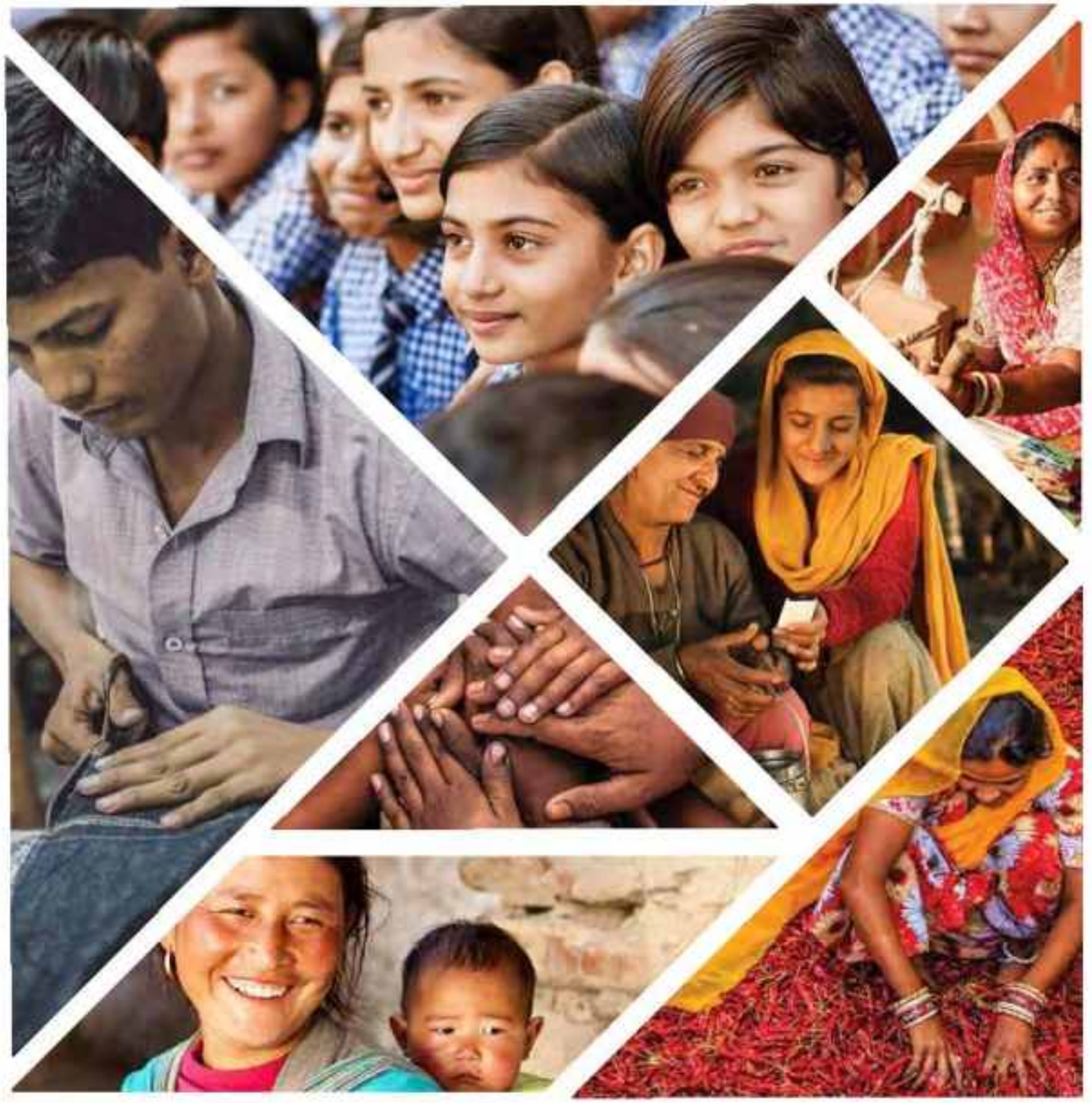
SATTVA
Delivering High Impact.

IMPACT MEASUREMENT AND ADVISORY



July 2021

www.sattva.co.in

INTRODUCTION

About Us

We are an organisation driven by the mission to end poverty in our lifetime. Our work focuses on scalable solutions for sustainable social impact.

We work with our clients - corporations, philanthropists, foundations and social organisations - to achieve social impact goals effectively and maximise the social return on their investment.

Deep understanding across sectors and collaboration with multiple stakeholders drive our work. This approach helps us and our clients develop holistic solutions for solving critical societal problems.

