ABOUT VILLGRO

Villgro Innovations Foundation is India’s oldest and foremost social enterprise incubators. Villgro incubates early stage, innovation-based for-profit enterprises that impact the lives of India’s poor.

MISSION

Our mission is to enable innovations to have an enduring impact on the lives of the poor, by incubating for-profit businesses with a commitment to social impact.

VISION

If the poor have remained poor, then clearly what has been attempted in the past has not worked. That is where innovation becomes important. At Villgro, we envision that once a model is established to transform innovative ideas into reality, a virtuous cycle will set in naturally, encouraging further innovation and wealth creation in rural areas.

We envision a thriving eco-system that inspires, recognises, nurtures and transforms innovation and enterprises that have an impact on lives.
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Our services have been designed around the major issues – funding, talent, mentoring and networks – being faced by early-stage social enterprises today.

**UNCONVENTION**

Established in 2009, Unconvention is a platform that offers a combination of initiatives focussed on inspiring, discovering and nurturing social enterprises that have the potential for high impact on the lives of the poor in India.

**Unconvention|L**

Unconvention|L (or Unconvention Local) is a series of conferences organized across the country in Tier 2/3 cities, with the aim of unearthing and nurturing social entrepreneurs, and growing the social enterprise movement deeper in India. This year, each event had a pitch contest, where entrepreneurs pitched their business ideas for various prizes and expert feedback. The second part of the event had social entrepreneurs share the inspiring stories of their journey and offered opportunities for networking.

**Speaker Series**

Unconvention|Speaker Series is a local hub for social entrepreneurship that supports innovative entrepreneurs who are creating businesses with social impact. Each monthly event presents the stories of experienced entrepreneurs, shares knowledge from experts, and creates networking opportunities. The events were held in Bhubaneswar, Chennai, Lucknow, Patna, Pune, with new series of events launched in Kochi and Jaipur this year.

**Global Sankalp Summit 2015**

Global Sankalp Summit 2015, Asia’s largest Social Enterprise platform was hosted jointly by Sankalp Forum and FICCI with Villgro as their strategic partner. The Summit focused on fueling the Innovation Economy: Role of Government, Private Sector and Capital. Additionally, 42 promising entrepreneur scholars had the opportunity to attend the event in Delhi.

**VILLGRO FELLOWSHIP**

The Villgro Fellowship aims to create a talent pool of professionals who have the commitment, leadership and operational skills to contribute to social entrepreneurship in India by filling the critical talent gap within Villgro’s portfolio enterprises. Villgro Fellows are placed with a social enterprise for one year where they support the entrepreneur in key functions. In turn, Villgro Fellows are exposed to a start-up working environment that introduces them to the social enterprise ecosystem.

**INCUBATION**

The Incubation and Investment programme provides early-stage enterprises with funding and mentoring, required to commercialise their innovations and start up and grow. Targeting enterprises that have demonstrated basic viability and customer interest, the incubation and investment programme provides capital of between $50,000 and $100,000 in a mix of grant funding and equity. In addition, ‘incubatees’ also get the services of an experienced entrepreneur-mentor, talent through a Villgro Fellow, and access to Villgro’s network of service providers. These companies typically spend 18-36 months with Villgro, during which period they use the capital to commercialise inventions, hire employees, invest in sales and marketing, and grow. By the end of that period, most enterprises have been able raise their next round of larger venture funding, and are considered to have exited the Villgro portfolio.

**ARTHA VENTURE CHALLENGE**

Villgro was chosen to be a Development Manager to provide/arrange matched funding and close gaps in the business models for 10 companies who won the Artha Venture Challenge. Villgro was successful in helping two of these companies to raise matched investments while three others are in negotiations.

**RESEARCH**

Villgro is drawing on research and experience to build a knowledge base for policymakers, social entrepreneurs, and others seeking to contribute to sustainable and inclusive development. The Knowledge Management programme works at the intersection of innovation, entrepreneurship and the rural poor. It disseminates learning and research to stakeholders in the fields of innovation and social enterprise through research papers, case studies, videos and articles.

**ANDE INDIA CHAPTER**

The Aspen Network of Development Entrepreneurs is a global network of over 140 organisations that work to propel entrepreneurship in the developing world. Villgro hosts ANDE’s India chapter. The chapter’s mission is to aims to strengthen the ecosystem for entrepreneurship through knowledge sharing, networking and engendering collaboration.
**HIGHLIGHTS OF THE YEAR**

- **21** companies incubated over the year
- **15** enterprises currently in portfolio
- **6** companies at pre-product stage
- **5** at pre-revenue stage
- **2** between pre-product and pre-revenue stage
- **2** at pre-scale stage
- **746** incubation applications received
- **9** new enterprises added this year
- **4** exited

Follow on investments of **₹12.4 million** seed funding offered

Follow on investments of **₹102 million** raised by incubatees

**VILLGRO EQUITY BOUGHT BY**

- Sustaintech
- Biosense
- UTMT

also completed incubation cycle

**EXIT FROM**

**ecoZen solutions**

**OMNIVORE PARTNERS**

**MAHINDRA FINANCE, UNDER ITS CSR INITIATIVE, GAVE A GRANT TO VILLGRO TO SUPPORT SUSTAINEARTH**

**RECEIVED GRANT FROM BIRAC, Department of Biotechnology, Ministry of Science & Technology, Govt. of India to incubate enterprises in maternal and child health sector**

**AWARDED A ₹ 120 MN GRANT BY THE MICHAEL & SUSAN DELL FOUNDATION TO INCUBATE ENTERPRISES WORKING IN SKILLS TRAINING AND SCHOOL EDUCATION**

**Villgro was a development manager for 10 companies who won the Artha Venture Challenge**

**INVESTING FOR IMPACT**
IMPACT STORIES

CHABILDAS JADHAV,
TECHNICAL ASSISTANT | KOPURLI VILLAGE, PETH BLOCK,
NASIK DISTRICT, MAHARASHTRA STATE

Chabildas Jadhav first learned of beekeeping in 2009 when Under The Mango Tree visited his village. Uncertain about his future and depressed with his meager income from agriculture and wage labour, he enrolled for the training held in his small village of Kopurli in Nasik.

Initially the only motivation to practice beekeeping was to support his family comprising of his wife and three children. But gradually he began to find beekeeping fascinating. What started out as an income generating activity soon became a passion. He worked hard, quickly rising up the ranks from beekeeper to Master Trainer and now Technical Assistant in UTMT’s Maharashtra team.

Of the 9 bee boxes Chabildas owns, he rents 5 to other farmers in Nasik for pollination purposes and keeps 4 in his own 5-acre farm. According to him, not only has he seen the yield of gourd increased by 30-40%, but there is tremendous improvement in its quality and a shorter duration between the flowering to fruiting stage.

Chabildas has reached a stage where he has enough bees to sell. When the need for bee-boxes in new project areas in Maharashtra arises, he sells his bee-boxes to UTMT. Over the last 2 years, he sold 7 bee colonies for an average of Rs. 750 each.

Chabildas is also able to provide better for his children. His eldest daughter, who had to discontinue schooling earlier because they were unable to pay the fees, is now in junior college. His second daughter is in Class 10 while his son studies in Class 7. Interestingly, his beekeeping has led to Chabildas acquiring a higher social status within the village. Neighbours often approach him for advice on a host of matters, and take small loans from him. In 2014 he also purchased a two-wheeler, something he has aspired towards for many years.

SELVAKUMAR
KUMAR TIFFIN CENTRE | THIRUVALLARAI, TAMIL NADU

Here, he talks about the advantages of using the Pyro cookstove marketed by Sustaintech over the traditional wood stove. “Earlier, we would use three bundles of firewood, now we use only one-and-a-half bundles. So we always have stock and never run out. The old stove would not retain heat so we had to keep fuelling it and could not use it in an emergency.

With the new Pyro stove I can keep it lit and it retains heat, so as soon as a customer comes we can quickly prepare the food. It is very convenient.”
Unconvention is a platform offering a combination of initiatives that finds and inspires social entrepreneurs, shares expert knowledge from sector leaders, and connects people to an eco-system of opportunities and resources.

Unconvention L (or Unconvention Local) is a region-centric social enterprise event designed to unearth and nurture social entrepreneurs, through pitch contests and mini-conferences with inspirational speakers and networking opportunities.

This year we introduced a Pitch Festival across 15 locations which focused on unearthing ideas/early stage enterprises and, in turn, building a pipeline for Villgro’s incubation. This pitch festival gave entrepreneurs a chance to win prize money, gain Villgro support and get access to mentors /networks. We received 469 applications and selected 74 early stage and idea stage to present at the below locations, and 29 winners were awarded Rs 20.5 lakh in cash prizes.

Ahmedabad
Attendees: 44
Speakers: Anuj Sharma, COO of Sarvajal, Chandu Nair, Co-Founder, Scope E-Knowledge Center
Partners: CIIE, Google Business Group
Number of pitches: 5
Enterprise stage winner: Nitin Gupta, Sickle Innovations
Providing mechanization solutions for small farmers

Bangalore
Attendees: 104
Speakers: Sameer Segal, Founder & CEO of Artoo, Ratul Narain, Founder of Bempu, Stuthi Vijayaraghavan, Founder of AgileStrat
Partners: Dell
Number of pitches: 4
Enterprise stage winner: Jackie Stenson, Essmart
Creating supply chains for essential life improving products in every local shop
Idea stage winner: Achitra Borgohain, Bin Bag and Arshiya Bose, Gaia’s coffee
BinBag helps individual household e-waste to reach authorized recyclers
Gaia’s Cup works with small-scale farmers for sustainable coffee farming

Bhubaneswar
Attendees: 127
Speakers: Kishan Nanavati, CEO of Spring Health, Priyush Jaju, Co-Founder and CEO of ONergy
Partners: ITER, Tie Bhubaneswar, VSHOWREEL, SOA FM, The Prameya
Number of pitches: 6
Enterprise stage winner: Gopal Krushna Pattanayak, Measureach Solutions
Providing a unique and innovative marketing medium to reach out to rural and semi-urban population
Idea stage winner: Binayak Acharya, Tatva Gyan
High quality holistic early childhood and remedial education support in the under-served areas through a skills-based approach

Chennai
Attendees: 204
Speakers: Jacqueline Novogratz, Founder & CEO of Acumen Fund, Paul Basil, Founder and CEO of Villgro, Dr. Sailakshmi Balijepalli, Founder of Ekam Foundation
Partners: Tie Chennai, Lok capital, Sankalp Forum, RTBI
Number of pitches: 7
Winners: Santhosh Dubey, LiQuid and Santhosh Dubey, Project iHeal
Team LiQuid builds low cost portable X-ray device for rural application
Project iHeal develops low cost pulmonary function test device for managing lung diseases
Runner-up: Karthik Somasundaram, Mother Diagnostics System
Developing low-cost portable X-ray device for rural application

Indore
Attendees: 56
Speakers: Sabarinath Nair, Co-Founder, Skillveri
Partners: Malwa Institute of Technology, IIM Indore, NEN Indore

Jaipur
Attendees: 36
Speakers: Ajaita Shah, Founder & CEO of Frontier Markets, Sabarinath C, Co-Founder of Skillveri
Partners: Startup Oasis
Number of pitches: 8
Enterprise stage winner: Jagdeep Singh Gamahir, Karma Healthcare
Provides improved access to healthcare in rural areas using technology
Idea stage winner: Trivedi Kaushik and Bhargav Panchal, Ravi Vansh Motors
Building hybrid human-powered cycle rickshaw
Partners: JSS-STEP - JSSATE, Ennovent, Asha Impact, 91 Spring board
Number of pitches: 7
Idea stage winner: Ohiunj Choudary, Ashish Kokane and Milin Shandilya, Fabonix Technologies; and Ananya Ray, Ranjini Iyer, Hope Herbs
Hope herbs employs rag pickers to collect discarded plastic bottles and provide training

Patna
Attendees: 74
Speakers: Paul Basil, Founder & CEO of Villgro, Ekta Kothari Jaju, Co-Founder of Onergy, B. Ganesh, Founder of SkillTrain
Number of pitches: 3
Enterprise stage winner: Birendra Dayal, Banana Fiber
Training rural SHGs to extract banana fiber and make handicrafts out of the fiber
Idea stage winner: Mayank Garg, Household garbage collection
Works with rag-pickers to formalize garbage collection process

