



**INDIA**  
**2020 - YEAR IN REVIEW**

# OUR MANIFESTO



It starts by standing with the poor, listening to voices unheard, and recognizing potential where others see despair.

It demands investing as a means, not an end, daring to go where markets have failed and aid has fallen short. It makes capital work for us, not control us.

It thrives on moral imagination: the humility to see the world as it is, and the audacity to imagine the world as it could be. It's having the ambition to learn at the edge, the wisdom to admit failure, and the courage to start again.

It requires patience and kindness, resilience and grit: a hard-edged hope. It's leadership that rejects complacency, breaks through bureaucracy, and challenges corruption. Doing what's right, not what's easy.

Acumen: it's the radical idea of creating hope in a cynical world. Changing the way the world tackles poverty and building a world based on dignity.

## LETTER FROM ACUMEN'S FOUNDER & CEO



Dear Friends of Acumen Academy in India,

As I write this note, and we prepare to welcome 2021 together, I am reminded of the lessons that this year has taught us. 2020 has truly been a year of moral reckoning.

The COVID-19 pandemic has awakened the entire world with a jolt. The pandemic has made clear that we are one world—not just interconnected, but interdependent. We will rise and fall together and, indeed, our collective future rests on ensuring that all of us are safe. And we have work to do on that front. In fact, the work of building a more inclusive, sustainable society has shown itself this year to be the work of all of us.

A key goal for Acumen in 2019 was to integrate our work - investing in companies as well as investing in leaders. In January 2020, we launched Acumen Academy, a university reimagined, that will offer anyone, anywhere, the tools, resources and lifelong accompaniment they need to take on our most urgent challenges of our lifetime. We're proud of the diverse community of fellows who represent the best of India across geographies, ethnicities, religion and caste. Acumen's most recent investments in India - Haqdarshak, Kheyti, and S4S Technologies - companies co-founded by Acumen Fellows - are examples of what Acumen Academy will unleash more of - in the decades to come.



This was also a year of moving with more urgency than ever. Acumen raised an emergency facility from our board and close partners. Those funds enabled our fellows and entrepreneurs to respond to the immediate suffering and needs of their employees and communities while pivoting operations to move through this crisis. Labournet supported 100 team members so that they could provide shelter, food and training to more than 15,000 migrant workers. Saral Designs pivoted operations producing sanitary napkins to include manufacturing and distributing masks. The stories – included among others in the annual report - reminded all of us of the resilience and creativity that humans can bring to one another, especially in these dark times.

Our work of holding and anchoring them has never felt more important.

In early December, Acumen welcomed the 2020 Class of Acumen Fellows into our global community. It was astonishing to see Fellows from India joined by Fellows from across South Asia, East and West Africa as well as Europe, Malaysia and Colombia. In this time of too much divisiveness and distrust, witnessing a global community bound by a commitment to the values of human dignity refueled me personally to recommit to doing the work we came to do.

And we're ready for it.

Never has Acumen had a more capable team with the experience needed to heed this call. Never have we had a more remarkable community of Partners serving as sounding boards, mentors, board members, advisors and ambassadors. As Acumen reaches out in new ways to strengthen and grow our community, we hope you'll embrace the challenge with us.

With hard-edged hope,  
Jacqueline Novogratz

## LETTER FROM ACUMEN INDIA'S COUNTRY DIRECTOR



Dear Partners, supporters and believers in Acumen Academy.

I will start by sharing gratitude, for having the opportunity to be able to play a role and serve during the most epochal crisis one has seen in our lifetimes.

This year has tested all of us at varied levels. While the yardsticks for each of us to measure success this year has been ephemeral, what became very clear to us during the pandemic, was that we need to abandon our plans and goals, and to truly listen and change. Listen to the needs of the communities and our Fellows, and find innovative ways to support them. And we were able to do what we have never done before - mobilize our partners to raise a fund overnight, to support non-profits and for profit organizations alike. It also meant deploying unrestricted capital, to allow entrepreneurs to re-purpose and cover critical costs not covered by their primary donors. And it is truly in their resilience and success that we feel some fulfilment, this year.

You would read several stories in this review that would show how the fellows doubled down on their mission.

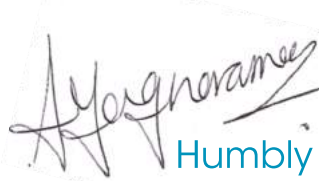




In the past, we have worked deeply with Fellows on their leadership challenges. This time, through the Emergency Facility - we worked closely with them on their business models, cash flows, and governance mechanisms - which goes beyond access to capital. This has brought to light the concept of “accompaniment” in the trajectory beyond the Fellowship year as a critical common goal for us and the Fellows.

This year also witnessed for the first time ever, the three investments that we made in Acumen were all to organizations that were founded/co-founded by Fellows. These were in areas offering solutions to workforce and smallholder farmers, the most impacted in the Pandemic. We also pivoted mid way this year to virtual mode with our Fellowship program as necessitated by the pandemic. This was hard to shift in the middle of the year and it is to great credit of the team as well as the Covid Cohort 2020 who trusted the process to come out as one of the most resilient cohorts that we have ever seen.

As you read this review, you would see how this work of creating the first cohort of 20 leaders in 2014 has come such a long way and the immense potential these changemakers present to build a more equitable, and dignified country for all Indians. The learning from this year has been immense and we have also felt more than ever the need to broaden and deepen the growth, impact and ethos of leaders who can practice Moral Imagination as our 150+ strong community of Fellows have shown. We are looking to offer the tools through Acumen Academy to expand pathways to bring more social changemakers into this Journey of Moral Leadership and provide need based support to build their capacity and capability. We cannot do this without your encouragement, and support and look forward to your partnership in shaping this journey which is more needed than ever after what the last 12 months have shown us!

  
Humbly yours  
Mahesh Yagnaraman

# ACUMEN ACADEMY: THE WORLD'S SCHOOL FOR SOCIAL CHANGE

For the last 30 years, we've seen the power of technology and capitalism to change our world. At the same time, these forces have led to unsustainable levels of inequality, divisiveness and injustice, while also fueling a global climate crisis. This feels more true today than ever before as we see an unrelenting persistence of global poverty, a looming climate crisis and deeper polarization across lines of difference, all with the backdrop of a Global Pandemic disproportionately impacting the poor.

More than a decade ago, Acumen realized that social impact would not be driven by capital alone. We needed to unleash a new generation of social innovators and leaders with the character and competence to build a more just, inclusive and sustainable world.

In 2020, we took everything that we've learned from more than 13 years of leadership programming, community building and online education and turned it into [Acumen Academy](#) - The World's School for Social Change,

## OUR VISION - A global university, reimagined.

### WHAT WE'RE NOT

An institution for few

Purely academic

Only about skills

Insular

A time-bound program

### WHAT WE ARE

For anyone, anywhere who wants to make a difference

A practitioner-powered living knowledge bank and resources

About character and skills

Locally rooted, globally connected

A life-long journey



Our curriculum builds both character and competence. Blending the best of online and offline learning, we offer anyone, anywhere access to practical tools grounded in the principles of moral leadership to redefine success, build, connect, and persist in creating a more just, inclusive and sustainable world.

