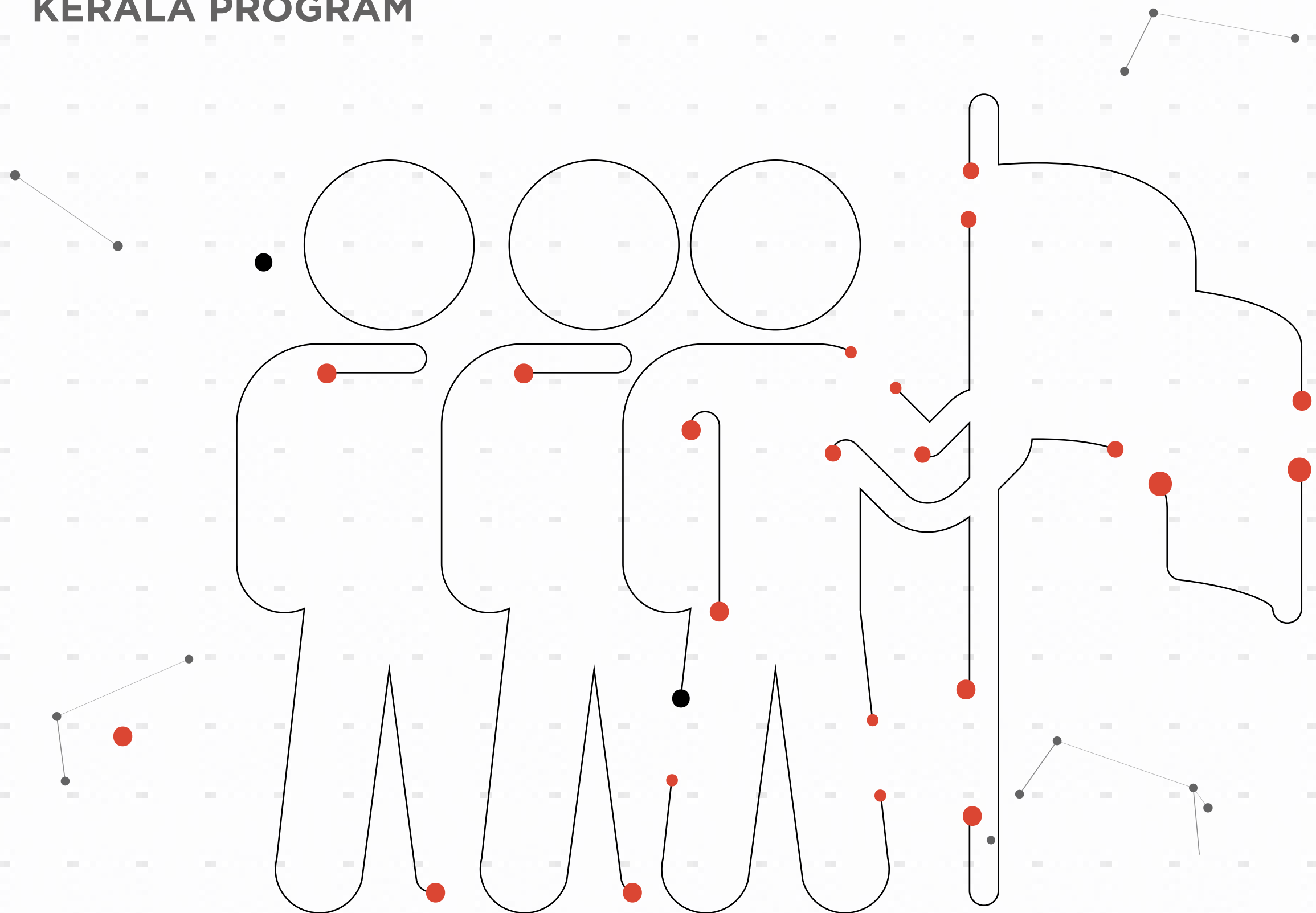
A qualitative study of the Business Blasters experience suggests that this program has made the idea of becoming a successful businessperson tangible and independent of the student's choice of stream. It has helped form meaningful self identities and strong peer support structures. *Girls have especially found new confidence in exploring public spaces independently, and it has transformed parents' outlook by making them aware of the talents and potential of their children.* We can't wait to see the second edition of Business Blasters create an even larger impact, and build a stronger ecosystem for supporting Delhi's budding entrepreneurs.



LSI DELHI TEAM - UDHYAM SHIKSHA

# PEOPLE, PARTNERS AND PROGRESS

## KERALA PROGRAM



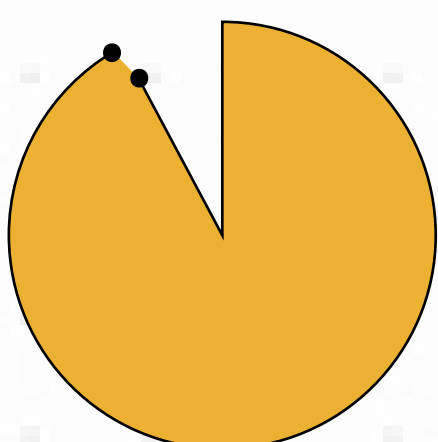
Repercussions of the pandemic diversified and accelerated our operational abilities in Kerala and we learnt to work together and fly higher. Udhyam's Kerala team created meaningful partnerships and connections with stakeholders to scale our impact to 42000+ students across 200+ institutions through our partner enabled model and 50000+ students across all ITIs in the state through our televised program in association with Kite Victers Channel.

### Entrepreneurship Mindset Program with Industrial Training Department (ITD), Govt. of Kerala

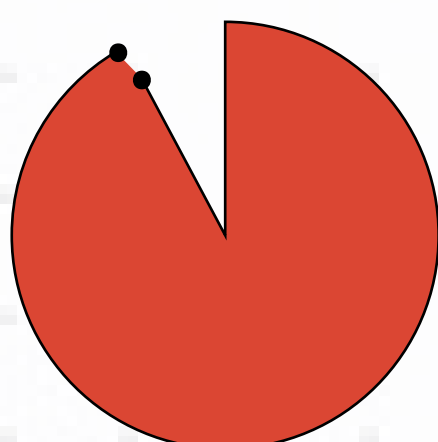
Udhyam successfully completed Phase-I of the 'Entrepreneurial Mindset Program' (EMP) with 69 government ITIs in August 2021 and initiated Phase-II in collaboration with the Department of ITI, Govt of Kerala. This program is delivered within the existing ITI Employability Skill Program. ITD opened its doors for Udhyam to implement the EMP in all Govt ITIs in the state of Kerala to make their students entrepreneurial.

	Institutions	Instructors	Students	Session hours	Offline Training Hours	LC Calls	Graduates	Business Ideas
Phase I	69 ITIs	64 ESIs	12,000+	30	6	8	7597	3571
Phase II	104 ITIs	104 ESIs	32,000+	35	8	2* (ongoing)	Ongoing	Ongoing

## LEARNERS' EXPERIENCE



92.5% learners learnt something about themselves through the program



92.44% learners would recommend this program to a friend/classmate

### LSI Outcome Assessment as on August 2021

Learning from Phase 1, our focus was on the institutionalisation and sustainability of EMP. The team developed stronger relationships with mid-level officers in the department for program assurance, resulting in setting up a state monitoring committee by the department.

While Employability Skill Instructors (ESIs) handled student sessions, Group Instructors (GIs) ensured timely deliverables in ITIs and conducted impact assessments for the department.

As seen, the Learning Circle (LC) functions as a space for cohort based learning for ESIs, and aspires to become a sustainable capacity building model for facilitators while institutionalising the EMP program in ITIs.

**Online Entrepreneurship Program (OEP) with Kerala Institute for Entrepreneurship Development (KIED)**

We completed phase II of OEP, which was a 24 hour program delivered to students across 24 schools in Kerala. This program was exclusively designed for students who were part of the Entrepreneurship Development (ED) Clubs in schools. Active participation and testimonies from students and teachers suggest a positive impact on their mindsets and an enhancement of their entrepreneurial skills. Several students initiated their entrepreneurial journey on a small scale.



Duration: Jan- Mar 2022



Training Hours: 12 Hours



Schools Initiated: 28



Schools Completed: 24



Students Started: 698



Students Graduated: 326



Live Entrepreneurship Interactions: 1



Unique Business Ideas: 120



**"Njan Samrambhakan" with Kite Victers Channel (I am an Entrepreneur) Television Series**

Youtube Episode 1:

<https://www.youtube.com/watch?v=g3S6imNPMvY>

Udhyam, along with Industrial Training Department partnered with KITE Victers to telecast 'Njan Samrambhakan' (I am an Entrepreneur) a television series with 10 episodes (30 minutes each) to popularise the concept of entrepreneurial mindset among young adults. The program started being telecast from March 2022 - each episode showing entrepreneurial journeys of successful entrepreneurs while disseminating the EMP. The series reaches over 50,000 students in ITIs through KITE Victers Channel run by Govt of Kerala.

**Emerging Teenage, Malappuram District Panchayath**

Most recently, in partnership with the Malappuram District Panchayath, Udhyam piloted a 'District Level Implementation Model' with a 12-session OEP across 30 schools in the Malappuram district, Kerala. The project is critical in reaching out to an age group who are still pursuing their education. We hope to enable their lifelong success by driving the spirit of entrepreneurship and enabling a mindset change. Malappuram was the first District Panchayath to successfully complete the 'Vijayabheri' project, an obvious choice for our pilot.

**വിദ്യാർത്ഥികൾക്ക് സംരംഭകത്വ പരിശീലനവുമായി 'എമർജിങ്' ടീനേജ്'**

മലപ്പുറം ഹയർ സെക്കൻഡറി, വിഎച്ച്എസ്ഇ തലത്തിലെ വിദ്യാർത്ഥികളിൽ സംരംഭകത്വ മനോഭാവം പരിപോഷിപ്പിക്കുന്നതിന് 'എമർജിങ് ടീനേജ്' പദ്ധതിയുമായി ജില്ലാ പഞ്ചായത്ത്. ഹയർ സെക്കൻഡറി ഒന്നാം വർഷം മുതൽ പഠനത്തോടൊപ്പം പ്രത്യേക സംരംഭകത്വ പരിശീലനം നൽകുന്നതിനാണ് പദ്ധതി. ഈ മാസം തുടക്കം കുറിക്കുന്ന പദ്ധതി പൂർണ്ണതോതിൽ യഥാർത്ഥമാവുന്നതോടെ ജില്ലയെ സമ്പൂർണ്ണ ബാലസംരംഭക സൗഹൃദ ജില്ലയായി മാറ്റുന്നതിനാണ് ലക്ഷ്യമിടുന്നത്. ബെംഗളൂരു ആസ്ഥാനമായി പ്രവർത്തിക്കുന്ന ഉദ്യം ലേണിങ് ഫൗണ്ടേഷന്റെ സഹകരണത്തോടെയാണ് വിദ്യാർത്ഥികൾക്ക് പരിശീലനം നൽകുക.

**ആദ്യഘട്ടത്തിൽ 35 സ്കൂളുകൾ**

ജില്ലയിൽ സ്റ്റാർട്ടപ്പ് സംരംഭ മേഖലയിലും നിക്ഷേപ മേഖലയിലും വൻ മുന്നേറ്റത്തിനു കാരണമാവുന്ന പദ്ധതി ആദ്യഘട്ടത്തിൽ

ജില്ലയിലെ 35 സ്കൂളുകളിലാണ് നടപ്പാക്കുക. റബ്ബർ പ്ലാന്റ് ചെയ്യുന്ന വിദ്യാർത്ഥികൾക്ക് ഓൺലൈൻ ആയി പരിശീലനം നൽകും. ജനുവരി, ഫെബ്രുവരി മാസങ്ങളിലായി 5,000 വിദ്യാർത്ഥികൾക്ക് ആദ്യ ഘട്ടം പരിശീലനം നൽകും. പരിശീലനത്തിൽ മികവു കാണിക്കുന്ന കുട്ടികൾക്ക് തുടർപരിശീലനത്തിനും പുതിയ സംരംഭങ്ങൾ തുടങ്ങുന്നതിനും ആവശ്യമായ പിന്തുണ ജില്ലാ പഞ്ചായത്ത് നൽകും. ഘട്ടംഘട്ടമായി ജില്ലയിലെ എല്ലാ സ്കൂളുകളിലേക്കും പദ്ധതി വ്യാപിപ്പിക്കും.

**ശിൽപശാല നടത്തി**

പദ്ധതിയുമായി ബന്ധപ്പെട്ട റിസോഴ്സ് പഴസൻമാർക്കുള്ള ശിൽപശാല ജില്ലാ പഞ്ചായത്തിൽ പ്രസിഡന്റ് എം.കെ.റഫീഖ് ഉദ്ഘാടനം ചെയ്തു. സ്ഥിരസമിതി അധ്യക്ഷനസീബ അസീസ് അധ്യക്ഷത വഹിച്ചു. ഉദ്യം ലേണിങ് ഫൗണ്ടേഷൻ സൗത്ത് ഇന്ത്യ കോഓർഡിനേറ്റർ നസീൻ ശിൽപശാലക്കു നേതൃത്വം നൽകി.

**Article on Emerging Teenage: Entrepreneurship Program for Students**



# MAKING HARYANA ITI STUDENTS 'UDHYAMI'

## HARYANA PROGRAM



Working in Haryana these past 3 years has been a great experience for Udhyam with a number of areas to explore in terms of big projects such as 'Employability Skills Project in 54 ITIs', Post Program Engagement' with the alumni, Udhyami Haryana Entrepreneurship Project in 82 ITIs and much more in the form of small pilots namely 'funDoo', 'Live Entrepreneur Interactions' and 'Call-a-Kaahani'.

