

WORK 4 PROGRESS

READY 4 SCALE

JANUARY 2019 ISSUE

// PERSPECTIVE BUILDING

An award for **Pioneers for Women Empowerment** was accorded to two of our e-Rick Shaw Entrepreneurs- Pragma Devi and Bhagwani Devi. They were felicitated by the Government of India for inspiring the next generation of women in Mirzapur, for breaking boundaries in the rural context and opening up new paths towards entrepreneurship in the area.

The **number of employed individuals saw a decrease of 10.9 million** from December, 2017 to December 2018. The breakdown of employment statistics tells us that most people who lost a job in 2018 likely fits the profile of a woman, particularly a woman in rural India. The numbers could have been higher if women like Pragma, Bhagwani and other W4P entrepreneurs would have featured in the statistics. Their story captures new narratives that are critical for transitioning from phase 1 to phase 2, and the program's effort towards bringing these small enterprises into the formal economy hopes to have a ripple effect on the figures.

Over the past one and a half years of W4P's journey in India, certain profound lessons have emerged. One of them is the **need for simple structures** to solve complex problems with complex solutions. The team has responded to this by making the execution less challenging. It is also pertinent to note that the **progression of W4P has been non-linear in nature**-micromovements have speeded the progression, there have been failures and barriers, but we continue to learn from them. The process of learning drives the program to constantly evolve and gives the program its core identity- dynamism. This is best exemplified by the evolution of the regional stakeholder coalitions. In the beginning, the coalition was conceptualized as a platform through which the program gave advice to various stakeholders. The platform has redefined itself, now the members have come forward to take ownership of the program.

The program has **learnt about the unfulfilled potential of empowerment**, particularly, empowerment of the community and self-actualization of our entrepreneurs. The program has co-created focused strategies such as the digital learning app entrepreneurship, but still has a lot to contribute in weeding out the various barriers to entrepreneurship.

As we close this phase, we reflect on critical touch points that the program has built upon. At this point, significant milestones have been reached in enhancing awareness and access to information, improving utilization of enterprise provisioning services, and strengthening enterprise promotion - **all coming together to shape new narratives and learning**. This bulletin brings to you a full range of emotions that the team has experienced- innovations that boosted us, discoveries that surprised us, and impact that inspired us.

// ABOUT WORK 4 PROGRESS

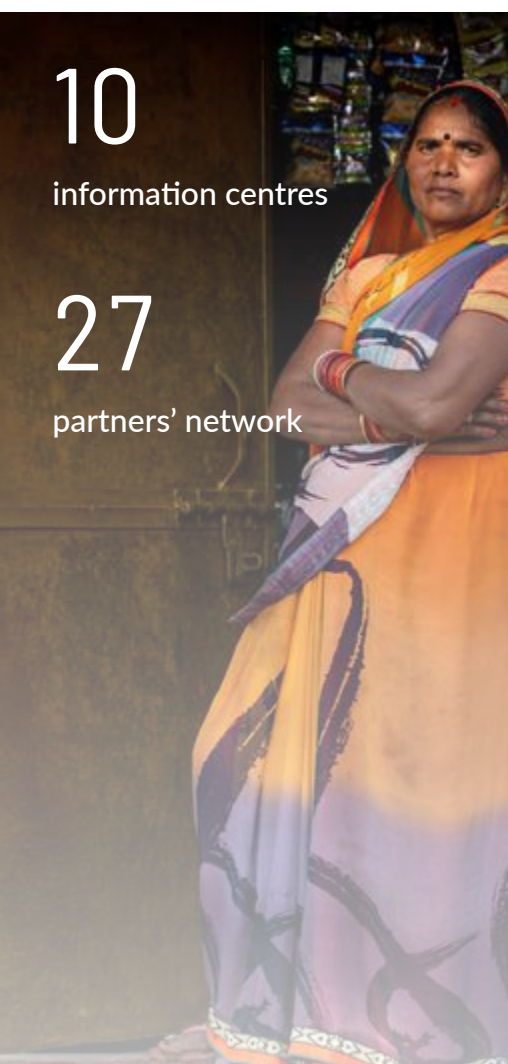
The Work 4 Progress (W4P) program of "la Caixa" Banking Foundation aims to accelerate the creation of meaningful and dignified employment in three developing countries through the creation of platforms for innovation, action and continuous learning.

