
YES Foundation Grant & Accelerator Program

Social Impact Assessment Report

July - Sept 2022



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Executive Summary

Starting in 2018, the YES Foundation Grant & Accelerator Programme supported 22 Social Impact Organisations (SIOs). These organisations were selected after a rigorous process among more than 1 lac submissions and represent those with high potential from upscaling and bringing up social change. The organisations received a grant and capacity-building sessions to "address critical factors that hold the potential to unlock their scaling, creating the possibility for them to emerge as benchmark organisations in the sector".

This report brings the Social Impact Assessment Study of the Yes Foundation Grant and Accelerator Programme (YFA), conducted by Impact Dash, between July and September 2022. The **research objective** of the study is to measure the impact of the Accelerator programme and assess in what measure it was capable of reaching its objectives of unlocking, upscaling, and supporting the SIOs in emerging as a benchmark of their sector. To fulfill this objective, the following steps were taken: 1. each SIO was studied, delineating its Theory of Change and trajectory; 2. assess the impact of YFA on each organisation's lifecycle (direct impact); 3. estimate the impact of each organisation in its field of operation (indirect impact); 4. to assess the program against available benchmarks and make recommendations for course corrections, if needed.

As per the **Research Design**, the study was divided into 2 parts. In **Level 1 of analysis**, following research objectives 1 and 2 above, analysed how each organisation was transformed by the initiatives of YFA. For this level, a framework on organisation development by Cummings and Worley (2009) was used, seeing the transformation of the organisations in its 5-dimensions: strategy, technology, structure, human resources and measurement systems. Mixed-methods with a comparative case-study approach was used. The sample was the entire population of the 20 SIOs that agreed to participate in the study.

The **Level 2 analysis** looked into the impact of each organisation on its respective field of activity. This impact is, in some measure, an indirect impact of YFA since it resulted from some project or transformation in the organisation supported by YFA. Estimating the proportion in which the total impact of the SIO can be attributed to YFA is easier in a few cases when YFA supported an isolated project within the organisation, but in most of the cases, an exact delimitation was not possible. To estimate the total number of lives impacted, an **attribution factor** was used, estimated based on the evaluation of the SIO head on how important the programme was for the further developments of the organisation.

The study availed a **mixed-methods approach** with a convergent parallel design. Telephonic interviews were conducted with the heads and/or cofounders of 20 SIOs for the Level 1 indicators. For Level 2, field visits were conducted to 14 organisations, during which FGDs and in-depth interviews were held. For the other 6 organisations, the beneficiaries were not reachable or did not reply to the phone calls since, in some cases, the engagement with them happened only in 2019. In many cases, the operations were interrupted by the Covid pandemic. This interruption and difficulty to reach constitute some of the **limitations of this study**, along with the short time available compared to the complexity of the task.

In the **Key Findings**, the profile of the SIOs has been delineated: a very **diverse cohort**, with 45% non-profits, 35% social enterprises and 20% hybrid. that is, a combinatio. Few organisations (5 or 25%) were old (founded before 2000), others were in middle-time of existence (2000-2010), and most of them were new (after 2011). 70% were well-established or undergoing expansion, while 30% were in the pilot or budding stages. This diversity constituted a challenge because the capacity-building sessions could only suit some of the participants. The grant size, being the same for all, was sometimes perceived as too big for the spending capacity and in other cases, too small compared to the overall budget.

Nevertheless, for many organisations, **capacity-building sessions** were perceived as very important. When asked about their expectations, most of the organisations replied that they were looking for non-monetary services as well, like mentoring, networking and training. For 2 or 3 organisations, capacity building was exactly what they needed at that stage. It was perceived as a complete game changer, putting its processes in place and paving the way for exponential growth. The association with Yes Foundation's brand, "our first big partners", as one of the organisations declared, unlocked the possibility for other important partnerships. When asked to rate the overall experience with YFA, from 1 to 10, the average rating was 7.85, and the rating of the importance of YFA to the organisation's growth, the average response was 7.90.

Other **positive aspects** appointed were "supportive and encouraging staff at YFA", "peer-to-peer learning", and "building up 2nd level leadership". Indeed, in the case of SWRC (Barefoot College), YFA funded a capacity-building session for youth leaders that was a small project amidst the colossal organisation. Yet, when the organisation needed new leaders and staff, after some radical internal restructuring, it was those youth leaders who came up to sustain the organisation in such a way that the YFA programme impacted the whole subsequent operations of the organisation.

Looking into the **level 2 indicators** - that is, into the impact of each organisation in their field, after field visits and data collection, it could be seen that most organisations are doing sincere and impactful work. Some of them had exponential growth after 2019,

doubling their revenue (budget) and increasing the number of staff by 2x, 3x even 4x. It is indeed the case that some organisations have emerged as **benchmarking** of their sector, like Haqdarshak and Saral Design, even though this growth cannot always be attributed to YFA. YFA's impact was most significant among smaller organisations that were in the pilot stage, like iDream Education and Anoobhuti, which had strong growth but are still far from the leading role in their sector.

Benchmarking was one of the objectives stated for the Accelerator programme. The other objective of the programme was to "unlock the potential of **scaling**". This was achieved since 80% of the organisations reported scaling up during the programme, and 68.8% said this growth was attributed, in small part (31.3%) or great part (37.5%), to the participation in YFA. The nature of scaling was: to new geographies (12 organisations), thematic or product diversification (10 orgs), staff size (13), beneficiary/customer base increase (14) and revenue/budget increase (11). At this point, the programme's objectives were clearly and widely achieved.

Nevertheless, there is scope for improvement. The suggestions of the SIOs' heads that the cohort should be **more homogenous** resonates with the best practices in the field of incubation and acceleration, and a comparative case study was presented with eligibility criteria and services provided for comparison. It is recommended that the programme further develops its **non-monetary services**, like networking, capacity-building and mentoring, because these can be, in some cases, more impactful than the grant itself. Finally, It was suggested that a lean and **efficient compliance mechanism** be developed to avoid burdening the organisations and, simultaneously, provide a clear M&E tool for the programme.

In conclusion, the complexities of the development sector are many, and the COVID pandemic and nationwide lockdown greatly increased them. Even so, Yes Foundation Grant and Acceleration Programme was able to achieve its objectives, transforming the trajectories of several organisations and supporting the operations of others. With this, more than 1 million lives were positively affected, contributing to SDGs 1, 3, 4, 5, 8, 10, 13 and 16.

Background of the study

YES Foundation is a charitable Trust driven by a vision of an empowered and equitable India. The Foundation strives to achieve this by focusing on building innovative and inclusive ecosystems to catalyze social transformation.

Background

After the success of YES! I am the Change programme, that since 2014 has been promoting social catalysis by driving positive social action through films, the Foundation was ready for a new programme. In 2018, Yes Foundation Grant and Acceleration was launched, having as the first step of its selection process, the submission of a short film presenting the work. More than 1,00,000 submissions were received, showing the deep reach of the Foundation. After multiple rounds, 22 organisations with the potential for significant social impact were selected.



The selected organisation received support to address critical factors that hold the potential to unlock their scaling, creating the possibility for them to emerge as benchmark organisations in the sector. The training was delivered in compliance, governance, control, finance, risk, and performance management. Through physical convening and remote engagement formats, the cohort is exposed to an ecosystem of sector peers, experts, social entrepreneurs, and investors resulting in innovation, collaboration, and increased efficiency and productivity.

In addition to the accelerator support, specific projects were identified to catalyze scale-up and growth of the selected organisations through milestone-based grants spread over three years, 5 lac per semester, in a total of 30 lac across 3 years. The project ended in FY 21-22.



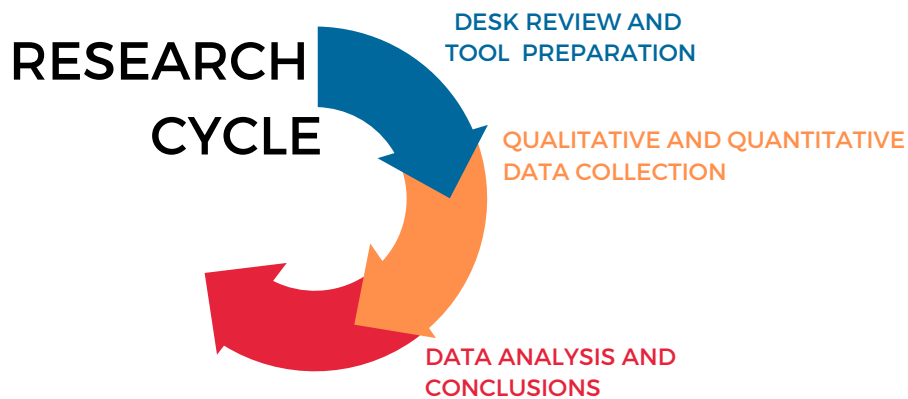
Research objectives

Overall objective

The broad objective for the study would include due diligence of organisations, review of monitoring data over the programme/funding period, and getting the programme and impact-related inputs from the beneficiaries through interactions.

Specific Objectives

The specific objectives, divided according to the phases of the research cycle, are the following:



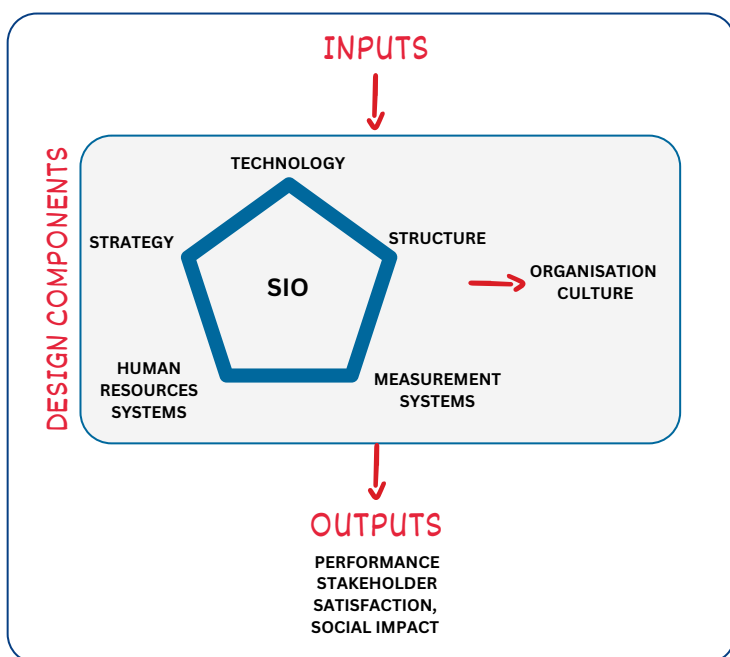
- 1** To outline the inputs, outputs, outcomes and expected impact of each project, along with its theory of change, along with the relevant indicators for its measurement.
- 2** To evaluate the impact of YES Foundation Grant & Accelerator Program on each Social Impact organisation on the dimensions of governance and triple bottom line.
- 3** To measure the outcomes and impact generated by each project and compare to the expected values;
- 4** To assess the program against available benchmarks and make recommendations for course corrections, if needed.