Collaboration and support from Government ITI Department and various partners like the Entrepreneur-mentors from different fields and stakeholders like Head Office Managers in Haryana have given Udhyam many pathways to walk into Haryana ITIs and enable learners to develop their skills and mindsets via Employability Skills Project and even enable them with entrepreneurship skills to start and grow their businesses under 'Udhyami Haryana' Program.

The Udhyami Haryana team, which focuses on enabling students in making entrepreneurship a career option, has signed a 3 year MoU with the ITI Department of Haryana in 2021 to help students grow in their careers. 'Udhyami Haryana' aims to create 1000 entrepreneurs from the Govt. ITI ecosystem, in collaboration with the ITI department, industry experts and mentors. This Partnership has

yielded better opportunities for learners from ITIs, where the Udhyam team has trained 90+ ITIs instructors who are further imparting entrepreneurial knowledge to interested ITI learners and supporting their business ideas to evolve to the next level. Two ITI employability instructors have been shortlisted to take the HQ program manager role. These managers are working in building the capacity of Master Trainers at the district level. They are also observing

the classroom of the ESIs and giving them necessary feedback and encouragement. These program managers are also supporting the 'Udhyami Haryana' Program, by managing a cluster of 15+ instructors. Udhyami Haryana has received support from many partners. For students who need to register their businesses, we partnered with 'Haqdarshak'. Haqdarshak is a platform to access information about welfare schemes for small businesses. At the beginning itself, 8 of our Udhyamis were registered on the MSME website with their businesses.

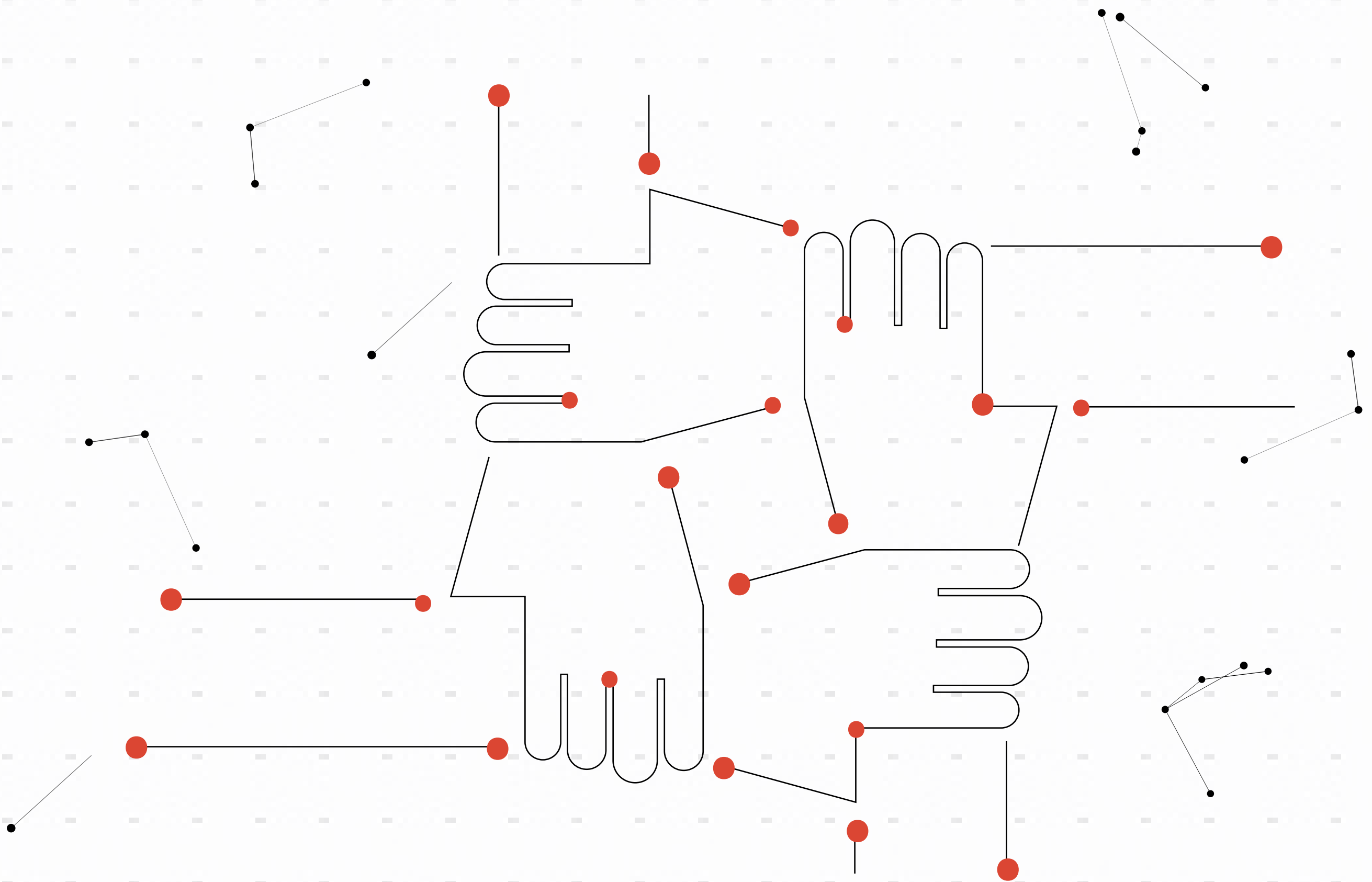
Projects like funDoo and Live Entrepreneur Interactions, where learners have the opportunity to explore Employability and Entrepreneurship Skills in a fun and exciting platform, allowed students to explore various entrepreneurial journeys by interacting with the best mentors in business and marketing fields. In the coming future, we're looking forward to Udhyami Haryana selected students to grow their business to another level.



HARYANA TEAM, UDHYAM SHIKSHA

# SOLIDIFYING OUR EFFORTS, TOGETHER

MAHARASHTRA PROGRAM



This year saw the Directorate of Vocational Education and Training (DVET) - Government of Maharashtra and Udhyam come together to enable a larger number of learners to be job creators rather than job seekers. We made rapid strides with piloting the Shiksha program and scaling it up to cover 150 ITIs across the state.

## PHASE 1 (FEB - AUG, 2021)

Piloted with 32 ITIs from across the state for this phase for implementation.



## PHASE 2 (JAN-AUG, 2022)



We scaled up to 150 ITIs across the state with the program starting in January, 2022 and expected to complete by August, 2022. Deeper institutionalization of the program was seen with the appointment of 9 instructors from Phase 1 as Mentor Instructors by DVET to mentor the 150 new instructors including training and providing support in classroom implementation.

We also piloted an Incubation program with 20 learners with the goal of them becoming entrepreneurs on graduating from ITIs. We are happy to announce that 11 learners are now business owners earning between ₹7000-₹50000 per month. We are working to scale Incubation Labs to cover 50 + ITIs in Maharashtra.

All of the above were possible by joining hands and aligning with the DVET in the best interest of learners as well as of instructors. DVET has become an integral part of our program including designing of curriculum as well as training, with support from Honorable Director DVET, Mr. Digambar Dalvi.



*Even though the program is not difficult, it is different and challenging in a good way. I enjoyed and certainly learnt a lot during the execution of Udhyaam Shiksha Program. I realized how difficult it is to bring about a change in the attitude and behavior of the trainees.*

**Ajay Bezalwar**  
**Instructor**



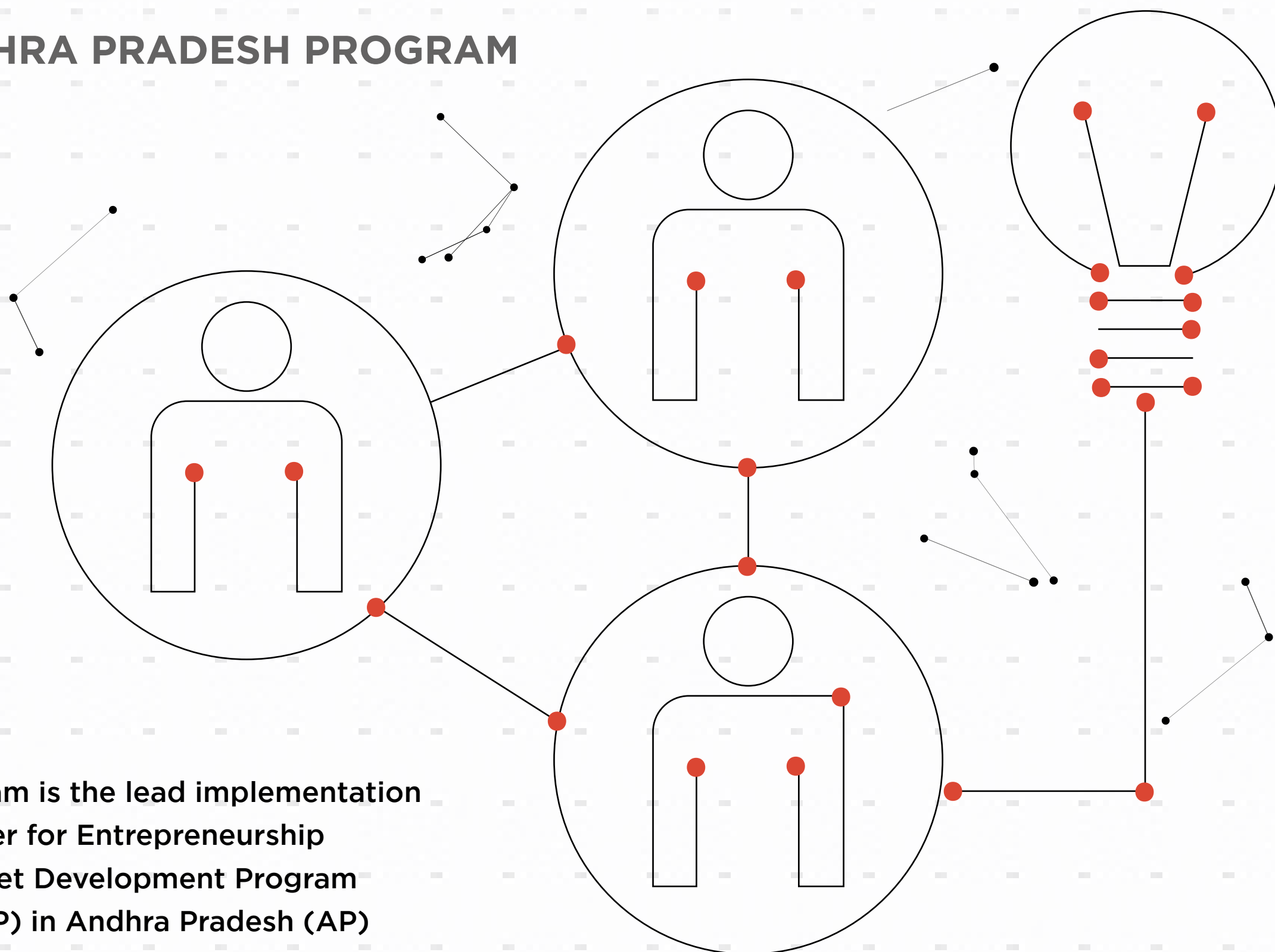
AKSHAY MIDHA



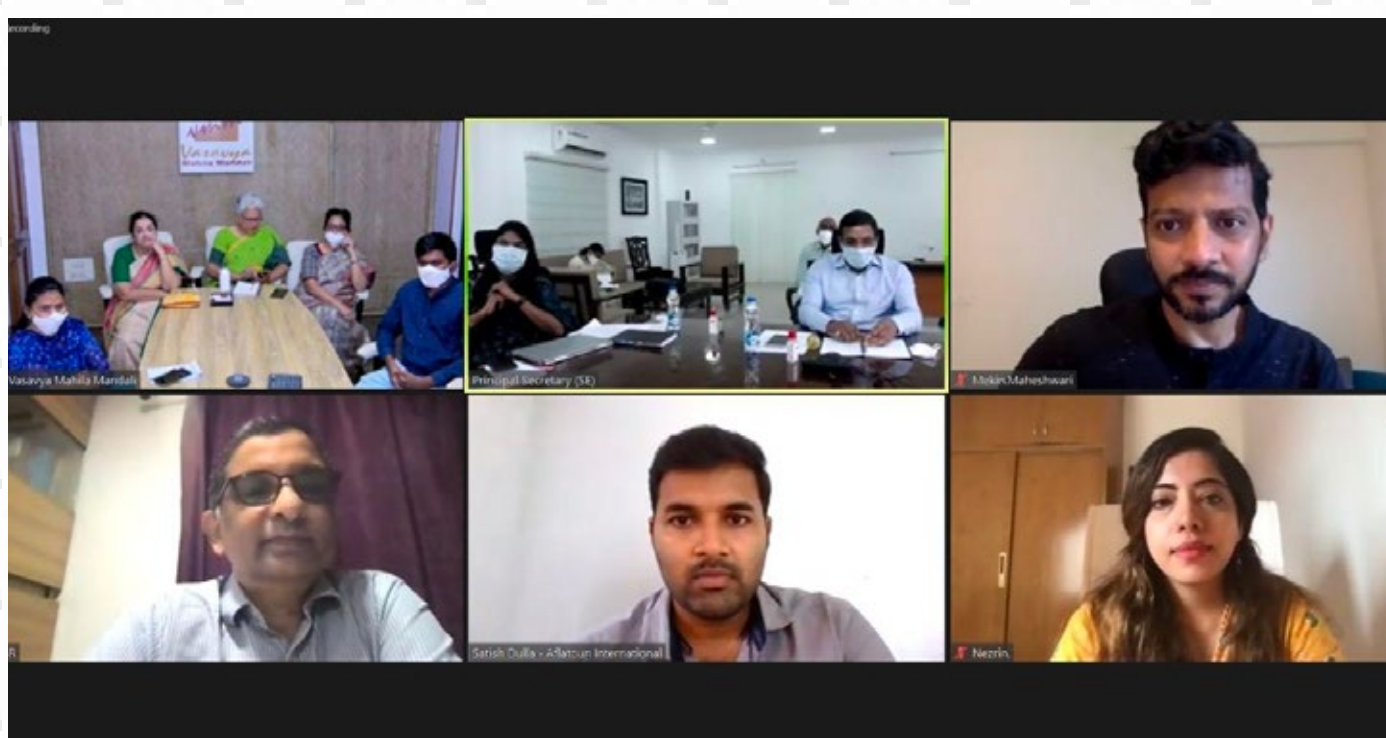
HEMALATA TIWARI

# **WE BANNED** **TOGETHER,** **WE SUCCEEDED** **TOGETHER**

## ANDHRA PRADESH PROGRAM



Udhyam is the lead implementation partner for Entrepreneurship Mindset Development Program (EMDP) in Andhra Pradesh (AP) with other non-profit partners like GAME, Reap Benefit, MakerGhat, and Aflatoun International. This past year we worked together to make EMC accessible to over 50000 students across the state. We witnessed tireless support from multiple stakeholders in realizing this mission. From the State's Education Minister and Education Secretary, to Director of SCERT, Master Trainers, Trainers and Teachers, and of course our partners, each played their roles well.



