



Assessing the Needs and Social Impact of Asian Female Social Entrepreneurs

Columbia SIPA Team

With the support of Asian Women Social Entrepreneurs Network (AWSEN)

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EXECUTIVE SUMMARY

This report details our project that aims to assist our client, Asian Women's Social Entrepreneurs Network (AWSEN), develop methodologies to assess the needs of its member organizations as well as the social impact of those organizations in their target communities. AWSEN was established in 2014 in Japan to support female entrepreneurs and to promote women's independence in the ASEAN region by connecting and collaborating with like-minded female entrepreneurs through conferences, opportunities to network and share their learnings. In order to scale up AWSEN's organizational capacity to provide strategic support to its members, AWSEN found it necessary to understand the member organizations' current impact on their communities and their needs to grow further. Therefore, our team, in partnership with AWSEN, conducted assessments for several AWSEN members to formulate a plan to enhance AWSEN's support system.

To assess the needs of AWSEN's member organizations as well as their intended impacts on their targeted communities, we tested the following three methodologies: a survey, a six-dimension needs assessment tool, and a theory of change (TOC) methodology. A survey was used to gather general information on AWSEN's member organizations before heading into the field to work with a subset of entrepreneurs; and the needs assessment tool and TOC were designed to help these organizations assess their own needs and intended impacts in an in-depth and systematic way. After conducting the survey and working with nine AWSEN member organizations, we analyzed each organization's performance and needs, summarized our qualitative findings, and created graphs, including star graphs and TOC diagrams, to visualize our findings.

Finally, by identifying some common challenges and possible solutions, we made recommendations to AWSEN. The main challenges we found across the nine members we interviewed relate to funding, partnerships, and business operations. To assist the members with their immediate and future needs to scale up their work, we recommend that AWSEN continue their periodic conferences, offer tailored workshops geared towards strengthening and developing much-needed skills of its members, and create a database of experts to support its collaborative network of entrepreneurs and the talent they need to expand.

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The team also owes a debt of gratitude to individuals and experts who provided feedback on methodology and study designs: Professor Richard Hazenburg (Institute for Social Impact, University of Northampton), Rule of Law & Human Rights Officer Sean O'Connell (United Nations Development Programme, Hanoi), Professor Julie Poncelet (Impact Assessment, SIPA), and Professor Gary Bagley (Non-profit Management, SIPA).

In particular, we thank our faculty advisor, Fumiko Sasaki, for her wonderful support and guidance, for going beyond her call of duty over the entire duration of our workshop.

The team was truly inspired by this project and hopes that this report will boost AWSEN's efforts in assessing the needs and the social impact of their member organizations as well as those on their targeted communities.

INTRODUCTION

In Southeast Asia, social structures of society are dominated by men while women's activities are often limited to taking care of their families. Having significantly less access to the political, economic, and social spheres with limited participation, voices of women in the region have been ignored. However, women have enormous potential, energy and creativity; most of which are underutilized in society, unfortunately.

Today, despite such inferior status in society, many women have stood up to expand their capability in order to contribute towards economic growth, alleviation of social problems and narrowing the gaps between men and women for a more equitable society. Nonetheless, given less access to resources including funding and connections, they generally struggle without adequate support. Asian Women's Social Entrepreneur Network (AWSEN) was established in 2014 to support such pioneers, believing that their success will encourage more women to be independent, create leadership and change the male dominant system and even create jobs for other women.



AWSEN is a learning community that empowers women social entrepreneurs through knowledge, inspiration, and alliances to reach their full potential. More specifically, the network aims to (1) provide effective communication channels for capacity building through exchanges and collaboration among current and future women social entrepreneurs; as well as (2) create and advocate for a supportive ecosystem for women social entrepreneurs. AWSEN concentrates on five areas to offer support and development for women social entrepreneurs that include research and training, mentorship, networking, business support and advocacy. In each area, AWSEN creates an ecosystem of support and development that allows women social entrepreneurs, to tap into resources as well as each other's knowledge and experience to further develop their social enterprises.

This project aims to assist AWSEN by complementing their activities. In practice, this project developed and tested methodologies to assess (1) the needs of the AWSEN member organizations to scale up their work, and (2) the impacts they have created in target communities. We hope that the recommendations based on the assessment findings will improve the capabilities of AWSEN's support system, which, in turn, can extend the capabilities of the member entrepreneurs, and eventually enhance the leadership and social status of women in the region.



I. Background

1. CLIENT AGENCY¹

Vision: A network dedicated to enabling women to build successful social enterprises. Women social entrepreneurs are developed to their full potential and lead their enterprises in a very supportive ecosystem, thereby, being at the forefront in the contribution towards the economic growth, alleviation of social problems and narrowing the gaps between men and women for a more equitable society.

Mission: AWSEN is a learning community that empowers women social entrepreneurs through knowledge, inspiration, and alliances to reach their full potential. More specifically, the network aims to (1) provide effective communication channels for capacity building through exchanges and collaboration among current and future social entrepreneurs as well as (2) create and advocate for a leadership building and supportive ecosystem for women social entrepreneurs.



Box 1: About AWSEN Vision and Mission Source: Official website: <http://awsen.net/about/>

The Asian Women Social Entrepreneurs Network (AWSEN) was launched in August 2014 by a consensus of participants from Cambodia, Laos, Myanmar, Thailand, and Vietnam while attending a seminar on Promoting Women Social Entrepreneurs in the Mekong Subregion in Bangkok.

The Asian Women Social Entrepreneurs Seminar, held from July 30 to August 1, 2014, was attended by women seeking to solve social issues through businesses, including NGO executives who want to shift from a donation-based business model to a more sustainable one, in addition to up-and-coming women social entrepreneurs. The purpose of this seminar was to articulate the challenges and opportunities for women social entrepreneurship, harness the necessary resources, and create a network to empower these women leaders. Twenty-six motivated women social entrepreneurs from the Mekong region participated in the seminar and shared their precious expertise.

Over two days of intensive sessions, the following topics were discussed; “The Environment of Mekong countries,” “Mainstreaming Gender in Social Entrepreneur Fields,” “Creating the better Support System for Women Social Entrepreneur,” “Capacity Building,” and

¹ Information in Client Agency section of this report was taken from AWSEN official website, (<http://awsen.net/about/>) as well as the Asian Women Social Entrepreneurs Seminar Report 2014.

“Rethinking about the Business Model.” The last day was an open session and the participants, together with observers, created an action plan for cross-border collaboration.

August 1, 2014, marked the last day of the Seminar as well as the launch day of the “Asian Women Social Entrepreneurs Network,” which developed a scheme that links the participants with business partners and resources and supports their current and future business endeavors following the seminar.

Areas of Support and Development

AWSEN concentrates on five areas to offer support and development for women social entrepreneurs that include research and training, mentorship, networking, business support and advocacy. In each area, AWSEN creates an ecosystem of support and development that allows women social entrepreneurs to tap into resources as well as each other to further develop their social enterprises.

Research

AWSEN conducts research on issues related to women social entrepreneurs, the environment and the ecosystem that women social entrepreneurs operate in Asia.

Training

AWSEN organizes seminars and conferences as well as designing and delivering training programs related to women social entrepreneurship and related areas aligned to their mission.

Networking

AWSEN forges alliances and collaboration through creating different kinds of platforms for networking women social entrepreneurs, supporting organizations, investors, aid agencies, international organizations and other organizations and individuals committed to women social entrepreneurship.

Business Support

AWSEN facilitates opportunities to support women social entrepreneurs to expand their businesses that include business matching and cross-country collaboration.

Advocacy

AWSEN advocates for the promotion of social enterprises run by women and for better policy frameworks, ecosystems and support for women social entrepreneurs.

2. PROJECT RATIONALE

Social entrepreneurs and social enterprises are playing increasingly visible roles in addressing economic, social and sustainable development challenges in the ASEAN region. Since 2014, AWSEN has been working to create and sustain a network to identify challenges and opportunities for women social entrepreneurs, harness the necessary resources to help them address issues, and create a wider network to support and empower women leaders.

Why women's entrepreneurship is so important?

The Beijing+10 meetings in March of 2005 revealed that, of the twelve critical areas of concern outlined in the Beijing Platform for Action, the least progress had been made toward advancing women's economic opportunities. Improving women's employment opportunities is also one of the key goals of the third Millennium Development Goal, and subsequently, Sustainable Development Goal 5 which is focused on Gender Equality and Women's Empowerment.

Increasing levels of female education and the growing accessibility to markets, combined with the significant financial resources that women possess, make women's entrepreneurship an important and promising strategy to enhance the private sector. Women entrepreneurs represent an important yet underutilized economic potential, not only in terms of their own labor but also as a driving force to create jobs for others, particularly other women. Worldwide, women account for about 48% of employees in women-owned businesses, compared to 28% in those that are male-owned².

Why conduct impact evaluations?

- There is usually a dearth of hard evidence (numbers, data) on what seems to be working, even in successful organizations such as AWSEN
- As a consequence, decisions can sometimes be based more on emotion than evidence
- We believe that budgets and funds can be utilized more effectively with better evidence on what aspects of a project are working best - creating maximum impact
- If donors and funders better understood how their money was being spent on programs, including elements that show impact on their investment, such understanding would help

² The World Bank. (2006). World Bank Open Data.

increase the overall pool of funding available to women's entrepreneurship networking programs

3. OBJECTIVES

AWSEN is particularly interested in measuring the social impact of its members. This is an important agenda because both AWSEN and its members seek additional funding to support their work. However, AWSEN is aware that the impact its member organizations are having on their target audiences cannot necessarily be attributed to AWSEN. Disentangling AWSEN's impact on the target populations would be challenging and is beyond the scope of this project. AWSEN has made strides to improve the efficiency and effectiveness of its member organizations through the five key areas previously described. Therefore, improving AWSEN's ability to support its members' enterprises can only serve to improve the overall impact on the varying communities being served.

Hence, the main objective of this project is to develop and test methodologies to:

1. Assess the needs of the social entrepreneurs that are current members of AWSEN
2. Measure the intended social impact of individual AWSEN members

With impact evaluation at the center of our project objective, we first conducted the following tasks:

- Conducted desk review and expert interviews to understand the AWSEN context for social entrepreneurs and social enterprises; the initial experience of AWSEN and its members; and alternative approaches to assess the impact of social enterprises and social enterprise networks;
- Conferred with AWSEN leadership to identify a small sample of AWSEN members to participate in this project;
- Designed the proposed methodologies to assess the specific needs of the members, and the intended social impact of the selected AWSEN members on their target communities; and developed related information-gathering tools (e.g., an online survey questionnaire, interview guides, and an outcome mapping workshop guide);

- Conducted relevant information-gathering activities, which included an online survey, remote interviews, and in-person interviews;
- Analyzed the data collected, refined the needs and impact measurement methodologies and related tools, and prepared this final report documenting this process as well as key findings and recommendations.

The goal is for AWSEN to be able to help its member organizations carry out future needs assessments and impact evaluations successfully once our team has helped them test these methodologies with selected members.

4. CRITICAL ASSUMPTIONS

The activities and methods presented in this report were contingent upon several critical assumptions and successful project completion was dependent on these assumptions holding true. These assumptions included the following:

1. **Background research:** that adequate and reliable secondary sources and background documents on women social entrepreneurs in the Mekong region would be available for thorough desk research. For primary research objectives, we assumed that with the help of AWSEN and our faculty advisor, the SIPA team would be able to establish necessary contacts with experts, key stakeholders and close substitutes to secure meetings.
2. **Member and stakeholder availability:** that all interviewees would be available to meet with us.
3. **Accuracy of information:** that data collected through surveys and interviews would be reliable and accurate.
4. **Validity of findings:** that the AWSEN member organizations we worked with in Indonesia and Vietnam to test our proposed methodologies would be fairly representative of the entire population of AWSEN members.
5. **Data collection:** that the AWSEN members we interviewed would have readily available data relevant to our study and that our team could request supplemental information.
6. **Implementation:** that (a) AWSEN would have adequate personnel and technical and financial resources to implement the recommendations and findings of this study; and (b)

that AWSEN members will be receptive to the suggested pivots and changes to the currently established network model.

The assumptions outlined above were subsequently analyzed, and related limitations and lessons are discussed in the later parts of this report.

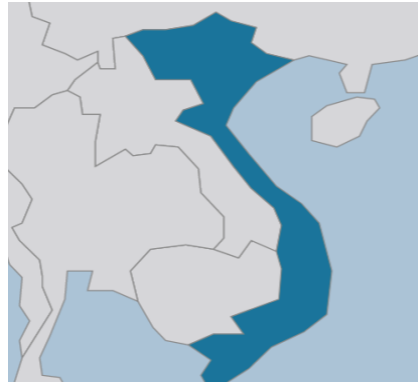
5. PROJECT BACKGROUND AND CONTEXT

When founded in 2014, the AWSEN network was comprised of 50 members from five countries – Cambodia, Lao PDR, Myanmar, Thailand and Vietnam. These countries together form the Lower Mekong Region (LMR). However, the network has since expanded to over 200 members across several countries in the Asian subcontinent.

For the purpose of our project, we decided to choose one of the LMR countries – Vietnam – along with a newer member country – Indonesia. The reasons for this choice are three-fold. First, we worked closely with our client liaison in New York to identify network countries where a significant number of members were based. Second, we preferred countries wherein entrepreneurs were more likely to be conversationally fluent in English. Not only did this eliminate the need for translation services (a high cost for our project), it also allowed us to engage more meaningfully with our interviewees. Third, we wanted to add value to our client by choosing countries wherein AWSEN conferences have not yet taken place. Thus, for reasons that allowed us to optimize time-efficiency, primary data comprehension and value addition, our team conducted field research in Vietnam and Indonesia.

A. COUNTRY PROFILE: VIETNAM

Traditionally, men have had a superior role to women in Vietnamese society. Men have dominated in all spheres of life from family to education. While the Vietnamese society still remains gendered in many ways, gender roles are beginning to become more equitable. In the Vietnamese Constitutional Law of 1993, women and men were legislated to have equal positions (UN Women, 2001).



Source: United Nations Development Programme & World Bank

Development Index

GDP:	202,615.89 million USD
GDP per Capita:	2,185.7 USD
GDP Growth:	6.2%

Development Indices (score and rank):

Human Development Index	0.689 (113 th)
Gender Development Index:	1.01 (105 th)
Multidimensional Poverty Index:	0.016 (115 th)

Historical Context

Until A.D. 938 and for over one thousand years prior, Vietnam was under Chinese rule. China exerted an influence on Vietnamese administration, law, education, literature, language and culture. Chinese influence on Vietnam's culture still exists today. In the 19th century, France invaded Vietnam and the Southern portion of Vietnam became a French protectorate and the Northern portion was run by Vietnamese officials while having a French Governor. In 1954, after one hundred years of colonial rule, Vietnam defeated France and gained its independence.³

After a long, bloody war, South Vietnam surrendered in early 1975, and in 1976 Vietnam was officially unified and renamed the Socialist Republic of Vietnam ("SRVN"), with Hanoi as its capital. The SRVN consists of the former Democratic Republic of Vietnam (North Vietnam) and the former Republic of Vietnam (South Vietnam). The reunification of the country gave birth to the

³ Vietnam in a Nutshell: An Historical, Political and Commercial Overview, Andrew L. Odell and Marlene F. Castillo, https://www.duanemorris.com/articles/static/odell_inpr_aut08.pdf

Socialist Republic of Vietnam and the North Vietnamese quickly consolidated their control over the south and dominated its politics. The new leaders imposed reeducation camps to instill socialist values and moved to collectivize farms and nationalize business operations. Saigon was renamed Ho Chi Minh City, honoring the founder of the Democratic Republic of Vietnam. The National Assembly approved a new Constitution which declared the state to be a "proletarian dictatorship" and proclaimed the Communist Party as the "only force leading the state and society." Later constitutional revisions introduced major political and economic reforms, including the right to private property. Over the years, many refugees fled Vietnam and settled in the West, fearing political persecution and diminished economic opportunities.⁴

Political Context

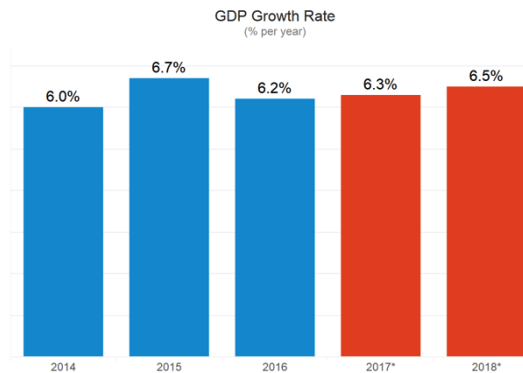
The politics of Vietnam are defined by a single-party socialist republic framework, where the President of Vietnam is the head of state and the Prime Minister of Vietnam is the head of government, in a one-party system led by the Communist Party of Vietnam (SRVN, Government Portal). Since its foundation, the key ideology has been Marxism–Leninism, but since the introduction of a mixed economy in the late 1980s and 1990s, it has lost its monopolistic ideological and moral legitimacy (The Guardian, 2015). The Constitution designates the 450-member National Assembly as the supreme organ of the state (SRVN, The Government Portal). In practice, however, power is in the hands of party elites who hold important administrative positions in government.

Đổi Mới is the name given to the economic reforms initiated in Vietnam in 1986 with the goal of creating a "socialist-oriented market economy" (Dang, 2013). Under the command economy, the central government decided output targets and prices, input supplies, domestic wholesale and retail trade, and international trade; the state was aiming at creating a vertically integrated economy where there was no commercial contact among individual production units horizontally (Dang, 2013).

⁴ Vietnam in a Nutshell: A Historical, Political and Commercial Overview, Andrew L. Odell and Marlene F. Castillo, https://www.duanemorris.com/articles/static/odell_inpr_aut08.pdf

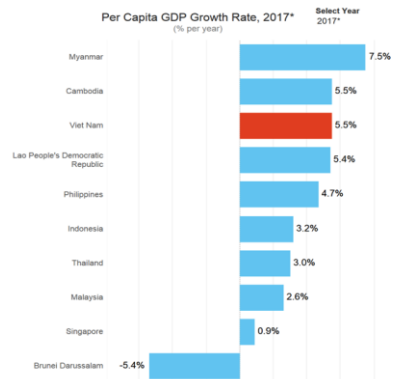
Economic Indicators

Vietnam underwent dramatic economic reforms in the 1980s and 1990s by undertaking a reform process called Doi Moi to revamp a broad range of macroeconomic policies. These policies were designed to aid the country in transitioning from a centrally planned economy to a market-oriented economy. Economic growth averaged a strong 7.4% per year from 1998 to 2007, and poverty declined from 35% in 2000 to 16% in 2006 (Dang, 2013). In the 25 years since the initial reforms began, Vietnam has made impressive progress, transforming itself from an impoverished country to one of the fastest-growing economies in Asia. Vietnam is now classified as a lower middle-income country. The country's economic growth has been on the rise since 2011 and inflation has remained within single digits (Asian Development Bank, 2017). Well-balanced macroeconomic policies have helped restore stability and investor confidence, with growth being propelled by a surge in foreign direct investment and export-oriented manufacturing (Asian Development Bank, 2017). The country's GDP growth over the past 5 years is depicted in the graph below:



Source: Asian Development Bank (2017)

GDP per capita is also on the rise, indicating that the country has in fact transitioned to a middle-income country. At the same time, as of 2015, about 7% of the Vietnamese population lived below the national poverty line (Asian Development Bank, 2017). A cross country comparison with other Mekong countries illustrates the per capita GDP growth rate of Vietnam in relation to its neighbors:



Source: Asian Development Bank (2017)

Social Indicators

Despite remarkable achievements in reducing poverty, serious development challenges remain, with income and other socioeconomic gaps still evident in pockets of ethnic minorities and other vulnerable groups. Poverty gains are fragile and a significant portion of the population, particularly in rural areas and among ethnic minorities, is vulnerable to falling back into poverty. According to a UNDP report, Vietnam's Human Development Index (HDI) Value in 2015 was 0.683, which put the country in the medium human development category—positioning it at 115 out of 188 countries and territories. Between 1990 and 2015, Vietnam's life expectancy at birth increased by 5.4 years, mean years of schooling increased by 4.1 years and expected years of schooling increased by 4.8 years (UNDP, 2016).

Social Enterprise Background

Although the status of “social enterprise” was recently legally recognized in the new Enterprise Law of November 2014, organizations that aim at achieving social goals through economically sustainable models have been operating in Vietnam for decades. According to a joint research conducted by the Central Institute of Economic Management (CIEM), the British Council, and the Centre for Social Initiatives Promotion (CSIP), the history of social enterprises in Vietnam can be divided into three phases: 1) Prior to the Open Door Policy ‘Doi moi’ in 1986, social enterprises mainly operated in the form of Cooperative through collective ownership, and aimed at helping the vulnerable/disadvantaged communities; 2) from 1986 to 2010, social enterprises associated with NGOs and civil society organizations and relied on international development aid from foreign countries and international NGOs; 3) from 2010 to now, as Vietnam became a “lower middle-income

country” and the provision of international development funds declined, social enterprises in Vietnam increasingly evolved into more market-driven business entities, and the sources of funds shift from external financing to internally generated income from business activities.

The Enterprise Law of 2014 marked a significant milestone in the development of social enterprise in Vietnam. However, despite official recognition of the status of social enterprise, support from government is only modest. The mechanism of government subsidies, tax exemption or preferential public contracts is unclear. Besides government support, a number of donors and intermediary organizations operate in Vietnam to support the social initiatives, with a focus on incubating, training, mentoring, networking and research, according to a study by VNU University of Economics and Business. Leading donors and intermediaries include the British Council, the Irish Aid, and the Center for Social Initiatives Promotion (CSIP) and the Spark Center for Social Entrepreneurship Development.

According to an online database established by the CSIP, as of 2014 there are 209 organizations listed as social enterprises. The study by VNU University of Economics and Business identified four categories of social enterprises, which are 1) cooperatives; 2) social enterprises established and driven by social entrepreneurs; 3) social enterprises incubated by professional intermediaries; and 4) social enterprises transformed from local NGOs.

B. COUNTRY PROFILE: INDONESIA

Inequality drivers in consumption levels of Indonesia are typically based on three factors that remain out of control of the individual – gender of the head of household, level of education, and household location (Asian Development Bank, 2015). Lack of public infrastructure remains at the core of income immobility and, oftentimes, improvements within the public sphere tend to favor men over women. However, Indonesian legislature cites gender equality within their constitution enacted in 1945, granting every person the right to lawful human development (International Labor Organization (ILO), 2002).



Source: United Nations Development Programme & World Bank

Development Index

GDP:	932,259,177 billion USD
GDP per Capita:	3,570.29 USD
GDP Growth:	5.0%

Development Indices (score and rank)

Human Development Index	0.689 (113 th)
Gender Development Index:	0.926 (105 th)
Multidimensional Poverty Index:	0.024 (113 th)

Historical Context

Indonesia became a colony of Portugal in 1511. However, the invasion of the Netherlands began after that, and in 1691 the famous East India Company was founded there. Until 1900, Indonesia was under one government of the Dutch colonists as the Dutch East Indies. However, after the East India Company dissolved in 1799, the campaign of independence from the Dutch began in line with the formation of the Indonesian Kuomintang. In the midst of the Second World War, in 1942 Indonesia was occupied by the Japanese Army. However, in 1945, due to the surrender of Japan, Japan supported Sukarno to return from internal exile and to declare independence. Despite such state, the Dutch repeatedly fought to colonize Indonesia, but after four years of guerrilla warfare, in 1949 the Dutch finally recognized the independence of Indonesia. In 1966, Sukarno handed over the power to General Suharto who became president in March 1967, after a failed coup in 1965 in which hundreds of thousands of suspected Communists were killed. As the Asian economic crisis hits Indonesia in 1997, Indonesian rupiah plummets in value, leading to protests and riots, which results in toppling Suharto and making B J Habibie the new president in 1998. In August 2002, change in the constitution was seen, showing a step forward to

democracy. Through this change, voters were able to elect a president and a vice president for the first time in history. On the down side, from 2002 to 2006, numerous bomb attacks occurred in Bali and in Jakarta, along with powerful earthquakes and tsunamis killing thousands of people in Indonesia.

Overall, Indonesia has been strongly influenced by other countries throughout history from the long colonial era until today.

Political Context

Indonesia has been a constitutional democracy since 1998 when various constitutional amendments were made in order to make dictatorship virtually impossible. Although each parliamentary and presidential election, conducted every five years, is to be free and fair, corruption, collusion, nepotism and money-politics still prevail.

