

The Sandbox

Nurturing Innovation And Entrepreneurship



Foreword

The **Sandbox for Innovation** in Hubli, India, was created with an aim to provide a nurturing environment that can foster social innovation and entrepreneurship.

Following a bottom-up approach, the Hubli Sandbox aims to be a hub for innovation that is local and contextual, yet can scale widely while achieving far-reaching impact. The Sandbox approach can be understood through our three-pronged framework:

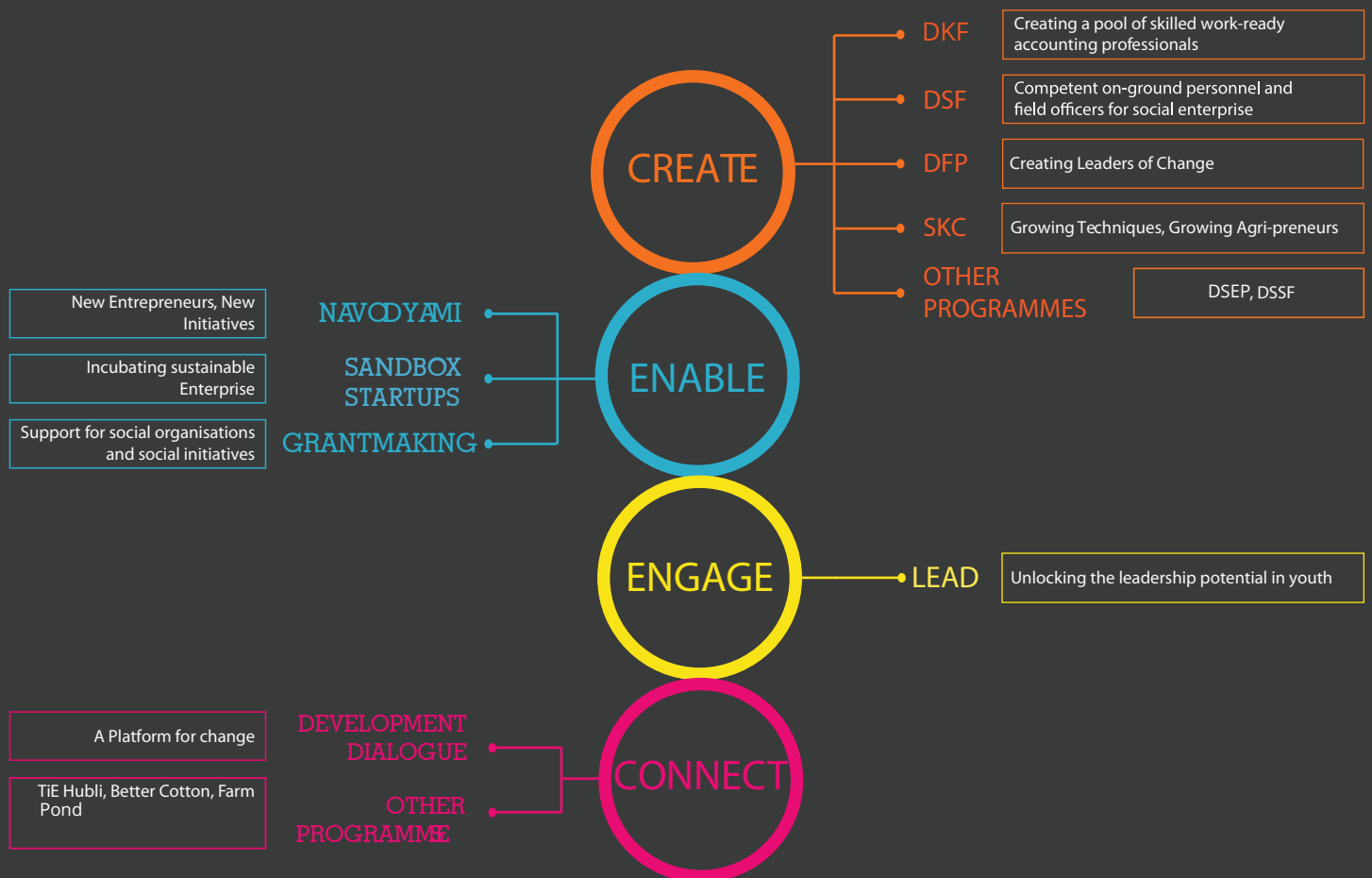
- **Sandbox Action Partnerships:** We enable ideas with potential to achieve proof of concept and eventually scale. We do this primarily by providing financial support, physical space and mentorship through our grants and partnership programmes and by incubating entrepreneurs in Hubli. Our success lies in our ability to work closely on the ground with our partners while providing strategic support to help them achieve massive scale and impact.
- **Building Intrapreneurs/Entrepreneurs through Education and Mentorship:** Our educational programmes prepare the urban and rural youth effectively for leadership and management roles in social enterprises. Local youth get an opportunity to experience entrepreneurship first-hand and internalize the expected global standards of efficiency and excellence. Our programmes also cater to the pressing need for skilled and motivated employees in social enterprises.
- **Instilling Leadership among Communities:** Residents and the youth are engaged in finding solutions to collective community challenges. Participants are encouraged to take ownership, lead through action and initiate short-term projects that can succeed. LEAD is one such initiative that has engaged with tens of thousands of students in the Sandbox area.

Our programmes can be understood through a four-fold system:

- **Create:** Building a pool of top-quality talent with programmes like the Deshpande Susandhi Fellowship, Deshpande Koutilya Programme, Susandhi Krishi Chetana, Deshpande Fellowship Programme and more. These programs help develop the human capital that powers enterprises and innovation inside the Sandbox.
- **Enable:** Provides a supporting ecosystem to build scalable enterprises through our incubation programmes in the Sandbox.
 - Sandbox Startups
 - Navodyami
 - Grantmaking and Partnerships programme
- **Engage:** Unlocking the leadership potential in youth and providing them with avenues to build systems that can contribute to social impact through our flagship **Leaders Accelerating Development (LEAD)** Programme.
- **Connect:** The Sandbox flourishes because of an ecosystem that connects activities within the Hubli Sandbox to the external world in meaningful ways. Our Connect programmes provide fellowship opportunities, citizen awareness platforms and the flagship yearly conference — the Development Dialogue — in addition to various smaller conclaves, leadership workshops, talks and events.

We believe that no single person or entity can solve all problems — be it health, education, livelihoods or farming — by themselves. What is needed is a vibrant nurturing ecosystem to allow many solutions to grow through a collaborative value chain that builds connections and partnerships. The DF has been able to provide such a fertile environment in the Sandbox for organisations to launch pilots, experiment with pathbreaking new ideas and leverage partnerships in the ecosystem even while bringing massive scale and outreach in their organisations and initiatives, often beyond the Sandbox itself.

Deshpande Foundation: The Hubli Sandbox



Mission:

To strengthen local ecosystems, build leaders and entrepreneurs and catalyse innovative thinking to accelerate the creation of sustainable, scalable enterprises that have significant social and economic impact

Core Philosophy:

Local entrepreneurship and innovation are powerful catalysts of change



Create

Building high talent people to be intrapreneurs for social enterprises



The Deshpande Fellowship Programme

Creating Effective Leaders of Change

The Deshpande Fellowship Programme (DFP) is focused on creating strong mid-management professionals empowered to work in the social development sector. The rigorous eight-month residential programme started in 2008 accepts only the most passionate and driven students. Through 28 diverse modules, the intensive course uses a hands-on approach to equip DFP Fellows with skills necessary to take up leadership roles in NGOs, start their own entrepreneurial ventures or pursue higher education.

The DFP curriculum has a strong focus on action and includes field visits to social enterprises, village research studies, interactions with experienced speakers and leadership development activities. This provides Tier-2/Tier-3 cities such as Hubli with well-equipped and confident mid-management professionals. The programme also prepares the Fellows to meet challenges related to career growth and ramping up on the leadership path, allowing them to quickly scale at a professional level.

At a Glance

Empowering an untapped resource in the development field — young and enthusiastic people with the potential to succeed, but held back due to social or academic obstacles — is what DFP seeks to change.

- **Graduates and postgraduates between 23 and 28** – While the course requires at least six months of work experience, DFP also accepts those with less experience but with exceptional skills and a proven passion for change
- **Caters to grassroots talent** – 70% of the participants are from rural areas and 50% of the DFP Fellows come from economically underprivileged backgrounds
- **28 modules** – Focused on programme management, essential skills and sector-based knowledge
- **Builds aspiration through learning from distinguished entrepreneurs and guest speakers** from across the industry
- **Emphasis on hands-on learning** – case studies, field projects, micro-labs, NGO visits and leadership development activities
- **Inclusive** – Women are an integral part of the programme

“

“Earlier I thought completing my MSW and earning a salary of 7-8K was enough. However, it struck me one day that I needed to move ahead in life. I now work at ‘Save a Mother’, Gadag, and handle the entire regional operations. The job requires dealing with sensitive topics, such as maternal health in rural areas. It was difficult to broach such topics at first, but I have gathered enough confidence now and gained people’s confidence in discussing these matters.”

