WINCUBATE

Women Centric Incubation Programs

A Handbook for Ecosystem Partners

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DEUTSCHE ZUSAMMENARBEIT

Implemented by
giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

सत्यमेव जयते
GOVERNMENT OF INDIA
MINISTRY OF SKILL DEVELOPMENT
& ENTREPRENEURSHIP

HER &NOW
empowering women entrepreneurs

Dhriiti
The Courage Within

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Published by

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
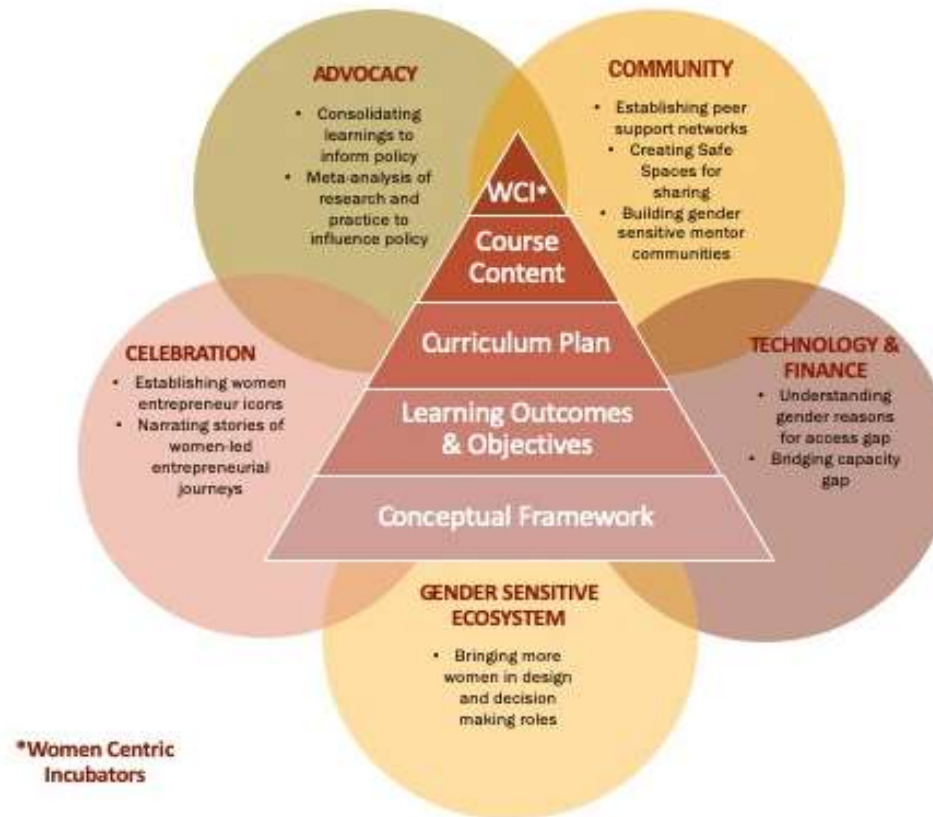
Registered offices
Bonn and Eschborn, Germany

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WOMAN CENTRIC INCUBATION

Model for Women Entrepreneurship

Project Her & Now and Dhriiti with its core focus on developing and supporting women entrepreneurs across socio-economic and demographic groups, propose a comprehensive model for developing a conducive ecosystem for women entrepreneurship. The model comprises a core pyramid of capacity building of Women Entrepreneurs supported by different enabler bubbles which together are crucial for development of Women Entrepreneurship in any ecosystem.

The Core
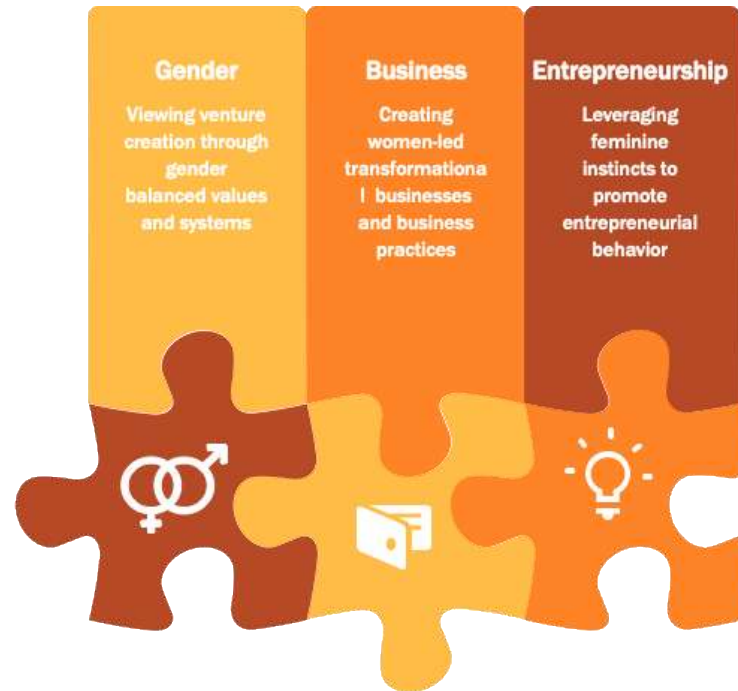
At its core, the model proposes the capacity building of women entrepreneurs as a combination of 3 interwoven elements – Business, Entrepreneurship and Gender.

- **Entrepreneurship** – This element focusses on the belief system and mindset of an individual, following and supporting her journey towards establishing her identity as a woman entrepreneur. It also incorporates key entrepreneurial competencies and skills that an individual needs to develop or hone.

- **Business** – This element focusses on the enterprise management competencies of the individual entrepreneur with respect to aspects including planning, accounting and book keeping, marketing & selling etc.
- **Gender** – This element focusses on acknowledging and challenging the gender-based biases that limit the growth of a woman as an entrepreneur. Such biases and stereotypes exist within and outside the woman.

The Enablers

In addition to working with prospective and existing women entrepreneurs to help them go through a process of self-transformation, the model also focusses on elements of social transformation that catalyze, support and sustain the process of self-transformation undertaken by women.

- **WE Community**
  - Peer learning communities
  - Gender sensitive networking formats
- **Technology**
  - Gender barriers to adoption of technology
  - Gender neutral technology
- **Gender sensitive ecosystem**
  - Gender lens financing
  - Program design & evaluation – women centric entrepreneurship support programs
  - Women as decision makers (voice at the table)
- **Celebration**
  - Narrating stories of women entrepreneurs
  - WE as icons and role models
  - Choosing relevant role models and decoding how they portray women entrepreneurship

- **Advocacy**
  - Consolidate and synthesize stand-alone experiences as evidence to drive collective action
  - Offer replicable models
  - Engage with/impact dialogue at the policy level

This handbook positions the Incubator Organizations in the unique role of a service provider and a change maker. The handbook attempts to visualize an incubator's role in activating all parts of the Women Entrepreneurship Model. Traditionally, Incubator Organizations have focused largely on the centre pyramid of the model engaging directly with entrepreneurs (men & women) to deliver similar value. This handbook proposes the evolution of the Incubator organization to adopt a Theory of Change approach to nurturing women's entrepreneurship.

We acknowledge that full and effective activation of the Women Entrepreneurship Model will call for partnership and action from several stakeholders. The handbook is limited in its scope to highlight the role of the Incubator Organization in this process.

This handbook has been designed to build capacities of the various Incubator organisations to activate, adopt and integrate Women Centric Incubation (WCI) into their system.

Why Women Centric Incubation Programming?

"Women's equality and empowerment is one of the 17 Sustainable Development Goals, but also integral to all dimensions of inclusive and sustainable development. In short, all the SDGs depend on the achievement of Goal 5."[1]

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[1] https://www.unwomen.org/en/news/in-focus/women-and-the-sdgs/sdg-5-gender-equality

Gender equality requires equal enjoyment by women and men of socially valued goods, opportunities, resources, and rewards. Where gender inequality exists, it is generally women who are excluded or disadvantaged in relation to decision-making and access to economic and social resources. Therefore, a critical aspect of promoting gender equality is the empowerment of women, with a focus on identifying and redressing power imbalances and giving women more autonomy to manage their own lives.[2]

We dream of a world that is free of gender-based discrimination, where all human beings are treated equal. Though there is a growing acknowledgement of human-centric design that puts people at the center while building viable and appropriate development solutions, such a design sees gender as static, ignoring its implications on gender-based differences in human behavior.

What is often perceived to be gender-neutral, including in areas of statistics or dissemination of data collected in reference to a population, often reflects gender blindness in practice (a failure to recognize gender specificities).[3]

Incubator Organizations (IO) play a vital role in strengthening entrepreneurial activity in the country. Such organizations not only design and implement support programs and activities for entrepreneurs but are also custodians of valuable data regarding the behavior, priorities, personas, challenges and performance of these entrepreneurs and their ventures. In the last decade, a discussion that has found its much-deserved space is that around women centric solutions. From health services to space suits to office spaces, the world was not designed for women. And this is true for the entrepreneurship ecosystem as well. While IOs continue to onboard and support women entrepreneurs, women founders account for only about 13% of cohort size and these founders also perform lower on indicators like average revenue, employees, capital raised etc. [4]This evidence mandates a range of efforts needed by the IOs to design programs & solutions that consider women specific behavior, aspirations, and challenges.

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[2] https://www.unfpa.org/resources/frequently-asked-questions-about-gender-equality
[3] https://eige.europa.eu/thesaurus/terms/1190
[4] Accelerating Women Led Startups - GALI

This handbook is developed as a guide and ready reckoner for incubators, accelerators, entrepreneur support programs or any other body that is interested in understanding nuances of a women centric incubation program, its design, delivery, and impact.

This handbook is developed as a guide and ready reckoner for government bodies, donor agencies, consortia, industry networks or any other body that is interested in building a gender sensitive entrepreneurship ecosystem.

From a "reject-all" approach, where the needs of women entrepreneurs are ignored and they are expected to step up to meet the standards that were created for a different set of people, this handbook moves to an "accept-all" approach that meets women where they are and facilitates in finding solutions that work for women. We acknowledge that to truly achieve gender equality, efforts will be needed at not just the *individual* (women entrepreneurs*), and programmatic level,* but also at *organizational* and *systemic* level. This handbook proposes some early steps towards a gender equal entrepreneurship ecosystem.

ABOUT THE HANDBOOK

Genesis and Structure

According to the Conscious Competence Learning Model[5], learning journey while developing a new skill or competency, is divided into 4 stages. The first stage (referred to as unconscious incompetence in the model) talks about the lack of awareness about a weakness or a capacity need. It is only when the learner transitions from stage 1 to stage 2 (referred to as unconscious incompetence in the model) where the learner becomes aware of the capacity gaps that learning begins.

This handbook is an effort to help IOs initiate a process of inquiry towards the aspirations, challenges, and behavior of women entrepreneurs. It aims to build a realization that much needs to be understood about the support needs of women as entrepreneurs thus creating a willingness to learn.

The handbook introduces women centric incubation as an approach that not only creates social value but also addresses some of the critical business challenges that incubators face including pipeline building, gender balanced cohorts and dropouts.

The handbook further offers a structured capacity building framework, practical tools & templates, checklists, and assessments that help IOs design and implement a women centric incubation program.

This handbook has been developed with the understanding that IOs have existing programs and hence does not delve into the processes and practices of regular incubation programs.

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[5]https://static1.squarespace.com/static/5569e19fe4b02fd687f77b0f/t/5aad8499352f533ca549cc94/1521321113919/conscious+competence.pdf

Learning Outcomes for Incubator Organisations (IOs)

The handbook will equip the catalyst agencies achieve the following outcomes through their engagement with IOs:

|		
ENRICH	Integrate, appraise and apply women centric philosophy, values, beliefs, theoretical concepts and frames of reference when designing the core elements, process flow and support framework for the incubation program	
ENGAGE	Effectively communicate the scope and elements of the women centric incubation program consistent with the needs and cognitive behavior of the audience (current & prospective women entrepreneurs)	
ENABLE	Enable women entrepreneurs to synthesize the knowledge, skills and attitudes required for creation, growth and success of entrepreneurial ventures	
EMBED	Appraise and critically review current models & theories/best practices and integrate into evidence based approach to management of women centric incubation programs	

Who is this handbook for?

This handbook is designed for catalysts and facilitative agencies including government bodies, donor agencies, consortia, industry networks or any other organization that aims to invest in building a gender sensitive entrepreneurship ecosystem through a comprehensive approach of capacity building of ecosystem players.

