

# How can development programs empower women's entrepreneurship through social innovation?

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MASTER THESIS



# How can Development Programs empower women's Entrepreneurship through Social Innovation?

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# Abstract

Women in developing nations are facing many challenges in order to become entrepreneurs. Inequalities are common both in the working environment and the society. The unemployment among youth, in particular women, is a severe problem in many developing countries, including Uganda in East Africa. Organisations and development programs across the world are trying to address and solve these challenges. For this, the relevance of social innovation has grown in the last years. However, the challenges that women face are complex and cover many areas. Furthermore, difficulties exist when addressing challenges through methodologies around social innovation and research in the field is limited.

This study aims to identify which challenges female entrepreneurs face in Uganda and how development programs can address these issues and help empower the women through the use of social innovation. The study builds on a case of a specific development program, A Working Future, conducted by Plan International Uganda. Qualitative interviews were conducted with Ugandan women and different management teams within Plan International Uganda. The empirical findings were based on a theoretical framework consisting of social innovation, including design thinking and entrepreneurship, including external environment analysis.

The thesis identifies ten challenges that are affecting women the most: *limited access to finance and saving possibilities, underinvestment in education and health, Limited access to social networks and mentorship, lack of employability and business skills, sexual harassment, low self confidence, work restrictions from husband or family, limited access to and knowledge of technology and internet, seasonal nature like rainfall and dry spells, and cultural and social norms.* Addressing these challenges has been found as a difficulty for developing programs together with understanding the local context and the users, engaging with the community and private partners and adapting to prescriptions from funding organisations. The study has found that a development program can become more efficient and successful by adapting methodologies of social innovation. The findings contribute to theory by filling the gap in the literature on developing programs from the perspective of social innovation theory.

**Keywords: Social Innovation, Development Programs, Entrepreneurship, Gender Transformation, Youth Economic Empowerment, Design Thinking**

# Sammanfattning

Det finns många utmaningar för kvinnor i utvecklingsländer för att bli entreprenörer. Ojämställdhet är vanligt förekommande både på arbetsmarknaden och i samhället. Arbetslösheten bland unga, särskilt kvinnor, är ett utbrett problem i många utvecklingsländer, inkluderat Uganda i östra Afrika. Organisationer och utvecklingsprogram runt om i världen försöker adressera och lösa dessa utmaningar. För detta har relevansen av social innovation vuxit under de senaste åren. Utmaningarna som kvinnorna står inför är dock komplexa och täcker många områden. Det finns även svårigheter för att adressera dessa utmaningar genom social innovation och forskning inom detta område är bristfällig.

Syftet med denna studie är att identifiera vilka utmaningar som kvinnliga entreprenörer står inför i Uganda och hur utvecklingsprogram kan adressera dessa och hjälpa till att stärka kvinnor genom att använda metodologier inom social innovation. Studien bygger på en casestudie av ett specifikt utvecklingsprogram, A Working Future, utfört av Plan International Uganda. Kvalitativa intervjuer genomfördes med kvinnor i Uganda och olika ledningsgrupper inom Plan International Uganda. De empiriska resultaten baserades på ett teoretiskt ramverk bestående av social innovation, inkluderande design thinking, och entreprenörskap, inkluderade en omvärldsanalys.

Denna studie identifierar tio utmaningar som påverkar kvinnor i Uganda mest: *begränsad tillgång till finansiella möjligheter, underinvestering i utbildning och hälsa, begränsad tillgång till nätverk och mentorskap, brist på affärskompetens, sexuella trakasserier, lågt självförtroende, restriktioner från familj att arbeta, begränsad tillgång till och kunskap om teknologi och internet, säsongvariationer samt kulturella och sociala normer.* Att adressera dessa utmaningar identifieras som en svårighet för utvecklingsprogram tillsammans med att förstå den lokala kontexten, samarbete med samhället och den privata sektorn samt att anpassa sig till restriktioner från investerare. Studien visar att utvecklingsprogram blir mer effektiva och framgångsrika genom att implementera metoder inom social innovation. Resultatet bidrar till teorin genom att fylla en del av gapet kring litteratur gällande utvecklingsprogram från ett perspektiv av social innovation.

**Nyckelord: Social Innovation, Utvecklingsprogram, Entreprenörskap, Jämställdhetsarbete, Ungdomars Ekonomiska Egenmakt, Designtänkande**

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Lund, December 2017

Boel Axelsson

Hedda Nilsson

# List of acronyms

AWF	"A Working Future" - a Youth Economic Empowerment Program conducted by Plan international and one of the main elements of study in this thesis
Gender transformative	A gender-transformative approach means that promoting gender equality and women's empowerment are central to an intervention. Programs that create opportunities for individuals to actively challenge gender norms, promote positions of social and political influence for women in communities, and address power inequities between persons of different genders
NGO	Non-governmental organization
Plan International	A development and humanitarian organisation that advances children's rights and equality for girls
Savings group	A Group of people, locally run, who save together, lend their savings to each other and share the profits. Members provide their own savings and credit services at negligible cost while retaining earnings and investment in their own communities
YEE	"Youth Economic Empowerment" - empowerment of youths, mostly relating to getting them out of poverty or out of unemployment

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# 1 Introduction

## 1.1 Background

### **1.1.1 Social innovation in developing nations**

There are many organisations and development programs across the world that are trying to solve challenges such as poverty, youth economic empowerment, and equality for women in developing nations. Social innovation and its relevance to addressing these challenges have grown in the last years. All over the world, both governments and NGO's are developing strategies regarding social innovation (Dainiene & Dagiliene, 2016). The term social innovation can be traced back to the findings of shared value (Porter and Kramer 2011) and the aim is to produce sustainable and impactful social change (Phills Jr et al., 2008).

However, there are difficulties when addressing challenges through social innovation. A significant problem for organisations and companies is to understand the local context and the parameters for value creation. An important factor is to treat the bottom of the pyramid as producers and entrepreneurs instead of customers in order to reach success (Pervez, Maritz, de Waal 2013). A methodology that can be used for understanding a local context is design thinking that has its roots in looking into needs of the customers. Lately, not only profit-centered actors but also nonprofits have begun to adapt the concept to develop better solutions to social problems. Design thinking can be used to cross the boundaries between profit, nonprofit and public actors and allow social high-impact solutions to pop up from below rather than being imposed from the top (Brown and Wyatt, 2010).

### **1.1.2 Plan International**

Plan International is an independent humanitarian and development organisation that works with children's rights all over the world and especially girls. They work alongside children, young people, their caretakers, and partners, to tackle the root causes of the challenges facing vulnerable children and equality for girls. They work to drive changes in practice and policy at local, national and global level. They have experience from 70 years and they are now active in over 70 countries all over the world (Plan, 2016).

In Plan International's global strategy for 2017 stretching to 2022, there is a strong focus on girls' rights in the world. The mission is that all future programs will have a gender transformative outlook, focusing on transforming girls' lives so they can learn how to lead, design and thrive. They have the ambition that over the next 5 years transform the lives of 100 million girls (Plan, 2017a)

Plan International Uganda has been active for 25 years, advancing children's rights and equality for girls. The organisation's priority areas in Uganda are Maternal and child health, Primary Education, Child protection, Water and sanitation and Youth Economic Empowerment. The different areas have resulted in a variety of different projects in the country. Plan International Uganda operates in seven different districts and has 35 local partners that support reaching the goals within the different areas (Plan, [ca. 2017]).

#### *1.1.2.1 A Working Future*

A Working Future (AWF) is one of Plan's projects in Uganda within the area Youth Economic Empowerment (YEE). The project started 2012 with the goal to identify ways to support youth economic empowerment through innovative methods of collaboration with the private sector. The project was a collaboration between Plan International, Swedish international Development Cooperation Agency (SIDA) and Accenture Development Partnerships (ADP) where Sida, Accenture, and Plan International Sweden supported with funding and technical support (Plan, 2016).

The mission of the project was to change the lives of the youths in Uganda by providing them access to financial services, teaching them critical skills and finally linking them to employment opportunities. This together with innovative methods of collaborating with the private sector. the A Working Future program targeted 12 000 youth, aged 15-24 in eastern Uganda, through a foundation on savings groups, also called Village Saving and Loans Associations (VSLA), to reach out to the youths. The saving groups were used as a platform to teach essential skills required for the different employment pathways offered as well as provide access to needed financial services. The private sector was engaged in all stages of the program with both skills training and providing employment opportunities (Plan, 2016). The program had a high focus on entrepreneurship as this employment form is highly

suitable for the Ugandan market and therefore generates many opportunities for youths (Accenture, 2016).

The outcome of the program was very successful, resulting in employment for 99 percent of the youths participating and the program model has now been established as the model for YEE programming for Plan international Uganda. It has also become an increasingly popular case study for other parties in the youth development ecosystem. The program has a number of success factors in the way it was built that makes it unique to other YEE programs (Accenture, 2016).

As for 2017/2018, Plan International is aiming to take the AWF project further, scaling up the program in Uganda, phase two, as well as stretching the model to several countries primarily in East Africa (Plan, 2017b).

### **1.1.3 Youth economic empowerment**

United Nations Sustainable Development goal number 8 “Decent work and economic growth” aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. This for all women and men, including young people. The number of workers living in extreme poverty has declined a lot in the last 25 years, but there is also a growing labor force and in 2015 more than 204 million people were unemployed (UN, 2017). Regarding this issue, the youth is a crucial group. Youth, with the United Nations definition those aged between 15-24, stands for 18 percent of the world population and 15 percent of the world labor force. Thus, this group's education, skills development and integration to the labor market becomes highly important to the creation of a sustainable, equitable and socio-economic environment worldwide (ILO, 2016).

However, the global youth unemployment rate is rising, from 13.2 percent 2015 to expected 13.7 percent 2017, which corresponds to 53.5 million unemployed in 2017. The highest youth unemployment rate globally was in 2016 anticipated to be in developing countries with 14.5 percent or 9.2 million unemployed. These figures understate the true extent of the challenges on the youth labor market in these countries. This since the ones working usually receive below average wages and often not enough to reach above poverty. Today the numbers of youth living in extreme poverty in emerging and developing countries come to roughly 156 million (ILO, 2016).

#### *1.1.3.1 Ugandan context*

The fastest growing, as well as the youngest population, is to be found in sub-Saharan Africa, including Uganda. The region is also the only one in the world with an expected continued growth of rural population as by after 2050, with an expected addition of 150 million people between 2010 and 2050. Today there are more than

330 million young people about to enter the labor force in Sub-Saharan Africa among which over 195 million lives in rural areas (Brooks, 2013).

In Uganda, three quarters of the population are below the age of 30 given the rapid population growth (Ahaibve, 2014) and among the youth the unemployment rate is high. In 2015 18.4 percent of the youths were unemployed, using the international labor organisations definition of youth, age 15-24, which was an increase from 13.2 percent in 2013 (Ugandan Bureau of Statistics, 2017). The causes of unemployment are believed to be multifaceted but primarily due to a general lack of skills together with high rates of labour force growth of 4.7 percent per year. The number of jobs has not matched number of new labour market entrants (Ahaibve, 2014).

#### **1.1.4 Women's empowerment and entrepreneurship**

United nations Sustainable Development goal number 5 is "Gender Equality". The world has achieved progress within the area, but women and girls still continue to suffer from high levels of discrimination and violence in all parts of the world (UN, 2017). ILO, the International Labor Organisation (2015) has stated that female participation in the labor force contributes to economic benefits such as making economies more resilient and decreases growth slowdowns. Additionally, the risk that a household loses all its income due to macroeconomic events decreases when the household income derives from more than one member.

It is noticed that entrepreneurship is one of the few ways to support women in extreme poverty to gain income and independence, including a more active role in the community. The number of female entrepreneurs increase and show a larger impact across the globe and contribute to the growth of societies and national economies (GEM, 2017b).

##### *1.1.4.1 Ugandan context*

The Ugandan women face many more challenges in entering the labor market than men and the unemployment rate is higher among women, particularly for female youths (Guloba, Ssewanyana, Birabwa, 2017). The unemployment rate among the female working age population (age 18-65) was 10.7 percent in 2015 and for female youth 22.2 percent, compared to 14 % for male youths (UBOS, 2017). The high rate of labour force growth is also in particular significant among women. Women in working age makes up just half of the whole female population which means that the issue of women in need of employment will become even more pressing in the future. Further, lack of education is a severe issue in the country where approximately 75 % of women in rural areas are illiterate or semi-illiterate given that they either have no formal education or never completed the primary schooling cycle. In urban areas the number is 43 % (Guloba, et al., 2017).

Uganda further has a high level of entrepreneurship. In a report made by the Global Entrepreneurship monitor, Uganda was ranked top entrepreneurial country in the world with 28 % of the adult population being entrepreneurs (GEM, 2015). Female entrepreneurs do play a critical role in the growing of their national economy. However, they have a double burden of having to operate in an imperfect entrepreneurial environment while at the same time, they have to navigate gender roles (Guloba et al. 2017).

### **1.1.5 Issue of study**

As the global strategy for Plan International has a stronger focus on gender equality and inclusion of girls and women, this is now a prior focus area for Plan International Uganda. All programs are supposed to be developed with a gender transformative agenda which will also apply to A Working Future phase two. In the first phase, no specific goals were issued to gender transformative actions or the girls of the program in particular, and therefore this is an issue that Plan International Uganda need to take into consideration and investigation facing phase two. That women and girls face a high amount of challenges is a well-known fact in the organisation. Conducting the program plan for phase two, these challenges will need to be collected, organised and ranked on how much they affect the possibilities for young women to enter the labor market. The challenges found to be most crucial must be highlighted and addressed in the action plan for phase two.

The high unemployment rate among women and girls in Uganda and the fact that the group faces a high amount of separate challenges when trying to enter the labor market is the foundation of this study. As Uganda is a country with a high entrepreneurial level where entrepreneurship serves as a good way of employment to enter the labor market and that entrepreneurship serves as the most common pathway in AWF, the study will focus on female entrepreneurs in Uganda.

Many different types of development programs are trying to solve the problems of unemployment and inequality in Uganda and across Africa in general. Social innovation is discussed to have several possible benefits that could be applied to the developing context. Design thinking is discussed to be a possible way to cross the boundaries between profit, nonprofit and public actors and allow social high-impact solutions to pop up from below rather than being imposed from the top. However, there are difficulties when addressing challenges through social innovation such as understanding the local context and the parameters for value creation. Research confirming the benefits of the use of social innovation and design thinking within the developing context is limited. The program model A Working Future has proved to be an in particular successful one and the model includes several innovative factors that serves to its uniqueness contrary other models within the field of youth economic empowerment. The model was developed in a new way of addressing the

market and the needs of the youths at the same time. Because of the model being so successful, and its unique way of looking into needs of the participators, it becomes an interesting field of study when investigating the use of social innovation. This master thesis therefore intends to investigate benefits and potential challenges of development programs, as well as how they can develop, looking into AWF as a unique case of study. This by first comparing theories of social innovation and design thinking to the success factors of the program in order to investigate the relevance of these theories for the developing context. Then with a particular focus on challenges for female entrepreneurs in Uganda and how a model as AWF could be developed to further support them in entrepreneurship, using the benefits to issue the challenges.

## 1.2 Purpose

The purpose of this study is to find new ways of how development programs can empower women in entrepreneurship in Uganda, by the use of social innovation. This through findings of what challenges the Ugandan women face and how the specific program model AWF have addressed or not addressed these challenges, enabling conclusions on how the program can be evolved. The findings will provide insights into the creation of Plan International Uganda's AWF phase two as well as insights in how social innovation can be used to empower women in development programs in general.

### 1.2.1 Research questions

Based on this, one main research question has been established:

**The main research question:**

How can development programs empower women's entrepreneurship through social innovation?

To answer this question, the three following sub-questions will be answered:

**Sub-question 1:**

What challenges and constraints do female entrepreneurs face in Uganda?

**Sub-question 2:**

What are the benefits and potential challenges of existing development programs in Uganda?



**Sub-question 3:**

How could development programs evolve to further enable women in entrepreneurship in Uganda?

## 1.3 Delimitations

This report is part of a master thesis at the faculty of engineering at Lund University. This implies that there is a project time limitation of 20 weeks. Therefore, the research and data collection will be scaled thereafter.

The scope of the research is the Ugandan market for entrepreneurs. When looking at the challenges for female entrepreneurs, the research aims to cover general assumptions for the country, however, some challenges will be more related to women living in rural areas. Interviews will be held with women living in two districts in Uganda why parts of the empirical findings will be restricted to the findings from those two districts. However with the assumption that these can represent general challenges for women in Uganda.

The research will focus on one specific development program, A Working Future by Plan International Uganda. The analysis will, therefore, be built relating to the program and the conclusions addressing the research questions will be answered relating to the program. This according to the uniqueness of the program, with several differences to other development programs within the same area.

## 1.4 Thesis Outline /Disposition of the report

**Chapter 1 Introduction**

The first chapter introduces the reader to the research field and the subject of the thesis. The background to the research is described, the interest fields and issues of the research and thereafter purpose and research questions. The chapter also includes delimitations as well as the outline of the thesis report.

**Chapter 2 Methodology**

The second chapter goes through the methodology performed to achieve the purpose of the thesis. It describes the chosen research strategy and design, how the data was collected and analysed and gives an overview of the work process and elaborates the trustworthiness of the study.

**Chapter 3: Theoretical framework**

In this chapter, the theoretical framework which creates the foundation for the research is described. Presented are existing theory within social innovation, design thinking, definitions of entrepreneurship and a framework for categorising challenges. The framework is further used when analysing the empirical findings to come to conclusions regarding the research questions.

**Chapter 4: Empirical findings**

The next chapter presents the empirical findings of the study. It first presents challenges found through an initial desktop research and this compared to results from interviews with women as well as additional interviews. Second, the AWF program structure is presented with its success factors and finally what challenges that were perceived to be addressed or not addressed in the program model.

**Chapter 5: Analysis**

In this chapter, the empirical findings are compared to the theoretical framework. The challenges found in the desktop research are compared to the results from the interviews and are discussed against other empirical findings to analyse what challenges are the most important. The success factors of AWF are thereafter compared with the theory of social innovation and design thinking, to find benefits and challenges with the model. This also includes a discussion of how development programs, in general, can further evolve to empower women through the use of social innovation.

**Chapter 6: Conclusion**

The final chapter presents the conclusions of the master thesis. It first answers the research questions whereafter discussing theoretical and practical contributions. After final conclusions further possible research areas are suggested.

## 2 Methodology

*This chapter aims to give transparency to the study by describing the methodology that was used. The sections discuss what research strategy that was used, how the research was designed, how the data was collected and analysed and finally describing the work process as well as discussing the trustworthiness of the research.*

### 2.1 Research Strategy

This section discusses research approach, methodological approach and research logic. Different alternatives are described and the approaches chosen for this study are motivated.

#### 2.1.1 Research approach

When performing a research a qualitative approach, a quantitative approach or a mix of these approaches is used. The quantitative approach has focused research questions and examines a hypothesis based on existing data. A narrow field of existing data for the specific subject is studied and the outcome is a supported theory that is connected to existing theory. For a qualitative approach the research question is more open and explores an area of interest. Few formal methods are used and the aim is to identify patterns. The outcome of a qualitative research is a suggestive theory. This means that the gathered data has been interpreted and the outcome often opens up for further research (Edmondson, McManus 2007).