*"I've decided to start a snacks business, like a small food factory in my village. I have 5 cents of land and have 46 villages surrounding my village. So many single women need work so I thought I'll facilitate work. This program gives strength to our future generations"*

**- D. Haseena, a teacher from Gownipalli village.**



We began the year with the Online Entrepreneurship Program (OEP) designed by Udhyam, being launched by AP government's Honorable Education Minister, Sri. Audimulapu Suresh. 640 students from 30 schools completed the program online. Among the 306 unique survey takers, a positive shift in mindsets like grit and self efficacy and skills like critical thinking and creativity were noticed. At the peak of the pandemic, it was the teachers' high ownership and students interest in experiential learning that motivated us to continue with the program.

NAYAKAUNNATVAM was another successful implementation in the state across 267 schools. 32 hours of curriculum was delivered to 58,158 students. This program enabled students to ideate, problem-solve and bring innovation to solutions.

Successful implementation of EMDP involved working alongside multiple stakeholders. The SCERT faculty supported us with teacher training. At the state level, 43 mentor teachers were trained across all 13 districts, 311 teachers were trained at the school level, and 430 teachers at the district level. To measure impact, 13 observers helped us collect data effectively and helped solve some bottlenecks that teachers faced during implementation.



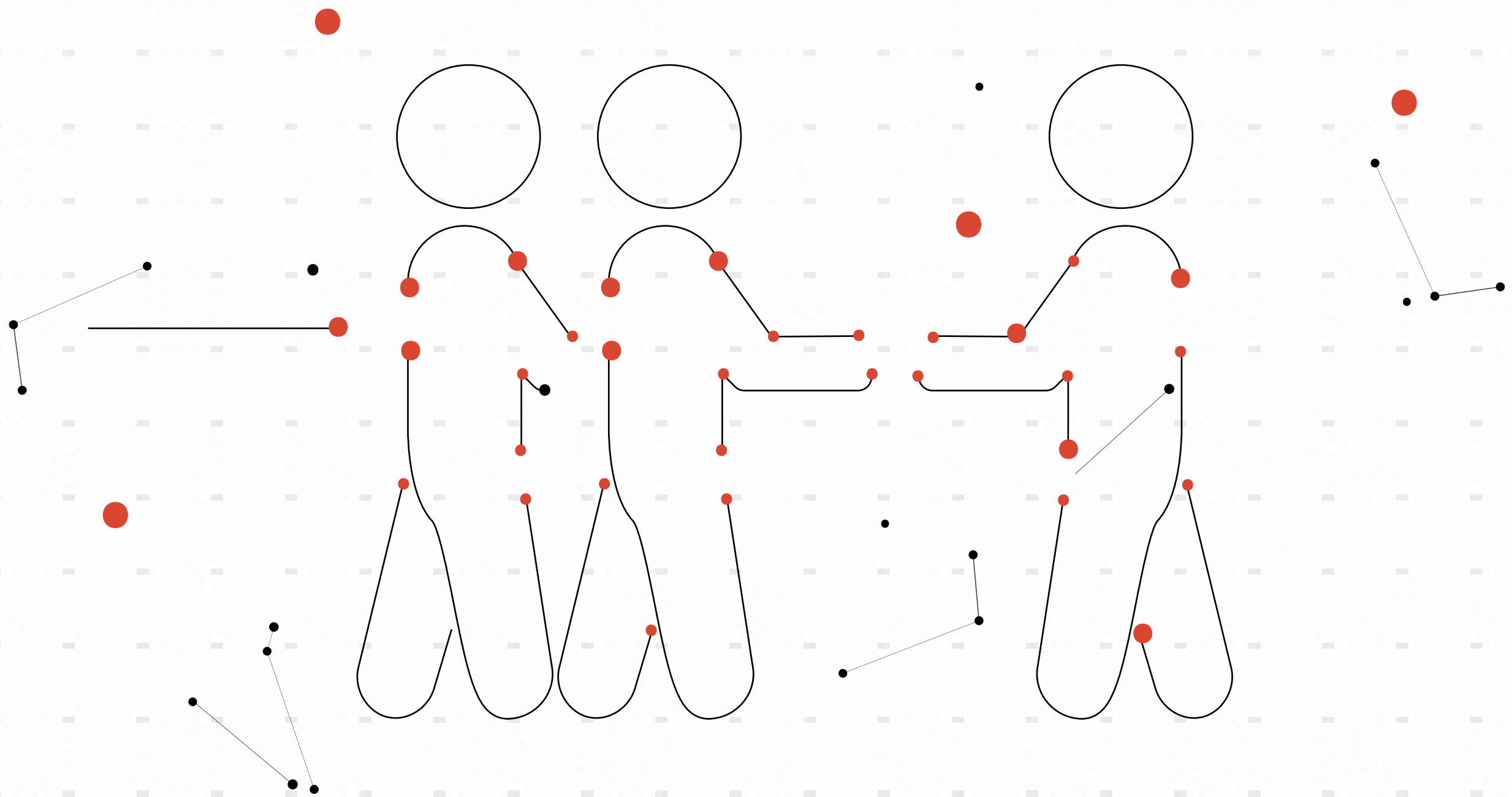
The School Education Department of Andhra Pradesh has now entrusted us to implement EMDP in 6350 schools of the state in 2022- 2023. Together, we look forward to spreading the entrepreneurial spirit across 4 lakh students in the upcoming year.



REPRESENTATIVES FROM ALL THE ORGANIZATIONS WORKING TOGETHER ON EMDP

# WELCOMING NEW PARTNERS ON OUR JOURNEY

NAGALAND & UTTARAKHAND



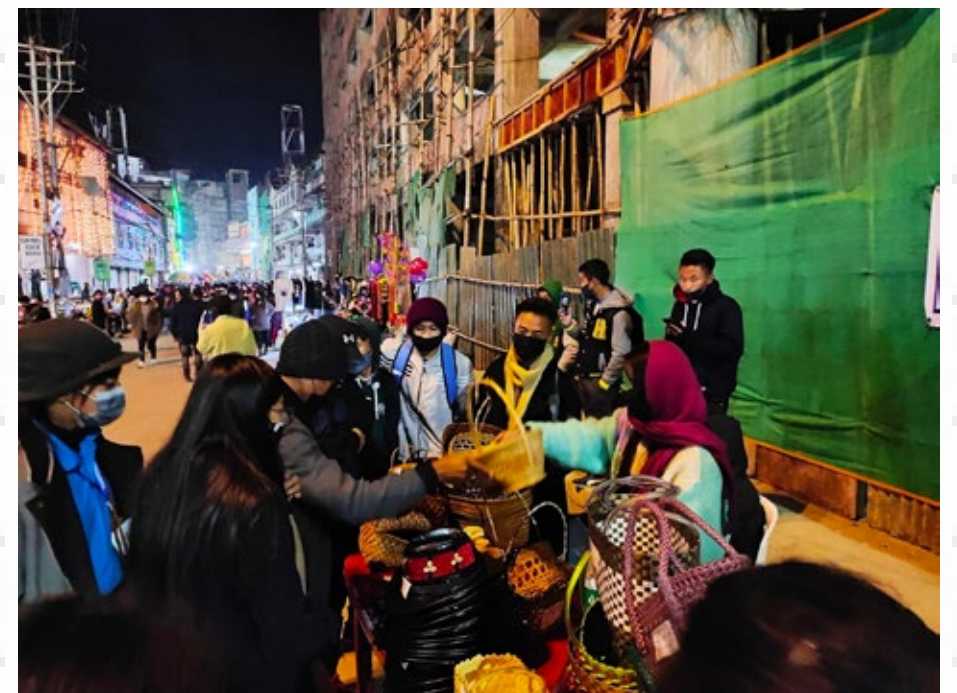
Year 2021 saw us coming together and forging new relationships with state governments and partners across the nation with a shared vision of making youth entrepreneurial.

## NAGALAND WITH YOUTHNET

We started in the north east part of our country, Nagaland, in partnership with Youthnet, one of the premier youth organizations in North East India that empowers young people to address education, unemployment, entrepreneurship and livelihood issues. The Department of Industries, Government of Nagaland, Youthnet and Udhyam banded together to create a one of a kind entrepreneurship program and build Entrepreneurship Development Centers in schools under the Startup Policy of the state. Some of the key highlights of the program were:

- **Students (350) provided with seed money of Rs. 1000 to run a business venture**
- **Students running their business during the Hornbill Festival, the premier tourist attraction of Nagaland**
- **Almost all students made a profit at their stalls at the Hornbill Festival!**

All 3 partners are now working to scale Entrepreneurship Development Centers across all schools and accelerate the movement of Youth Entrepreneurship in Nagaland.



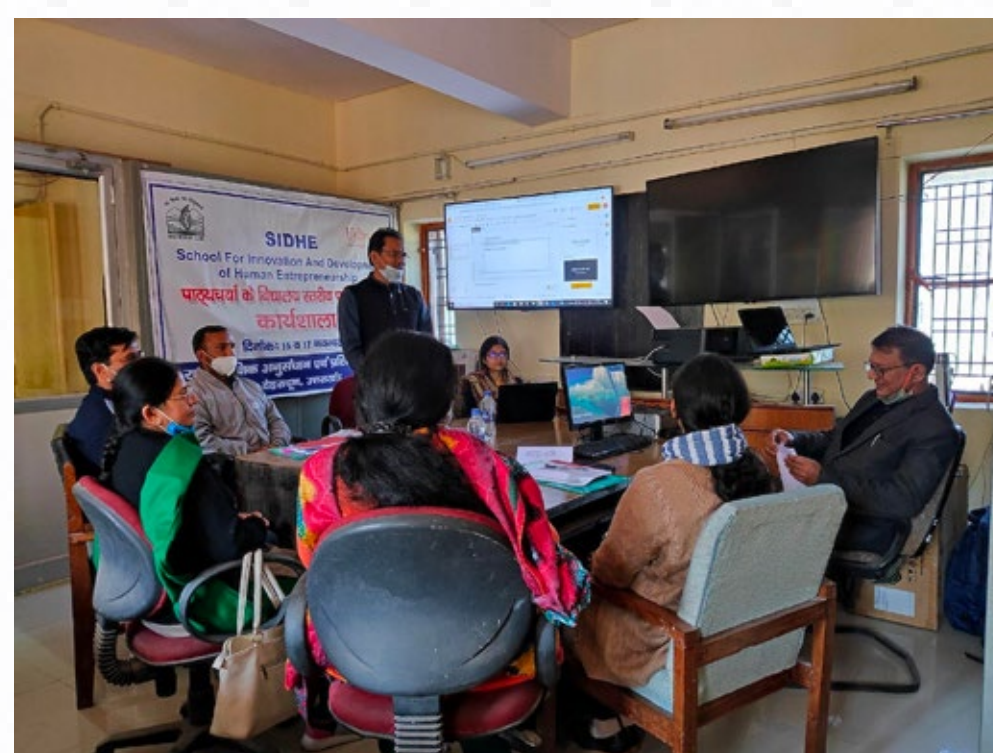
# KAUSHALAM: SCHOOL EDUCATION PROGRAM, UTTARAKHAND

Udhyam entered a partnership with the SCERT department of the Government of Uttarakhand to enable government school students to build an understanding of entrepreneurial mindsets and competencies to use in any real life situation.

Uttarakhand has been dealing with increasing citizen migration (52%) (Migration commission report), one of the main reasons for this is the desire for better livelihood and employment opportunities.

Therefore SCERT, Department of Education and Udhyam Learning Foundation collaborated to enable students to build entrepreneurial mindsets at early stages of their lives, which will equip them to be cognizant of Innovation and Entrepreneurship opportunities and explore available opportunities during their professional journey to achieve their full potential.

In November 2021, SCERT, school lecturers and the Udhyam team got together to design and test the curriculum at a small scale, with 10 schools across two districts. Feedback from teachers, students and other stakeholders was very encouraging for the entire team. Learnings from this testing resulted in the SCERT, Dept of Education, SIMET, DIETs, school teachers and principals collaborating to design and implement the 'Kaushalam' program in 9th grade across 500 schools with 1000 teachers.



