

IMPACT ASSESSMENT wPOWER PROGRAM



August 2015

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Planète d'Entrepreneurs

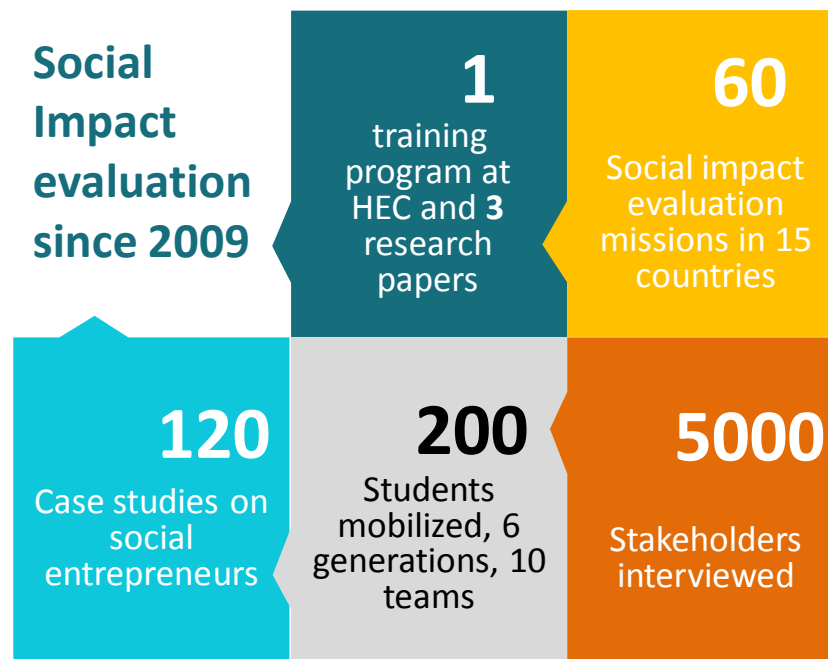
Assessing social impact and promoting innovative social business models

- 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



Swayam Shikshan Prayog

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



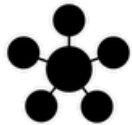
wPOWER



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



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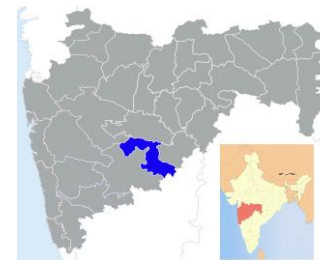
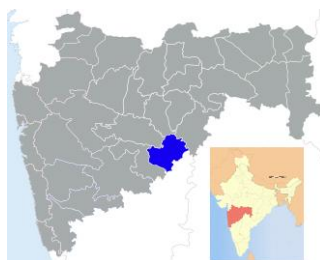
Recommendations



District overview

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

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



Source: Census Organization of India, 2011 Census

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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

Before the mission: In France

- Definition of the scope of the mission with the entrepreneurs (stakeholders, purpose...)
- Elaboration of the impact map. Association of each impact (or outcome) with an indicator, a stakeholder and a question.
- Elaboration of the questionnaires

On the field

- Data collection in the field: interviews (quantitative and qualitative)
- Adaptable questionnaires in order to fit the population and the mission.
- Focus groups to deepen the understanding of the qualitative problematics raised from the interviews

At the office

- Writing down the report. Presentation of results and recommendations to maximize the impact
- Monitoring tool to help managers assessing their impact in the future and take decisions for their development

Scope of the study

- The field study was carried out from August 13th to September 10th
- It concerned women trained by SSP during the wPOWER program



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Impact map and questionnaires

Impact map

IMPACT	CONTRIBUTOR	INDICATOR	UNIT	CONTRIBUTOR	INDICATOR	UNIT
1	Business	Revenue	€	Business	Revenue	€
2	Business	Profit	€	Business	Profit	€
3	Business	Customer satisfaction	Score	Business	Customer satisfaction	Score
4	Business	Employee satisfaction	Score	Business	Employee satisfaction	Score
5	Business	Market share	%	Business	Market share	%
6	Business	Brand awareness	Score	Business	Brand awareness	Score
7	Business	Product quality	Score	Business	Product quality	Score
8	Business	Operational efficiency	Score	Business	Operational efficiency	Score
9	Business	Environmental impact	Score	Business	Environmental impact	Score
10	Business	Social impact	Score	Business	Social impact	Score
11	Business	Community engagement	Score	Business	Community engagement	Score
12	Business	Employee retention	Score	Business	Employee retention	Score
13	Business	Customer loyalty	Score	Business	Customer loyalty	Score
14	Business	Supplier satisfaction	Score	Business	Supplier satisfaction	Score
15	Business	Product innovation	Score	Business	Product innovation	Score
16	Business	Operational risk	Score	Business	Operational risk	Score
17	Business	Regulatory compliance	Score	Business	Regulatory compliance	Score
18	Business	Customer acquisition	Score	Business	Customer acquisition	Score
19	Business	Employee productivity	Score	Business	Employee productivity	Score
20	Business	Customer retention	Score	Business	Customer retention	Score



