



ANNUAL REPORT-2019 (January to December)

ABOUT SEWA MANAGER NI SCHOOL

Vision

To build a progressive cycle of training for a growing number of self-reliant grassroots managers

About SEWA Manager Ni School

SEWA Manager Ni School was established in 2005 to equip grassroots women with management skills to successfully run their small enterprises. To accommodate changing needs in a globalized world, SEWA Manager Ni School is working towards providing capacity building training/s for micro-enterprises and informal sector workers/members. SEWA Manager Ni School is also committed to substantially increasing the number of youth who have relevant skills for employment by offering needs-based-skill - trainings. SEWA Manager Ni School is helping women realise their potential - to learn that they too can be managers and owners of their enterprises.

Core Offerings of SEWA Manager Ni School

- Managerial, Technical, Vocational and Technological Capacity Building
- Participatory Module Preparation
- Report Writing
- Knowledge Sharing and Case Study Development
- Carrying out Feasibility Study

Reach

Through its capacity building programs SEWA Manager Ni School has expanded its geographical reach to –

- **13 Districts of Gujarat:** Ahmedabad, Anand, Aravali, Banaskantha, Chhota Udepur, Gandhinagar, Kheda, Kutch, Mehsana, Patan, Sabarkantha, Surendranagar and Vadodara
- **18 States of India:** Assam, Bihar, Gujarat, Himachal Pradesh, Jharkhand, Kashmir, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Mizoram, Nagaland, Odisha, Rajasthan, Sikkim, Uttarakhand, Uttar Pradesh and West Bengal
- **8 Countries across the World:** Afghanistan, Africa, Bangladesh, Bhutan, Maldives, Myanmar, Nepal and Sri Lanka



Impact...From Inception till December 2019

9,837 Master Trainers

To expand the reach of its training programs SEWA Manager Ni School has identified and steadily built the capacities of a cadre of Master Trainers to take forward the trainings to the interiors

17, 50, 342 Trainees

SEWA Manager Ni School has provided needs-based capacity-building to both members and non-members across 18 States of India and 8 Countries

68 Training Modules

Basis the demands of the market, SEWA Manager Ni School has prepared customized training modules to strengthen varied skills like – management, soft, finance, vocational, life, IT, hard et al

85,000 Micro-enterprises

Post availing training from SEWA Manager Ni School participants have set-up micro-enterprises to strengthen their livelihoods

Range of Training Programs

SEWA Manager Ni School focuses on building and strengthening vocational, management and soft skills on needs-based topics like – leadership; financial management; rural marketing; agriculture management; communication; conflict management; negotiation; networking; team building; risk management; time management; change management; stress management; problem solving; decision making; micro-enterprise development; presentation skills; retail and e-retail; e-banking; rural homestay; water purification; hand pump repairing; block printing; health and hygiene; rainwater harvesting; food processing; cotton cultivation; farm management; embroidery; garmenting and many more...



PERFORMANCE OF SEWA MANAGER NI SCHOOL (2019)

Note on the Year

SEWA Manager Ni School (SMS) is pleased to release its **2019 Progress Report**, tracking advances made with regards to skill-building of grassroots women and micro-entrepreneurs. It has been a year of learning; evolving and working towards sustainability. We faced many challenges with regards to resources and change management which prompted us to become innovative and push ourselves to new limits – exploring ways to integrate technology into our work, mobilizing resources through partnerships and focussing on agriculture as an emerging sector in the future of work. Understanding the need to embed technology into our work with grassroots sisters, we found out various alternate means of capacity building and collective working. Congruent to the demand we were open to change, modify or recreate the modality to work with our members; albeit, without compromising on our core values and our zeal to create a cadre of ‘Best Grassroots Managers.’

During the year SEWA Manager Ni School Master Trainers upgraded their skills on many topics – technology, change management, grooming, effective communications, problem solving, financial literacy, time management and stress management, agriculture and animal husbandry, - through sister-to-sister learning with the focus being on setting up new partnerships.

Post the 360 Review on the Future of Work conducted by SEWA in 2018, key sectors which emerged are - agriculture, animal husbandry and micro-enterprise development. This is in line with the work which SEWA Manager Ni School does: capacity building of grassroots sisters and strengthening their micro-enterprises – including agro and allied trades like livestock management, food processing et al.

The path for this work has never been smooth, and we have faltered, learnt and evolved into being more rooted and compassionate. We have also strengthened and streamlined our interventions through regular monitoring, evaluation and timely strategic decision-making. Amidst all of this, we are kept motivated when the members we work with emerge as champions and start their own enterprises. We invite you to be a part of our exciting and satisfying journey through this Annual Report.