Development Alternatives is the lead partner for W4P in India. In India, W4P aims to expand economic opportunities for youth and women who have difficulties in accessing enterprise development solutions in two economically backwards regions - Bundelkhand and Eastern Uttar Pradesh.

The program adopts a social innovation methodology through which it listens to the community through dialogue, finds answers through co-creation, and then prototypes solutions and shares learning to eventually create impact at scale. This methodology is applied for achieving the following interconnected objectives:

- + **Nurture constructive communities**, who respond positively to shifts in the new social system and build a resilient economy with quality jobs and social well-being
- + **Uncover and unleash entrepreneurial energies of individuals** by removing the social, intergenerational and gender barriers to build a culture of entrepreneurship
- + **Empower small businesses through a robust enterprise ecosystem** and enable them to become catalysts for job creation
- + **Mainstream enabling mechanisms** for entrepreneurship led job creation through a coalition of micro movements

The program aims to enable a million livelihoods over the next ten years in the regions of its operations.



10
information centres

27
partners' network



1050
women in dialogue

1500
youth engaged



175
micro enterprises

422
jobs provided



// NURTURING CONSTRUCTIVE COMMUNITIES

// NURTURING CONSTRUCTIVE COMMUNITIES

This strategic program objective is aimed at nurturing communities that respond positively to shifts in the new social system and can build a resilient economy with quality jobs and social well-being for all those who are a part of it. These communities are envisioned to be self-dependent, relying on their own resources and fostering a spirit of entrepreneurship among their members, while also enabling local markets to thrive and increasing the flow of information such that the benefits reach women, youth and marginalised individuals.

// DIALOGUE



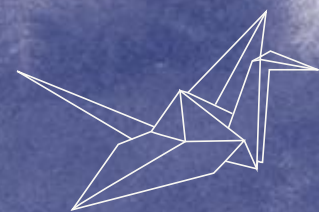
In the dialogue phase, the program engaged communities to identify constraints and accessible opportunities for micro enterprise development. These questions are relevant now than ever before, with the dynamic nature of the macro economy and enterprise opportunities that are bound to arise. To do this, processes like focus group discussions and infotainment sessions were conducted to encourage them to share their experiences, thoughts, and stories. It became evident that people's strengths remain stifled by complex set of social and economic factors. Age-old constraints on youth and women imposed by social norms prevent potential entrepreneurs from taking simple steps that would transform their lives. The need for bridges that open generational and gender related divides led by the community was identified by the program.

// CO-CREATE



To develop better insights on the desires of the target communities, the program engaged in co-creation through conducting workshops. These workshops with women, youth, entrepreneurs, and local leaders used visualisation and co-learning techniques to identify points of influence that could trigger or strengthen entrepreneurial attitudes in the community. It also became evident that program tools are best applied in communities where the foundation has been laid for constructive engagement among stakeholders. For instance, it was easier to plan community based initiatives like the water delivery enterprise in Bundelkhand, due to the credibility built by the program during dialogue and past DA projects.

// PROTOTYPE



In the prototype phase, the program focused on initiatives that have been co-created with the communities and are self-sustaining. Safe spaces, an initiative launched for accelerating women-based livelihoods, is one such social innovation based approach that has been adopted. The program also engaged with local self-government leaders to promote micro entrepreneurship at the community level. The process of building constructive communities was especially aided through the setup of social good enterprises like e-rickshaws and water services that would enable access to social goods while also fostering entrepreneurship. Going forward, the program will continue to support social innovation-led shifts by nurturing local micro movements such that communities are empowered to take decisions and access support services.