Due to the political decentralization which occurred in the post-Suharto era, regional governments gained more power. This led to regional religious influences heavily affecting the regional decision-making. As the majority of the nation is Muslim and there is a dominance of Java in national agendas, politics tend to be Islam oriented.

The political system of Indonesia consists of three branches: executive branch, legislative branch and the judicial branch. The executive branch consists of the president, the vice president and the cabinet. The legislative branch of Indonesia is the People's Consultative Assembly (Majelis Permusyawaratan Rakyat, abbreviated MPR), and the independent Supreme Court (Mahkamah Agung) is the highest court in Indonesia's judiciary system.

Economic Indicators

Economic growth in Indonesia has been driven by the consumption rate of a growing middle class. However, this growth has been heavily reliant on the exportation of commodities, which unfortunately is quickly fading according to recent trends (Asian Development Bank, 2017). Challenges that inhibit further economic growth include insufficient infrastructure needed for expansion, lack of quality education, and lack of skills development conducive to enhance productivity (Asian Development Bank, 2017). Currently, exports and imports still comprise 41.9% of Indonesia's GDP, a significant amount; combined with a negative flow of private capital (-4.9% of GDP) and an external debt stock at 34.1% of the GNI, Indonesia continues to rank a lower middle-income country (United Nations Development Programme, 2016).

In order to improve private investment, these challenges must be addressed. The ADB has reported that Indonesia must invest in diversifying its portfolio by diminishing the cost of conducting business, provide several financial services, and improve financial inclusion (Asian Development Bank, 2017). Aligning themselves with this goal, Indonesia has adopted the National Medium-Term Development Plan, 2015-2019 that promotes investment projects, capacity-building support, and economic inclusivity. Recently, Indonesia is also investing in fortifying their public infrastructure and working with the ADB to address the needs of its growing middle class.

Social Indicators

Since the 1970s Indonesia was heavily reliant on the agricultural sector for economic activity. Throughout the 1980s and 1990s their emphasis has evolved to include improvements in energy, urban infrastructure, education, fiscal resilience, and support for the financial sector has grown substantially (Asian Development Bank, 2017). With this development strategy, Indonesia has been able to lift over 10 million people out of poverty within the last decade, although poverty still permeates the country. With a population of about 262 million people, Indonesia's demographics reveal that 6.8% of the population live below the global poverty line, surviving off of \$1.90 a day (World Bank, 2018).

Men continue to dominate the labor force, leaving women to create opportunities for themselves by becoming entrepreneurs, a window of opportunity AWSEN is dedicated to expanding and facilitating. Men currently comprise 79.3% of the employment of citizens over 15 years old, while women only make up 47.5%, a shocking 31.53% difference (World Bank, 2018). Due to the lack of employment opportunities, a growing number of women are strategically becoming entrepreneurs; self-employed women make up 62.5% of the female population in comparison with 58.2% of their male counterparts (World Bank, 2018). However, even within these trends, women consistently face gender inequality; the number of women in vulnerable employment surpasses that of men by 8% and 17.1% of positions in the national parliament belong to women as of 2015 (World Bank, 2018). UNDP ranked Indonesia's Human Development Index (HDI) at 0.0689, making it 113th out of 188 countries and their ranking had not improved within the last three years (United Nations Development Programme, 2016). Their Gender Development Index (GDI), which measures gender equality across sections that include health, education, and

equitable command over economic resources is 0.926 (United Nations Development Programme, 2016).

Social Enterprise Background

In Indonesia, over the last decades, the concept of social enterprise has been emerging, mainly following the reform process after the Asian crisis Indonesia in the early and mid-2000s. One effort to identify social enterprise in the local context is the establishment of movement called the Indonesian Social Enterprise Association in 2009. However, the Indonesian government has not yet provided support to social entrepreneurship in Indonesia. And based on the data collected by Angel Investment Network Indonesia (ANGIN), the social enterprises in Indonesia can be qualified into three categories: about 70% of the social entrepreneurs are in the un-fundable stage, with characteristics such as weak management, non-compelling market fit and so on; approximately 20% of the SEs are at the level of potential to be funded but would need additional support; and 10% of the SEs are ready to receive funding. 55% of the SEs focus on the agriculture sector, and 20% of the SEs focus on the financial services sector. And from a gender aspect, it is estimated that 25% of the SEs in Indonesia are led by female entrepreneurs.



II. Methodology & Analysis

Our team developed and tested three methodologies: a survey questionnaire, a needs assessment tool, and a theory-of-change approach to identify the intended social impact of a social enterprise. These three methodologies were selected and established from research and analysis from various expert interviews, and various research papers.

1. Methodologies

A. METHODOLOGY 1: SURVEY

The impetus behind conducting an online survey across the AWSEN network was to gauge overall themes and patterns before heading into the field to interview a subset of entrepreneurs. From the point of view of a social entrepreneur, there is a need to understand major constraints to their growth, which would help AWSEN develop strategies to meet these needs of its partner members. Since this would be the first needs assessment that the organization was conducting, it was important to look beyond the handful of organizations interviewed on the field and examine trends in the respondents' answers.

A brief survey questionnaire was created in partnership with AWSEN in order to gather information from each social enterprise within the network. The survey was divided into four sections, each with questions aimed at understanding the internal structure of the organizations as well as the economic and social aspects of their work. Once the survey was finalized, AWSEN distributed the survey using their internal communications with members in hopes of receiving more responses. AWSEN then followed up with their members to collect as many surveys as possible.

The first section of the survey explored the nature of the social problems that the organization had identified and how they were responding to it. It asked entrepreneurs to provide basic information about their enterprise, including name, mission, length of operation, number of branches, geographical reach, composition of personnel in terms of work-status and sex, as well as their target population, revenue streams and motivation. The second section asked for a self-assessment of each enterprise's social impact. This section was aimed at understanding the intended impact of each enterprise, whether they had a way of measuring social impact, and if they had any ideas for improving the depth of their impact. The following section asked about partnerships, expansion plans and challenges faced by the entrepreneurs. Questions were designed

to understand the possible methods used for expansion, interest in local or global partnerships, and main challenges faced by the enterprise. The last section asked about the relationship between AWSEN and each enterprise. These questions focused on whether past events or workshops AWSEN had sponsored were useful and how AWSEN could structure their platform to better serve the needs of the entrepreneurs.

The participants were given approximately two months to complete the survey and submit their responses online to AWSEN, who would forward all responses to the SIPA team for further analysis. The survey was created and formatted in English and was composed of 14 questions with simple non-leading language to refrain from influencing the responses. Questions ranged from open-ended (i.e. “what motivated you to start this organization?”) to multiple-choice questions (with an open option in case the options given did not apply). Once the responses were recorded, the SIPA team conducted an overarching analysis to compare the results for all enterprises. The results are summarized below.

Limitations

The team developed an online survey because it was considered to be easy to implement, flexible, and able to collect a wider range of data. One of the main strengths was the ability to gather large amounts of feedback directly from AWSEN’s network members.

However, during the implementation process, we recognized several limitations. We hoped that the online survey would reduce lengthy delays between collecting data and interpreting results. But we realized that the response rate was not as high as we expected it to be. Initially, AWSEN only received 11 completed surveys after sending the questionnaire to its network of 200 members. AWSEN later re-sent the survey to obtain additional responses. There are a couple of hypotheses that may explain the low response rate.

First, perhaps the reliance on an online survey tool was not the optimum solution. Our assumption was that traditional, paper surveys sent by mail could be lost or damaged and would be time-consuming to administer and analyze. However, it is possible that many of the enterprises in AWSEN’s network do not have continuous access to the Internet or email. And even if they do, there is a good chance that they do not check their email as frequently as we imagine. Second, the survey was drafted only in English. We believe this may have restricted several non-English speaking members from filling out responses. Even for those that have a basic understanding of English, perhaps the wording of the questions was too technical for them to follow. Lastly, it is

worth thinking more about how responders can be incentivized to complete the survey. We relied completely on the network's goodwill to collect responses but in the future, perhaps a reward mechanism can be instilled to elicit greater response rates.

Learnings

A brief summary of learnings from our survey implementation are highlighted below:

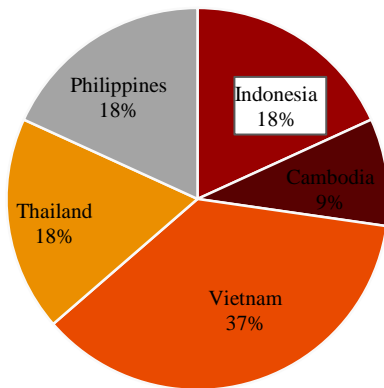
1. Ensure that respondents have the skills, knowledge, and access to the required technology in order to complete the evaluation.
2. Collect data from a statistically appropriate sample size that is pre-determined. It is not necessary to survey every participant, but it is important to have a goal in mind for the purpose of statistical analysis.
3. Provide incentives for participants to complete the survey.
4. Identify digital aid needed prior to sending out the evaluation because some participants may need assistance with computer software.
5. Translate the survey into the main languages spoken by AWSEN members.

Preliminary Findings from the Survey

1. Basic information on the enterprises

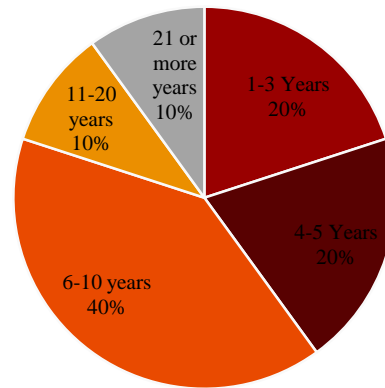
The survey result allows us to gain an overview of the social enterprises that joined AWSEN and responded to the survey. Firstly, questions on the basic information shows that the enterprises are relatively evenly spread in five countries, with slightly more social enterprises in Vietnam (Graph 1). Regarding the operation time, nearly one half of the organizations have operated for 6 to 10 years (Graph 2), which indicates that a considerable proportion of the social enterprises under AWSEN have outgrown the beginning phase and accumulated 6 to 10 years of operational experiences.

Country



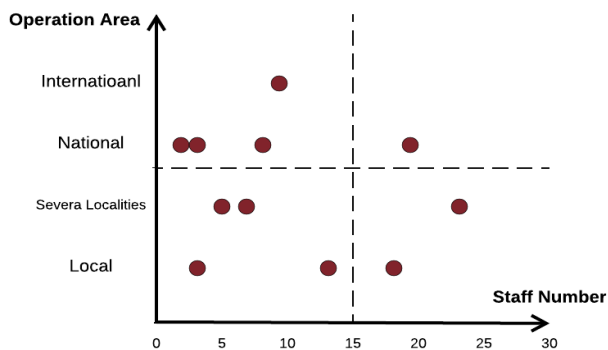
Graph 1

Operation Time



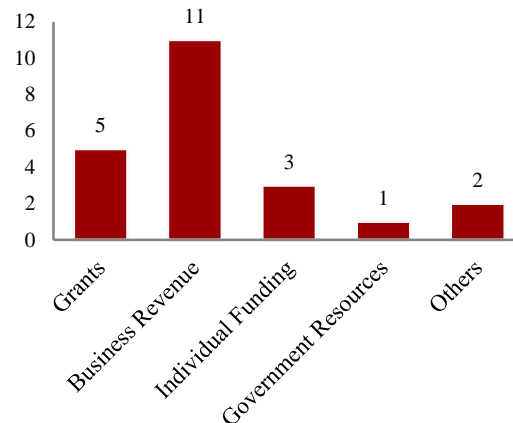
Graph 2

Relationship between Operation Area and Staff Number



Graph 3

Main Funding Sources



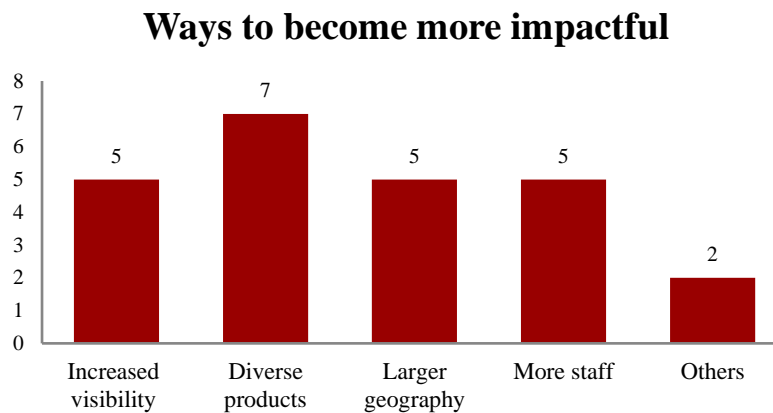
Graph 4

From the above scatter diagram (Graph 3), there is no obvious linear relationship between organizations' total staff number and their area of operation. And most organizations have a relative small team (less than 15 staff).

As Graph 4 shows, business revenue is the main funding source for the organizations, indicating that the social enterprises in the Mekong area strive to become more financial independent and focus much on their business performance. Thus, how to assist the organizations to increase the business revenue is important.

2. Impact Assessment

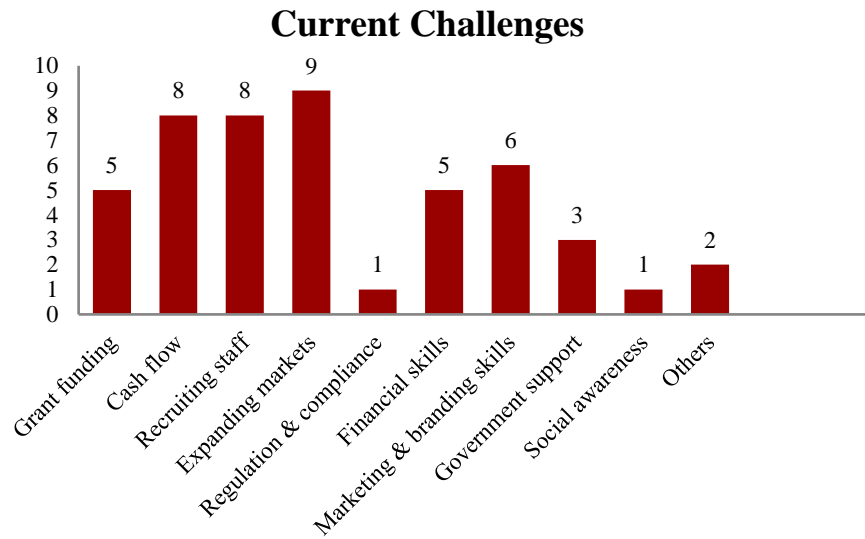
The survey also asks about the social enterprises' current effort toward impact assessment. Nearly all of the social enterprises that responded have undertaken activities to measure their impact. Regarding ways to improve social impacts, the highest number of social enterprises believe that diversifying product offering is an effective method. Other ways for social enterprises to become more impactful include increasing visibility through promotional activities, expanding geographical reach, and hiring more staff (Graph 5).



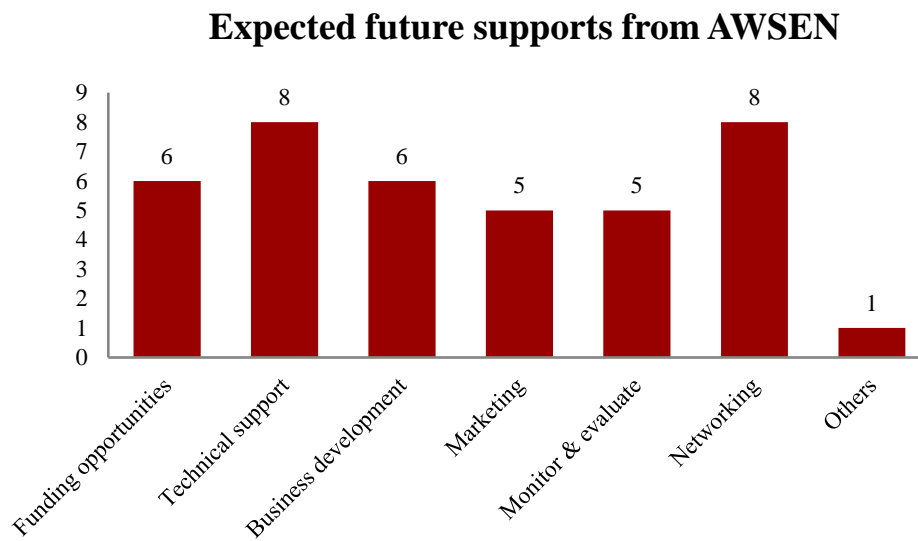
Graph 5

3. Challenges and future support

Three of the greatest challenges faced by the organizations that responded to the survey are: expanding markets, recruiting staff and improving cash flow, indicating that both human and financial resources are areas that supporters could emphasize, and the organizations are also looking for opportunities to expand their markets (Graph 6). This matches the fact that business revenue is the organizations' most important financial resource, with much concentration on how to improve their business performance. The needs for expected future support from AWSEN are relative evenly distributed, with networking and technical support highlighted the most (Graph 7).



Graph 6

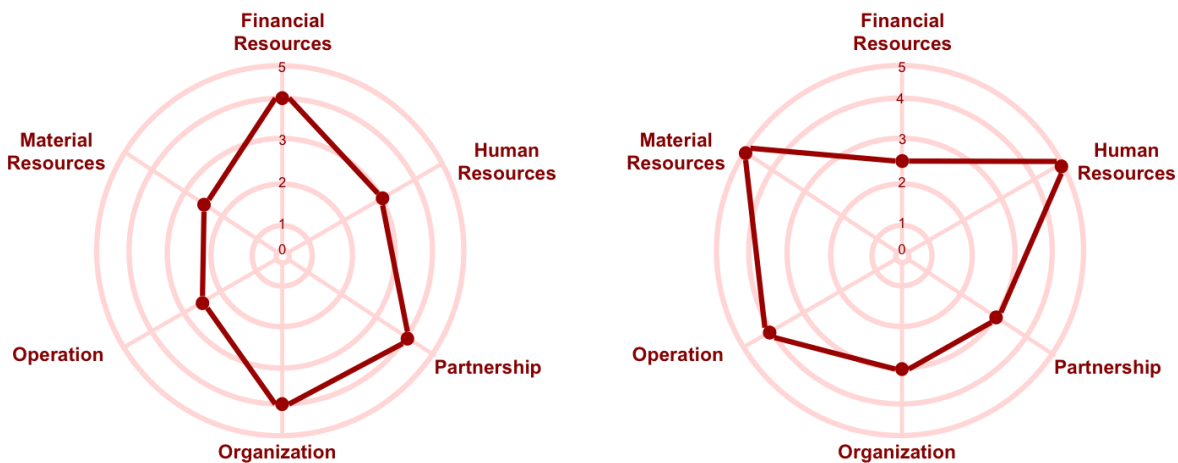


Graph 7

B. METHODOLOGY 2: NEEDS ASSESSMENT

“Need” refers to the gap or discrepancy between the present state (“what is”) and a desired state (“what should be”). A “needs assessment” is a systematic procedure for determining and addressing such needs. With the very limited resources in the real world, a needs assessment can help program planners choose the right interventions during the planning processes. Thus, understanding the needs of member organizations in a structured way can help them to better achieve their intended impact and helps AWSEN provide its member organizations with more adequate and effective assistance.

Our team first created a six-dimension Needs Assessment Tool⁵ in order to understand the needs of organizations in a relative and systematic way. Then, during the field research process, we (1) conducted interviews with a list of questions corresponding to the six dimensions of the Needs Assessment Tool; and (2) asked the enterprises to do a self-evaluation on their “current performance” and “needs for future supports” on a scale of 1 to 5 (1=weak; 5=strong) for the six dimensions. Finally, we synthesized findings from enterprises in a six-dimension Needs Assessment graph to identify the needs in a visualized way.



A. Current Performance

B. Needs for Future Support

Needs Assessment Graphs (for illustration)

⁵ The six-dimension needs assessment tool is inspired by a number of sources, including the BCG Interactive Case Library (access at: <https://www.bcg.com/Interactives/ICL/>), which displays assessment of candidates in a four-dimension graph. The tool was also improved in reference to Professor Richard Hazenberg’s presentation on Social Impact at National Economics University at Hanoi, Vietnam. Based on these sources, the team added originality to the tool, by designing a six-dimension framework that intends to capture different operational aspects of a social enterprise and the corresponding needs

To be specific, the six dimensions of the tool are: (1) financial resources, which refers to the budget and financing issues; (2) human resources, which include both quality and quantity of laborers; (3) material resources, which are mainly the physical materials used in daily operation and production; (4) organization, which is related with the organizations' internal value and management issues; (5) partnership, which concerns the external cooperation and relationships with different parties; and (6) operation, which checks the value chain and business model step by step of the organization.

The advantages of this needs assessment methodology are: (1) the six dimensions we have chosen offer a systematic assessment procedure, from which we can understand the target organization from both an internal-external dimension and a resource-activity dimension; (2) we use both interview and self-evaluation methods to understand the needs from different point of views; and (3) we provide a visualized graph to illustrate the needs in a quantified and direct way.

Limitations

However, there are several limitations regarding this Needs Assessment Tool. For one thing, the boundaries of each dimension are not absolute. Thus, there are some unavoidably overlapping and omitted elements of a needs assessment. Additionally, the interviews and self-evaluations that inform the tool reflect primarily subjective perceptions, which are difficult to independently verify based on the very limited data available on the social enterprises involved.

Learnings

A brief summary of learnings from our testing of the needs assessment methodology has been highlighted below:

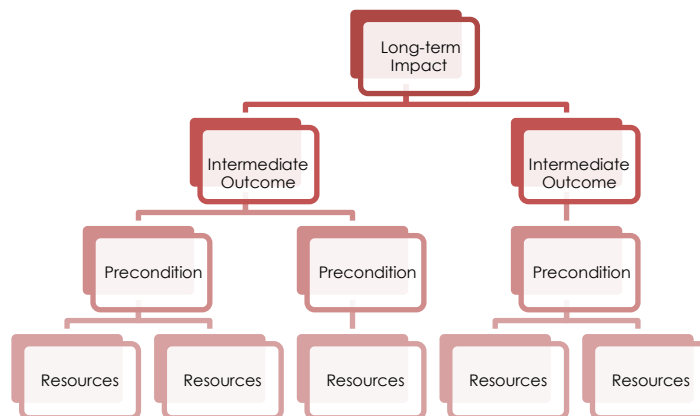
1. Self-assessments require time for realistic analysis of performance, and therefore it would be beneficial if enterprises could dedicate time to think about their performance during an executive board or management team meeting
2. Make sure that respondents have the skills, knowledge, and access to the required technology, such as computers and reliable internet access, in order to complete the evaluation.
3. Identifying projected revenue is crucial to understand where the organization stands and also to motivate the employees. It would be beneficial for enterprises to estimate a realistic level of revenue to be collected so that their programs can also be designed accordingly.
4. Provide incentives for participants to participate in the interviews, such as admission to

future international conferences held by AWSEN. Consider whether you need to provide assistance to your participants in order for them to participate in the interviews. Having the guides found in the annex of this report in the languages found within ASEAN could prove very useful for future interviews with organizations not yet interviewed.

5. A strategic approach in gaining media coverage could enable the organizations to increase their revenue. This is because the opportunity cost of soliciting donations among people could be reduced by expanding awareness of the organizations. Therefore, it could be useful for AWSEN to support national workshops to train and give guidance to smaller size organizations on how to strategically reach more donors.
6. Development of a smartphone application for the enterprises to receive donations could be tested to make the donation process more accessible. With the spread of social network services in the region and heavy dependence on such platforms for everyday interactions, simply developing such an application could mobilize additional contributions for the organizations.
7. The self-assessment portion of the tool related to human resources could be expanded to include additional roles or functions that could be beneficial for the organizations. For example, external relations, partnership development or data analysis could be introduced as potentially useful staff functions to expand the capacity of the organizations.

C. METHODOLOGY 3: SOCIAL IMPACT ASSESSMENT

In order to help AWSEN members measure their intended social impacts, our team conducted extensive research and expert interviews on various impact assessment methodologies and decided to test a Theory of Change⁶ approach for each of the nine social enterprises we visited during our March 2018 field visit, as a first-step for them to conduct a systematic impact assessment. A Theory of Change is a comprehensive illustration of how and why a desired change is expected to happen for a particular organization. It outlines the roadmap of resources and activities that lead to a long-term goal and intended social impact. By asking social entrepreneurs to begin with identifying the desired goals of their organizations, a Theory of Change exercise can help entrepreneurs map out and trace back the activities or interventions that lead to the social impacts they aim to achieve.



