

Impact Assessment - Citi Institutional Capacity Building Project



Citi Foundation



IMPACT ASSESSMENT –CITI INSTITUTIONAL CAPACITY BUILDING PROJECT

APRIL 2014



Raman Development
Consultants Private Limited

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LIST OF ABBREVIATIONS

| | |
|---------------|---|
| AGM | Annual General Meeting |
| BODs | Board of Directors |
| BPL | Below Poverty Line |
| CBO | Community Based Organization |
| CEO | Chief Executive Officer |
| CFPCL | Chichli Farmer Producer Company Limited |
| DDPCL | Dada Darbar Producer Company Limited |
| DNPPCL | Devbhoomi Natural Products Producer Company Limited |
| FWWB | Friends of Women's World Banking |
| HR | Human Resources |
| ICB | Institutional Capacity Building |
| LEAD | Livelihood and Enterprise Development Program |
| LSMS | Lok Swasthya Mahila Samiti |
| MDGs | Millennium Development Goals |
| ME | Micro Entrepreneurs |
| MIS | Monitoring & Information System |
| RDC | Raman Development Consultants Pvt. Ltd. |
| RRPCL | Ram Rahim Pragati Producer Company Ltd. |
| SEWA | Self-Employed Women's Association |
| TOT | Training of Trainers |
| UNDP | United Nations Development Program |
| UPCL | Upaj Producer Company Limited |
| UWW | United Way Worldwide |
| DOB | Dialogue on Business |

ACKNOWLEDGEMENT

We are grateful to FWFB to provide us with an opportunity to evaluate the CITI Institutional Capacity Building Project. We are particularly thankful to Ms. Seema Sahai for continuous support and help all throughout the study. The FWFB team Ms. Neha Kansara and Mr. Himanshu Waghela provided wonderful support and putting in efforts to cull out data and information as and when required.

A spell of appreciation also goes to partner Community Based Organizations- Khamir, Upaj Producer Company Limited, Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandli, Ram Rahim Pragati Producer Company Limited and Chichli Farmer Producer Company Limited without whose support this evaluation exercise would not have been possible.

Numerous thanks go to all those respondents who have been instrumental in the data collection exercise.

Thanks and appreciations also go to all colleagues who have willingly helped out with their abilities.

Shephali Raskapurwala
Project Leader
Raman Development Consultants Pvt. Ltd.

EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

In mid 2012, FWWB initiated the Livelihood and Enterprise Development (LEAD) Project with support from Citi Foundation under the aegis of United Way Worldwide (UWW). The project aimed at providing capacity building support to 6,000 entrepreneurs directly through 'Dialogue on Business' project in association with ACCION; and to 10,000 entrepreneurs indirectly through institutional capacity building support to 10 community owned/based enterprises.

FWWB in partnership with knowledge partner ACCION did capacity building of 6000 entrepreneurs from different regions of Gujarat in one year with partner organizations (VRTI, Saath, SEWA, Khamir, Prayas and CEE). Objectives of the Dialogue on Business Programme for Micro Entrepreneurs was:

- Improvement in skills
- Overall Business Growth
- Improvement of Products and Promotions
- Increase in Income
- Improved Quality of life of Micro Entrepreneurs

Intervention of Capacity Building Support to 10 Community owned/based Organizations was done by FWWB in different States in India, by facilitating the strengthening of their business systems, business management capacity and financial linkages. It was envisaged that ICB of CBOs would enhance livelihoods of 10,000 small and marginal producers. The impact indicator was specified as "Increase in household income of 50% of the 10,000 producers/entrepreneurs.

The partners and nature of institutional strengthening support given by FWWB has been outlined in the subsequent table.

Institutional Strengthening Supports and Partnerships

| No | Partner Organization | Interventions |
|----|--|--|
| 1 | Bihar Development Trust | Strategic Business Plan Exercise comprising (Costing, inventory, management and marketing) |
| 2 | Devbhoomi Natural Products Producer Company Limited | CEO Dashboard Workshop |
| 3 | Khamir | End to end value chain for organic cotton (Refer- White Paper on Kala Cotton Project by Mr. Satish Reddy for detailed inputs of the end to end value chain on kala cotton) |
| 4 | Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali | CEO Dash board Workshop |
| 5 | Purbanchal Maitri Development Society | Strategic Business Plan exercise |

| | | |
|----|---|--|
| 6 | Mulberry | Training of Trainers and training of master weavers |
| 7 | Upaj Producer Company Limited | 1. CEO Dash Board Workshop 2. Support for Community mobilization and marketing 3. Training of BOD members and CEO on strengthening governance of the institution |
| 8 | Ram Rahim Pragati Producer Company Limited | CEO Dash board workshop |
| 9 | Dada Darbar Producer Company Limited (DDPCL) | Training of BoD members and CEO on strengthening governance of the institution |
| 10 | Chichli Farmer Producer Company Limited (CFPCL) | Training of BoD members and CEO on strengthening governance of the institution |

While DOB carried out direct intervention with the beneficiaries in form of training on entrepreneurial skills, ICB focused on institutional capacity building of the CBOs, which worked with the beneficiaries. ICB focus is on slow but a long-term change through building capabilities of the CBOs. It is envisioned that the improved capabilities of the CBOs will lead to further change in its operations and the same will further lead to improved interventions with the beneficiaries and these interventions will help bring about improvements in the entrepreneurial capabilities and income of the beneficiaries. The DOB project worked directly with the entrepreneurs and thus the desired change is visible within a short time frame. The changes intended under ICB will take a longer time frame to materialize as institutional capacity building and changes is a slow process and further percolation of these changes to improved life for beneficiaries is still slower. However institutional capacity building has scope for much far reaching impacts. Improved capabilities and resultant long lasting changes at CBO level will go on impacting the beneficiaries for a long time and will also benefit newer entrepreneurs which join even after the interventions. Thus ICB interventions may have a slower and small impact, but has a strong sustainability aspect with long lasting impacts.

This impact assessment report addresses evaluation of capacity building support to 10 community based/owned value chain enterprises.

The evaluation thus looks into two major aspects:

- i. **Impact evaluation:** The project defined a single impact indicator at the onset of the project as “Increase in household income of 50% of the 10,000 producers”. This was measured on basis of quantitative achievement of the indicator through questionnaire survey of selected sample from among the beneficiaries.

- ii. **Outcome evaluation:** The study also aimed to find out “Changes among the organizations covered under the project with respect to the support provided” as a value addition of the project. This was measured on the basis of interactions with employees of the CBOs, team members, gathering understanding through interviews and secondary data. A framework was developed for output assessment.

270 producers were interviewed based on random sampling, covering about 2.7% of the total producers from 25% of all the training sites from different areas in Gujarat and from 3 partner organizations. All 270 interviews were considered eligible for assessment after data analysis.

The verifiable indicator, Increase in household income of 50% of producers showed remarkable achievement as follows:

- 86.67% producers reporting increase in household income.
- 64% beneficiaries show household income increase in Khamir CBO.
- 94.6% producers show household income increase in CBO, Upaj Producer Company Limited.
- 80.4% producers show household income increase in CBO, Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali.

Percentage of Increased Household Income in Number of Households

Out of total 234 (100%) respondents who reported increase in their household income:

- 33 (14%) households income increased in the range of 0 to 10%,
- 39 (17%) households income increased in the range of 20%,
- 47 (20%) households income increased in the range of 21 to 30%,
- 33 (14%) households income increased in the range of 31 to 40%,
- 20 (9%) households income increased in the range of 41 to 50%,
- 13 (6%) households income increased in the range of 51 to 60%,
- 13 (6%) households income increased in the range of 61 to 70%,
- 8 (3%) households income increased in the range of 71 to 80%,
- 6 (3%) households income increased in the range of 81 to 90%,
- 2 (1%) households income increased in the range of 91 to 100% and
- 20 (9%) households income increased more than 100%.

Reasons for increase in Household income because of intervention of Institutional Capacity Building Project

- 3 (1.28%) respondents reported reason for household increase to be skill development by the CBO.
- 6 respondents (2.56 %) reported reason for household income increase was because of training on the job/off the job by the CBO.

- 16 respondents (6.8%) reported reason for household increase in income was because of Marketing Support by the CBO.
- 5 respondents (2.13%) reported their reason for household increase in income as they got support from the CBO in teaching them different cropping patterns and then they implementing the same in their farms.
- 17 respondents (7.26%) responded that there was increase in their household income as support was given by the CBO in the form of Raw Material Supply.
- 27 respondents (11.5%) responded that there was increase in their household income as they bought more livestock, adding in more to their previous lot of livestock. Main reason of buying more livestock was dairy started to buy milk from their village but other reason was that primary veterinarian services and vaccination were taken care by the CBO.
- 3 (1.28%) respondents reported that his reason for increase in household income is because they came in the project fold.
- 46 (19.65%) respondents reported the reason for their increase in income was because of the revision of the incentives that they received, by their CBO for which they worked.

Outcome Evaluation:

Khamir:

Raw Material: Khamir purchases quality raw material and gives to artisans, as artisans are not able to buy raw material as market prices are high and they cant buy in bulk. If a weaver wants to buy any raw material from the market and do not have the funds, Khamir acts as a guarantor too.

Pass Book System: which acts as a single point reference for all transactions elated to the weaver.

Order Tracking: to ensure that each and every product ordered is tracked till its completion.

Input Output System: stocks keeping system and tracks the products and raw material coming into the weaving unit and going out of the weaving unit.

Quality Control: to ensure completeness and correctness of the order.

Changes based on ICB Grant:

- Collaboration with knowledge organization for kala cotton.
- Setting up workable model for cotton cultivator, spinners and dyers for kala cotton.
- Setting up ginning collaborations by hiring processing unit.
- 3 exhibitions in Delhi, 3 exhibitions in Ahmedabad, 1 exhibition in Vadodara and 1 exhibition in Mumbai.
- Online selling of kala cotton woven cotton garments, stoles and towels.

Key Outcome at Organization level

- Cotton purchase of 25,000 kg in the year 2013-2014 from 3,000 kg in year 2012-2013.
- Developed 21 organic color and established dyeing entrepreneur.
- 2 independent consultants have been appointed for developing designs.
- In-house weaving expert to conduct trainings.
- 16 new designs launched.
- Over all turnovers increased from 2,10,4975 (2012-13) to Rs. 3,37,3884 (2013-14).
- Established working methodologies by involving 15 farmers, 35 ginners and 25 spinners.
- 9 International buyers and 10 Indian buyers.

Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali:

- Reduced staff from 6 to 3.
- Less production of products less in demand, stopped production of products not in demand.
- Increased products from 24 to 36.
- Dealers increased from 1 to 4.
- Uniform strategy for all distributors.
- Concept of bottom of pyramid-introduced shampoo sachets of Rs. 2 of 8 ml.
- Turnover increased from Rs. 15,36,420 (2012-13) to Rs. 16,57,316 (2013-14).
- New attractive pamphlets of Ayurveda products.
- Arogya Sathis if bought 10 products together gets 25% discount.
- Controlled expenses.
- Increased price of 8 products in the range of 12% to 15%.
- Monthly monitoring in financial sector and outstanding payments.
- Found suppliers who gave good quality at lesser costs.
- Made packaging more attractive.
- Hidden costs of the product included in the cost of the product.
- Arogya Sathis and health workers to compulsory use the product- they came to know the product better and were able to explain with genuity and so product selling increased.

Upaj Producer Company Limited:

- Annual turnover increased from Rs. 18,92,000 (2012-2013) to Rs. 52,86,000 (2013-2014).
- Pre ICB employee of Upaj went everyday to all centers to collect everyday report- post ICB call system done for everyday report and entry in Tally done everyday, thereby started to maintain Financial Report.
- Started Artificial insemination Center Post ICB.

- Gave on rent Grader, Cleaner and De stoner at Rs. 400 per day.
- Post ICB bought product from agency, which gave good quality at less rates.
- Specific agendas for board meetings e.g. CEO presents financial report, meeting chairman to be appointed.
- Post ICB understood expenses come under which heading.
- Post ICB decisions by BOD not taken on assumptions.
- Post ICB accounts shared with BODs.
- Professionalism developed in Board members.
- Post ICB entry of stock, petty cash, maintained cash flow, salary sheet, bank details, voucher numbers and bill numbers.
- Post ICB implementation of VAT, CST Registration, and paid TDS in time, paid interest TDS, paid VAT, applied for ATMC license.
- Village Center Heads understood their responsibility to sell products.
- Post ICB 100% recovery of payments in Yamunanagar, Hirapar and Navagam and in villages Bhimasar and Lakhapar only 10% recovery left.
- Convinced clients for fast recovery of money.
- Village Center Heads invested own money in buying products.
- Village Center Heads brought more customers.
- Returned products immediately if not good.
- If any clients recovery pending did not sell anything to him/her.
- Registered with RML sms to get updates of market rates of peanuts, urea etc.
- Company has made training modules.
- Issuing of retail invoice made mandatory.
- Village Center Heads illiterate so decided that one staff member will bring the book at the head office and do entry in the computer.
- To rent shops in the market place instead of village center at the home of the village center head.
- Shareholders increased from 175 in 2012-2013 to 355 in 2013-2014.
- Awareness of Brushhollosis disease in the villagers increased and they allowed their calves to be vaccine and to tag them.
- Increase in coverage area.
- Ownership among shareholders e.g. if cattle feeds expiry date was closer, would buy the product.
- IEC material on primary health care, agriculture relating things distributed among villagers.
- Pre ICB, AGM meeting attended by 300 people and Post ICB, AGM meeting attended by 525 people.
- Leadership qualities developed in BOD members.

Ram Rahim Pragati Producer Company Limited:

- Increase in production from 11,716 quintals to 13,325 quintals.
- Increase of distributors from 6 to 9.
- Increased number of products from 2 to 4.
- Turnover increased from 212 crore to 285 crore.

Chichli Farmer Producer Company Limited:

- Post ICB increase in shareholders from 600 to 1013.
- Pre ICB, involvement of Board members was not much, Post ICB, Board members involvement increased and they started taking initiations to convince village people to join the company.

PREAMBLE



1.1. Project Context

There is a Classic Development cliché, attributed to Confucius; “Give a man a fish, feed him for a day *or* teach him how to fish, feed him for lifetime”. Societies require effective public and private institutions in order to meet the social, economic and civic needs of their people. Programs focused on building the capacity of institutions to effectively implement this mission and respond to local demand for quality services are at the heart of successful development.

New global factors such as globalization, the information revolution, the tremendous growth in international markets and the acceleration in the democratization and decentralization of national authorities are causing international organizations such as World Bank, UNDP and almost all other international development organizations to reassess their roles and competencies in offering development aid.

