White Paper

Mentoring Grampreneurs™ For Inclusive Growth

BHARATIYA YUVA SHAKTI TRUST
November 2017
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Foreword

Today, it is of utmost importance to provide an empowering ecosystem for entrepreneurial activities – an ecosystem not just for the entrepreneurs in hi-tech and big cities but one that nurtures the micro-entrepreneurs in small towns and villages as well. We need to provide a supportive environment to our youth and give wings to their imagination to take new and innovative ideas forward. This would mean facilitating in fine-tuning of ideas, company registration, easy access to funding, or finding a mentor.

This is exactly what BYST has been doing in its own modest way for the past 25 years – empowering disadvantaged young Indians in under-served communities by providing financial as well as mentorship support.

BYST’s mission was inspired by HRH Prince of Wales and the Prince’s Trust and was backed by visionaries JRD Tata (our founding chairman), Manthosh Sondhi, HP Nanda, Rahul Bajaj, Tarun Das and Subodh Bhargava. Together with the other industry stalwarts, BYST has built and expanded on the original vision many times over. Our model has been tested not only in the metropolis of Delhi, Chennai and Pune but in the tribal hills of Assam to the mining towns of Odisha. In this journey, BYST has gained immense support from its strategic partner, Confederation of Indian Industry (CII), and knowledge partner, Ernst and Young (EY).

During the last two years the Government has introduced a multitude of schemes Skill India, Start-Up India, Stand-Up India, Digital India, Mudra, etc. It is envisaged to make “Mentoring India™”, the flagship programme of BYST, an important component in this current ecosystem to increase the viability and success rate of young, first generation entrepreneurs. The objective is to create a pool of mentors at every touch point where a potential entrepreneur currently interacts.

To further these efforts, BYST, in association with Smart Gram - a Rashtrapati Bhavan (RB) initiative, conducted a Closed-Door Roundtable on “Fostering a National Mentoring Movement to Support Grassroots Youth Entrepreneurship” on 5th April 2017 at Rashtrapati Bhavan. The conference was attended by dignitaries from various fields viz. financial sector, corporate sector, government, etc. The recommendations emanated from discussion were reported back to the President of India at the Special Plenary Session and are summarized in this paper.

The idea is a simple one – To spearhead a mentoring movement across the nation! This white paper is just a small step towards the same.

Lakshmi V. Venkatesan
Founding and Managing Trustee,
Bharatiya Yuva Shakti Trust
Executive Summary

Our honorable Prime Minister, Shri Narendra Modi, had promised creation of 10 million jobs during his election campaign in 2013. Even after putting a phenomenal effort by launching several initiatives to make that a reality, we are still unable to achieve the said goal. With an existing job gap of 17.7 million (on its way to get wider in the years to come, according to a report by ILO) the question remains- are we missing something crucial in the government’s initiatives such as Skill India, Startup India and Mudra? This paper tries to position that “Mentoring” could be the catalyst or the missing element.

Indian organized sector employs less than 10% of the working population and thus the onus of creating the much needed job opportunities falls on the unorganized sector. Given this huge requirement, entrepreneurship seems to have emerged as a feasible way to cater to it. Further, to ensure an inclusive growth, entrepreneurship promotion activities must reach the rural areas as well. Creating successful Grampreneurs (micro-entrepreneurs with their value chains spread across small towns and villages) is thus the need of the hour. This in certain way also found a mention in the honorable Prime Minister of India’s 68th Independence Day speech for creating a pool of young people who are able to create jobs and capacity building of such young people.

Furthermore, grampreneurs’ mentoring requirements (as one of the key capacity building measures) far exceeds that of any other entrepreneur because for a grampreneur his/her mentor is almost the translator of what is available out there in the world. Many times, grampreneur’s perspective is quite limited and all the inputs – technical/marketing/financial – comes from his/her mentor. Therefore, a robust mentoring support system is required to ensure that these grampreneurs succeed in starting their ventures and subsequently create employment opportunities for the youth in rural areas.