For this study, a qualitative approach has been used. The research questions are open and aim to find solutions and patterns. Additionally, limited research on the specific area has earlier been carried out, which suggests a qualitative approach. The outcome of the research gives recommendations that open up for further research in phase two of *A Working Future*.

### **2.1.2 Methodological approach**

A study can have different methodological approaches depending on the purpose. Höst et al. (2006) describe four approaches: descriptive, exploratory, explanatory and problem solving. A descriptive approach has the main purpose to investigate and describe a certain process. An exploratory approach aims to thoroughly understand how a process works. An explanatory approach looks for reasons and explanations of why a process works as it does. The last one, problem solving has the purpose to find a solution to an identified problem (Höst, Regnell & Runeson, 2006).

For this research, both an exploratory and explanatory approach has been used. An exploratory approach has been used initially for understanding the process of how the women in phase one of A Working Future became entrepreneurs. In order to give improving recommendations for phase two, an explanatory approach has been used to understand how and why the process works.

### **2.1.3 Research logic**

For logic reasoning there are three approaches: deductive, inductive and abductive. Deductive reasoning is testing theoretical conclusions or hypotheses to see if it applies to reality. Inductive reasoning instead seeks to build a theory through observation and investigation (Hyde 2000). An abductive reasoning approach is a mix of the two previous. For this reasoning, observations from reality and theory matching are carried out simultaneously in order to understand the studied area and to suggest new theory (Kovacs, Spens 2005).

For this study, an abductive approach has been used. Data from reality has been gathered, analysed and matched with theory along the research process. The choice is supported by Starrin and Svensson (1994) that argues that an abductive study is often appropriate for a qualitative study when an emerging field of knowledge is investigated and analysed.

## **2.2 Research Design**

All empirical research has an implicit, if not explicit, research design. The design is the logical sequence that connects the empirical data to a study's initial research questions and ultimately to its conclusions (Yin, 2009). For research within applied science, the four most relevant design methods are survey, case study, experiment and action research. A survey describes the current situation of a phenomenon. A case study thoroughly investigates a process. An experiment compares different

alternatives and an action research is an observed and documented study of a certain activity or process (Höst, Regnell & Runeson, 2006).

This study is designed as a case study since a case study is an appropriate approach when performing research in new, unexplored areas. (Eisenhardt, 1989). The method is generally preferred when "how" or "why" questions are being posed when the investigator has little control over events and the focus is on a contemporary phenomenon within a real life context (Yin, 2009). The understanding of the present dynamics is in focus (Eisenhardt, 1989).

### 2.2.1 Case study design

A case study can be designed as either single- or multiple-case and can take either a holistic or embedded approach, which gives four types of designs according to the table below.

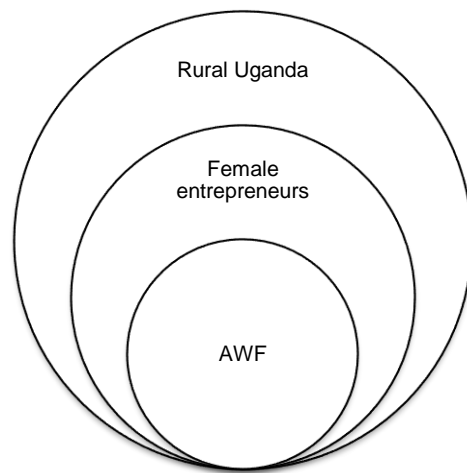
**Table 1** The four case research types (Yin, 2009)

<i>Case design</i>		
<i>Approach</i>	<i>Single</i>	<i>Multiple</i>
<i>Holistic</i>	A single case with one unit of analysis	Multiple cases where each contains one unit of analysis
<i>Embedded</i>	A single case with multiple units of analysis	Multiple cases where each contains multiple units of analysis

Whether to choose a single or multiple case study depends on how to best address the research question. A multiple case study design is to be used when aiming at findings beyond the uniqueness of one setting and when time is available. The single case study is preferred when the objective is to study circumstances and settings of a certain situation. Whether to choose a holistic or embedded approach depends on if there are one or several units relevant to analyse in the case. The unit of analysis refers to the unit that is studied in the case (Yin, 2009).

The research questions for this study relate to the circumstances and settings of the environment for women entrepreneurs in Uganda. A deep understanding of this area was preferred over generalisability. In combination with the time limit of this study, the single case design was chosen. To address the purpose of improving and

extending the AWF program, this program is the chosen single unit of analysis. The program is unique and of its own kind in the way it is composed and implemented. The AWF program will be analysed in the matter of how well it addressed the challenges of the women and how the program can be further extended and developed. Because a holistic single unit design was chosen, attention was paid to avoid conducting the study at an unduly abstract level with no examined operational details, which can be a typical problem for this case research type (Yin 2009). The case system for this study is illustrated in the figure below.



**Figure 1 The case system for this study (Axelsson & Nilsson, 2017)**

## 2.3 Data Collection

For data collection there are two types, qualitative and quantitative data. Quantitative data is typically generated from systematic measurements and is easy to categorise and analyse. However, since the research strategy for this study is qualitative, the most appropriate choice is qualitative data collection. Qualitative data is generated from interviews, observations and literature. Compared to quantitative data, the qualitative data is more vivid and to be interpreted by the authors (Eisenhardt, 1989). Qualitative data consists of words and explanations including details and nuances (Höst et al 2006).

For a case study a combination of different data collection methods are typically performed. The methods used for this study are interviews, focus groups and observations, which according to Eisenhardt (1989) are commonly used methods for a case study. By using multiple collection methods a stronger validation of the hypothesis is obtained (Eisenhardt, 1989).

### **2.3.1 Interviews**

According to Yin (2009), interviews are essential and the most important source in the data collection in a case study. This because human affairs and social events Innovation in most case studies.

Interviews within case studies can either be structured, semi-structured or unstructured. Structured interviews are based on a decided interview guide that is strictly followed, like an oral survey. Semi-structured interviews have an interview guide as support, but can be rearranged or changed during the interview. Unstructured interviews allow the interviewed object to guide (Höst et al 2006). Recording the interviews is important since both what and how the interviewed object expresses themselves is of interest (Bryman 2002).

Qualitative interviews signify that the viewpoint and interest of the interviewed object are in focus. The interviews tend to be flexible and follow the direction the interviewed object chooses (Bryman 2002). For qualitative studies, semi-structured and unstructured interviews are used. The purpose of semistructured interviews is to describe and explain. The aim is experiences of quantities and qualities. For unstructured interviews, the purpose is instead to explore and the aim is experiences of a phenomena's qualities (Höst et al 2006). For this study semi-structured interviews were considered as most suitable. This since they are not limited to a strict structure while still easier to analyse than unstructured interviews.

Conducting an interview guide is an iterative process where several drafts should be developed. To further refine the questions a pilot interview can also be useful (Magnusson and Marecek, 2015). Hence, the interview guide was developed through feedback from the supervisor, both at LTH and at Plan, as well as refined after discussions with the translators.

### **2.3.2 Focus groups**

Focus groups have been a common collection method within qualitative research for a long time. It is a method that collects data through group interaction regarding a subject determined by the interviewer. An objective of focus groups is to better understand the group dynamics that affect the perceptions of the individuals. It is in favor to use when conducting research regarding opinions, feelings and ideas from the participants within the subject. In addition, the method allows observations on whether the individuals accept or reject each other's ideas (Stewart, D.W., Shamdasani, P.N., Rook, D.W., 2007).

Since the research subjects for this study are complex, focus groups were chosen as a suiting method. Complex subjects can be difficult to discuss in an individual

interview, to interact in in a group can generate more information (Stewart, et al., 2007). Likewise, for the qualitative interviews, semi-structured interview guides were considered most suitable.

### 2.3.3 Observations

Observation is a method that studies a process and registers the occurrences. The observer can take two different roles, participating or complete observer. The participating observer takes part in the process to be observed while the complete observer stays outside the process. Participating in the process can increase the comprehension and build trust while running the risk to loose distance to the process. The awareness of being observed adds a further perspective. (Höst et al., 2006).

**Table 2 Four categories of observations (Höst et al., 2006)**

		<i>Awareness of observation</i>	
<i>Interaction</i>		<i>High</i>	<i>Low</i>
<i>High</i>		Observing participation	Complete participation
<i>Low</i>		Participating observation	Complete observation

To ensure a comprehensive understanding of the AWF program, observations of the participating women were made. The participating observation type was chosen. For participating observation the observer stays out of the process while the awareness of observation is high, no attempts to conceal the observing process are being made. Data can then be open collected through for example interviews or by asking the observed person to express thoughts and reason about her actions (Höst et al. 2006).

## 2.4 Data Analysis

Analysis of data signifies the transformation from collected data to comprehensible and insightful conclusions. The analysing process includes both data handling and interpretation. Handling and sorting the gathered data in an organised and structured



way is important in order to be able to interpret and analyse the data (Gibbs, 2007). The analysis process of qualitative research is relatively creative compared to quantitative research and statistical analysis. The creative analysis is depending on the conceptual capability and ability to recognise patterns of the analyst. It is therefore obligated for the analyst to provide adequate amount and details of the data collection and analysis process in order to verify the conclusions (Patton, 1999).

For this study with qualitative data, analysing methods based on categorising and sorting were used. As often when working with a qualitative research (Gibbs, 2007), the analysis was merged with the collection process. This is due to that there is no distinct separation between the two steps, the analysis process can start once the first data is collected. This way of working helped to highlight new issues and raise new questions. The overall aim of the qualitative analysis was to identify patterns and find explanations (Gibbs, 2007).

## 2.5 Work Process

This section describes the different elements in the work process and how they were conducted.

### 2.5.1 The qualitative research cycle

The research process of this study follows a similar version of the qualitative research cycle presented by Hennik et al. (2011). The qualitative research cycle describes how the steps in a research process are interlinked and performed in cyclical processes. It consists of three iterative cycles: the design cycle, the ethnographic cycle and the analytical cycle. The research process for this study, influenced by the qualitative research process, is illustrated below.

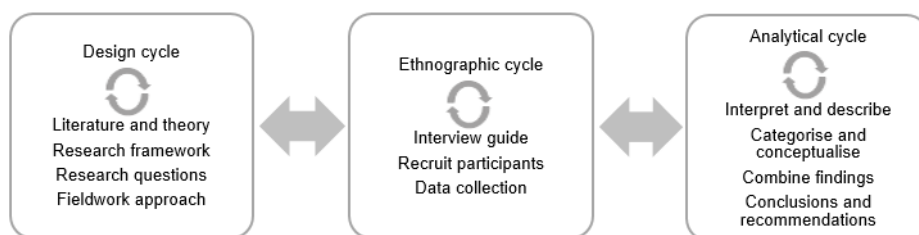


Figure 2 Illustration of the research process for this study

In the first part, the design cycle, literature and existing theory were studied and reviewed. A research framework and research questions were developed and formulated. From the defined research questions, the fieldwork approach was addressed and chosen. Within the design cycle, the different steps were revisited numerous times for adjustments as new insights were gained, before going to the next cycle.

In the next cycle, the ethnographic cycle focus on the field research. From the formulated research questions and the chosen fieldwork approach, interview guides were conducted for the different interview groups. The data collection consisted mainly of qualitative interviews and also observations of the AWF program. The objective when selecting and recruiting interviewees was to find those who could provide the most relevant data for this study. Within this cycle, the steps were revisited after the first pilot interviews to redefine the interview guides in order to address the research questions in the best possible way.

The analytical cycle consisted of gathering and interpreting the collected data. The data was then categorised and conceptualised in order to identify patterns. The findings from the data collection were compared to theory and resulted in conclusions and further recommendations. The research process is further described in detail in the following chapter.

## **2.5.2 Literature review**

Literature studies work as a basis for the deep research required to execute the study. It is often an iterative process throughout the study. The studied literature needs to be examined for validity and relativity. A well performed literature review supports the ability to develop existing theory and decreases the risk of overlooking conclusions that have already been made. (Höst et al., 2006).

An initiate literature review was conducted in order to gain general knowledge within the field and identify existing relevant research. In order not to be overwhelmed and disoriented by all available information in the area, a selective approach was chosen. With this approach, a deep understanding of the studied topic was gained. (Yin, 2013) Furthermore, after completing the results of the study, returning to the literature review worked as a benchmark to compare and consolidate the findings (Höst et al., 2006).

The literature study consists of books, academic journals, reports made by adequate institutions, and articles published by well-known journals. The primary tool used for finding relevant literature was the Lund University database LUBsearch. Search was made using keywords relevant to the field of interest. In order to narrow the search when getting overwhelming results, the keywords were modified and

changed in regard to the subject. The overall areas of focus in the literature review were: Social innovation, Entrepreneurship and Design thinking. Additional articles were subsequently identified by looking through the reference lists of articles found interesting in the keyword search as well as reports provided by Plan regarding the subjects. Literature regarding methodology was mainly found through reference lists of already published master's theses as well as from recommendations from supervisors at the Faculty of Engineering at Lund University.

### 2.5.3 Qualitative interviews and focus groups

For interview as a collection method, the random selection of interviewed objects is in focus. However, for qualitative studies, the representation within the studied population is in focus. The interviewed objects are chosen from different categories in order to cover the population and different perspectives (Höst et al., 2006). Therefore, interview objects from four different categories have been interviewed for the purpose of this study:

- Ugandan female entrepreneurs (3 focus groups + 1 qualitative interview)
- Plan International Uganda local management teams and implementation partners (3 qualitative interviews)
- Plan International Uganda country management (2 qualitative interviews)
- Ugandan male entrepreneurs (1 focus group)

The first group was Ugandan female entrepreneurs, this in order to find out what challenges that affect their and other fellow women's ability to being an entrepreneur in Uganda. These interviews were carried out through 3 focus groups with 8, 5 and 7 participators each, and 1 single qualitative interview. The interviews were held using translators as the women did not speak English well enough. Before the interviews the translators were briefed about the questions and the expected outcomes to make sure they understood the purpose of the questions.

The second group consisted of local management teams of Plan International Uganda together with local implementing partners. This category was chosen in order to retrieve the local perspective on which challenges that female entrepreneurs face. These teams work close to the women in the field and are present during the implementation and work process of the development programs.

Third, two interviews were conducted with people from Plan International Uganda country management. *Shifteh Malithano, regional advisor Youth Economic Empowerment and Corporate Engagement*, were interviewed because of her managing role in the first phase of AWF in order to understand the program model

better. *Greg Lavender, Head of programs*, were interviewed in order to better understand development programs in general.

Lastly, a focus group discussion consisting of male entrepreneurs was conducted. This was in order to get the perspective of men on what challenges that women face in order to become entrepreneurs. The perception of men regarding the challenges added a contributing perspective.

The interviews and focus group discussions that were carried out were all using a semi-structured interview guide. Different interview guides were constructed for the interview objects in the different categories in order to address and cover the three research questions. All interview guides are to be found in appendix A. The interview guides were developed around three main themes related to the three research questions, below which related questions were developed, which is a procedure suggested by Bell (2006). Bell (2006), also emphasizes documenting interviews by either recording or taking careful notes. In this case study the interviews and focus group discussions were carried out in person. During the interview, one of the researchers leads the interview as the other took extensive notes.

#### **2.5.4 Categorising and analysing the data**

After conducting the interviews, through which making careful notes, the findings were transcribed into neat textual data. This excluding the ranking of challenges which instead were compiled in a spreadsheet in order to summarise them. To ensure the accuracy of the transcripts and that the conclusions were drawn on veritable data, the transcripts were shared with the interviewees in order for them to review and provide feedback (Höst et al., 2006).

The textual data were then categorised according to the three subquestions and summarised and shortened thereafter. This provided a preferable way to then analysing the results according to each sub-question. This was done by describing the findings, identifying recurrent themes as well as deviant answers. Through the analysis, the empirical results were benchmarked with the theoretical framework. The results regarding the challenges for women entrepreneurs were compared and sorted according to the PESTEL model provided in the theoretical framework.

## **2.6 Credibility of the research**

The credibility of a research can be ensured by addressing different perspectives. A research design is supposed to represent a logical set and statements so that the

quality of the given design can be judged. When using a qualitative case study, important areas to address are reliability, validity and transferability (Yin, 2009, Höst et al., 2006).

Reliability signifies how reliable the data collection and analysis are considering random variations. This means that the same results should be achieved if repeating the process. To ensure reliability, the data collection and analysis has been systematic and organised. The interviews were transliterated and the collected data was saved and ensured to be shareable if necessary. The research strategy and methods for data collection are described in detail in order for the reader to understand the circumstances. Discussions were held with the translators before the interviews and focus groups in order to make sure they understood the meaning and purpose of the interview guides.

Validity implies how to identify correct operational measures for the concepts being studied. It ensures that what is meant to be measured actually is measured (Höst et al., 2006). It was assured that the research design addressed the research questions in an appropriate way. In order to secure the relevance of the project scope, the interview guides were based on a thorough literature review. Additionally, different data collection methods were used in order to deepen the understanding (Carter et al., 2014). Furthermore, validity involves understanding how circumstances can lead to other conditions (Yin, 2009). To address this, a research framework was created and guided the report. In order to enable multiple explanations, the same interview guide was used for different interviewees. With semi-structured and open questions an understanding of the circumstances and challenges could be obtained. In addition, different data collection methods were used and that data was collected from different sources in order to gain various perspectives and achieve a broad understanding (Carter et al., 2014).

Transferability addresses whether the result of the study can be transferred to other context and the generalisability of findings. (Höst et al., 2006). When choosing a single case design there is a risk of low transferability (Yin, 2009). To address this issue, the context of the study is clearly described and explained, which according to Höst et al (2006) elevates the transferability. The Ugandan context, Plan and the program AWF are all described to give the reader a complete understanding of the circumstances. By showing the work process and the involved actors, the reader gives an idea of when the findings can be applicable (Höst et al., 2006).

The final results of the study got a positive reception when delivered to Plan International Uganda. They believed the results to have a good relevance for the development of A Working Future phase two, revealing interesting information for future studies. They further see the findings regarding social innovation and design thinking to have value that can be applied in other parts of the organisation, which strengthens the transferability of the results.

## 3 Theoretical framework

In this chapter, earlier research in the field of study is presented. The theoretical framework presents theories in the areas of social innovation, including design thinking and entrepreneurship, including affecting factors in the external environment. This will provide a foundation for the structure of the empirical findings and then be used when analysing the findings on how development programs can benefit from the use of social innovation and how this can help empower female entrepreneurs in Uganda. Within the section of understanding the external environment, the model PESTEL is presented which will be used to structure the findings on what challenges female entrepreneurs face.

### 3.1 Social Innovation

Social innovation is defined by Phillips Jr et al. (2008) accordingly: “A novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals”. The aim of social innovation is to produce sustainable and impactful social change (Phillips Jr et al., 2008).

The term social innovation can be traced back to the findings of shared value. Shared value refers to combining economic value with value for the society by looking at needs. Instead of social responsibility, shared value is a way to achieve economic success. According to Porter and Kramer (2011), there are three ways to create shared value success. By redesigning products and markets to meet the local needs, by redefining productivity in the value chain and by leveraging local community development.

#### 3.1.1 What is innovation?

The word innovation comes from the latin word innovare, which means “to make something new” which also follows through the different definitions of the well used expression. Tidd, Bessant and Pavitt (2005) assume innovation to be "a process of turning opportunity into new ideas and of putting these into widely used practice".

This similar to the definition made by Innovation Unit UK (2004) "Innovation is the successful exploitation of new ideas".

