



IMPACT ASSESSMENT REPORT

ABSTRACT

The Impact Assessment presents the discernible changes that have taken place in the professional and personal lives of the social entrepreneurs and the experts which they can attribute to their engagement/collaboration.

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Executive Summary

1.0 About WoW and its work

The focused interventions designed by WoW for social enterprises have led to growth, in terms of increased turnover and profitability, for the respective organizations which has further resulted in co-creation of a greater number of jobs for women in rural India. From the start in 2007 to June 2020, WoW has co-created 2,84,800 such jobs which have in turn enabled 8,54,00 children to attend school/a better school and improved as many as 1.4 million livelihoods.

WoW has created an invisible impact that has empowered its eco system beyond job creation and enterprise scaling. Social entrepreneurs associated with WoW have, time and again, expressed their gains from WoW not only as a business consultant but also as a sounding board and a partner. Experts who have visited India have also expressed the profound influence the experience of a developing country and getting exposed to the struggles of social entrepreneurs and the beneficiaries has had on them.

2.0 Impact Assessment Objectives

The Impact Assessment was aimed at identifying the discernible changes that have taken place in the professional and personal lives of the social entrepreneurs and the experts which they can attribute to their engagement/collaboration. The assessment was also designed to help identify potential strengths pertaining to the engagement that can make the WoW eco-system more relevant and productive for all its stakeholders. In addition, the assessment sought suggestions from both stakeholders on how the current formats of the engagement could be enriched further and new areas that WoW should consider to bring under its purview.

3.0 Impact Assessment Methodology

The framework for the impact assessment followed a layered approach.

- At the first level it is based on the two key realms of an individual's life that is, the professional and personal life.
- At the second level, variables that influence and determine the richness of these two realms were probed to identify the tangible impact indicators.

The impact indicators for each stakeholder were identified through a formative research which was conducted in October 2020 and included in-depth interviews with 5 experts and an equal number of social entrepreneurs. This was followed by the conclusive research, which using quantitative research methodology, assessed the relative importance of the impact indicators for both stakeholders.

4.0 Impact Assessment - Experts

The WoW platform has opened up new vistas of personal and professional growth for the experts. The Impact Assessment revealed that the most discernible changes in their professional life were experienced with respect to the following indicators:

- *"Understanding the social objectives of the business"* (100% rated the impact as extremely large/large);

- *"Inspiring others in their professional circles"* (100% rated the impact as extremely large/large);
- *"Increased confidence to work in difficult professional situations"* (85.7% rated the impact as extremely large/large).

Due to their engagement with the social entrepreneurs, experts have come to realise that the genesis of the social enterprise is the benefits that accrue to the rural women that they work with, therefore the business or profit motive has to at times be compromised or adjusted to take into consideration these social objectives. This has been a paradigm shift in their thinking process. When experts share their experiences of working with social entrepreneurs in India with their colleagues, family and friends the latter feel inspired to take actions in their personal lives. Working in a developing country with a completely different socio-cultural and economic context to where they reside and work gives the experts a novel professional experience which enables them to feel more confident of their ability to work in different professional situations and environments.

With respect to their personal lives the greatest impact, for the experts, was on three indicators, namely,

- *"Getting inspired and valuing life-long learning"* (85.7% rated the impact as extremely large/large);
- *"Becoming more compassionate"* (85.4% rated the impact as extremely large/large);
- *"Enrichment of life consistent with values and life goals"* (78.6% rated the impact as extremely large/large).

The experts have derived inspiration seeing the passion and commitment of the social entrepreneurs, by their travel to India and within the country and their encounters with the Indian way of life and the new places, some very remote and hidden from the world and meeting hard working people in Indian villages. The journey with WoW has been inspirational for the experts and has helped them grow intellectually and value lifelong learning. Experts have been deeply affected by the difficult and challenging circumstances in which the social entrepreneurs and rural women work while still remaining happy and contented. Working with the social entrepreneurs has made experts more conscious of sustainability – they have opted to learn more about it and adopted it whole heartedly in their personal and professional lives.

5.0 Impact Assessment – Social entrepreneurs

For social entrepreneurs the experts are essaying the role of a proverbial "Lighthouse". Just like a lighthouse represents hope and safe haven when a ship first sees the glimmering light atop a lighthouse in the distance, the experts have been able to serve as a navigational aid for the social entrepreneurs.

The most significant impact on the professional realm of the lives of the social entrepreneurs was with respect to the following indicators:

- *"Increasing business confidence"* (89.5% rated the impact as extremely large/large);
- *"Bringing clarity and focus to the business goals"* (84.2% rated the impact as extremely large/large);

- “*Shaping the organisational structure and growth*” (78.9% rated the impact as extremely large/large).
- “*Formalising business processes*” (73.7% rated the impact as extremely large/large);
- “*Boosting inspiration and confidence*” (73.7% rated the impact as extremely large/large);
- “*Activating triggers for change*” (73.7% rated the impact as extremely large/large).

The mentors and experts from WoW have been playing the role of not just a “sounding board” but also a guide who is constantly motivating social entrepreneurs to stay committed to their vision, continue persevering despite the odds/challenges, prodding them to move out of their comfort zones and also pushing them to move ahead towards unlocking the growth potential of their organisations. Through the mentorship and inputs received from WoW experts, social entrepreneurs have become aware that focusing on the business objectives is very important and have understood that in fact it is the only means by which they can achieve their vision of providing sustainable livelihood and employment opportunities to rural women. Social entrepreneurs have been able to transition from an ad-hoc system to a more structured and professional system for their enterprises as a result of the inputs. Providing a structure to the organisation allows social entrepreneurs to focus on the strategic direction of the organisation.

With respect to the impact on the personal lives of the social entrepreneurs the most significant impact was recorded with respect to three indicators, namely:

- “*Becoming more pragmatic*”;
- “*Becoming more confident*”;
- “*Increased happiness and fulfilment*”.

78.9% social entrepreneurs have rated the impact for all these indicators as extremely large or large. Social entrepreneurs have been able to embrace the reality about the arduous journey to the growth of any enterprise and have become more accepting of the realities of life and of running a social enterprise. Social entrepreneurs are highly passionate and driven individuals, however, at times when they run into unsurmountable bottlenecks, the availability of WoW experts as a sounding board and advisor helps to boost their self-confidence and self-esteem. Appreciation of their unique efforts by their social, professional and personal network gives them boundless joy.

6.0 Pre and Post COVID-19

The most significant change in the engagement between the experts and the social entrepreneurs during the COVID-19 pandemic period as compared to pre pandemic times has been a shift from onsite to an online mode. An increase in interaction was also experienced with frequent webinars, online group workshops, individual online sessions, and calls / emails. WoW was quick to respond and reached out to the social entrepreneurs through online workshops / webinars facilitated with the help of its experts. The mentors reached out on a one-on-one basis through calls and emails and provided their support and specific inputs.

Social entrepreneurs have shared that the inputs received during the pandemic times have helped keep the ‘engagement alive’, ‘helped them remain calm, focused, motivated and confident’ and the support received from WoW, its mentors and experts ‘helped them to bounce back quickly’

In addition to the webinars and group sessions, WoW also organized one-on-one online meetings with individual social entrepreneurs/enterprises. These meetings enabled inputs and advice on specific issues/challenges related to their enterprise which wasn't possible in the webinars and group sessions.

For the experts the biggest loss was that they can't travel to India and they deeply miss the interactions with the social entrepreneurs, their teams, and the women that they work with. Some felt that their contact with the social entrepreneurs had gone down considerably during the COVID-19 pandemic times.

The social entrepreneurs suggested that smaller group workshop with homogenous group of participants would enable richer discussion as they are likely to be facing similar challenges and thus solutions could be more universally applicable to the group. They also felt that the theme of the webinars/ workshops could be planned in consultation with the proposed participants. Webinars along with one-on-one online meetings was seen as an effective strategy going forward, by both social entrepreneurs and experts, till the time on-site visits become feasible.

Both the social entrepreneurs and experts were of the opinion that the follow up processes of webinars / workshops need to be strengthened. The experts felt that feedback mechanisms need to be institutionalized to enable open communication between the social entrepreneurs and the experts. The feedback mechanisms could be in the form of an online survey where the social entrepreneurs can share their feedback on parameters such as content, delivery, presentation, interaction, etc.

7.0 Suggestions for strengthening the WoW Ecosystem

Salient suggestions to strengthen the relationship between the experts and social entrepreneurs as well as the formats of the engagement provided are;

- Social enterprises, now seek more focused workshops to address their challenges related to specific issues (such as human resources, supply chain management, branding etc.).
- Workshops with similar sized companies, though not sector bound, can lead to more significant and relevant exchange of experiences. Group workshops and summits for partners who are at the same level of evolution would be more relevant for all participants.
- CEO summits can also be planned with a smaller group of similar sized organizations for a more meaningful flow of ideas.
- Going forward it is imperative for WoW to segregate social enterprises in terms of their scale and size.
- The preparatory and follow up processes of workshops need to be bolstered.
 - Preparatory work, through online sessions, prior to a workshop could be possible way forward and it will allow social enterprises to derive the full benefit of the two-day onsite workshop with the experts.
 - Institutionalizing a follow up system post a workshop, with the same expert, will help to maintain continuity. Workshop gives ideas but the real change will happen only if the entrepreneur is able to follow through and there needs to be a structured way of following through from the end of the experts.

- In order to ensure better learning outcomes innovative learning techniques such as exposure visits (which will allow social entrepreneurs to visit sites of more experienced social enterprises within the WoW ecosystem), case study-oriented workshops can be explored.
- Domestic experts having local perspective and experience would add to the knowledge provided by the experts.
- Quality of the experts in IT solutions / Cloud based solutions domains to be improved.

8.0 Way Forward for WoW

- WoW can strengthen its global network by documenting the learning and changes experienced by the experts which could be presented to a large global audience. This is also likely to attract more professionals to become inclined and interested to join the WoW platform.
- Sustainability has emerged as the most compelling impact from the association that can be leveraged and developed into a larger goal for WoW. Social enterprises have found business models from the experts to make their business profitable and experts have been able to see the implementation of principles of sustainability at the grassroots levels by the social enterprises.
- The online forum (in the form of webinars and online one-on-one workshops) can serve as a good means of continuing the engagement and sharing of camaraderie, knowledge and skills between the experts and the social entrepreneurs.
- Offline and in person visits can be resumed once the world is out of the pandemic related restrictions.

1. Introduction

1.1. About Women on Wings

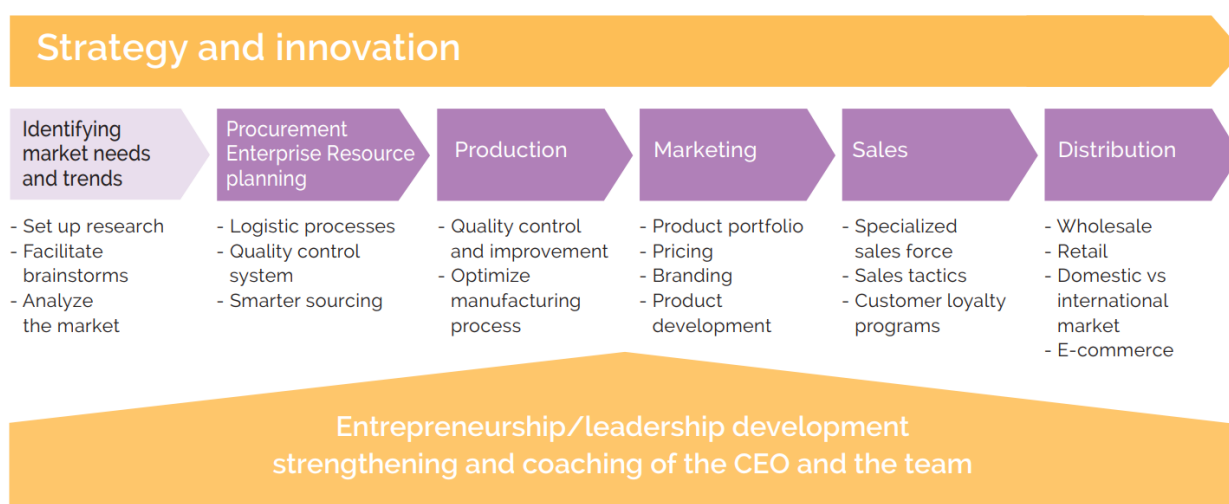
Women on Wings (WoW) was founded in 2007 with a mission of co-creating one million jobs for women in rural India. WoW works towards helping families in rural India move out of the vicious cycle of poverty through economic development. The organisation strongly believes that when rural women are financially independent and have control over household income, this has a positive impact on the overall well-being of the family.

WoW works pan India with 39 social entrepreneurs who own and run women centric enterprises across the following sectors – food & agriculture, textiles & handicrafts, and forestry (non-timber forest produce). WoW has partnered with 35 network and funding partners in India and the Netherlands and has a privileged network of 49 Dutch experts who are available to provide their expertise to the social enterprises.

1.2. Model of engagement (WoW, its experts and social entrepreneurs)

WoW provides access to human capital for social entrepreneurs to build in operational efficiencies, plan business strategy and unlock its growth potential. The inputs are in the form of business consultancy, mentoring/coaching with a focus on Strategy and Innovation.

The Dutch experts offer their time and talent across the business functions like Identifying the market needs and trends, procurement, enterprise resource planning, production, marketing, sales, distribution and also entrepreneurship and leadership development to the social entrepreneurs. Each brings over 15 years of professional experience. Experts work temporarily, both on-site and off-site, with the social enterprises supporting them to grow their business and make their organizations viable and sustainable.



WoW deploys the following formats and activities for mentoring social enterprises: (a) On-site and on-line customized workshops; and (b) One on one coaching and mentorship for the social entrepreneur and the first line of management. In addition, WoW also conducts a two-day annual summit wherein multiple business partners facing similar issues come together and deliberate upon a specific business topic in sessions moderated by the experts. The Social Impact Summit – 2020 focused on entrepreneurship and the importance of partnerships, and how technology can support companies to scale.

Through its online community platform, WoW enables linkages to markets and access to finance for the social entrepreneurs. These inputs enable social entrepreneurs to grow their organizations and their business. The WoW online community also enables social enterprises to connect with multiple stakeholders and create a network and community forum where knowledge and best practices can be shared.

During the COVID-19 pandemic times, the experts have engaged with the social entrepreneurs in India through online sessions. Between April 1 and December 31, 2020, WoW consultants and experts moderated a total of 240 online workshops.

1.3. Women on Wings – Impact

The focused interventions designed by WoW for social enterprises leads to growth of the respective organization, in terms of increased turnover and profitability, resulting in co-creation of a greater number of jobs for the women in rural India.

From the start in 2007 to June 2020, WoW has co-created 2,84,800 jobs for women in rural India, which has in turn enabled 8,54,00 children to attend school/a better school and improved as many as 1.4 million livelihoods.

WoW has created an invisible impact that has empowered its eco system beyond job creation and enterprise scaling. Social entrepreneurs associated with WoW have, time and again, expressed their gains from WoW not only as a business consultant but also as a sounding board and a partner who is unconditionally available through their journeys. WoW has fueled the passion of the social entrepreneurs to keep them inspired, connected them with like-minded professionals and peers and constantly boosted their morale to stay in the game despite all their constraints and bottlenecks. They are constantly pushed to become more dynamic in their approach.

Experts who have visited India have also expressed the profound influence the experience of a developing country and getting exposed to the struggles of social entrepreneurs and the beneficiaries has had on them. These visits have sensitized them to appreciate the luxuries of their life and benefits as citizens of developed countries. Moreover, they find themselves applying these learnings in their companies and daily life and inspire their peers and family.

1.4. Need for a holistic impact assessment

A need was felt to assess, in measurable terms, the intangible impact on the eco system. Since most of these gains for the stakeholders were qualitative in nature, a framework had to be developed to measure these outcomes. To this end, WoW commissioned an Impact Assessment Study to measure and document the comprehensive and wide-ranging impact that it has created for the stakeholders in its ecosystem, specifically the social entrepreneurs and the experts.

The present study has been designed to develop a framework to measure the impact, obtain the necessary data and information from the stakeholders (social entrepreneurs and the experts) and analyse the same to ascertain the holistic impact that WoW has been able to create on its eco system.

2. Methodology

2.1. Objectives

The objectives of the Impact Assessment included:

- To ascertain the impact of the engagement between WoW's experts based in Netherlands and the social entrepreneurs working in India on both stakeholders across various realms of their professional and personal lives as well as their organizations.
- Identifying the discernible changes that have taken place in the professional and personal lives of the social entrepreneurs and experts that they can attribute to their collaboration/engagement.
- To identify potential strengths pertaining to the association that can make the eco system more relevant and productive for its stakeholders.
- To seek suggestions from both stakeholders on how the formats for engagement being used currently could be made more meaningful and inclusive and going forward what are the new areas that WoW should consider bringing under its purview.

2.2. Framework for Research

The framework for the impact assessment follows a layered approach.

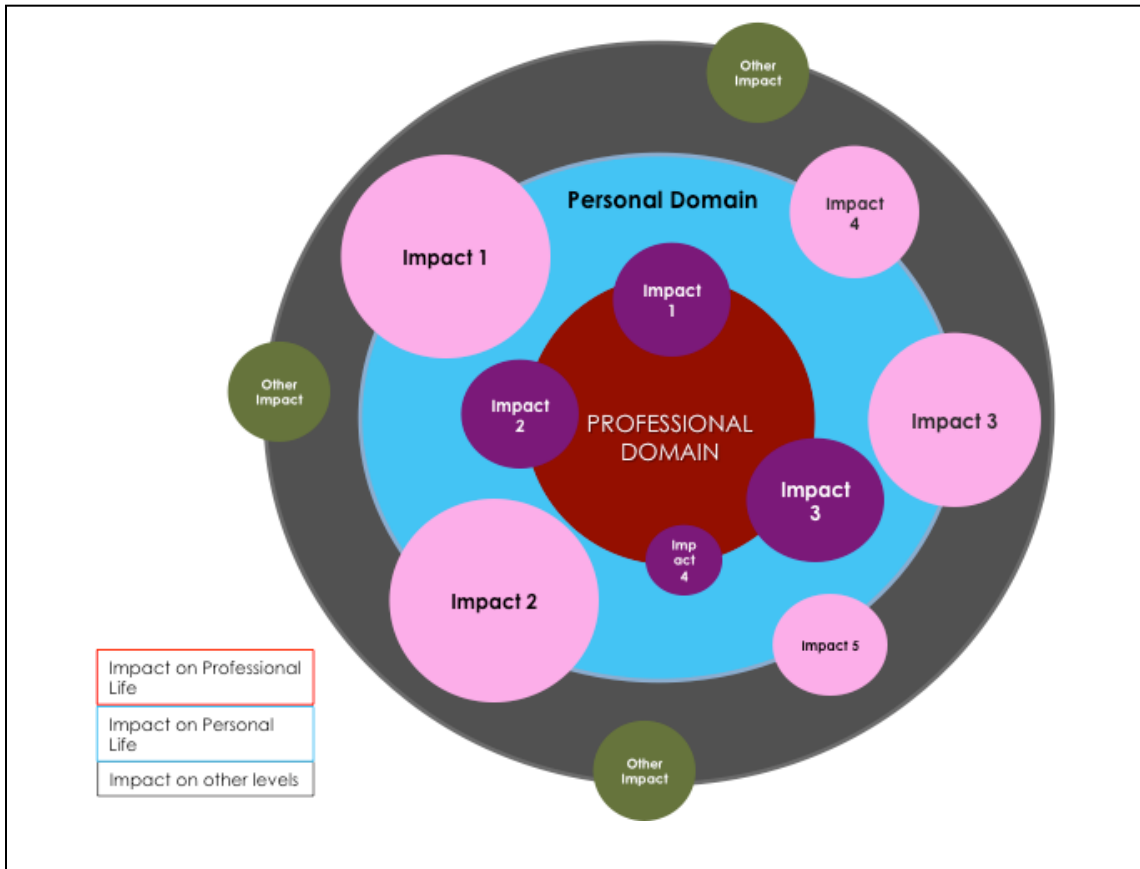
- At the first level it is based on the two key realms of an individual's life that is, the professional and personal life.
- At the second level variables that influence and determine the richness of these two realms were probed to identify the tangible impact indicators.

Impact Indicators for each of the stakeholders in their personal and professional domains were discovered through a formative research.