The Millennium Development Goals (MDGs) global targets for 2015, that the world’s leaders set at a September 2000 summit meeting are an ambitious agenda for reducing poverty. It is therefore essential that the international community make a concerted effort to help poor countries develop the institutional capacity needed to reach the MDGs. Former International Monetary Fund, Director Michel Camdessus; in the Financing for Development Conference in Monterrey, Mexico noted that if the summit could deliver one thing, it should be extending assistance to enhance institutional capacity in poor countries. A major objective of the Monterrey Summit and of President Bush’s proposal “New Compact for Development” is marshalling international efforts and resources to meet the Millennium Goals. An equally important component of achieving those goals in enhancing the institutional capacity of the developing countries to better manage their macroeconomic and social sector policies. Supporters and critics of development assistance blame weak institutions for development failures. “Institution Building” is a catchall concept that encompasses a wide variety of goals that have always been at the core of overcoming underdevelopment. These goals include enhancing governance, which includes the making and enforcing of rules and laws; improving public administrative and regulatory systems. Without the ability to manage these policies, poor countries often cannot absorb external resources, whether they are in the form of financial flows, technical expertise. In recent years Institutional Capacity Building is seen as means of alleviating poverty.

Contours of Institutional Strengthening/Capacity Building

Institutional Capacity Building is currently one of the key issues of the development sector in developing countries. The concept and definition

of Capacity Building encompasses three main activities: (i) Skill Upgrading, (ii) Procedural Improvements and (iii) Organizational Strengthening. This is the most frequent definition found in World Bank documents. Defined in this way, Institutional Capacity Building occurs by acquiring resources (human, financial, networks, knowledge, systems and culture) and integrating them in a way that leads to change in individual behaviour and ultimately to more efficient and effective operations of institutions and organizations. Institutional Capacity Building is of two types: (i) Tangible and (ii) Intangible

- (i) Tangible: include physical assets such as infrastructure, machinery, natural resources, health and education of the population, organizational structure and systems, legal frameworks and policies. The tangibles can be referred to as hard capabilities.
- (ii) Intangible: includes social skills, experience, creativity, social cohesion, social capital, values, motivation, habits, traditions, institutional culture etc. and hence can be referred to as soft capabilities. These are normally difficult to quantify.

In Institutional Capacity Building, the intangibles are as important as the tangibles because they determine how well a given society uses the other resources at its disposal. They are what allow them to realize their human and social potential to the highest possible level. To achieve a proper and balanced Institutional Capacity Building a balance is required between the tangible and intangible.

The FWWB Project

FWWB is not for profit organization providing financial and capacity building service to organizations promoting livelihoods and self-reliance of poor women since 1981. Over the last 5 years, through its Livelihood and Enterprise Development (LEAD) project, supported by Citi Foundation, FWWB identified the potential of community based/ owned livelihood enterprises in making the impact on small and marginal producers.

1.2. Project Objectives, Components, Partnerships

Broad purpose, objective and Impact Indicators

The broad purpose of the project was to enhance the livelihoods of 10,000 small and marginal producers by facilitating the strengthening of their business systems, business management capacity and financial linkages. This was envisaged to be achieved by reaching out to 10,000 producers/ entrepreneurs through 10 community owned/based enterprises that support them.

Specific project objective was to facilitate Institutional-strengthening support to 10 Community based/owned value chain enterprises including facilitating end to end value chain in one of the CBOs.

The impact indicator was specified as “Increase in household income of 50% of the 10,000 producers/entrepreneurs”.

Partnerships and Components

The partners and nature of institutional strengthening support has been outlined in the subsequent table.

Table 1: Institutional Strengthening Supports and partnerships

| No | Partner Organization | Interventions |
|----|--|--|
| 1 | Bihar Development Trust | Strategic Business Plan Exercise comprising (Costing, inventory, management and marketing) |
| 2 | Devbhoomi Natural Products Producer Company Limited | CEO Dashboard Workshop |
| 3 | Khamir | End to end value chain for organic cotton (Refer- White Paper on Kala Cotton Project by Mr. Satish Reddy for detailed inputs of the end to end value chain on kala cotton) |
| 4 | Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali | CEO Dash board Workshop |
| 5 | Purbanchal Maitri Development Society | Strategic Business Plan exercise |
| 6 | Mulberry | Training of Trainers and training of master weavers |
| 7 | Upaj Producer Company Limited | 4. CEO Dash Board Workshop 5. Support for Community mobilization and marketing 6. Training of BOD members and CEO on strengthening governance of the institution |
| 8 | Ram Rahim Pragati Producer Company Limited | CEO Dash board workshop |
| 9 | Dada Darbar Producer Company Limited (DDPCL) | Training of BoD members and CEO on strengthening governance of the institution |
| 10 | Chichli Farmer Producer Company Limited (CFPCL) | Training of BoD members and CEO on strengthening governance of the institution |

The specifics of the institutional strengthening support are detailed out in Appendix-1.

THE EVALUATION EXERCISE



It was decided that external evaluation would be done after the Citi Institutional Capacity Building Project gets over. Raman Development Consultants Private Limited was selected as the external agency to do the Impact Assessment of the same.

2.1. Evaluation ethics followed by RDC for the study

Research ethic code followed by team Ramana comprised:

- Ensuring confidentiality and privacy respecting individuals involved in the study.
- Evidence based approach and triangulation of conclusions through multiple data sources, desk research and peer review.
- Respect to diversity and respecting local social and cultural environment milieu and no antagonizing behaviours or practices on part of study team.
- Non intrusive data collection as far as practical and ensuring comfort and convenience of the stakeholders
- Use of local language to ensure clear and transparent communication

2.2. Evaluation frame developed for outcome measurement

The evaluation design comprised two levels of:

- Impact level-Measuring the impact at the community level to assess the extent of achievement of Impact indicator
- Outcome level- Assessing the changes in the CBOs due to institutional strengthening facilitation

The sample for impact level evaluation was 300 primary beneficiaries to ensure adequate confidence level of 95%+/-5% with error margin of 4.4. 300 sample for a total of 10,000 beneficiaries was considered statistically adequate and representative. To complete the study in resources available, it was jointly decided with FWWB to source the sample beneficiaries from the three partners from Gujarat-namely Khamir, Upaj Producer Company Limited and Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali.

Finally during the field study we could meet total 270 beneficiaries and they were interviewed and considered for Data Analysis.

The sample of 300 was proportionated among the partners as:

- In Khamir, end to end value chain for organic cotton was done and an intensive long term round the year support was provided, total

population size of this chain was 25 weavers, so included all 25 beneficiaries for the study.

- Shareholders with Upaj Producer Company Limited before the intervention of FWFB were 173, presently there is an increase in the shareholders and the total number of shareholders is around 350. Sample size considered for this study was all of 173 shareholders who were and are shareholders with Upaj before the intervention of FWFB. Shareholders who have joined after the intervention of FWFB have not been considered. Finally during the field study we could meet 148 shareholders and so 148 shareholders were interviewed and considered for the Data Analysis.
- LSMS has about 1000 beneficiaries. The input provided to LSMS was CEO Dashboard Workshop for 4 days. In view of the limited input provided, 100 samples from LSMS were taken. During the field study we could meet 97 beneficiaries and they were interviewed and considered for Data Analysis.

The individual respondents from the communities were selected based on cluster approach with random selection.

Refer Appendix 3 for data collection tools for impact level evaluation.

Outcome evaluation was carried out based on personal and telephonic interviews coupled with self-administered questionnaire. Refer Appendix 4 for data collection tools for outcome evaluation.

Table 2: Data Collection

| No | CBO | Impact Indicator | | Outcome of Organization |
|----|--|------------------|------------------------------|--|
| | | Selected Sample | Sample Done | |
| 1 | Khamir | 25 | 25 weavers interviewed | Personal Interviews with employees of Khamir, weavers |
| 2 | Upaj Producer Company Limited | 173 | 148 producers interviewed | Personal Interviews of Managing Director, CEO, employees, shareholders of Upaj |
| 3 | Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali | 100 | 97 beneficiaries interviewed | Personal Interviews of employees at LSMS, Arogya sathi and health workers |

| | | | | |
|---|--|---|---|--|
| 4 | Ram Rahim Pragati Producer Company Limited | - | - | Telephonic interview with Mr Animesh Modal |
| 5 | Chichli Farmer Producer Company Limited | - | - | Telephonic interview with Ashish Tiwari |

2.3. Data Entry & Analysis

Data entry was carried out in excel and analysis was carried out using SPSS tools.

2.4. Focus of the study

Focus of the study was to assess the achievement of impact indicator at the primary beneficiary level and to capture outcomes at the CBO levels.

2.5. Limitations

- Baseline availability was not there so findings of the indicators are measured on reported information and memory recall of the respondents.
- Proportion of increase in the household income, as the measurement of income after 12 calendar months is bound to increase by normal business growth curve even without any project intervention. Having such an indicator will help us to specifically assess the impact of the intervention as compared to the normal growth due to time and environmental factors.

2.6. Impact Assessment Team Structure

The project was implemented by Team RDC, which constituted of following members:

Table 3: Team members

| Position | Name |
|-----------------------|--|
| Advisor | Rajendra Jani |
| Project Leader | Shephali Raskapurwala |
| Team Members | 1. Anjali Srivastava 2. Drashti Parmar 3. Madhvi Gohil |
| Data Analysis | Raju Chaudhary |

ACHIEVEMENTS AGAINST IMPACT INDICATORS



3.1 Impact Indicators

The extent of achievement in the specified impact indicator **“Increase in household income of 50% of 10,000 producers”** is highlighted in the subsequent table overall as well as partner wise.

Table 4: Achievement against Impact Indicator

| Overall Project Objective | Indicator | Achievement | Deviation |
|--|---|-------------|-----------|
| 1. INCREASE IN HOUSEHOLD INCOME | Increase in household income of 50% of the 10,000 producers | 86.67% | +36.67% |

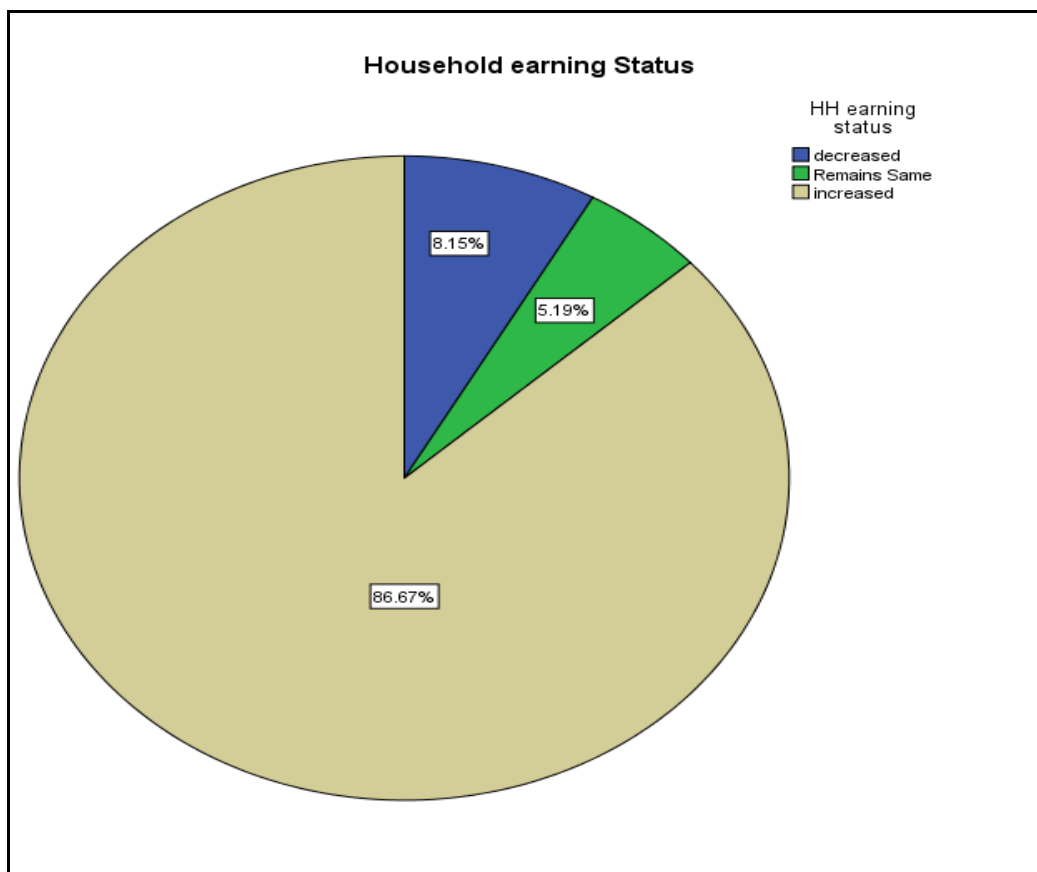
For each specific CBOs the achievement has been follows:

| Overall Project Objective | Name of CBO | Indicator | Achievement | Deviation |
|-------------------------------------|-------------|--|-------------|-----------|
| Increase in Household income | Khamir | Increase in household income of 50% of the producers | 64% | +14% |
| | Upaj | | 94.6% | +44.6% |
| | LSMs | | 80.4% | +30.4% |

The detailed analysis of the impact indicator is highlighted subsequently.

3.1.1 Household earning status

Chart 1: Household earning status



The above pie chart shows that out of total 270 (100%) respondents, 234 (86.67%) respondents reported that household's income has increased after intervention of Institutional Capacity Building Project by FWWB. 14 respondents i.e. 5.19% reported that household's income is the same before and after the intervention of Institutional Capacity Building Project by FWWB. 22 respondents i.e. 8.15% reported that household income has decreased post intervention of Institutional Capacity Building Project by FWWB.