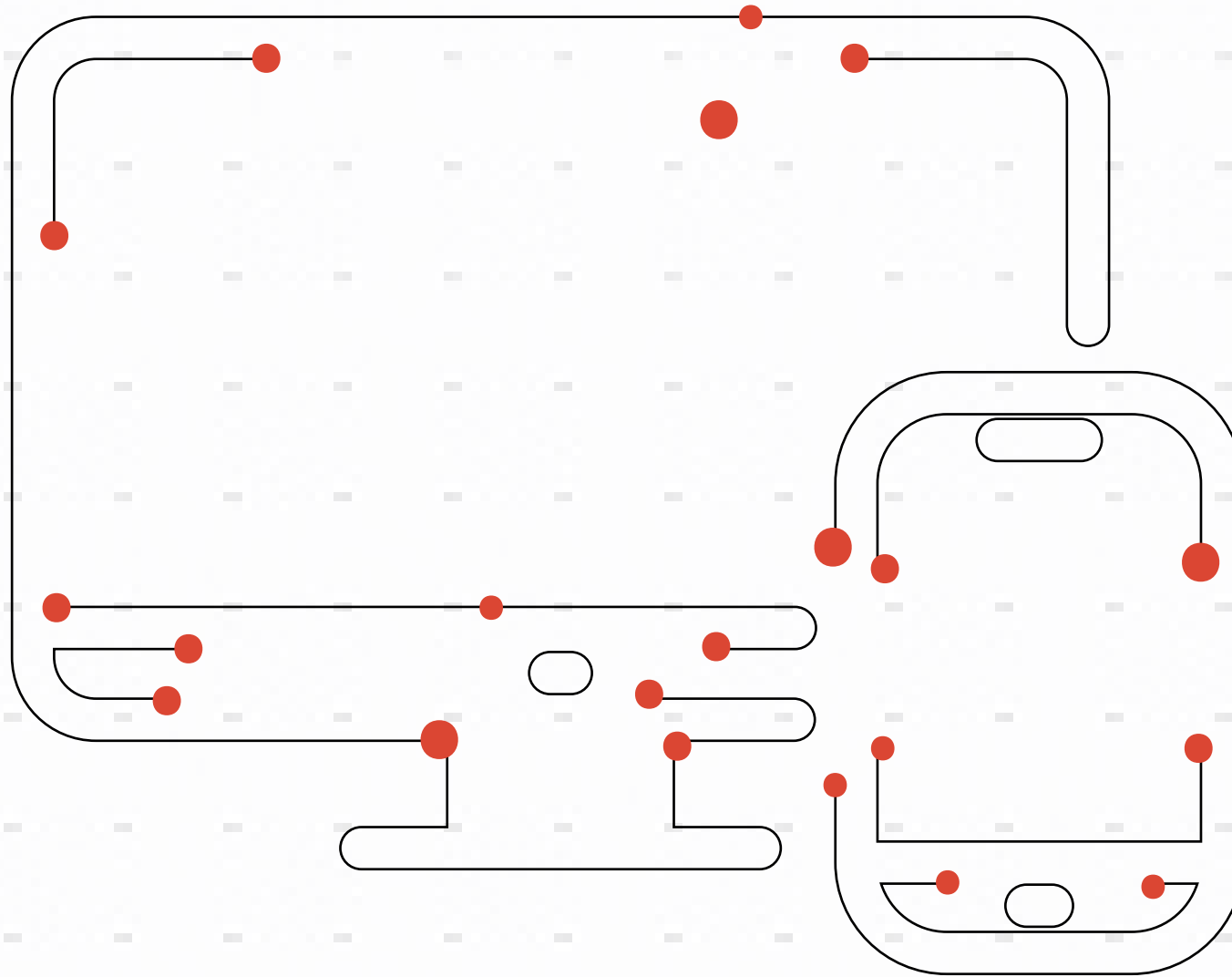
AKSHAY MIDHA



HARISH MANWANI

# **NEW PRODUCTS, NEW PARTNERS, SAME SYNERGY**

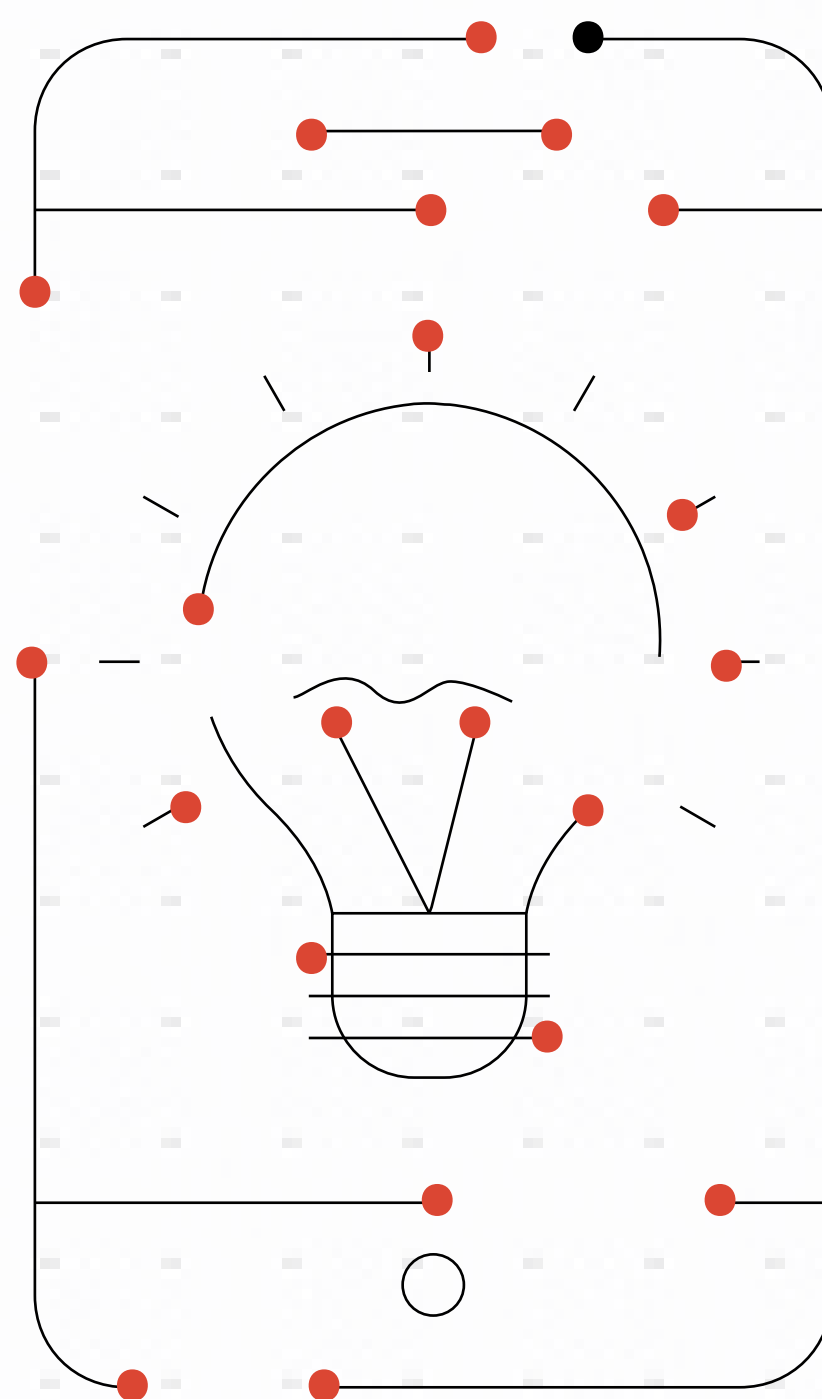
## **BUILDING PRODUCTS**



The past year has seen us come together, reorient our foci and approach projects through a productization lens. It is a narrative of the evolution of product thinking within the organisation where varied ideas and talents converged onto the singular purpose of making education and entrepreneurial skills more accessible to our learners.

The pandemic turned our thinking towards digital methods to deliver entrepreneurial mindsets and real world experiences to learners. This saw the birth of three different products -

- ***funDoo - the chatbot based learning platform,***
- ***Online entrepreneurship program or OEP, for short***
- ***Call-a-Kahani, an IVR based product for mindset building***



These products took root in the year 2020-21. The past year saw both funDoo and OEP grow into their own, while Call-a-Kahani became the first product to get incubated at Udhyam.

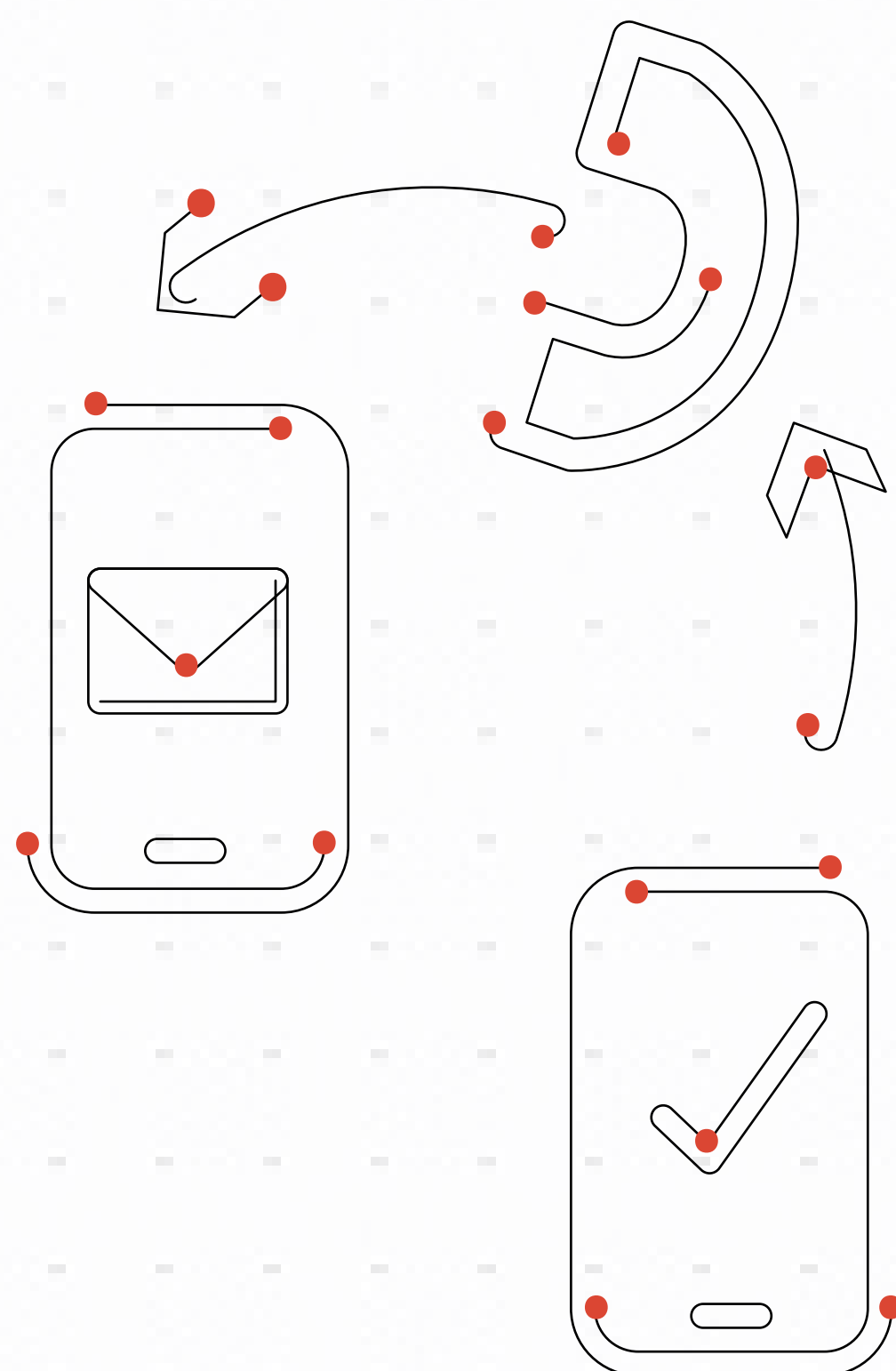
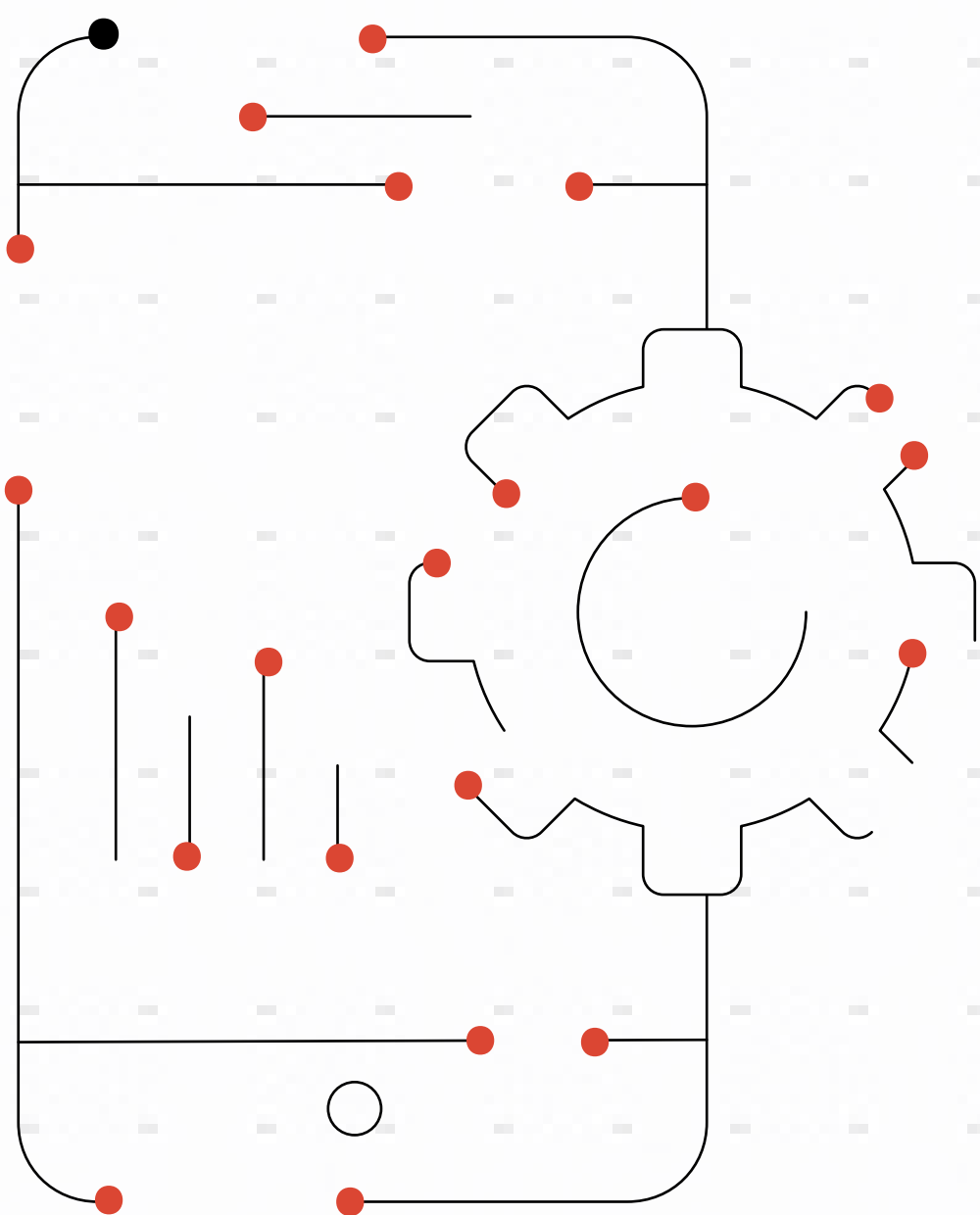
funDoo, designed to leverage a messenger platform as ubiquitous as WhatsApp, saw its user base grow to 2 lacs in the past year and went from offering 6 tasks to having 3 learning pathways with over 100 tasks, focused on several learner personas. funDoo today reaches over 6 lac learners through the Young Warrior Next campaign.

