

# new approaches for entrepreneurship

DRIVEN BY INNOVATION, COLLABORATION AND COMMUNITY-LED ACTION



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# Harnessing the power of entrepreneurship

Across high, middle and low-income countries, Micro, Small and Medium Enterprises (MSMEs) constitute the largest share of private businesses and account for the bulk of employment. In India alone, the MSME sector has created over 12 million jobs since 2014<sup>1</sup>.

Within the MSME sector, micro enterprises are highly vulnerable to external shocks and require a nurturing, conducive and collaborative ecosystem to thrive. Currently, a majority of micro enterprises are needs and subsistence based given a fragmented support system. Those who want to set up entrepreneurial ventures are stifled by a complex set of social and economic factors.

There is an urgent need to build a conducive ecosystem to allow for more innovative and opportunity based enterprises to come up, becoming beacons for decent and meaningful livelihoods.

Systemic responses following a 'platform' approach based on principles of innovation, collaboration and community-centred design can realign the current ecosystem of economic development and job creation, and reset the growth trajectory to make it more inclusive – especially for those who have been left behind in the 'jobs race'.

<sup>1</sup>Unemployment in India, August 2018, Centre for Monitoring the Indian Economy

<sup>2</sup>Planning Commission Report 2012

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More than **90%** people are in informal jobs in India<sup>2</sup>

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MSMEs have created **3,32,394 jobs** over the last **4 years**

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Micro enterprises are expected to generate nearly **73%** of the **new jobs** coming year

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Women constitute only **13.76%** of the total entrepreneurs, i.e., **8.05 million** out of the **58.5 million** entrepreneurs

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In India alone, the MSME sector has created over **12 million jobs** since 2014

# WORK 4 PROGRESS APPROACH

The Work 4 Progress (W4P) program of “la Caixa” Banking Foundation aims to accelerate the generation of meaningful and dignified employment through enterprise development in Peru, Mozambique and India.

W4P practices innovation that is social in purpose, systemic in nature and inclusive by design. It adopts an innovative approach based on principles of collaboration, community-led and bottom up action. These principles are continuously strengthened by W4P’s social innovation methodology, in which it listens to multi stakeholder perspectives through dialogue, finds answers through co-creation, prototypes solutions and shares learnings to accelerate impact at scale.

The program aims to create a culture of entrepreneurship through 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
- + 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

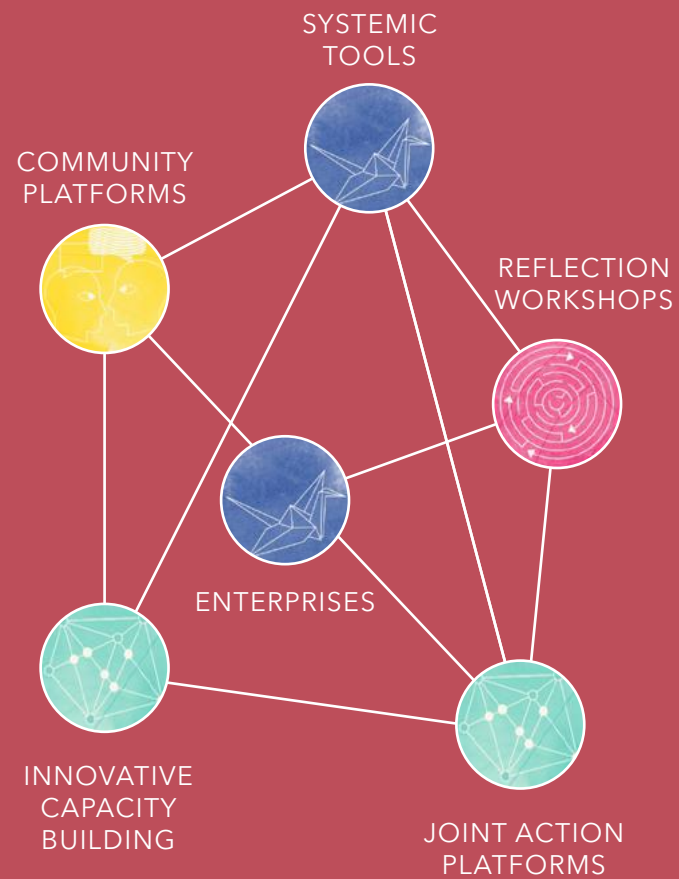
The program aims to enable a **million** decent livelihoods by **2026**



W4P follows a departure from traditional project-based efforts to an innovative approach for addressing growing and complex needs.



