Summary

Introduction

Objectives

Preliminary work

Impacts

What’s next?

Recommendations
Summary

Introduction

Organizations
District presentation

Objectives

Preliminary work

Impacts

What’s next?

Recommendations
Introduction

Organizations
District presentation

Objectives

Preliminary work

Impacts

What’s next?

Recommendations
Planète d’Entrepreneurs

Assessing social impact and promoting innovative social business models

- Since 2009, Planète d’Entrepreneurs has been helping social entrepreneurs assess their social impact and promote their innovative model in France and developing countries by training and involving French students in the field.

- We believe that social impact assessment is a crucial need for social entrepreneurs in order to:
  - Better monitor their activities and adjust their business planning
  - Communicate with their stakeholders

- Our activity is based on 3 complementary pillars:

  **Field missions**: we help social entrepreneurs implement monitoring and evaluation tools, allowing them to maximize their impact

  **Trainings**: we train our students to social entrepreneurship models and teach them how to measure social impacts, especially through field experiences

  **Research and communication**: we want to contribute to the emergence of new tools for social business models as well as promoting these models to a wider public

---

**Social Impact evaluation since 2009**

- 1 training program at HEC and 3 research papers
- 60 Social impact evaluation missions in 15 countries
- 120 Case studies on social entrepreneurs
- 200 Students mobilized, 6 generations, 10 teams
- 5000 Stakeholders interviewed
Swayam Shikshan Prayog (SSP) aims to promote empowerment of women as leaders and entrepreneurs through self help groups, social enterprises and community led initiatives. SSP offers a large range of skill-building, livelihoods generation, innovation finance and health-enhancing opportunities to rural women, youth and communities at large.

SSP is active in 14 districts in 4 states of India, and has thus been able to reach more than one million rural household.

Created after the 1993 earthquake in Latur, SSP has since been acting in natural disaster relief. It has also developed a wide range of services for women in finance, health, trainings and rural distribution.

- 7,500 women entrepreneurs launched
- 2,000 villages
- 33% increase in annual income growth
- 38,000 micro enterprises by SHG members financed
wPOWER is an innovative, market-based partnership model, empowering 1000 rural women as clean energy entrepreneurs and environment leaders. Conceived by USAID and implemented by Swayam Shikshan Prayog (SSP), it aims to place rural women at the heart of the climate change agenda and is creating green economies in rural India and Africa.

- Empowering rural women by honing their entrepreneurial skills
- Building a women clean energy entrepreneurship network
- Creating clean energy awareness
- Creating last mile access to clean energy solutions
- Creating an enabling clean energy partnership ecosystem
Summary

Introduction
  Organizations
  District overview
Objectives
Preliminary work
Impacts
What’s next?
Recommendations
District overview

This field study centered on two of the wPOWER districts: Latur and Osmanabad

<table>
<thead>
<tr>
<th></th>
<th>Latur district</th>
<th>Osmanabad district</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>2,454,196</td>
<td>1,657,576</td>
</tr>
<tr>
<td>Rural</td>
<td>74,53%</td>
<td>83,04%</td>
</tr>
<tr>
<td>Urban</td>
<td>25,47%</td>
<td>16,96%</td>
</tr>
<tr>
<td>Area</td>
<td>7,157 km²</td>
<td>7,569 km²</td>
</tr>
<tr>
<td>Literacy (M/F)</td>
<td>84,39% / 69,63%</td>
<td>85,84% / 70,51%</td>
</tr>
<tr>
<td>Rural literacy (M/F)</td>
<td>82,96% / 66,67%</td>
<td>84,69% / 68,42%</td>
</tr>
</tbody>
</table>

Source: Census Organization of India, 2011 Census
Summary

Introduction

Methodology

- Expectations
- Timeline

Preliminary work

Impacts

What’s next?

Recommendations
Expectations of SSP

1. Assess the economic impact of the program and the trainings implemented by SSEN on the rural women of the wPOWER network in the districts of Latur and Osmanabad.