Pune
Attendees: 40
Speakers: Abhishek Sen, Co-Founder of Biosense Technologies, Sabarinath C, Co-Founder of Skillveri
Number of pitches: 6
Enterprise stage winner: Abhay Shendye, Swasti Agro & Bioproducts
Produces organic vaccines for plants to protect from crop diseases
Idea stage winner: Anis Jayaram, Soteria
Developing a sensor-based device for visually impaired

Kolkata
Attendees: 58
Speakers: Devendra Gupta, Co-Founder of Ecozen Solutions, Ganesh B, Founder of SkillTrain
Number of pitches: 7
Enterprise stage winner: Nupur Mukherjee, Rescue
Manufactures low cost sanitary napkin by engaging SHG’s in rural parts of Bengal
Idea stage winner: Koondinabha Mitra, Srivatsa Kandukuri, Kanjikha Pal, Portable diagnostic center
Providing cost effective diagnostic solutions to rural India

Lucknow
Attendees: 46
Speakers: K.C. Bhushan, Business Coach
Number of pitches: 4
Enterprise stage winner: Mohit Verma, Thread Craft India
Organizes and improves the living and working conditions of the Chikankari artisans of Lucknow. Chikankari is a centuries-old embroidery art form used in garments and accessories

Noida
Attendees: 45
Speakers: Avijit Bansal, Co-Founder of Windmill Health Technologies, Jatin Singh, Founder of Skymet, Digbijoy Shukla, Director - Communities, Ennovent
Partners: ISS-STEP - ASSATE, Ennovent, Ahsa Impact, 91 Spring board
Number of pitches: 6
Enterprise stage winner: Rahul Rastogi, Agatsa Software
Developing low-cost cardiac telemetry device
Idea stage winner: Kristin Kagetsu, Saathi Pads
Manufacturing low-cost bio-degradable sanitary pads using banana pulp

The pitch gave me an informal environment to share my ideas and I didn’t feel intimidated about how it will be received. The feedback is helpful and valuable. This forum allows you to share your ideas in a relatively safe and comfortable place where everybody has the same goal of social and environmental well-being.

— Arshiya Bose,
Unconvention | L Bangalore pitch winner
Unconvention Speaker Series is a series of monthly events that presents the stories of experienced entrepreneurs, shares knowledge from experts, and creates networking opportunities. This year we added two more cities – Kochi and Jaipur – apart from events in Bhubaneswar, Chennai, Lucknow, Patna and Pune.

The inspirational story sessions included talks by Deval Sanghavi, co-founder of Dasra; Sabarinath Nair, co-founder of Skillveri; Inir Pinheiro, founder of Grassroute Journeys; Chintan Balshi, founder of Startup Oasis, and more.

Entrepreneurs in various cities also participated in workshops on legal advice, conducted by Startup Village, Venture Center and Centre for Advancement of Philanthropy’s Noshir Dadrawala; patent and IPR by Altacit; Financial management, Business model canvas and marketing by Jaipuria, IIF, Tie Pune.

They also had the chance to validate their ideas with Sowmyanarayanan of Stratos and discuss lean prototyping with Dorai Thodla of IITM Centre for Innovation (CFI).
GLOBAL SANKALP SUMMIT 2015

Global Sankalp Summit 2015, Asia’s largest Social Enterprise platform was hosted jointly by Sankalp Forum and FICCI with Villgro as their strategic partner. The Summit focused on fueling the Innovation Economy: Role of Government, Private Sector and Capital. This year, the Summit moved to Delhi and was held at Vigyan Bhavan on April 9-10, 2015

As part of the Summit, Villgro curated three sessions on:

Scaling Incubation: Uniqueness of Incubators In Emerging Markets

SPEAKERS:
PAUL BASIL, Founder & CEO, Villgro
DAVE RICHARDS, Co-Founder & Managing Partner, Unitus Seed Fund
PAMELA ROUSSOS, Senior Director, Global Social Business Incubator
DR. ROBERT KARANJA, Co-founder and CEO, Villgro Kenya
POOJA WARIER, Co-founder, Unltd India

Innovative Business Models at the Bottom of the Pyramid Space

SPEAKERS:
MEENA VAIDYANATHAN, Founder, Niiti Consulting
RIKIN GANDHI, Founder, Digital Green
SWAPNA MISHRA, Co-Founder, Drishtee
P R GANAPATHY, President, Villgro India
PHILIP VARNUM, CFO, The Lemelson Foundation

Drivers of a Robust Social Enterprise Ecosystem

SPEAKERS:
LINA SONNE, Senior Researcher, Okapia
RITU VERMA, Co-founder, Ankur Capital
RANDALL KEMPNER, Executive Director, ANDE
CHINTAN BAKSHI, Co-founder, Startup Oasis
SUNITA SINGH, Co-founder, National Entrepreneurship Network
The Sankalp Unconvention Entrepreneur Scholarships were instituted to encourage high-potential, early-stage social entrepreneurs to attend the Global Sankalp Summit 2015. The Entrepreneur Scholarships are an initiative to encourage growing for-profit social enterprises to join in the dialogue and get hands-on learning from the diverse sessions, making the summit more inclusive.

This year’s 42 Entrepreneur Scholars were selected at Villgro’s 15 Unconvention|L events held in cities all over India throughout the year, on the basis of their pitches at these events and evaluating the potential of their ideas/businesses.

There was also a Sankalp Unconvention Pre-summit organised for these entrepreneurs which included sessions on:

- **SURVIVAL OF THE FITTEST**: Embracing setbacks for Leadership and Scaling up in BOP markets
- **ROUNDTABLE SESSION** on health with select experts from the support side of the industry having a candid conversation with health and medtech entrepreneurs about the challenges they have faced and how they can accelerate their path into the market.
- **PANEL DISCUSSION** of funders, sector experts and entrepreneurs in the education space discussing their lessons, challenges and forecasts for the future.

This year’s 42 Entrepreneur Scholars were selected from among the pitches at Unconvention|L events held in cities all over India throughout the year, on the basis of their pitches at these events and evaluating the potential of their ideas/businesses.
## ENTREPRENEUR SCHOLARS 2015

<table>
<thead>
<tr>
<th>S. No.</th>
<th>NAME</th>
<th>ENTERPRISE</th>
<th>AREA OF FOCUS</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Abhay Shendye</td>
<td>Swasti Agro &amp; Bioproducts</td>
<td>Manufacturing organic vaccines for plants</td>
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<td>2</td>
<td>Achitra Borgohain</td>
<td>BinBag</td>
<td>Household e-waste recycler</td>
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<td>3</td>
<td>Aditya Raj Bhatia</td>
<td>Kulwanti Skill Academy</td>
<td>Skills development in health sector</td>
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<td>4</td>
<td>Aman Sharma</td>
<td>ExoCan Technologies</td>
<td>Developing device to detect lung cancer</td>
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<td>5</td>
<td>Amrita Sukrity</td>
<td>Padartha</td>
<td>Working on early detection of vector borne and non-communicable diseases</td>
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<td>6</td>
<td>Aniruddha Atre</td>
<td>Jeevtronics Pvt Ltd</td>
<td>Developing low-cost defibrillator</td>
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<td>7</td>
<td>Arshiya Urveeja Bose</td>
<td>Gaia’s Cup</td>
<td>Sustainable coffee farming</td>
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<td>8</td>
<td>Ashish Gawade</td>
<td>BPOEEI</td>
<td>Bottom of pyramid energy and environmental innovations</td>
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<td>9</td>
<td>Balamurugan SP</td>
<td>GUVI</td>
<td>Tech learning through vernacular language</td>
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<td>10</td>
<td>Bhuwan K.C.</td>
<td>Ecoprise</td>
<td>Clean energy solutions for rural communities</td>
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<td>Binayak Acharya</td>
<td>TatvaGyan</td>
<td>Skill-based teaching for students in underserved areas</td>
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<td>12</td>
<td>D.S.S. Chaitanya</td>
<td>Retinal Imaging</td>
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<td>13</td>
<td>Daniela Gheorghe</td>
<td>vChalk Education</td>
<td>Developing a product to diagnose retinal diseases</td>
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<td>14</td>
<td>Dhiraj Choudhary</td>
<td>FABONIK</td>
<td>Low-cost body checkup kit for rural applications</td>
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<td>15</td>
<td>Diana Jue</td>
<td>Essmart</td>
<td>Creating supply chain for essential life improving products</td>
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<td>16</td>
<td>Gopal Pattanayak</td>
<td>Measureach Solutions</td>
<td>Developing a product to diagnose retinal diseases</td>
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<td>17</td>
<td>Jagdeep Gambhir</td>
<td>Karma Healthcare</td>
<td>Provides improved access to healthcare in rural areas using technology</td>
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<td>18</td>
<td>Jayadeep Unni</td>
<td>Sensivision Health Technologies</td>
<td>Developing product for neonatal problems</td>
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<td>19</td>
<td>Jerish John</td>
<td>Kinetic Tillers</td>
<td>Developing a multipurpose high efficiency device for ploughing, digging and weeding</td>
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<td>20</td>
<td>Jitendra Sinha</td>
<td>SAI Sustainable Agro</td>
<td>Works with farmers to implement agriculture best practices</td>
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<td>21</td>
<td>Kalyanasundaram Sivsalam</td>
<td>SC Network (INDIA) Pvt Ltd</td>
<td>Using advanced information communication technology to build a teleradiology solution</td>
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<td>22</td>
<td>Kristin Kagetsu</td>
<td>Saathi Pads</td>
<td>Manufacturing low-cost sanitary pads</td>
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<td>23</td>
<td>Megha Aggarwal</td>
<td>Leap Skills Academy</td>
<td>Bridges the gap between students and employers</td>
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<td>24</td>
<td>Mohit Verma</td>
<td>Thread Craft India</td>
<td>Works with Chikankari artisans of Lucknow</td>
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<td>25</td>
<td>Priyank Bakshi</td>
<td>DialJob</td>
<td>Platform to hire non-tech savvy blue-collar workers</td>
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<td>26</td>
<td>Rahul Rastogi</td>
<td>Agatsa Software</td>
<td>Developing low-cost cardiac telemetry device</td>
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<td>27</td>
<td>Rajeev Kumar</td>
<td>Connect the Core Foundation</td>
<td>Rural healthcare service delivery</td>
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<td>Randeep Singh</td>
<td>Chhattisgarh InfoSec Society</td>
<td>Manufacturing eco-friendly paper bags to mitigate use of polythene bags</td>
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<td>Ravi Dhanuka</td>
<td>i-Saksham</td>
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<td>Samuel Rajkumar</td>
<td>Ternup Research Labs</td>
<td>Developing products for water and sanitation issue</td>
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<td>Sandeep Supal</td>
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<td>Sanny Kumar</td>
<td>LiQuid</td>
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<td>Santosh Dubey</td>
<td>Centre for Social Consulting India Pvt. Ltd.</td>
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<td>Sarang Kulkarni</td>
<td>HowYellow Diagnostics</td>
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<td>Dhwani Rural Information Systems</td>
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<td>Apoorva Bedekar</td>
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<td>Social Innovation Immersion Program fellow</td>
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VILLGRO FELLOWSHIP

The Villgro Fellowship aims to create a pipeline of professionals who have the social commitment, leadership and operational skills to contribute to creating change in India through principles of social entrepreneurship while filling a critical talent gap within Villgro’s portfolio enterprises.

The Villgro Fellowship sought applications through an online campaign that used a combination of tools such as newsletters, websites, social media channels and ads, as well as referrals through partnerships and other mutual collaborations.

Out of the 1277 applications received, 65 applicants were shortlisted in the first round. A second shortlist of 36 applicants was based on two-member panel telephone interviews. A final shortlist of 14 applicants went through personal interviews with senior management and the entrepreneurs. Twelve offers were made and seven Villgro Fellows joined the 2014-15 Fellowship cohort.
RAGHAVENDRA RAO

Raghavendra is a mechanical engineer from National Institute of Technology, Hamirpur (India). He has over six years work experience in management consulting in areas such as business transformation and strategy across sectors. Having worked in companies like Capgemini Consulting, Datamonitor and Evaluserve, he was looking for a move into the development sector, to work in an environment that was challenging and put him at the forefront of social impact. He currently works as a Business Development Manager with OneBreath.