- The formative research was used to draw out the discernible changes the experts and social entrepreneurs have experienced in their personal and professional lives that they can attribute to their engagement.
- The changes enumerated were analysed for those that had been experienced by most experts and social entrepreneurs as also those that have had the most profound and lasting impact to derive the Impact Indicators.
- Separate sets of indicators were identified for Experts and Social entrepreneurs for the impact on their personal and professional domains.

The second phase of the study, the conclusive research, was aimed at assessing the relative importance of the impact indicators for both stakeholders. Quantitative assessment of the impact indicators enables measurement as well as estimation of the degree and extent. Use of semi-structured questionnaire provided the flexibility to probe and gather other key drivers for the impact.

Figure 1: Impact Assessment Model



2.3. Research tools and process

2.3.1. Formative research

Qualitative free-flowing in-depth interviews were conducted, with a sample of five social entrepreneurs and an equal number of experts, in October 2020.

2.3.2. Conclusive research

Quantitative research was conducted using a semi-structured questionnaire. The questionnaire was framed using the impact indicators derived in the formative research phase. (Questionnaires are attached as Annexure 1 and 2) Impact Indicators were measured using a 5-point Likert Scale. The conclusive research phase was carried out over November and December 2020. The sample comprised of fifteen social entrepreneurs and ten experts to whom the questionnaire was administered through an online web based face-to-face interview.

In addition, an online version of the questionnaire was shared by WoW with some other experts and social entrepreneurs. Completed responses were received from four experts and four social entrepreneurs, taking the total sample to nineteen social entrepreneurs and fourteen experts.

Table 1: Impact Assessment Methodology – Phase wise details

Phase	Objective	Methodology and Sample
<i>Phase I – Formative Research (October 2020)</i>	To identify Impact Indicators research tools (questionnaires) for conclusive research were designed based on these impact indicators	Qualitative research (in-depth online discussions based on Discussion Guides) with 5 experts and 5 social entrepreneurs
<i>Phase II – Conclusive Research (November and December 2020)</i>	To assess the relative importance of the impact indicators for experts and social entrepreneurs covered by the research	Quantitative research (one-on-one interviews based on a structured questionnaire) with 15 social entrepreneurs and 10 experts
<i>Phase III – Data Analysis (January 2021)</i>	To undertake analysis of the data collected Presentation of findings	Data analysis (using SPSS software) and its presentation in report form

2.4. Impact Indicators

The formative research helped identify impact indicators for experts and social entrepreneurs.

The impact indicators identified for experts included:

Professional Indicators

- Develop a better understanding of the social objectives of business
- Increased confidence to work in difficult professional situations and different environments
- Become more flexible rather than being too structured and planned
- Improved listening skills – Able to listen better and respond better
- Inspire others in your professional circles with your increased awareness and knowledge

Personal Indicators

- Getting inspired – Growing intellectually, valuing lifelong learning
- Becoming more empathetic towards people and situations
- Enhancing your energy and motivation levels
- Enrichment of your life that is consistent with your values and goals

The impact indicators identified for social entrepreneurs included:

Professional Indicators

- Boosting inspiration and confidence
- Increasing business confidence
- Bringing clarity and focus to the business goals
- Activating triggers for organizational change
- Enabling access to network of like-minded social entrepreneurs/CEOs
- Shaping the organisational structure and growth
- Formalising the business processes

Personal Indicators

- Becoming more pragmatic
- Becoming more structured in their approach
- Increasing their self-esteem
- Enhancing their energy and motivation levels
- Experience a sense of belongingness
- Enrichment of your life
- Inspire others in your social and business circles
- Increased sense of dignity and pride in the work you do

2.5. Sample Covered

Social entrepreneurs were covered across the prominent sectors and geographical areas catered by WoW (textiles & handicrafts, food & agriculture and forestry). Experts were also covered across numerous areas of expertise. The list of social entrepreneurs and experts interviewed are attached as Annexure 3.

2.6. Data Preparation and Analytical Plan

- Questionnaires filled during the interviews were subject to a rigorous quality check process by the quality team at Prastut.
- In case of any contradictions or anomalies the responses were checked with the recorded interviews and corrected.
- Data entry was done using a labelled SPSS file for all the quantitative and qualitative fields in the questionnaire.
- Analysis was planned for the qualitative responses on the open - ended questions and the quantitative responses on the Likert Scales, Nominal Scale and other Rating scales used.
- Qualitative responses were grouped using Thematic Analysis. Quantitative responses were analyzed using Frequency Analysis and Bivariate Analysis.

Challenges faced during research

- The Impact Assessment research was extremely challenging in terms of drawing out the respondents to articulate the changes that they have experienced. However, the research team was pleasantly surprised with the alacrity and zeal exhibited by the respondents during the interview sessions. They were extremely quick on the uptake, responded in context and provided sufficient time for the research discussion.
- All the interactions have been immensely rewarding in terms of the inputs obtained towards the Impact Assessment. The entire research process of setting up of the interviews and conducting them has been smooth with full cooperation from the experts (despite the difference in the time zones between India and the Netherlands) and the social entrepreneurs located across different geographies and having multiple pressures that they were dealing with.

2.7. Findings from research

The findings from the research have been presented in the following chapters:

Chapter 3	Impact Assessment for experts
Chapter 4	Impact Assessment for social entrepreneurs
Chapter 5	Changes in engagement modalities during COVID-19
Chapter 6	Recommendations for strengthening the partnership between WoW, experts and social entrepreneurs

3. Impact Assessment for Experts

3.1. Introduction

“When I share my knowledge and skills with the social entrepreneurs, I come home much wiser. What I receive from them is far greater than what I am able to give.” – Karen de Loos

This quote captures the sentiments expressed by the experts who were consulted as a part of this assessment. They unanimously shared that when they travel to India and engage with the social entrepreneurs, their teams as well as the rural women that the social enterprises work with, they experience a deep sense of enrichment accompanied by unparalleled contentment.

3.2. Impact Assessment

Impact Indicators evaluated for the professional domain are:

- 1) Develop a better understanding of the social objectives of business;
- 2) Increased confidence to work in difficult professional situations;
- 3) Becoming more flexible rather than being too structured;
- 4) Improved listening skills;
- 5) Inspire others in their professional circles.

Impact Indicators evaluated for the personal domain are:

- a) Getting inspired;
- b) Being more compassionate;
- c) Becoming more energetic and motivated;
- d) Feeling enriched and contented.

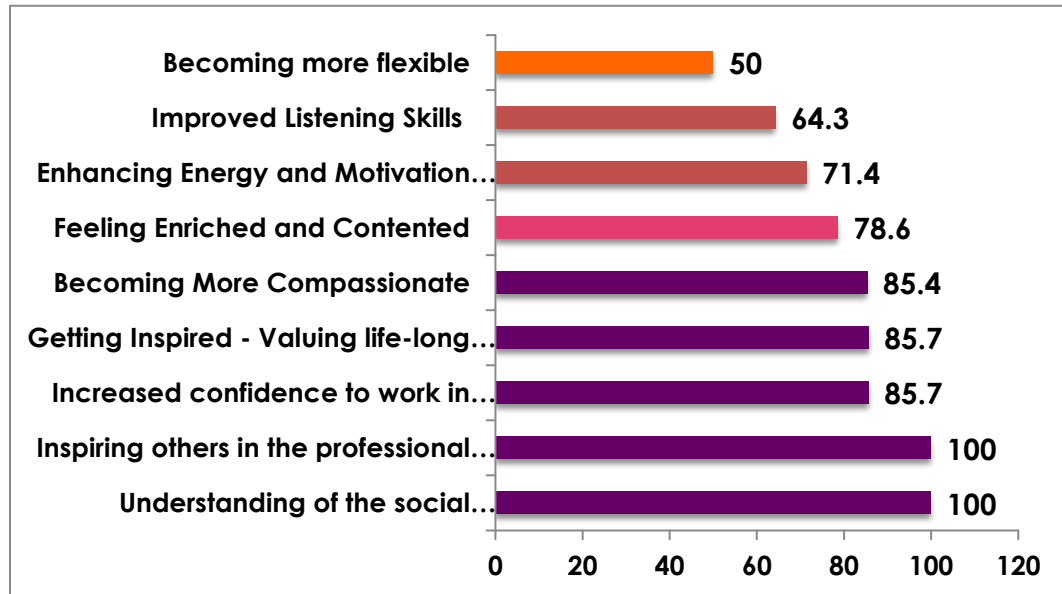
Impact Assessment questions related to the professional and personal domains and measured on the 5-point Likert scale¹ for measuring the impact have been analyzed to arrive at the relative impact.

14 Experts have provided their ratings for the Impact Assessment parameters. The sample size of 14 is a small one by statistical standards, however since each of the experts have provided their ratings with much deliberation and based it on their experience during the entire duration of their association with WoW by giving a deep thought the ratings can be considered as representative of the extent of impact for the entire pool of experts (N=49).

¹ 5-point scale where 1=No Impact At All, 2=Some Impact, 3=Moderate Impact, 4=Large Impact, 5=Extremely Large Impact

Figure 2: Impact Assessment Ratings – Relative importance of Indicators

N=14
 Figures in %
 Top 3 box%



Five salient impact indicators that have been identified and have made the maximum difference to the experts in their professional or personal domains are:

- Appreciation about the social objectives rather than business objectives being the main driving force of the social enterprises
- Opportunity to share their work done in India to a larger circle of professionals in their network and inspire them to become catalysts of social change
- Gaining confidence to work in demanding situations arising out of constraints related to culture, geography, language, mind-sets
- Learning important life lessons about humility, happiness and working for the good of others rather than being individualistic
- Empathising with people and situations by embracing and accepting reality, becoming better listeners trying to understand things from other people's perspectives and not being judgmental

3.3. Impact Indicators - Professional Domain

3.3.1. Developing a better understanding of the social objectives of business

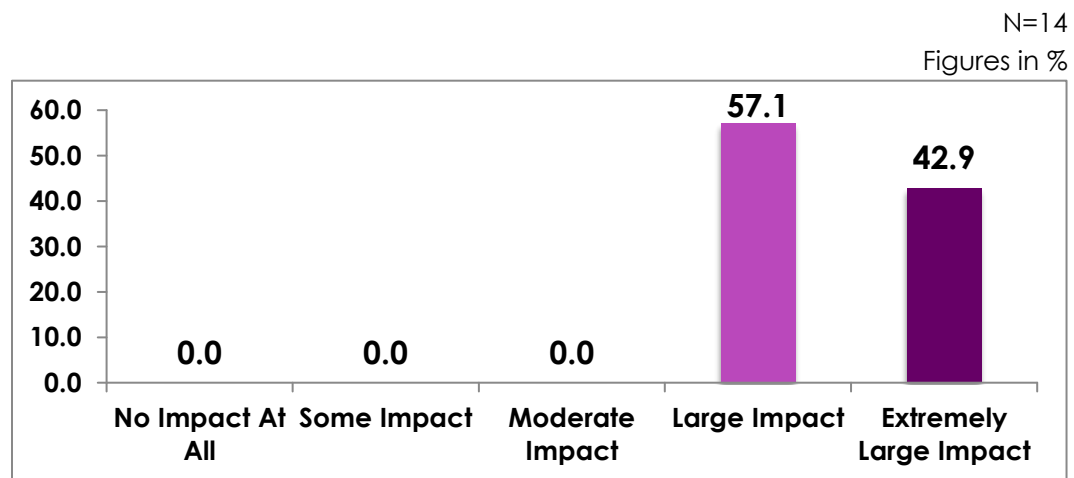
"Developing a better understanding of the social objectives of business" has had the highest impact on the WoW experts. Overall, 100% experts have rated this parameter with either "Extremely Large" (42.9%) or "Large" impact (57.1%).

- Experts visit India or start their journey with the social enterprise with a business mindset, how to make the enterprise more efficient, how to define the vision and mission and provide clarity and focus to the organizational goals. Along their

journey with the social entrepreneurs, they gain the perspective of the social aspects of the enterprise which need to be factored into the business plans and strategy.

- Experts come to realise that the genesis of the social enterprise is the benefits that accrue to the women beneficiaries working with the social enterprise, therefore the business or profit motive has to be at times compromised or adjusted to take into consideration these social objectives.
- This is a paradigm shift in their thinking process about business growth for social enterprises.

Figure 3: Impact Assessment Ratings – Developing a better understanding of the social objectives of business



- Their experience with the social entrepreneurs has led them to understand the importance of a social enterprise being able to fulfil its social objectives along with the business objectives and also at times for social objectives to take precedence over business objectives.

“My interest was already there, but working with business partners of WOW opened my eyes and I have become more aware of social objectives of business instead of financial oriented goals” – Florentine Steenberghe

- With this new understanding experts are able to guide the social entrepreneurs more effectively on how to find a balance between what is good for the community and for the business, and how making the business viable and successful will invariably result in benefits for the women and their families / communities.
- Motivated by the zeal and dedication of the social entrepreneurs towards the social objectives of the business, experts are also driven to take up social projects in their area of work. One of the experts, Marlies van der Meulen-Sahni, has been motivated to contribute towards the social cause in India after her exposure to the social enterprises through WoW.
- The engagement with the social entrepreneurs in India, through WoW, has enabled the experts to truly understand and appreciate what it means to be a “social entrepreneur”. The theoretical knowledge about a social enterprise existed but

after working closely with the social entrepreneurs the experts have been able to fully understand the passion, the drive as well as the unwavering desire for change despite the stiff challenges which are not just financial but also structural and thus that much more to navigate. This understanding, in turn, allows experts to play their role of a mentor more effectively.

- The awareness about the difficult and challenging environments in which social entrepreneurs work also prompts experts to be supportive and motivated to help to the greatest extent possible.

"I am working in the environment of private equity which is very profit focused. Our private equity organization has 49 companies in its portfolio and all have Environment Socio Governance (ESG) on their agenda. In order to become a climate neutral organization, you have to compensate the last part of emission by spending money towards sustainable energy projects. Our company Polygon Group is into property damage restoration services and we are specialist in water damages. So we decided to do something with a water force system in India which generates energy for 7,000 houses per year. We did this sustainable energy project for three years. We donated money to generate sustainable energy for Indian houses, which was driven due to my participation in WoW. We participated in is this ESG award and the Polygon Group won the award because of the contribution of Polygon Netherlands and its efforts towards funding sustainable energy in India." Marlies van der Meulen-Sahni

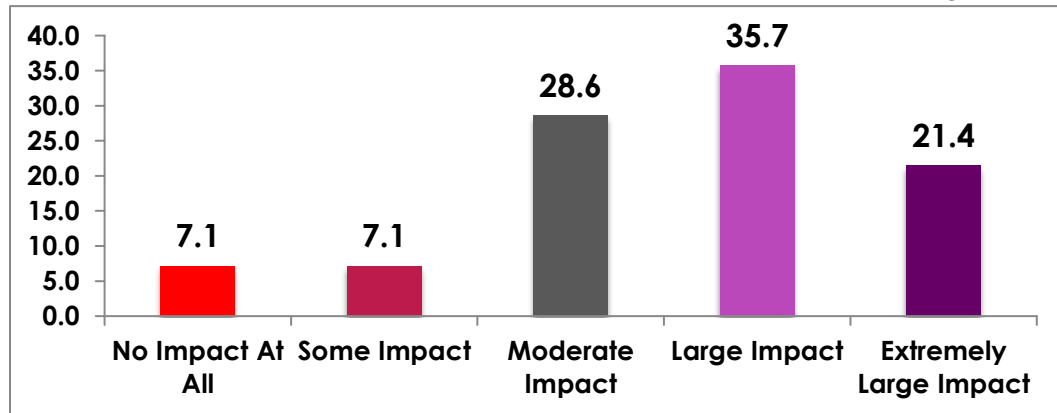
3.3.2. Increased confidence to work in difficult professional situations

57.1% Experts have also been able to gather *"Increased confidence to work in difficult professional situations and different environments"*, with 21.4% have rated the impact as "Extremely Large", 35.7% as "Large", and 28.6% as "Moderate".

- Working in a developing country with a completely different socio-cultural and economic context to where they reside and work, gives the experts a novel professional experience. The experts have shared that their association with WoW and their engagement with the social entrepreneurs in India has increased their confidence in their ability to work in different professional situations and environments.
- Experts have also developed a sense of patience to deal with unprecedented situations and also to adapt to different cultures and their way of working.
- The engagement with WoW and the social entrepreneurs has helped in the process of understanding people and their behaviours. Esther Goethart, an HR expert, felt that for her it is very important to understand what motivates people. She quoted Simon Sinek's "Golden Circle of Human Motivation" and shared that it is very important to understand "Why" are the people doing what they are doing. The engagement with WoW and the social entrepreneurs has helped her become more aware of the different cultures and backgrounds in both countries and the impact of the same on behaviours and for understanding possible opportunities for fostering a culture of co-operation in the concerned organizations.
- During the course of the CEO summits organized by WoW, experts like Marlies van der Meulen-Sahni became more aware of their own leadership skills which they are now able to apply in their own business back in the Netherlands.

Figure 4: Impact Assessment Ratings – Increased confidence to work in difficult professional situations

N=14
Figures in %



Overall experts have gained new knowledge and skills like working in challenging situations, adapting to different levels of audience in their workshops, developing more patience, learning to factor the cultural context in their professional consultations and becoming more aware of their own style of working.

3.3.3. Becoming more flexible rather than being too structured

“Go with the flow” – Anita Joosten

“Challenges to venture into uncharted territories. I really enjoyed to go out of my comfort zone. When I go to India, I don't know anything, like where will I sleep, who will I meet, so it's sort of an adventure. I am interacting with entrepreneurs, so I need to get the connection as soon as possible. That's a challenge for me, but I really like it very much.” – Nicole Doornbos

Anita Joosten, expert in finance who has been closely working with social enterprises and has also visited them on site very often, mentioned becoming more flexible as the topmost change she has experienced as a result of working with the social enterprises in India.

21.4% Experts have rated the indicator “*Becoming more flexible rather than being too structured and planned*” as having an “Extremely Large” impact”, while 7.1% have rated it as “Large”, 28.6% as “Moderate”, and 42.8% have rated as “Some or “No Impact At All”.

- The ways of working in the Netherlands and in India are quite different – almost poles apart. While the European way of working is very structured and planned leaving no room for surprises, the Indian way is loosely structured and goes more with the flow of things.
- Experts have unknowingly imbibed the less rigid way of working during their interactions and working with the social enterprises, which they find is relaxing and

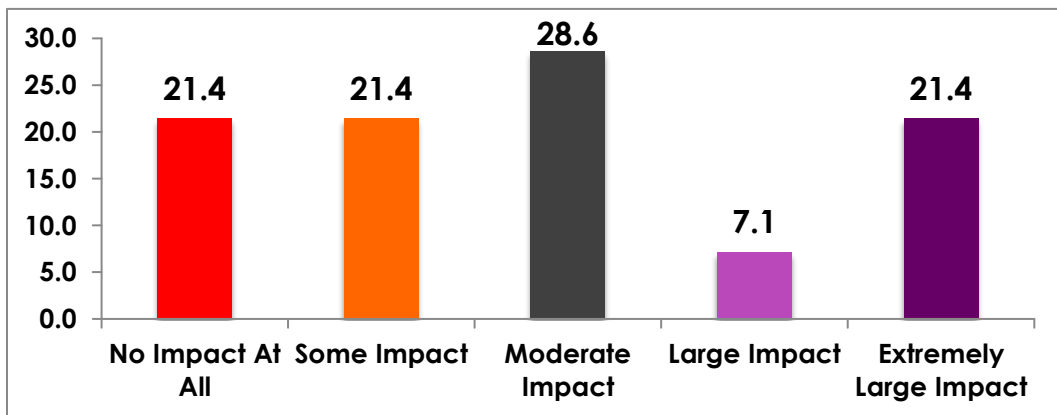
has not only impacted their way of working but also their approach to solution finding.