Theory of Change Diagram (for illustration)

During the field research in Hanoi and Jakarta, we conducted a 30-minute Theory of Change exercise with each of the nine organizations that we interviewed. The exercise started with identifying the long-term intended social impact of the social enterprise. Then, we helped the social entrepreneurs consider: what are the intermediate outcomes necessary for the long-term impacts to be achieved? What are the preconditions and activities needed to achieve these

⁶ The team conducted the Theory of Change exercise in reference to a number of sources, including expert interview with Professor Julie Poncelet on the outcome mapping approach, and “The Community Builder’s Approach to Theory of Change” by Andrea A. Anderson

intermediate outcomes? In order to implement these activities, what are the necessary resources? By mapping out the answers to these questions, we were able to create a Theory of Change illustration for the organization. In the second part of the exercise, we asked the social entrepreneurs to reflect on how well the organization is fulfilling the resources, activities, preconditions, and intermediate outcomes in order to achieve the social impact, tracing through the Theory of Change diagram from bottom to top. In this way, the entrepreneurs' self-assessment allowed them to measure how well they are achieving their long-term social impacts, through fulfilling the intermediary activities and preconditions. The bottom-up reflection on the Theory of Change can also help the entrepreneurs highlight areas in need of improvement and support to better the intended social impacts.

Theory of Change is a powerful tool for helping AWSEN understand the social impact of its social enterprises because:

- It tailors the impact illustration for different social enterprises depending on their particular long-term goals.
- It qualitatively examines the interventions and activities of the organizations in relation to the social impacts they aim to achieve.

Limitations

We also found several limitations of this methodology. First, a Theory of Change exercise by itself cannot serve as a full-fledged impact assessment given that its main purpose is to illustrate an organization's intended social impact and the activities leading to it. Subsequent methodologies would be necessary to build upon the theory of change analysis for more in-depth impact assessment. Additionally, a Theory of Change exercise does not include any quantitative measurement, which makes it hard to compare or benchmark the social impacts across different organizations.

Learnings

A brief summary of learnings from our testing of a theory of change methodology has been highlighted below:

1. Make sure to create, in advance, a draft framework such as a "Theory of Change" framework

- and related guidelines for the enterprise that you are interviewing.
2. Send the draft framework and guidelines to the enterprise before visiting them, if possible, to give them time to absorb the information and for them to provide feedback or suggestions. When doing so, make sure that the founder or the staff of the enterprise knows and understands the framework and its purpose.
 3. Be flexible about trying different types of framework and choosing a framework that fits each enterprise.
 4. Consider whether you need to provide further assistance to the enterprises in order for them to figure out an adequate framework for their enterprises. Several of the enterprises we interviewed saw the need to create an adequate framework, such as the theory of change model, at the enterprise level, but they are busy with the daily operation and oftentimes this need is put aside.
 5. Recognize that it may be challenging to compare the frameworks among enterprises, especially across different industries.
 6. Make sure to draw a clear distinction between the intended outcomes that an enterprise can directly influence and the outcomes that the enterprise can only indirectly influence or contribute to. This is important as enterprises should not claim their influence or contribution unless it is clear. Among many enterprises, this line was still vague, and entrepreneurs seemed to have difficulties in adequately identifying their direct impact.
 7. A Theory of Change analysis should serve as the starting point for assessing the impact of a social enterprises, by first identifying its long-term goals and outlining the necessary activities to reach those goals. However, other systematic methodologies such as social impact metrics and data collection tools should be applied following the Theory of Change for a full-fledged impact assessment. Given the time limit of this project, we would recommend that a future SIPA workshop team further expand the portfolio of impact assessment methodologies for AWSSEN.

3. Case Studies

1. TOHE JOINT STOCK COMPANY

Founder's story



Ms. Pham Thi Ngan and Mr. Nguyen Dinh Nguyen

The story of Tohe goes back to 2005 when its three founders, Nguyen Dinh Nguyen, Pham Thi Ngan, and Nguyen Thi Thanh Tu, visited the Center for elderly and disadvantaged children Thuy An, Ba Vi as volunteers. While getting to know the difficult lives of the children, they were inspired by their playful spirit and optimism. In 2006, the three founders visited the Picasso museum at Barcelona. The famous quote by Picasso “It took me 4 years to paint like Raphael, but it takes a lifetime to paint like a child” inspired the idea of Tohe: supporting children to experience arts and creativity, to learn and to have fun, while benefiting from the process. One of the founders, Mr. Nguyen Dinh Nguyen, came up with the name “Tohe” for the social enterprise and the brand. Tohe is a traditional Vietnamese folk toy made from rice powder and natural food coloring. After children play with the toy, they can eat it, a process that captures the story of the social enterprise Tohe: creating opportunities for kids to have fun, while helping them get benefit from these playground activities.

Organizational Summary

Tohe Joint Stock Company was established in 2006 by three founders, Nguyen Dinh Nguyen, Pham Thi Ngan, and Nguyen Thi Thanh Tu. Inspired by the playful spirit, creative potential, as well as the difficulties of disadvantaged children, Tohe organizes creative arts classes for disadvantaged children and creates lifestyle products with their drawings. Revenues from the sale of the products are used to fund the creative classes and scholarship programs for disadvantaged children.

**“Creating chances for kids to be creative, have fun,
but importantly to have benefits from these process.”**

- Nguyen Dinh Nguyen, Pham Thi Ngan, and Nguyen Thi Thanh Tu

Tohe was registered as a Joint Stock Company in 2006 and was recognized as a social enterprise in 2009. In 2016, Tohe had annual revenue of US\$450,000. It now has 25 full time employees and over 100 volunteers.



Organizational Functions

FINANCIAL RESOURCES

In 2015 Tohe started generating profit and the business model is now self-sustainable. The profits have been reinvested in the business operations and social activities of Tohe. Tohe now receives grants from the Center for Social Initiatives Promotion (CSIP) and the Korean Work Together Foundation. The Work Together Foundation grant covers all the costs of the social activities of Tohe, so that the profits of Tohe can be used entirely for running and expanding the business.

HUMAN RESOURCES

Tohe now has 25 full-time staff, among whom 4 are male employees and 21 are female. Besides full-time staff, Tohe also has more than 100 volunteers and interns. They help organize and lead art classes for disadvantaged children in central Vietnam, with around 14 to 15 classes organized each week. Tohe also has an event department called Tohe Play, which launches art events and installations to engage with more children. For large scale Tohe Play events, around 100 to 200 volunteers are recruited, while for smaller events only 20 to 30 volunteers are needed.

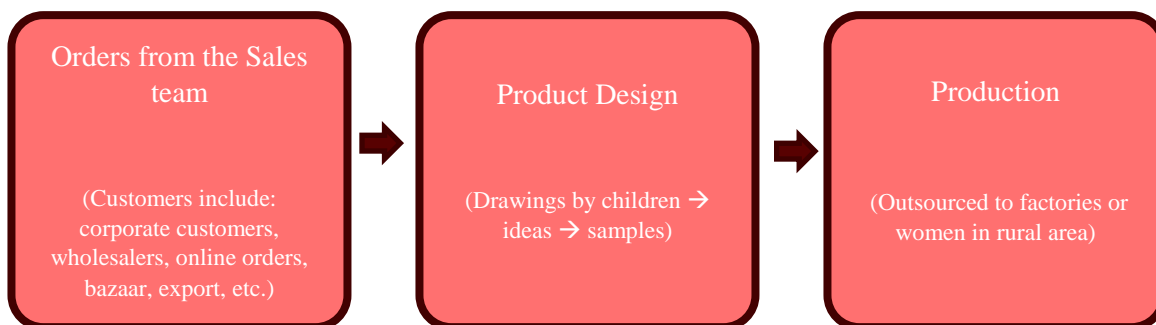
With regard to managing full-time staff, Tohe encourages a work-life balance and tries to accommodate employees' problems in their private life. However, according to the founder of Tohe, Ms. Pham, *better efficiency and discipline are needed in carrying out daily operation and managing staff*. Volunteer recruitment happens in universities or through a Facebook page. Tohe recruits the leaders of volunteers and then these leaders recruit their teams through their own networks. Tohe also provides trainings every month to teach volunteers on working with mentally disadvantaged children.

MATERIAL RESOURCES

For Tohe Style, which is the lifestyle product division of Tohe, the main material resources used are printing machines, ink, fabric, zip and etc. Tohe first makes the samples, and then *the production process is outsourced to women in rural areas*. For large orders, Tohe works with factories for production, but most products are hand-made by rural females. For art classes and events, color paints, paper, rulers and other handicraft materials are used. Tohe is currently using software to track materials resources flowing in and out, but according to Ms. Pham, *the software is not good enough, and the digital management of material resources needs to be improved*.

OPERATIONS

For Tohe Style, a simplified value chain can be summarized as:



The main channels of product sales for Tohe are online retail and wholesale. Revenues from online retail and wholesale are split approximately 50% each, while the retail revenue is increasing. In addition to domestic retailers and wholesalers, Tohe Style is also selling to small international retailers in Japan, the United States, Australia, and other countries.

Although there are no organizations of the same business model as Tohe, shops of lifestyle products and gifts are considered competitors. *Facing the niche but competitive market, Ms. Pham sees sales and distribution as the most challenging sections of value chain for Tohe, and these are also areas that need the most improvement and support.*

ORGANIZATION

The vision of Tohe is to encourage people to live freely, fully, happily and playfully like a child. *This vision inspired many people to be fans of Tohe, but not necessarily its customers.* People like the products but feel too shy or not comfortable wearing or using them. According to Ms. Pham, a goal of Tohe is to encourage people to act the way they like and use the products they like, not the way that other people like. *Spreading this vision not only helps Tohe encourage people to be confident and playful, but also can help improve the sales of Tohe products.*



The founder of Tohe, Pham Thi Ngan, with Columbia SIPA Workshop team in the Tohe Style store in Hanoi

PARTNERSHIP

For the social department, Tohe's partners include: a) centers, schools or shelters for disadvantaged children; b) universities and schools to recruit volunteers and facilitate creative art workshops; and c) investors of grants, such as CSIP. Partners for the business department of Tohe include: d) suppliers of materials; e) production factories or individuals; and f) customer and distributors, including corporates, individuals, domestic and international retailers and wholesalers, etc. Other partners are g) artists who help improve the design of the products; h) media; and i) other social enterprises.

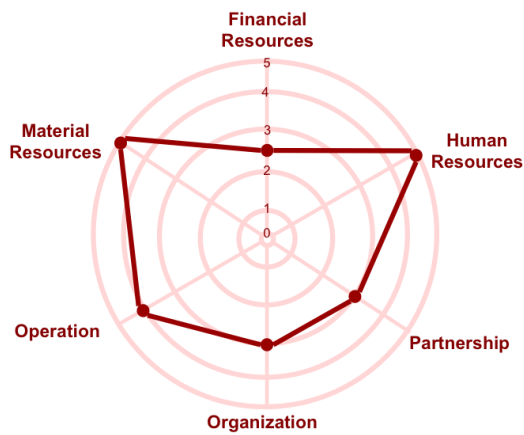
Ms. Pham, the founder considers that Tohe has not tried very hard to establish partners in the past, while the current partnerships were established naturally. *More partners in the business department such as customers and distributors would be highly valuable for sustainability of Tohe.*

Currently Tohe is not engaged in any formal partnerships with the government, yet the government knows Tohe very well. *The story of Tohe was presented by CSIP to the prime minister of Vietnam, as a hybrid model of social enterprise that performs well in both social and business aspects.* Representatives of the Vietnamese government in one instance gifted a Tohe scarf to the first lady of Singapore, which demonstrates the official's recognition of the Tohe brand, as representing social enterprises in Vietnam. *Tohe is open to any kind of partnership, including partnerships with the government.*

Needs Assessment for Tohe



A. Current Performance



B. Needs for Future Support

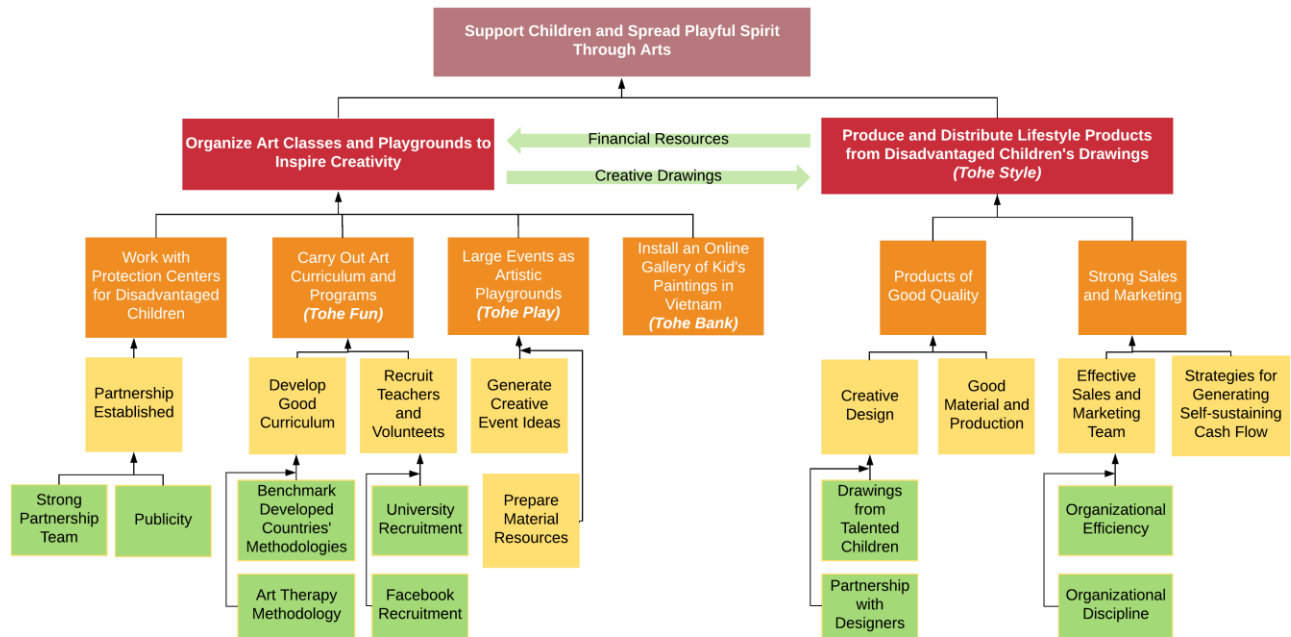
The self-assessment of Tohe in six organizational dimensions shows that:

- **The areas that Tohe self-assesses as having strong current performance are Financial Resources, Partnership, and Organization.** Correspondingly, these three dimensions are identified by Tohe as less in need of future support
- **Material Resources, Human Resources, and Operation are considered as not performing very well, with ratings equal or lower than 3.** Hence, internal efforts within Tohe and external support are necessary to improve performance in these three dimensions

Strategies and Support in these dimensions are helpful for Tohe:

- Material Resources: **upgrade or replace the inventory management software** for better tracking of material resources
- Human Resources: **strengthen employee training or introduce incentive mechanism** to improve staff efficiency and discipline
- Operation: **prioritize on improving marketing, sales, and distribution strategies** to achieve higher sustainable revenue

Tohe's Theory of Change



A Theory of Change diagram outlines the roadmap of an organization to accumulate necessary resources and implement various activities in order to achieve its long-term social impact. *Tohe identifies its intended social impact as “support children and spread playful spirit through arts.”* In order to achieve this social impact, Tohe designed four pillars of activities, Tohe Fun, Tohe Play, Tohe Bank, and Tohe Style. *Our interview found that Tohe has fulfilled most of the necessary resources to implement these activities, and is achieving its intended social impact through these activities.* However, Tohe considers *curriculum design and sales & marketing* as two areas that demand continuous attention and improvement in order to better achieve the intended social impact.

2. KHÁC

Founder's story



Ms. Che Phong Lan and Ms. Nguyen Thi Thu Ha founded KHÁC in 2014, and Ms. Ha interviewed with the Columbia SIPA team. Ms. Ha received her Masters in Public Policy degree from Lee Kuan Yew School of Public Policy of National University of Singapore, and has more than 12 years of experience in the development sector. Having founded or worked in both local and international non-governmental organizations, Ms. Ha is experienced in social business, community development and policy advocacy campaigns. Both founders of KHÁC, Ms. Nguyen Thi Thu Ha and Ms. Che Phong Lan pursue a life and business philosophy of “Freedom, Self-Management, Experience, and Development”.

Organizational Summary

In November 2014, the two founders Ms. Che Phong Lan and Ms. Nguyen Thi Thu Ha founded KHÁC (A Journey to Difference). The mission of KHÁC is to create innovative platforms to improve the quality of life for disadvantaged groups. Through partnerships with social enterprises and local communities, KHÁC provides community-based tours and excursions for children, while helping the social enterprises and local communities improve their service delivery capacity.

“Every trip with KHÁC is a journey to experience the DIFFERENCE that can be new knowledge, a different way of thinking, of doing or a different lifestyle.”

- Ms. Che Phong Lan and Ms. Nguyen Thi Thu Ha

Besides developing excursion and learning tours for children, families, or organizations, KHÁC also provides consulting services for community-based tourism development and promotion. More importantly, KHÁC organizes fund-raising activities to cover for disadvantaged and underserved children to join the excursion tours free of charge.



Organizational Functions

FINANCIAL RESOURCES

As a social enterprise, KHÁC has a self-sustaining business model, generating revenue and cash flow while creating social impact. A portion of the financial management function is outsourced, as it hires tax accountants seasonally in addition to regular bookkeeping.

HUMAN RESOURCES

KHÁC currently has 3 full time staff, including two female staff and one male staff. According to the founder Ms. Ha, KHÁC attracts more female staff and volunteers than male, especially mothers with young kids. *Mothers consider working at KHÁC a refreshing and enriching experience that allows them to go on trips to the community with their kids.* The flexibility of time is another important factor that attracts female employees with children. According to Ms. Ha, employees and volunteers come to work at KHÁC not for financial returns, but for social engagement and better educational opportunities for their children.

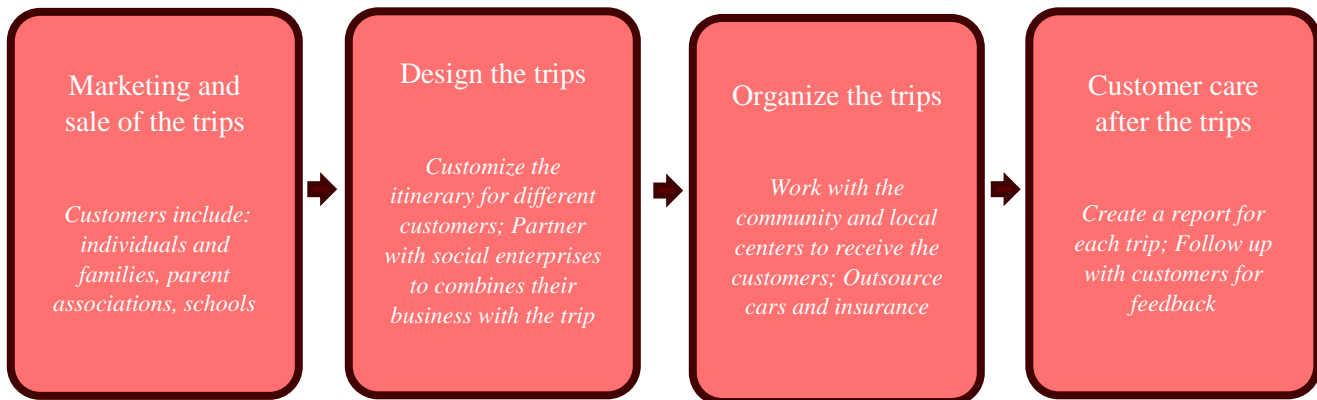
KHÁC currently has no demand for hiring employees with certain skills, as it outsources many functions, rather than hiring full-time staff. It provides on-the-job trainings for employees and volunteers in the beginning 3 to 4 trips. However, Ms. Ha sees *an increasing demand for volunteers, especially foreign volunteers and university students to help organize and facilitate the tours.*

MATERIAL RESOURCES

As a provider of tourism services, KHÁC has no investment in physical resources. The main expenses include renting the office space in Hanoi and marketing through advertisements and website. All tourism and excursion services are outsourced to other social enterprises.

OPERATIONS

For KHÁC, a simplified value chain can be summarized as:



According to Ms. Ha, one of the most challenging parts of running KHÁC is to handle the unpredictability of the trips. New issues and accidents may arise during each trip. Therefore the staff needs to learn from the process. ***The team is now documenting different accidents and scenarios for the training of new employees.***

Regarding competition, although KHÁC was the first organization to offer educational tourism services in Hanoi, now it has many competitors that operate at a much cheaper rate. KHÁC has lost 15% of the retail market in the last two years, and ***it is working on redesigning and diversifying the programs for more value-added trips.***

The target audience of KHÁC is primary and secondary school students. ***According to Ms. Ha, it is easier to retain schools and parent associations customers, compared to individual families.*** As of 2018, KHÁC has provided excursion and tourism services to more than 3000 customers. However, ***the social enterprise has not yet developed a standardized system of tracking and managing customer information,*** to gain customer insights and to retain old customers.

ORGANIZATION

The mission of KHÁC is to create innovative platforms to improve the quality of life for disadvantaged groups. Through partnering with social enterprises and local communities to offer experience tour and excursions, KHÁC aims to provide support for three target groups through the following activities:

- Helps *ethnic minorities in remote areas* to promote their business and increase their income through experience and educational tours. KHÁC also provides training and consulting for local people to enhance their community tourism services.
- Introduces *students, young professional, the general public & organizations* to the magnificent landscape of Vietnam, while helping them develop knowledge, skills, as well as love and sympathy, through exposure activities, networking activities, cultural and life exchange, and etc.
- Organizes fund-raising activities to enable *vulnerable groups*, such as poor but talented children, to join the learning trips free of charge.



The founder of KHÁC, Ha Nguyen, with Columbia SIPA Workshop team in Hanoi

PARTNERSHIP

KHÁC mainly partners with social enterprises and local community centers to design and organize the tours. Although it shares the profits with the social enterprises and the communities, the partnerships are not formalized.

According to Ms. Ha, *there is a strong need for KHÁC to establish more connections with donors as well as other funding sources such as convertible loans.* She also perceives a need for more volunteers, especially foreign volunteers, with possible *partnerships with universities to recruit volunteers through a credit exchange system.*

Needs Assessment for KHÁC



A. Current Performance



B. Needs for Future Support

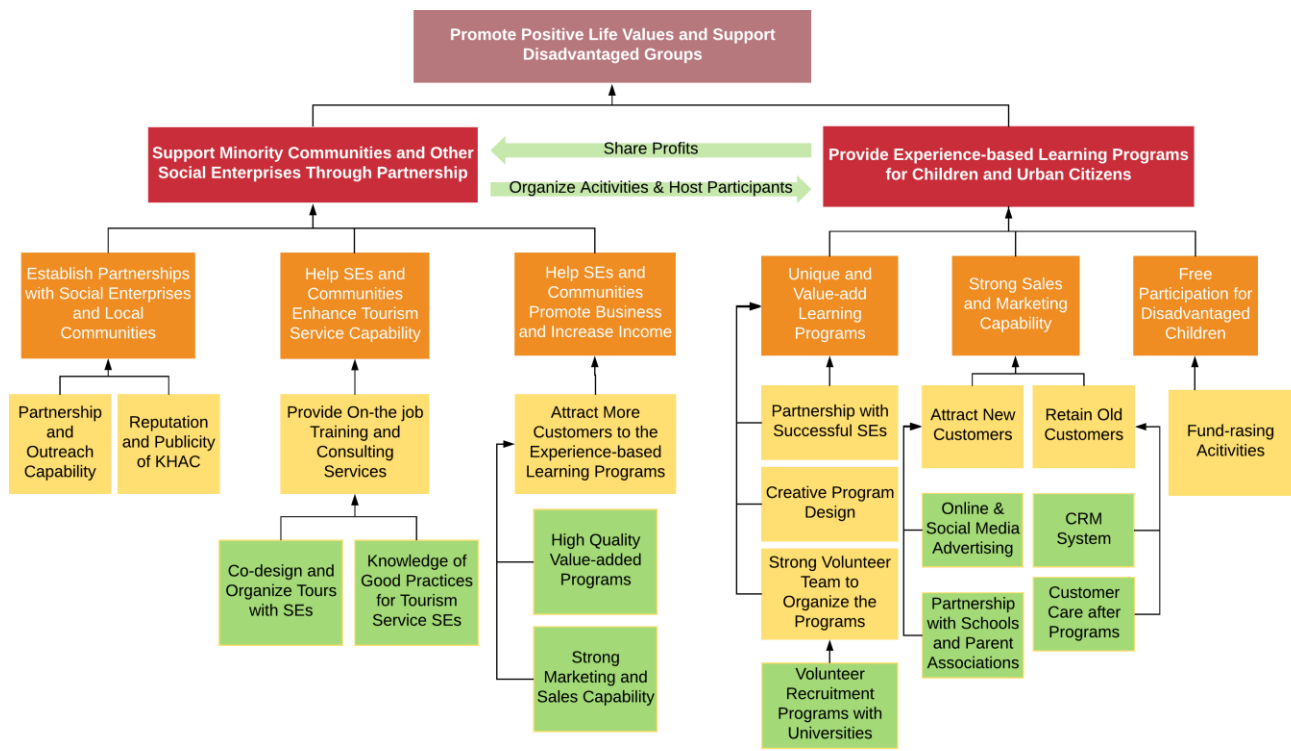
The self-assessment of KHÁC in six organizational dimensions shows that:

- The social enterprise has equal performance in all dimensions except for Human Resources, for which the founder self-assesses as performing better than other dimensions, with a rating of 5
- ***Financial Resources, Human Resources, Partnership and Operation are dimensions that demand more future support, especially Operation with a rating of 6 in needs for future support***

Strategies and Support in these dimensions are helpful for KHÁC:

- Financial Resources: ***facilitate more connections to potential donors and diverse sources of financing***, such as loans and investments
- Human Resources: work with local and foreign universities to ***develop formalized volunteer recruitment programs***
- Partnership: ***strengthen collaboration with successful social enterprises*** to provide value-add tours that better attract customers
- Operation: ***utilize a Customer Relationship Management (CRM) software*** to gain customer insights, retain old customers, and attract new customers

KHÁC's Theory of Change



A Theory of Change diagram outlines the roadmap of an organization to accumulate necessary resources and implement various activities in order to achieve its long-term social impact. After the interview with Ms. Ha, we identified the intended social impact of KHÁC as “*promote positive life values and support disadvantaged groups*”. In order to achieve this social impact, KHÁC focuses on partnering with social enterprises and local communities and providing experience-based learning tours to children and urban citizens. *Our interview found that Tohe has fulfilled most of the necessary resources to implement these activities, and is achieving its intended social impact through these activities.* However, improvements in *tour design, volunteer recruitment, and customer relation management* could help KHÁC strengthen the quality of its services and better achieve its intended social impact.