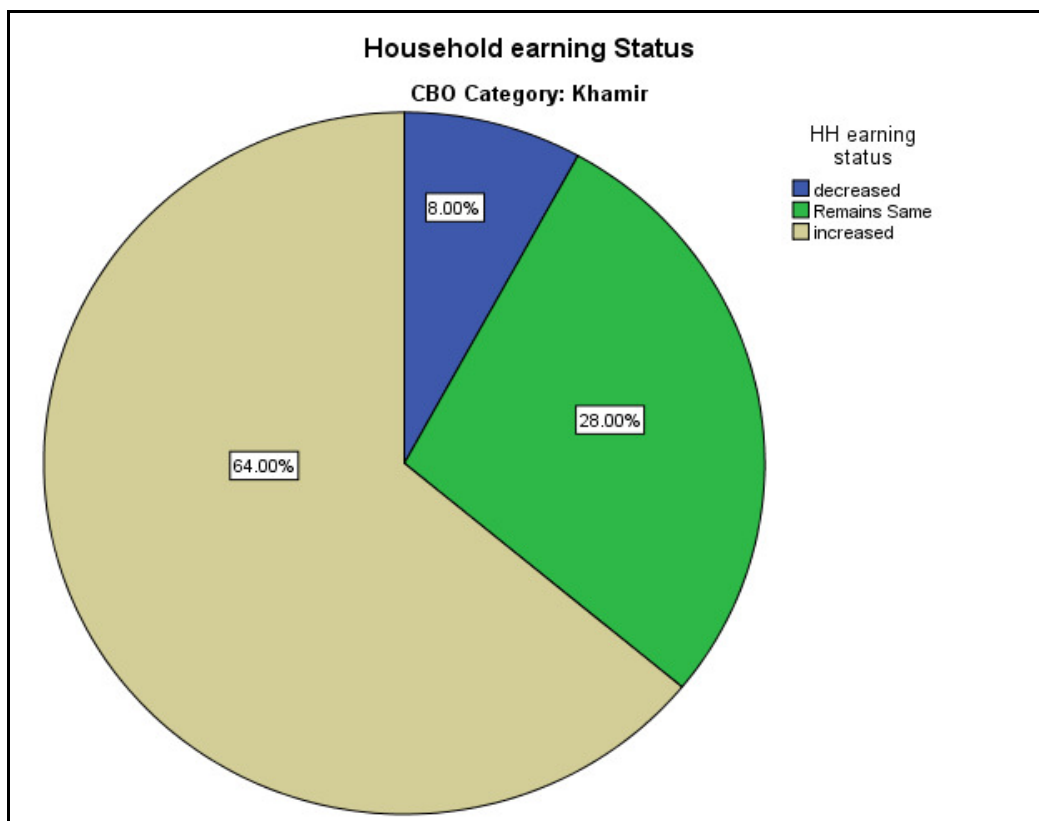
The increase in household income reported by 86.67% of community members is significant and can be attributed to the project intervention. However, we suggest an additional indicator in future programs which will also specify the proportion of increase of the household income.

Partner wise analysis

Indicative estimates of changes in the impact indicator among the three partners are outlined here.

Khamir:

Chart 2: Household earning status- Khamir



The above pie chart shows that out of total 25 (100%) respondents, 16 (64%) respondent's reported that household's income has increased after intervention of Institutional Capacity Building Project by FWWB.

7 respondents i.e. 28% reported that household's income is the same before and after the intervention of Institutional Capacity Building Project by FWWB.

Only 2 respondents i.e. 8% reported that household income has decreased post intervention of Institutional Capacity Building Project by FWWB.

Case

Name: Premji Buddha Wankar
Age: 49 years
CBO: Khamir
Village: Kukma



Premji Buddha Wankar was brought up in a family whose traditional family work was weaving. He had learned weaving from his childhood and started weaving independently since he was a teenager. Post earthquake in Kutch, his earning reduced to less than Rs. 100 per day from weaving work with inconsistent work. To earn a living and a consistent income, he took up a job as a security guard in a factory in 2005, where he earned Rs. 7,000 per month and worked for 14 hours a day.

In 2010, Khamir approached him to start weaving on kala cotton, and he decided to switch back to his traditional family work. He left his job and started weaving on kala cotton on full time basis. Meanwhile, tragedy struck his family and he lost his son and daughter in law in an accident leaving behind a grandchild. He now had additional responsibility of raising the grand child and required to spend maximum time at home. Weaving Kala cotton proved to be a boon converting his requirement of staying at home into a blessing instead of a limitation. Today he and his wife are working together, weaving on kala cotton, staying at home and bringing up their grand child. He is very happy that he is able to start weaving again, work which gives him enjoyment and freedom to be his own boss.

The work shed where he weaves needs an extension as in the rains it does not give protection. He is very confident that with regular orders he is going to be able to renovate the work shed, give good food and a living to his family, stay at home do his work and bring up his grandchild.

Case

Name: Deepa Mavji Harijan

Age: 17 years

CBO: Khamir

Village : Jamthada



Deepa's father, Mavji Gopal Harijan used to earn by weaving. Deepa used to help her father, but there was not enough work so she used to go and work as a farm labourer.

After Khamir's intervention and kala cotton value chain her father started to get more work and he was not able to cope with the work. Her father decided to teach Deepa weaving on kala cotton and today Deepa is earning a steady income of Rs. 5000 per month. As a farm labourer she used to get work for 4 to 5 months a year and an income of Rs. 1600 per month. She is now earning much more than that and feels happy to be an entrepreneur rather than a labourer.

Quotes

"Before Khamir's intervention used to do weaving on acrylic only and used to get work for 6 months in a year, presently am working on kala cotton and have a income for the whole year and more labour wages then acrylic".

Ladhu Rupa Wankar – "I used to earn less then Rs. 50 per day, working on acrylic and did not get work year round. After Khamirs intervention, started getting work all year round, regular payments and my wife, Manu even got a job at Khamir"

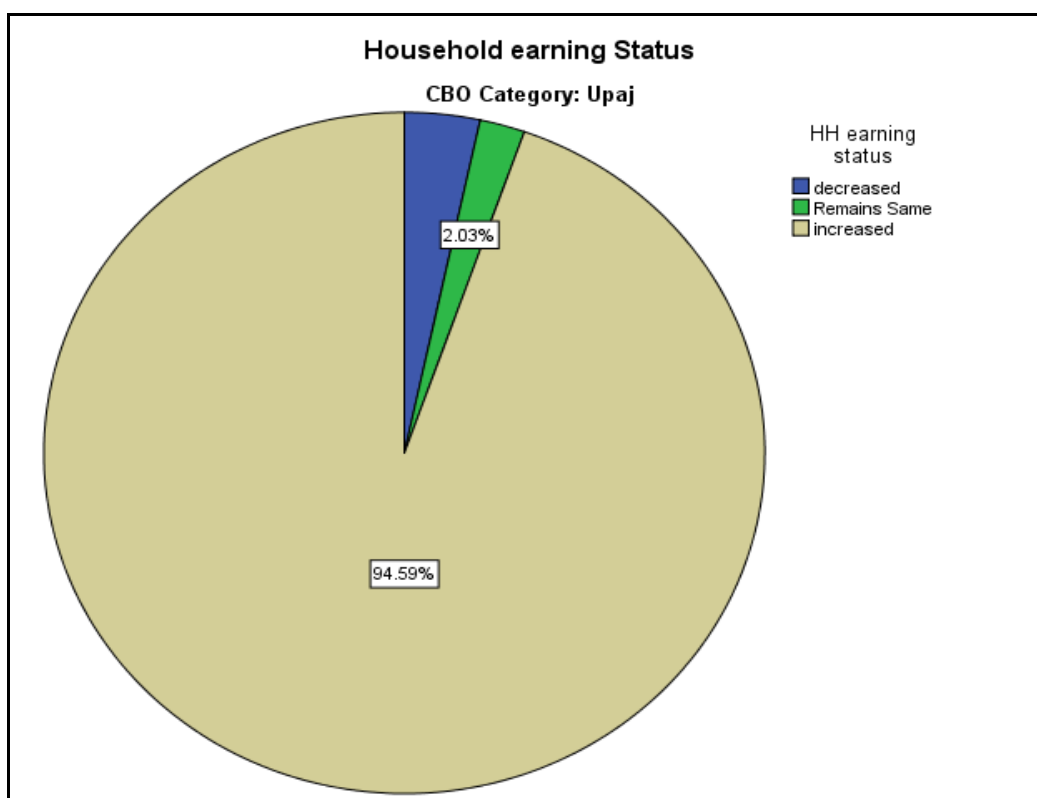
"Before intervention of Khamir and kala cotton chain used to do weaving with acrylic from which returns were less, now we are getting more labour wages".

“Am feeling very happy as weaving gives me enjoyment and am able to work back what I love and enjoy so much”.

“Previously had never worked on kala cotton, but after Khamir’s intervention am working only on kala cotton and am enjoying my work”.

Upaj Producer Company Limited

Chart 3: Household earning status- Upaj



The above pie chart shows that out of total 148 (100%) respondents, 140 respondent's (94.6%) reported that their household's income has increased after intervention of Institutional Capacity Building Project by FWFB.

3 respondents (28%) reported that their household's income is the same before and after the intervention of Institutional Capacity Building Project by FWFB.

Only 2 respondents (8%) reported that their household income has decreased, post intervention of Institutional Capacity Building Project by FWFB.

Case

Name: Lasu Kana Rabari

Age: 50 years

CBO: Upaj Producer Company Limited

Village: Bhimasara

Lasu Kana Rabari and her husband Kana Devsi Rabari both are shareholders of Upaj Producers Company Limited. Before the intervention of Upaj they had 2 buffaloes, and a big family to take care of, so all the milk was getting used within the household only and if at all, there was any milk left, they used to sell it in nearby hotels. After joining Upaj, they got motivated and with the support of Upaj's staff they took loan from the bank and bought 28 buffaloes. Today they have 30 buffaloes and have even paid up the loan money they had taken to buy the buffaloes. They are in all 10 members in their family and all adults are working with the cattle, that way they do not even need to hire any helping hand. Today they have an income of more than Rs.20,000 from the milk that they sell and are living a very happy life where they have a big house and good food to eat.



Quotes

"After Upaj's Vet intervention our cattle are taken care of and we are at peace".

"As no water was there in our farms we were not able to grow crops, Upaj employees taught us to dig a well, get water and grow crops.

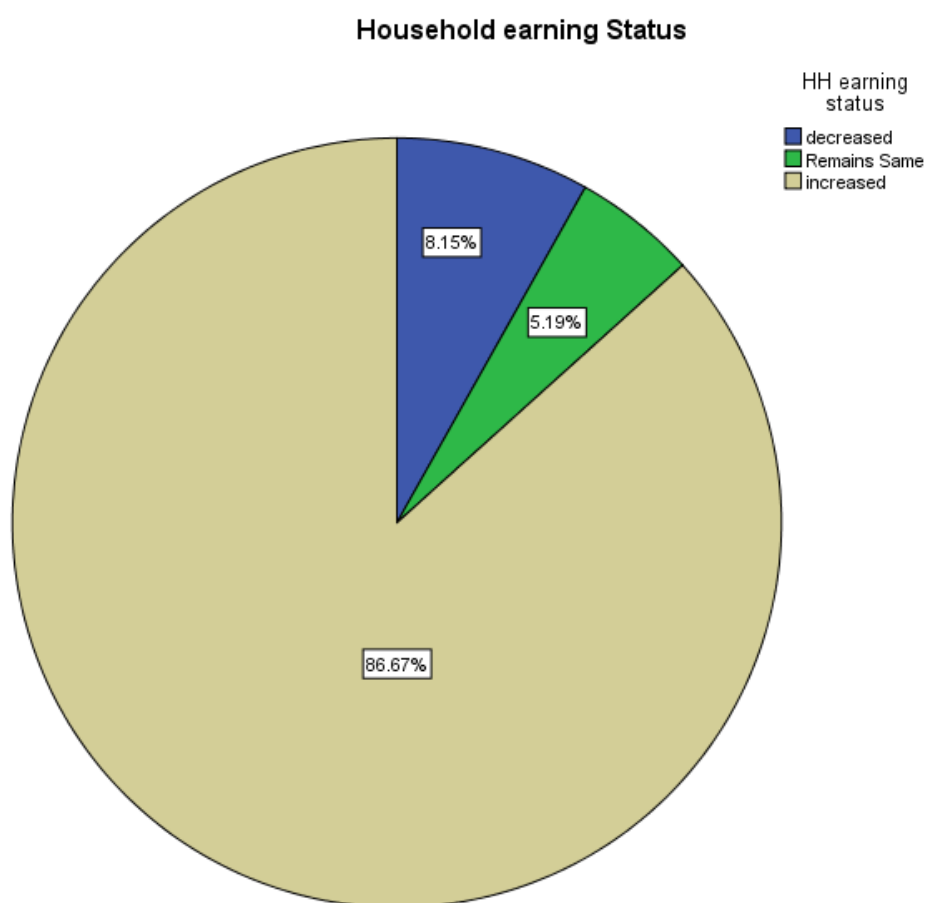
"My livestock is giving more milk after started to feed my cattle with the cattle feed from Upaj".

"Before Upaj intervention we had to go to Anjar to buy cattle feed, now we get cattle feed and vet services at our doorstep".

“Bought one cow only after Upaj’s intervention in our village.”

Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali

Chart 4: Household earning status- Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali



The above pie chart shows that out of total 97 (100%) respondents, 78 (80.4%) respondents reported that their household’s income has increased after intervention of Institutional Capacity Building Project by FWWB.

4 respondents (4.1%) reported that their household's income is the same before and after the intervention of Institutional Capacity Building Project by FWWB.

15 respondents (15.5%) reported that their household income has decreased, post intervention of Institutional Capacity Building Project by FWWB.

Quotes

"I am illiterate but after joining LSMS, came out of the house, learned how to talk to people, how to behave and came to know so many people".

"By joining LSMS learned so many things on health, started to take good care of my family members and myself, became smarter, confident and instead of wasting away time started to earn".

"Because of joining LSMS now have a very big family as all Sevikabens and Arogya sathibens and LSMS staff are our family and always there whenever we need them".

"After joining LSMS, opened a bank account and learned to save money".

3.1.2 Female Beneficiaries

One of the developmental objective and part of MDP goals is women's empowerment. This analysis reflects proportion of women benefitted by the project.