Bharatiya Yuva Shakti Trust (BYST), with its 25 years of experience in providing guidance and mentoring support to budding entrepreneurs, has taken a lead in this and tried to bring the various stakeholders on a single platform. Earlier this year, BYST anchored a round table conference as well as India’s first International Mentoring Summit at the Rashtrapati Bhavan (President’s House), to gather the thoughts of various stakeholders on discovering the possible ways to ensure access to grassroots mentoring in the country. An initiative, Mentoring India™, has also been started to add synergy to other initiatives from the Government. This program shall ensure that the much needed mentoring support is available to each and every youth who plans to start his/her own enterprise. The program shall draw support from the various stakeholders for community mobilization and add new mentors to the current ecosystem by undertaking the required capacity building activities.

Mentoring Grampreneurs may well hold the key for an inclusive growth of India in true spirit given the possibility to cater the base of the pyramid.
Background

The ever expanding job gap in India

By the year 2020, with an average age of 29, India is set to become the world’s youngest country with 64% of its population in the working age group. Yet today India accounts for a major chunk of Asia’s unemployed. According to a recent report of International Labour Organisation (ILO) unemployment in India will increase by 100 thousand in 2017 and will further increase by 200 thousand in 2018. The Government of India seems to have recognised this challenge and have responded with several initiatives such as Skill India, Start-up India, Mudra Scheme, etc. but these initiatives are yet to achieve their expected impact and outcomes.

Unemployment in India

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of unemployed citizens (millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>17.7</td>
</tr>
<tr>
<td>2017</td>
<td>17.8</td>
</tr>
<tr>
<td>2018</td>
<td>18</td>
</tr>
</tbody>
</table>

Source: World Employment and Social Outlook - Trends 2017, ILO

The fact that, while on one hand the youth population is increasing, and on the other there’s been a marked decrease in the number of jobs offered from the organised sector, doesn’t help either. The organised sector presently employs less than 10 per cent of the country’s workforce. As a result, the emphasis of job creation has now shifted to the unorganised sector.

Micro-entrepreneurship: Can it plug the job gap?

Today while a large proportion of the country’s workforce get absorbed into the unorganised sector, they still face multiple challenges such as job insecurity, seasonal unemployment and getting low skilled or unskilled jobs which do not add value for their future employment prospects. To address these, entrepreneurship is emerging as one of the feasible options, and given the Indian context of unorganised economy, micro entrepreneurship should provide the new alternative.

It is well established that people who undergo formal education/vocational training or any kind of basic training/capacity building are better equipped to start their own enterprise, thereby avoiding the aforementioned challenges while contributing to creation of more employment opportunities. They turn from being job seekers to becoming job creators. So, it seems that if provided with proper support, entrepreneurship might prove to be the solution that could help plug the present job gap.

Multi-national funding agencies such as World Bank, Asian Development Bank and International Finance Corporation seem to have already realised this and started supporting initiatives which focus on entrepreneurship as a solution to unemployment. For instance, World Bank has recently announced a US$ 60 million project to help address the jobs challenge in Tunisia, to support government efforts towards targeted employment programs and create more and better opportunities. The Tunisia Youth Economic Inclusion Project called Moubadiroun (or ‘Initiator’) will focus on disadvantaged young men and women while investing in entrepreneurs and businesses to promote growth and job creation. Similar efforts have been lined up in India as well by the World Bank group in value chain development, skill and vocational training etc.

1State of the Urban Youth, India 2012, IRIS Knowledge Foundation in collaboration with UN-HABITAT
Entrepreneurship: Challenges in the way

Entrepreneurship, however, comes with its own set of hurdles due to which the first generation entrepreneurs face a quite challenging environment at each stage of making their enterprise a success (refer below section on “The lifecycle of an entrepreneur” to understand these stages).

Overcoming the challenges such as finding an access to finance, establishing market linkages, developing business plans and conducting viability studies require a lot of time and effort. Thus, facing all these challenges alone is naturally quite difficult for the budding entrepreneurs.