<b>REDEFINE SUCCESS</b> with moral imagination	<b>BUILD</b> inclusive organizations	<b>CONNECT</b> across lines of difference	<b>PERSIST</b> in the beautiful struggle
Redefine success with people and planet at the center	Listen to voices unheard	Explore identities	Practice courage
Cultivate moral imagination	Use markets for good	Accompany each other	Avoid the conformity trap
	Partner with humility & audacity	Tell stories that matter	Embrace the beautiful struggle
		Hold opposing values in tension	



The growing Acumen Academy community represents a new generation of social innovators and leaders committed to doing what's right in a world that loves easy. As of today, our growing community includes:



9

ACUMEN ACADEMY  
CAMPUSES ACROSS THE  
WORLD

199

ACCELERATOR  
ALUMNI

700

FELLOWS



500,000+

COURSE TAKERS FROM 193  
COUNTRIES

All of the various programs at Acumen Academy create a pathway to a globally connected, locally rooted community of social innovators leaning on and learning from each other to further their impact in the world.

India represents our aspiration for this community in so many ways with countless examples of collaboration and creation of new initiatives that are captured throughout this report.

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When we first started in India we knew that 20 Fellows was a humble beginning but would start to lay the foundation for a much larger community, one that doesn't adhere to traditional metrics of success, but rather seeks to redefine success to include the poor, the vulnerable and the earth. And we are seeing just that with Fellows coming together to build new companies, initiatives and organizations that are providing dignity and opportunity to the poor in ways that we could never have imagined. Acumen Academy India continues to teach us, globally, about the power of community.



DAVIDRA MOHAN  
Director, Acumen Academy



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# ACUMEN ACADEMY INDIA

Acumen Academy India

Leadership Bootcamp - A Step Towards Scale

2020 India Fellows - The 'COVID' Cohort

# ACUMEN ACADEMY INDIA

In 2014, we launched the first cohort of Acumen India Fellows - a humble beginning of 20 Fellows. At the start of 2020, this number had crossed 130, spanning across all corners of the country. As this niche yet diverse community grew and crossed the triple digit mark - it started to become a microcosm of India, with Fellows from non-profit, social enterprise, governmental, and intersectional approaches building a shared language and crossing lines of difference. We also began to see a critical mass of Fellows within states like Bihar or focus areas like Agriculture to begin to come together meaningfully to shift the needle together.

130 Fellows

7 years

25 states

## MEET THE FELLOWS

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"Some Fellows from my cohort remain my biggest psychological support till date. The Good Society Readings helped me frame/articulate my values, which are my guides when I come to a crossroads. The adaptive leadership was the most profound experience I had my entire life. I had a breakthrough moment and how my cohort and facilitators supported me in that process is commendable. I always had the talent for story telling but the authentic voice helped me grow leaps and bounds in a short period of time. I am a very appreciated speaker and have been told that I have an 'authentic story' which draws people. I am grateful to Acumen for that."



**UTHARA NARAYANAN**

Co-Founder, Buzz Women  
2015 Acumen India Fellow

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"Being in the civil services, your opportunity to interact with people from all walks of life as a cohort for introspection and learning is limited. Acumen, by its brilliant combination of reading material, stories, exercises helped me question my baggage and taught me the power of dialogue thereby making my persona more inclusive and a heart that can accept diversity with ease. A year of learning surely made me a better person and a better leader."



**ALEX PAUL MENON**

Indian Administrative Service  
2018 Acumen India Fellow



Yet the sheer size of India, and the magnitude of poverty and inequity begs the question - is 20 Fellows a year enough? A key goal for us as we stepped into 2020 was to build internal resourcing and capacities to run 2 Fellowships 2021 onwards, and also pilot alternate pathways to bring this work of moral leadership to more changemakers - beyond the existing Fellowship design.

## LEADERSHIP BOOTCAMP; A STEP TOWARDS SCALE

In January - we launched a Leadership Bootcamp - an 8 week intensive learning journey - taking the curriculum and cohort based learning approach of the Fellowship and re-configuring it to deliver online. 14 incredible change-makers were selected for the inaugural bootcamp - which was scheduled to happen from March to May, and little did all of us know that COVID would hit India around that time - and the world would be forced to pivot to virtual overnight. While there were several learnings and things we will do differently in subsequent bootcamps - the biggest takeaway from the experience was the breaking of the assumption that it is not possible to create a powerful and transformational moral leadership experience online - the biggest internal barrier to scaling this work to meet the need of today.

## MEET THE LEADERSHIP BOOTCAMP ALUMNI



ARSHIA GUPTA  
Agriculture Analyst  
World Bank



ASHWIN PHILIP KURIAN  
Country Director, India  
Enviu



HEMAKSHI MEGHANI  
Co-founder  
Indian School of Democracy



HIMANSHU RAI  
BD Manager  
Partners In Prosperity



IRANNA ROTTE  
Deputy Director  
Deshpande Foundation



JITEN GHELANI  
CEO  
Promethean Power Systems





KARINA BHASIN  
Training & Development  
Even Cargo



JESMINA SANGMA  
Senior Manager  
FMCH



MANAN MAJITHIA  
CEO  
YouCare Services



MANISH SHARMA  
Co- founder  
Youth Dreamers Foundation



SIDDHANT JAIN  
CEO Office  
Leap Skills



NICOLA ROBERTS  
Manager, HR  
Deshpande Foundation



SONY D'SOUZA  
AVP - Business  
Edubridge india



VARUN TRIVEDI  
Head - Quality & Regulatory  
Healthcubed India Pvt Ltd

II

The Leadership Bootcamp helped me dwell deeper into myself. Since the self-discovery process, I have consciously spent more time for up-skilling. Currently, I am building on to realize my true potential - so I could support billions of entrepreneurs in India through my work.

IRANNA ROTTE  
Deputy Director  
Deshpande Foundation

## 2020 INDIA FELLOWS - THE 'COVID' COHORT

In January 2020, we welcomed 22 change-agents from diverse backgrounds, regions, and sectors, into the Fellowship. While the Leadership bootcamp alumni had willingly signed up for an online learning experience, the 2020 India Fellows had been selected for a more rigorous in-person experience. After the first in person seminar in February, the rest of the Fellowship year had to be completed virtually. The grief of 'what could have been', paralyzed the cohort for the initial few months of the lockdown, as we had to cancel all subsequent seminar plans. As they gradually adjusted their own teams and community trainings to virtual, they also became open to engaging in the virtual Fellowship experience, and we closed out the Fellowship year in early December.



In addition to experiencing the Fellowship modules and curriculum during the structured sessions, Fellows came together in small and large groups periodically to hold and support each other in navigating their personal and professional challenges, and in the process, have built a strong interdependent and interconnected cohort that will stay connected through the years.

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The path to leadership has always felt lonesome, there have been many instances i actually thought i should give up, because it didn't make any sense. After having connected with so many Fellows around the globe and especially these wonderful people from the 2020 cohort, I have realized how important it is to keep doing what I do. There are people who tried not their best, but what it took to do the task. I feel more determined than before, more supported than before, more hopeful than ever.



ENUS SHAFI KHAN  
2020 ACUMEN INDIA FELLOW





Net Promoter Score (NPS) measures customer experience. Based on global NPS standards, any score above 0 is considered 'good', 50 and above is 'excellent' and 70 and above is considered 'world class'.