– Prashant Uppar,
Save a Mother

“The students are dedicated and passionate about working in the social sector. They have a good understanding of the issues and bring innovative ideas in solving every small problem. With time and guidance, they take up various leadership roles.”

– Krishna Prasad,
Employer, Sahaja
Samrudhha

”



“I consider joining DFP is the turning point of my life. DFP gave me an identity. The programme helps a person to grow beyond imagination, gives people broader perspective. My transition from a simple village girl to a senior women welfare officer at JSW Steel, has been possible because of my training with DFP” – Savitha K.

“Upon joining DFP, I overcame my stage fright and grew confident. It not only taught me basic computing skills and marketing skills, but also shaped my personality. Now I run cattle feed enterprise and I owe this success to DFP”.

– Shanthinath, Entrepreneur, DFP Fellow

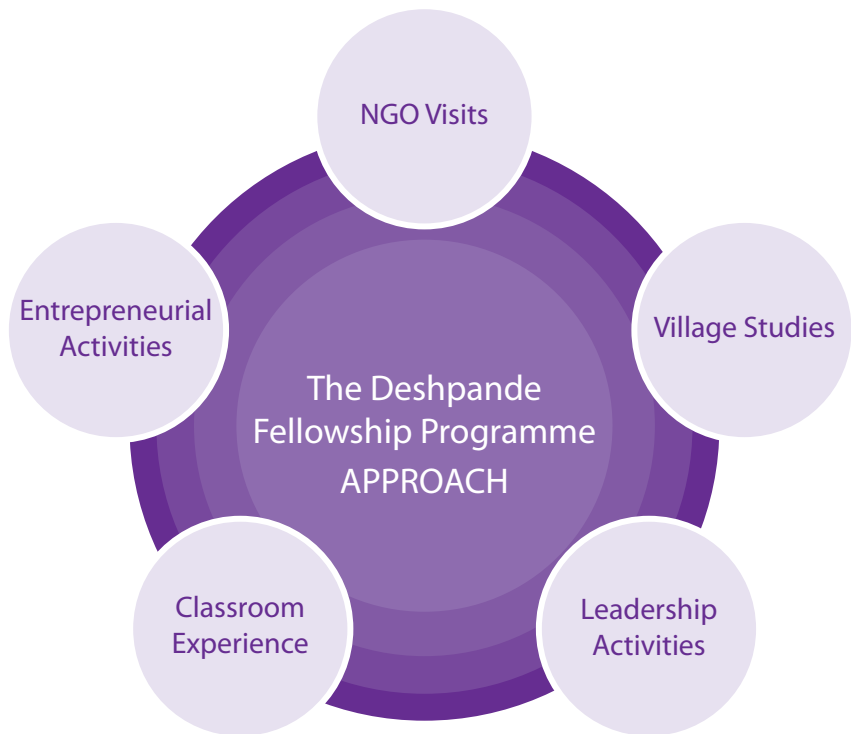


How it Works

Selection: The selection process combines Reasoning and Aptitude Tests, Group Discussions or presentations about a subject related to the development sector and a face-to-face interview.

On-ground training and project work: On-ground learning takes up 60% of the programme time. Fellows take on real-life challenges, numerous leadership activities and training in interview skills. As part of the programme, students are asked to sell a wide range of items from khadi dress material to books, as well as conduct leadership activities to train college-goers on a range of life and technical skills.

Soft skills: Skills integral to effective communication form a major part of this programme – spoken and written English, use of technology, pitching an idea, negotiating and marketing. Apart from learning new skills, the emphasis placed on soft skills reinforces the students’ self-confidence and poise.



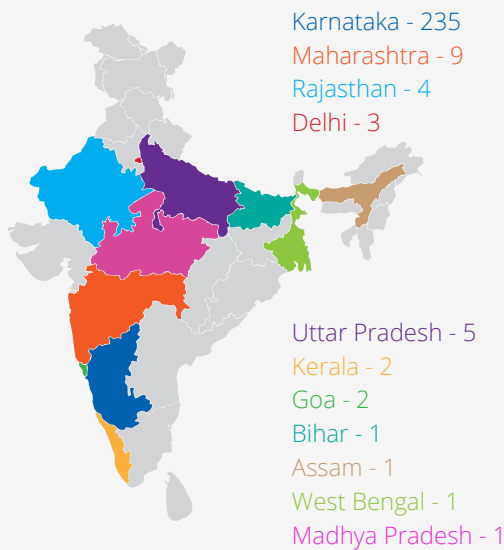
Faculty and curriculum: Most of the faculty members are DFP alumni and practicing entrepreneurs in the field of social development. They bring practical understanding and hands-on insights of real world scenarios to the Sandbox area.

Sector focus: In addition to a strong focus on skills and capabilities, DFP also has sector-specific modules in health, agriculture, livelihoods and education. Students learn to explore markets, chains of production and consumption for various products and commodities. DFP students develop a deeper understanding of the mechanisms and models that effectively integrate base of the pyramid communities with mainstream markets.

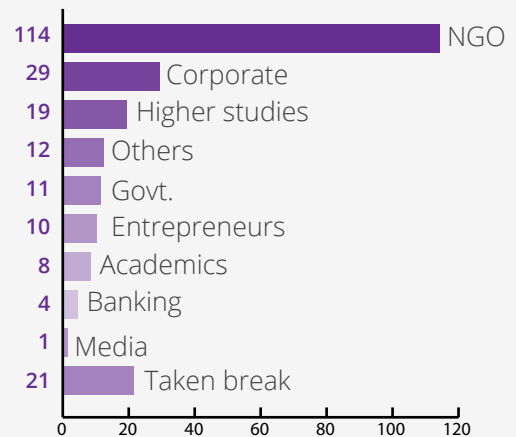
Impact of DFP

Placement: DFP offers Fellows the opportunity to assimilate into the thriving ecosystem of social organisations and start-ups in Hubli. Over 200 Fellows have been recruited and placed in for-profit organisations, non-profit organisations and social enterprises from across the country.

Distribution of DFP applicants



DFP Fellows - Placement Sectors

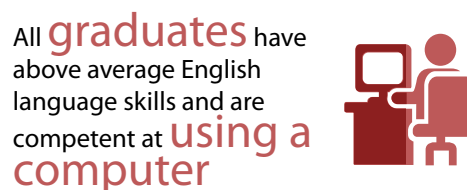
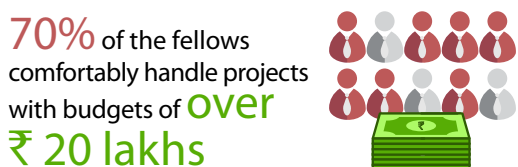
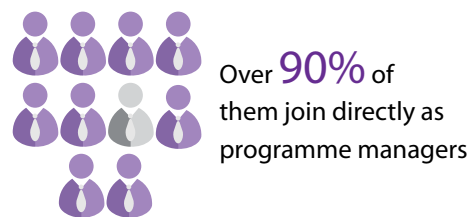
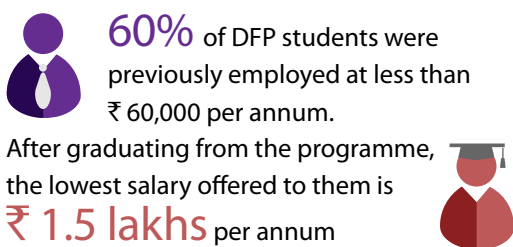


Creation of social entrepreneurs: The DFP programme has helped start and scale 15 social enterprises. Some of these ventures have also been incubated in the Sandbox as full-fledged social enterprises through the EIR programme.

Startups by DFP Fellows

Delicious Cuisine Khadi production TEAM Events Apna IT
 Sankalp Rural Development Society Shining Moon Computer Center
 Expert computers Courier Franchise Pakkawan Restaurant Safe Hands
 ACAIT, Computer Center Kalpatharu Cattle Seeds Human Resource Consultancy
 Dairy Entrepreneurship Woodlife Ecotourism Services Pet Care Services

Strong career growth: DFP alumni start their careers at a higher position and draw salaries at least three times higher than their peers. They also get a Five to Six times jump in salary in comparison with their previous jobs.