The lifecycle of an entrepreneur

It takes around two years for an entrepreneur to make his/her enterprise successful and sustainable. The stages that the entrepreneur goes through are depicted below:

First is the ideation stage, wherein the entrepreneur thinks of a business idea which through thorough viability and feasibility study can then be transformed into a business plan. Now he/she has to pitch this plan in front of funding agencies, incubators, enablers, mentors and other such entities to get the required handholding support. Once he/she is able to get this support, the business plan is implemented, post which he/she must constantly look for ways to ensure its survival and success. After much effort, training, monitoring and course corrections, the start-up reaches a level where the entrepreneur can run it without the handholding support thus creating a successful business enterprise which can provide job opportunities to other people and eventually scale up.
According to small business administration (SBA, US), 30% of new businesses may not survive past first 24 months, and 50% of those may not make it past 5 years. However, 70% of the mentored businesses survive longer than 5 years. This statement of SBA makes us wonder: Are we giving enough importance to the role of mentors in success of an enterprise?

According to a survey conducted by EY for G20 Entrepreneurship Barometer, more than 10% of the entrepreneurs across the globe feel that mentorship programs could ensure long-term growth in entrepreneurship development in their country. This percentage might prove to be even higher for entrepreneurs in developing countries like India where while there exists several schemes to support entrepreneurs yet it becomes quite difficult for the entrepreneur to make full use of such schemes without having the required knowledge to run the enterprise. Mentors, with their wisdom and business acumen, might be able to provide the much needed support to budding entrepreneurs.

Source: Small Business Administration, US

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**Five year survival rate of new enterprises**

![Circle chart showing 15% for all new businesses and 70% for mentored businesses.](image)

**Top initiatives and organizations that could improve long-term growth in entrepreneurship/entrepreneur**

<table>
<thead>
<tr>
<th>Initiative/Program</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Business Incubators</td>
<td>70%</td>
</tr>
<tr>
<td>Educators</td>
<td>60%</td>
</tr>
<tr>
<td>Entrepreneur Clubs and Associations</td>
<td>50%</td>
</tr>
<tr>
<td>Teaming/Mentor Program</td>
<td>40%</td>
</tr>
<tr>
<td>Government Start-Up/Other Programs</td>
<td>30%</td>
</tr>
<tr>
<td>University Incubators</td>
<td>20%</td>
</tr>
<tr>
<td>Venture Capital Associations</td>
<td>15%</td>
</tr>
<tr>
<td>Industry-Specific Training Programs</td>
<td>10%</td>
</tr>
<tr>
<td>Entrepreneurial Workshops/Support...</td>
<td>8%</td>
</tr>
<tr>
<td>Small-Business Administrations</td>
<td>6%</td>
</tr>
<tr>
<td>Chambers of Commerce</td>
<td>4%</td>
</tr>
<tr>
<td>Corporate and Non-Governmental...</td>
<td>2%</td>
</tr>
<tr>
<td>Other, Please Specify</td>
<td>0%</td>
</tr>
</tbody>
</table>

Mentoring Grampreneurs™: Towards Entrepreneurship Promotion

Grampreneurs™: Who are they and what support do they require?

Grampreneurs, a term coined and trademarked by Bharatiya Yuva Shakti Trust (BYST), are those micro-entrepreneurs whose business value chain is spread across small towns and villages. The challenges that these micro-entrepreneurs face are different and many; more than what the other entrepreneurs operating solely in urban areas might face. For instance, while the grampreneurs have a large bottom of the pyramid population to cater to, they might not be able to access them easily due to the lack of infrastructure such as road connectivity or even access to electricity or a decent internet connection. Further, the grampreneurs are unable to find the right partners to sustain and scale their business in the rural areas. Yet they are quite essential to ensure inclusive growth by providing several products and/or services as well as employment opportunities to the people living in these areas.