// NURTURING CONSTRUCTIVE COMMUNITIES

// DIALOGUE

43 community meetings 25 Focus Group Discussions 1050 women engaged
1600 youth involved community canvas and Infotainment sessions conducted in 40 villages
1000+ people access information booklet on how to access resources to start a business



// PROTOTYPE

03 women-run e-rickshaws 01 community owned water supply enterprise 02 sanitary napkin enterprises 03 farmer producer organisations 700+ farmers supported
03 social innovation-based safe space workshops for accelerating women-based livelihoods piloted among 45 women 30 youth and women-led enterprise network for positive influence in the community



// CO-CREATE

02 comic and design workshops for women
01 learning workshop with youth for designing a digital curriculum on enterprise development
02 co-creation workshops with local governance leaders and subject matter experts
300+ women, youth, and local government stakeholders engaged in co-creation of prototypes to remove socio-cultural barriers in entrepreneurship





THE PROUD ENTREPRENEURS
OF EASTERN U.P.



// UNLEASHING ENTREPRENEURIAL ENERGIES

// UNLEASHING ENTREPRENEURIAL ENERGIES

The W4P program attempts to uncover and unleash entrepreneurial energies of individuals by removing the social, intergenerational and gender barriers. In order to truly unleash the entrepreneurial energies, the program first understood the factors that influence entrepreneurial behavior through deep listening. After having identified the barriers and catalysts that the entrepreneurs face, the co-creation process within communities was facilitated through peer to peer workshops and business competitions. Community led platforms such as enterprise resource centers, information kiosks are some prototypes that were supported. These platforms ensure last mile access of enterprise support services to entrepreneurs.

// DIALOGUE



As part of dialogue, the program aimed to understand the needs of entrepreneurs at different stages in their business life cycle. Ground narratives were captured through interviews and feedback sessions. Innovative tools such as 'A Day in the Life' and case story documentation were deployed to understand the deep rooted factors that influence entrepreneurial behavior. In order to uncover the entrepreneurial energies, photographic mapping, movies, and participatory videos were developed, to be used within the communities to learn from examples of successful entrepreneurs.

// CO-CREATE



To promote a culture of entrepreneurship among communities, co-creation was carried out through business competitions, peer to peer learning sessions, and capacity building workshops. Solutions in the form of business plans, tools such as information booklet, digital entrepreneurship module for youth were co-created with the entrepreneurs and experts. Co-creation has taken place within communities through learning from one another. For instance, in Bhojla village of Jhansi, the success of two women led enterprises has enabled more women to come forward and create a local movement to set-up their micro enterprises. The program has learnt that in order to truly create a culture of entrepreneurship, it needs to empower communities with tools and prototypes that make them self-reliant - empowering them to trigger movements of change.

// PROTOTYPE



In order to accelerate enterprise development, the program nurtured prototypes that enhanced access to enterprise information and support services. For instance, information kiosks, technical trainings, and market linkages with a network of partners were facilitated. These prototypes provide specific support to entrepreneurs that enable them to take their entrepreneurial journey. For example, the information kiosks provide business planning service to entrepreneurs who want to start an enterprise. This has created evidence of success in the community - leading to a shift from a push based approach to a pull based one among the target communities. Going forward the program believes that it will use this success to intensify engagement across major value chains and new technology based large enterprises for acceleration in job creation.

// UNLEASHING ENTREPRENEURIAL ENERGIES



// CO-CREATE

1000+ people engaged in co-creating business ideas 01 Information Booklet on entrepreneurship published as a comic book

175 compendium of 20 business plans co-created with the community entrepreneurs trained in business planning and management Digital entrepreneurship module developed for youth

422 local jobs created, direct investment in enterprises to the tune of 15 million, an average increase in income by 30% for entrepreneurs who have been operating for over three months



// PROTOTYPE

105 youth access information on entrepreneurship 175 micro enterprises set up and supported across seven sectors- to ensure inclusivity

56 enterprises supported are women-led 45 entrepreneurs linked to peer-to-peer marketing

145 entrepreneurs from marginalised and backward communities supported

// DIALOGUE

01 Publication on dialogue with micro entrepreneurs: Jobs We Create

07 Day in the Life of' reports developed (sample in Annexure 1.3.2)

02 movies and 02 participatory videos of entrepreneurs

// Analytical report of engagement with entrepreneurs





// BUILDING ROBUST ECOSYSTEMS

The Work 4 Progress program aims to empower small businesses through a robust enterprise ecosystem. The program believes that if public and private actors are able to interact effectively, they can synergistically act together to trigger shifts at both micro and macro-levels. In doing so, it will create a network of partners and interactive platforms that bridge the gap between entrepreneurs and the larger ecosystem – other communities, governments, the business world, and the media.

