Roadmap for – CFM ARTISAN MARKETPLACE Project



To develop a plan for this particular idea we need to consider three broad ideas:

a) The philosophical/ideological strategy that will drive the project forward.
   a. This would be first the ideation stage where we want to set down some core principles which would drive the project forward.
   b. This framework could be potentially based on the LFA method (The Logical Framework takes the form of a four x four project table, the four rows are used to describe four different types of events that take place as a project is implemented: the project *Activities*, *Outputs*, *Purpose* and *Goals* and it would stem from the 'objective' and the defined (to be refined) outcomes of the project -- which is to create a system for financial inclusion of CFM's artisan network using the biometric enabled smart card/e-passbook system.
   c. These principles could include ideas such as i) the importance of the 'formal' integration of marginal markets into the formal banking cum credit system ii) a participatory and democratic participation in the creation of this system iii) a peer-based inclusive approach to evaluation of the initiative etc.
   d. This section could elucidate other key principles like i) a commitment to transparency and accountability or as we would call it in economics – a reduction in transaction and menu costs for both sides of the process – illustrated by the CFM supply chain model of reducing 'retail waste'.
   e. The critical rationale behind crating this sort of 'documentation' has to do with the fact that CFM hopes to create a scalable innovation for implementation world-wide and there is nothing like documented first principles to help with that.
b) The execution strategy is the part that will involve creating a plan of how to actually execute this project on the ground.
   a. This would include getting to know the needs of the artisan network in access-to-credit terms through two thorough instances of a Needs Assessment ad a User Requirements Analysis.

b. Both of these are different, because a NA will try and identify the precise forms of credit (for example) or savings mechanisms that the artisan's network needs, the URA is driven by the need to have a decisive plan on how to design and implement a *technological* initiative, friendly user-based design on the smart cards, easy access, portable tag scanners for merchandise and extensive and scalable training regarding this innovation will be a part of this process.

c. The next part is to create a bridge between the needs of the artisan community and the firm that will provide this kind of infrastructure. This would involve selecting a banking partner with particular features such as, a large rural base, an easy liquidity cash-flow system and large market capitalization and so on – potentials could be SBI, ICICI and so on.

d. One than has to create a right-match and blend ROI for the technological/financial partner with the artisan community.

e. This entire process involves the setting of soft rural infrastructure with documentation, time-lines, workflows, operation manuals and the like.

c) The evaluation or learning strategy will primarily be a feedback mechanism of this project.

a. It is important that this be a constant process so that the design or the project can re-tweaked till it succeeds.

b. The evaluation has to be of a scalable and therefore standard nature so one could adopt an international standard such as the Real World Evaluation method by the World Bank for one part.

c. It would involve several follow-up surveys' with the artisan community to check if the system in place is working for them and how if not so changes can be made.

d. The evaluation must be rigorous so it adopt a randomized evaluation strategy between a control group and a treatment group across time to check-against certain key questions – such as "does a certain interest rate move the artisan community to save more as against another and what impact does this have on merchandise quality, sales and prices?" This is really a series of questions and can be only be empirically tested on the field a good randomized evaluation design across time.

e. One could design an extended set of indicators that could be measured for impact including an estimate of the social ROI, gendered presence across the financial inclusion project among so on.

The following would be the key elements in getting this project successfully on the ground:

a) Defined driving principles
b) User participation
c) A partner organization (financial/technological) to work with
d) A sustained presence on the ground
e) Evaluation design methodology
f) The scalable innovations insight
g) The creation of visible deliverables