3. ZO PROJECT

Founder's Story



Trần Hồng Nhung

When Tran Hong Nhung first heard of Zó paper, she already had a career working with international NGOs (Oxfam, Vietnam Plus). But when one of her friends told her about Zó Paper, everything changed. She didn't know anything about it until she visited the village of the paper makers, who immensely impacted her. She found herself very impressed with their incredible efforts to keep this tradition alive, and she was determined to help them. Therefore, she decided to quit her job and follow her heart. She surveyed the market for possible business opportunities, and soon realized the best way to make this work would be to create a social enterprise. Ms. Nhung strongly believes that the best way to help people is to support them and to provide the means to develop themselves.

Ms. Nhung is passionate about the history and culture contained within Zó paper and its traditional process of creation not only because the history being drawn on special papers but also the ancient poems and literature that can be portrayed through the papers.

Organizational Summary

Zó project is a social business which preserves, supports and expands Vietnamese traditional paper, while offering a technique in a sustainable and creative way.

The idea of setting up Zó project initially came from the passion of the founder, Tran Hong Nhung. Zó Project is a young and dynamic enterprise who wishes to bring back traditional values into modern society. In return, their profits are going back to the community of paper-makers to create more job opportunities and stable incomes for the ethnic minority village in the Northern province of Vietnam.

**“Give a man a fish and you’ll feed him for one day,
teach a man how to fish and you’ll feed him for the rest
of his life.”**

Zó Project helps 20 families in two different villages (Suoi Co and Suoi Re) and hopes to have another village to work with by 2019. They also plan to develop tourism and expose travelers to this incredible part of Vietnamese tradition.

Today in Vietnam, the art of creating this beautiful paper has been almost forgotten because of diminished demand for such products. The reason lies in the quick development of industrialization of Vietnam during the last 30 years. Therefore, they have made an effort to preserve this local knowledge and allow it to continue within a modern context.

Organizational Functions

FINANCIAL RESOURCES

Zó Project's annual budget and revenue was not revealed as the General Manager, HongKy Le and her assistant, Chi Pham were unsure of disclosing the financial status of the organization. As Tran Hong Nhung was on maternity leave, the interview was conducted with the managers-in-charge. This hindered us from adequately obtaining the financial status and resources of the Zó Project, but we could still identify their general performance and determine their on-going need for additional funding.

HUMAN RESOURCES

Human resources for Zó Project are a challenge. HongKy Le and Chi Pham expressed their exhaustions as they described their daily duties. Currently, there are only six people in the organization. With the founder on maternity leave, each of the five staff members need to balance competing responsibilities that include budgeting, implementation, and securing external partnerships through requests for funding. As of now, all the staff members at the Zó Project are women and any future addition of human resources can be diversified as recruiting male staff members is also desirable. In the future, Zó Project hopes to increase the number of personnel to ten so that responsibilities can be delegated among more people for increased effectiveness. They have expressed their desire to hire more designers and marketing experts since variety in their products will attract more customers. With increased technical staff, Zó Project can simultaneously increase their market share and effectively target a larger customer pool. They also expressed their need for a promotional video to increase their sales and brand recognition.

MATERIAL RESOURCES

In terms of material resources, the only material needed for their products is paper. However, to produce Zó paper, a plantation for farming and a rigorous paper-making process needs to be developed. They currently rely on a specific species of tree that only grows in a

mountainous region in Vietnam. Although the supply is sufficient for the present demand, the depletion of trees is cause for concern. Therefore, Zó Project is focusing on securing more land to increase tree production. With a growing number of paper makers retiring, an emphasis on promoting careers in the paper-making field is another objective. By combining a higher yield of trees with more paper-makers, they hope to increase the supply of paper.

OPERATIONS

For Zó Project, the main channels of their paper products are retail stores. They also export to the United States and Malaysia, while currently preparing to export their products to Australia. Since last year, they have started to sell their products in airports in Southeast Asia through the Air Asia Airline. They submitted a proposal to Air Asia two years ago and were selected to sell their merchandise at the Air Asia booths at multiple airports. The revenues go directly to Zó Project and it is a great source of revenue as well as marketing because of the large number of people flow through these airports. Zó Project has opened itself up to the global market through this partnership. Besides their sales, Zó Project developed a program to take people on paper-making tours. Every two weeks, they take 6 to 15 people who are interested in the process of making the paper to the villages located about an hour outside of Hanoi for a day trip. This provides a truly valuable experiences for not only the Vietnamese villagers, but also for the foreigners who want to explore the traditional culture and activities of Vietnam.

Challenges of the value chain process lie in managing the whole system. Since they function like a large company with limited human resources and without any data from sales, they are searching for partnerships with other organizations for the use of database software.

ORGANIZATION

The vision of Zó Project is to empower more communities to make Zó paper and to use Zó paper. Their main goal is to preserve their traditions and culture by incorporating them into modern lives. They also seek to create jobs as well as sustainable income for their partners, the paper makers. They believe it is possible through their project to protect the environment with an ecological approach, and to promote a lifestyle with sustainable consumption. Since all of Zó Project's products are based on ecological standards, they also align themselves with the Sustainable Development Goals. Their well-established initiatives on paper-making site tours and workshops on sustainable consumptions through ecological paper products are innovative and effective in achieving their mission.

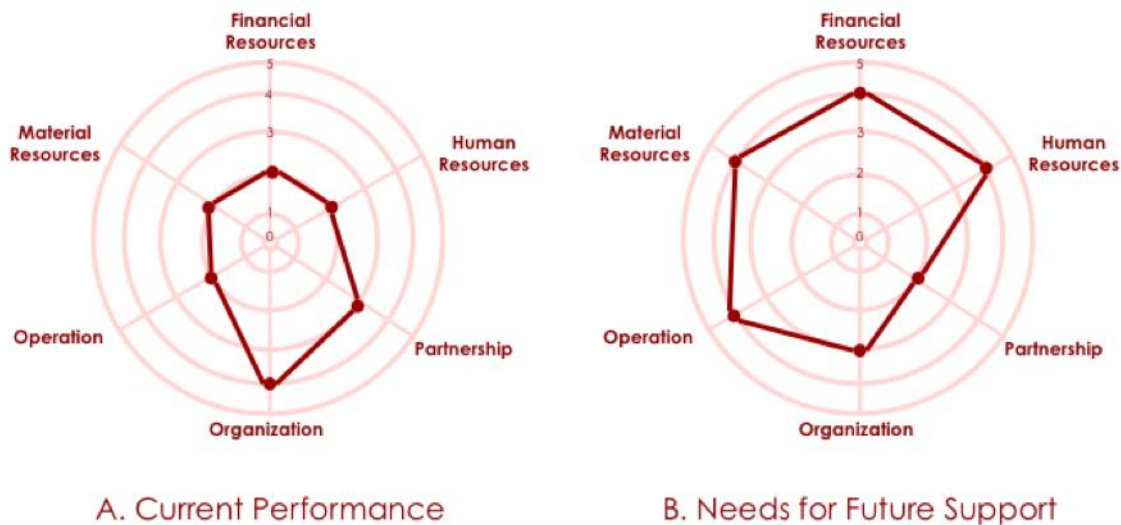


HongKy Le and Chi Pham, with Columbia SIPA Workshop team in the Zó Project store in Hanoi

PARTNERSHIP

As mentioned above, Zó Project's partnership with Air Asia is the most significant. They are constantly in search of partners with other global organizations as their products and business model aligns with environmentally friendly methods. They need large companies or organizations to help market their products and spread their beliefs in raising eco-environmental and cultural awareness. They believe that hiring a professional grant writer will allow them to initiate more partnerships and secure future funding. Additionally, another difficulty they face is staying in the market with an expensive product when people could easily find cheaper alternatives. Therefore, more exporting opportunities through a variety of international partnerships will be beneficial; in fact, it is one of the priorities on their agenda. Their strategic approach to broaden their partnership is critical and crucial.

Needs Assessment for Zó



The self-assessment of Zó Project in six organizational dimensions shows that:

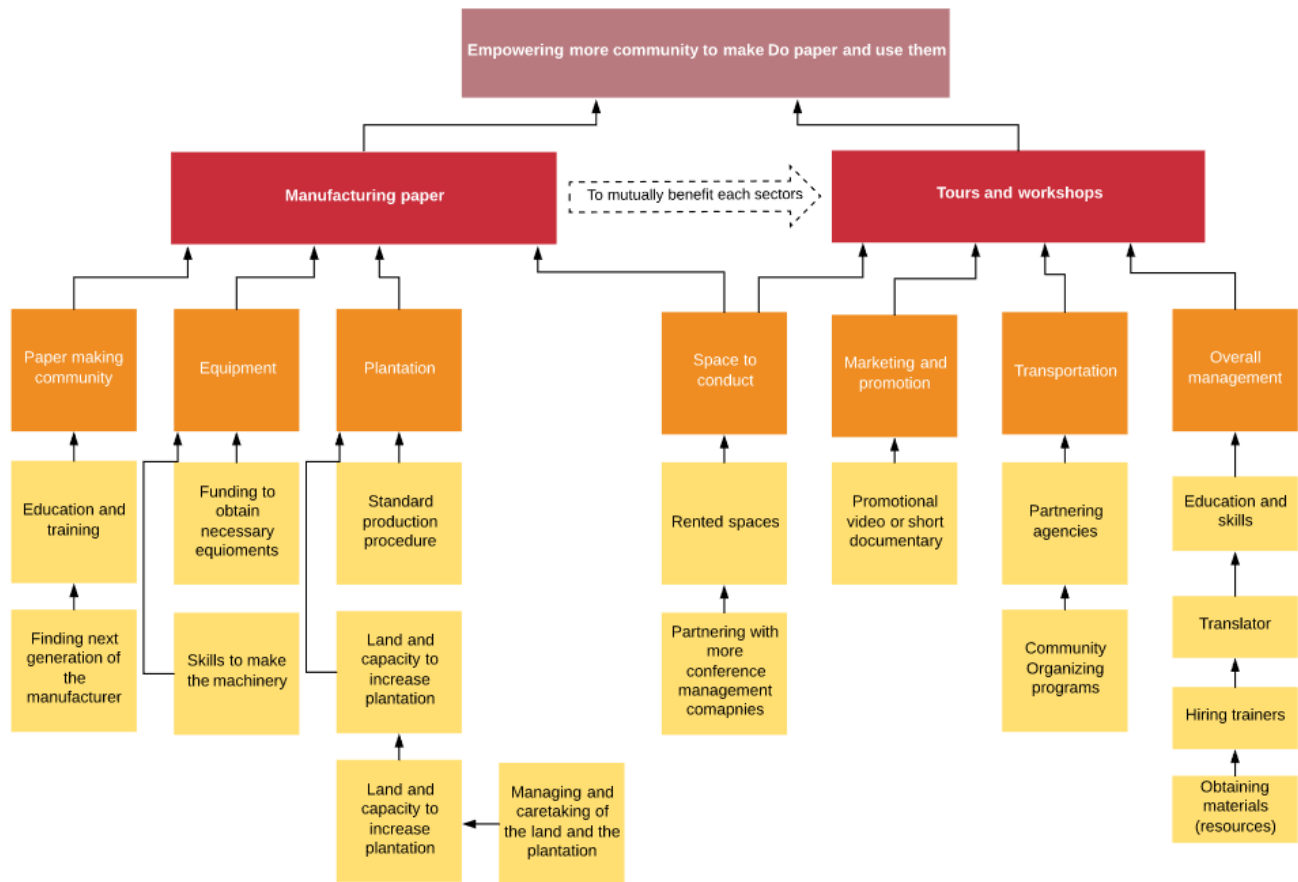
- ***The only area that Zó Project self-assesses as having strong current performance is Organization.*** Correspondingly, all the rest of the dimensions are in need of imminent future support.
- ***Material Resources, Human Resources, Partnership and Operation are considered as not performing very well, with ratings equal or lower than 3.*** Hence, internal efforts within Zó Project and external support are necessary to improve performance in these three dimensions

Strategies and Support in these dimensions are helpful for Zó Project:

- Material Resources: ***upgrade or replace the inventory management software*** for better tracking of material resources
- Human Resources: ***Increase in the number of employees and diversify the roles of each of the staff members. Innovative approach*** to improve staff efficiency and discipline
- Operation: ***prioritize on improving marketing, sales, and distribution strategies*** to achieve higher sustainable revenue

- Partnership: More partnership can be enabled from the promotional videos and strategic marketing methods. *With such a sustainable and inclusive business model, the ideal number of partnerships can be created with a strategic marketing approach that involves extensive research and networking that will be performed by the newly hired marketer for the organization.*

Zó's Theory of Change



A Theory of Change diagram outlines the roadmap of an organization to accumulate necessary resources and implement various activities in order to achieve its long-term social impact. **Zó Project identifies its intended social impact as “empowering more communities to make Zó paper and use them.”** In order to achieve this social impact, Zó Project designed two pillars of activities, manufacturing paper and improving tours and workshops. *Our interview found that Zó Project has a long way to fulfill their projected programs as they lack funding support and resources. In order to achieve its intended social impact through their programs, they need more support for marketing and participation of local/foreign participants. Zó Project believes that their projects can be benchmarked to preserve many other cultures throughout Vietnam if their foundation can be firm with adequate resources.*

“There is only one village left in Vietnam that hand-produces Zó paper. But the team has plans to run educational workshops on how to craft it and have set up their own workshop specifically for producing the paper in the event that the current paper-masters stop pursuing their craft.”

4. IMAGTOR

Founder's Story



Imagtor was established in March 2016 by Van Ngyuyen. The organization was born out of the founder's personal journey navigating socio-economic opportunities as a person living with disabilities. Van recently lost her brother, also a person living with disabilities, and evidently, this is a very personal cause for her.

Organizational Summary

Imagtor is a fast-growing socially responsible enterprise (SRE), providing services in professional photography, editing, and post-production real estate marketing. They specialize in 2D and 3D photos, videos, and IT Solutions.

“As a child, I saw disabled people on the streets of Vietnam begging for living. I didn’t want that life for myself.”

- Van Nguyen

Its partner organization, the Will to Live Center, was also founded by Van 12 years ago. It is a local NPO in Vietnam that has been *providing free, vocational and soft skills training to more than 900 youth in Vietnam who are physically challenged and/or disadvantaged*. 70% of the youth were able to find suitable employment after the training program. However, Phan was not entirely happy with those outcomes. She wanted to achieve better results which would be possible through *continued and sustainable financial support*. Thus, Imagtor was inaugurated in March 2016 as a for-profit social enterprise that could serve as a supporting partner to the Will to Live Center. The goal was to provide sustainable financial support to the Will to Live Center along with other social activities for communities in need and create employment opportunities for people who are physically challenged or disadvantaged in Vietnam. Moreover, 60% of the staff at Imagtor have special abilities.

Organizational Functions

FINANCIAL RESOURCES

Imagtor is a mission driven enterprise with an **annual budget of US\$258,000**. The company started to break-even in March 2017, only 4 months after it commenced operations. The monthly sales growth is around 36%. 40% of the company's profits are re-invested into training for the disabled at the Will to Live Center. In 2017, US\$3,125 was re-invested to scale up social impact by providing programmatic support at the Will to Live Center.

HUMAN RESOURCES

Imagtor has a full-time staff of over 50 people, with fairly equal gender distribution. Besides full-time staff, Imagtor also attracts volunteers and interns. **60% of Imagtor's staff consist of people with disabilities**. So far, 900 people with disabilities have been trained and employed by Imagtor in partnership with the Will to Live Center. Besides the CEO Ms. Phan, the second-tier management at Imagtor consists of an IT System Administrator, Sales Administrator, Vice Manager, Accountant, and a team of photo editors. **The organization would like to invest more resources in its IT department in terms of automation technologies to improve overall efficiency.**

MATERIAL RESOURCES

The primary material resources for Imagtor are computers and image editing software. These demand a bulk of the organization's capital investments and according to the founder, the accountant plays a key role in managing the budget to procure the required technology. Imagtor is currently using basic Excel tools to track materials resources, client data, and sales but according to Ms. Phan, **this reliance on basic tools is not good enough, and the digital management of material resources needs to be improved.**

OPERATIONS

For Imagtor, a simplified value chain can be summarized as:



Before the first stage of the company's value chain, the Will to Live Center provides free vocational and soft skills training to more than 900 physically challenged youth in Vietnam. Of these, 70% are successfully placed in various positions of employment. The staff hired at Imagtor (also called Imagtos) becomes the core operative forces of the enterprise. They become post-production providers for the real estate marketing industry, specializing in 2D and 3D photos, videos, and IT solutions.

ORGANIZATION

The mission of Imagtor is to create a unique, socially responsible enterprise which provides equitable employment opportunities and accessibility at work, while ensuring a high-quality level of services to partners, and sustainable financial support to social activities. ***Its primary beneficiaries are people with disabilities, specifically the disadvantaged youth.***

Vietnam has over 7 million people who live with disabilities. Imagtor and the Will to Live Center use social media to target people with disabilities, offering training and employment opportunities.



The founder of Imagtor, Lan, with Columbia SIPA Workshop team in the Imagtor office in Hanoi

PARTNERSHIP

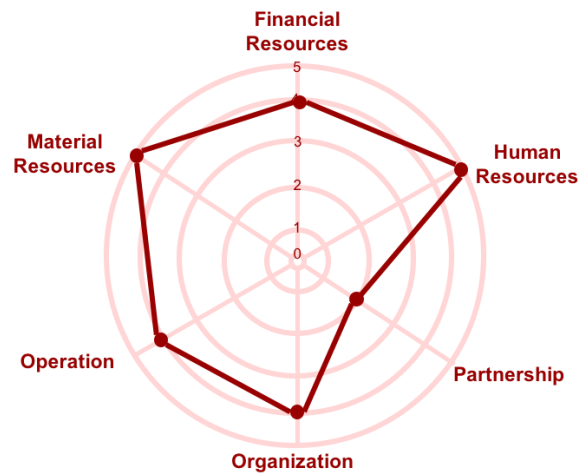
The most fruitful partnership for Imagtor is the Will to Live Center, which provides vocational training to youth with disabilities. In fact, as mentioned above, Imagtor was born out of the Will to Live Center as an organization that could absorb the talent pool and reinvest profits to scale up training programs.

Currently Imagtor is not engaged in any formal partnerships with the government, even though they are now a recognized SRE. *Imagtor is aware of laws related to disabilities and NGOs in Vietnam and wary of partnership propositions with the government.*

Needs Assessment for IMAGTOR



A. Current Performance



B. Needs for Future Support

The self-assessment of Imagtor in six organizational dimensions shows that:

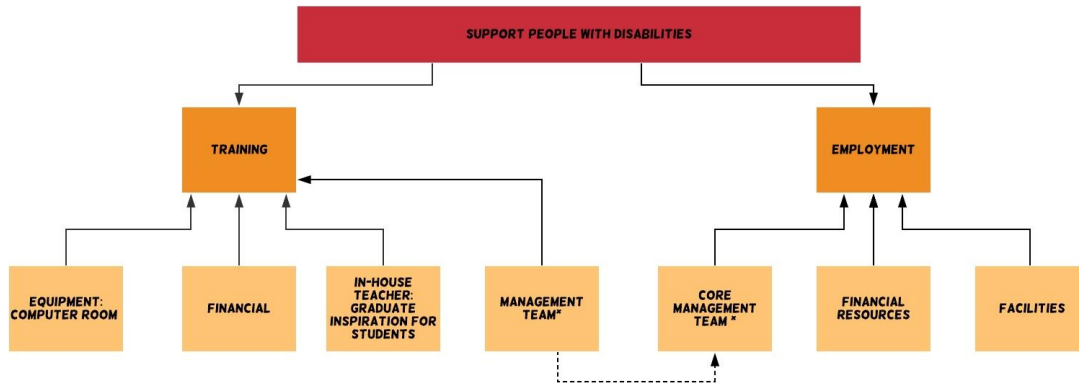
- ***The area that Imagtor self-assesses as having strong current performance is Partnership.*** Correspondingly, this is the only dimension identified by Imagtor as an area with limited need for future support. This is because they are satisfied with their long-lasting and fruitful partnership with the Will to Live Center which has been able to create a positive feedback loop, both financially and operationally into Imagtor.
- ***Material Resources, Human Resources, Financial Resources, Operations and Organization are all struggling, with ratings equal to or lower than 3.*** Hence, internal efforts within Imagtor and external support are necessary to improve performance in these five dimensions

Strategies and Support in these dimensions are helpful for Imagtor:

- Material Resources: ***upgrade or replace the inventory management software*** for better tracking of material resources and client management
- Human Resources: ***hire additional accounting and IT staff*** to improve operational efficiency

- Organization: *improve word of mouth and online marketing* to achieve higher sustainable revenue
- Financial Resources: Although the organization has been growing monthly sales at 36%, Van believes that a diversified funding stream would allow her to invest more into the Will to Live Center.

IMAGTOR's Theory of Change



*WHAT NEEDS TO BE IMPROVED

Imagtor's theory of change model was created in collaboration with Van during our field interview and it was the first time they walked through the process. Thus, the purpose was not only to reflect what the organization is currently doing but it aimed to articulate what it would like to be held accountable for. We tried to then work backwards to identify necessary activities, strategies, resources and capabilities to achieve its theory of change. As aforementioned, the target population identified by its TOC model is disabled youth in Vietnam. The context behind the organization's TOC is that there is a very large population of Vietnam (about 7 million people) which lives with disabilities. One of the main assumptions is that the government of Vietnam is not investing enough resources in order to uplift this segment of the population. Here is where Imagtor comes in. The model they have created is one based on a partnership with an NGO that works provide vocational training to disabled youth for free. Through 12 years of leading operations of the Will to Live Center, Van learned that the biggest threat to its sustenance was the availability of unrestricted funds. Thus, the TOC model of Imagtor is to employ as many individuals living with disabilities at a profit-making real estate photo-editing firm to provide value to a host of overseas clients. The direct, short-term benefit of this action is that the firm generates profits that can be reinvested in the Will To Live Center to conduct more training programs for greater numbers of persons with disabilities. The long-term benefit of this action is

that more people become contributing members of Vietnamese societies, not only in economic terms but also in socio-cultural terms.