**100%** of Fellows have gained the tools to engage in courageous conversations.

**88%** have gained the tools to publicly articulate their call to action.

**100%** of fellows are now better able to adapt to new environment or challenges.

**88%** of fellows are better equipped to resolve recurring challenges in their workplace.

**100%** of fellows now have greater conviction to stand up for their values.

The humility to see the world as it is, and the audacity to imagine the world as it could be.

- Acumen Manifesto

During a discussion on the popular satirical piece - 'How To Write About Africa' by Binyavanga Wainaina, in the Good Society seminar with Jacqueline Novogratz, the 2020 cohort held the humility of India's current socio-political reality in tension with the audacious vision for India that is enshrined in our constitution. Over the next couple of months, the cohort self organized among themselves to create their **Idea of India** - 'Hamin Asto'. This creation is an incredibly heartfelt rendition of their lived experience and bold vision for India, and the journey of creating this - reignited hope and possibility for all of us, and we hope it does the same for you as well.



Credits: Kavita Singh Kale, Underground Worm Art & Design

**[WATCH HAMIN ASTO, A BOLD VISION FOR INDIA](#)**



## Hamin Asto - Idea of India



Beyond lines that divide and shades that decide;  
Sipping chai with craftsmen on every country-side

Stooping never to prove loyalties, empathy to abide  
If there's ever a haven of love,  
yahin hai woh, yahin hai woh, yahin hai woh!

A thriving green cover bursting through concrete;  
Love and learning practiced on feet

Politics and governance both fair and neat;  
Not fear, it runs rather on the wisdom to heed

Nourishing food for every mouth to eat;  
Queer identities freed of unlawful defeat.

No militated street, no stealth meet; Honest speech and criticism on freedom's beat

If there's ever a place safer to be,  
illide, illide, illide!

Rowing on waters of progress; Flowing only to elevate, not to oppress

Awaking on the stairs of education and access;  
Nurturing opportunity, uplifting all things less

Running on the greens of agency. empathy and togetherness;  
Insisting on ethics and equity of process

Women of strength, not idolised and stripped bare;  
But educated, respected and loved with care

Celebrated equally with men out there; At home, on streets and in every conversing moment to spare

Children relieved of drudgery and drill,  
Honing their skill

To solve problems that matter, needs that kill  
frugal innovations helping gaps to fill

Money and means following till failure's conquered by unwavering will

Opportunity for all, abundance still, If there's ever a land happier on earth,  
ahianj chhe, ahianj chhe, ahianj chhe.

No bullets, no shells, no sirens, no grenades;  
No nothing that makes an existence bleed

No silence, no noise, no ignorance, no deceit;  
No nothing that makes a sadist's feed

No shut-downs, no curfews, no lies, no greed;  
No nothing that makes a people its territory

No commands to follow, without voice, no repression to endure, without rights, no nothing that plays on a faith's plea

If there's ever more tranquility in diversity,  
sheta ekhane, sheta ekhane, sheta ekhane

Gar firdaus bar-rue zamin ast, hami asto,  
hamin asto, hamin ast.  
(If there's ever a heaven on earth, it is here,  
it is he re, it is here!)

## FELLOW IN SPOTLIGHT

PANKAJ MAHALLE, CO-FOUNDER, GRAMHEET



I hail from Yavatmal, a part of the Vidarbha region in Central India that is frequently in the news for all the wrong reasons—farmer suicides and droughts.

I was born in a smallholder farming family and have faced the struggles of this community first hand which has left deep imprints in my heart. I aspire to build an ecosystem where every farmer cultivates with dignity and feeds the world with pride. After gaining a few years of professional experience,

I chose to go back to my roots in Warud and start my own organisation with a long time friend. At this phase of my life, I had the good fortune to become a part of the Acumen family. In the first seminar, I became aware of my 'heroic style of leadership' and slowly discovered the true meaning of leadership which was essential in building our organisation.

Both our organization and I were growing steadily. But, all of a sudden, the world was faced with the novel COVID-19. I, on the other hand, was faced with an additional challenge of betrayal by my close friend of 7 years who co-founded the organization with me.



I realized that the friend, with whom I thought I was co-building our shared vision and was promised an equal partnership, had in fact regarded himself as the sole owner of the organization on various platforms and was treating me as just another ordinary employee. Moreover, I sensed that he was diverting from the vision for the farming community and I feared that this would cause the demise of our efforts up till then. His selfishness and ego had gotten the better of him and he had left no stone unturned in belittling me or my work. This became unbearable for me day after day as I felt that I was being unduly taken advantage of. The personal and professional shock of treachery made me completely collapse. I decided to bury my dreams.



With great resilience, I decided to reboot and start afresh. In July, I launched Gramheet with my life partner, Shweta Thakare within two months of his resignation from the previous organisation. I appealed to the Acumen India community to guide me on my quest to start afresh to which I received enormous support which ranged from providing the much needed moral support to legal aid that helped me transit out of my previous organization to care from the community. **Nidhi Pant** (2020 Fellow) and **Ravish Vasan** (2019 Fellow), stood by me, despite being overloaded with their own work. I realised I am not alone. However, raising funds became even more difficult during the pandemic. The Acumen Emergency Facility came in at the right time to help us operationalise GramHeet and support 270 farmers during the October harvest season.

Serendipitously, **Ram NK** from Rang De, (2014 Fellow) became one of our first partners who helped us to provide interest-free post-harvest credit to farmers. All these events reinforced my belief in myself and revived my dreams. Acumen helped me to sow the seeds of Gramheet.

## MEET THE 2020 ACUMEN INDIA FELLOWS



**AASTHA ARORA**  
Officer on Special Duty  
National Health Authority



**ALOK SINGH**  
Bihar Head  
Nalanda Charitable Foundation



**ANOOP MAURYA**  
National President  
Bharat Navodaya Abhiyan



**ANUBHAV JOSHI**  
CEO  
Udaipur Urja Initiatives



**ENUS SHAFI KHAN**  
Program Officer  
SRID India



**GURUNAGOUDA KURAGUND**  
Director Skilling Initiatives  
Deshpande Foundation



**LOPA**  
Founder, Director  
ELICIT



**MEDONEIZO PUTSURE**  
Managing Director  
Bambusa Express



**MOHIT GARG**  
Superintendent of Police  
Chhatisgarh Police



**HITESH KENJALE**  
CEO  
Desi Hangover



**JABIR KARAT**  
Founder & CEO  
Green Worms Eco Solutions



**MEDHA UNIYAL**  
Program Director  
Pratham Institute





NEEL TAMHANE  
Solar Project Lead  
SPACE 10



NEERAJA KUDRIMOTI  
State Program Officer  
TRIF



NIDHI PANT  
Co-founder  
S4S Technologies



PANKAJ MAHALLE  
Co-founder & CEO  
Gramheet Pvt. Ltd.