The online entrepreneurship program was piloted in Delhi back in 2020 and has since then featured in several states and has now become a tool of initiation for Udhyam's entry and engagement in different states which could lead to the implementation of Large Scale projects.

In the past year, we have collaborated with CBSE and have run pilots in 38 schools nationally. The convergence of Udhyam's and CBSE's vision has led to over 750 students being impacted and more than 500 unique business ideas emerging. A compilation of the most inspiring ideas was created (link: <https://www.udhyam.org/shiksha/qs1/oepl/>) as a way to celebrate the innovation of our learners and efforts of the teachers.

Call-a-Kahani aims to build mindsets through stories that students can listen to by calling an IVR number. It was incubated in Udhyam and received \$25000 from Deloitte as part of its WorldClass Education Challenge.

With the successful scaling up of two very different products in divergent ways, we are now stepping into a new phase and would be focusing on further productization of existing programs and on growing new and novel ideas into viable products.



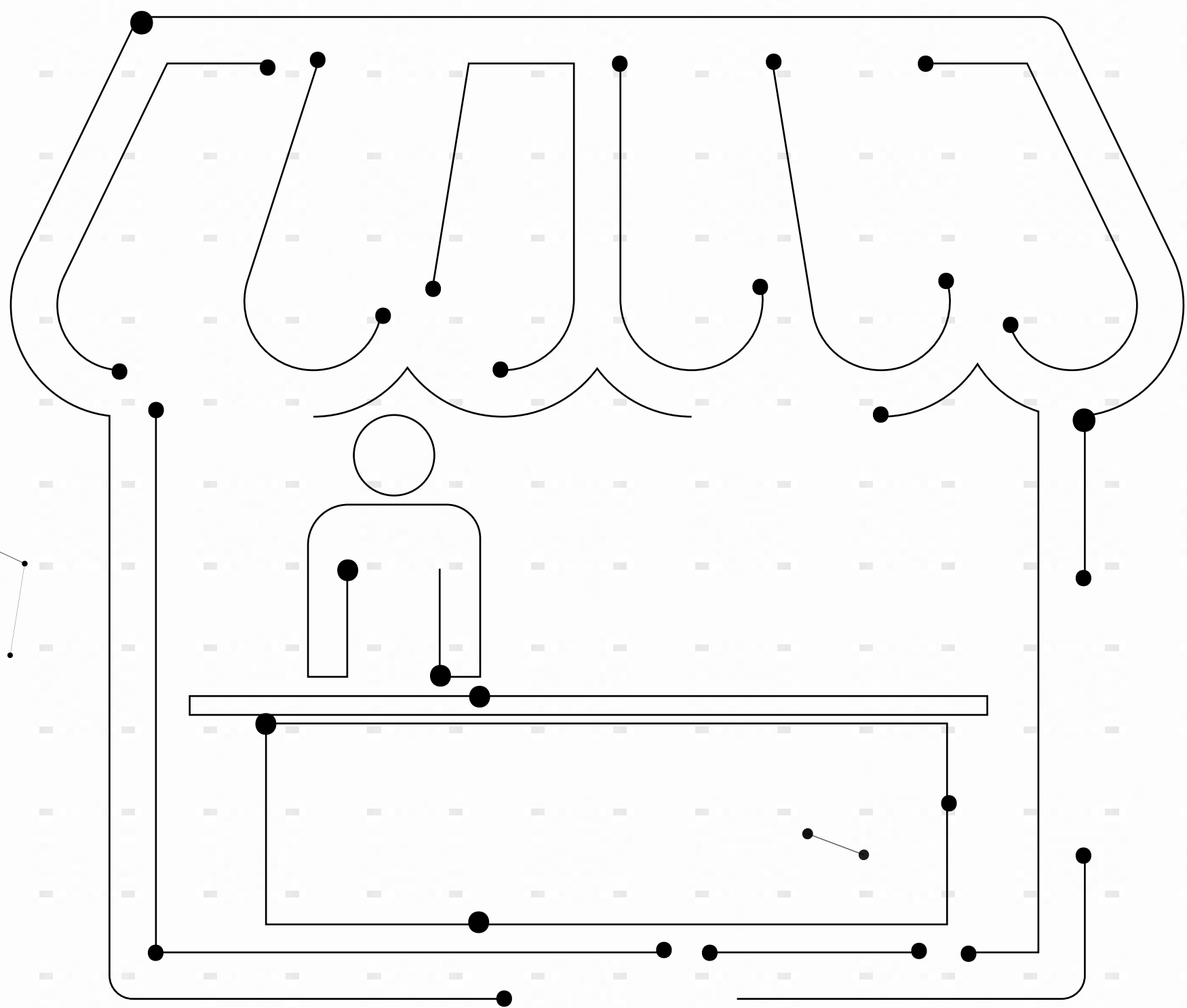
We recognised the need to create a platform that has career exploration at its core and this led to MeraGuide, a chatbot that enables insights into various careers through activities and real world experiences. We are presently focused on taking it to scale and reaching a larger base of learners.

Having solved several learner based needs, we wanted to find ways to engage our alumni and through that keep in touch with them. With that intention we have spent time this past year researching needs and experimenting with product ideas. We plan to build on and grow those ideas into products focused on post program engagement means for Udhyam alumni.

Our aim remains to bring ideas that enable the dissemination of education and entrepreneurial skills to life through the best mode of delivery possible. We are working on several projects to this end, including continued work on MeraGuide, a helpdesk for ITI students, students career clubs, competitions to create and exhibit a variety of skills, etc. We hope to successfully productise and scale our experiments to solve pertinent problems and create lasting impact.



ARCHANA VISHWANATH

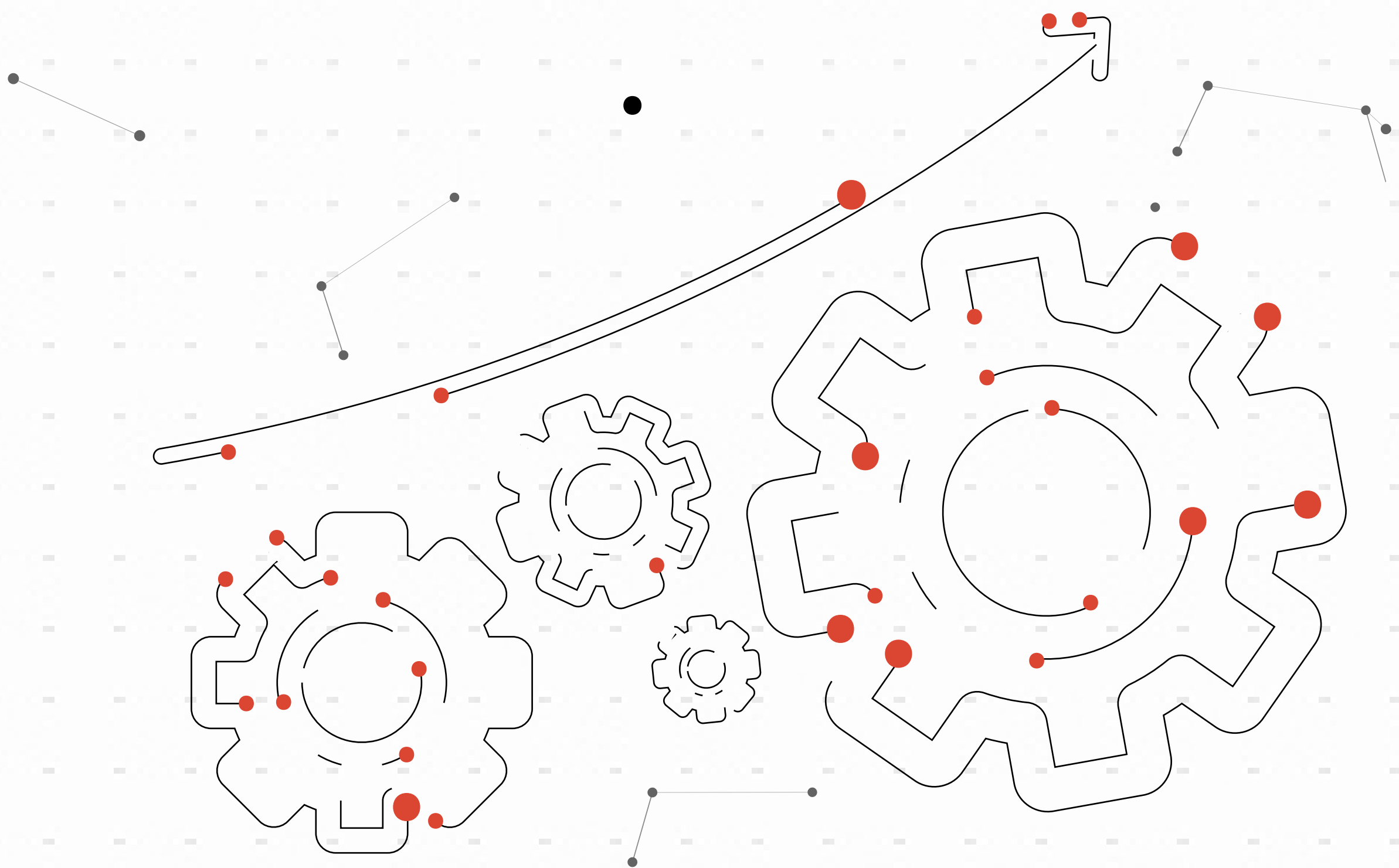


# Udhyan

●●● Vyapaar ●●●

# JOINING THE DOTS

## UDHYAM VYAPAAR - AN OVERVIEW



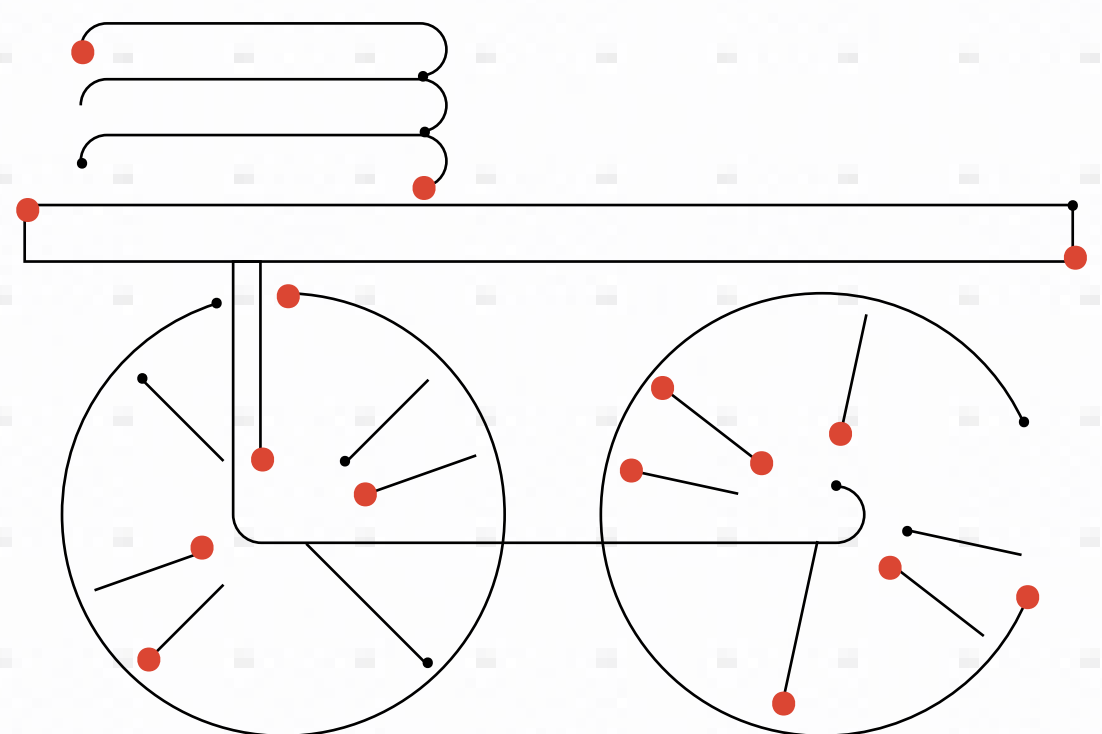
It's certainly been a year of things coming together for us at Vyapaar. From a place where we knew how to create impact in the lives of our nano entrepreneurs, but were unable to find models for impact at scale; to successfully connecting the dots across the ecosystem, and testing out the market transformation model to scale the Istri Project in Bangalore.