Table 5: Female Beneficiaries

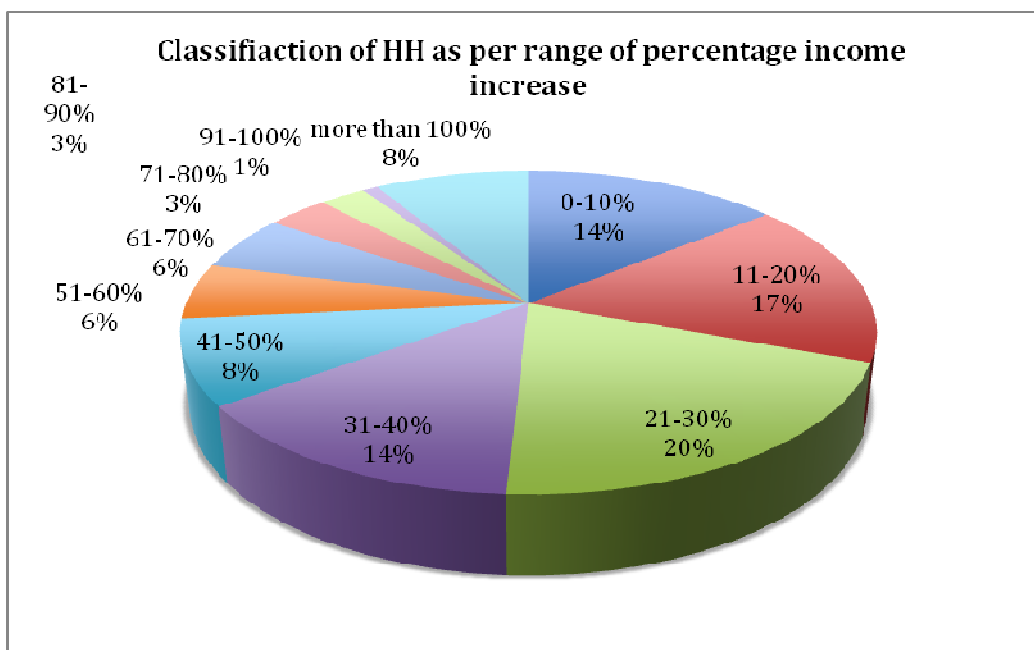
| Gender | | | |
|---|--------|-----------|------------|
| CBO | Gender | Frequency | Percentage |
| Khamir | Male | 19 | 76 |
| | Female | 6 | 24 |
| | Total | 25 | 100 |
| Upaj Producer Company Limited | Male | 76 | 51.4 |
| | Female | 72 | 48.6 |
| | Total | 148 | 100 |
| Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali | Female | 97 | 100 |

The above table shows that out of total (25) beneficiaries of Khamir, 24% (6) beneficiaries are women, out of total (148) producers of Upaj Producer Company Ltd., 48.6% (72) producers are women and Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali works only with women, so all-97 (100%) beneficiaries are women.

In all 65% (175 out of 270) of total respondents were women.

3.1.3 Classification of Household as per range of Percentage income increase

Chart 5: Classification of Household as per range of Percentage income increase



The above pie chart shows that out of total 234 (100%) respondents who reported increase in their household income, 33 (14%) households income increased in the range of 0 to 10%, 39 (17%) households income increased in the range of 20%, 47 (20%) households income increased in the range of 21 to 30%, 33 (14%) households income increased in the range of 31 to 40%, 20 (9%) households income increased in the range of 41 to 50%, 13 (6%) households income increased in the range of 51 to 60%, 13 (6%) households income increased in the range of 61 to 70%, 8 (3%) households income increased in the range of 71 to 80%, 6 (3%) households income increased in the range of 81 to 90%, 2 (1%) households income increased in the range of 91 to 100% and 20 (9%) households income increased more than 100%.

3.1.4 Reasons for increase in Household income because of intervention of Institutional Capacity Building Project

- 3 (1.28%) respondents reported reason for household increase to be skill development by the CBO.
- 6 respondents (2.56 %) reported reason for household income increase was because of training on the job/off the job by the CBO.
- 16 respondents (6.8%) reported reason for household increase in income was because of Marketing Support by the CBO.

- 5 respondents (2.13%) reported their reason for household increase in income as they got support from the CBO in teaching them different cropping patterns and then they implementing the same in their farms.
- 17 respondents (7.26%) responded that there was increase in their household income as support was given by the CBO in the form of Raw Material Supply.
- 27 respondents (11.5%) responded that there was increase in their household income as they bought more livestock, adding in more to their previous lot of livestock. Main reason of buying more livestock was dairy started to buy milk from their village but other reason was that primary veteran services and vaccination were taken care by the CBO.
- 3 (1.28%) respondents reported that his reason for increase in household income is because they came in the project fold.
- 46 (19.65%) respondents reported the reason for their increase in income was because of the revision of the incentives that they received, by their CBO for which they worked.

3.1.5 Reasons for increase in household income because of reasons other than intervention of Institutional Capacity Building Project by FWFB

- 10 respondents (4.27%) reported their reason for household increase in income was because they bought livestock.
- 16 respondents (6.8%) reported that their household income increased because they started new business of their own.
- 20 respondents (8.54%) reported that there was increase in their household income because they changed their old job and took a new job with more salary.
- 16 respondents (6.8%) reported that their increase in household income was as they increased their working hours.
- 1 respondent (0.42%) reported that his income increased, as there was an increase in the earning members of the household.
- 24 respondents (10.25%) responded that there was increase in their household income as they started doing a job.
- 30 (12.82%) respondents responded that there was household income increase because of increase in the labour rates for the labour that they were doing. (e.g. mason work, carpentry work)
- 15 (6.41%) respondents reported their reason for increase in their household income to be increase in the irrigation area so they got work for the whole year, which previously because of lack of irrigation area they were not getting employment for the whole year.
- 69 (29.48%) respondents reported the reason for increase in income was because of increase in their pay at their jobs.
- 62 (26.4 %) respondents reported the reason for the increase in household income was because dairy started to collect milk from their villages and so they started to get an income out of the livestock that they had, which previously they were not able to get any confirmed income out of the milk that their livestock produced. Previously they used to drink

- the milk in their homes, or give it to the neighbors or some even sold it to the nearby hotels or to residences of the localities.
- 4 (1.70%) respondents reported reasons for increase in their household income to be because they started doing a job, from their own business, which was going in losses previously.
 - 58 (24.78%) respondents reported reasons for their household increase in income to be because of the increase in market rates then the previous market rates.
 - 12 respondent (5.12%) reported the reason for increase in income was because
 - 2 respondents reported that previously they were staying in a joint family, and all financial matters were taken by father, now father has given their part of fields to them and they have separated from joint family and so now they have their own earnings
 - 2 respondents reported that they gave their house on rent
 - 1 respondent reported that he sold milk to a villager
 - 1 respondent reported that he started paying more attention on farming and so got better yield.
 - 1 respondent reported that the buffaloes he had gave birth to more buffaloes and so now he has more number of buffaloes because of which more milk and so increase in income.
 - 1 respondent reported that now he is able to work better then previously and so able to earn more.
 - 3 respondents reported that they developed good relations with other people in the community and so now able to mobilize more women in the meetings, for which they get paid and so got an increase.
 - 1 respondent reported that previously he had just started his business, now he has settled down in his business so his income increased.

OUTCOME EVALUATION AND LEARNING



As discussed earlier the evaluation TOR though comprised of only Impact evaluation (at the primary stakeholders/beneficiary levels), outcome evaluation (at the CBO level) was also carried out to assess the changes occurring at the CBO levels in quantitative as well as qualitative terms.

Chart 6: Operation Model- FWWB Project

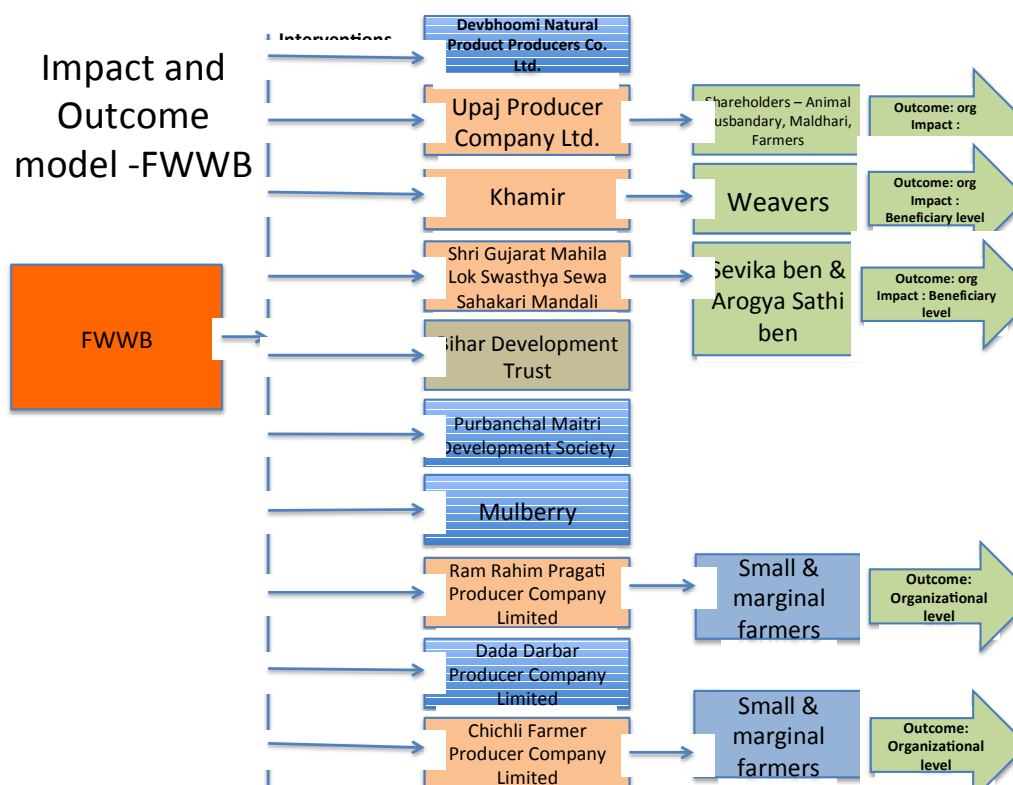


Table 6: Key changes at Outcome and Impact Level

| NO | PROCESS | | | OUTCOME | |
|----|--|-----------|---|--|---|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| 1. | NAME OF PARTNER: Chichli Farmer Producer Company Limited | | | | |
| | INTERVENTION BY FWWB: CEO Dashboard Workshop | | | | |
| | | | Pre ICB BOD involvement was not much, Post ICB, BOD involvement increased and started taking initiations to convince village people to join the Company | 600 Pre shareholders to 1013 shareholders Post ICB | |
| 2 | NAME OF PARTNER: Ram Rahim Pragati Producer Company Limited | | | | |
| | INTERVENTION: Training of BOD members and CEO on strengthening governance of the Institution | | | | |
| | | | | Increase of Distributors from 6 to 9 | Small and marginal farmers increased their bargaining power, paid fully and timely and got better prices for their products |
| | | | | Increased number of products from 2 to 4 | |
| | | | | Increase in Production from 11,716 Quintals to 13,325 Quintals | |
| | | | | Increased turnover from 2.12 crore to 2.85 crore | |

| NO | PROCESS | | | OUTCOME | |
|----|---|--|---|---|--|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| 3 | NAME OF PARTNER: Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali | | | | |
| | INTERVENTION BY FWWB: CEO Dashboard Workshop | | | | |
| | Inventory management and accordingly maintaining the stock of raw material ➤ which was helpful in planning, procurement and marketing activities | Reduced staff to 3 from 6 ➤ Recruited 2 on daily wages instead of full time | Started doing less production of products which were less in demand in the market | Increase of products from 24 to 36 | Out of total 97 (100%) respondents, 78 (80.4%) household's income has increased after intervention |
| | Changed the strategy of selling Ayurveda Products, Arogya sathis used to buy 1 or 2 products according to a order by a client, now LSMS | Adopted the concept of Bottom of Pyramid, and introduced the packaging design of shampoo in sachets of Rs. 2 each consisting of 8 ml shampoo | Streamlined the products which were more in demand by customers | Annual turnover increased from Rs. 15,36,420 (2012-13) to Rs. 16,57,316 (2013-14) | 4 respondents (4.1%) households income is the same before and after the intervention |

| NO | PROCESS | | | OUTCOME | |
|----|--|---|---|--|--|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | started a new strategy that if they bought products in 10 numbers, then would get 25% commission | | | | |
| | | New attractive pamphlets containing the details of Ayurvedic products | Stopped production of items which were not sold | Launched new product Avi Patikar Churan with costing of Rs. 265 for 1 Kg | 15 respondents (15.5%) household income has decreased, post intervention |
| | Focused on production planning, streamlined the products to be produced and accordingly raw material procurement | Uniform strategy for all dealers in concession rate of products | Increased dealers from 1 to 4 | | |
| | | Controlled expenses | 45 days credit to all dealers | | |
| | | Increased price of 8 products in the range of 12% to 15% | Monthly monitoring was introduced both in financial sector and product sector i.e. profit/losses, outstanding | | |

| NO | PROCESS | | | OUTCOME | |
|----|--|--|---|------------------------------------|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | payments etc. | | |
| | | Changed packaging, made it more attractive | Found suppliers who gave good quality and at lesser costs than previous suppliers | | |
| | | LSMS insisted Arogya Sathi and health workers to use products at home, result of which was arogya sathis and health workers began to know the product, their benefits and uses and were now able to talk about the product with confidence and so selling increased. | | | |
| | | Pre ICB hidden costs were not considered in the cost of the product, Post ICB Cost of the product included hidden costs | | | |
| 4 | NAME OF PARTNER: Upaj Producer Company Limited | | | | |
| | INTERVENTION BY FWFB: CEO DASHBOARD WORKSHOP | | | | |
| | | Individual decisions by | ➤ Pre ICB collected | Annual Turnover | ➤ Out of total |

| NO | PROCESS | | | OUTCOME | |
|----|----------|---|---|---|--|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | CEO to make daily plan and maintain planner | <p>reports physically from all villages and petrol cost totalled to Rs. 1,000 per day</p> <ul style="list-style-type: none"> ➤ Post ICB established call system for everyday report, regarding the demand, supply, orders delivered, amount received, outstanding payments received etc. ➤ All data entered in the Tally software and thereby maintained Financial Report and get profit/loss statement | increased from Rs. 18,92,000 (2012-13) to Rs. 52,86,000 (2013-14) | <p>148 (100%) respondents (94.6%) household income has increased</p> <ul style="list-style-type: none"> ➤ 3 respondents (28%) household income is the same before and after the intervention ➤ 2 respondents (8%) household income has decreased |
| | | | Artificial Insemination (AI) Centre at the central office of NaviDudhai -as because of natural breeding, diseases like Brucellosis was rampant-and that virus then | | |

| NO | PROCESS | | | OUTCOME | |
|----|--|--|--|------------------------------------|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | can spread to women if she drinks the milk of that animal because of which gets miscarriages | | |
| | | | In September 2013 bought Grader , for separating the same size grains, Cleaner to clean the grains and De-Stoner to remove the small size stones etc. respectively giving it on rent to the farmers at charge of Rs. 400 for 24 hours and income generated from this till now is 14,000 (But season has just started so is going on rent every day) | | |
| | INTERVENTION BY FWWB: Training of BOD members and CEO on strengthening of governance of the Institution | | | | |
| | ➤ Pre ICB bill of products bought used to come after | ➤ Topics to be covered in Board meeting ➤ Specific agenda for board meeting | Pre training had no understanding under which heading the expenses should be kept, post training understood under which headings expenses should be | | |