While a mentor might not be able to solve all these challenges, for instance, solving infrastructural issues might be beyond the mentor’s capabilities, but a mentor might be able to help the grampreneur overcome these challenges by providing him access to the right partnership opportunity. Therefore, mentorship support at each touch-point of entrepreneur life cycle is essential. A lack of support at any stage in business, might hinder grampreneur’s progress.

Challenges faced by Grampreneurs™

- Developing the business plan
- Limited access to finance
- Lack of knowledge of and access to Govt. schemes
- Survival against competition
- Managing human capital
- Limited access to counselling and mentoring support

- Identifying business opportunities
- Basic understanding of running the business
- Limited access to market
- Identifying and pursuing partnership opportunities
- Skilling the employee

Similar to other entrepreneurs

Different than other entrepreneurs
Grampreneurs™ Mentoring Examples from across the world

The need for mentorship support for creation and sustenance of enterprises has already been felt across the globe. Hence, mentor training and development is not an entirely unique concept. For instance, two global firms, Mowgli and Pivomo, have been offering large scale mentoring services.

Mowgli Mentoring

Mowgli was established in 2008 to support the MENA (Middle East and North Africa) in reaching its ‘80-100m jobs by 2020 goal’. Its mentor training program is called “Mowgli mentoring experience program” and it has been accredited by the European mentoring and coaching council (EMCC). Following is the list of service offerings by Mowgli:

- Awareness Generation
- Screening of Mentors
- Mentor Training
- Mentor Mentee Matching
- Refresher Sessions

Pivomo

Pivomo has built a team of accredited mentors that deliver scalable and accessible solutions on mentoring. Pivomo partners with accelerators, university hubs and co-working spaces around the world to introduce accreditation and mentor trainings. Pivomo trains and accredits mentors to deliver high impact online mentoring. Following are the service offering by Pivomo:

- Mentor online training
- Mentor Accreditation
- Mentor Mentee Matching
- Online tools for better mentoring, mentoring forum, webinar etc.
Grampreneurs™ Mentoring Models that could work in India

Addressed in Indian context through a different approach

Indian context seems to be a little different with a population of 1.2 billion people and an economy that has leaped directly from an agriculture driven economy to a services driven one, skipping the manufacturing phase completely. The corrective measure stands in boosting entrepreneurship that might keep such a large population involved in income generating activities and engage skilled workforce as well.

Recognizing this, the Government of India (GoI) has taken several steps to foster entrepreneurship in the country. However, there still exists a demand to create an enabling ecosystem for this. Especially for the first generation entrepreneurs, there is a lack of mentorship support to guide them through the business-cycle from starting a business till the time they become financially sustainable. While presently, several skill training programs are offered through ‘Entrepreneurship Development Programs’ (EDP) through nodal agencies and supported by DIC, KVIC and banks under PMEGP and other schemes, the important component of ‘mentoring’ is still absent. All the schemes of the government focussing on entrepreneurs need to include it as a part of their institutional framework. Although banks are mandated by the government to provide guidance to the entrepreneurs financed by them, but more often than not, it is non-existent due to lack of knowledge or time amongst the bankers.

Promoting entrepreneurship through Grampreneurs™ Mentoring

It is essential to evolve and leverage a Mentor Movement that transforms Indian youth by offering counselling and business development services, creating practical insights and driving tangible results thereby enhancing skilling and building of sustainable dynamic micro enterprises. The key to igniting and promoting the entrepreneurial spirit among millions of young job seekers, many of whom have dreams and determination as their only assets, is proven to be Mentoring, globally.

