



WISE

WOMEN INITIATIVES IN SOCIAL ENTREPRENEURSHIP

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FINAL REPORT

PRODUCED BY
SCHOOL OF LEADERSHIP FOUNDATION

Implementing Partner



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Background

Entrepreneurship, particularly in the sphere of social entrepreneurship, has become a formidable driver in confronting global challenges and nurturing sustainable development. As economies evolve, the role of entrepreneurs extends beyond profit-making to encompass social impact, environmental sustainability, and community development. Recognising the transformative power of social entrepreneurship, initiatives worldwide have been striving to empower individuals to create positive change while building sustainable businesses.

In the global context, social entrepreneurship has gained prominence as a catalyst for addressing complex societal issues. With a focus on creating both economic and social value, social entrepreneurs leverage innovative solutions to tackle challenges ranging from poverty and inequality to environmental degradation. Numerous successful models have demonstrated the potential of businesses that prioritise purpose alongside profit, contributing to a paradigm shift in the way societies perceive and approach entrepreneurship.

Within the unique socio-economic landscape of Pakistan, there exists an undeniable need for inclusive economic growth and empowerment. Amidst this backdrop, women's participation in entrepreneurship emerges as a critical factor. Despite their substantial contributions to various sectors, women in Pakistan face barriers that hinder their full participation in economic activities. Acknowledging the untapped potential of women entrepreneurs, there is a growing need of initiatives on that down barriers to establish a more inclusive and equitable entrepreneurial ecosystem. WISE (Women Initiatives in Social Entrepreneurship), a programme by Jazz and UNDP Pakistan, aims to contribute to this specific goal.

This capacity building initiative aims to provide women social entrepreneurs, especially those from rural and peri-urban areas, with the essential skills and knowledge to actualise their visions into sustainable social enterprises. The programme envisions a future in which these women not only attain personal success but also emerge as influential drivers of positive social change within their communities. Implemented by the School of Leadership Foundation, WISE has the following specific objectives:

1. Create a network of 430 women social entrepreneurs, working towards the achievement of Sustainable Development Goals through 13 Bootcamps.
2. Equip women social entrepreneurs from rural and peri-urban areas with key entrepreneurial skills.
3. Assist participants in developing Social Business Model Canvas of their social enterprise by focusing on key areas: Problem Identification, Stakeholder Mapping, Branding, Marketing, and Financial Management
4. Provide mentoring opportunities for a more focused approach tailored to meet specific learning needs of the participants.

A total of 432 women social entrepreneurs were engaged directly in the programme through thirteen 4-day bootcamps across major cities, including Rawalpindi, Lahore, Multan, Karachi, Hyderabad, Sukkur, Peshawar, Chitral, Swat, Abbottabad, Lasbela, and Quetta.

This report captures the programmes's impact and offers a comprehensive overview of the participants' journey, from the bootcamps to follow-up mentoring sessions.

Implementation Strategy

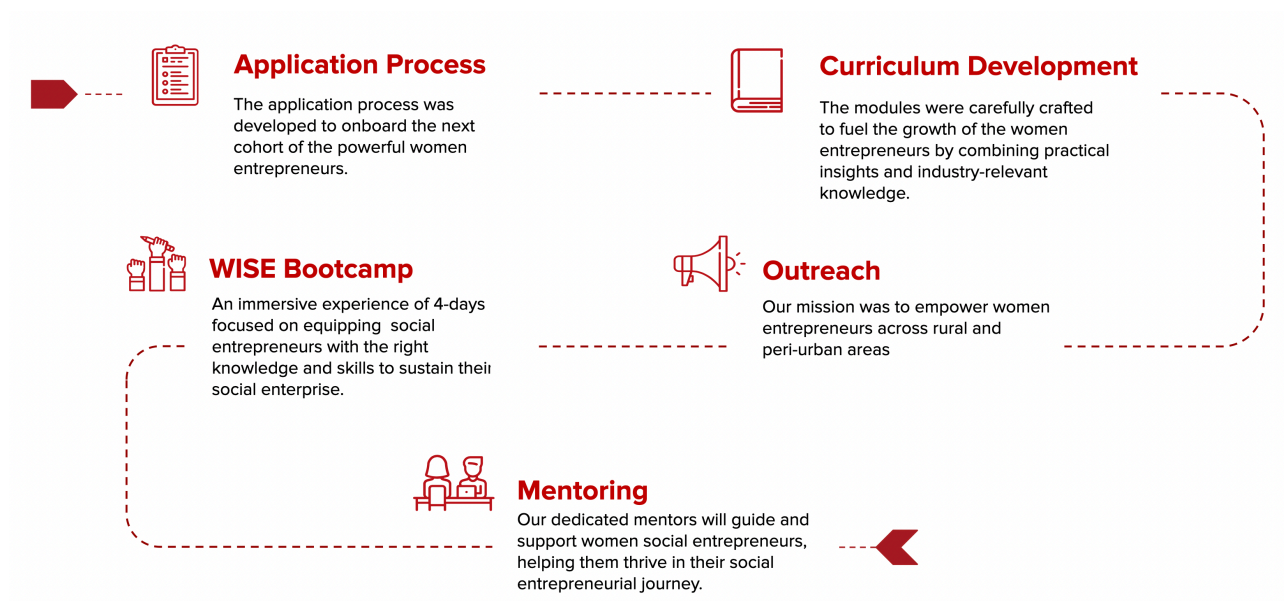


Figure 1: WISE Implementation Strategy

Application Process

The call for applications was launched on July 31, 2023, and was accessible on all digital platforms of SoLF, UNDP Pakistan, and JAZZ until September 15, 2023. Throughout this duration, a total of 722 applications were submitted.