### **3.1.2 Innovating for the Bottom of the pyramid**

Solving problems in emerging markets and creating societal value in the developing world can be referred to as innovating for the bottom of the pyramid. The phrase "bottom of the pyramid" relates to the group at the bottom of the socio-economic pyramid, which is the largest and the most unprivileged group. The criteria for this group has been defined by C.K Prahalad as the people with an income of under one US dollar per day (Prahalad and Hart, 2002). Innovating for the bottom of the pyramid has been identified as a potential opportunity because such investments could both generate economic profit and contribute to decreasing poverty by social inclusion (Pervez, et al., 2013).

The relevance of engaging in innovation in developing countries is sometimes questioned for reaching long-term development goals. This is though usually because of a narrow view of innovation being just high-technology. Innovation in lower-technology sectors has many opportunities, this for example in high export sectors and agriculture. Agriculture in specific has a high relevance to innovation as it is addressing socioeconomic challenges and fostering growth at the same time (OECD 2012).

Innovations can facilitate grassroots entrepreneurship and help integrate marginalised groups in financial inclusion. This is usually done by either exploit of traditional knowledge such as agriculture or craftsmanship or to adapt modern technology that is affordable for most people, this such as mobile phones. Innovations born out of necessity often have a high value as they can help improve living standards more than higher technical innovations. Many groups at the bottom of the pyramid operate in a high informal sector, excluded from the formal economy with poor local services and inefficiency. If new technology innovations could enable these groups to become integrated into the formal economy these would help both to highly improve living standards and well-being, but also offer an opportunity for low-and middle income groups to share in the future growth dynamics (OECD 2012).

### **3.1.3 Critical components for implementing social innovation**

Moss Kanter (1999) states that social innovation can enable solving challenging problems and succeeding in business. Thorough knowledge of the market can be obtained and strong relationships with actors in the market can be built. However, in order to implement social innovation, a number of critical components are

recognised, which often are difficult to address. One of them is having a clear business agenda. In order to make a real difference, it is of importance to define which social needs that are supposed to be addressed and clarify how the agenda is connected to these. A second component is a connection to the local context and the user context. This since innovation is effective when ideas are coming from the user experience. A difficulty when connecting to the context of the users is to overcome cultural obstacles and be open to different ways of working and perceiving (Moss Kanter, 1999).

The importance of connecting to the user context is further described by Pervez et al. (2013). They argue that a significant problem for companies is to understand the local context and the parameters for value creation. An important factor is to treat the bottom of the pyramid as producers and entrepreneurs instead of customers in order to reach success. This group should be seen as self-sufficient with the ability to design and produce products both for their own market but also for bigger, more mature markets. A profitable business model can be generated where economic sustainability is created instead of only a rise up from poverty. Investing in skills and creating job opportunities instead of only selling to them can create a win-win situation if their products reach the developed markets.

Another important factor is the engagement with the community and the collaboration with strong partners that are willing to engage and are committed to change. Strong support contributes to ensuring sustainable and long term change instead of being wasted in isolated projects. Connections to committed partners with different fields of expertise can also enable access to lucrative and underserved markets (Moss Kanter 1999). Furthermore, successful collaboration between the bottom of the pyramid and companies can contribute to decreasing the poverty. A deep understanding of the different parts is needed to create trust between the bottom of the pyramid and the enterprises (Pervez, et al. 2013).

### **3.1.4 Social innovation in development organisations**

There are many organisations and development programs across the world that are trying to solve challenges in developing nations. Social innovation and its relevance to addressing these challenges have grown in the last years. All over the world, both governments and NGO's are developing strategies regarding social innovation. However, development organisations face several challenges (Dainiene & Dagiliene, 2016)

Social innovation has multiple dimensions, such as promoting health and security, reducing the impact on the environment and addressing gender inequality. Because of this, researchers and organisations encounter the challenge of how to approach measuring the value of social innovation. It is not enough for organisations to simply



implement social innovation. As policymakers and funders are interested in the value, there is also a crucial need for measurement. The results from social innovation are hard to predict. If the innovation level is high, the outputs become complex and risky. It is easier to address and promote measurable products that can be related to specific activities than societal outcomes that are hard to measure and relate to (Dainiene & Dagiliene, 2016).

Prescriptive requests for proposals from nonprofit organisations and their development programs are written by foundations. This makes program ideas come from the outside rather than the inside, which leads to that many nonprofit organisations are a lot less innovative. They have to define their strategies shaped by chasing funding which could mean developing other areas of focus in order to fit with the funding opportunities. This even though it is often the inside people that know the field and areas of needs best. Instead of focusing on the identified most important areas, foundations can shape the work of nonprofit organisations into specific areas and targets (Wyatt, 2015).

Davis (2012), discusses the importance of scaling social innovation and states that organisations in the social sector often find themselves standing against each other in the competition for funds. He means that the private sector model of model and acquisitions that leads to increasing efficiency rarely occurs in the social sector. This due to philanthropic funding mechanisms with short funding cycles, restricted project grants and also a focus on new rather than proven programs. He argues that there is often a tension between scaling social innovations and ensuring that the programs address the needs of local constituents.

## 3.2 Design thinking

Innovation and design have historically been implemented through a downstream approach. New ideas have been created internally, wrapped up by the designers to satisfy the customer segments and delivered to the market using advertising and smart communication strategies. Now, however, a new approach has enlightened the way companies work with innovation. Instead of using designers to make an already developed idea more attractive, the designers are asked to create the ideas and create them to meet the needs and desires of customers. This new type of methodology is what Brown (2008) calls design thinking.

In regard to social innovation, business challenges require systematic solutions that are based on the customer's needs. Design thinking can be used to cross the boundaries between profit, non-profit and public actors. Lately, not only profit-centered actors but also non-profits have begun to use design thinking to develop better solutions to social problems. Design thinking can allow social high-impact

solutions to emerge from below rather than being imposed from the top, this by working with the clients and the consumers (Brown and Wyatt, 2010).

Design thinking is described as a methodology to create innovation through a human-centered design ethos. The innovations are generated through a deep understanding of what the customer wants and needs. The designer matches the customer's needs with feasible technologies and business strategies in order to reach market opportunity (Brown, 2008).

### **3.2.1 The design thinking process**

The process of design thinking is described by Tim Brown (2008) as a set of cyclic activities that together form the continuum of innovation, activities that form a system rather than a predefined series of orderly steps. However, there are three steps, or by Brown described as spaces, that the project ultimately must pass through in the design thinking process. The steps come orderly but the project is to loop back through them during the process. Especially the two first ones and usually more than once (Brown, 2008).

The most crucial part of the design thinking methodology is the inspiration phase which is generally at the start of the design project. Here, the designers are to look for problems and opportunities that will motivate the search for solutions. The main idea is to look into the needs of the people. A traditional way of doing this is to ask people what they want, however this is rarely what creates the breakthrough innovations, as the people themselves not often know what they really would want and need in a deeper understanding. Brown uses the statement from Thomas Edison, "If you would have asked the people what they wanted they would have said faster horses, not a car". When applying design thinking the idea is instead to observe, to go out in the field and watch how the people addressed go through their daily lives. When working in an unknown social setting or culture, it is also important to work with local partners who can serve as interpreters and cultural guides (Brown and Wyatt, 2010). When trying to understand what problems or opportunities that exist questions could be asked as "What is the business problem?" "What are the business constraints?" and then observe what people do, how they think and what they need. Through this is can be valuable to for example involve different disciplines to get a broader view of the situation (Brown, 2008).

After field observations, the information found should now be gone through and distilled into insights that can lead to solutions and opportunities for change. This is done in the ideation phase where ideas are generated, developed and tested. Brainstorming is usually used as a method in order to come up with as many ideas as possible to test and compete them against each other (Brown and Wyatt, 2010).

The process of brainstorming usually iterates back into the inspiration phase and then again into ideation. (Brown, 2018).

Finally the ideas conducted will go from a project state into people's lives through implementation. The ideas are turned into concrete functional business plans and through using prototyping unforeseen challenges and unintended consequences of the implementation are suppose to be uncovered. This in order to achieve long-term success (Brown and Wyatt, 2010).

### 3.3 Entrepreneurship

To solve the issues of increasing unemployment, especially in emerging countries, entrepreneurship is argued to play an important role. It is critical that development strategies for these economies focus on the quality of growth, meaning growth that is sustainable, people-centered and inclusive. Entrepreneurship is here argued becoming an important source and driver for job creation (GEM, 2017a). It is further noticed that entrepreneurship is one of the few ways to support women in extreme poverty to gain income and independence, including a more active role in the community. The number of female entrepreneurs increase and show a larger impact across the globe and contribute to the growth of societies and national economies (GEM, 2017b).

#### 3.3.1 Definition of entrepreneurship

The definition of entrepreneurship varies among authors but connects to the same components. Joseph Schumpeter defined an entrepreneur as a person or organizational unit responsible for combining necessary factors (Fagerberg, 2003). Harvard professor Howard Svensson defines entrepreneurship as the pursuit of opportunity beyond resources controlled (Eisenmann, 2013). Professors Cuervo, Ribeiro and Roig defines the entrepreneur as someone who discovers and exploits opportunities or a creator who initiates and motivates the process of change. They further describe the entrepreneurial function to imply the discovery, assessment and exploitation of opportunities which in other words could be new products, services or production processes, new strategies and organisational forms and new markets for products and inputs that did not previously exist. They mean that the entrepreneurial opportunity is an unexpected and yet unvalued economic opportunity (Cuervo, 2007). The global entrepreneurship monitor (GEM) (2015) gives a more precise definition: Entrepreneurship is when you own or co-own a new business and have paid salaries or wages for at least 3 months and maximum 3,5 years. When investigating the definition of entrepreneurship, some different aspects of the meaning are to be found.

### **3.3.2 Aspects of Entrepreneurship**

GEM divides economies into three categories with different economic development: factor driven, efficiency-driven and innovation-driven. In factor-driven economies agriculture and extraction businesses are dominating. Natural resources and unskilled labor are important parts of the economy. In efficiency-driven economies, the production is more efficient and the economy more competitive. Innovation-driven economies are the most developed where businesses are driven by knowledge and the service sector grows. The total entrepreneurial activity (TEA) in factor-driven economies was almost double as high compared to innovation-driven economies (17 % vs 9 %). For these factor-driven economies, the early stage of entrepreneurial activity is the most common. In addition, Africa reports the highest level of entrepreneurial activity among youths with 16 % (GEM, 2017a).

The meaning of being an entrepreneur has different and changing perceptions. Educational programs and media tend to focus on small technology is driven, often equity funded businesses. However, the contribution to families and communities is easily forgotten or overlooked (GEM, 2017b). Entrepreneurs can be differentiated depending on the motivation reason. The term necessity entrepreneur refers to people becoming entrepreneurs because they have no other employment choice, as they are forced into entrepreneurship due to poverty. The other group is opportunity entrepreneurs. They choose to become entrepreneurs with the motivation to explore and develop an identified business idea (GEM, 2017a). It is stated that the greater level of poverty, the more necessity entrepreneurs (Langevang, Namatovu and Dawa, 2012).

In factor-driven economies, two thirds of the entrepreneurs are motivated by opportunity rather than necessity. For innovation-driven economies the corresponding number is 79 %. However, the societal value of entrepreneurship varies around the world. The 2016 GEM survey shows that Africa is the region with the most positive approach to entrepreneurship where 75 % of the adults believe that entrepreneurship is a good career choice. This can be compared to Europe where the corresponding number is 58 % (GEM, 2017a).

### **3.3.3 Women's entrepreneurship**

Over the last two years, the overall female TEA globally has increased by 10 %. Additionally, the gender gap, meaning ratio between women and men participating in entrepreneurial activity, has decreased by 5 % (GEM, 2017b).

The number of female entrepreneurs increase and show a larger impact across the globe and contribute to the growth of societies, thus being a potential source of both

economic and social development. Female participation in the labor force contributes to economic benefits such as making economies more resilient and decreases growth slowdowns. Additionally, the risk that a household loses all its income due to macroeconomic events decreases when the household income derives from more than one member (ILO, 2015). Compared to male entrepreneurs, female entrepreneurs are more likely to contribute to their children's education and health. It can also be noticed that entrepreneurship is one of the few ways to support women in extreme poverty to gain income and independence, including a more active role in the community (GEM, 2017b).

Regardless of economic level, men are more likely to participate in entrepreneurial activity. However, the highest female TEA rates are identified in the factor-driven economies with Sub-Saharan Africa as the region with the highest rate of female entrepreneurs. This also includes the highest rate compared to men. For every ten male entrepreneurs, eight women were engaged in an early stage entrepreneurship. For innovation-driven groups the same relation is six women. For all economies, the rate of necessity is higher for women than for men. However, female entrepreneurs in Sub-Saharan Africa have the highest rate of necessity entrepreneurial activity. Regarding education, in factor-driven economies, the likelihood of female entrepreneurs having at least a post-secondary degree is around two thirds compared to men (GEM, 2017b).

In the earliest economic development stages, the societal attitude towards being an entrepreneur plays a large part. The societal attitude covers general views on opportunity and perception of ability to start a business. With a greater societal support for entrepreneurship, the proportion of female entrepreneurs increases. Respect and admiration for entrepreneurs are more likely to have an encouraging effect on women than men. When it comes to capability perception, Sub-Saharan Africa has one of the highest rates among women (GEM, 2017b).

Despite the increasing female entrepreneurial activity, there are still some remaining challenges. Examples of these are the higher likelihood of necessity motivation instead of opportunity, higher rates of discontinuance compared to men and lower growth expectations. Existing entrepreneurship models are originally built by men. The approach that businesses owned by women should adapt to these models remain. However, family and work balance are often not included or addressed in the design of existing models (GEM, 2017b).

### **3.3.4 The external environment - PESTEL analysis**

The external environment for an entrepreneur affects the business, its activities and performances. In order to categorise and analyse the external environment, a PESTEL model can be used. The model collects and analyses information of

political, economic, social, technical, environmental and legal factors (Thompson and Martin, 2010). Key forces that affect the entrepreneur, both creating threats and opportunities are identified and addressed in order to understand the surrounding of the entrepreneur and its company.

The analysis involves two steps. The first step is to gather information and identify the current existing external factors that affect the entrepreneur and which external factors that can change in the future. When the information has been gathered, it has to be evaluated in order to take advantage of the opportunities and address the threats. It is essential to differentiate the factors that actually affect the business from the others. The analysis can be done when investigating the potential of a new market to enter (Rothaermel 2012). The difficulties and threats that are identified will be addressed significantly. The external factors that will be in focus for this study are shown in the table below.

**Table 3 External factors of the PESTEL-model**

<i>Political factors</i>	<i>Economic factors</i>
<ul style="list-style-type: none"> <li>• Government stability</li> <li>• Bureaucracy</li> <li>• Tax policy</li> <li>• Export restrictions</li> </ul>	<ul style="list-style-type: none"> <li>• Growth rates</li> <li>• Inflation/interest/exchange rate</li> <li>• Unemployment trends</li> <li>• Stage of business cycle</li> <li>• Credit availability</li> <li>• Monetary policies</li> <li>• Financial inclusion</li> </ul>
<i>Socio-cultural factors</i>	<i>Technological factors</i>
<ul style="list-style-type: none"> <li>• Health consciousness</li> <li>• Education level</li> <li>• Attitudes toward work and career</li> <li>• Attitudes toward saving and investing</li> <li>• Safety level</li> <li>• Religion and believes</li> <li>• Population growth rate</li> <li>• Sex distribution</li> <li>• Average disposable income level</li> <li>• Family size and structure</li> </ul>	<ul style="list-style-type: none"> <li>• Basic infrastructure level</li> <li>• Rate of technological change</li> <li>• Technology level in the agriculture industry</li> <li>• Communication infrastructure</li> <li>• Access to technology</li> <li>• Internet infrastructure and penetration</li> </ul>
<i>Environmental factors</i>	<i>Legal factors</i>

<ul style="list-style-type: none"> <li>• Weather</li> <li>• Climate change</li> <li>• Agriculture industry skills</li> <li>• Environmental law</li> </ul>	<ul style="list-style-type: none"> <li>• Discrimination law</li> <li>• Health and safety law</li> <li>• Employment law</li> </ul>
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### 3.4 Summary of theoretical framework

The theoretical framework has given an introduction to the two main areas Social Innovation and Entrepreneurship. Connected to these also theories regarding Design thinking and an analytical framework of the external environment.

Social innovation is defined by Phillips Jr et al. (2008) as: "A novel solution to a social problem that is more effective, efficient, sustainable than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals" Social innovation is also related to the expression "innovating for the bottom of the pyramid" which has been identified as a potential opportunity because such investments could both generate economic profit and contribute to decreasing poverty by social inclusion (Pervez, et al., 2013).

Moss Kanter (1999) states that social innovation can enable solving challenging problems and succeeding in business. However, in order to implement social innovation, she recognises a number of critical components. She discusses the importance of having a clear business agenda, having a connection to the local context and user context and engagement with the community as well as collaboration with strong partners that are willing to engage and are committed to change. The importance of connecting to the user context is further described by Pervez et al. (2013) who argue that a significant problem for companies is to understand the local context and the parameters for value creation. Social innovation and its relevance to addressing challenges in developing nations have grown in the last years. However, development organisations still face several challenges (Dainiene & Dagiliene, 2016). Prescriptive requests for proposals from nonprofit organisations and their development programs are written by foundations. This makes nonprofit organisations have to define their strategies shaped by chasing funding and develop strategies that might not fit their own strategies (Wyatt, 2015).

Design thinking is described as a methodology to create innovation through a human-centered design ethos. The innovations are generated through a deep understanding of what the customer wants and need (Brown, 2008). In regard to social innovation, lately not only profit-centered actors, but also nonprofits have

begun to use design thinking to develop better solutions to social problems (Brown and Wyatt, 2010).

To solve the issues of increasing unemployment, especially in emerging countries, entrepreneurship is argued to play an important role (GEM, 2017a). The definition of entrepreneurship varies among authors but connects to the same components. Joseph Schumpeter defined an entrepreneur as the person or organizational unit responsible for combining necessary factors (Fagerberg, 2003). GEM defines entrepreneurship as when you own or co-own a new business and has paid salaries or wages for at least 3 months and maximum 3,5 years (GEM, 2015). The meaning of being an entrepreneur, however, has different and changing perceptions (GEM, 2017b). Entrepreneurs can be differentiated depending on the motivation reason. The term necessity entrepreneur refers to people becoming entrepreneurs because they have no other employment choice. The opportunity entrepreneurs, on the other hand, become entrepreneurs with the motivation to explore and develop an identified business idea (GEM, 2017a). In order to categorise and analyse the external environment, a PESTEL model can be used. The model collects and analyses information of political, economic, social, technical, environmental and legal factors (Thompson and Martin, 2010).

The theoretical framework has hence described Social Innovation with theories regarding innovating for the bottom of the pyramid and design thinking related to it. It has further presented different theories and aspects of entrepreneurship and connected the PESTEL-model to analyse the external environment for an entrepreneur.



