

EDITORIAL



Ved Arya

Founder,
Buddha Institute

What Bob Dylan said half a century ago... "The Times they are A-Changing" literally holds true in the current context. For regular recipients of the Buddha Times, it has been a longer wait to receive this issue. Hopefully its added 'weight' will make this July 2024 Special Edition worth it. The longer interval has given us more to report, and we have treated each capsule in greater depth.

Our lead article features the closer ties Buddha Institute is forging with the Government, especially the National Rural Development Ministry of the Government of India at the Centre. We have held several landmark events in the first half of 2024... ushering in a larger and more diverse cohort of 28 Buddha Fellows through orientations and clinics... deliberations and dialogue among an expanding array of seasoned professionals as Mentors for our Fellows (every Buddha Fellow gets a mentor, by the way,

dedicated to making her successful) ... the preparation of an IIM Ahmedabad teaching case study about the Buddha Fellowship model for building a more inclusive India... introductions to a new look young Buddha Institute team...and revealing a freshened, more secular, logo adopted for the organisation.

The Buddha Institute also received rousing reception at recent meetings in several cities of the US among the friends of Buddha, particularly in Texas (Austin, Dallas and Houston) and New York. I was delighted to meet and discover people who were interested in listening to our story - the story of how Buddha Institute is impacting the lives of marginalised populations of India. I dedicate this meatier edition, especially to such a growing band of enthusiasts and supporters who are indeed the lifeblood of our cause.

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Buddha Institute's Collaboration with Government of India:

RATIONALE & RESULTS

At the Orientation for new Buddha Fellows (February 29th 2024), Shri Shailesh Kumar Singh, Secretary in the Ministry of Rural Development, was the keynote speaker. He highlighted the myriad possibilities ripe for exploration in the collaboration between MoRD and The Buddha Institute and showed keenness in understanding the work of the Fellows.

- What is in it for the government?
- Why would they come and speak to Development Entrepreneurs?
- Why are they interested in their story?
- And what is in it for us, The Buddha Institute?
- What are our expectations?



Shri Shailesh Kumar Singh
addressing the Buddha Fellows

There are six areas of win-win partnership or collaboration:

- 1 **Innovation:** The Buddha Institute identifies and supports social entrepreneurs who develop innovative solutions to social problems. So far, we have identified 46 such entrepreneurs. This links with the need of the Indian government for innovation and for market-facing sustainable enterprises to support millions of 'didis' organized under 10 mn SHGs
- 2 **Cost-effectiveness:** Collaboration with Buddha Institute is cost-effective for the government because social enterprises have lower operational costs than traditional NGOs. Buddha Fellows' enterprises start with small grants and are then mentored to attract private capital, making this model more capital-efficient than grant-dependent NGOs.
- 3 **Complementary Skills:** The government has experience in large-scale implementation, while the Buddha Institute brings depth of experience serving grassroots communities in Tier-3 and Tier-4 towns, and surrounding villages.
- 4 **Systemic Change:** The Buddha Institute is looking for a long-term systemic change, rather than short-term interventions. This aligns with the government's goals for sustainable development such as creating jobs under NREGA. The 2022-24 cohort of 13 Fellows created 130 jobs in their first year, at the rate of 10 jobs per social enterprise.
- 5 **Data and Impact Measurement:** The government is naturally interested in impacting the greatest number of people in the maximum possible way. We measure the success of our programs and the social impact created by Buddha Fellows. Metrics include jobs, income enhancement, and carbon footprint. So far we have created 2000 jobs and impacted 500,000 marginalised people.
- 6 **Scalability:** The government is concerned about the scalability of solutions. Depending on the focus, BI can identify scalable enterprises in priority sectors, or labour-intensive enterprises with the potential to create the greatest number of jobs.

India faces macro-economic challenges and The Buddha Institute wants to align its efforts with that of the government in addressing these. The country is experiencing large-scale unemployment (8%). A large part of its population is below the poverty line (165 million people are earning less than \$2.15), and one-half of the tribal population migrates. Farmers are demanding and agitating for minimum support price for their farm or forest produce. To address the macro level changes, entrepreneurs can bring in new and innovative solutions. They can set up sustainable enterprises. Nano, micro and small enterprises can alone create jobs; large manufacturing companies, prone to use numerical machines and AI, cannot. The entrepreneurs disintermediating the supply chain can alone extract a larger margin from various nodes of the value chain, and offer even more than the MSP. This is already evident in millet, tamarind and custard apple.

How are we collaborating with the Government?