Jazz, UNDP Pakistan, and SoLF worked together to finalise the following selection criteria:

Essential:

- The applicant should be between the ages of 18-35
- The applicant must identify as a woman
- The social enterprise must focus on at least one of the 17 SDGs
- The applicant must provide evidence of potential social impact
- The idea should be legally and socially acceptable
- The applicant must be a Founder or Co-founder

Desirable:

- The social enterprise contribute towards SDG 8: Decent work and economic growth
- The social enterprise already has a few customers and has completed the testing phase of the product/service.
- The social enterprise is tech-based and tech-forward
- The social enterprise has substantial representation of women from rural areas

	Applications Received	Shortlisted/Invited for interviews	Interviewed
Punjab	301	127	94
KP	214	98	73
Balochistan	82	37	31
Sindh	125	64	54
Total	722	326	252

Table 1: Summary of the Application Process

Curriculum Development

The content package created for WISE consisted of a training manual and a participant's workbook.

Functioning as an invaluable tool for trainers during the 4-day bootcamp, the training manual provided in-depth information about each of the seven modules covered during the programme. Each module contained purposeful activities, carefully chosen to align with overarching learning objectives. These activities served as stepping stones, enabling participants to actively engage with the material, internalise concepts, and apply their newfound knowledge in practical scenarios. The manual provided clear instructions and methodologies, empowering trainers to lead sessions effectively and creating an atmosphere of collaboration and curiosity among participants.

The manual also featured a collection of impactful case studies, serving as potent illustrations that highlighted the practical relevance of lessons taught in the bootcamp. Participants drew inspiration from these compelling case studies, envisioning the potential impact of their social enterprises and gaining insights from successful models that had paved the way.



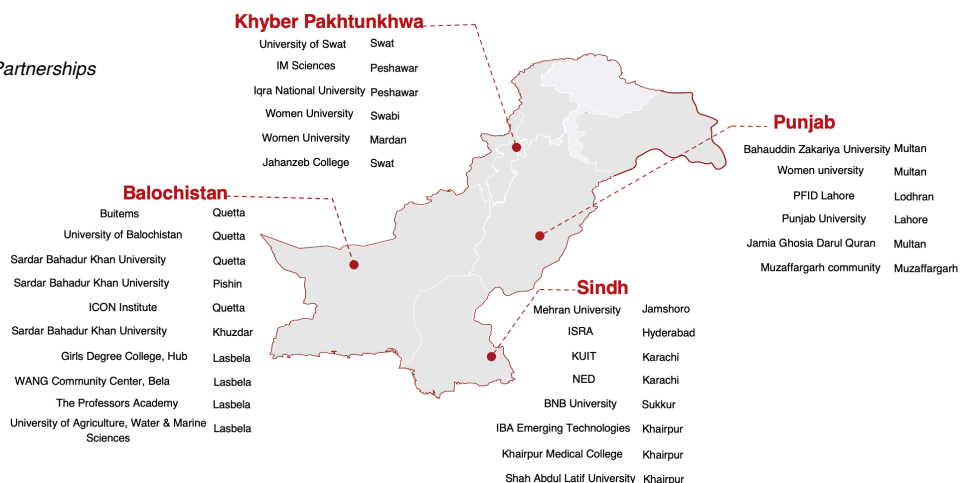
Another valuable component within the manual was a set of thoughtfully crafted worksheets, acting as guiding tools to help women entrepreneurs refine and reshape their visions for their respective social enterprises. These exercises prompted introspection, strategic planning, and idea crystallisation, laying a robust foundation for building their ventures.

The participant's workbook consisted of essential concepts and worksheets from the training manual. Serving as a valuable resource for women entrepreneurs, it enabled them to review and reflect on their learning during the bootcamp and beyond. Furthermore, these worksheets will also prove useful in the future as their social enterprises evolve and progress.

Outreach

In order to engage women applicants nationwide and encourage their participation in the programme, the outreach activities were organised into four primary categories: Partnerships (University, Institutional, and Government), Print Advocacy, Outreach Sessions, and Digital Media Campaign. The overarching objective of these outreach activities was to ensure that prospective beneficiaries were well-informed and had an equal opportunity to apply for participation.

Figure 2: WISE - University Partnerships



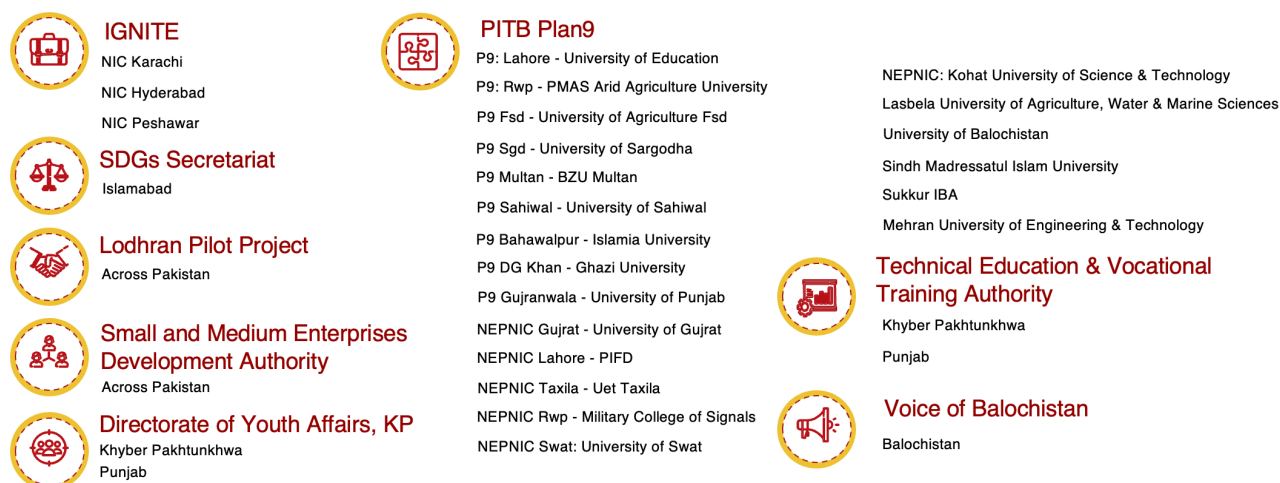


Figure 3: WISE - Government and Institutional Partnerships

As part of its comprehensive outreach strategy, SoLF executed 31 outreach sessions for the WISE programme, facilitating direct engagement with 1,889 women. These sessions extended beyond awareness creation and were designed to provide detailed information about the programme as well as guidance on all steps within the application process.