2. Qualify the social impact of the program on the role of the Sakhis in their communities and the way they are perceived.

3. Better understand the reach of the wPOWER program in terms of consumers and diffusion of clean energy products.

Deliverables for SSP

1. Impact Map
   - Impact indicators

2. Questionnaires
   - Built before the study

3. Databases
   - Collected data and excel tool

4. Social impact report
   - Data analysis

5. Recommendations
   - From observations on the field
### Timeline of a Planète d’Entrepreneurs Mission

**Planète d’Entrepreneurs’ mission format is short, with four to six weeks including fieldwork and writing down the report, to be as efficient and pragmatic as possible**

<table>
<thead>
<tr>
<th>Before the mission: In France</th>
<th>On the field</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Definition of the scope of the mission with the entrepreneurs (stakeholders, purpose...)</td>
<td>▪ Data collection in the field: interviews (quantitative and qualitative)</td>
</tr>
<tr>
<td>▪ Elaboration of the impact map. Association of each impact (or outcome) with an indicator, a stakeholder and a question.</td>
<td>▪ Adaptable questionnaires in order to fit the population and the mission.</td>
</tr>
<tr>
<td>▪ Elaboration of the questionnaires</td>
<td>▪ Focus groups to deepen the understanding of the qualitative problematics raised from the interviews</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>At the office</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Writing down the report. Presentation of results and recommendations to maximize the impact</td>
</tr>
<tr>
<td>▪ Monitoring tool to help managers assessing their impact in the future and take decisions for their development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Scope of the study</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ The field study was carried out from August 13th to September 10th</td>
</tr>
<tr>
<td>▪ It concerned women trained by SSP during the wPOWER program</td>
</tr>
</tbody>
</table>
Introduction

Objectives

Preliminary work

Impact map and questionnaires

Sample

Impacts

What’s next?

Recommendations
Summary

Introduction
Objectives
Preliminary work
  Impact map and questionnaires
  Sample
Impacts
What’s next?
Recommendations
Impact map and questionnaires

Impact map

Questionnaire

Collection and analysis

Impact Assessment Report
Summary

Introduction
Objectives
Preliminary work
  Impact map and questionnaires
  Sample
Impacts
What’s next?
Recommendations
Sample selection

Methods used to build the samples

Latur district:
- The Scale Up Team has randomly selected Sakhis from the complete list provided by SSP.
- But due to logistic difficulties it was not possible to interview most of the selected Sakhis at Latur’s SSP office.
- Therefore the Scale Up Team has chosen representative Talukas with Latur SSP’s staff and then randomly selected Sakhis in each Taluka.

Osmanabad district:
- Osmanabad district manager selected Sakhis and sent the list to the Scale Up Team.
- The Scale Up Team has then adjusted the selection with Osmanabad office’s staff to select Sakhis from different Talukas to avoid overrepresentation from nearby Talukas.

For both district it was sometimes necessary to adapt the selection process as some Sakhis were sick or unable to come at the last minute.
Presentation of the sample

Quantitative study

- The quantitative questionnaire was administrated to 95 randomly selected Sakhis in the Latur and Osmanabad districts
- In average each interview lasted 30 minutes

<table>
<thead>
<tr>
<th></th>
<th>Lātūr</th>
<th>Osmanabad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Sakhis interviewed</td>
<td>53</td>
<td>42</td>
</tr>
</tbody>
</table>

Number of years in the wPOWER program N=95

- 66% between 1 and 2 years
- 32% between 2 and 3 years
- 2% 1 year or less

Qualitative study

- In addition to the individual questionnaires a qualitative study has been conducted through 2 focus groups (one in Latur district and one in Osmanabad district)
- Most of the women who were in the focus groups had already participated in the quantitative study
Presentation of the sample

