A LEAN DATA
HOW-TO GUIDE
UNDERSTANDING
GENDER IMPACT
PHASE 1

ACUMEN
CHANGING
THE WAY
THE WORLD
TACKLES
POVERTY

Unilever

ABOUT ACUMEN

Acumen is changing the way the world tackles poverty by investing in companies, leaders and ideas. We invest patient capital in businesses whose products and services are enabling the poor to transform their lives. Founded by Jacqueline Novogratz in 2001, Acumen has invested more than $115 million in 113 companies across Africa, Latin America, South Asia and America. We are also developing a global community of emerging leaders with the knowledge, skills and determination to create a more inclusive world.

To learn more, visit https://acumen.org/

ABOUT LEAN DATA

Lean Data is a customer-centric, technology-based approach to impact measurement created by Acumen. It was built to help Acumen, its investees and our clients more effectively listen to customers in order to better understand social impact and to capture actionable customer insights at a fraction of the cost and time required by other approaches. Lean Data is now working with more than 30 leading impact investors, corporations and NGOs - including the Gates Foundation, CDC, Omidyar Network, Global Partnerships and Ceniarth - to help them understand their social impact. To date, the Lean Data team has completed over 220 projects with 123 companies across 27 countries, with insights from 65,000 customers.

To learn more, visit www.leandata.co.

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ABOUT UNILEVER

Unilever is one of the world's leading suppliers of Beauty & Personal Care, Home Care, and Foods & Refreshment products with sales in over 190 countries and reaching 2.5 billion consumers a day. It has 161,000 employees and generated sales of €53.7 billion in 2017. Over half (57%) of the company's footprint is in developing and emerging markets. Unilever has more than 400 brands found in homes all over the world, including Persil, Dove, Knorr, Domestos, Hellmann's, Lipton, Wall's, PG Tips, Ben & Jerry's, Magnum and Lynx.

Unilever's Sustainable Living Plan (USLP) underpins the company's strategy and commits to:
+ Helping more than a billion people take action to improve their health and well-being by 2020.
+ Halving the environmental impact of their   products by 2030.
+ Enhancing the livelihoods of millions of people by 2020.

The USLP creates value by driving growth and trust, eliminating costs and reducing risks. The company's sustain-able living brands are growing 46% faster than the rest of the business and delivered 70% of the company's growth in 2017.

Unilever was ranked as an industry leader in the 2018 Dow Jones Sustainability Index. In the FTSE4Good Index, it achieved the highest environmental score of 5. It led the list of Global Corporate Sustainability Leaders in the 2017 GlobeScan/SustainAbility annual survey for the seventh year running, and achieved four A ratings across Climate Change, Water, Forests and Supplier Engagement in CDP's 2018 Global Supply Chain report. Unilever has pledged to become carbon positive in its operations by 2030, and to ensure 100% of its plastic packaging is fully reusable, recyclable or compostable by 2025.

For more information about Unilever and its brands, please visit www.unilever.com.

For more information on the USLP:
www.unilever.com/sustainable-living/

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INTRODUCTION

Shakti program participants in Colombia.

You are exactly the person we hoped would be reading this.

You are here because you believe in gender equity, you understand the impact that comes when we consciously support efforts that empower women and girls, and you know that, despite recent progress, we are not doing enough.

The facts are familiar, and sobering. Despite increasing focus, headlines and attention, concrete progress on many critical gender equality issues has been painfully slow. In fact, according to the World Economic Forum's Global Gender Gap Report 2017, "At the current rate of change, and given the continued widening of the economic gender gap already observed last year, [the gender gap] will now not be closed for another 217 years."[1] This is not acceptable.

We also know that turning intentions into concrete actions is hard, and that measuring success is harder still. This is exacerbated by the fact that accurately measuring, tracking and documenting gender-specific impacts has been challenging. Without tools to measure, how

can we know if we are making progress?

Closing the gender gap, whether through the work of corporations, impact investors, social enterprises, governments, donors or not-for-profits, simply cannot happen without useful, practical, and accurate tools for measuring gender-specific impacts.

And it's true: data can be daunting. It can feel complex, academic, and difficult to manage. Data on gender, which includes but goes well beyond just tracking the number of women and girls impacted to help us understand unmet needs and changes in people's lives, has been particularly hard to come by. But we must start, even if we don't yet have all the answers.

This report shares our approach developing a Lean Data Gender Tool in partnership with Unilever. It reflects the first leg of our own learning journey, and our aim is that it will help both Acumen and Unilever better assess the impact of their investing and

sustainability initiatives on all genders. We also hope it will be useful to other similarly motivated organizations, and maybe even those that do not yet have a specific gender focus.