Achievements:
Raghav has been on the field working on identifying market demand, design feedback, customer requirements and building relationships with potential customers through visits to healthcare delivery facilities (both in urban and rural areas), conferences, and focus group interviews. Based on his visits to Tier-2 and Tier-3 cities and district centres, he has identified potential partners for initial pilots and developed a ‘Market Entry Strategy’ that would help OneBreath to take critical care into rural markets through a novel business model.

Looking forward:
• To working on the sales and marketing activity with OneBreath and implement business model through initial pilots after the product is released in the market
• Working on the startup idea through building the ‘Vaccine storage’ prototype towards a full scale product. Work on market adoption through engagement with manufacturers and other customers

YAMINI SRIVASTAVA

Yamini has worked as a corporate lawyer at the law firm Amarchand & Mangaldas and Suresh A Shroff & Co for six years. She has also worked on issues relating to trade and development as a researcher at the Centre for Trade and Development. She has earned a BA, LLB (Hons) degree from the National Law School of India University and LL.M from the Georgetown University Law Center. Interested in exploring the social enterprise sector, she has been working as a Legal and Business Associate with Villgro’s Incubation team.

Achievements:
Yamini has worked on structuring the proposed fund and arrangement between the fund and Villgro Innovations Foundation, structuring non-equity funding to incubatees (also prepared the new agreement format for this). She has worked on diligences, assessment reports and presentations for the internal investment committee for certain companies that were part of the AVC cohort.

Looking forward:
• To working with social entrepreneurs in building and refining their business models and addressing impact challenges.
• Working on strategy/advisory in the sector.

HANG VO

Hang graduated from Foreign Trade University in Vietnam with a Bachelor’s Degree on International Business. In the last three years, she has been involving in development work with both non-profit and for-profit landscapes. Her first engagement in the development sector was with a social enterprise named Regina Coffee, following which she then initiated Cuon Delight and 50 cent Breakfast projects. Hang sees an opportunity to learn from as well as to contribute to Villgro in the quest for creating a functioning ecosystem to unlock the BOP market. She is working on Villgro’s replication to Vietnam.

Achievements:
Hang put together ecosystem research on social entrepreneurship in South East Asia and Vietnam. The research aimed at (a) understanding the pains and aspirations of the social entrepreneurs, (b) identifying and building relationships with key stakeholders, and (c) seeing how they can support the incubator. She is also playing an active role in scouting and assembling the founding team of Villgro Vietnam.

Looking forward:
To continue building Villgro Vietnam till its first exit.

NGOC HUYNH

Ngoc has been a social entrepreneur, market expansion consultant, art curator and non-profit leader. An early leader in the economic empowerment non-profit SIFE local chapter, and later with the Vietnam-based social enterprise Regina Coffee, she loves challenging herself in formulating strategies for growth of the BoP. Most recently, Ngoc founded ‘50 cent breakfast’ project connecting agricultural value chain partners to solve food insecurity problems in urban slums. The project won the runner-up Hult Prize Asia-Pacific ’13, and was honored by Clinton Global Initiatives. Ngoc holds a Bachelor’s degree in International Business. She is working on Villgro’s replication to Vietnam.

Achievements:
Along with Hang, Ngoc conducted ecosystem research on social entrepreneurship in South East Asia and Vietnam. She has also supported scouting for potential ecosystem partners for Villgro Vietnam.

Looking forward:
Ngoc is passionate about law and public policy and hopes to be a part of public policy engagement around entrepreneurship in Vietnam.
SONIA OPREAN

Sonia has a Bachelors degree in Economics from the Faculty of Economics and Business Administration, Timisoara. She joined the Fellowship with experience in financial services and management consulting. She worked with PricewaterhouseCoopers Romania on engagements across a large variety of industries and was the Project Manager for establishing a legal process outsourcing company from ground zero in the Philippines. Not-for-profit sector experience includes multiple projects on informal education, career guidance and counselling. She worked with Skillveri on their business development.

Achievements:
Sonia was able to bring to Skillveri a structured approach to change that led to easy adoption of efficient processes, tools and metrics. She has been working on strategy with the entrepreneur on areas like Business Planning, Finance, Business Performance Management, Human Resources, Fundraising and Impact Measurement ensuring that the company has the premise for a successful ramp-up. Her contribution has been instrumental in the company’s securing almost $500,000 USD as debt capital from National Skills Development Corporation.

Looking forward:
- To developing strategic expertise required for ecosystem change through exposure to due diligence, portfolio management and impact investing
- Understanding, monitoring and research of small scale / young ecosystems evolution

KRITHIKA NATARAJAN

Krithika has an MBA in International Business from IIFT – New Delhi. She has worked with large Indian conglomerates in fields as diverse as luxury retail and energy and developed skills in finance, business planning, brand building and business development. She hopes to build further on this during the Fellowship while also learning more about the social entrepreneurship space. She is working with the Mumbai-based enterprise, Under the Mango Tree, in Business Development and Supply Chain Management.

Achievements:
Krithika has continued to build and strengthen supply chain management for UTMT and helped create processes for smooth interaction between the non-profit and for-profit arm. She has worked with the CEO to launch a pilot on pollination services, a new initiative by the company.

Looking forward:
To working with a development advisory organization. In business and strategy roles. In the long term, she is keen on building her own agri-business.

MICHAEL SIZEMORE

With a Master’s degree in Mechanical Engineering from Santa Clara University, Mike Sizemore has been working with sustainable energy technology since 2008. His past 4 years have been spent developing a Passive Unitized Regenerative Fuel Cell system for off-grid energy storage. This technology was specifically designed to solve the energy storage problem for intermittent sustainable energy sources. Originally from St. Louis, Missouri, USA he enjoys dance and baseball among many things. He worked as a Product Design Associate with Ecozen Solutions.

Achievements:
Michael created excel driven 3D drawings and design for the company and carried out customer insight gathering and need-based reports through field visits. He also developed a metrics sheet that included driving factors that ranged from human-product interaction to cost of the system. He created a comprehensive bill of material to strengthen project management and made various presentations to strategic partners and clients.

Looking forward:
To working on his own idea and working in the energy space.
LEADERSHIP DEVELOPMENT

A key element of the Fellowship is leadership development. Of the 12 months, two months are spent learning from social entrepreneurs, experts, and peers, and through readings and field visits.

A month-long induction took place in July-August 2014. The Induction included an orientation to Villgro, an immersion to social enterprise concepts and practice through classroom sessions and field visits:

SESSIONS INCLUDED:

- Social Enterprise 101 with Paul Basil, Villgro
- Introduction to Villgro Incubation with PR Ganapathy, Villgro
- Fellowship 101 and Leadership Development with Priya Thachadi, Villgro
- Discussions on The Pioneer Gap, Emerging Markets Emerging Models with Villgro team
- Social Enterprises Ultimate Goal with Kavita Rajagopalan, Villgro
- What is a Social Enterprise? Debates and discussion
- Social Enterprise Concepts with Professor LS Ganesh, IIT Madras
- Dissecting Challenges of a Start Up with Prof. Ashwin Mahalingam, IIT Madras
- Social Enterprise Case Studies with Villgro team
- Field visits to SELCO and Head Held High in Bangalore
- Engagements with social entrepreneurs: Sameer Saigal and team from Artoo, Sean and Vir from Babjobs, Hardika Shah from Kinara Capital, team from Embrace Innovations, Vijayshimha from One Breath.
- Field visits to Aaravind Eye Care in Madurai, Sustaintech in Madurai

The Villgro Fellows took part in a week-long leadership development workshop in January 2015. This included a deep dive assessment of the work achieved as well as capacity building for Fellows. Fellows also worked on ‘Sharing my Passion’ project, a new initiative introduced to kindle their entrepreneurial spirit and ignite their creativity.

LEADERSHIP DEVELOPMENT WORKSHOP: JANUARY 2015

Day 1: Showcasing Achievements at work:
Critical Assessment of Key Areas of Responsibility - Analysis of success, failure and challenges of business model of the social enterprise with Priya Thachadi

Day 2: Problem solving: Dissecting challenges of working with a social enterprise with PR Ganapathy
My experience, my story Part 1 – Capturing Impact created by Fellows through a visual medium with Aditi Seshadri and Priya Thachadi,

Day 3: Sharing My Passion: Villgro Fellows pitch their entrepreneurial ideas with Villgro Team
My experience, my story Part 2 – Capturing Impact created by Fellows through a visual medium with Aditi Seshadri and Priya Thachadi

Day 4: Professional Development: Following my goals, what next?
Coaching session with mentor Kannan Gopalakrishnan
Day 5: Field Visit organized by United Way: Visits to rural BPOs, farmer communities, and SHGs in and around Bangalore
This year’s Fellows also had the opportunity to document and write about their experiences of the Fellowship through a content partnership with The Alternative (http://www.thealternative.in/), a website that promotes sustainable living and social change.

As part of the Fellows’ induction, The Alternative conducted a Storytelling workshop designed to help the Fellows understand how they could tell stories about their work and equip them with the tools for it. The Fellows subsequently documented their work through articles and photos that were published on The Alternative website and the Villgro blog (www.villgro.org/blog).

**FELLOWSHIP VIDEOS**

Understanding the Fellowship:
https://www.youtube.com/watch?v=DdhCzzzC2QU
https://www.youtube.com/watch?v=tB9Gpxaxc4Y

‘Enterprise can be a vehicle for social transformation’:
https://www.youtube.com/watch?v=bGGSXIOJGZc

‘This is what I want to do with my life’:
https://www.youtube.com/watch?v=z57uy1qC62A

‘I wanted to see the impact my work could have’:
https://www.youtube.com/watch?v=x3kzt7pxaN0

‘The Fellowship is about removing bias and labels’:
https://www.youtube.com/watch?v=oke5MdN6GyY

**FELLOWSHIP VIDEOS**

Graduation of 2013-14 cohort: 5 Villgro Fellows 2013-14 completed their Fellowship in August 2014. They were felicitated in a ceremony in August and have now gone on to take up other roles in the impact sector, including Wadhwani Foundation, Sustaintech (Villgro’s own incubatee), Zaya Learning Labs, among others.

Seven Fellows, 40 in total
Identified potential partners for initial pilots and developed a market entry strategy for OneBreath in rural markets

Worked on structuring Villgro’s proposed fund and arrangement between the fund and Villgro

Ecosystem research on social entrepreneurship in South East Asia and Vietnam

“It is the same level of professionalism that you see in the corporate world. There is a lot of talent out there and a real commitment to achieving social impact. You learn to let go of a lot of apprehensions.”

— Yamini Srivastava

“It had worked with my father in agriculture and seen the kind of waste that exists in the system and I really wanted to see what could be made better. At Under The Mango Tree, I have helped farmers develop micro enterprises around the bee-keeping ecosystem so that they can reach sustainability with their models and scale it. If you join the Villgro Fellowship with an open mind, you get to see how things are being done on the ground and the impact. It has given me the certainty that this is what I really want to be doing.”

— Krithika Natarajan
INCUBATION

Applicants to Villgro’s incubation go through a rigorous selection process that comprises of application review, telephonic discussion, field visits, reviews by Internal Investment Committee and the Investment Committee drafting of an Incubation plan and finally the signing of the Incubation Agreement by the company. The incubation and investment programme provides capital of up to $100,000 in a mix of grant funding and equity. These companies typically spend 18-36 months with Villgro, during which period they use the capital to commercialize inventions, hire employees, invest in sales and marketing, and grow. By the end of that period, most enterprises have been able raise their next round of larger venture funding, and are considered to have exited the Villgro portfolio.

sector-specific competence that allows them to make real-world connections with stakeholders, including investors, manufacturers and supply chains. The mentors are able to bring industry’s best practices to the attention of the entrepreneurs while engaging in course correction of strategic plans.

Our incubation services also supplement these core needs with:

- **TALENT**: through the placement of qualified, educated, mid-career professionals through the Villgro Fellowship programme.
- **NETWORKING**: via global and local platforms that connect entrepreneurs to the different stakeholders in the social entrepreneurship ecosystem.