Research Design

This study was divided into two major parts, according to the level of analysis, with the respective indicators for each level. The first level is the impact of Yes Foundation Grant & Accelerator Programme (YFA) on each organisation.

In **Level 1** of analysis, following the research objective n.2 above, the study will inquire **how each organisation was transformed by the initiatives of YFA**, what the changes in processes, human resources, governance, etc. To study the impact on each of the SIOs, the framework on organisation development by Cummings and Worley (2009) will be used. This will look into the transformation of 5-dimensions of the organisation: technology, strategy, structure, human resources system and measurement systems.

This level of study will avail a mixed-methods approach with a comparative case-study design. A comparative case study is a recognised methodology for the study of Social Entrepreneurship and social impact (Eisenhardt 1989; Archana 2016).



Framework for organisational systems' development, Cummings and Worley (2009)

The **Level 2** of the study fulfills objectives 3 and 4 above, asking how the single organisation is generating impact in its field of activity. For each organisation, a suitable methodology was chosen, with respective indicators, frameworks and data analysis process. Consequently, each organisation will have a small chapter of key findings on its own.

This level assesses the social impact of each organisation, that figures as an indirect impact of YFA activity, in different proportions for each case. Since the focus of the study was YFA's activities and impact, a complete impact study of each organisation was out of the

scope of the study. This principle guided the choices of methodology and sampling, that do not cover the whole spectrum of activities of each organisation.

1. THE APPROACH

This study will be availing a **mixed-method approach**, where most of the quantitative part will emerge from programme data, being analysed using different methodologies (see below). The qualitative data will support and complement the analysis, being collected through in-depth telephonic interviews and key-informant interviews. The choice of approach depends on the objectives of the research, ultimately, on the type of knowledge that the study should produce (cf. Bryman, 2012).

Mixed-method will allow the present study to leverage the strengths of each approach. The field data collection will provide **an actor's perspective**, giving access to the in-depth perception of the project implementation, beneficiaries' experiences and staff involvement. The qualitative data will provide depth and insight into the broader, data-driven process, which will avail a survey when possible, or other methods of data collection (see table below).

The research design involves a **convergent parallel design** to draw overall conclusions. In this procedure, the study weighs the methods equally, analyzing the two components independently, and interpreting the results together (Creswell & Pablo-Clark, 2011). A process of triangulation is used to check the data and enhance credibility (Carvalho & White, 1997)

2. THE MAIN THEORETICAL FRAMEWORKS USED

This session discusses briefly the main theoretical frameworks used. For the level 2 indicators, the framework should be tailored according to the SIO sector, and multiple frameworks and tools were used. To avoid a long list, this session will only discuss some of the main ones that were common to multiple studies.

2.1 ANDE framework for incubators and accelerators

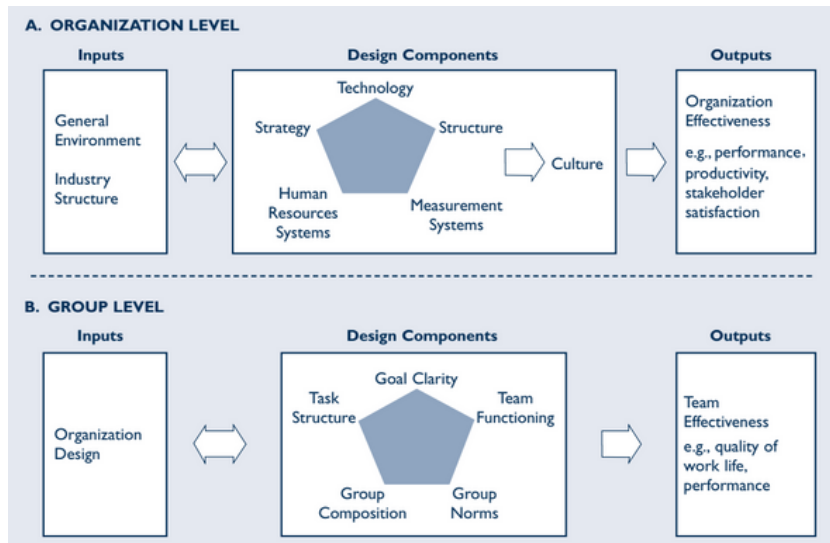
This study draws from the ANDE framework for evaluating incubators and accelerators. I-DEV International, in conjunction with the Aspen Network of Development Entrepreneurs (ANDE) and Agora Partnerships, set out to evaluate the value created by impact incubators and accelerators for social enterprises and impact investors they seek to support. In the study, they propose a framework, designed after consulting numerous incubators/accelerators and target stakeholders. This framework has 3 components, one that collects data from for social impact organisations, and two that avails the experience of impact investors. In this study, only the first component will be used.

The SIO component of the framework seeks to evaluate enterprise growth and performance over time, the rationale for program participation and satisfaction with the program's services. To do this, this component of the framework has been divided into 3 sections: 1) General Business Information, 2) Quantitative Value Creation, and 3) Qualitative Value Creation.

2.2. Cummings and Worley's model of organisation development

In level 1 of analysis, we want to understand how the SIOs were transformed under the intervention of YFA. For this, a model of organisation development is required. We will avail Cummings and Worley's (2009) model, which studies the transformation of an organisation as an open system.

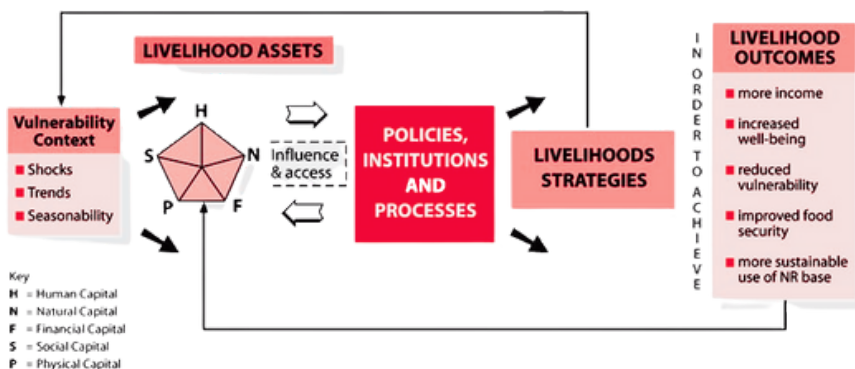
When viewed as open systems, organisations can be diagnosed at three levels. The highest level is the overall organisation and includes the design of the company's strategy, structure, and processes. Large organisation units, such as divisions, subsidiaries, or strategic business units, also can be diagnosed at that level.



The next lowest level is the group or department, which includes group design and devices for structuring interactions among members, such as norms and work schedules.

2.3. DFID Sustainable Livelihoods Framework

The DFID SLA will be used to guide the analysis of the livelihood and rural development projects. The Livelihoods framework encompasses the skills, assets (both material and social) and approaches which will be used by individuals and communities to survive. The sustainability element implies that these individuals or communities can confront and over-



come moments of stress and/or crisis and that they can maintain or even improve current and future skills and assets without exploiting their supply of natural resources. (UNDP, 2017)

3. DATA COLLECTION METHODS AND SAMPLING

For Level 1 indicators, the sample consisted of the 20 organisations that accepted to participate in the study. The method of data collection was an in-depth interview with founders, co-founders and high management staff. For the level 2 indicators, it was not possible to collect primary data of all the organisations, either because the beneficiaries of the project sponsored by YFA were unreachable or because there was not a specific group of beneficiaries (projects in policy advocacy or open-ended app development, for example). The methodology for level 2 indicators is summarized in the table below.

s.n.	Name of the organisation	Level 1	Level 2	Methodology for level 2 data collection
1	Centum Foundation	yes	yes	peer review of app
2	Clothes Box Foundation	yes	yes	Fieldvisit with in-deph interviews and FGDs
3	Feeding India	yes	yes	Fieldvisit with in-deph interviews and FGDs
4	Gramin Samassya Mukti Trust	yes	yes	Survey applied by organisation's staff
5	India Vision Foundation	yes	Yes	Digital survey
6	Makala Jagriti	yes	yes	Fieldvisit with in-deph interviews and FGDs
7	Manuvikasa	yes	yes	Fieldvisit with in-deph interviews and FGDs
8	Medicdown	yes	yes	Telephonic interviews
9	Recity	yes	yes	Fieldvisit with in-deph interviews and FGDs
10	Saral Design	yes	yes	Fieldvisit with in-deph interviews and FGDs
11	SUPPORT	yes	yes	Fieldvisit with in-deph interviews and FGDs
12	SWRC (aka Barefoot college)	yes	yes	telephonic interviews
13	Tarun Bharat Sangh	yes	yes	Survey applied by organisation's staff
14	Urja Foudation	yes	yes	Fieldvisit with in-deph interviews and FGDs
15	Anahad Foundation	yes	no	Telephonic interview
16	Anubhuti (Experiential Learning Solutions)	yes	no	Telephonic interview
17	Haqdarshak	yes	no	
18	iDreams Foundation	yes	no	
19	Rechakr Solutions (Brand Rimagined)	yes	no	
20	The Education Alliance	yes	no	
21	Persapien Innovation	no	no	No reply from the organisation
22	Samvedna Senior Care	no	no	organisation denied for interview and data collection

4. LIMITATIONS OF THE STUDY

The YFA started in 2019 and it was supposed to be a 3-year programme to foster the growth of the organisations. Unfortunately, the **COVID pandemic** hit and in March 2020, a full lockdown was declared in the country. This situation impacted heavily the operations of most of the organisations (except for EdTechs, which flourished), affecting also the performance of the whole YFA programme. This study faced difficulty to evaluate this performance, considering the distance, time and the **strong discontinuity**.