Bharatiya Yuva Shakti Trust (BYST), a not-for-profit organization to promote entrepreneurship and provide aid to alleviate poverty and unemployment among the youth in India, through their comprehensive mentorship development and support has been working in the grassroots mentoring space for past 25 years. BYST, in this regard, came up with a unique proposition by not only facilitating collateral free loans to the grampreneurs but also providing them with a mentor on one-to-one basis. BYST follows the ‘Guru- Shishya’ tradition where the teacher not only teaches, but guides and helps to develop the disciple. The Mentor gives advice, maintains regular contact with the entrepreneur, monitors progress, and helps in solving problems and in developing mentee’s business. The volunteer professionals (Mentors), in turn, get a wide range of first-hand business experience and the satisfaction of helping the disadvantaged youth.
“Mr Viswanathan is not a mentor to me. He is my friend, philosopher and guide. He has generously shared his almost 50 years of managerial, technical, industrial, financial and human interaction skills in various industries to ensure positive outputs for me from my business.” says Mr Balamurugan, who drew on his BYST mentor’s support to launch, build and grow his Consumer Electronics business, with an innovative water level controlling device to control water spillage, in domestic and agricultural use. Another young dynamic grampreneur from Pune, Tushar, supported by the BYST, says “But for my mentor’s advice and hand-holding, I would have never had the guts to grow from a start-up infrastructure contract business to a manufacturer with an INR 20 crore turnover in 5 years.” Many such successful entrepreneurs (see section “BYST’s grassroots mentoring solution in Assam: A case study”) owe their success to the mentoring support provided by BYST.
BYST’s Grassroots Mentoring Solution in Assam: A case study

BYST-CII partnered with Employment Generation Mission (EGM), Gov’t of Assam in 2012 to implement ‘Youth Entrepreneurship Development Programme’ in the state for a 5 year period till March 2017 successfully creating the following impact:

<table>
<thead>
<tr>
<th>Components</th>
<th>Cumulative Impact</th>
</tr>
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<tbody>
<tr>
<td>No. of Youths reached and counselled</td>
<td>43898</td>
</tr>
<tr>
<td>No. of Youths trained</td>
<td>6270</td>
</tr>
<tr>
<td>No. of Entrepreneurs supported (facilitated, financed and mentored)</td>
<td>1088</td>
</tr>
<tr>
<td>Amount of Loans provided (Through partner banks)</td>
<td>36 Crores</td>
</tr>
<tr>
<td>No. of Employment generated</td>
<td>15855</td>
</tr>
<tr>
<td>No. of Mentors Inducted, Trained and Accredited</td>
<td>349</td>
</tr>
</tbody>
</table>

The programmes covered the districts including Kamrup metro, Kamrup Rural, Nalbari, Barpeta, Darrang, Morigaon, Nagaon, Jorhat, Sivasagar, Golaghat, Dibrugarh, Tinsukia, Majuli and Hojai. A training division was also set up to create awareness about Entrepreneurship in non-operational areas of BYST such as North Lakhimpur, Sunitpur, Goalpara and Bongaigaon.

BYST Assam partnered with different organizations, institutions and NGOs for implementing the programme. BYST predominantly supported entrepreneurs from rural areas with financing mainly through State Bank of India.

There have been many success stories and two of them are mentioned below:

- Mr. Bhaskar Tamuli, financed by Bank of Baroda and a manufacturer and exporter of Bell Metal, received JRD Tata Special Entrepreneur of the Year award, by the hands of Mr. Rahul Bajaj, Chairman Bajaj Group and Sir Dominique Asquith, British High Commissioner, in Delhi, in 2016. He employs more than 100 people with annual turnover of around INR 30 million and also exports his products to Nepal and Bhutan.

- Ms. Dalimi Rabha, received CII Women Exemplar award, from the hands of Hon’ble finance minister, Mr. Arun Jaitley, in Delhi, in 2016. She hails from a remote village and belongs to a poor family. With a loan of INR 100,000 from SBI, she now has an annual turnover of more than INR 1 million and employs 10 females in her unit. She has trained more than 800 women in her locality and they are now engaged in different units or are self-employed.
Possible Grampreneur™ mentoring model(s) that could work in India

BYST, with an aim to make Mentoring India™ a reality and to understand the mentorship models that could work in the country from a multi-stakeholder perspective, anchored a round table conference on 5th April 2017 on “Fostering a National Mentoring Movement to Support Grassroots Youth Entrepreneurship”. Leaders from diverse backgrounds- Government, Development agencies, NGOs, Vocational & Educational institutions, Private sector and Lending agencies came together to create a unique multi stakeholder platform and discuss the way forward. The objective of the conference was to develop a comprehensive and cohesive national agenda on entrepreneurship and mentoring in the unorganised sector. Specifically, how to scale entrepreneurship and mentoring models in order to reach out more effectively to the youth at the grassroots across the length and breadth of the country.