## 4 Empirical findings

*In this chapter, the results from the case study are presented. The chapter starts with an introduction of the Ugandan context and culture, followed by a presentation of different aspects of entrepreneurship. Thereafter the compilation of challenges found is presented as well as a mutual ranking of these conducted from the interviews with Ugandan women and girls. Following, the program A working future is introduced in its full context and lastly the results from the interviews regarding benefits and challenges with AWF are presented.*

### 4.1 Ugandan context and culture

Uganda is located in East Africa bordered by Kenya in the east, Sudan in the north, Congo in the west and Rwanda and Tanzania in the south and southeast (Statehouse of Uganda, 2017). The country has a population of 39 million of which around 28% lives in city areas. Since 1962 The Republic Uganda is independent and has a republic government with President Yoweri K. Museveni ruling since 1986. The country's main industries are agriculture and food processing (Embassy of Sweden, 2017). Since the end of the turbulent politics and armed conflicts in 1986 Uganda has successfully recovered and had a period of high growth and poverty reduction (World Bank, 2017). The economy has registered a growth rate averaging 6% and the share of population living in extreme poverty (less than \$ 1.90 a day) has reduced from 56% 1992 to around 20% 2017 (Embassy of Sweden, 2017).

Uganda has a growing and already very young population, where 80% of the population are below the age of 30 and 50% below 15 which gives the working population a very high workload (Embassy of Sweden, 2017). In 2015, the youth unemployment rate was, 18.4 %, including youths applying for jobs (UBOS, 2017). In addition to these unemployment figures, Uganda has a large informal sector and a high concentration of unemployment in low-paying and low productive agriculture. The labor market is characterised by acute underemployment especially in the rural areas (ILO, 2016).

### **4.1.1 Gender equality**

Gender inequality is persisting in almost all areas of development in Uganda. Cultural and societal norms are evident in the society. For example, choices regarding marriage and fertility are often determined by the husband (UNFPA 2017). The issue of sexual gender based violence is high, with 60% of the women having experienced violence. The major cause of domestic violence is power inequality between spouses and wife beating is widely accepted by both men and women across the country. Polygamous marriages at younger ages are common and the majority of the households are male headed. Furthermore, the unemployment rate among women are lower than among men. The majority of women in Uganda work with unpaid domestic work such as child caring and household tasks, this often remaining unseen in the GDP. The allocation of time to such unpaid work constraints women to participate in the labor market. This segmentation between household and market work reinforce the gender inequalities (UBOS 2013).

There are both legal and policy frameworks on the national level that address and promote equality and equal rights for men and women. The National Constitution from 1995 includes a national framework for protecting women's rights. Furthermore, the Employment Act was created by the Constitution in 2006 with the aim at providing protection for women and men in employment against for example harassments. The Second National Development Plan for the period 2015-2019, which aims at strengthening Uganda's competitiveness as a country, underlines gender issues as one of the key strategic challenges to work with in order to achieve the objectives. In addition, in order to address gender inequalities at government level and by all stakeholders, the National Gender Policy was approved in 1997 and then redesigned in 2006. This policy provides guidance and directions for implementation of all development programs with a gender perspective. However, despite the political and legal frameworks, the issues of gender equality are still severe. This due to that complete implementation of the frameworks remains as critical challenges (Immaculate Gitta, 2016).

### **4.1.2 Agriculture business**

The agriculture business is a core sector of Uganda's economy. It stands for almost a fourth of Uganda's GDP and engages around 60% of the population. Additionally, it enables growth for other sectors such as services and manufacturing. Because of growth opportunities within the sector, it has been given priority in the national development plan. The demand is driven both locally, regionally and globally. The sector is shattered and the dominant players are small farmers that combine farming for sustenance with cash crops (Government of Uganda, 2017).

For youths, agriculture is the dominant sector of employment. The high demand for agricultural products, both locally and globally, contributes to that agriculture likely will continue to be the dominant sector of employment for youths also in the near future. Despite the strong forecasting of the increasing opportunities and value of food on domestic markets in Africa, the opportunities are still unrecognised by most youths. They often do not see agricultural employment as a viable and profitable career (Brooks, 2013).

#### **4.1.3 Entrepreneurial activity**

In a report made by GEM, Global Entrepreneurship monitor, Uganda was ranked top entrepreneurial country in the world with 28 % of the adult population being entrepreneurs. GEM defines entrepreneurship as when you own or co-own a new business and has paid salaries or wages for at least 3 months and maximum 3,5 years (GEM, 2015).

Developing nations are dominating the list of top entrepreneurial countries and this by GEM suggested due to that the people in these countries just have to become entrepreneurs. There are weak and less settled markets that do not have enough opportunities for standard jobs. To analyze your local market and find a space for yourself might be the only path to survival and stability (Hay, 2015). This applies very well to Uganda. Ugandans are said to be opportunists by nature but the high figures of entrepreneurial activity often comes from a dearth of other options as there are 400 000 young people entering the job market every year and this for a mere 9000 jobs (Patton, 2016).

## **4.2 Challenges and constraints for female entrepreneurs in Uganda**

To identify what challenges and barriers that exists for women in Uganda to become entrepreneurs, a desktop research was initially conducted. From different independent sources a large number of different challenges were found that according to the authors hinders women in their struggle to work. In order to organise and categorise the found challenges, the PESTEL framework was used. From this initial mapping (table 4.1), a compilation was conducted to summarise and put together what seemed to be the most important challenges (table 4.2). This in order to have a clear material to use in the field and the compilation was hence the one used during the field research.

### 4.2.1 Mapping of constraints and opportunities

The identified challenges found in the initial desktop research from different sources are categorised and summarised in table 4. Thereafter, the conducted compilation of the challenges is presented.

**Table 4 Mapping of challenges and opportunities for female entrepreneurs found through the initial desktop research**

<i>Political factors</i>	
<i>Constraints</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> <li>• Corruption exists, people in positions of responsibility asks for bribes before giving a job</li> <li>• Need to enforce implementation mechanism of the laws and policies in place (Immaculate Gitta 2016)</li> </ul>	<ul style="list-style-type: none"> <li>• The government of Uganda has established frameworks to promote gender equality, like the National Gender Policy and National Equal opportunities Policy</li> <li>• The National Development Plan II recognises gender equality as a key area for national development (Immaculate Gitta 2016).</li> </ul>
<i>Economic factors</i>	
<i>Constraints</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> <li>• Work is primarily seen as a survival strategy than an approach to accomplishment and empowerment</li> <li>• The private sector has not yet been engaging in gender mainstreaming (CP, 2016)</li> <li>• Women have limited access to credit facilities</li> <li>• Difficult for women to acquire loans due to lack of access to resources (Immaculate Gitta, 2016)</li> <li>• Limited contact with other actors in their value chains regarding payment and transactions</li> <li>• Few women have bank accounts</li> <li>• No transaction history is kept</li> <li>• Only access to community money (Plan, 2017c)</li> </ul>	<ul style="list-style-type: none"> <li>• The private sector is an important stakeholder for creating economic growth and improving living conditions (CP, 2016)</li> <li>• Saving groups enables low-risk loans and access to financial service</li> <li>• Savings groups helps to build stronger financial and leadership skills, in particular for young women (Plan, 2014)</li> </ul>

<i>Socio-cultural factors</i>	
<i>Constraints</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> <li>• Women are seen as weaker and more inferior than men</li> <li>• Family responsibilities and commitments hinder women from occupying top and good paying jobs</li> <li>• Women are depending on family members for financial support</li> <li>• Boys are given higher priority for schooling, education levels for girls are lower</li> <li>• Sexual harassment is used in order for girls to get employed</li> <li>• Husbands want to supervise and spend the money women work for and earned</li> <li>• Working women are harassed by men when they earn more</li> <li>• Most women works with low paying, non-professional jobs such as hair dressing, housemaids, shop attendants and cashiers</li> <li>• Communities are mostly patriarchal, men own the properties, make decisions and control the money</li> <li>• A lot of women suffer from low self-confidence and self esteem</li> <li>• Work is perceived only from a survival point of view and not as a financial and growth opportunity</li> <li>• Negative community perceptions of a working woman</li> <li>• Lack of reading skills leads to people not knowing their rights and what they are entitled to</li> <li>• Young women lack negotiation skills compared to men (CP 2016)</li> <li>• Women lack control and access to resources (Immaculate Gitta 2016)</li> <li>• Strong perception on what jobs that are suitable for men and women</li> <li>• Early marriages are common</li> <li>• Bribery and corruption at the workplace</li> <li>• Work restrictions from husband or family (Plan, 2017c)</li> </ul>	<ul style="list-style-type: none"> <li>• Attention for gender equality and increased access to education</li> <li>• Working women are generally seen as achievers and respected (CP 2016)</li> <li>• Marriage forms and practices are changing, more individual arrangements are emerging (Immaculate Gitta 2016)</li> <li>• Policies are in place to prevent women for marrying young (Plan, 2017c)</li> </ul>

<i>Environmental factors</i>	
<i>Constraints</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> <li>• The seasonal nature of work is affecting the agriculture business</li> <li>• Long distances to available work (CP 2016)</li> <li>• Agriculture is seen as low status and youth are not interested</li> <li>• Irregular rainfall that are not following seasonal patterns</li> <li>• Frequent dry spells</li> <li>• Difficult to meet emerging quality and hygiene standards (Plan, 2017c)</li> </ul>	<ul style="list-style-type: none"> <li>• Agriculture is the largest employer and has increasing opportunities for increased value (Plan, 2017c)</li> </ul>
<i>Legal factors</i>	
<i>Constraints</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> <li>• Limited knowledge about existing labour laws and policies for gender equality</li> <li>• Weak implementation of existing gender and labour laws (CP 2016)</li> <li>• Difficult for young people to keep track of regulatory changes due to limited contacts or access to resources (Plan 2014)</li> </ul>	<ul style="list-style-type: none"> <li>• The Constitution of the Republic of Uganda includes a legal framework for equality and outlaws discrimination (CP 2016)</li> <li>• The Employment Act aims at protecting workers against harassments at work (Immaculate Gitta 2016).</li> </ul>
<i>Technological factors</i>	
<i>Constraints</i>	<i>Opportunities</i>
<ul style="list-style-type: none"> <li>• Poor access to technology and internet connection</li> <li>• High cost of mobile ownership in proportion to income</li> <li>• The technical literacy in Sub-Saharan Africa is among the lowest in the world</li> <li>• Lower coverage than the global average</li> <li>• The likelihood for a woman in Africa to own a mobile phone is 13 % lower than for a man</li> <li>• The gender gap for internet usage is more significant than for mobile phone ownership (GSMA 2017)</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile internet adoption continues to grow rapidly</li> <li>• The mobile technology can help address social challenges</li> <li>• Mobile money increases financial inclusion</li> <li>• Mobile delivering innovative new services and apps</li> <li>• Mobile operator APIs provide opportunities for users without internet connectivity such as messaging, billing and location (GSMA 2017)</li> </ul>

## 4.2.2 Compilation of the challenges

Based on the mapping from the desktop research, a compilation of the most important challenges was conducted and is presented in table 5 below. The challenges are still categorised using the PESTEL framework.

**Table 5 Compilation of the challenges found through the desktop research (Axelsson & Nilsson, 2017)**

<i>P</i>	Political challenges (dealing with authorities, instability and tax policies)
<i>E</i>	Limited access to finance and saving possibilities
	Handling payments and transactions
	Bribery and corruption in the value chain/working environment
<i>S</i>	Underinvestment in education and health
	Cultural and social norms and gender related stereotypes (ex: Negative perception from family and community)
	Limited access to social networks, mentorship
	Lack of employability and business skills
	Responsibilities at home, to combine business and family
	Sexual harassment
	Low self confidence
	Work restrictions from husband or family
<i>T</i>	Limited access to and knowledge of technology and internet.
<i>E</i>	Seasonal nature like rainfall and dry spells
	Difficult to find work close to home
	Meeting quality and hygiene standards from value chain partners
<i>L</i>	Poor implementation of weak and unfavourable laws

## 4.2.3 Interview results

In order to understand which of the challenges that are affecting the ability for women to become entrepreneurs the most, the interviewed groups of women were asked to rank the compiled challenges. This according to their perception of the level of affect these have on their possibilities of becoming or work as an entrepreneur. The results for the ranking is shown in table 6.

#### 4.2.3.1 Women's' perspective of the challenges

**Table 6 Ranking of the challenges for women, from the interviews with women**

<i>Challenge</i>	<i>FG1</i>	<i>FG2</i>	<i>FG3</i>	<i>SI</i>	<i>Average</i>
Political challenges (dealing with authorities, instability and tax policies)	1	1	1	2	1.25
Limited access to finance and saving possibilities	3	3	3	3	3
Handling payments and transactions	3	3	2	1	2.25
Bribery and corruption in the value chain/working environment	1	1	2	2	1.5
Underinvestment in education and health	2	3	3	3	2.75
Cultural and social norms and gender related stereotypes (ex: Negative perception from family and community)	1	1	2	3	1.75
Limited access to social networks, mentorship	3	3	3	3	3
Lack of employability and business skills	3	3	3	2	2.75
Responsibilities at home, to combine business and family	2	2	2	2	2
Sexual harassment	2	3	3	3	2.75
Low self confidence	3	3	3	2	2.75
Work restrictions from husband or family	2	3	3	3	2.75
Limited access to and knowledge of technology and internet.	3	2	3	3	2.75
Seasonal nature like rainfall and dry spells	3	3	3	3	3
Difficult to find work close to home	3	3	2	2	2.5
Meeting quality and hygiene standards from value chain partners	3	3	3	1	2.5
Poor implementation of weak and unfavourable laws	1	1	1	2	1.25

0-1,5	
1,5 >= 2	
2 >= 2,5	
2,5 >= 3	

The results from the ranking showed that some challenges were considered much more affecting than others. In some cases, the interviewed groups had different opinions, however, mostly their answers corresponded to each other. Political



challenges were in most cases not something that the women feel affected by. Only FG3 mentioned that they sometimes encounter difficulties when the local government is involved in unfavourable decisions regarding who is to be hired by a company.

Challenges related to economical factors were generally considered higher affecting and in particular limited access to finance and saving possibilities. This challenge was by all groups considered as an issue that to a large extent hinders their abilities to start a business. FG1 stated that as a woman you usually do not have access to your own money and do not know how to save, either because you are too poor, could not get any securities or simply do not have the knowledge of how to. FG3 further described how this challenge affects them as women.

*When you want to take a loan, for example to expand your business, you could try at finance institutions. These however always ask you for actions that you could not possibly produce, things they would not ask a man for. Another option would be to ask an elder person in the community to stand behind you as a security of the loan, but they usually says no because they have no belief in women.*

- FG1, female beneficiaries

Further, for the challenge of handling payments and transactions, the perceptions of the groups were scattered. For the women who were mostly in the agriculture business, the transportation of harvested crops and payment system for this affect them a lot. According to both FG1, FG2 and S1 it is very costly to transport the crops to the market or the buyer and a lot of money disappears through middlemen who takes their share, taking advantage of the fact that the women has no other options. Upon that, the payment sometimes comes first weeks later. Another issue is the handling of cash, as a woman is vulnerable of being attacked and harassed when carrying money around. The third economic challenge, bribery and corruption in the value chain, does not happen very often, however some of the groups had seen it a couple of times.

Related to socio-cultural factors, there were many challenges that were considered affecting them as women. For underinvestment in education, everyone agreed this is a highly affecting challenge for girls in Uganda. They all stated that girls do not get the same chance of accessing school and many drop out before finishing, not getting the same chances as boys. FG3 explained that it is usually due to family's perception.

*The families do not support girls education because they believe that the girl soon will get married and that means that she will leave for another home which she will instead support. Because of this, it is a waste to invest in her school fees and better to invest in the boys who till serve the own family*

- FG3, female beneficiaries

According to all groups, this further leads to that the challenge “lack of employability and business skills” also becomes highly affecting. Very few women get the chance to learn the business skills for running a business effectively. Continuing, limited access to social networks and mentorship was also considered highly affecting the ability to work. All groups explained that women are usually not allowed to participate in networks or meetings by their husbands. Some also mentioned the fact that they are economically weak and do not have the possibilities to leave the household for commuting to nearby towns for networks or meetings. FG3 stated that they usually are restricted to socialise just with fellow women. The reasons of this challenge leads into the next one stated to highly affect the women’s abilities of becoming entrepreneurs, “work restrictions from husband or family”. For all groups it was clear that the restrictions from husbands is the most affecting. FG2 explained that if the husband allows you to go to work, you mostly do not get to keep your earned money for yourself, instead your husband takes it as he is in charge of the household. FG3 explained how the perceptions of the men hinders them from work.

*In the rural settings in the community many men spend their time on drugs and alcohol and they have high restrictions on their women. The husband do not allow her to leave the home for too long, because then there is a risk that she gets ideas from outside that will challenge him, or she will be taken by another man.*

- FG3, female beneficiaries

The groups stated that restrictions from the fathers also are to be seen. Further, the challenge of “low self confidence” was by all groups considered to be a problem. In particular FG1, FG2 and S1 all agreed that this challenge hinder women to speak up and even believe that they have the possibility to earn their own money. They said that most women stay quiet if they would attend meetings and similar activities in the communities. For the challenge “sexual harassments” all groups said that examples of this exists. Some stated in a larger extent than others, however they all agreed that it do affect many women’s possibilities of getting into the labor market and if they are already in there, these problems affects their safety and health when working. S1 gave the example of women not having the possibility to become a chairman of the saving groups or other leading positions in the community. The women in FG3 explained that male customers at the hotel as well as the hairdresser forced them to do things which put them in danger. If they do not follow the commands, customers can try to hurt their businesses. Within the socio-cultural frames, only two challenges got a low ranking. The challenge “cultural and social norms and gender related stereotypes” were by FG1, FG2 and S1 stated not to be seen in their communities any more. They meant that this was an issue for their mothers and grandmothers but not for them. FG3 however ranked the challenge

high. They meant that there are norms of girls not being permanent residents of the house so they are never consulted when there are issues, nor are they considered allowed to own or inherit land. They also mentioned the issue of girls not getting school support because of the perception of “wasted money” as a cultural norm. The last challenge ranked relatively low was “responsibilities at home, to combine business and family”. Most groups meant that they have learned to combine business and family and that it is just about time management. Only FG3 stated that they sometimes encounter issues with work as they have to take care of sick family members or go and harvest crops for the household.

Continuing to challenges within technology, this was stated as highly affecting by the women. They all mentioned the lack of knowledge and access to technology within agriculture, to support their farming activities, as well as within mobile and internet. FG2 mentioned lack of knowledge in how to sow, breed and harvest in the most effective ways, as well as access to tools for the mentioned activities. They are in need for more information within farming skills to enable lucrative agricultural business. S1 added that she would need both knowledge within and access to water pump technologies. This she meant, is an issue for most farmers, effective watering opportunities. All women also agreed on their need of higher access to mobile and internet technologies. FG3 said that they have no knowledge at all for that but that they think it would be good for their networking and working abilities. FG1 and S1 explained that mobile phones are not very common for women to have access to however that these can help them a lot. Mobile money transfers is getting more and more common in the rural areas and this is a way for the women not having to handle cash, which makes them vulnerable.