For this reason, in some cases, it was not possible to evaluate the **impact of the single project** sponsored by YFA, and we had to evaluate the indirect impact on other projects or over the organisation as a whole: for example, for SWRC (Barefoot College), the project was a series of capacity building sessions for village youth, concluded in 2019. Reaching the participants after such a long time was challenging, and the sample size for in-depth interviews got reduced to 4 people. Yet, in the perception of the direction of the NGO, those capacity-building sessions were extremely important because they prepared a second-line leadership that is now supporting the whole organisation. The present-day impact of other projects, then, figures as indirect impact partially attributed to those sessions.

Additionally, there was neither time nor scope to cover the whole spectrum of the activities of all the SIOs. The impact presented in the level 2 analysis, consequently, is only a superficial glance into the whole impact of each SIO. Nevertheless, the main focus remains the impact of YFA at the organisational level.





LEVEL 1 INDICATORS:

The impact of YFA on the organisation's lifecycle

Level 1 indicators: The impact of YFA on the lifecycle of the organisations

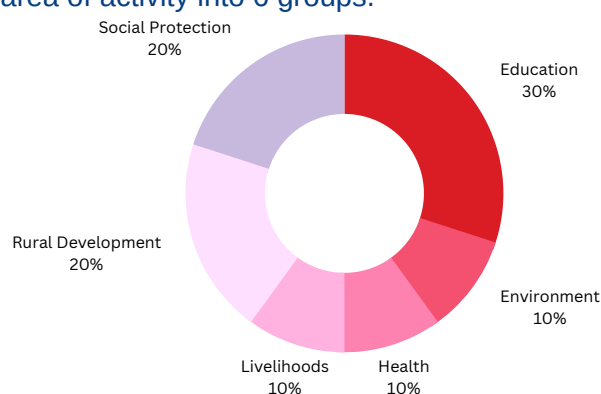
This chapter will present the results of the impact of YFA on the 20 SIOs at an organisational level. It will start with the profile of the cohort of SIOs, presenting then a summary of the KPIs of the impact generated, following by an analysis of the SIOs' expectations and experience with the programme.

1. Profile of the cohort of organisations

1.1 Sectors of activity

The organisations were classified according to the area of activity into 6 groups.

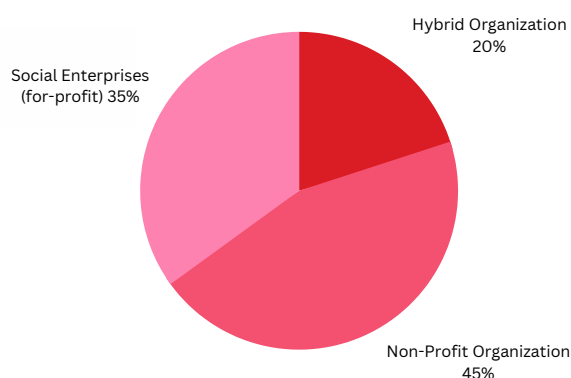
The larger group of SIOs work on Education (6). Four of them work on Social protection, category that includes shelter for homeless and women empowerment. Other 4 work on rural development, 2 on Environment, Health and Livelihoods each. Various SIOs work in the intersection of one or more of these themes. Further, within these themes, the nature of the work varies greatly between SIOs even under the same theme.



For instance, within education, some work on policy and advocacy, some have developed digital solutions to improve learning, some work directly in schools, etc. Similarly, within the theme of Social Protection, some work for the elderly health, some for one entitlement rights of grassroots citizens, and so on.

1.2. Model of operations of the cohort SIOs

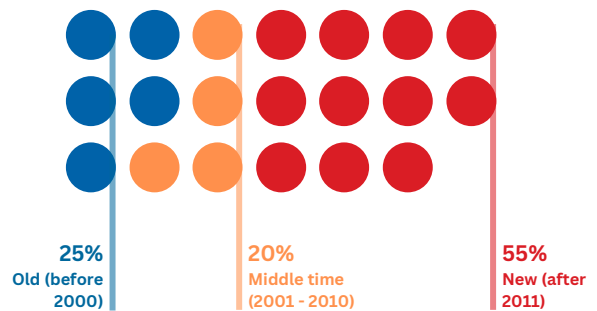
Among the cohort SIOs, 45% of them are Non-Profit Organisations or NGOs, 35% are for-profit Social Enterprises (or Social Purpose Businesses), and the rest 20% are Hybrid Organisations. Social enterprises can be defined as for-profit organisations that have a social impact as their main focus. They use a business model to “discover and create local opportunities for social, human and economic sustainable development by changing the lives of real people and the systems that create and sustain poverty” (Seelos and Mair, 2005b).



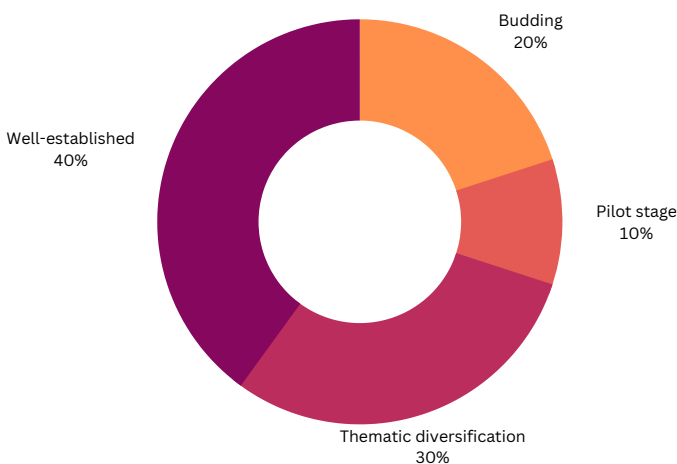
Hybrid Organisations are those which combine a measure of both aspects in their operations, for and non-profit, either in the form of operating separate wings that cross-subsidise the non-profit wing, or establishing for-profit subsidiaries or sister organisations that work as social enterprises (Such as farmer producer companies, co-operatives).

1.3. Age of the organisations

Defining new organisations as those founded after 2010, it can be seen that the majority of the SIO in the cohort are new (55%). Old SIOs that were established before 2000 form around 25% of the cohort and those middle aged SIOs established between 2000-2010 are at around 20% of the cohort.



1.4. Maturity stage in the lifecycle of the SIO



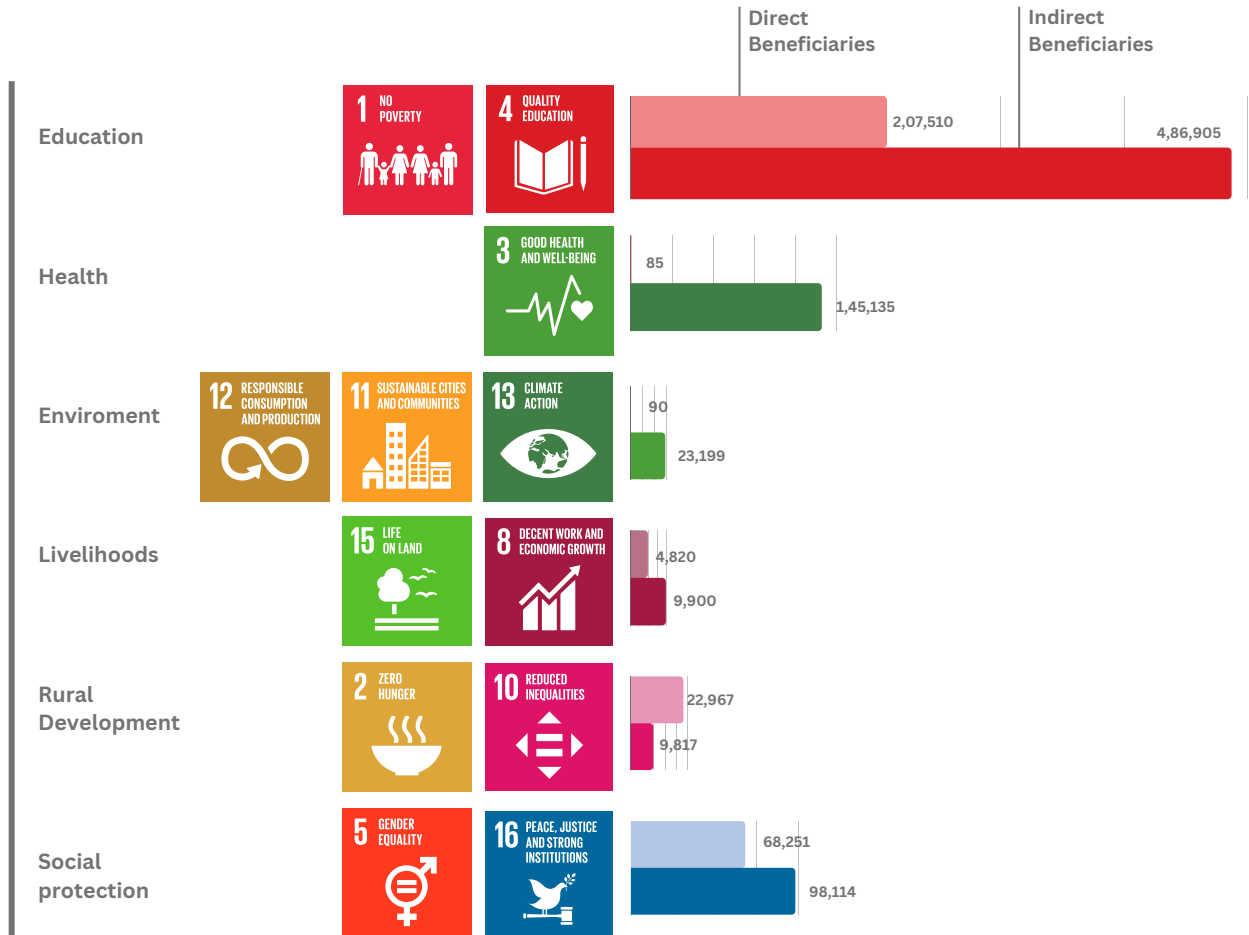
Classifying the organisations according to maturity stage, **Pilot organisations** are those who have just begin implementation. **Budding organisations** are those that are growing, from pilot stage as far as beneficiary/customer base is concerned with the model of intervention or business model undergoing significant changes at various times during this growth.