Process of development

Research

As a foundational step towards the development of the handbook, extensive desk research was carried out to bring in insights from other domains, programs & contexts and to deepen the understanding of the development team about the issues involved. Following conceptual framework guided the background research for the handbook:
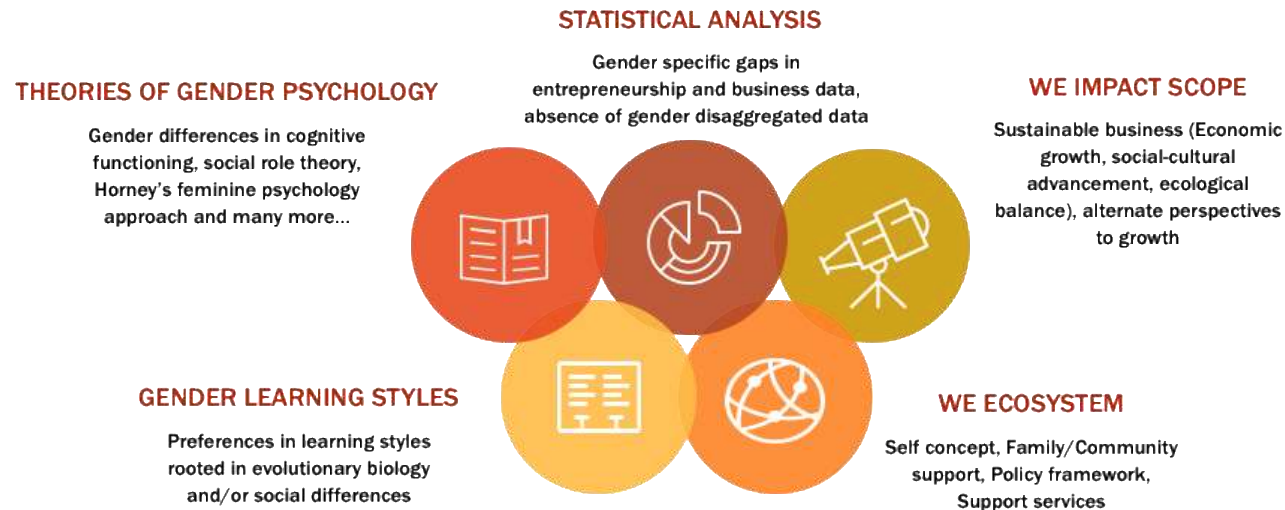
- **Statistical Analysis**

Published data and reports describing gender specific gaps in entrepreneurship and business activity were studied to identify areas which are affected by gender identity and behavior of the entrepreneur and other areas which are not. Research gaps that have impacted the extent of work in this handbook are:

- absence of gender disaggregated data for many important aspects of entrepreneurship activity example networking. The handbook has relied on qualitative research, on-field experiences (action research) and extrapolation to address this critical gap.
- lack of existing research exploring intersectionality of entrepreneurial behavior and gender. The handbook has borrowed inferences from several other interdisciplinary research studies that have explored the impact of gender on design, delivery, and impact.

- **Theories of gender psychology**

Theories in psychology that help in developing a deeper understanding of human behavior especially in enterprise management situations were studied and incorporated in preparing the framework for the handbook. Social Role Theory, gender differences in cognitive functioning, Feminine Psychology approach, Social Learning theory are some of the theories that have helped understand the roles, preferences and psycho-social factors that impact the behavior of women as entrepreneurs.

- **Gender Learning Styles**

Gender has an impact on learning styles of individuals. These male and female preferences in learning styles could be rooted in evolutionary biology and/or social differences.[6] The impact of gender and other social profiles on learning styles needs to be incorporated further in different entrepreneurship learning curricula. This possible lapse in

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[6]Gender differences in learning style preferences among undergraduate physiology students, Erica A. Wehrwein, Heidi L. Lujan, and Stephen E. DiCarlo

accounting for learning styles affects the participation of women in various career/industry sectors including STEM and could be explored as one of the explanations for limited number of women entrepreneurs in tech businesses.[7] This handbook, being a learning tool, considers the learning styles of women entrepreneurs and incorporates the same in its proposed pedagogic framework.

- **WE impact scope**

The work on this handbook was also guided by women entrepreneurs' motivations for venture creation which drive transformational gains for individuals, the economy, and the society.[8] Evidence was found supporting the fact that women-led enterprises are more likely to drive social gains like better health and education for children and environmental gains like responsible practices.[9]

- **WE ecosystem**

Lastly, the circles of influence that limit or facilitate the growth journey of a woman entrepreneur were considered. Self-concept and perception about self was a key internal factor that affected a woman's entrepreneurial journey[10]. Further, family support, community outlook around women's entrepreneurship, policy framework and presence of support services were all important factors that were explored and incorporated in the content of this handbook.

Review Committee

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[7]Review Of Gender Differences In Learning Styles: Suggestions For STEM Education, March 2011, Contemporary Issues in Education Research (CIER) 4(3):9-18
[8] Powering The Economy With Her: Women Entrepreneurship in India, 2019, Google, Bain & Co.
[9] Women Sustainable Entrepreneurship: Review and Research Agenda; Mercedes Barrachina Fernández, Maria del Carmen García-Centeno, Carmen Calderón Patier
[10] Training Needs Assessment: Women Entrepreneurs in North India, Dhriiti, Cherie Blair Foundation for Women

A 9-member Review Committee was formed to support on appraising the framework and design particularly of the learning curriculum proposed in the handbook. The Committee also provided critical inputs on gender perspectives to entrepreneurship development and curriculum design for women centric incubation programs. The Committee comprised Women Entrepreneurs, Academicians and WE Incubators from across 6 countries with implementation experience in women centric incubation and entrepreneurship development across the world.

Experiences in the field

The development of this handbook was closely associated with the implementation of Project Her&Now across 5 regions in the country reaching out to 650+ women entrepreneurs. The real experiences and voices of these women entrepreneurs have, to a large extent, shaped and guided the development of this handbook.

Pilot testing

In April 2021, the Foundation Level Training for Incubators (that forms part of this handbook) was piloted with 10 incubators from the national network of Atal Incubation Centers. This training spread over 4 online sessions. The incubators were enabled to better understand the need and scope of women centric incubation programs, the elements and prerequisites required for setting up a successful women centric incubation program. The training was very well received. The foundation training was followed by a self-assessment process to identify the individual needs of the incubators, and then a one-on-one session with the facilitators to discuss possible ways to meet such needs. In August 2021, 12 incubators from the network of the Gujarat Government Start-up Policy participated in the Foundation Level training, which was also well-received. The Advanced Level Training was piloted with 2 incubator teams who are now ready to launch their WCI programs.

Gender Lens in development of the handbook

The following principles have guided the development of this handbook.

- Women Entrepreneurs is a not a large homogenous group but comprises several heterogeneous segments with unique needs and behavior. [11]
- Women are likely to face higher challenges in accessing basic resources like education and digital skills than their male counterparts which adversely affects their ability to leverage support programs for entrepreneurs.
- Female entrepreneurial activity is concentrated in low- productivity sectors with limited potential for growth in income and employment and that often operate informally.[12]
- Socio-cultural barriers, mobility, balance between family & business and self-perception are key challenges limiting growth of women-led businesses.
- Women-led enterprises underperform under certain conditions which have to do with social norms, perceptions about abilities and opportunities, and entrepreneurial preference. Women are more likely to be pushed into entrepreneurship for economic reasons than pulled into it.[13]
- Apart from performing traditional incubation roles, female-focused incubators also try to focus on entrepreneurs' strengths and weaknesses, self-awareness and confidence issues. Hence, the presence of these additional services creates a differentiation between the conventional and female-focused business incubators.[14]

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[11] Machado, Hilka, GAZOLA, SEBASTIÃO, Fabrício, Joiceli, Añez, Miguel; 2016; WOMEN ENTREPRENEURS: REASONS AND DIFFICULTIES FOR STARTING IN BUSINESS, VL - 17
[12] Innovation, Technology and Entrepreneurship Policy Note; 2014, World Bank Group
[13] Eliana Carranza, Chandra Dhakal and Inessa Love; Female Entrepreneurs: How & Why are they different?; World Bank Group
[14] https://dukespace.lib.duke.edu/dspace/bitstream/handle/10161/10065/Female-focused%20business%20incubation.pdf;sequence=1

- Men and women also differ in their concept of what defines success. While men describe success in terms of achieving goals and higher profits, for women success also means having control over their own destinies, building ongoing relationships with clients, doing something fulfilling, or achieving a better work-life balance. The metric of success also includes empowerment through which women can gain power and status in the household, market, and community. [15]

- Though men and women interact with same objects, means and conditions of work, there are differences in the way each gender works.

- While it is almost universally understood that women, and other minorities face significant social and economic disadvantages, what is still not fully understood and accepted among many planning and design practitioners is exactly how conditions in the built environment — and the lack of diversity in the voices shaping it — feed into and perpetuate gender inequity.

- Key aspects of the built environment related to access, mobility, safety and freedom from violence, health and hygiene, climate resilience, and security of tenure – create disproportionate burdens for women thus exacerbating and reinforcing existing gender inequities.[16]

- Introducing a gender dimension to incubation programme should require researching differences in the actual situation of women and men rather than guessing what these differences are. This will enable assessing specific needs more effectively and design your processes in a gender-sensitive way.

- Gender-neutral/gender-blind language often takes the male perspective as its basis and can therefore hide important differences in the roles, situations and needs of women/girls It can maintain the status quo and fail to help transform the unequal structure of gender relations.[17]

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[15] Eliana Carranza, Chandra Dhakal and Inessa Love; Female Entrepreneurs: How & Why are they different?; World Bank Group

[16] Handbook for Gender Inclusive Urban Planning Design; 2020; World Bank

[17] Toolkit on Gender-Sensitive Communication, European Institute for Gender Equality

- The biggest difference between men and women and their style of communication is that men and women view the purpose of conversations differently. While women use communication as a tool to enhance social connections and create relationships, men use language to exert dominance and achieve tangible outcomes.[18]
- Women, who are already entrepreneurs, have important insights into the changes needed to improve women's entrepreneurship. Their voices need to be heard both because of their knowledge, but also because such actions also indicate that they represent a valuable and legitimate group of entrepreneurs. [19]
- The presumed gender-neutrality of everyday organizational practices in incubators and accelerators prevents the need to analyze critically the gendered outcomes associated with existing practices. [20]
- Incubators and accelerators can increase participation by women and minorities through a more inclusive recruitment process with diverse networks and selection committees. [21]
- Career progression in entrepreneurship is often dependent upon the work models (like long hours and uninterrupted employment) that traditionally favor males.[22]
- Gender disparity in accelerator application pools suggests that women entrepreneurs are not accessing intensive growth-oriented support at the same rate as men. This could be because of inherent characteristics of women as entrepreneurs as well as actions taken by acceleration programs specifically targeted at improving their support for women- led ventures. [23]

[18] Leaper, 1991; Maltz & Borker, 1982; Wood, 1996; Mason, 1994

[19] Women's Entrepreneurship : Issues & Policies , OECD

[20] Ozkazanc-Pan, Banu, Clark Muntean, Susan; 2018; Networking towards (in)equality: Women entrepreneurs in technology

[21] Women's Participation in Business Incubators and Accelerators; National Women's Business Council

[22] Robin Feldman, Alice Armitage & Connie Wang; The Gender Gap in Startup Catalyst Organizations: Bridging the Divide Between Narrative and Reality

[23] Accelerating Women-led Startups, 2020, GALI

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Components

All the content has been structured to help the facilitators easily access as well as facilitate the sessions with the participating IOs. The content has been segregated under the following heads/folders:

Facilitator Kit: These are documents which specifically provided the facilitator instructions to administer the given templates with the participant groups. The document acts like an instruction manual for the facilitators.