| NO | PROCESS | | | OUTCOME | |
|----|---|--|--|------------------------------------|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | <p>one month.</p> <p>➤ Post ICB bought product from agency which gave good quality at lesser rates from rates collected from different agencies</p> <p>➤ And as soon as bill came updated in the computer</p> | <p>➤ System brought in board meeting-meeting to start with last meetings readings of decisions taken, CEO to present report including the financial report of the last three month</p> <p>➤ Meeting Chairman to be appointed in each meeting</p> <p>Pre training decisions were taken on hearsay e.g. if heard that Mr X had</p> | <p>written e.g. Company's expenses, Company's sales etc.</p> | | |

| NO | PROCESS | | | OUTCOME | |
|----|----------|--|--|------------------------------------|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | done something bad, then decision taken by BoDs was that as Mr X has done bad, should be removed. Post training decisions were taken after checking out and not on assumptions. e.g. it came in hearing that one of the village centres was doing his own business, two BoD's went to he village, did research and found that the whole thing was false. | | | |
| | | Post training company's accounts was shared with BoD's shareholders | Professionalism developed in Board members | | |
| | | | Pre training salary slip was not maintained, post training salary slips were maintained | | |
| | | | Post Training started entry of <ul style="list-style-type: none"> ▪ Stock | | |

| NO | PROCESS | | | OUTCOME | |
|----|---|----------------------|--|------------------------------------|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | <ul style="list-style-type: none"> Petty cash Maintained cash flow Salary sheet Bank details <p>Write voucher numbers and bill numbers</p> | | |
| | | | <p>Post Training Implementation</p> <ul style="list-style-type: none"> VAT Registration CST Registration Paid TDS in time Paid interest TDS Started to pay VAT Process for registration for food processing of agriculture (documentation completed) ATMC License | | |
| | INTERVENTION BY FWWB: Training of Village Cattle Feed Centre in Charge | | | | |
| | Able to achieve more | Village head centres | Pre ICB 50% recovery left | | |

| NO | PROCESS | | | OUTCOME | |
|----|--|---|--|--|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | transparency on village level day to day trading, on time payments, systematic expansion of the business | understood their responsibility to sell products | out in villages of Yamunanagar, Hirapar and Navagam and 40% recovery left from clients in villages Bhimasar and Lakhapar. Post ICB 100% recovery from clients in villages of Yamunanagar, Hirapar and Navagam and only 10% recovery left out in villages Bhimasar and Lakhapar | | |
| | Company learnt the need to develop an agreement of cattle feed in charge. Under this agreement company has given 8 days credit to deposit payment of sold cattle feed. | Village Centre Heads even started to invest ones own money in buying the product so that the cash flow is smooth and can even get profit as can buy products when the market is down and can get the profit when the market is up when being sold | Convinced clients for fast recovery of money | Post ICB ➤ Mr. Govind Ahir Village Centre Head of Buddhamor a village invested on an average four times Rs. 50,000 to buy cattle feed for his village | |

| NO | PROCESS | | | OUTCOME | |
|----|----------|-----------|------------------|---|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | | <p>centre</p> <p>➤ Mr. Shanker Kothiber Village Centre Head of Juni Dudhai village invested money to buy cattle feed three times on an average of Rs. 20,000</p> <p>➤ Mr. Jitu Satwara Village Centre Head of Navagam village invested Rs. 1,40,000 and Rs. 20,000 to</p> | |

| NO | PROCESS | | | OUTCOME | |
|----|--|--|--|---|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | | buy cattle feed for the village centre | |
| | Agreement with raw material suppliers to maintain quality of cattle feed | Village Centre Heads returned product immediately if product not good | Got new customers | | |
| | | Village Centre Heads shared complaints with the staff members of Upaj and they all tried to solve the problem together | If any clients recovery is pending did not sell anything to him/her | | |
| | | Set a target for selling and get 100% recovery | Daily rates were written on a board on each village centre | | |
| | | Company has made training modules on business development, proper introduction of company, account book keeping on sale, purchase and payment collection which is used as trainings for upcoming fresher's | Upaj registered with RML sms services, so now CEO gets sms on all updates of rates of the market of products e.g. peanuts, urea etc. CEO then forwards this sms to BoDs, shareholders, farmers who are buying etc. and even take decisions like if urea rate goes down and | | |

| NO | PROCESS | | | OUTCOME | |
|----|----------|---|--------------------------------|------------------------------------|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | have finance then might buy it | | |
| | | Majority of Village Centre Heads are illiterate and so cannot write a thing and so can't maintain stock and khatawahi, ledger account, shareholders account. Big calculations too they were not able to do, so decided to bring someone who is literate from the house to keep all details in writing | | | |
| | | Khatawahi was removed as majority of village centre heads illiterate, and decided that one staff member will visit the villages where products sold and bring the book and get entry done in the computer in the main office – so | | | |

| NO | PROCESS | | | OUTCOME | |
|----|----------|---|------------------|--|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | maintaining of books of account at decentralized level: so transparency in daily operations at village level. This has also helped to achieve/gain customer's satisfaction as issuing of retail invoice has been made mandatory | | | |
| | | Decision was taken to rent shops in the market area for village centre head, instead of doing work from homes | | <ul style="list-style-type: none"> ➤ In village Juni Dudhai took a shop on rent in the market place ➤ In village Hirapar Panchayat landed a space for the village centre ➤ In village Navagam | |

| NO | PROCESS | | | OUTCOME | |
|----|--|-----------|--|---|---|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | | village centre head owned a shop and shifted village centre there | |
| | INTERVENTION BY FWWB: Support for Community Mobilization and Marketing | | | | |
| | | | Shown one hour video made by IIL Company which sells cattle feed on importance of quality of cattle feed | Increase in shareholders till April 2012 there were 175 shareholders, post video on wheels, shareholders increased to 355 | Awareness of Brushhollosis disease was done. The calves that had been given vaccine for Brushhollosis had to be tagged to keep track that the calf had been vaccinated. Pre video on wheels, village people refused to allow that. Post video on wheels, village people allowed tags on the ear of the calf |

| NO | PROCESS | | | OUTCOME | |
|----|----------|-----------|---|---|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | Presentations to bring awareness of Upaj Producer Company | Increase in coverage area of UPCL | |
| | | | Open discussions where Govt. Vet doctors, agriculture expert, BoD of the village, nearby village & CEO of Upaj remained present | Ownership among people for Upaj e.g.if there was more quantity of cattle feed which had an expiry date close by, shareholders bought the cattle feed and distributed among themselves | |
| | | | IEC material on primary health care, agriculture relating things distributed | Farmers got motivated and organized meeting for making Drip, Upaj charged service charge and got income | |
| | | | Upaj works with leaders of the village | Village people developed faith in Upaj | |
| | | | | First AGM was attended by 300 people, post video on wheels, 525 people including shareholder | |

| NO | PROCESS | | | OUTCOME | |
|----|----------|-----------|------------------|---|------------------------------|
| | STRATEGY | DECISIONS | SYSTEM PRACTICES | OUTPUT: ORGANIZATIONAL LEVEL | IMPACT: BENEFICIARY LEVEL |
| | | | | and non shareholders attended the AGM meeting | |
| | | | | Leadership qualities and confidence in Board members was developed | |

5. NAME OF PARTNER: KHAMIR

INTERVENTION BY FWFB: End to End value chain for Kala Cotton

SYSTEMS / PRACTICES DEVELOPED:

Raw Material Depot:

- For small and medium sized artisans who cannot afford raw material, as market prices are too high, because of limited capital, Khamir procures best quality materials at affordable rates and aims to become a resource for all craft producing groups in Kutch.
- Khamir has its own in house raw material facility, where it purchases good quality raw material from reliable resources. This raw material is given to artisans, in whatever quantity they require along with mutually agreed payment terms.
- Khamir has an in house dyeing in its campus, and it also provides dyed yarn to the organic cottonweavers.

Guarantor for Raw Material purchase:

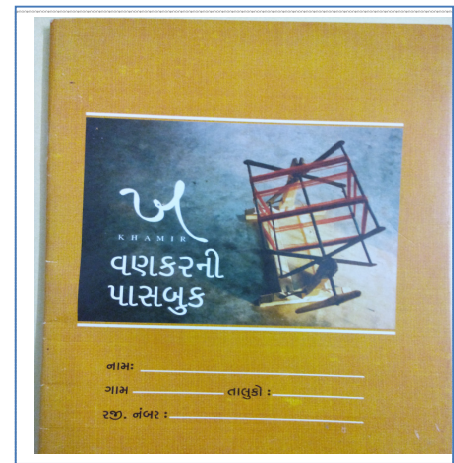
If any artisan wants to purchase a big quantity from trade, Khamir often even plays the role of guarantor, and as suppliers have long-term relationships with Khamir extends the material to the artisan, who will pay gradually.

Advances against order:

If an artisan is small and the order is big for his production, Khamir offers an advance of production to artisans, so that s/he can purchase raw material from that amount. The advance is gradually deducted from the artisan when submits the stock.

Pass Book System for Weavers:

Introduction of Passbook for the weavers of kala cotton. Prior to the passbook system, the finished products brought by the weavers and the yarn given to the weavers used to get documented in central inward book and central delivery book respectively. Maintaining these separate books was time consuming and created confusion at the weaver's end, as s/he never to have data at his/her end. To avoid all these hassles Khamir designed the passbook for the weavers. The idea of this passbook came while visiting Udyog Bharti, a khadi organization based in Gondal, Saurashtra. Now weavers have their own passbook, which has all three entries and act as single point reference for all transactions related to the weaver.



Order Tracking:

Buyers place orders for a range of products/designs in varying quantities. The purpose of the tracking system is to ensure that each and every product and design accounted for and tracked till its completion. Before this system was developed there was a chance to miss out on some products or designs or quantity, and assumptions that a product is already in production and later realize that wasn't so when had to submit the order.

Input Output System:

This is a stocks keeping system and tracks the products and raw material coming into the weaving unit and going out of the weaving unit.

Quality Control:

Quality Control is necessary to ensure completeness and correctness of the order. Without necessary control measures at Khamir's end, errors and omissions would be there in orders. So they did Quality Control at three stages: At the stage of weaving: from time to time Khamir reviews with weavers about the concerns faced by the buyers. After constant feedback for about 6 months on the quality issues Khamir had a meeting with the weavers working with kala cotton to arrive at a common ground on quality and chartered out with quality guidelines and rules in case if the quality is not met.

**SPECIFIC CHANGES INITIATED/INCORPORATED BASED ON ICB GRANT PROVISION:**

- Collaboration with knowledge organization for kala cotton.
- Setting up workable model for cotton cultivator, spinners and dyers for Kala cotton.
- Setting up ginning collaborations by hiring processing unit.
- Several exhibitions for kala cotton have been organized and taken part in: 3 exhibitions in Delhi, 3 exhibitions in Ahmedabad, 1 exhibition in Vadodara, 1 exhibition in Mumbai
- Online selling of kala cotton woven cotton garments, stoles and towels.

KEY OUTCOME AT ORGANIZATIONAL LEVEL:

- Khamir has increased business of purchasing cotton crop from 3,000 kgs in the year 2012-13 to 25,000 kg in the year 2013-14.
- Developed 21 organic colour portfolio and established dyeing entrepreneur.

- 2 Independent consultants has been appointed for developing designs only for kala cotton (Students working as Interns also do design development for kala cotton).
- An in house weaving expert to conduct trainings.
- 16 new designs have been launched.
- Overall turn over has increased from Rs. 2,10,4975 (2012-2013) to Rs. 3,37,3884 (2013-2014).
- Established working methodologies by involving 15 farmers, 35 ginnerers and 25 spinners.
- Numbers of 20 buyers of whom 9 are international buyers and 10 buyers in India.

KEY OUTCOME AT BENEFICIARY LEVEL:

- 7 respondents i.e. 28% household's income is the same before and after the intervention.
- Out of total 25 (100%) respondents, 16 (64%) respondent's household's income has increased.
- 2 respondents i.e. 8% household income has decreased post intervention.
- Organic certification of 15 farmers.
- Women group for separation of pod (flower of cotton) from cotton has been set up by Avadh Nagar with an alternate to livelihood.
- If any artisan wanted to purchase raw material in big quantity, Khamir helped them by playing role of guarantor.
- Weavers got financial support from Khamir in form of advance for purchasing raw material.
- Established 3 dyeing entrepreneur. Khamir has in house dyeing and hired a dyer in the beginning who had knowledge of best dyeing practices. The dyer who was recruited by Khamir is now the in house entrepreneur (and working on contract basis) and he does most of the dyeing of Kala cotton at Khamir. Presently the dyer works with his wife and has employed one employee to work under them because of more workload. The dyer presently earns on an average Rs. 20,000 per month.
- Weavers got design inputs and few products have started getting developed on loom itself during weaving i.e. stole and scarf.
- 30 new weavers have got trained on weaving kala cotton.
- Weavers get work for weaving on kala cotton for almost 8 months in a year (weavers working on wool and acrylic gets work for around 6 months as products made are used only in winter season).
- Labour rates that weavers get working on acrylic, depending upon the design of the product, ranges from Rs. 30 to Rs. 45, for 1 metre, labour rates that weavers get working on wool, depending upon the design of the product, ranges from Rs. 30 to Rs. 60 (for high quality product), while for kala cotton weavers get weaving charges starting from Rs. 70 to Rs. 170 (for high quality design).
- Women were encouraged to weave on kala cotton and become an entrepreneur.
- 25 spinners got livelihood from Khamir

- 35 women got livelihood from ginning
- 15 farmers sold kala cotton to Khamir.
- Up gradation and training of weavers.



APPENDIX



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APPENDIX 1

Appendix-1 Specifics of Institutional Strengthening Support to the project partners

1. CBO Name: Bihar Development Trust

Bihar Development Trust is an emerging microfinance based institution in Bihar. It has been founded by Management Professionals from Institute of Rural Management, Anand (IRMA) with a belief that professionally qualified youth should come back to Bihar and turn entrepreneur to provide employment in their state. Bihar Development Trust is an idea to adapt Grameen and Amul model to Bihar context and in different sectors (manufacturing as well as services) supported by most efficient technologies.