We started the year out by doing more of the same, with multiple small scale interventions, each one independently able to create entrepreneur impact.

However the scale problem was a distance away from being solved in any of these cases. We needed to focus and find a way to scale out at least one of these impact creating interventions. With this objective in mind, a strategic call we took for Vyapaar in June last year, was to double down and work in mission mode towards identifying a model for impact at scale.

There were a few projects that we explored in this format: the **Istri Project**, wherein we had previously determined the product market fit, but were yet to arrive at a scale model to expand its impact; the **learning intervention** where we focused on building entrepreneurial mindsets and business capabilities among our audience; and some **productised solutions** targeted at helping our audience with customer acquisition, thereby leading to income upliftment.

With the Istri Project, it all came together, and once we had a handle of the various problems at an ecosystem level, we were able to solve for awareness, financial affordability and retail accessibility. By following the market transformation approach, we first went about creating initial demand in the market, followed by setting retail systems in place, thereby paving the way for the transition to continue even once we had exited the market.



Once we saw early signs of success there was convergence across the ecosystem as well, with CSR and fintech partners helping us solve for financial affordability to make the transition, and the retail chain coming around to work with us on the retail accessibility piece.

There were also multiple learnings from our Udhyami project that helped us curate the right kind of loan product for our audience.

The icing on the cake for us was when we were able to figure out the various relevant metrics and thereby the Impact Multiplier of Money (IMM) for this intervention. This IMM allowed us to compute the ROI this intervention was able to deliver both directly and indirectly, in terms of Beneficiary Impact to Investment ratio, and gave us confidence in its scalability.

While things fell in place on the Istri Project, they didn't come together as well on the learning intervention. While we'd tried various options from the Training of Trainers (ToT) approach to self learning modules, the key issues we faced were measurability of impact (something that we were clear we wanted to be able to ascertain), and the lack of a clear distribution channel that allowed for exponential scale. Given all the effort that had gone into building this intervention thus far, parking this was a difficult decision for the team, but one that we knew needed to be done given our goal.

Various initial experiments in the space of productising solutions towards helping our audience with the customer acquisition problem also failed to move ahead as we'd hoped.

However, if there's one thing we've learnt as a team, it is to pick ourselves up, learn from our past experiences and move on to applying our learnings in a different context. And that's precisely what we're doing right now.

We will be building on what we've successfully tested with the Istri Project, and scaling it out to Chennai and at least one other market this year.

In parallel, we will also take learnings from our past experiences forward and explore other interventions like the solar lamp for street vendors, for impact at scale.



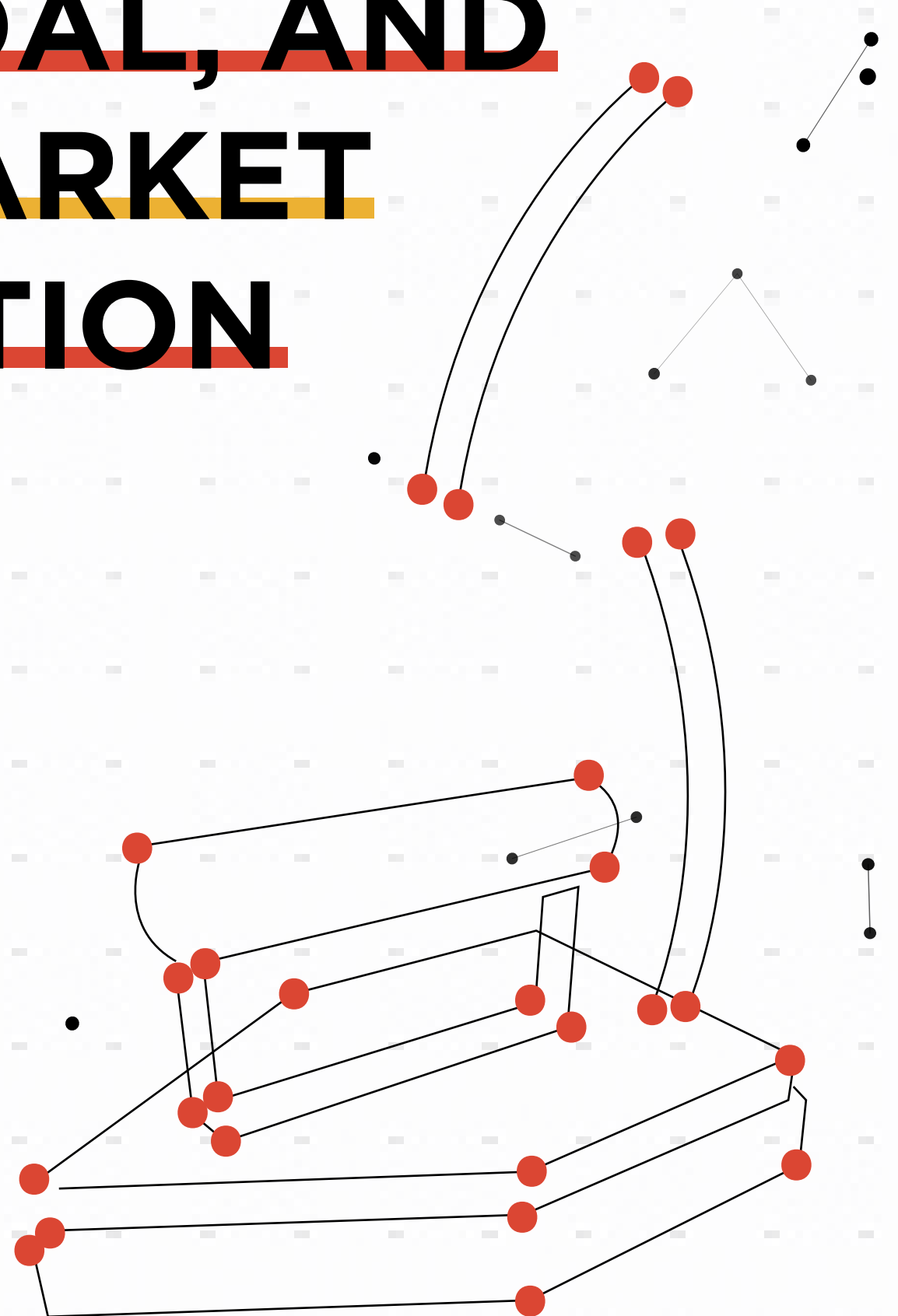


# HOW THE ECOSYSTEM CAME TOGETHER TOWARDS A COMMON GOAL, AND ENABLED A MARKET TRANSFORMATION

## ISTRI PROJECT

The Istri team had been working with streetside ironing vendors in Bangalore to help them increase their productivity by enabling a shift from their traditional coal iron box to a more efficient LPG iron box. From our initial testing, we had strong evidence about the positive impact of this transition on business. The problem we were working on was to find a solve for a way to scale this impact to reach more vyapaaris.

To solve this problem, we needed to understand why the natural transition from coal to LPG based ironing was not happening organically in the market. We conducted in depth conversations with every key stakeholder in the market including existing and potential customers, retailers, manufacturers, etc., to identify what was preventing this transition from happening.



**As a result of these conversations, we were able to identify three key market barriers**

- *Awareness about the product and its benefits*
- *Product accessibility in the traditional retail chains*
- *Financial affordability for an upgrade*

These conversations also helped us understand that any large-scale sustainable solution could only be developed by bringing together these stakeholders, aligning their interests, and building with trust.

## SOLVING FOR FINANCIAL AFFORDABILITY THROUGH SUBSIDIES AND LOANS :

Understanding how this segment of vyapaaris was highly affected during the pandemic, CSR funds came forward to help subsidize the LPG iron box for 520 vyapaaris. Sanghas (local vyapaari collectives) helped in the identification of eligible vyapaaris, and retailers became the focal point to make subsidized products available.

A large segment of our vyapaaris operates outside the formal banking system. Realizing this gap, we were able to bring together lending partners and some local retail points to offer customized asset loans for the purchase of LPG iron boxes.



ISTRI VYAPAARI USING THE LPG IRON

## BUILDING RETAIL ACCESSIBILITY :

In order to make the box accessible in the local markets, it was imperative that we crack the traditional retail chain. Building trust in the product, showing signs of early demand, was key to creating new relationships with these retailers. We also needed to solve for the top of the supply chain, viz., the manufacturer. Building a business understanding with existing manufacturers and enabling new manufacturers was a critical part of the solution. These manufacturers in turn came together and offered flexible customized options and helped address many retailer concerns.



LPG IRON BOX BEING HANDED OVER TO THE VYAPAARI BY THE RETAILER

## INCREASING AWARENESS & CREATING DEMAND :

- 1 **Market entry research**  
To understand market size and status of key stake holders
- 2 **Launching the project**  
Setting up on ground operations and building relations with the stakeholders
- 3 **Building awareness**  
Running on ground awareness campaigns to inform vyapaaris of the benefits of the product
- 4 **Offering Subsidy**  
Offer a product subsidy for vyapaaris who require financial assistance for initial transition
- 5 **Encourage retail chain**  
Using this initial demand push encourage retail shops to adopt LPG products
- 6 **Making Loans accessible**  
Using the initial awareness generated build in a loan product that improves adoption of LPG boxes
- 7 **Exit Market**  
As market forces pick up adoption by itself, exit the market offering key stakeholders to continue the momentum

Through a combined effort from our Saathis on-ground, the sanghas, and local promotions at the retail end, we were able to create large-scale awareness about the product and its benefits among the community of istri vyapaaris. Early adopters also acted as product ambassadors in their respective communities, building awareness and addressing concerns of safety among their peers.

Via this approach of addressing the three key barriers, we were able to successfully initiate a transformation in the market. About 1100 vyapaaris have already shifted to LPG iron boxes over the last year, and almost 15-20 retail points are now active in the Bangalore market. Additionally, given Bangalore serves as a hub to many smaller towns in and around its periphery, there is also demand picking up from those markets.

We also anticipate around 60% transformation in the total market will happen organically in the next 1-2 years, as a result of these systemic solutions that we have been able to create. Solving at an ecosystem level in this manner increases the scale of impact, given that these systemic solves are designed to in turn trigger further adoption of the product, with no direct intervention required at our end.

As a result of this, while the Impact Multiplier of Money (IMM) for this market transformation is at 8+ for the direct beneficiary conversions that we effect as part of this model, the IMM on indirect impact is as high as 70+, giving us further confidence in the scale potential of this model.

A key lesson we will be taking forward from Bangalore as we set out to scale this model to Chennai first, and thereon to more markets, is to not look at our stakeholders independently, but rather to keep a broader view of the ecosystem and work towards bringing various stakeholders together by aligning their interests with our common goal.



ISTRI TEAM, UDHYAM VYAPAAR

# LIGHTING UP ROADSIDE BUSINESSES WITH SOLAR LIGHTS

## SOLAR PROJECT

Lighting is essential to every business that hopes to attract customers after dark with sunset, and roadside businesses often struggle - especially those with inadequate or absent lighting.

Using the Design Thinking framework for fieldwork led us to discover that, after dark, lighting is among the biggest problems for roadside businesses. We also learnt that most businesses in Bangalore operate with make-shift lighting solutions ranging from emergency lanterns, to batteries from vehicles such as scooters or autos, and small UPS inverters with lead acid batteries.

These jugaad solutions are often expensive, cumbersome, and rarely appropriate - not bright enough, lacking in reliability, difficult to transport, etc.