We offer end-to-end support covering :

- Research
- Strategy consulting
- Implementation support
- Programme design and management
- Monitoring and Evaluation
- Impact assessment
- Social audit
- Talent solutions
- Organisation development programmes
- Data and technology products

and more as needed in our quest for better solutions.

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Bangalore | Mumbai | Delhi

Sattva's Experience and Expertise in Impact Assessment

Experience

- **300+** studies across **130+** assignments
- **25 person years** of experience
- **Access** to knowledge and data insights of Sattva

Clients

- Corporates, MNCs, Corporate Foundations, Conglomerates
- Reputed NGOs
- Impact Investment Firms and Philanthropic Foundations

Proprietary

- Customised frameworks
- Data collection tools
- Standardised processes
- Exhaustive base of thematic indicators

Diverse Sectors

- Agriculture and Allied activities
- Education, Sports, Skilling, and Livelihood
- Healthcare and Nutrition
- WASH and Natural Resource Management

Our Footprint

Since 2009, Sattva has been helping organisations enhance and measure their social impact.

Sattva's Principle of Impact Assessment

Assess Impact

Breadth and Depth of the interventions

- Number of beneficiaries, geographies, communities and institutions
- Knowledge and Skills lead to sustained behaviour change that leads to social, financial, environment changes
- Use a structured framework-led approach to assess the impact and implications of the projects from a short term - mid term - long term perspective

Strengthen Impact

Use an outside-in and inside-out approach to improve the impact being created on the ground

- **External view:** Alignment with global and national priorities. Ensure interventions are relevant and coherent with the existing policies to drive scalability of projects
- **Internal view:** Rigour of implementation, efficient use of resources for better return on investment

Assessment Exercise across the Lifecycle of the Programme

NEEDS ASSESSMENT

- Identifying needs and aspirations of the community
- Conducted before the inception of the programme

PROGRAMME EVALUATION / SOCIAL AUDIT / BRAND PERCEPTION

- Evaluating programme design and progress of activities
- Gathering external inputs to improve performance of the programme/project
- Understanding the community's feedback towards company's operations

Planning | **Design** | **Implementation** | **Post Implementation**

MONITORING AND EVALUATION

- Institutionalising internal monitoring and impact tracking system (capacity building and setting up a system)
- Defining indicators and outlining the process for continuous monitoring

IMPACT ASSESSMENT

- Assessing input, output, outcome and impact of the programme against the objectives
- LEAN and INDEPTH approach

LONG TERM ASSESSMENTS: Baseline - Midline - Endline assessment conducted during the course of the project on a selected cohort

APPROACH TO IMPACT ASSESSMENT

The CSR Journey so far...

2007 Adoption of **'inclusive growth'** in the 11th Five Year Plan.

2011 **'National Voluntary Guidelines'** announced in July.

2012 SEBI mandated inclusion of **Business Responsibility Report (BRR)**.

2014 India becomes **first country in the world to mandate CSR** spend through legislative action (Section 135(1) of the Companies Act, 2013).

2020 Amendments were made to the **Foreign Contribution (Regulation) Act** to strengthen compliance, enhance transparency and accountability in the receipt and utilisation of foreign contributions.

2021 **CSR amendment rules 2021:** Significant changes were introduced to the CSR law to increase transparency and accountability. It mandates companies to take a strategic approach to CSR and places responsibility on the Board/ CFO to certify fund utilisation. Companies are required to undertake third party assessments of projects and include them in their annual reports.

Key highlights of CSR Rule 8 (3): Complaince

1. Impact Assessment is mandatory for companies with CSR obligation of >10 Cr INR in three preceding financial years
2. Impact Assessment is mandatory for projects with outlay of >1 Cr INR
3. Impact Assessment report to be annually placed before the Board and annexed annual CSR report

Two Focussed offerings for CSR Impact Assessment

Lean Assessment

- **Lean and robust assessment** with a focus on complying to the CSR law
- Duration of the dipstick study - **6-8 weeks**
- Objective to **improve compliance, communication and funder maturity** via globally accepted frameworks and methodology
- **Templatised and technology-driven** for efficient delivery at scale

In-depth Assessment

- **Customised assessment** to understand the impact of the programme
- Duration of the study over **12 weeks**
- Objective to **evaluate the health of the project, explore gaps, understand pathways** for deeper impact based on social return on investment
- **Exhaustive sample, stakeholder insights, and recommendations** drawn from the study to strengthen the impact created
- Backed by **secondary research and Sattva's experience** in the social sector
- **Driven by technology** for efficiency and scale

Examples of some projects covered for Impact Assessment:

1. **Infrastructure projects:** Providing equipments to hospitals to strengthen healthcare services, building community centers in rural areas, refurbishing or remodeling classrooms, building hospitals, installing solar panels (1 year duration)
2. **Teacher development projects:** Building capability of teachers through multi-year projects that focus on teacher training and professional development, designed with a focus to increase teacher motivation and improve student learning outcomes
3. **Vocational/Skill training:** Providing industry relevant skill-based training (one year or multi-year) along with linkages to the job market
4. **Community healthcare:** Creating awareness on communicable/non-communicable diseases, providing mobile vans, setting up health camps

Aspects of Lean and In-depth Assessment

	Activities	Lean Assessment	In-depth Assessment
1	Create a robust methodology through adoption of the OECD DAC Framework to assess on relevance, coherence, effectiveness, efficiency, impact, and sustainability of the project	✓	✓
2	Use a mixed method approach for data collection - Survey for quantitative analysis, coupled with in depth interviews (IDI) and focused group discussions (FGD) for qualitative analysis	Survey sample size of 30-60 IDI & FGD sample size of 10	Sample size is calculated using statistical sampling techniques + case studies
3	Conduct project outreach analysis using data shared by the implementation partner to understand the beneficiaries reached	✓	✓
4	Validate contracts by checking the project status and objective based on the signed terms and conditions and verifying the credibility of the NGO	✓	✓
5	Conduct secondary analysis on the documentation maintained by the implementation partner for the course of the project (such as needs assessment, operational plan, LFA, fund utilisation or expenditure, etc.) and assessment of the team capability	✓	✓
6	Perform perception based assessment to gather change in awareness, attitude, skills using the mixed methods approach. For Infrastructure/facility projects, assess change in accessibility	✓	✓
7	Contextualise a descriptive and cross sectional design and create detailed data collection tools to assess change in awareness, attitude, skills through the mixed methods approach	✗	✓
8	Secondary research to validate and substantiate evaluation of programme and mapping SGDs, other relevant national and international policies to support strengthening of the interventions	✗	✓
9	End deliverable - Document report (up to 40 pages) including an Executive Summary and a Presentation (10-15 slides) for internal and external communication	PPT report (30-40 slides) + PPT Summary (10-15 slides)	Document report + PPT report (option for designed report available)

Robust approach for both Lean and In-depth Impact Assessment

- Mixed methods approach
- Statistical sampling techniques
- Statistically relevant data analysis
- Industry aligned assessment framework

Scientific methods

Indicators and tools

- Repository of indicators and tools created across thematic areas
- Contextualised and customised to the geography based on experience

360-degree approach

- Usage of Qualitative and Quantitative data collection tools
- Mapping of stakeholders across the pyramid to include varied perspective

- Technically skilled delivery teams to take up simultaneous projects
- Inputs from thematic area experts to provide rigour in study design

Delivery teams and thematic experts

Rapid large scale data collection

- Tech-based data collection tool to monitor progress and quality of data collection in-real time
- Database of 200+ data collectors across India to collect data in regional languages
- Dedicated field coordinators to manage data collection on-ground

Enable decision making across the organisation

Operational Qs

EFFECTIVENESS
Is the quality of delivery up to standard?

Management Qs

EFFECTIVENESS vs IMPACT
Has the quality of delivery helped in achieving the project outcomes?

Leadership Qs

IMPACT vs SUSTAINABILITY
Will the impact sustain beyond the project period? Will the need be addressed for good?

Founder Qs

SUSTAINABILITY vs COHERENCE
Is the model capable of changing the needle at a Systemic/National level?

Applicable for both Lean and In-depth Assessment.

SATTVA'S OFFERINGS

Sattva addresses the gaps in mandatory third-party assessment

Multiple ongoing projects at different stages

Large number of projects that are at different stages. How will the assessments of each be managed together?

Selection of eligible projects

How does one identify eligible projects for impact assessment based on predefined parameters?

Limited budget for assessment of multiple projects

Limited budget to assess multiple projects as per the law. Would Sattva do it within limited budgets?

Impact Assessment of Infrastructure projects

In case the project was construction related, how do you assess the impact of the same?

Different types of impact assessments

What kind of Impact Assessment should be done as per the new CSR rule? What would it entail?