5. REACH

Founder's Story



There was a time when Ms. Pham Thi Thanh Tam spent sleepless nights following her passion for World Cup Football. She might have had a career in that field had she not listened to her other passion – for helping young people from disadvantaged backgrounds. That is how she became the founder of REACH and this year, REACH has marked their 10th year of helping disadvantaged youths. She recognized early that she could make a difference and she was fearless in trying to bring that change in her country. That is what stands out about Ms. Tam. She is passionate, devoted and altruistic when it comes to serving underprivileged population in Hanoi; she is strategic and efficient at doing it.

In the early days and sleepless nights of REACH, she saw what could be done with just a handful of staff. Today the organization employs more people and has even more students, so she is eager to set new benchmarks for program effectiveness. She believes that well-performed social enterprise at a community level can be stretched over to the entire nation and she looks forward to welcoming that day in the future.

Organizational Summary

REACH is a local non-government and non-profit organization which specializes in providing vocational training, career advice and job placement services for the disadvantaged youth in Hanoi, Vietnam. REACH targets the most vulnerable youth who require accessible and affordable training to learn skills to feed themselves and their family members. They target disadvantaged young people between the ages of 16-25 years living in the cities and neighboring provinces of Hanoi of Hue and Danang.

Since 2010 Reach has extended this age range from 16 – 30 years to also include young women from marginalized groups to their beneficiaries, such as trafficked women, and women from families living with / affected by HIV or other difficult circumstances.

“I yearn for success. I yearn for better life. To achieve my desires, I know I need an occupation as my core foundation. Thanks REACH for helping me founding the base. I believe in my coming success!”

– Pham Hùng Phú

REACH program graduates go on to earn competitive wages with small, medium and large businesses in Vietnam. Many graduates advance to supervisor, assistant manager and manager roles soon after completing their courses. REACH annually trains about 1,200 students, with over 80% of them in employment six months after graduation.

Organizational Functions

FINANCIAL RESOURCES

Regarding their financial resources, grants from other foundations and corporations such as Microsoft, HSBC bank, JP Morgan and some German corporations comprise the majority of funds. Their current annual budget is US\$800,000 and it is **18 times** as much as what they started out with 10 years ago. There is a big need for government grants, but with current social structure, it has been almost impossible to get support from the government. Their business model is based on an income-generating initiative called “Transformative Leadership Program” and they strive to share the cost of human resources and materials with the corporations that support them. Overall, their need for financial support is at a sufficient amount, but as Reach is looking to enlarge their classes and accept more students for training, more funding will enable them to reach their goals faster. For auditing, they outsource outside companies for external audits once or twice a year. They also have a clear and detailed procurement procedure as well as monitoring procedure for their implementations which can be strengthened with increased funding.

HUMAN RESOURCES

REACH has 70 staffs running programs in 6 different districts in Vietnam. It started with serving 100 youths, but so far has impacted 12,000 youths’ lives. Its employees are 55% female and 45% male, and they have huge number of volunteers from all over the world. Reach promotes and gathers volunteers coming from both locally and abroad who work with training assistant, monitoring system, communications, photography, development of videos, fundraising and many others and there are more than 100 volunteers registered at Reach. For employment, REACH prioritizes people from rural areas and people who suffer from HIV. Generally, they have an efficiently run administrations team that have strong financial control system so that they can achieve transparency in the organization. Further, because they get majority of their funding from international organizations and companies, standards of keeping a robust financial control system are high at Reach.

MATERIAL RESOURCES

For their material resources, they have identified technical devices such as 3D modelling machines and computing devices as the ones that are the most expensive and also in high demand. Luckily, one German corporation has donated number of machines and also sent one technical expert to train the students. Other than that, they are getting external funding and resources from international partners and this will be dealt more in depth in the partnership section. But at the moment, they do not know how they can be sustainable with limited resources to provide training on 3D modeling and other technical trainings as demand for such profession is increasing and there are insufficient resources to accommodate increased number of students. They have staff members who keep track of their inventory and once resources are mobilized, they manage them effectively to deliver them to the students. They predict that increased partnerships with other organizations and companies will alleviate the costs of the materials, which will allow them to provide more students with practical training.

OPERATIONS

They claim to have maturity in food services, but more inputs are needed for improvements. Currently, they do not have a complete team to keep financial controls and administrations, so they would like to improve their staffing in that area. Their major challenge is buying the input, which are the materials that are used for trainings. For example, there are limited number of devices for 3D modelling classes and since practical training is crucial in those kinds of technical professions, much of the time is consumed as many of them need to rely on limited number of equipment. Procurement of inputs is the most challenging part of the value chain and they believe that their hybrid and sustainable business model will be strengthened with enhanced resource mobilization. Basically, their value chain is comprised of purchasing the materials, implementing the training program, helping students to get jobs, monitoring inventory, and recording inventory. To be more specific, starting with the market scan to understand the requirement of the different jobs and to understand the physical, social and security needs of youths, curriculum design, inviting guest speakers, mobilization process to target the disadvantaged youths, campaign, recruitment, selection, training for six months, and then to job

placement including the six months follow up not only to get feedback from the business to improve the training curriculum, but also check on their graduates. These extensive value chain allows them to perform in a systematic way.

ORGANIZATION

The vision of Reach is to give equal employment opportunities for everyone in the community, especially the younger generations. Their short-term goal is to support more youths in a sustainable way and to engage more stakeholders. Their long-term goal is to implement the program in more provinces to have their business model implemented in other organizations so that the government capacity could be enhanced. As their mission is to support the disadvantaged youths, they are doing multiple programs to ensure that they are providing services and support to their students. They focus on the curriculum of classes that will give the most practical skills to the students, like 3D modelling and website designing and hair dressing. Also, they strive to meet the self-determined rate of 80% job placement rates. In order to be successful in their goals, they need to build more foundation on the facilitators and development of effective curriculum. On a last note, improved and strategic management of the organization will be the next big step for the organization to enlarge their size.



The founder/Executive Director of Reach, Pham Thi Thanh Tam, with Columbia SIPA Workshop team in the Reach in Hanoi

PARTNERSHIP

Ideally, they would like to form a special team to research and reach out to organizations and companies to form new partnerships. They currently have partnerships with Microsoft and HSBC and they help Reach with technology transformation and capacity/leadership building as well as providing equipment. In terms of local partners, they have the Youth Career Initiative (YCI), Hai Duong General Technology – Vocational Training Center, Job Service Center, at the Danang Youth Union and many others. They have more than 1,000 businesses in their business network and they vary from small Vietnamese enterprises to big international organizations; this network allows Reach to place their students in those companies as well as to bring guest speakers to broaden students' perspectives and knowledges.

One of the big partners/donors is the Plan International and through their initiatives, Reach has increased in their partnerships with many other companies/organizations and also received donations from them. They also have network with organizations such as Youth Union, Women Union working with human trafficking businesses, that provide support for training, health support. One last significant partnership that Reach has is a Youth Caring Program with 5-star hotels. Through this program, Reach and the hotels design and implement the training programs together which makes suitable recruitments after the training program. ***Reach is truly innovative and efficient in utilizing their partnerships; however, future support from increase partnerships will help them train more disadvantaged youths.***

Needs Assessment for Reach



A. Current Performance



B. Needs for Future Support

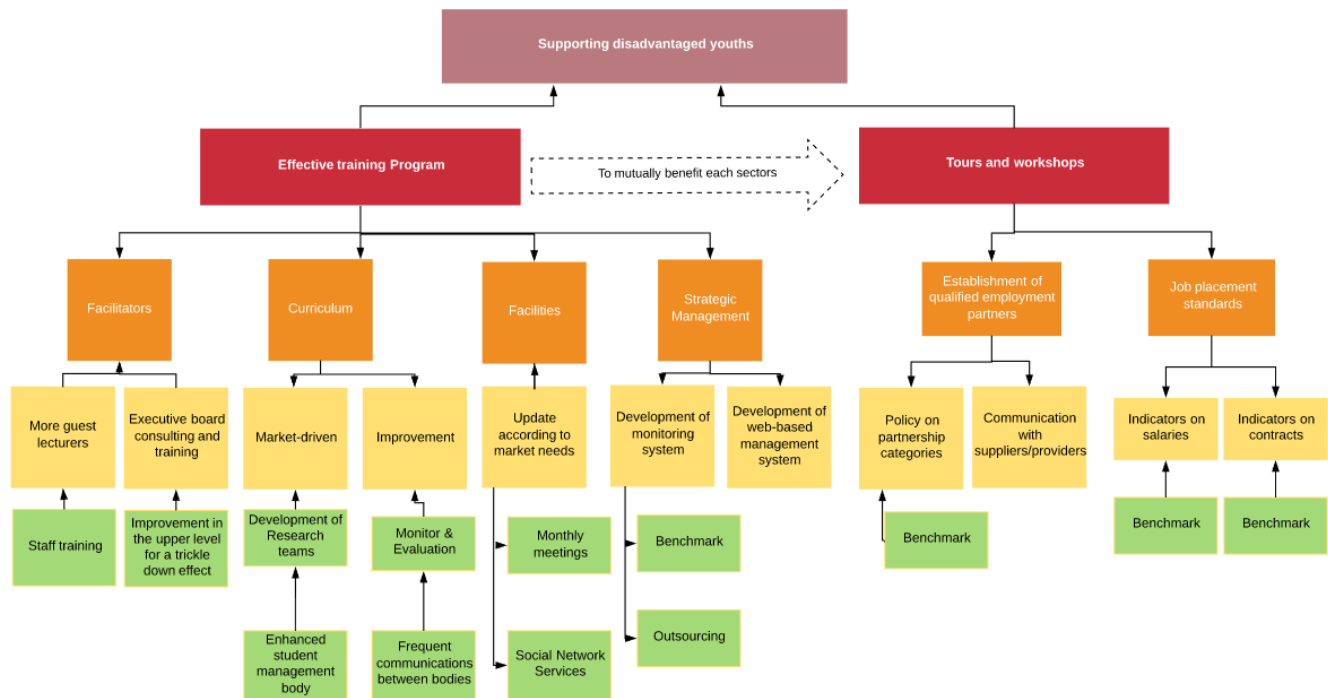
The self-assessment of Reach in six organizational dimensions shows that:

- ***The areas that Reach self-assesses as having strong current performance are Material Resources, Operations, Organization, and Partnership.*** Correspondingly, these four dimensions are identified by Reach as less in need of future support
- ***Financial Resources are considered as not performing very well, with ratings equal or lower than 3.*** Hence, internal efforts within Reach and financial resources are necessary to improve performance in that dimension

Strategies and Support in these dimensions are helpful for Reach:

- Financial Resources: find ways to streamline administrative tasks so that ***financial resources can be more efficiently utilized***
- Material Resources: ***upgrade or replace the inventory management software*** for better tracking of material resources
- Operation: ***prioritize on efficient resource management and marketing strategies*** to increase class sizes for students.

Reach's Theory of Change



A Theory of Change diagram outlines the roadmap of an organization to accumulate necessary resources and implement various activities in order to achieve its long-term social impact. Reach identifies its intended social impact as “supporting disadvantaged youths”. In order to achieve this social impact, Reach designed two pillars of activities, which are development of effective training program and tours and workshops. Considering their current outstanding performances, development of such programs and workshops need to be much more advanced than the ones that are just starting for the first time. Therefore, professional academic and educational consulting will be necessary for effective implementation of their strategies. Benchmarking and outsourcing the next stages of training programs with specifically targeted skillset workshops will save the time and money for Reach. ***Reach has successfully developed over one decade with a very focused mission of serving underprivileged youth and with minimal adjustments facilitated by the AWSEN, they will have no problems thriving in Vietnam for a number of decades to come.***

6. JAVARA

Founder's story



Helianti Hilman was born and raised in a highland coffee plantation in East Java, Indonesia, where she became familiar with nature's vitality. In 1998, she completed her Master of Law on Intellectual Property Rights at Kings College, University of London and in 2005 Helianti decided to become an entrepreneur and her mission in life evolved into the establishment of Javara. The inspiration to establish Javara came from the self-realization that she was part of the community she was dedicated to serving. She has deservedly been

recognized for her achievements in social entrepreneurship, leadership, and inspirational passion to preserve nature's hidden treasures. Helianti is truly a pioneer in her own right.

Organizational Summary

Inspired by Indonesia's food biodiversity, indigenous wisdom, and spiritualism, JAVARA was founded by Helianti Hilman in 2008. JAVARA works across the agricultural value chain, from production to distribution, in order to preserve biodiversity and bring community-based, organic products to broader markets. There are more than 750 premium artisan food products provided by JAVARA, exported to 22 countries, involving and empowering more than 15,000 farmers in Indonesia. JAVARA does not only sell high-quality products, but also offers the underlying stories and values attached to each product. JAVARA is currently known as the leading social enterprise in Indonesia that works with a vast range of bio-diverse and community-based organic food products by using ethical principles.

“We create added-value products based on such food ingredients, and build local capacity to create quality community-based artisan food products.”

—Helianti Hilman



Organizational Functions

FINANCIAL RESOURCES

The financial resources mainly come from JAVARA's daily business revenue. Currently, about 45% of the revenue is generated from the domestic Indonesian market, and 55% of the revenue is generated from foreign markets.

JAVARA was established as a foundation (NGO) from its inception in 2008 and operated as such for the first 3 years, but this model failed for the following three reasons: (1) the product provided by the project-base model was not accepted by the market; (2) the staff with their NGO background lacked the skills needed for sales and marketing; and (3) the funding from donors was difficult and inefficient. Thus, JAVARA switched its legal structure and started running its own artisanal products' business which proved to be successful almost immediately. The business that had began with selling products to close friends and started with only 10 farmers, became one of Indonesia's leading purveyors of artisanal products today.

HUMAN RESOURCES

In JAVARA, there is approximately 90 staff, comprised of 40% female employees and 60% male employees. Most managers self-identify as female. The salary is based on merit and reflects specific actions and responsibilities. The organization looks for both passion and basic skills when recruiting. And by holding orientation workshops, JAVARA provides the following trainings to staff to improve the efficiency of workflow: (1) product knowledge; (2) cooking skills with the artisanal products; and (3) sales knowledge.

MATERIAL RESOURCES

Right now, **JAVARA has no processing facilities and the organization outsources many of its production processes.** For example, the organization found a professional chocolate production company to help produce the chocolate products. And JAVARA focuses more on developing unique crops, branding, marketing and quality control. Further, many materials used are imported because they are not readily available within the domestic market, such as the biodegradable packaging material. Most, if not all the products JAVARA produces are considered environmentally friendly.

OPERATIONS

Even though the products of JAVARA and the way they are produced diversify from each other, **the brief value chain of the organization could be concluded as the following:**



It is essential for JAVARA to quickly convert the crops into value-added artisanal products, which are ready to be delivered into markets. On average, it only takes 3 months for the organization to go through the above process. **The key parts of the JAVARA's operation are to: (1) provide solutions to connect farmers to proper markets and (2) develop the story and added value behind the products.**

The founder of JAVARA, **Helianti, is at the center of developing the business and of creating new business ideas and proposals.** And JAVARA's business line is not only limited in making and selling products, it is also in the process of establishing restaurant and kitchen classes to further promote their artisanal products. Though the founder's personal competency and

networking abilities play a central role in the organization's operation, JAVARA works in an efficient way and always pursues innovation.

ORGANIZATION

The mission of JAVARA can be presented as: “to preserve food biodiversity in Indonesia and bring community-based, organic products to broader markets.” The actions taken by the organization is closely related to its mission. The organization focuses a lot on empowering local farmers by training, promoting working conditions, and providing equitable trade prices with farmers. Many initiatives are developed in obtaining its missions.

For instance, the recently developed program “School of Artisans” was designed in order to promote rural entrepreneurship, which focuses on product development. By teaching the local farmers and fishermen about production standards, safety knowledge, branding, marketing, certification and sales skills, JAVARA is devoted to assist farmers develop products themselves and thus turning them into entrepreneurs.



The founder Helianti Hilman, the managers of JAVARA, with Columbia SIPA Workshop team in the headquarter store in Jakarta

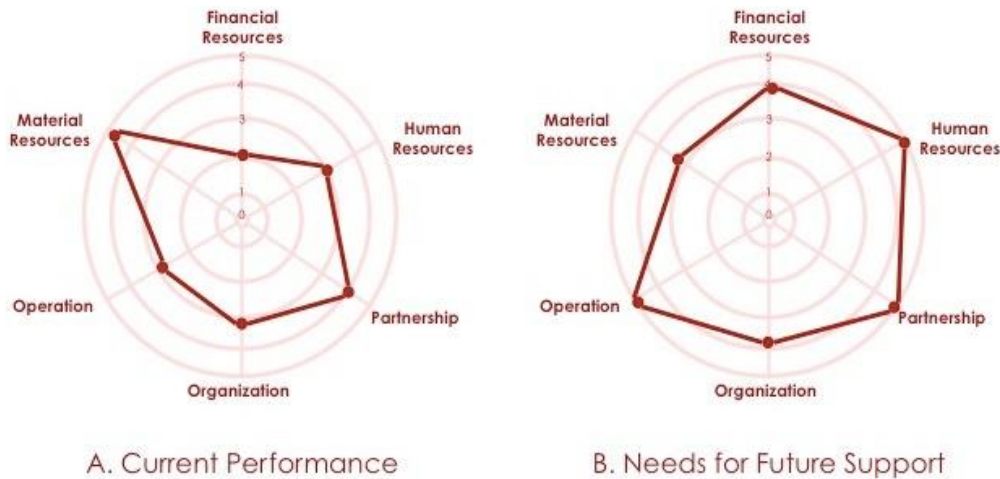
PARTNERSHIP

The partnership aspect is very important in JAVARA's diversified and evolving business model. Because the organization focuses on providing solutions and discovering the values and stories behind the products, JAVARA has been establishing numerous partnerships in each of its stages of the value chain. To simplify, there are *mainly two partnership categories: (1) farmers and (2) other business partners.*

For the first category, JAVARA finds the farmer group at the very beginning. And as the reputation and business of JAVARA solidify, many farmer groups actively reach out to JAVARA for help. The organization has been exposed through domestic media to recruit more farmer groups as well. The supply chain manager and his team are in charge of dealing with the daily cooperation with different farmer groups.

For other business partners in different stages of JAVARA's value-chain, they are mainly established through the founder's personal network. For example, Helianti consults her chef friends to help create the recipes for the artisanal food products and asks her designer friends to assist designing the packaging patterns. And in developing new partners, the organization mostly uses the internet (e.g. Google). Currently, there is very little in terms of government partnership for JAVARA.

Needs Assessment for Javara



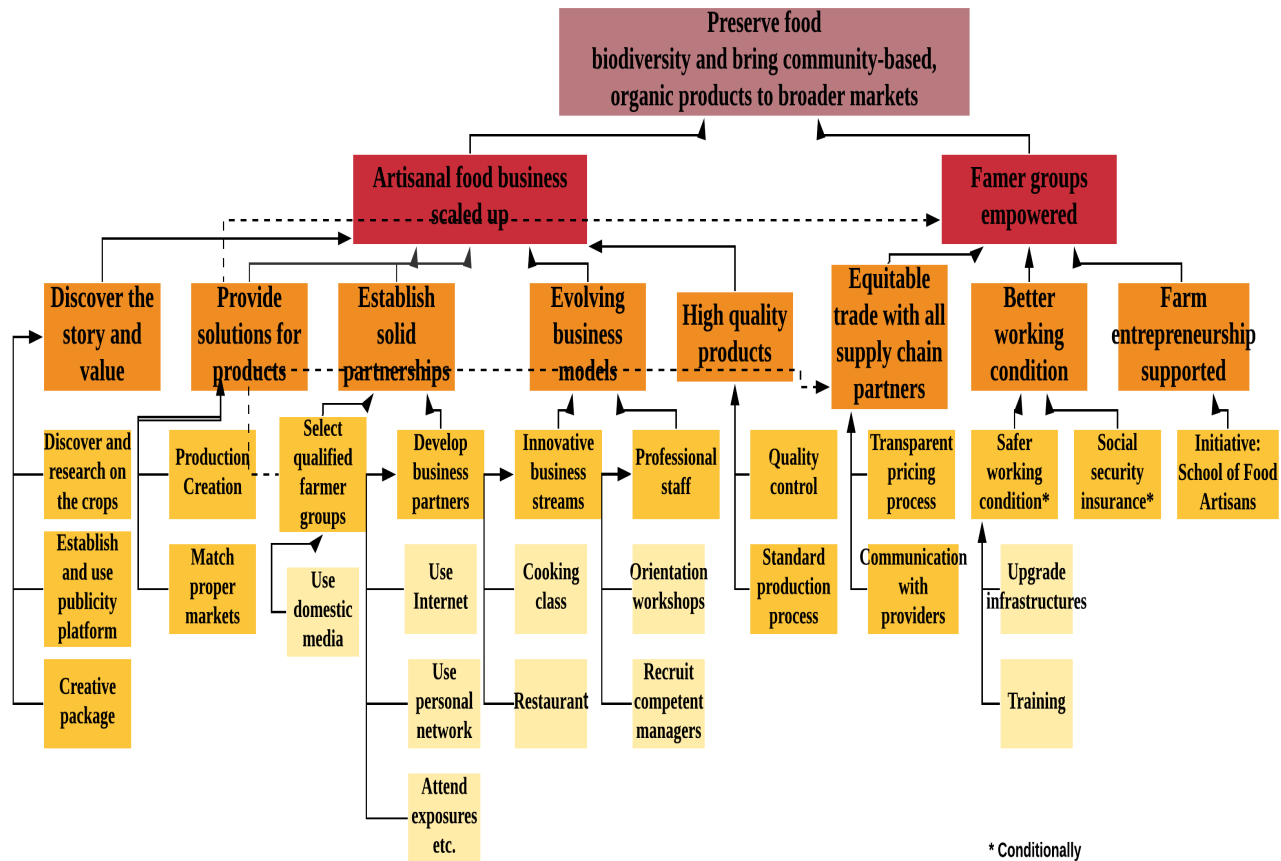
The self-assessment of JAVARA in six organizational dimensions shows that:

- The areas that JAVARA self-assesses as having strong performance (higher than 3) are **Material Resources and Partnership**, while the area of **Financial Resources** is the area with the lowest self-assessment score;
- Generally, JAVARA has strong needs and interests in pursuing external future support. **Partnership, Human Resources and Operation** are identified by JAVARA as in most needs for future support. Though Partnership is recognized by the organization with a strong performance, considering the core role that Partnership plays in the organization's diversified and evolving business model, this area still has a high score of needs for the future support.

Strategies and Support in these dimensions are helpful for JAVARA:

- Partnership: **establish specialized team** to reach out both domestic and international partnerships systematically;
- Human Resources: **identify strong candidates with managerial experience**, especially the skills for new business lines and experience in target markets;
- Operation: **develop evolving strategies/initiatives and strengthen the R&D (research and development) division** to adjust the fast-changing business models.

Javara's Theory of Change



A Theory of Change diagram outlines the roadmap of an organization to accumulate necessary resources and implement various activities in order to achieve its long-term social impact. *JAVARA identifies its intended social impact as “preserve biodiversity and bring community-based, organic products to broader markets.”* In order to achieve this social impact, JAVARA focuses on scaling up its artisanal food business by providing business strategies and discovering the added value for each unique crop and rewards the benefits back to farmer groups. *Our interview found that JAVARA has fulfilled most of the necessary resources to implement these activities and is achieving its intended social impact through these activities.* However, JAVARA considers *establishing more partnerships and reaching new markets domestically and internationally* as two areas that demand continuous attention and improvement in order to better achieve the intended social impact.

7. TORAJAMELO

Founder's story



Dinny Jusuf found her home in Toraja, a mountainous region in Sulawesi Island, Indonesia, known for its pristine natural beauty. Through her mother-in-law, Dinny met talented weavers living in Toraja who faced challenges selling their textile products and thus, endured economic hardship. With previous work experience as a banker, business-woman and activist for women's rights, Dinny's wealth of knowledge is a key factor in the success of Toraja Melo. Inspired to help weavers create a stable income, Dinny decided to inaugurate

Toraja Melo and create a better life for these artisans.

Organizational Summary

TORAJAMELO, which means “Beautiful Toraja”, *aims for a better life for the rural women weavers and to rejuvenate the unique weavings of Toraja*. The organization was inaugurated in 2008 and established a Foundation (Yayasan Toraja Melo) in October 2010. The Foundation conducts the community organizing programs. A limited liability entity (PT Toraja Melo) was established the same year to manage the business aspects of the social endeavor, as there is no legal status for a social enterprise in Indonesia. With the success of its previous work in Toraja, at the request of the communities, since 2013 TORAJAMELO has been working with weavers in other areas in Indonesia on a personal basis and has continued developing new partnerships to scale-up.