“The professional life appears to need a lot of complicated stuff to solve a problem - it is always using a system, a technology. My experience of working with social entrepreneurs in India made me realize that this complexity is actually a barrier. Because in real life there is potential to solve a problem with easier, practical, down-to-earth solutions – that is where the real problems are – if you can solve them then that is more important. It helped me to look at things from another angle.” – Germaine van Teeffelen

Figure 5: Impact Assessment Ratings – Becoming more flexible rather being too structured

N=14

Figures in %



- Experts have adopted a less controlled way of working, it has impacted the way they set targets in their plans, made them more open to midway course corrections and also to go back at basics, rather than follow structures and models which might have become too cumbersome to manage.
- HR expert Nicole Doornbos shared there is a lot to learn from the adaptable way of working followed in India. Esther Goethart, HR expert, also shared that she is more “aware” of the need to go with the flow rather than being too structured and rigid. She also shared that it is not easy to go with the flow in the working environment in the Netherlands, but she is more aware of the same and the awareness is the most important thing. Helene van Zutphen, Business Strategy and Marketing expert, has been able to become more flexible in her views during her professional engagements, this helps her to elicit a better solution.
- Adrienne Jonquière-Breure, a Project Coordinator, shared about a new goal setting model she has been able to adopt after her engagement with the social enterprises. She realised that setting easier and doable goals rather than difficult unachievable goals was probably making the organization complacent, unlike the social enterprises that strive very hard to reach as close to the challenging goals as they can.
- Experts have also taken away the competitive spirit they came across among the social entrepreneurs. According to one of the experts, in the developed world one tends to become a bit complacent and goes about the day-to-day business with

less ambition and aggression as it stabilizes, but the experience in India brought back the business spark in them.

“Need to look at different perspectives, there is no one way of doing it.” – Adrienne Jonquière-Breure

Experts across all disciplines have been prompted to look at their approach towards planning and solving business related problems with a more open mind. They are consciously not confining themselves to set models and systems, rather they are on a look out for the solutions with newer lenses. They are able to learn to move out of fixed ways of working and seek a more expansive mindset. This not only helps them to find better solutions for the social entrepreneurs in India, but also arrives at a balance between a structured and an unstructured way of working back in their professional engagements in their home country.

3.3.4. Improved listening skills

Most experts shared that the engagement with the social entrepreneurs in India has helped them hone their listening skills.

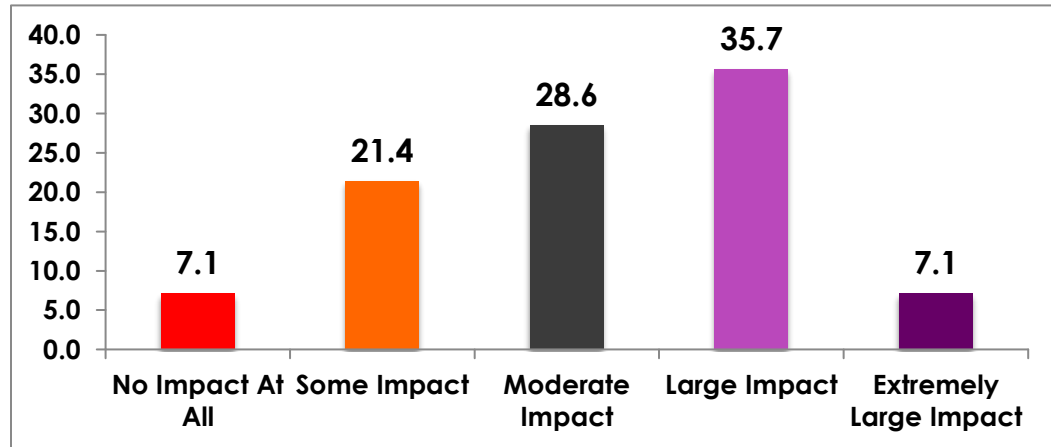
- They felt that they have been able to imbibe the principles of deep listening, being open and responding in a non-judgmental manner. Listening better and trying to understand what is needed, also helps them respond better and they can ascertain how to use their skills and experience to help social enterprises address their challenges or a problem at hand or plan effectively for unlocking their growth potential.
- When the experts directly communicate with rural women, they have to go back to the basics of communication which is so far removed from the current over jargonized and complicated communication of the corporate world. They felt it was about “going back to the basics” and learning to communicate all over once more.
- Esther Goethart also shared that she has experienced deep listening from the social entrepreneurs and she has seen that this skill is very important to start a relationship from an equal point. She has learned that both the parties have to be really interested in each other and open up, and share experiences. Only then real collaboration can take place – a one direction flow doesn't help.

“It was very surprising for myself to see that by asking questions you can have the right discussion so that gave me lot of confidence and inspired me to adopt it in my business life – to ask more questions instead of telling somebody how to do it.” - Marlies van der Meulen-Sahni, Strategy & Process Management

35.7% Experts have rated the indicator “Improved listening skills” as having a “Large” impact”, 7.1% as “Extremely Large”, 28.6% have rated it as “Moderate”, while 28.5% have rated as “Some Impact” or “No Impact At All”.

Figure 6: Impact Assessment Ratings – Improved listening skills

N=14
Figures in %



The interaction with the social entrepreneurs has also helped experts to change their communication strategy with their team. They are now asking more questions and moving towards a more participative mode of working.

Experts have been able to apply their listening skills towards understanding the problems of the social enterprises in a short time span they are allocated with them. Their overall listening skills have been sharpened, they are more encouraging of team participation and also speak in less jargonized terms when they work with their own teams in Netherlands.

“You have to go back to the basics. When I sit on a blanket with a woman from Madurai, I try to speak in Hindi and I am not so good but then she doesn’t speak Hindi as well! So, we are even. You have to find innovative ways of communicating and trying things together. It made me realize the need to go to the basics. As a professional one is used to communicating in a particular way which is too complex. It is important to make it simple again. You have to start at the very beginning and build it up. I found this transition in communication very interesting.” Marie-Gon

3.3.5. Inspiring others in the professional circles with the increased awareness and knowledge

78.6% Experts have rated the impact on “*Inspiring others in your professional circles with your increased awareness and knowledge*” as having either “Extremely Large” impact or “Large impact”. Experts have been influenced to discuss about their experience in India with the social enterprises in their professional networks and forums.

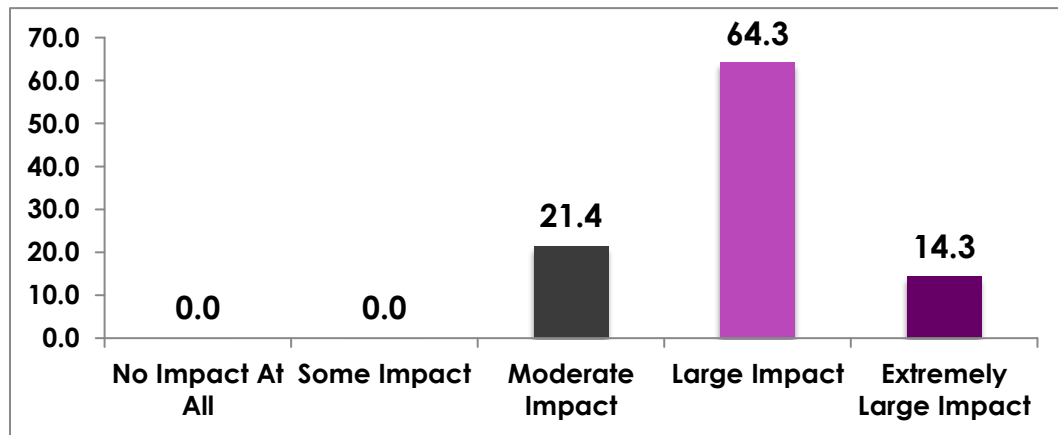
- The experts shared that when they go back from India their colleagues, family and friends are always curious to know about their experiences. They keep talking about what they saw, heard, felt and discussed in India.

- They are very curious about India and the Indian people.

“It was very inspiring to tell people in the Netherlands about this company in Kumaun. They live in sync with nature and my colleagues like their products – shawls.” – Karen de Loos

Figure 7: Impact Assessment Ratings – Inspiring others in the professional circles with the increased awareness and knowledge

N=14
Figures in %



- When the experts talk about the social entrepreneurs and their work in India, their contacts find their stories quite inspiring.
- When they share about how social enterprises in India are creating products of value from waste, or they take only as much as needed from nature and are conscious of leaving the earth as they found it, this has inspired many people to adopt sustainable and environment friendly products and lifestyles.

The experts come with decades of experience of working in the corporate world and one of their main motivations of partnering with WoW has been that they want to work for a cause and to make the world a better, more equal place. When they see in very tangible ways how their inputs are helping strengthen the social enterprises and create more jobs for rural women, they are motivated to share their experiences with others in their professional circles.

3.4. Impact Indicators - Personal Domain

3.4.1. Getting inspired

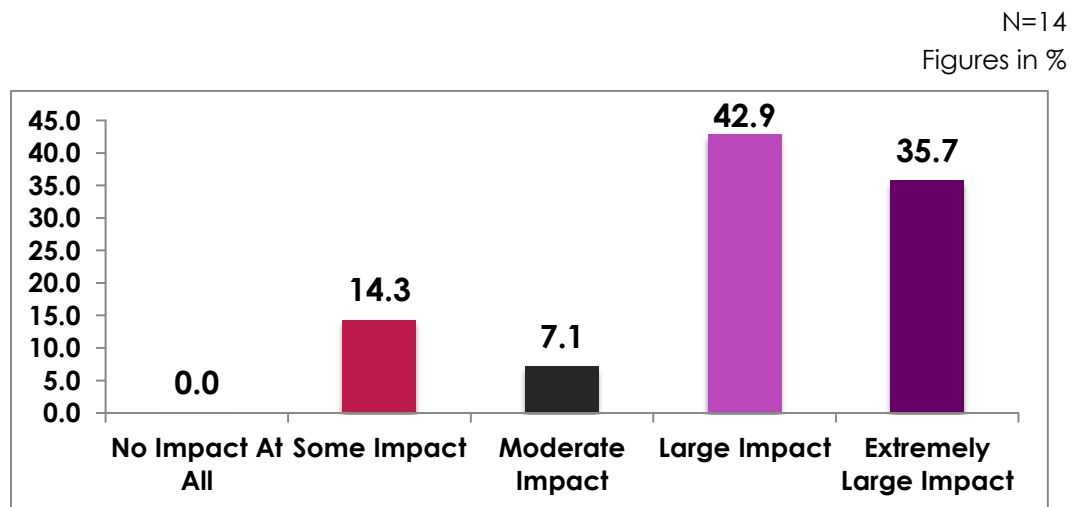
One of the most significant changes that experts had mentioned was about going through an experience that has been truly inspirational.

- The experts have sought inspiration from various things – some got inspired seeing the passion and commitment of the social entrepreneurs. Others got inspired by their travel to India and within the country and their encounters with the Indian way of life, while others got inspired by the fact that they saw many new places, some very remote and hidden from the world, and meeting hard working people in Indian villages.
- The journey with WoW has led to increasing their self-esteem, propelled them to move towards a higher purpose in life and helped them to grow in intellectual terms. Experts have been exposed to new ways of livelihoods, new viewpoints and new ways of growing sustainably amidst adverse conditions through their close encounters with the WoW social entrepreneurs. These have added new dimensions to their knowledge and learning.

“It provided me with an opportunity to travel to remote locations by different modes and witness how people interact with each other. It is quite inspirational.” – Marie-Gon

78.6% Experts have rated the maximum impact towards “Getting inspired through growing intellectually, valuing lifelong learning” either “Extremely large” (35.7%) or “Large” (42.9%).

Figure 8: Impact Assessment Ratings – Getting inspired



- Experts have been inspired by the attitude of gratitude of the social entrepreneurs, their way of living, the way they take care of their staff and workers. Even if they do not have a lot of money, they start a social enterprise just to help other people.
- The positivity and strength of the social entrepreneurs rubs off on the experts. They are motivated by the difference in approach towards work between people in the Netherlands and the social entrepreneurs. While the former is more individualistic the latter have people as their priority.
- Esther Goethart, HR expert, shared that the way social entrepreneurs work in India has been very motivating for her. She shared that when she asks Indian participants in a workshop “what is the most important reason that you are present here”, 95% of them say that they are there because they want to help their family/ community/ environment and contribute to sustainable development. But when

she asks the same question to people in her workshops in the Netherlands, they will say that they are there for a better salary, and other tangible material benefits. This difference in approach and attitude among Indian social entrepreneurs to work for others, motivates her to undertake volunteer work.

- Experts have also developed a higher self-esteem, feel a sense of achievement and feel that they are privileged to support the social entrepreneurs in India.
- The engagement with the social entrepreneurs has prompted many experts to make a career shift. Some have started exploring 'more meaningful' roles outside the corporate world where they can use their skills and experience for the betterment of the society and/or the environment.
- Some others have already left the corporate world and made a switch to start working for the not-for-profit/ development sector. These have been conscious, well thought through shifts and highlight the desire of the experts to work for not just money but also for the impact that they can create towards making this world a better place for all.

"I have always worked for companies which have profit making as their main objective. The engagement with social entrepreneurs in India, through WoW, has accelerated the process of my looking out for a more meaningful job which would have objectives beyond just profit making and which would contribute to the society and/or the environment." – Florentine Steenberghe

- Germaine van Teeffelen, Logistics & Supply Chain Management expert, has become conscious about sustainability and is now prompted to purchase only what is necessary. When she started to work with social enterprises in India she saw raw material coming from the farm or forest which was much lower down the supply chain. Seeing the origin of the products made her conscious about sustainability.
- Helene van Zutphen, Business Development, Marketing & Communications expert, has also been inspired her to make lifestyle changes by adopting sustainable products. She observed the social enterprise in Kumaon which has adopted a way of working that takes care of nature. They use everything and give everything back like a 'leave no trace strategy'.
- Florentine Steenberghe said she has become more aware of the need to incorporate sustainable lifestyle such as reducing consumption, recycling of waste, making use of local produce and paying more attention to origin and footprint. She also buys more durable items to ensure longer use.
- According to Karen de Loos, Marketing & Communications expert, while in the Netherlands they do talk about sustainability (be good for people and the planet), for the partners of WoW sustainability is at the core and is in fact the starting point. Profit is not the overarching objective. Western businesses started many years ago, did not have any focus on sustainability as an overarching philosophy.
- Experts like Sandra Lansbergen, have been able to incorporate changes related to recycling, reuse and upcycling in their own organizations. She has also been at the fore to bring topics related to sustainability into discussions and seminars with WoW.

“The social entrepreneurs that I encountered are way further ahead than what I had thought they would be with respect to sustainability. This triggered me to read more and do more research on sustainability. The amount of reuse, upcycling, and recycling of waste they are able to undertake is impressive. It prompted me to undertake research on the same and to introduce this change in my company.” – Sandra Lansbergen

“I have always worked for commercial organizations but a few years back I decided to start working for the not-for-profit sector. I started working for Medicines Sans frontiers. I left working for a big company which provided me with security (big salary, car and bonus, etc.) and started work for an NGO. Subsequently, I found an opportunity to work for a social enterprise in Kenya. I was very inspired by the SEs in India and I am very happy to find this opportunity to work for a SE in Kenya which is also my favorite country.” – Germaine van Teeffelen

Working with social entrepreneurs in India has made experts more conscious of sustainability when they are exposed to social enterprises which adopt a sustainable approach and they take only as much as is required from nature, and draw it in a sensitive manner.

- Experts have experienced increased stimulation to recognize and move towards a higher purpose in life.
- Experts shared that the social entrepreneurs are very passionate about their business and enterprise, their staff and the community and beneficiaries. They have a deep connect with the enterprise as well as the community. The kind of passion and unconditional support shown by the social entrepreneurs for a cause is not seen in the Netherlands which makes it really inspiring for them.
- Few experts could also connect with their deeper self during their trips to India and meeting with social entrepreneurs, their employees and beneficiaries. They could reach out to them and make new connections and in the process also discover their own selves.

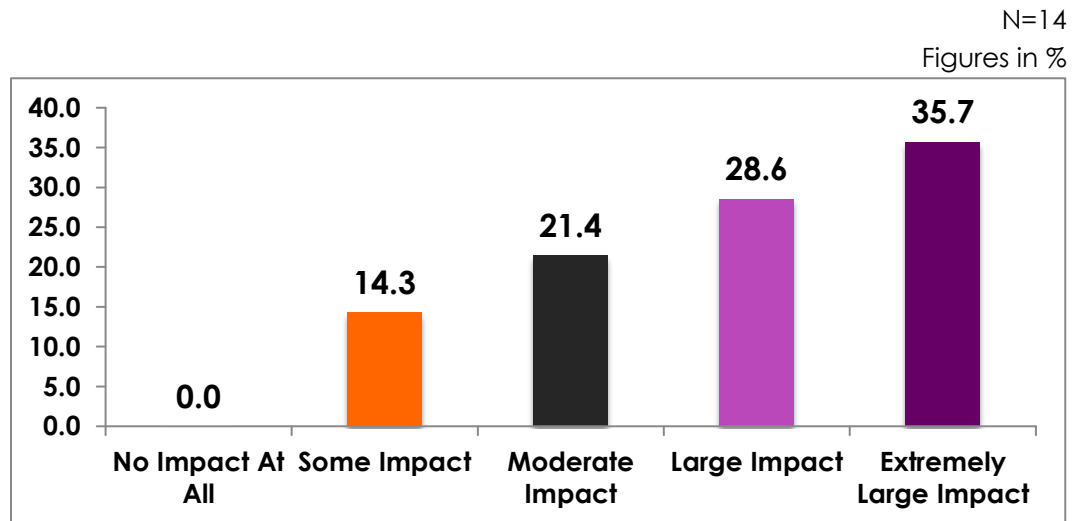
Experts are inspired by the down-to-earth and selfless devotion of the social entrepreneurs towards the women they have set out to help. The unwavering belief in their cause and an attitude of gratitude despite challenging business and social environments has been a stimulating experience for the experts and helps them value their own privileged status back home and also indulge in more volunteer work. Some Experts have also been inspired to make a career shift from Corporate to Social domains. Experts have been inspired by the sustainable way of working by the social enterprises and have themselves been able to adopt a sustainable lifestyle and also become conscious of factoring sustainability in their professional areas. Experts also seem to have discovered a higher and deeper meaning towards life.

3.4.2. Becoming more compassionate

The parameter “*Becoming more compassionate*” ascertains the impact on experts towards their becoming more empathetic towards people and situations. 64.3% Experts have rated this indicator to be either “Extremely Large” (35.7%) or “Large” (28.6%).

“I have become more empathic and have been able to listen deeply and observe better.” – Sandra Blok

Figure 9: Impact Assessment Ratings – Becoming more compassionate



- Experts have been deeply affected by the difficult and challenging circumstances in which the social entrepreneurs and women beneficiaries work, while at the same time being happy and contented without any complaints. Experts find themselves becoming kinder and more considerate in their personal and professional lives driven by these experiences.
- Their visits to India and the interactions with social entrepreneurs, their teams and rural women, have made the experts aware of a world that is so different from their own. This realization makes them feel grateful for the privileges they enjoy as citizens of the developed European world. It has also made them more accepting and empathetic about other cultures and people, even though they are very different from their own.
- Over the course of their journey with WoW and the engagement with the social entrepreneurs they have found themselves becoming more accepting, understanding and empathetic. Some experts shared that these learnings have helped them navigate through the difficult COVID-19 pandemic times.

Experts have become more compassionate and caring and more accepting of situations as they are. The social entrepreneurs have opened a whole new world for them where the needs of others take priority over the needs for one's own self. This has prompted them to move beyond their own individualistic way of living.

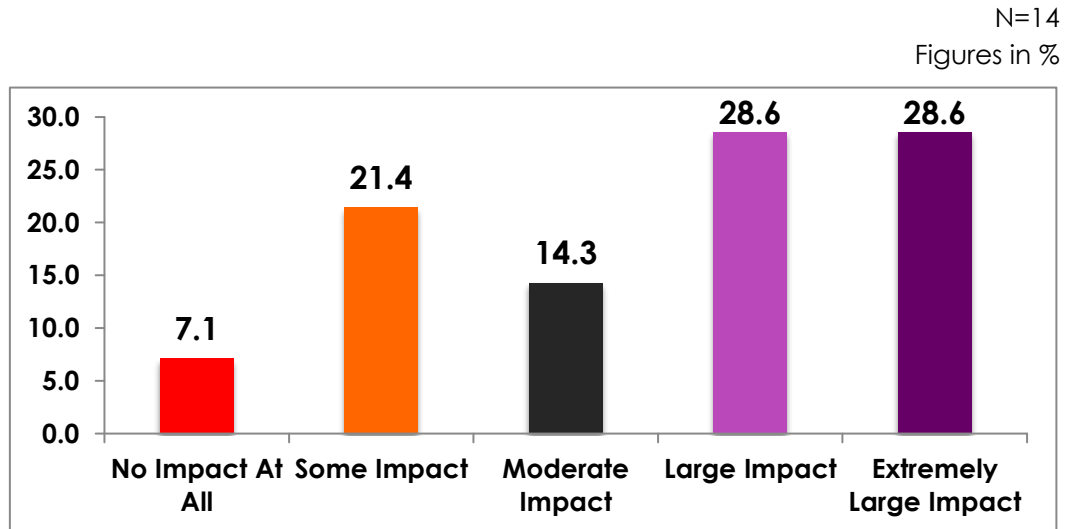
- Experts also feel a sense of belongingness with the WoW network of social entrepreneurs and the WoW management team. They have a platform through which they can reach out to like-minded and driven individuals like them, which enables them to accomplish their deep desire to help others. They feel a part of a global community of people working to create jobs for rural women in India. This sense of working together for a noble cause, gives them a sense of purpose, pride and contentment.