Bundled approach for multiple projects

Phase 1

- Checking eligibility of the projects
- Mapping the assessment timeline for the financial year
- Recommending favourable assessment approach

Phase 2

- Bundling projects across common sectors or thematic areas or locations
- Ensuring the objective of assessment is standardised across these projects

Phase 3

- Detailing the project timeline and approach for each bundle
- Outlining the design and methodology to be followed for the assessment

Phase 4

- Conducting impact assessment based on aligned approach
- Sharing a report for internal and external communication
- Lean Assessment: A consolidated report with sections for different projects
- In-depth Assessment: Specific reports for each project

Value-added Services for Bundled and Annual Contracts

Complimentary M&E capacity building workshop for 3 partners

Complimentary due diligence of 3 NGO partners

Special pricing for bundled projects

Actionable Recommendations

Sattva shares detailed insights and recommendations to ensure the programmes have:

Operational capability

Well-qualified resources with relevant experience are implementing the programme

Well-defined systems and processes

Activities and their milestone are defined and tracked on a periodic basis to measure progress

Mapped output and outcomes

Identification of process and impact indicators to concurrently measure the status of the programme

Financial discipline

Resources are being used efficiently and being monitored to avoid duplicity or wastage

Irrational Commitment to Social Impact

We are driven by impact and powered by knowledge. We bring the right balance of the head-heart-hand to our work.

We believe that age-old problems need new-age thinking and rigorous implementing, with empathy at the core. And that's what we deliver for our customers and partners.

Talk to us today to see how we can co-create maximum social impact.

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ANNEXURE

Approach to Data Collection

Sattva will use a combination of in-person and remote (via phone) data collection approach. The in-person data collection will be followed in accordance with safety precautions for COVID-19.

Recruitment

Surveyor recruitment

- Screen surveyors basis project requirements
- Initial evaluation via phone interview
- Onboard trained phone surveyors from internal database

Training

Training on phone survey protocols

- Surveyors undergo 2-day virtual training
- Day 1: In-house training
- Day 2: Virtual pilot - recording - correction

Monitoring

Ensuring collection of high-quality data

- App based data collection
- Call recording, back-checking and concurrent data checking
- Recording data collection
- Clean data

Data Collection

Data collection over phone

- App based data collection
- Mature data collection protocols
- Fixed call timings - survey duration - governance process
- Qualitative virtual interviews by Sattva team

Back-checking

Establishing data authenticity

- Back calling to respondents to enable respondent verification
- Recording analysis and correction to clean data

Telephonic Survey: Processes and Best Practices

01.

Surveys will be kept short - 20 minutes
Ensuring respondent engagement throughout the call

02.

Multiple attempts to reach the respondents
Each respondent will be called at least 4 times over 2 days before abandoning the phone number

03.

Highly qualified data collectors
Sattva will employ independent consultants to support with data collection with language proficiency and prior experience

04.

Standardised script
Introduction and FAQ's script to be aligned between LFE and Sattva to ensure appropriate brand representation

05.

Piloting the Tool
The survey tools will be piloted to ensure the efficiency of the survey

06.

Tool for data collection
An online platform will be used to gather reliable, rich data with features like image uploads, background audio, validation checks and resurveying. Appropriate training will be given to use this platform

07.

Backend checks (quality)
5% of the total sample surveys will be regularly back checked to ensure best quality data

08.

Regular updates
Sattva will share bi-daily updates on the progress of surveys done during the data collection phase

Ethical Protocols

The study will follow the ethical protocols in all aspects and at all stages of the engagement:

Program team sensitisation (Sattva as well as enumerators and supervisors): Given the sensitivity of the proposed research study, the programme team members will undertake sensitisation training to ensure an ethical approach. The team will include members who have worked extensively in the area of primary research and data collection for vulnerable populations.

Informed consent and voluntary participation: All respondents and participants will be given appropriate and accessible information about the purpose, methods and intended uses of the research, what their participation in the research entails, and what risks and benefits, if any, are involved. The assessment will be undertaken only after consent, free from coercion or undue pressure, is received from the respondents. They will be made aware of their right to refuse participation whenever and for whatever reason they wish, without fear of penalisation or victimisation. Participants will also be made aware of where and for how long their data will be stored and how the data will be treated. Consent will be taken regarding the recording and usage of all information acquired - written, verbal, photographic.

Anonymity and confidentiality: The identity of research participants will always be protected through anonymity or confidentiality, unless research participants explicitly agree to, or request the publication of their personal information.

Data Security

Sattva has in place internal security protocols to protect the privacy of all data collected from respondents, especially any Personally Identifiable Information (PII). The set of protocols listed below may be required to be revamped depending on the data flow process decided for this study.

Data Storage and Access: Any devices used for data collection are password-protected to prevent unauthorised access. Preferably, survey software with encryption features, such as SurveyCTO or Collect are used so that encryption occurs during data collection and transmission to a central server. Data with PII is shared only using encrypted files, unless being shared directly from Sattva's cloud storage. Access to data on Sattva's cloud storage may also be further limited to programme team members who require access.