A LITTLE BACKGROUND: WHO, WHAT AND WHY

This report grew out of a multi-year partnership between Unilever and Acumen focused on developing entrepreneurial solutions to social challenges that each organization is tackling. In developing this report, we've also had the input of additional experienced advisors along the way, including the International Center for Research on Women (ICRW) and UN Women. This project builds on work done by Acumen and ICRW in 2015, shared in the report titled, Women and Social Enterprises: How Gender Integration Can Boost Entrepreneurial Solutions to Poverty. The report underscored the social and economic value intrinsic in incorporating a gender lens as a social enterprise and investor.

It is also building on Unilever´s experience and engagement in multiple partnerships across its value chain articulated in their report "Opportunities for Women: Challenging Harmful Social Norms and Gender Stereotypes to Unlock Women's Potential." This report has clearly indicated that a gender focus can be put on

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[1] World Economic Forum's Global Gender Gap Report 2017.

different programs beyond workplace, inclusive of sourcing ingredients, distributing products, leveraging brands to reach consumers.

With increasing momentum in gender-lens investing, the development of a Lean Data Gender Tool takes Unilever and Acumen's work on gender a step further. Our collective goal has been to develop a new gender measurement tool that captures gender impacts across the value chain. The first question you might ask yourself is: why develop a new tool, rather than apply one that already exists?

What we've found is that, while there has been extensive, high-quality research on gender equality and the differential, positive impacts that can be achieved by explicitly working to support women and girls, tools for tracking and quantifying progress on achieving those gender-specific goals are few and far between. Furthermore, we have found few examples of gender analysis applying the kinds of techniques used by Lean Data, a social impact measurement approach that prioritizes the use of technology (principally mobile phones) to gather quick, robust, actionable feedback and self-reported outcomes data at a fraction of the cost of other approaches.

We knew that if we were experiencing this gap, others were likely feeling it too, and we believed that we could make a positive contribution to the fiel by developing such a tool. Our goal has been to create a measurement tool that is simple, easy-to-use, and that helps program designers hear the voices of those they aim to serve. Through the development of this tool we've also been keenly focused on data that is as resource-efficient as possible, which we believe will be key to encouraging wider uptake.

WHAT YOU'LL FIND IN THIS DOCUMENT

This document reflects our first phase of work and is being released in conjunction with the Gender Smart Investing Summit on November 1-2, 2018, in London. It is meant as a preview of our full report that we will be publishing in early 2019, and it details the approach and methodology for the Gender Lean Data Tool and provides preliminary insights from two out of five projects that have used the tool: Inclusive Distribution Entrepreneurship Model "Shakti" in Colombia, a Unilever program, and LabourNet, an Acumen investee. The full report will be released in conjunction with International Women's Day in March 2019, and will include a deep-dive analysis into the gender dynamics in each of the projects conducted, as well as a combined analysis across the five projects completed.

Stay tuned.

ACUMEN'S PREVIOUS WORK IN GENDER LENS INVESTING

Acumen first examined its portfolio with a gender lens in 2014-15, publishing its findings in a 2015 report titled "**Women and Social Enterprises: How Gender Integration Can Boost Entrepreneurial Solutions to Poverty.**" Several key patterns emerged in the research:

1. There are significant opportunities for market expansion through focus on female consumers.
2. Companies have the potential to increase productivity through improved engagement of female employees and investments in capacity building for women.
3. Women are significantly underrepresented at the senior management and board level, which could slow progress in broader efforts to integrate gender. These gaps often reflect a limited pipeline of women in entry- and mid-level roles.

The report also includes a diagnostic tool to help investors and enterprises assess how they are impacting women and men across business models and uncover opportunities to improve their impact.

Since the launch of the report, Acumen has adopted a Gender Sensitivity Policy, and its gender-lens activities have focused on working with companies in our existing portfolio to measure and improve impact on women across business models. Acumen is now exploring how to build a gender lens into its investment thesis and throughout the entire investment process, from due diligence to post-investment support.

UNILEVER'S SUSTAINABLE LIVING APPROACH - OPPORTUNITIES FOR WOMEN

At Unilever we believe, empowering women and girls offers the single biggest opportunity for human development and economic growth.

That's why in 2014, Unilever set a Unilever Sustainable Living commitment called "Opportunities for Women," as shorthand to encompass the different dimensions of gender equality and empowerment, including access to rights, skills, resources, jobs and livelihoods. We are committed to empowering 5 million women by 2020 across our entire value chain—in our workplace, supply chains, the communities we serve, and through using the power of our brands.
Given who we are, we believe our impact can be greater and transformational. We have made it a business priority to leverage our influenc to drive transformational change and to shape the future of business.