3.4.3. Becoming more confident and energetic

A strong unflinching belief in WoW's vision and its approach as well as strong synergies with their personal values and goals, is the paramount reason for experts to partner with WoW.

Experts were asked to rate the impact of WoW and its social entrepreneurs on their confidence and energy levels. 57.2% experts have rated the impact on their confidence and energy levels to be either "Extremely Large" (28.6%) or "Large" (28.6%).

Figure 10: Impact Assessment Ratings – Becoming more confident and energetic



- All experts shared that contributing their skills, knowledge and experience to enable making WoW's vision a reality, energizes them.
- The work with social entrepreneurs in India makes most experts feel confident and they experience enhanced energy and motivation levels. Seeing their work bearing fruit and resulting in improved livelihoods and income for rural women, makes the experts feel energized and motivated.
- Experts are energized by the variety of social enterprises they get to meet and interact with, and the manner in which the social entrepreneurs are forever on their toes to make the lives of other people better.
- Experts have also learned that the true meaning of happiness lies in working for others like the social entrepreneurs in India.

3.4.4. Feeling enriched and contented

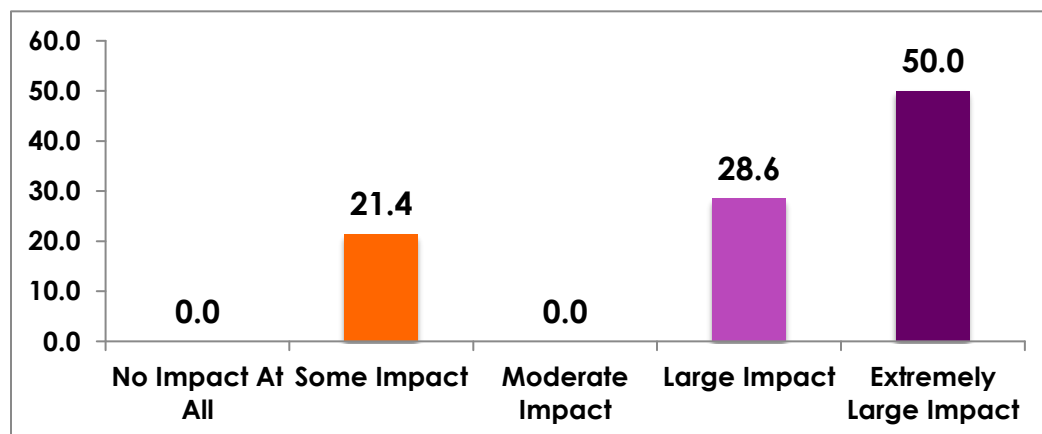
Experts have been assessed for the extent of impact on the fulfillment and contentment in terms of feeling more peaceful and relaxed with themselves, feeling more gratified and feeling of pride with the kind of work they have been able to do, a greater sense of positivity towards life, and an overall augmentation of their purpose in life they have derived out of the experience with WoW.

Experts have gained tremendous energy to be able to share their knowledge across different levels professionally. Personally they have learned to look at things differently and take up new challenges rather than becoming self-satisfied with their secure life in the Netherlands.

Experts have rated highest impact on their fulfillment and contentment being driven by an "Enrichment of their life that is consistent with their goals and values". 78.6% Experts have rated the impact as "Extremely Large" or "Large". Experts have gained a huge enhancement in their lives and it has also helped them to validate their values and goals. Experts have learned to live and cherish each moment of their life.

Figure 11: Impact Assessment Ratings – Feeling enriched and contented

N=14
Figures in %



- Most experts shared that they have been enriched greatly by the Indian culture and heritage. Moreover, the conversations they have with the social entrepreneurs have given them a new outlook towards life besides intriguing their interest in a variety of areas far removed from their current work domain.
- Nicole Doornbos has shared that she finds the culture in India very different from that of the Netherlands and it is also very enriching.
- Sandra Blok, Social Media expert, has been impressed with the rich history, culture and craft traditions of India. She has developed a much broader view of life and has realized that the world is much bigger than just where she lives. She has developed an interest in global developments and also politics.

- Karen de Loos feels she has developed a “true” interest with people, because of the opportunity to move out of her fixed working hours’ routine in the Netherlands. She can engage into deep conversations with the social entrepreneurs and learn about a radically different world.
- Experts derive a sense of contentment when their skills, knowledge and experience are used to the benefit of the social enterprises. Experts view working with social enterprises in India as a noble contribution and find the engagement to be very satisfying. They feel truly proud to be a part of this process. They are beyond happy when they see the learning imparted by them, being implemented and the people being able to earn as a result. They derive tremendous happiness when their knowledge is instrumental in making women in rural India financially independent.
- Experts feel more positive about life when they come across women in rural India who deal with poverty and oppression on a daily basis and yet they are always smiling and enthusiastic. The staff is also from humble backgrounds, but yet they are always happy working for others. The life lessons learnt from such experiences are priceless. Experts have learned about being happy with what they have. The harmonious blending of nature and group work being done joyfully by women, paints a picture of peace and tranquillity. It has touched the experts at deeper levels of their consciousness.

“People I met in India are happy with what they have and with each other. It is very fulfilling to me as a person to see that they learn something from the workshops. It is satisfying if I see one or two results, and the minds are opened up to look beyond the horizon, so they can work on a better future.” – Edwin van den Brand

Experts feel enriched by discovering new ways of being happy, learning important life lessons about doing more things that give them joy, channeling their inner good and deriving contentment from the happiness of others. They are proud to share their knowledge for a larger purpose and also realize that sharing knowledge is much more valuable than donating money.

3.5. Key Conclusions – Experts

The impact for the experts has been slightly higher in the personal domain as compared to the professional domain.

- Experts have gone back rejuvenated, more self-assured and recharged to their life in the Netherlands.
- They find themselves rise from their business and self-seeking mind sets to adopting more socially purposeful and sustainably driven principles.
- The association with WoW has inspired experts towards a lifelong learning, to value their own privileges, become more people and community oriented, and as a consequence feel richer and happier.
- Experts have also been able to gain more confidence in their listening skills in professional situations, factor new parameters to improve business process efficiency and also deviate from a structured way of approaching business solutions to a more “in-the-flow” approach.

- They have been able to apply their learnings into their business as well as personal lives by venturing into new careers, new geographies and newer sustainable lifestyles that impart a deeper meaning to their lives.
- They have also been actively encouraging and inspiring others in their professional network to come forward and engage with WoW and social enterprises in India. It has been a greatly rewarding experience for them and moreover has also helped them to navigate the challenging times during the pandemic.

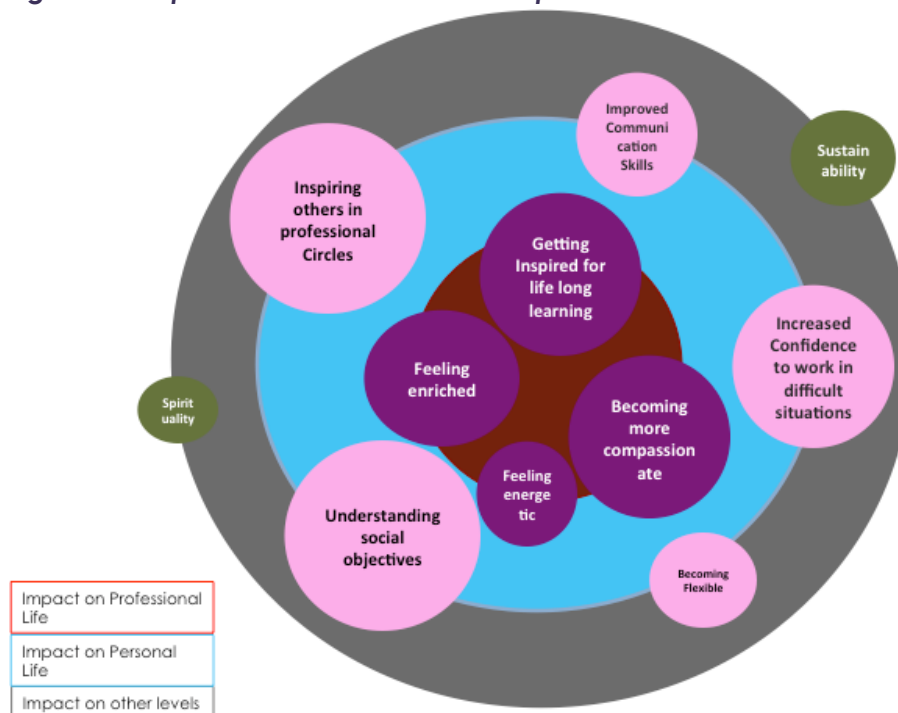
3.6. Way Forward for WoW

The WoW platform has opened up new vistas of personal and professional growth for the experts. They have been able to share their knowledge and expertise that has been applied by the social enterprise in India to become successful and grow. It has been a synergistic association for both stakeholders.

Going forward, the learning and changes experienced by the experts can be documented as case-studies which they present to a large global audience. As a result, more experts could be inclined and interested to join the WoW platform.

Sustainability as a core value of the social enterprises in India has impressed the WoW experts. Sustainability is a larger goal that has been achieved through the WoW platform. Social enterprises have found business models from the experts to make their business profitable and experts have been able to see the implementation of sustainability principles at the grass root levels by the social enterprises. This has emerged as the most compelling impact from the WoW association that can be leveraged and developed into a larger goal for WoW, its experts and the social entrepreneurs.

Figure 12: Impact Assessment Model – Experts



4. Impact Assessment for Social entrepreneurs

4.1. Introduction

“We were lacking mentorship, so when we partnered with Women on Wings, we found a great mentor. We found a mentor who challenged us, nudged us to push our boundaries, move out of our comfort zone. Challenge and feedback are the two most important inputs we have received from the experts and mentors from WoW – both have helped us improve and move ahead.” – Sagar Channana, Rassaa

When the passion of the social entrepreneurs gets united with the uninterrupted and unconditional support from the experts and mentors, the results are remarkable and awe-inspiring. The regular and unconditional support from the experts and mentors provides social entrepreneurs with a fillip and they experience much greater business confidence and feel confident to steer their organizations towards growth.

4.2. Impact Assessment

The impact of the engagement with the experts from WoW, has been experienced by the social entrepreneurs, across both the professional and personal realms of their lives. The formative research, conducted in October 2020 which was based on in-depth interviews with five social entrepreneurs, helped identify impact parameters across these domains/realms.

The impact parameters pertaining to the professional life of the social entrepreneurs include:

- 1) Boosting inspiration and confidence;
- 2) Increasing business confidence;
- 3) Bringing clarity and focus to the business goals;
- 4) Activating triggers for organizational change;
- 5) Enabling access to network of like-minded social entrepreneurs/CEOs;
- 6) Shaping the organizational structure and growth accelerating the pace of organizational growth;
- 7) Driving team building.

On the other hand, the impact parameters pertaining to their personal lives include:

- a) Becoming more pragmatic;
- b) Becoming more confident and energetic;
- c) Increased happiness and fulfilment;
- d) Discovering their true selves.

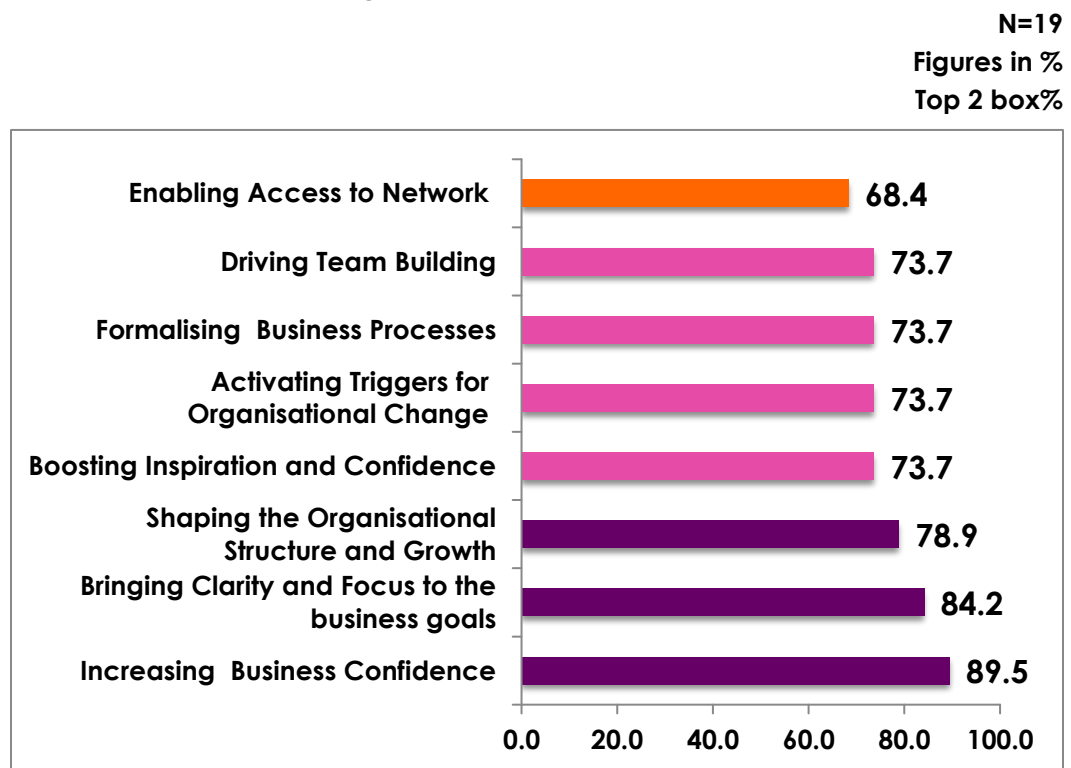
Just as it is not possible to box an individual's life into two neatly defined categories of personal and professional, the impact assessment also reveals many overlaps wherein changes that have been experienced in the personal domains have had an impact on the professional lives of the social entrepreneurs and vice versa. For example, becoming pragmatic has had an impact on the professional life of the social entrepreneurs as it has influenced how they conduct the business of their enterprise – a shift from wanting change to take place overnight to becoming comfortable with the idea that change takes time. Further, becoming more confident and energetic allows social entrepreneurs to become more effective leaders of their organizations. The impact assessment narrative also covers

these intersections and overlaps along with presenting the ranking on individual impact parameters.

Nineteen social entrepreneurs have provided their ratings for the Impact Assessment parameters. The sample size of 19 is almost 50% of the total number of social entrepreneurs that are, at present, associated with WoW (N=39), and thus it can be considered representative of the entire pool of social entrepreneurs with a permissible error margin of 16% for an assessment of this nature.

4.3. Impact Indicators - Professional Domain

Figure 13: Impact Assessment Ratings – Relative importance of indicators



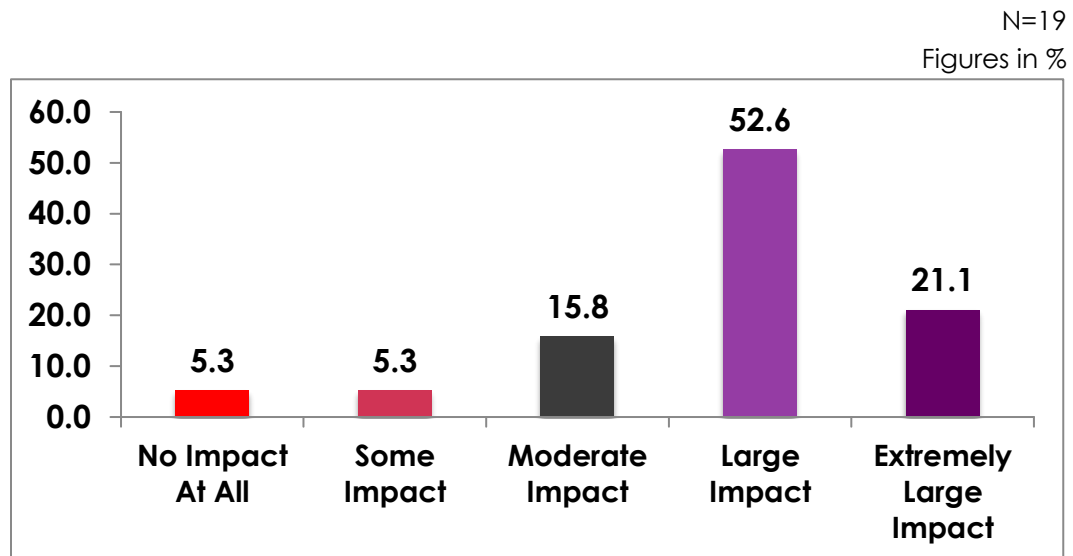
Three salient Impact Indicators that have been identified and have made the maximum difference to the social entrepreneurs in their professional domains:

- Increasing their business confidence – While the social entrepreneurs have always been highly confident about the uniqueness of their enterprise in a social context, they have gained business confidence through their interactions with the experts.
- Bringing clarity and focus to the business goals – Social entrepreneurs were able to strategize the direction of their enterprise with greater clarity and conviction.
- Shaping the organisational structure and growth – The association with WoW experts and the introduction of formats have provided a structure to the social enterprise that has increased the efficiency of the business processes.

4.3.1. Boosting inspiration and confidence

Social entrepreneurs were asked to rate the impact of the inputs and support provided by the experts and mentors from WoW towards motivating and inspiring them to continue working passionately towards their mission of providing sustainable livelihoods and incomes for rural women. 73.7% social entrepreneurs have ranked the impact indicator of “Boosting inspiration and confidence” as either “Extremely large” or “Large”.

Figure 14: Impact Assessment Ratings – Boosting inspiration and confidence



- For social entrepreneurs, the main aim of setting up their enterprises has been to improve the living conditions for women, their families and communities in rural India. Their interactions with the experts and mentors from WoW has helped them reinforce the belief that the most effective and sustainable way of ensuring empowerment for rural women is by providing them with regular livelihood opportunities which ensure steady income. Which in turn has the potential of ensuring greater ‘voice’ and ‘agency’ for women in their families, communities and societies.
- The match between the vision of WoW and social entrepreneurs has been a motivating factor for the latter to stay on course of their mission and wanting to contribute to WoW’s goal of co-creating one million jobs for rural women in India. The connection has made them truly own WoW’s mission and they have taken concrete steps to scale up and expand the reach of their enterprises to more and more rural women.

“The vision of WoW of creating one million jobs for rural women in India come came through very strongly for us and inspired us to want to scale up so that we could contribute to that vision.” – Anjali Schiavina, Mandala Apparels

- The engagement with the experts and mentors from WoW has helped social entrepreneurs further define and refine their vision and mission – ensuring a pointed focus on livelihood creation for rural women. Awareness regarding the potential

social impact of the enterprises has been another area where tremendous impact has been experienced. While most social entrepreneurs are directly creating impact by enabling access to regular livelihood opportunities others are achieving the goal through their supply chain partners (as in the case of Pro Nature).

- There are times when social entrepreneurs feel tired and exhausted in the face of stiff challenges and sometimes contemplate giving up. At such times the experts and mentors from WoW motivate them and inspire them to carry on.