S.No	Partner/Institute	District	Region	Date	Number of Participants
1	NIC Hyderabad	Hyderabad	Sindh	21-08-2023	70
2	ISRA	Hyderabad		21-08-2023	14
3	Govt Girls Degree College	Larkana		25-08-2023	103
4	Govt College for Women Khairpur	Khairpur		29-08-2023	41
5	Mehran University of Emerging technologies	Khairpur		11-09-2023	60
6	Sunshine Acadmey Shadadpur	Shadadpur		11-09-2023	50
7	Govt Girls Degree College SBBU University Campus	Shadadpur		11-09-2023	58
8	Shah Abdul Latif University	Khairpur		12-09-2023	60
9	Islamia university Bahwalpur Old Campus	Bahawalpur	Punjab	01-09-2023	90
10	Community Session with LPP	Multan		02-09-2023	60
11	PFID Lahore	Lahore		07-09-2023	47
12	Women Resource Center & Incubation (WRC&I) Punjab University	Lahore		08-09-2023	24
13	Arid Agriculture University Rawalpindi	Rawalpindi		06-09-2023	32
14	UET Taxila	Taxila		07-09-2023	33

15	University of Agriculture / PITB Plan 9	Faisalabad		05-09-2023	45
16	LCWU	Lahore		11-09-2023	60
17	Superior University	Lahore		11-09-2023	100
18	University of Balochistan	Quetta		29-08-2023	91
19	University of Balochistan - Mastung Campus	Mastung		23-08-2023	60
20	LAUWMS	Lasbela		04-09-2023	52
21	Manzil Organisation	Sibi	Balochistan	30-08-2023	71
22	Azat foundation	Noshki		21-08-2023	103
23	University of Lorlai	Lolarai		24-08-2023	78
24	Balochistan University Youth Development Center	Quetta		14-09-2023	62
25	Govt Technical and Vocational College for Women	Haripur		16-08-2023	100
26	Post Graduate College Abbottabad	Abbottabad		16-09-2023	70
27	PG College Swat	Swat		17-08-2023	70
28	PITB Plan9 and University of Swat	Swat	Khyber Pakhtunkhwa	17-08-2023	50
29	University of Chitral	Chitral		17-08-2023	60
30	Women University Mardan Bakhshali Campus	Mardan		06-09-2023	70
31	Online session with NIC Peshawar	Peshawar		28-08-2023	5
	Total				1889

Table 2: Summary of WISE outreach sessions

On August 9, 2023, a press release was shared with the media, unveiling the partnership between UNDP Pakistan and Jazz to champion women-led social innovation through the launch of the WISE Programme. This press release received coverage from 14 print and 15 online publications, totalling a circulation of 1,619,000 (Urdu: 1,360,000 and English: 259,000). Following the first WISE bootcamp on October 3, 2023, another press release was disseminated to the media. This subsequent release was covered by 12 print and 14 online publications, with a total circulation of 1,855,000 (Urdu: 1,660,000 and English: 195,000).

Apart from in-person and print outreach efforts, WISE also conducted a robust digital engagement campaign. The Digital Engagement campaign was launched at 5pm, July 31 by sharing the registration post along with application link across all SoLF, UNDP Pakistan, and Jazz channels. The primary hashtags of the campaign were #WISEPakistan and #DigitalPakistan. The awareness phase within the engagement strategy aimed to capitalise on the success of the SDG bootcamps and highlight the necessity of an intervention designed for women social entrepreneurs. During the awareness phase, the posts incorporated elements such as the launch video, trainer announcements, influencer engagement, relevant facts and figures related to entrepreneurship in Pakistan, with a particular emphasis on women's participation. The primary focus of this phase was on showcasing what the WISE programme offered, providing a clear overview to ensure that women social entrepreneurs are not only well-informed but also motivated to apply for the opportunity. In addition to the social media campaign, targeted radio campaigns and SMS broadcasts were utilised to broaden outreach, particularly in districts with fewer applicants. During the Engagement phase of the campaign, our goal was to emphasise the transformative impact of the bootcamps, highlighting their

substantial value addition and the unlocking of untapped potential. Highlights from the learning journey and on-the-road snippets provided insights into our dynamic interactions with women social entrepreneurs and their experiences, effectively capturing the essence of our mission. The Impact phase of the campaign included regional highlight videos featuring testimonials from women social entrepreneurs, trainers, and mentors. In addition to these, posts and videos will also be published to showcase the programme's achievements and success stories of the most promising social enterprises. The following social media platform were used throughout the campaign:

- Facebook
- Instagram
- Twitter
- LinkedIn

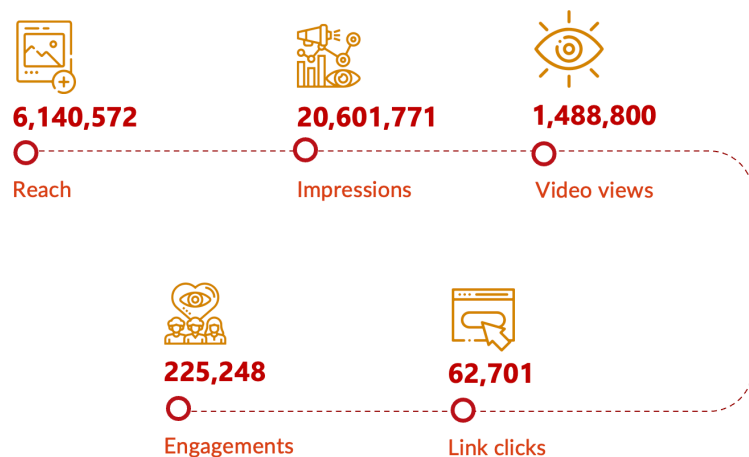


Figure 5: Social Media Analytics

WISE Bootcamps

A total of 13 4-day WISE bootcamps were executed with 432 women social entrepreneurs. The locations for these bootcamps were:

KP: Peshawar, Swat, Chitral, Abbottabad
Sindh: Karachi, Hyderabad, Sukkur
Punjab: Lahore, Multan, Rawalpindi
Balochistan: Quetta, Lasbela

Spanning four days, the WISE bootcamp offered an immersive learning experience for women social entrepreneurs, addressing key elements of their social enterprises. It included modules on problem analysis, stakeholder mapping, the Social Business Canvas Model, and key functions like branding, marketing, and financial management. The programme also emphasised the development of compelling pitches, culminating in a Pitch Competition on the final day. This competition afforded each social enterprise the chance to showcase their pitch and receive comprehensive feedback, facilitating refinement of their designs and pitches.