In our 2017 report "Opportunities for Women: Challenging harmful social norms and gender stereotypes to unlock women's potential" we are sharing how Unilever is helping to challenge harmful social norms and gender stereotypes in society at large to unlock women's potential.

The report is also emphasizing the importance of collective action and has identified three priorities for accelerating gender equality and women's empowerment in the private sector:

+ **Be Gender Aware:** Listen to and learn from women and men about the barriers women experience along the value chain, identifying the social cost and business cost of inaction and the social benefit and business benefit of action for everyone.
+ **Be Gender Active**: Establish the right policies and practices that respect women's rights and empower professional and personal development.
+ **Be the New Norm:** Ensure that you are not acting in ways which perpetuate harmful norms through business practices whilst actively promoting more positive portrayals and opportunities of women along the value chain to challenge stereotypes. The co-development of the Lean Data Gender Tool has been a natural next step for Unilever as better data collection and more thoughtful, deliberate management are required to increase understanding of women's current and potential contribution to business along the value chain.
This is essential to appreciate challenges and to inform effective policy and practice interventions for Unilever and other organizations.

2

CAN "LEANER" DATA MAKE THE WORLD A BETTER PLACE FOR WOMEN?

LabourNet trainees in India.

"Of course, numbers alone will certainly not solve gender inequality. Data alone does not increase anyone's income or reduce the chances of workplace discrimination."

But data can provide new insight on what is working for and between men and women. It can shine a light on problems as well as identify solutions. When aiming to promote better outcomes for both genders, relying on our instincts is simply not good enough—particularly in an area where long-standing practices need to be upturned, blind spots need to be revealed, and bias lies at the root of many of the problems we aim to tackle. In such a world, clear information is our ally. With this information we are empowered to start new conversations, revisit and revise old strategies, and make better decisions that lead to better outcomes for all.

Indeed, for any organization to be successful in achieving its goals, whether increasing business profitability, increasing women's empowerment, or both, data is the prerequisite to understanding and improving performance.

DATA DIFFICULTIES

Unfortunately, social performance data is not always easy to come by, and this is particularly true for complex matters such as gender inequality. What data do we need to collect? How do we collect it? Will it be too expensive to gather this data? Will the questions we'd like to ask be too sensitive to answer? These are the details that must be addressed to bridge the gap from our good intentions to our desired impact.

While we are far from the first to research matters of gender inequality, our goals for collecting data vary slightly from the typical research agenda.

In addition to discovering important information about gender outcomes with the projects we focused on, a key outcome of this work was to generate repeatable survey tools that others pursuing gender-lens investing could also use. This means not only did we need to look at things like data quality and completeness, but also think about—including considering potential trade-offs—questions of speed and cost of data collection.

After all, if there is to be any chance of making gender assessments of impact the norm we need repeatable tools which can be used relatively easily. And better still, we need to create benchmarks for relative performance so that investors can direct capital to ideas that have measurable impact.

3

DEVELOPING AND TESTING THE SURVEY TOOL

LabourNet trainees in India.

"A program need not target women explicitly to have a gender-differentiated impact, and that is nuance the measurement tool needs to capture."

WHAT KIND OF TOOL?

Gender-lens initiatives are not solely about producing products or services that target women. That is part, but not all of the story. A gendered assessment begins with seeking to understand differences in experience between the sexes all along the value chain and exploring trends in the different ways that men and women articulate impact. This is true of programs and investments with an explicit gender lens and those with a broader or separate articulation of impact.

Therefore, for our tool we developed questions and survey methods that are able to draw out these insights and get beyond the standard practice of counting heads to understand the "how" and "why" of gender impact. This starts with talking to the right people—particularly the women at all stages along the value chain, from customers to suppliers to employees to managers.

We used a combination of tools to get a comprehensive picture of the gender impact of the projects:

GENDER DISAGGREGATION ACROSS STANDARD QUESTION SETS

At the most basic level, analyzing the patterns of response between men and women on non-gender specific questions can be extremely eye opening. Do men and women value a product or service in the same way? Are they experiencing the product and its benefits differently? Are women more or less likely to reach out to the company in the event of challenges?

QUALITATIVE RESPONSE DISAGGREGATED BY GENDER

Qualitative response gets at the heart of the Lean Data approach. Providing respondents with the opportunity to frame their thinking and give context for their responses generates some of the richest insights. This is equally true for gender-based analysis. While men and women may have indicated a similar change in quality of life as a result of a product, are there fundamental differences in the way women and men define and describe the changes?