Questionnaire

9. What is your main activity now?

Entrepreneurial activity	Yes
Employee	Yes
Not active	Yes

10. What was your average household income per year before and since becoming an energy **SABU**?

Before	€
After	€

11. How much money do you make per month as an energy **SABU**?

€

12. For each of the following companies, try to estimate the % of your household income it represents:

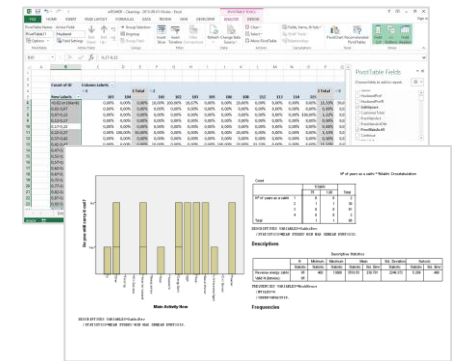
Company	%
Energy SABU	%
Other company (if any)	%
Unemployed	%

13. For each of the following statements, tell me if you (partner, mother) used to get a clear distinction:

Statement	Before	After	Before	After
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5
How important is my energy SABU ?	1-5	1-5	1-5	1-5



Collection and analysis



Impact Assessment Report



Business skills

The trainings brought not only key business skills but also confidence

- Three different Sabbi profiles can be observed:
 - Younger Sabbis who went businesses before joining the **SSP** program and who don't know anything about business
 - Older Sabbis 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.
 - Sabis who already had a shop and thus knew a bit about money and time management

After training how do you feel about... 0-10

Business Skill	Before	After
Management	2	8
Marketing	1	7
Finance	1	6
Public speaking	1	7
Time management	1	8
Customer service	1	7
Product development	1	6
Operational efficiency	1	7
Regulatory compliance	1	6
Customer acquisition	1	7
Employee productivity	1	6
Customer retention	1	7

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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