Powering the Deshpande Foundation: A substantial number of the programme officers and senior staff members at the DFP are graduates of the programme.



The Deshpande Koutilya Fellowship

Converting qualifications into competency

Keeping track of finances is essential in any organisation and requires professionals — a dire need felt in tier-2 and tier-3 cities that are currently witnessing a surge in industrial and entrepreneurial growth. The Deshpande Koutilya Fellowship focuses on bridging this gap.

Delivering skilled accounting to Tier-2 and Tier-3 cities

The Deshpande Koutilya Fellowship, started in 2012, is the fastest scaling fellowship at the Deshpande Educational Trust. It gives commerce graduates hands-on training in accounting, banking, finance, entrepreneurial ability and high work ethics, helping them blend easily into a demanding work environment.

It trains personnel that can enhance the growth of rural Small and Medium Enterprises (SMEs) and Micro, Small and Medium Enterprises (MSMEs). Large corporations also benefit from local personnel that can help establish their regional operations.

Koutilya Methodology of Success — A Methodology that Works



5-month long



12 hours a day



Residential training programme



20 to 28 years

- Curriculum designed by practitioners and chartered accountants
- Assignments completed using **Tally** gives exposure to the workplace environment
- Mandatory one-month internship for real-time accounting experience — less ramp up time at work



“This fellowship has changed my personality, built my confidence and inspired me. My job requires me to train rural entrepreneurs and teach them basic accounting. I have now become good with Cash Flow Analysis and Business Financial Planning. I want to open my own consulting business in the future.”

– Shiv, Koutilya Graduate,
Chief Accountant at
Navodyami



Catering to **65%** rural
35% semi-urban and urban applicants from Karnataka, Maharashtra, Andhra Pradesh

95% are B.Com graduates,
5% come with previous job experience

A quick glance at Koutilya

Graduates placed in
100+ Companies

Only **1** in every **4** applicants accepted due to excess demand for the programme



“Overall, this fellowship provides a great platform for students who are looking to make a good career in accounts management as well as prospective employers who want to hire quality people for handling their accounting work.”

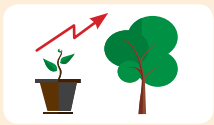
– Karthik Shetty,

Chartered Accountant



Impact: Work-ready, professional, competent graduates

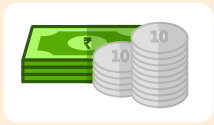
The impact created by this fellowship is visible through its rapid pace of scaling, industrial placements, salary structures and gender equal payments — an uncommon occurrence in Tier-2 and Tier-3 cities



- **Rapid pace of scaling:** The fellowship has grown in reputation and scaled to double the number of batches graduating every year. So popular is the fellowship that only one in four applicants are accepted



- **99% placement in 100+ organizations:** A wide range of companies, from NGOs to corporations, employ Deshpande Koutilya Fellowship graduates

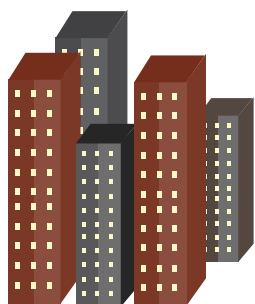


- **30% greater salaries than peers:** Graduates across batches consistently draw initial salaries that are one-third higher than their peers



- **Increased number of women seeking jobs in a male-dominated sector:** A first in a city such as Hubli where women combat stereotypes and patriarchy to enroll and graduate from skill courses

100+ Companies



- Infosys
- Accenture
- JSW (Jindal)
- MSPL, Hospet
- Fullerton India
- ICICI Bank
- Akshaya Patra
- Kalakeri SangeetaVidyalaya
- Nano pix
- Kamath Yatri Nivas
- Strategic Outsourcing Services
- Akshaya Patra Foundation
- Toyota
- Samruddi Jeevana
- Union bank of India
- Hp
- Manappuram Gold
- Mahindra
- Deshpande Foundation
- Navodyami
- Govt of Karnataka
- Sikshana Foundation
- Sriram Finance
- Fidelity National FinancialServices

For more information:
<https://www.facebook.com/KoutilyaFellowship>

Susandhi Krishi Chetana

Creating the next generation of agriculturists

A year ago, 25-year-old Maktumbi Hongal graduated from the Susandhi Krishi Chetana (SKC) programme run by the Deshpande Foundation (DF) in Hubli. Today, she is employed at SKC and is incharge of liaising with farmers from three villages to educate and build awareness among the community about soil, seeds, cultivation techniques, true market prices and other matters related to agriculture. She not only educates farmers but also visits schools to educate their children, creating a ripple effect that spreads further.



"I learnt about motivating farmers and the technicalities of agriculture. The job requires me to visit villages and organise meetings in addition to sending field reports and keeping a regular check on whether the farmers are following our guidelines"

– Jaafar, Employee, BCI

"The best thing about my job is the respect that we receive from farmers. With our guidance, farmers' expenditure has reduced from around ₹15,000 to just ₹ 7,000 as we have educated them about the right techniques."

– Aarifa, SKC graduate, liaison officer at BCI

What is SKC?

In an area where agriculture is the primary occupation, the DF operates a first-of-its-kind farmer empowerment programme — Susandhi Krishi Chetana (SKC). The intensive residential course, with a women enrolment ratio of 30%, seeks to build and motivate the next generation of agriculturists through:

- Imparting knowledge of better cultivation methods to get the most out of their agricultural land
- Empowering class 10 rural graduates to become agricultural field and marketing officers
- Creating facilitation officers who serve as an important link between farmers, agricultural companies and governments



4-month
intensive residential
course

Entrants are rural youth:



90%
SSLC



5-8%
PUC



2-3%
Graduates



Guides rural aspirants, traditional farmers and the youth to a career in agriculture

Encompasses knowledge on land and agriculture,



latest growing techniques, as well as IT, presentation and communication skills



Selects about **30** of every **100** applicants

How it works

SKC graduates come equipped with a combination of on-ground knowledge of agricultural systems, a shared context with farmers that earns their trust, the required rigour, communication skills and entrepreneurial ability to forge win-win associations between farmers, enterprises and the Government.

SKC students learn:

- Modules on farm and agri-input management – through Low External Input and Sustainable Agriculture (LEISA) practices



- Latest growing techniques such as Systematic Rice Intensification (SRI), tree-based farming, horticulture and fodder cultivation
- Necessary presentation, IT and communication skills to impart their knowledge to others and work as effective facilitation officers

The Impact

- **The SKC Programme has changed lives** – Savita ran away from home to study, and Aarifa learned a new language. Ganapati, a former LIC agent, gave up his job to come to SKC. Maktumbi faced a lot of opposition at home, but convinced her parents to let her study at a residential programme. Stories like these show the impact this programme has had on students who are modest to great successes today.

More than **125** of the graduates have gone back to their own land,



some have started their own dairy and other agri-related businesses, and others are pursuing their higher education in the Sandbox and outside.



70% placement rate – More than **50** graduate students, a majority, are employed in agri-companies, NGOs and social enterprises.



Graduates earn upto ₹ 84,000 per annum, a salary that is phenomenal for PUC students in Tier-2 cities such as Hubli



- **Graduates lead agricultural innovation in their area of work** – Students are all uniformly proud about the work they do and the contribution they are making
- **Tangible benefits to the local farming community** – The infusion of skilled youth to the agriculture sector provides a platform for aspiring agripreneurs, establishes valuable and trusted links between farmers, NGOs and other organisations leading to graduates playing important roles as community mobilisers, marketing executives and crucial linkages between farmers and the markets



“By facilitating the rural youth to empower themselves, the programme creates a ready connection between the agricultural and development sectors and invigorates the ecosystem network.”

– Mohammed Innus Khan, Programme Head, SKC

“I have learnt a lot during the practical training given in this fellowship and I am now able to communicate with farmers and give them the right advice.”

– Ganapati Bowkar, a former LIC employee, now a liaison officer with Better Cotton Initiative (BCI). He recently received the Uttam Gram Sewak award for his field work



For more information:
<https://www.facebook.com/deshpandeskc>

Deshpande Susandhi Fellowship programme

Triggering a career metamorphosis

A 1st PUC graduate, Rajashekhar Mantri used to work as an office boy when he came across the Deshpande Susandhi Fellowship programme. Unable to afford the course fee, he took a DF loan. Today, Mantri is comfortable using a computer and various tools, can present confidently to an audience and has started using his newly acquired networking and communication skills at his job in Samsung. He started off as a desk executive but quickly moved up the ranks, received Best Employee Recognition and now works in the Hardware division.