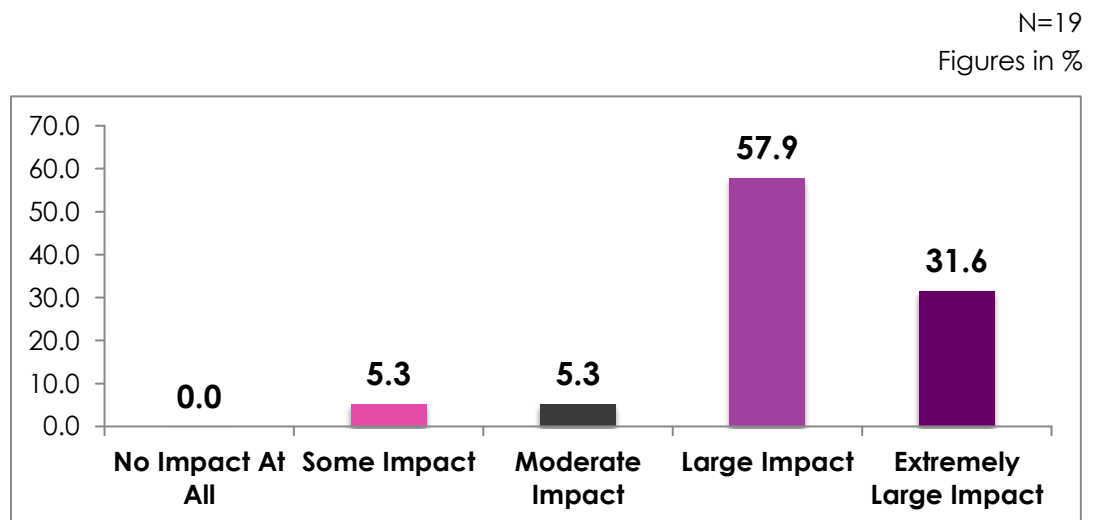
“Our engagement with WoW has made us conscious about the social impact of our work, particularly towards women. Given WoW’s focus on livelihood generation for women we dug deep to study our workforce in a sex disaggregated manner. We realized that our organization was being powered by women – 80% of our workforce was women. Most of these women were from urban areas. However, subsequently, we became more conscious of our impact on rural women as most of our supply chain partners were contributing towards creation of livelihood opportunities for rural women. In fact, to honor this contribution of women in our organization we have added a tag line in our brand logo which reads ‘Our organization is powered by women’.” – Varun Gupta, Pro Nature

Overall, social entrepreneurs have been highly motivated and inspired by the experts to continue nurturing their enterprises, despite the many challenges that they have to face.

4.3.2. Increasing business confidence

89.5% Social entrepreneurs have ranked the impact indicator of “Increasing business confidence” as either “Extremely Large” (31.6%) or “Large” (57.9%).

Figure 15: Impact Assessment Ratings – Increasing business confidence



- Unlike CEOs/promoters of business enterprises/companies, social entrepreneurs usually do not have the luxury of having mentors and coaches guide them in their business journeys. Most of the social entrepreneurs neither have a training in business management nor any prior work experience in the industry/corporate sector – they thus do not have skills and experience required for managing a business and steering its growth.

- Ready availability of experts and mentors makes the social entrepreneurs consider them an 'extended arm of their organizations'. Given that the experts and mentors are easily accessible to the social entrepreneurs – most shared that they are just a call, message or an email away – ensures that the social entrepreneurs are able to share their ideas, problems and predicaments as well as seek their advice and guidance in a need based, regular and uninterrupted manner.
- Social entrepreneurs shared that the experts and mentors provide unbiased consulting and advisory support without any vested interests. This helps develop an open and congenial working relationship. Most social entrepreneurs shared that they are wary of hiring external consultants as the latter are driven, in most cases, by purely commercial interests. So even when they feel the need for professional advice, they stop short of hiring external consultants. However, given that WoW and its experts have no vested interest or hidden agenda, makes them feel comfortable and they share all information about their organization and work together as a team.
- The mentors and experts from WoW have been playing the role of not just a 'sounding board', but also a guide who is constantly motivating them to stay committed to their vision, and to continue persevering despite the odds and challenges. Also they prod them to move out of their comfort zones and push them to move ahead towards unlocking the growth potential of their organizations.

"Having a mentor who is always available to bounce off ideas with has been such a gamechanger for us. The mentors and experts from Women on Wings have been absolutely wonderful. Ronald always keeps in touch – prodding us, encouraging us and that has been such a blessing. When we put together our business plan Ronald facilitated a full day session in which we worked together to refine our business plan and discussed all aspects such as strategy, marketing, funding, etc. He also accompanied us when we went to make a presentation to a company. He always motivates us by saying "Go for it you can do it." – Shailini Sheth Amin, MORALFIBRE

Social entrepreneurs have been hugely benefitted by the availability of the experts as a 'sounding board' to discuss their ideas and initiatives. They are able to avail the luxury of having highly accomplished consultants whom otherwise an organization of their kind might not be able to partner with.

4.3.3. Bringing clarity and focus to the business goals

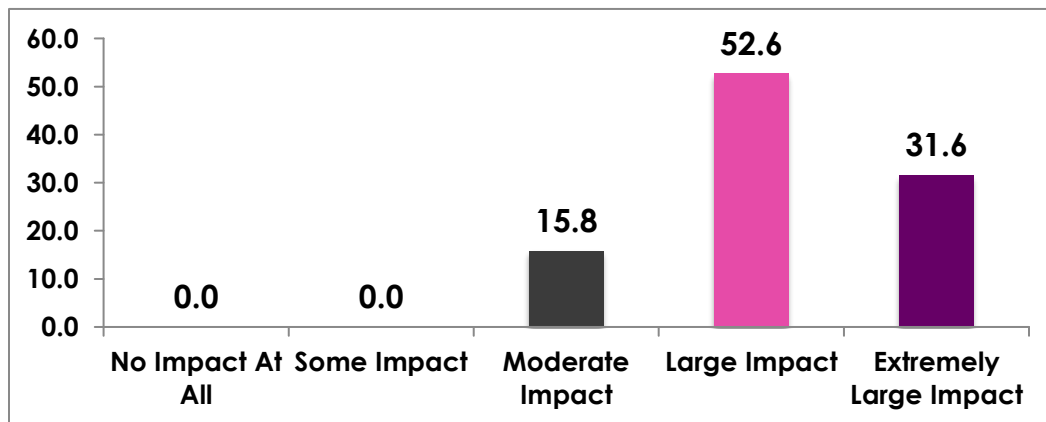
The maximum impact that has led to a changed outlook has been attributed to the impact indicator "*Bringing clarity and focus to business goals*". 84.2% of the social entrepreneurs ranked the impact to be either "Extremely Large" (31.6%) or "Large" (52.6%).

"The mentors and experts from WoW have always advised me that even if you are a social enterprise and your focus is on addressing social issues, it is still very important to focus on the business angle of the enterprise. And we have seen the benefit of doing so in our scale up phase." – Anjali Schiavina, Mandala Appare

Figure 16: Impact Assessment Ratings – Bringing clarity and focus to business goals

N=19

Figures in %



- Through their engagement with experts from WoW, social entrepreneurs have been able to make the transition from focusing on purely “social” to “business” goals in their enterprise. Through the mentorship and inputs received from WoW experts, social entrepreneurs have become aware that focusing on the business objectives is very important and, in fact, it is the only means by which they can achieve their vision of providing sustainable livelihood and employment opportunities to rural women. The inputs have helped social entrepreneurs maintain their focus on the business goals.
- Social entrepreneurs shared that when they are able to ensure regular work and income on terms conducive for rural women, which is allowing them to take care of their household and child rearing responsibilities, more and more women demonstrate interest in wanting to get involved and are motivated to join the enterprise. In fact, the regular work and income are key motivators even for the younger generation and they choose joining the social enterprise over working for a job in a town/city. This goes a long way in preserving traditional crafts, handlooms and agriculture/forest-based products.
- Shubhra Devi, Meira Foods, shared that she was sending her processed foods made from Manipur’s indigenous fruits to all big cities in India but the sales were not picking up. Inputs from an expert made her realise that she needed to focus on areas which have similar food habits and she thus re-strategized and started focusing on other north eastern states and this has significantly increased the sales for Meira Foods. Further, based on inputs from experts she is looking at diversifying into crafts from northeast India as another product line.
- WoW, as a part of its onboarding process, involves the social enterprise in a diagnostic workshop which is aimed at understanding the organization in detail and charting out a plan for its growth and development. Subsequently, based on the specific needs of the enterprises, WoW facilitates visits and workshops by experts that have the skills and expertise that matches the specific needs/requirements of the social enterprise. Varun Gupta, Pro Nature shared that while the diagnostic workshop helped them identify all areas that they needed to focus on the subsequent workshops reconfirmed their way forward and focused on specific thematic areas.

“Due to the inputs provided by the experts from WoW through the workshops we became much more confident about the viability of our business, in terms of numbers. The workshops gave us clarity about where we wanted to go and how are we going to achieve that. These inputs were crucial for the scale up phase. The engagement with the experts was a great learning – we saw our organisation from their perspective – what were the elements that inspired them, what were they concerned about, and what were the inputs they could bring to the table and this could match what we needed. This whole process was very enriching and unique.” – Rashmi Bharti, Avani

Social entrepreneurs have been made aware of their business objectives that might be currently getting eclipsed by the social objectives they are extremely passionate about. Their businesses have been made more viable through the guidance provided by the experts.

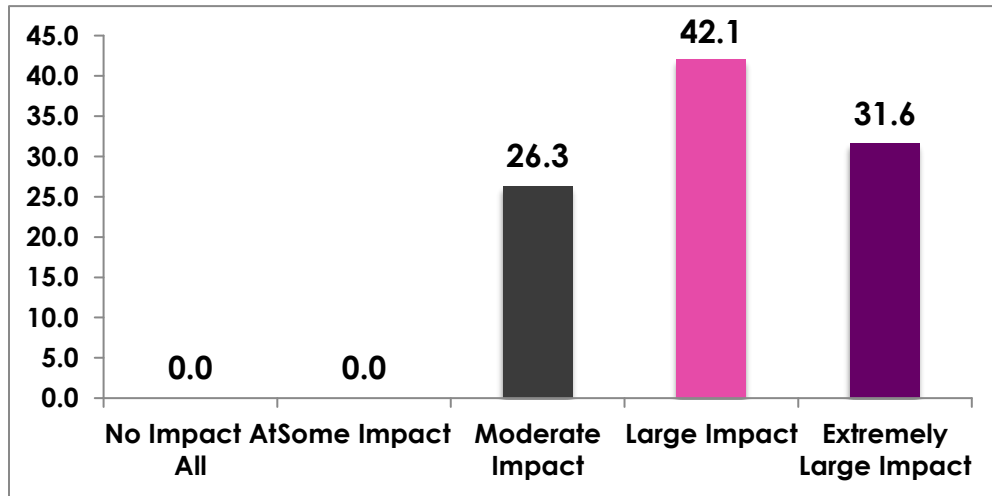
4.3.4. Activating triggers for organizational change

“Activating triggers for organizational change through frequent interactions with experts via workshops etc.” has been highly impactful towards changing the business outlook of the social entrepreneurs. 73.7% Have rated the impact to be “Large” (42.1%) or “Extremely Large” (31.6%).

Figure 17: Impact Assessment Ratings – Activating triggers for organizational change

N=19

Figures in %



- Social entrepreneurs shared that frequent interactions with the experts and mentors from WoW through on-site visits, online consultations and other networking events always activates triggers for changes in their professional and personal lives as well in their organizations.
- Social entrepreneurs also shared that just observing and working with experts and mentors from WoW helps them become more professional. The experts and mentors always plan for meetings in advance, send reminders, set a well-defined agenda and are never late for any meeting. The level of preparation prior to any

- meeting is always in-depth and results in rich discussions and outputs. It helps them strengthen their work approaches and become more structured and planned.
- Each interaction with the experts, who have a wealth of experience of working at an international level, always triggers a change – some of these changes are implemented consciously while others take place at a sub conscious level.
 - Khitish Pandya, Eco Tasar, categorically mentioned that he always finds some key take-aways from every meeting and workshop that is facilitated by the experts. He shared that in an online session on communication, he learnt nuances of communicating with his staff/employees such that the latter feel more as partners of the enterprise and experience motivation. He further shared that even if there is no technical take-away from a session or workshop, there is always something that he learns and is able to imbibe.

The workshops conducted by the experts have prompted the social entrepreneurs to make changes in their own working styles. All workshops have been beneficial in providing new insights and new work paradigms to the social entrepreneurs.

4.3.5 Enabling access to network of like-minded social entrepreneurs/CEOs

Social entrepreneurs usually operate from remote locations and have little or no access to avenues/opportunities that allow them to interact and engage with other like-minded entrepreneurs and/or experienced social entrepreneurs.

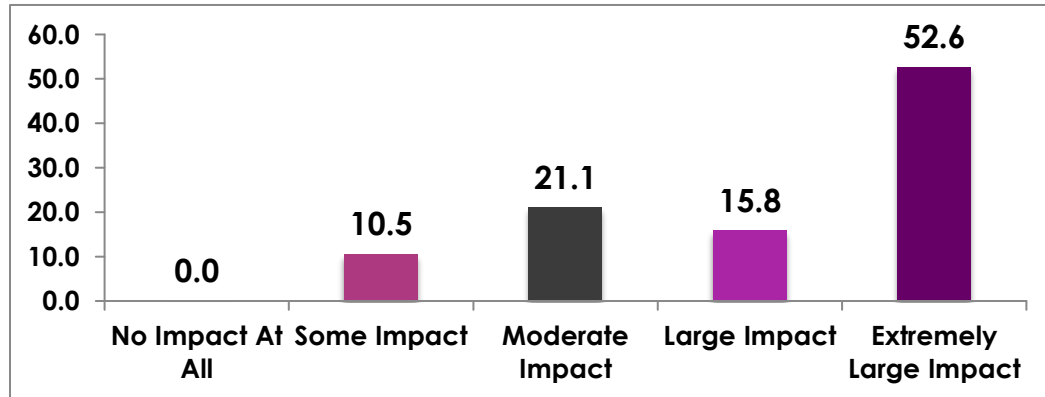
The indicator “*Enabling access to a network of like-minded social entrepreneurs/CEOs*” has been ranked as “Extremely large” by 52.6% social entrepreneurs, 15.8% ranked the impact as “Large”.

“As a part of the WoW platform, one gets a chance to interact with one’s peers. You find that they could be facing similar challenges. I find being a part of the WoW platform very enriching for me as a head of an organization. I feel part of a larger fraternity. For people like me, who are working in isolation in remote areas, such interaction is very valuable and enriching. You get to hear inspirational stories of other social entrepreneurs and it keeps you motivated.” - Sanjay Sharma, Manjari Foundation

“WoW has provided us with a lot of networking opportunities with founders of similar organizations. Even though I am an extrovert, I wouldn’t have, on my own, written to or spoken to other founders. Even if I wanted, it wouldn’t have been possible for me. WoW brought all of us in a room and ensured interaction. For me the push for networking came from WoW and it helped me to understand the importance of networking, something which stays with me and thus I am able to approach others who are not even partners of WoW.” – Kirti Poonia, OKHAI

Figure 18: Impact Assessment Ratings – Enabling access to network of like-minded social entrepreneurs/CEOs

N=19
Figures in %



- WoW, through its annual CEO meets, the community platform and other networking opportunities, provides social entrepreneurs with an opportunity to interact and network with each other. Through these platforms, social entrepreneurs get a chance to interact with peers, bounce ideas with them and learn from their personal and professional journeys.
- Social entrepreneurs realize that they are not alone and that there is a larger community of people who are doing similar work and also facing similar challenges. Such interactions give the social entrepreneurs a lot of confidence and strength. It provides them with a feeling of camaraderie.
- The interactions are inspirational and motivating. It encourages social entrepreneurs to experience a changed outlook whereby they decide not give up but to persevere.
- Talking to other CEOs and like-minded peers, the social entrepreneurs learn how best to do things based on their experiences.
- The engagement between the business partners of WoW also in some cases presents social entrepreneurs with some opportunities. Due to the linkages created and friendships forged at such networking events, there are cases where opportunities are shared across the network which also provides opportunities. Nilanjana Das, Action Centre for Transformation, shared that her interaction with larger enterprise such as Eco Tasar and Rangсутra, have passed on opportunities to them.

Networking with other Social entrepreneurs has provided a much-needed impetus to the Social entrepreneurs. They are able to relate with their experiences and also get workable solutions.

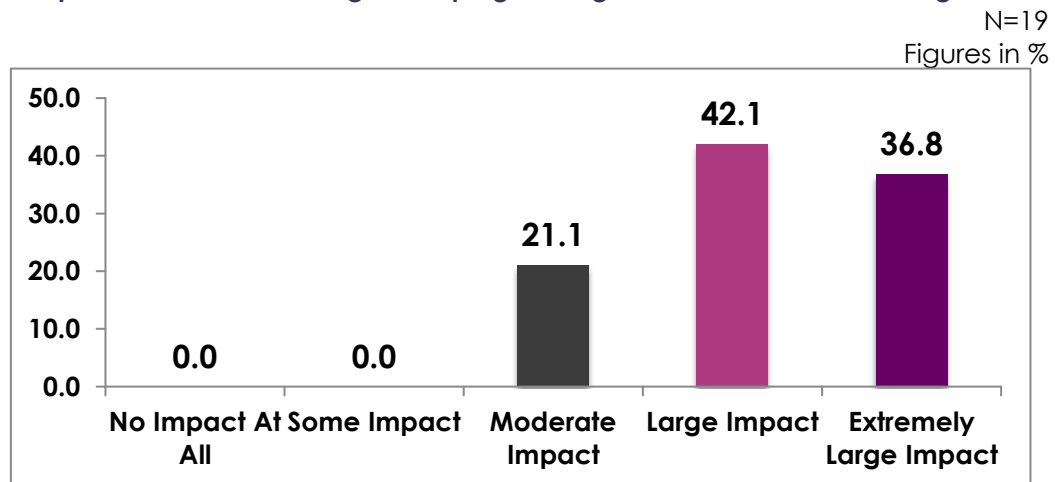
"I feel the networking opportunities provided by WoW really helped our organization. We were able to establish contact with a buying house in the Netherlands that ordered our paper mâché products. We were likely to get more orders but then COVID-19 struck. In 2020, we received support from the Netherlands Embassy through WoW. They supported our artisans by providing them with raw materials. Through the networking events

organized by WoW, we met experienced social entrepreneurs and learnt how they addressed different challenges in their journey. I feel by talking and interacting with people you get a little bit more strength and confidence to face the problems. They also share leads to opportunities which are very useful for our organization.” – Nilanjana Das, Action Centre for Transformation

4.3.5. Shaping the organizational structure and growth

Very high impact ratings have been obtained for the indicator “*Shaping the Organizational structure and growth*”. 78.9% social entrepreneurs have rated it as having an “Extremely large” or “Large” impact.

Figure 19: Impact Assessment Ratings – Shaping the organizational structure and growth



Providing human capital for social entrepreneurs in order to enable them to provide a structure to their organizations and unlocking their growth potential is the main input/support which WoW provides through its experts and mentors. The inputs, in the form of business consultancy and mentoring/coaching, are provided through on-site and online workshops, as well as one-on-one coaching and mentorship support for the social entrepreneur and their first line of management. The broad areas on which inputs are provided include market needs and trends, procurement and enterprise resource planning (logistics and sourcing), production (manufacturing process optimization and quality control), marketing (product development, product portfolio, branding), sales (sales force and sales tactics) and distribution (wholesale, retail, domestic and international markets and e-commerce).

- Most social entrepreneurs shared that when they started their enterprise, they were a one man/woman army, doing everything related to the organization: sales, marketing, human resources, finance, etc.. However, as they began their engagement with the experts, they became aware of the importance of providing a definitive structure to the organization.
- The social entrepreneurs have become aware that in order to grow and scale up they have to create a professional structure in their organizations where the different functions are handled by teams that are trained and experienced to provide a professional outlook.

- Social entrepreneurs have been able to transition from an ad hoc system to a more structured and professional system for their enterprises as a result of the workshops and inputs from WoW experts.
- Providing a structure to the organization allows the social entrepreneurs to focus on the strategic direction rather than managing the day-to-day operations.
- The experts and mentors have also supported the social entrepreneurs deal with the challenges of managing a growing team and building a reliable second line of management in their organisations.

“Being a small organization, we were not very focused in our approach. We were working in a random / ad hoc manner. Our books were not maintained properly. We did not give priority to running the organization in a professional manner. When we partnered with WoW and received inputs from the experts, we were able to shape our organization into a professional entity. Giving due attention to even the smallest of details like ensuring that our books are up to date and correct, our stock is in place and the sales are getting recorded properly. We have transitioned to becoming a professional organization since our association with WoW.” – Sheela Powell, Shalom

- The inputs from the experts have been crucial in helping social entrepreneurs work towards developing a viable business model for their enterprises. Various experts have visited social enterprises on-site and conducted workshops providing inputs across various themes including product designing, production, pricing, sales, marketing and finance. All these inputs have contributed to supporting the social enterprises create a viable business model.
- The inputs are customized to the specific requirements and goals of the social enterprise. For example, Sheela Powell, Shalom, shared that the inputs were customized to their attributes of being a small organization exporting their products. Social entrepreneurs also shared that their annual turnovers have increased as a result of the inputs provided by the experts.
- The inputs from the experts have helped social enterprises make significant shifts in their business strategy. Arindam Dasgupta, Tamul Plates, shared that when they started their enterprise they had partnered with the local government for supply of machinery for processing of raw material and making of plates. Their dependence on the local government was resulting in inordinate delays and the project was a non-starter. A lot of scepticism was also brewing among the local community. An insight from an expert made them relook at their production strategy and partnerships and now they have scaled up substantially and have been recognised as a viable model with other organizations replicating the same.