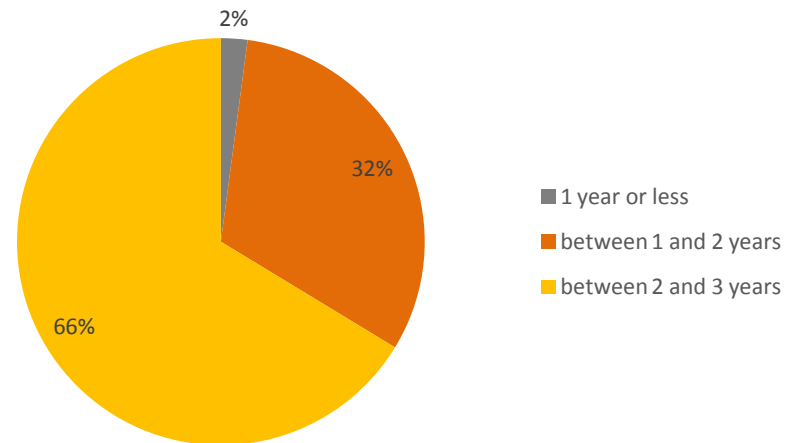
Presentation of the sample

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

	Lātūr	Osmanabad
Number of Sakhis interviewed	53	42

Number of years in the wPOWER program
N=95



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

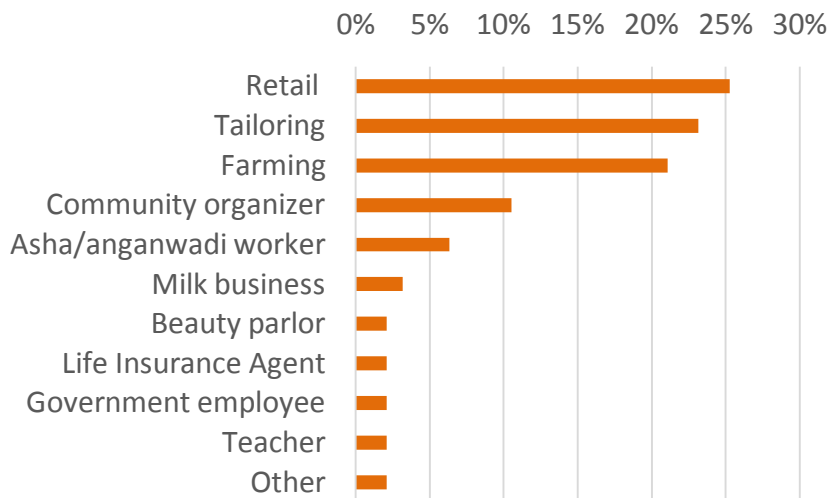


Presentation of the sample

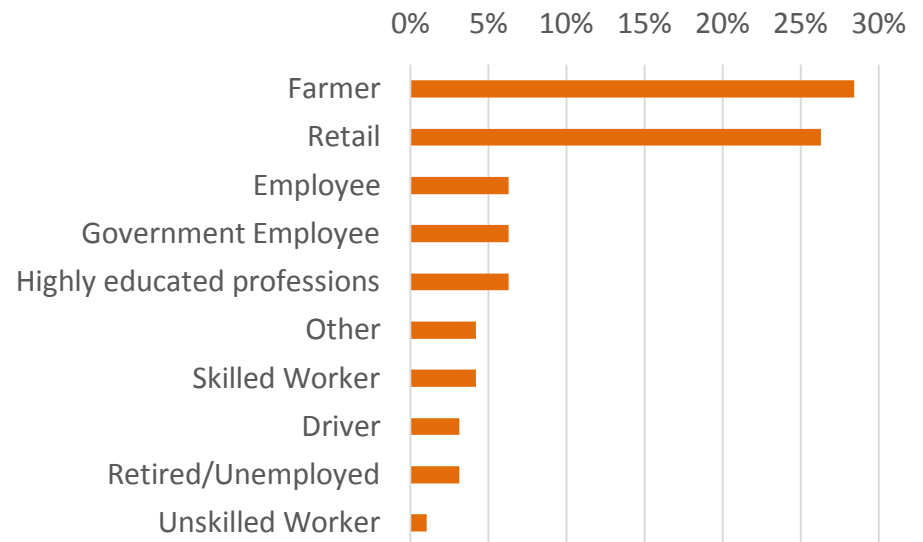
Work situation

- **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



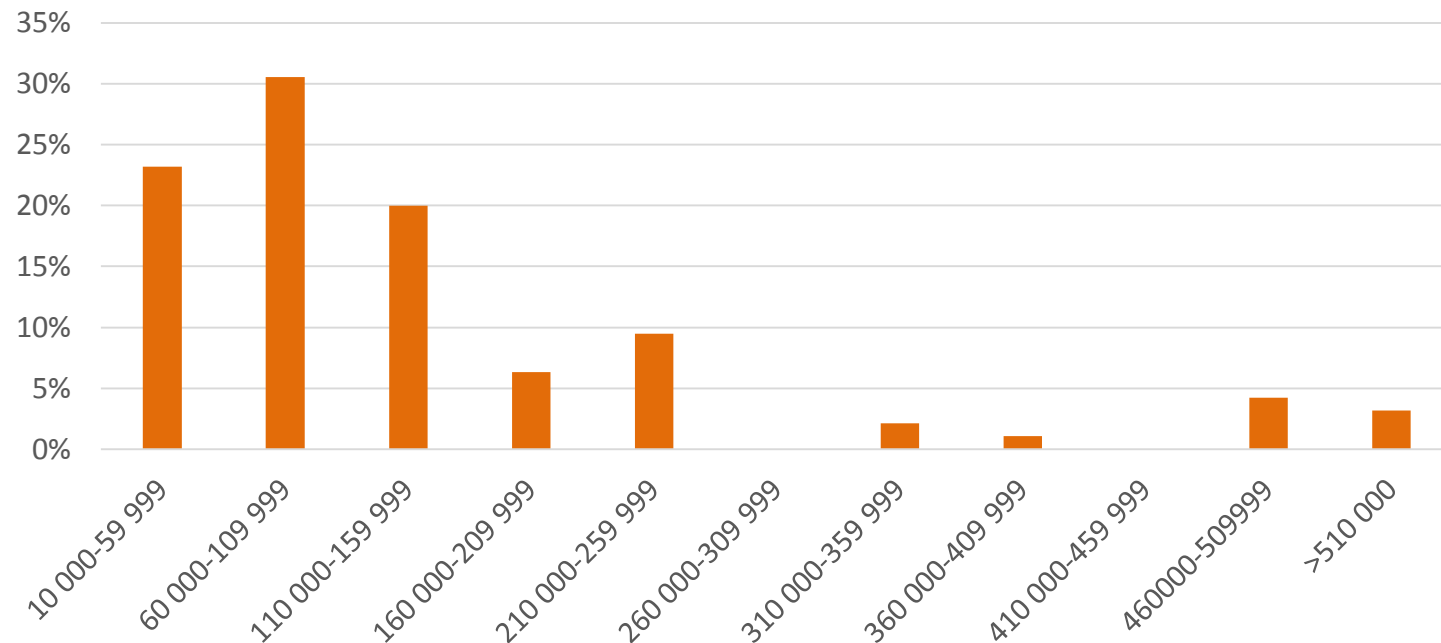
Focus on the situation of the families

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.

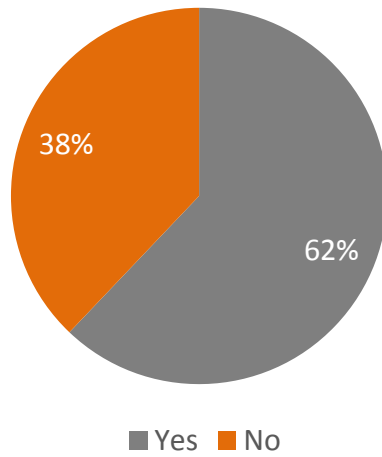
Distribution of household per yearly income (in ₹)
N=95



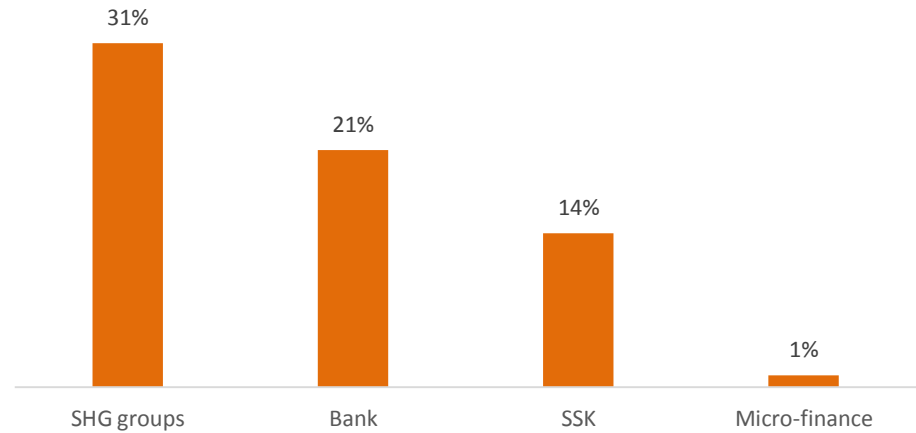
Focus on the situation of the households