Module	The Big Question	Key Learning Outcomes
Sustainable Development Goals and Social Entrepreneurship	How can I become a powerful force for positive change, influencing and driving meaningful impact in the community?	<ol style="list-style-type: none"> 1. Understanding SDGs 2. What is a Social Enterprise? 3. TBL Theory: Profit, People, and Planet

Problem Analysis and Stakeholder Mapping	<p>How does my understanding of the issue I wish to address empower me to devise meaningful and sustainable solutions?</p> <p>How does the process of mapping key stakeholders enhance my ability to establish influential connections and maximise the positive impact of my social enterprise?</p>	<ol style="list-style-type: none"> 1. To understand the significance of thorough problem analysis before designing any solution 2. To understand the importance of stakeholder mapping to ensure any solution they design in the future resonates effectively with the communities they wish to serve.
Human-Centred Design	<p>How can I employ Human-Centred Design (HCD) to create a solution focused on the customer?</p>	<ol style="list-style-type: none"> 1. Understand the importance of Social Business Model Canvas (SBMC) 2. Develop a deeper understanding of each element within the SBMC 3. Understand the balanced significance of both commerce and impact for a social enterprise
Social Business Model Canvas	<p>How can my social enterprise generate both financial and social value, and how are these two types of value interconnected?</p>	<ol style="list-style-type: none"> 1. Understand the importance of Social Business Model Canvas (SBMC) 2. Develop a deeper understanding of each element within the SBMC 3. Understand the balanced significance of both commerce and impact for a social enterprise
Branding and Customer Engagement	<p>How can branding effectively communicate my mission, values, and positive social impact to captivate and inspire customers?</p>	<ol style="list-style-type: none"> 1. Gain insight into the five core pillars of branding 2. Construct a thorough branding strategy tailored to the social enterprise's needs
Marketing and Digital Transformation	<p>How can I utilise a range of marketing strategies to successfully connect with my target audience, improve brand visibility, and broaden the reach of my social enterprise?</p> <p>How can I make the most of the opportunities provided by digital enablement, particularly through e-commerce and alternate banking, to broaden the scope of my social enterprise and magnify its influence?</p>	<ol style="list-style-type: none"> 1. The core concepts of marketing 2. Tools and practices to maximise impact in the digital marketplace 3. Engage a target audience through Digital Marketing tools 4. Methods of generating revenue online

Financial Management	How can I maximise the value of my social enterprise?	Key financing terminologies Cost and expenditure management Key Financial Statements Budgeting Bootstrapping and Seeking Investment
Art of Pitch	How can I deliver an impactful pitch for my social enterprise?	Learn the importance of constructing an engaging pitch and acquire insights into the art of developing a presentation that leaves a meaningful impact

Table 3: Summary of WISE Learning Journey

Mentoring Session

The mentoring phase of the implementation process was thoughtfully designed with two distinct sessions, each playing an equally important role in the participants' developmental journey. The initial session was conducted on the evening of the third day of the bootcamp, and involved the entire cohort of 432 participants. In contrast, the second session, conducted with a gap of at least 2 weeks after the bootcamp's conclusion, shifted to an online format to adapt to the evolving needs and dynamics of the participants. The intentional gap between these two sessions was strategically chosen to afford participants the necessary time for implementation, reflection, and refinement of their strategies after the bootcamp.

The primary objective of the first session was to facilitate a comprehensive review and feedback process for the social business model canvas (SBMC) created by the participating social enterprises. Whereas, for the second sessions participants were given the option to choose one or more of group mentoring sessions on the following themes:

1. Strategic Branding: Developing and Implementing Effective Brand Development Strategies
2. Digital Marketing Techniques and Tools
3. Financial Management, Feasibility, and Scaling
4. Optimising E-commerce Growth

In addition to the two aforementioned mentoring sessions, each of the 13 winning social enterprises, representing one from each boot camp, had the chance to engage in a personalised one-on-one mentoring session with an industry expert, addressing the specific learning and growth needs of their enterprise. The following table provides a summary of these one-one-one sessions:

Bootcamp	Winner	Mentoring Needs	Mentor Profile
Rawalpindi	FreshFactors	<p>Fresh Factors was interested in learning more about what digital marketing strategies could be used to effectively communicate their mission, engage their target audience, and build a robust online community committed to addressing climate action and food insecurity.</p> <p>The session mainly focused on:</p> <ol style="list-style-type: none">1. What kind of content to develop to disseminate awareness of climate action, smart rooftop farming, and the positive impact on urban communities.2. How to optimize online content to ensure that the initiative and digital content rank high in search engine results, increasing visibility and attracting individuals interested in sustainable agriculture and community empowerment.	<p>Sana Malik , the founder of C4i Agency and a Digital Communications Specialist, brings substantial expertise from a robust professional background. With experience in collaborating with diverse international and non-governmental organizations, along with corporate entities including FCDO, UNICEF, US Embassy, Hashoo Foundation, Jazz, JazzCash, CyberNet, and StormFiber, Sana demonstrates versatility in the field. Her commitment to digital communication excellence is evidenced by successful collaborations and impactful relationships with a wide range of stakeholders.</p>