After the budding stage, follows the stage of being **well-established**. In this stage, there is a time when there are no significant reiterations of the intervention/business model and processes have been standardised. A majority of the SIOs selected fall under this category. Further, the next stage is that of thematic diversification, where the SIO is well-established and begins to explore new possibilities under the same vision statement and undertake other projects/products on the side that add value to their efforts while aligning with their overall vision.

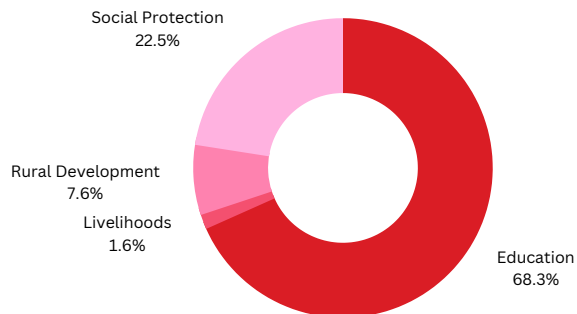


2. Impact Summary

NUMBER OF BENEFICIARIES PER SECTOR OF ACTIVITY



TOTAL NUMBER OF BENEFICIARIES



	Number of beneficiaries	Amount invested by YFA per beneficiary*
Direct beneficiaries (across 20 SIOs)	303,723	₹ 195.82
Indirect beneficiaries (across 20 SIOs)	773,070	₹ 76.97
Total	1,076,793	₹55.25

*Considering the amount invested by YFA to each SIO

The numbers were extracted from the organisations' closure reports, for the 3-year period, or, in case this was not available, from interview data and annual reports. The numbers are approximate for two reasons. Firstly, there is sometimes ambiguity in **defining who are the direct and indirect beneficiaries**. For example, Recity is engaging with waste collectors and municipalities to improve the recycling rate and upcycle plastic. In this work, the waste collectors can be considered the only direct beneficiaries, but also the families of the neighbourhood where they are active are also benefitted, followed by the whole city, in which the dumping ground has diminished, followed by the whole municipality. In these multiple levels of impact, there could be different ways of drawing the line. We followed the closure report, where the 114 waste collectors were considered to be direct beneficiaries, and the 34k families of the neighbourhood were the indirect ones.

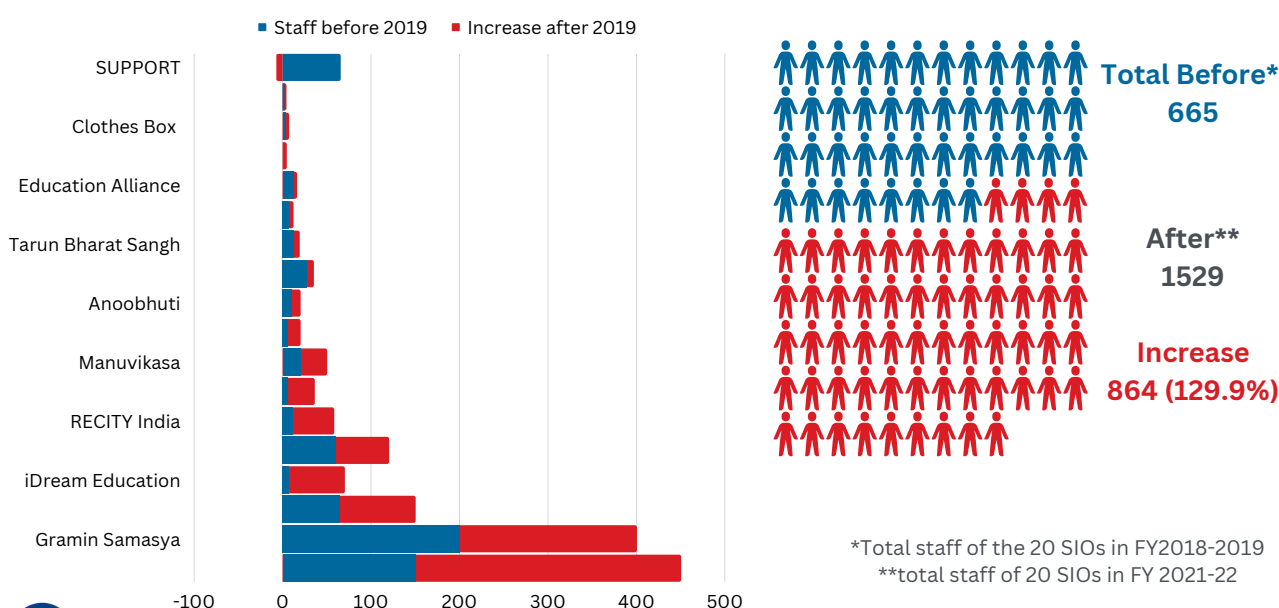
Secondly, in some cases, the YFA intervention **impacted the whole organisation**. For example, the founder of iDream Education declared that they were only able to scale rapidly during lockdown thanks to Yes Foundation. So, all the subsequent beneficiaries were reached in part thanks to YFA. Whenever the impact was on the whole organisation, **an attribution factor** was given, following the established methodology used also for the calculation of SROI. In our case, for those organisations that declared that YFA was very important, an attribution factor of 60% was used, and when it was less important (in the case of well-established NGOs in whose operations the YFA has less impact), a factor of 10%. Only in two cases, Mediclown and Rechakr, the entire operations were depending on YFA, and a factor of 100% was used. The table with the complete data and attribution factors can be found in the annexure.

2.1 Impact on the organisational design

Following Cummings and Worley's (2009), this section will look into the transitions in the components of organisational design that happened before and after the intervention of YFA.

2.1.1 Human Resources

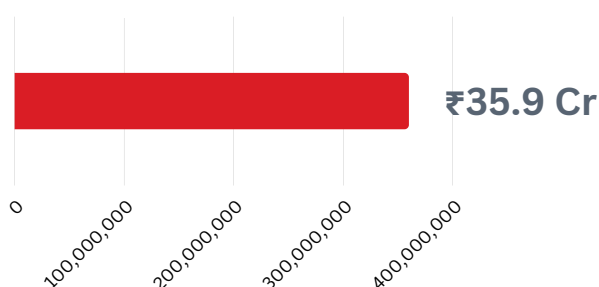
INCREASE IN THE NUMBER OF STAFF OF THE SIOS.



Some SIOs suffered heavily with lockdown and the pandemic. Support, for example, had to cut down their staff. Mediclown, Clothes Box, India Vision and Education Alliance had a small increase, of 4 staff between 2019 and 2022. Gramin Samasya Mukti Trust and Haqdarshak had the highest growth, increasing by 200 and 300 staff, respectively. Clearly, the total increase in staff cannot be solely attributed to the YFA intervention, and each case should be studied separately. Some of the SIOs, like iDreams and Recity attributed their growth mostly to YFA, because the grant and the capacity building sessions came in the right time to support them. Other organisations (Haqdarshak, Gramin Samasya Mukti Trust, Centum and Saral Design were already well-established and set into a growth trajectory despite YFA. More details of each case can be found in the next chapter.

2.1.2 Structure

INCREASE IN THE ANNUAL BUDGET/REVENUE



Between 2019 and 2022, there has been an increase of more than ₹35 crores in the budget or revenue of all the SIOs together. This amount is that which has increased beyond Yes Foundation's grant amounts because of capacity building workshops on fundraising, brand building, better donor conversions, and so on, to the extent attributed by the cohort SIOs.

In some cases, the increase of revenue can be clearly attributed to the collaboration of YFA, as the following quotes show



Tarun Bharat Sangh - The organisation said that it was possible to scale up their revenue because of YFA's emphasis on communications, branding and fundraising.



Manuvikasa - Even though they are non-profit, their subsidiaries such as their for-profit FPCs (Farmer producer companies) and Co-operatives saw an doubling in revenue and profit. Even their non-profit's annual budget improved by around ₹2 crore per annum due to better donor conversion post YFA. This is because of both the fundraising capacities built and the brand built by obtaining the Yes Award after selection.



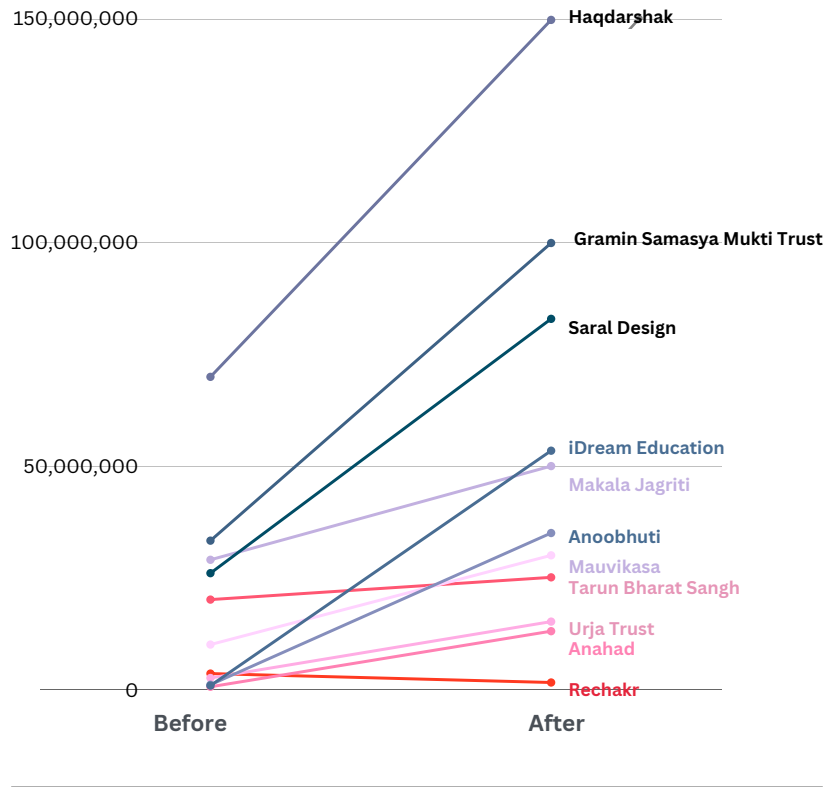
Anoobhuti - Post YFA, they got engaged with the government of Maharashtra. Their annual budget, previously around ₹10-15 lakhs, scaled to ₹3.5 crore annually due to this convergence for 2 consecutive years. Anoobhuti is incubated at IIM Calcutta Innovation Park in 2019. Now it is their main investor. As per the director of Anoobhuti, this incubation happened because of exposure provided by YFA.