“We have learned a lot on how to do better sales and how to present ourselves better at an exhibition. I feel that marketing wise I have got a lot of ideas. I don't have a marketing degree. From the marketing point of view, I feel that I have become more confident. I feel that even without a degree you can also talk about your product and talk about the women, I think definitely I have learnt a lot.” – Nilanjana Das, Action Centre for Transformation

4.3.6. Formalizing the business processes

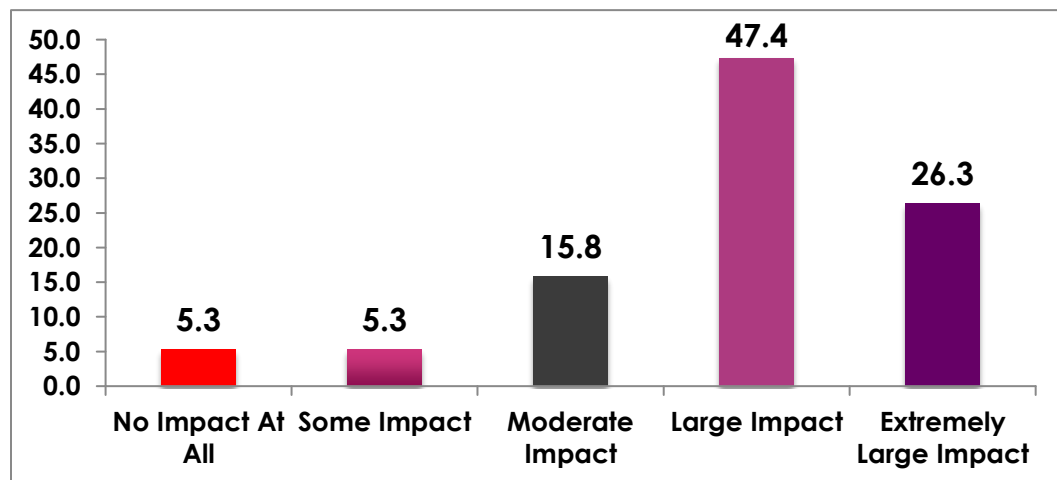
“We were like, just swimming around the water, We were just going around the water, We were doing everything. We were into operations, into sales, into marketing, and our focus was very blurred, It was all spread in lots of different areas of the business. They helped to prioritize our expansion plan, our team plans, brought our focus on sales.” – Sagar Channa, Rassaa

Social entrepreneurs have been able to evolve their enterprises by installing business processes and formats that have built efficiencies. Processes like in marketing, branding, inventory management, production planning. This has also helped them to rise above the day-to-day administrative and operational matters and focus on forging new partnerships and growth strategies. Social entrepreneurs have been able to achieve higher growth as a result.

Social entrepreneurs were asked to rate the impact that their engagement with the experts from WoW had on helping them formalize the business processes of their enterprises. Very high impact ratings have been obtained for this indicator; 73.7% social entrepreneurs have rated it as having an “Extremely Large” or “Large” impact.

Figure 20: Impact Assessment Ratings – Formalizing the business processes

N=19
Figures in %



- Some social entrepreneurs shared that they were doing everything: operations, sales, marketing and this was causing a blurring in focus. The inputs from WoW and its experts have helped social entrepreneurs prioritize their plans related to growth, sales, expansion and getting a team in place. They also shared that these inputs have helped them formalise business processes related to sales and marketing.
- Anjali Schiavina, Mandala Apparels, shared that her organization had always focused on ensuring efficiency and quality but this was further honed through the overview and industrial perspective provided by the experts. These inputs helped their understanding on how they could grow. A time analysis of a garment in terms

of planning when the fabric should come and how quickly it should go on shop floor also helped them plan the cash flow more effectively and accurately.

“In 2019 we did a finance workshop where we looked at the budgeting and costing process. That has also helped us streamline our costing and MIS, because now we know where what is happening. And what are the various heads we should be looking at carefully. Another thing that came out of the workshop is trying and push those items where there is higher profit margin, so than we make a list and send it to the shop manager.” Anurag Chatrath, Kumaun Grameen Udyog (KGU)

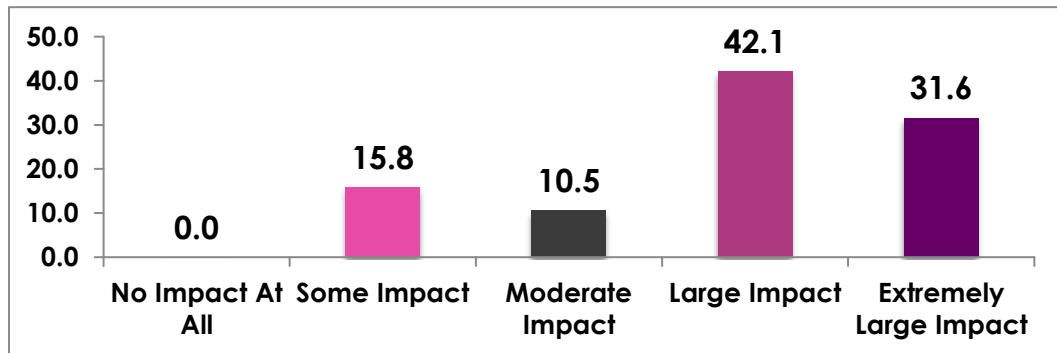
4.3.7. Driving team building

Very high impact ratings have been obtained for the indicator “Driving team building”. 73.7% social entrepreneurs have rated it as having an “Extremely large” (31.6%) or “Large” (42.1%) impact.

“The mentors and experts from WoW facilitated processes whereby the entire team was involved in deciding what type of business we should be doing, what kind of products should we be focusing on. They got our whole team together and brought the best out of our team. Creating a shared dream for the organization by the team, that was a very significant input.” – Shaillini Sheth Amin, MORALFIBRE

Figure 21: Impact Assessment Ratings – Driving team building

N=19
Figures in %

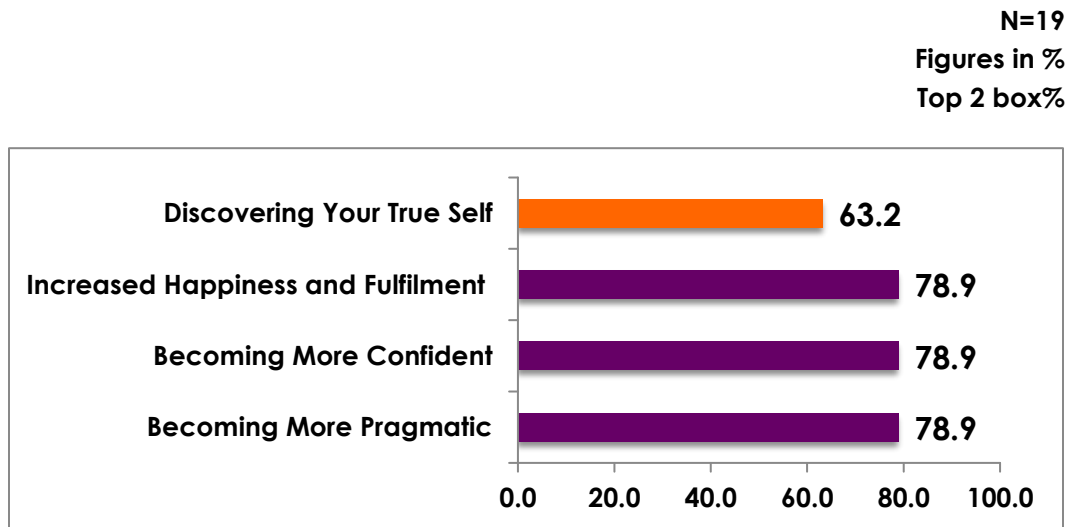


- The workshops are in-depth planning sessions and the experts undertake significant background research which enables them to help and advise the social entrepreneurs and their teams when they are on site. These on-site workshops are supported through online consultations for any follow up action.
- The workshops are very effective as they provide opportunities for the social entrepreneurs' teams to be engaged and take part in developing the plans and thus have ownership of both the process and the outcome.
- The facilitation process adopted is unique and exciting as the sessions employ participatory facilitation techniques.

Team engagement has increased manifold as an outcome of the participative approach adopted by WoW experts during their workshops with the social enterprises.

4.4. Impact Indicators - Personal Domain

Figure 22: Impact Assessment Ratings – Relative importance of Indicators



Three salient impact indicators that have been identified and have made the maximum difference to the Social entrepreneurs in their personal domains:

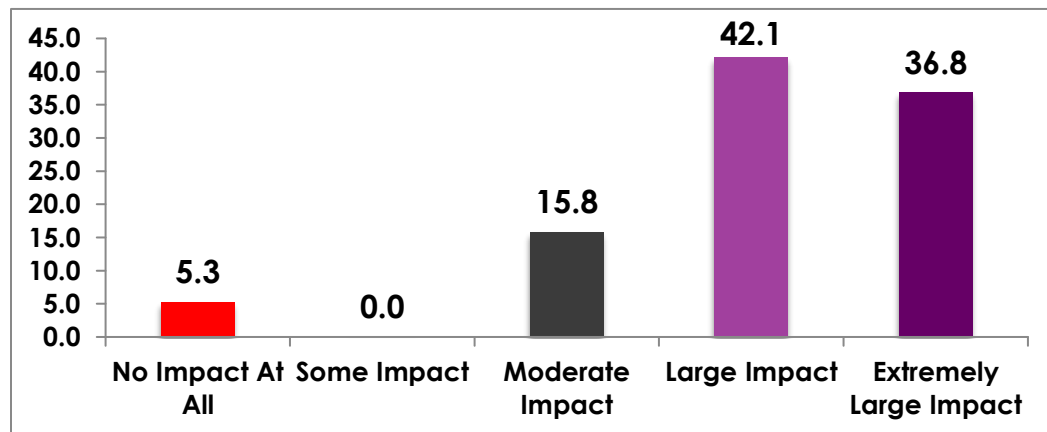
- Becoming more pragmatic – Social entrepreneurs have been able to embrace the reality about the arduous journey to the growth of any enterprise to evolve into a successful business enterprise.
- Becoming more confident – Social entrepreneurs are able to shake off their apprehensions in their own abilities by getting continued encouragement and reassurance from the experts.
- Increased happiness and fulfilment – The validation of their beliefs from the experts about their social enterprise and the difference that it can make in the lives of the women beneficiaries

4.4.1. Becoming more pragmatic

Significant positive impact has been experienced by the social entrepreneurs with respect to their becoming more pragmatic. 78.9% Social entrepreneurs have rated the impact of the association with experts from WoW on the parameter “*Becoming more pragmatic*” as “Extremely large” or “Large”. The engagement with WoW and its experts has helped social entrepreneurs become more practical about the goals of their social enterprise, as well as their personal goals which in turn has made them more calm, relaxed and accepting.

Figure 23: Impact Assessment Ratings – Becoming more pragmatic

N=19
Figures in %



- Social entrepreneurs shared that when they started their entrepreneurial journey, they wanted change to take place overnight. However, their engagement with the mentors and experts from WoW have enabled them to become more realistic and understand that change takes time and one has to be patient and continue to persevere.
- It has also made them more accepting of the realities of life and not be continuously in a mode where they are questioning and/or fighting the uncertainties. It has helped them become more cognizant of their strengths and weaknesses and operate more from the former than focus on the latter. This shift has resulted in significant improvements in their personal lives and relationships.
- The association with WoW and its experts has led to a discernible change in the way of working of the social entrepreneurs resulting in making them more professional in their approach. This professional approach has enabled social entrepreneurs to fuel the growth of their enterprises by adopting a well-planned business strategy.

“When I started as a founder and entrepreneur, I was seeking change and I wanted change to take place fast. Ronald explained to be that things take time and that I should be more patient. His inputs have helped me become more patient in my outlook. The same has helped me both personally and professionally .” – Rakesh Gupta, Gramshree

- Most social entrepreneurs have shared that they have derived great benefits both for themselves and their organizations by adopting a more structured and professional approach.
- The social entrepreneurs have been deeply inspired by the structured and professional approach of the experts and the mentors from WoW. They plan every meeting in advance setting a well-defined agenda, they are never late for a meeting or miss one without advance intimation, they are professional about the conduct of all meetings irrespective of the agenda/importance and always follow up on the discussions through emails or calls.
- The social entrepreneurs shared that by observing the mentors and experts they have also, consciously or sub consciously, imbibed some of these traits or are committed to doing so and this has been a life changing experience for them.

4.4.2. Becoming more confident and energetic

Social entrepreneurs were asked to evaluate whether the association with the experts from WoW has positively driven their self-confidence and self-esteem. The assessment reveals that their self-confidence and motivation levels have received a tremendous boost. 78.9% social entrepreneurs have rated the indicator “*Becoming more confident and energetic*” as having “Extremely Large” (36.8%) and “Large” impact (42.1%).

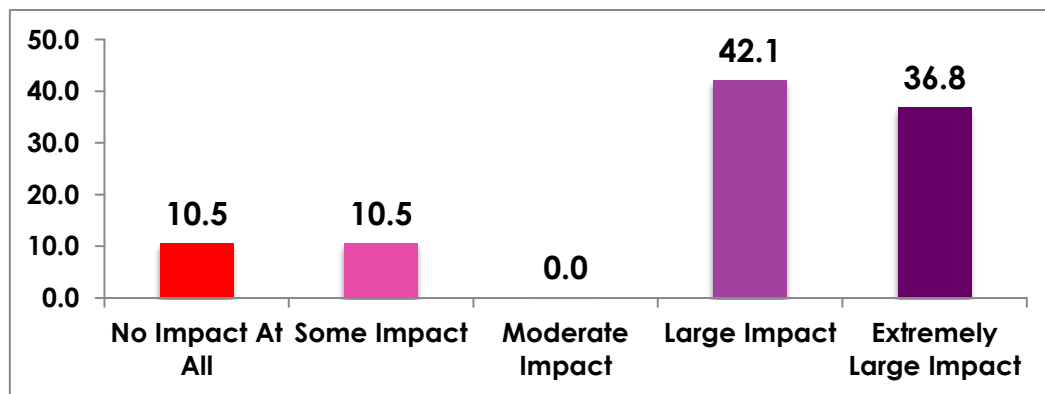
“I have been a professional all my life. I had never run a business entity. For a long time, I believed that I had a great product and a great vision. It worked out well till a particular level and then we reached a plateau. I realized that if I wanted my organization to grow further, we would need to adopt a systematic well-planned approach based on sound business strategies. At a personal level I realized the importance of imbibing a temperament which is focused on growth and expansion. It has been a personal journey for me where I have imbibed the principles of a more structured way of doing things in both my personal and professional life. Being systematic and structured is something that I have learnt from this association with WoW and its experts/mentors.” – Shailini Seth Amin, MORALFIBRE

Social entrepreneurs have become more conscious about their priorities rather than taking up too many things at one time. They are able to utilize their time more efficiently and detach themselves from being too emotional about their enterprise.

Figure 24: Impact Assessment Ratings – Becoming more confident and energetic

N=19

Figures in %



- Social entrepreneurs are highly passionate and driven individuals, however, at times they hit a low when things do not pan out as they have anticipated or if they run into unsurmountable bottlenecks. In times like these the availability of WoW experts as a sounding board and advisor helps to boost their self-confidence and self-esteem.
- Social entrepreneurs are also enthused when their enterprise is featured in the WoW newsletter, or their achievements are highlighted on any of the WoW forums.
- Social entrepreneurs shared that when they started off, although they were moving ahead, they were not confident. The support and mentorship from WoW has enabled them to gain confidence. In the words of a social entrepreneur “we know

that someone has our back all the time”, which gives them great confidence to forge ahead on their journey.

Social entrepreneurs have gained confidence both as an individual and as an entrepreneur. The interactions with the experts have boosted their morale whenever they hit a low in their challenging journey.

“I got rid of my inhibitions, I became more confident as an individual and as an entrepreneur. My thought processes were ratified.” – Anita Paul, Mahila Umang

I have become more confident and am able to present myself better at every meeting and interaction. I attribute this shift to WoW.” – Shubhra Devi, Meira Foods

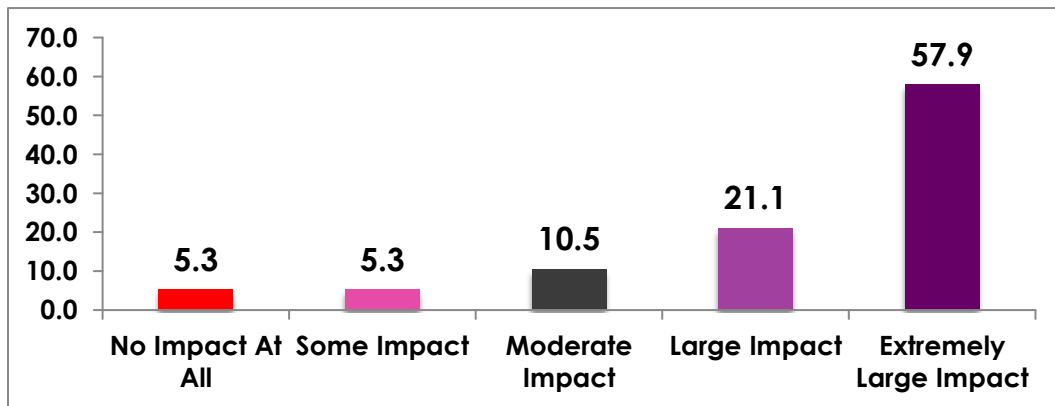
4.4.3. Increased happiness and fulfilment

Social entrepreneurs shared that they have experienced a new enrichment in their lives due to a novel understanding of the business / social enterprise as a means to ensuring sustainable livelihood opportunities for rural women.

78.9% social entrepreneurs have rated the indicator “Increased happiness and fulfilment” as having “Extremely Large” (57.9%) or “Large” (21.1%) impact. The WoW umbrella has been instrumental in making the social entrepreneurs feel secure and at the same time equipped them new paradigms that have enlarged their vision.

Figure 25: Impact Assessment Ratings – Increased happiness and fulfilment

N=19
Figures in %



- Social entrepreneurs shared that they have received feedback from their professional / personal acquaintances that what they are doing really inspires and motivates them to also make changes in their life.
- Social entrepreneurs have found some very deep friendships with the experts as well as other CEOs/ social entrepreneurs that are a part of the WoW ecosystem. Friendships that go beyond just work and where the distance between them does not dilute the strong relationships and they remain connected despite the distance.

"I found some very deep friendships, you know, with Rosalie, with Deepika, we became friends and continue to remain in touch." – Rashmi Bharti, Avani

"I have made many friends with other social entrepreneurs through the networking opportunities provide by WoW and with experts who came and worked with OKHAI. I am still in touch with them." – Kirti Poonia, Okhai

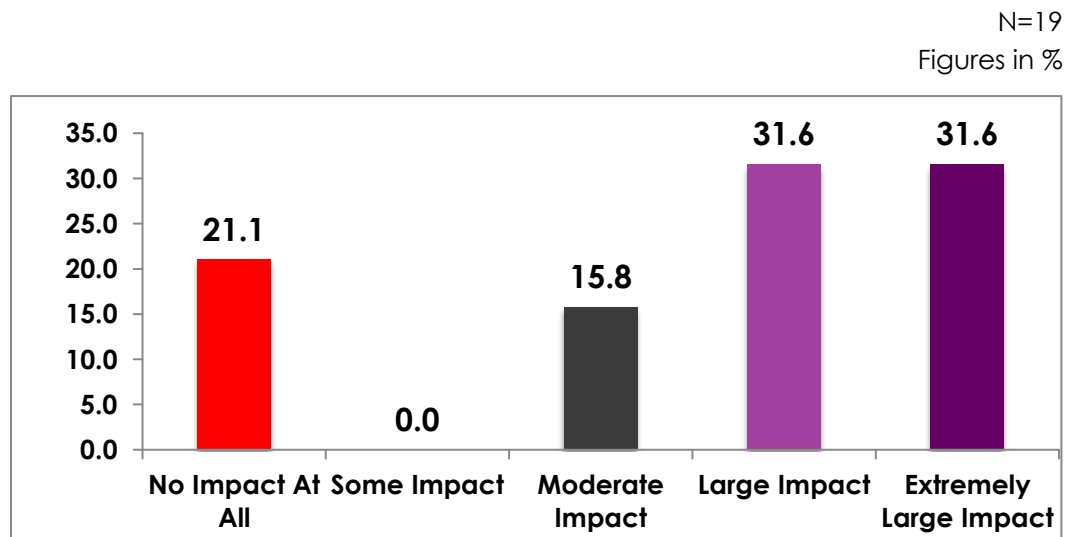
Social entrepreneurs have found happiness and fulfilment in the new connections and friendships they have forged with the WoW team and the experts. Appreciation of their unique efforts by their social, professional and personal network gives them boundless joy.