- We invite senior government officials to Buddha Fellows' Business Exposure Camps (BECs) to build familiarity with our model and Fellows. Officials, including Joint Secretary Swati Sharma, see Fellows' potential and their market-facing entrepreneurship.

How are we collaborating with the Government?

- We facilitate partnerships between state governments and Buddha Fellows to fill gaps in government systems. For instance, Rajeevika in Rajasthan collaborates with Buddha Fellow Rajesh Oza to market custard apple, leading to better prices for tribal women. In Maharashtra, Buddha Fellow Mahesh Londhe works with Ummed SRLM to promote and market millet cultivation.
- We advocate for Buddha Fellows to utilize government subsidies. Since 2020, the National Horticulture Board has subsidised 50% of the cost for polyhouse construction for Buddha Fellow Kolli Madhu.
- Buddha Fellows proactively seek partnerships. Devika partners with Kudumbashree in Kerala to provide drone services to farmers, reducing costs and increasing yields.
- Farmer Producer Companies (FPCs) seek Buddha Fellows for marketing support. Gramya, established by Buddha Fellow Jaspal Singh, helps Baiga Chak Company in Madhya Pradesh market millets procured from farmers.

Key Takeaways

- a. Indian government is looking for innovation and for market-facing sustainable enterprises to support the SHG women. Buddha Institute fulfills that need.
- b. MoU with the government of India is a way to legitimize an organisation's efforts in states.
- c. State governments themselves are seeking support in farm inputs as well as in marketing. It appears that Buddha Fellows come in handy, where NGOs don't.
- d. Range of efforts and wide geographical outreach help such as the one Buddha Institute has in 15 states.
- e. The government is looking for scale. It is worth Buddha Institute's effort to identify solutions that could be scaled up using the vast resources available to the government.



Orientation Camp for The New Buddha Fellows Cohort



Buddha Fellows along with the BI team and mentors

The Buddha Institute welcomed its new batch of 28 development entrepreneurs in March 2024, at New Delhi, India. The Buddha Fellowship Orientation Camp (BFOC) was planned as a three-day immersive experience, including sessions as well as group activities to keep the Fellows engaged. Our primary objective was the build affinity between the members of the cohort, and between them and the Buddha Institute. Through formal and informal engagements, we all warmed up to each other. This strong foundation has also set the tone and pace for all subsequent interactions, with a strong desire on both sides of the table to learn from and support one another.

The sessions were broadly organised under the following themes:

Learning

Through interactions with experts, mentors, and government officials

Sharing

Among and between fellows through large and small group interactions, with external parties through a product 'haat'

Immersive Experience

Through simulation games and visioning exercises

Fun

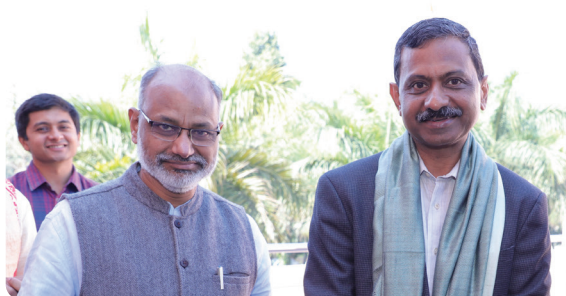
Informal engagements, activities and games

DAY-WISE KEY HIGHLIGHTS

Day 1 was largely focused on introductions, and to expand the thinking of Fellows' by exposing them to larger possibilities and support within the ecosystem.

Welcome address & warm-up: Ved Arya welcomed all participants and external resource people by sharing the Buddha Institute's journey so far. He introduced the cohort broadly, while highlighting two factors that distinguish the incoming cohort – age diversity, as well as gender diversity. This was followed by a warm-up exercise where Fellows shared one special thing about their hometown. Fellows and experts enjoyed this pattern of welcoming and getting to know each other.

Keynote address by Shri Shailesh Kumar Singh, Secretary of the Department of Rural Development with the GOI. His session focused on Gols initiative - 'Lakhpati Didis' - and how Buddha Fellows along with the Buddha Institute could become a key catalyst in building an ecosystem, to enrich the lives of women at the bottom of the pyramid.



Shailesh Kumar Singh, Secretary, Department of Rural Development, highlighted the PM's vision of a 'Viksit Bharat' by 2047 and the goal of creating 3 crore 'Lakhpati Didis' (women entrepreneurs) through SHGs.