Gramin Samasya Mukti Trust - The profits earned by the FPO/FPCs under GSMT doubled through Mahua seeds/banks and fisheries bought by the empowered Gram Sabha Federations.

Considering the diversity of SIOs and their different trajectories during these 3 years of project, it is interesting to look into the change of budget of each one of them, in the graph below.

REVENUE BEFORE AND AFTER YFA OF EACH ORGANISATION



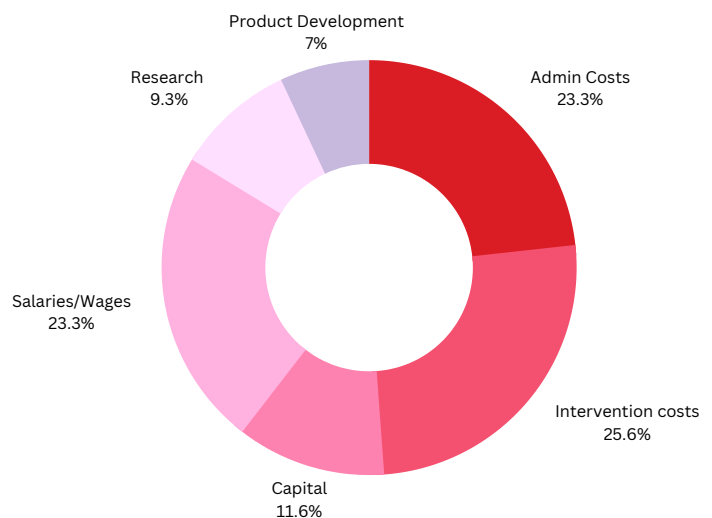
The increase of budget (for non-profit) or revenue (for social enterprises) can be seen in this graph. Some organisations had a strong growth (darker lines), others remained stagnant or decreased the budget (red lines). Not all SIOs figure in the list because the data was not available and they preferred not to disclose in the interviews.

2.1.3 Strategy

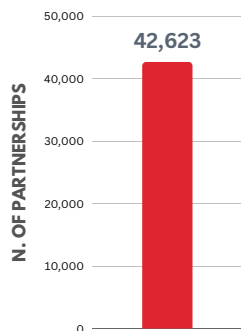
According to the framework, a strategy represents the way an organisation uses its resources (human, economic, technical) to achieve its goals and gain a competitive advantage. This diagram shows how on average the SIOs used the grant provided by YFA.

Almost quarter of the SIOs mentioned that they could cover the wages of their employees/staff, especially in the backdrop of the Covid-19 pandemic. Few big and well-established SIOs benefited from large funds and could deploy the grant solely for research or a social campaign.

HOW THE MONEY FROM THE GRANT WAS USED?



PARTNERSHIPS BUILT



In the strategy part, there were a series of partnerships/convergences established at an institutional level, directly or indirectly such as schools, partner NGOs, Strategic partnerships, Farmers producers companies/organisations, govt bodies, hospitals, and so on. This number does not include the 22 SIOs themselves that comes as part of the cohort. Let us look at a few instances through the lens of some SIOs.

The Education Alliance - The organisation works on convergence of government, schools and the Third Sector. Their education & policy work impacted various institutions directly with NGO partners - 9 NGOs (TN), 16 NGOs (Tripura), indirectly with Government schools in TN and Tripura - 37,532 and 4,945 schools, respectively.

Manuvikasa - Before YFA, direct impact wason 500 beneficiary farmers as part of their 1st FPC (Farmer producer company). After YFA, they created 4 more FPCs and 1 co-operatives that collectively impact 5000 beneficiaries.

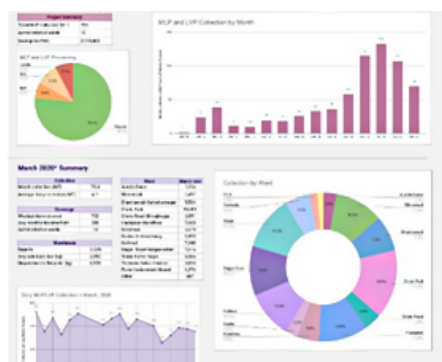
Urja Foundation - Since 2019, Urja has been working for the homelessness of young women. The organisation decided it was needed to address the causes of homelessness, and initiated a project of policy advocacy, strengthening the network of NGOs and government institutions that operate in the sector. This work has recently achieved a change in the state legislation of the government shelters, improving the working conditions of the staff of these institutions.

2.1.4 Technology and Measurement Systems

The last aspect of the framework for Diagnosis of organisational systems is the use of Technology and Measurement systems. The use of technology was intense for many of the SIOs: iDreams, Cantum, Haqdarshak and Recity used the grant to build a new app or platform. For Recity in special, the investment was important to build a measurement system platform to monitor on real time the waste generated, collected and recycled, as part as their project to upscale plastic and build sustainable ISWM in the cities. Many organisations also attested the importance of the capacity building sessions for establishing processes

YFA was a total game-changer for a startup like us. We had started three years earlier (2016), but our reach was limited (only six schools in Gujarat), and our internal processes were disorganised - the small team of staff was all over the place trying to solve emergency problems. The grant was important to increase our bandwidth, but the capacity-building sessions were important. We learned to put our processes in place and organise a roadmap for the next years. The lockdown gave us the structure to grow and respond to the huge demand for Ed-tech in the following years. We have grown from 7 to 70 staff thanks to this process."

-Rohit Prakash, co-founder iDreams



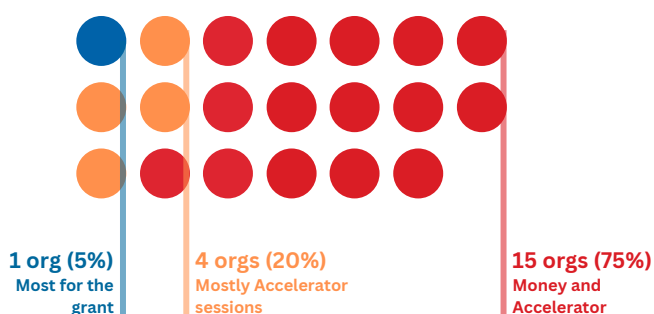
Sample of Recity MIS ISWM platform

3. Expectations, Experiences, and Effectiveness

This session will summarize the programme in 3E's : the Expectations of the SIOs in joining YFA programme, their Experiences during it and the Effectiveness of the intervention of YFA in their lifecycle and organisational design

3.1 Expectations on the Yes Grant & Accelerator program by SIOs

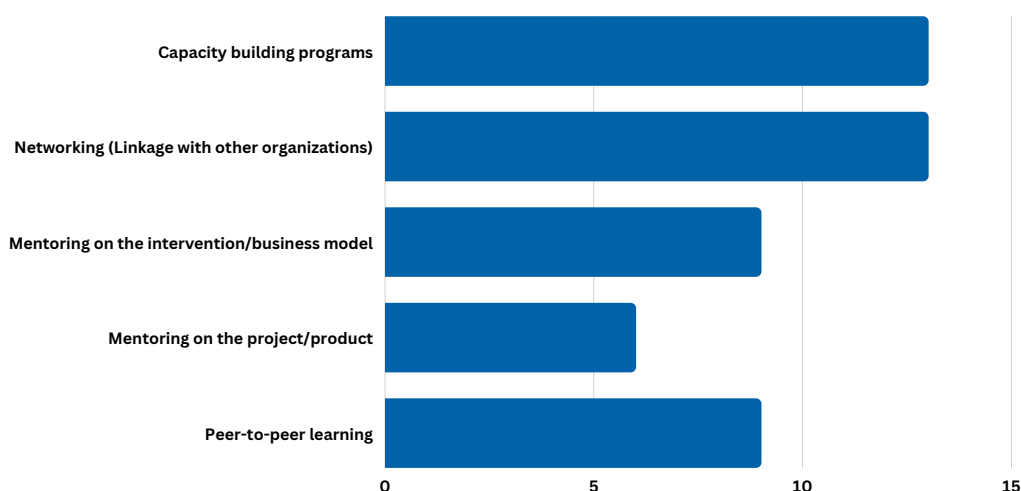
WHEN YOU APPLIED FOR YFA, WHAT WERE YOU LOOKING FOR?



Organisations were asked what they were looking for when they applied for the YFA programme: the grant, the accelerator activities (capacity building, networking, mentoring) or both. It can be seen that most of the organisations (19/20) were looking for accelerator services, considering these as essential.

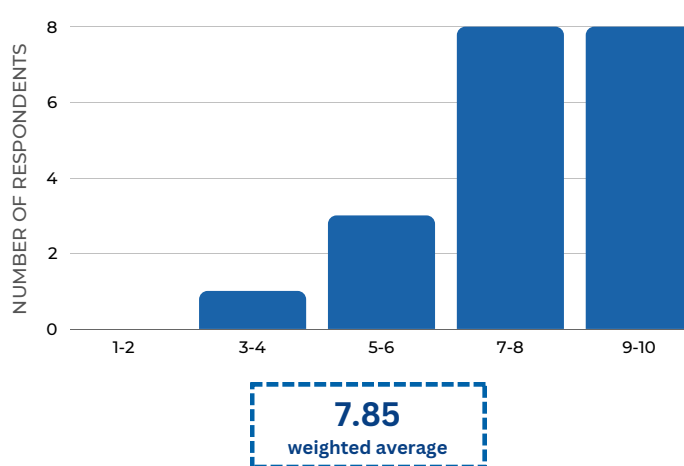
To probe into this expectation, organisations were asked what kind of accelerator sessions and services they were looking for. The graph below display the 5 most prominent answers were such as learning from other peers in the cohort SIOs, mentoring on their projects or intervention/business model, and so on. The most prominent expectations of all were, one, getting better access to networking or linkages with other players in the sector such as donors, investors, sector-specific mentors, competitors, those working on similar issues, and so on. Two, building their organisational capacities such as fundraising, accounting, brand building, communications, and so on.