**TRADITIONAL APPROACH**  
Linear | Short Term | High Dependence



**INNOVATIVE APPROACH**  
Cyclic | Sustainable | Diverse

# W4P OPEN INNOVATION PLATFORM APPROACH

W4P adopts an open innovation platform approach that operates on the premise that both internal and external resources and ideas are critical to advance development solutions. These platforms, through networks, collaboration, human centred design, embedded learning and shared narratives, provide a more inclusive and open approach for sustainable development. W4P has created evidence to support the potential of such an approach for achieving development solutions with greater efficiency and scale than traditional approaches. In short, the open innovation platform approach initiates processes for systemic change to achieve transformational change.

Open innovation platforms provide practical solutions to address complex problems

Activating networks - by identifying partners to leverage existing resources

Breaking silos - by tapping into the collective intelligence of the ecosystem

Reducing barriers - by reducing transaction costs of collaborating with diverse partners

Building shared identities - by creating collective narratives that influence decision making

Adopting innovations - by realigning operations with better design solutions

Speeding up learnings - by detecting emerging trends and continued experimentations

Human centred designing - by adopting signals from the ground and incorporating them into new products

## DEVELOPING VIABLE ENTERPRISES

W4P develops solutions with the communities and empowers entrepreneurs with tools for ensuring they move forward on their growth path. It also makes existing information and services on enterprise development easily available to aspiring entrepreneurs.

Micro enterprises in rural India, vulnerable to external shocks, are prone to failing within a few months of operation. Scanning the enterprise support framework, most enterprise promotion support follows a one-size-fits-all model. Old and conventional business models, characteristic of low productivity, low returns and viability, are mainstreamed under flagship schemes. Enterprise support services are not only limited by the type of enterprise, but also fail to provide enabling solutions for marketing, management and expansion in rapidly changing market systems. Access to information and services for entrepreneurs is often routed through various channels, which is limited by factors such as high transaction costs of accessing information; and business decisions end up being taken without complete and symmetrical information.

Improved enabling factors such as technology, finance, marketing and capacity building are likely to unlock more of the Indian population's natural entrepreneurial potential.

Narendra Kushwaha, one of the youngest entrepreneurs in Orchha, supplies fine quality clothes in his district

## UNLEASHING ENTREPRENEURIAL ENERGIES

W4P adopts social innovation to uncover and unleash entrepreneurial energies of individuals by removing the social, intergenerational and gender barriers.

Entrepreneurial attitudes and resourcefulness run deep in India – from the busiest streets of Mumbai to the remotest villages of Uttar Pradesh and Bihar. People’s strengths and are, however, stifled and very few are able to set up entrepreneurial ventures. Factors such as age-old constraints imposed by social norms and lack of access to support services prevent potential entrepreneurs from taking simple steps that would transform their lives. Even when enterprises are set up, they are not equipped to respond effectively to changing dynamics in the larger market.

Based on evidence, initiatives that focus on a few apparent aspects, such as skill development for entrepreneurship have limited pre and post impact. We believe that the journey of an entrepreneur needs to be seen as a process – with different needs, opportunities and constraints at each level, which are embedded in the culture and belief system. A socially innovative approach makes sense of local contexts to uncover needs, opportunities and constraints. The approach helps to access systemic leverage or trigger points to initiate paradigmatic shifts.