// BUILDING ROBUST ECOSYSTEMS

// DIALOGUE



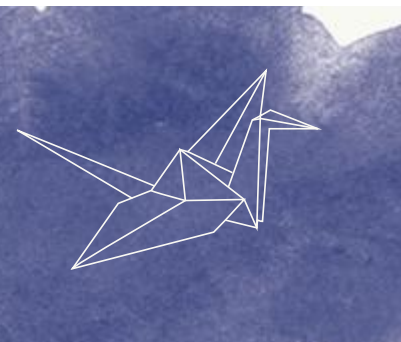
To undertake dialogue in the local entrepreneurship ecosystem, deep listening sessions like interviews and focus group discussions with government and market stakeholders were conducted. The key finding that emerged from these sessions was on account of information asymmetries and lack of trust between communities and support service providers. The program identified the need for a common platform that enables convergent action among stakeholders for job creation.

// CO-CREATE



The findings from the dialogue phase instrumented the development of regional coalitions as co-creation platforms for the program. The regional coalition is a multi-stakeholder platform aimed to facilitate convergent action and bridge market asymmetries. Enterprise fairs were conducted as market places to boost market and technical linkages for entrepreneurs. platform. What is evident from this co creation is the willingness and availability of resources for job creation, from various stakeholders. The program needs to capitalise on this effectively by triggering information flows and interaction in the ecosystem. The program also believes that it is imperative for platforms that bring partners together to embed systems for ownership, sustainability, and accountability.

// PROTOTYPE



The program has supported entrepreneurs through networked service delivery with 25 financing, technical, and marketing stakeholders. As customized financing solutions emerged as the pertinent need for micro entrepreneurs, the program engaged with micro finance institutions and federations for credit access. Collaborations were undertaken with three market aggregators to boost linkages for major value chains – agriculture, weaving, and waste. Going forward the program will undertake large scale partnership initiatives for customized marketing and financing solutions for the entrepreneurs to enhance inclusivity of the program.

// BUILDING ROBUST ECOSYSTEMS

// DIALOGUE

02 regional workshops conducted in both clusters 01 national level workshop- 'Jobs We Want'- conducted

Market analysis and research conducted for major value chains

100+ stakeholders engaged at the regional level for program launch

200+ stakeholders engaged at W4P launch event



// CO-CREATE

09 regional stakeholder coalition meetings conducted

02 co-creation enterprise melas conducted with stakeholders

Collaborative meetings with 10 aggregators and partners

95 entrepreneurs supported through coalition members

200 existing and potential entrepreneurs engaged to connect with support service providers at enterprise mela



// PROTOTYPE

49 entrepreneurs linked to financing institutions 38 entrepreneurs access loans through micro credit services

1 technical training for recycled newspaper bags for 12 women Exposure visits for 25 weavers

Video editing training for 5 entrepreneurs 15 entrepreneurs benefit from the marketplace

40 entrepreneurs linked to enterprise services by banks

A network of 25 regional and national support service providers associated with over 100 entrepreneurs



// THE CHANGE AGENTS

// MEET OUR INFLUENCERS



MEERA KUSHWAHA

E-RICKSHAW ENTERPRISE & COSMETICS SHOP
Kena Village, Niwari Dist.



RAM VISHWAKARMA

VIDEOGRAPHY
Rajapura Village, Niwari Dist.



NANDANI KUSHWAHA

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SANTOSH VISWAKARMA

AUTOMOBILE REPAIR SHOP
Rajapura Village, Niwari Dist.