"I joined DSF to secure a job, but, I got much more than that. The modules, exposure have helped me grow as a person personally and professionally. I feel that my career is moving in the right direction."

– Rajashekhar Mantri,
Hardware Division,
Samsung



Why was DSF started?

A challenge that most organisations face, especially those in development, is finding competent staff with the ability to communicate effectively. The Deshpande Susandhi Fellowship Programme trains local youth from rural backgrounds and equips them with these valuable skills. They learn to communicate, take on leadership roles, be a part of management processes and understand core concepts needed to run enterprises and build a lasting trust with clients.

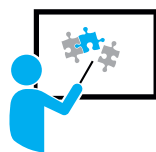


At a
Glance



4-month
residential programme
costing ₹10,000

Caters to applicants,
69% of whom are from
rural communities, with
qualifications ranging from
Class X to vocational graduates



Includes classroom
teaching, activity-
based learning and
project handling



Establishes leadership
skills, entrepreneurial
ability and high
work ethics to boost
employability

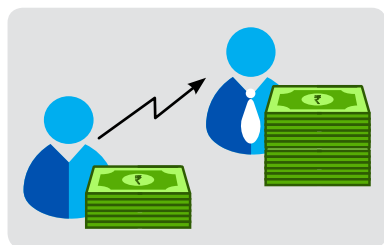
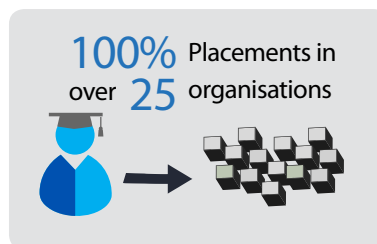


What is the Deshpande Susandhi Fellowship?

The DSF Programme contributes to organisations that are for-profit, not-for-profit as well as public and private enterprises. They train students to be efficient and competent frontline staff, who are able to contribute and strengthen the field operation capacity of an enterprise. The course participants go through 20 modules and are required to take up at least two leadership activities in their communities to help build their problem-solving capacity and improve confidence and public presentation skills.

Impact

100% placement in over 25 organisations — Over 233 graduate fellows have been placed in NGOs such as Sikshana Foundation, social enterprises such as NanoPix and organisations such as Esteem Trucker Company and US Agriseeds across Karnataka



Better career prospects — The DSF graduates are witnessing a rapid growth in their career as a direct reflection of their experiential learning. They are also taking up leadership roles at an earlier stage in their employment, showing the impact created by this programme

Benefit from 5-6x pay hike, 75% higher salaries — Tier-3 city graduates with a non-technical background used to earn initial salaries of ₹ 2,000 to ₹ 3,000 and now, as DSF graduates, receive approximately ₹ 15,000, almost 75% higher than their earlier salaries



Beyond numbers: A personal transformation

Siddu, coming from a small farming family, joined the Fellowship after quitting an entry-level job at a solar water heater company. Siddu is now a marketing professional at Sahaja Samruddha, a nationwide farmers' collective, where he connects organic farmers profitably to mainstream markets. He feels that the new respect he has gained among family, friends and the community for his contribution is the biggest impact from the programme.

Manjunath Mudagannavar used to maintain systems at a cyber café in Hubli. After his DSF training, he was promoted to an IT Trainer and now works with the Karnataka Police Department.

Bhimanand worked in a local electrical shop for five years before trying his hand at running an enterprise. When that effort failed, he enrolled at the Deshpande Fellowship Programme. He underwent an advanced electrical training, developed his communication skills, computer skills, public speaking, and a more in-depth knowledge of electrical engineering, boosting his confidence.

Working at NanoPix for two and a half years now, maintaining machines as an electrical supervisor, he also contributes to R&D in the company. In addition to this job, he teaches a two-month electrical winding course at DF.



"We hired Yashoda (cohort 3) as a sales person. While most of our other executives need senior sales persons assistance to close a deal, Yashoda does it on her own and her strong will is commendable"

— Azharuddin M Branch Manager, Indiamoney.com, Hubli

"I owe my improved communication skills and confidence to tackle customers to the rigorous training of DSF. It built me as a person in all facets."

— Siddangouda, DSF Graduate, Sales Officer, Supriya Water Heaters

"With DSF training, we have raised the bar in terms of what is expected from a frontline worker and what they are expected to receive as remuneration."

— Naveen Jha, CEO, Deshpande Foundation



For more information: <https://www.facebook.com/Susandhi>



Enable

Enabling people with resources, mentorship and network



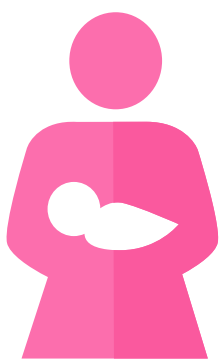
Sandbox Startups

Building Winning Enterprises out of Hubli

What is Sandbox Startups?

Sandbox Startups looks to mentor aspiring entrepreneurs with a vision to create sustainable, scalable and replicable business model that are relevant to tier-II cities of India. In 2008, Sandbox Startups incubator was set up in Hubli to launch mission driven entrepreneurs from different geographies through its incubation centers across tier – II and tier-III cities of India. Sandbox Startups supports first-time entrepreneurs with infrastructure, mentorship and a strong business network to execute their ideas. Till date, the incubation center has nurtured over 30 for-profit and social start-ups from various sectors.

Entrepreneurs with innovative business ideas can enter Sandbox Startups either through its incubation program Entrepreneurs-In-Residence or by applying for co-working space.



Entrepreneurs-In-Residence [EIR]:

Sandbox Startups' flagship incubation program, EIR was launched to support first time entrepreneurs and help them convert their ideas to a successful venture. Entrepreneurs test and pilot their ideas; engage with early adaptors, investment firms, government agencies, successful entrepreneurs and mentors. EIR also provides seed funding, infrastructure and other necessary support to needy entrepreneurs.



Co-Working Space:

Apart from incubation space Sandbox Startups also offers co-working space for start-ups and individuals. The initiative offers supportive infrastructure and office space that is conducive for peer learning and smooths functioning of start-ups.



“We evaluate an entrepreneur’s passion before incubating the enterprise. Building the enterprise has to be the entrepreneur’s number one priority. They should eat, sleep and breathe their dreams only then can we make it work.”

– Naveen Jha, CEO
Deshpande Foundation

“This was the turning point in my entrepreneurial career. It gave me the opportunity to interact with experienced entrepreneurs and mentors and gain significant insight into the dos and don’ts of running an enterprise.”

– Sasisekar, Founder,
NanoPix



The Impact

Sandbox Startups has helped 45 entrepreneurs create viable enterprises



nANOPIX
imageIn Your Future

-Innovative image processing products useful in agriculture and food processing automation.

-2 patents, Rs.3 Crore turnover, 40+ Employees, in 3 Years

- Providing clean drinking water in underserved areas, Revolutionary business model where purification plants are owned and operated by local entrepreneurs

- 80+ installations



Pure water for the developing world



-Women led security guard and housekeeping services enterprise, promoting and empowering women for better livelihood

-400+ Employees, Rs.2 Crore turnover, in 4 Years

-An ICT solution to allow mobile phones to receive updates by SMS regarding water availability and report leakages via missed call to utilities

-Serving over 1.25 lakh people in Bangalore



-Innovative water harvesting technique to improve water table
-450+ bore well recharged,

30+ Employees, in 4 Years



“If SRDS had not been part of the Sandbox, I would have catered only to my village and maybe one or two others. I wouldn’t have broadened my network to Delhi or Bangalore and wouldn’t have won the innovation award for borewell recharge from NABARD.”

– Sikander Meernayak,
CEO, Sankalpa Rural
Development Society
(SRDS)



How does Sandbox Startups work?

1. Investment and Infrastructure Support

The Sandbox Startups incubator provides seed money to support entrepreneurs. One can also leverage the strong credibility built by the incubator with investors. Start-ups also get in-kind support ranging from server space to web credits and much more. Sandbox Startups team also helps entrepreneurs in preparing business plans, financial projections, investment negotiations and due-diligence process and choosing amount and type of funding.