Hyderabad	RIP	<ol style="list-style-type: none"> 1. Seek comprehensive insights into the principles of effective branding. 2. Learn strategies for market segmentation to better target and connect with specific customer segments. 3. Explore ways to enhance visual elements such as product packaging and product colors for a more appealing and cohesive brand image. 4. Guidance on selecting a suitable and resonant name for the brand that aligns with its mission and values. 5. Develop an impactful logo that serves as a visual representation of the brand's identity. 6. Gain understanding and support in trademark registration to protect brand assets. 	Fazli Subhan, currently leading Hult Prize Foundation in Pakistan as Country Coordinator, has been working with startups and contributing to the upliftment of Pakistan's startup and innovation ecosystem since 2012. At Hult Prize, he has been guiding and providing support to Campus Directors in 100+ universities across Pakistan in their OnCampus Program and has been developing a support platform for the 1000+ startups that participate in HP each year by partnering with different organizations. He is also the Founder and Director of BIC at University of Malakand.
Lahore	Yumkins	<p>Both social enterprises required financial support and guidance to explore available grants and funding opportunities, specifically:</p> <ol style="list-style-type: none"> 1. Strategies to raise funds 2. Guidance on identifying potential investors and sponsors. 3. Support in identifying and applying for grants suitable for their business. 	<p>Having more than 11 years of management, consulting and enterprise development experience, Syed Nisar Ahmed is an entrepreneurial being and a strategy expert devoted designing projects, fundraising and supporting new startups and small businesses grow. Over the years, Nisar has been in key leadership positions to carry out various projects ranging from advancement, capacity building, community engagement, diversity, refugee wellbeing, migration, social entrepreneurship and livelihood. He is co-founder and additional director of National Incubation Center Quetta, the only Business Incubator in Balochistan, which has successfully graduated more than 200 startups and microenterprises so far, creating 2000+ jobs with revenue generation of PKR 400+ million and raising investment of PKR 200+ million.</p>
Swat	Skin Genie		
Lasbela	Qaswa Camel Milk ice cream	Both social enterprises sought fundamental financial assistance and management	

Quetta 1	Prime Rose Embroidery	<p>support, including:</p> <ol style="list-style-type: none"> 1. Foundational financial education covering aspects like profit/loss analysis, budgeting, and cash flow management. 2. Support in understanding and applying effective financial management practices. 3. Direction on fundraising techniques tailored to their business. 4. Guidance on the efficient utilisation of funds for business expansion. 5. Strategies for leveraging technology-driven tools to simplify financial management. 	<p>With an extensive leadership background, Dr. Arshad has cultivated expertise as a financial management mentor, making him an excellent candidate for guiding startups in planning their finances. His proven track record in team development, strategic planning, and a commitment to exceeding targets positions him as a dedicated mentor capable of providing valuable insights and guidance in the financial domain for startups.</p>
Abottabad	DaNeen'S Collection	<p>The social enterprise required support to explore the right market for their products. They wanted to learn about:</p> <ol style="list-style-type: none"> 1. Strategies for identifying and targeting the right market. 2. Techniques for effective product sales within the identified market. 	<p>Shayan is a business leader and a seasoned startup coach and mentor. He has mentored 1,300+ startups from across the world and has helped them raise \$30m+ in investments during the last two years. He specialises in taking early stage startups from 0 to 1, including working on their go-to-market, strategic partnerships and investment readiness.</p>
Sukkur	FASHIONET	<p>Operating as a B2B model, the social enterprise required guidance on using e-commerce to establish a brand name. They specifically want to know about:</p> <ol style="list-style-type: none"> 1. Strategies for effective B2B e-commerce branding. 2. Networking guidance to connect with relevant companies and brands. 	<p>Syed Nisar Ahmed</p>
Karachi	Bioraff	<p>Bioraff shared the following mentoring needs:</p> <ol style="list-style-type: none"> 1. Assistance in the DRAP certification process. 2. Guidance on patent filing procedures. 3. Strategies for forming beneficial partnerships and associations 	<p>Muwaddat has over 8 extensive years of experience ranging from In house legal counsel to executive legal position in the public sector including incubation centres across Pakistan.</p>

Multan	Greenosum	<p>Greenosum was focused on enhancing its digital presence, particularly on Facebook and Instagram. Their specific needs were:</p> <ol style="list-style-type: none"> 1. Strategies for increasing awareness on Facebook and Instagram. 2. Content optimization suggestions to capture audience interest. 3. Methods to attract and engage followers effectively. 	<p>Qahafa has more than 20 years of experience in diversified Industries, particularly Pharmaceutical, Textile, Social Media & Entrepreneurship Ecosystem. He is currently leading a Digital Marketing Agency and specialises in developing digital branding strategies of businesses to go online.</p>
Quetta 2	Modest Clothing	<p>Modest Clothing required general support for scaling up their social enterprise. Their specific mentoring needs were:</p> <ol style="list-style-type: none"> 1. Guidance on how to effectively manage their operations and make their business model sustainable 2. Support in strategic planning for business expansion. 	Fazli Subhan
Peshawar	Plaxtrade	<p>Plaxtrade required support in production, market research, and financial management, such as:</p> <ol style="list-style-type: none"> 1. Assistance in production optimisation and efficiency. 2. Market research strategies for product introduction. 3. Financial management guidance for sustainable growth. 	<p>Ahmed Junaid is a strategic marketing and digital delivery expert with over 12 years of experience in digital marketing communication, brand management, PR management, customer acquisition, and market research. He has led and strategised successful collaborative ventures employing the creative and technical facets of marketing across the Energy, Information Technology, Real Estate, and Development sectors.</p>
Chitral	Qashkari Handicrafts and Carpets	<p>Qashkari Handicrafts and Carpets required help in digital marketing to boost their business, including:</p> <ol style="list-style-type: none"> 1. Creating relevant and valuable content to attract and retain a target audience. 2. Optimising content for search engines to improve organic visibility. 3. Developing and executing a content calendar for consistent posting. 4. Running campaigns on different platforms 	Sana Malik

Table 4: Summary of Bootcamp Winners' Mentoring Sessions

Participants' Information

Region	Bootcamp Locations	Number of Participants	Number of Social Enterprises
Punjab	Rawalpindi	26	16
	Lahore	40	21
	Multan	38	19
KP	Peshawar	30	14
	Chitral	31	13
	Swat	31	15
	Abbottabad	26	14
Sindh	Karachi	42	21
	Sukkur	27	14
	Hyderabad	40	22
Balochistan	Quetta	35	15
	Lasbela	38	16
	Quetta 2	28	19
Total		432	219