INTEGRATION

From interactions with entrepreneurs and based on feedback, we found that a sector-focused approach (over a stage-focused approach) would be much more valuable to entrepreneurs as needs, expertise, networks and mentors vary across sectors. We worked on enhancing processes, tools and systems for the integrated incubation strategy which unified our incubation offering across 3 stages – pre-product (previously known as Entrepreneur-in-Residence), pre-revenue (previously known as SEED) and pre-scale (previously known as Incubation) to have a more cohesive and structured incubation model. We also streamlined the process of screening, selection and funding incubatees to ensure standard quality all across.

During the year, Villgro received around 746 applications across all stages of incubation.

**FUNDING**

Villgro provides early-stage social enterprises that pass through its due diligence process with essential seed funding, designed to bridge the gap between the period covered by their personal finances and the point at which they are able to access commercial funding. The funding is designed to address the short-term needs of the enterprise while also demonstrating to the next round of investors that the enterprise is investment worthy. Villgro’s funding is linked with the enterprise achieving specific milestones and adhering to an incubation plan co-developed by Villgro and the entrepreneur.

**MENTORING**

Villgro’s mentors have either led business themselves or led distinct units within much larger businesses. They have

Villgro has been helping us in understanding, innovating and implementing our idea to bring about a robust biogas system for rural households with cattle. Without Villgro support, this is a far more difficult journey.

— Koushik Yanamandram, cofounder of SustainEarth

“Villgro has helped us in a number of ways. In the first year, through a programme it piloted, we were able to leave our jobs and work on the idea full-time. It helped us do detailed ground research by which we got a very clear idea of the customer base and helped us pivot our model from an online-based platform to a classroom-based model. Villgro connections have helped us get the best content in the country, and it also gives us top-notch mentorship which has helped us in almost every step and decision we took. Villgro’s networks will help us reach our targeted group of students and give them the best of education that we have designed.”

— Mervin Rosario, cofounder of Ignus

* From 2001 to 2007, Villgro supported 47 other grassroots and academic or research based innovations, and from 2007, Villgro engaged with entrepreneur-based innovative enterprises.

NUMBER OF ENTERPRISES BY SECTOR (ACTIVE)

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<tr>
<td>AGRICULTURE</td>
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<td>EDUCATION</td>
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<tr>
<td>OTHER (ICT, FINANCIAL INCLUSION, LIVELIHOOD, HOUSING)</td>
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NUMBER OF ENTERPRISES BY SECTOR (CUMULATIVE)

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<td>ENERGY &amp; ENVIRONMENT</td>
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<tr>
<td>EDUCATION</td>
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<tr>
<td>OTHER (ICT, FINANCIAL INCLUSION, LIVELIHOOD, HOUSING)</td>
<td>16</td>
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We have received extensive incubation support and mentorship from the senior team. Villgro has played an instrumental role in helping us think through our new products and also supported us with grant funding to develop our hardware concept and new product lines. Through the years, they served as a sounding board on several topics ranging from business model, sales planning, managing client relationship and building a strong team. Our association with Villgro brought added credibility and effectiveness in helping us raise our next round of funding within 15 months.

— Sameer Segal, cofounder of Artoo

Apart from providing funding to develop the technology, Villgro will be able to help us with developing the right business models and partnerships. Through interactions with Villgro mentors and other portfolio entrepreneurs we will be able to avoid a lot of costly mistakes during the early stages of development.

— Tanuj Gigras, cofounder of Nayam Innovations

The team at Villgro is extremely experienced when it comes to working with social enterprises and they understand the unique challenges faced by this sector. The mentorship we are receiving from Villgro is extremely useful and is helping us scale our business much faster.

— Mukund BS, cofounder of ReNew IT

Villgro has rich experience in guiding entrepreneurs building profitable and sustainable organisations with social objectives. We are especially looking for guidance and mentorship in this. They also provide connections to thought leaders in this space and offer a platform for sharing knowledge, challenges and solutions across the network of social enterprises similar to us.

— Vincent TP, founder of VectorDoc
Entrepreneur: Adarsh Natarajan

Innovation: Affordable, point-of-sample collection cervical cancer screening device

Social Impact: One Indian woman dies of cervical cancer every 7 minutes. Cervical cancer results in nearly 1/3 of the total global deaths and approximately 330 million Indian women are at risk of developing cervical cancer. Women need to be screened regularly in order to detect and treat cervical cancer at the right stage. By reducing the cost of the device, and providing point-of-care detection and triaging, the enterprise will significantly reduce the incidence of cervical cancer, especially for women from low-income communities.

Villgro Impact: Villgro is working with Aindra systems to provide funding, strategic support, build a business model by identifying and prioritizing customer segments, provide mentorship and identify networks for support and pilots. In addition to seed funding at the start being used to test feasibility of optics in collaboration with IIT-Chennai, Villgro has approved additional funding towards algorithm development with IIT Mandi and follow-on funding to support prototype development. Villgro has also assigned a senior advisor to work with the entrepreneur. Through the diagnostic panel, Villgro has helped the entrepreneur in product development and market commercialisation to cover the entire cycle of the product offering from prototyping to market launch. The panel asked tough questions around key customer segments and the revenue model, challenging the findings and assumptions. The panel had a meeting with Dr. Malathi, Cytopathologist from Kidwai Hospital, to gain an in-depth understanding of the problems related to cervical cancer screening and detection and whether the suggested solution would satisfy the customer needs and be adopted by community health centres.

HIGHLIGHTS:
• Aindra has signed MoUs with IIT Mandi and IIT Chennai for software and hardware validation
• Currently building first prototype model
• Seeking next round of fundraising to meet expenses for prototyping, trials and pilots

Entrepreneur: Minhaj Ameen

Innovation: Technology and systems for access to quality-assured drinking water in urban India

Social Impact: Consumers who need clean, quality-assured drinking water either do not have access to this or are drinking unsafe water or paying for packaged drinking water. amrutDhara aims to provide clean drinking water through a network of vending machines in public areas. This not only provides a low-cost water source but also considerably reduces the large quantity of plastic waste that is generated from packaged drinking water. amrutDhara functions in tier-1 and tier-2 cities across India.

Villgro Impact: Villgro Impact: Villgro worked extensively with amrutDhara to help define their target customer segments, understand customer pain points and develop a value proposition that effectively addresses these pains. We also worked with them to design lean experiments to refine the business model, and set business milestones. Villgro exited the company in 2014.
Villgro Impact:
Apart from providing the company seed funding, there is a Villgro senior advisor working closely with Artoo, who helps the management team make decisions on tactical and strategic issues, from sales process and strategy, pricing, marketing strategies, and geographic expansion. Villgro supported Artoo with follow-on fundraising process. Villgro is currently supporting Artoo strategically think through next round of hiring which would bring the headcount to 40 by end of 2015.

Entrepreneur:
Sameer Segal and Kavita Nehemiah

Innovation:
Artoo has developed an Android and Cloud based platform that allows financial institutions to take all field processes online and track their business with real-time input.

Social Impact:
Social Impact: Globally, 2.5 billion people do not have an account at a formal financial institution. Organizations that serve this population typically operate through a field agent model that provides financial services at the customers’ doorstep. A big disadvantage though, is that information is either lost or lethargically moving between the field and office. Artoo’s platform allows financial institutions to take all field processes online and track their business with real-time input. Each task performed by the field agent is presented to the user as a mobile application on an Android device, while the backend staff can view the data real-time through a web interface and act accordingly.

HIGHLIGHTS:
• Artoo has moved past the pilot stage and deployed the product solution at scale in 4 organizations signing multi-year contracts. Artoo has served more than 7 million customers and earned over Rs 93 lakh in revenues
• Every month 400+ loans are processed on Artoo’s platform
• Clients have seen significant productivity benefits (of up to 400% in some cases). The pilot for Ujjivan Financial Services ended successfully in July 2014. It has expanded to around 350 branches.
• Raised funding of Rs. 3.1 crores Series A funding from Accion Venture Lab and Rianta Capital Zurich’s Artha Initiative. The company plans to use this funding to expand to South East Asia, as well as improve performance and features of the technology platform to allow customers to personalize their financial product.

KEY ACHIEVEMENTS FROM UJJIVAN PILOT WHERE UJJIVAN DISBURSED 700 LOANS WORTH INR 5 CRORE ON ARTOO PLATFORM:
• 400% improvement in productivity
• 45% drop in cost of customer acquisition
• 40% decrease in loan turn-around time
• 0% error rate

www.artoo.in
ENTREPRENEUR: Ratul Narain

INNOVATION: A low-cost infant temperature monitoring device that will improve detection of both hypothermia and infections, and alert the mother or other caretakers of the condition so that corrective action can be taken.

SOCIAL IMPACT: In India, hypothermia and infections are a major cause of infant mortality and can have serious complications even if the infant survives. Regular temperature monitoring can enable early intervention. However, seemingly simple temperature monitoring often goes overlooked in areas where nurses are few and parents are uneducated.

BEMPU is developing an intuitive neonatal temperature monitor that empowers mothers or other caretakers to better manage their newborn’s temperature and be alerted in case of these conditions thereby preventing such death and illness.

Villgro Impact: Villgro has assigned a senior advisor to work with the entrepreneur to help him build his team and navigate his entrepreneurial journey. The diagnostic panel also helped the entrepreneur work through some challenges and eliminate unneeded activities. Bempu was recently awarded a grant through Grand Challenges Canada. Villgro will be acting as a monitoring organization for Grand Challenges Canada so that they money can be released directly to the enterprise in a timely manner.

Through the diagnostic panel, Villgro has helped the entrepreneur focus his testing activity on what is needed to initially get into the market. The panel also helped to develop an initial go-to-market strategy and with prioritization of HR requirements. The panel made a brief visit to St. Philomena’s Hospital in Bangalore to see the ward where the initial product testing is taking place and speak with doctors and nurses there.

HIGHLIGHTS:
- Completed initial clinical study of the device
- Hired product designer and operations engineer
- Generated ideas for second product

ENTREPRENEUR: Abhishek Sen, Yogesh Patil, Aman Midha

INNOVATION: Touchhb, a hand-held needle-free battery operated device that enables screening for anaemia and simplifies monitoring of treatment on a regular basis.

uChek, a semi-automated urinalysis system, that has a smartphone app that processes and monitors urine analysis using conventional dipsticks.

SuChek, an affordable glucometer that estimates the value of glucose in your blood accurately.

SOCIAL IMPACT: Every year nearly 1 million pregnant women and children under the age of 5 die, directly or indirectly, due to anaemia. A major root cause why anaemia goes untreated is the lack of infrastructure to diagnose it in the last mile. Touchhb, with its low user-skill requirements and high levels of accuracy makes anaemia screening and diagnosis easier and more efficient.

In remote rural communities, where there is often insufficient facilities for medical testing and not enough doctors, uChek’s technology can comprehensively improve access to basic diagnosis and monitoring. Instead of expensive and non-mobile lab machines, one affordable smartphone with the uChek app can check for up to 25 medical conditions, and help to manage managing diabetes, pregnancy, kidney, liver, bladder problems and urinary infections.

A large population in the country neglects the importance of tracking blood sugar levels because the cost per test prohibits adoption. Affordable and easy-to-use, Sucheck addresses the rising trend of diabetes in India.

Villgro Impact: Villgro engaged with the company from the first prototype of Touchhb, including support to conduct lean experiments and develop a robust business model. They evolved from just looking at technology to covering all areas of business, with risks and challenges identified and mitigation strategies planned. The Villgro senior advisor helped the company through three funding rounds, including investor due diligence and negotiations, apart from consulting on corporate governance, advising on strategic, financial and tactical decisions such as creating migration strategies, developing business strategy and financial plans, identifying gaps and challenges to scale and sustainability, and more.

Biosense Technologies exited Villgro’s portfolio in 2014.
**Biosense**

**HIGHLIGHTS:**
- TouchB won GCC stage 1 grant
- 35,000 tests conducted so far with 150 TouchB devices
- Bulk of the TouchB tests conducted by 2 NGOs which had a deep reach – 1) Pragya’s, a non-governmental development organisation working for the sustainable development of the Himalayan region and its vulnerable and marginalized communities and 2) Swades Foundation, which operates with the focus of empowering rural India
- uCheck – 85,000 strips sold and about 600-700 units sold. Single unit performs on average 10 tests per month they are targeting to increase this to 25 tests per month.