Work situation

- 33% of husbands worked as farmers and 33% worked in retail
- 10% of women were either widowed or unmarried

Sakhi’s main activity before joining wPOWER
N=95

Husband’s profession
N=85

0% 5% 10% 15% 20% 25% 30%

Farmer
Retail
Employee
Government Employee
Highly educated professions
Other
Skilled Worker
Driver
Retired/Unemployed
Unskilled Worker
Focus on the situation of the families

The economic situation of the interviewed Sakhis were very diverse

Household income

- 50% of the household earned less than Rs. 118,000 per year and 75% less than Rs. 218,000.
Focus on the situation of the households

Household access to credit

Has your Household accessed credit before? N=95

- Yes: 38%
- No: 62%

If Yes, through which type of institution? N=95

- SHG groups: 31%
- Bank: 21%
- SSK: 14%
- Micro-finance: 1%
Summary

Introduction
Objectives
Preliminary work

Impacts
  Skills
  Economic Impact
  Social Impact

What’s next?
Recommendations
Summary

Introduction
Objectives
Preliminary work
Impacts
Skills
  Economic Impact
  Social Impact
What’s next?
Recommendations
Business skills

The training brought them not only key business skills but also confidence

- Three different Sakhi profiles can be observed:
  - Younger Sakhis with no prior training before joining the wPOWER program and who didn’t know anything about business
  - Older Sakhis who had been working with SSP for many years. They were already very self-reliant and knew a lot about managing time and money, public speaking...
  - Sakhis who already had a shop and thus knew a bit about money and time management

After training how do you feel about…
N=95

“Before, the sun just went up and down, I was empty. But now, I know things, I can take decisions”
Interview, Latur

“At the beginning, the supervisor was presenting the products and I was just standing aside. But by looking at her, I learned to do it on my own and got the confidence to talk to others.”
Interview, Osmanabad

* : Sakhis who had been working with SSP for many years were systematically affected the answer “same”, because it was not possible to know if they acquired the skills through the wPOWER program or their long experience with SSP
Business skills

The training brought them not only key business skills but also confidence

Training has brought Sakhis specific skills to professionalize their business. Most of them now keep records and stocks, though their way of doing it may vary. The difficulty to get a precise number of customers or products sold shows not all of them use a rigorous technique.

Managing stocks

When asked about their skills, a lot of Sakhis explain that before getting trained, they use to order products in bulk. But the trainings have helped them better identify demand and look after customers’ habits and needs. They now place their orders depending on which product sells better, has better margin and adapt their stocks accordingly.

“I place orders on the basis of potential customers that have shown willingness to buy the products recently” Focus group, Osmanabad

Customer knowledge

Sakhis are very attentive to customer behavior and learn to take it into account to adapt the way they sell. A lot of them also spontaneously bring up the fact that they do not start a new business initiative without making sure there is a demand. They know customers are their best relay.

“A woman from a farm labor family living without access to electricity in the fields also purchased one lamp and then looking at her lamp several other lamps were purchased by people from her locality” Focus group, Osmanabad
Summary

Introduction
Objectives
Preliminary work
Impacts
  Skills
  Economic Impact
  Social Impact
What’s next?
Recommendations
New Activities

Thanks to the training and the confidence they acquired women launched new activities

- Although 78% of women still carry their previous activity, **66% of them have a new main activity**
- All the women who launched a new activity after the training think that SSP gave them the courage and ability to do so

Did you launch any new activity since becoming an energy Sakhi?  
N=95

- Yes: 36%  
- No: 64%

Main activity after becoming a Sakhi  
N=95

- Energy sakhi: 45%  
- Retail: 22%  
- Community organizer: 14%  
- Farmer: 7%  
- Tailoring: 6%  
- Other: 5%

Many women pointed out how the trainings gave them the courage to act on their own. But it is also the help of the supervisor or other Sakhi’s experience-sharing that showed them all the new possibilities they had.