GENDER-SPECIFIC QUESTION SETS

Gender disaggregation gets us part of the way there. To build a comprehensive picture of gender impact, we also created a series of questions that looked at three specific dimensions:

+ **Women's Economic Empowerment**: How has the intervention or program affected a woman's financial independence and ability to make decisions about her own and her family's financial wellbeing?

+ **Women's Socio-emotional Empowerment**: Beyond changes in income, how has the intervention or program altered her self-confidence, willingness to voice her opinion, and her sense of belonging and community?

+ **Balance of Benefit and Burden**: For interventions that focus on entrepreneurship, are women sharing equally in the benefits of the intervention or program? Who is bearing the brunt of the work required for participation in the program? How is the share of unpaid work redistributed, if at all, as a result of participation in the program?

MORE THAN QUESTIONS

Great questions are one thing, but how they are delivered is just as important.

Understanding gender impact requires a number of methodological considerations, from how to make sure we are reaching the right person to the appropriate survey channel to the stratification of the survey sample.

The question of who we are talking to and how to reach them has been one of the most important considerations in the design of our tool. Does the type of intervention enable us to speak to both women and men? For certain programs that only target women, this is not always a possibility. Similarly, does the impact that we are trying to understand assume a certain relationship between the men and women? For example, if we are trying to understand how household dynamics have shifted, are we able to speak to both the man and the woman in the same household in a secure manner? As we have seen across the projects, these questions have serious ramifications for the design and deployment of the survey.

Identifying the appropriate survey channel can be similarly challenging. According to the 2018 Mobile Gender Gap Report published by GSMA, although the gap in mobile access and ownership is closing, there is still a substantial and persistent gap in mobile ownership between men and women in low- and middle-income countries, and this challenge is particularly pervasive in certain parts of the world.

India's gap is among the largest, with women 26% less likely to own a phone as compared to men.[2] As a result, innovative approaches may be needed to reach women without introducing data collection methods that prove financially prohibitive. This includes surveying during scheduled gatherings or creating a single remote node for phone access where populations are sufficiently dense.

Through careful survey sampling and stratification we are able to capture insights that may be drowned out in a larger population sample. As with all Lean Data surveys, we aim to capture a sufficient number of responses to achieve at least an 80% confidence level with a 5% margin of error. For most projects, a sample size of 200 to 250 respondents is sufficient to achieve this, regardless of total population size. Where an intervention targets both men and women, we capture a representative sample of each sub-population to ensure that our gender-disaggregated responses are robust.

Our projects also presented unique opportunities to stratify the survey samples to highlight gender impacts. For example, LabourNet, an Acumen investee that offers technical and vocational training, offers courses that are targeted specifically at women, targeted specifically at men, and targeted equally across the two genders. As such, we were able to analyze patterns in response tied to the gender distribution of the programs in which the respondents participated and stratified the sample to highlight those differences.

Beyond the specific framing of the tool and the methodology around its deployment, a gender measurement tool is also only as effective as its ability to be useful to others. As a result, we aimed to create a tool that was light and cost-effective, relatively quick to deploy with rapid feedback, and applicable to a broad range of instances and geographies while still achieving a sufficient degree of rigor. By building in these attributes, we also recognize that there are limitations and that this tool will not be appropriate for every gender issue. We have run up against some of these limitations in our work with the five projects that are part of this study, where a revised approach and scaled back tool has been required.

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[2] GSMA. "Connected Women: The Mobile Gender Gap Report 2018", published February 2018.

PILOTING WITH THE RIGHT PROJECTS

To test the efficacy of the gender measurement tool, we needed to pilot it with a diverse range of projects, projects spanning geographies and sectors. We also piloted the tool with both programs that are explicit in their intention to impact women, as is the case with the Shakti Colombia program, and programs that have either a broader or different articulation of impact. A program need not target women explicitly to have a gender-differentiated impact, and that is nuance the measurement tool needs to capture.

Five projects were selected to pilot the tool, and they include four Unilever programs as part of its Sustainable Living Initiative and one Acumen investee. Two of the projects have been completed and the remaining three are underway. Gender disaggregation and gender-specific question modules have also been a feature of other Lean Data projects historically, and insights from those projects will also be brought into the final analysis, to be shared in an upcoming full report.

SHAKTI COLOMBIA
COLOMBIA | ENTREPRENEURSHIP AND FINANCIAL INCLUSION

Project Shakti is a Unilever program that was originally piloted in India and has since expanded to multiple countries across Asia, Africa, and Latin America. The program is designed to empower rural women through a last-mile distribution and credit program, giving women access to Unilever products to sell within communities that are often beyond the reach of traditional distribution channels. This is a gender-explicit program targeting women.