KRISHNA KUMAR PAL

VERMICOMPOST MANUFACTURING
Dhabka Village, Bhadohi Dist.



NIWARI FPO

CROP PRODUCTION
Niwari Block, Niwari Dist.



GULSHAN BIND

INFORMATION CENTRE
Lachhapatti Village, Mirzapur



PRAGYA DEVI

E-RICKSHAW ENTERPRISE
Dhanipatti Village, Mirzapur



PRABHA PRATAP

TAILORING CENTRE
Bhojla Village, Jhansi Dist.



KEPENDRA RAJPUT

DAL MILL
Kanchanpur Village, Jhansi Dist.



NEETU BHARTI

TAILORING CENTRE
Bhojla Village, Jhansi Dist.



KRANTI BHARTI

COSMETICS STORE
Bhojla Village, Jhansi Dist.



MAMTA

ICE CREAM PLANT
Dhanipatti Village, Mirzapur



ANISH BIND

PAPER PLATE MANUFACTURING
Koileria Village, Bhadohi Dist.



ASHUTOSH DUBEY

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Dabhaka Village, Bhadohi Dist.



RAMASHISH

CARPET WEAVING
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MANGAL DOHRE

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NARENDRA KUSHWAHA

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PRATAP PARIHAR

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TARAMANI

MOULDING ENTERPRISE
Shivpur Village, Mirzapur



MUNNI DEVI

SANITARY PAD RETAIL
Saraiyan Village, Mirzapur



BUCHIYA

DAIRY
Pipradadh Village, Mirzapur



JAYA DEVI

EATERY
Gopalpur Village, Mirzapur



DHARMENDRA BIND

INFORMATION CENTRE
Radhapur Village, Niwari Dist.



BALKISHAN AHIRWAR

INFORMATION CENTRE
Orchha Village, Niwari Dist.



SAROJ DEVI

SWEET BOX MANUFACTURING
Lachhapatti Village, Mirzapur



ASHA DEVI

VERMICOMPOST MANUFACTURING
Dhanipatti Village, Mirzapur



COCO PEJAL YOJNA

SAFE WATER PLANT
Madore Village, Niwari Dist.



RAKESH & SUNITA GAUTAM

POULTRY & TAILORING CENTRE
Dhabka Village, Bhadohi Dist.



AND COUNTING...

// SHIFTING NARRATIVES

The program has seen a coalition of micro movements emerging from the ground which have been facilitated organically. We believe that these self-sustained movements will help create a culture of entrepreneurship in the villages of Bundelkhand and Eastern UP. They can be seen at three different levels.

Movements emerging between entrepreneurs that signify the change emerging from the ground.

Movements through which communities are using the tools of entrepreneurship to become resilient.

Movements in the local ecosystem of entrepreneurship where actors are moving from individual to joint action.

It has been observed that against the current static, these micro movements are influencing deep changes in the form of shifts in relationships within community groups and ecosystem players, shifts in attitude and behavior towards entrepreneurship, shifts in local processes for entrepreneurship, and enhanced information, financial and service flows between entrepreneurs and within the ecosystem players.

Influencing shifts in local processes between entrepreneurs

Asha Devi, a vermicomposting entrepreneur in Mirzapur, set up an enterprise for the first time in her life. Over the past five months, her sales have doubled. In order to suffice this demand, she now procures from six other W4P vermicomposting entrepreneurs. **Asha Devi's story has led to a shift in the way local processes for entrepreneurship occur** by creating a network of demand and supply between entrepreneurs and by breaking the myth of middle aged women having an independent source of income.

Influencing shifts in attitudes within communities

This has most evidently been captured in the village of Bhojla where Prabha Devi has created a **shift in her community towards starting women led enterprises**, after starting her own tailoring centre. Over the past five months in Bhojla, three other women led enterprises have been set up with support from the program and four enterprises have come up without any support from the program. Back in Eastern UP, seven enterprises have been set up as a result of similar influence networks.