“The trainings gave me the courage to start something for my family and for myself, without my husband’s money” *Interview, Latur*

“I got the passion to start new activities” *Interview, Latur*
New Activities

By selling energy products Sakhis sell more of their other products

Sakhis use their other shop to sell energy products

For each statement, do you « agree » or « disagree » ? In %

N=71 (only women who actually had an other business)

- Customers that started coming to my store for clean energy products now also buy other products/services
- Since I was trained by SSP I have more customers
- Since I was trained by SSP my sales in my other business are higher

The energy Sakhi business and their other business are complementary, as getting customers for the one draws attention to the other. Sakhis therefore often keep their energy Sakhi business related to their other activities, by selling the products in their shops or using joined market stalls.

From this new dynamic, many Sakhis want to expand their current business or start a new one. All of them say they will adapt to the demand and look at what is needed in their villages before choosing a new venture.
**Income Increase**

*After becoming Energy Sakhis women earn a larger percentage of the household income*

- **Business training and confidence**
- **New businesses and an entrepreneurial spirit**

- **Average household income:** ₹ 247,000 (+47%)
- **95%** claim that their income are more stable since they became a Sakhi
- **40%** earn more or as much as their husband
- **Average energy product monthly income:** ₹ 3,510

“Earlier I could not even think of sending our daughter to college after 10th but with this additional income generated by the CE business I was able to” *Focus group, Latur*
Limits of income increase

*Sakhis feel the low margin makes it harder to generate a sufficient income with only CE products*

**Margin issue**

One of the most recurrent issues pointed out by Sakhis regarded the margin. With a 6% margin, wPOWER products were perceived as not being profitable enough in terms of income/time ratio. Many Sakhis noted that their low margin did not encourage them to spend too much time promoting them instead of more profitable products.

“For a sufficient income, I need to spend too much time and travel too much to sell enough products” *Interview, Osmanabad*

**A complementary income**

The Sakhi income is a welcome increase to complement the household income, and also to “not be dependent on the man” (*Focus group, Osmanabad*). However, it is not enough to be a income on its own and it needs to be supported by other businesses.

‘income has increased but there is need for other businesses in order to fulfil the expenditure needs of the household” *Focus group, Osmanabad*
Expenses

Depending on their profile the extra money earned from energy product sales goes to education or is reinvested into the clean energy business.

Two main profiles:

- **Sakhis** who have older children tend to save money and reinvest their profits into their clean energy business to sell more energy products.

- **Sakhis** who have younger children will spend more on children education.

*Economic impact ● Expenses*

### Share of Sakhis spending money per item

**N=95**

- **Education (children)**
- **Reinvest into clean energy business**
- **Savings**
- **Housing**
- **Clothing**
- **Food**
- **Hygiene and health**
- **Festivals and ceremonies**
- **Entertainment**
Summary

Introduction
Objectives
Preliminary work
Impacts
  Skills
  Economic Impact
  Social Impact
What’s next?
Recommendations
A vast majority of Sakhis feel more involved and respected since the wPOWER training.

Share of “agree”, “strongly agree” to the following statements
N=95

- More involved: 56% agree, 18% strongly agree
- More respected: 66% agree, 26% strongly agree
- Recognized as an expert: 54% agree, 17% strongly agree
- Asked for advice more often: 69% agree, 22% strongly agree

A lot of women consider they are recognized as experts because they are involved in their community on other subjects than clean energy: men ask them advice on their children’s education, they are involved when there is a conflict to solve in the village...

Others admitted people often came for advice, but had a hard time identifying themselves as experts despite their strong experience and product knowledge that transpired from the interviews.
### Community involvement

**After training Sakhis tend to join more social programs especially SHGs and government programs**

Share of women involved in community programs: before being trained by SSP and now

N=95

<table>
<thead>
<tr>
<th>Before</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>26%</td>
<td>91%</td>
</tr>
<tr>
<td>74%</td>
<td>9%</td>
</tr>
</tbody>
</table>

- **Yes**
- **No**

How do you get involved in the community?