WOMEN'S SAFETY AT KERICHO TEA PLANTATION
KENYA | WOMEN'S SAFETY

Unilever partnered with UN Women to implement a series of safety interventions to curb instances of safety violations reported at Unilever's Kericho tea plantation in Kenya. Interventions include trainings, more robust grievance mechanisms, and improved infrastructure and lighting. This is a gender-explicit program, though the interventions engage both men and women.

RISE SALES ACADEMY
NIGERIA | VOCATIONAL TRAINING AND ENTREPRENEURSHIP

RISE is a new Unilever initiative that provides access to training materials on topics related to running a successful business. The program is administered through Unilever sales representatives and is captured in short weekly video content pieces. The program pilot is beginning in Nigeria and will be rolled out to the Philippines and Sri Lanka later in 2018. The program targets both men and women.

LABOURNET
INDIA | TECHNICAL AND VOCATIONAL TRAINING

LabourNet is an Acumen investee that provides technical and vocational training across 28 sectors to disadvantaged men, women and children in India. LabourNet operates across both urban and rural areas in 23 states. The program targets both men and women, though specific programs are tailored to either men or women.

JAZA DUKA
KENYA | FINANCIAL INCLUSION

Jaza Duka is a program started by Unilever in partnership with Mastercard aimed at providing micro-entrepreneurs and small shop owners in Kenya with access to safe sources of credit where traditional measures of credit-worthiness may not hold. The program targets both men and women.

4   INITIAL IMPLEMENTATION

Shakti program participants in Colombia.

We are already seeing some promising insights and have captured some key lessons learned as part of this effort. We have completed data collection and initial analysis on two of the projects as part of this pilot with Shakti Colombia and LabourNet.

LabourNet Beauty and Wellness trainees.

SHAKTI COLOMBIA

Project Shakti is a last-mile distribution program designed to empower rural women whilst expanding Unilever's reach into rural areas. It is part of Unilever's global "Selling with Purpose" strategy aiming to make sustainable living commonplace leveraging its access to millions of stores and billions of consumers. Unilever initially piloted the Shakti program in India and has since expanded the program to multiple countries. Shakti Colombia began in 2016 and currently engages approximately 10,000 female micro-entrepreneurs in rural parts of Colombia using a hub and spoke model. Through the program, women are able to access Unilever products through an optional credit program to sell within their community often in regions beyond the reach of traditional distribution channels. The program in Colombia is still quite nascent and seeks to grow and improve both the social and business impact that it is having on women and their communities.

ABOUT THE SURVEY AND PARTICIPANTS

Over the course of two weeks, phone surveys were completed with 204 participants in the Shakti Colombia program, both active participants and participants at risk of dropping out of the program. Given the gender-explicit focus of the program, nearly all respondents were female.

98%
Women

204
Surveys

INCLUSIVITY RATIO
Share of respondents living below World Bank poverty lines

Legend:
- - - Colombia Rural Average
— Colombia National Average
— Shakti Colombia

"
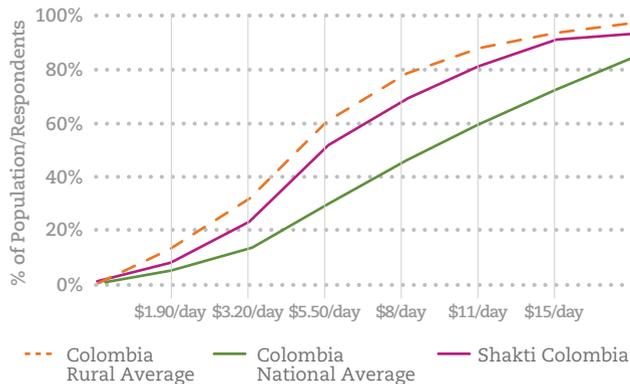
Because they are products of a family's basic needs, so you sell and at the same time you buy your things for the house, I don't spend more money because I can buy the products with my profits.

— **Shakti program participant**

Using Innovations for Poverty Action's Probability of Poverty Index (PPI), we are able to determine the inclusivity of the Shakti Colombia program as compared to the national household poverty rates, enabling us to see if the program respondents are representative of the socio-economic patterns seen throughout Colombia. As you can see in the Inclusivity Ratio graph above, Shakti Colombia proved to be more inclusive than Colombia's national average, with more respondent households below each of the poverty thresholds than the national average. When compared to the rural averages for Colombia, the Shakti Colombia program closely mirrors the national patterns for rural household poverty rates, falling just barely under those poverty thresholds. Overall, the Shakti program is a broadly inclusive

initiative, reaching a representative proportion of the country's poorest households.