Household access to credit

Has your Household accessed credit before ?
N=95



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



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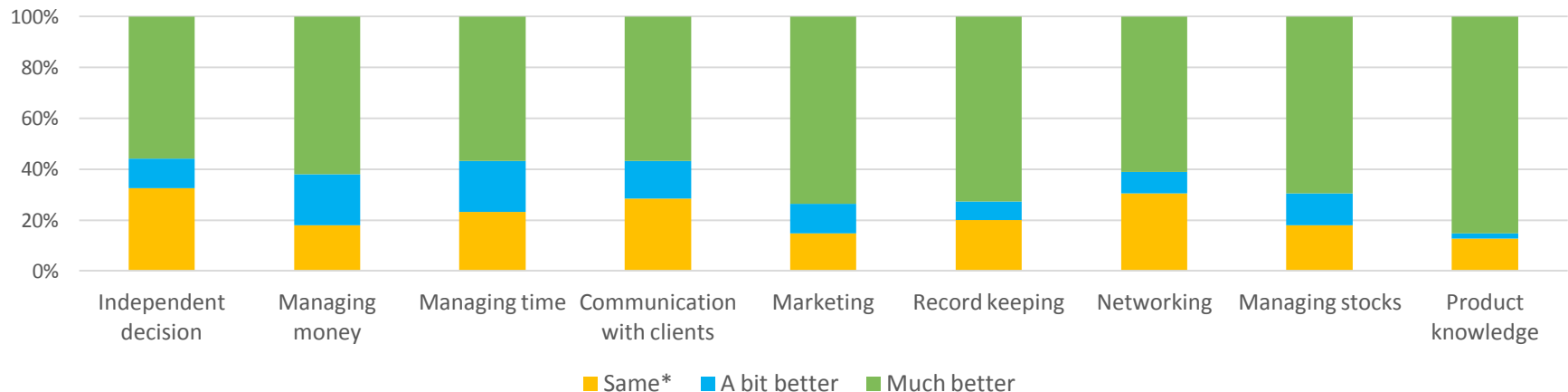
Business skills

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*



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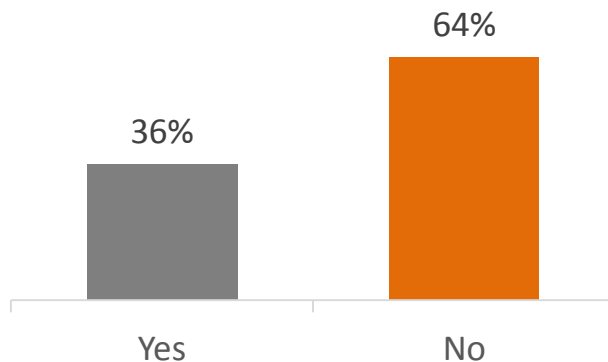


New Activities

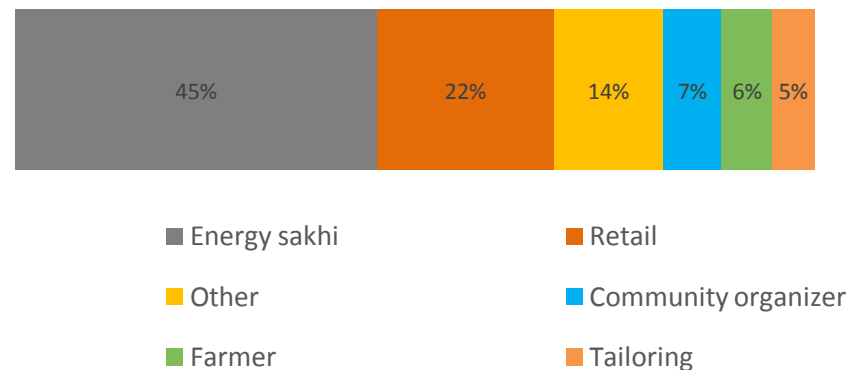
Thanks to the training and the confidence they acquired women launched new activities