Table 4: Summary of WISE Bootcamp Participants

Region	Bootcamp Locations	Number of Social Enterprises	SDGs Targeted
Punjab	Rawalpindi	16	Goal 1: No Poverty Goal 2: Zero Hunger Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth Goal 10: Reduced Inequalities Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 16: Peace, Justice, and Strong Institutions
	Lahore	21	Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 13: Climate Action

KP	Multan	19	Goal 1: No Poverty Goal 2: Zero Hunger Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 7: Affordable and Clean Energy Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 15: Life on Land
	Peshawar	14	Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 16: Peace, Justice, and Strong Institutions
	Chitral	13	Goal 1: No Poverty Goal 2: Zero Hunger Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 12: Responsible Consumption and Production
	Swat	15	Goal 1: No Poverty Goal 2: Zero Hunger Goal 4: Quality Education Goal 5: Gender Equality Goal 7: Affordable and Clean Energy Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 12: Responsible Consumption and Production Goal 13: Climate Action
	Abbottabad	14	Goal 4: Quality Education Goal 5: Gender Equality Goal 6: Clean Water and Sanitation Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land Goal 16: Peace, Justice, and Strong Institutions

Sindh	Karachi	21	Goal 1: No Poverty Goal 2: Zero Hunger Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 6: Clean Water and Sanitation Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land Goal 16: Peace, Justice, and Strong Institutions
	Sukkur	14	Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land
	Hyderabad	22	Goal 4: Quality Education Goal 5: Gender Equality Goal 7: Affordable and Clean Energy Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 14: Life below Water
Balochistan	Quetta	15	Goal 1: No Poverty Goal 2: Zero Hunger Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 6: Clean Water and Sanitation Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities
	Lasbela	16	Goal 3: Good Health and Wellbeing Goal 4: Quality Education Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 13: Climate Action Goal 15: Life on Land

	Quetta 2	19	Goal 2: Zero Hunger Goal 3: Good Health and Wellbeing Goal 5: Gender Equality Goal 8: Decent Work and Economic Growth Goal 9: Industry, Innovation, and Infrastructure Goal 10: Reduced Inequalities Goal 11: Sustainable Cities and Communities Goal 12: Responsible Consumption and Production Goal 13: Climate Action
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Table 5: Summary of SDGs Targeted

Region	Bootcamp Locations	Number of Participants	Participant Districts
Punjab	Rawalpindi	26	1. Islamabad 2. Haripur 3. Ghanche 4. Chitral 5. Hunza 6. Attock 7. Rawalpindi 8. Gilgit 9. Bahawalpur 10. Mansehra
	Lahore	40	1. Rawalpindi 2. Faisalabad 3. Chakwal 4. Mandi Bahauddin 5. Nankana Sahib 6. Lahore 7. Kasur 8. Poonch 9. Mianwali 10. Bhakkar 11. Sialkot 12. Bahawalpur 13. Muzaffargarh
	Multan	38	1. Lahore 2. Chishtian 3. Islamabad 4. Jhang 5. Bahawalpur 6. Multan 7. Khanewal 8. Mian Channu
	Peshawar	30	1. Peshawar 2. Chitral 3. Takhtbhai 4. Bara 5. Mardan 6. Nowshera 7. Razzar 8. Domel 9. Mardan 10. Nowshera 11. Swabi 12. Haripur 13. South Waziristan

KP	Chitral	31	1. Chitral
	Swat	31	1. Abbottabad 2. Haripur 3. Peshawar 4. Charsadda 5. Swabi 6. Swat 7. Mansehra
	Abbottabad	26	1. Bannu 2. Haripur 3. Abbottabad 4. Sudhnoti 5. Chitral 6. Islamabad 7. Peshawar 8. Mansehra 9. Lahore
Sindh	Karachi	42	1. Karachi South 2. Karachi Central 3. Karachi East 4. Larkana 5. Khairpur 6. Hyderabad 7. Naushero Feroz 8. Rahim Yar Khan
	Sukkur	27	1. Khairpur 2. Rohri 3. Naushero Feroz 4. Kingri 5. Hala 6. Hyderabad 7. Quetta 8. Pano Akil 9. Kashmore 10. Sukkur 11. Mirpur Mathelo 12. Ghotki

Balochistan	Hyderabad	40	<ol style="list-style-type: none"> 1. Naushero Feroz 2. Shahadpur 3. Sanghar 4. Latifabad 5. Kunri 6. Hyderabad 7. Garhi Yasin 8. Saeedabad 9. Badin 10. Kotri 11. Kingri 12. Tando Allahyar 13. Makli 14. Digri 15. Sujawal 16. Tandojam 17. Moro 18. Matiari 19. Mirpurkhas 20. Judo
	Quetta	35	<ol style="list-style-type: none"> 1. Quetta 2. Pasni 3. Kardgap 4. Gwadar 5. Kalat 6. Dera Murad Jamali 7. Sohbatpur 8. Tump 9. Sibi 10. Nushki 11. Naseerabad
	Lasbela	38	<ol style="list-style-type: none"> 1. Lasbela 2. Kalar 3. Tech 4. Naseerabad 5. Jhal Magi 6. Uthal 7. Panjgur 8. Khuzdar 9. Gwadar
	Quetta 2	28	<ol style="list-style-type: none"> 1. Chagai 2. Quetta 3. Mastung 4. Chaman 5. Nushki 6. Kalat 7. Bolan 8. kech 9. Gwadar 10. Khuzdar

Table 6: Summary of Participants districts

Beneficiary Feedback

SoLF, in collaboration with UNDP Pakistan, developed a comprehensive monitoring and evaluation framework to track the growth of social enterprises throughout the project. The tools consisted of both quantitative and qualitative questions and were utilised at various stages of project implementation.