SHRUTI PANDEY  
Founder & CEO  
Strawcture Eco



SITA ADHIKARI  
Director of Impact  
Pollinate Group



SURESH KUMAR  
Executive Director  
Center DIRECT



VARSHA YESHWANT KUMAR  
Director  
The One ALL Trust



VIJAY SAI PRATAP  
CEO & Co-founder  
Gram Vaani



YUSRA  
Founder and Director  
Yellow Streets

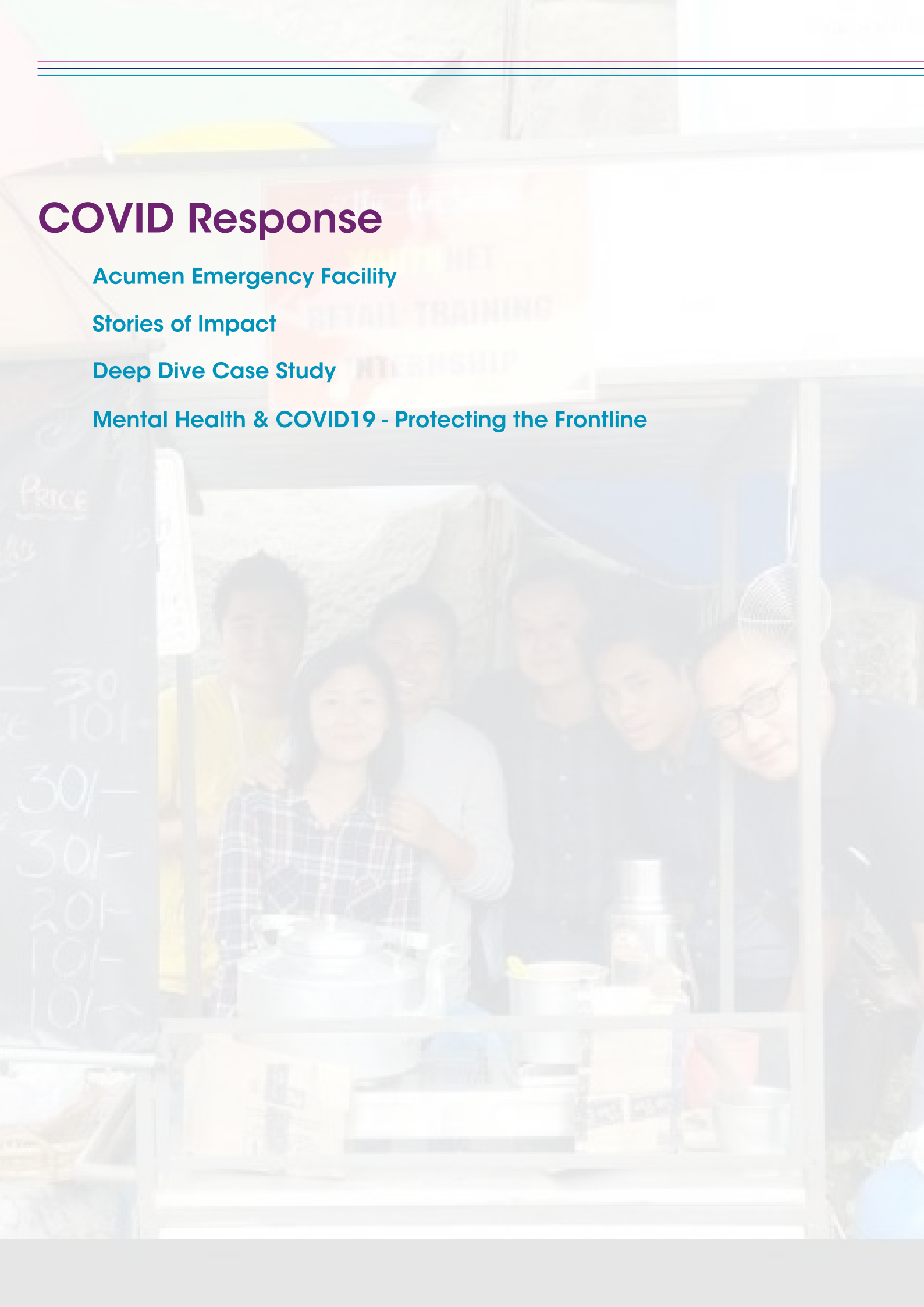
# COVID Response

Acumen Emergency Facility

Stories of Impact

Deep Dive Case Study

Mental Health & COVID19 - Protecting the Frontline



## ACUMEN EMERGENCY FACILITY



2020 has been one of the most challenging years that Acumen's global community of entrepreneurs and Fellows has faced. The devastating health and economic impacts of COVID-19 continue to disproportionately affect the most vulnerable communities around the world, of the regions where Acumen operates and we have been humbled to see how our investees and Fellows have been standing at the front lines of this crisis to support them. At Acumen, we saw the need to move quickly to understand the impact of COVID-19 on our community and the need for emergency funding to sustain operations, pivot to new ways of operating, and continue to provide critical services. For this reason, and with the generous support of our Board Members and Partners, we decided to do something radical — develop our first-ever emergency response, that would address the challenges facing vulnerable communities in partnership with portfolio companies and Fellows across the globe.

**Acumen's COVID Response:** [acumen.org/covid-19-response/](https://acumen.org/covid-19-response/)

With the aim of standing with our entrepreneurs and Fellows during the COVID-19 crisis, we developed the Acumen Emergency Facility (AEF). It was specially targeted to those organizations that needed funding to expand access to essential services, adapt their business models, cover short-term operating expenses (such as employee salaries), or provide cash relief to artisans and beneficiaries during the lockdown.

# \$ 3.37 M

Deployed to 85 organisations globally

# \$ 2 M

Leverage - raised by organizations post AEF Support

# 1.6 M

Lives impacted

# 4000

Jobs protected

# 100%

AEF recipients continuing operations

\* As of December 2020. Based on data received by organizations 3 months after funds were disbursed.

## STORIES OF IMPACT



In March, when the pandemic set in India, masks were either out of stock in most places or were ten times the price. Suhani Mohan, co-founder of [Saral Designs](#), an organization that creates quality and affordable menstrual hygiene products, was extremely worried for the safety of her doctor brother and sister-in-law. With skin in the game, Suhani and her team ambitiously set out to reconfigure their sanitary napkin vending machines to create masks. And just when the designs were set in place, the lockdown was announced.

Undeterred by the roadblocks, they kept finding workarounds and within no time, the Mahindra Group took notice of their efforts and offered a space to carry out their work. Just [100 hours after the first email exchange](#), the first masks were rolling off the production belt.

As of Dec 2020, Saral Designs has produced **3.15 million masks** and is supplying their machines to various entrepreneurs and organizations as the demand for masks and mask making machines are on the rise globally.



Through the Emergency Facility, Acumen provided grants and loans to 20 Fellows organizations in India, each of them innovating to meet the newfound realities and ensure that the poor and the vulnerable are not left behind.

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In Kamrup (R) district of Assam, Amina Khatun, a 21 year old widow-mother of two sons, 1 and 2 years old was in a dual crisis due to pandemic and flood. She was the sole earner of the family who could do little to feed her children due to loss of her daily wages during the lockdown period. Her house was submerged in water leaving them with no food and clean water. They lived a very difficult life but the essential item kits containing ration, hygiene materials, children feeding kits provided to them as an initiative by NEAID helped her to take care of her family in this difficult time.



**NEELADRI BORA**  
Co-Founder, NEAID  
2015 Acumen India Fellow

In a moment when menstrual health was deprioritized in the context of COVID-19, [Sukhibhava Foundation](#), was able to support women and girls by providing easy access to information and healthcare services specifically around menstrual health and sexual reproductive health. With a grant from the Acumen Emergency Facility, the Sukhibhava team has pivoted their in-person grassroots intervention and developed a digitally accessible solution, [Hello Saheli](#), to address women and girls' critical needs. With this successful virtual platform, they managed to cumulatively reach ~10,000+ women within 3 months of being operational.

## HELLO SAHELI

Periods don't stop during a pandemic.