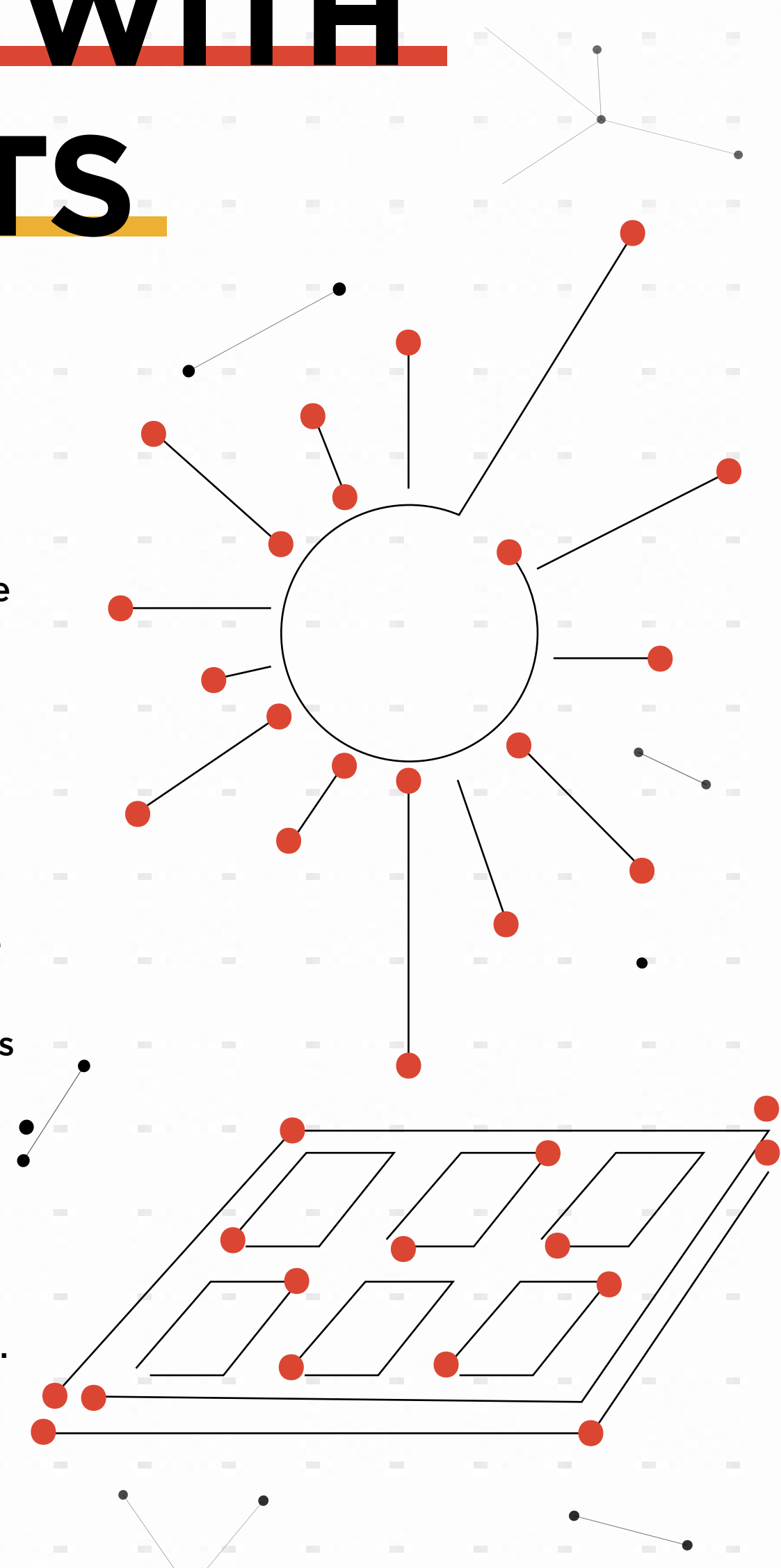


Several experiments with solar lights in India and Africa have shown the impact they create but most of these were targeted at home use and predominantly in rural areas. Adapting these findings, we wondered if it might be possible to create a similar impact for businesses in urban areas.

After experimenting with a variety of products, we settled on one and started our project with a target of getting solar lights to 300 business owners (vyapaaris) across Bangalore, and the aim of measuring impact on working hours, number of customers, and income, for these small road-side businesses.

These lights are superior to the ones vyapaaris are currently using and more cost effective because:

- They use a lithium battery instead of lead acid, so they're a fraction of the size and therefore more portable
- Reliably work for 4-5 hours a day
- Durable: work well beyond the existing make-shift options, with no product issues
- Can be charged with a solar panel or a grid charger



The project which began in Nov 2019 was stalled in early 2020 after we sold about 120 lights when the National lockdown shut all businesses. It was resumed in February 2022 once businesses had reopened and had some time to stabilise. We have since sold a total of 114 lights and have now paused for a round of impact evaluation.



SOLAR LAMP: A BENEFIT FOR STREET VENDORS

Trend from lights sold - 120 in 2019-2020 and early trends from 2022 (114 solar lights sold) show

- **55% have reported an increase in income as a result of keeping their shops open longer (52%) and/or getting more customers because of the light (58%)**
- **45% reported that they also use the solar lights at home**
- **Those who made the switch previously used:**
  - **55% used some form of a lead acid battery**
  - **32% used emergency light**
  - **13% had either no source of light or used a torch**

Vyapaaris feel that 'ease in charging' and 'brightness' are the main attractions of the light. Several also use it at home during power cuts and appreciate that their light 'works when no one else's does'.

Through a collaboration with Lifeline Trust and our own experience in the field, we have learnt that small asset loans are the most effective way to make these lights affordable to vyapaaris and given the relatively small ticket size of the product, most vyapaaris are able to easily repay the loan in 3-4 weeks.



While we wait for more conclusive impact data from the lights sold in early 2022, our plan for this project is to make solar lights available to more roadside businesses. To enable, this we intend to use a range of networks to make the solar lights more easily accessible and affordable to these businesses. These could range across NGOs and organisations working directly with vyapaaris who could benefit from solar lights, distributor networks to make the lights more easily available in the market, funders interested in making the light affordable, and so on.

With this goal in mind, we move into the second quarter of 2022 hoping we are able to build on our learnings and create a shift in the ecosystem that will enable more vyapaaris to use solar lights and thereby improve their businesses and their incomes.



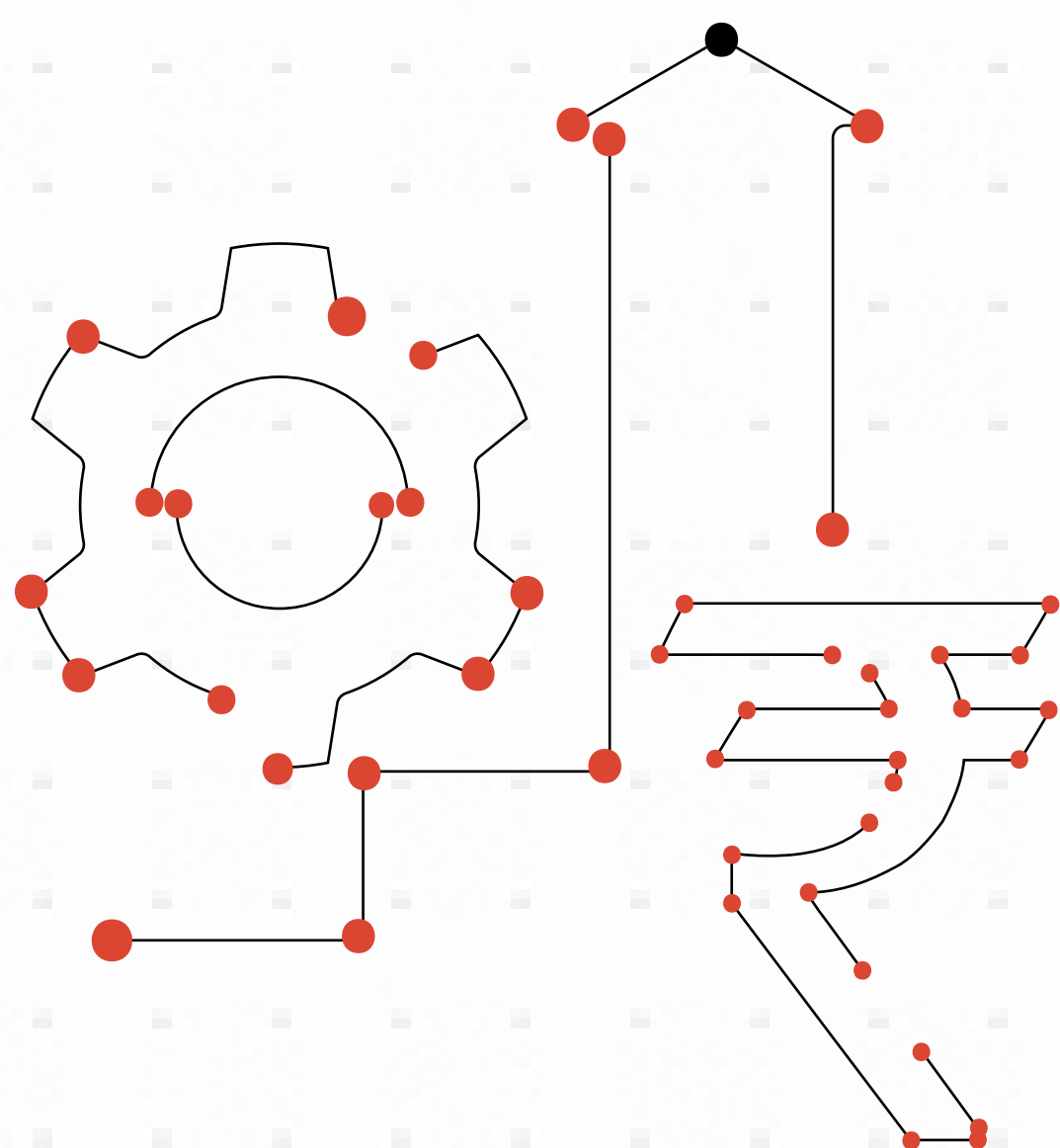
SOLAR TEAM, UDHYAM VYAPAAR

# WHERE THE ENTIRE ECOSYSTEM RALLIED TOGETHER TO CREATE POSITIVE IMPACT

## UDHYAMI PROGRAM



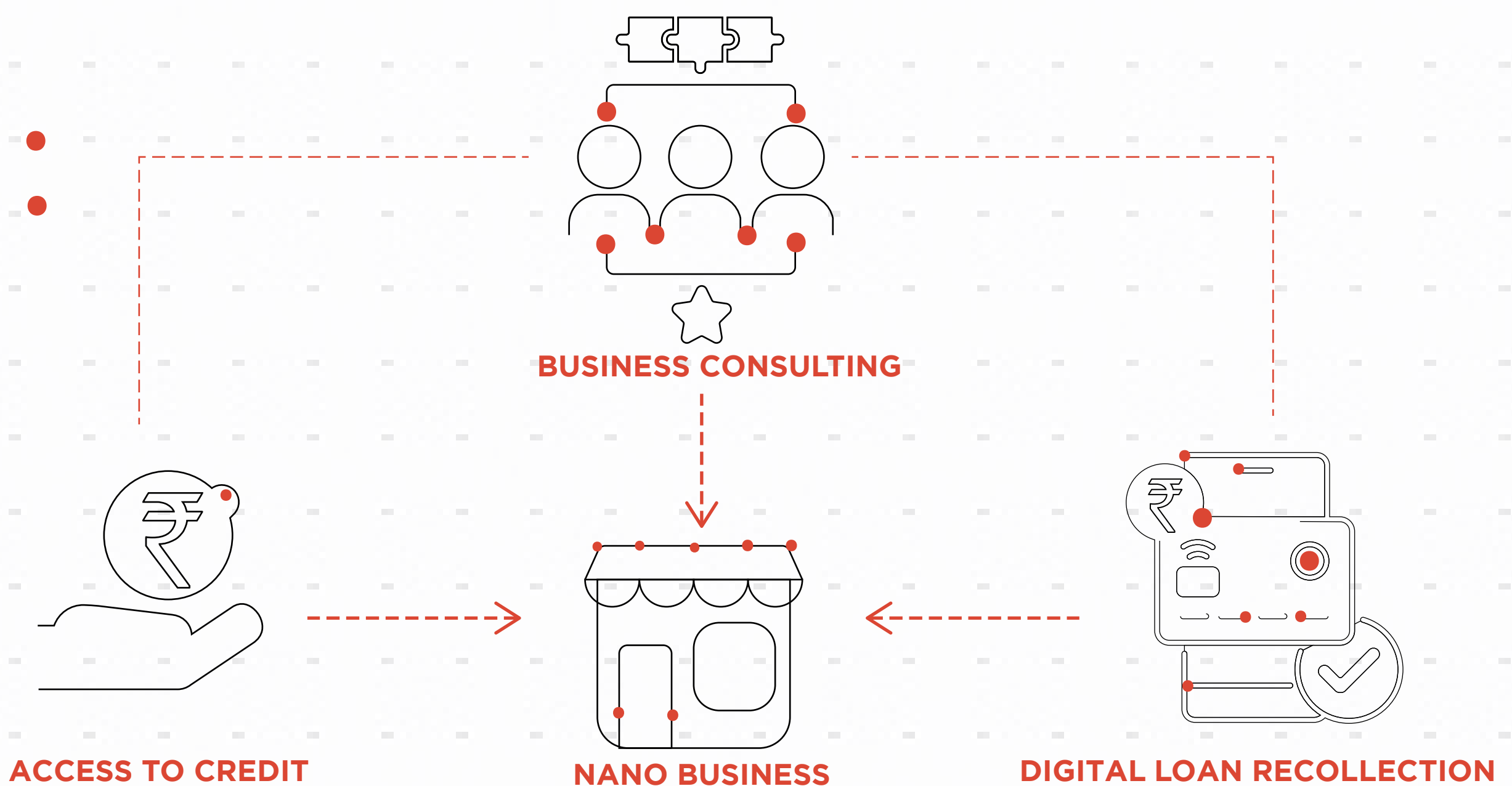
The Udhyaami program was started by Udhyaam Vyapaar with the help of CSR funding from Titan, in the immediate aftermath of the first wave of covid induced lockdowns in 2020. The goal of the program was to enable nano-businesses to restart and restore their income, following an unprecedented, months-long shutdown period. The support provided to enable such a restoration was a combination of access to interest-free micro credit, business plan ideation, and formalization and digitization assistance. Continuing our efforts from the 2020-21 fiscal year, during which we supported over 200 entrepreneurs, the Udhyaami program has touched a total of 500 entrepreneurs by the end of the 2021-22 fiscal year.