PowerPoint: The session wise PowerPoint presentations have been created for the facilitators. The PowerPoint presentations not only have the required content but also the key talking points listed for the facilitators to aid them during the session delivery. The facilitators note also cites the source of that information so that the facilitator can do extensive reading about the same before they undertake the sessions.
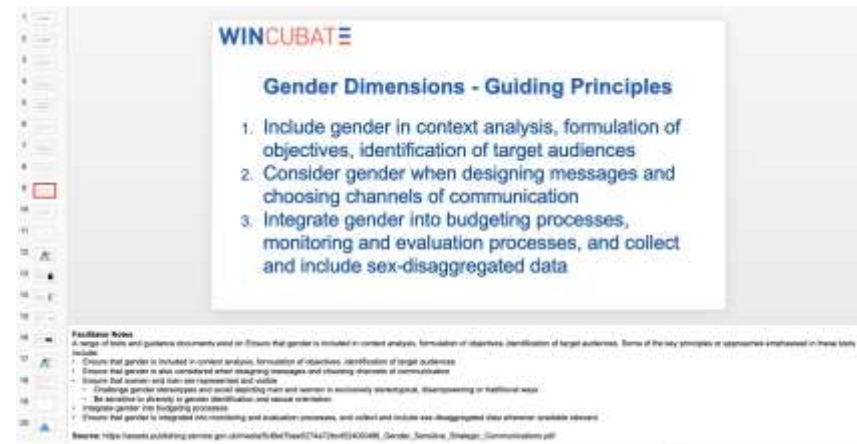
Reading Material: The session folders would also have relevant reading material for the facilitators and the participants. These reading materials are to be shared with the participants for their reference and required for reading before or after the scheduled sessions.

Session Plan: The session plans are comprehensive documents for the facilitators to conduct the sessions. Each session plan has various elements listed and described for the ease of the facilitators. The Sessions plans includes the following information:
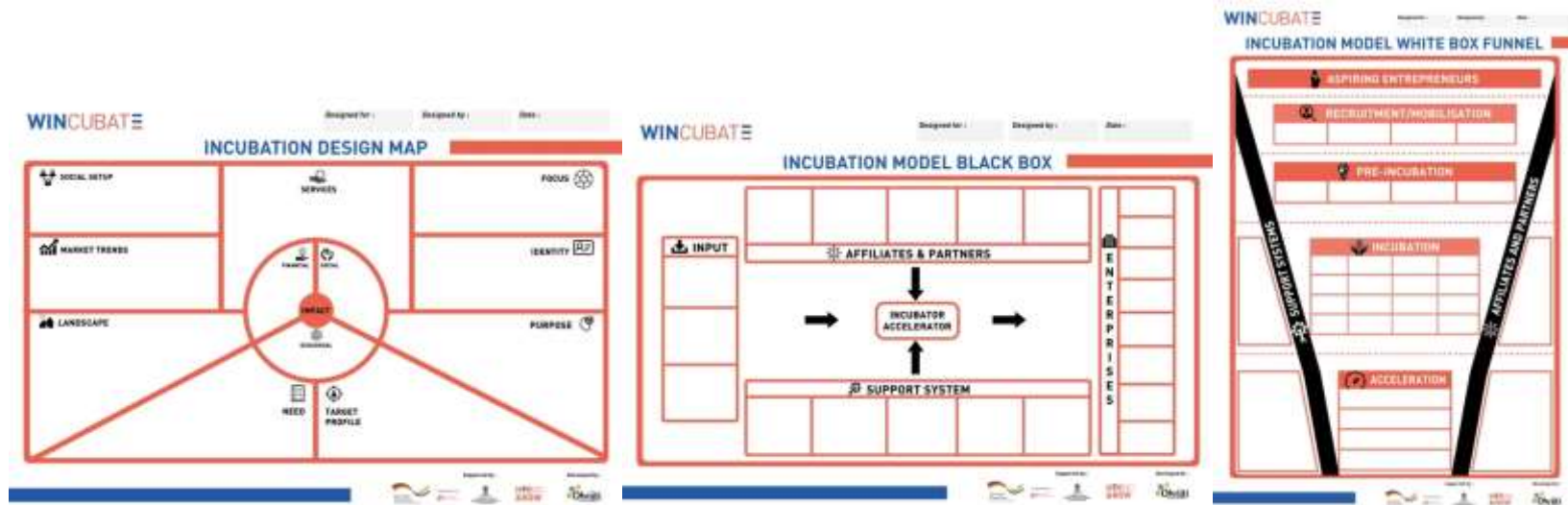
- Duration
- Mode of Delivery

- Participant Description
- Ideal group size
- Materials/Equipment
- Session Objective
- Learning goals
- Session Delivery Plan
    - Session Component (with approximate time to be dedicated to that component)
    - Activity Detail
    - Facilitation Notes

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ADVANCED

SESSION 2
INCUBATOR DESIGN

DURATION: 2 hours (120 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: White Board & Markers, Black Box Template prints (A1 size, one for each team), Black Box Template facilitation kit, bold markers, pens, Post-It Slips	
SESSION OBJECTIVE: To support the participants in outlining and streamlining the process flow of their women centric incubation programme	**LEARNING GOALS:** By the end of Session 2, the participants would be able to visualize the input-process-output flow of their women centric incubation programme along with an understanding of the unique elements that a women centric programme will benefit from.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Recap (*30 minutes*)	Using the "Recap Image", participants reflect and share their key learnings from the previous session. In their reflections, they also include the team experience outside the classroom session.	Set up a warm, non-competitive, learning environment

Worksheet/Template: Since the entire curriculum is a template based one enabling the IOs to create/build their own WCI programs, a very important part of the curriculum document are the templates. These templates have been specifically designed for the WINCUBATE trainings and hence placed in a separate section for easy access and reference.
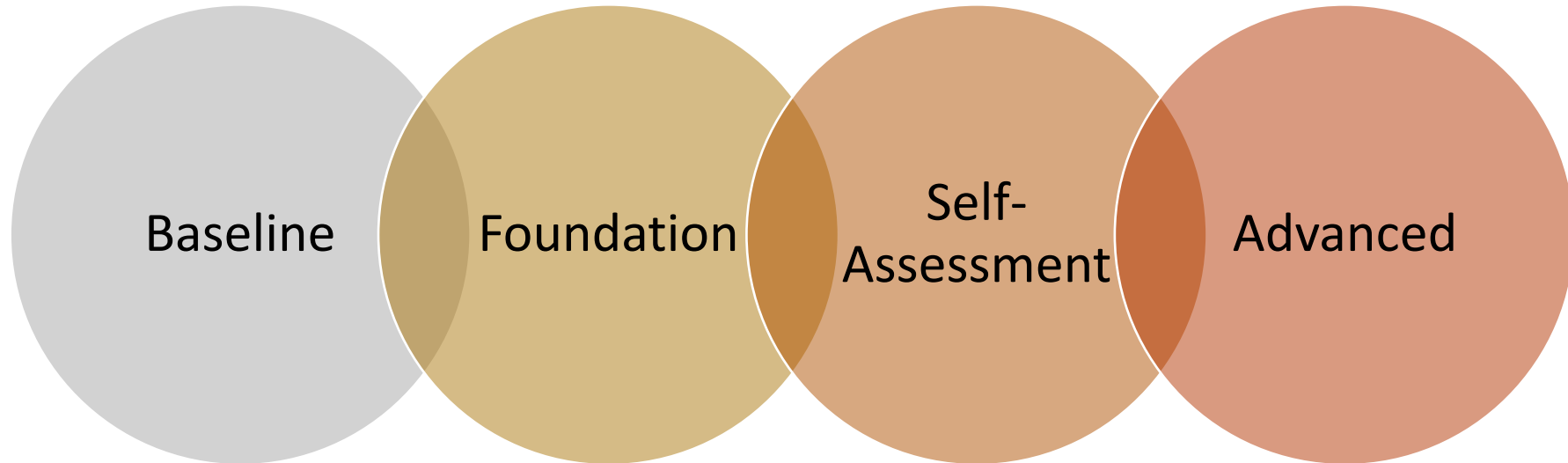
Sections

The handbook is divided into 4 sections.

- **Baseline:** To understand the current status of the Incubator and aids the facilitators to understand their participant group better
- **Foundation:** Introduces women centric incubation to participating incubators and helps them visualize the various components of a women centric incubation program.
- **Self-Assessment:** To realize their current status and further strengthen the IO's intent to design and run women centric programs, the handbook includes a Self-Assessment Tool.
- **Advanced:** It has been designed to support incubators working across these various subsegments of women entrepreneurs. Using a modular, template-based approach, advanced training enables incubator teams to design programs and build solutions that work for their specific context.

BASELINE

Elements: This is the first stage in a series of interactions with IOs in the process of supporting them towards women centric programming. The baseline tool is administered as an online survey with the participating IOs. The survey is divided into the following sections:

- o Incubator details
- o Target segment description
- o Current learning/experience of supporting women entrepreneurs
- o Individual details of participating team members from each IO

Objective: The baseline offers an insight into the profile and objective of the participating IOs. It also provides a macro level data on organizational context of the incubator. Further, it provides a description which are likely to change through this support.

Participant Group: It is recommended that the leadership and/or management teams at the IO participate in the baseline survey. Since the leadership and/or management team would have a better overall understanding of the status of the IO

Duration: The Baseline needs to be filled by the IOs 2 days before the foundation training is initiated

	BASELINE	
	Incubator Details	
1	Name of the Incubator	
2	Years of operation of the incubator	
3	Core objective of the incubator	
4	Region of operation	
5	Target group definition	
6	Target group definition (for WE) (if any)	
7	% of current incubatees who are women	
8	% of current incubatee companies with majority ownership by women	
9	Key learnings from supporting women entrepreneurs	
10	Challenges (if any) faced in supporting women entrepreneurs	
11	What do you want to achieve from a women centric incubation programme at your incubator?	

Participant Details	
Participant 1	
1	Name of the Participant	
2	Email Id	
3	Designation	
4	Describe your work profile and what excites you most about your work	
Participant 2	
1	Name of the Participant	
2	Email Id	
3	Designation	
4	Describe your work profile and what excites you most about your work	
Participant 3	
1	Name of the Participant	
2	Email Id	
3	Designation	
4	Describe your work profile and what excites you most about your work	

FOUNDATION

Focus: Foundation Level introduces women centric incubation to participating incubators and helps them visualize the various components of a women centric incubation program.

Elements:
- Outreach
- Curriculum design
- Mentoring
- Networking

Objective: The incubators begin to look at each aspect of their program from a gender lens. At the Foundation Level, participating IOs begin to explore if a general incubation program works for women entrepreneurs.

Participant Group: At this stage, it is recommended that the leadership and management teams at the IO participate in the training. Since adopting women centric approach to incubation will involve modifications at all levels in the incubator organization, it is imperative that the decision makers are a part of the training. This also prepares the incubator organization for the next steps and helps them arrive at an informed decision regarding their investment in building a women centric incubation program.

Duration: The Foundation Training spans over 8 hours and is conducted over 2 days with 4-hour sessions each day.

SESSION 1
INITIATING WOMEN CENTRIC INCUBATION PROGRAM

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are interested in introducing themselves to the concept of Women Centric Incubation (WCI) and understanding how to initiate a WCI program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Case study handout, Post It Slips, White Board & Markers, Stakeholder Map prints (A1 size, 1 for each team), Stakeholder Map template facilitation kit, Managing Stakeholders Template prints (A1 size, 1 for each team), Managing Stakeholders Template facilitation kit, PowerPoint slides, Projector.	
SESSION OBJECTIVE: To welcome the participants and introduce them the concept of women centricity and women centric incubation	**LEARNING GOALS:** By the end of Session 1, the participants would be able to understand the concept of women centric design in various fields and begin to look at the stakeholder group for their own women centric incubation program. The participants would be able to articulate stakeholder management processes to set up a WCI program.
PRE SESSION REQUIREMENTS: Go through the baseline survey which the participants have filled in before joining this session. Share the pre-read resource (Case Study – Gender Smart Business Solutions; IFC) ahead of the session so that the participants can go through it for the discussion in the session.	