Influencing shifts in attitude and enhanced flows within the ecosystem

In the initial months of the program in Eastern UP, only one financial institution was providing credit services to the entrepreneurs. The regional coalition has been a platform through which more financial institutions are becoming convinced about the results of the program and the capacity of its entrepreneurs to repay. Three more financial institutions have provided support to 28 entrepreneurs in the past 7 months alone. **This has bridged the gap between entrepreneurs and financial service providers by enhancing information and financial flows in the ecosystem.**

A series of similar micro movements have emerged across both program geographies. Some are stronger and spreading faster than others, while some are just beginning to emerge. Going forward, the program will nurture these micro-movements to empower and expand their ability to engage with the rapidly changing social systems. The program will continue to support and highlight these movements to ultimately create a culture of entrepreneurship.



// LEARNING FOR TRANSITION

SOCIAL INNOVATION FOR MICRO ENTERPRISE LED JOB CREATION

The Work 4 Progress program has adopted a social innovation approach to create a systemic change in the ecosystem of entrepreneurship in forty villages of rural India. It adopted a human centered design based approach such that communities are empowered and self-reliant to access resources. In order to do this, the program was designed with processes that ensured deep listening with communities for co-creation of prototypes that could be replicated for scale and acceleration. This shift from traditional top-down design, was a journey full of discoveries – shaping perspectives and creating learning as we move forward into the next phase of implementation.

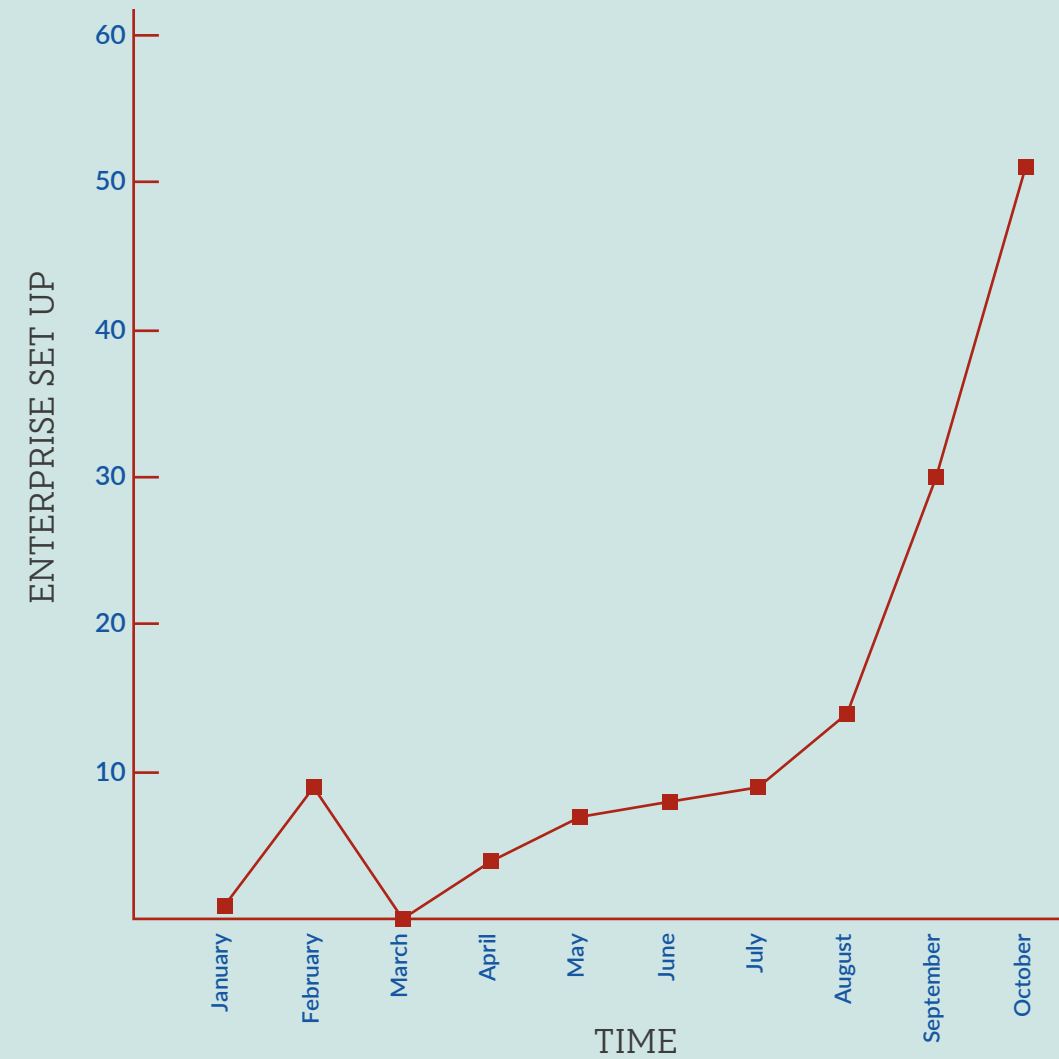
The program learning was based on summative evaluation and developmental evaluation. This was ensured internally through team reflection meetings along with an independent third party evaluation partner and an external advisor. In this article, we briefly share with you some of the learning on the program methodology and its instrumental role in stimulating innovation and partnerships for action.