For the challenges related to environmental issues, “seasonal nature like rainfalls and dry spells” were considered most severe in how much it affects them. This mostly when looking at the agriculture business. For the challenge “difficult to find work close to home” the groups had somehow divided opinions but in summary it was considered affecting them quite much. FG1 and FG2 agreed that this is very difficult. They further said that they have a hard time transporting to other places, both because of time and to household tasks. It is also hard in the agriculture business. Even if they can farm the crops close to home they have a hard time to manage the transportations needed to sell them, which becomes either too time consuming or too expensive. FG3 however meant that it differs. For some women, if they get the chance, they prefer having work far away from home as this means that they can escape their families’ watch. Because if the family realises your capabilities, they said, they would take your earned money to the household and you would not get to keep anything for yourself. The last environmentally related challenge, “meeting quality and hygiene standards from value chain partners”, was also considered affecting quite much. FG1 explained that the women have a little knowledge in standards and price settlements in the agriculture business. In order to

get a lucrative business and not just sell in the local community this is highly needed. They could for example harvest their crops, thinking that the standards are met, and after transport to buyers high shares are filtered away in several steps in the value chain and they get paid very little. FG2 and S1 mentioned the similar. FG3 says that even if they put a lot of effort in quality, the men are doing the quality assurance and the prices are always lowered as the buyer comes, so they feel there is in vain to try to produce with high quality.

For the challenge regarding the legal environments the answers were the same as for the political. The women do not feel that this is affecting them in any high extents.

#### *4.2.3.2 Additional perspective of local management and partners*

In order to get a broader perspective on the challenges that women face, a number of interviews were also conducted with local management teams of Plan International Uganda's different program units and local implementing partners. These are people who has been involved in setting up and implementing several YEE projects throughout Uganda and therefore has knowledge within the area.

Regarding the political and legal perspective, LM2 confirms that there are many existing laws and policies aiming at addressing gender and women's rights, however the implementation part is poor and the information does not reach the women.

*When you interact with young females, they are not aware of their rights. If they feel that they are treated in a wrong way, they do not dare to speak up. They feel like it is bad luck and move on. When their rights in fact are being addressed, they believe someone is doing them a favour.*

- LM2, local management team

For handling payments, price fluctuations contributes to challenges according to LM1. Limited knowledge about timing and seasons leads to that the beneficiaries do not know what price to expect and reasons behind the changing demand. An example is that during the winter in Europe there is a bigger demand due to limited capability to farm locally. Furthermore, LM1 describes the issue of limited access to finance and savings for women. In a savings group, everybody can take loans, but men are usually able to borrow for bigger and more expensive assets. The issue of credit history in order to take loans from banks and financial institutions remains critical.

*In one of the savings groups, there was a woman who was saving for starting a business. But after a while, the husband used her saved money to help him take a bigger loan for his own business.*

- LM1., local management team

The challenges mentioned by the local management teams and implementing partners are clearly mostly connected to social and cultural issues. The gender stereotypes are deeply rooted in the culture. LM2 refers to how a girl and a boy are differently raised. Already in very young ages, the boy is taught to be the leader and the girl encouraged to help and serve the boy. LM1 stresses the challenge of men's perception of women's rights, and the issue of gender based violence is mentioned by all teams. According to LM1, this is much due to lack of information and understanding. IP mentions that the violence can be a result of a woman starting to bring money to the household economy and therefore receiving more financial power. This behaviour is not accepted by all men and can even lead to that the man leaves her and marries another woman. In addition, men have restrictions on when women can go away from home and are denying them the chance to interact in different groups. Apart from restrictions, women also have many responsibilities to address. They are responsible of taking care of the family as taking children to school, produce and cook food and collecting water. Early marriage or pregnancy are two reasons that contribute to the issue of limited access to education for women. The parents have restrictions regarding marriage and the issue of early marriage is widely spread, according to the IP. In addition, the families often support boys in favour of girls to go to school. The girls will instead work to support the education for their brothers. While in school, the girls are facing support systems for example menstruation.

*The gender balance is equal in the lower levels of education. But for every step, the rate of girls decreases. In the highest level, only around 10-15% of the girls remain. Even for these that finish school, not all will go to work. Some husbands will require them to stay home so in the end only around 8% will start to work.*

- LM2, local management team

Access to assets and land is another challenge that is mentioned by all teams. LM1 states that access to land is a general challenge for all youths due to an increasing population. However, it is worse for girls since they are not allowed to own land. According to one of the IP, this can lead to that when a woman is farming on hired land, the owner can come and demand the crops because he owns the land. In addition, LM2 pointed out that women are never favoured when it comes to heritage of land. For example, in case the husband dies, the wife will not be able to take over the land.

The perception from both women and men on which activities and crops that are suitable and acceptable causes a lot of challenges. LM1 explains that women are often employed in less payed value chains. For valuable value chains, the men make the women believe that the work is too hard and has to be carried out by men. Even

if a woman wants to farm hot peppers, the man can still say “no, not in my land”. The IP also confirms that it is mainly men who produce high value crops. They further explain the inequalities in the agriculture value chains. Women do the production and harvesting, then men take over and sell the crops. The lack of negotiation skills contributes to women struggling with selling, marketing and decision making. In addition, there is lack of trust of women’s authenticity, it takes a longer time for them to be trusted by customers.

*The women are usually very hard working, still they can have the perception that they are not capable of doing certain activities or taking certain courses due to social and cultural norms. They can say “that course is not suitable for me”, even though they are interested in the subject.*

- IP, Implementing partner

Regarding technology, the problem according to LM2 is the lack of knowledge. During skills training, it is often the man who comes to the meeting while the woman stays at home. Because of this, the women do not access the same education skills. The access to information is also dominated by men. The information from news and radio is chosen based on preference of what the man is interested in.

#### *4.2.3.3 Additional perspective of male entrepreneurs*

Focus group discussions with male entrepreneurs were held in order to get a broader perspective of what challenges the women face and the perception of these from men. The men are part of mixed VSLA groups and have participated in the YEE projects together with female entrepreneurs. According to the men, they did not feel like they got any derelated to gender and equality in the AWF program.

According to the focus group, the main challenge that differs between men and women is that women lack the same amount of energy and strength as men. The women just could not do the same work as the men. They had difficulties with carrying heavy bulks. In addition, the women also had other responsibilities and tasks to do at home so they could not always be present.

*It is impossible for a women to be equal to a man. The women does not have the same energy level.*

- FGM, male beneficiaries

## 4.3 Conducting development programs

From the interviews with Plan’s Program manager some general challenges with conducting development programs in developing nations were discussed and

identified. Lavender (2017) initially described how the developing sector in general in the last decade has started to shift from a focus on what he calls “needs” to “rights”. Before, the development organisations and NGOs had more of a “hand-out” strategy. They saw it as their mission to help people with their daily *needs*, as having food and water, a house to live in, going to school, etc. And this by supporting them with money collected through different funding opportunities. As time evolved, this was however not seen to create change in a scale large enough, why the *rights* based approach started to evolve. The new approach has a larger focus on the human rights and how to apply these in all parts of the world. This means a stronger focus on developing the whole system, often on a governmental level and by this changing and shaping the society as a whole rather than individuals. This is united in the whole sector though the UN human rights. Lavender however also stressed that the sector is not easily changed and it takes time to implement a new mindset.

Looking into challenges of conducting development programs Lavender stresses that it is important with a clear and articulated strategy in order to not be pushed around, which could be hard for smaller NGOs in particular. Most actors in the development sector have their own interests and strategies, this including the donors who then often has severe restrictions to their funds. It therefore becomes a challenge to combine the donor’s restrictions with the company’s own strategy or the strategy of a specific program, and you must prepare to compromise (Lavender, 2017).

*If you see an opportunity from the donor, you know that it will be a like a dance, there are always some give and take in order to come together.*

- Greg Lavender, Head of programs

He further states that the employees of the NGO often need to spend a lot of time pleasing the donor, which is not what the management would prefer their staff to spend time on. They want to be driven by their beneficiaries, not by the donors. The accountability should be driven upwards rather than downwards.

Regarding challenges with measurements of the outcomes of development programs Lavender explains that this can be a challenge, especially to balance what the donor is interested in and what the own organisation want to measure. In order to please the donor you have to be reporting to their specific organisation’s factors and measurements, and this is usually not negotiable.

## 4.4 The program A Working Future

In the following section the development program A Working Future will be fully described and also the findings on what challenges it managed to address and not. The introduction to the program starts with a background to the project and its objectives, further describes how it was conducted with important design parts and finishes with a description of factors that made the program successful. These findings result from documentations of the project as well as complementing interviews with program managers. The findings on what challenges that were addressed and not are thereafter presented, this as results from the interviews with the women and are hence based on their perceptions.

### 4.4.1 Introduction to the program

Plan International is an independent humanitarian and development organisation that advances children's rights and equality for girls all over the world. They work to drive changes in practice and policy at local, national and global level (Plan, 2016). Plan International has been active in Uganda for 25 years. The AWF program is included in the area of Youth Economic Empowerment, which is one of Plan's priority areas in Uganda. The others are Maternal and child health, Primary Education, Child protection and Water and sanitation. The different areas have resulted in a variety of different projects in the country. Plan International Uganda operates in seven different districts and has 35 local partners that support reaching the goals within the different areas (Plan, [ca. 2017]).

Plan International Uganda's program A Working Future started in Uganda in 2012 and was born out of a desire to identify new ways to support youth economic empowerment, due to the high unemployment rates in Uganda, and at the same time find innovative methods to collaborate with the private sector. It was an initiative in cooperation between Plan International Uganda, Plan International Sweden and Accenture, who together developed the project. The project was funded by Accenture, Sida and Plan International Sweden (Accenture, 2016). The program was set up with 12 327 youths participating and lasted until June 2016 (Plan, 2016).

#### *4.4.1.1 An initial inception phase*

In the initial approach for the program there was a focus on formal employment for the youth. However, this was questioned during the feasibility study, so called inception phase which was conducted during six months between Plan and Accenture. This was due to the need of getting a deeper understanding of the market and local context, The study was made to identify a suitable program approach for the Ugandan market in order to create a successfully sustainable program (Malithano, 2017).



The primary idea of AWF was to create synergy between the private and development sectors which was a mutual objective between the three organizations involved, Plan International, Accenture and Sida. All parties understood and agreed that one of the main purposes of the project was to prove its concept of cross-sector collaboration (Accenture, 2016). The idea to conduct an inception phase was decided to be part of the proposal in the application for funding and this was accepted. This was a concept new to Sida and rather unusual as the funding institutions generally want to issue their funds to projects that has clear, already developed program plans, and not to this type of feasibility study (Malithano, 2017). However, it was argued that, if the objectives were not achieved, the effort would not be done in vain because of the attempt to do something unique and lessons learned would be valuable for finding a new approach in the future (Accenture, 2016).

That regular mind-set and processes of funding institutions is, according to Malithano (2017), something that is ought to be changed as this type of feasibility study gives a large possibility to any project to create a stronger and more anchored programme than one proposed through perceptions and beliefs of the context.

*“There is so much funding handed out to projects that after execution end up in what has been called the pilot graveyard. This usually as they were not enough anchored in a real context.”*

- Shifteh Malithano, Plan International

The inception phase lasted for six months and was conducted primarily by Accenture Development Partnerships (ADP) together with Plan (Malithano, 2017) but also involved civil society organisations, local government, the private sector and youth to further safeguard that the strategy adopted was an appropriate one. These key stakeholders were from the beginning invited to help develop the program which enabled the development of a program that was relevant to the needs of the beneficiaries (Accenture, 2016). The two main aspects investigated were the needs of the youth and the needs of the market. These were then supposed to be matched together to create sustainable employment offerings, to find opportunities that might not have been considered otherwise. The work resulted in a unique program model in Plan International's YEE work (Malithano, 2017).

#### *4.4.1.2 The program's key components*

Plan International Uganda has since long conducted different programming to strengthen the Ugandan youth and address the youth unemployment. These has included establish VSLAs, complete life skills and entrepreneurship training, as well as initiating job placement for youth. However, AWF was the first project that

decided to bring all these components together. They could then combine the gains of each component to enhance the overall benefit. Upon this, private-sector partnerships were included in the framework to create long-term, sustainable employment opportunities (Accenture 2016). A number of key components were developed from the findings of the inception phase.

### **Three suitable employment paths**

The results from the inception phase evolved three different employment pathways that were to be offered to the youth. The initial focus on formal employment was ought to be large but in the end came down to only 2% as this opportunity was not as high as expected given the local context and lack of formal job opportunities in rural Uganda. The other two pathways were decided to be producer groups and micro franchise where the first meant agriculture in groups and the latter to be a seller of consumer products for a bigger company (Malithano, 2017). The idea of linking the youth to agricultural value chains and entrepreneurship fitted perfectly in the Ugandan context. The market assessment found viable enterprises and labour market opportunities that set the foundation for the private sector partnership development (Accenture, 2016).

### **The use of private sector partnerships**

One objective of the project was to include the private sector in more beneficial ways. Previously, the private sector was mostly approached as possible donors of funds or other giveaways. This was not giving the companies any long-lasting benefits and the engagement finished after the project ended and the funds were used. The project was therefore aiming to find new ways to collaborate to generate shared value for all parties involved (Malithano, 2017). The needs of the private sector was therefore further explored, mostly looking at how a company could be brought on to serve as the conduit for youth to move from subsistence farming to commercial farming. It was decided to partner with the Ugandan production company KK fresh Produce Exports Limited who had access to the growing European market for chilies and hot peppers which was an excellent fit for the manpower that AWF was suppose to give access to. For the micro-franchise pathway, a partnership with Mukwano Group of companies was established (Accenture, 2016) who had a need of getting their products out to a market segment hard to access (Malithano, 2017).

### **Changing the mindset of the youths**

Realising that there could be a big opportunity to develop job opportunities from the need in the private sector created a new mind-set in the program. Looking into agriculture, which is one of the largest employment opportunities in Uganda, this was not an employment path that the youths would wish for as they have seen their parents not lifting themselves out of poverty when working in agriculture. The youths rather wanted white collars jobs or to do something different as become

video-makers, hairdressers or taxi-drivers. However, as needs for production of specific lucrative crops were found, a decision was made to try to change the mindset of the youth. The program would focus on providing the participants with information on how the agricultural business could be lucrative just looking beyond their original perceptions (Malithano, 2017).

### **Financial inclusion**

Another challenge for the poor Ugandan youth is the lack of possibility to enter the formal banking system. They do not have the assets to open a bank account and no possibility of taking loans. This makes it difficult for them to find the initial capital for starting a business. To solve this issue, AWF used savings groups as a platform for financial inclusion. The groups first served as a platform to teach the youths financial literacy, and then they allowed them to create a common savings account, where each member put in money and were then able to ask for loans. This was initially made through a cash system with savings in a box and hence no connection to a bank or savings account. This was ought to be changed by the program management as a cooperation with Airtel Uganda, a large mobile operator, was made. Airtel together with Grameen Foundation built a digital platform that enabled the youths to save in a group, with one account, through so called mobile money transfers. The platform was connected to several banks so the groups could decide which bank to choose for their savings. This was both intended to support the safety of the savings as no cash was needed, and also allow the youth to be included in the financial system and in the extension get their own credit history in order to take bigger loans. However, not all groups managed to come this far as it became quite an excessive process to set up the account.

#### *4.4.1.3 The program model*

The design and approval of the program took about 15 months. After that the implementation started and the program lasted for 2,5 years from January 2014 to June 2016 (Accenture, 2016). The program targeted a total of 12000 youths aged 15-25 years old, focused in two districts in eastern Uganda (Plan, 2016). This section will describe how the program was designed and implemented.

The program has its foundation in savings groups also called VSLAs (Village Savings and loans association). These are groups formed in smaller villages or communities as a way to gather the population in order to enable the ability to mobilise savings, this usually in communities with low income (Plan, 2014). AWF used already formed savings groups as well as creating 200 new ones (Malithano, 2017), together creating a number of 430 groups. As the program addresses youth the savings groups used were formed by youths only. The savings groups constituted the foundation to provide increased access to financial services and were used as the platform to teach critical skills required for the different employment pathways (Plan 2016).

The program was made up of 5 stages where the first stage was about creating awareness of the program and its benefits to the communities. Local trainers were used to go out in the villages to inform and educate the youths about the value of the program. In the next stage the new saving groups were formed, each with around 25-30 participants. The groups were then provided training and support in the tools necessary for the program and they were also educated in financial literacy. In the training, a small part was dedicated to gender awareness which included making the groups aware that both women and men could participate and how that could gain the household. The groups further decided on the premises for the saving. The third step included the core skills building with training in life skills, entrepreneurship and further business skills needed, done by local experienced partners. After getting the skills training, the fourth step was about deciding what employment pathway the youths wanted to take and they were here further informed about the different options and their benefits. Depending on the choice they then got further education within the specific pathway and thereafter they started with their new job (Malithano, 2017).

#### *4.4.1.4 Conclusions of the program*

The program model proved to be very successful with an outcome that could not have been hoped for. 99 % of the youths participating in the program were employed and the average monthly income of the youths increased by 621 %. The program managed a 39 % increase of youth above the poverty line and surveys showed that 95 % of the participants felt more empowered (Plan, 2016). The program also did manage to reach a large number of women. However, as the program did not have any goals allocated to gender equality, this was not a focus in the implementation.

In the evaluation of the program and the whole project, a number of factors were concluded to have had a big impact on the great results. Three main success factors were found in the final evaluation:

#### **Being able to adapt to the local context**

The inception phase was the enabler of this success factor. The feasibility study enabled the program to adapt in a new way to the local context and fully understand the needs of both the beneficiaries and the market. This was a critical part for several reasons. First to ensure that appropriate employment opportunities were developed, matching the demand of the market. (Plan, 2016). This was a distinguishing factor for the program compared to other, its ability to go one step further by identifying and attempting to fulfill the appropriate labor market demand. (Accenture, 2016). Second, that the appropriate skills were provided to the participants, giving them the most suitable foundation for entering the labor market. Third, that the right private sector partnerships were established. To adapt the program to the actual market needs and the local context has proven to be highly valuable for any YEE program (Plan, 2016). The flexibility adopted in the program's formation allowed

innovation to thrive in the program ideation, which eventually made it more effective (Accenture, 2016).

*“I think that the Inception Phase was the most crucial part. Without that we wouldn’t have had the model that we currently have; a model that fits very well with the context and it matches the market demands with the supply of the youth. Previously this was not the case and in many cases of youth programming this does not happen, unfortunately. I think that an inception phase should be almost mandatory for all new YEE programs.”*

- Shifteh Malithano, Plan International

### **Leveraging savings groups for outreach and scalability**

The savings groups were proven to be a formidable platform for facilitating youth economic empowerment in a rural context in Uganda (Plan, 2016), getting the youth organised, mobilizing and preparing them for economic empowerment (Accenture, 2016). The youth had a lack of elementary skills and were financially excluded, without any possible linkages to financial systems. Through the VSLA groups these issues were able to be addressed in an effective way. A large amount of youths were able to be reached in a fast way with lower cost than for example sending them to training centers. The youth could be taught essential skills and be included in the financial system by the linkages to e-Wallets (Malithano, 2017).

### **Taking private sector partnerships beyond philanthropy to create shared value**

The whole program would not have been possible for Plan International Uganda to carry out by themselves, the partnerships throughout the program were crucial for the model. They needed the resources and expertise of the partner organisations from all sectors which were included through a developed ecosystem, letting different partners provide their expertise in different steps of the program. The partnerships carried out were strategic and based on shared value for both society and business (Plan, 2016). The shared value model made a sustainable partnership ecosystem possible which was to be a very important success factor for the program (Malithano, 2017).