Our COVID-19 response continues to make menstruation a non-issue via an emergency menstrual health helpline.



AEF has supported organizations working in remote areas of India or other regions that were not reached by other sources of government or aid assistance. [AMYAA for Change](#), led by RK Paul Chawang, works for the all-round development of the tribal poor, with special attention towards the most vulnerable groups of society, children, youth, women and farmers in far flung Arunachal Pradesh. Its mission is to support tribal communities to become self-sustainable and self-reliant. With support of AEF, AMYAA was able to distribute ration kits to daily wage laborers, engage out-of-school children in weekly activities and education, develop training on digital literacy for the rural unemployed youth, and support smallholder farmers, especially women, access markets and self-employment opportunities.



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With most of our funders pausing projects, and having no corpus, the AEF came to our rescue in a massive way. We have been able to focus on the execution of relief work and pivoting our strategy and operations without being stressed over financial concerns. We are one of the few civil society organizations in the districts we operate in, and we have often been the first or only source of relief providers, and if not for us, a lot of the rural poor and marginalized citizens would have experienced extreme hardships and distress.



**R K PAUL CHAWANG**  
 Founder, AMYAA NGO  
 2019 Acumen India Fellow



# DEEP DIVE CASE STUDY

## ABOUT PROJECT POTENTIAL

Acumen Fellow [Zubin Manav](#) founded [Project Potential](#) to empower thousands of changemakers in Bihar, India to lead the sustainable development of their own rural communities. Project Potential equips these changemakers to start new projects in their villages, ranging from construction to subsistence farming, to civic leadership training, to theater production.



## PIVOTING & ACUMEN EMERGENCY FACILITY

Facing their own financial challenges due to COVID-19, many of Project Potential's committed donors were unable to fulfill the funding commitments made before the crisis—leaving Project Potential with a significant cash gap. Acumen's grant aimed to enable Project Potential to retain their local staff members to continue existing programs where possible as well as provide new COVID-19 relief services. Their main focus was to pivot their model to closely monitor and address hunger for overlooked families in Bihar and spread health awareness through public service announcements in 275 villages.

## IMPACT

With the support of AEF, Project Potential was able to stand with their communities and respond to what they most needed at the time: food security, livelihoods, and healthcare. Although the organization's mission is not to provide food, they understood that as a community-based organization they needed to address this huge challenge and responded by offering **525,000 meals to 8,500 families**. To achieve this and other village-level projects, they mobilized 150 local volunteers and worked with local government officials to ensure they could effectively identify those in need and get rations to them. They also developed a COVID-19 awareness campaign in 140 villages, and through more than **460 awareness radio performances**, the organization reached an audience of **435,425 people**.



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We are literally the only organization working in our area. If we had not been here during this period, the 50,000+ people who we were able to support with rations would have suffered even more – either going hungry or taking on unsustainable levels of debt to make it through this period.



ZUBIN MANAV

Co-founder, Project Potential  
2017 Acumen India Fellow



## The Power of Community

Zubin is a true believer in the power of community and the building of ecosystems where organizations can thrive and work collaboratively, and it is not surprising that Zubin was at the forefront of pulling organizations like Pradan, Pratham, India Fellow, DonateKart and Goonj to provide meals and rations to the most vulnerable citizens in Bihar's far flung districts. In partnership with Haqdarshak, an Acumen Fellow's organization and also recent investee, they are training 50 local women to enlist the most vulnerable citizens across Kishanganj in government relief schemes. Through the Bihar Development Collective, a collective working to change the landscape of Bihar, they were introduced to Innovators in Health in 2019. Realizing the urgent need to build health focused interventions in Kishanganj, they partnered with IIH and jointly raised funds to replicate their model in 40 villages in Kishanganj.

# MENTAL HEALTH AND COVID - PROTECTING THE FRONTLINE



As we launched and executed the Emergency Facility described above, and worked closely with the entrepreneurs in our community to review their applications - a common pattern that emerged was the sheer magnitude of stress they were experiencing, emotional, mental, and at times, manifesting physically as well. A narrative trap that the development sector, in India and across the world quickly fell into, we at Acumen included - is that we began to glorify resilience, adaptability and pivoting.

Juxtaposing this section with the Emergency Facility stories of impact above is intentional - to highlight that while we celebrate resilience, we risk normalizing and making it the standard and expected response to a crisis like never seen before. And when we do so, we may create more harm than good, says Ruchita Chandrashekar, a behavioral health researcher.

“

People often say that growth comes from difficult places, but it's important to ask: How much of that growth have we chosen? And how much is thrust upon us?

RUCHITA CHANDRASHEKAR  
Behavioral Health Researcher

Some Fellows saw long term donors pull out, some were unable to build structures overnight to get teams to work remotely, some witnessed increasing cases of gender and domestic violence amongst their teams and communities, and amidst all of this - they were expected to have all the answers - when the lockdowns will end, when normalcy will resume, what the new strategy should be, where the funds will come from, and how they will keep team members engaged virtually. The irreversible stress and ageing that everyone in a position of authority has undergone this year, is yet to fully manifest itself.

"

We often speak about the importance of compassion for the people we work with, but fail to focus on our own well-being.

ROHIT KUMAR  
CEO, Apni Shala Foundation

Rohit Kumar from Apnishala, makes a strong case for why we need to put our money where our mouth is and allocate resources towards mental health and well being support, rather than just talk about the importance of it. In July, we partnered with The Alternative Story, an organization that provides individual and organizational well being services, to subsidize therapy services for our Fellows and their core teams.

the  
alt/ernative  
story

The last few months of our partnership with The Alternative Story and the journey of nudging, pushing and ensuring that Fellows prioritize their own well being and mental health has also taught us that mental health is still a conservative topic in what is a relatively liberal community, and that behavior change is much more than providing economic incentive. It's about slowly and steadily breaking structural and patriarchal notions, and the fact that everyone in the social sector is deeply purposeful and constantly puts the poor and the vulnerable at the center of their work makes it extremely harder to prioritize individual well being.

"

We've learnt that mental health is still a relatively conservative topic in what is otherwise an extremely liberal community. Fellows with seemingly high self awareness have a list of ready answers to justify the status quo when it comes to prioritizing their own well being.

ABBAS DADLA  
Program Lead, Acumen Academy India





A group of five people, three women and two men, are sitting on a large, colorful patterned rug in a room with large windows. They are all smiling and looking towards the camera. Several white papers or documents are spread out on the rug in front of them. The image has a soft, slightly faded overlay.

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# Moral Leadership

Failure Files

Leadership Coaching

The Path of Moral Leadership

Locally Rooted, Globally Connected

## FAILURE FILES

Manjot Kaur didn't anticipate leaving the organisation she had joined to lead, within just 11 months of taking the reins. But her leadership style created so much friction in the team that two of her colleagues also ended up quitting.

Manjot didn't plan to fail. Nor did Sapna, Dilip, Garima, or Shravan. In fact, like most smart and ambitious young leaders, they did everything they could to achieve the opposite outcome: Success. But they failed anyway.



Illustration by: Priya Dali

At some point in our lives, we've all failed and while failing is painful, it provides an opportunity for reflection and growth. Most importantly, it helps us build personal resilience.