We had a rough start to the year. The 2nd wave was getting to its peak by the end of April as we were simultaneously witnessing most of the impact created by the program during the past year getting wiped out in a matter of weeks. More than 80% of our 253 Udhyaami entrepreneurs had either partially or completely shut down their businesses during the lockdown period, bringing the entire program to a pause. However, to continue our support for our entrepreneurs was more imperative than ever. So was the need in our approach to be iterative and most importantly collaborative. We were grateful, for all our key stakeholders believed so too.

Our funders immediately acknowledged and approved the need for revising the program objectives and thereby reallocating part of the funds towards emerging needs. McKinsey, who had helped us provide direct cash grants to the nanopreneurs during the first wave, came back to support yet again. Hyperverge helped us raise additional funds via the crowdfunding platform, Give India. Implementation partners Sattva and Nidan helped us reflect, ideate and replan the programme implementation going forward. Our fintech partners Supermoney and Buildd enabled us to promptly incorporate our learnings from the ground into redesigning our process for enabling credit support. It was a time when every single stakeholder, including the nano-entrepreneurs themselves, stuck together. The program resumed promptly and has supported a total of 500 nano-entrepreneurs till date.

## UDHYAMI PROGRAM



One of the key outcomes of the Udhyami program has been the rate of repayment of loans by the nano-entrepreneurs. Despite the setbacks due to wave after wave of the pandemic and the ensuing lack of stability in their businesses, the cohort has repaid 80% of the credit support offered to them on time. The performance of Udhyami cohort has garnered attention from formal lending institutions such as Mahila Money and Dvara Money, who have since collaborated with us and offered micro-credit to more nano-entrepreneurs in a similar fashion.

As we are wrapping up the Udhyami program, taking all the learnings from it with us into our future endeavours at Udhyam Vyapaar, we feel immensely grateful for all the support we have received from all our partners. The highs and lows of Udhyami have only brought us closer together and we are delighted to find that newer opportunities to create impact together are already emerging.



UDHYAMI TEAM, UDHYAM VYAPAAR

# COLLABORATING TO MEET THE TRAINING REQUIREMENTS OF SMALL BUSINESS OWNERS

## LEARNING INTERVENTIONS



Training programs aimed at building Entrepreneurial Mindsets in vyapaaris (nano and micro entrepreneurs) have been a mainstay of the Udhyaam Vyapaar offering from our inception.

Until early 2021, all our Entrepreneurial Mindset training programs followed largely similar formats - we worked with a standard curriculum that was contextualised based on the needs of the partner organisation and the training was usually delivered directly by the team to vyapaaris from partner organisations.

Motivated by a desire to leverage the ecosystem to create a more scalable model, 2021-22 saw strategic collaborations with partner organisations ranging from curriculum development to delivery and impact evaluation.

Over the course of the the year 2021- 22 we did online and offline programs with

- *Deshpande Foundation on 'Taking business online'*
- *Parinaam on the 'Fundamentals of Business'*
- *SAFA where we integrated aspects of our curriculum with theirs to focus attention on Entrepreneurial Mindsets such as 'Perseverance', 'Visioning and Goal Setting for business', the importance of 'Trying New Things', etc.*

All of these programs ran on the Training of Trainers (ToT) model with the Vyapaar team training teams from partner organisations in facilitation and other aspects of the program.

- *Using the ToT model we were able to reach 200 vyapaaris (SAFA, Deshpande, and Parinaam)*
- *30% of vyapaaris who went through the program with SAFA saw an increase in income at the midline point*
- *Average increase in income for the vyapaaris from SAFA was 25 - 30% at the midline point*  
The Parinaam project also created significant shifts in vyapaaris behaviour
- *58% of vyapaaris who went through the program created goals for their business for the first time*
- *48% of vyapaaris who went through the program created a business plan for the first time*
- *30% of vyapaaris who went through the program took their business online for the first time*

Vyapaaris across all these projects also reported qualitative improvements such as

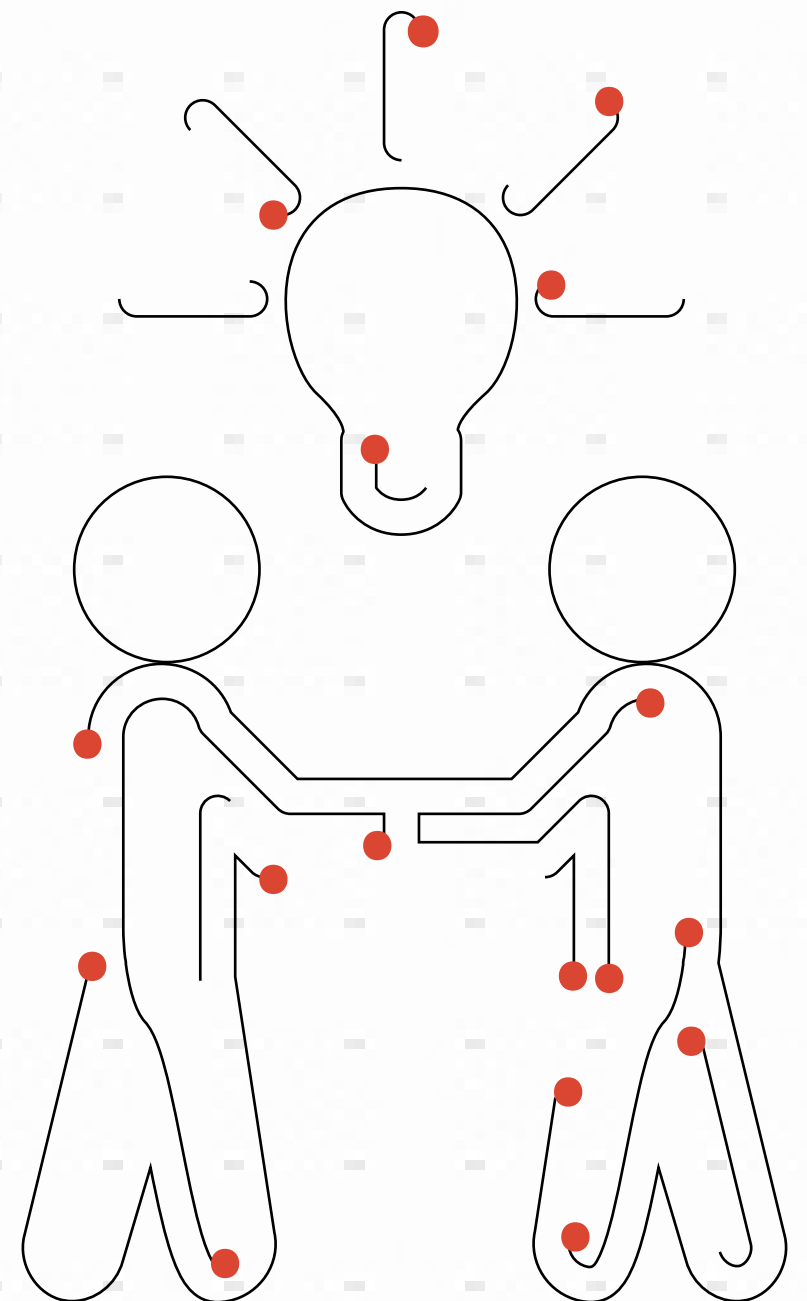
- *Increased confidence*
- *Learning to understand and cater to customer needs*
- *Increased self-respect and self-belief*

After the program, vyapaaris reported feeling more “confidence to do my business in bigger localities” and understanding “how to go ahead more systematically.”

Another program taught Manamma “about using online platforms like GPay, PhonePe for making and accepting payments” which “helped me a lot during the Covid-19 pandemic” as a result of which she feels “self-sufficient now and also very confident.”

Rani, a scrap dealer, credits the program with teaching her how to do things by herself. She says, “earlier, there were middlemen who used to buy from us at a throwaway price. Now, using WhatsApp and phones, I contact the buyers directly. This has increased the profit margin by Rs. 3000 on an average, by helping cut costs as well.”

In addition to the ToT model, a desire to explore new methods of delivery and collaborate more with other



players in the ecosystem led to partnerships with Instamojo’s Mojoversity and Tseek where our curriculum was broken down into smaller capsules and hosted online as self-paced learning modules.

However, with impact and not just reach numbers being our goal, we took the call to park this project after the pilot, despite having 309 people sign-up to take our self-paced learning courses. This was because of the challenge of impact evaluation with this model.

Another first that came for us in the last year was the collaboration with LEAD at Krea to study the



Entrepreneur Training program we ran with Parinaam to understand what works in interventions such as this and what the key take-aways for other organisations working in this space could be. A report based on this study was published by LEAD at Krea in early 2022.

While our Entrepreneurial Mindset & Business Capability training has shown some impact with our audience of entrepreneurs, we have been unable to scale it as we would have liked. As a result, we have put the brakes on our efforts in this direction. However, we continue to embrace the spirit of collaboration and a desire for others in the ecosystem to take what they can from our learnings. To this end, all of our curriculum is licensed under Creative Commons and available to anyone interested in learning from it or building on it.



LEARNING INTERVENTIONS TEAM,  
UDHYAM VYAPAAR



# FINANCIAL STATEMENTS



UDHYAM LEARNING FOUNDATION  
CIN-U80904KA2017NPL101834

Balance Sheet as at 31st March 2022		(Rs in 000's)	
Particulars	Notes	As At 31-Mar-22	As At 31-Mar-21
<b>EQUITY AND LIABILITIES</b>			
<b>Shareholder's funds</b>			
Share Capital	3	4,400	4,400
Reserves and Surplus	4	14,395	4,217
		<b>18,795</b>	<b>8,617</b>
<b>Non-current Liabilities</b>			
Long term provision	5	3,306	2,539
		<b>3,306</b>	<b>2,539</b>
<b>Current liabilities</b>			
Trade payables			
total outstanding dues of micro enterprises and small enterprises			
total outstanding dues of creditors other than micro enterprises and small enterprises	6	3	28
Other Current Liabilities	7	813	577
Short term provision	5	71	3
		<b>887</b>	<b>608</b>
<b>TOTAL</b>		<b>22,988</b>	<b>11,764</b>
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Fixed assets			
Property, Plant & Equipments	8	504	642
Other non current assets	9	900	900
		<b>1,404</b>	<b>1,542</b>
<b>Current Assets</b>			
Current investments	10	11,403	-
Cash and Cash Equivalent	12	5,801	5,460
Short-term loans and advances	11	4,349	4,722
Other Current Assets	13	31	40
<b>TOTAL</b>		<b>22,988</b>	<b>11,764</b>

# FINANCIAL STATEMENTS



UDHYAM LEARNING FOUNDATION  
CIN-U80904KA2017NPL101834

Statement of Income & Expenditure for the year ending 31st March 2022		(Rs in 000's)	
Particulars	Notes	Year ended 31-Mar-22	Year ended 31-Mar-21
<b>CONTINUING OPERATIONS</b>			
<b>Income</b>			
Grant and donations	14	1,25,806	74,327
Other Income	4	706	856
		<b>1,26,512</b>	<b>75,183</b>
<b>Expenditure</b>			
Project Expenses	16	1,00,860	60,366
Shiksha		73,607	39,274
Vyapaar		27,253	21,033
Administration Expenses	17	11,269	12,151
Other Expenses	18	3,695	1,387
Depreciation	19	511	778
		<b>1,16,334</b>	<b>74,682</b>
<b>Surplus / (Deficiency) before Income tax</b>		<b>10,178</b>	<b>501</b>
Income Tax		-	-
Prior year Taxes		-	(264)
<b>Total Taxes</b>		<b>-</b>	<b>(264)</b>
<b>Surplus / (Deficiency) for the year</b>		<b>10,178</b>	<b>765</b>
<b>Earnings per equity share [nominal value of share Rs.10 (March 31, 2021: Rs. 10)]</b>			
Basic (In Rs.)	20	23.13	1.74
Diluted (In Rs.)	20	23.13	1.74

# OUR ECOSYSTEM- SUPPORTERS

 /thoughtworks

 unicef   
for every child

 STATE STREET®

 Azim Premji  
Foundation

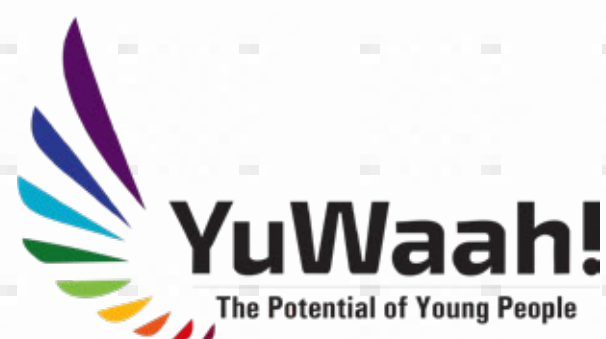
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# OUR ECOSYSTEM- PARTNERS



# OUR ECOSYSTEM- GOVERNMENT PARTNERS



सत्यमेव जयते

Government of the National  
Capital Territory of Delhi



उत्तराखण्ड राज्य

स्वाध्यायान्मा प्रमदः



महाराष्ट्र शासन

Maharashtra  
State Innovation  
Society

অসম চৰকাৰ



GOVERNMENT OF ASSAM

Udhyam  
Learning Foundation

**BET ON  
YOURSELF**