WHAT KIND OF SERVICES YOU WERE LOOKING FOR IN THE YFA PROGRAMME?



It was clear from the interviews that for many organisations, the expectations on capacity building and networking were not completely fulfilled. This is due to the wide range of organisational development in the cohort: those in advanced stages didn't find the sessions useful. Other organisations in piloting and budding stage, on the contrary, found them very useful. Nevertheless, the overall rating for the experience with the YFA programme was very positive, as this graph shows.

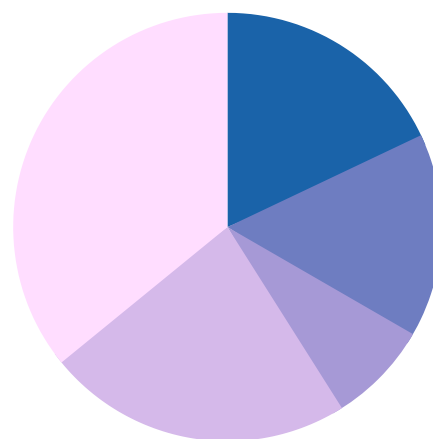
RATE YOUR EXPERIENCE WITH YFA FROM 1 TO 10



The following graph shows the result of the aspects of the YFA programme that the SIO's founders and management staff liked the most. It can be noticed that the capacity-building sessions and networking, despite being the aspects they were looking for, are not among the aspects that were most appreciated in the YFA programme. These 2 aspects can be reinforced in the future to further improve the service.

WHAT ASPECTS OF THE YFA PROGRAMME YOU LIKED THE MOST?

Aspects appreciated	Nos.
Focus on 2nd level leadership	3
Peer-to-Peer (learning, exchanges, conversations)	6
Capacity building sessions	7
Could define our own 3 year milestones	9
Supportive, encouraging and accommodating YFA & Staff	14



Supportive and encouraging YFA & Staff

One of the best experiences the SIOs had from the program was the supportive, encouraging and accommodating staff. Some instances of SIOs particularly highlighting this aspect were

“ YFA staff proactively sought feedback from us to improve the program.
Makala Jagriti ”

“ Our field coordinator remarked that the language barrier was acknowledged by YFA staff and supported us accordingly.
Tarun Bharat Sangh ”

“ We knew we could call Rohan and Nilima anytime. Yes Foundation was very accessible

MediClown Academy ”

“ YFA was one of the most memorable moments of my work life, when I had to present our ideas in front of so many important people. I come from a simple background and I have been working in the field for more than 10 years. But this was the first time we were recognized for the work with our boys for so many years

SUPPORT ”

Participatory milestone development

More than 20% of the cohort SIOs that they particularly liked the experiences in defining and developing their own goals, milestones and deliverables as part the Yes Grant & Accelerator program. They remarked how the entire process was participatory and SIOs explored ways to think bigger and out of the box due to this, which would add value to their existing efforts. Some instances that highlight this aspect are:

“ They have 2 major programs - ECCD program (early childhood care and development) for the children below 6 inside prison and program for children of vulnerable family (CVF) for those beyond 6. When prisons were closed during the height of the Covid-19 pandemic lockdowns, YFA staff allowed program pivotal from ECCD to CVF program, said the Director of IVF.

India Vision Foundation ”

“ Milestones were decided and mutually agreed upon as per grants.

Rechakr Solutions ”

“ It was interesting to us to use the grant for a new non-for-profit project. Our main social impact is done through our business model, by selling pad-making machines. But with the help of YFA we kept a project dedicated exclusively for awareness.

Saral Design ”

“ The grant allowed us to start a new product, to be given free of cost

Haqdarshak Empowerment Solutions ”

Capacity Building Sessions

Some of the SIOs mentioned that they had good experiences in YFA’s Capacity building programs as well. Some instances of SIOs particularly mentioning this aspect

“ We were asked what capacity building we wanted. YFA staff proactively seek feedback. Helped us analyze gaps and inefficiencies within the organisation. Started engaging with volunteers in yes foundation i.e HR from yes bank: helped us form new HR policies. Very very helpful. Happened organically

Makkala Jagriti ”

“ Sessions in Delhi and Mumbai on Impact measurement for social entrepreneurs, finance and digital marketing helped majorly

Anoobhuti ”



Peer-to-Peer Learning & Exchanges

A little more than 15% of the SIOs reported the experiences of Peer-to-Peer learnings, exchanges and conversations to be memorable and insightful.

MediClown Academy & Urja Trust - Before the Covid-19 pandemic, MediClown Academy had conducted 4 workshops at Urja trust's locations with 116 Municipal worker women on various topics of mental health and mediclowning.

Makala Jagriti & The Education Alliance - Since both were working in the field of education, they exchanged conversations on realities of govt convergence in each of their states of work towards expansion of their activities. Understood that they both needed long term convergences with the governments (due to political nature of policy) inorder to sustain (rather than scale) impact.

Anoobhuti & Samvedna Senior Care - In the latter's Delhi location, Anoobhuti conducted small events and convergences on thinking skills, part games and puzzles.

Gramin Samasya Mukti Trust - "We were humbled by the work of the other peers in the cohort through their work on the ground with dedication and devotion, we got this realisation, "hum ab hawa me nahi ud sakte."

Manuvikasa & Anahad Foundation - Their mutual exchanges at YFA led to Manuvikasa beginning to replicate their ideas and call musicians in their programs, give honorariums.

iDREAM Education & SUPPORT - After the YFA they collaborated led to the former providing their product the latter's interns to improve their learning.

Focus on 2nd-level leadership

SIOs mentioned they appreciated the fact that YFA focused not only on senior leaders, but also 2nd-level staff, supporting them in developing leadership qualities. Some of the good experiences are

Training exercises that YFA conducted helped us to visualize changes and replicate the same at TBS. Leadership and management skills were developed in our organisation along with the staff's policy analysis skills

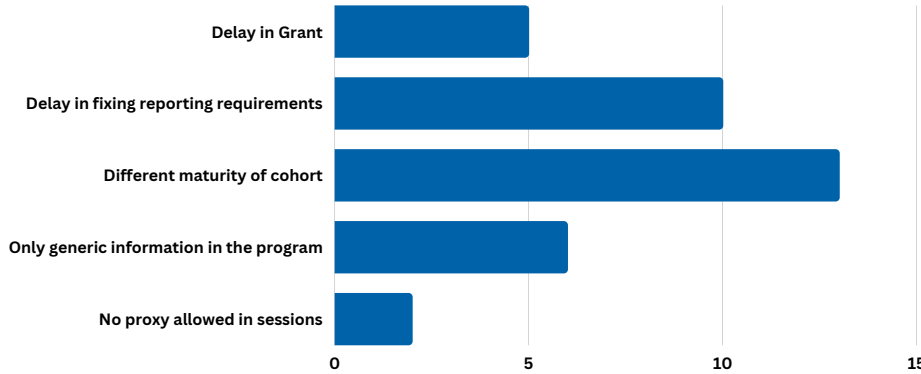
Tarun Bharat Sangh

It was really important how participating at YFA led our staff to become effective leaders and to develop of their core skills.

Manuvikasa

3.2 Scope for improvement

IN WHICH ASPECTS DO YOU FEEL THERE IS SCOPE FOR IMPROVEMENT?



When asked in which aspects the SIO heads thought there could be an improvement in the YFA programme, the responses generated were grouped into the following 5 categories

3.2.1. Delay in releasing grant and Delay in fixing report requirements

Around 40% of the SIOs mentioned a difficulty with 2 aspects: Delay in releasing the installments of the grants, and delay in fixing the report requirements. Firstly, it happened several times with some SIOs that the release of the installment was delayed, creating a hustle in the organisation for subsequently deliver the agreed milestones and the manner in which they were planned.

Secondly, there was a delay of fixing reporting requirements and compliances, and MoUs, so the organisations were not clear on how to proceed. Some SIOs referred also that midterm reports and list of beneficiaries were sent to YF, but after a change in the Foundation's personnel, these were requested again, and this happened in different instances. Some particular details are

“ Since the funds came in late, we had to shift the office to Bhopal and also reduced the number of staffs and trainees as the project that was initially planned became unfeasible

Clothes Box Foundation ”

“ The constant change in compliances and report format prevented an otherwise seamless relationship with YFA programme

Saral Design Solutions ”

“ Delays in fixing reporting requirements prevented effective monitoring and evaluations of the project being implemented. Further, evaluations were retrospective and not prospective and planned.

The Education Alliance ”

“ The delay in releasing the grant was really painful for us. We had hired the whole team of technicians, we were paying them and the project was not starting.

Anahad Foundation ”

3.2.2. Similar sessions for differently mature SIOs

The most overwhelming response to the scope for improvements was that responses that SIOs felt the cohort was mixed up with those who are placed at different stages of growth and experience. SIOs in the pilot stage felt that many workshops were too complex and overwhelming. Well-established ones felt that many workshops were not necessary for them. Furthermore, this combined with the fact that more than 15% of SIOs felt that various YFA workshops and exercises were too generic and needed more specificity. In effect, over half of the SIOs feel like these 2 experiences have scope for improvement. Let's see cases that substantiate the same

We were in a very initial stage, so there was a lot of information to assimilate in the various workshops. We couldn't understand or implement most of it, we would require more time and a further handholding

Mediclown Academy

Capacity building sessions were not something new to our senior management, since ours were an old and experienced organisation

The Barefoot College

YFA sessions were for early stages, and we were ahead of that point since many years. Sessions can be better according to the organisations' maturity.

Saral Design

We felt the programme was skewed towards the early-stage startups. The information they were giving, we had already. They were very supportive and they took feedback

Recity India

3.2.3. No proxy rule for participation in the sessions

Finally, there were some responses pointing scope for improvements on the "No proxy rule" in some of the workshops and sessions, that means, YF demanded project heads and CxOs level staff to be present. In big organisations, this created a problem, since this level of management is in charge for a wide range of projects, often of higher budget than the one under YFA. For instance, some couldn't send their finance personnel for one of the sessions on finance, since he was not the project head.