Performance Highlights of 2019 (January – December 2019)

- ✓ SEWA Manager Ni School entered its **fourteenth** year in 2019
- ✓ With agriculture, animal husbandry and micro-enterprises emerging as the future of work a large portion of the work and training modules of SEWA Manager Ni School revolved around these three areas in the year 2019
- ✓ **88,088 National Members** from Bihar, Gujarat, Himachal Pradesh, Kerala, Madhya Pradesh, Maharashtra, Rajasthan and Uttar Pradesh participated in Exposure Visits, Orientations and Training Programs
- ✓ **621 International Members** from Bangladesh, Bhutan, Canada, Maldives, Myanmar, Nepal, Philippines and Sri Lanka participated in Training Programs, Events, Meetings and Missions
- ✓ **1166 Cadre of Master Trainers** set up
- ✓ **11 New Training Modules** have been developed based on members’ needs and demands from States
- ✓ As a move to engage with New Generation Members through digital platform and in order to reach out to members more regularly through social media a **Whatsapp Group** has been created and videos related to various verticals of SEWA are shared with them and interactive sessions are being organised on a weekly basis. 35 Master Trainers are part of this activity
- ✓ SEWA partnered with the Head Held High Foundation with the objective of strengthening the language skills of SEWA Members; **two batches of English Classes** were rolled out during the reporting period. While the pilot batch -was for 18 organisers and team leaders of SEWA’s Anand Centre; which, post their graduation has continued with their learnings and successfully



translated the Anand Timeline into English. The second batch comprised of 15 organizers and coordinators from the Ahmedabad Central Team

- ✓ Under the Gap Inc P.A.C.E (Personal Advancement and Career Enhancement) **AAVKAR** (Aavdat Vikas Ane Karkirdi Karyakram) Program **65 Lead Trainers** have set up a cadre of **984 Master Trainers** to provide training - on Grooming, Effective Communications, Problem Solving, Decision Making, Financial Literacy, Time and Stress Management - to **87,000 participants** from **10 (9 Districts and 1 Urban Centre) districts of Gujarat; and other States like Bihar and Rajasthan**. Post rigorous written and oral evaluation of 85 Master Trainers – **7 Master Trainers have been awarded Gold Badges and 36 Silver Badges**
(About AAVKAR: SEWA and Gap Inc (USA) have partnered for implementation of a 3-year program AAVKAR - to support P.A.C.E (Personal Advancement and Career Enhancement) reach out to 2,70,000 women. The program aims to strengthen the livelihood of women by providing them with training on soft and hard skills)
- ✓ **SEWA Bazaar** was announced on 6 September 2019 amid a **1000-strong audience** of grassroots sisters and national and international delegates at Ahmedabad University.
(About SEWA Bazaar: It is a Digital Social Enterprise, jointly set up by SEWA and the Rockefeller Foundation to provide grassroots micro-entrepreneurs with a collective marketing platform within SEWA; it aims to provide both offline and online presence to the handcrafted products of **one million women entrepreneurs** facilitating wider visibility and enhanced reach to these traditional items.)
- ✓ **Leelavati II – Digital Financial Inclusion Program** - was launched on 11 December 2019 in an august gathering of the project partners and SEWA's grassroots members at SEWA Gram Mahila Haat-Ahmedabad.
(About Leelavati II: The Japan Social Development Fund (JSDF), the World Bank and SEWA have partnered for Leelavati II to increase improved livelihoods and better jobs by supporting adoption and increased usage of digital financial products and services to enhance productive economic activities)
- ✓ Understanding the need to groom **SEWA's New Generation Members** the SEWA Manager Ni School Team has been identifying future leaders and building their skills besides orienting them on SEWA, values, objectives, strategies, district federations, activities, co-operatives etc. These Members are also being taken through on-going and upcoming programs like SEWA Bazaar and Leelavati II (Digital Financial Inclusion Program) to gauge their potential and understand how better to involve them in these new programs
- ✓ Post participation of Senior Coordinator–SEWA Manager Ni School at the Cerrito Forum in Paraguay a senior team from Fundacion Paraguay visited select districts of Gujarat to gauge the viability of implementing the **Poverty Stoplight Tool**; and also provided an orientation workshop on the Stoplight Tool to Master Trainers
(About the Poverty Stoplight Tool: It is a tool that seeks to activate the potential of families and communities to enable them to step out of poverty. Using a technology platform, it offers a self-assessment survey and intervention model that enables people to develop practical solutions to overcome their specific needs)
- ✓ **Retail Opportunity Training Initiative (ROTI)** Graduates shared the impact of the training with Walmart India and Walmart International Delegates at Delhi
(About ROTI: The Retail Opportunity Training Initiative (ROTI) Program - of SEWA, Global Fairness Initiative and Walmart - builds the skills of Gen Next in the needs-based areas of – Communications, Presentations, Marketing, Grooming, Platform Skills, Customer Care, Visual Merchandising, Product Display etc. with the objective of strengthening their livelihoods)
- ✓ Capacity Building Training was provided to Core Master Trainers of SEWA Manager Ni School on topics like – Time Management, Planning, Monitoring and Evaluation of Training, Facilitation Skills etc.