Foundation Year: March 26, 2007

Geographical Area: Bihar

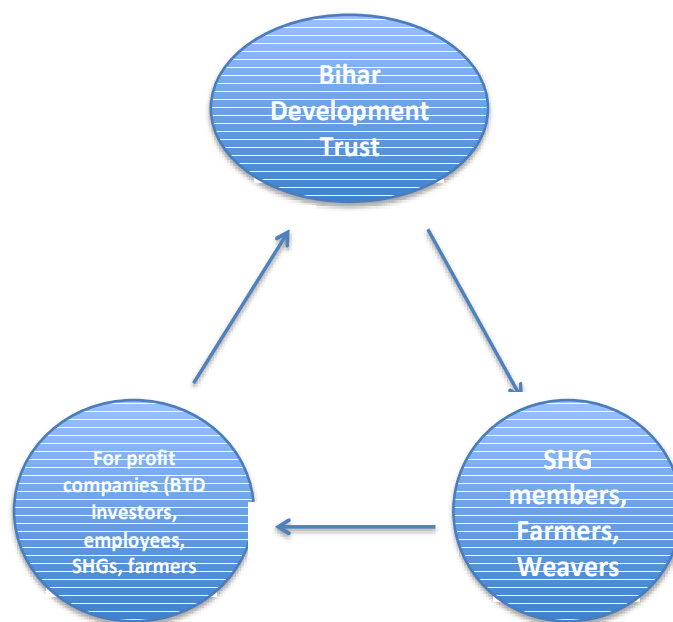
Community Covered: Farmers, Weavers and Women

Functional Area: Livelihood

Programmes by Bihar Development Trust

a. BDT livelihood Model

BDT is promoting a sustainable model in which founder entrepreneurs, producers, employees, investors have win-win relationship. Major development lenders have accepted this model. All the stakeholders will be given proportionate shareholding in the proposed private limited company.



- b. Weavers Livelihood Programme*
- c. Bamboo based Livelihood Programme*

This programme provides micro credit and market linkage assistance to farmers to promote bamboo cultivation in Kahalgaon, Bhagalpur. The SHGs of women have been promoted around the villages in the centre and they have provided training in making bamboo sticks for Agarbatti. The programme has created 1000 employment opportunities in the villages adjoining the centre. BDT is committed to promote producer owned organizations for sustainable livelihood. NABARD (National Bank for Agriculture and Rural Development) has supported the manufacturing centre in Kahalgaon area of Bhagalpur district under Umbrella Programme on Natural Resource Management (UPNRM) programme supported by KFW (German Government owned development bank based in Frankfurt) and GTZ Germany. (GTZ is an international cooperation enterprise for sustainable development with world wide operations who offer advisory services that provide viable, forward looking solutions for political, economic, ecological and social development in a globalized world. It is a private company owned by the German Federal Government)

- d. Renewable Energy and Advocacy Programme*

Bihar Development Trust has supported Green Peace Decentralized renewable energy programme for Bihar, which has the potential to energize the state with immediate effect. BDT will try to create, raise funds and work towards implementation and maintenance of decentralized renewable energy systems.

BDT will support Green Peace advocacy effort to develop a legal, political and regulatory state – level framework to encourage utilization of renewable energy law and creating adequate infrastructure at the government level for successful implementation of decentralized renewable energy. BDT is promoting the usage of cost effective solar lamps in rural energy of Bihar and is partner of TERI light a billion lives programme.

Intervention

Strategic Business Plan exercise comprising (Costing, inventory management and marketing)

Workshop of three days in which topics covered were Inventory Management, Costing and Marketing

Day 1 - Inventory Management

- Overview of current inventory management system: Suitability and challenges
- Hidden and true costs of inventory
- Capacity Planning: Detecting bottle necks, need for accurate forecasting, forecasting techniques
- Designing an effective inventory management system: Raw material/finished goods inventory, dealing with variability, key inventory analysis and measures
- Key tracking mechanism: Frequency of tracking, key measures to be incorporated in management dashboard

Day 2 – Costing

- Overview of current systems
- Cost Structure: Break down costs for each product category
- Cost Analysis: Analyse each product category in terms of costs, revenue contribution and margin. How can processes be streamlined to reduce costs?
- Pricing: Benchmark each product, category pricing against competition, analysis and development of pricing for each product category.

Day 3 – Marketing

- Review of current marketing approach: understanding of current customer segmentation, acquisition and retention strategies
- Detail customer segmentation: customer profiling across channels, channel-wise financial performance, new channels, growth goals across existing and new channels.

- Marketing approach: For each segment, create product, pricing, communication plans, create overall marketing strategy including budgets and marketing dashboard.

Time Period

February 2013

2. CBO Name: Devbhoomi Natural Products Producers Company Limited (DNPPCL)

DNPPCL is a producers company owned by rural producers primarily poor rural women of Uttarakhand. Currently about 2200 rural producers are shareholders and DNPPCL procures from about 400 rural producers.

Devbhoomi has been promoted by Appropriate Technology (AT) India, NGO based in Guptkashi for the last 15 years and aims to organize rural producers for increasing their income from micro enterprise activities and DNPPCL aims to achieve this objective in collaboration with AT India.

Products and services:

- Honey
- Organic honey
- Fabrics
- Spices
- Handloom

Geographical Area: Uttarakhand

DNPPCLs field operations are based in Garhwal region of Uttarakhand and operates in four districts of Garhwal namely: Rudraprayag, Chamoli, Tehri and Uttarkashi.

Devbhoomi has production operations in all the above-mentioned districts with a regional office in Gupthashi (in Rudraprayag district) and marketing and processing facilities in Dehradun.

Community Covered: Poor rural women

Functional Area: Livelihood

Intervention

CEO Dashboard Workshop

Attended by Mr. Shailesh Panwar and Mr. Harshmani Nautiyal

Workshop of four days in which topic covered were costing review, costing and pricing model, overview of operations and processes and Management Dashboard.

Day 1 – Costing Review

- Cost structure: Breakdown costs for each product category
- Cost analysis: Analyse each product category in terms of costs, revenue contribution, margins. How can processes be streamlined to reduce costs?

Day 2 – Costing and Pricing Model

- Pricing: Benchmark each product category pricing against competition, analysis and development of pricing for each product category

Day 3 – Overview of operations and processes

- Operations Review Production metrics (capacity, production lead times, inventory management costs), Sales metrics (current and projected revenue, sales by channel and product category, margins) key challenges
- Process mapping: Systems and processes for each functional area, key challenges, what are the KPIs
- Format of Management meeting: Create formal monthly review process with calendar commitments from CEO, How to identify gaps vis-à-vis plan and plug them with corrective action

Day 4 – Management Dashboard

- Review of Current review mechanisms: How does management presently track and review organization goals and milestones, and key business indicators?
- Create CEO Dashboard: Develop key deliverables for each function- Finance, production, marketing and HR
- Building Team Accountability: Performance reviews, team training needs and reporting structure

Time Period

19 February 2013 to 22 February 2013

Place: Ahmedabad

Goals:

Increase turn over from 1.1 crore to 2 crore

Honey: 80 lakh to 120 lakh

Silk: 35 lakh to 45 lakh

Spices: 1 lakh to 35 lakh

Price Increase: 15 to 20%

New customers: about 20 new customers

Rationalize centre overheads by 5%

Increase sales: by Rs. 10 lakhs

Key action Point:

- Revise sales prices and increased at least 15%
- Rationalized weaving and spinning centre overhead and making it more productive
- Decrease at least 5% overhead cost by improving inward cost system
- Optimum utilization of production centre
- Set target of production as well as sales to achieve sale growth for making feasible to sericulture business.
- Increase existing 50 numbers to 80 number buyers
- Expand Customer base
- Honey: from 60 to 100 retailers; from 10 to 20 distributors
- Spices: at least one export buyer
- Silk: from 50 to 80, at least one export buyer

MIS Improvement

- Sales Performance
- Profit Analysis
- Production: timely and quality
- Managing Inventory

3. Khamir

Rapid industrialization and globalization of economies in Kutch post the 2001 earthquake has triggered the undermining of local strengths and practices. Instead of developing local practices, big industries erode traditional resource bases. This results in threatening local livelihoods and disturbing their sustainability. Khamir was instituted in 2005, and has been set up to address the critical factors affecting the creative practices in Kutch and work towards their sustainability. The main objective of Khamir is to encourage entrepreneurship among artisans and bring back the autonomy to the artisans, which is very crucial for their sustainability and creative functioning.

Foundation Year: 2005

Geographical Area: Kutch, Gujarat

Community Covered: Weavers and artisans

Functional Area: Livelihood

To encourage entrepreneurship among artisans, Khamir links artisans with support services and knowledge, enabling them to maximize value and increase sustainable livelihoods. By producing services across the crafts value chain,

Khamir addresses critical demand side and supply side gaps, resulting in efficiently produced high quality craft products and ultimately higher income for artisans.

Intervention

End to end value chain for organic cotton

Like most artisans in India, the market conditions have forced many to abandon their traditional livelihoods.

Time Period: One Year, August 2012 to July 2013

4. CBO Name: Shri Gujarat Mahila Lok Swasthya Sewa Sahakari Mandali

Promoted by SEWA in 1990; part of the SEWA Movement

Foundation Year: 1990

Geographical Area: Ahmedabad, Gandhinagar, Surat and Tapi districts in Gujarat

Community Covered: Women, 1200 midwives and health workers are members and shareholders

Functional Area:

Main activities of Lok Swasthya Cooperative:

- Health Education
- Diagnostic Camp
- Production of Ayurvedic medicines
- Low cost medicine shops
- Ayurvedic Raw material trading

Intervention

CEO Dash board Workshop

Attended by Ms. Illa Shah and Ms. Deepika ben, Chief Accountant and Ms. Smita ben, Chartered Accountant.

Workshop of four days in which topic covered were costing review, costing and pricing model, overview of operations and processes and Management Dashboard.

Day 1 – Costing Review

- Cost structure: Breakdown costs for each product category
- Cost analysis: Analyse each product category in terms of costs, revenue contribution and margins. How can processes be streamlined to reduce costs?

Day 2 – Costing and Pricing Model

- Pricing: Benchmark each product category pricing against competition, analysis and development of pricing for each product category

Day 3 – Overview of operations and processes

- Operations Review Production metrics (capacity, production lead times, inventory management costs), Sales metrics (current and projected revenue, sales by channel and product category, margins) key challenges
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Day 4 – Management Dashboard

- Review of Current review mechanisms: How does management presently track and review organization goals and milestones, and key business indicators?
- Create CEO Dashboard: Develop key deliverables for each function- Finance, production, marketing and HR
- Building Team Accountability: Performance reviews, team training needs and reporting structure

Time Period

19 February 2013 to 22 February 2013

Place: Ahmedabad

5. CBO Name: Purbanchal Maitri Development Society

Purbanchal Maitri Development Society is a non-government, non-profit organization based in Guwhati that intervenes in the service sector through skill building.

Foundation Year: 2010

Geographical Area: Assam

Community Covered: Women and youths

Specifically Purbanchal Maitri Development Society magnifies its efforts on women from vulnerable sections, youths from conflict/military-ridden background and also from interior rural areas where inadequate formal educational training does not allow them to become market ready.

Functional Area:

To enable women and youth gain a foothold in the job market Purbanchal Maitri Development Society provides them technical, commercial and life skills training along with mentoring support to develop their inherent strengths and consequently allocates them in various work stations so that they can earn themselves a sustainable livelihood.

Programs:

Xahayika:

Under the program Xahayika youths and women, across the vicinity of Guwahati, who are underprivileged will be provided a 15 days residential training across various parameters so that they in due course of time are absorbed in various domestic and commercial ventures like hotels, hospitals, hostels, educational institutions and offices etc. Training provided is along the following parameters which includes:

- Home Management
- Cooking
- Old People Care
- Child Care
- Health and Hygiene
- Equipment Handling
- Manners and Etiquettes
- Work Ethics
- Punctuality
- Self Esteem
- Confidence Building etc. It also takes care of providing the training with Health check-ups, motivation and counselling. The xahayikas will also be provided with on-the-job training, post placement, hand holding support and will always be extended a helping hand whenever in need. After training period, Purbanchal Maitri Development Society promises placement of the trainees with an assured wage of a minimum of Rs. 3,000 per month. Besides that the trainees will also be given security against physical and mental harassment.

IT and Employability Training:

For youths who are economically paralyzed and are unable to take up any higher education.

Purbanchal Maitri Development Society has identified the jeopardy that the educated unemployed youths of rural Assam are facing presently. The youths scattered in the rural areas are much more vulnerable than the unemployed urban youths. This is because of their lack of exposure to the real world. Keeping this in mind Purbanchal Maitri Development Society has conceptualized the IT and Employability training for the youth in the rural pockets of North East India. The training gives them hands on opportunity to enhance and polish their IT skills and make them easy to be acceptable in the professional world.

Course Content:

- Basic Computer Literacy
- MS Office
- Using Internet
- Preparing for an Interview
- Soft Skills
- Presentation skills
- Group Discussions
- Dressing Sense
- Over Grooming

Purbanchal Maitri Development Society takes every effort to identify areas where the trainees can be successfully placed and establish linkages.

Intervention

Strategic Business Plan Exercise

FWWB supported Purbanchal Maitri Development Society in scaling its program; it invited the team from Two World's Meet to conduct a strategic planning workshop with the core team at Purbanchal Maitri Development Society.

Workshop of two days with Maitri's core team members

Day 1 – Current State Overview, Business Plan Development

- Vision and Wish list: What is the team's vision for the organization-for its member base, annual revenues and brand outreach? Where do they want to be over the next 3 years? What's the order of importance for each of these objectives?
- Current Operations Review: Chart organization processes and related costs, assess market demand and gaps, supply and training challenges
- Current Org Structure: Review organization structure, who does what, establish distinct responsibilities; work out staff composition required to meet the vision and wish list.

- Business Priorities: Set priorities for key functional areas, agree on key mile stones (year 1-3) crucial for the organization to meet its vision; how can new job markets be created to address employability challenges for North Eastern youth?

Day 2 – Implementation of Business Plan

- Building the Plan block-by-block: Build business plan with specific focus on building a scalable and sustainable model for employability; Develop organization structure for the same including framework to address new job markets
- Develop CEO Review Dashboard: To capture key deliverables for each function: finance, training/HR, marketing and Action taken status for their monthly deliverables
- Building Team Accountability: Performance reviews, team training needs and reporting structure
- Format of Management meeting: Create formal monthly review process with calendar commitments from CEO, How to identify gaps vis-à-vis plan and plug them with corrective action

Expected outcomes from Strategic Planning Exercise:

The key expectations were that the following areas would get addressed over the course of the two days:

- A clearly articulated vision for Purbanchal Maitri Development Society for the best 2-3 years
- Identification of what Purbanchal Maitri Development Society believes are it's most appropriate and relevant parameters of success i.e. goals in terms of revenues, number of women trained and impacted, income impact on women, brand awareness etc.
- Mechanisms and processes to track, review and course correct vis-à-vis business plan milestones including:
 - Form, structure and frequency of management review meeting
 - Teamwork plan development and reviews to ensure milestones are tracked and achieved.