Issues that cropped up during the round table conference ranged from lack of access to resources in small towns and villages to lack of institutional linkages to create a single point of contact for micro-entrepreneur to go and seek advice; from difficulty to certify the counsellors and mentors to difficulty in seeking out volunteers to provide business development services; and from lack of connectivity in villages (roadways or internet) to the lack of convergence between the various government schemes.

Just as the background of the people who attended the round table conference, the recommendation from the round table conference were varied.

Though their recommendations differed, all the participants agreed that achieving the objective of developing a comprehensive and cohesive system for mentoring would most definitely require a multi-stakeholder approach where mentors are developed in all the institutions, may it be government departments and their procurement agencies, or public and private sector organizations, or banks, or educational and skills development institutes or even the small businesses already running in these areas. Clear-cut operational guidelines need to be drafted at all these touch-points so that the entrepreneur is able to access their support in a seamless manner. Thus, a robust mentoring ecosystem is the need of the hour.

*Mentoring India is an initiative ideated by BYST and launched by the then Union Minister of India, Mr. M. Venkaiah Naidu, to add synergy to the present Government’s Skill India, Startup India and Digital India initiatives*
The round table conference was attended by the following dignitaries:

1. **Smt Omita Paul**  
   Secretary to the Hon’ble President of India

2. **Shri Ramesh Abhishek**  
   Secretary - Department of Industrial Policy and Promotion

3. **Shri B J Panda**  
   Member of Parliament (Lok Sabha)

4. **Shri K K Jalan**  
   Secretary - Ministry of MSME

5. **Prof. Ashutosh Sharma**  
   Secretary - Department of Science & Technology

6. **Shri Rajnish Kumar**  
   Managing Director - State Bank of India

7. **Shri Jiji Mammen**  
   CEO and Director - MUDRA Bank

8. **Shri Jaya Kumar**  
   Managing Director - Bank of Baroda

9. **Shri Rahul Bajaj**  
   Chairman - BYST & Chairman - Bajaj Auto Limited

10. **Shri Gaurav Dalmia**  
    Chairman - Landmark Holdings

11. **Ms Lakshmi V Venkatesan**  
    Founding and Managing Trustee – BYST

12. **Shri Arun Maira**  
    Management Consultant & Former Member - Planning Commission

13. **Ms Jyotsna Sirling**  
    Joint Secretary - Ministry of Skill Development and Entrepreneurship

14. **Ms Panudda Boonpala**  
    Director – ILO

15. **Prof K Radhakrishnan**  
    Advisor - Department of Space / ISRO

16. **Mr Munish Sharma**  
    Director General - MIT Group of Academic & Research Institutions
Recommendations from the round table conference

For grassroots business, mentor is almost the translator of what is available out there in the world.

The mentors should be appreciated and honored at national level for their services at Rashtrapati Bhavan to motivate them.

Mentoring cannot be an isolated concept. It needs to be embedded in all the institutional frameworks.

Lakhs of gram panchayats are going to be connected by underground optical fiber cable. This network could be leveraged to promote mentoring initiatives.

Local community and local chamber of commerce have a crucial role to play to promote entrepreneurship and mentoring initiatives.

There is need to mobilize passionate volunteers in rural areas and train them for providing mentoring support.

Need to integrate various initiatives such as Mudra Banks’s Dhanmitra Portal and certified skill council, SBI’s SBIIQ and IT innovation fund, Startup India’s Startup Hubs.

Corporate Social Responsibility (CSR) funds could be channeled to identify and develop entrepreneurs.