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Welcome & introductions (*10 minutes*)	A formal welcome the participants Introductions Three Highlights – encourages everyone to take a moment and think of three great moments from	Set up a warm, non-competitive, learning environment

	their Incubation/Acceleration career. Helps in setting the tone of the session and starting on a positive note	
Expectation Setting (*15 minutes*)	Participants list out their expectations from the course/workshop. Each expectation is discussed to arrive at a common understanding of what the course can or cannot do	At this juncture, it is important to clarify what is beyond the scope of the Foundation Module. Pointing the participants towards additional resources for these topics would be a plus. Also highlighting the scope of advanced trainings wherever relevant will help participants see the Foundation Module as a part of the whole.
Case Study Discussion: Gender Smart Business Solutions (*15 minutes*)	Participants refer to the pre-read resource shared with them ahead of the session. In small groups, the participants discuss the following questions and share with larger group: • What is a women centric incubation programme? • How is it different from general incubation programmes? • Why do we need women-centric incubation programmes?	Facilitators use the case study discussion to highlight the business case for women centric design. Encouraging participants to share related experiences from their incubation work will help in moving the overall discussion forward.
Understanding "Women Centric" (*15 minutes*)	Using power point slides (8-14), facilitator takes participants through examples of women centric design in other disciplines and how it impacts business.	The facilitator, through the examples covered in the session, would push the participants to discover new concepts and question some of their existing processes
Identifying Stakeholders (*15 minutes*)	Facilitator connects the previous discussion to the participating incubators through the following discussions: • Do you run a women centric or a women focussed incubation programme?	Facilitator helps the participants identify critical stakeholders for the WCI program and not for a general incubation program. It will be helpful to bring this nuance at the beginning of the exercise to avoid participants listing their existing stakeholders only. Spending time in understanding the reasons for including

	• Do you have women participants in your existing cohorts? • Has any incubator not worked with women entrepreneurs at all? If yes, why? • Going forward, if you are to design/run a Women Centric Incubation Programme, who would be your key stakeholders? Make a list of all the critical stakeholders.	specific stakeholders would help the overall discussion.
Stakeholder Map *(30 minutes)*	Participants access the "Stakeholder map" template and work within their incubator teams to fill the template. The incubator teams share their templates with the larger group for discussion	Facilitators use the facilitation kit to drive thinking and discussion in the group. Post each team sharing, ask if the stakeholders have been placed where they should be or where they are currently. Encourage participants to mark out the desired quadrant for each stakeholder.
Managing Stakeholders *(30 minutes)*	Participants access the "Managing Stakeholders-Analyse your stakeholders" template and work within their incubator teams to fill the template .The incubator teams share their templates with the larger group for discussion.	Facilitators use the facilitation kit to drive thinking and discussion in the group. Facilitate the participants to think and articulate the current and desired level of support. It would be necessary to create trust and safe space for participants to discuss their stakeholder relationships.
Managing Stakeholders – 2 *(30 minutes)*	Participants access the "Managing Stakeholders-Stakeholder buy-in implementation" template and work within their incubator teams to fill the template. The incubator teams share their templates with the larger group for discussion.	Facilitators use the facilitation kit to drive thinking and discussion in the group. Using examples and individual discussions with teams will help them move forward in their understanding.

SESSION 2

ELEMENTS OF WOMEN CENTRIC INCUBATION PROGRAM

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are interested in introducing themselves to the concept of Women Centric Incubation (WCI) and understanding how to initiate a WCI program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)

MATERIALS/EQUIPMENT:
Post It Slips, White Board & Markers, Managing Stakeholders Template prints (A1 size, 1 for each team), Managing Stakeholders Template facilitation kit, Gender Lens Template & facilitation kit, Self-Assessment Tool, Feedback Form, PowerPoint slides, Projector.

SESSION OBJECTIVE: To introduce the elements of women centric incubation programs and help incubators reflect on their program elements	**LEARNING GOALS:** By the end of Session 2, the participants would be able to understand gender perspectives and reflect on gender neutral vs. gender inclusive designs. Further participants will be able to work on draw-out various elements of their own WCI programs.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Welcome (*20 minutes*)	Welcome the participants to Day 2 Begin the day with the following activity: "Choose one word to describe the current entrepreneurship ecosystem in the country"	Set the tone for reflecting and sharing personal views on the topic. Probe further to bring out more nuanced thoughts.
Gender neutrality vs inclusivity (*30 minutes*)	Using power point slides (7-29), facilitator takes participants through examples of unconscious gender bias in design processes and initiates a discussion on gender neutrality vs. inclusivity. The discussion is summarized using questions	The facilitator, through the examples covered in the session, pushes the participants to question their own notions about gender and equality. Facilitator

	that would embed a gender perspective in program design for the participating incubators.	should aim for "productive discomfort," and not intimidation.
Stakeholder Engagement Strategy *(30 minutes)*	Facilitator begins this activity with a recap of Stakeholder Map and Managing Stakeholders worksheets. Participants work on "Managing Stakeholders- Stakeholder Buy-in" worksheet in their incubator teams. Participants discuss and share.	Facilitators use the facilitation kit to drive thinking and discussion in the group.
Gender Mainstreaming Continuum *(15 minutes)*	Using power point slide 33, facilitator takes participants through the "Gender Mainstreaming Continuum". Facilitators use the continuum to explain the various stages at which an organization can operate in terms of embedding gender in its usual course of work. Participants reflect on their organization processes to assess where they currently stand on this continuum and where they would like to be.	It's important for the participants to experience a non-threatening environment for them to assess their current place in the continuum. The discussion could focus on the movement from current to ideal state.
Embedding Gender *(60 minutes)*	Participants use "Gender Lens Template" to identify the new processes or approaches that they would use in each of the constituent elements of their WCI program. Using power point slide 34, facilitator initiates various aspects to be considered while filling in the template. Participants share and discuss.	Participants might tend to bring in the design and processes from their existing gender neutral programs. The effort of the session is to help them identify how the WCI program would work differently given its focus.
Self-Assessment Exercise *(45 minutes)*	Facilitator introduces the Self-Assessment Tool to the participants and takes them through the various sections and questions included in the tool. Post training, participants, in their incubator teams, fill the self-assessment exercise and share with the facilitator.	Facilitators need to help participants understand the objective of the self-assessment exercise and the importance of team involvement.
Feedback and Close *(15 minutes)*	Participants share their most important takeaways and most memorable moments from the Foundation Module. Further the feedback form is filled.	

SELF-ASSESSMENT

Focus: The Foundation Level Training attempts to provide an orientation to women centric programming for the IO teams. As mentioned in the earlier sections, at this level, the attempt is to bring an awareness amongst participating IOs regarding the structures, competencies and processes that will be needed to support a women centric incubation program. To further strengthen the IO's intent to design and run women centric programs, the handbook includes a Self-Assessment Tool.

Elements: The Self-Assessment Tool is divided into 6 sections that allow the IO teams to explore their readiness from different perspectives:

- o System Level Capacity
- o Organizational Capacity
- o Organizational Culture
- o Training of Staff
- o Commitment to User Research
- o Implementation Plan

The analysis is done using a multi-strand mixed design in which the conclusions are made based on the quantitative results of the survey which further leads to formulation of questions and data analysis for a follow up personal interaction with each IO team. This helps to understand the self-assessment scores better and adds richness to the data.

Objective: This tool is designed to enable the IOs to assess their readiness regarding building, implementing, and sustaining a women centric incubation program.

Participant Group: It is ideal to undertake Self-Assessment as a team exercise to ensure that different sets of information are ploughed in by the relevant teams. Additionally, the self-assessment exercise also provides an opportunity for the entire IO team to discuss women centric programming and share the learning from the Foundation Training. It makes the teams aware of the possible risks and challenges that are likely to arise while building and implementing this program.

Duration: To be done within 2 weeks of completion of the Foundation training.

Self Assessment Tool

Checklist to assess readiness for Women Centric Incubation Program

		Not even close	Some way to go	Nearly there	We're there
		1	2	3	4
A. System level capacity					
To what extend do you think:					
A1	The incubator's donors/funders/patrons recognize the **importance of Women Centric Incubation (WCI)**.				
A2	The incubator funders and administrators accept that implementation of WCI will necessarily **affect incubator design**				
A3	The incubator funders and/or administrators recognize that WCI implementation may require **additional expenditures**, requiring additional budget and/or shifting along budget lines.				
A4	Technical assistance (e.g., WCI training, coaching, infrastructure development, ongoing support) is available for the WCI being implemented.				
A5	All **stakeholders** having a role to play have been consulted about their views on the WCI implementation.				
	Sub-Total				
	Totals for A				
B. Organizational Capacity					
To what extend do you think:					
B1	The **incubator governance structure** (Board/Management) has structured (policy driven) representation of Women				
B2	There is **leadership support and representation** from top management in the form of a designated person responsible for implementation of WCI.				
B3	The incubator organization's mission reflects a commitment to being a **learning organization** and is supportive of WCI				
B4	The incubator organisation's **physical spaces** (offices, training centres. incubation spaces) as well as **online/digital spaces** are have gender sensitive design				
B5	**Financial Resources** are adequate to initiate WCI (budget)				
	Sub-Total				
	Totals for B				

C. Organizational Culture

To what extend do you think:

C1	There is a documented **gender policy of the organisation/Incubator** that covers staff, vendors, mentors, advisors, incubatees and other stakeholders				
C2	There is a structured (policy driven) **representation of Women** amongst the staff in the organisation				
C3	There is a clear **communication of gender policy** elements of the organisation to the staff, vendors, mentors, advisors, incubatees and other stakeholders				
C4	Generally speaking, staff in this organization **understand** what WCI is and hold positive attitudes toward it.				
C5	There are open lines of **communication** in place in the organization with respect to issues related to gender bias.				
	Sub-Total				
	Totals for C				

D. Training of staff

To what extend do you think:

D1	There is a structured **training for inducting** internal and external members into WCI team				
D2	Every staff member (irrespective of hierarchy) goes through the structured training for inducting staff into WCI				
D3	Incubator staff participates in **external gender training programs** to build capacities				
D4	There exists **earmarked budgets** for staff training on gender development, Women Entrepreneurship or WCI				
D5	There exists a process to **assess the preparedness** (capacity, orientation) of team to design and implement a WCI program				
	Sub-Total				
	Totals for D				

E. Commitment to User Research

To what extend do you think:

E1	The incubator has a **clearly defined sub segment** of women entrepreneurs as its key user group				
E2	User research is an **important** part of program design at the incubator				
E3	There is a **research team** that provides user inputs to program design				
E4	There is **organizational buy-in and resources** available to conduct user research for WCI programs				
E5	There is a mechanism to **modify program design** based on user research				
	Sub-Total				
	Totals for E				

F. Implementation Plan

To what extend do you think:

F1	There is a comprehensive **implementation plan** in place for WCI program covering objective, action plan, resource schedule and timelines				
F2	There is an **evaluation framework (success criteria for WCI program)** in place to guide the implementation process				
F3	There is time and means within the implementation plan to select a **subject matter expert/organization** that supports the implementation of WCI program				
F4	There is an identified **implementation team** for the WCI program				
F5	There is a strcutured **mechanism to review** the program progress against business as well as user priorities				
	Sub-Total				
	Totals for F				

ADVANCED

Focus: Women entrepreneurs is not a homogenous group[24], rather a collection of several heterogenous subgroups. Advanced training has been designed to support incubators working across these various subsegments of women entrepreneurs. Using a modular, template-based approach, advanced training enables incubator teams to design programs and build solutions that work for their specific context.

Elements: Advanced Level Training is a set of 7 modules that enables an existing incubator to design and set up its own women centric incubation program. Based on the self-assessment process that the participating IOs undertake, a recommended plan is shared with them. The recommended plan takes into consideration their readiness to undertake a women centric incubation program and includes advanced training modules that they are most likely to benefit from.

Objective: With a human-centred approach at its core, the advanced training aims to equip the incubators to understand the needs, behaviour, and constraints of their target segment to ensure that the representation of women in their cohort improves and their organization capacity is built to run the WCI program in a sustained manner.

Participant Group: Advanced level training is a comprehensive program that engages with the Incubator team at all hierarchical levels. In the following sections, the handbook highlights the ideal participant group for each module ranging from senior management to program implementation to support staff. However, it is recommended that all IOs nominate an anchor from their teams who attends all advanced modules to maintain continuity.

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[24] Cardella,Giuseppina Maria, Hernández-Sánchez,Brizeida Raquel, A Sánchez-García,José Carlos 2020, Frontiers in Psychology, 10.3389/fpsyg.2020.01557

WINCUBATE

Duration: The Advanced Level Training spans over 7 modules divided into 20 sessions of 4 hours each. The participants attend 80 hours of in-session training along with take home exercises designed as team sprints. Module wise breakup is as below:

Module No.	Module Name	Module Focus	Duration
1	Designing a Women Centric Incubation Program	Defining the building blocks needed to set up a women centric incubation program	12 hours
2	Marketing a Women Centric Incubation Program	Understanding gender appropriate communication to create a robust pipeline and relevant recruitment pool	12 hours
3	Building the Right Cohort	Designing a women centric application, selection, and onboarding process	4 hours
4	Implementing a Women Centric Incubation Program	Identifying key learning outcomes and developing pedagogic framework that respond to the needs of women as entrepreneurs	12 hours
5	Making Women Entrepreneurs Funding Ready	Addressing ecosystem centric and entrepreneur centric enablers and challenges	8 hours
6	Managing a Women Centric Incubation Program	Building organizational systems and processes that support a women centric program	16 hours
7	Designing a Mentoring Program for Women Entrepreneurs	Recognizing different elements of an effective mentoring program for women entrepreneurs	8 hours
Total			**72 hours**

WINCUBAT☰

MODULE 1: Design

Module Description

The first module focuses on initiating the conversation about gender lens to incubation. Through structured templates like **Incubation Design Map**, **Incubation Model Black Box** and **Incubation Model White Box Funnel,** the module nudges the participating IOs to identify elements of their programming that will be impacted with women entrepreneurs at the center.