Data Retention: Data with PII is only retained for pre-decided periods based on program requirements. Any data stored on data collection devices is removed after data collection for the programme is completed to minimise risk. Where possible, data stored on stolen/lost devices is remotely deleted.

Training: Personnel are provided adequate training on maintaining privacy of data collected, including procedures for handling devices to maintain data security.

Removal of PII: All PII is removed from the raw dataset and separated into "Identifiers Dataset" and "Analysis Dataset". A common ID is generated to allow re-joining PII data if required. Access to "Identifiers Dataset" is limited to select personnel. Limited and necessary PII is re-shared with enumerators/ field supervisors to allow for quality checking and back-checking of data as per programme requirements.

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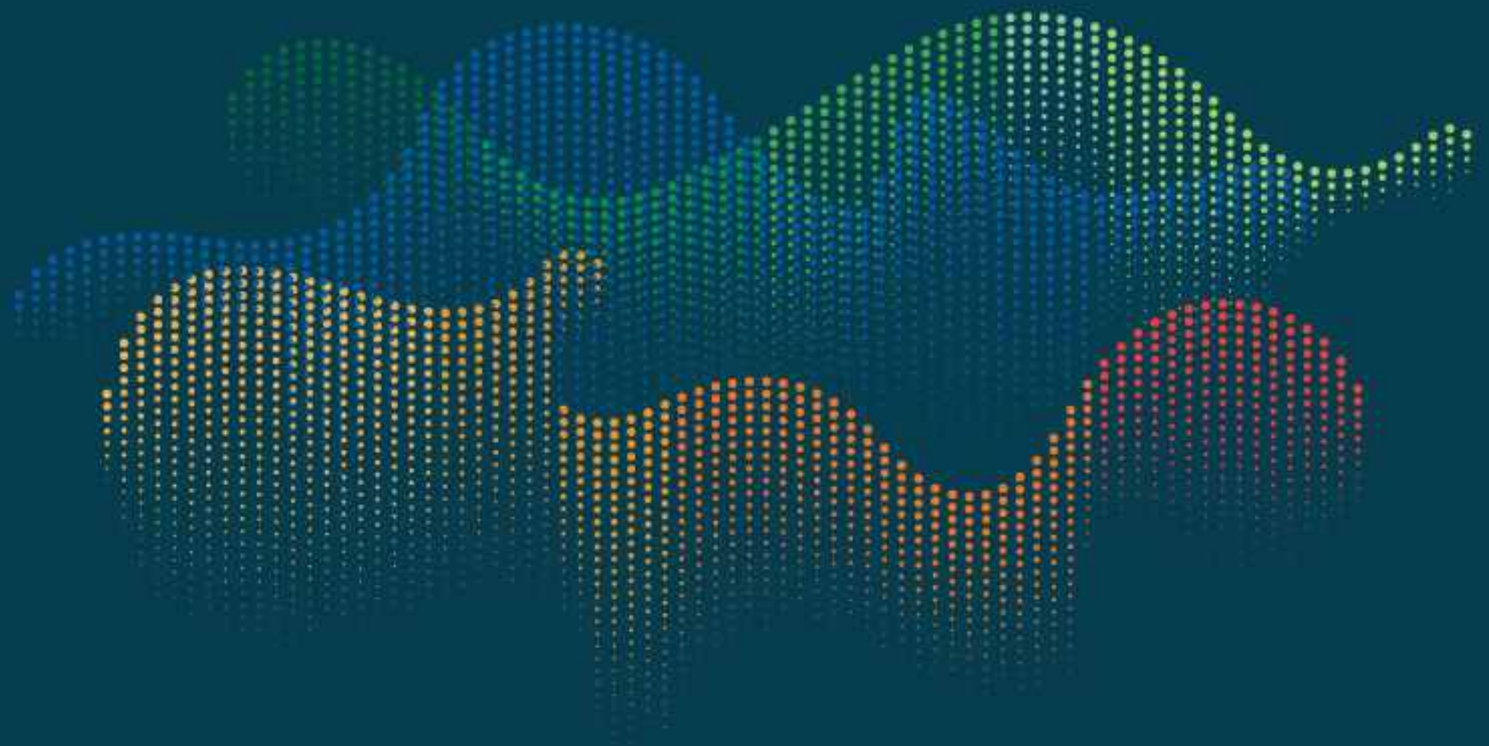
THANK YOU



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