Institutional response has to be quick, humane and harmonized to ensure maximum impact.
The Way Ahead

Possible challenges in the implementation of nation-wide Grampreneurs™ mentoring initiative in India

There are several challenges that might come in the way of development and implementation of a large scale grampreneur mentoring initiative. The following challenges must be catered to in order to make this initiative a success:

**Infrastructure requirements**
- Mentor development centers
- Centralized digital system for linking all stakeholders

**Required policy/scheme level changes**
- Mentoring as an integral part of all national and state level skills and entrepreneurship development initiatives

**Required fiscal and capital support**
- Easy access to seed capital
- Tax incentives for initial stages
- Easy access to exports market

**Community mobilization challenges**
- Mobilizing a large population with diverse values and cultures
- Capacity building of volunteers

Role of different stakeholders

The grampreneurs today need all the support they can get. Government and policy makers need to make mentoring an integral part of all their initiatives such as Skill India, Start-up India, MUDRA scheme etc. and provide support to build an overarching mentoring ecosystem. There is also a need to study areas of possible synergies between national and regional policies, and various feedback mechanisms that can help create a better policy environment. (Refer section “BYST’s Centre of Excellence in Mentoring – A proof of concept” to see how this could be achieved)

NGOs, on the other hand, need to extend their enterprise-building skills beyond self-help groups and micro-enterprises by networking with the private sector and lending institutions. They also need to work more closely with educational & vocational institutions so that the entrepreneurial skill development is also covered in their initiatives, with participants who wish to pursue entrepreneurship being able to access proper mentorship support.

Indian corporations are now talking about linking corporate social responsibility with sustainable market development. Yet there is a need to move from philanthropic mode to a mind-set that believes in scalable business models. Corporates need to find out ways in which they could provide not just funds but business development services to the grampreneurs.

Finally, the community at large has to step up and volunteer to support all other stakeholders in achieving their objectives. If each self-sufficient person with business acumen contributes even one hour of their time every month towards the greater good, it would create an impact that has never been seen before.
BYST’s Centre of Excellence in Mentoring – A proof of concept

To understand how to scale up the mentoring ecosystem in India, BYST developed a proof of concept for Centre of Excellence in Mentoring (CEM) by successfully running a pilot for four months with the support of UKIERI (UK-India Education and Research Initiative). The aim is to be a world class Centre of Excellence in Mentoring (CEM), offering solutions, building the entrepreneurship and skilling eco-system in India and to serve as a role model for SAARC members and the developing world at large.

The Centre of Excellence is envisaged as a PPP Model to draw on the strengths of National and Local Gov’t, Industry, Educational Institutions and Civil Society. This COE will, over the next 5 years, build an additional pool of 20,000 mentors drawn from Gov’t, corporates, professionals, banks, vocational institutes etc.

The objectives of CEM are a) to establish the efficacy of mentoring, for young people at the bottom of the pyramid seeking jobs and entrepreneurial opportunities, b) To extend the reach of BYST mentor training model to other organizations involved in youth and skill development, c) To enrich the BYST – Prince’s Trust partnership through sharing of technical know-how and best practices, and d) To improve the Mentor Online Training (MOL) modules to meet requirements of training third party organizations.

Expected outcomes of a strong mentoring ecosystem

Once a strong mentoring ecosystem is in place, we could expect at least the following set of outcomes:

a) Developing mentoring as a mind set to support enterprises all over the country
b) Increase in success rate of creation and sustenance of enterprises and thereby filling the job gap by providing direct and indirect employment opportunities

Filling the job gap is something that cannot be achieved in a short span of time. It requires constant time and effort being invested from several stakeholders. To fill this gap by just 1% in next two years would require creation of 180 thousand employment opportunities. Considering an average of 4 employment opportunities being generated by one micro-entrepreneur, this would mean creation of 45000 successful micro-enterprises. With a success rate of 70% for mentored entrepreneurs, this would imply
Conclusion: Making Grampreneurs™ mentoring a reality

With a challenging environment surrounding the budding grampreneurs, a little nudge – in the form of motivational words and guidance – goes a long way in making the entrepreneur believe in himself/herself and achieve his/her goal. And as entrepreneurship is the way to ensure sustainable livelihoods for our country’s young population, it seems that we must keep this in mind that today Grampreneurs™ mentoring is not an option, rather it is a necessity. Without enabling a robust mentoring ecosystem, all the skills development and entrepreneurship promotion initiatives would not be able to achieve their full potential and minimize the ever expanding job gap.