INITIAL RESULTS

As a way of understanding how respondents find value in the Shakti Colombia program, we also calculated the Net Promoter Score, which is a broadly used metric that asks respondents how likely they are to recommend the program to friends, neighbors and colleagues. This is a particularly powerful metric in the context of the Shakti Colombia program, which has a strong network effect through its hub and spoke model. Scores above 0 are considered good, indicating more promoters than detractors. Scores above 50 are considered excellent.
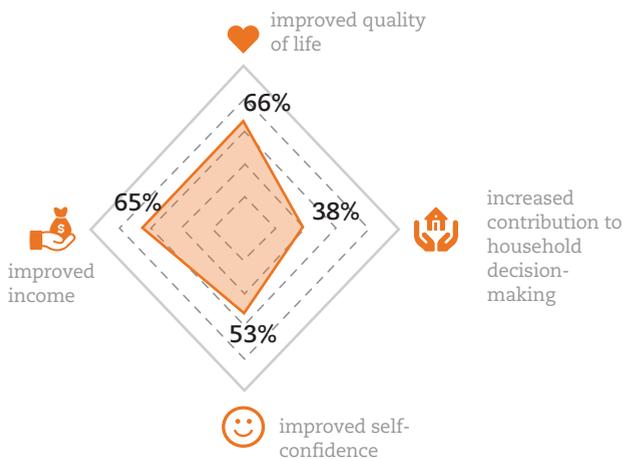
The Shakti Colombia program received an NPS of 31, which is

generally considered a good score with some space for continued improvement. Women in the program highlighted the following positives as value drivers:

+ Improved income (48%)
+ Access to high-quality products for the household (39%)
+ Access to a more robust social and professional network (11%)

While improved income was cited most frequently as a driver of value for participants, roughly half of all respondents indicated that margins are still relatively small and are often driven by cost savings in purchasing products for their own homes rather than sales to external clients within the

% OF RESPONDENTS WHO REPORTED...

improved quality of life — 66%

increased contribution to household decision-making — 38%

improved self-confidence — 53%

improved income — 65%

INITIAL LESSONS LEARNED

While the Shakti Colombia survey presented valuable insights on the value drivers and opportunities for improvement among women in the program, it also provided rich feedback on the survey tool and methodology employed by Lean Data.

community. Similarly, participants indicated challenges with delivery and the credit program discouraged some participants from selling outside of their own home. These challenges present distinct opportunities to improve the experience of participants in the program and to continue building a robust network of advocates for the Shakti Colombia program.

Overall, there were two dominant impacts articulated by respondents: 1) many participants see Shakti as a means of investing in their own households, both through the purchase of high-quality products and the additional time that can be spent in other activities, and 2) the ability to contribute financially to the household is still an important vehicle for both economic and socio-emotional empowerment.

The survey included a module of questions on socio-emotional and intra-household changes resulting from participation in the Shakti program. Over 50% of participants stated that they had greater confidence in their abilities since beginning the program. However, despite reported increases in both income and confidence, measures of intra-household empowerment increased by a slightly lower margin. Just 38% of women reported an increase in their ability to contribute to household decision-making, and 24% felt that they were more respected by their spouses and other family members. This is likely due to the fact that intra-household dynamics and relationships shift at a slower rate as compared to individual measures of wellbeing, though this represents an opportunity for continued expert analysis and understanding.

"

Thanks to Shakti, I can work from home and take care of my children. Before, I had to wait a week to see my children because I was an intern housemaid in a family home. Now I see them every day. Before, I was very insecure and now I feel more able to do things, I feel proud of myself."

— Shakti program participant

With a gender-explicit intervention, where nearly all of the program participants are female, identifying opportunities to bring in broader stakeholder voice to contextualize those responses is important where possible. In the case of Shakti Colombia, there are two other key stakeholder groups that we would include in the survey if we were to administer the survey again and assuming access to contact details. The first group would be spouses of the program participants, who can provide broader context on their wives' contributions to the household and socio-emotional shifts as a result of the program.

The second group, which presents more of a challenge to reach, would be women not participating in the Shakti Colombia program within the communities in which Shakti operates. Over 98% of the Shakti Colombia respondents indicated that they made the choice to join the Shakti program, which raises the question of selection bias into the program. Do women who opt into the Shakti program have distinct attributes or traits that make them more likely to participate in the Shakti program?

Bringing in additional voices would provide a deeper understanding of the attributes that distinguish program participants and the depth of impact of the program, though reaching these stakeholder groups is not always logistically feasible.

"

I feel that now I am a more independent woman, I can make my own decisions and have my own money."

— Shakti program participant

"

The additional income helps me with the economic burden that is heavy when it's only in the hands of one member in the house. With that income that my wife produces selling the products she has helped me."