Relevance of the Module

Existing IOs already have functional incubation programs open to entrepreneurs from all genders. However, as discussed earlier, this results in less than optimal results for women entrepreneurs in terms of participation and business growth. Though women centric programs aim to fill this critical gap, the possibility of a program that replicates past design and overlooks women's needs is high. Therefore, this module allows the IO teams to go back to the drawing board and relook at the constituent elements from a gender lens. Since many IOs might not have gender equality as their core agenda, the module supports the teams to connect the program design to their overall purpose and business objectives.

Participant Description

This module enables the IO team to build a deliberate strategic view of the women centric program. It also highlights possible resource gaps, intent gaps, and other impediments that an IO could face while running women centric programs. Hence, it is important that the senior management and leadership team at the IO participate in this module. This would also ensure the organizational buy-in and reduce conflict in future.

SESSION 1
WELCOME & INTRODUCTIONS

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Masking Tape, Post It Slips, White Board & Markers, Human Spectrogram Statements List, Incubator Design Map prints (A1 size, 1 for each team), Design Map template facilitation kit, PowerPoint slides, Projector.	
SESSION OBJECTIVE: To welcome the participants and introduce them the process of designing a women centric incubation programme	**LEARNING GOALS:** By the end of Session 1, the participants would be able to see the need for women centric designs and to articulate the key internal elements of focus, identity and purpose of the women centric incubation programme that they intend to design and implement

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Welcome & introductions (*10 minutes*)	A formal welcome to the participants. Introductions Acknowledgement and appreciation for being on the journey from the Foundation Module, Self-Assessment Exercise to the Advanced Module now.	Acknowledging the courage and perseverance of the participating teams towards this training builds a deeper relationship and community of change makers that this program aims to create.

Expectation Setting (*15 minutes*)	Participants list out their expectations from the course/workshop. Each expectation is discussed to arrive at a common understanding of what the course can or cannot do	At this juncture, it is important to clarify what is beyond the scope of this course. Pointing the participants towards additional resources for these topics would be a plus.
Experiencing Gender (*30 minutes*)	**Human Spectrogram** – a fun activity to get people moving and sharing their opinions. Using masking tape, mark a line on the floor with agree and disagree as two ends. Use the Statements List to help participants ease into discussing personal views and opinions. Using slides 3-9, share some of the statistics related to statements used. Invite reactions and opinions.	Set up a warm, non-competitive, learning environment. Help the participants see the gender based differences that exist in various spheres of our everyday life which makes it important to look at design from the perspective of women.
Incubator Design Map (*15 minutes*)	An introduction to the Incubator Design Map as a tool to explore various aspects of building a women centric incubation program.	In addition to orienting the participants to the tool, it is important to help them see a need for this exercise over and above what they would have already done for their existing programs
Incubator Design – Looking inside (*150 minutes*)	Using guiding questions, participants work in organization teams to populate the Incubator Design Map. Participants share and discuss the first drafts. The map is finalized with the larger team as take home assignment.	Facilitators use the facilitation kit to drive thinking and discussion in the group. A facilitator's role in this and following few sessions would be push the participants beyond their own comfort zone and question their own gender bias
Winding Up (5 minutes)	Participants are oriented to the next section on the Map pertaining to the Target Group and its needs. The session closes with some food for thought.	

SESSION 2
INCUBATOR DESIGN

DURATION: 2 hours (120 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: White Board & Markers, Black Box Template prints (A1 size, one for each team), Black Box Template facilitation kit, bold markers, pens, Post-It Slips	
SESSION OBJECTIVE: To support the participants in outlining and streamlining the process flow of their women centric incubation programme	**LEARNING GOALS:** By the end of Session 2, the participants would be able to visualize the input-process-output flow of their women centric incubation programme along with an understanding of the unique elements that a women centric programme will benefit from.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Recap (*30 minutes*)	Using the "Recap Image", participants reflect and share their key learnings from the previous session. In their reflections, they also include the team experience outside the classroom session.	Set up a warm, non-competitive, learning environment
Systems Thinking in Incubator Design (*15 minutes*)	Participants look at the WCI program as a system with interconnected parts. Black Box template is introduced.	Using the Facilitation kit, facilitator helps participants take a big picture view of the WCI program.

User profile (*20 minutes*)	Participants refer to the TG definition finalized in the previous session to describe the features of their user group(s) in the Black Box Template	Using the Facilitation Kit, facilitators help participants visualize the WE who would actually be walking in to their WCI program.
Partnerships (*30 minutes*)	Participants identify partnerships that can add value to their women centric incubation program	Facilitators will need to push the participants to identify partnerships beyond financial, marketing and knowledge. Facilitators help participants identify the unique contribution of each partner to their WCI program
Support Processes (*30 minutes*)	Participants identify processes needed to their support their women centric incubation program. They also identify if these would be organized internally or outsourced.	
Definition of Success (*45 minutes*)	Participants populate the right end of the Black box template to define parameters of success for their women centric incubation program.	Facilitators help participants explore various aspects of success in a women centric program e.g.: financial growth, social empowerment, business milestones, self-concept etc. Facilitators will help participants connect the success definition to the definition and need of the TG articulated in the previous session
Sharing (45 minutes)	Participants share their draft Black Box templates with the larger group. Post the session, the drafts are discussed and finalized in organizational teams.	

SESSION 3
INCUBATION DEAL FLOW

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)

MATERIALS/EQUIPMENT: White Board & Markers, Chart Papers, Bold markers, Pens, Origami Sheets, Scissors, Glue, User Persona Template (1 per team), User Persona Template – Facilitation Kit, White Box/Deal Flow Template (A1 size, one per team), White Box Template – Facilitation Kit, Power point slides, projector

SESSION OBJECTIVE: To facilitate the participants in detailing the core offering of their women centric incubation program	**LEARNING GOALS:** By the end of Session 3, the participants would have detailed out the persona of their user group and the gaps in the understanding thereof. Keeping this persona is mind, the participants would have begun to visualize their outreach channels and selection process

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Recap (*10 minutes*)	Participants share their key learnings from the previous session using the round robin technique	Set up a warm, non-competitive, learning environment
Unpacking the box (*15 minutes*)	Using the Facilitation Kit, participants are introduced to the White Box template as a tool to bring out the various components that will form their WCI program. This tool builds on to and delves deeper into the thinking that	

	participants have been doing in the previous sessions	
Reaching out *(30 minutes)*	Using the TG definition discussion from previous sessions, participants begin populating the White Box/Deal Flow template. Participants identify possible methods that would be effective in reaching out to the identified user group (WE)	At this stage it is important that the participating teams are able to collate their existing knowledge and understanding while the role of the facilitator would be to ask guiding questions pushing the participants to question some of their current assumptions and understanding
Mobilizing WE (30 minutes)	Participants use the White Box Funnel to think through the selection process for mobilizing WE for their program	
Non negotiables & Constraints (*15 minutes*)	Participants list down the non-negotiables of their core offering and the constraints within which their women centric incubation programme would operate.	Facilitators help participants see the constraints which the WCI might face (organizational capacity or focus, donor driven, management driven, resource driven etc.)
Core services *(30 minutes)*	Participants identify the key services that they want to offer to the WE, what value do these services deliver to the WE and how does value delivered compare to WE needs for support identified in the Design Map template. The services are segregated between pre-incubation, incubation, acceleration.	Facilitators need to help the participants see and plug the gaps (if any) between what WE want as support and what the incubator intends to provide.
Evaluation *(20 minutes)*	Based on the white box, participants identify the quantitative or objective measure of outputs w.r.t goals, objectives and success definition. Sharing follows in the larger group.	Participants help participants logically connect Goals & success definition articulated in previous sessions to objectively verifiable output indicators (example: no. of WE linked to **relevant** networking opportunities)
Incubator Infrastructure – Gender Lens *(20 minutes)*	Introduce a new dimension – physical infrastructure – of WCI program design. Participants show their incubator space (Google Map / Photos/walk throughs etc.) of all the multiple floors, corridors, stairs / elevators, different kinds of rooms – labs / meeting rooms,	Facilitators create a positive ambience in the session where the participants are proud to present their incubator infrastructure to the larger group. By the end of this activity, it is important that

	pitching rooms, VC etc., different areas – toilets, dining, recreational, Location - which part of the city, how remote, isolated or in the city centre, access to the incubator – public transport hub, car access, and the surroundings. Using slides 4-10, share the gender perspectives to architecture and planning of built up spaces. Participants revisit their Incubator infrastructure and identify aspects of design that might not work for WE.	gender based gaps in infrastructure are visible to the participants.
Winding Up (5 *minutes*)	Participants revisit the entire deal flow to check for inconsistencies and streamline the process	

MODULE 2: Marketing

Module Description

This module highlights the importance of gender sensitive communication and establishes the need for re-evaluating the design, content and methods of communication used by IOs for marketing. The module incorporates learning from other domains of social development where gender sensitive communication has been transformational.

The tools and information covered in this module drive the IOs to better understand the WE segment without any inherent bias, stereotypes, and assumptions. The **WE Mindset Continuum** included in the module presents a gender perspective to understanding entrepreneurial behavior and motivations.

Relevance of the Module

Incubator organizations are custodians of valuable data and information that gets generated when they interact with entrepreneurs, stakeholders, and the larger entrepreneurship ecosystem. Unfortunately, a large part of this information remains unutilized for better design and decision making. This module helps IO teams convert information into wisdom that leads to more gender appropriate communication design for their women centric programmes. The module also underscores inappropriate communication as a critical factor behind sub-optimal number of women applicants.

Participant Description

This module is best suited for Incubation Managers at IO. Though, IOs typically operate with small multitasking teams, participation from team members with specified communication design, media or outreach responsibilities would be important.

SESSION 4
UNDERSTANDING WE CONTEXT

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: User Persona Template, Chart papers, Bold Markers, Pens, White Board & Markers, User Persona Template Facilitation Kit, Power point slides, projector, Reading : Gender Dimension in Research - Case studies in interdisciplinary research	
SESSION OBJECTIVE: To facilitate the understanding of the context in which WE operate and help the participants feed this understanding into program design	**LEARNING GOALS:** By the end of Session 4, the participants would be able to collate information about the context of their WE, analyse it and apply it to design their WCI programme. The participants, through this session, would begin developing their user persona.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Welcome and recap (*30 minutes*)	Welcome back to Module 2 Participants share their experiences and insights developed during the module break	Set up a warm, non-competitive, learning environment
Exploring intersectionality with gender (*30 minutes*)	Reading : Gender Dimension in Research - Case studies in interdisciplinary research Each incubator team selects one case study (from the document shared) which resonated most with them and states reasons for the same	Facilitators help participants see how different disciplines interact with/embed gender in their practices leading the thought to how the same can be done by incubators

Gender in Media & Communications *(15 minutes)*	Using slides 3-10, facilitator initiates a discussion around gender biases and challenges in the media and how gendered communication impacts perceptions about self and society	
Understanding WE : From Data to Wisdom *(120 minutes)*	Introduce DIKW framework using slides 11-16. Participants, then list down all possible information they have about WEs (can include demographics / business related, socio-economic) draw knowledge and then wisdom. Use examples as given in slide ___	Facilitators emphasize the futility of data collection if it does not feed into design and decision making processes. Facilitators will need to create an atmosphere where breaking down data, identifying trends and restarting is understood as a step towards learning and growth.
Sharing and summarizing *(60 minutes)*	Participants share their DIKW findings with the larger group, facilitator provides guiding questions. Discussion summarized with introducing User Persona template which the participants fill up based on the wisdom collected through the previous exercise	

SESSION 5
COMMUNICATING WITH WE

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: User Persona Template & facilitation kit, Chart papers, Bold Markers, Pens, White Board & Markers, , Power point slides, projector, Case Study : Curves, Value Proposition Canvas	
SESSION OBJECTIVE: To facilitate participants' understanding of their value proposition to their user group and to support them to create engaging program communication	**LEARNING GOALS:** By the end of Session 5, participants would be able to clearly articulate their value proposition to their user group. They would be able to understand aspects of gender inclusive communication design and its application in creating visual communication for their TG .