**Entrepreneur:**
Devendra Gupta, Vivek Pandey, Prateek Singhal

**Innovation:**
The renewable energy company has developed a solar micro cold storage system for use in agriculture and rural communities.

**Social Impact:**
Despite being the second largest horticulture producer in the world, India cannot meet domestic demands of fruits, vegetables and other edibles as over 35% of produce worth Rs 13,300 Cr is wasted annually due to inadequate infrastructure for storage.

Ecozen Solutions, with an affiliate called Ecofrost Technologies, has developed a solar based micro cold storage system to address this issue. The company also provides solar-based water pumping solutions for drinking and irrigation.

**Villgro Impact:**
Villgro provided equity and grant funding to Ecozen and supported it with a mentor who served as a sounding board for the management team in areas of strategy and business model refinement and advised the company in hiring key resources. Villgro Incubation team supported the company in identifying partners and sealing key partnerships in business development and marketing.
**Entrepreneur:**
Mervin Rosario

**Innovation:**
A technology platform that provides high-quality coaching classes for college entrance examinations, removing barriers of accessibility for students in smaller towns in India.

**Social Impact:**
Students from non Tier-1 cities who want to pursue higher education at some of India's premier colleges often do not have access to high quality coaching centres in their cities and towns. Students either migrate to other cities, incurring higher costs, or opt not to take these entrance examinations. This means talented students across the country are losing out on the opportunity to study in India's best colleges. At Ignus, the aim is to identify and hone talent in non-tier 1 cities by removing barriers in availability of quality education through technology and pedagogical innovations. The enterprise aims to make quality education accessible throughout India.

**Villgro Impact:**
Villgro has worked closely with the company on its business model along with providing initial seed funding. Villgro worked with Ignus to identify the initial customer segment and design and run its first pilot. It has helped the enterprise refine its method of service delivery. The company has conducted a successful pilot in Karnataka.

**HIGHLIGHTS:**
- Started implementation with first batch of students in Karnataka
- Developed tablet-based content for math, chemistry and physics
- Commenced enrollment for 2015-16 academic year

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**Entrepreneur:**
Satish KS

**Innovation:**
A low-cost irrigation controller that helps farmers irrigate their crops more accurately, increasing yields and quality. The controller offers a variety of options for control including time, volume and moisture sensors, at a much lower cost than competitive offerings, and can easily integrate into existing systems.

**Social Impact:**
Irrigation controllers are typically unaffordable for small and marginal farmers, which means that they have to manually control water flow, often in the middle of the night when power is available, or employ a laborer to do so. Manual control often means that they do not water their crops with the correct amount of water, lowering yields and reducing their income. This device will bring the ability to implement sophisticated water management practices to small and marginal farmers.

**Villgro Impact:**
Villgro has provided seed funding to the enterprise and placed a senior advisor with it. The diagnostic panel also advised the entrepreneur on the importance of bringing in a business development resource and also helped him identify likely channel partners who will help provide scalability. The diagnostic panel advised the entrepreneur on the importance of bringing in a business development resource and also helped him identify likely channel partners who will help provide scalability. During the follow-up panel, the group reviewed progress and discussed challenges the entrepreneur has had with conversion of leads into sales and strategies to solve that problem.

**HIGHLIGHTS:**
Commercial pilots successfully completed

www.flybirdinnovations.com

www.ignus.in
Entrepreneur: Tanuj Gigras and Mandar Gadre

Innovation: An innovative intra-ocular lens that treats cataract and its post-surgical refractive error complications, giving better outcomes at 1/10th the cost to low and middle-income populations in India and other parts of the world.

Social Impact: Every year, more than 20 million cataract surgeries happen in the world, of which about 6.5 million happen in India. By 2020 this number will go up to 32 million and 8 million respectively. Cataract surgery often leaves patients with sub-optimal vision and dependent on spectacles or having to resort to more expensive corrective technology. For the poor in India, both options are not feasible.

Vision impairment and poverty are inextricably linked. In resource-poor settings, it determines one’s prospects for education, employment and dignity of life. For the poor in India, poor vision means low productivity and loss of daily wage.

Entrepreneur: Devi Murthy, Karan Patel

Innovation: Kamal Kisan is developing a range of low cost agricultural implements specifically for small and marginal farmers. The innovations bring the productivity advantages of mechanisation to small and marginal farmers who were previously unable to afford it.

Social Impact: There is an increasing labor shortage in rural India due to urban migration, driving up labor prices and reducing the viability of small and marginal farmers. Mechanisation can reduce these farmers’ dependence on labor, but is typically unaffordable for most small farmers in India. Kamal Kisan’s include a mini rice mill, sugar cane planter and rice transplanter will make mechanisation affordable and make these small farmers more profitable.

Villgro Impact: Villgro has provided seed funding to the company and assigned a senior advisor. It has also helped the entrepreneurs focus their efforts in product development and business development.

One of the biggest outcomes of the diagnostic panel is focusing the team’s energy from multiple products in various stages of development to finishing product development of their most promising product and then getting it into the market. The panel helped the entrepreneur construct a tight plan to complete product development, trial it and get the product into the market.

HIGHLIGHTS:
Began testing second-generation sugar cane planter prototype

www.kamalkisan.com
Entrepreneur:
A.Vijaysimha and Matthew Callaghan MD

Innovation:
One Breath’s portable ventilator provides the functionality and performance of current market leaders, enhances reliability and ease of use, and markedly reduces overall cost.

Social Impact:
Respiratory illness is a leading cause of hospitalisation and death in developing nations. Each year thousands of patients die because of lack of early access to mechanical ventilation. Based on the current ratio, India’s shortage of bed-to-ventilator is over 1 million devices. New machines cost over $20,000 (Rs12, 00,000 approx) and are often too complex and fragile for use in harsh rural environments.

OneBreath is developing an innovative low-cost mechanical ventilator to improve acute ICU care for patients across poor communities. With its low-cost and portable device, OneBreath aims to make ventilators accessible in Tier-2 and Tier-3 town and district hospitals. The device provides the functionality and performance of current market leaders and has ease of use. It incorporates features that make it usable by clinicians and para-clinicians in low-resource healthcare environments, thus creating greater access for millions of lives that are afflicted by acute respiratory disorders.

HIGHLIGHTS:
• Project manager recruited
• Engineering prototype is currently being tested

www.onebreathventilators.webs.com

Villgro Impact:
Villgro provided seed funding for product development and testing, and the Villgro team has been connecting OneBreath to potential funders to help accelerate their product development and also advising the team on tax issues. A Villgro Fellow joined OneBreath to help build a service franchisee model. He has also worked with the co-founder on developing a new product and startup.

www.renewit.in

Entrepreneur:
Mukund.BS, Raghav Boggaram

Innovation:
RenewIT sources computers from large MNCs, refurbishes and re-markets them, making them affordable for NGOs, schools, small businesses and students.

Social Impact:
As per the Census 2011 data, India has an IT penetration of 9.5% at a household level. This means that less than 1 in every 10 households owns a computer. In China, the penetration is more than 30%. For India as a country to progress further – it is important for everyone to have better access to computers. RenewIT’s primary goal is to increase the number of high-quality, low-cost PCs and related parts and accessories available to students, NGOs, small businesses and other users. RenewIT mainly sources computers from large MNCs and refurbishes and marks them. This helps bridge the large digital divide that exists in a country of over a billion people.

HIGHLIGHTS:
• Project manager recruited
• Engineering prototype is currently being tested

Villgro Impact:
Villgro continues to provide advisory and access to networks to enable RenewIT to crack the CSR strategy to expedite market reach and subsequent impact. The portfolio manager is working to identify gaps and recommend suggestions to ensure strong accounting systems and processes.

www.onebreathventilators.webs.com

HIGHLIGHTS:
• Project manager recruited
• Engineering prototype is currently being tested

Villgro Impact:
Villgro provided seed funding for product development and testing, and the Villgro team has been connecting OneBreath to potential funders to help accelerate their product development and also advising the team on tax issues. A Villgro Fellow joined OneBreath to help build a service franchisee model. He has also worked with the co-founder on developing a new product and startup.

www.renewit.in

HIGHLIGHTS:
• Project manager recruited
• Engineering prototype is currently being tested

Villgro Impact:
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RD ENGINEERING ACCESSORIES

**Entrepreneur:**
R. Sankar

**Innovation:**
Alternative to batteries used in solar power systems using compressed air technology

**Social Impact:**
Renewable energy generation costs have reduced drastically in India but replacement cost of battery bank is still high. This and other associated problems have hampered the growth of solar power as an energy source in India. Therefore, a low-cost system which uses compressed air energy will make electricity available to the consumer as and when needed.

**Villgro Impact:**
Villgro has provided mentorship to RD Engineering and support in prototyping, identifying a co-founder and refining the customer segmentation.

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**Entrepreneur:**
Saurav Ghosh Roy and Arindam Mitra

**Innovation:**
Platform to energise, reposition and represent the teaching community through professional development and other opportunities, thereby increasing the quality of teaching in schools

**Social Impact:**
School teaching is not perceived as an aspirational career, and has become a profession of last resort. However, there is still a huge demand for qualified teachers both in the private and government school segments. Scholowiz aims to bring the teaching profession back into the mainstream, and help teachers recognise the centrality of their jobs. The enterprise will achieve this through a three-pronged approach of energising, repositioning and representing the teaching community. The enterprise will do this through a variety of interventions including teacher conferences and awards.

**Villgro Impact:**
Villgro is working with Scholowiz to provide funding, mentoring, access to networks and refining the business model, particularly in relation to customer insight gathering, developing the value proposition and development of product/service.

**HIGHLIGHTS:**
- Conducted research into teacher quality and aspirations; using this data to design service
- Identified and on-boarded co-founder with significant management and operational experience
- Developed a draft set of interventions including teacher conferences, workshops and a magazine

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RD ENGINEERING ACCESSORIES

www.scholowiz.com
HIGHLIGHTS:
- Prototype installations in Andhra Pradesh have been successful and provided insights for further iteration
- Pilot installations of next generation prototype in Karnataka
- Mahindra Finance has provided funding, through Villgro, to support SustainEarth

SustainEarth

Entrepreneur:
Koushik Yanamandram, Shankar Ramakrishnan, Piyush Sohani

Innovation:
A low-cost biogas plant for household use in rural communities.

Social Impact:
SustainEarth innovatively addresses issues of livelihood and clean energy in rural India, with a pilot in South India and potential to scale across the country. With almost 1.5 lakh dairy animals in the states of Andhra Pradesh, Karnataka and Tamil Nadu, animal waste will be converted into clean biogas fuel using a portable, easy to install and use system.

Villgro Impact:
SustainEarth transitioned from pre-product incubation support (what was Entrepreneur-in-Residence) to pre-revenue incubation. In 2013, the team had an idea to work in the energy sector, broadly at the household level. Since then, the organisation has successfully built and installed three prototypes of biogas plants with innovative design and increased efficiency through the use of bio-accelerators. They have created a clear value proposition for customers, lean experiments and technical pilots and secured interest from early adopters.

The diagnostic panel worked with the team to hone their value proposition, recognise the importance of getting their design certified so it qualifies for government subsidies, and identify an anchor customer who can help them prove their value proposition. The panel helped the team create a plan to address these major hurdles and get their product into the market.

HIGHLIGHTS:
- Increased number of courses to 9, continued with development of additional course content
- Finalist for NSDC innovation challenge and winner of the NASSCOM challenge

www.skilltrain.in

Entrepreneur:
B. Ganesh

Innovation:
Vocational training for rural youth through a combination of mobile-based training modules, certification, practical training and placement.

Social Impact:
SkillTrain provides web-based and mobile-based vocational training to rural unemployed youth with the objective of preparing them for employment or entrepreneurship. It will provide audio, video and simulation based learning material for learners to understand and practice vocational skills. This enterprise will benefit rural unemployed youth and school drop-outs. It enables vocational training, certification, skilled employment and self-employment for the learners. It aims to bridge the gap between the 15 million youth who drop out of schools each year and the projected need for nearly 150 million skilled employees in India by 2020.