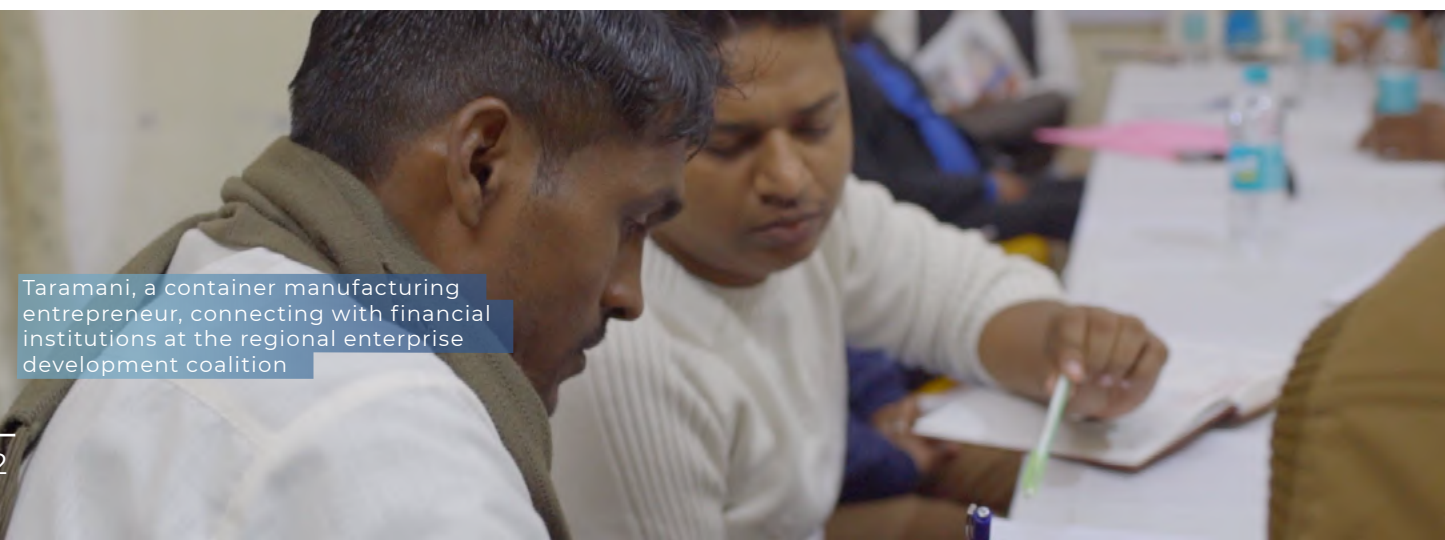
Pragya Devi, the first woman e-rickshaw entrepreneur of Mirzapur, turned her passion for motorbikes into a venture

W4P empowers small businesses through a robust enterprise ecosystem, and enables them to become catalysts for job creation.

Even after multiple schemes and billions in investment, the rate of micro enterprise development continues to be inadequate and slow. This can be attributed to the fact that efforts in the enterprise development space are often piecemeal schemes, which are unidimensional in nature. For an ecosystem to be effective and enabling, it is imperative that it allows for synergy between these initiatives and creates networks that allow an aspiring entrepreneur to seize existing opportunities.

Meso-level aggregators and market players play a significant role in translating these innovations from simple ideas to concrete models that are resilient and competitive within the formal economy. As envisioned by government reports, from the perspective of employment generation as well, creating a suitable business environment to nurture and promote entrepreneurship is critical for large-scale employment creation.

W4P believes in the power of collaborative action to enable change, and plans to build networks at different levels - the meso-level, with one set of actors providing services, and the macro-level, with agencies that provide easier access to capital and influence the policy and regulatory environment. In doing so, W4P aims to build a thriving ecosystem for entrepreneurship, which will factor in the skewed availability of opportunity and resources, and lead to innovations that will ensure a robust ecosystem.



Taramani, a container manufacturing entrepreneur, connecting with financial institutions at the regional enterprise development coalition

W4P creates 'communities of change' for entrepreneurship led job creation through a coalition of micro movements.

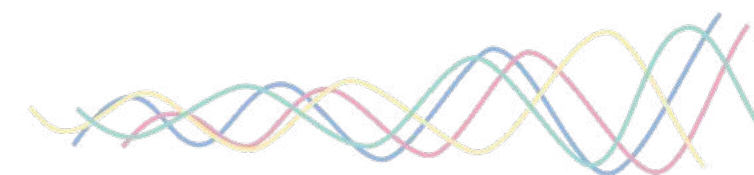
Watch mini documentaries on W4P micromovements of change on Development Alternatives YouTube Channel.

Social innovation platforms involve building movements of transformative change. To build these movements, it is important to better understand socio-economic and cultural dimensions such as values, beliefs and practices within communities of action and the ecosystem at large. The understanding of these core aspects needs to be connected to actions and interventions.

Successful experiences in social innovation have been those that have effectively connected wider goals of transformation with local values and the community's deeper aspirational goals that are often expressed through collective narratives. W4P aims to capture these values and aspirations for facilitating micro movements that have the potential to create alternative narratives about their community and the possibility for change.