- 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



Main activity after becoming a Sakhi
N=95



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*



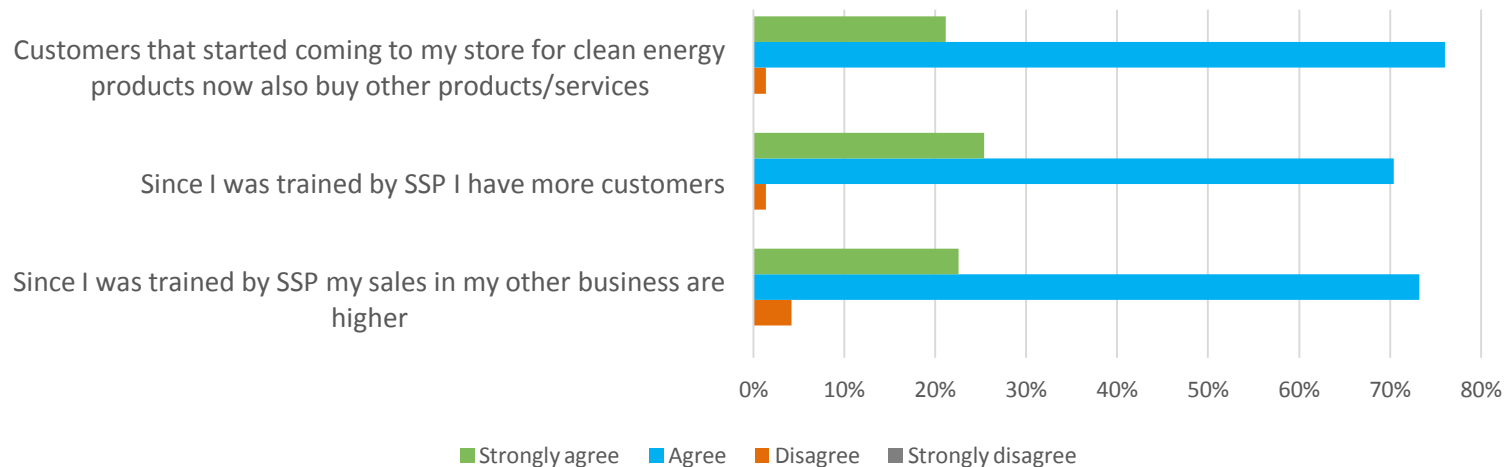
New Activities

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)

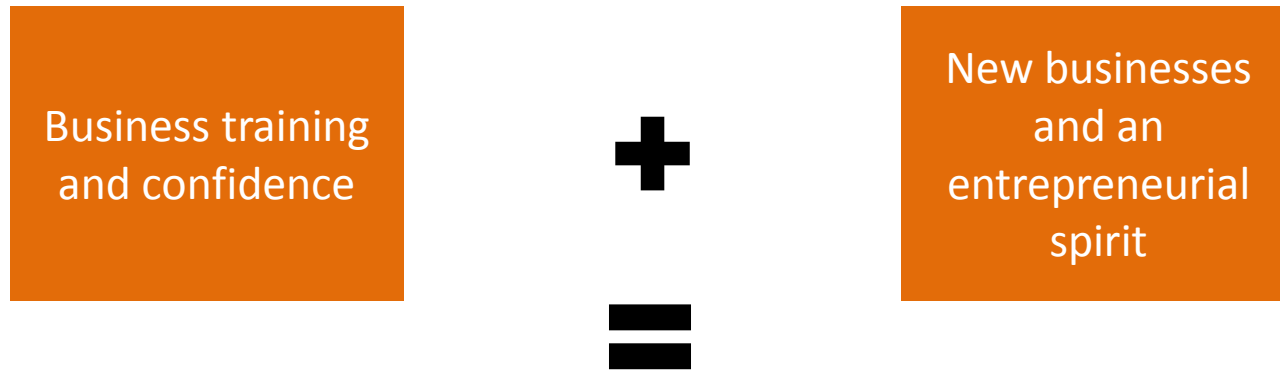


- The energy Sakhi business and their other business are complementary, as getting customers for the one draws attention to the other. Sakhis therefore often keep their energy Sakhi business related to their other activities, by selling the products in their shops or using joined market stalls.
- From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



- 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.



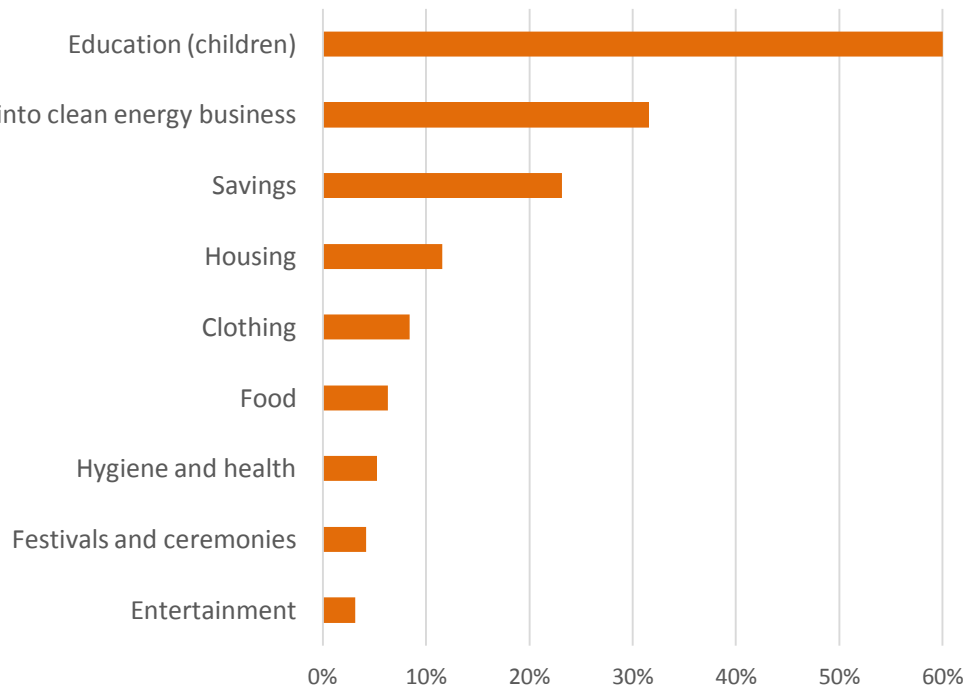
‘income has increased but there is need for other businesses in order to fulfil the expenditure needs of the household’ *Focus group, Osmanabad*