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Recap (15 minutes)	Participants share their key take away from the last session	Set up a warm, non-competitive, learning environment
User persona (45 minutes)	Using User Persona Template, participants reflect on the DIKW exercise from the previous session and develop the user persona based on the wisdom generated about their user group.	Facilitators emphasize the persona as a representative profile of the user group and not of one specific individual

Capturing attention *(10 minutes)*	Using slides 3-6, highlight the information overload that consumers experience and short attention spans they have. Discuss how an incubator's user (WE) experiences the same.	Facilitators will need to contextualize the information overload for various kinds of user groups (sub-segments of WE)
Value Proposition *(45 minutes)*	Using Value Proposition Canvas, incubator teams work out their unique value propositions to their specific user group followed by large group discussion.	Facilitator helps participants reflect on their understanding of the user group to articulate their pain points and gain areas.
Gender forward marketing *(20 minutes)*	Using slides 8-12, facilitator discusses the North Face campaign #shemovesmountains and highlights how it was supported by several business measures	An open environment that respects all views and questions will help enhance the impact of the story shared during the session
Design your own campaign *(90 minutes)*	Participants go through the Case Study: Curves and discuss it in their incubator teams. Using learnings from the case study, participants design a campaign to market their incubation program to their specific user group.	Facilitators share additional resource link to help participants understand inclusive design https://www.glamour.com/story/a-gender-gap-at-the-gym-is-keeping-women-from-working-out Link to other women centric campaigns – https://www.trendhunter.com/slideshow/marketing-techniques
Winding Up *(5 minutes)*	Participants refine and complete their campaigns as a take home assignment. Additional readings shared with the participants to help them learn more about communication and its impact in creating brand image and breaking stereotypes	

SESSION 6
BUILDING THE PIPELINE

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Marketing Strategy Blueprint, Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To facilitate the participants to refine their user persona and define pipeline for their WCI program. To support the participants in designing the marketing strategy for their WCI programs.	**LEARNING GOALS:** By the end of Session 6, the participants would be able to decide the profile of WE they would consider their pipeline and design ways in which this pipeline would be built. The participants would draft the marketing strategy for their WCI program.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Share your campaign *(45 minutes)*	Incubator teams present their marketing campaigns and explain the design rationale used	Use appreciative inquiry to bring out the ideas and thoughts used while designing the campaigns
Target audience vs. persona *(45 minutes)*	Using slides 3-8, facilitators discuss the importance of identifying personas and mapping strategies to the same	Discussion borrows from the principles of effective brand marketing. Facilitators need to help participants apply the same principles to their own market (WE)
Building the pipeline	Using slide 9, discuss the various stages of self-perception and business support seeking	Facilitators need to reinforce the fact that the mindset and belief system is an important variable to

	behaviour that WE operate in thereby creating different personas of users. Participants identify the stage which would be the ideal entry point for their WCI program. WE operating in earlier stages would be the incubators pipeline. Participants map their own users on this continuum and discuss in their teams how they would engage with and nurture this pipeline. Using the WE Engagement Funnel Personas, participants map the profiles of WE developed in the previous exercise, understand that the role of the incubator would be to move WE along the various stages in the pipeline and decide which stage they would like to begin engaging with WE.	be considered while defining WE personas (along with business stage, social & demographic profile etc.). Robust pipeline is not a queue-in-waiting but a group that needs strategic attention and engagement.
Marketing Strategy	Participants refine their User Persona and marketing campaign (created during previous sessions) based on this new understanding. Using the Marketing Strategy Blueprint, facilitators summarize the module discussions. Participants begin to create their WCI program marketing strategy and finalize it as a take home assignment.	This is a good opportunity to encourage the participants to collate all previous discussions regarding their WCI program.
Winding Up	Discussion summarized by highlighting that gender sensitive and impactful campaigns require gender balanced teams. Slides 10-11 present powerful examples and statistics to support this fact.	

MODULE 3: Building the right cohort

Module Description

This module flips the tactical yet crucial processes like application and selection to unwrap some of the inherent gender biases. The module allows the teams to disassemble the usual application and selection process to redesign constituent elements based on the WE need and behavior. The module also aims to provide an opportunity to re-imagine selection and onboarding processes as also pipeline and community building processes. Tools like **(In)eligibility Criteria Template** help in incorporating nuances of women entrepreneur behavior and bring forth the complex psycho-social context that women entrepreneurs operate in.

Relevance of the Module

While organizational vision towards gender equality is critical for the success of a women centric program, stereotypes, and biases tend to creep into operational processes. Incubator teams are human and hence not immune to social conditioning and may subscribe to many gender stereotypes. This and following modules help in assessing personal beliefs, organizational practices to bring about more sustainable shift in IO functioning.

Participant Description

This module is best suited for Incubation Managers at IO. Though, IOs typically operate with small multitasking teams, participation from team members with specified communication design, media or outreach responsibilities would be important.

SESSION 7
BUILDING THE RIGHT COHORT

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Stereotype vs. Truth worksheet, Ineligibility Criteria Rubric, Applicant Information Collection Grid, MoSCoW method worksheet, USAID RALI Workbook, Orientation Session Plan Template, Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To facilitate the participants to build a pool of eligible women entrepreneur applicants and a robust cohort that can be supported by the WCI program	**LEARNING GOALS:** By the end of Session 7, the participants would be able to identify and question stereotypes about WE in their context, clearly lay out (in)eligibility criteria and design a strong women focussed selection and onboarding process

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Ideal Cohort (15 minutes)	Facilitator writes the term "Ideal Cohort" on the white board and invites participants' reaction. Participants then work in their incubator teams to define traits of their ideal cohort and share the key points with the larger group	
Stereotypes (30 minutes)	Discussion starts with key traits of entrepreneurs. Facilitator shares the article "	Facilitators attempt to initiate a thought about stereotypes that could impact participation of

	Hiring Entrepreneurial Leaders" for the participants to go through. Participants work on Worksheet 1-Stereotype vs Truth in the Building the Right Cohort Toolkit. Use slides 4-7 to share further insights about stereotypes that can affect recruitment of entrepreneurs	women in the application process. This activity hence not include an exhaustive list of stereotypes
Requisition *(60 minutes)*	Facilitator discusses the 5 basic steps for recruiting entrepreneurs. Using slide 9, facilitator introduces statistics around gender differences in applications and initiates a discussion. Using worksheet " Ineligibility Criteria Rubric" and "Applicant Information Collection Grid", participants define the parameters for the requisition phase. Use slides 10-11 to further highlight some gender considerations during the requisition phase	
Screening *(15 minutes)*	Use worksheet "Using MoSCoW Method" to help the participants refine their screening criteria. Use Slide 12 for explaining the MoSCoW method.	Facilitators need to push the participants to identify opportunities/strengths and challenges that are specific to women entrepreneurs and hence should reflect in the screening criteria. Examples from slide notes can be used
Due Diligence *(15 minutes)*	Using slides 13-14, facilitator initiates a discussion on due diligence processes and looking at them from a gender lens. The 3 aspects of gender responsive due diligence for venture selection are discussed.	Due diligence may expand to include field visits, personal interactions, formal presentations etc. as per the incubator processes and design. The same can be incorporated in the session discussion
Selection *(45 minutes)*	Using slides 15-16 , facilitator discusses how selection processes can become more gender responsive. Participants in their teams discuss key things they can do differently for the selecting WE for their WCI program; then share in the larger group. Participants can refer to USAID RALI Workbook for support.	Since the participating incubators are likely to have existing selection processes, facilitators will need to constantly question what the WCI will do differently and help participants explore nuances

	Using Slide 17, facilitator discusses aspects of effective onboarding and its application for a WCI program. Participants synthesize their learning in the form an orientation plan using the "Orientation Session Plan Template"	
Onboarding *(45 minutes)*		

MODULE 4: Implementing a WCI Program

Module Description

This module focusses on the biggest component of women centric incubation – the support program itself. While most incubators have a defined support program which they are likely to replicate for a women centric program also, this module uses a **Competency Framework** to enable IO teams to articulate the learning needs of WE that the support program aims to fulfill.

The module prepares the participating teams to develop methods that help in achieving the required learning outcomes and account for gender considerations in social, political, legal, financial, psychological, and intellectual spheres. At this juncture in the advanced training, the module creates space for reflection and application of learning.

Relevance of the Module

This module introduces a competency-based structure that allows the IO teams to focus on WEs demonstrated ability to perform a task (a business or related activity)[25] The module proposes a holistic approach to creating this "ability" by understanding the knowledge, skills and attitude/belief that needs to be built, which further highlights the gender based psycho-social factors that enhance or limit a woman's ability to learn and perform as an entrepreneur.

The module also underscores the importance of non-training initiatives to build WE's ability thus expanding the scope of support programs from individual to institutional and systemic realms.

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[25] Siagian, Priska, Simatupang, Togar, 2012 A Competence-Based Curriculum Design for Entrepreneurship Study Program, INTERNATIONAL RESEARCH JOURNAL OF BUSINESS STUDIES

Participant Description

This module is ideally recommended for all members of the Incubation team who engage with women entrepreneurs in various capacities. Participation from external members including resource persons who are likely to be engaged in designing or delivering learning/support programs is also encouraged.

SESSION 8
BUILDING BLOCKS FOR SUPPORT PROG

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: KSA sheet, Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To create an opportunity for participants to reflect and synthesize their learnings to inform their support prog design	**LEARNING GOALS:** By the end of Session 8, the participants would be able to identify key learnings to apply in designing a robust support prog for the WE. The participants would become aware of the competency framework to base their support program on.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Energizer (30 minutes)	*"If you had a chance to share a bench in a beautiful park, on a beautiful day with a person of your choice, who would that person be and what would you tell that person about your WINCUBATE experience?"*	This is an exercise in self-reflection and connecting with one's feelings and emotions. Since the program is likely to challenge existing mindsets, break biases and drive behaviour change, judgement-free spaces for reflection and articulation will be crucial.
Women as entrepreneurs (30 minutes)	Facilitator invites participants to react to statements on Slide 2. Facilitator further adds facts and statistics relevant to the statements.	Facilitator attempts to establish the fact that in spite of women-led ventures performing better than male led ventures, the support received by the former is abysmally low

Assessing status quo *(30 minutes)*	Facilitators invite the participating teams to rate their current incubation program (on a scale of 1-10) on how well it meets the requirements of their WE segment. Using slide 6, facilitator revisits the Gender Mainstreaming Continuum (discussed during the Foundation Module) and invites the participants to mark their current incubation programs on this continuum.	This is a baseline self-assessment. At this point in the session, facilitators should allow for higher ratings even if they seem unjustified. Additional reading material on Gender Mainstreaming Continuum is available in the module.
Consolidating past learning *(30 minutes)*	Using slides 7-14, facilitator recaps the key aspects covered in past sessions and discussions. Participants are invited to share anecdotes, experiences or challenges in the context of these discussions	At this point in the training, facilitator creates opportunities for synthesizing past learning and applying the same in incubation design.
Revisiting WE Mindset Continuum *(30 minutes)*	Using slide 15, facilitator revisits the WE Mindset Stages Continuum from Module 3 Day 03. Participants reflect where the WE stand on this continuum. Facilitator reminds the incubators that the continuum reflects the stage they decide to begin engaging with WE. The incubator is also clear about what role they have to play to meet the WE at the stage they are or enable them to move to a stage they can be for improving their engagement. Facilitator asks the participants if their current support program has elements that help the WE move forward in the continuum? What could these elements be?	
Developing a support plan *(90 minutes)*	Facilitator highlights that at this stage the participating teams are well equipped to start creating a support program that is based real needs, challenges and behaviour of the relevant WE segment. Using Slide 16, facilitator shares the	

| | competency framework (KSA) that will aid the participants in developing different aspects of the incubation support program. Participants further fill the fill the Incubation Support Program Design - KSA | |

SESSION 9
UNDERSTANDING WOMEN CENTRIC CONSDERATIONS

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Competency framework sheet, Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To help participants assess their approach to women centric programming and deepen their understanding of women centric considerations.	**LEARNING GOALS:** By the end of Session 9, participants would be able to understand the different approaches to supporting women entrepreneurs. They will further expand their work on competency framework for the support program

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Meet women where they are? *(30 minutes)*	Using Slide 2, facilitator presents two distinct approaches to nurturing women entrepreneurs. Participants discuss the finer aspects of both the approaches and share their preferred approach. Facilitator opens the question of a third possible approach and crowdsources ideas from the group.	At this point, an intense discussion about the two extreme approaches and possible hybrids will help the group examine their own methodology and success indicators.
Women centric considerations *(60 minutes)*	Using slides 3-25, facilitator reopens the discussion around various women centric considerations that are important while	Facilitator needs to help the participants stitch the discussions around women centric considerations

	designing a support program. Participants are invited to share experiences, observations since the inception of the sessions.	into the competency framework of their support programs
Competency framework – contd. *(120 minutes)*	Participants continue work on identifying competencies they need to build in the women entrepreneurs and methods that will enable this capacity building	