N=95

<table>
<thead>
<tr>
<th>Category</th>
<th>Before</th>
<th>Now</th>
</tr>
</thead>
<tbody>
<tr>
<td>SHG</td>
<td>10%</td>
<td>83%</td>
</tr>
<tr>
<td>Local government*</td>
<td>6%</td>
<td>56%</td>
</tr>
<tr>
<td>School</td>
<td>7%</td>
<td>48%</td>
</tr>
<tr>
<td>Anganwadi worker</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Other</td>
<td>18%</td>
<td>34%</td>
</tr>
</tbody>
</table>

(*) Local government includes: members of Gram Panchayat as well as sakhis involved in specific programs: health, water, sanitation...
Role in the family

Most interviewees feel like they have gained independence and responsibilities in their families since becoming energy Sakhis

Share of “agree”, “strongly agree” to the following statements*
N=88 (excluding widows)

- More often a part of family decisions
  - Agree: 57%, Strongly agree: 15%
- I am more free to spend for the household
  - Agree: 48%, Strongly agree: 17%
- I am in charge of the money I make
  - Agree: 57%, Strongly agree: 30%
- I am in charge of most household decisions
  - Agree: 56%, Strongly agree: 20%
- I am more free to take decisions for myself
  - Agree: 48%, Strongly agree: 20%
- I am more free to travel
  - Agree: 38%, Strongly agree: 27%

Among the Sakhis counted as having answered “disagree”, two types appear:
- Sakhis who are still very much dependent on their husband or elders’ authority
- Sakhis who were independent before the wPOWER training, including those involved with SSP for many years before the program

Many Sakhis feel what they have learned in the training gave them the confidence, but also the authority to take decisions in their family.

(*) For this graph, Sakhis involved with SSP for many years before the wPOWER program were considered to “disagree” because much of the evolution could be attributed to prior involvement with SSP.
Evolution of relations with women and men

Most interviewees feel like men and women respect them more

Share of “agree”, “strongly agree” to the following statements*
N=95 (unless noted otherwise)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women respect me more</td>
<td>17%</td>
<td>20%</td>
</tr>
<tr>
<td>Women look up to me more</td>
<td>21%</td>
<td>20%</td>
</tr>
<tr>
<td>Women recognize me as an expert</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>Elder women in the family respect me more</td>
<td>62%</td>
<td>73%</td>
</tr>
<tr>
<td>Men respect me more</td>
<td>13%</td>
<td>18%</td>
</tr>
<tr>
<td>Men recognize me as an expert</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Elder men in the family respect me more</td>
<td>51%</td>
<td>67%</td>
</tr>
</tbody>
</table>

The longer Sakhis have been working with SSP the more they feel like they are respected by women and men alike.

For the relationship with men, it must be taken into account that some of the Sakhis belong to communities where it is forbidden for women to interact with men.

“Women say I am “shining like a star” now. They come to me for advice”
*Interview, Osmanabad*

“My in-laws told me I was working like a son”
*Interview, Latur*

(*) For these graphs, Sakhis involved with SSP for many years before the wPOWER program were considered to “disagree” because much of the evolution could be attributed to prior involvement with SSP.
Using the Products

Almost all Sakhis use the products and are conscious of the benefits

Do you use the clean energy products?  
N=95

YES 99%

Reasons mentioned for using the products  
N=95 (multiple answer)

Safer 84%  
More affordable 82%  
Cleaner 80%  
Eco-friendly 38%  
Role model 11%  
Demonstration 7%  
Other 1%

The dangers of candles or fuel lamps for children and the family were often brought up, with many Sakhis adding that they felt they were helping other families by offering them something safer.