“Don’t ever give up your dream for anything or for anybody, no matter what.”

— Dinny Jusuf

TORAJAMELO believes the *values of Community, Quality and Compassion*, and strategically focuses on adding value by designing, producing and marketing high-quality weaving items with full respect of the weavers as artisans. In total, the organization is *now working with communities of around 1,000 weavers*. The organization expects to collaborate with at least 5,000 weavers across rural Indonesia and at least 100 poor urban women who produce the finished items by the year 2025.



Organizational Functions

FINANCIAL RESOURCES

The financial resource of TORAJAMELO mainly come from the profit of its hand-woven business lines and also partially from international organization's financial support. Although the organization designs and creates high-quality products while achieving relative rapid growth, TORAJAMELO still suffers from limited financial resources.

Several reasons may explain the limited profits of TORAJAMELO. (1) The corruption of local authorities increases operating costs and cuts profits; (2) the woven goods' prices are high because of the hand-made process, decreasing demand; and (3) the hand-woven products are hard to match customers' taste, compared with internationally famous brands. *Therefore, scaling up to better promote its community-based activities is among the top concerns for the organization.*

HUMAN RESOURCES

TORAJAMELO aims to remain small to be agile. There are two founders of the organization: Dinny, as CEO is in charge of Finance, Public Relations and Marketing; while Nina, the sister of Dinny, as Creative Director takes care of Design & Production. The organization is also strengthened by 5 advisors. All the weavers, the workers in our collaborative workshops and their office staff are all women, most of their customers are women, even though their male customer base is also growing. So, *basically, it's from women, by women, for the world.* However, TORAJAMELO is confronted with a *shortage of professionals* and the organization is considering recruiting short-term, program-based expertise.

MATERIAL RESOURCES

Material resources for Torajamelo is mainly *dependent on hand-woven products, and human capital*. They need raw materials to create these hand-made products, and one of the main challenges is to acquire thread with diverse colors. Human capital, to create the hand-woven products, is particularly important as well. A lot of resources must be used to train weavers to hand weave high quality products, and also to empower them through community organized programs and capacity building.

OPERATIONS

The business model is based on *the principle of Community, Quality and Compassion*. And there are two main divisions for the organization, one is the community division and the other is the business division. *In the community division*, TORAJAMELO provides women weavers with Community Organizing programs and Capacity Building programs, in addition to providing micro-finance and social support. Further, the organization conducts a regeneration program to pass on weaving knowledge and to build capacities and skills. *In the business division*, TORAJAMELO has two business lines so far: a fun and functional head-to-toe fashion line and a gift product line. The organization designs and creates high-quality products by standardizing production procedures and conducting strict quality control. And TORAJAMELO owns a design and prototype studio to ensure its continuous product innovation.

The biggest problem for the operation of TORAJAMALO is the extreme long value chain, which includes a lot of negotiation and persuasion issues. For example, it takes about 6 months for the organization to teach the rural women weavers to reach those quality standards needed to meet customer demand. And in many cases, the organization has to go back and forth between the foreign customers who have their preferred patterns for the product and the weavers who have their original production habits.

ORGANIZATION

TORAJAMELO has a business goal and community goal. TORAJAMELO's business goal is *to become the shopping destination for Indonesia, where they sell fashion and gift products of high quality, all hand woven in Indonesia.* To achieve this, they plan to have on flagship store in Jakarta and a community store in each region.

TORAJAMELO's community goal is *to solve the "feminization of poverty and the rejuvenation of the 'dying' hand-weaving heritage in Indonesia, as well as to empower those women weavers."* To achieve this, they have a Weaver Empowerment Initiative where they conduct community organizing programs and capacity building. They also conduct programs for the youth of the next generation, where they pass on skills and knowledge of the hand-weaving.



The founder Dinny Jusuf, with Columbia SIPA Workshop team in Jakarta

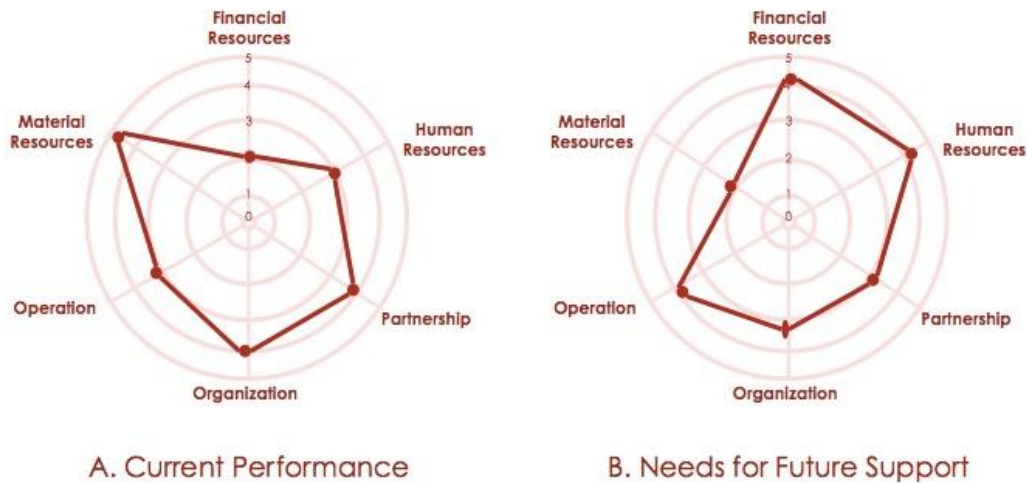
PARTNERSHIP

TORAJAMELO has 13 main partners: DBS Bank, Ashmore Foundation of United Kingdom, Perempuan Kepala Keluarga/Women Headed Households (Pekka), MAMPU/Australian Government- Department of Foreign Affairs & Trade, BNI, Biru Terong Initiative, DMID, Website Consultants, UnLimited Indonesia, SILOLONA SOJOURNS, Novirianti and Partners (N&P), Angles of Impact, and Wastra Indonesia,

Currently, Torajamelo does not partner with the Indonesian government but has a connection therewith and receives support from time to time. For example, they are given the opportunity to attend forums and networking events outside of Indonesia to promote their products and business. The founder, Dinny Jusuf was also invited as a mentor for a government program based in the Toraja area.

Regarding partnerships, Torajamelo has successfully managed to secure the partners they need.

Needs Assessment for TORAJAMELO



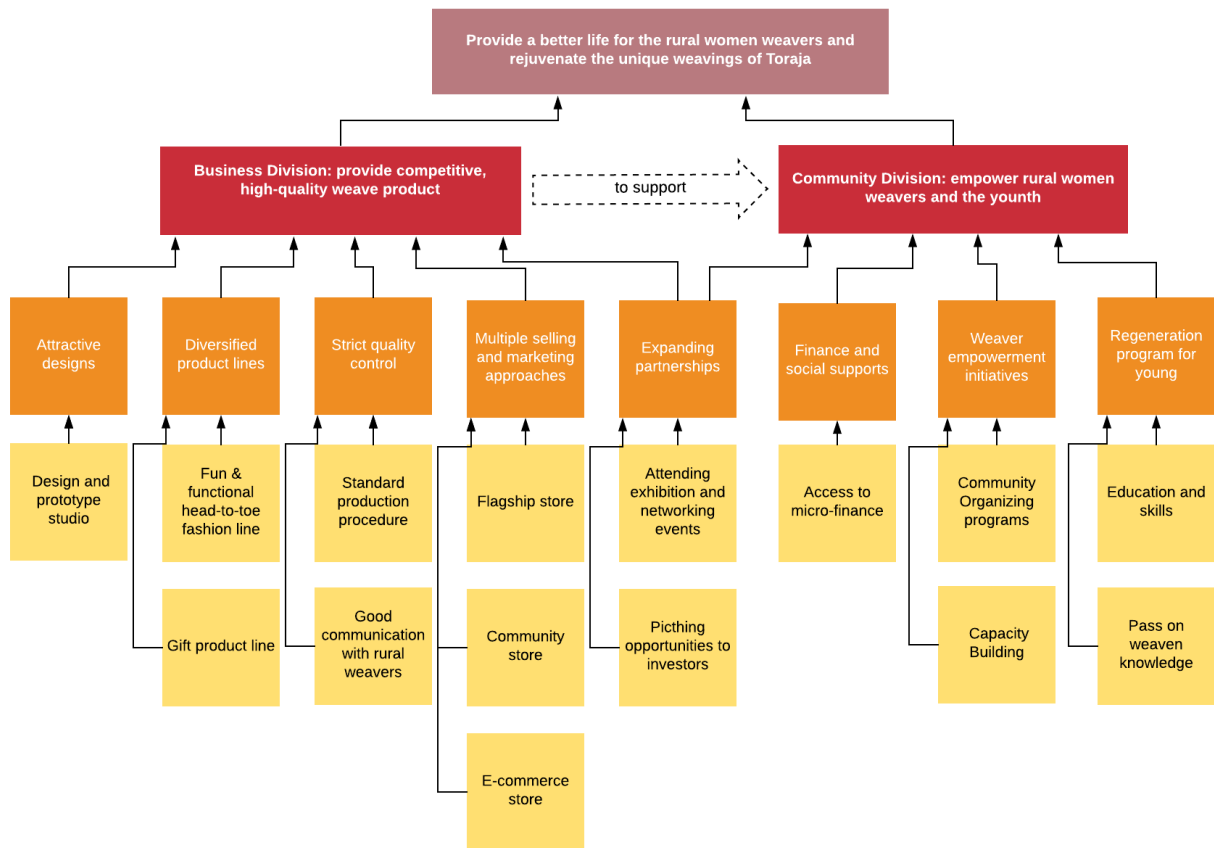
The self-assessment of TORAJAMELO in six organizational dimensions shows that:

- The areas that TORAJAMELO self-assesses as **having strong performance** (higher than 3) are **Material Resources, Organization and Partnership**, and correspondingly, these three areas are identified as in relative low future support;
- The areas that TORAJAMELO self-assesses as **having weak performance** (lower or equal than 3) are **Financial Resources, Human Resources and Operation** and thus they are considered as in more future support.

Strategies and Support in these dimensions are helpful for TORAJAMELO:

- Financial Resources: **conduct market survey and provide new product line (e.g. simple weave fabric)** with competitive prices and larger customer base;
- Human Resources: **recruit program-based, short-term consultancies and accept interns** to solve the shortage of professionals;
- Operation: **set up a special team for negotiating with different stakeholders and refine the production procedure/standard** to shorten the value-chain and reduce conflicts.

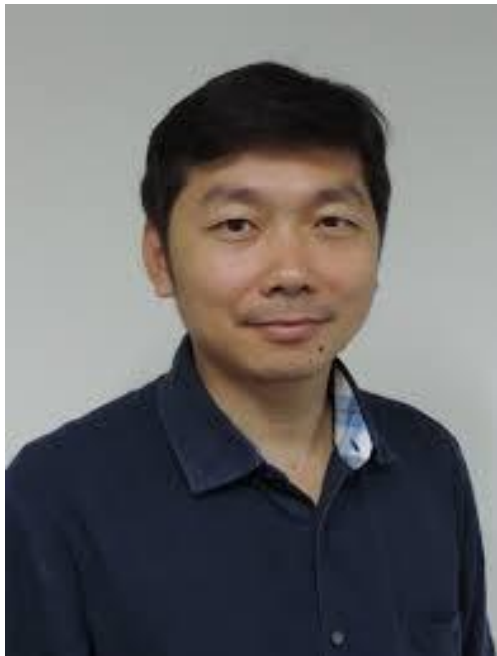
TORAJAMELO's Theory of Change



A Theory of Change diagram outlines the roadmap of an organization to accumulate necessary resources and implement various activities in order to achieve its long-term social impact. **TORAJAMELO identifies its intended social impact as “preserve biodiversity and bring community-based, organic products to broader markets.”** In order to achieve this social impact, **TORAJAMELO** conducted many initiatives targeting improving the lives and capacities of rural women weavers and the young generation, such as Community Organizing programs, Capacity Building programs and Regeneration programs. **Our interview found that TORAJAMELO has fulfilled most of the necessary resources to implement these activities and is achieving its intended social impact through these activities.** However, **TORAJAMELO** considers **increasing its financial resources and optimizing its value-chain/operation** as two areas that demand continuous attention and improvement in order to better achieve the intended social impact.

8. INSTELLAR

Founder's Story



Romy Cahyadi founded Instellar in 2014 with a strong passion to develop a social enterprise ecosystem in Indonesia. In small and slow steps, Instellar has created measurable social change while actively reaching out to various experts and organizations outside of Indonesia for ideas and inspiration for successful models and structures to further develop his organization. Romy has successfully developed Instellar to be one of the only successful incubators for social enterprises in Indonesia.

Organizational Summary

Instellar was founded in 2014 by Romy Cahyadi and is the only successful incubator for social entrepreneurs in Indonesia with 12 employees. Instellar’s mission is to develop a social enterprise ecosystem and to accelerate social innovation in Indonesia, through incubation and acceleration programs to build and develop the capacity of social entrepreneurs. It also creates platforms for social entrepreneurs to connect by conducting various events, including one cornerstone annual event, “ARISE”, where there are panel discussions, individual booths, and pitching exercises for social enterprises.

“I want to be a catalyst for social entrepreneurs in Indonesia, and to develop a social enterprise ecosystem for them.”

- Romy Cahyadi



Organizational Functions

FINANCIAL RESOURCES

Instellar obtains financial resources from over 30 partners both global and national.

They also profit from their acceleration program where they charge consulting fees to social entrepreneurs. Although they do not have strong faith to gain support from the government, grants or subsidies from the government would be appreciated but under the condition that t strict restrictions are not imposed on the use of the grant.

HUMAN RESOURCES

There are currently 12 employees. They do not specifically target women, but currently there are eight female employees and four male employees. Besides the employees, they have a database of professional mentors with various skills and expertise that support the social entrepreneurs in their programs. Currently, for the incubator programs, they are in need of mentors that are not only knowledgeable about particular subjects such as marketing and business, but that also have an attitude to be willing to share their experience. For the acceleration programs,

Instellar needs mentors or experts who have specific skills, especially knowledge or experience in marketing outside of Indonesia.

MATERIAL RESOURCES

Instellar ***relies heavily on human capital*** and provides services to social entrepreneurs in need of support for building skillsets, expertise, and expanding their business, as well as providing platforms to build networks and connections.

OPERATIONS

Instellar is the only incubator that focuses on social entrepreneurs, but there are many other competitors in the digital field.

They are currently struggling to find an adequate framework/model to measure and capture the impact of Instellar's incubator and accelerator programs. Romy is looking into various organizations, and successful case studies outside of Indonesia to establish such frameworks but is still in the process of developing them.

For Instellar, due to changes in "trends" of what investors look for in a social enterprise, they face the need for constant change and updates on their Enterprise Development Programs. For example, impact investing is very "sexy" at the moment, and this kind of trend effects the organization of the social enterprises that participate in their program. Therefore, Instellar is currently looking for ways to be less dependent on grants. They do not see grants as a negative as they believe that they still need grants, but they cannot have a business model centered around the sole funding source being obtaining grants.

ORGANIZATION

The mission of the organization is to "Develop a Social Enterprise Ecosystem in Indonesia" and to "Accelerate Social Innovation". Instellar provides incubation and acceleration programs to build and develop the capacity of social entrepreneurs. The incubation program provides personal support by allocating mentors best suited for the startups participating in the program, and a short training program. The acceleration program provides customized consulting services targeting social enterprises that are already relatively successful. They also conduct various events, including one big annual event, "ARISE", where they have panel discussions, individual booths, pitching exercises for social enterprises that take part in the event. This event is also an important strategy for promoting their organization.

Despite their success so far, *Instellar is still struggling to adequately measure their past achievements and their impact on the social entrepreneurs that participate in their program.*



The founder of Instellar, Romy Cahyadi, with Columbia SIPA Workshop team

PARTNERSHIP

Instellar currently has 30 partnerships, being 12 global partnerships and 18 national partnerships, mainly with private companies and non-profit organizations. The CEO actively participates in events, forums, and networking sessions outside of the country, such as the Asian Venture Philanthropy Network.

Regarding partnerships in which they receive grants, *Instellar is currently looking for ways to be less dependent on grants*. As above, they do not see grants as a negative as they believe that they still need grants, but they cannot have a business model centered around the sole funding source being obtaining grants.

Currently, Instellar does not partner with the Indonesian government, but is open to negotiation for grants and subsidies.

Needs Assessment for Instellar



A. Current Performance



B. Needs for Future Support

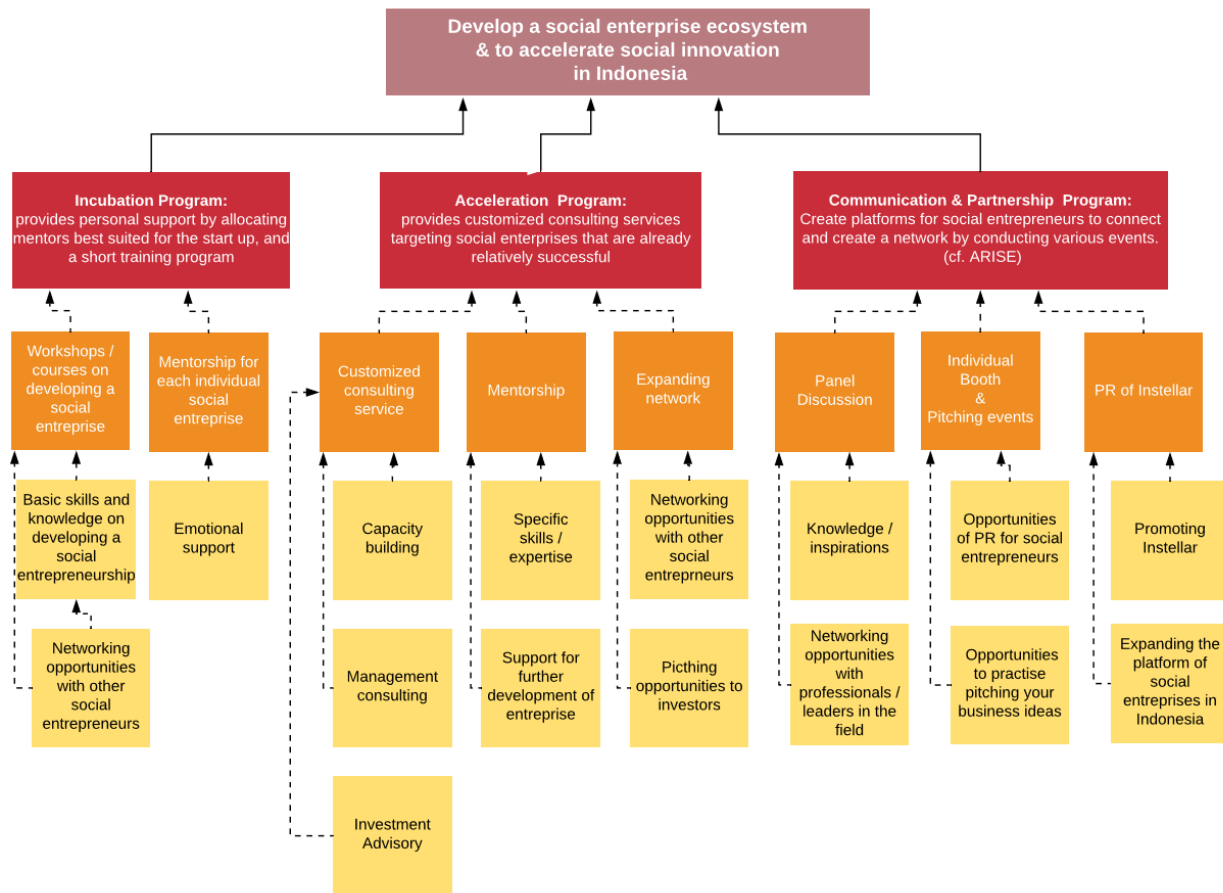
The self-assessment of Instellar in six organizational dimensions shows that:

- ***The areas that Instellar self-assesses that have a strong current performance are Material Resources, Partnership and Organization.*** Correspondingly, these three dimensions are identified by Instellar as lower priority in terms of future support.
- ***Financial Resources and Operations are not considered as performing well, with ratings equal to 1.5.*** Hence, internal efforts within Instellar and external support are necessary to improve performance in these two dimensions.

Strategies and Support in these dimensions are helpful for Instellar:

- Financial Resources: ***Identify strong candidates with managerial experience to build a stronger business model*** for Instellar so that finances will follow. They are currently looking into a company called “Triple Jump” in the Netherlands in hopes of learning more on this as Triple Jump only invests in incubators that already have an established business plan.
- Operation: ***Identify strong candidates with experience in social impact assessment to adequately measure and capture the impact of Instellar’s incubator and accelerator programs.*** They also see the need to create an adequate theory to change their model frameworks at the enterprise level, but they are overly busy with daily operations and oftentimes this need is put aside.

INTELLAR's Theory of Change



A Theory of Change diagram outlines the roadmap of an organization to accumulate necessary resources and implement various activities in order to achieve its long-term social impact. *Instellar identifies its intended social impact as “developing a social enterprise ecosystem in Indonesia.”* In order to achieve this social impact, Instellar designed three main programs: the Incubation Program, the Acceleration Program, and the Community & Partnership Program (cf. events). *Our interview found that Instellar has fulfilled most of the necessary resources to implement these activities and is achieving its intended social impact through these activities.* However, Instellar still struggles to *adequately measure and capture the impact of its programs,* as well as *to establish and develop a strong business model.*

9. YCAB FOUNDATION

Founder's story



Veronica Colondam founded YCAB Foundation in 1999 with a focus on youth empowerment through education and economic opportunities. Inaugurating the foundation with her mother, Veronica began to analyze the problematic aspects of having limited access to education and economic assistance available to vulnerable youth. The first five years were inundated with analytical thinking on evolving a foundation to meet the needs of the target population. Creating a sustainable source of income, standardizing processes without diminishing the quality of the programs provided, and expanding the geographical reach have been a few of the major accomplishments seen throughout the growth of YCAB Foundation. With a degree in mass communications and a master's in social science, Veronica has rightfully received numerous awards detailing her achievements in leadership, innovation, and entrepreneurship.

Organizational Summary

YCAB Foundation's mission is to enable youths through holistic youth development programs where education and access to finances converge to enable sustainable independence. The success of their approach is imbedded in the process of providing quality education to vulnerable youth and linking them to potential employers thereafter, ensuring economic stability and sustainable growth. Founded in 1999, YCAB Foundation began with only 4 team members and has grown to include over 900 employees, reaching over 3 million people since its inception. The current annual budget falls at an impressive 22.04 billion IDR (\$1.6 billion USD) and their revenue has increased about 5% within the last three years. After the first two years of being solely a non-profit, YCAB Foundation switched gears to incorporate a for-profit branch through its independent business units to secure stable funding; a strategic move that has propelled forward their success.

“It is not the many programs we do that matter, it is the impact we create through it, the differences we make in the lives of these youth.”

- Veronica Colondam



Organizational Functions

FINANCIAL RESOURCES

YCAB Foundation's assets have steadily increased at a CAGR of 8.01% in 2017, from 118.5 billion IDR to 149.3 billion IDR. As a result, investments into their programs have also followed a positive trajectory each year. Their 2017 revenue is reported at 16.56 billion IDR even though their revenue has been decreasing steadily since 2015. The Foundation's top ten donors have been HSBC, Bank Indonesia, Mogu Mogu, Facebook, First State Investments, Microsoft, Samsung, BFI Finance, Tower Bersama Group and Cimbniaga. Revenue sources are categorized into specific project-designated funds, inclusive of corporate and in-kind sources; or non-specific project-designated funds, inclusive of donations, individual contributions, social enterprise and others.