Villgro Impact:
SkillTrain has transitioned from pre-product incubation support (what was Entrepreneur-in-Residence) to pre-revenue incubation. Since September 2013, Villgro has helped SkillTrain make significant progress in understanding the customer segment, and generating initial revenues through their pilot in Madhya Pradesh. The current focus is on developing specific aspects of the business that have the most potential to generate additional revenue. The enterprise will receive can leverage additional support from the Michael and Susan Dell Foundation funding.

The diagnostic panel addressed how to close the loop of theoretical learning, hands-on training, certification and employment placement. The panel identified that building pathways for career progression beyond first employment through additional courses would likely increase the chances of success. After the panel identified two promising sectors, the entrepreneur investigated customer interest in entry-level jobs and the willingness of employers to pay for placements.

At a follow-up meeting, the entrepreneur reported his findings and after a review, agreed to move forward with a pilot in one of the sectors.
HIGHLIGHTS:

• Commenced operation of a mobile healthcare services to villages around West Bengal

Entrepreneur:
Manish Kumar Saraf

Innovation:
Ujeeewan Healthcare has created an innovative hub-and-spoke model called Healthypariwar to connect patients in rural India to trained doctors through a telemedicine system.

Social Impact:
Currently operating in West Bengal, Ujeeewan Healthcare will take healthcare access and delivery to the door step of rural poor in the state. This will alleviate the dual pain of cost and lack of access, thereby improving healthcare outcomes and time to intervention for people living in villages and smaller towns in West Bengal.

Villgro Impact:
Villgro is working with Ujeeewan to provide funding, mentoring, access to networks and refining the business model.

Entrepreneur:
Svati Bhogle

Innovation:
The PYRO line of eco-friendly, fuel-efficient, smokeless and commercial cooking stoves are up to 50% more efficient than conventional stoves and are healthier for cooks as well as patrons.

Social Impact:
Food and beverage vendors as well as households in rural areas extensively use firewood in inefficient stoves for cooking and heating. Such stoves have both high fuel costs and alarming health consequences. Poorly designed stoves contribute significantly to indoor air pollution which has a direct correlation with respiratory illnesses. Sustaintech’s range of cooking stoves are designed in such a way that they last longer, use fuel efficiently, produce less smoke and are more comfortable to use.

Villgro Impact:
Villgro has supported Sustaintech with two Villgro Fellows and a mentor who served as a sounding board for the management team. The Villgro Fellows were able to streamline financial reporting and metrics, create a budgeting and monitoring system, a financial model that helped the company raise the next tranche of funding, securing deal with microfinance institutions. The Villgro Fellow also supported efforts to obtain carbon financing. The Villgro mentor advised the company on marketing and sales strategies, hiring of senior resources, expansion plans and fundraising. Villgro exited from Sustaintech in 2014.

HIGHLIGHTS:

• Expanded into two new states
• Piloted products and conducted user acceptance tests for market entry in two more states
• Researching scope for at least three more products

www.healthypariwar.com

www.sustaintech.in
Entrepreneur:
Vijaya Pastala

Innovation:
A bee-keeping solution for farmers that improves earnings through better crop yields and through the sale of single origin honey.

Social Impact:
Four out of the five foods that we normally eat – fruits, vegetables, oil-seeds and pulses – depend on pollination by bees for their reproduction. Indiscriminate usage of pesticides over decades has decreased bee population resulting in reduction in pollination percentage and yield. UTMT encourages farmers to undertake bee-keeping, provides them access to indigenous bee species and helps farmers sell the high-quality single origin honey that they collect from the bees. Using natural bee-driven pollination methods, UTMT has boosted farm by up to 20% in some cases. Also, the single origin honey produced by the bees is collected from farmer cooperatives and packaged for direct sale to customers, meaning more revenue streams are added for the rural farmers.

Villgro Impact:
Villgro’s mentor has served as a sounding board for the management team in areas of strategy and business model refinement. The Villgro team supported UTMT in refining its financial plan and connected the company to financial institutions to access debt capital. Two Villgro Fellows worked at UTMT on developing procurement channels for honey. Villgro exited UTMT in 2014.

www.utmt.in
VectorDoc

Entrepreneur:
Vincent TP

Innovation:
Artificial intelligence based mobile phone app that is intended to be used by a low skill resource to both triage and return a preliminary diagnosis for doctor review with high accuracy. After gathering standard vital signs, the app guides the user through a brief series of questions that quickly return a small set of conditions and their probability. The goal of the app is to increase the reach of existing doctors in resource constrained rural and urban environments.

Social Impact:
There is a serious shortage of good doctors in rural India, leading to lower quality care and higher costs since people have to travel long distances to get good care. This application helps address the growing shortage of doctors in these areas by using their time more efficiently, and can also make sure they serve the most urgent cases first.

Villgro Impact:
Villgro has helped the entrepreneur access multiple pilots of the device in different customer segments. Through our work with the entrepreneur, he has identified the need to focus on customers who each present potential for large scale.

HIGHLIGTETS:
• Implemented first pilot with Villgro incubatee Ujeeewan Healthcare

Windmill Health Technologies ™

Entrepreneur:
Avijit Bansal

Innovation:
NeoBreathe, an integrated neonatal resuscitation device that is easy-to-use is designed to be suitable for field conditions. This device will help frontline health workers to resuscitate newborns effectively.

Social Impact:
6 million children across the globe suffer from birth asphyxia each year. While 40% of all deaths under the age of five years occur in the first month, 23% of these are because of birth asphyxia, and up to 86% of these deaths are preventable by basic resuscitation. Primary healthcare workers find resuscitation too complicated to perform and refer babies with asphyxia to bigger hospitals, resulting in loss of time and often live. The existing intervention is aimed at training health workers rather than innovation around the device. NeoBreathe is an easy-to-use device aimed at neonatal resuscitation, which reduces training requirement, empowers workers and widens the safety net for newborns.

Villgro Impact:
Apart from seed funding, Villgro supported Windmill Health with a mentor who served as a sounding board for the management team in areas of strategy and business model refinement. The Villgro incubation team connected the company with a potential customer insight gathering consultant and a distributions strategy expert. Villgro also supported in setting up board meetings, helped in future hiring and recruitment decisions to build the existing team’s strength.

HIGHLIGTETS:
• Finalized on foot-operated device
• Finalized formal board of directors
• In the process of strengthening its team, including hiring a senior and junior engineer
Villgro conducted a workshop for its pre-product and pre-revenue companies to help them develop their business model and understand various aspects of it to implement in a practical manner in the field.

**INCUBATION WORKSHOP: PREPARING FOR THE DIAGNOSTIC PANEL**

**Day 1**
Understanding Your Customers:

Flipping Problems to opportunity by Jacob Mathew, Idiom Design and Consulting

**Day 2**
Are you solving the problem you think you’re solving for your customer?

Incubation Introduction: Outline of structure and schedule for the remainder of the incubation period by Paul Belknap
Customer Insight Gathering: Design Thinking has tools to mine customer insights
Problem/Solution and Product Market Fit: Value Proposition Canvas, consequences of solution not addressing customers’ problem by PR Ganapathy and Mukesh Sharma

**Day 3**
How do the pieces of your business fit together?

Exploring the Business Model Canvas (BMC)
- BMC–Channels: different avenues to reach your customer by PR Ganapathy
- BMC–Customer Relationships: Importance of creating a reliable customer experience by PR Ganapathy
- BMC – Key Activities, Resources, Partners: Internal management in order to deliver your value proposition to your customers by PR Ganapathy
- BMC–Costs and Revenue Streams: Making business financially sustainable and profitable by PR Ganapathy
- BMC Work Time: Develop your Business Model Canvas and consider alternative models, Supported by Villgro Staff

**Day 4**
Financially sustainable impact and planning for the next six weeks.

Unit Economics: Defining Unit and using it in overall profitability by PR Ganapathy
Customer Impact Strategy: achieving intended social impact of business by PR Ganapathy
Work Time with Mentors: Develop an information gathering plan with mentor
MENTORS

ANAND NARAYAN
Senior Advisor, Selco Foundation

Anand Narayan previously headed SELCO Labs at the SELCO Foundation, and continues to serve as a Senior Advisor. Selco Labs is an initiative founded in 2009 to plug last mile gaps in innovations for the social sector, working particularly in areas of clean energy access, livelihood technologies, water, in addition to experiential learning for students.

He formerly served as Vice-President of Engineering at TensorComm, a Colorado start-up that specialized in capacity – enhancing technologies for wireless communication systems. At TensorComm, he oversaw systems engineering, standardization, and Intellectual property, and is a co-inventor of 20 patent applications in signal processing.

Anand has an undergraduate degree in Chemical Engineering from the IIT-Madras and a Ph.D in Chemical Engineering from the University of Colorado at Boulder.

KANNAN GOPLAKRISHNAN
Business Mentor, Leadership Coach, Angel Investor

Kannan has nearly 25 years of industry experience with strong performance credentials in the Consumer Goods and FMCG space in general management, marketing, sales & distribution and retail functions. He delivered sustainable and profitable growth of the businesses by being consumer centric and commercially focused. He has also built a strong connection between brand and the consumers with a marketing orientation at retail.

Kannan was most recently Director – Retail at Nokia India and a member of the India Leadership team. With his team, he revamped the retail strategy and execution changing the footprint, design and the consumer experience piece in line with the changing dynamics of the telecom industry. He was also, mentor to the Extended Leadership Team at Nokia and influenced significant shifts in thinking and delivery in the overall strategy and execution at Nokia India.

Kannan is passionate about helping leaders bridge the gap between potential and actual performance, both in business and at a personal level. He does this by working with them as a business partner and leadership coach to evolve strategy and improve execution.

KC BHUSHAN
Business Coach

KC Bhushan co-founded Cashtech Solutions, a specialist software product organisation. In 2001, Cashtech received funding from Warburg Pincus, a respected venture capitalist and PE firm. Cashtech was acquired by Fundtech Solutions (FNDT) and he exited the business in 2007.

In 2005, he also co-founded Samud HIV Helpline, a service where people could anonymously ask questions about HIV and AIDS. It now operates in Maharashtra and Bihar and is the largest HIV helpline in India.

Bhushan is a certified business coach from Coaching Foundation of India (CFI) and has been focused on mentoring various tech B2B companies in the past and is now working with social enterprises. He has a PGBM from IIM-Ahmedabad and an Engineering degree from IIT Bombay.

View video: https://www.youtube.com/watch?v=Hw1CDElGxxw

CHANDU NAI R
Co-Founder Of Scope E-Knowledge Center

Chandu has over 29 years of experience in industry consultancy, business information, and media in both Indian and global markets. He is the co-founder of Scope e-Knowledge Center, a pioneering knowledge process outsourcing company, where he focused on business development and fundraising, and grew the organization to 1,000 people during his tenure. Chandu is passionate about transforming companies and currently advises entrepreneurs and enterprises in creating and building their businesses.

Chandu has experience in angel, VC, and strategic investor funding, and has also participated in two exits. He is an active charter member of TiE Chennai and is on the mentor panel of NeN; he is also a Postgraduate in Management from IIM, Ahmedabad.

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PAUL BASIL
Founder and CEO Of Villgro

Paul Basil founded Villgro in 2001 with the mission of incubating early-stage, innovative businesses and has since worked in discovering thousands of innovations and innovators, and incubated around 100 businesses. He also co-founded Villgro Innovation Marketing Pvt Ltd, a unique retail chain for innovative products targeting the rural poor.

Paul has contributed to building the social enterprise eco-system in India through several initiatives – Unconvention, a leading platform for events on innovation and social entrepreneurship, Wantrapreneur, a social business plan competition, a Centre for Social Innovation and Entrepreneurship that focuses on research and education, the Villgro Fellowship that recruits global mid-career professionals to experience social entrepreneurship, and championing the ANDE Chapter to grow intermediaries that can support small and growing businesses.

H. RAMAKRISHNAN
Education expert

A development sector and education professional with an operations and consulting track record of helping start-ups to scale. He has expertise in implementing business strategies with a focus on building capacities and working closely with cross-functional teams. The former Chief Operating Officer (COO) of Syngenta Foundation for Sustainable Agriculture (Kilimo Salama), he headed School Operations Bridge International Academies and was key in building and managing schools in low-income communities and thereby providing primary education to children who stay in the slums of Kenya. He was also the Head of Operations for Pratham, nationally responsible for all programme support and administration activities of Pratham.