Further, Grampreneurs™ mentoring as a solution may not be achieved through a piecemeal approach and rather requires approaching this as an integrated concept across multiple streams/segments like banking, industries, education, rural and urban development, agriculture etc. Developing the Grampreneurs™ mentoring mentoring ecosystem will require a constant effort from multiple stakeholders, only then could we expect an impact that will last for a longer time and show significant contribution towards the growth of economy.

Lastly, capacity building and networking seems to be the key to achieve creation of an enabling Grampreneurs™ mentoring mentoring ecosystem. Mentors have to be identified as well as placed at each and every touch point of the grampreneur lifecycle. The grampreneur should be able to move from one stage to the next in a seamless way leveraging the strong network of mentors who can direct him/her in the right direction.

If we are able to ensure just this much, then the future is definitely going to be better for every individual and for the whole country as well.

<table>
<thead>
<tr>
<th>1 year</th>
<th>2 years</th>
<th>5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>6500 mentors</td>
<td>13000 mentors</td>
<td>32500 mentors</td>
</tr>
<tr>
<td>32500 grampreneur supported</td>
<td>65000 grampreneurs supported</td>
<td>162500 grampreneurs supported</td>
</tr>
<tr>
<td>90000 jobs created</td>
<td>180000 jobs created</td>
<td>450000 jobs created</td>
</tr>
</tbody>
</table>

Identification and development of around 65000 mentored micro-entrepreneurs. Lastly, if a mentor, on an average supports 5 micro-entrepreneurs at a time, it would mean that we need to get 6500 additional mentors each year. The target can be stated as:

- 1 year: 6500 mentors, 32500 grampreneur supported, 90000 jobs created
- 2 years: 13000 mentors, 65000 grampreneur supported, 180000 jobs created
- 5 years: 32500 mentors, 162500 grampreneur supported, 450000 jobs created

If at a time, it would mean that we need to get 6500 additional mentors each year. The target can be stated as:
The Bharatiya Yuva Shakti Trust (BYST) is a unique not-for-profit industry initiative that channelizes the power of India’s youth at the grassroots level towards the country’s economic development. With the vision to transform job seekers into job creators, this innovative model is an exceptional blend of the modern and traditional, of East and West, seamlessly meshing the entrepreneurial paradigm of the Prince of Wales Youth Business Trust, with the time-honored guru-shishya tradition of India. Simply put, the BYST helps disadvantaged Indian youth to convert their fledgling business ideas into profitable enterprises. Its support is two-fold, financial assistance through partner banks and valuable mentoring support from industry leaders, along with training, business development and networking support. BYST’s role is that of a facilitator, a supporter of enterprise, its products the success stories crafted by the entrepreneurs themselves.

The distinctive contribution of the BYST approach lies in filling the ‘missing middle’ between the micro credit approach and the venture capital approach. A completely bottom-up approach, it supports viable ideas brought forth by entrepreneurs rather than driving them towards a pre-decided activity.

In its Silver Jubilee year, BYST celebrates the successes of the 6600 entrepreneurs mentored by them and the 5,00,000 youth that have been counselled across the nation. With 10% of the entrepreneurs turning millionaires and several achieving international accolades, BYST has created a proud legacy. Not only have these men and women become self-dependent, they have also provided jobs to over 2, 50,000 people. In essence, BYST provides all-round support to young entrepreneurs, transforming them from job seekers to job creators.

About Us

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