Time Period

Workshop of 2 days in January 2013

6. CBO Name: Mulberry

Mulberry has been set up with a mandate to work towards the development and economic empowerment of rural women in the north east of India.

Foundation Year: August 1999

Geographical Area: Assam

Based in rural area near Guwahati.

Community Covered: Women of tribal communities like Karbis, Bodos, Misings and Dimasas etc.

Functional Area: The organization provides an opportunity for the women in need and helps them generate income through their own household crafts. Mulberry is known across India for its authentic and traditional hand woven cottage garments.

Intervention:

Training of trainers and training of master weavers

Time Period

June 2013

7. CBO Name: Upaj Producer Company Limited

Foundation Year: 28th December 2011

Geographical Area: Covers whole Anjar Taluka of Kutch district working in 48 villages of Anjar Taluka and 6 villages of Bhuj Taluka.

Community Covered:

Small producers below poverty line (Animal Husbandary, Maldharis and small farmers)

Functional Area

- ◇ Play a catalytic role in strengthening and promoting animal husbandry and agriculture.
- ◇ Organizes Animal Health Camp, Awareness Program, Training Program and Capacity Building Program.
- ◇ Provide various services such as cattle feed, nutrient supplement, regular and periodic treatment, agriculture input services, productivity enhancement program and other local product marketing.

Intervention

- i. CEO Dashboard workshop
- ii. Support for community mobilization and marketing

- iii. Training of BoD members and CEO on strengthening governance of the institution

8. CBO Name: Ram Rahim Pragati Producer Company Limited

To enable small and marginal farmers who are members of SHGs to collectively sell their agriculture produce in the mandi. In the absence of an organized market in the region these small and marginal SHG farmers were earlier forced to sell to local petty traders at highly exploitative terms. The program was an immediate success and enabled the members to not only better negotiate prices for their produce but also with help from banks hold on to the produce till markets offered favourable prices. The SHG members decided to form a company because of intense pressure brought on by the local traders and officials who regarded this activity as trading although the members have always dealt with agriculture produce harvested from their own lands. The company has all the required licenses but continues to deal with produce of its members only.

Foundation Year: 9th April 2012

Geographical Area: Madhya Pradesh

Community Covered: small and marginal women farmers who are members of SHGs
Functional Area: To enable small and marginal farmers who are members of SHGs to collectively sell their agriculture produce in the mandi.

Interventions

CEO Dash Board Workshop

Attended by Mr. Suresh Jat and Mr. Pawan Maher

Workshop of four days in which topic covered were costing review, costing and pricing model, overview of operations and processes and Management Dashboard.

Day 1 – Costing Review

- Cost structure: Breakdown costs for each product category
- Cost analysis: Analyse each product category in terms of costs, revenue contribution, and margins. How can processes be streamlined to reduce costs?

Day 2 – Costing and Pricing Model

- Pricing: Benchmark each product category pricing against competition, analysis and development of pricing for each product category

Day 3 – Overview of operations and processes

- Operations Review Production metrics (capacity, production lead times, inventory management costs), Sales metrics (current and projected revenue, sales by channel and product category, margins) key challenges
- Process mapping: Systems and processes for each functional area, key challenges, what are the KPIs
- Format of Management meeting: Create formal monthly review process with calendar commitments from CEO. How to identify gaps vis-à-vis plan and plug them with corrective action

Day 4 – Management Dashboard

- Review of Current review mechanisms: How does management presently track and review organization goals and milestones, and key business indicators?
- Create CEO Dashboard: Develop key deliverables for each function- Finance, production, marketing and HR
- Building Team Accountability: Performance reviews, team training needs and reporting structure

Time

19 February 2013 to 22 February 2013

Place: Ahmedabad

9. CBO Name: Dada Darbar Producer Company Limited (DDPCL)

Foundation Year: September 2011

Geographical Area: Gardwara block of Narsinhpur, M.P

Community Covered: small and marginal farmers

Functional Area: To enable small and marginal farmers from means of subsistence to livelihood enterprises and carries out seed production, process it and sells certified parent, seeds for soybeans, wheat and gram and trading of fertilizers and pesticides at the doorstep of the shareholders and other clients.

Intervention

Training of BoD's and CEO on strengthening governance of the institution.

10. CBO: Chichli Farmer Producer Company Limited (CFPCL)

Foundation year: 2012

Geographical Area: 33 villages in the radius of 20 km from Chichli, Dist. Narsinghpur Madhya Pradesh

Community Covered: Small and marginal farmers

Functional Area: Enabling small and marginal farmers from subsistence to livelihood through collective trading and marketing of soybean, wheat and pulses, seed production of soybean gram, green gram and wheat seed production and supply of fertilizers and other agriculture inputs.

Intervention

Training of BoD members and CEO on strengthening governance of the institution.

APPENDIX 2

Terms of Reference

- a. Raman Development Consultancy Private Ltd. will carry out impact assessment of the indirect beneficiaries of the Community Based Organizations covered under the Livelihood and Enterprise Development Program (LEAD Program) of FWWB, funded by Citi Grant.
- b. The impact study would aim at capturing the following indicators:
 - i. Increase in household income of 50% of the 10,000 producers.
 - ii. Changes in the organizations covered under the program with respect to the support provided.
 - iii. Any other changes captured at the organization and producer level during interaction.

APPENDIX 3

Tools for Data Collection

INTERVIEW SCHEDULE FOR BENEFICIARY

Name of Interviewer: _____

Date: _____

Time: _____ Place _____

CBO : Khamir / Upaj / Lok Swasthya Mahila Samiti

[1] PERSONAL BACKGROUND

1. Name of the beneficiary: _____
2. Age : _____
3. Gender: M / F
4. Education: Primary/Secondary/Graduate/above Post Graduate/Illiterate
5. Village/City: _____
6. Block & District: _____
7. Total no. of members in household: _____
8. No. of earning members: _____
9. Involved with CBO since : _____
10. Phone Contact No. : _____

(2) Support given by CBO:

- i. Skill Development
- ii. Training- on the job/off the job
- iii. Quality Improvement
- iv. Marketing Linkages
- v. Handholding Support

- vi. Skill Up gradation
- vii. Technical Modification
- viii. Started Helpline
- ix. Individual Guidance
- x. Subsidy
- xi. Loan
- xii. Design and Product Development
- xiii. Quality Control Process
- xiv. Development of System
- xv. Kit
- xvi. Exposure Visit
- xvii. Bank Linkages
- xviii. Technology related Trainings
- xix. Marketing Support
- xx. Raw Material Supply
- xxi. Complaint Solving
- xxii. Revision in Incentive Structure
- xxiii. Primary Veterinary Care

(3) Household Income

| No | Name of the family member | Current Occupation | Monthly Current earning | Past Occupation | Monthly Past earning | Reason for Change in Income | | Involved in CBO? Yes/No |
|----|---------------------------|--------------------|-------------------------|-----------------|----------------------|-----------------------------|----------|-------------------------|
| | | | | | | Increase | Decrease | |
| 1 | | | | | | | | |
| 2 | | | | | | | | |
| 3 | | | | | | | | |

| Coding Table for Increase and Decrease reasons in Income | | | |
|---|--|-------------|---|
| Coding | Reasons for increase in income | Code | Reasons for decrease in income |
| 1 | Skill development | 1 | Health Reasons |
| 2 | Training – on the job/off the job | 2 | Death |
| 3 | Linkages | 3 | Disability |
| 4 | Exposure visit | 4 | Debt |
| 5 | Gave kit – literature, gave seeds | 5 | Social Reasons |
| 6 | Marketing Support | 6 | Pregnancy |
| 7 | CBO started helpline | 7 | Unfavorable climate conditions |
| 8 | Primary Veterinary care | 8 | Lack of irrigation |
| 9 | Favorable climate conditions | 9 | Disaster |
| 10 | Subsidy Yojana – Drip irrigation, Electric connection, pumps, etc. | 10 | Crop Disease |
| 11 | Tractor | 11 | Change in job |
| 12 | Green House Farming | 12 | Child went out for education |
| 13 | Bought Live Stock | 13 | Loss in business |
| 14 | Cropping Pattern | 14 | Daughter got married and went to in laws |
| 15 | New business | 15 | Migrated |
| 16 | Change in job | 16 | Reduction in working hours |
| 17 | Increased working hours | 17 | Reduction in jobs |
| 18 | Increase in earning members | 18 | Reduction in working hours because of age |
| 19 | Started doing more than one | 19 | Livestock got lost/ran away |

| | | | |
|----|---|----|---------------------|
| | job | | |
| 20 | Raw Material Supply | 20 | Death of Live Stock |
| 21 | Started doing a job | 21 | Others (Specify) |
| 22 | Bought more livestock | | |
| 23 | Increase in labour rates | | |
| 24 | Increase in piyat area so started getting work for the whole year | | |
| 25 | Increase in Pay | | |
| 26 | Dairy started to collect milk from their village | | |
| 27 | From ownership to job | | |
| 28 | Switched to ancestral work | | |
| 29 | Increase in milk/wool/wood rates | | |
| 30 | Revision in Incentive Structure | | |
| 31 | Others (Specify) | | |

| Coding for Occupation | |
|-----------------------|------------------|
| Coding | Occupation |
| 1 | Animal Husbandry |
| 2 | Maldhari |
| 3 | Farmer |
| 4 | Farm Labour |
| 5 | Job |
| 6 | Mason |
| 7 | Driver |
| 8 | Tailor |
| 9 | Ownership |

| Coding for Occupation | |
|------------------------------|--|
| Coding | Occupation |
| | 9a – owner of Taxi 9b – owner of Tractor 9c – owner of Shop 9d – owner of Rickshaw 9e – owner of Garage 9f – owner of Truck |
| 10 | Wood Cutter |
| 11 | Gowaliya |
| 12 | Para Cadre |
| 13 | Weaver Kala Cotton |
| 14 | Weaver Acrylic |
| 15 | Weaver Wool |
| 16 | Weaver Khadi |
| 17 | Weaver Kala Cotton & Acrylic |
| 18 | Weaver Kala Cotton & Wool |
| 19 | Weaver Acrylic & Wool |
| 20 | Weaver Kala Cotton, Acrylic and Wool |
| 21 | Sevika ben |
| 22 | Arogya Sathi ben |
| 23 | Dayan |
| 24 | Domestic Servant |

APPENDIX 4

CHECKLIST FOR INFORMATION ON LOK SWASTHA MAHILA SAMITI

Date: _____

Name: _____

Position: _____

Contact Number: _____

Venue: _____

1. Background of Shri Gujarat Lok Swasthya Sewa Sahakari Mandali

- i. Type of Entity
 - Informal
 - Legal
 - Trust
 - Cooperative Society
 - Not for Profit Company
 - Producers Company
- ii. Institution Structure
 - ◇ Board
 - ◇ Management
 - ◇ Functional
- iii. Nature of Business/Service
- iv. Community Covered
 - ◇ Type
 - ◇ Demographics
 - ◇ Numbers
- v. Geographical Area of coverage of operations
- vi. Product Line
 - ◇ Type and number of Products
 - ◇ Price list as available
- vii. Number of people involved for selling and other functions

- viii. Criteria of selection of members/sellers
- ix. Training/Orientation Approach
- x. Relationship of health worker with Lok Swastha Mahila Samiti
 - ◇ Fixed Remuneration
 - ◇ Fixed Remuneration + Commission
 - ◇ Only Commission
 - ◇ Any other type of relationship

2. Project Intervention of FWWB

We understand that it was CEO Dashboard training. Any other intervention done? If so details.

- i. Any need assessment / prior meeting done by training agency/FWWB?

If so any relevant documents?

- ii. Nature of Training – Extent
 - Theory / Practice - general
 - Specific to LSMS concepts
 - Outcome oriented

3. Outcomes of interventions – Specify outcomes if any of the training at the LSMS levels

- i. Institutional
 - Any LSMS specific MIS
 - Decisions
 - Systems design partially
 - Fully in areas of inventory
 - Costing
 - Pricing
 - Operations and processes
- ii. Outcomes of such changes in LSMS –in terms of reduction of
 - Costing –correct costing allocations, cost reduction
 - Pricing – Pricing changes, discounts offered, package deals etc.
 - Marketing – strategy/tactics
 - Procurement – Inventory levels, working capital changes, raw material buying decisions, training etc.
- iii. Your personal gains/takeaways - specific knowledge, skills, how have you practiced the skills gained? To what extent?

Comparison Table

| No | Title | Pre Workshop | Post Workshop |
|----|-----------------|--------------|---------------|
| 1 | Costing | | |
| 2 | No. of Products | | |
| 3 | Production | | |

| | | | |
|----|-----------------------------------|--|--|
| 4 | Pricing of Products | | |
| 5 | Annual Turnover | | |
| 6 | No. of dealers | | |
| 7 | Supply Channel for health workers | | |
| 8 | No. of health workers | | |
| 9 | Capacity Building | | |
| 10 | Other | | |

4. Impact/changes if any at the community members level in the contexts of increasing their income

Documents to be collected from Shri Gujarat Mahila Lok Swasthya Mahila Samiti

Training Plan of CEO Dashboard training with training kit for referral.

- Contact details of trainers – name, organization, mobile, email
- End of training report if any
- Any plan/systems made as outcome of CEO Dashboard Workshop
- Any written documents of action plan after workshop

Note for the Interviewer:

- ◇ Please note down any quotations and case studies said by the respondent during the interview
- ◇ Background to be asked from any one personnel only of Lok Swasthya Mahila Samiti

CHECKLIST FOR UPAJ VILLAGE CENTRE HEADS

Date : _____

Name : _____

Name of Village centre of which head: _____

Contact Number : _____

Education: _____

1. Any need assessment / prior meeting done by training agency/FWWB?
If so any relevant documents
2. Nature of Training – Extent
 - Theory / Practice - general
 - Outcome oriented
3. Training is imparted using which methods? (Audio-visual aids, games, role-play, lectures, ppt, exposure visits, etc.)
4. Has an internal feedback/evaluation of training been carried out?