Shri Pratul Shroff interacting with Shri Shailesh Kumar Singh at BFOC

Grant Announcement by Pratul Shroff*: Mr. Pratul Shroff, Director of the KR Shroff Foundation announced his foundation's support of the Buddha Institute's vision in promoting impact-based entrepreneurship via Buddha Fellows. Mr. Shroff also spoke about his experience mentoring earlier Fellows and his keenness to support Fellows from the new cohort

Experience sharing by Arjun Malhotra*: This engaging session by the co-founder of HCL Technologies, gave an insight into Mr. Malhotra's own journey, and his key mantra for success i.e. strong relationships. Mr. Malhotra shared that his focus was always on building teams, and developing strong trust-based relationships with all the various stakeholders of an enterprise; which ultimately led to organizational success.



Mr Arjun Malhotra, Founder of HCL, shared valuable lessons on prioritizing people, building trust, and positioning one's enterprise.

Introductions-Personal Journeys: Fellows introduced themselves in a new way! They could only talk about themselves and not their work. Sounds easy but was extremely challenging although very meaningful and interesting.



Buddha Fellows Kamallesh M and Immaculate Anthony at the Introductions Session



Buddha Fellow Ashok Gorre



Buddha Fellow Devika Chandrasekharan talking about her social enterprise



Buddha Fellow JSRB Kalyani elaborates on her enterprise

Special Session: Next up on our list of government experts was Shri Balamurugan, Joint Secretary, DPIIT, Ministry of Commerce & Industry. His session introduced the possibility of building long-term relationships and exponentially scaling up impact through partnerships with the SHG** women, and alignment and integration with the National Rural Livelihood Mission (NRLM) and the State Rural Livelihood Mission (SRLM).



Shri D Balamurugan, Joint Secretary, DPIIT, emphasized the potential for Buddha Fellows to work with SHG women via FPOs, providing design and marketing support.

Day 2 of BFOC saw the gears shift towards the everyday realities of an entrepreneur, in particular a development entrepreneur who is optimizing for both business success as well as impact success.

Critical Thinking Exercise: The challenges and sensitivities required in working with community members, were explored through a thought-provoking reflective case study. In small groups, Fellows explored various nuances, debated with each other, and then shared their reflections in the larger group; bringing out some very interesting dimensions.



Buddha Fellow Pranjal Modi talking about his enterprise 'Titli'



Buddha Fellow Kusum Tewari receiving 'The Book of Aspiration' from Ved Arya

Simulation Activity: The intent behind this activity too was to build empathy. By exposing Fellows to a simulation game where they, albeit briefly, role-played as cotton farmers. This helped them get a first-hand understanding of the various challenges a lay farmer has to face – from climate uncertainty, to market fluctuations, and financial distress.



The cotton farmers' simulation group activity

Experience Sharing by Pratul Shroff: This time Mr. Shroff wore the hat of an entrepreneur sharing with Fellows his journey in becoming a successful entrepreneur and thereafter his deep desire to make an impact through the work of the KR Shroff Foundation.

Thinking Impact Session by Prof. Ankur Sarin: Prof. Ankur Sarin of IIM Ahmedabad led a thought-provoking session on thinking and measuring impact. He spoke of the difficulties, as well as the allure, of measuring and reporting impact numbers. Rather than be prescriptive, Prof. Sarin proposed a more collaborative, authentic, and co-creative approach for impact measurement.



Prof. Ankur Sarin's session highlighted the need for social enterprises to focus on creating social capital and long-term returns for the country.

Expectation Setting: This session was led by the Buddha Institute team and was a two-way deep dive to match BI's offerings with Fellows' expectations. This also gave Fellows an opportunity to jointly reflect and share the support they require for their enterprises. This nuanced feedback has been recorded by BI and will be integrated into its various programmatic offerings.

Day 3 was a mix of learning, sharing, and knowledge-building

Entrepreneurial Journey by Dr. Jugnu Jain*: Dr. Jain shared her journey – one marked by persistence, trail-blazing, and immovable commitment - right from the time of her graduation to building her own enterprise, Sapien Biosciences.



Dr Jugnu Jain speaks on video-conference mode from Hyderabad



Branding and Positioning Session by Indranil Gupta: The focus was on how branding and accurate brand positioning can aid in building an enterprise, and what is the smartest way to arrive at it, cost-effectively.

Visioning Exercise: Fellows were asked to think about the vision, mission and goals of their enterprise, what are the gaps in achieving them at the moment and how can Buddha Institute assist in bridging the gaps.



Sourabh Johri provided insights on accessing loans from banks, prompting Fellows to seek further guidance on financial statements, available schemes, and investor interactions.

The Importance of Mentoring



Mentors stand at the very core of the Buddha Fellowship Program and have become the 'USP'. Most of the applicants were motivated to apply for the Program as they knew that there are highly qualified senior experts who would act as mentors.