In the social sector, most discussions about failure happen in hushed tones and behind closed doors. Acumen Academy pioneered the partnership with India Development Review (IDR) on Failure Files - a series featuring articles by Acumen Fellows and social sector leaders, where they share their struggles, reflect upon what went wrong, and highlight what they learned. They show us that the path to resilience cannot be built on success alone - failure is a necessary condition for it.



## READ FAILURE FILES SERIES



||

The response to the my story of failure was pretty overwhelming. At least ten individuals reached out to me and mentioned that they really want to share their own similar experiences but do not have the courage to do so. Personally, the best reaction was from the team member of this philanthropic organisation I refer to in the article, she engaged with me on the situation and shared her reflections, enabling us to reconnect and build the dialogue around the failure story. This has really helped me find closure.



**DILIP KUMAR PATTUBALA**  
Co-founder, Sukhibhava  
2016 Acumen India Fellow

## HIGHLIGHTS OF FAILURE FILES

- Acumen Academy is nurturing a case-study on 'How discussing failures can strengthen social-innovation' through this series and the authors.
- The series generated a lot of discussion, and has even led to reconciliation between funders and entrepreneurs who authored their stories of failures.
- Failure Files has already been republished globally and IDR has successfully built 14 new partners taking the bold step to showcase failures with us.

||

It has been incredible to witness the honesty and courage of the fellows in sharing their stories. Our partnership with Acumen Academy has been instrumental in creating a space where failures are not only accepted, but also celebrated



**TANAYA JAGTIANI**  
FAILURE FILES LEAD, IDR



## BUILDING DIALOGUES ON FAILURES

At the Sankalp Global Summit 2020, hosted by Intellectap and Aavishkaar Group, IDR initiated a dialogue around failures to further untaboo conversations around failures.

Garima Sahai (Acumen Fellow and Head of Partnership & Govt Affairs at Medtronic LABS), Huda Jaffer (Lead Designer at SELCO Foundation) and Mahesh Yagnaraman (Country Director of Acumen India) along with Rachita Vora (Co-founder of IDR) talked about failures in social impact, from the lens of social entrepreneurs and investors reaching out to a wider audience to engage.

||

When we speak about failures and have a public discourse about the failure, the incentive is to create a call to action - for the public and for the entire ecosystem. This is an opportunity to acknowledge common threads of challenges faced by the leaders in the development sector, to come together and push for systemic or mindset shifts.

GARIMA SAHAI

Head of Partnership & Govt Affairs, Medtronic LABS  
2017 ACUMEN INDIA FELLOW



## WITH US, TAKING THE COURAGEOUS STEP

AdmittingFailure

Alliance  
For philanthropy and social investment worldwide

Aspen Network of  
Development Entrepreneurs

ATMA

dumentum

IMPACTALPHA  
INVESTMENT NEWS FOR A SUSTAINABLE EDGE

INDIA  
FELLOW

Cantra  
Inspire. Enable. Transform.

next billion

TEACHFORINDIA

TFIX

THE/NUDGE Centre for Social Innovation

SELCO  
FOUNDATION

UnLtd  
India

Want to share your failure story? Learn more about what IDR is looking for [here](#), and share your story to [writetous@idronline.org](mailto:writetous@idronline.org) with your pitch.

## LEADERSHIP COACHING

The Denver Post reports that a Manchester Survey of 140 companies shows 9 in 10 executives believe coaching is worth their time and dollars, with an average return of more than \$5 for each \$1 spent. However, leaders in the social-development sector receive limited or no coaching support due to restricted financial structures of social-enterprises.

Upon completion of the Fellowship year, Fellows expressed a need for lifelong accompaniment, and coaching. Several Fellows are also keen on building their own coaching skill set, as they transition from being managers and authority figures to coaches within their own organizations - to unlock the full potential of their teams.



For the past 3 years, Acumen Academy India has been partnering with Leadership That Works (LTW), to provide high quality coaching and coaching training to more than 80 India Fellows and bootcamp alumni. In the year 2020 alone, LTW's coaches provided their time and expertise pro-bono to support 40 change-makers navigate adaptive challenges arising due to the pandemic.

### THEMES OF COACHING CONVERSATIONS



Coping up with physical and mental fatigue in these times. Enabling change in strategies and plan which is in affect with the pandemic or lockdown situation.



Practicing to pause in the midst of chaos, conflict and uncertainty. Building the capacity to reflect and step-back to immerse in the challenge with a systemic lens.



Self-discovery and to discover the internal values which drive certain actions and behaviour. Hone onto the strengths of the value system.

"

My coach was an exceptional individual with immense patience, curiosity and calm. He created a safe space to empower an honest and open conversation. The program reinstated my belief in coaching and its impact on personal and professional life. Highly recommended for entrepreneurs yearning a sense of confidence and a profound freedom to act — not out of fear and insecurity — but out of purpose, connection and strength.



**VAIBHAV LODHA**  
Co-founder, ftcash  
2017 Acumen India Fellow

"



It was a journey of moving from discomfort to acceptance. The coaching helped me uncover a lot of hidden facets about myself. Though each session was focused on a specific issue, the common thread of self discovery was pertinent, enabling my acknowledgment towards my values, vulnerabilities and actions.

**MALATHY M**  
Director - Education & Livelihoods, Apnalaya  
2016 Acumen India Fellow

## HIGHLIGHTS OF THE COACHING PROGRAM

- The Leadership Coaching program was offered pro-bono for all community-members while they were navigating the pandemic's affect at work and in their lives.
- 94% of the participants found the coaching program valuable and relevant to their current adaptive needs.
- We expanded the coaching program opportunity in two spectrums - one for the global community of Acumen and the other for emerging leaders in our Fellows organisations



## COACHING FOR EMERGING LEADERS

The founders/CEOs receive key opportunities for growth with the plethora of accelerators, incubators and leadership-development programs - who seek to induct the founder/CEOs primarily. At the same time, the founders/CEOs spend majority of their time in fundraising and strategy related activities.

The emerging-leaders, who are on the grassroots or steering operations, are often the individuals immersed in the day-to-day implementation work with limited bandwidth to step-back, pause and reflect.

We partnered with Jason Benham, an independent coach, for serving the coaching needs of emerging leaders. In the pilot, we provided the opportunity to three organizations and from its success, expanding to 20+ organisations in the year 2021.

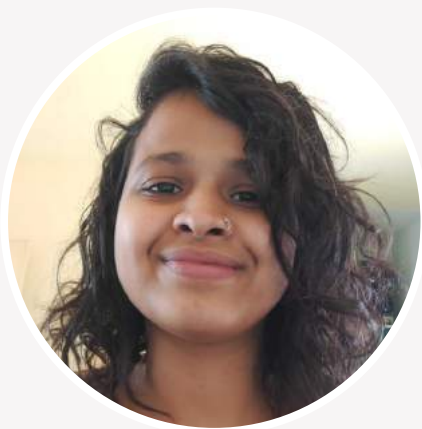
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The coaching conversations were highly professional and interactive. This experience is really impactful in upcoming years as I begin to take more responsibilities. I already witness a level of clarity in terms of what I want and who I am as a person. Jason's questions are thought-provoking and powerful that it touched my core and made me rethink on my overall personality.