3.2.4. Grant size

Many SIOs mentioned that the grant size was small, making it difficult to unlock scaling potential, as mentioned in the Accelerator's mission. Some organisations had already the budget of several Crore rupees by the time of joining the programme, so the grant would not be very significant.

3.2.5. Support in approaching donors and funders

Several SIOs referred that they expected some mentoring or networking activities that could support them in approaching donors/investors. Some specific quotes are:

- **Rechakr Solutions** - While the funding helped them stay afloat, they crucially needed direct support in investor and market leads.
- **Urja Trust** - “There was no networking with other partners and sponsors. YF has a lot of contacts and we expected some networking to happen. We were an initial-stage non-profit, we needed a lot of support.”
- **Makala Jagriti** - “Beyond the physical space where we met, no other connection with other organisations was made. We wanted to continue building a relationship, but if we can't get further funds, whatever is done in the 3 years' time of the programme will fall flat afterwards”
- **Anoobhuti** - Their budget, from 10 lakhs went up to 3.5 crores for 2 consecutive years due to collaboration with the Maharashtra govt, but this again receded to 15 lakhs post the Covid pandemic.
- **Gramin Samasya Mukti Trust** - While the name of YFA helped in cracking other donors, active help in sustaining the efforts post-YFA would've been preferable

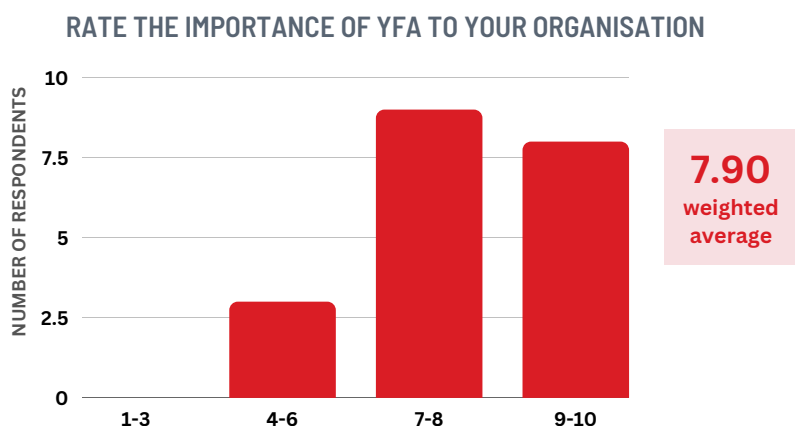
3.2.6. Accelerator ended abruptly

It was mentioned that, due to the COVID pandemic and other factors, the activities and support ended abruptly before the 3 years. Some organisations mentioned needing some more time to develop:

- **Tarun Bharat Sangh** - They would've preferred if the YFA program was 5 years long since rural development interventions take time to achieve impact. Long-term partnerships are needed according to them for such long-term impact interventions
- **MediClown Academy** - Expected more handholding and support since they were in a very initial stage. They would have needed 3 years or more of slowing capacity building and handholding.

3.3 The effectiveness of Yes Grant & Accelerator programme

When asked how they would rate the overall importance of YFA to their organisation, from 1 to 10, the interviewees gave rather positive rates, despite the size and format of the SIO. This rating can be better understood along with the following quotes



“ The funding came at a very crucial point and ensured that the team was up and running at all times. Initially, the funding was meant to be used for other purposes, but with the pandemic it was used as cash flow and to pay salaries

Rechakr Solutions ”

“ We had not idea of scaling up. We would have even closed down as well. But due to the grant and accelerator we continued their operations.

Anoobhuti ”

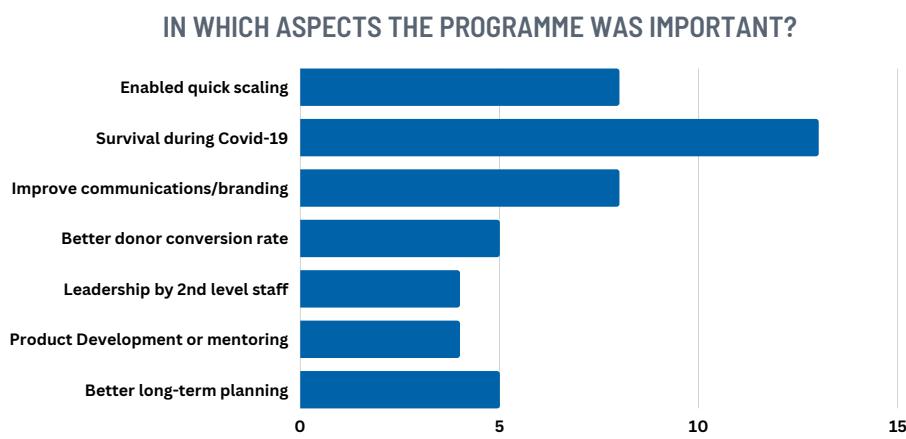
“ The grant helped us to hire technical staff such as those for video recordings, etc.

Anahad Foundation ”

“ Despite the grant not being big compared to our annual budget, it was crucial during the pandemic, when donations from private sponsors and other sources of funding stopped.

Urja Trust ”

In what specific aspects the YFA programme was most effective for your SIO



The interviewees pointed out some specific aspects why the programme was important to them. The following quotes illustrate them in each specific case.

3.3.1. Improving communications and branding

“ We have started to take communications and branding more seriously, looking at revamping the brand identity and strategy. We revamped our website - rebranded ourselves, changed our logo too.

Makala Jagriti ”

“ They set up their first-ever Communications Office at Jaipur which works on managing TBS’s social media presence and partnerships. YFA encouraged them to engage in public dissemination of their work as part of the program design. They have developed documentation, reporting and testimonial protocols. Developed Volunteering programs. Have 1834 follower on Twitter, 19000 followers in FB and 1.2 lakh follower on Water Man of India's (Dr Rajendra Singh) personal account.

Tarun Bharat Sangh ”



3.3.2. Better Donor/Investor Conversion rate

The brand of Yes Foundation really helped them in donor conversion as YF was their 1st big sponsor
Urja Trust

Now 80% of our funds comes from CSRs, and this is also due to experience with YFA and preference to CSR funding.
Tarun Bharat Sangh

After YFA, we could forge strategic partnerships with IIM Calcutta for funding
Anoobhuti

Since YFA, they've partnered with 13 funding agencies with total financial aid of Rs 8,42,45,937
Gramin Samasya Mukti Trust

3.3.3. Better long-term planning

- **Makala Jagriti** - The sessions helped them realise what was missing in the organisation, and reflect, thing big and long term. Their next 3 year organisation strategy has been influenced by their learnings from YFA
- **iDream Education** - They learned to put their processes in place and organize a roadmap for the next few years. This gave them the structure to grow and respond to the huge demand for Edtech that came in the following years, due to the lockdown. They grew from a staff size of 7 to 70 thanks to this process.
- **Gramin Samasya Mukti Trust** - After attending the workshops in Delhi as part of YFA, they've revived our plans for 5 years in the spheres of - capacity building, staff policy, and finance policy.

3.3.4. Capacity Building of 2nd level staff - Leadership & Sustainability

- **Barefoot College** - After 2020, when the organisation when to a major restructuring, they needed new leaders and staff, and the youth that had attended the sessions organized in the project funded by YFA were of great importance.
- **Tarun Bharat Sangh** - With the help of the MIS framework that they established after the YFA learning experience, they are now able to run two live fundraising campaigns and monitor them.\

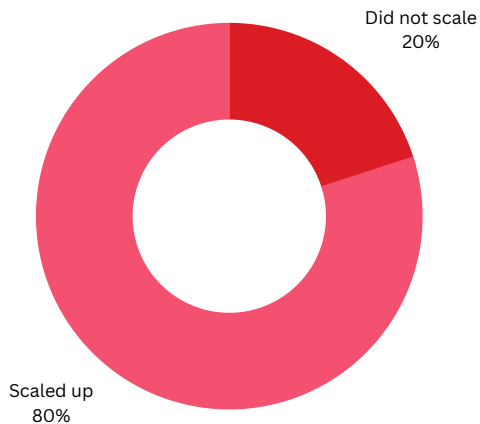
3.3.5. Product development or mentoring on intervention

- **iDream Education** - Funding came at the right time and helped in building the practice and learning apps that had a reach of more than 1.5 lac students during lockdown.
- **Centum Foundation** - The grant was used to develop a new product which was the first project of this nature

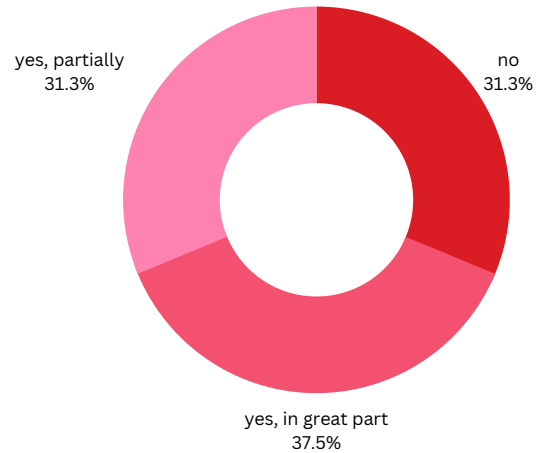
3.4. SCALING UP

This session will take a close look at the scaling up process, since it was mentioned in the mission of the FYA programme.

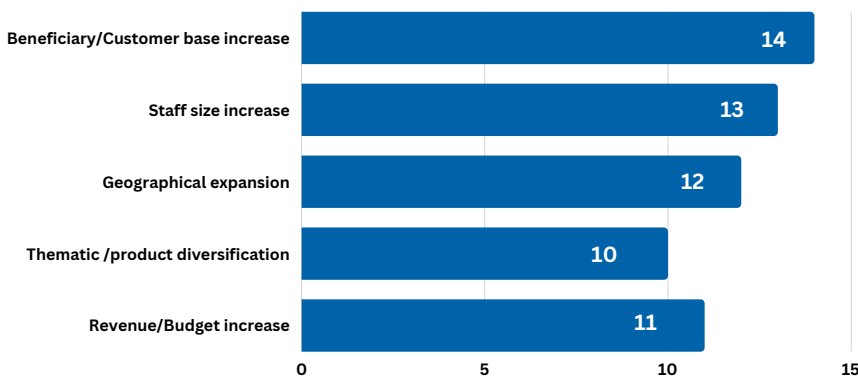
WAS YOUR ORGANISATION ABLE TO SCALE AFTER 2019?