HUMAN RESOURCES

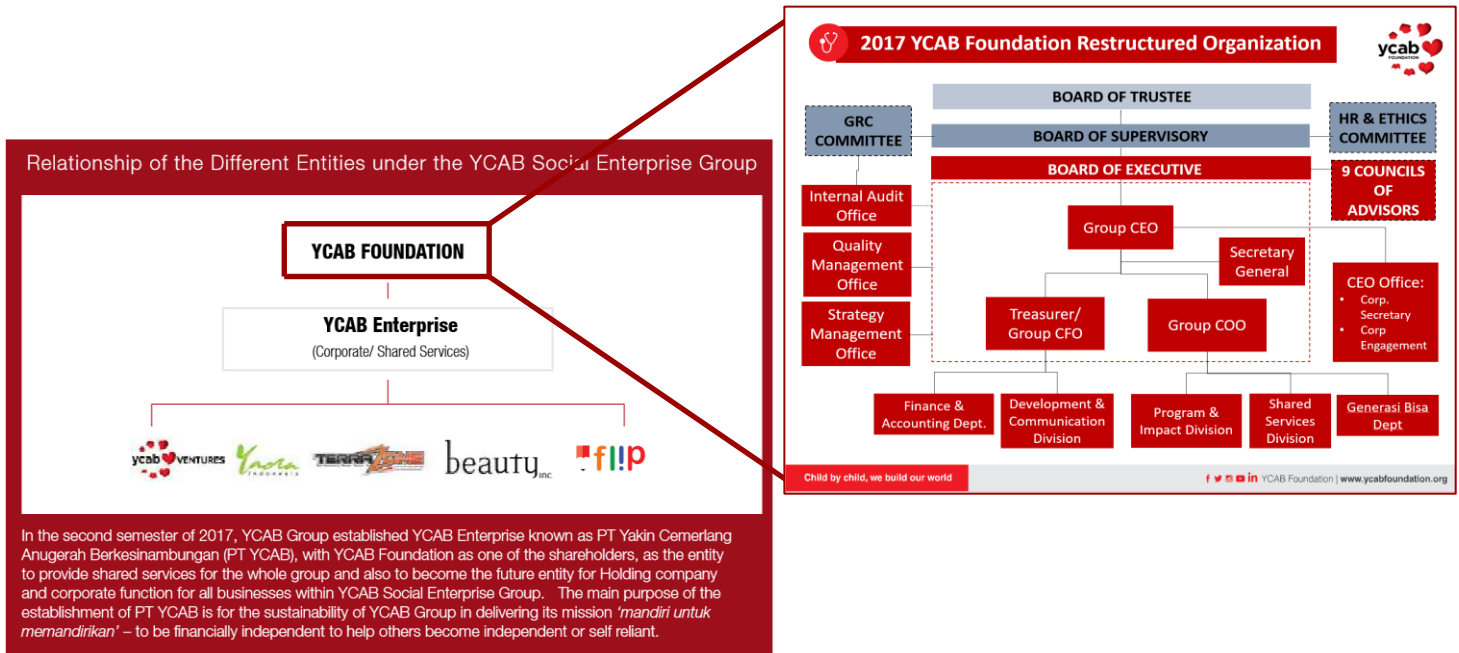
Since its inception in 1999, YCAB Foundation has grown their personnel from a team of 4 to a team of 928 in 2018. YCAB has designated teams responsible for different aspects of the Foundation that include the Business Unit, YCAB Microfinance, YCAB Foundation and YCAB International Inc. Everyone that has joined the team has shown the drive and passion that align with the mission and that keep the Foundation strong. In terms of demographics, most of the personnel self-identify as women and are found throughout all levels of upper management. Currently, ***YCAB Foundation needs more managerial and advisory staff in the upper ranks of the holding company for sustainable growth.*** Skills of the staff is matched with their specific responsibilities, but the workflow is very flexible, encouraging of families and has a great life-work balance. The business units are self-governing, so the human resources in each are a bit different but follow similar trends as YCAB Foundation.

MATERIAL RESOURCES

Material resources for YCAB Foundation is *highly dependent on the different branches associated with youth empowerment through education*. The Holding Company, for instance, relies heavily on human capital and provides services to YCAB Foundation. The eight-supporting businesses focus on a spectrum of services and products ranging from micro financial services to beauty products. Each business is responsible for their own material resources, revenue streams and target goals. However, they all report to the Holding Company, which then administers the logistics and finances of all eight companies in relation to the Foundation.

OPERATIONS

For YCAB Foundation, the operational structure is as follows:



Source: YCAB Social Enterprise Group: Impact Report 2016-17

YCAB Foundation is the overarching social enterprise comprised of a holding company, YCAB Enterprise, and several business units. The holding company is responsible for managing the finances collected from the independent business units as well as logistics, similar to a human resource branch of other corporations. The business units are independent businesses owned by

the enterprise but are in charge of their own material sources, revenue streams and target goals. Any and all profits made by the business units are given to the YCAB Enterprise for cohesive management and further development of each business unit.

YCAB Foundation is comprised of different managing committees designated to an area of expertise. Following the structure of a registered 501(c)3 non-profit enterprise, the Foundation has a Board of Trustees, Board of Supervisors and an Executive Board. The CEO works closely with the Boards on strategic planning, funding resources, and managing concerns. The CEO also manages a Chief Financial Officers Group, in charge of finances, communication and development processes, as well as the Chief Operations Officers Group, in charge of programmatic procedures of the foundation and the business units. Separate offices, like the internal audit office, quality management office, and strategy management office work on focus areas to ensure smooth expansion, operations and quality assurance.

With a complicated structure, Mrs. Colondam is working on creating beneficial policies for non-profits. The current Indonesian governmental policies state that any non-profit assets are owned by the People of Indonesia, whereupon the government can seize assets whenever necessary. Non-profits must also abide by similar tax codes as for-profit businesses, burdening the operational structures of non-profits aimed at improving lives and not making a profit. Changing the political landscape is an arduous battle but a necessary one for continued growth.

ORGANIZATION

The main goal of YCAB Foundation is to improve human capital quality in Indonesia as well as the other countries where it operates in line with the MDGs. *The three main areas that YCAB aims to fulfill include (1) healthy lifestyle promotion, education and provision of vocational training, (2) welfare creation through micro loans, and job centers, and (3) seed capital for micro entrepreneurs, in cooperation with their various Business Units.* They mainly focus on youth development through education and empowerment. Their main belief revolves around the notion *that youth development is vital in transforming communities and therefore the country at large.* Through a holistic approach, YCAB provides educational opportunities and access to the economy to enable true independence in a sustainable way. Their health initiative

focuses on primary education for the prevention of drug abuse and HIV/AIDS and their education program focuses on schooling for dropouts and underprivileged youth. Finally, their economic empowerment initiative promotes entrepreneurship and employment through a micro finance program.



The founder of YCAB Foundation, Veronica Colondam, with Columbia SIPA Workshop team

PARTNERSHIP

YCAB has numerous strategic partners that include domestic agencies, foreign investors as well as international organizations. Their partners are Accenture Jakarta, AYMP, Boston Consulting Group Jakarta, Ernst & Young, HayGroup, Holland and Knight, Norton Rose Fullbright, Palladium Consulting, PricewaterhouseCoopers (PwC) Indonesia, Red & White, Spire Research and Consulting, UKAS, and U.N. General Consultative Status of Economic and Social Council. Currently YCAB Foundation does not partner with the Indonesian government but is hoping for a change in policy to benefit non-profit organizations. Regarding partnerships, YCAB Foundation has successfully managed to secure the partners they need.

Needs Assessment for YCAB Foundation



A. Current Performance



B. Needs for Future Support

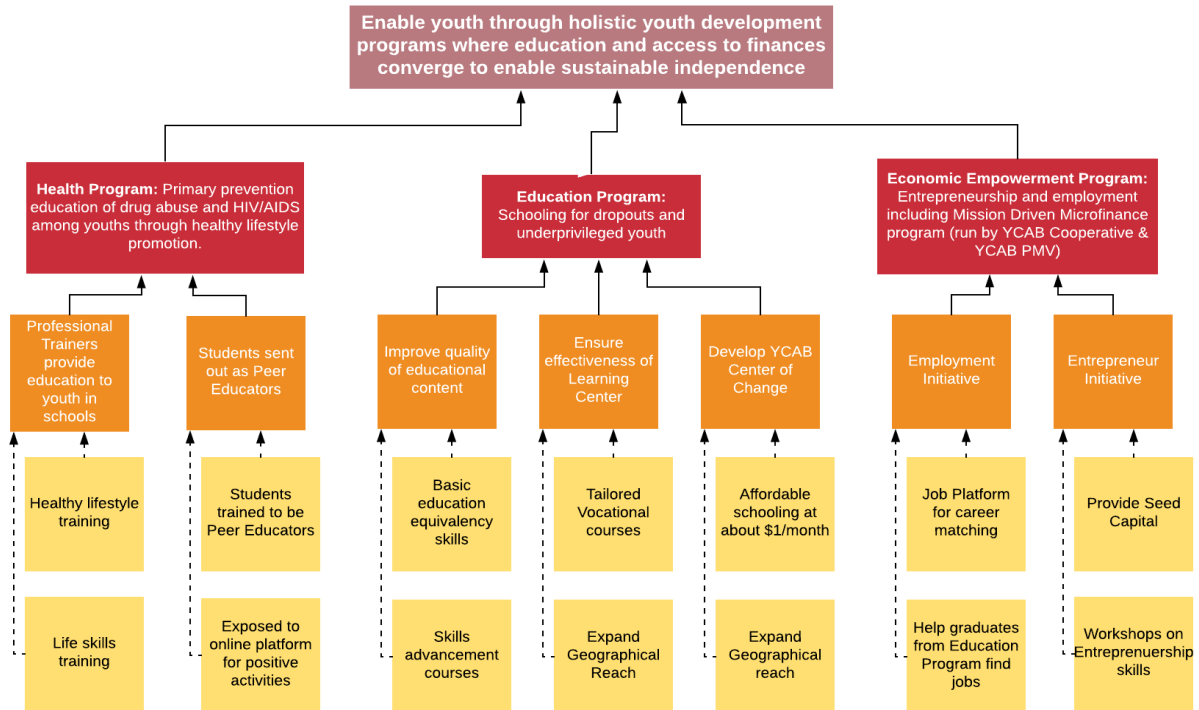
The self-assessment of YCAB Foundation in six organizational dimensions shows that:

- ***The areas that YCAB Foundation self-assesses that have strong current performance are Financial Resources, Partnership, and Operation.*** Correspondingly, these three dimensions are identified by YCAB as lower priority in terms of future support.
- ***Human Resources, and Organization are considered as not performing very well, with ratings equal to 3.*** Hence, internal efforts within YCAB Foundation and external support are necessary to improve performance in these two dimensions

Strategies and Support in these dimensions are helpful for YCAB Foundation:

- Human Resources: ***Identify strong candidates with managerial experience as well as advisory staff for public policy consulting*** to improve management of the YCAB Enterprise as well as gain knowledge to tackle future obstacles of policy formation
- Operation: ***Identify workshops aimed at improving knowledge of the overall structure*** to business unit members for increased ones understanding of the YCAB's mission

YCAB Foundation's Theory of Change



A Theory of Change diagram outlines the roadmap of an organization to accumulate necessary resources and implement various activities in order to achieve its long-term social impact. *YCAB Foundation identifies its intended social impact as “enable youth through holistic youth development programs where education and access to finances converge to enable sustainable development.”* In order to achieve this social impact, YCAB Foundation designed three programs: the Health Program, the Education Program, and the Economic Empowerment Program. *Our interview found that YCAB Foundation has fulfilled most of the necessary resources to implement these activities and is achieving its intended social impact through these activities.* However, YCAB Foundation considers *changing the political landscape as a detriment to expansion and increased liability.*



III. Conclusion

1. FINDINGS

During our field visits, we asked members of the AWSEN network to tell us more about their needs and challenges in running their social enterprises. Our goal in doing so was to expose these challenges to AWSEN with the hope that the AWSEN network could address these challenges in their operations moving forward. The most commonly cited challenges are presented below:

1. An issue of scale with limited funding

The most challenging issue for most socially-minded businesses is to build a dependable team with limited budgets and to create a realistic plan to scale up. Some of the fledgling enterprises such as Zo, Tohe and Khac mentioned that they have a passionate crew of volunteers who are willing to offer skills and insight. However, as these organizations grow, they need to build organizational capacity with people who can dedicate themselves full-time to the venture. This is hard to achieve without funding. Funders are likely to support specific projects rather than organizational infrastructure.

Recommendation to AWSEN: Offer workshops on grant-writing skills

2. Grant-writing skills

As a direct offshoot of the previous challenge, writing grants in order to raise funds is also a significant hurdle for some of these enterprises. One of the main problems with grant writing is the challenge of time. Grant writing requires serious time investment. In small and medium sized enterprises such as Instellar, Khac, Zo and Tohe, nearly all of the functional responsibilities are handled by the founder or an executive director. Additionally, language barriers can be an obvious and impending hindrance. Carving out time to research funding opportunities and write proposals is an ongoing challenge. Grant writing is more than just preparing an application. It includes searching for and prioritizing potential funders, gathering or creating required attachments, and preparing and submitting the proposal. Thus, employing development staff or a grant writer, at the very minimum, is key to resolving this particular issue.

Recommendation to AWSEN: Offer workshops on grant-writing skills

3. Inventory and Data Management

Across the enterprises in Hanoi, inventory and data management was touted to be a significant operational challenge. Even bigger organizations such as REACH and Imagtor expressed a desire to upgrade internal data management systems to be able to track performance. For organizations that manufacture physical products such as Zo and Tohe, lack of experience with inventory management can cause founders to overpay for inventory storage and not utilize proper inventory scheduling practices.

Recommendation to AWSEN: Provide exposure to salesforce for trainings on internal management

4. Marketing

Most organizations that were interviewed showed a heavy reliance on social media platforms for marketing and advocacy efforts. Not surprisingly, they expressed dissatisfaction with the effectiveness of social media in contributing to sales. What makes marketing more challenging for social entrepreneurs is that (1) the target audience tends to be more complex and (2) marketing has to better suited to finance the business and the social cause. There is often more than one segment that has to be sold and satisfied. The end user of the products may be different from those that select, purchase, and evaluate them. This is especially true for organizations that are working to improve human capital such as REACH, Khac and Imagtor.

Recommendation to AWSEN: Offer workshops on marketing/publicity/PR

5. Standardize the Value Chain

Companies in Jakarta that sold products, namely Javara and Toraja Melo, had trouble with standardizing the value chain, which is essential to increasing their productivity. Especially for Javara, there was significant demand for their products from markets abroad including the U.S. and China (cf. Alibaba). However, due to the lack of standardization, they could not respond to the size of the market with their current levels of production.

Recommendation to AWSEN: Offer workshops on standardizing value chains

6. Need to Develop an Adequate Social Impact Assessment Framework/Model

For Instellar, they faced challenges in identifying a social impact assessment framework to adequately measure and capture the impact of their business. They also see the need to create an adequate theory of change framework at the enterprise level, but they are busy with the daily operation and oftentimes this need is pushed aside. Additionally, drawing a line between the outcome a social enterprise directly has on the target population and that population becomes increasingly difficult when that target population are fellow social organizations, as is also the case of Instellar. As an incubator for other social start-ups, Instellar would benefit from learning how to disentangle Instellar's impact on social startups from the impact those startups have on their target population.

Recommendation to AWSEN: Offer workshops on developing an adequate social impact assessment framework specifically geared for incubators/networks of other nonprofits or social enterprises

7. Burden on the CEO to Look for New Partnerships

Most of the organizations that were interviewed had built great partnerships that were contributing and benefiting the enterprises activities. On the downside, the partnerships were all built by networks that the founder already had or had created along the way. This meant putting the burden on the founder as well as limiting themselves to the founder's existing network. Unless he or she was very active in attending network opportunities outside of their circle, expanding the network would be increasingly difficult.

Recommendations to AWSEN: Offer workshops on finding and building new partnerships. Offer workshops on leadership skills educating the staff(s) to acquire skills & knowledge in establishing new partnerships

8. Government (Funding) Not Supportive of Social Enterprises

In both Indonesia and Hanoi, all the social enterprises that were interviewed mentioned the inadequate support from the government including funding. Especially in Hanoi, all the social entrepreneurs had a tendency to abandon the idea of receiving support from the government and had even seemed to detest the idea of interacting with the government. In Indonesia, because of

the policies tied to non-profits and the legal status of organizations with the 501(c)(3) label, it is increasingly difficult to expand. These policies, unlike the ones found in the U.S. who register as a 501(c)(3) organization, do not give non-profits tax breaks or any financial incentives. Most of the assets owned by these kinds of organizations are deemed to be owned by “The People of Indonesia,” and therefore the government could seize any and all assets at any given point, for any given reason. To this end, most of the social enterprises located in Indonesia have developed a for-profit branch to help cover expenses as well as retain the ownership of their assets. The founder of YCAB Foundation, Veronica Colondam, is currently working with policy makers and government officials to amend these policies and pave the way for more adequate legislature favoring the development of non-profit organizations. If successful, this will allow her full ownership of her foundation, but will also affect all 501(c)(3) organizations across the country.

Recommendation to AWSEN: Offer workshops on how to advocate for policy changes, create a running list/network of organizations willing to support the amendments of policies related to non-profit organizations, and offer workshops on ways to effectively discuss & negotiate with governments.

2. RECOMMENDATIONS

Through the analysis of our findings above, we have several key recommendations for AWSEN to intervene for the benefit the entrepreneurs in the AWSEN network.

- Offer workshops targeting specific skills & knowledges (provide both in-person and online).
- Create an online platform for the members of AWSEN where they can connect, discuss and support each other more intensely, easily, and remotely.
- Establish an online database of experts to connect experts to enterprises in need and vice versa, which can be accessed by all members of the network.
- Search and connect with other social entrepreneurs of their interests. (i.e. same country, sector, challenges. etc.)
- Share updates, events and comments on the platform.

3. NEXT STEPS

In light of the findings of the assessments conducted, we have created a few ideas on next steps for AWSEN in order to meet the needs of the social entrepreneurs. The list below encompasses what we believe could advance AWSEN's mission, further enabling women social entrepreneurs in Asia.

1. Establish a Theory of Change for AWSEN.

- a. Clarify AWSEN's role, objectives, mission
- b. Define and understand AWSEN's channels of influence

2. Improve and further develop the methodologies tested in this project: a survey questionnaire for AWSEN members, an initial needs assessment tool, an impact assessment approach, and more.

- a. There is a strong need to further develop an impact assessment methodology for AWSEN members, using a Theory of Change model as an initial step
- b. Identify social impact metrics that AWSEN members can use in future self-assessments on their impact

3. Interviews / field visits to other stakeholders of AWSEN, including:

- a. Beneficiaries
- b. Communities
- c. Investors
- d. Startups that just started (\Leftrightarrow successful entrepreneurs)
- e. Social entrepreneurs in other countries that are a part of AWSEN

4. Implement the possible intervention(s) for AWSEN, that are suggested in this report.

5. Create an active self-organized online platform linking AWSEN and its members.

- a. Help AWSEN do some research on the most active and relevant online platforms
- b. Develop recommendations for a suitable online platform to link AWSEN with its members
- c. Design the online platform to enable the social entrepreneurs to connect with each other directly, without facilitations by AWSEN

6. Conduct research in different countries to increase legitimacy of findings and also diversify recommendations.

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Annex

This section holds the preliminary survey sent out to the entrepreneurs using AWSEN's internal communication channels for reference. We also included the Interview Guide that was used throughout the in-person interviews with all the enterprises during our field work in March 2018. The Interview Guide is broken up into the sections focused on different aspects of the enterprise with blank spaces provided where the entrepreneurs filled out the guide during the interview. Following the guide, we included the Problem Analysis, which presents the issue that the SIPA team focused on throughout the workshop. The Objectives Analysis is included afterwards to detail the main objective of the workshop, created in partnership with AWSEN for guidance on the process of the assessments. Then the Executive Summary is presented for a quick glance of the overall process of the workshop with the three significant pillars describing our methodologies and findings. Finally, the biographies of the team members who produced this report can be found at the very end.

Annex A. Survey

Good morning/afternoon,

We are student researchers from Columbia University, School of International and Public Affairs in New York City and we are currently working on a research project in partnership with AWSEN for social enterprises in the ASEAN region. We would like to learn about your experiences and thoughts on developing your enterprise and its progress. This will help us understand your enterprise's mission and objectives more clearly, as well as guide AWSEN to better serve the needs of members. It should take less than 30 minutes to fill out this brief survey.

We would appreciate if you could complete the answers by Monday, February 19, 2018. Should you have any question in answering the survey, please let us know. We would be happy to assist you.

Basic Information

1. Please fill out the following information for your organization:

Name:

Address:

Country

E-mail:

Website:

The year organization was founded:

Number of offices:

Number of total staff:

1) Full Time:

2) Part time:

3) Volunteers/Unpaid:

Male:

Female:

2. Sector you are serving:

a) education

b) job skills

d) handicraft

e) vocational training

f) health care

- g) agriculture
 - 1) food processing
 - 2) sustainable farming
 - 3) food security
 - 4) organic farming
- h) IT/Technology
- i) Tourism
- j) Others: _____

3. What motivated you to start this organization?

4. Who are the target beneficiaries?

5. What are the main funding sources for your organization's work?

- a) Grants
- b) Revenue from Business
- c) Funding from Individuals
- d) Government sources
- e) Other: _____

Impact Assessment

6. Do you have a way to measure this impact, or to track the enterprise's progress toward its mission or goal? [Yes/No]

- a) you answered yes to question 6, how do you do this?

7. What could make your organization's activities have more impact?

- a) Increased visibility
- b) More diverse services/products
- c) Larger geographical reach

- d) More staff/personnel
- e) Different target population
- f) Other: _____

8. Would you be interested in any advice or technical support to better measure your organization's impact?

Partnership, Expansion and Challenges

9. Have you already formalized a methodology in order to duplicate your activities?

Do you have a manual for others to use in replication?

10. Would you agree to help / coach other organizations to adapt your business model in other countries?

11. What challenges does your organization face? [Check all that apply]

- a) Obtaining funding
- b) Hiring and retaining employees
- c) Expanding markets
- d) Regulation and compliance
- e) Financial management
- f) Customer service
- g) Support from the Government
 - Team building/management
- h) Other: _____
- I) None

Relationship with the Asian Women Social Enterprise Network (AWSEN)

12. What has been **the most** useful benefit of joining the AWSEN? Please choose one among below?

- a) Business leads and marketing opportunities
- b) Career and professional opportunities

- c) Personal and social opportunities
- d) Identifying best business practices
- e) Mentoring relationships
- f) Networking
- g) Other: _____

13. What does it mean to you to be called Women Social Entrepreneur?

14. How could AWSEN help you locally and internationally?

- a. Providing funding opportunities by increasing visibility
- b. Technical support
- c. Business development in a new site
- d. Marketing
- e. Monitoring and evaluating progress
- f. Connecting with other AWSEN members
- g. Other: _____

Thank you very much for your time to fill this out. We would appreciate if you could respond to this survey by Monday, February 19, 2018.

Annex B. Interview Guide

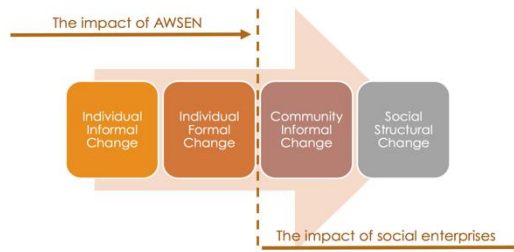
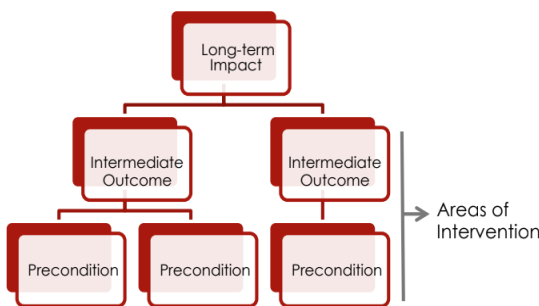
SIPA Student Research Team in Collaboration with AWSEN

AWSEN is a network that enables women to build successful social enterprises. As graduate students of SIPA, we are in the process of developing a social impact assessment method which will be used by each of AWSEN’s social enterprise members to analyze their Theory of Change and aid initial self-assessments.

Through personal interviews, we will gather and analyze the information to formulate a Social Impact Assessment Tool, which we will be providing each enterprise.

A **Theory of Change** is a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused on mapping out or “filling in” what has been described as the “missing middle” between what a program or change initiative does, (its activities or interventions) and how these lead to desired goals being achieved.

But first, a **Needs Assessment** is required; which is defining the needs of social enterprises and is the first step toward assessing their impact.

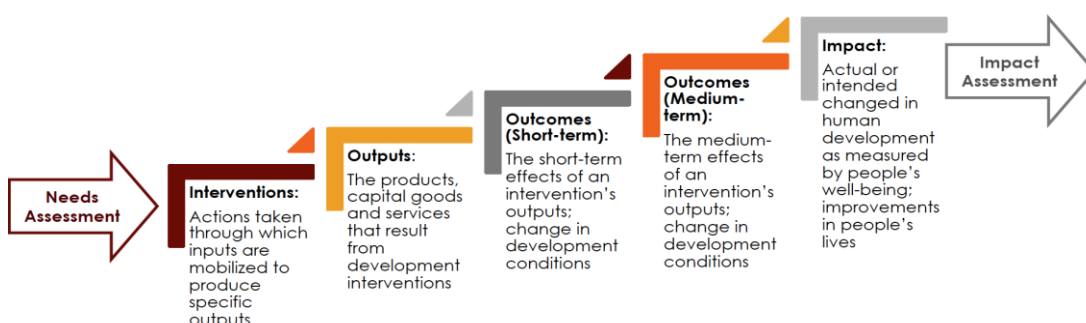


Why conduct the interview?