2. Tailor-made Support

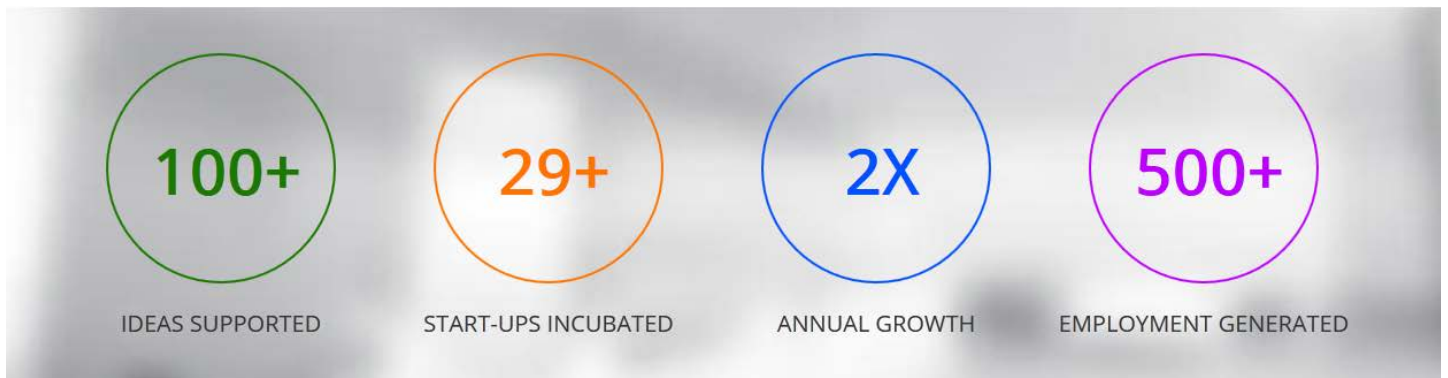
Sandbox Startups is sector agnostic and offers customized support to meet the needs of entrepreneurs. An entrepreneur can avail our expertise right from ideation stage to commercializing technology. The incubation center supports them by offering multitude of services to suit their needs, be it, fund-raising or mentoring or linkage to institutional bodies.

3. Mentoring and Networking

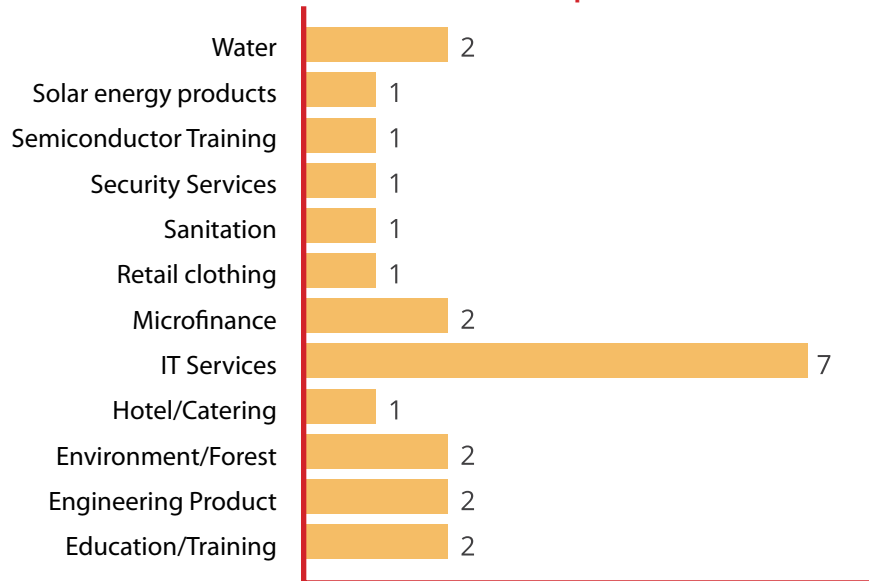
Sandbox Startups hosts workshops, events and conferences that serve as a learning platform for entrepreneurs. The incubatees will benefit from the Foundation’s extensive link of mentors, advisors and their business finesse and acumen. Events like Startups’ Adda, Business Plan competition, Development Dialogue and Framework for Scalable Development Impact gives start-ups a platform to showcase their ideas in front of industry experts and representatives from media.

4. Leveraging Brand Value

Being a part of the Foundation’s ecosystem, entrepreneurs have opportunities of meeting up with service providers, government agencies and early adaptors. Entrepreneurs can also forge partnerships with Foundation’s extended network of conglomerates to take their businesses at next level.



Sector-wise distribution of Sandbox Startups incubatees



Organisations supported by Sandbox Startups



For more Information : www.sandboxstartups.org
<https://www.facebook.com/TheSandboxIncubator>

Navodyami

Powering Rural Entrepreneurship

Unlike traditional livelihood models that hone talent in areas of existing market demand, DF's Navodyami Programme, running in five districts, seeks to enable potential entrepreneurs run their own businesses by developing a model around self-sustainability and holistic empowerment.

Dinesh Devadiga used to be a helper in a hotel. Aspiring to study further and be an entrepreneur, he started Annapurna Handicraft Industry in 2006. He entered Navodyami Programme in 2011 and obtained bank loans for expansion. He now produces 40 products and has a turnover of over 60 lakhs – a growth of 500%.

What is Navodyami – At a Glance

- A programme that supports base of the pyramid of micro-entrepreneurs working out of rural and peri-urban areas of North Karnataka
- Offers close to 95 entrepreneurs high mentoring support, ongoing advice, access to funds and the benefit of a favourable ecosystem to help build scalability
- A multiple-step screening and training process that provides all participants rich learning even if they are not selected for the final round of mentoring

How Navodyami Works - Sourcing and Selecting Participants

- The businesses of each of the 3,000 applicants are screened using the following criteria:



The 3-Stage Bootcamp

- **Market Orientation:** In the first stage, a market-orientation assessment is done to help participants understand demands of the customer. Based on feedback and insights gained, the product is worked upon and repositioned in the market
- **Business Viability:** The second stage comprises training on crucial aspects of business finance, including the calculation of production costs, profit and loss, cash flows and future projections. This stage also includes an overall guidance on sustainability and scalability of the business plan
- **Business Plan Presentation:** In the final stage, applicants present their improved business plans to a distinguished panel of entrepreneurs, bankers and investors to assess eligibility for the Navodyami Award — a high-touch mentoring intervention that provides all the necessary support to get businesses off the ground



“I believe that a grassroots form of entrepreneurship will sustainably impact the livelihood landscape in remote rural areas.”

– Dr Neelam Maheshwari,
Director, Grants &
Navodyami Programme

“Navodyami changed my life. It opened my eyes, gave me exposure to the present market and its needs. I always thought candle making had a small niche market with limited growth and no scope for innovation. Now I know that this is not true.”

– Jaya Hannakalasi,
Candle Making
Entrepreneur





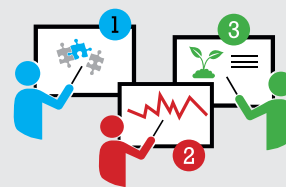
Stages of the programme along with duration and numbers



Sourcing applications
(3 months)
(Total applicants - 3235)



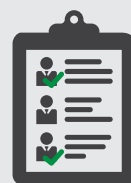
Screening for eligibility (10 days)
(Chosen participants - 2110)



Three-stage training programme
(2 months)
(Trainees - 585)



Shortlist of high potential businesses
(20 days) (Finalists - 237)



Selection for high touch mentoring
(10 days) (Winners - 95)

What the Micro-entrepreneur gets

Navodyami Programme participants get a range of benefits:

- **Access to expertise and resources** - A network of 70-80 business mentors from a range of sectors volunteer to mentor Navodyami micro-entrepreneurs. Many entrepreneurs build long-term professional relationships during the programme
- **Intense on-ground mentoring** - The Navodyami Programme management team consists of six to seven programme officers who are accountable for the growth of the 15 winners. Assistance, advice and on-ground support provided to the entrepreneurs are highly customised to the requirement of each business with pre-defined quantitative targets in terms of turnover increase
- **An ecosystem for scale** - Through focused skill building workshops, round tables, and access to a pool of skilled resources, micro-entrepreneurs in the Navodyami Programme are enabled to scale their ventures in rapidly growing markets

The Navodyami Programme: Scale and Impact

In three years, five batches of Navodyami graduates and over 3,000 entrepreneurs – around 38% being women – have been through the four-stage selection and training process. The past three years have shown that an entrepreneur is able to increase revenue by three to four times the baseline after entering the Sandbox.