**AKSHAY JAIN**  
Program Manager  
Bhumi



||



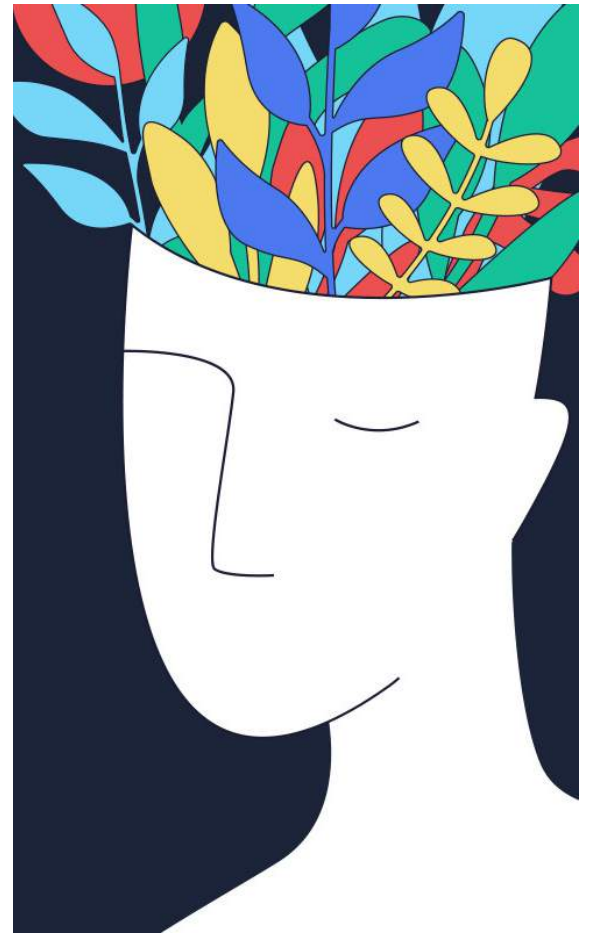
The coaching sessions have been very helpful in addressing current needs I had mapped out as part of my role in the organization. The form of exploration is something I align with, which is constant questioning and activities that help dig deeper into patterns and address them actively, with concrete actionables to take away at the end of each session.

**BHUVANA B**  
Head of Design & Learning Development,  
Sukhibhava

## THE PATH OF MORAL LEADERSHIP

Today, more than ever, our world needs individuals with moral imagination and a will to face the beautiful struggle of creating a more inclusive, just, and sustainable world. Yesterday's skills simply aren't enough to tackle the complexities of today's problems. [The Path of Moral Leadership](#), a new 11 week team course launched this year, is based on Acumen Founder & CEO, Jacqueline Novogratz's new book, [Manifesto for a Moral Revolution](#).

Through this course, participants access the most important principles Acumen has learned from more than 20 years working with leaders who are breaking boundaries and improving how the poor, the vulnerable, and the earth are treated.



The eye opening part for me has been the need for collaboration ... Instead of pitting ourselves against 'the other side,' we need to sit at the table, get humble and listen.

LEE

The course was a journey for me. It made me explore new ways of thinking and reignited my resolve to make the world a better place."

NKECHI

Often people are driven to 'do something' but feel too small ... too alone. This course helps us see that we can choose to act and behave in ways to get us towards our goal.

STEVE

The outcomes of the launch of this dynamic new course were even better than we had anticipated.



Perhaps most thrilling was the way course takers really engaged with the course. They reflected on and practiced skills such as moral imagination, listening to voices unheard, using markets for good, and holding opposing values in tension and more—the hard-edged skills necessary to start building a better world. Throughout the course, people showed up for their own learning, supported and connected with each other, created a global community, shifted their mindsets and even took action!

## II

The Path of Moral Leadership course arrived for us at a time when we, as a cohort, were desperately looking for ways to stay connected (post our fellowship year). Through the course, we kept coming back for the connection and space which got created among us, where we could share anything which is alive for us in that moment. During COVID time, when all of us were indoors and isolated physically, this ritual of coming together virtually on every Saturday kept us sane and going.

Through the course, there were so many aspects of our day to day work and personal lives that we could reflect upon. We could acknowledge and appreciate the richness of experiences and insights we had as a group, with all of us looking at the world around us from a different lens. The commonalities of our journeys made this a space where our personal-self could become political and we could reconnect with bits & pieces within us that we leaned strongly which also made us take decisions that were difficult but for a moral ground.

RAVISH VASAN  
SHWETAMBERA  
PRAVEEN KHANGHTA  
DR. PRAHALATHAN KK  
VAIBHAV JINDAL  
2019 ACUMEN INDIA FELLOWS



## LOCALLY ROOTED, GLOBALLY CONNECTED

The Acumen Academy Global Community began to gather on Slack this year. This online gathering space is made up of Acumen Fellows, Accelerator Participants and select innovators from around the world. It's a dynamic group of social innovators from across the globe representing a cross-section of impact areas and experience with members who lead with moral imagination.



The Acumen Academy Global Community is the gathering place for builders of social innovation who believe:

- A community is built on trust-based relationships. Trust takes time to build and it happens one-to-one.
- A community is a group of people who care about each other. This means there is give and take - the one-armed hug.
- A community is where people genuinely enjoy each other's company. The work is hard and sometimes it helps to just have a moment of fun to remind each other not to take it so seriously.

II

If we increase the local and global social capital of Acumen Fellows, Accelerator Alumni and community members, we create the conditions for increased innovation and amplification of the impact of their work to create a more just, inclusive & sustainable world.

MARICA RIZZO  
Manager, Community Strategy



## In 2020 ...

The group gathered monthly to tap into the diverse expertise in the community through the peer consulting framework.

### PEER MASTERMIND

We engaged with a different expert each month to discuss and offer insights to the group on a topic surfaced by the community members.

### EXPERT WORKSHOPS

We believe it's just as important to connect through fun and laughter as it is to connect over work, so we held quarterly events to just enjoy some fun activities.

### HAPPY HOURS

A community of practice co-founded and led by members that gathers monthly to discuss, share and identify shared opportunities to work together in the field of education.

### EDUCATION ROUNDTABLES

Random pairings of members happen each month to encourage people to meet someone they haven't already!

### MONTHLY MEMBER MATCHUPS

## From an Expert: How to Build Your Board

We held a Live Coaching Session, with Carlyle Singer, President of Acumen. The coaching events supported members to activate their board and get the most out of their partnership with them.

[Learnings and insights of the coaching events are here.](#)



CARLYLE SINGER  
President, Acumen

## PARTNER WITH HUMILITY & AUDACITY

At an online event in CoSI, Vivek Kumar, 2019 Acumen India Fellow and founder of Kshamtalaya Foundation, an organization creating meaningful systemic change in tribal communities of Rajasthan, met Aaron and Daisy, co-founders of Brio, an organization that equips community leaders in low-resource contexts to design and scale mental health solutions.



They discovered a shared desire to respond to the upheaval caused by COVID-19, and also realized their complementary assets fitted together perfectly. Within a few weeks of meeting for the first time, Kshamtalaya Foundation launched a 21-day program to help teachers in India overcome stress and anxiety using mindfulness tools developed in partnership with Brio.

Vivek shared how valuable it was to have the Brio team's expertise of evidence-based methods for building resilience and overall well-being. This informed a podcast based program that covers three critical skills: building self-efficacy to focus on what you can control, learning how to regulate emotions, and finally, taking those skills to apply to relationships and interactions with others.

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Kshamtalaya Foundation and Brio are now in the process of formalizing a long-term partnership where they will focus on organizational strengthening, capacity building, and product development.