SESSION 10
DECODING CAPACITY BUILDING

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Competency Framework sheet, Research Article, Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To highlight the importance of training and non-training initiatives at individual, institutional and systemic level for effective capacity building	**LEARNING GOALS:** By the end of Session 10, the participants would be able to finalize an outcome driven capacity building model for the WE segment along with an understanding of the nature of enabling environment needed to sustain it.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Energizer (30 minutes)	*"WE's venture is suffering a sales decline. A competitor has entered the market with a better technology and the WE's products can't compete with the competitor's."* Post the discussion, facilitator highlights that this is no longer a sales skill gap. The inhibiting external circumstances needs analysis of the buyers behaviour and tweaking their product to make it more viable than the competitors. The	Facilitators can use this probe to allow introspection, contextualization of the issue and reflection on the likely approach an incubator would take for supporting their WE in this situation

	relative skills and strengths of the WE segment will be a crucial factor in finding a possible solution.	
Applying wisdom *(30 minutes)*	Facilitator shares examples of wisdom collected (refer to DIKW tool discussed in Module 2) and discusses its application in designing the support program.	Refer Slide 2 for examples of wisdom collected and discussion notes.
To train or not to train *(30 minutes)*	Facilitator initiates a discussion around the relevance and importance of training as a capacity building tool that enables WE to perform a certain task effectively. Further , referring to the wisdom from the last exercise, facilitator shares non training initiatives that support capacity building and competency development. Using slides 3-8, facilitator discusses the importance of intervention at individual, institutional and systemic level for capacity to be built.	
Case Study *(90 minutes)*	Participants go through the research article "Gender & Capacity Building: A Multi-layered Study of Empowerment. Using slides 9-12, facilitator summarizes the key points. Participants are invited to share their views and insights. Participants further discuss (in organizational teams) they key take aways for their own support program for women entrepreneurs.	Facilitator will play a role in helping participants extrapolate the research findings to their own context.
Outcome Driven Model *(60 minutes)*	Participants revisit their Competency Framework Worksheet and edit further if required. Finally , participants present their support program model as an outcome driven model that translates into measurable action at the entrepreneur's end. Facilitator refers to slide 13 as a sample.	

MODULE 5: Making WE Funding-Ready

Module Description

Gender financing gap[26]is a well discussed barrier to growth of women led ventures. The entrepreneurship ecosystem has adequately explored the reasons for this gap and several measures including gender lens investing, and women friendly credit schemes have been initiated. This module helps IO teams identify the components of financing readiness for WE. The module offers a comprehensive discussion around constraints for formal financing and allows the participants to reflect on their own roles in challenging the status quo. At several points in the advanced training, the participating IOs are pushed to question their own role in the ecosystem – a service provider or a change maker.

Relevance of the Module

The module has special relevance in the advanced training for two reasons. First, because it creates an opportunity for the participating IOs to identify specific gender-based financing challenges that their segment of women entrepreneurs face. Though there are many women focused initiatives in the financing space, many suggested solutions are based on the misconception that women should emulate men. The module allows the IO teams to challenge such notions and imagine a more active role for themselves in bridging the financing gap.

It equips the IO teams to explore whether existing women friendly financing products truly respond to the needs of the women entrepreneurs.

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[26] Katie Abouzahr, Matt Krentz, John Harthorne, and Frances Brooks Taplett, Boston Consulting Group 2018, Why Women-Owned Startups Are a Better Bet

Participant Description

This ideal participant group for this module is a mix of senior management representatives and Incubation Managers. Since the module discusses stakeholder management/negotiation as well tactical roles, it is preferable that the participant group has representatives from both set of team members.

SESSION 11
UNDERSTANDING GENDER FINANCING GAP

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To help the participants articulate, acknowledge and understand the factors that further deepen the gender financing gap	**LEARNING GOALS:** By the end of Session 11, the participants would be able to compile and analyse their own experiences of gender bias in access to finance. Further they will be able to deepen their understanding of the various factors behind this gap and imagine a solution building role for themselves.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Gender financing gap *(30 minutes)*	Facilitator begins with announcing that the gender gap in financial inclusion remains unaltered since 2011 and shares further statistics on Slide 4. Participants watch the video and share their thoughts around it. Facilitator shares further statistics on Slides 5-6 and invites comments. Using slides 7-8, facilitator also drives the point that gender parity in financial inclusion and access to finance requires changing complex social norms.	

Constraints *(60 minutes)*	Facilitators invite the participants to share their understanding of what factors limit WEs access to finance. Using slide 9, the responses are summarized as individual and ecosystem level constraints. Further using slides 10-11, facilitator discusses the structural, internal and collective factors for WE's limited ability and/or willingness to access formal finance. Highlight how these reinforce each other.	Facilitators can use this session as an opportunity to leverage the collective understanding/experiences of the group and further build on that.
	Using slides 12-27, facilitator further shares research findings around specific constraints that impact WE's access to finance.	Research findings have been curated from multiple contexts to allow the facilitators to address the diversity in the participating teams. Facilitators can nudge the participants to think if a particular finding would be relevant to their WE segment.
Potential action *(60 minutes)*	Based on the earlier discussions, participants work in mixed groups to identify potential actions (short term or long term) that can be taken by the entire ecosystem to expand access to finance for WE. Sharing and large group discussion follows.	Facilitators can use slide 28 to broaden the discussion if required
Self-reflection (30 minutes	As an individual exercise, each participant reflects on the role their incubator can play in impacting the financing ecosystem. Participants select from "Drive, Enable, Do Nothing" options for each potential action discussed.	This is a good opportunity for the facilitator to help incubators re-imagine their role in changing the women entrepreneurship landscape, from a service provider to a change agent.

SESSION 12
MAKING WE FUNDING READY

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Pens, White Board & Markers, Power point slides, Projector B Plan format, B plan analysis guide, Videos, Jazzcash case study, RISE UP NE case study, Article	
SESSION OBJECTIVE: To help the participants understand the key considerations that support readiness for raising formal finance by WE	**LEARNING GOALS:** By the end of Session 12, the participants would be able to understand the gender based challenges that WE face while preparing b-plans, accessing different funding alternatives, meeting funding compliances and pitching to lenders/investors.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Gender and financial inclusion *(20 minutes)*	Facilitator begins with sharing two short videos with the participants setting the context for a discussion on gender based differences in financial inclusion and possible opportunities for intervention. Participants share their own ideas on potential actions that can bridge the gap. Use slide 3 to summarize.	
Designing women centric financial services *(20 minutes)*	Participants go through the JazzCash case study and identify (one or two) most interesting	This activity builds on similar past discussions where women centric design was explored. Facilitators can

	aspects that they learned from the case? Further, they explore if there exists an opportunity in their incubators to apply the learnings from this case study?	strengthen learning by revisiting such past discussions.
Making WE funding ready-considerations *(30 minutes)*	Participants discuss and explore 4 categories of considerations • Business Financials and Business Plan for WE • Funding alternatives suitable for WE • Compliance readiness for WE • Application process and Pitching for WE For each of the categories, participants explore ecosystem focussed and WE focussed considerations	
Business Plan & Financials *(60 minutes)*	Using Slide 4, Facilitator stimulates a discussion on whether WE are more or less likely to prepare formal b plans and reasons thereof. Participants go through the article "The Role of Experience and Gender in Founders' Business Planning Activities" to further identify specific constraints that WE might face while preparing Business Plans. Discussion is facilitated using slide 5. Facilitator shares a B plan format and Incubators comment on how the format could appeal to the sensibilities of women entrepreneurs better. They also identify where it tends to deepen existing gender biases.	The ability of the incubators to address the constraints is a function of their overall organizational focus and success definition. Facilitators will help the teams connect this discussion to incubator goals and evaluation parameters discussed earlier.

Funding Landscape *(50 minutes)*	Using Slide 6 as an example, participants articulate their funding landscape (the current funding alternatives that are available to their WE segment). Further, they highlight which funding alternative is the favourite or likely to work most in their incubator & why. Participants choose a loan scheme from the given list or any other scheme that they are familiar with and answer the following: • What features of the loan scheme make it favourable for your WE segment? • What features of the loan scheme make it unfavourable for your WE segment? • Can you build your own scheme for your WE which includes all the ideal features? Using slides 7-8, participants discuss two recent additions to overall venture funding landscape – P2P lending & Crowdfunding - and why it might work for WE. RISE UP NE case study is shared	Facilitators will need to nudge the participants to broaden their criteria while evaluating loan schemes. Availability of information, terms of the loan scheme, paperwork and compliance required, processing time and complexity of procedures, requirement of guarantee/collateral, accessibility of support services – physical and virtual, accessibility of staff, payment procedures, payment timelines, moratoriums etc.
Compliance *(30 minutes)*	Facilitator revisits the key compliance categories that would apply to entrepreneurs (Slide 9). Participants assess the compliance readiness of their WE segment using framework on slide 10.	It would be crucial for the facilitator to help isolate gender related barriers to meeting compliance requirements. This would enable the participants to design women centric solutions.
Pitching *(30 minutes)*	Using slides 11-15, reiterate how gender biases are deep-rooted in various processes including digital technology and venture financing. Participants further work on creating role play activities to help WE hone business pitching skills. Close the session with advice quotes by women entrepreneurs (slides 13-23)	

MODULE 6: Managing a WCI Program

Module Description

For an effective women centric incubation to take shape, organizational support processes play a critical role. This module highlights the key support processes that inadvertently can deepen gender bias in organizational practices. The IO teams relook at organizational policies, information systems, team roles, evaluation and reporting parameters to identify possible risks and realignment required to ensure that the IO is equipped to sustain a women centric incubation program. The module also allows the participants to reflect on their alumni management processes and presents it as a community building approach crucial for nurturing women entrepreneurs.

Relevance of the Module

This module enables the IO teams to realize the importance of a gender sensitive enabling environment for a women centric program to be effective and sustainable. Program innovations very often produce limited or short-term impact because of lack of integration at the senior and organizational level. Ambidextrous organizations are found to support innovations better [27].

Participant Description

This module should be attended by Senior Executives, Incubation managers as well as all support staff in the IO.

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[27] Charles A. O'Reilly III Michael L. Tushman, The Ambidextrous Organization, April 2004, Harvard Business Review

SESSION 13
ANALYSING INFORMATION SYSTEMS

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To help the participants understand the considerations for gender responsive information systems	**LEARNING GOALS:** By the end of Session 13, the participants would be able to understand the gaps in the current flow of information and identify action steps that can benefit the women centric incubation program

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Energizer *(30 minutes)*	Using energizer "Backchat", facilitator opens the discussion around flow of information (entrepreneur related) in Incubator organizations – the nature, content, frequency and utility. The challenges and disruptions in information flow are also discussed.	Incubation teams, sometimes, have little or no visibility into information flow in the organization. By using this exercise, facilitator helps them realize that they receive, use and pass on information on a regular basis, sometimes without a structured process
Input -Output Model *(60 minutes)*	Facilitator refers back to the Black Box Template discussed in Module 1. Participants revisit the filled in templates to identify if data fits into that template anywhere. If yes, where and in what	Facilitator helps the participants see the presence of valuable data at all stages in the black box. Facilitator also refers back to DIKW framework discussed earlier.

	form? Participants make a list of data generated. Participants assess their nature and quality of data using following questions: • Is the information we currently GENERATE, the information we WANT? • Is the information we WANT really the information we NEED? • Is the information we need available, at the right time, place and with the right person? • Is the data privacy policy and processes in place? • Is the WE aware about the entire process of your incubator? Based on the responses, participants note down the recommended changes to the information flow in the organization.	
Gender disaggregated data *(60 minutes)*	Facilitator opens up a discussion about gender disaggregate data. Using slides 2-11, facilitator discusses the gaps, need and importance of collecting and disseminating gender disaggregated data. Participants reflect on the following questions with respect to their own data collection, organizing and reporting: • Do you regularly collect, organize, report gender disaggregated data? • Is there a centralized system where gender-sensitive data are stored and accessible? • Are consultations with the public (civil institutions, women's groups, etc) regularly implemented to collect data and	At this point, facilitators can refer to Module 3 where application information and MoSCoW method was discussed and ineligibility criteria identified.

	information about the potential or actual impact of government policies, programs and budgets? • Are other Gender Analysis tools available/utilized (i.e. desk review, household interview, focus group discussion, semi-structured interviews, direct observation, case study, stakeholder workshop, trend analysis, etc)?	
Information Systems with a gender lens *(90 minutes)*	Participants refer to their notes and observations from the last 2 exercises and create a comprehensive list of recommendations that will result in a more gender responsive information systems. The following probes could be used: • Data to be collected • Data collection methods and sources • Data storage and organizing • Data reporting – internal and external • Data analysis and decision making • Team roles • Data privacy • Tools and Technology	Facilitators can use this exercise to build a collective ownership towards gender responsive information systems.