Micro movements are self-sustaining in nature. They empower communities to engage with dynamic socio-economic ecosystems. They challenge the status quo and take forms that accelerate systemic shifts in existing relationships, attitudes and behaviour, resource flows and local processes. They have the potential to build networks (between and within communities) and momentum, to create conditions for impact at scale.

A series of such micro movements have emerged in the W4P geographies. Going forward, we will use social innovation tools to understand the triggers ('why change is happening?') that create shifts ('how change is happening?') and lead to change in narratives ('what change is happening?'). We envision growth to happen when not one, but a coalition, of micro movements creates 'communities of change' - for entrepreneurship led job creation.





W4P India has co-created several social innovation tools and platforms with the communities. These tools are based on principles of neutral participation, creativity and collective decision-making. These serve multiple functions of facilitating deep listening for gathering insights, shared spaces for meaningful dialogue, and collaboration for co-creation of solutions.



### LOCAL GOVERNANCE MODULE

W4P is developing a capacity building module with the *Gram Panchayats* for sensitizing them towards adopting self-employment opportunities, especially for vulnerable communities. The module aims to mainstream entrepreneurship through the local development agenda.



### SAFE SPACES

The safe spaces have been conceptualized as a solidarity platform for women to come together – to raise their voices, express their aspirations, and advance their learning about themselves.



### DAY IN THE LIFE OF

Following a fly on the wall, observer method, this tool helps W4P understand ambiguous factors that drive entrepreneurship. Based on principles of ethnography, this tool unearths hidden narratives.



### INTERACTIVE COMIC BOOKLET

Interactive comic booklets give the reader information on the processes and resources required to start an enterprise.



### DIGITAL APP

These are interactive self-learning tools developed with the communities. These are being rolled out as courses through the information kiosks, and aim to inspire entrepreneurship, especially among the youth.



### INFORMATION KIOSK

Information kiosks offer internet and computer services through which communities can avail government schemes, apply for insurance etc. These kiosks also act as local points of contact and information dissemination on employment and self-employment options.



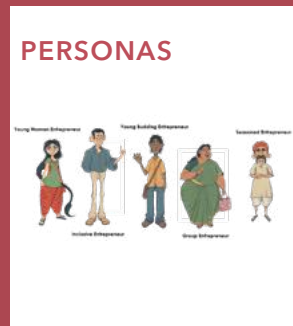
### COALITION

The regional coalition is a multi-stakeholder learning and action platform for co-creating solutions and facilitating convergent action for entrepreneurship led job creation.



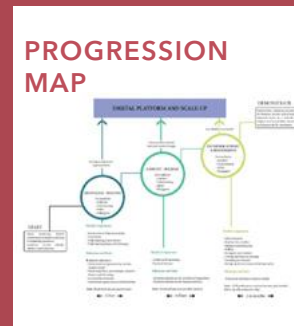
### ENTERPRISE FAIR

Market places that build networks between entrepreneurs and support service providers. Such fairs also extend the W4P reach by creating a momentum in the community towards pursuing entrepreneurship.



### PERSONAS

W4P has identified profiles based on common characteristics ('personas') through which it maps the journey of an entrepreneur. The needs of each persona then form the basis of designing specific support services.



### PROGRESSION MAP

To enhance understanding of each persona's journey, the progression map is used to track the trajectory of an entrepreneur. Apart from assessing quantitative evidence of growth, W4P uses this tool to observe changes in the entrepreneur.



### KAUN BANEGA BUSINESS LEADER

A reality pitch competition that aims at breaking myths of pursuing entrepreneurship by facilitating participation from marginalised communities through radio shows, movie screenings, narrowcasting and interactive games.



### COMMUNITY LENDING

The community based micro credit facility has been co-created with women self-help groups for forming an alternative channel for entrepreneurs to access credit. This facility pools savings to create a corpus for inter loaning among members for personal and productive use.

## W4P JOURNEY IN INDIA

From November 2016 to September 2019, Work 4 Progress has created 1055 jobs and is progressing towards its goal of achieving a million jobs by 2026.