— Shakti program participant

LABOURNET

LabourNet (LN) is a social enterprise that enables sustainable livelihoods for disadvantaged men, women and youth in urban and rural areas throughout India. Its three-pronged engine integrates social and business impact by bridging the gaps in education, employment and entrepreneurship. Primarily targeted at corporations, schools, individuals and government, the company's training services cover expertise in 28 sectors and have reached 23 states in India.

ABOUT THE SURVEY AND PARTICIPANTS
Over the course of four weeks, phone surveys were completed with 324 participants who have participated in LN training programs. The project targeted three programs specifically with an aim to understand the gender impacts. The three programs were automotive, in which trainees are predominantly men; beauty, in which trainees are predominantly women; and retail, which engages both men and women as trainees.
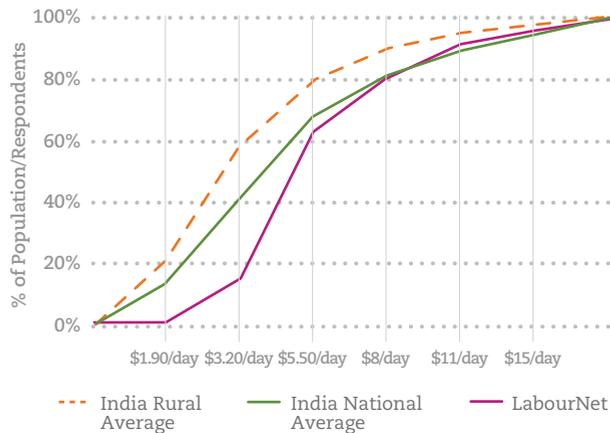
52% Women **324** Surveys **15**min Survey duration

INCLUSIVITY RATIO
**Share of respondents living
below World Bank poverty lines**

Using Innovations for Poverty Action's Probability of Poverty Index (PPI), we observed that roughly 80% of the LabourNet trainees that took part in the three programs above were low-income, earning less than $6 per day. However, LabourNet reached fewer extremely low-income individuals – those earning less than $3.10 – as compared to the national and urban national averages. These inclusivity patterns held across both male and female participants and across each of the three programs.

INITIAL RESULTS

That is largely where the similarities between men and women end. As a way of understanding the value drivers for both men and women, we calculate the Net Promoter Score (NPS), a broadly used metric that asks respondents how likely they are to recommend the program to friends, neighbours, and colleagues, with a range of -100 to +100. The difference between men's calculated NPS and women's calculated NPS was a staggering 30 points, with women promoting the program more significantly.

NPS also varied significantly by graduation period. Trainees who graduated within the last 6-12 months had a calculated NPS that was 35 points higher than those who graduated more than 12 months ago. This provides an opportunity for greater analysis to understand whether improvements in the program have contributed to that shift or whether conditions in the job market have driven that difference.
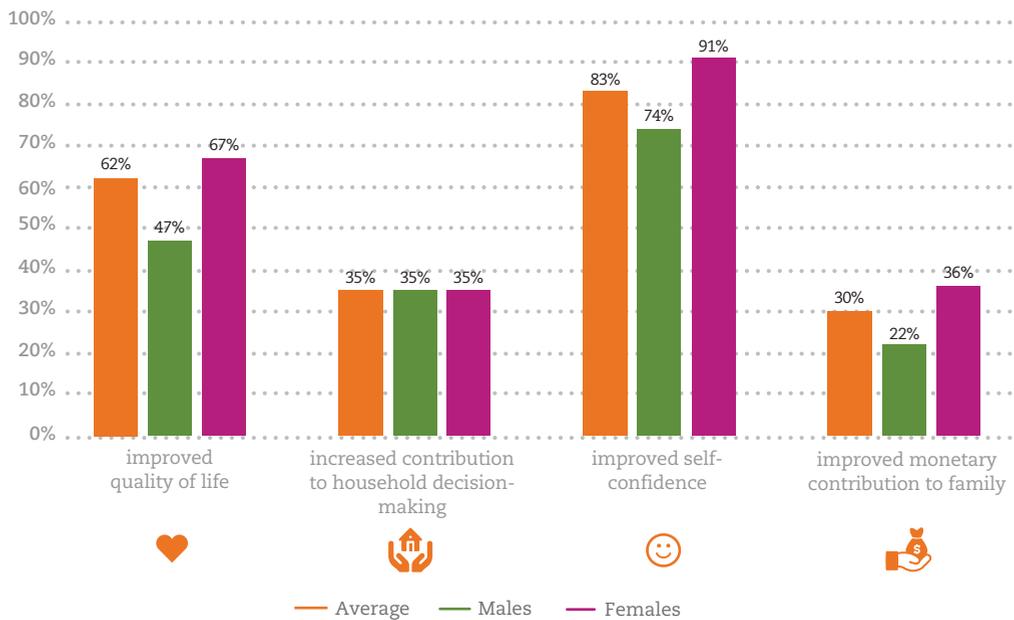
Promoters found the training to be effective, providing a good learning experience, supported by provision of quality learning