Interviews will function as a way to gather data and allow us to test our preliminary assumptions. Secondly, they will be an important way of determining for funders and buyers if organizations are making a social impact and doing what they set out to do.

An impact assessment is needed as a monitoring tool to assess whether services are achieving the desired outcomes and whether resources are being used effectively. It is also a decision-making tool and, most importantly, it can be aligned with the Sustainable Development Goals which can help social enterprises attract more investments and funding.

1. *Make decisions on whether to change the strategies/actions*
2. *provide evidence to potential stakeholders for funding*
3. *Plan for the future*
4. *Calculate the costs of expanding*



Dear Social Entrepreneurs,

Thank you for participating in our study! We are a group of graduate students from Columbia University School of International and Public Affairs, and we are working with Asian Women Social Entrepreneurs Network (AWSEN) to help social entrepreneurs like you gain more support and achieve greater impact. The exercise below is divided into three parts, in which we ask you to reflect on different areas of your business, think about the supports that you need, and self-assess the impact that your organization has achieved. We hope that the questions and the exercise are helpful for you to thoroughly reflect on the performance of your amazing organization and to improve it for greater social impact. Enjoy!

Organization Name:

Interviewee:

Interviewers:

Date:

First, we would like to gather some basic information on your organization:

1. What is the name of your organization?
2. Who is the founder(s) and the main person in charge of your organization?
3. What is the legal structure of your organization?
 - a) Non-profit
 - b) For-profit
 - c) Other (please specify)
4. What is the population group supporting your work?
 - a) Rural
 - b) Children and youth
 - c) Women
 - d) Displaced population/migrants
 - e) Disadvantaged ethnic group
 - f) Others (please specify)
5. What is the annual budget of your organization?
6. What is the number of staff in your organization? Please specify the number of male and female staff.
7. How many active countries are your organization operating in? How many states and provinces?

Part One: How Does Your Organization Work?

In this part, we have designed a series of questions to help us understand how your organization functions from seven dimensions. We hope that these questions could also help you critically reexamine your organization and look for areas of improvement!

Dimension 1: Financial Resources

1. What is your organization's channels of obtaining financial resources?
 - a) Direct Investment through business venture
 - b) Grants: government
 - c) Grants: foundations
 - d) Bank loans
 - e) other sources (please specify)
2. Do you regularly bookkeep the transactions and monitor the financial performance?
3. What is your business model?
4. Do you consider your current model innovative in increasing the revenue stream as one of your priority agenda?
5. Do you have an accountant who has a degree in accounting or finance?
6. Is there a need for government grant or subsidy?
7. Would your organization benefit from training courses on accounting or finance?

Dimension 2: Human Resources

1. What is the employee number, age, and gender composition in your company? What do you consider as the ideal number, and composition of age and gender?
2. Do you specifically target women?

3. Would you like to provide certain/specific trainings for your employees? If yes, what kind of training?

4. Has your organization improved the well-being of employee(s) or the community by hiring, providing training to, or managing and motivating them? How?

5. Do you prioritize hiring members from the disadvantage groups? If yes, please choose from below:

- a) Rural
- b) Children and youth
- c) Women
- d) Displaced population/migrants
- e) Disadvantaged ethnic group
- f) Others (please specify)

5. Are you currently looking for people with certain skills and knowledge? Are you having trouble hiring those people? (cf. posting job offerings etc.)

6. Are you having any trouble retaining your employees? managing or motivating your employee(s)? If yes, what kind of problems, and how do you think they can be solved?

Dimension 3: Material Resources

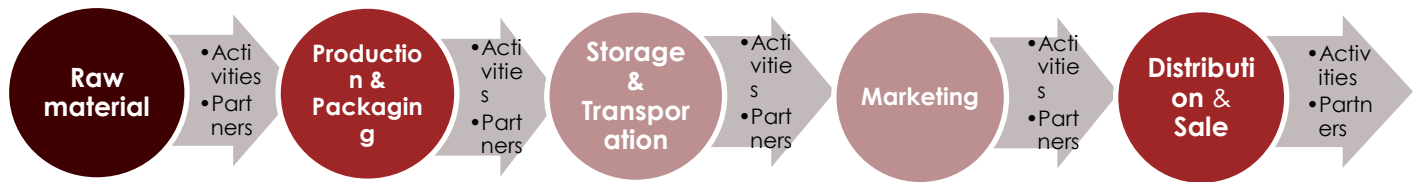
1. What are the most important material resources for the operation of your business? For instance, computers, raw materials, manufacturing facilities, transportation vehicles?

2. Have you received subsidies from government or funding organizations to purchase these material resources? If no, do you perceive such a need?

3. How do you manage and keep track of your inventory?

Dimension 4: Operation

1. What does your organization's value chain look like? Value chain refers to the main processes and activities at your organization. Please see the graph below as an example:



Please draw the value chain of your organization here:

2. Which part(s) of the operation process/value chain is the most important one(s), for instance, production, packaging, marketing, or others? Why? What kind of issues or problems have your organization encountered in this part?
3. Which part(s) of the operation process/value chain do you want to improve the most? Why?
4. If possible and available, can you provide us with some data related to the performance of your operation process/value chain? For instance, product types and quantity, market share, etc.
5. Do you know how does your competitors' operation process/value chain look like?
6. Do they have the same issue in the operation process as your organization does? (to understand is the organization's issues or problems industry-wide or organization specific)

Dimension 5: Organization

1. What is the mission of your organization? What are the short-term and long-term goals?
2. What are your organization's main activities? How do you think they meet your mission/goals?
3. Do you have a strategy or system (methodology) to track the performance of your organization, including its past achievements, impacts, as well as areas for improvement?

Dimension 6: Partnership

1. What kinds of partnership does your organization currently have? Please provide the numbers (if applicable)

- a) Local/national government
- b) Private companies
- c) Individual entrepreneur
- d) Schools
- e) Universities
- f) Media
- g) Private investors
- h) Non-profit organizations

2. What kinds of partnership have you found to be the most beneficial for your organization in terms of achieving your short-term and long-term goals and why?

3. Do you find it challenging to establish and maintain partnerships for your organization? What are the biggest challenges?

Continue to question 4 only if you have listed government as your partner:

4. What was your partnership with the local/national government?

5. Has this partnership helped to change policy in the local or national level?

6. Have you increased the number of government funded projects over the last year or two?

Dimension 7: Others

1. (If entrepreneur self-identifies as female) do you ever feel that you have an advantage or a disadvantage as a female entrepreneur? (If entrepreneur self-identifies as male) how do you incorporate women into your enterprise?

2. In what extent has your work created positive change towards empowerment of women?

- a) Skills training
- b) Literacy
- c) Income generation
- d) Increased respect in the family and society

- e) Power of women (social status, family status, etc.)
 - f) Female self-confidence and self-love
 - g) Others (please specify)
3. What are the changes in the livelihood of their families that your organization can bring or have created?
- a) Improved education opportunities
 - b) Improved health and sanitation condition
 - c) More material resources (better housing, etc.)
 - d) Others (please specify)
4. Are the women in your organization paid equally as male?
5. Have you influenced other organizations on equal pay
6. What are some other impacts made by your organization to improve the status and ability of women in your community that are not mentioned above?

Part Two: Where Do You Need More Support?

After reflecting on different dimensions of your organization, in this section we ask you to self-rate the current performance of your organization in these dimensions, and to self-assess the needs for future support in these areas. Your self-rating and assessment in this framework would allow us and AWSEN to understand how to better support you in a prioritized way.

A. How do you rate your current performance?

1. On a scale of 1 to 5, how would you rate your organization's *current overall performance in obtaining and managing financial resources?* (5=excellent; 1=poor)
 - In what areas has AWSEN provided support to improve the ability of your organization to obtain and manage financial resources, and how has your organization improved in these areas?
2. On a scale of 1 to 5, how would you rate your organization's *current overall performance in hiring, training, and managing employees?* (5=excellent; 1=poor) *
 - In what areas has AWSEN provided support to improve the ability of your organization to hire, train and manage employees, and how has your organization improved in these areas?
3. On a scale of 1 to 5, how would you rate your organization's *current overall performance in managing material resources?* (5=excellent; 1=poor)
 - In what areas has AWSEN provided support in regards to material resources, and how has your organization improved in these areas?
4. On a scale of 1 to 5, how would you rate your organization's *current overall performance in each part of your value chain/operation process* (this question should be asked and answered in each part of the value chain, and focus on the parts that are most important for organizations)? (5=excellent; 1=poor)
 - In which part(s) and in what ways (*two questions here*) has AWSEN provided support to improve the smoothness and efficiency of your operation process/value chain, and how has your organization improved in these areas?
5. On a scale of 1 to 5, how would you rate your organization's *current overall performance in defining organizational mission, goals, structure, and strategies?* (5=excellent; 1=poor) *
 - In what areas has AWSEN provided support to improve the organizational capability of your organization, and how has your organization improved in these areas?

6. On a scale of 1 to 5, how would you rate your organization's **current overall performance in *establishing, maintaining and utilizing partnership*** for achieving your intended impact?

(5=excellent; 1=poor)

- In what areas has AWSEN provided support to improve the ability of your organization to establish, maintain and utilize partnership, and how has your organization improved in these areas?

B. How do you assess the need for future support?

1. On a scale of 1 to 5, how would you rate your organization's **current need for support in regards to *obtaining and managing financial resources***? (5=strong; 1=weak)

- What are some areas of future support that you would like to receive, to improve your organization's ability in obtaining and managing financial resources?

2. On a scale of 1 to 5, how would you rate your organization's **current need for support in regards to *hiring, training, and managing employees***? (5=strong; 1=weak)

- What are some areas of future support that you would like to receive, to improve your organization's ability in hiring, training and managing employees?

3. On a scale of 1 to 5, how would you rate your organization's **current need for support in regards to *managing material resources***? (5=strong; 1=weak)

- What are some areas of future support that you would like to receive, to improve your organization's capacity in regards to material resources?

4. On a scale of 1 to 5, how would you rate your organization's **current need for support in regards to *the operation process/value chain***? (5=strong; 1=weak)

- In which part(s) and in what ways do you wish to receive future support to improve (e.g. the quality, efficiency, smoothness) of the operation process/value chain?

5. On a scale of 1 to 5, how would you rate your organization's **current need for support in regards to *defining organizational mission, goals, structure, and strategies***? (5=strong; 1=weak)

- What are some areas of future support that you would like to receive, to improve the organizational capacity of your enterprise?

6. On a scale of 1 to 5, how would you rate your organization's **current need for support in regards to *establishing, maintaining and utilizing partnership***? (5=strong; 1=weak)

- What are some areas of future support that you would like to receive, to improve your organization's ability in establishing, maintaining and utilizing partnership?

Plot the self-rating result on the graphs below for better illustration:



A. Current Performance

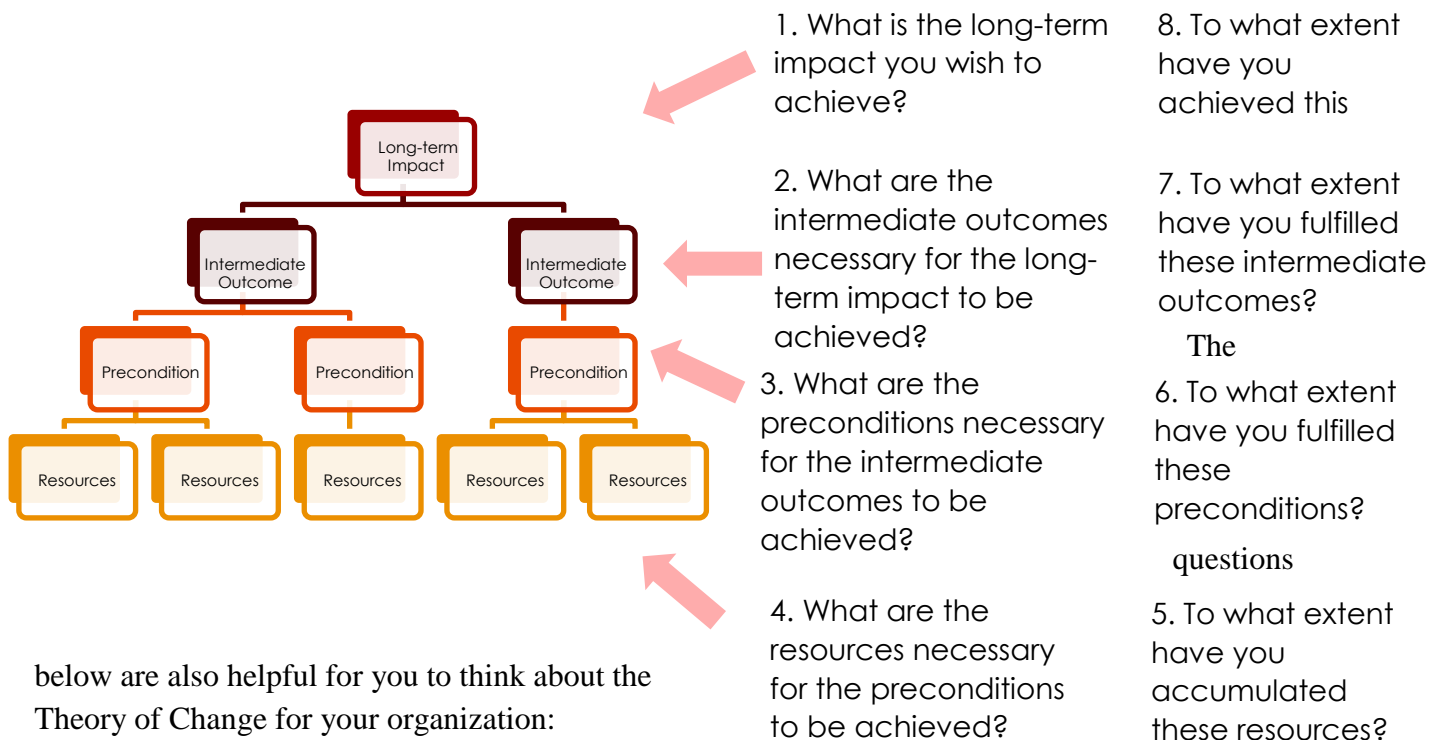


B. Needs for Future Support

Part Three: Are You Achieving Your Intended Impact?

Thank you for completing the first two parts of this study! The third and last part is an opportunity for you to bring together all the things we have examined regarding your organization, to understand what kinds of impacts is your organization able to achieve, and what have you achieved so far. We hope that by completing this exercise, you will also get a better idea of how to strengthen your organization for greater social impact.

Here we would like to walk through a Theory of Change exercise with you. A Theory of Change outlines the roadmap of various activities at your organization that lead to a long-term goal or an intended social impact. To develop a Theory of Change for your organization, you can follow the graph below and think about the questions on the side. Firstly, try to answer question 1 to 4 from top to bottom, to outline the social impact you want to achieve and the conditions, activities, resources necessary for this goal. Then, think about question 5 to 8 from bottom to top, to assess what you have achieved so far! For a Theory of Change example, please see Appendix A.



1. Which of the following mechanisms have you used to scale the impact of your work?

- a) New market expansion – National, international
- b) Franchising
- c) Government merger
- d) Private merger

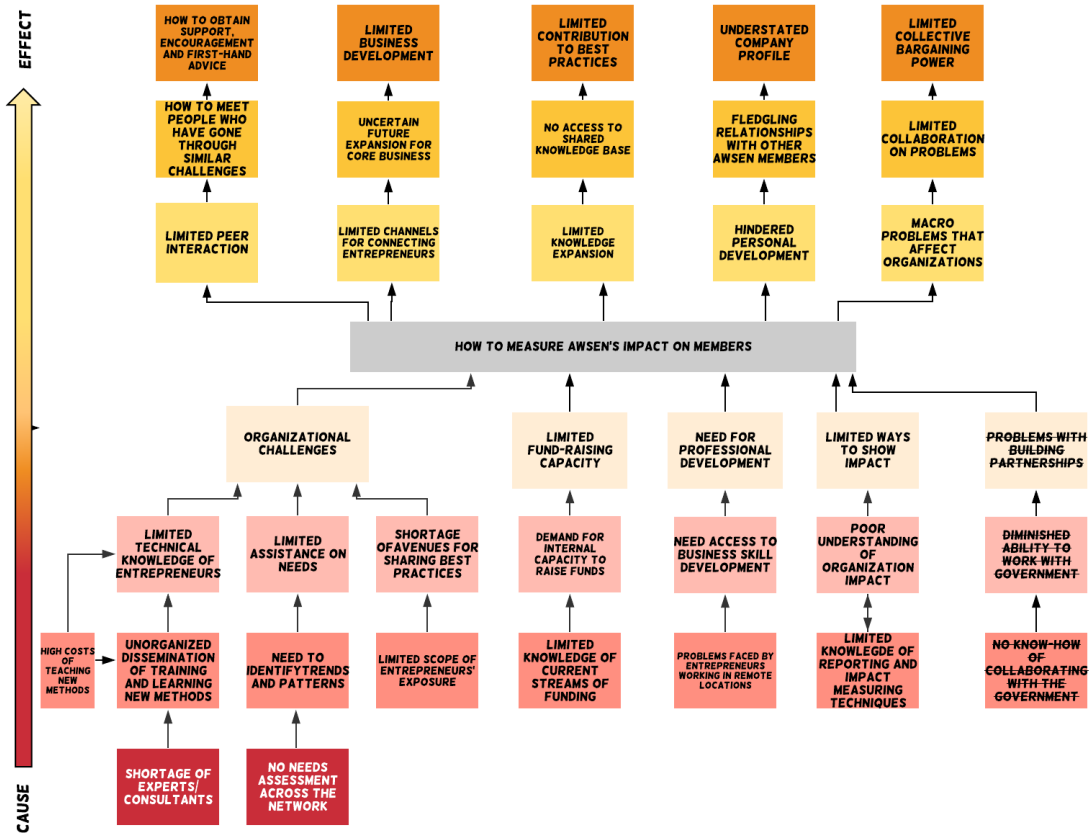
2. How has your work achieved change in the market system?

- a) Created new product in the market
- b) Created jobs for women
- c) Created jobs for other marginalized groups
- d) Created job skills and income for.....

3. What are the major challenges that are preventing your from scaling your work?

- a) Marketing
- b) Business plan
- c) Organizational management
- d) Networking
- e) Partnership

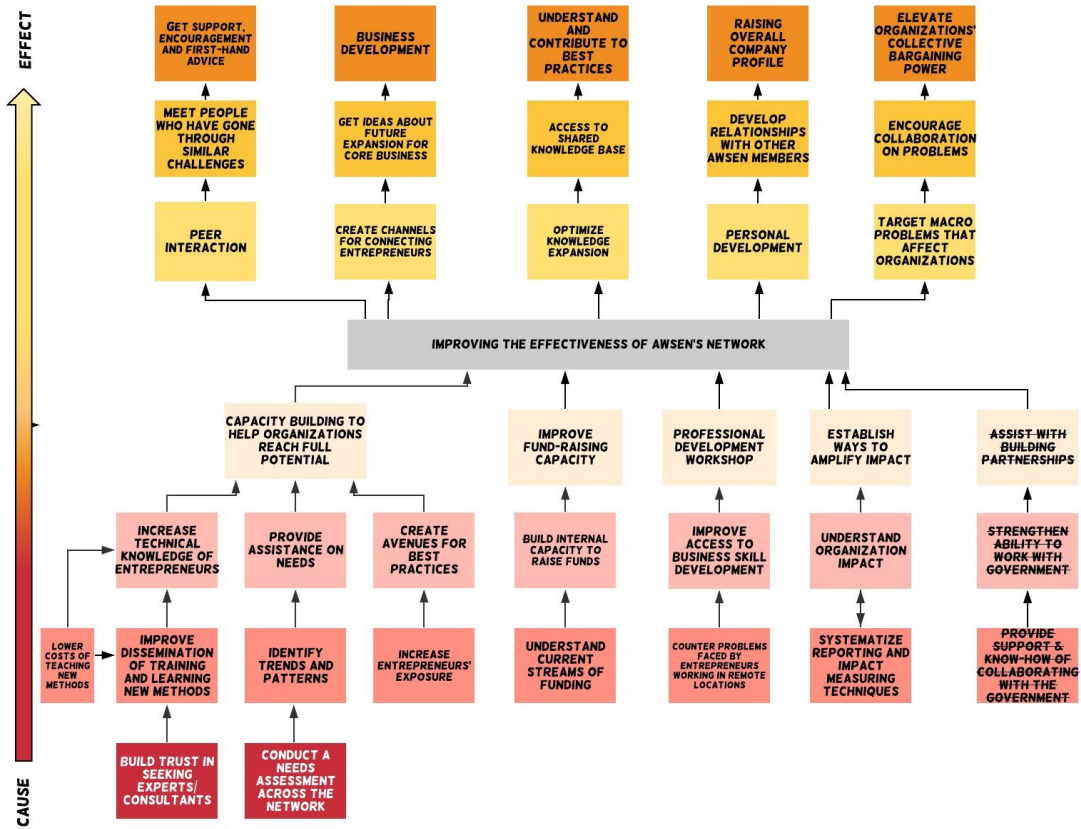
Annex C. Problem Analysis



Annex D. Objectives Analysis

OBJECTIVES ANALYSIS: AWSEN

Efficient network value chain, increased satisfaction from networking



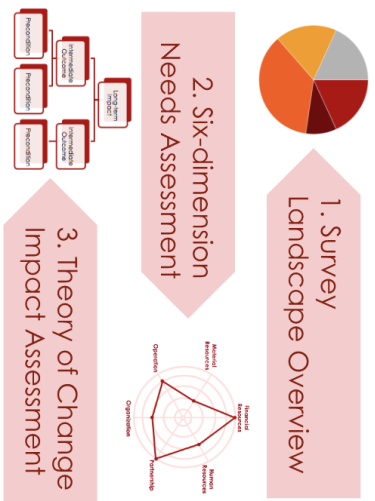
Access to training and capacity building programs, increased exposure and expanded opportunities

Annex E. Outlined Summary

Assist AWSEN in Conducting a Needs and Social Impact Assessment of Women Social Entrepreneurs in the Mekong Region

Develop Methodologies

The team developed a **three-phase methodology**, which was applied in this project, and available as a **tool Kit for future AWSEN conferences**



Conduct Interviews and Case Studies

Received **11 survey responses**, and applied the methodologies to conduct interviews with **9 social enterprises** in Vietnam and Indonesia



Analyze Findings and Recommendations

Created Theory of Change diagrams for the 9 social enterprises to **illustrate their social impacts**, and identified **3 areas of challenges** faced by female social entrepreneurs:

- Insufficient funding** that limits the scaling up capacity
- Limited operational capability** in sales & marketing, digital inventory management, and human resources
- Constrained partnership opportunities** with government, businesses and other partners

Annex F. Team Members



Asuka Karen Kobayashi | Client Liaison

Dual degree student between Columbia, SIPA and the University of Tokyo. Have had internship experiences with World Economic Forum, Human Rights Watch, JICA, UNESCO IIEP, Ministry of Foreign Affairs.



Byungkwan (Brian) Lee | Data Manager

While attending SIPA, continued working for the United Nations in the statistics office. Majored in International Relations and Politics with specializing in East Asian region at Brandeis University.



Jingwen (Gwen) Sun | Task Manager

Recently graduated from Tsinghua Law School with the Bachelor of Laws (LLB) and the Chinese bar before coming to SIPA, Columbia. Have internship experience at the Supreme Court of China and UN's office.



Paola Nohely Hernandez | Project Manager

Prior to attending SIPA, worked at a social non-profit in California dedicated to supporting low-income families achieve goals they set out for themselves as Site Director and Data & Resource Manager.



Manali Purohit | Faculty Advisor Liaison

Interned with a microfinance start-up in Santa Monica. Joined Teach For India in 2014 to influence strategy for its National Alumni Team. Currently a program intern at East-West Management Institute in New York.



Yining Xu | Budget Officer

First-year master's student in the dual degree program between SIPA and the University of Tokyo. Obtained undergraduate degree from Columbia College, majored in Economics and Sociology. Yining has interned at Roland Berger Strategy Consultant and Morgan Stanley.