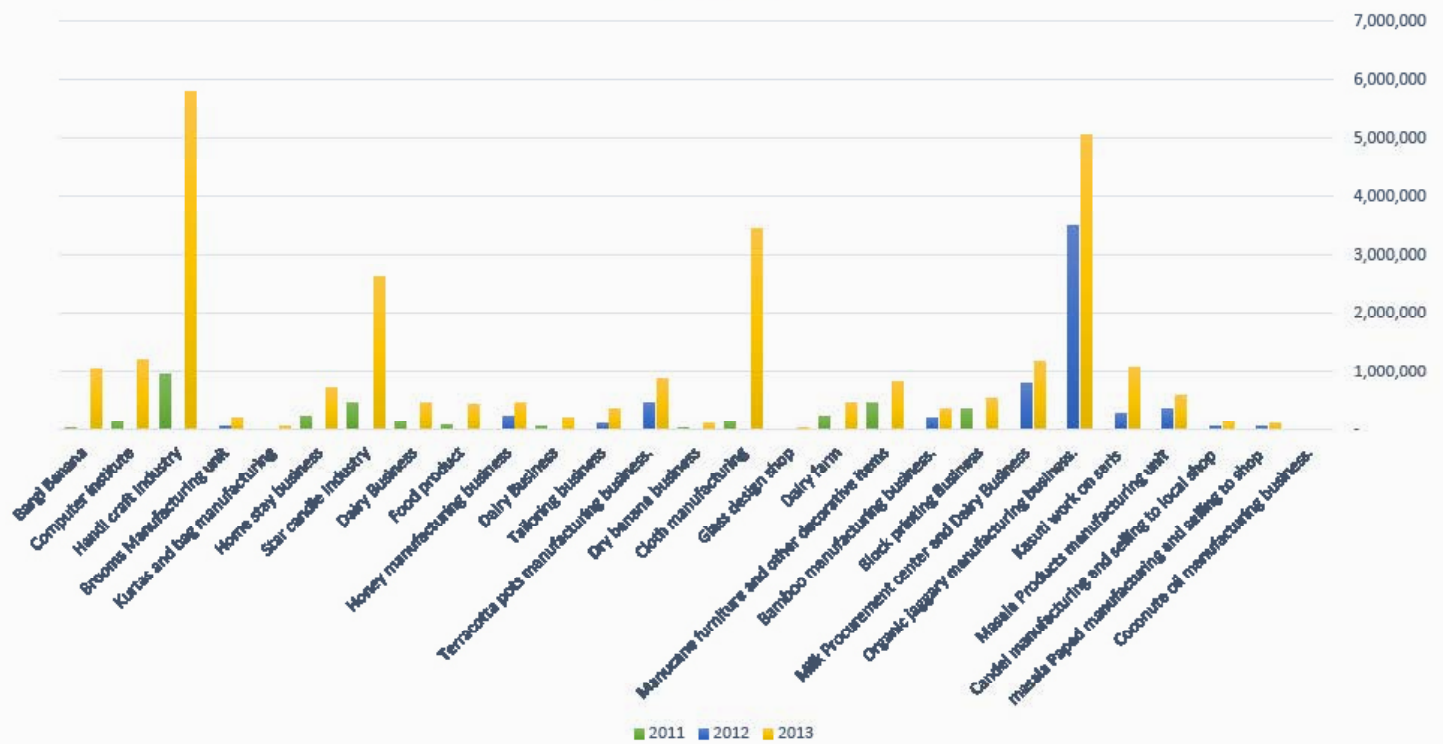


“We have positioned the programme like an MBA 101. We take in people who have started ventures and earn approximately Rs 5,000-10,000 a month to help them grow their profits to Rs 1 lakh per month.”

– Naveen Jha, CEO, DF



For more Information :
www.navodyami.org
<https://www.facebook.com/pages/Navodyami/262970817107061>



Details of winners



Of 100 winners, 27 are still successfully incubated in the programme



40 Navodyamis hired over 200 local people last year



Approximately ₹ 73 lakh of loans and credit linkages facilitated through the programme for winners



100 Navodyami Award winners, in various stages of scaling up, received over ₹ 23 lakh



30% of Navodyamis have increased their business revenues thrice over, reaching up to ₹ 60 lakh per annum

How the Sandbox helps Navodyamis

Enhances understanding of markets, customer demands and product positioning



Increasing market access through DF's networks, distribution channels and online platforms



Makes them better managers of basic financials involved in running businesses such as cost of production, working capital calculations and revenue projection



Provides on-going mentoring on business development



Creates links to formal credit institutions



"I would like to advise people to market their products well in order to scale up. Finances can be arranged easily, but the right marketing is crucial. New entrepreneurs should first research the market to understand demand for their products and then start production."

– Thirumaleshwar Hegde, Food Entrepreneur



Grantmaking & Partnerships: Catalysing change

The Grantmaking and Partnerships programme enables unique and innovative ideas to achieve tangible successes within the Sandbox and elsewhere.

The programme invests in initiatives proposed by social entrepreneurs and organisations that have a high potential to impact the lives of the local population. Once an idea or intervention achieves on-ground success in the Sandbox, DF gets other stakeholders such as the state, private investors, government, individual entrepreneurs and the community interested in adopting the proven idea.

Partners are chosen in tri-annual cycles and include not-for-profits, for-profits and hybrid organisations among others.

Grantmaking is one of the longest running and highly scalable programmes in the Sandbox.



At a Glance

- **Areas of focus:** The Sandbox supports multiple organisations at different stages of growth in a 200 km radius around the Sandbox and creates synergies enabling these interventions to optimise their impact on communities. The Grantmaking program has four areas of focus:



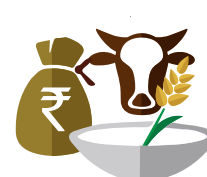
Increasing agricultural productivity
(17 partners)



Providing access to quality education
(26 partners)



Enhancing health and well-being
(22 partners)



Improving livelihoods
(33 partners)



“We have changed the way grant making is done. We have always been very solution-oriented, focusing on models that can take off from here and scale anywhere else in the world”

– Dr. Neelam Maheshwari
Director , Grants & Navodyami



- **Selection criteria:** Organisations receive grants based on their stage of growth. When Proof of Concept or Localisation has been established after the third year, the funding is renewed. DF looks for the following when selecting partners for the



Uniqueness of the idea



Visionary leadership of the organisation



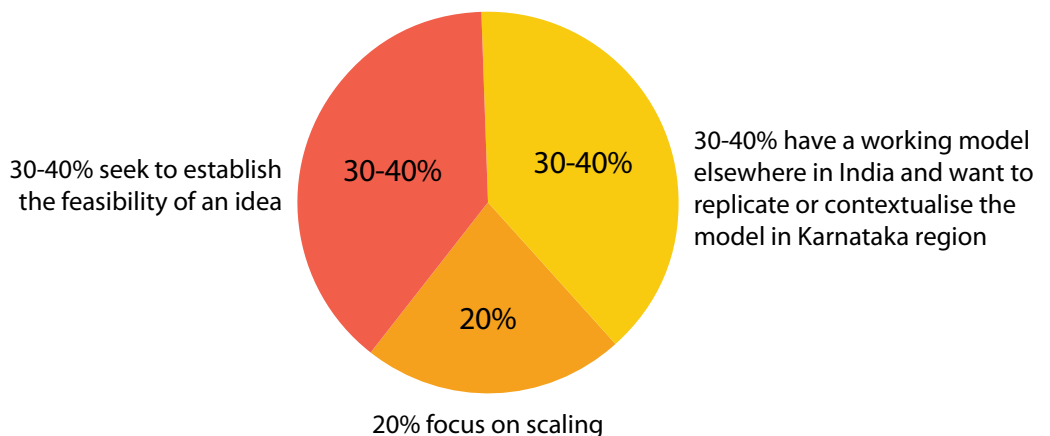
High potential for impact and replication



Execution capability of the team

Grantmaking programme:

- **Organisational growth in the Sandbox:** In addition to establishing their ideas in the Sandbox, these organisations also achieve growth through process innovation,



How it Works

- **Catalysing ideas:** DF works actively on two aspects - building a team’s capability for execution and changing the organisational mindset towards sustainability. The focus within the Sandbox is on making organisations self-sustaining and reducing their dependence on grants. A nurturing ecosystem, right orientation and continuous mentorship enable ideas to get actualised much faster in the Sandbox.
- **On-ground mentoring:** A dedicated team for the Grantmaking programme within DF provides hi-touch mentoring to all its partners in the Sandbox. These begin with quarterly field-visits and programme audits, culminating in yearly financial audits.

- **Rigour and review:** Each programme is planned to help implement changes with agility. DF encourages all its partners to focus on working on one idea at a time and getting it right. DF assists organisations by:



Setting accurate quarterly goals



Facilitating frequent partner meets



Conducting field visits by the DF staff



Establishing a peer review process

- **Focus on sustainability:** DF gears its partners towards creating sustainable models of operation by helping organisations:
 - Develop and implement models that are self-sustaining
 - Develop capacity towards business, fundraising, and allied activities
 - Build capacity by hiring and training a strong second line of leadership
 - Define team administrative measures
 - Connect with potential funders and investors
- **Measurable goals:** The primary objective of the organisation is to stay focused on impacting the communities they work with. The DF philosophy is strongly oriented towards measuring progress through tangible goals – number of farmers co-opted, livelihood opportunities created, decrease in maternal mortality rates etc.