## **4.4.2 Challenges for women that AWF addressed and not addressed**

To discover which of the challenges for women to become entrepreneurs that AWF was able to address and not, this was asked to the women who had been part of the program. For each challenge the women were asked if they felt that this had been improved since their participation in the program and how. The following table describes their answers and is hence based on the perceptions of the women. Their answers has been translated into “not improved = no”, partly improved = Partly,

“improved but is still there for some women = yes/partly”, “improved overall = yes”. The table also shows if the particular challenge was meant to be addressed by the program. This was conducted from the interview with Plan’s regional advisor Youth Economic Empowerment and Corporate Engagement. Many of the challenges were supposed to be addressed, however not addressing women in particular. This since AWF did not have any gender perspective in the initial plan.

**Table 7 Challenges for women improved and supposed to be improved by AWF or not**

<i>Challenge</i>	<i>Improved according to women</i>	<i>Comments</i>	<i>Supposed to be addressed</i>
Political challenges	No	This was not improved	No
Limited access to finance and saving possibilities	Yes/Partly	They now know how to save, they are able to take loans and to pay for school fees. Although they still face issues that not everybody can take big loans and sometimes men take larger loans.	Yes, but not gender specific
Handling payments and transactions	Partly	They have now learned how to handle money, before they had no system. Although transactions from value chain partners can take weeks.	Partly, but not gender specific
Bribery and corruption in the value chain/working environment	Partly	Initially this issue was addressed with good structures, but during time some issues of bribery were seen.	Yes, but not gender specific
Underinvestment in education and health	Partly	Through the program they have got some education to compensate, but the issue in general is still there.	No
Cultural and social norms and gender related stereotypes	No	Since it was not a problem before, it could not be addressed.	Yes
Limited access to social networks, mentorship	Yes/Partly	Through the VSLA groups they now have a social network. Although some husbands do still not allow their wives to join.	Yes, but not gender specific
Lack of employability and business skills	Yes/Partly	They have learned new skills. However, they feel that the majority still lack skills and that they did not get enough training. Without capital they struggle to look for jobs.	Yes, but not gender specific
Responsibilities at home, to combine business and family	No	This challenge was not improved in particular, but they have been encouraged to work and prioritise.	No

Sexual harassment	Yes/Partly	Through gaining more self-confidence they can stand up for themselves. Within the VSLA groups it does not happen often, but it does still exist.	Yes
Low self confidence	Yes	Through training they now they feel empowered and able to say what they think. Although there are still some girls in the VSLA groups that do not dare to speak.	Partly
Work restrictions from husband or family	Yes	Because husbands now understand more that letting wives participating will bring food to the table and strengthen the household economy.	Yes
Limited access to and knowledge of technology and internet	Partly	Got access to mobile savings and some knowledge within agriculture technology, however still lack both access and technology.	Partly, but not gender specific
Seasonal nature like rainfall and dry spells	No	They did not feel that the program helped them with this issue.	No
Difficult to find work close to home	Yes/Partly	Through agriculture business, this issue was addressed as they can farm close to their house. However, for other jobs such as hairdressing it can be hard.	Yes, but not gender specific
Meeting quality and hygiene standards from value chain partners	Yes/Partly	The program taught them when to harvest and how to handle the crops, however during the sorting process it was still hard to pass the quality tests.	Yes, but not gender specific
Poor implementation of weak and unfavourable laws	No	This was not improved.	No

#### 4.4.3 Development opportunities for the program according to interviewees

In the interviews and focus groups discussions held, the interviewees were further asked what challenges they thought could be better addressed and how this could be done. This section will describe their answers.

The local management teams and implementation partners suggested recommendations for several challenges, most of them surrounding social and cultural issues. For the challenge of underinvestment in education and health they stressed the importance of inviting parents for a dialogue regarding the importance

of educational level and staying in school instead of marriage. To address cultural and social norms and gender related stereotypes, both men and women should be involved in all social and cultural events as it is important to change the perception of men and the community regarding gender issues. Training regarding gender equality should be included in the program, and this should be led by both male and female leaders. In order to make the skills training available for everybody, the timing of the training during the day is important. In addition, more negotiation and communication skills should be included for women. Regarding access to technology, corporations should be made with more than one operator. The connectivity for one operator does not necessarily apply to all regions. To address the challenge of quality standards from value chain partners, the cooperation with private sector partners should be improved. Standard requirements and requests for demand should be better communicated and practiced.

The men suggested to address the challenge of bribery in the value chain that happened after the program ended, for example giving a lower price, by increasing the number of check ups during and after the program has ended. Regarding cultural and social norms they suggested that the VSLA groups can be used to address heritage and social issues such as HIV, gender based violence and menstruation by sharing information and knowledge. As the men believed that the women did not have the energy or strength for farming (in this specific case passion fruit farming), they suggested that the women should be given a project that require less energy and strength that can support them, such as hair dressing.



# 5 Analysis

*In this chapter, the empirical findings will be analysed and compared to the theoretical framework. First, the challenges found in the initial desktop research, compared with the ranking conducted from the interviewed women, will be discussed in line with the PESTEL model. Second, the benefits and challenges of A Working Future are discussed, by first comparing it with the theories of social innovation and design thinking and then looking into what challenges for women were addressed or not. The chapter ends with suggestions on how the program could be further developed as well as a short discussion on development programs in general.*

## 5.1 Challenges for a female entrepreneur in Uganda

This section will analyse the challenges that a female entrepreneur face in Uganda. This will be done by first discussing different perspectives of being an entrepreneur, followed by a discussion on the challenges and possibilities that were found in the initial desktop research. Lastly, the results from the interviews with the women, including their ranking of the challenges, will be analysed and discussed.

### 5.1.1 Different perceptions of being an entrepreneur

According to Howard Svensson, entrepreneurship is defined as the pursuit of opportunity beyond resources controlled (Eisenmann, 2013). At the same time Joseph Schumpeter stresses the responsibility for combining necessary factors (Fagerberg 2003). Since the perception of being an entrepreneur differs between different people and contexts, it is understandable that various authors defines and describes the term entrepreneur in different ways. Still the different definitions are often centered around opportunity searching. The motivation behind becoming an entrepreneur contributes to how the entrepreneur is affected by the external environment and what challenges he or she faces and have to overcome. It can be argued that an entrepreneur that starts a business with the motive to develop an identified business idea has a different perspective and will face different challenges than an entrepreneur starting a business as the best way for life support. In line with the theory that the greater level of poverty, the more necessity entrepreneurs,

explained by Langevang, Namatovu and Dawa (2012), this study has shown that most women in Uganda become entrepreneurs out of necessity and because they have no other employment choice. These reasons for motivation and perception are important to have in mind when discussing challenges and how to empower these female entrepreneurs.

Despite the higher number of necessity entrepreneurs it is worth stressing that Africa, as mentioned by the GEM report (2016), is the region with the most positive approach to entrepreneurship and the belief that entrepreneurship is a good career choice. This shows a contradiction in regard to the low economic development level. The positive perception and capabilities to become an entrepreneur are not related to the level of economic development, but rather the other way around. This means that positive attitudes towards entrepreneurship can be developed without high economic level including for example high education. There might be other factors that instead affect and influence the perception.

### **5.1.2 Challenges and possibilities for female entrepreneurs in Uganda found from the initial desktop research**

It has been found that the Ugandan context and culture characterises the background and conditions for female entrepreneurs in Uganda. The growing population is resulting in a high number of youths searching for jobs which means that there is high competition. In order to address the large unemployment rate, the agriculture sector will play an important role due to its growth potential and driven demand both locally and globally. However, this potential is, as stated earlier, unrecognised by most youths. Since farming for sustenance has been a part of the Ugandan culture for a long time, the farmers today in a large extent combine farming for sustenance with cash crops. The youths might therefore have the perception that agriculture is primarily for sustenance and not a profitable career. Furthermore, it has been found that the Ugandan community, including the working environment, is marked by cultural and social norms. The gender inequalities are affecting the possibilities for women to become entrepreneurs. This even though it is shown that the increasing number of female entrepreneurs contribute to the society's growth.

According to Thompson and Martin (2010), the PESTEL model can be used in order to map and analyse the external environment. The model was in this study used to categorise the challenges within the external environment that female entrepreneurs in Uganda face, found from the initial desktop research. The model helped to get a comprehensive view of the environment and affecting challenges. It was found that female entrepreneurs in Uganda face many challenges within the different areas that the model explore. Furthermore, It was found that the largest amount and most important challenges lie within the area of socio-cultural factors. This finding was also later confirmed in the interviews. The mapping of the challenges revealed that

culture perception is evident in many challenges, including other areas than socio-cultural. For example within the economic area, women have limited access to finance and it is harder for a woman to acquire loans and within the technological area, there is a gender gap in regard to mobile phone ownership and technical literacy.

The PESTEL model was also used to identify opportunities within the different areas. It was found that despite the many challenges, there are various opportunities and possibilities for a female entrepreneur in Uganda. Regarding political and legal factors, the government and the state house of Uganda is developing policies and laws in order to promote gender equality. The second version of the National Development Plan developed for 2015-2019 has recognised gender equality as a key area in order for reaching growth, which suggests that the development is going in the right direction. Within the economic area, there is potential for further cooperation with the private sector as they are an important stakeholder. For addressing the issue of access of finance, the VSLA groups help and enable low-risk loans to youth, particularly women, that otherwise would not be able to. Regarding the comprehensive area of socio-cultural factors, the attention for gender equality is increasing. The perception of women as businessmen is changing positively towards achievement and respect. In addition, the practices for marriage arrangements is changing towards more individual arrangements where women have their bit to say. Furthermore, for female entrepreneurs within agriculture, there is a big growth potential both locally and globally. Within the technological area, there are several new services and apps developed to address and facilitate the agriculture business, including solutions for users without internet activity. The dissemination of mobile money, addressing the issue of financial inclusion, is increasing. The mobile adoption and access is still lower for women than for men, however the adoption is growing rapidly.

### **5.1.3 Women's perspective of the challenges**

The compilation of the challenges identified in the initial desktop research, categorised through PESTEL, was used to investigate the perception of women in the field. The perception of the interviewed women highly corresponded to the desktop findings since the majority of the challenges was considered affecting the women regarding becoming entrepreneurs. This with an exception of two challenges which got the lowest score, "political challenges" and "poor implementation of weak and unfavorable laws". Furthermore, the degree of affection for the challenges differs between the interviewed objects. Since the groups are based in different regions and districts of Uganda, it can be concluded that what challenges that affect the women the most differ in between the regions and districts.

The challenges within political and legal factors were rated the lowest (1.25) by the interviewed women. This can be explained by the fact that the women are not in direct contact with these challenges, and therefore it can be hard for them to see the effects. It can however be questioned to what extent the women are aware of how these challenges affect them and what rights they have according to policies and laws. The local management teams pointed out the fact that young women are often not aware of this information and their rights, which makes it hard to know what to expect and being able to stand up for yourself. This could lead to them believing that someone is doing them a favour when actually it is just their rights being respected, as explained by one of the management teams.

As mentioned before, culture norms are deeply rooted in the Ugandan society, contributing to a numerous of challenges within this area with a general high rating. Only two challenges within the area got relatively low score, “cultural and social norms and gender stereotypes” (1.75) and “responsibilities at home, to combine business and family” (2). However, this could be seen as a bit contradictory when looking at the findings for the other challenges within socio-cultural as well as the statements from the management teams. Several of the challenges which got a very high rate could be argued to connect with cultural and social norms in Uganda. For example “sexual harassment”, “work restrictions from husband or family” and “underinvestment in education and health”, which all got a very high score (2.75). The cultural norms and gender stereotypes can be so deeply rooted that it is hard for the women to identify them as challenges. Despite that the interviewed women believe it is not a crucial challenge to balance household responsibilities and work, it can be argued that they would have more time for work if they did not have to carry the responsibilities within the household. The local management teams add the perspective of gender stereotypes being the root to many other challenges. They stress that the ways girls and boys are brought up shapes their mindset and perceptions. The focus group discussion with men confirms this perception as they stated that a woman never can be equal to a man. There is work that is only suitable for men and women has other responsibilities in addition to work. However, as the interviewed women said that social and cultural norms affected the older generation to a larger extent than themselves signals that the progress of gender equality is going in the right direction.

In addition to challenges belonging to socio-cultural factors, the general problem with the challenges within the economic area could also be argued to be connected with cultural norms. It is said that women are usually not in control of the household money, they often have no money themselves and it is harder for them to save and get into the system of banking because they are not as trusted as men. The challenge of “limited access to finance” has a large impact on the youths in general, in particular women, and is a crucial factor in order to become an entrepreneur. The interviewed women confirmed this, as the challenge got the highest rate from all (3). Without credit history or capital it is difficult for them to take a loan in order to

start a business. The VSLA groups help to address this issue, however as stressed by the local management teams, the men are still able to take larger loans. In addition, transactions and payments are other critical activities that affect a female entrepreneur, notably for entrepreneurs within agriculture when dealing with value chain partners. Therefore this challenge got a relatively high rate (2.25). "Bribery and corruption in the working environment" got a relatively low rate (1.5) as most of the interviewed women did not see this as an affecting challenge, although some see it occasionally.

The challenge "limited access to and knowledge of technology and internet" got a high rate by the interviewed women (2.75). According to the report from GSMA (2017), the gender gap for mobile ownership and internet usage is high. This was confirmed by the interviewed women as they stated that it is not common for women to have mobile phones, even less access to the internet. However, they still believed that access to technology could help them improve their business. Furthermore, the GSMA report (2017) states that the technical literacy in Sub-Saharan Africa is among the lowest in the world. The local management teams and implementing partners accordingly state that there is a lack of knowledge among women because of that the access of information is dominated by men.

Since agriculture is a big part of the Ugandan business environment and a majority of the interviewed women are doing farming, the weather and the climate affects them much. The challenge "seasonal nature like rainfall and dry spells" got the highest score by all interviewed women (3). The challenge of "finding work close to home" got a relatively high rate (2.5) This score was scattered between the groups depending on whether they are farming in land connected to the house or have other jobs that can be hard to find opportunities in small villages. The same rate was given for the challenge "meeting quality and hygiene standards from value chain partners", also with a scattered rating between the interviewees. Without knowledge of how and when to harvest in order to get the best quality the risk of high waste during sorting is high.

## 5.2 Benefits and challenges of current development programs in Uganda

The Program A working future will here be analysed as of comparing its success factors with the theory of social innovation and design thinking. What challenges for women that AWF managed to address and not will also be discussed.

### **5.2.1 Benefits through the use of social innovation**

Social innovation is by Phills Jr et al. (2008) defined as creating novel solutions that bring value to the society as a whole rather than private individuals. This is what Plan International ought to achieve when creating the program A working future. They wanted to create new ways to solve to the problem of youth unemployment in Uganda, and according to the findings in this study, they succeeded.

Innovating for the bottom of the pyramid is discussed as solving problems in emerging markets that could both generate economic profit and contribute to decreasing poverty by social inclusion (Pervez, et al., 2013). However, there are several challenges with conducting and implementing social innovation. The theoretical findings have discussed challenges regarding adapting to the local context, understanding of needs, interactions with funding organisations, engagement with the community and collaboration with strong partners. With A Working Future, Plan International managed to address and overcome many of these challenges. In the study it has been found that AWF was conducted in a way that allowed a new way of thinking and that it was designed using other methods than the traditional. This proved to be highly beneficial and hence many benefits of the program have been found. As 99% of the participating youths went from unemployed to employed, the program was shown to be very effective. Some specific factors made AWF differ from other programs which gave it its several benefits.

According to Pervez et al (2013), a significant problem for companies is to understand the local context and the parameters for value creation. In regard of social innovation, Brown and Wyatt (2010) state that social high-impact solutions can be found by working with the actual clients and customers and looking into their needs, for example using methods of design thinking. It can allow the solutions to emerge from the bottom rather than the top. Moss Kanter (1999) also stated that one of the critical components with implementing social innovation is the connection to the local context and the user context. In the study it has been found that what made AWF very special, was that the program design did look into the needs of both the market and the youths when designing the program. This was done through the inception phase conducted in the initial phase of the project. The inception phase allowed the designers of the program to look deeply into the needs and hence adapt the model to the local context, which was in the end proven to be one of the most important success factors of the program. The results from the interviews stressed that without the inception phase, the model would not have come out as it did and the model proved to fit very well with the context as it matched the market demands with the supply of the youths. The interviews also concluded that this was something rarely done in youth programming.

Through looking at the needs of both the beneficiaries and the market, important benefits can be gained. Brown (2008) describes how people in general might not always know what is best for them, why it can be important to look for the bigger perspective. For example, as stated by the World Bank (2008), agriculture has increased growth opportunities and is therefore a profitable career choice. However, as described by Malithano (2017), youths do not have that perception of the business in general. The beneficiaries of the AWF program were not initially positive to becoming entrepreneurs within agriculture, but the program managed to show the benefits and make them change their minds. Also, as discussed earlier in the analysis, it can be argued that the beneficiaries not always know what challenges affect them the most. Looking at the example of cultural and social norms that are so deeply rooted that the effect and influences might not be clear. This all comes together to the importance of considering several perspectives when designing these types of programs. In this case both the perspective of the beneficiaries, here in particular women, and the perspective of the market and the external environment.

Another important factor that both Pervez, et al. (2013) and Moss Kanter (1999) stress is the engagement with the community. They mean that successful collaboration between the bottom of the pyramid and companies can contribute to the decrease in poverty. This has also been also confirmed through looking at how AWF was conducted. One of the program's foundations and also second success factor was the collaboration with the private sector. The collaboration with the different private sector companies made it possible to create many more job opportunities as well as help the youths with financial inclusion and without these collaborations the program would not have been as successful as it was. In addition, the collaboration with the local implementing partners contributed to the strong engagement with the community.

Further, Pervez, et al. (2013) states that an important factor when innovating from the bottom of the pyramid should be to treat the beneficiaries as producers and entrepreneurs instead of customers in order to reach success. That investing in skills and creating job opportunities can create a win-win situation if their products reach the developed markets. It was accordingly found that this is what AWF managed to do. The program was set up to let the youth become self-employed and many of them producers in the agricultural value chain. Through the collaboration with KK foods, the program lets the youths gain and use production skills that took their products to the large European market, where there was a high demand. This has also been seen to connect well with the Ugandan context, where both agriculture and entrepreneurship are found to be areas highly relevant in the country, especially for finding job opportunities. These findings accordingly apply to the benefits of the program.

Wyatt (2015) describes difficulties in interaction with foundations. The prescriptive requests for proposals are written by foundations which usually have an outside

perspective of the problems. Davis (2012) also states that organisations in the social sector often find themselves against each other in the competition for funds. This put the NGOs in a position where they have to define their program strategies to fit the funding opportunities which could push the strategies further away from market insights. This was confirmed in the interviews as Malithano (2017) describes the “pilot graveyard” that comes from programs developed without enough connections to the local context and the real problem. Lavender (2017) further states that there is a challenge to combine donor restrictions with the program’s intended strategy. They imply that much funding that goes into the development sector might not be used to solve the existing problems as effective as it could. It has however been found that in the way AWF was conducted, these facts were enabled to be changed to some extent. This due to the new flexible approach that the main funding organisation, Sida, agreed on. Sida allowed the inception phase to be part of the proposal for funding and hence enabling it to be conducted.