Bootcamp:

Pre-Evaluation Forms

Post-Evaluation Forms

The pre-evaluation form was designed to collect information on participants' understanding of the topics to be covered in the bootcamp before the training. In contrast, post-evaluation forms were employed to evaluate the growth and increase in participants' knowledge and their overall learning experience.

The Post-evaluation form incorporated all the questions present in the pre-evaluation forms, ensuring a thorough assessment of knowledge and skill advancement. Additionally, a few extra questions were included to effectively capture the participants' overall learning journey.

The table presents a comparison of responses from pre- and post-assessment forms from the bootcamps. The questions in the assessment are rated on a scale of 1 to 10, where 1 represents a poor understanding or skill level, and 10 indicates excellent understanding or skill. The percentages represent the distribution of participants' responses in each category. Let's analyse the responses for each question:

Question:	On a scale of 1-10, how would you rate your current understanding of Sustainable Development Goals? (1=poor, 10= excellent)									
	1	2	3	4	5	6	7	8	9	10
Pre-bootcamp	11%	13%	8%	6%	8%	7%	10%	12%	11%	14%
Post-bootcamp	2%	4%	4%	6%	2%	3%	1%	8%	19%	51%
Question:	On a scale of 1-10, how would you rate your current understanding of what constitutes a SocialEnterprise? (1=poor, 10= excellent)									
	1	2	3	4	5	6	7	8	9	10
Pre-bootcamp	12%	14%	10%	7%	9%	12%	8%	9%	9%	9%
Post-bootcamp	2%	4%	4%	4%	4%	2%	3%	9%	19%	49%
Question:	On a scale of 1-10, how would you rate your current understanding of Human-Centred Design (1=poor, 10= excellent)									
	1	2	3	4	5	6	7	8	9	10
Pre-bootcamp	15%	13%	12%	6%	10%	11%	10%	6%	9%	8%
Post-bootcamp	3%	3%	5%	4%	3%	2%	4%	9%	20%	47%
Question:	On a scale of 1-10, how would you rate level of knowledge: Budgeting (1=poor, 10= excellent)									
	1	2	3	4	5	6	7	8	9	10
Pre-bootcamp	11%	10%	16%	10%	16%	9%	8%	9%	7%	5%
Post-bootcamp	4%	11%	7%	5%	4%	4%	7%	17%	17%	24%
Question:	On a scale of 1-10, how would you rate your level of knowledge: Pitching (1=poor, 10= excellent)									

	1	2	3	4	5	6	7	8	9	10
Pre-bootcamp	13%	10%	11%	8%	13%	10%	10%	10%	7%	8%
Post-bootcamp	3%	10%	5%	5%	2%	4%	5%	16%	23%	28%

Table 7a: Pre- and Post-Evaluation Form - Analysis for Knowledge and Skills Advancement

The evaluations of participants' understanding of Sustainable Development Goals before the bootcamp exhibited a diverse distribution, with a significant portion falling within the mid-range. Subsequent to the bootcamp, there was a noteworthy shift towards higher ratings, particularly within the 9-10 range, signifying a marked enhancement in participants' understanding of Sustainable Development Goals.

In terms of grasping the concept of a social enterprise, participants showcased a varied understanding with diverse ratings prior to the bootcamp. However, post-bootcamp, there emerged a distinct concentration of higher ratings (8-10), implying an overall advancement in knowledge, with a majority now positioning themselves within the uppermost three categories.

The understanding of Human-Centred Design among participants displayed variability before the bootcamp, with a substantial percentage falling within the mid-range. Following the bootcamp, a discernible inclination towards higher ratings, particularly within the 8-10 range, indicated a substantial enrichment in knowledge concerning Human-Centred Design.

"Although I am a business student, but the concepts that I learned in these four days were something I couldn't learn during my four years in university. So I'm really really grateful and honoured to be a part of this."

-Maheen Shahid
Founder, Crochet Flora

The participants' knowledge of budgeting exhibited a wide-ranging spectrum of ratings before the bootcamp, with a notable percentage falling within the mid-range. Post-bootcamp, there was a shift towards higher ratings, particularly in the 8-10 range, showcasing an improvement in participants' knowledge and proficiency in budget-related skills.

Regarding pitching skills, participants presented a varied range of ratings before the bootcamp, distributed across the scale. However, after the bootcamp, a clear trend emerged towards higher ratings, specifically within the 8-10 range, indicating a significant enhancement in participants' pitching skills attributable to the bootcamp.

Statement	I have thoroughly analysed the problem I wish to address through my social enterprise				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pre-bootcamp	6%	8%	18%	43%	25%
Post-bootcamp	3%	1%	9%	35%	52%
Statement	I have conducted a thorough stakeholder mapping exercise for my social enterprise				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pre-bootcamp	8%	22%	35%	26%	11%
Post-bootcamp	3%	3%	11%	37%	45%
Statement	I am aware of the all five pillars of branding and how they can help help me in engaging my customers				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pre-bootcamp	10%	25%	32%	21%	12%

Post-bootcamp	2%	2%	12%	35%	49%
Statement	I know how to utilise digital marketing tools to minimise cost and maximise profits for my social enterprise				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pre-bootcamp	8%	16%	32%	31%	13%
Post-bootcamp	3%	4%	12%	33%	49%
Statement	I possess a complete understanding and capability to create financial documents like Profit and Loss (P&L) statements and Balance Sheets				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pre-bootcamp	10%	25%	29%	26%	11%
Post-bootcamp	2%	4%	9%	40%	45%
Statement	I have formulated a social business model canvas and possess a thorough understanding of each of its components.				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Pre-bootcamp	10%	21%	33%	28%	10%
Post-bootcamp	3%	1%	9%	30%	57%

Table 7b: Pre- and Post-Evaluation Form - Analysis for Knowledge and Skills Advancement

Problem Analysis:

"A common misconception about women is that we lack the capability to manage finances. The WISE Bootcamp has significantly contributed in improving my analytical and logical skills, offering guidance on the application of logical reasoning in my business operations."

Momina Ahsan
YumKins

•Before the bootcamp, 68% of participants either agreed or strongly agreed that they had thoroughly analysed the problem they wished to address through their social enterprise.