Buddha Institute had scheduled an in-person meeting with all the mentors to understand their perspective of the 'mentor-mentee' model.

Highlights from the Mentors' Circle Meeting:

Mentor Circle Meeting (MCM) was organized for two days, March 29th and 30th, 2024, to arrive at a greater understanding around mentorship, specifically the mentor-mentee relationship, to learn from each other's experiences, and build camaraderie.



The BI Mentors at the meeting

Reflections and discussions yielded various insights, some of them being as follows:

- Mentoring strategies may vary: but principally the mentor comes across as a Buddy - a sounding board and a friend.
- The mentors have to keep the Fellows motivated through this journey; others see the role as a **Business Mentor** - primarily providing business advice based on needs and contexts of the Fellow, and yet some others view it as **Expert Mentorship** - workshop and need-based sessions to support Fellows.
- Mentoring process varies in terms of **time commitment, field visits and check-in calls**.
- Mentors should work together to create a pool of expertise.
- The mentor cannot own the success (the person who owns the business owns the success).
- Mentors need skin in the game. Fellows are like teenagers, ready to fly and do their own thing.
- A safe space needs to be created where someone can say it is not working out - so let me choose another person as a mentor.
- A set of guidelines may be built for a mentor to follow; there is no need to formalise.



Mentor Sandip Bhatia shares his experiences with other mentors

Steps moving forward:

Few steps were decided amongst mentors based on the discussions

- a. Create a larger pool of sectoral experts, business advisors, industry stalwarts and successful social entrepreneurs.
- b. Set up a Trainer of Trainers system where senior/seasoned mentors train newer mentors.
- c. Institutionalize processes: 360 degree reviews, dashboards with business data of all the fellows and a reviewing system to ensure that problems were tracked and responded to by mentors.



The Mentors' Circle hybrid workshop in progress

Board Members



Mr Ved Arya
Founder (The Buddha Institute)



Mr Rajesh Dahiya
Founder Good Govern



Mr Om Damani
Professor (IIT Bombay)



Mr Chitranjan Dar
Former Group Head-LS & T, Quality Assurance (ITC)



Mr Rajeev Kapoor
Former- IAS



Mr Pankaj Khandelwal
Founder Director (INI Farms)



Mr Ankur Sarin
Professor (IIM Ahmedabad)



Ms Gauri Singh
Deputy-Director General (International Renewable Energy Agency);
Former- IAS

Team Members



Belal Ahmad- Team Leader

Belal is a development professional, boasting more than 9 years experience in rural livelihood and capacity building initiatives. His expertise spans value chain management, institution building, entrepreneurship development, and tribal development. He worked with Ved at Srijan in the past, and recently joined TBI as a team leader supporting Buddha Fellows and CSR programs.



Garima Aggarwal - Consultant

Garima's work experience spans 20 years across different sectors. Garima specializes in enabling early stage organizations to set-up and scale. Her subject matter expertise is in Marketing Communications and Education. She's been associated with TBI since 2022.



Ved Arya - Founder

Ved Arya is a seasoned and well-known development sector professional with over 40 years of experience. He supported the inception and growth of two organizations prior to founding The Buddha Institute. He is an alumnus of IIT Kanpur and IIM Ahmedabad. He has been a Hubert H Humphrey North South Fellow, a UNEP Fellow, an Ashoka Fellow, and was recently awarded the Distinguished Alumnus award by IIT Kanpur



Leena Benoy – Senior Accounts and Admin Executive

Leena has over 20 years of experience in finance, and anchors the accounts and administrative functions at Srijan. Her career has spanned significant roles at ADIVA Hospitals Pvt Ltd, Bhandora Organics, and Steel Furnace Association of India. Leena holds a Bachelor's degree from MG University Kerala and a PGDCA from DOEACC.



Arvind Kumar – Theme Leader

Arvind Kumar is a seasoned professional with an M. Tech in ASM from IIT Kharagpur and over 17 years of experience in the development sector. His core expertise encompasses natural resource management, climate-resilient infrastructure, and community-based projects. He joined TBI in 2024.



Anupam Pandey – Team Leader

Anupam comes with a Master's Degree in Social Work from NIT-Allahabad. His expertise spans over government partnership, institution building and entrepreneurship building. After 9 years of experience, Anupam joined Buddha Institute in September 2023. As a Team Leader his role is to anchor 6-8 BFs, manage partnership with the government of Rajasthan, and manage CSR projects.