Partners ... Hand-in-hand Support!

'Alone, we can do so little; together we can do so much'...Understanding that partnership is the way forward, SEWA Manager Ni School has always strived to build long-lasting and mutually beneficial partnerships.

Alike past years, SEWA Manager Ni School continued to initiate, create and strengthen public and private partnerships with many academic institutions, corporate organizations, government bodies and technical firms in the year 2019 also. Some of these linkages include:

World Bank, The IndUS Entrepreneurs (TiE), Sattva Consulting, S P Jain Institute of Management and Research, The Rockefeller Foundation, Pandit Deendayal Petroleum University, Mudra Institute of Communication Ahmedabad, Japan Social Development Fund, International Finance Corporation, Indians for Collective Action, IMAGO Global Grassroots, Head Held High Foundation, Global Alliance for Mass Entrepreneurship (GAME), GAP Inc. P.A.C.E., Food and Agriculture Organization, Ernst and Young, Disaster Mitigation Institute, The Coady International Institute, Birla Institute of Management Technology, The Bill and Melinda Gates Foundation, Azim Premji Foundation, Ahmedabad University ... and many more!

Institutions Hosted ...

Some of the institutions hosted by SEWA Manager Ni School during the year as part of their study, for review purpose or with the objective of learning from us include – GAVI (Global Alliance for Vaccines and Immunisation); IDH The Sustainable Trade Initiative; Tata Communications; The Netherland Embassy; UNICEF (United Nations International Children's Education Fund); WIWA (Wide Inspiration, Wide Aspiration); and WHO (World Health Organization)

Capacitating the Core Team

The Core Team of SEWA Manager Ni School was mentored by – Azim Premji Foundation, IMAGO Global Grassroots, Indians for Collective Action and International Finance Corporation. This was done through brainstorming sessions and workshops to upscale the skills and knowledge of the Core Master Trainers on topics like - enhancing leadership and training skills; managing time to keep pace with their work and growth; conducting workshops in a more engaging manner; strengthening skills to enhance the learning experiences of participants; writing to create an impact et al.

Besides these, the Senior Coordinator-SEWA Manager Ni School completed the course - "Shaping a Human-Centred Agenda for a Future of Work: The Role of Trade Unions" at the National Trades Union Congress, Singapore

Towards Sustainability

Striving for long term sustainability, SEWA Manager Ni School provides different services to sister functions of SEWA as well as external organizations and institutions. While on the one hand many sisters belonging to other organizations visit SEWA for an exposure visit or capacity-building; on the other hand Teams from SEWA Manager Ni School also visit other organizations outside Gujarat to conduct feasibility studies; surveys; training needs-assessment; et al. against a nominal service charge. Besides this SEWA Manager Ni School is also an implementing agency for different funders and the revenue generated through services provided under this head supports the expenses incurred by SEWA Manager Ni School.



IMPORTANT PROGRAMS

AAVKAR...Skill-building for Empowerment

SEWA Manager Ni School launched a new initiative in 2017, termed 'AAVKAR' (**Aavdat Vikas Ane Karkirdi Karyakram meaning 'skill building program for career enhancement'**) to expand livelihood opportunities of members and to empower them through skill building. Under this initiative, SEWA Manager Ni School has partnered with GAP Inc (USA) and P.A.C.E. (Personal Advancement and Career Enhancement) to provide trainings to our young generation members on skills like - grooming, effective communications, problem solving, decision making, financial literacy, and time and stress management - with the objective of bringing about a notable shift in their perception of themselves and their abilities and strengthening their livelihoods.

Over a three-year-period the 'AAVKAR' Program strives to build a cadre of 150 Master Trainers each of whom will then cascade this training to 1800 women thereby increasing the reach of this training to the targeted 2,70,000 members.