•Post-bootcamp, there was a notable increase in positive responses, with 87% now agreeing or strongly agreeing, indicating a significant improvement in problem analysis skills.

Stakeholder Mapping:

•Pre-bootcamp, 37% of participants expressed disagreement or strong disagreement regarding conducting a thorough stakeholder mapping exercise.

•After the bootcamp, the percentage of participants disagreeing or strongly disagreeing decreased to 6%, showcasing an enhancement in stakeholder mapping skills.

Brand Pillars Awareness:

- Before the bootcamp, 67% of participants had a neutral or negative stance on their awareness of the five pillars of branding.
- Post-bootcamp, there was a considerable shift, with 61% now agreeing or strongly agreeing that they are aware of the five pillars of branding, indicating a substantial improvement in this aspect.

"The bootcamp was incredibly thorough, interactive, and immensely valuable. It was not only enjoyable but also provided us with a wealth of knowledge, offering clarity on various aspects of a social enterprise including business model canvas, marketing, branding, and financial management."

Kanza Safdar
Fresh Factor

Digital Marketing Utilisation:

- Prior to the bootcamp, 40% of participants were either neutral or disagreed about knowing how to utilise digital marketing tools effectively.
- Post-bootcamp, this percentage decreased to 16%, with a notable increase in participants agreeing or strongly agreeing, signalling an improvement in digital marketing skills.

Financial Document Proficiency:

"Through WISE bootcamp I have learned to speak well, stand up for myself and my vision with confidence, and engage with people. Above all, I have learned about the essential steps of setting up and sustaining my social enterprise."

Rameesha Farooq
SepTanki

•Pre-bootcamp, 64% of participants had a neutral or negative outlook on their capability to create financial documents like Profit and Loss statements and Balance Sheets.

•Post-bootcamp, this percentage reduced to 13%, with 89% now agreeing or strongly agreeing that they possess the understanding and capability to create financial documents.

Social Business Model Canvas:

•Before the bootcamp, 64% of participants had a neutral or negative stance on their understanding of each component of the social business model canvas.

•After the bootcamp, there was a significant shift, with 87% now agreeing or strongly agreeing that they possess a thorough understanding of each component, indicating a substantial improvement in this aspect.

Challenges

Timing of Registration and Outreach:

The registration and outreach phase of WISE in August posed challenges due to the summer break, exams and new intake processes in most universities, limiting outreach activities during this period.

Challenges with Women Entrepreneurs:

Working exclusively with women entrepreneurs, particularly those from rural areas, presented significant challenges. Many promising candidates faced obstacles such as permission issues from their families, preventing them from traveling and staying at a hotel for the bootcamp.

Some women expressed the need to bring their children or mothers with them as the only viable way to attend. However, budget constraints for the bootcamps did not account for this.

Diversity in Bootcamps:

The bootcamps featured a diverse mix of social enterprises in both the ideation and growth phases. This diversity sometimes posed challenges, with participants in the ideation stage feeling intimidated by those in the growth phase, who had more exposure and knowledge.

Trainers addressed this issue by ensuring equal attention and opportunities for all participants to voice their opinions and pose questions. The mix of traditional and tech businesses also presented similar challenges, requiring tailored approaches.

Attendance and Motivational Factors:

A significant number of social enterprises invited to participate in the first bootcamps declined the invitation. Various reasons contributed to this, including permission issues, prior commitments, and the absence of seed money. The lack of seed funding emerged as a significant factor, as it is believed to be a major motivator for social entrepreneurs to attend such events.

Recommendations

Drawing from the School of Leadership Foundations' experience in implementing the programme and actively collaborating with 432 women social entrepreneurs from various regions in Pakistan, we offer several recommendations. These suggestions aim not only to enhance the programme's quality for more

impactful implementation but also to broaden the reach of this opportunity to include more women, particularly those in rural areas:

1. The WISE bootcamps successfully brought together a diverse group of social entrepreneurs from both ideation and growth phases. However, as a strategic recommendation for future sessions, it is strongly advised to focus exclusively on either ideation or growth stage social enterprises. This targeted approach is vital due to the significant variations in the content and concepts pertinent to each phase, as there was an evident knowledge and exposure gap within the participant group.

This knowledge gap, particularly evident among those in the ideation phase, has the potential to limit their learning experience. The current inclusive strategy, covering both ideation and growth stages, may inadvertently contribute to a sense of intimidation or hesitation among participants, notably observed during the pitch competition. The uneven performance, with growth stage social enterprises excelling due to their prior experience and exposure, serves as clear evidence of the impact of this disparity.

By focusing on a specific stage, the content can be precisely tailored to meet the distinct learning and growth requirements of the participating social enterprises. This targeted approach not only cultivates a more supportive learning environment with all participants on an equal footing but also ensures that everyone receives relevant and impactful guidance to enrich their entrepreneurial journey.

2. It is highly recommended to consider the inclusion of a small financial grant or seed funding as part of the rewards for the winners of WISE Bootcamp. This addition would not only act as a compelling incentive, thereby attracting a wider pool of talent, but also cater to a critical requirement for emerging entrepreneurs – access to funding.

Providing financial support to the winning entrepreneurs is in alignment with the overarching goal of WISE Bootcamp, which is to support and empower aspiring women leaders. Particularly for entrepreneurs in the initial stages of their journey, acquiring funds can pose a significant challenge. Offering a financial grant or seed funding can provide these individuals with the necessary resources to take their entrepreneurial ventures to the next level.

3. To address the challenges faced when working exclusively with women entrepreneurs, especially those from rural areas, it is recommended to implement a more inclusive and flexible approach. Recognising the prevalent obstacles related to permission issues and familial responsibilities, particularly for those with children, adjustments should be made in the budget to accommodate these circumstances.
4. To address safety concerns and enhance the overall appeal the bootcamps, it is highly recommended to reconsider the selection of venues. Instead of budgeting for community halls or guest houses, it is advised to allocate resources to host the bootcamps at reputable and secure facilities. This change not only highlights the prioritisation of participant safety but also plays a significant role in obtaining permissions from families.