Expenses

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

Share of Sakhis spending money per item
N=95



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



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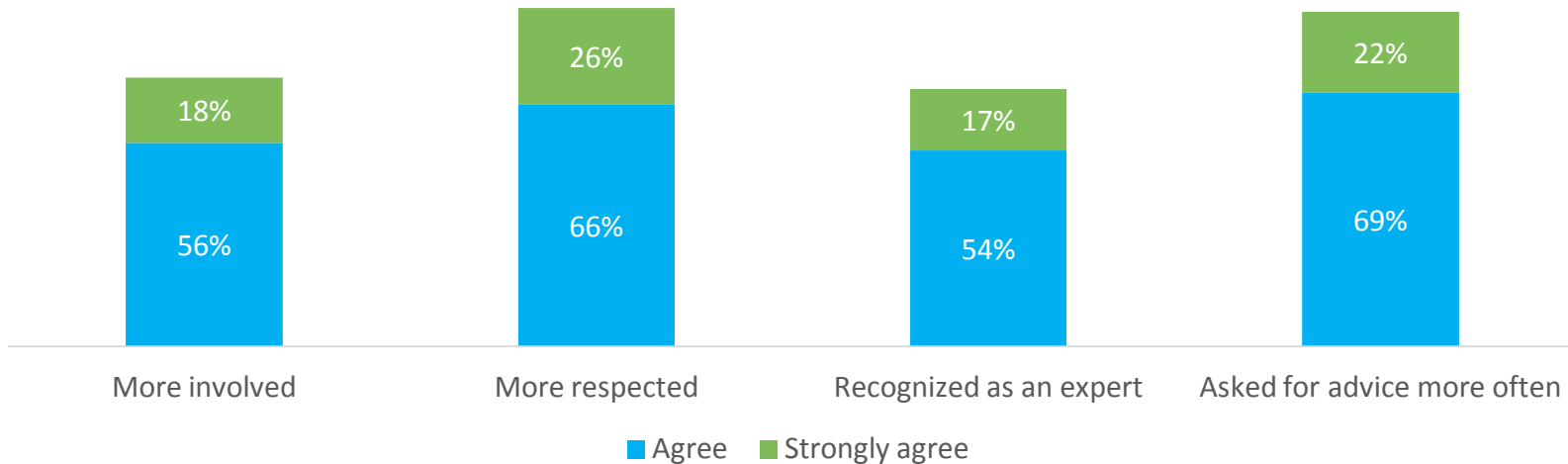
Recommendations



Role in the community

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



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...

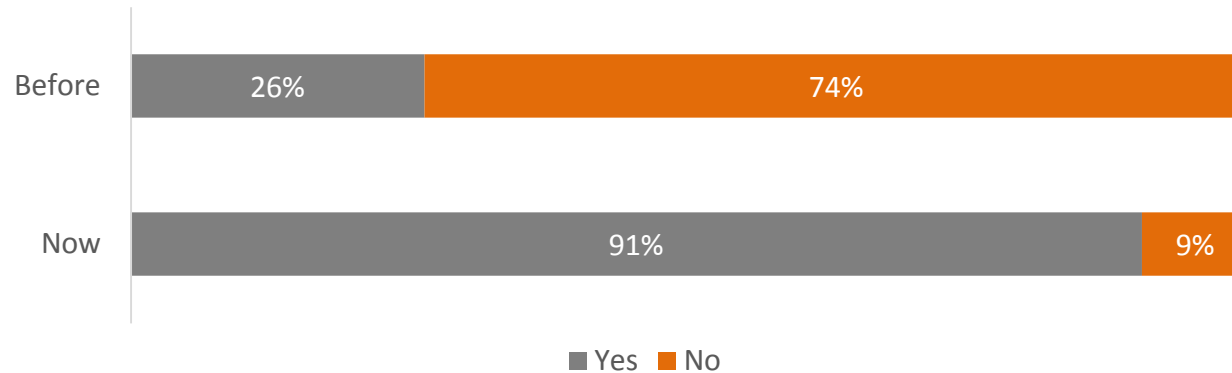
Others admitted people often came for advice, but had a hard time identifying themselves as experts despite their strong experience and product knowledge that transpired from the interviews