> "
> Everything about LabourNet is very good. It is not at all like a government institute, which often has no care or concern for the students. At LabourNet they were in no rush to complete the syllabus but were careful that each of us understands the subject completely. However, after the course, they need to help us getting jobs in our own cities and not send us so far. As girls, our mothers do not allow that."
>
> **— Female LabourNet Trainee,
> Beauty and Wellness**

% OF RESPONDENTS WHO REPORTED...

Bar chart showing percentages for Average, Males, Females across four categories:

- improved quality of life: 62%, 47%, 67%
- increased contribution to household decision-making: 35%, 35%, 35%
- improved self-confidence: 83%, 74%, 91%
- improved monetary contribution to family: 30%, 22%, 36%

Legend: Average, Males, Females

materials. Detractors were unhappy with the placement service as there was neither certainty of job nor desirable jobs available. The specific drivers of satisfaction and dissatisfaction were consistent across both gender and course.

Historically, LabourNet has had a 60% placement rate, though just 33% of participants in the three programs surveyed had been successfully placed through LabourNet's placement process. Not surprisingly, these graduates were less likely to be working in sectors associated with the course attended, and among those who were not successfully placed, we observed that women were more likely to migrate to a different sector for a job, while men were more likely to invest in studying further.

The survey included a module of questions on socio-emotional and intra-household changes resulting from enrolling in LabourNet's courses administered to men and women. Over three-quarters of participants stated that they had greater confidence in their own abilities since graduating from the courses. Close to three-quarters reported improvement in quality of life. However, only a quarter reported improvements in monetary contribution to the household.

The responses illustrated an interesting trend. Within self-reported changes in certain personal socio-economic

"

I am able to go to a shop and make a purchase decision alone which I have never done before. This has improved my communication skills and now I can talk with confidence with the parents of my school children and discuss with them on problems related to their children."

— Female Labournet Trainee, Retail

attributes – quality of life and self-confidence – we observed that women reported positive shifts more often than men. However, self-reported changes in intra-household dynamics are slower to shift, with both men and women reporting equally the changes in contribution to household decision-making.

INITIAL LESSONS LEARNED

LabourNet provided a rich environment for robust analysis, and the ability to segment by program and gender created a unique opportunity to generate representative insights on the impact of vocational training programs on men and women. This experience pointed to the importance of prioritizing thoughtful segmentation of the target population when defining the data collection methodology to be employed. Many programs offer similar structures, enabling a robust analysis across genders.

We have just scratched the surface of the analysis of LabourNet when understanding gender dynamics. Where interesting insights have emerged by segmenting analysis by gender, further analysis is needed to understand how gender-explicit and gender-agnostic programming either perpetuates or alters some of the trends we are seeing. A more comprehensive analysis will be included in the final version of the toolkit.

"

The course content, teacher, peers and duration were all very good but I need to get a job in my own city after the course. Today my father has lost his job and I desperately want to help my family with income but am unable to do so. In such cases, I can recommend the course if they want to take some new type of experience because we have not learned all this up to our 12th class education."

— Male LabourNet Trainee, Retail

CONCLUDING REMARKS
FOR NOW...

Having completed only two of the five total projects that we will pilot with this survey tool, it is too soon to share conclusions about what we learned from the pilots, or insights into how to use these tools most effectively. But there are two insights that seem to be emerging.

First, it works. It is indeed possible to collect high-quality data that offers gender insights in a rapid, cost-efficient way. The data gathered from these tools has helped all the organizations associated with this pilot (enterprises, investor and corporate) to move beyond general statements of empowerment and impact and move toward deeper understanding of the nuance and detail.

Second, it is a work in progress. Developing an all-purpose tool for every scenario and gender issue was not a goal in a project of this scope.

But we're already seeing that there is opportunity to develop further complementary tools and surveys for different gender areas. We've now got our sights set firmly on this and will be working toward building a growing suite of surveys for Lean Data deployment.

That's all for now. We hope we've piqued your interest to dive into the full report when it is released in the Spring of 2019. In it we'll be sharing the remaining three pilots, as well an analysis of the strengths and weaknesses of the tool we developed and its application. Our ultimate objective is to see this tool and insights from its implementation used to support others as they seek to understand the impact of efforts to advance gender equity. To achieve this, we will continue to explore the use of this tool and learn from the experiences of others.

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