Kirti Shekhar – Accountant

Kirti Shekhar is a dedicated finance professional with 12 years of experience and a strong background in accounting and financial management. Holding an MBA in Finance from Integral University and an M.Com. from Gayatri Vidyapeeth PG College, Kirti combines academic rigor with practical expertise in maintaining books of accounts, budgeting, and ensuring compliance with program requirements.



Shruti Shriram – Knowledge Management Consultant

Shruti is an RA at IIM Ahmedabad, curating insights on social entrepreneurs and discovering sustainable ways to grow their impact. Previously, she was with Indus Action, an NGO that works with the government to improve access to social protection for India's most vulnerable citizens. She has a background in economics, and a post-graduate degree in public administration from SIPA, Columbia University.



B Srinivas Rao – Team Leader

Srinivas is an engineer and MBA (XIMB (2013)). He comes with 11 years of experience in sectors like rainfed agriculture, watershed, millet value chain, sustainable agriculture etc. Inducted in 2022 as a Fellow, he now plays the role of a Team Leader and is also involved with MEL.



Ananya Srivastava – Field Executive (Trainee)

A Young India Fellow'22 and a Post Graduate in Women's Studies, Ananya specializes in gender and development. She has gained experience with the Delhi Commission for Women and conducted a qualitative impact evaluation study with Goonj, Hyderabad. Ananya started her professional journey with E2F in 2024, with the aim to gain grassroots exposure and enhance her understanding of the women entrepreneurship ecosystem.

A Case in Point

The case study of the Buddha Institute will be taught at IIMA

The Buddha Institute in partnership with IIM-Ahmedabad is working on a case study tracing the evolution of The Buddha Institute since inception. The case study is authored by Shruti Sriram under the guidance of Prof. Ankur Sarin. Through review of existing BI memos and documents, field visits to 7 Buddha Fellows, and in-depth interviews with mentors and fellows, the case aims to delve into the critical aspects including the social enterprise model of the program, the selection process for fellows, support provided to fellows, and impact of both the program and the fellows. It also outlines a 4-pillar framework for the institute to scale to its lofty mission of touching millions of lives.

A short excerpt from the case can be found below:

Buddha Fellowship is in the process of building a revised version, Buddha Fellowship 2.0 which aims to scale from 14 fellows in 2022 to 25 in 2024, and eventually to 125 in 3 years' time. As a short-term 3 year goal, the Fellowship aims to generate 10,000 new jobs, to impact 300,000 marginalized people.

To bring the vision to life, the Buddha Fellowship team along with the development sector consultants had proposed building 4 key elements of the Fellowship Program:

- i. Market Focus: Identifying entrepreneurs and enterprises that aligned with the ethos and vision of the organization.
- ii. Market Relevant Offerings: Concentrating on creating structured program offerings which were based on the identified needs of the fellows.
- iii. Delivery Engine: Sharpening the execution of the program offerings.
- iv. Ecosystem Building: Shed light on the ecosystem required to operationalise the vision.

The case is forthcoming as a teaching case at IIM-Ahmedabad and will help students explore concepts of organizational theory, social enterprise models and strategy.

About The Buddha Institute

Buddha Institute is a programme under E2F. E2F supports local enterprises and local organizations in establishing profitable and viable linkages with markets, government agencies, financial institutions or any such institution that would enhance their sustainability. It also imparts employability skills through relevant training and capacity building inputs among disadvantaged youth, differently abled and other segments of society in order to improve their prospects for employment, quality of life and social status.



What do we do?

We support early-stage startups through a 24-month journey to move from existing micro-entrepreneur organization to a sustainable organization with greater impact, say from an annual turnover of INR 20 Lakh to 2 Cr). Our fellows receive mentorship from experts from industry, government and CSOs, and a seed funding in the range of INR 3 to 25 Lakh, or INR 10 lakh on an average. Six offsite problem-solving workshops are organized, focused on various aspects of building, growing, and sustaining an impact-focused organization.

What do we hope to achieve?

We believe that the success of an early-stage enterprise rests as much on the idea as the people. We therefore support a handful of individuals with high emotional quotient as well as having grit and determination to drive systemic change and improve the lives of at least 50,000 people in their lifetime.

Vision:

Shaping a progressive, inclusive India and the world, through entrepreneurial change-makers.

Mission:

Nurture entrepreneurial ecosystems that add value for greater good, by bringing together diverse stakeholders on common platforms.

Goal:

By 2032, 1000 development entrepreneurs collectively impact the lives of at least 1 million marginalized families.



◀ Our New Refined Logo

The Rationale: While the concept of growth and development through the 5-petal outer structure remains unchanged, the sun now takes centre-stage. It expresses radiance and energy, the striving to 'bloom' in the socio-economic landscape of our country.