SEWA Manager Ni School anticipates this program to be a life-changer for the participants as it will enable them to become better at - communicating, managing their finances, taking care of their health and planning for the future.

AAVKAR Impact

Lead Trainers	125
Master Trainers	1524
Trainees	1, 09,100
Districts of Gujarat Covered	10
States Covered (Gujarat, Bihar and Rajasthan)	3

SEWA Bazaar ... Strengthening Grassroots Micro-entrepreneurs

Thirty five per cent of SEWA's present membership profile falls under the younger generation. The aspirations of and challenges faced by younger generation members are very unique...these young micro-entrepreneurs are now exploring E-retail avenues to provide their products with greater visibility and wider markets. This has led to emergence of issues like - how to generate livelihood opportunities using new technology to provide full employment to members; and what kind of Digital Enterprise needs to be built.

To resolve these issues and keep pace with the changing times SEWA with the support of the Rockefeller Foundation is pleased to announce a Digital Social Enterprise: SEWA Bazaar. This Bazaar is an innovative step to –

- Provide an extremely wide range of handcrafted products from across India for various customer segments and price points
- Help the producers earn a better living
- Preserve and promote traditional arts/crafts that otherwise may be lost



- Capacitate grassroots women and young generation members to withstand global competition in the areas of business and technology

SEWA Bazaar will evolve as one of the dynamic business models, leading to sustainability through its uniqueness. With 65-90 per cent of the sales revenue directly going to the artisans SEWA Bazaar is extremely focused on the interests of the makers. Moreover, products are prepared using traditional methods and locally sourced materials – which in turn creates additional employment for those in the local, rural communities

SEWA Bazaar...A collective brand which provides women micro-entrepreneurs with – full employment; freedom from poverty, vulnerability and hunger; better quality of life; economic freedom; and most important the opportunity to live a life of dignity.

Impact

6347	Micro-entrepreneurs on-boarded on online sales platforms
900	Products have been put up for sales online
4	Centres have become operational
32	Master Trainers trained on E-Retail
6 September 2019	SEWA Bazaar Announced
Internal Digital Directory	Mapping and data collation for a directory of micro-entrepreneurs initiated
8	SEWA Bazaars arranged at Ahmedabad, Anand (3), Kutch (2), Mehsana and Patan
6	SEWA Bazaar participated at 6 external platforms at Gujarat (Ahmedabad – 4; and Gandhinagar - 1) and Delhi
650	Micro-entrepreneurs from Gujarat Mapped
8	Knowledge Partners for this Program - Ahmedabad University; The Bill and Melinda Gates Foundation; Ernst and Young; Global Alliance for Mass Entrepreneurship (GAME); Microsoft Corporation; Mudra Institute of Communications, Ahmedabad (MICA); Sattva Consulting; and the S P Jain Institute of Management and Research (SPJIMR)
282	Teams of Micro-entrepreneurs from Bihar, Gujarat, Maharashtra, Rajasthan and Uttar Pradesh familiarized with the SEWA Bazaar Concept



Leelavati II ... Digital Financial Inclusion for All!

Digital Financial Services (DFS) provide several benefits that can increase women's use of formal financial services. Some of these benefits are convenience, safety, privacy, and access to more sophisticated services. But to realize these opportunities, women need to be connected to these products and services and trained in using them. As gender gaps in access to DFS narrow, women will face knowledge gaps in their usage. There is need for proactive action to incentivize and facilitate women financial access.

SEWA has been making relentless efforts to help marginalized women save, access affordable credit, free themselves from exploitative moneylenders, form assets, become self-reliant and build a safety net for their families. Over the past three decades, SEWA has facilitated the creation of over 12,000 bank-linked savings groups and helped over 1,00,000 households access formal credit instruments for productive purposes such as starting a micro-enterprise, investing in new equipment, financing working capital or freeing themselves from an exploitative loan from a local moneylender.

In April 2019, SEWA and the World Bank signed a new project (Leelavati II) to promote digital financial inclusion of informal economy members. World Bank is administering the grant funds provided by Japan under the Japan Social Development Fund. Under this project, SEWA aims to work with women from low-income and marginalized households and excluded communities. The identified states for the project engagement are Assam, Bihar, Gujarat, Meghalaya, Rajasthan and Uttar Pradesh. The project will target women members who lack reach and capacity to access digital/mobile technologies for financial transactions and need to be financially literate to keep pace with contemporary market requirements, improve their livelihoods, and increase their incomes. The project aims to link the project beneficiaries with the formal financial systems and the attendant benefits. The project will focus on enhancing inclusiveness both for poverty reduction and as a key element to sustaining high rates of economic growth by generating more quality jobs and facilitating improvement in livelihoods and investment in human capital. The project will support adoption and increased usage of digital financial products and services to enhance productive economic activities.