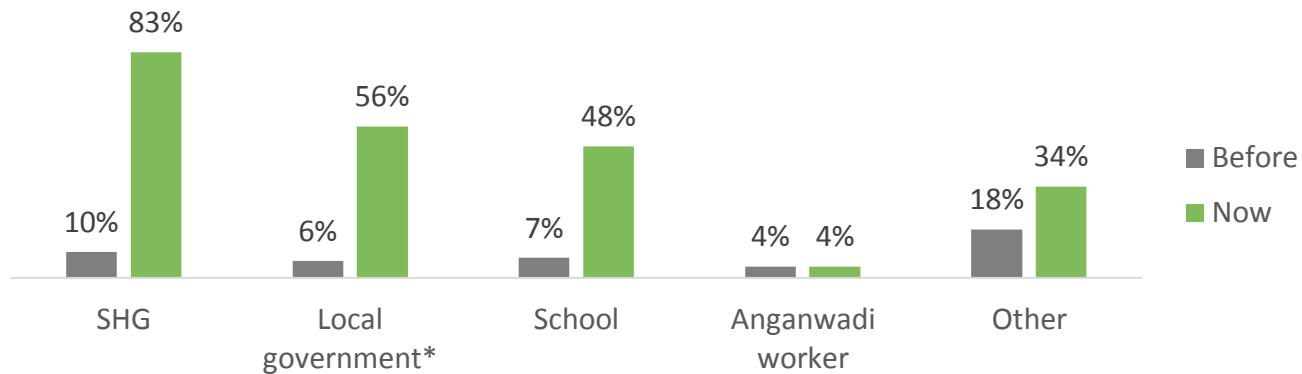
Community involvement

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



How do you get involved in the community?
N=95



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

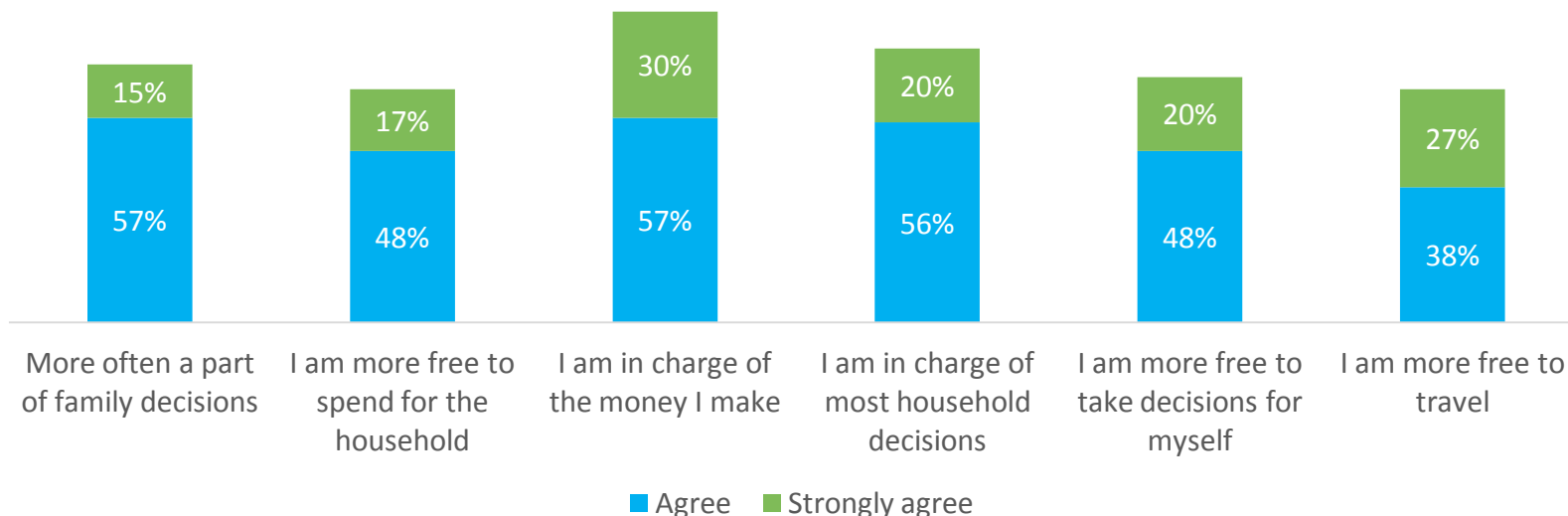


Role in the family

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)



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

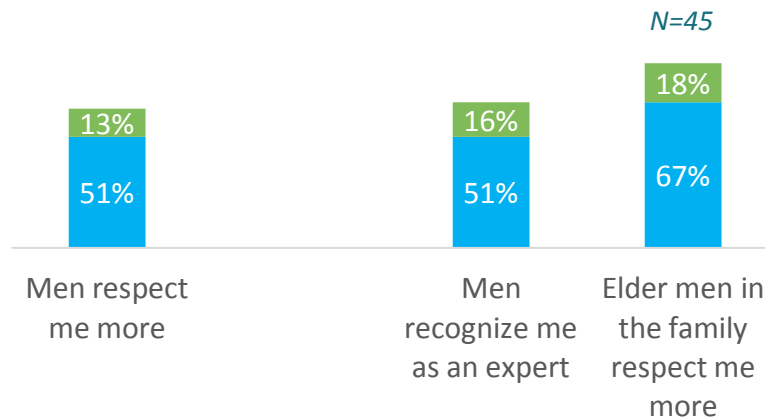
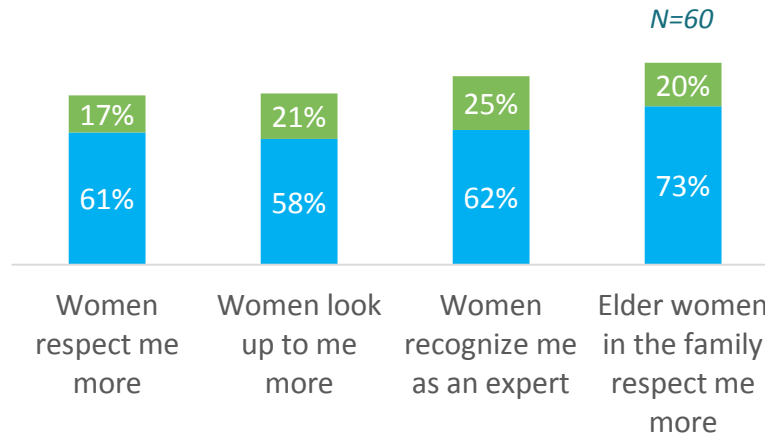


Evolution of relations with women and men

Most interviewees feel like men and women respect them more

Share of “agree”, “strongly agree” to the following statements*

N=95 (unless noted otherwise)