SESSION 14
BUILDING EFFECTIVE TEAMS

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Pens, White Board & Markers, Power point slides, Projector , USAID Toolkit	
SESSION OBJECTIVE: To help the participants understand the considerations for gender responsive teams	**LEARNING GOALS:** By the end of Session 14, the participants would be able to understand the gaps in the current HR structure & policies and identify action steps that can benefit the women centric incubation program

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
WCI Team *(30 minutes)*	Participants create an organogram describing the team structure of the planned WCI program. Incubator teams share their organograms with the larger group.	Facilitator encourages teams to talk about the "why" of the organogram.
Gender representation *(60 minutes)*	Participants mark out the male occupied/female occupied positions in the organogram (using different colours can make the distinction more evident). Participants refer back to their stakeholder maps (discussed in Foundation Module) and analyse gender representation using	

	different colours. Facilitator discusses the findings in the group. Using slides 2-3, facilitator summarizes the inadequate representation of women in most spaces.	
Gender balanced teams *(30 minutes)*	Facilitator discusses the importance of gender balanced teams. The scope of teams is expanded to include incubator staff, mentors, resource persons, service providers etc. Facilitator probes further into the possible organizational changes that will be needed to support higher representation of women. Large group discussion is facilitated.	
Integrating gender into workplace policies *(90 minutes)*	Facilitator shares USAID toolkit for integrating gender into workplace policies. The participants also begin to assess the gender inclusiveness of their current HR policies and identify areas where improvements can be made.	
Summarizing *(30 minutes)*	Participants reflect on the following questions: • What value do I need to provide to the incubatees? • What kind of team (internal & extended) is needed to do that? • How will the roles be divided? • What capacity building/gender orientation is required by the team? Participants prepare a list of recommendations that could lead to a gender responsive team managing and supporting the WCI program	

SESSION 15
MANAGING ALUMNI & DROPOUTS

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Pens, White Board & Markers, Power point slides, Projector , Sample Workplace Policy	
SESSION OBJECTIVE: To help the participants manage the women alumni of the Incubator as well as control the drop outs of WEs from the Incubators	**LEARNING GOALS:** By the end of Session 15, the participants would be able to delve into the techniques of drop out management in the context of women entrepreneurs and also would be able to understand the elements of alumni management

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Drop-out Zones *(30 minutes)*	Facilitator begins with a question "who is considered a dropout in your incubator?" Participants attempt to provide structured, unambiguous definitions. Facilitator connects back to information systems and poses the question again from a data reporting perspective. Further participants refer to a standard incubation journey (slide 3) and mark out points where drop outs are most common in their	Facilitator nudges the participants to connect the wisdom collected with the possible reasons for dropouts.

	context. They also reflect on the reasons for the same. Following questions can be used to drive the discussion: 1. Why do we need to identify and declare dropouts? 2. Is it part of the program design or an external compliance need? 3. Why & when do women entrepreneurs drop out? 4. Does my program address these factors? 5. What can be done to reduce dropouts?	
Preventive vs. Curative *(30 minutes)*	Facilitator presents the preventive and curative approaches to drop-out management for WCI and discusses the relevance of each. Further, participants design their own solutions under both approaches. Facilitator summarizes with the following Preventive: 1. Expectation Management 2. Continuous communication and evaluation of entrepreneur satisfaction 3. Individual journey mapping 4. Enabling factors – mental wellness, recognition, safe space, community Curative: 1. Business solutions 2. Subject Matter expertise/coaching 3. Business/Psychological counselling	

	Participants create a structured drop out policy for their incubator to follow. Some of the aspects they could explore in the policy:	
Drop-out Policy *(60 minutes)*	1. Definition of dropout 2. Stage of dropout 3. Reporting of dropout 4. Post dropout relationship- access to partial support 5. Conditions for re-joining 6. Best practices for drop out prevention Participants further analyse the risks and identify the stakeholder negotiations that will be needed to make this policy operational.	Facilitator can share a sample policy template to help the participants draft their drop out policies.
Accessing networks *(30 minutes)*	Using slides 14-17, facilitator discusses the experiences of women entrepreneurs when they access networks. Participants share their own wisdom collected from WE experiences.	
Alumni Management *(90 minutes)*	Using Slide 18, facilitator discusses the segmentation of alumni to best serve their needs and leverage their engagement most. Use slides 20-21 to initiate a discussion around engagement strategies. Participants work on their engagement strategy for various segments.	Facilitator needs to connect alumni management to other relevant issues including pipeline building, women mentors and role models, women representation in organizational decision making, user research and drop out management.

SESSION 16
EVALUATING WOMEN CENTRIC PROGRAMS

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning women centric incubators/incubation programs and are interested in understanding the various aspects of building an effective women centric incubation program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To help the participants understand the evaluation framework for WCI programs	**LEARNING GOALS:** By the end of Session 16, participants would be able to define the direct, intermediate and final outcomes of their WCI program along with the interdependence with the organizational information systems.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
M&E Models (30 minutes)	Using Slide 2, Facilitator presents alternative M&E models and relative utility of each. Impact evaluation model is discussed as the most relevant for a women centric program. Guiding principles are also discussed (Slide 3)	
Understanding the evaluation framework (60 minutes)	Using Slides 4-9, facilitator discusses the components of an evaluation framework that is suited to a women centric program. Examples of indicators are also discussed	

MIS and M&E *(30 minutes)*	Facilitator leads a discussion around the interdependence of information and evaluation systems. The questions mentioned on slide 10 are discussed.	
Developing the WCI evaluation framework *(120 minutes)*	Participants create their evaluation framework for WCI program enumerating the direct, intermediate and final outcomes.	Facilitator at this stage connects the discussion back to Incubator Design Map (overall purpose and success indicators) and also Black Box Template (output)

WINCUBATE

	Recommended Additional Practices that incubators can introduce to the participants	
1	Competition Matrix based on Peteraf &Bergen Competition Matrix	Identifying and studying various competition elements in the market
2	Capability analysis Template	For assessing capabilities in comparison to the competitors for better market strategies
3	Channel Assessment Grid	Channel Assessment Grid is used by the participants to evaluate and zero in on the most effective channel for distribution/outreach
4	My Setting Up Workbook	Participants use the My Setting Up Workbook to discover and record their set up requirements and costs
5	intermediate Audit Tool	A intermediate Audit Tool is administered with all participants to objectively identify the current status. Each participant would be mapped on a Systems Continuum with a scale up threshold identified. Individual strategies for moving ahead on the continuum would be discussed and finalized. These would be inputs to mentors/coaches/experts introduced in the programme
6	Business Diagnostic Tool	Participants undergo a three pronged Diagnostic Tool - business parameters (ability of the business to support scale up), personal aspirations (ability of the self & family to support scale up), market capacity (ability of the market to support scale up)
7	Business Model Canvas	Participants can use the Business Model Canvas to create their scaleup models
8	Online Compliance Readiness Audit	Interested participants go through an online audit to evaluate their compliance readiness to apply for a loan/funding
9	Subject Matter Experts	Participants are connected to subject matter experts to guide them through the fund seeking process

MODULE 7: Designing a Mentoring Program for WE

Module Description

Women entrepreneurs benefit from mentoring for more than one reasons. The impact of business advice and guidance is amplified due to the sense of recognition and achievement that the right mentoring process brings for women entrepreneurs.[28]However, majority of the women entrepreneurs do not have a mentor. This module helps the IO teams explore various elements that constitute an effective mentoring program for women entrepreneurs. Realization of mentoring need, gender nuances to mentoring styles and expectations, grievance redressal, gender sensitive mentoring agreements are aspects that help IO teams in designing a mentoring programme that works for WE. The module also allows the IO teams to re-visit their current mentor panel composition and devise active measures to increase women's representation on such panels.

Relevance of the Module

Mentoring is one of the key elements of any incubation program. While most incubator teams have identified mentor panels and mentoring processes, this module presents an opportunity to understand how women entrepreneurs' mentoring needs are distinct from their male counterparts and hence the existing design and approach needs to be relooked.

Participant Description

This ideal participant group for this module is a mix of senior management representatives and Incubation Managers.

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[28] Women Entrepreneurs Need Mentors , International Journal of Evidence Based Coaching and Mentoring Vol. 13, No. 1, February 2015

SESSION 17
UNDERSTANDING MENTORING NEEDS

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning mentoring programs and are interested in understanding the various aspects of designing an effective women centric mentoring program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)

MATERIALS/EQUIPMENT: Pens, White Board & Markers, Power point slides, Projector, Mentoring Design Template, Mentor Profile Matrix	

SESSION OBJECTIVE: To help the participants identify elements of an effective mentoring program for WCI	**LEARNING GOALS:** By the end of Session 17, the participants would be able to identify elements of mentoring design. Further the participants would be able to create a survey tool for identifying mentee needs and mentor profile.

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Story of "Mentor" *(30 minutes)*	Facilitator sets the tone of the session by narrating the story of Mentor from Greek Mythology. Participants share their views about the value of mentoring process and if it would be different for WE.	
Mentoring Design *(60 minutes)*	Facilitator introduces the Mentoring Design Template to allow the participants to identify the various elements of their mentoring design.	Facilitator nudges the participants to integrate the wisdom findings into the mentoring design.
Mentee Needs Assessment *(60 minutes)*	Facilitator initiates a discussion about Mentee needs and how it is an important aspect of	

	forming mentoring relationships. Participants develop a survey tool to identify mentoring needs of their mentees. Following categories are discussed: 1. Baseline business data 2. Growth planning 3. Key challenges in meeting growth targets 4. Expectations from the process 5. Style/comfort zone – seeking solutions/seeking support	
Mentor Profiling *(90 minutes)*	Participants use the mentor profile matrix to identify the key characteristics of mentors for WCI program	

SESSION 18
MANAGING MENTORING RELATIONSHIPS

DURATION: 4 hours (240 minutes)	**PARTICIPANT DESCRIPTION:** This session is oriented towards individuals or teams who are leading/planning mentoring programs and are interested in understanding the various aspects of designing an effective women centric mentoring program.
MODE OF DELIVERY: Face to face	**IDEAL GROUP SIZE:** 8-10 teams (1-3 members in each team)
MATERIALS/EQUIPMENT: Pens, White Board & Markers, Power point slides, Projector	
SESSION OBJECTIVE: To help the participants identify elements of an effective mentoring program for WCI	**LEARNING GOALS:** By the end of Session 18, the participants would be able to detail out the mentor matching process and identify elements of managing a women entrepreneurs mentoring program effectively

SESSION DELIVERY PLAN

SESSION COMPONENT	ACTIVITY DETAIL	FACILITATION NOTES
Recruiting Mentors *(30 minutes)*	Participants identify the key characteristics of their mentor pool: 1. No. of mentors – gender disaggregated 2. Functional Skills 3. Subject Matter Expertise 4. Access to linkages and Networks 5. Personal Characteristics 6. Mentoring Style Based on these, they identify the sources that could be used to recruit mentors. Facilitator	

	drives the discussion around onboarding female mentors.	
Mentor-Mentee match *(90 minutes)*	Participants discuss the relevance of various matching formats – mentee driven, program driven, speed dating etc. and choose the best format for their context. Further the participants prepare an orientation plan for mentors and mentees covering the following aspects: • Value system • Objectives • Process • Roles & responsibilities, • Expectation management • WE context • Non negotiables • Eliminating gender bias from mentoring relationship Facilitators explore the possibility of organizing gender sensitization workshops for the mentor pool.	
Managing Relationships *(90 minutes)*	Participants revisit their current mentor agreements and identify gaps. Facilitator drives the discussion around the following: • Role definition • Personal boundaries • Extension of sexual harassment and other relevant organizational policies • Code of conduct • Deliverables and timelines • Grievance redressal and feedback Participants also discuss the continuous monitoring and documentation formats of the mentoring relationship	