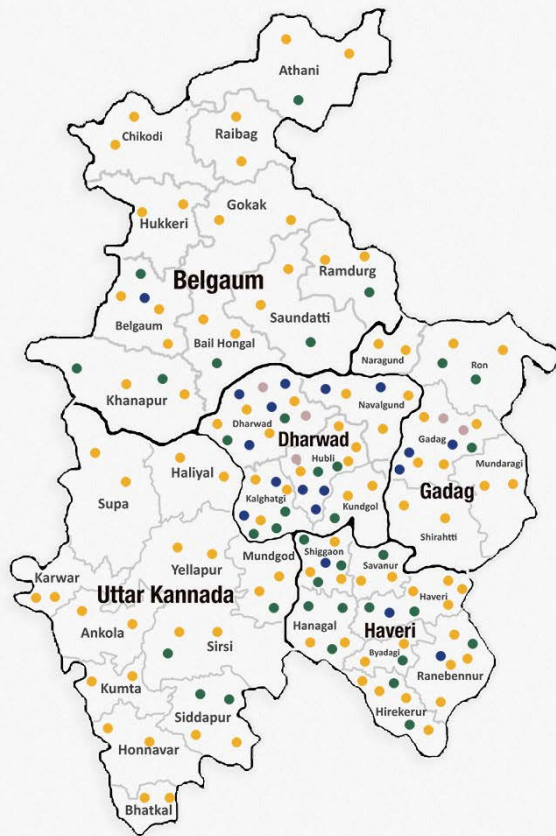
Impact of Grantmaking

- 90 partnerships, 5 years, 1.15 million lives impacted
- 30,000 people outreached, improved public health system, low cost intensive care
- 50,000 farmers improved their productivity, sustainable farming through the System of Rice Intensification (SRI) technique, low-cost wasteland and water-harvesting models



“DF inspired us to maximise our services. DF keeps track of activities and guides the organisation regularly. They continuously question our model, our plan for sustainability, and how we manage and provide services. This way we are pushed to become self-sustainable.”
 – Sujatha, Family Planning Association of India (FPAI)





Notable partnerships in the Grantmaking Programme

- A partnership between AME Foundation and Manuvikasa, to grow rice using sustainable SRI techniques, has resulted in farmer adoption numbers increasing from 100 to 22,000
- An outreach partnership between borewell recharge enterprise, SRDS, and community water organisation, Aquasafi, to create more awareness among farming communities on the importance of clean drinking water.
- A mutual partnership between Save A Mother and FPAI where both benefited through outreach among women in need of care and reproductive health services

Cutting-edge innovations that were created in the Sandbox

- First producer-owned self-sustaining dairy co-operative – Vanashree Rural Development Society (VRDS)
- Agricultural, horticultural, and forestry-based farming in partnership with BAIF
- Farm ponds for rainwater harvesting and facilitating irrigation - a Ratan Tata - supported scaling programme
- Affordable borewell recharge that reduces costs for farmers by 1/10th
- SRI method of sustainable rice cultivation to double the crop production
- First sustainable Family Health Centre and Satellite Centre for remote rural areas
- A farmers' market collective and federation to gather and bring fresh produce to the cities
- A pilot science lab-in-a-box model at Agastya Foundation making it a scalable, high impact model executed at under ₹ 20 per student
- Reduced costs for the Sikshana Foundations public school model from ₹ 500 to under ₹ 300 per student
- Akshaya Patra, a high profile non-profit organisation was adopted by the Government mid-day meal scheme in the Sandbox, ensuring scale and sustainability



“Apart from financial support, DF has helped VRDS by training volunteers, helping them make the right business plan, linking third parties, organising exposure visits and motivating both the members and the villagers.”

– S.D. Baligar, Vanasiri Rural Development Society (VRDS)



For more Information :
<http://deshpandefoundationindia.org/grant-approach/>

<https://www.facebook.com/pages/Sandbox-Education/143061562381826>

<https://www.facebook.com/pages/Sandbox-Health-Platform/152383074798078>





Engage & Connect

Vibrant ecosystem for as many socially relevant ideas as possible to connect and thrive



"Since joining LEAD, I have seen tremendous change in myself. Earlier I wanted others to help me and lacked confidence. Through various projects and campaigns, I saw the power within me. I now communicate without any fear and am able to present ideas, voice opinions without any hindrance. Thanks to LEAD".

- Santosh Kaveri, Student,
Samiti's College of
Business Administration,
Belgaum



LEAD: Unlocking leadership potential in youth across India

Santosh Kaveri realised that villagers spent hours cleaning carrots. With the help of his project group at LEAD, he was able to devise a machine that could clean one quintal of carrots in just 15 minutes with two people operating it. His machine has now been productised and distributed to people across 10 villages.

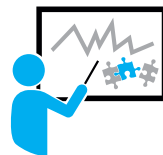
What is LEAD?

Deshpande Foundation's LEaders Accelerating Development (LEAD) programme helps students take up issues they care about and implement their own solutions to it. Run in colleges across North Karnataka, Andhra Pradesh, Telangana, Tamil Nadu and Maharashtra, this programme exposes urban and rural youth to social challenges, encourages them to recognise problems in their local communities and create sustainable solutions. This enables young people to become effective leaders, better their future job prospects and helps them make a positive contribution to society.

At a glance



Structured
10-month long
starter programme



Classroom sessions,
mentoring support and
intensive bootcamps leading
to execution of field projects

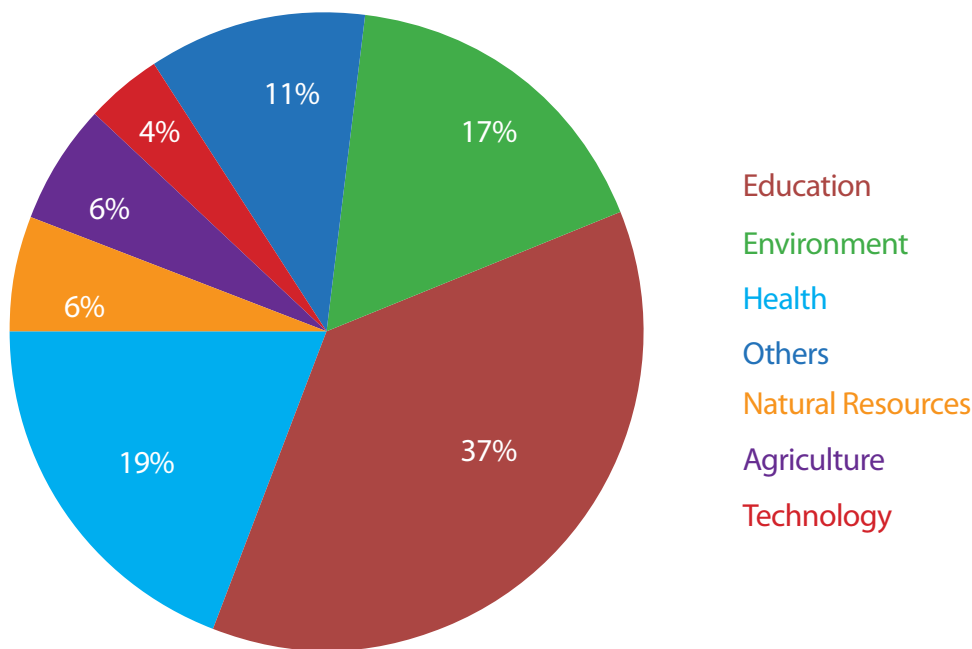


Mentors help students select issues,
build their own project teams, prepare
detailed plans, run surveys on the
ground, create prototypes and put
their ideas to action.

How LEAD works

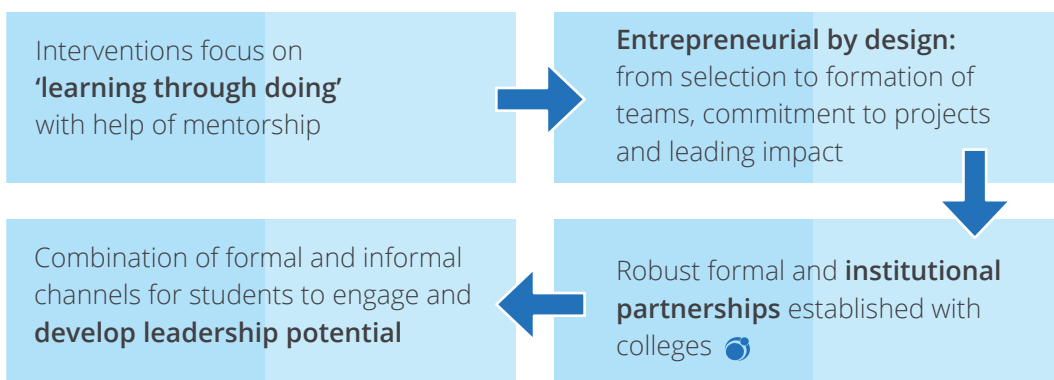
- **Finding students with entrepreneurial spirit:** Students apply to become LEAD members and are selected on criteria such as idea innovation (English literacy, repairing potholes, rural games, etc), community involvement, potential impact, efficient use of local resources, team participation and budget. Selected projects receive financial and mentoring support, with the LEAD student (fellow) contributing four to five hours each week.