42

tested  
prototypes

3500

women & youth  
engaged

3000

people benefit  
from social goods

40

program  
villages

700

farmers  
supported

1055

jobs  
created

15

information  
centres

305

stakeholders  
engaged

480

enterprises  
setup

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W4P has been included as good practice by UNDP and World Bank Impact Portfolio

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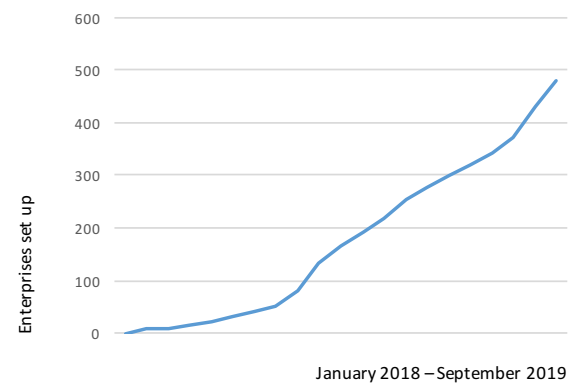
**W4P's journey in India has led to the following lessons on its role in stimulating innovation and impact at scale:**

**New economy opportunities to empower individuals and communities:** W4P enables communities to adopt and access new and digital technology solutions for enterprise development. These tools will equip them to engage and grow with evolving market systems, while simultaneously building a sense of dignity and confidence.

**Inclusive approaches designed to overcome socio-economic barriers to livelihood development:** W4P creates widespread opportunities for youth and women led social enterprises that remove generational and gender divides in an increasingly interconnected society – building a culture of entrepreneurship in the most backward regions of India.

**High impact green value chains:** W4P emphasizes business models that use appropriate technologies to minimize environmental degradation in high employment and resource use sectors. It, thus, promotes solutions that embed waste utilization, resource efficiency and circular economy principles to maintain harmony between people and nature, and create a truly sustainable development trajectory.

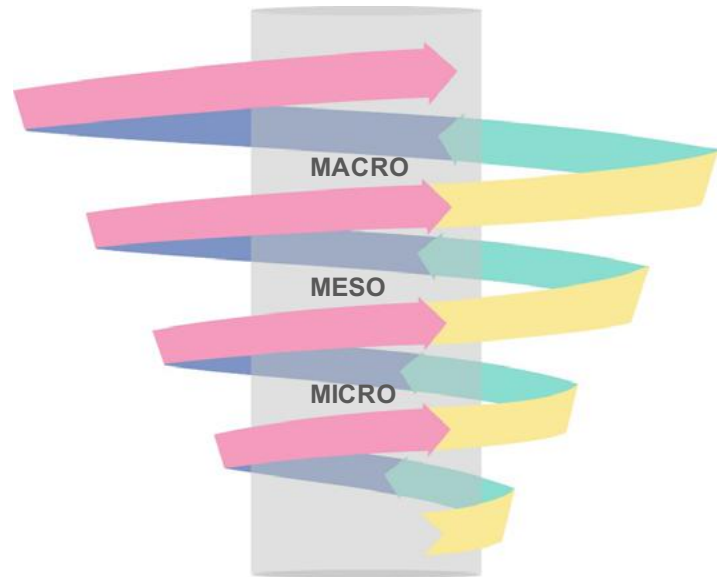
**Collaborative action for accelerated impact:** W4P drives transformation that is planned and managed collaboratively with diverse stakeholders. It jointly creates solutions in a neutral and common space through regional, national and international platforms. These enable the program to synergize resources for joint action and accelerated growth.



ACCELERATED GROWTH IN ENTERPRISE DEVELOPMENT



W4P aims to drive transformation change through partnerships at the meso, micro and macro level



BUILD BRIDGES THROUGH **DIALOGUE**



INCUBATE & **CO-CREATE** INNOVATIVE SOLUTIONS



CREATE SHIFTS THROUGH **PROTOTYPE**



**ACCELERATE** THROUGH SHARED INFRASTRUCTURE

# THE WORK 4 PROGRESS VISION

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## Deep Impact 4 Progress

To make communities self-reliant and sustainable

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## Scale-out 4 Progress

To accelerate impact with a network of stakeholders

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## Knowledge 4 Progress

To build evidence and influence action

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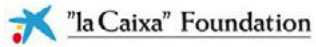


NEW APPROACHES FOR ENTREPRENEURSHIP  
Driven by innovation, collaboration and community-led action

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BOOK DESIGN: ONE SMALL DESIGN STUDIO





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 in contributing to the advancement of society and the progress of individuals, with a special emphasis on those who need it most. Its main strategic objective is to provide opportunities and fight inequalities in Africa, Asia, and Latin America through programs that contribute to the achievement of the United Nations 2030 Sustainable Development Goals (SDGs).

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.