RAMA KANNAN
Director, Beyond Capital Fund

Rama advises BCF on India based social enterprises and on investment prospects in India. She has 20 years of work experience in strategy and marketing in both corporate and development sectors in various countries in Asia; she’s been in the development sector for over 4 years - she helped build a strategy to engage with the private sector for Care International in Asia and she co-founded the Micro finance Society in Singapore; Currently she is a Mentor and a Coach for various organizations; She mentors Afghan civil servants as part of the UNITAR Fellowship for Afghan civil service for the last 4 years; she’s also a Mentor on the Dasra social impact programme for Indian non profits and an Advisor with BCF and mentors the social enterprises. As an Executive coach, she coaches senior executives in both corporate and social sectors. Previously, in her corporate avatar, she has 16 years of experience in strategy and marketing with global MNC’s like Pepsi and BP (British Petroleum), based in India, Singapore and Thailand. Her last corporate role was with BP, heading marketing for four Asian countries for the lubricants business. She holds an MBA from NUS, Singapore and dual bachelor degrees in Commerce and Law from Delhi University. She is also a trained Coach.

PR GANAPATHY
President (India), Villgro

PR Ganapathy is President (India) at Villgro, and has operational and strategic responsibility for all major programs that make Villgro’s vision a reality.

Ganapathy also mentors several social enterprises in the Villgro portfolio, spending significant time helping entrepreneurs overcome their challenges and scale. He is also involved in building the social enterprise ecosystem in India, through organizations like the Aspen Network of Development Entrepreneurs, by participation in various industry bodies and working groups, and by giving inspirational talks at forums like TEDx.

Prior to Villgro, Ganapathy co-founded a venture-funded startup and held leadership positions at small and large corporations in India and the US. He has an MBA from IIM Ahmedabad, and an Honors degree in Mathematics from Hindu College.
RAVI SANTHANAM
Founder & CEO of MetaDrsti Advisory

Ravi Santhanam is a Strategic Consultant and an active Leadership Coach. Guest Faculty at IIT Madras, IIM Calcutta and other institutions, he brings a decade of experience as Managing Director & CEO of large organisations and insights gained over 32 years of professional experience.

An engineer and manager, Ravi has a track record of turning around businesses by building teams, stake holder relationships and brands. Experiences as a front line manager, both in operations and marketing, before being elevated to general management & strategic roles, has given him a realistic appreciation of the opportunities and challenges inherent in each business context.

STUTHI VIJAYARAGHAVAN
Founder, Agilestrat

Stuthi has over 16 years of experience in strategy and general management. She founded and runs AgileStrat, a consulting firm that partners with entrepreneurs to build organizations in nation-building sectors. She also started her own housing development firm, RedEarth Properties, focused on underserved communities in India.

Prior to this, Stuthi worked in strategy and business development, including as the Strategy Head at Lodha Group, Senior Director for Corporate Strategy and Business Development at LexisNexis, and at McKinsey. She holds a Masters from Carnegie Mellon University, an MBA from the Indian Institute of Bangalore and is an Engineering graduate. She has been a mentor at Global Social Venture Competition (Columbia University), and Ashoka (HVCE Entrepreneur in the Housing for All program).
**ARtha Venture Challenge**

Villgro was chosen to be a Development Manager to provide/arrange matched funding and close gaps in the business models for 10 companies who won the Artha Venture Challenge. Villgro conducted detailed diligence and an Internal Investment Committee reviewed these companies and provided inputs and networks to the entrepreneurs to help raise funding. Two companies raised funding while three more are in negotiations.

**Swajal**

Over 3.4 million people die each year from water, sanitation, and hygiene-related causes. Of these, 99 per cent occur in the developing world and children are the major victims. Of the 60 million people added to the world’s towns and cities every year, most move to slums with no sanitation facilities. Thus, the people who have the least paying capacity end up paying the most for basic amenities.

A Swajal center contains a water purification unit with a pay-as-you-go model. It is equipped with an RFID sensor for smart cards and optional coin accepting machines to pay for water; it is designed to be solar-powered. The Swajal system has been designed to be as much as 60% more efficient in energy usage compared to standard house-hold reverse osmosis (RO) systems.

**UBer Diagnostics**

Globally 1.8 billion people are considered ‘at risk population’ from cardio-vascular related ailments. Most of the people in this category should be able to avoid a life-threatening event, if they are diagnosed early and corrective action is taken. India has 840,000 certified medical practitioners most of whom do not have easy access to an ECG machine.

CardioTrack is a networked, low-cost, portable ECG device that is designed and manufactured in India. Currently, most medical diagnostics devices are stand-alone units. Uber Diagnostics brings the power of cloud-based IT infrastructure to deliver advanced diagnostics which can assist doctors through data analytics to empower the healthcare industry.

**Thulir Learning Solutions**

Poor learning outcomes are the biggest problem with the current system of education which focuses more on marks. There are many factors that attribute to the current scenario including scarcity of quality and passionate teachers, and a lack of good learning aids. Thulir English, has the potential to make a non-native English speaking child an ace English communicator. This enables the child to understand any subject taught in English much better, thereby paving the way for academic excellence.

**Parvata FoodS**

Parvata Foods supplies organic produce to retail outlets through a farm-to-store model. Parvata focuses on fruits, vegetables and spices (fresh and processed) sourced from farmers directly at the field, where it is weighed and assessed for quality and cash payments are made. Parvata pays farmers 70% of its receipt at farm-gate, which is one of the highest in fruit and vegetable category in India.

**Krishi Star**

The company’s focus is on developing products for existing farmer-owned food processing units and then sourcing these products from the units and selling them under the Krishi Star brand. Krishi Star first conducts market research to identify products that can be produced and profitably sold through its marketing channels. Next it guides the unit in producing these products and finally, it brings the products to market under the Krishi Star brand. Farmers receive higher than market price for their crops in return for small changes in their harvesting that achieve higher quality. And, as co-owners of the processing unit, they receive a profit share.

**Janta Meals**

Janta Meals prepares nutritious meals in a clean and hygienic kitchen and sells these through a network of micro-entrepreneurs (franchisees) who are based among its target group. Through bulk purchasing, efficient usage of fuel and mechanized cooking Janta Meals achieves prices as low as Rs. 20 for a meal. This gives the target group access to high quality meals and allows them to save on food at the same time.

**Gram Mooligai**

Rural producers of the raw herbs that go to making herbal medicines and honey get only 30% of the market price of the raw drugs and 2-3 % of the medicines, which continues the cycle of poverty and exploitation of natural resources. These producer groups are supported by Gram Mooligai with (a) herbal farming, forest planting and beekeeping, (b) semi-processing and (c) collective marketing services under the 'Village Herbs' brand. Gram Mooligai has enabled 4,000 poor families earn an additional average income of Rs 10,000 ($160) per year, with 50% of them being from the central Indian poor and forested states.

**Sampurnearth Environmental Solutions**

Waste management has become one of the key dimensions of sustainability. Sampurn(e)arth provides decentralised solid waste management solutions which are environmental friendly, actively engage waste pickers and are profitable. The company targets corporates, educational campuses, residential units and provide solutions to manage both biodegradable waste (through compost units or biogas plants) and non-biodegradable waste (channelized to recyclers). Waste pickers are trained and employed to manage these systems.

**Esdecs**

Going beyond conventional career counselling and vocational training, ESDECS provides an enhanced ‘Life Skills Education Programme’ aimed at addressing some vital needs of adolescents. It seeks to address the aspiration-capability gap and knowledge-skill gap and to provide job readiness to school graduates through the ‘Education to Employability’ programme.
To improve understanding of regional ecosystems, Villgro’s Unconvention|L team worked with Okapi Research to map ecosystems alongside nine Unconvention|L events across India. The study seeks to address the lack of knowledge about the environment for social startups in smaller cities and towns. We found substantial variance across regional social enterprise ecosystems in the historical origins of social enterprises, the number and focus of social enterprises, the level of financial and non-financial support, the type of government policy and programmes, and availability of talent as well as training through higher education. Building stronger networks between social entrepreneurs and prospective supporters seemed to be an important intervention across the board.
HEALTH HORIZON 2021

Health Horizons 2021 is the first of a series of sector-focused reports on emerging opportunities for social entrepreneurs to contribute as well as gain from ongoing systemic transformations in infrastructure and services for the poor in India. Okapi Research worked with Villgro’s investment team, researchers from the IIT Madras Healthcare Technology Innovation Centre (HTIC) and CIRM Design and Research Labs (CDR), and Dr. Brinda Dalal, President of Dhoopa Ventures, to document the current landscape, analyze critical changes underway, develop some indicative scenarios, and identify opportunity areas for small businesses to have social impact.

Health Horizons 2021: Scenarios and Social Enterprise Opportunities

Critical Factors

Urbanisation: Where and how fast will population density increase? Economic Growth: How fast will incomes, particularly those of the poorest, increase?

Demographics: How will the future of health care in India change with a dual model of a relatively young population and large absolute number of elderly people?

Policies, standards, and regulations: how can policies and transparent data standards between health systems enable better governance and health outcomes?

Health Information Capture: How accurately and effectively can patient data be captured and digitized from a growing volume of health monitoring tools across hospitals and homes?

IT Infrastructure: How quickly can access to broadband data connections expand?

Healthcare Finance: Who will determine how and where the anticipated increase in public funding for health is spent?

Health Literacy: How can people’s knowledge of preventative and public health and wellness be strengthened to help improve India’s health outcomes and quality of care?

Scenario 1: The Rising Tides

Innovation
- Lab-on-a-chip diagnostics for tests of different diseases
- Predictive medicine, novel molecular therapies, orphan drugs, treatments for neglected tropical diseases

Some Opportunities

Enabling Infrastructure
- Public health awareness campaigns on zoonotic diseases, antibiotic resistance information portal with compounds of medical персоналисты, algorithm
- Easy-to-use quality metrics, ratings, certification

Customer Needs
- Individual identification of counterfeit medications, low-costs for self-diagnosis, creation of generic and patented profits
- Access to existing sales & distribution channels for health product outreach, school-based and management solutions for leveraging scarce talent through telemedicine

Scenario 2: The Social Surge

Innovation
- New tools & platforms for prevention of public health literacy
- Multi-channel delivery of content for medical training & re-certification courses

Some Opportunities

Enabling Infrastructure
- Expanded education for rural health, prevention & wellness, including community ownership
- Innovation for health care innovation in Tier 2 cities & in rural areas
- Curriculum development for primary and secondary school

Customer Needs
- Individual services and applications for prevention, wellness, mental health disorders, food certification and branded packaging
- Electronic information aggregation and analytical services to assess health financing and risks

Scenario 3: All Wired Up

Innovation
- Health ATMs for diagnostics and over-the-counter medications
- 3D prototyping labs for startups to test and design devices

Some Opportunities

Enabling Infrastructure
- Interoperability standards, functionality between electronic health systems
- Human resource & regional talent scaling for health care start-ups
- Real-time health dashboard to aggregate strain & state level information

Customer Needs
- Individual Health record management and monitoring on any device and protection
- Enterprise Integration of IT into hospitals, clinics, health provider etc., including solutions for data entry, staff training on leveraging data

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The ANDE India Chapter, hosted by Villgro, aims to strengthen the ecosystem for entrepreneurship through knowledge sharing, networking and engendering collaboration.

CHAPTER MEETING – APRIL 9, 2014, MUMBAI

With 21 representatives across 14 member organizations, the India member meeting at Sankalp was an opportunity for global and local ANDE members to reconnect, learn about plans for 2014 and discuss opportunities for collaboration. The member meetings were followed by a Happy Hour event organized in collaboration with Omnivore Partners with over 75 attendees.

CONSULTATION ON INDIA’S ECOSYSTEM FOR INVENTION-BASED ENTREPRENEURSHIP – JULY 31, 2014

In collaboration with Ananta Aspen Centre and the Lemelson Foundation, we convened over 35 leading stakeholders to discuss solutions to facilitate the growth of product entrepreneurs in India. The workshop ended with a public event on policy support for this ecosystem and featured Mr. H.K Mittal of the Department of Science & Technology, Government of India; Dr. Renu Swarup, Adviser to the Department of Biotechnology and Managing Director, BIRAC; and Mr. Rakesh Rewari, formerly of SIDBI in conversation with Mr. P.R. Ganapathy of Villgro. A draft agenda for the day can be viewed here and the complete report with recommendations can be found here.