Project Areas taken up by LEAD Fellows



- Training and mentoring:** LEAD students attend brainstorming sessions for critical and creative thinking and on-ground exposure to organisations, villages and industries. They also attend special short-term courses and camps in technology skills, effective communication, fundraising, team management, etc.
- A path for Master LEADers:** After a year of working on two-three high impact projects, the LEADer (lead student) is awarded a certificate. Master LEADers go on to head larger projects, organise events in their colleges and mentor junior LEADers. They play an active part in the growth and sustenance of the programme
- Rewarding hard work – Yuva Summit:** LEADers and student volunteers put together Yuva Summit, a national conference on leadership, development, and entrepreneurship bringing together academicians, entrepreneurs and enthusiastic youth
- Prayana – A journey to discover entrepreneurship:** – LEAD also facilitates ‘LEAD Prayana’ to encourage entrepreneurship among youth between 18-25 years. Chosen applicants are taken on a leadership tour of 10-16 days around Karnataka to interact with entrepreneurs from different walks of life

The LEAD advantage



“We have about 20-30% college placements in Hubli and I got six job offers, all thanks to LEAD! Now I take care of a bunch of things, from technology to mentoring the staff. LEAD pushed me out of my comfort zone.”

– Anup Vijapur, NanoPix, an image processing startup based out of Hubli



For more Information :
www.leadcampus.org
<https://www.facebook.com/dcselead>

	Aug - 2009 to May 10	Jun - 2010 to May 11	Jun - 2011 to May 12	Jun - 2012 to May 13	Jun - 2013 to Dec 13	Jan - 2014 to Aug 14
Fields						
LEADMembers	5700	8602	12153	14657	17990	21276
LEADers	1017	1717	2517	3067	3692	4292
Projects	1040	1940	3040	3729	4524	5324
Districts	6	8	10	11	15	21
Locations	9	12	15	18	21	4 States
Colleges	40	50	61	70	75	80+
Location Names	Dist: Belgaum, Bijapur, Ballari, Pune(CoEP), Sirsi, Hospet	Dist: Davangere, Chitradurga	Dist: Gadag, Bagalkot Sublocation: Nidasoshi, Talikota, Jamkhandi, Hulkoti, Lakshmeshwar	Dist: Haveri	Dist: Gulbarga, Bidar, Nizamabad (AP), Coimbatore (TN)	21 districts across rural and urban India



Development Dialogue

A Social entrepreneurship conference

Development Dialogue (DD) is a conclave of likeminded people who believe in entrepreneurial ecosystem as a way of nurturing scalable solutions. Development Dialogue has been an integral part of Hubli sandbox since the beginning and in many ways has reflected the stages, issues and growth story of sandbox and its partners.

What sets the Dialogue apart is the 'solution driven' approach and 'proof of concept' driven deliberation, or as Desh Deshpande puts it, "to help talkers to do and doers to talk".

In past seven years the magnitude and scale of the conference has grown to include visits from many continents, sectors, school of thoughts that in turn have shaped the conversations to be become more productive and inspiring.

DD also cuts across boundaries of corporate, not for profit, investors, entrepreneurs and innovators, philanthropists, thinkers, academicians and practitioners that are linked by an agenda to make a difference in their respective capacity.

In recent years the conference has become more of a confluence of many conferences, where LEADers consisting college students come together to celebrate youth engagement in community. There are communities of farmers, teachers and health grassroots practitioners that come together to do their own 'Sammelanas'. Among this remains the most touted event which usually runs over three days called DD.

'Seeing is believing' being the motto of the conference we do a day long field visit for those who like to see sandbox operations in person. Following two days are then include invigorating sessions led by practitioners and experts; larger than life personalities delivering inspirational address and plenty of idea exchange and networking happening all at one place. It brings together over 2,000 diverse participants to the Hubli Sandbox to share proven models, innovations, and transformational perspectives from both within and outside of the Sandbox. The event gathers eminent inspirational speakers from across the world that are interested in promoting social development and entrepreneurship.

“

“What makes the experience at this conference different from others is the emotional connect or satisfaction from addressing something related to social development and impact.”

– Vivek Pawar, Sankalp Semiconductors, DF mentor and speaker at the conference

“For me, attending DD is like a pilgrimage. It is different from all the other conferences I attend. This is because it is a confluence of people from all sections of society, not something you see anywhere else. To me, it is an experience of positivity and hope about the wonderful work happening in India.”

–Aravind Chinchure, Chair Professor of Innovation and Entrepreneurship, Symbiosis International

”



The objective of DD is twofold

- To gather all Sandbox partners to collectively take stock of progress, interact with each other and envision the future course of the sandbox at Hubli.
- To be a platform for communities to learn more about the Sandbox approach to social development.

DD is the only conference on development, made up of practitioners, held for practitioners and organized by practitioners.

How DD achieves this

- **Plenary with eminent speakers and dignitaries of repute** – The topics of discussions range from technology for development, public private partnerships, corporate social responsibility expenditure to the challenges of being an entrepreneur
- **In-depth panel discussions and breakout sessions** – Sessions are held on pertinent issues across sectors such as health, water, agriculture, livelihoods and education, as well as organizational topics such as HR and investment. These well moderated, intimate power sessions focus on implementation challenges and ground realities
- **Field trips** - Delegates get a first-hand view of the impact created by Sandbox, supported entrepreneurs by visiting their field operations
- **Networking access** – Development Dialogue has become the premier platform for networking, knowledge building and sharing for practitioners in this area. Participants are provided tools like Google Groups and attendee lists to facilitate this networking interaction.



“I have seen substantial improvement every year in the knowledge being provided and networking taking place. I come back every year and bring more people with me too.”

– K. Thiagarajan, Chief Operating Officer, Agastya International Foundation

“Development Dialogue helped us get in touch with international investors and linked us with MicroGraam, one of our biggest funders today.”

– S.D. Baligar, Vanasiri Rural Development Society (VRDS), Haveri



In addition, the Development Dialogue also includes several parallel topical gatherings of likeminded practitioners on key themes. These include:

- **The Yuva Summit showcasing LEAD projects and initiatives undertaken by the youth** – Over a thousand youth are inspired by notable speakers, spotlighted for their achievements and recognized with awards.
- **Grantmaking Partners meet** – The collective work being done by NGOs through the grantmaking programme is showcased in these sessions
- **Showcase of Sandbox solutions** – This session displays the work and achievements of NGOs and enterprises working within and outside the Sandbox
- **Krishi Mela** – Over 2500 farmers gather to hear from other expert farmers about the latest innovations and challenges while showcasing their work. This conclave is organized with DF's partner the Better Cotton Initiative.
- **Alumni and Fellowship tracks** – The various educational programs bring together their students and alumni to help strengthen their networks and provide updates on the programmes.

Deshpande Foundation – CONNECT Programs

The DF Sandbox connects activities within the Hubli Sandbox to the external world by providing fellowship opportunities, citizen awareness platforms and a flagship yearly conference — Development Dialogue — to provide a symbiotic environment for entrepreneurs.

Some of the most effective programmes with these objectives are the Farm Pond and Better Cotton Initiative (BCI).

Farm Pond — Harvesting rain for agriculture

Supported by Ratan Tata's office, the Farm Pond initiative helps farmers harvest rainwater by constructing ponds in fields, facilitating irrigation in drought-prone areas with erratic rainfall. In the last six months since the initiative has been in operation, farm ponds have helped close to 150 farmers harvest 20 lakh litres of water and grow two-crop cycles, accounting for 50% increase in their income.

The Better Cotton Initiative (BCI) — Scientific practices towards a profitable harvest

The BCI project aims to improve cotton production — one of the major crops in northwest Karnataka — by way of a scientific package of practices and the integration of a value chain from production to market. Taken up as a pilot programme, this project allows farmers to become more productive and enables them to reap better prices for cotton products in the market.





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