The findings accordingly show that the program was designed in a very innovative way and managed to apply the methodology of design thinking for gaining a deep understanding of the needs of the programs’ beneficiaries. In addition, the program managed to address and overcome many of the critical components of implementing social innovation described by Moss Kanter (1999). Benefits of the program, evolved from the use of human centered design, in summary:

- The inception phase made it possible for the program to adapt to the local context and therefore fit the needs of the youths participating, which gave the program its high success rate. According to the interviews this was enabled by the flexibility which SIDA provided when they allowing the inception phase to be part of the fund. Malithano confirmed this as a benefit. “I think that an inception phase should be almost mandatory for all YEE programs”.
- Through looking into the needs of the youths, and realising that a shift of mindset was needed, the program could offer many more job opportunities as taking advantage of the benefits of agricultural activities in rural Uganda. Instead of looking into what the youths wanted, they looked into what they actually needed; jobs and to come out of poverty.
- The collaboration with the private sector and the way that the program managed to look into the private sector needs. This enabled the program to offer the partners gained value through participating in the project, not only asking for funds, which made the partnerships stronger and more effective. For example, the collaboration with Airtel was one step to help the youths into financial inclusion, which is highly needed in order for them to get into



the formal system and in order to advance their businesses and reach beyond poverty.

### **5.2.2 Challenges for women that AWF managed to address and not**

The identified challenges for women will be discussed in the aspects of whether or not they were addressed by the AWF program, if they were intended to be addressed and adding perspectives from management that might show contradictions to what the interviewed women said. This in order to summarise benefits and challenges with the program and thereafter decide on what challenges to prioritize when further evolving it.

As the the agenda for AWF did not have any specific goals related to gender equality from the start, none of the challenges for women that have been raised were supposed to have been completely addressed by the program. Despite this, the interviews have shown that many of the challenges happened to be more or less overcome. It has been seen that due to the special way of designing the program, the needs of women have also been partly addressed. In some cases, the reason for this is the fact that the particular challenge is also a challenge for male entrepreneurs. Hence it has been addressed by the program in order to help all youths, but not looking into any differences between men and women. It has also been seen that some challenges have been helped just by the fact that the program strengthens the women and give them self-confidence through participating. The following discussion will go through these aspects for each of the challenges.

#### *5.2.2.1 Challenges addressed*

The challenge “Limited access to finance and saving possibilities” was according to the women improved by the program, however they mentioned that there are still problems for some women. That this issue was addressed comes somehow naturally as this was one of the main goals for the AWF program as a whole. The savings groups were initiated as platforms to allow the youths to save and take loans, and all the women participated in this. However, it was confirmed by additional interviews that the challenge was not addressed with a gender perspective and that there are still challenges for many women. It has been mentioned that women have troubles accessing the initial money to start saving as their husbands most often are in charge of the household money. Accordingly, there are still challenges to be addressed.

The challenge “Limited access to social networks and mentorships” was by all the women said to be better after the program than before. The VSLA group provided them with a network and the training in the program gave them more access to support and help when trying to become entrepreneurs. This challenge was also

supposed to be addressed by the program, however not with the gender perspective, simply the same support given to men and women. Confirming this, it was stated that some women are still not allowed to join meetings or other events by their husbands. So even if the challenge decreased through the program, the problem remains. The same discussion could be applied to the challenge "Lack of employability and business skills". The challenge was found to have been mainly overcome by AWF and this too was one of the main tasks for the program, however not with a gender perspective. The interviews told that many of the women still feel a lack of skills, and even if they gained a lot, they could still use more training.

The challenge of sexual harassment was found to have been improved by the program. This according to the women due to them gaining more self confidence and also because of the amount of gender equality training included in the skills training. However also for this challenge they mentioned that the problem does still exist after the program. To that noted what that the management teams stressed; that in some cases, gender based violence increases when the woman gets more financial power. The findings further show that the program agenda was supposed to handle this particular issue to some extent as of the gender equality training that was included in the life skills training, however, not with a very strong focus and more is therefore to be done in the area.

The interviews further showed that both the challenge "Low self confidence" and "Work restrictions from husband and family" were improved a lot by the program. The women all agreed that they now feel more empowered to share their thoughts and that their husbands and fathers now more understand the value of letting the women contribute to the household economy. Although, it should be noted that according to what has been found in earlier challenges there are still problems with husbands not allowing their wives to participate in networks as well as the issues of gender based violence that increases when the women get more financial power. This might to some extent also affect the challenge of work restrictions.

"Difficult to find work close to home" was according to the women also improved by the program, this due to the intention of AWF to bring jobs to the communities by introducing new agricultural possibilities and local sales demand. This was however neither addressed looking at gender specifically. All youths were given the same possibilities and according to the women the issue is still there for them as they are sometimes not allowed to travel far from home. The same discussion applies to the challenge of "Meeting quality standards from value chain partners". The interviews showed that the challenge was improved and this was also the intention of the program in the agriculture path, to teach the youth how to meet these types of demands. However not by looking into any gender issues, simply giving all youths the same training.

#### *5.2.2.2 Challenges partly addressed*

It was found that the program had an intention of addressing the challenge of "Handling payment and transactions", though not gender specific, just for all youths. This according to the management by introducing the e-wallet platform by Airtel. But as this was not accomplished for all groups, the challenge remains for many women after the program. Most women however mentioned that they had learned more about how to handle money and the ones to which the digital platform had been introduced, the challenge had been improved more. From the management perspective it was also stated that this is a challenge where a lot could be improved. It can be argued that the women might not know how small tools could help them substantially. This referring to the digital savings platform, digital payments and transactions through mobile money, which would take away the risks that come with handling cash. This discussion goes together with the challenge "Limited access to and knowledge of technology and internet" as technology improvements much refer to the issues of mobile payments. The issue was tried to be addressed but not with any gender aspects and much more could be done in the area, as has been discussed in previous sections.

For "Bribery and corruption in the value chain" it has been found that the program intended to address this challenge by making sure that no such issues would exist within the value chains offered to the youths. From the interviews with women it was found that they managed to address it partly but some bribery was still seen within the value chains. "Underinvestment in education and health" was by the women stated partly improved, this to their perception because they got other education to compensate. However it was also said that the issue in general is still there and this could from analysing the findings be seen as natural as the program was not supposed to address the problem of girls not going to school. The program rather focused on giving the youth's skills training directly related to becoming employed or start a business.

#### *5.2.2.3 Challenges not addressed*

It was found from the interviews that no challenges related to political or legal factors were improved by the program. However this was neither supposed to have been addressed by the program nor seen as a severe challenge according to the women's ranking. From the discussion in the previous chapter, it could be concluded that it is hard for the women to see what could have been improved within this field. A similar discussion can be held for the challenge "Responsibilities at home, to combine business and family". The women did not rate this challenge as affecting them very much and therefore to their perception there was nothing to be improved. They overall agreed that they were able to combine business and household tasks. However, as discussed in the previous chapter, contrary factors can be seen and the challenge is argued to still be there. The program neither addressed this challenge in particular. The challenge "Seasonal nature like rainfall and dry spells" was according to the women not improved by the program but nor was it supposed to have been.

The findings of the last challenge "Cultural and social norms and gender related stereotypes" have already opened up for broader discussions. According to the women who had been part of the program, this was not a challenge that affected them and hence there was nothing to be improved. The contradictories to this have been discussed and came together to that the challenge should be seen as an important one. When looking at the improvements that AWF accomplished, it can be argued that the stereotypes were a bit improved by the program, as most women did end up employed or self-employed, often allowed by a husband. However, there is a lot more to be done in the area, seen when summarising the issues from the findings.

Many of the challenges for women have been found improved by the program to some degree, are seen as benefits of the model. This was however often due to other reasons than an actual focus on what challenges the women face, and it is seen that a lot more could be done to support the women. A challenge for the AWF program is hence to address challenges that women face in particular. This will be further discussed in the next section, regarding how the program can be further evolved.

### 5.2.3 Summary of the improvement of the challenges compared to the ranking

In order to proceed with recommendations for further evolving the program the findings of whether the challenges got improved or not, are put together with the score of each challenge. This together with the previous discussions will work as the foundation for recommendations. The challenges with a score of 2.75 or higher are marked red in the table and will be primarily addressed and discussed for future improvement.

**Table 8 Compilation of ranking and improvements of challenges of the AWF program**

<i>Challenge</i>	<i>Score</i>	<i>Improved according to the women</i>	<i>Supposed to be addressed</i>
Political challenges	1.25	No	No
Limited access to finance and saving possibilities	3	Yes/Partly	Yes, but not gender specific
Handling payments and transactions	2.25	Partly	Partly, but not gender specific
Bribery and corruption in the value chain/working environment	1.5	Partly	Yes, but not gender specific
Underinvestment in education and health	2.75	Partly	No

Cultural and social norms and gender related stereotypes	1.75	No	Yes
Limited access to social networks, mentorship	3	Yes/Partly	Yes, but not gender specific
Lack of employability and business skills	2.75	Yes/Partly	Yes, but not gender specific
Responsibilities at home, to combine business and family	2	No	No
Sexual harassment	2.75	Yes/Partly	Yes
Low self confidence	2.75	Yes	Partly
Work restrictions from husband or family	2.75	Yes	Yes
Limited access to and knowledge of technology and internet	2.75	Partly	Partly, but not gender specific
Seasonal nature like rainfall and dry spells	3	No	No
Difficult to find work close to home	2.5	Yes/Partly	Yes, but not gender specific
Meeting quality and hygiene standards from value chain partners	2.5	Yes/Partly	Yes, but not gender specific
Poor implementation of weak and unfavourable laws	1.25	No	No

## 5.3 Further evolving development programs

This section will, from the findings of this case study, discuss how development programs can be further evolved in order to empower female entrepreneurs through social innovation and how to achieve gender equality. Based on the analysis of the challenges and the AWF program in the previous section, implications on how to evolve the program will be examined. The challenges for women that were ranked 2.75 and higher will be addressed and discussed for future improvements. The chapter also includes a discussion on how AWF can work as an example for other development programs to develop into applying social innovation.

### 5.3.1 Further development of AWF applying Design Thinking

The findings in this study have proven design thinking to be an effective methodology to use when conducting these types of development programs.

Therefore, this methodology would be suggested to be further developed as a concept. It was through the inception phase that these new methodologies were enabled. It allowed the program designers to look into the needs of both the beneficiaries and the market. Therefore, this type of feasibility study should be included in further development of the program, when applying the program to new regions within Uganda and also for other regions and countries. It serves as a very good way to understand the local context and design a program plan thereafter. To make sure that a feasibility study is conducted in the most effective way, a general concept should be developed for the matter, including a mapping of how it can be done and tools needed. As the concept of design thinking was not planned to be used, and therefore not executed by the book, it might be an idea for further development of the program to study the methodology deeper and plan to use the suggested tools in a more structured way. An idea would be to involve the concept of design thinking in some kind of workshop for future managers of AWF.

The methodologies around design thinking could further be used to develop the program in general. As it has been proved to be a great way of looking into needs in the affected markets it should be used to a higher extent. When taking the program to new areas and regions, the local context will differ and therefore needed to be examined separately. An inception phase could go even further to look at the needs of beneficiaries, separating different target groups who could have separate needs. Such a group would for example be women, the group in focus in this study. To develop the program further and against a more clear gender equality focus, Plan should use the methodologies of design thinking in particular for the needs and challenges of women. The methodology is basically what has been used in this study, as challenges for women have been investigated and suggestions for future design will be made based on these findings. These will be further presented in the coming sections, it is here simply stressed that the methodology should be continuously used in the future in order to address gender equality in the program. The importance of making separate investigations for separate regions was also confirmed through the interviews as the challenges for women differed slightly from the different regions. It shows that it is important not to make general conclusions for the whole country. AWF should also carry on using the components of agriculture and entrepreneurship to create job opportunities as it has been proven to fit very well in the local context.

As described by Dainiene & Dagiliene (2016), one complex difficulty with social innovation is that it has multiple dimensions, therefore the value is hard to measure. Implementing social innovation is not enough, it has to be measurable in order to both please policymakers and donors, but also for the organisation itself. Measurements are needed in order to prove and motivate a successful program. This issue is confirmed by Lavender (2017). He stresses the importance being able to connect societal outcomes that are hard to measure to activities that actually can be measured. To address this issue some kind type of measurement and evaluation

system should be introduced. This could both help measure and define the success of the program as well as support in future development of it. Through this type of system, the different paths and actions taken by the youths could be noted. The progress and result of each participating individual could hence be measured and different important statistics could be compiled through the data.

#### *5.3.1.1 Addressing the challenges*

As previously discussed, the challenges for female entrepreneurs in Uganda cover several different areas and depths. Likewise, as mentioned by Dainiene & Dagiliene (2016), social innovation has multiple dimensions and cover different areas such as health and security, impact on the environment and gender inequality. It can therefore be discussed how to approach all areas and whether to take all into consideration. For a specific development program, it could be difficult to cover all dimensions. Different development programs are often centered around addressing a specific topic such as education, unemployment, water sanitation or sexual health, as described by Lavender (2017). For AWF the focus was to address youth unemployment. However, the beneficiaries participating in any program will still be encountering challenges and needs within different areas. As stated by Moss Kanter (1999) and confirmed Lavender (2017), it is important that a program has clear frames and guidelines on what areas it aims to cover in order not to get overwhelmed. In addition, some areas might be particularly difficult to address for development organisations because it is out of their reach. Examples of these are political instability or unfavorable laws. The weather and climate is another area that is difficult to address due to its unpredictability. Although this challenge cannot be affected itself, ways of handling and knowledge of how to use the conditions in the best ways can be addressed and studied.

To further address the needs of the women, the challenges which were rated highest should be in focus when developing the program. As discussed earlier, many of the high scored challenges are connected to cultural and social norms. These could be addressed through more and stronger gender training. One of these challenges is “sexual harassment”. It could be argued that this is a challenge too wide to be addressed within the frames of the AWF program. However, as one of the local management teams mentioned, gender based violence is a common consequence of women earning money and being financially self-sufficient, therefore it is still an important challenge to consider for the program. For the challenge “work restrictions from husband or family”, it would be important to stress that allowing women to work can strengthen the household economy. The women described that this issue got better after information and training. Using examples and role models from the first phase can strengthen the training and the ability to change the perception of the beneficiaries. In addition, the challenge "low self confidence" could also be further addressed through gender training. It was pointed out by several management teams that an important aspect when it comes to cultural and social norms is to also address the men. As it has been seen that the perception and

opinions of the interviewed men differ from the women, it can be concluded that it is important to address the gender training both to women and to men. To be able to influence both, the gender training should be conducted by both female and male leaders, this also suggested by one of the local management teams.

Among the high ranked challenges, there are some that can be discussed if they are possible for Plan and AWF to address. "Seasonal nature like rainfall and dry spells" is one of these complex challenges. The challenge itself is not possible for Plan to address, however the women could use training in how to take advantage of the different seasons and when to plant which crops. This could add to further address the challenge "lack of employment and business skills", with more agriculture-specific training. "Underinvestment in education and health", that less girls are attending school than boys, is a widespread challenge. Due to its complexity and that AWF addresses youth unemployment and entrepreneurship, this area is not within the frames for AWF. However, through skills training, the girls can get supplementary skills. This aspect emphasises the importance of continuing addressing the challenge "lack of employment and business skills", which also got a high score. In order to make business skills training available for everyone, it is important to consider the right timing of the day, also stressed by one of the local management teams. Negotiation and communications skills are confirmed to be very important in order to become a successful entrepreneur, particularly within agriculture. In order to address the issue that men are doing the marketing and sales part of the value chain, as described by both women and management teams, more negotiation and communication skills should be provided for the women.

"Limited access to finance and saving possibilities" was, as mentioned earlier in the analysis, addressed in the first phase of AWF, however not from a gender perspective. In order to better address the needs of the women, a gender perspective should be considered. The issues of women not in charge of the money they save and that men are allowed to take bigger loans than women, relates to the social and cultural norms and should therefore be included in the gender training. As saving is done within the savings group, one way of addressing these issues could be to implement savings groups only consisting of women. The AWF program already worked both with existing savings groups and creation of new groups. With female chairmen, unfavourable ability to take loans would not take place to the same extent. This could also contribute to addressing the challenge "limited access to social networks and mentorship". Through the groups, the women can inspire and share experiences with each other. The older women can act as role models for the younger. This would in turn increase addressing and strengthen the challenge of "low self confidence".

The challenge of "limited access to and knowledge of technology and internet" should be further addressed considered the high score from the interviewed women and the recognised opportunities from the desktop research. Opportunities such as



increasing access to mobile phones and innovative development of mobile applications to address challenges within the development sector should be taken advantage of. As pointed out by OECD (2012), new technology innovations can help to improve living standards and enable opportunities to share the the future growth dynamics. For further evolving of the AWF program, existing tools to address the agriculture business within areas such as weather updates, a guidance of when to harvest crops and current market prices should be investigated. Furthermore, as described by Malithano (2017), the developed Airtel platform for phase one was only carried out to a limited amount of groups. This platform should be further developed in order to address the needs of safe saving and payments. If payments within the value chain could be done through mobile money, this would increase security and also address the issue of not getting paid straight away, which was highlighted by the women. To address the issue that men tend to participate more when new technologies are introduced, mentioned by one of the local management teams, it is important to make sure that women are as involved as the men when introducing mobile money to a savings group. During the implementation, training should be provided for everyone in order to address the issue of low technical literacy.

### **5.3.2 Further use of social innovation**

It is argued that social innovation and investments in innovation for the bottom of the pyramid can both generate economic profit and contribute to decreasing poverty by social inclusion (Pervez, et al., 2013). However, the relevance of engaging in innovation in developing countries is sometimes questioned for reaching long-term development goals (OCED, 2012). The findings in this study have however proven that social innovation certainly could be used as a way to solve issues of poverty, social inclusion and unemployment in developing countries. The use of design thinking as a concept to support social innovation has been shown to have a great effect on creating successful development programs. It is therefore argued that the concepts around social innovation as well as design thinking should be applied by the development sector in general. The program A working future should by other organisations be used as an example of how this could be executed.

The most important findings from AWF that could be suggested for other organisations as concepts to adapt would be the engagement in the local context, the needs assessment and the new ways of engaging with the private sector. These all examples of how design thinking was used and lead to success. A severe assessment of the local context is something that all organisations should take into consideration when conducting a development program. In this looking deeply into the needs of the beneficiaries and design the program thereafter. Lastly partnerships with the private sector should be analysed and developed further. This through trying to meet the partners needs in order to create more efficient and sustainable collaborations.

OCED (2012) describes the narrow view of innovation being just high-technology but that innovation in lower-technology sectors has many opportunities. They use the example of the agriculture sector where according to them innovation has a high relevance as it is addressing socioeconomic challenges and fostering growth at the same time. The findings in the study confirm the relevance of engaging in innovation in lower-technology sectors such as the agriculture sector. Through social innovation with the use of design thinking methodologies, AWF found needs in the market and private sector that enabled new types of collaborations within agriculture in Uganda and through this created a huge number of new job offerings for youths. Pervez, et al., (2013) also argue that an important factor for social innovation is engagement with the community and that successful collaboration between the bottom of the pyramid and companies can contribute to decreasing poverty. These findings are accordingly also proved.