4.4.4. Discovering their true selves

Social entrepreneurs are evolved individuals who have taken up the challenging and arduous goal of improving the lives of the rural women. The association with WoW enables them to stay firmly on their chosen path fearlessly without giving too much importance to what others are saying.

Significant impact has been obtained for indicators relating to the self-righteousness and increased dignity and pride among the social entrepreneurs. 63.2% social entrepreneurs have rated the indicator "Discovering their true selves" as having "Extremely Large" or "Large" impact.

Figure 26: Impact Assessment Ratings – Discovering their true selves



- Observing and imbibing the personal traits of the mentors and experts has enriched the lives of the social entrepreneurs. Their experience is very true to their own values and life goals – they are able to become more conscious of the same and make changes in their personal lives.

- The inputs from the mentors and experts from WoW have also encouraged social entrepreneurs to start their journey for lifelong learning.

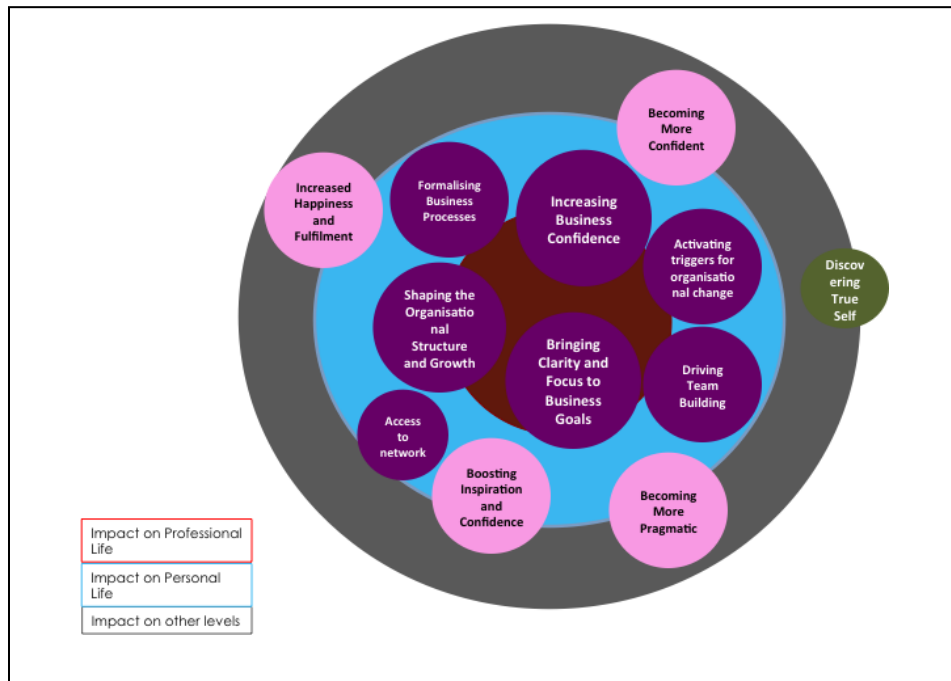
“In India we are always worried about what others will think of us. We are concerned that we shouldn’t offend someone, but when we observe the experts, we see they speak their mind and are very open, frank and upfront. It made me realize that it is important to be open and frank, rather than always worrying about what others would think or how they will react. This though process has been very liberating for me personally.” – Rajesh Kumar, Farm Harvest

Social entrepreneurs have been able to tread their path to growth of their enterprise and providing livelihoods to the women beneficiaries with an added conviction about their values and goals.

4.5. Key Conclusions – Social entrepreneurs

- For social entrepreneurs the experts from WoW are essaying the role of the proverbial “Lighthouse”.
- Just like a lighthouse represents hope and safe haven when a ship first sees the glimmering light atop a lighthouse in the distance, experts have been able to serve as a navigational aid for the social entrepreneurs and also to warn them of any dangers.
- Social entrepreneurs have received the guidance they need to clarify direction, hone strategy, maintain focus, and progress.

Figure 27: Impact Assessment Model – Social entrepreneurs



5. Response to COVID-19: changes in mentorship and support provided by WoW

5.1. Background

The COVID-19 pandemic which is believed to have originated in the Huanan Seafood Market in Wuhan, China sometime in November/December 2019 slowly spread to the entire world, leaving no country untouched.

India detected its first COVID-19 case on 27th January 2020 when a 20-year-old woman presented herself at the Emergency Department of the General Hospital at Thrissur, Kerala. The disease subsequently spread across the country like wildfire – first covering the densely populated urban areas which were also receiving a steady inflow of international travelers. And slowly moving to the rural and remote areas of the country triggered primarily by the large exodus of migrants from urban centers to their hometowns and villages.

As a preventive strategy to curtail the spread of the COVID-19 virus, Government of India announced a 21-day lockdown on 23rd March 2020 limiting the movement of 1.3 billion people across the country. The lockdown was subsequently extended on multiple occasions, till 31st May 2020. On 30th May 2020 the Government of India announced lifting of the lockdown restrictions and resumption of services in a phased manner from 8th June onwards under Unlock 1.0. Following this there have been numerous unlock phases whereby services have seen gradual resumption across the country.

5.2. Experiencing change in mentorship and support from WoW

The social entrepreneurs were asked whether the mentorship and support from WoW had changed during the COVID-19 pandemic period as compared to pre pandemic times. Of the nineteen social entrepreneurs covered by this assessment, sixteen (84%) were of the view that the nature of mentorship and support provided by WoW had changed while three (16%) had not experienced any change as they had become partners only after the outbreak of COVID-19 and thus did not have any previous experience.

The same question was asked to the fourteen experts out of which thirteen shared that there had been a change in the way in which they were providing mentorship and support to entrepreneurs while one expert had not experienced any change.

Salient changes mentioned by the social entrepreneurs and experts are:

- WoW was quick to respond and reached out to the social entrepreneurs through online workshops and webinars facilitated with the help of its experts.
- The mentors from WoW reached out on a one-on-one basis through calls and emails and provided their support and specific inputs. These initiatives were aimed at (a) ascertaining the ground situation of the social entrepreneurs/their enterprises; (b) demonstrating support and solidarity in these unprecedented times; and (c) assessing the kind of support that the social entrepreneurs/enterprises needed.
- Social entrepreneurs recall the prompt response from WoW and felt that the timing was right, and it provided them with a lot of comfort and confidence.

The fact that the experts and mentors reached out and demonstrated their commitment to helping them meant a lot for the social entrepreneurs.

- WoW started organizing thematic group workshops and one-on-one sessions with some social entrepreneurs – these were facilitated jointly by the staff, business consultants, mentors and the experts from WoW.
- These initiatives were aimed at bolstering the efforts of the social entrepreneurs by providing them with the skills and knowledge required to tide over the crisis they were facing.
- Group workshops were conducted on a variety of themes².

5.3. Nature of change experienced: shift from on-site to online mode

The most significant change in the engagement between the experts and the social entrepreneurs has been a shift from onsite to an online mode. An increase in interaction was also experienced with frequent webinars, online group workshops, individual online sessions, and calls/emails.

5.3.1. Webinars

The social entrepreneurs shared that in the initial days of the lockdown many webinars/online group sessions were organized by WoW which were facilitated by the experts and mentors. The information about these sessions was received through emails and the social entrepreneurs took part as per the areas of their interest, the needs of the enterprise and their availability.

- Through these initial webinars and online group sessions WoW was successful in keeping the engagement alive.
- It also provided the social entrepreneurs with an opportunity to gain insights into how other partners in the WoW eco system were managing these unprecedented times.
- The discussions with the experts and mentors through these means helped them remain calm, focussed, and motivated.
- Many social entrepreneurs also attributed their ability to bounce back quickly to the support provided by the experts and mentors from WoW.
- The regular conversations and inputs helped social entrepreneurs feel confident that they would be able to face the challenges and resurface.

Webinars were organized with a different theme every week, usually one or two experts along with mentors would facilitate the webinar. According to the social entrepreneurs:

- The webinars were informative, well researched, well designed, and engaging;
- The presentations had facts and figures which were very useful;
- The duration of the webinars was adequate – neither too long nor too short;

² Including managing stock, using social media for brand promotion and marketing, e-commerce and using social media platforms for selling the products, etc.

- Few social entrepreneurs shared that the webinars are restrictive as they did not provide any opportunity for interaction and networking amongst participants. A social entrepreneur shared that “face to face interaction is very important for social enterprises like ours as there is an exchange of energy as well – when you are not doing well, and you see someone else who is in a similar situation but still in high spirits it motivates you to carry on”.
- During the initial lockdown phase, the social entrepreneurs shared that they were attending most of them. However, over time as all meetings shifted online, they started experiencing online meeting/webinar fatigue and their participation in webinars dropped. One social entrepreneur shared “there has been a surfeit of video calls and online interactions and this has resulted in excessive amounts of screen time. So in such times webinars don’t really work for us.”

5.3.2. Specific inputs from mentors and business consultants

The mentors and business consultants from WoW were also providing specific inputs to social entrepreneurs.

- One social entrepreneur shared that they received feedback from the joint managing director of WoW that their website was not operational. They were unaware of the same and immediately took action to get the website up which in turn helped them get orders.
- In some cases the business consultants visited the retail outlets of the social entrepreneurs and provided pointed inputs regarding how things could be improved. These inputs were found to be very helpful.

5.3.3. One-on-one online meetings and workshops

In addition to the webinars and group sessions, WoW also organized one-on-one online meetings with individual social entrepreneurs/enterprises.

- In consultation with the social entrepreneurs, a day was fixed every week / fortnight and the session were facilitated jointly by the experts, mentors, and the business consultants. Over a two-to-three-hour session they would deliberate on the topics chosen by the social entrepreneur.
- After the meeting there was usually some work to be done by the social entrepreneurs which was reviewed in the upcoming meeting. In the words of a social entrepreneur “it was like building a program – one meeting at a time”.
- These one-on-one meetings enabled inputs and advise on specific issues/challenges related to their enterprise which was not possible in the webinars and group sessions. These sessions were planned and paced according to their comfort – given the difficult situation some have decided to move slowly focusing on a few things but making concrete movements on that path.
- In case of social enterprises that had been on-boarded recently (during the pandemic times) the online meetings were more frequent – going up to two to three sessions in a week. The themes covered included business planning, costing, human resource management and internal communications.

The social entrepreneurs shared mixed feelings regarding the online mode.

- Some shared that online format helps save a lot of time and is equally effective – one can have access to world class inputs and business expertise by sitting in one's office. They felt that they were able to achieve much more as there were no distractions.
- Other social entrepreneurs shared that they miss the face-to-face interactions and were waiting for things to get back to normal so that they could revert to the earlier mode of engagement.

5.3.4. Perspective of the experts

- The experts shared that the biggest loss for them was that they cannot travel to India and they deeply miss the interactions with the social entrepreneurs, their teams, and the women that they work with. Some felt that their contact with the social entrepreneurs had gone down considerably during the COVID-19 pandemic.
- Some experts shared that the transition from an on-site to online mode had been challenging for them. They found it difficult to plan and deliver online session especially in the initial months as they were not used to and/or comfortable with the online mode. Another challenge was how to ensure that the sessions are interactive for the participants.
- The experts shared that engagement through only an online mode was a barrier for participation of some social enterprises, especially ones that are in remote areas and thus have internet connectivity issues.
- Further, the social entrepreneurs who are not very technology savvy were losing out on this opportunity.
- The experts also shared that the online mode implies that the mentorship and support remain limited to the social entrepreneur and more members of the team cannot join due to technical challenges (such as access to computers and internet). Even in cases where they are able to join given that they are not very comfortable with the online platform their participation is restricted.
- Experts also shared that sometimes they find it difficult to understand some of the conversations and questions due to the different accents – in a face-to-face interaction they can always ask for clarifications or ask someone else to translate but an online mode does not provide this flexibility. They also shared that it is difficult to understand the nonverbal communication, in terms of body language and facial expressions in an online mode.

However, they felt that this was the best that can be done in the given situation as on-site visits are not feasible due to the risks associated with international travel.

5.4. New skills and knowledge gained and their use/impact

5.4.1. New skills and knowledge

The social entrepreneurs were asked about the new skills and knowledge gained through the online workshops and webinars.

- They shared a long list of topics including supply chain management (how to do stock taking, how to create inventories, how to classify stock, principles of

warehousing, logistics management), social media (how to have strong presence of the brand on social media platforms) digital marketing (how to use social media platforms, websites, email and mobile apps for marketing), e-commerce and online sales, finance (working capital), leadership and managing teams, branding (creating a strong and positive brand which has high recall value) and innovation (diversification with respect to products, production processes and sales). (Figure 28)

- These are new age skills which they need to be able to address the challenges posted by the COVID-19 pandemic.
- The social entrepreneurs also shared that another key learning for them has been on how to make effective presentations and how to facilitate online meetings.

Figure 28: New Skills and knowledge gained by social entrepreneurs through online interactions



5.4.2. Application of the new skills and knowledge gained

Perspectives of the social entrepreneurs

- **Able to innovate and revive the business quickly:** The inputs provided by the experts and the mentors from WoW have enabled social entrepreneurs to revive their social enterprises quickly. Sheela Powell, Shalom, shared that in Ooty where her social enterprise is located, most businesses just wound up, but her enterprise which shut down in March'20 was operational again in May'20. She further shared that during the lockdown they innovated on their products and created a new line which did very well at a recently concluded fair at Bengaluru. This sentiment was shared by most social entrepreneurs.
- **Many social entrepreneurs feel more confident when reaching out to other stakeholders (clients, customers, investors, etc.) and help establish a strong image for the brand and the enterprise:** A social entrepreneur shared how they had used

some of the skills gained while making a business pitch to an investor. They shared that the skills and knowledge help them feel confident when they reach out to any stakeholder be it a client, customer, or investor. The branding workshops have helped them being able to hone their communication strategy and be able to present the true essence of the organisation to the external clients.

- **Increased focus on social media presence and online sales:** As a result of the inputs on social media marketing and sales many social entrepreneurs have worked towards strengthening their presence on social media and using social media platforms for sales. This has helped them increase their sales in the COVID 19 pandemic times.

Perspectives of the experts

- **Many of the experts had never conducted a webinar before so it was a great learning experience for them:** They shared that they were not so comfortable when they started but things got better over time. They also learnt and experimented with innovative means of engaging the participants.
- **Some also shared that it was a great experience working with another expert as a team to plan and design the sessions:** When the experts travel to India they do so on their own. Working with another expert to develop the content for webinars was not just a great learning experience but also a lot of fun.
- **One expert shared “it was good fun to prepare for the workshop, preparation was more fun than conducting it!”**

5.5. Suggestions regarding strengthening of the online engagement

5.5.1. Perspectives of the social entrepreneurs

- **Deepening the information shared in the group sessions:** Some social entrepreneurs shared that the information presented in the webinars was basic. They found it not very useful for their enterprises – this could be attributed to the fact that these are more evolved enterprises who have been long term partners of WoW. They felt that there was a need to deepen the level of information shared in the webinars to be able to meet the different needs of the participants.
- **More information on the Indian context:** The social entrepreneurs felt that while the presentations had a lot of useful facts and figures most of these were related to the international level. They felt that there is a need to integrate information on the local (Indian) context as that is where they are working.
- **Create homogenous groups of participants:** The social entrepreneurs shared that smaller group workshop with homogenous group of participants would enable richer discussion as they are likely to be facing similar challenges and thus solutions could be more universally applicable to the group.
- **Planning the theme in consultation with the proposed participants:** The social entrepreneurs believed the theme of the webinars and workshops should be planned in consultation with the proposed participants. Some shared that this would be a good time to conduct a session on medium term plan in the post pandemic times for social enterprises.
- **Plan the timings in consultation with social entrepreneurs and provide enough advance notice:** Some social entrepreneurs shared that even when they found the topics to be interesting, they couldn't attend as the timing was not appropriate. They felt that the timing should be planned in consultation with them – preferably

either before or after office working hours. They also felt that the webinars should be announced well in advance to enable calendar blocking.

- **Undertake a consultative process while designing the session to take on board the needs of the different social entrepreneurs**
- **Webinars can be spaced out:** While social entrepreneurs considered webinars on different themes to be useful, they suggested that these could be more spaced out – maybe once a fortnight or once a month. They felt that it will be more feasible to attend if the sessions are spaced out.
- **Share detailed agenda ahead of the webinar**
- **CEOs Summit to be planned as an online event**

5.5.2. Perspectives of the experts

The experts acknowledged that the webinars and online workshops (both group and one-on-one) are an effective way of engaging with the social entrepreneurs in the current scenario as on-site visits are not feasible. They felt that the online engagement can never replace the on-site workshops as the former does not provide meaningful interaction and dialogue between the social entrepreneurs and the experts. They had the following suggestions with respect to strengthening the online engagement:

- **Webinars along with one-on-one online meetings was seen as an effective strategy going forward till the time on-site visits become feasible.** They felt that this format will ensure interaction on generic topics through the webinars and then enable doing a deep dive on specific issues pertaining to individual enterprises.
- **Take more initiative of reaching out:** The consultations as a part of this impact assessment made the experts ponder over whether they can take more initiative in reaching out to social entrepreneurs as well as prospective buyers and other stakeholders to ensure vibrancy and movement in the WoW eco system.
- **Strengthening the interaction between the business consultants and the experts:** The experts felt that there is a need to strengthen the interaction between them and the business consultants. Given that the business consultants are more aware of the ground realities, issues and challenges facing the social entrepreneurs the experts can be better informed and thus better prepared for workshops and online sessions if they interact with the business partners more regularly.
- **Strengthening the follow up process after webinars / workshops with participants to set expectations and follow up action:** The experts felt that there is a need to strengthen the follow up mechanisms after webinars and workshops to allow them to stay connected with the social entrepreneurs and to see if things are going well or if they need further support. They felt that currently at the end of a workshop there is not much clarity on the expectations from both the social entrepreneurs and experts. The experts also shared that sometimes when they reconvene for a workshop, they realise that nothing much has happened (due to no time, other exigencies at the end of the social enterprises) and thus it is like starting afresh and thus not much progress can be made. They felt that after a workshop the expectations from all stakeholders must be clearly defined and they should be made accountable for the same.

- **Institutionalise a feedback mechanism after the workshop:** The experts felt that feedback from the social entrepreneurs would be crucial for them for planning future sessions. The feedback mechanisms could be in the form of an online survey where the social entrepreneurs can share their feedback on parameters such as content, delivery, presentation, interaction, etc.

Both the experts and the social entrepreneurs felt that the on-site engagement is very powerful and impactful, but given the current situation where on-site visits and workshops are not feasible an online forum (in form of webinars and workshops) provides a rich opportunity to continue the engagement and the sharing of camaraderie, knowledge and skills between the experts and the social entrepreneurs in order to enable the latter to be able to effectively respond to the prevailing challenges along with working towards unlocking their true growth potential.

6. Recommendations for strengthening the engagement between WoW, experts, and social entrepreneurs

6.1. Introduction

The social entrepreneurs and the experts were asked to suggest how the engagement between WoW, its experts, and the social entrepreneurs can be strengthened further and made more inclusive and mutually beneficial.

The neutrality of WoW and its experts is their unique attribute and their biggest strength. They firmly believe in it and implement it with elan, and this is what makes them a special organization to partner with.