On a Concluding Note...!

We've come a long way since SEWA Manager Ni School was founded in 2005. We are making real progress; and the best part is that we have been able to fulfil the expectations of our young emerging leaders besides roping in technology to reach out to more members – economically and at a faster pace.

But there's a lot which still needs to be done! And the way to do it is by looking back and learning from our challenges; and then putting our foot on the accelerator and driving the sector forward with the thrust being on imbibing technology in our trainings and developing partnerships and linkages!

Connect with us ...

SEWA Manager Ni School WEBSITE <http://www.sewamanagnerschool.org/>

SEWA WEBSITE <http://www.sewa.org/>

SEWA Manager Ni School FB PAGE-

<https://www.facebook.com/pages/category/Non-Governmental-Organization--NGO-/SEWA-Manager-Ni-School-182428015216407/>



IMPACT QUOTES

"I gained a lot from attending this capacity-building workshop for Core Master Trainers conducted by the International Finance Corporation. I learnt how to become a better Lead Trainer and how to aim for more and achieve more in life. I learnt how to provide feedback to a fellow trainer during her training; and things to keep in mind while sharing feedback so that my peer too becomes a better trainer and is able to deliver training more effectively. I also learnt how to better my trainings and how to work cohesively during a training session."

- Jyotsnaben Makwana – Ahmedabad – Participant of Training Conducted by IFC

"I learnt that the activities carried out by SEWA are quite similar to the ones carried out by my organization. However the approach to work is different. This exposure visit brought to light many good features like - how SEWA functions keeping the 11 questions in mind; the structure that is followed; the capacity building training provided to the future leaders of SEWA; the way RUDI is set up to support agriculture sisters; etc. I also liked how SEWA, keeping in mind technology and the needs of the young generation, is gradually moving towards digitization. Upon my return to Myanmar I am going to share all the knowledge gained and my experiences with the rest of the team members. We shall then brainstorm on ways as to how we can work better towards empowering our members."

– Tin Ko Ko – Myanmar – Exposure Visit Participant from the Gender Equality Network

"I feel the knowledge gained through this AAVKAR Training can help us a lot in our day-to-day lives. We can solve many of our problems easily using the information learnt during the training. The topics are very practical and I can relate them to both my personal and work life. Not only am I going to share with my family members all that I have learnt; but I am also going to train my community sisters so that they too learn, implement and grow in life"

- Neha Kumari – Bihar – Participant of AAVKAR Training

"I am myself educated...a graduate. Till date I have passed all my subjects with a distinction, barring English – in fact it was my poor scores at English which adversely affected my overall academic performance! Today I am extremely happy that my SEWA has provided me with the opportunity to go back to my academic roots and study and properly learn English!"

– Kaminiben – Anand – Participant of English Classes

"I am 20 years old and a SEWA Member since two years. I look after the online marketing of SEWA's weaving products. SEWA Manager Ni School has provided me with lots of opportunities through trainings like – Personality Development, Marketing and recently English. I am grateful to SEWA Manager Ni School and feel that other women too should access these opportunities and strengthen their livelihood. Today when I see the beautiful products woven by my grassroots sisters reaching every part of the country I feel so proud and am now aspiring to move from .in to .com (India to World). I am also a part of SEWA's rural homestay program 'Hum Sab Ek' and the English language skills help me to connect with my guests and online buyers and serve them better. At SEWA one thing leads to another and in this way a circle of opportunities is created – we as members simply need to learn how to make the most from them! Thank you, SEWA Manager Ni School!"

- Muskaanben Vora – Anand – Young Generation Member

"The Retail Opportunity Training Initiative (ROTI) training has made a significant positive change in my personal, professional and social life ...I am thankful to SEWA and Walmart that I got an opportunity to avail the ROTI Training. It has impacted me financially; and there has also been a radical change in the way my community members and especially my two sons look at me. I have learnt so much from this training and I am applying the learnings in my day-to-day business and personal life. I sell agro-products; and sharing with customers - the way the products are produced, who are the producers, highlighting the quality/hygiene factors, etc. - is helping me to sell more products resulting in a perceptible increase in my earnings."

- Chandrikaben Rathod – Mehsana - ROTI Impact Sharing