CHAPTER MEETING – AUGUST 28, 2014, DELHI

ANDE members in Delhi convened in August 2014 to discuss how to support the local ecosystem in Delhi. This was also an opportunity for new members Ennovent and Upaya Social Ventures to connect with other members. Members agreed that more such convenings will be helpful for peer learning and suggested themes and ideas for future meetings.

‘WHO IS CALLING ZIQITZA’S 108 AMBULANCE SERVICES?’ SEPTEMBER 12, 2014

ANDE supported Acumen India and Grameen Foundation India in disseminating their findings from an evaluation of Acumen investee Ziqitza’s 108 ambulance services. The study is part of a broader initiative from ANDE and Acumen that is testing leaner, more company-friendly approaches for collecting impact data to inform both entrepreneur and investment decisions. Wei Wei Hsing, Acumen India; Devahuti Choudhury, Grameen Foundation India; and Vasim Maula Qureshi, Ziqitza shared the results and relevance of these findings. A copy of the report is available here.

PANEL DISCUSSION ON REGIONAL SOCIAL ENTERPRISE ECOSYSTEMS IN INDIA, SEPTEMBER 18, 2014

The chapter supported the launch of Villgro and Okapi’s report on social enterprise ecosystems in nine cities across India. The panel discussion at the launch event was moderated by Mr. P.R. Ganapathy of Villgro and featured Mr. Chintan Bakshi, Startup Oasis; Mr. Phanindra Sama, Red Bus; Ms. Maneesha Chadha, Citi Foundation; and Mr. Balasubramanian, DFID India. The report was released by Mr. Vineet Rai, Founder of Aavishkaar and Intellecap.

CHAPTER MEETING – NOVEMBER 13, 2014, BANGALORE

Hosted by SAP AG, the meeting in Bangalore was held alongside the SAP NEN summit. Members had an opportunity to share their learnings about the challenges facing social entrepreneurs with the global head of SAP Corporation Social Responsibility.
VILLGRO ROUNDTABLE

The Villgro Community consists of social entrepreneurs who take innovations to markets among the poor, the mentors who nurture and help the entrepreneurs to evolve and think through their challenges, donors and investors, who fund and invest to seed and grow the social entrepreneurs, and many other partners who make this journey possible. Taking innovations to market to benefit the poor in the best of times is a challenging and complex task, without the privilege of many examples to follow and learn from.

The Villgro Community Roundtable is an initiative to bring Villgro’s community together once a year to pause, reflect on and learn from dialogue around some key strategic challenges facing the community. The intention is to bring the diversity and collective strength of the community to bear on the challenges and to creatively light the path. Alongside, we showcase a few select innovations and business models that have started to move towards profitability and create impact on the lives of the poor in India.

HIGHLIGHTS:
The Roundtable was held alongside the Global Sankalp Summit 2015 in New Delhi and had a dialogue on:
What role can Villgro play to transform the lives of the poor in the evolving ecosystem?
What can we do differently to realise the full potential of our partnership?
**BOARD OF DIRECTORS**

**VINEET RAI**
Vineet is the CEO of Aavishkaar India Micro-Venture Fund and has a decade of experience in small business incubation, innovative technologies and the SME sector. Earlier, Mr. Rai was CEO of Gujarat Grassroots Innovations Augmentation Network (GIAN), a business incubation fund.

**RATHINDRA NATH ROY**
Rathindra is a consultant to international agencies such as the Food and Agricultural Organization, the Department of Foreign International Development (UK) and the International Fund for Agriculture Development. An engineer from IIT- Madras, Mr. Roy has considerable experience in strategic planning for development organizations.

**ASHWIN MAHALINGAM**
Ashwin is an Assistant Professor in the Department of Civil Engineering at IIT-Madras and has been involved with entrepreneurship and social enterprises for over a decade now. He was involved in setting up the minor stream on Innovation and Social Entrepreneurship at IIT-Madras, and teaches a class on ‘Product Design and Business Models’ for social ventures. He is also on the board of the Center for Social Innovation and Entrepreneurship at IIT-Madras, and is a co-founder of Okapi Research and Advisory.

**KANNAN LAKSHMINARAYAN**
Kannan has a track record of successful development and commercialisation of customized solutions in the domain of electro-mechanical engineering, particularly for contexts that are price-sensitive and demand high reliability. He has been a serial entrepreneur, and has founded a number of for-profit and non-profit entities: Sunbeam group of schools, Vortex Engineering, Centroid Design, Fractal Foundation, Microspin Machine Works and Skillveri Training Solutions.

**MUSTAF A MOOCHALA**
Mustafa is a human resources specialist. He established the operations of PRADAN in Madhya Pradesh, after graduating from IIM-A. He then switched to the for-profit sector and was one of the early team members of Ma Foi, a reputed HR consulting firm based in Chennai. Mustafa brings to Villgro a focus on people and related issues.

**SURESH SUBRAMANIAM**
Over 27 years, Suresh has gained vast experience in auditing and accounting, having worked with several of the big 4 accounting firms in India. He is currently a Senior Partner with the Assurance practice of the Ernst & Young India member firm, SR Batliboi & Co.
VILLGRO DONORS

Villgro had several new donors come on board, including the Michael & Susan Dell Foundation, Sir Ratan Tata Trust, Ashoka Global, The Department for International Development (DFID), Grand Challenges Canada, Mahindra & Mahindra Financial Services Ltd and ANDE. We also received new grants from existing donors, such as The Lemelson Foundation, Citi Foundation, Rianta Capital Zurich in association with Artha Venture Challenge and RSF Social Finance.

ANDE

The Aspen Network of development Entrepreneurs (ANDE) is a global membership network of organizations that propel entrepreneurship in emerging markets. ANDE members provide critical financial, educational, and business support services to small and growing businesses (SGBs) based on the conviction that SGBs based on the conviction that SGBs will create jobs, stimulate long-term economic growth, and produce environmental benefits and semi-urban areas of India. By closely aligning itself to the needs and expectations of rural and semi-urban customers, MMFSL has captured a large segment of this market through a nationwide distribution network. It provides a range of retail products and services, such as financing utility vehicles for personal and commercial use, tractors, and cars, among others. www.mahindrafinance.com

Michael & Susan Dell Foundation

Inspired by their passion for children and by a shared desire to improve the lives of children living in urban poverty, the trust was established in 1999. Its investment approach to transforming the lives of children living in urban poverty is both pragmatic and innovative. It uses metrics-based methodologies and analysis to identify where—in terms of both issues and geography—their resources can be effectively applied to produce both immediate results and long-term systemic changes that can be sustained and expanded. www.msdf.org

Artha

Artha Venture Challenge is a leading Indian impact investment advisory based in Zurich that provides advice and management support to the trusts and investment companies associated with its Principal Family. www.arthaventurechallenge.com

Rianta Capital Zurich's Artha Initiative

Rianta is focused on impact investment in social enterprise in India, with a concentration on the agriculture, livelihoods and small-scale renewable energy sectors. This program is committed to principles of sustainability in the impact created by motivated entrepreneurs seeking to develop appropriate products and services for the BoP. Rianta Capital Zurich is an investment advisory based in Zurich that provides advice and management support to the trusts and investment companies associated with its Principal Family. www.arthaventurechallenge.com

Birac

Birac Biotechnology Industry Research Assistance Council (BIRAC) is set up by the Department of Biotechnology (DBT), Government of India, as an Interface Agency to strengthen and empower the emerging Biotech enterprise to undertake strategic research and innovation, addressing nationally relevant product development needs.

Grand Challenges Canada

Grand Challenges Canada is dedicated to supporting Bold Ideas with Big Impact® in global health. We are funded by the Government of Canada and we fund innovators in low- and middle-income countries and Canada. The bold ideas we support integrate science and technology, social and business innovation—we call this Integrated Innovation®. We focus on bringing successful innovation to scale, catalyzing sustainability and impact. We have a determined focus on results, and on saving and improving lives. www.grandchallenges.ca

RSF Social Finance

RSF Social Finance offers investing, lending and giving services that generate positive social and environmental impact while fostering community and collaboration among participants. Since 1984, RSF has made over $275 million in loans and $100 million in grants to non-profit and for-profit social enterprises in the areas of Food & Agriculture, Education & the Arts, and Ecological Stewardship. www.rsfsocialfinance.org

Shakti Sustainable Energy Foundation

Shakti Sustainable Energy Foundation works to strengthen the energy security of the country by aiding the design and implementation of policies that encourage energy efficiency and renewable energy. Shakti belongs to an association of technical and policy experts called ClimateWorks Network, and connects the knowledge pool within this network to the policy space in India. www.shaktifoundation.in

Villgro

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Ashoka Global

Ashoka is the global association of the world’s leading social entrepreneurs—men and women with system changing solutions for the world’s most urgent social problems. Since 1981, we have elected nearly 3000 leading social entrepreneurs as Ashoka Fellows, providing them with living stipends, professional support, and access to a global network of peers in more than 70 countries. Ashoka’s vision is a world where everyone can be a Changemaker: where solutions outpace problems, and where every human being has the empathy, confidence and skills to create a better future for themselves and their communities. www.ashoka.org

Mahindra Finance

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The International Development Research Centre (IDRC)
The IDRC is created by the Parliament of Canada to help developing countries use science and technology to find practical, long-term solutions to the social, economic, and environmental problems they face. www.idrc.ca

The Impact Economy Innovations Fund
The Impact Economy Innovations Fund grant, funded by Omidyar Network and The Rockefeller Foundation, and administered in India by Dasra, aims to build stronger infrastructure for the fast growing impact investing industry in India that can provide scalable and sustainable solutions to help people living in poverty in India. www.dasra.org/impact-economy-innovations-grant-fund

The Lemelson Foundation
The Lemelson Foundation uses the power of invention to improve lives, by inspiring and enabling the next generation of inventors and invention-based enterprises in order to build a stronger US economy and create social and economic change for the poor in developing countries. www.lemelson.org

The National Science & Technology Entrepreneurship Development Board (NSTEDB)
Established by Government of India in is an institutional mechanism, with a broad objective of promoting gainful self-employment amongst the Science and Technology (S&T) manpower in the country and to setup knowledge based and innovation driven enterprises. It functions under the aegis of Department of Science & Technology. www.nstedb.com

The Rockefeller Foundation
The Rockefeller Foundation supports work around the world to expand opportunities for poor or vulnerable people and to help ensure that globalization’s benefits are more widely shared. www.rockefellerfoundation.org

Sir Ratan Tata Trust
Established in 1919, the Sir Ratan Tata Trust (SRTT) is one of the oldest philanthropic institutions in India, and has played a pioneering role in changing traditional ideas of charity. Their institutional grants comprise of rural livelihoods and communities, education, health, enhancing civil society and governance, art and culture. www.srtt.org

Technology Development Board (TDB), Government of India
The Government of India constituted the Technology Development Board (TDB) in September 1996, as per the provisions of the Technology Development Board Act, 1995. The mandate of the TDB is to provide financial assistance to the industrial concerns and other agencies attempting development and commercial application of indigenous technology or adapting imported technology for wider domestic application. www.tdb.gov.in

The Citi Foundation
The mission of the Citi Foundation is to promote economic progress and create measurable impact in low-income communities around the world. The Foundation invests in efforts that increase financial inclusion; catalyze job opportunities for youth; and reimagine approaches to building economically-vibrant cities. www.citifoundation.com

The Department for International Development (DFID)
The Department for International Development (DFID) leads the UK’s work to end extreme poverty. For several decades, DFID has been working with the Government of India to help India achieve its own poverty reduction priorities and the Millennium Development Goals. In November 2012, the UK and India agreed to move to a new development relationship, ending the UK’s financial grant aid to India. The UK will responsibly complete by 2015 all commitments to on-going projects. New programme will focus on sharing skills and expertise in priority areas such as growth, trade and investment, skills and health, or on making investments in private sector projects which create opportunities for the poor while generating a return, and also strengthen our partnership with India on global development issues like food security and climate change. www.gov.uk/dfid