■ Agree ■ Strongly agree

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

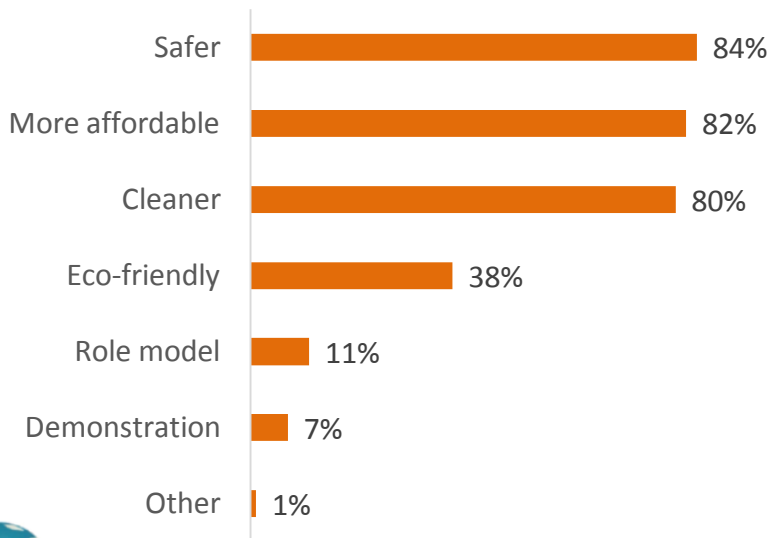
Almost all Sakhis use the products and are conscious of the benefits

Do you use the clean energy products?
N=95



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.

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



“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.



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Satisfaction from being a Sakhi

Future opportunities

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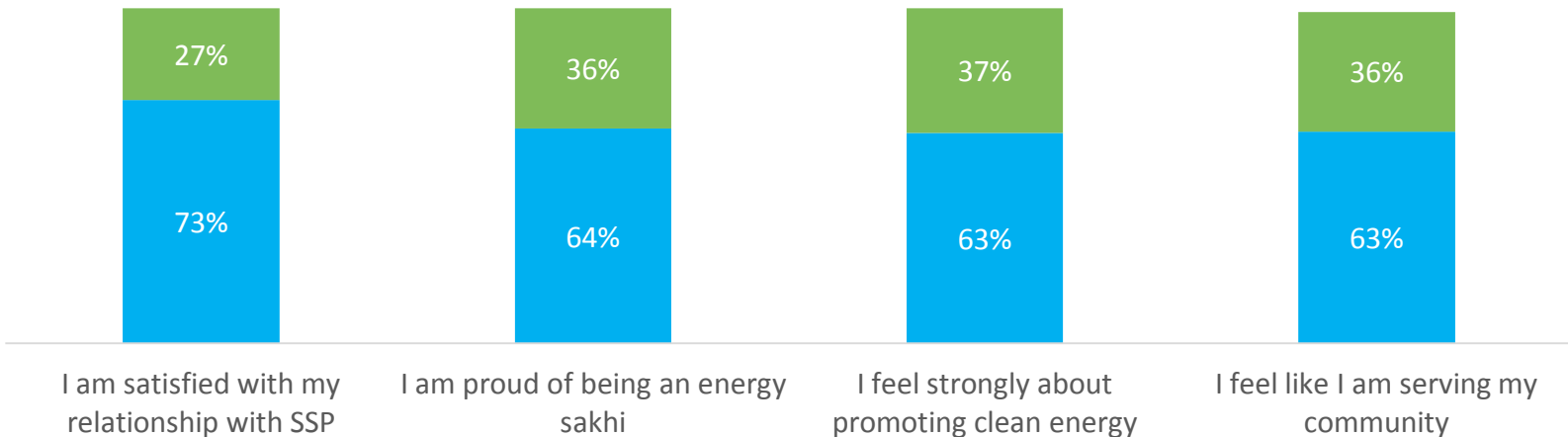


Satisfaction from being a Sakhi

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



Share of Sakhis who think SSP is:

N=95



Opportunity to access credit

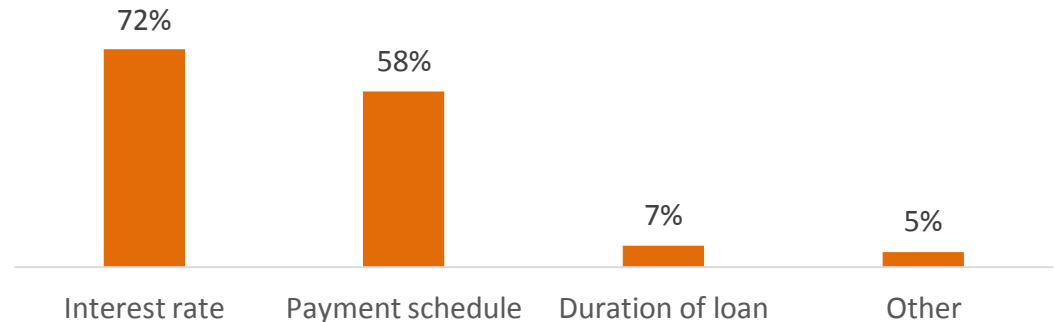
Trust towards SSP extends to SSK

Would you access credit through SSK?
N=95



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

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



- If the Sakhis could access credit:

59% would use it for the clean energy business

57% would use it for other or new business

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

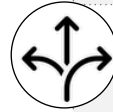


Indirect Impacts



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

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