6.1.1. Perspectives of social entrepreneurs

- The social entrepreneurs shared that the support which they receive from WoW and its experts is personalised as per the requirements of the social enterprise. There is no pre-defined format which is adopted either by WoW or its experts which ensures that the inputs are tailored to the needs and requirements of the social entrepreneurs/enterprises.
- A very powerful aspect of the engagement, according to the social entrepreneurs, is that the mentors and experts from WoW play the role of facilitators – they ask powerful questions which prompt social entrepreneurs to think and innovate. Their focus is on processes, systems, methods, and techniques and not so much on solutions – they facilitate solution creation by the social entrepreneurs themselves.
- Social entrepreneurs also shared that the support and conversations are not just limited to the CEO/prompter but extend to the entire team resulting in capacity building of the team. The social entrepreneurs said that they are treated as equal partners and not as “receivers” of the human capital being provided by WoW and its experts.

6.2. Suggestions to strengthen the engagement and beyond

6.2.1. Organizational Recommendations

- **Sustainability as a core value (alongside women empowerment):** WoW has women empowerment as a core/guiding principle of its work and its engagement with social entrepreneurs. The same is now deeply entrenched in vision and mission of the social enterprises which WoW works with. However, alongside women empowerment most of the social enterprises work on creating sustainable and environment friendly products and adopt sustainable practices during their production, marketing, and sales processes. Some social entrepreneurs work with materials that are readily available in nature, others work with used materials upscaling them by adding value and transforming them into useful products. Further, all social enterprises are very conscious of taking only as much is required

- from nature and leaving it in a manner that doesn't disturb the balance. It thus becomes pertinent to include sustainability as a core value of the organisation, alongside women empowerment. Further, given that the focus of the inputs from WoW and its experts is mainly aimed at ensuring viable and sustainable businesses it is only logical to include "sustainability" as a guiding principle of the organization.
- **Create synergies among its business partners:** It was suggested that WoW should work towards creating synergies and symbiotic relationships within its ecosystem to foster the culture of close association among organizations that are doing similar work or could use products developed by each other. For example, Eco Tasar and Fabric Plus are both producers of silk textiles, and continue to use chemical dyes. They could make a shift to natural dyes and use the dyes being made by Avani's farmers. They acknowledged that WoW had attempted to facilitate the same by introducing the organizations to each other, but possibly a greater push is required to make it work.
 - **Technology enabler:** Some social entrepreneurs were of the view that WoW and its experts should play the role of a technology enabler. Having a strong network in Europe, WoW can help social entrepreneurs learn more about and leverage new technologies in areas such as packaging, food processing, etc.. They felt WoW should empanel some experts with experience in the technology domain to meet this need. A specific request was for an expert who could translate use of natural dyes from a small scale to a technically mechanized setup.
 - **Providing access to financial resources:** Some social entrepreneurs were of the view that WoW should also explore playing a role in ensuring access to financial resources for the social enterprises through their network.
 - **Outreach for the products in Dutch / European markets:** Social entrepreneurs were of the view that WoW should take a lead in creating a platform wherein all its business partners could put up their catalogues. In this way, WoW can help create a bridge between makers and the sourcing companies in Europe. They felt that WoW already has these connections and a wide network, but it needs to focus on leveraging the connections to ensure a market for the products being made by the social enterprises in Europe. They clarified that it is about making the connections and not about marketing the products of the social enterprises. WoW could also consider organising an event – like a buyers sellers meet.
 - **Periodic needs assessment and workshop planning based on such an assessment:** It was suggested that WoW should conduct periodic need assessment surveys/studies to understand the specific needs of the members of a specific industry and accordingly develop workshops. Such events could also be made paid sessions. This was a suggestion from the experts as well as they felt it will help them become more aware of where the need is and what is the nature of the need.
 - **Setting clear expectations with respect to a workshop and the follow up action:** Social entrepreneurs and experts were of the view that both, prior to a workshop as well as during and after it, the expectations from participants and facilitators should be clearly articulated and communicated. Follow up action post workshops must also be well defined and communicated to ensure that every subsequent workshop builds on the progress made in the preceding one and does not start afresh. A mutually agreed upon "action list" was suggested as a tool for planning

post meeting/workshop follow up. The experts also felt that a clear alignment on the expected outcome of a meeting/workshop would be very useful. They also shared that it would help to clarify what is expected of them as an expert. They felt it is a bit unclear sometimes and a well-defined framework in which the expectations from all partners – social entrepreneurs, experts, WoW and its business consultants – is clearly articulated and defined. The outcomes of the meetings/workshops could be greater and more effective if there is better internal coordination. Some also shared that the role of the business consultant should be clarified, especially their role in preparation for meetings/workshops and well as during sessions needs to be clarified with experts upfront.

- **Facilitate more peer-to-peer learnings:** Given that there is a lot of knowledge and experience which exists with the social enterprises and all of it is specific to the Indian context, WoW should consider facilitating peer-to-peer learning opportunities through smaller group sessions or visits to each other's enterprise.
- **Revamping the community platform:** The social entrepreneurs find the community platform difficult to access. It is another platform that they need to log on to in addition to the others that they are a part of. Some suggested moving to other social media platforms (such as LinkedIn pages, Facebook, etc) which are easier to access and engage. They also shared that while a lot of resources are available, one must get used to this platform and then look for the discussions, etc. which becomes very tedious and is a barrier for effective use and engagement. The experts also felt that there is very low interaction on the community platform.

6.2.2. Recommendations for strengthening inputs from experts

- **Industry specific inputs:** The social entrepreneurs were of the view that the experts should include more industry specific inputs. They felt that it would be a great value add, if the experts can provide inputs related to the industry to which a particular social enterprise belongs. For example, a social entrepreneur shared that they need inputs on food pulp processing and if they can have an expert who has experience in the frozen food industry in Europe that will help them get a better understanding of the industry and its potential growth trajectory over the next ten years. This knowledge will help them plan and build their internal capacity on the same.
- **More India specific experience:** Social entrepreneurs were of the view that having more Indian experts empanelled would ensure inputs on Indian conditions which is currently missing as most Dutch experts lack India specific experience.
- **More in-depth information:** The social entrepreneurs felt that there is a need to deepen the information and knowledge being shared by the experts. This was voiced especially by social enterprises that have evolved and have expanded their business and need to move to the next level in terms of their organization's growth trajectory.
- **More long-term hand holding support:** Social entrepreneurs shared that while the information and knowledge being provided by the experts is very important to understand the theory and the basics, in order to facilitate implementation long-term hand holding support is very critical. Such support would help social entrepreneurs understand "how" to implement and to be able to identify the

specific steps for implementation. They felt that WoW should consider incorporating long term hand holding support to social entrepreneurs rather than just a few onsite workshops.

- **Continuity of some experts:** There were suggestions to ensure continuity of some experts with a social enterprise. Some suggested that there should be a dedicated expert as a mentor and could provide support on an ongoing basis, more like a sounding board. Additional individual experts can come in as per the needs of the social enterprise.
- **More regular interaction between the social entrepreneurs and the experts:** Social entrepreneurs felt that there should be more regular interaction between them and the experts through calls, emails or online sessions along with the regular on-site workshops. The experts also felt that more frequent check in and follow up calls would help support the social entrepreneurs.
- **More contact and opportunities for interaction between the business consultant and the experts**
- **More “internal” communication and coordination between WoW and experts:** Some experts shared their predicament that they would want to do more but they do not know whom to share this with and where they could contribute and they felt that internal communication avenues between WoW and the experts need to be strengthened.

6.2.3. Recommendations related to response in post COVID-19 times

As a response to COVID-19 and given the fact that on-site workshops are not feasible, WoW has been conducting webinars, group sessions and one-on-one consultations / workshops with social entrepreneurs. The following two recommendations are specifically about strengthening the online engagement:

- **More mini / one-on-one online workshops:** Bespoke mini workshops, with few similar organizations (in terms of level of evolution, scale of business, industry, etc.) or more one-on-one workshops with individual enterprises were considered as a viable option in the current situation.
- **Plan more online networking events:** It was felt that given that the annual CEO meet and other networking events may not be possible in person, WoW should explore organizing networking opportunities online. This will enable social entrepreneurs to interact and network with like-minded CEOs and social entrepreneurs – something which they are deeply missing in the current times.

Furthermore, more person to person calls and face to face meetings should be planned after the COVID -19 pandemic is under control.

Annexure 1: Questionnaire (Social entrepreneurs)

A Very Good Day to You! We at Prastut, have been retained by WoW to undertake an assessment to understand how your interactions with the experts from WoW have influenced you in both professional and personal ways. Your feedback will provide insights towards building a more holistic and inclusive relationship with WoW.

We urge you to respond freely to our questions. We assure you all information shared shall be kept confidential, the data will be used only for analysis purposes. No participant will be singled out/identified.

The questionnaire would require about 10-15 minutes of your time. We thank you in advance for your cooperation.

Section 1: Impact on Social Enterprise and Professional Life	
Q1a	What according to you are the three most significant changes that have taken place in your social enterprise and your professional life which you can say have happened primarily due to your association with WoW and its experts? Please elaborate on the changes experienced.
Change 1	
Please elaborate	
Change 2	
Please elaborate	
Change 3	
Please elaborate	
Section 2: Impact on Personal Growth	
Q2a	What according to you are the three most significant changes that you have experienced in your personal growth that you can attribute to your association with WoW and its experts? Please elaborate on the changes experienced
Change 1	
Please elaborate	
Change 2	
Please elaborate	
Change 3	
Please elaborate	
Section 3: Extent of Impact on Professional Growth and Social Enterprise	
Q3a	You have mentioned certain salient areas where changes have happened to you at the professional and enterprise level due to the association with WoW. We have also drawn up a list of such areas after speaking with some social entrepreneurs like

	you. We request you to rate the extent of the impact of your association with WoW and its experts on of each of these areas. (Please rate the extent of the impact on 5-point scale where 1=No Impact At All, 2=Some Impact, 3=Moderate Impact, 4=Large Impact, 5=Extremely Large Impact.)					
	Impact Area	Extent of Impact				
	Boosting Inspiration and Confidence					
1.	Inspiring you to work passionately towards your mission of providing women with sustainable livelihood opportunities	1	2	3	4	5
2.	Increasing your Business Confidence by being available as a "Sounding Board" for access to unconditional and uninterrupted professional expertise and mentorship	1	2	3	4	5
	Changing Your Outlook					
3.	Making you aware about the importance of the business goal of the social enterprise	1	2	3	4	5
4.	Bringing Clarity and Focus to the business goals	1	2	3	4	5
5.	Broadening your perspective to get a global outlook	1	2	3	4	5
6.	Activating Triggers for Change through frequent interactions with experts via workshops etc.	1	2	3	4	5
7.	Enabling Access to Network of Like Minded Social entrepreneurs/CEOs and Learning from their experiences	1	2	3	4	5
8.	Enhancing the Credibility of the Social Enterprise	1	2	3	4	5
	Shaping the Organisational Structure and Growth					
9.	Helping to create a Viable and Sustainable Business Model for the Enterprise	1	2	3	4	5
10.	Creating Awareness about the Need for Structuring the Organisation and Its Processes	1	2	3	4	5
11.	Accelerating the pace of Organisational Growth	1	2	3	4	5
12.	Formalising Business Processes					
13.	Helping to make Investment and Financial Decisions	1	2	3	4	5
14.	Driving Team Building	1	2	3	4	5

Section 4: Extent of Impact on Personal Growth

Q4a	You have mentioned certain salient areas where changes have happened to you at the personal level due to the association with WoW. We have also drawn up a
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	list of such areas after speaking with some social entrepreneurs like you. We request you to rate the extent of the impact of your association with WoW and its experts on of each of these areas . <i>(Please rate the extent of the impact on 5 point scale where 1=No Impact At All, 2=Some Impact, 3=Moderate Impact, 4=Large Impact, 5=Extremely Large Impact.)</i>					
	Impact Area	Extent of Impact				
	Becoming More Pragmatic					
1.	Becoming more realistic about your goals	1	2	3	4	5
2.	Becoming more structured in your approach	1	2	3	4	5
3.	Making you conscious about Work-Life Balance	1	2	3	4	5
4.	Increased Curiosity - Get more in details about everything you do	1	2	3	4	5
5.	Increased sense of Responsibility - Own your actions, mistakes, and current life situation	1	2	3	4	5
	Becoming More Confident and Energetic					
6.	Increasing your self-confidence	1	2	3	4	5
7.	Increasing your self-esteem	1	2	3	4	5
8.	Enhancing your energy and motivation levels	1	2	3	4	5
	Increased Happiness and Fulfilment					
9.	Feel connected and experience a Sense of Belongingness	1	2	3	4	5
10.	Experience joyfulness and a deeper sense of contentment with your work	1	2	3	4	5
11.	Feeling more positive and enthusiastic about life	1	2	3	4	5
12.	Enrichment of your life that is that is consistent with your values and goals	1	2	3	4	5
13.	Inspire others in your social and business circles with your increased awareness and knowledge	1	2	3	4	5
	Discovering Your True Self					
14	Staying your true self without being afraid of other people's judgements	1	2	3	4	5
15.	Increased sense of dignity and pride in the work you do – Do the right thing and don't fear the rest	1	2	3	4	5
16.	Growing Intellectually, valuing lifelong learning	1	2	3	4	5

Section 5: Feedback on Engagement with WoW

Q5a	Did any of the WoW experts visit your enterprise on-site and conduct workshops?	Yes	No
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Q5b	If yes, Please let us know how have these on-site visits / workshops helped you. Please elaborate.		
Q5c	Please suggest going forward how these onsite visits and workshops can be made more effective for you.		
1			
2			
Q5d	Are you aware of the community platform of WoW that lists all the expert, social enterprises and other networking institutions?	Yes	No
Q5e	Do you use the community platform? If so, how has it helped you? Please elaborate.		

Section 6: Engagement During Covid 19 Period

Q6a	Has the mentorship and support from WoW changed during COVID 19 pandemic period from the Pre- Covid times?	Yes	No
Q6b	If yes, how has the mentorship and support changed? Please elaborate		
Q6c	How has the shift from a one-on-one on-site consultation to an online group interaction been for you? Please elaborate		
Q6d	What are the new skills and knowledge that you have gained due to the online group workshops/webinars? Please elaborate		
Q6e	How have these new skills and knowledge helped you in your social enterprise or your professional and personal life. Please elaborate		

Q6f	Please describe ways in which the online workshops / webinars can be made more impactful
1	
2	

Section 7: Suggestions

Q7.	Please provide suggestions for making the engagement between WoW, the experts and yourself more inclusive and mutually beneficial.

Annexure 2: Questionnaire Experts

A Very Good Day to You! We at Prastut, have been retained by WoW to undertake an assessment to understand how your interactions with the social entrepreneurs associated with WoW have influenced you in both professional and personal ways. Your feedback will provide insights towards building a more holistic and inclusive relationship with WoW.

We urge you to respond freely to our questions. We assure you all information shared shall be kept confidential, the data will be used only for analysis purposes. No participant will be singled out/identified.

The questionnaire would require about 10-15 minutes of your time. We thank you in advance for your cooperation.

Section 1: Impact on Professional Life	
Q1a	What according to you are the three most discernible changes you see in your professional life which could have been influenced by your interactions with social entrepreneurs in India? Please describe.
Change 1	
<i>Please elaborate</i>	
Change 2	
<i>Please elaborate</i>	
Change 3	
Q1.b	Have you been able to apply any of the above-mentioned changes in your work with organisations in Netherland and in other countries?
Section 2: Impact on Personal Life	
Q1a	What according to you are the three most discernible changes you see in yourself which could have been influenced by your interactions with social entrepreneurs in India? Please describe.
Change 1	
<i>Please elaborate</i>	

Change 2	
<i>Please elaborate</i>	
Change 3	
<i>Please elaborate</i>	

Section 3: Extent of Impact on Professional and Personal Life						
Q3a	<p>You have mentioned certain salient areas where changes have happened to you at the professional and personal level due to the association with the social entrepreneurs. We have also drawn up a list of such areas after speaking with some experts like you. We request you to rate the extent of the impact of your association with WoW and its social entrepreneurs on of each of these areas. <i>(Please rate the extent of the impact on 5-point scale where 1=No Impact At All, 2=Some Impact, 3=Moderate Impact, 4=Large Impact, 5=Extremely Large Impact.)</i></p>					
	Impact Area	Extent of Impact				
	More Expansive Professional View					
1.	Develop a better understanding of the social objectives of business	1	2	3	4	5
2.	Increased confidence to work in difficult professional situations and different environments	1	2	3	4	5
3.	Become more flexible rather than being too structured and planned	1	2	3	4	5
4.	Improved Listening Skills – Able to listen better and respond better	1	2	3	4	5
5.	Inspire others in your professional circles with your increased awareness and knowledge	1	2	3	4	5
6.	Greater dedication towards your role as a mentor	1	2	3	4	5
	Becoming More Compassionate					
7.	Becoming more empathetic towards people and situations	1	2	3	4	5
8.	Feel connected and experience a Sense of Belongingness	1	2	3	4	5
9.	Valuing personal relationships with family more	1	2	3	4	5
	More Fulfilment and Contentment					

10.	Feeling more peaceful and relaxed	1	2	3	4	5
11.	Experience joyfulness and a deeper sense of contentment with your work	1	2	3	4	5
12.	Increased sense of dignity and pride in the work you do	1	2	3	4	5
13.	Feeling more positive and enthusiastic about life	1	2	3	4	5
14.	Enrichment of your life that is consistent with your values and goals	1	2	3	4	5
Becoming More Confident and Energetic						
15.	Enhancing your energy and motivation levels	1	2	3	4	5
Getting Inspired						
16.	Increased self-esteem	1	2	3	4	5
17.	Increased stimulation to recognize and move towards a higher purpose in life	1	2	3	4	5
18.	Growing Intellectually, valuing lifelong learning	1	2	3	4	5
Developing New learnings						
19.	Any other learnings, please mention					

Section 4: Feedback on the Engagement with WoW			
Q4a	Have you visited any social entrepreneurs on-site in India?	Yes	No
Q4b	If yes, how useful are these on-site visits/workshops as a means of sharing your knowledge and expertise with social entrepreneurs? Please elaborate		
Q4c	Please suggest how these onsite visits and workshops can be made more effective.		
1			
2			
3.			

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Section 5: Engagement During Covid 19 Period			
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Q5a	Has the nature of the mentorship and support provided by you to social entrepreneurs changed during COVID 19 pandemic when you compare it with Pre- Covid times?	Yes	No
Q5b	If yes, how has your mentorship and support changed? Please elaborate		
Q5c	Have you conducted any online group workshops/webinars for social entrepreneurs during the COVID 19 period?	Yes	No
Q5d	If yes, what have been your experiences while conducting / facilitating these online group workshops/webinars. Please elaborate		
Q5e	Please describe two ways in which the online group workshops/workshops can be made more impactful		
1			
2			

Section 6: Suggestions	
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Q6	Please provide suggestions for making the engagement between WoW, the social entrepreneurs and yourself more inclusive and mutually beneficial.

Thank You for your views and participation.

Annexure 3: List of Social entrepreneurs and experts covered by the assessment

Social entrepreneurs covered by the IA

Textiles & Handicrafts



Nilanjana Das



Sheela Powell



Anjali Schiavina



Shailini Seth



Anita Paul



Rashmi Bharti



Siva Devireddy



Kirti Poonia



Geeta Solanki



Khitish Kumar Pandya

Food & Agriculture



Varun Gupta



Anurag Chatrath



Rajesh Kumar



Sanjay Sharma



Rakesh Gupta



H. Shubhra Devi

Forestry



Sagar Channa



Anjali Singh



Arindam Dasgupta

Experts covered in the IA

Strategy & Process
Management



Marlies van der Meulen-Sahni

HR & Leadership



Nicole Doornbos

Project Co-ordination



Adrienne Jonquière-Breure

Product Development &
International markets



Marie-Gon

Logistics & Supply Chain
Management



Germaine van Teeffelen

Logistics, Supply Chain &
Project Management



Florentine Steenberghe

Marketing & Communications



Karen De Loos

Business Development,
Marketing & Communications



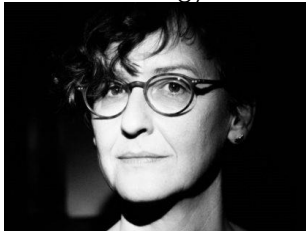
Helene van Zutphen

Sales, Operations
Management & Strategy



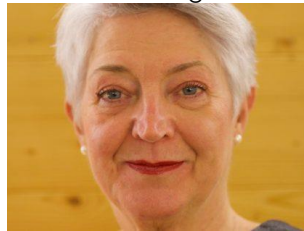
Sandra Lansbergen

Social Media & Content
Strategy



Sandra Blok

Sales, Management &
Training



Herma Volwater

Finance



Anita Joosten

Social Media



Danielle Pels-Buter

Marketing & Communications



Nicolette Biessels