“It is easy to see that nature is not going well. So one by one, using these sort of products, we can change things”  
Interview, Latur

Some Sakhis even pointed out the need for larger scale solar lamps, as customers or villages were sometimes interested in solar-powered lightings for larger areas.
Summary

Introduction
Objectives
Preliminary work
Impacts

What’s next?

Satisfaction from being a Sakhi
Future opportunities

Recommandations
Satisfaction from being a Sakhi

Sakhis have an overwhelmingly positive appreciation of SSP and are conscious of the importance of their occupation

Share of “agree”, “strongly agree” to the following statements
N=95

- I am satisfied with my relationship with SSP: 73% agree, 27% strongly agree
- I am proud of being an energy sakhi: 64% agree, 36% strongly agree
- I feel strongly about promoting clean energy: 63% agree, 37% strongly agree
- I feel like I am serving my community: 63% agree, 37% strongly agree

Share of Sakhis who think SSP is:
N=95

- Helpful: 100%
- Caring: 100%
- Trustworthy: 100%
- There when I need them: 100%
- Too time consuming: 0%
Opportunity to access credit

**Trust towards SSP extends to SSK**

Would you access credit through SSK? N=95

- **YES** 93%

  - Those who didn’t answer yes mentioned either not needing credit or having to ask their husband, parents or son

If the Sakhis could access credit:

- **59%** would use it for the clean energy business
- **57%** would use it for other or new business

What criteria would you consider when choosing to access credit? N=95

- Interest rate: 72%
- Payment schedule: 58%
- Duration of loan: 7%
- Other: 5%

Interest rate and payment schedule were the two most recurrent criteria regarding credit.

  - For interest rate, some Sakhis did not only mention low rates, but decreasing interest rates.
  - For payment schedule, the most regular answers were monthly or quarterly payments.
Expectations from SSP

*Sakhis feel SSP can still help them on specific aspects when launching a new business*

**Financing**

Sakhis often mention financing as their main obstacle to launching new ventures. They expect SSP to help them with cheaper and more flexible loans to help them. They also expect SSP to continue providing new and cheap products, but with a better margin.

**Advertising**

SSP should be a permanent help in terms of large scale advertising, as they feel they would sell more easily if their customers heard of their products from other sources as well. Potential means are the use of loud speakers, like fruit vendors, to draw people’s attention, or the use of videos to be able to show an exterior source confirming what they say.

**Marketing**

Marketing seems to be the weakest point of the trainings. Sakhis want to be able to get training on other kinds of products to learn to start new kinds of businesses on their own.

“SSP should advertise, provide us with new products we can promote and sell, should have audio video films to promote and display the products because verbally convincing is very difficult” *Interview, Osmanabad*
Synthesis on Social Impact

Direct Impacts

Trainings
- Sakhis have learned key skills to develop their businesses and grow their customer-base
- Sakhis gain confidence to take initiatives and launch new ventures
- Sakhis involved in the program develop a strong entrepreneurial spirit

Economic
- Average household income is increasing with the added income from the wPOWER program and other personal initiatives
- Strong tendency of investing this new income in children education or business opportunities

Clean Energy
- Feeling of safety and health benefits from using the products
- Increasing consciousness of environmental issues and the need for appropriate solutions

Indirect Impacts

Community
- Higher respect and personal recognition stem from the Sakhis activities
- Sakhis get more and more involved in their communities with a variety of programs, especially regarding health issues

New opportunities
- Variety of new opportunities, through businesses or social programs, at village level but also on a larger scale

Family
- Sakhis have more legitimacy and authority in their family, regarding their husband and in-laws
- Sakhis earn more personal freedom, regarding family decisions as well as personal initiatives

Relationship with SSP
- Strong trust and reliance regarding SSP and the help it provides
- Opportunities for SSP to involve Sakhis in future programs
Thank you!

Team: Lucas Bony, Cyrielle Cahuzac, Oliver Reynolds

Special thanks: Kumar Suresh, Arunima Dandawate, the Latur and Osmanabad teams