First phase of training

- i. Training done for how many days, per day hours, no of participants, training venue
- ii. Training type
- iii. Training done by
- iv. Topics covered
- v. Your Learning in the topics
 - Company introduction and working
 - Role and Responsibility
 - Structure of cattle feed structure
 - Compulsory things for running centre

Second Phase Training

- i. Training done for how many days, per day hours, number of participants, training venue
- ii. Training type
- iii. Training done by – contact details – email, mobile number, address
- iv. Topics covered
- v. Your Learning in the topics
 - Book Keeping at centre level
 - Rules and Regulation for centre
 - Recovery skills

Third Phase Training

- i. Training done for how many days, per day hours, number of participants, training venue
- ii. Training Type
- iii. Training done by – contact details – emails, mobile numbers, address
- iv. Topics covered
- v. Your Learning in the topics
 - Business Development
 - Future Perspectives

Outcomes of interventions – Specify outcomes of any of the trainings, at the Upaj level

- i. Institutional
 - Any Upaj specific MIS
 - Decisions
 - Systems design partially
 - Fully in areas of inventory
 - Costing
 - Pricing
 - Operations and processes
- ii. Outcomes of such changes in Upaj –in terms of reduction of
 - Costing –correct costing allocations, cost reduction
 - Pricing – Pricing changes, discounts offered, package deals etc.
 - Marketing – strategy/tactics
 - Procurement – Inventory levels, working capital changes, raw material buying decisions, training etc.
- iii. Your personal gains/takeaways - specific knowledge, skills, how have you practiced the skills gained? To what extent?

Comparison

| No | Topic | Pre | Post |
|----|---|-----|------|
| 1 | Turnover | | |
| 2 | Products sold in a month 1. Cattle feed 2. Nutrient supplement 3. Fodder seeds | | |
| 3 | No. of Shareholders | | |
| 4 | Awareness of producer company | | |
| 5 | Participation of shareholders | | |
| 6 | Recovery of outstanding receivables | | |
| 7 | Skill of local level human resources | | |
| 8 | MIS Development | | |
| 9 | VAT treatment funds | | |
| 10 | Any increase in the type of products | | |
| 11 | Bonus given to shareholders | | |
| 12 | Dividend given to share holders | | |
| 13 | Any other, please specify | | |

5. After the things that you learned in the first and second phase of trainings, did you change anything at your village centre? If yes, what and how?

CHECKLIST FOR STAFF MEMBERS OF UPJ / COMMUNITY MOBILIZATION AND MARKETING

Date : _____

Name : _____

Designation : _____

Contact Number : _____

Education : _____

1. Any need assessment / prior meeting done by FWFB?

If so any relevant documents

2. Discuss key processes of community mobilization?
3. How was it taught?
4. Videos/Speech are given by whom?
5. Strategies of Marketing taught?
6. Implemented any Marketing strategies in Upaj? If yes, discuss.
7. Changes brought in Upaj after the intervention of FWFB for community mobilization?
8. Differences according to you in Upaj after the process of community mobilization.
9. Changes brought in Upaj after the intervention of FWFB for Marketing?
10. Differences according to you in Upaj after the process of Marketing?
11. According to you Impact/changes if any at the community members level in the contexts of increasing their income.

Comparison

| No | Topic | Pre | Post |
|----|-------------------|-----|------|
| 1 | Shareholders | | |
| 2 | Active membership | | |

| | | | |
|---|--|--|--|
| 3 | Participation of shareholders in decision making of UPCL | | |
| 4 | Animal Health care in the areas | | |
| 5 | Marketing | | |

CHECKLIST FOR INFORMATION FROM UPJ

Date: _____

Name: _____

Position: _____

Contact Number: _____

Venue: _____

1. Brief Understanding of Upaj

- I. Brief history- genesis, start, vision/mission/objective.
- II. Type of legal entity
- III. Institutional structure- board/management/functional
- IV. Area of business / services.
- V. Product Details- type,number,price list if any
- VI. Geographical area coverage
- VII. Turnover
- VIII. No. of members involved
- IX. Relationship of worker with Upaj-(fix remuneration /fixed remuneration + commission/only commission/any other type of relationship.

2. Intervention

- I. Project Intervention -we understand that it was dashboard training. Any other intervention done? If so details.
- II. Outcome of Intervention- specify outcomes if any
 - Institutional- Any Upaj specific MIS/decision making/system design/ fully in area of inventory/costing/pricing/operations and process.
 - Outcomes of such changes in Upaj- in terms of reduction.
 - Costing- correct costing allocations, cost reduction
 - Pricing- Pricing changes, discounts offered, package deals etc
 - Marketing- strategies / tactics
 - Procurement- inventory levels, working capital changes, raw material buying decisions, training etc.

- Your personal gains/takeaways – specific knowledge, skills, how have you practiced the skills gained? To what extent?

This we understand is “In-Situ support”. It is assumed that during field visit interaction based support was provided. We will like to know little more on this important support.

| Sr.no. | Visit particulars (no of experts from FWFB, days spent at Upaj) | Intervention nature and specifications- Discussions /decisions/ sensitization /people covered | Extent of implementation | Changes in Upaj due to that |
|--------|---|---|--------------------------|-----------------------------|
| | | | | |
| | | | | |
| | | | | |

3 Documents to be collected from Upaj

- I. Contact details of trainers-names, organization, mobile/email
- II. Any written documents of action plan after workshop
- III. Training plan of CEO Dashboard training with training kit for referral (to be returned after study)
- IV. End of training report if any
- V. Any plan/systems made as outcome of CEO Dashboard Workshop

CHECKLIST GUIDE FOR KHAMIR

Date: _____

Name: _____

Position: _____

Contact Number: _____

Venue: _____

1. Brief understanding of Khamir

- i. Brief history – Genesis, Start, Vision/Mission/Objective.
- ii. Type of legal entity.
- iii. Institutional structure – Board/Management/Functional.
- iv. Area of Business/ Services.
- v. Product details – Types, Number, Price, List if any.
- vi. Geographical Area Coverage.
- vii. Turnover.
- viii. Number of weavers involved.
- ix. Relationship of weavers with Khamir-
 - Employee
 - Contract
- x. Remuneration
 - Fixed Salary
 - Commission
- xi. What does Khamir support service for artisans include?
 - ◇ Raw material and credit
 - ◇ Design and product development
 - ◇ Marketing and trade facilitation
 - ◇ All
- xii. What were the major reasons behind the decline of Khamir Weavers?
 - ◇ Weavers work with raw material natural and acrylic wool.
 - ◇ Dependence on external markets for raw material.

- ◇ Seasonal sales during winter months.
- ◇ Demand for Kutch weaving products reached saturation point.
- xiii. How the problems faced above was tackled?

xiv. Evolution of Value Chain concept:

I. Implementation

(a) System (MIS developed)

- Order Tracking
- Passbook system for the weavers
- Input – output system
- Costing system
- Quality control system

(b) Decisions

(c) Practice

- i. Farmers
- ii. Separation of pod from cotton
- iii. Ginning
- iv. Spinning
- v. Dyeing unit
- vi. Design
- vii. Weaving

xv. Which were the sources used for resource employment/ deployment?

xvi. Who is the base for the new business structure?

- ◇ Farmers
- ◇ Weavers
- ◇ Buyers

xvii. Key challenges faced?

xviii. Which are the areas identified for further development?

- Design collaboration
- Dyeing unit
- Marketing strategies
- Achieves and documentation
- All

xix. Which are the levels involved in order to strengthen the team of weavers?

xx. Impact/ changes if any at the community member level in the context of increase in income?

**CHECKLIST FOR INFORMATION ON DEVBHOOMI NATURAL PRODUCTS
PRODUCER COMPANY LIMITED**

Date: _____

Name: _____

Position: _____

Contact Number: _____

Venue: _____

**1. Background of Dev Bhoomi Natural Products Producer Company
Limited**

i. Type of Entity

- Informal
- Legal
- Trust
- Cooperative Society
- Not for Profit Company
- Producers Company

ii. Institution Structure

- ◇ Board
- ◇ Management
- ◇ Functional

iii. Nature of Business/Service

iv. Community Covered

- ◇ Type
- ◇ Demographics
- ◇ Numbers

v. Geographical Area of coverage of operations

vi. Product Line

- ◇ Type and number of Products

- ◇ Price list as available
- vii. Number of people involved for selling and other functions
- viii. Criteria of selection of members/sellers
- ix. Training/Orientation Approach
- x. Relationship
 - ◇ Fixed Remuneration
 - ◇ Fixed Remuneration + Commission
 - ◇ Only Commission
 - ◇ Any other type of relationship

2. Project Intervention of FWWB

We understand that it was CEO Dashboard training. Any other intervention done? If so details.

- i. Any need assessment / prior meeting done by training agency/FWWB?

If so any relevant documents?

- ii. Nature of Training – Extent
 - Theory / Practice - general
 - Specific to Devbhoomi Natural PCL concepts
 - Outcome oriented

3. Outcomes of interventions – Specify outcomes if any of the training at the Devbhoomi Natural PCL levels

- i. Institutional
 - Any Devbhoomi Natural PCL specific MIS
 - Decisions
 - Systems design partially
 - Fully in areas of inventory
 - Costing
 - Pricing
 - Operations and processes
- ii. Outcomes of such changes in Devbhoomi Natural PCL –in terms of reduction of
 - Costing –correct costing allocations, cost reduction
 - Pricing – Pricing changes, discounts offered, package deals etc.
 - Marketing – strategy/tactics
 - Procurement – Inventory levels, working capital changes, raw material buying decisions, training etc.
- iii. Your personal gains/takeaways - specific knowledge, skills, how have you practiced the skills gained? To what extent?

Comparison Table

| No | Title | Pre Workshop | Post Workshop |
|----|---|--------------|---------------|
| 1 | Costing | | |
| 2 | No. of Products | | |
| 3 | Production | | |
| 4 | Pricing of Products | | |
| 5 | Annual Turnover | | |
| 6 | No. of customers a. Retailers b. Distributors | | |
| 7 | Export orders | | |
| 8 | Timely quality Production and Supply | | |
| 9 | Capacity Building | | |
| 10 | Other | | |

4. Impact/changes if any at the community members level in the contexts of increasing their income

CHECKLIST FOR INFORMATION ON RAM RAHIM PRAGATI PRODUCER COMPANY LIMITED

Date: _____

Name: _____

Position: _____

Contact Number: _____

Venue: _____

1. Background of Ram Rahim Pragati Producer Company Limited

- i. Type of Entity
 - Informal
 - Legal
 - Trust
 - Cooperative Society
 - Not for Profit Company
 - Producers Company
- ii. Institution Structure
 - ◇ Board
 - ◇ Management
 - ◇ Functional
- iii. Nature of Business/Service
- iv. Community Covered
 - ◇ Type
 - ◇ Demographics
 - ◇ Numbers
- v. Geographical Area of coverage of operations
- vi. Product Line
 - ◇ Type and number of Products
 - ◇ Price list as available
- vii. Number of people involved for selling and other functions
- viii. Criteria of selection of members/sellers
- ix. Training/Orientation Approach
- x. Relationship
 - ◇ Fixed Remuneration

- ◇ Fixed Remuneration + Commission
- ◇ Only Commission
- ◇ Any other type of relationship

2. Project Intervention of FWWB

We understand that it was CEO Dashboard training. Any other intervention done? If so details.

- i. Any need assessment / prior meeting done by training agency/FWWB?

If so any relevant documents?

- ii. Nature of Training – Extent
 - Theory / Practice - general
 - Specific to Ram Rahim PCL concepts
 - Outcome oriented

3. Outcomes of interventions – Specify outcomes if any of the training at the Ram Rahim Pragati Producer Company Limited levels

- i. Institutional
 - Any Ram Rahim Pragati Producer Company Limited specific MIS
 - Decisions
 - Systems design partially
 - Fully in areas of inventory
 - Costing
 - Pricing
 - Operations and processes
- ii. Outcomes of such changes in Ram Rahim PCL –in terms of reduction of
 - Costing –correct costing allocations, cost reduction
 - Pricing – Pricing changes, discounts offered, package deals etc.
 - Marketing – strategy/tactics
 - Procurement – Inventory levels, working capital changes, raw material buying decisions, training etc.
- iii. Your personal gains/takeaways - specific knowledge, skills, how have you practiced the skills gained? To what extent?

Comparison Table

| No | Title | Pre Workshop | Post Workshop |
|----|---------------------|--------------|---------------|
| 1 | Costing | | |
| 2 | No. of Products | | |
| 3 | Production | | |
| 4 | Pricing of Products | | |
| 5 | Annual Turnover | | |
| 6 | No. of customers | | |

| | | | |
|----|---|--|--|
| | ii. Retailers iii. Distributors | | |
| 7 | Export orders | | |
| 8 | Timely quality Production and Supply | | |
| 9 | Capacity Building | | |
| 10 | Other | | |

4. Impact/changes if any at the community members level in the contexts of increasing their income

CHECKLIST FOR MULBERRY

QUESTION GUIDE FOR TRAINERS

1. Weaver Entrepreneur Mobilization

1. What criteria had been put for weaver entrepreneur mobilization?
2. Why that criteria?
3. Have you been able to ensure its adherence across all the areas or with all the entrepreneurs?
4. If yes/no, what are the reasons?
5. What modifications were made to the same?
6. How did you inform the entrepreneur about their selection as beneficiary?

7. Effectiveness of entrepreneur Mobilization activity utilized:

| Entrepreneur Mobilization Activity | Duration of Activity | Attendance | Entrepreneurs Mobilized |
|---------------------------------------|-------------------------|------------|----------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

8. What was the response from entrepreneurs?

2. Training Delivery

1. Did you play any specific role/s in organizing the training ?

2. If yes, what was your role in organizing the training ?
3. What roles did you play as a trainer? (establishing ground rules, process monitoring, evaluation & reporting, maintaining training statistics)
4. Training Topic, Methods & Feedback :

| No | Topic | Training Method | Feedback of trainees |
|----|-------|-----------------|----------------------|
| 1 | | | |
| 2 | | | |
| 3 | | | |

3. **Handholding Support**

1. What is your understanding of handholding?
2. What criteria were followed for handholding of weaver entrepreneurs?
3. Activities of handholding & it's impact:

| No | Handholding Activities | How (Process) | Impact Observed |
|----|---|---------------|-----------------|
| 1 | Meetings held | | |
| 2 | Guidelines provided to individuals & groups | | |
| 3 | Average time spent on handholding per month | | |
| 4 | Frequency of handholding support per month | | |
| 5 | Psycho-social support | | |
| 6 | Joint problem solving | | |
| 7 | Emotional support | | |
| 8 | Skill building | | |
| 9 | Linkages establishment | | |
| 10 | Providing information | | |

| | | | |
|----|----------------------------|--|--|
| 11 | Any other (please specify) | | |
|----|----------------------------|--|--|

4. What was experience of handholding support?
5. What challenges did you face in providing handholding support?
6. How did you manage those challenges?
7. How much effective do you consider the handholding support?