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# Spotlight

Update from Acumen India Portfolio Team

Bihar Development Collective



## UPDATE FROM ACUMEN INDIA PORTFOLIO TEAM

Twenty years ago, Acumen began investing patient capital in promising social enterprises. Over the last ten years, we have supplemented this work by investing in Leadership Development through the Acumen Fellowship. Together, these two pillars form the foundation of the work that we hope to do over the next decade.



Our current work in India focuses on a single question: how do we build economic resilience & dignity for smallholder farmers and unsecured workers? Over the last year, we have been delighted to learn that many of the leaders we have been investing in, over the last decade, have been working to answer this very question.

**We take particular pride in introducing 2020's Acumen India investments, as all three investees have at least one Acumen India Fellow as a co-founder!**

## KHEYTI



In India, climate change — volatile temperatures, drought and soil erosion — threaten to decrease smallholder farmers' low incomes. India's farmland at risk of drought has jumped from 10 to 40 percent, which could lower farmer incomes even further by as much as 25 percent. While greenhouses can create a controlled environment to protect crops from these unpredictable climate changes, they are too expensive for smallholder farmers.

Co-founded by Acumen Fellows [Kaushik Kappagantulu](#) and [Sathya Raghu](#), Kheyti offers a low-cost Greenhouse-in-a-Box for smallholder farmers to help mitigate drought and adverse climate change conditions. Kheyti's greenhouses lower temperatures by 10° F (-12° C), cost 60 percent less than conventional greenhouses and require 90 percent less water. Kheyti delivers and installs customers' greenhouses along with a drip irrigation system.

The team also connects farmers to secure affordable loans to purchase the greenhouses, offers inputs and advisory, and helps farmers sell their crops to large grocery retailers. Kheyti has helped farmers grow seven times more food and increase their incomes by 60-100%.



## HAQDARSHAK



Haqdarshak, is a Hindi word that is used to refer to a person who informs you of your rights. Co-founded by Acumen Fellow [Aniket Doegar](#), Haqdarshak is doing just that, by transforming how citizens access their entitlements at the last mile in India.

In most developing countries, those who most desperately need government entitlements - the poorest and most vulnerable - find it hardest to avail these benefits. Common problems include lack of literacy, identity or knowledge of entitlements. Haqdarshak is leveraging technology and innovation to solve this problem. Haqdarshak's research team maintains an up-to-date database of information on over 7,250+ government benefits programs, written in the local languages for all of India's 29 states and seven union territories. Haqdarshak leverages corporate partnerships as well as a rural network of trained women (called Haqdarshaks) to provide domestic workers, migrant construction workers, truckers, logistics workers, micro-entrepreneurs and gig-economy workers information about and access to their entitlements.

Haqdarshak not only informs you of your rights, but handholds you through the tedious process of availing your entitlements (often helping you wade through bureaucracy). To date, Haqdarshak has delivered benefits of Rs. 200cr+, facilitated 500K+ applications, reached 400K+ families, and 350K+ beneficiaries of welfare schemes.

## S4S TECHNOLOGIES



Typically, around one fifth of any farmers' crop yield is rejected by buyers because of the way it looks—even though it is safe to eat and has the same nutrients as higher grade produce. Between rejected produce and spoilage, \$14 billion worth of produce in India is wasted each year.

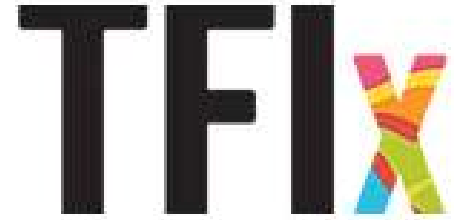
Co-founded by a team of five entrepreneurs including Vaibhav Tidke and Acumen India Fellow [Nidhi Pant](#), S4S Technologies created and patented a Solar Conduction Dryer (SCD): a portable, solar-powered machine that dries vegetables and spices while retaining their nutrients. S4S partners with rural women, supplying them with an SCD to dry produce in their homes. The company purchases lower-grade rejected produce from local smallholder farmers and brings it to the women entrepreneurs to dry. S4S then processes and packages the dried produce at a central facility for sale to large-scale production companies and food service providers.

S4S has so far impacted ~2,700 farmers (from whom they procure lower grade produce) and provided a supplemental source of income to ~270 women entrepreneurs.



# THE BIHAR DEVELOPMENT COLLECTIVE

In early 2019, alumni of Acumen and TFlx's programs - that were based in Bihar, initiated dialogues amongst each other - to imagine a meaningful way of coming together to form a hub or a collaborative that is bigger than any individual or organization - and has a shared purpose of changing the narrative of Bihar, in an effort to bring more talent and resources to the state, that urgently needs more of this.



As development practitioners would attest - collaboration is quite the buzzword. Multiple Acumen Fellows, and the Acumen Academy team have in the past tried and failed in setting up collaboratives, the energy is always high at the start but it soon fizzles out for lack of prioritization, resources and / or a clear shared purpose.



What has been heartening to see in the Bihar Development Collective - is clarity of intent - each individual knows that a stronger flourishing ecosystem, and collective action to change the narrative in Bihar will help their individual organizations hire better talent, and bring in resources to the region.



Today, the collective is 40+ members strong - and recently in December, more than 15 members met in Dalsinghsarai to update on each other's work, celebrate small and big wins in 2020, and to strategize the setting up of a formal legal body and resourcing to build more activities in 2021.



DEC 2020: Bihar Development Collective Meetup

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BDC has been one of my backbones throughout this lonely social entrepreneurship journey in Nalanda. What was becoming a weary lonely journey is now much more energized, thanks to the nurturing and guidance from this collective. I believe one day it will help many more budding social entrepreneurs like me who want to contribute to the development of Bihar.

Amit Narayan  
Founder, ChangeStation

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In Sep 2019, I met Zubin Sharma, co-founder of Project Potential in BDC's quarterly meeting. What started off as an acquaintance became a full fledged partnership during COVID. In May this year, Zubin got in touch with IIH to explore if we can help set up a Tuberculosis control project in Thakurganj block of Kishanganj. The rapport and trust developed through BDC helped us come together, and in Nov 2020, we began a formal partnership - and our teams have already travelled to each other's locations to set up the processes and training.

MANISH KUMAR  
Trustee, Innovators In Health

## THE TEAM



**SHWETA NAGARIA**  
**Holder of the Space**

Reach out to her to chat about building transformational learning spaces in person and virtually.

[snagaria@acumen.org](mailto:snagaria@acumen.org)



**FAHEEM AHMED**  
**Community Binder**

Reach out to him to chat about what works well and what doesn't in alumni management!

[fahmed@acumen.org](mailto:fahmed@acumen.org)



**ABBAS DADLA**  
**We need to do more**

Reach out to him to brainstorm ways of bringing networks and communities together and expanding the work of moral leadership.

[adadla@acumen.org](mailto:adadla@acumen.org)

## FELLOWS ADVISORY COMMITTEE



**KAUSHIK K**  
**2014 ACUMEN INDIA FELLOW**



**LAKSHMI MENON**  
**2019 ACUMEN INDIA FELLOW**



**MANAK MATIYANI**  
**2018 ACUMEN INDIA FELLOW**



**MANJOT KAUR**  
**2017 ACUMEN INDIA FELLOW**



**SHRAVAN KUMAR JHA**  
**2016 ACUMEN INDIA FELLOW**

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# I am because you are!

- Ubuntu