From the earlier research in the field it was however shown that there are some difficulties for NGO:s with engaging in innovation. Wyatt (2015), describes how prescriptive requests for proposals for nonprofit organisations are written by foundations, implying that the ideas behind the development programs come from the outside. David (2012) further states that private sector models leading to increasing efficiency rarely occurs in the social sector due philanthropic funding mechanisms with too short funding cycles, restricted project grants and a focus on new rather than proven programs. This leads to restrictions for nonprofit organisations to carry out ideas that in the best way address the needs of beneficiaries and creates risks of being less innovative. The way that the inception phase of AWF was included and accepted in the proposal for application was, as mentioned by Malithano (2017), a new concept from the funding partner SIDA. The outcome from the inception phase and the contributing retrieved information leading to the success of the program shows the strength and positivity of the concept. The aspect described by Accenture (2016), that no matter the outcome of an initial study, the findings will be valuable for a taking another approach in the future, should encourage funders to change their traditional ways of restricted funding and adapt to this new concept. It has been seen that not even the NGOs, that are usually the ones closest to the local setting of a future program, are certain to know fully about the local context. Therefore it is more unlikely that funding organisations, with staff often situated in other contexts in the prospective country or even in separate countries, would know the context enough to create efficient regulations for funding proposals. These findings show that it would be beneficial for the evolving of development programs if the funding organisations could change how the prescriptive requests for proposals are written.

# 6 Conclusions

*In this chapter, the final conclusions of this master thesis will be presented. The main research question will be answered together with the three sub-questions. Then, recommendations for the case organisation will be given. Lastly, the contributions to the theory are discussed as well as suggestions for future research.*

## 6.1 Answers to the research questions

In this section, answers to the main research question and the three sub research questions for the master thesis are given.

### **How can development programs empower women's entrepreneurship through social innovation?**

The study has found that by deeply looking into the needs and challenges of the beneficiaries of a development program, it becomes more efficient and successful. Therefore, when conducting development programs the needs and challenges for the female entrepreneurs should be studied and used as foundations when developing the programs. This can be compared with succeeding with a number of key components for implementing social innovation and in particular design thinking, including understanding the local context, understanding the users and engagement with the community and private sector.

- **What challenges and constraints do female entrepreneurs face in Uganda?**

Regarding challenges for female entrepreneurs in Uganda, it is important to have in mind that the concept of entrepreneurship has different perceptions in different contexts. The majority of the female entrepreneurs in Uganda are necessity entrepreneurs, meaning that they become entrepreneurs in order to support their living. The challenges found most affecting for female entrepreneurs in Uganda are the following:

- Limited access to finance and saving possibilities
  - Underinvestment in education and health
  - Limited access to social networks and mentorship
  - Lack of employability and business skills
  - Sexual harassment
  - Low self confidence
  - Work restrictions from husband or family
  - Limited access to and knowledge of technology and internet
  - Seasonal nature like rainfall and dry spells
  - Cultural and social norms and gender related stereotypes
- **What are the benefits and potential challenges of current development programs in Uganda?**

Through the specific study of the AWF program, a number of benefits have been found that can be connected to concepts of social innovation and the methodology of design thinking in particular. AWF found a way to address the actual needs of the beneficiaries and at the same time the needs of the market and the private sector. By finding and matching these needs together, the program became very successful. This was primarily done through a feasibility study conducted in the beginning of the program, where the needs could be deeply studied. This so called inception phase was enabled by flexibility provided by the funder SIDA, who accepted to include the study in the funding. It has hence been found that social innovation can have a lot of positive impact on the conduction of development programs.

It was further found that it is difficult for development programs to address all different challenges that women face, some more complex than others. However, by looking into the needs of the beneficiaries in general, AWF managed to improve some of them for the participating women, without having this as a purpose. Despite these positive outcomes, women still face many challenges that the program could address better in order to empower them to become entrepreneurs.

It has also been found that one challenge for development programs is the interaction with the funding organisations. The issues often come from differing interests between the parts and that the NGO have to meet the demands of the funding organisations in order to get funding. This can lead to a shift of focus from the actual needs of the programs' beneficiaries, which makes the programs less efficient than they could be.

- **How could development programs evolve to further enable women in entrepreneurship in Uganda?**

Since the innovative way that AWF was developed and run has been found to have a great positive effect on the program, and that the including factors are found to be similar to the concepts within design thinking, it is suggested that these concepts should be applied by development programs in general. A working future should by other organisations be studied as an example of how development programs can innovate and benefit from design thinking concepts.

Specific findings that should be adapted by development programs in order to further enable women in entrepreneurship are understanding of the local context, needs assessments and the new ways of collaboration with the private sector. A severe assessment of the local context and needs of the beneficiaries is something that all organisations should take into consideration when conducting a development program. The programs should focus on challenges found to be most affecting. In addition, partnerships with the private sector should be analysed and developed further in order to create more efficient and sustainable collaborations.

Furthermore, development programs could gain benefits if prescriptions from funding organisations would be less restricted. The outcome from the inception phase, that as a new concept was included in the funding applications for AWF, lead to the success of the program. Therefore it would be beneficial for the evolving of development programs if the funding organisations could change how the prescriptive requests for proposals are written.

## 6.2 Recommendations to the case organisation

The findings in this study have proven looking into needs and find innovative ways to collaborate with the private sector to be effective when conducting these types of development programs. As these concepts are very similar to the concepts of design thinking, the methodology would be suggested to be further developed as a whole concept in the next phase of the AWF. To develop the program further and against a more clear gender equality focus, Plan could use the design thinking methodologies from the beginning, and this in particular for the needs and challenges of women. This includes conducting feasibility studies when applying the program to new regions within Uganda and also for other regions and countries. The design thinking methodologies should be studied deeper and the suggested tools should be used in a structured way. The concept of design thinking could be involved in some kind of workshop for future managers of AWF.

In order to further succeed, AWF should continue to address the areas of entrepreneurship and agriculture, as both of these areas have been recognised as important components in the local context and with future growth potential. In

addition, a measurement and evaluation system keeping track of the progress and result of the beneficiaries should be introduced in order to address this issue of difficulties of measuring the value of social innovation and design thinking.

Suggestions regarding the challenges found most affecting discussed in the analysis are summarised below.

- **More severe gender training**

Since many of the high scored challenges are connected to cultural and social norms, a stronger gender training is suggested to be included in the program. It is important to stress that allowing women to work can strengthen the household economy. As described by the women, issues connected to cultural and social norms got better after information and training, which stresses the importance and possibility of gender training.

- **Conduct savings groups only consisting of women**

The issues for women related to social and cultural norms within the area of finance and saving can be addressed through implementing savings groups only consisting of women. With female chairmen, no unfavourable ability to take loans can take place in the same extent. In addition, through the groups the women can inspire and share experiences with each other.

- **Use female role models in order to inspire and mentoring the young women**

Using examples and female role models from the first phase can strengthen the training and the ability to change the perception of the beneficiaries.

- **Use male role models to educate the men**

As pointed out by several management teams, an important aspect when it comes to cultural and social norms is to address the men. As the perception and opinions from the interviewed men differs from the women, it can be concluded that it is important to address the gender training both to women and to men. Role models from previous phase can be used for this.

- **Involve training in how to handle dry and wet seasons in farming**

The women need training in how to take advantage of the different seasons and when to plant which crops. This would be one way of further strengthen business skills with more agriculture specific training.

- **Continue developing the airtel platform and involve more saving groups**

The airtel platform should be further developed in order to address the needs of safe saving and payments. If payments within the value chain could be done through

mobile money, this would increase security and address the issue of not getting paid straight away. It is important to make sure that women are as involved as the men when introducing mobile money to a savings group.

- **Investigate what applications within agriculture business that could be used**

Opportunities such as increasing access to mobile phones and innovative development of mobile applications to address challenges within the development sector should be taken advantage of. Existing tools to address the agriculture business within areas such as weather updates, guidance of when to harvest crops and current market prices should be investigated.

### 6.3 Contribution to theory

It has been discussed that a significant problem for companies and NGOs is to understand the local context and the parameters for value creation. Through the study of A working future, it has been proven that by looking into the needs of the beneficiaries, and thereby applying basic thoughts and methodology of design thinking, a deeper understanding of the perspective of the beneficiaries can be gained. Hence the local context and parameters for value creation can be much easier understood. This leads to that the recognised challenges can be addressed in a much more effective way. Many of the benefits of the program have been found to be born from the use of this methodology.

Earlier theory and research showed that the relevance of engaging in innovation in developing countries is sometimes questioned for reaching long-term development goals (OCED, 2012). The research in this study has however proven that social innovation can be used as a way to solve issues of poverty, social inclusion and unemployment in developing countries. The use of design thinking as a concept to support social innovation has been shown to have a great affect on creating successful development programs. It has been shown that concepts similar to the ones within design thinking have a great effect on creating successful development programs.

Furthermore, previous research argued that there is a narrow view of innovation being just high technology but that innovation in lower technology sectors has many opportunities (OCED, 2012). They use the example of the agriculture having a high relevance of innovation as it is addressing socioeconomic challenges and fostering growth at the same time. The findings in the study confirm the relevance of engaging in innovation in lower-technology sectors such as the agriculture sector. Through design thinking methodologies, AWF found needs of the market and private sector

that enabled new types of collaborations within agriculture in Uganda and through this creating a huge number of new job offerings for youths.

Lastly, earlier research showed difficulties for NGO:s with engaging in innovation due to restrictions from foundations regarding prescriptive requests for proposals. This research shows that the new concept of including the inception phase in the application for AWF was a key component to the success of the program. The found strength and positivity of the concept implicated that funding organisations should reconsider its restrictions regarding prescriptive requests for proposals. In addition, the way that SIDA accepted this new concept shows that there are possibilities of changing the way that funding organisations work.

## 6.5 Suggestions for future research

In order to confirm that the findings for this research could be adopted and taken into consideration for all areas of Uganda, more quantitative research involving interviewing a larger numbers of women from different areas should be conducted. Complementing interviews to the limited interviews in this study could generalise the findings and strengthen the identified success factors. In addition to interviewing more women in different areas of Uganda, research within more development organisations than Plan could be conducted in order to generalise the findings regarding the success factors and benefits of using social innovation and design thinking. A study of other development programs similar to AWF would be interesting in order to further confirm the applicability of design thinking and the challenges with implementing social innovation. The chosen case study design, a holistic single unit design, make this future quantitative research particularly relevant.

Finally, it would be of interest to conduct a quantitative study of the value created by social innovation and design thinking for development organisations. To draw conclusions on the development sector in general, similar research could be conducted in other fields within the development context and accordingly other types of programs. However, this could be difficult to do at present, since design thinking is a relatively new concept within the development sector. In addition, as discussed in the analysis, the value of social innovation and design thinking could be hard to measure explicitly.



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# Appendices

Appendix A – Interview guides

Appendix B – List of interviewees

Appendix C – Project plan and outcome

# Appendix A – Interview guides

**Appendix A.1** – Interviews with female beneficiaries

**Appendix A.2** – Interviews with male beneficiaries

**Appendix A.3** – Interviews with local management teams and implementing partners

**Appendix A.4** – Interview with Shifteh Malithano, Regional Advisor Youth Economic Empowerment & Private Sector Partnerships, Plan International

**Appendix A.5** – Interview with Greg Lavender, Head of programs Plan International Uganda



## Appendix A.1 – Interviews with female beneficiaries

### General questions:

- What did you do in AWF?
- How is that working now?
- What was your prior learning from being part of AWF?
- What new opportunities/advantages did AWF give you? ,

### Ranking the challenges

- How much do the following challenges affect your possibilities of being an entrepreneur? (of getting a job)

*Rank from 1-3*

*1: Not affecting*

*2: Somehow affecting*

*3: Affecting a lot*

P

- Political challenges (dealing with authorities, instability and tax policies)

E

- Limited access to finance and saving possibilities
- Handling payments and transactions
- Bribery and corruption in the value chain/working environment

S

- Underinvestment in education and health
- Cultural and social norms and gender related stereotypes (ex: Negative perception from family and community)
- Limited access to social networks, mentorship
- Lack of employability and business skills
- Responsibilities at home, to combine business and family
- Sexual harassment
- Low self confidence
- Work restrictions from husband or family

T

- Limited access to technology and internet
- Low technical literacy (technical skills)

E

- Seasonal nature like rainfall and dry spells
- Difficult to find work close to home
- Meeting quality and hygiene standards from value chain partners

L

- Poor implementation of weak and unfavorable laws
- Are there any additional challenges that affect you?

**Challenges improved by A Working Future**

- Which of these challenges do you feel got improved by the the AWF program
- Which ones would you want them to address better?
- Do you have any other ideas or thoughts of how women can be empowered and successful in the labour market?

## Appendix A.2 - Interview with male beneficiaries

### **Perceptions of challenges that women face**

- Do you think men and women face different challenges in the labour market?
- Did you feel that men and women faced different challenges in the AWF-program?
- What are your perceptions of what roles women can or cannot play?
- What challenges/obstacles do you see for women to become entrepreneurs?
- 
- What challenges for women did the AWF address?
  - Which of these challenges do you think could be better addressed?
- What did you learn from being part of YEE related to gender and equality?

## Appendix A.3 – Interviews with local management teams and implementing partners

### **General Questions**

- What was your role in the AWF program?

### **Conducting development programs and AWF**

- How are development programs at Plan in general conducted?
- How was AWF supposed to be different from other development and YEE programs?
- Any problems arising during the implementation?
  - Something that you could have predicted and been overcome?
- Which were the most important success factors for AWF?

### **Gender perspective of AWF**

- What different challenges did you see between men and women in the AWF program?
- What challenges/obstacles do you see for women to become entrepreneurs?
- Which of these challenges do you believe were addressed in the AWF program?

### **AWF in the future**

- What do you think could be improved in the program to further support the women?
- What additional support and training do you believe should be added to the AWF program?

## Appendix A.4 – Interview with Shifteh Malithano, Regional Advisor Youth Economic Empowerment & Private Sector Partnerships, Plan International

### Opening questions:

- Describe your position at Plan International
- Describe your role in the AWF program

### Development programs in general

- Describe what you know of YEE programs in general (across the public sector)
  - How does the application process work?
  - What are benefits and challenges with the process of conducting development programs?

### A Working Future

- How are development programs conducted in general at Plan?
- There were already other YEE programs at Plan - how was AWF supposed to be different?
- What was different in how AWF was conducted?
- Why did you decide to have an inception phase?
  - What was the intended outcome?
  - Did you have any focus on participants needs and in that case how?
  - Did you consider the needs for women in particular?
- Did any problems arise during the implementation?
  - Something that could have been predicted and overcome?
- Which would you say were the most important success factors for AWF?
- Which of the following challenges were intended to be addressed by the program?
  - Political challenges (dealing with authorities, instability and tax policies)
  - Limited access to finance and saving possibilities
  - Handling payments and transactions
  - Bribery and corruption in the value chain/working environment
  - Underinvestment in education and health
  - Cultural and social norms and gender related stereotypes
  - Limited access to social networks, mentorship
  - Lack of employability and business skills
  - Responsibilities at home, to combine business and family
  - Sexual harassment

- Low self confidence
- Work restrictions from husband or family
- Limited access to and knowledge of technology and internet.
- Seasonal nature like rainfall and dry spells
- Difficult to find work close to home
- Meeting quality and hygiene standards from value chain partners
- Poor implementation of weak and unfavorable laws

## Appendix A.5 – Interview with Greg Lavender, Head of programs Plan International Uganda

### **Opening questions:**

- Describe your position at Plan International Uganda

### **Insights in development programs in general**

- What are your insights in how different organisations within the social sector work and develop their programs? Any common things to say about how they are developed?
- Can you tell any common challenges for developing these types of programs?
- Rules and regulations in general, how do they affect how development programs are developed/generated (from funders etc)

### **Development programs for equality in particular**

- Do you have any specific insights that applies to these types of programs?

### **Plan**

- How are Plan International suppose to develop their programs, are there any guidelines?
- Are there any specific difficulties that you have seen?
- Are the different programs working together?

### **AWF**

- What was special about AWF?
- Compared to other programs at Plan, how did AWF stand out?
- There have been other organisations interested in the AWF program structure? How big has this been and what have been their interests?

## Appendix B – List of Interviewees

<b>Code</b>	<b>Explanation</b>
FG1	Focus group female beneficiaries
FG2	Focus group female beneficiaries
FG3	Focus group female beneficiaries
FGM	Focus group male beneficiaries
LM1	Local Management team
LM2	Local Management team
IP	Implementing partner



# Appendix C – Project plan and outcome

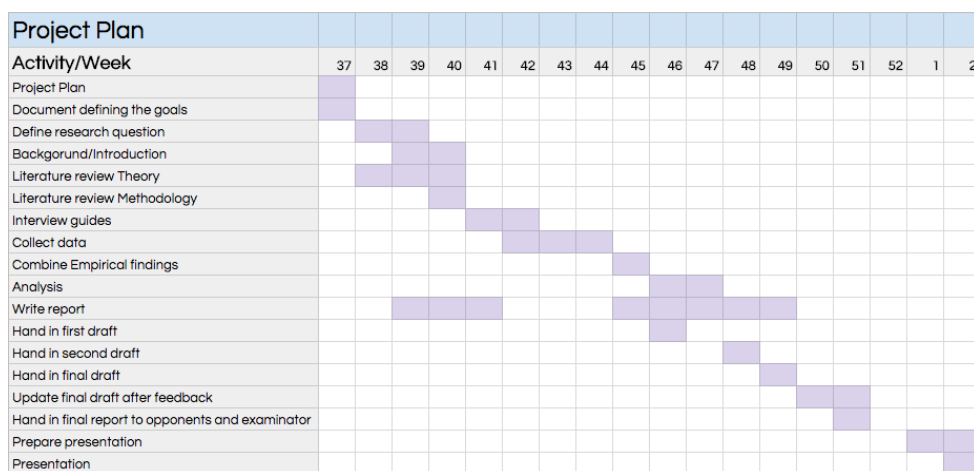


Figure 3 Project plan

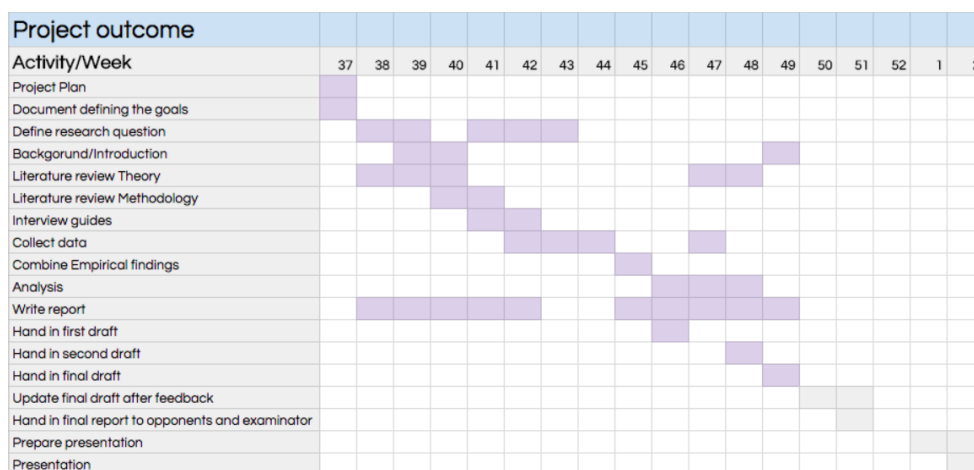


Figure 4 Project outcome

The project was performed almost as planned. The final research question took a bit longer to establish since a deeper understanding of the project was gained after the introduction in Uganda. The review of the methodology took a bit longer than expected and also some additional theory review had to be done later in the project. However, the writing of the report could start earlier than planned and to a larger extent proceed during the weeks of collecting data. Some additional data collection was also made in week 47. Main drafts were handed in as planned however with sections of the report submitted in between to get feedback from the supervisor.