DIALOGUE: As we look back, it is evident that the most significant learning that emerged was the need to de-learn so we could listen deeply to the needs and aspirations of the community. In doing so, we realized the importance of inserting different media and innovative tools to capture emerging perspectives and deeper insights. It was also realized, that **dialogue needs to be a continuous process and not linear**. It needs to change form and intensity depending on the stage of the entrepreneur. There is also a need to build better tools to facilitate transition to co-creation.

CO-CREATION: This phase was crucial in helping build the deep human touch in the program – ensuring that the necessary human touch with the communities and other stakeholders was built for effective action. With the community, **co-creation was a time taking process, after an initial slow period of eight months it reached a turning point and the results henceforth have been phenomenal in terms of the sudden increase in the number of enterprises**. Since the entrepreneurs were jointly involved in the co-creation process, it created a balance between providing handholding support and letting them make choices independently. With an average increase of 30% in the income of enterprises set up in the past three months, it is also safe to say that this joint involvement may have led to a better understanding of risk amongst the entrepreneurs. The program team is of the view that if working with partner organisations and joint action platforms, systems of transparency, accountability, and ownership must be engineered for continued action. As we transition to accelerated action, W4P remains committed to empowering the communities with local, regional, and national platforms such that they can access information, tools, and resources from a network of partners for job creation.

PROTOTYPE: The **non-linear nature of the change engineered through the program** has been the key message from the prototype phase. As we undertake action with more and more enterprises, the need to build a supporting ecosystem - at home, in the community, the local markets - is more evident than ever before. The need to channelize access to information, finance, and markets through partnerships is paramount as they continue to be the key enablers to strengthen local economic action for job creation. Stronger peer to peer influence has demonstrated positive results to create more enterprises.

There is also a need for a continuous learning loop within and between the social methodologies.





ABOUT “LA CAIXA” BANKING FOUNDATION

The “la Caixa” Banking Foundation from Spain, the third largest foundation in the world, promotes diverse social, economic, cultural and ecological initiatives to foster sustainable development across the world. “la Caixa” has worked for more than 110 years contributing to the advancement of the society and the progress of individuals, with a special emphasis on those who need it most. Its main strategic objective internationally is to provide opportunities and fight inequalities in countries in Africa, Asia, and Latin America through programs that contribute to the achievement of the United Nations 2030 Sustainable Development Goals (SDGs).

ABOUT DEVELOPMENT ALTERNATIVES

Development Alternatives (DA) is a social enterprise with global presence in the fields of green economic development, social empowerment and environmental management. It is credited with numerous innovations in clean technology and delivery systems that help create sustainable livelihoods in the developing world. DA focuses on empowering communities through strengthening people’s institutions and facilitating their access to basic needs; enabling economic opportunities through skill development for green jobs and enterprise creation; and promoting low carbon pathways for development through natural resource management models and clean technology solutions.