DO YOU THINK THE SCALING IS ATTRIBUTED TO YFA?



NATURE OF SCALING



The graphs above show that most of the SIOs (80%) were able to expand in the period after YFA, and that 68.8% of those believe that this expansion was due, in small or great part, to the participation in YFA programme.

3.4.1. Geographical expansion

Some of the specific cases of scaling up follow:

- **Rechakr Solutions** - Opened a retail store in Bangalore after involvement in YFA. Began work in Orissa and Bikaner through local Self help groups. However, these had to be shut due to the Covid-19 Pandemic, and the work in Kolkata is ongoing
- **The Education Alliance** - They could scale into 3 more states by way of extending collaborations with the respective state governments on their education policies in - Tamil Nadu, Madhya Pradesh, and Tripura.
- **Anoobhuti** - YFA helped them scale into 3 states - Madhya Pradesh, Karnataka, and West Bengal. In MP, with their education dept's open school board, in Karnataka with Rajya Vijnana Parishat (KRVP), and channel partners in all 3 states. Collaboration also in Maharashtra with Keshavsmruti Pratishthan and set up for their own experiential center in Pune.

- **Makala Jagriti** - YFA helped them scale from the erstwhile 'beyond urban' to remote rural areas through new districts such as that of Tumkur.
- **Manuvikasa** - Not only have they scaled into 3 additional districts, but within those, they have scaled from 300 to 1200 villages as well making the impact of their work in these districts and villages more profound
- **Tarun Bharat Sangh** - Their geographical scaling has been multifaceted. Earlier, they used to work in rural and now they are emerging in a few urban centres too. Their main priority is to work in all aspirational districts, which got a boost through YFA, as they directly expanded into Eastern Rajasthan through Karauli district and indirectly expanded into 3 aspirational districts under 2 new states (Haryana & Maharashtra). Further, they highlight the quality of their scaling to have been improved since the YFA program consisted of exercises where the awardees were asked to engage in decision-making and strategic roles. The field staff cited this exposure as essential to the progressive expansion of the water conservation work that they have been able to undertake in neighbouring states. They plan to collaborate with Yes Foundation a second time to start a project in Jaisalmer.
- **Gramin Samasya Mukti Trust** - The focussed nature of their work in local area governance and development has now expanded outward of Yavatmal district into 13 more adjoining blocks of the neighbouring districts in Maharashtra.

3.4.2 Staff size increase

- **Rechakr Solutions** - YFA helped us pay our staff members. First, they were paid daily wages and/or on the number of quality products. Now, everyone is on salary. In fact, during covid, with this salary, they were able to sustain themselves as a single worker in the family. We employed people from the local community. the women we skilled and hired were mothers of children with disabilities and special needs
 - **Clothes Box Foundation** - YFA helped them increase their staff from 3 to 7 and remarked how this involvement made them develop a holistic relationship with the staff. Most of the staff were continuing their education, had a monthly income, and support themselves and their families.
- Clothes Box Foundation se mere parivaar par kaaphee prabhaav pada hai. Mujhe pichhale teen varshon se sangathan dvaara niyojit kiya gaya hai aur isane mujhe apne parivaar aur apanee vitteey jarooraton ka samarthan karane ka adhikaar diya hai. Main apne vetan se ek smartphone, laptop aur ek motorcycle bhee laaya hoon,

Office assistant at Clothes Box Foundation
- **Manuvikasa** - They increased their staff by 30 numbers. They also additionally remarked on the quality of staff engagement due to YFA's focus on building the capacities of 2nd level leadership as well;

3.4.3. Beneficiary or Customer base increase

- **Manuvikasa** - Before YFA, where there was a direct impact on 500 beneficiary farmers as part of their 1st FPC (Farmer Producer Company), now after YFA, they have created 4 more FPCs and 1 co-operative that collectively impact 5000 beneficiaries directly and indirectly to 6450 beneficiaries

-
- **Tarun Bharat Sangh** - The organisation considers wildlife flora & fauna as intended direct beneficiaries as well. For instance, one of their rainwater harvesting lakes named Balaji Ki Baawdi is constructed in a jungle area and does not have any direct human beneficiaries, but cattle and wild animals. With the grant of YFA, the organisation estimates to have reached **10,350 cattle and 6550 wild animals**.
 - **Anoobhuti** - YFA supported the SIO during covid and unlocked the potential for partnerships. Collaboration with State Governments and other bodies helped them to grow their learning solution kits which have impacted an additional 1.9 lakh students

3.4.3. Thematic or Product Diversification

- **The Education Alliance** - An unintended consequence of the scaling to different states was that different states were working on different themes under education. For example, the ITK (Illam Thedi Kalvi) scheme of TN is the largest volunteer programme in any sector in India. The organisation now collaborates with it.
- **Haqdarshak** - with collaboration with YFA, the organisation started the first app which is open to all beneficiaries and free of cost, providing information on government schemes (more details in the dedicated chapter).
- **Urja Trust** - The organisation affirmed that YFA was fundamental for continuity and growth even during the lockdown. Subsequently, it has started a Policy Advocacy project, to influence the policy and the government institutions that take care of homeless women in the state of Maharashtra. They have recently achieved an improvement in the labour regulations of government shelters, impacting all the public shelters across the state.



LEVEL 2 INDICATORS:

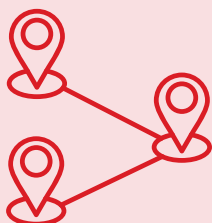
The impact of each organisation on the ground

Level 2 indicators

This section describes the impact of each organisation on the ground, covering their theory of change, stakeholder analysis and main impact indicators. After an overall picture of the organisation, the analysis will focus on those projects supported by YFA programme and their beneficiaries.

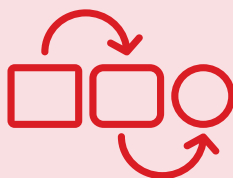
This section will give a summary picture of the impact of each organisation. Even though it was not in the scope of the study to undertake a full analysis of the impact of each organisation, a synoptic view is important because the whole organisation was affected by the YFA programme. In some cases, the support received from YFA was used only in one individual project, but in many cases, the whole organisation was impacted, changing the trajectory of all its projects and beneficiaries. The proportion of which the impact of each **can be attributed** to the Yes Foundation Accelerator programme will vary from one organisation to the other, as will be seen in each case.

For each organisation, a similar structure will be followed:



1. Organisational history

The first step will be to situate the Yes Foundation programme in the entire lifecycle of each organisation. Some of these trajectories were changed after the intervention.



2. Theory of Change

To understand the impact, it is fundamental to know the Theory of Change of the SIOs, with special attention to the outcome and impact indicators.



3. Key findings and impact

The key findings will emerge from both the qualitative and quantitative data analysed.

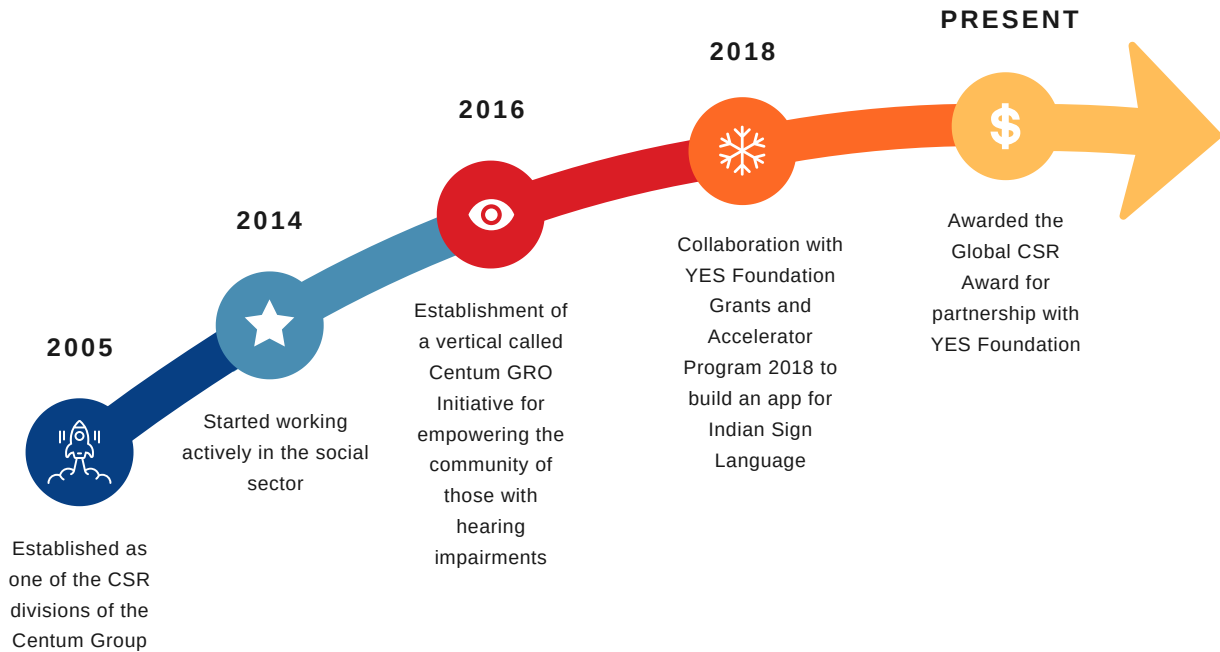
Contents of Level 2 Analysis

1	Centum Foundation
2	Clothes Box Foundation
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5	Makala Jagriti
6	Manuvikasa
7	Mediclown
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11	SWRC (Barefoot college)
12	Tarun Bharat Sangh
13	Urja Foudation
14	Anahad Foundation
15	Anubhuti (Experiential Learning Solutions)
16	Haqdarshak
17	iDreams Foundation
18	Feeding India

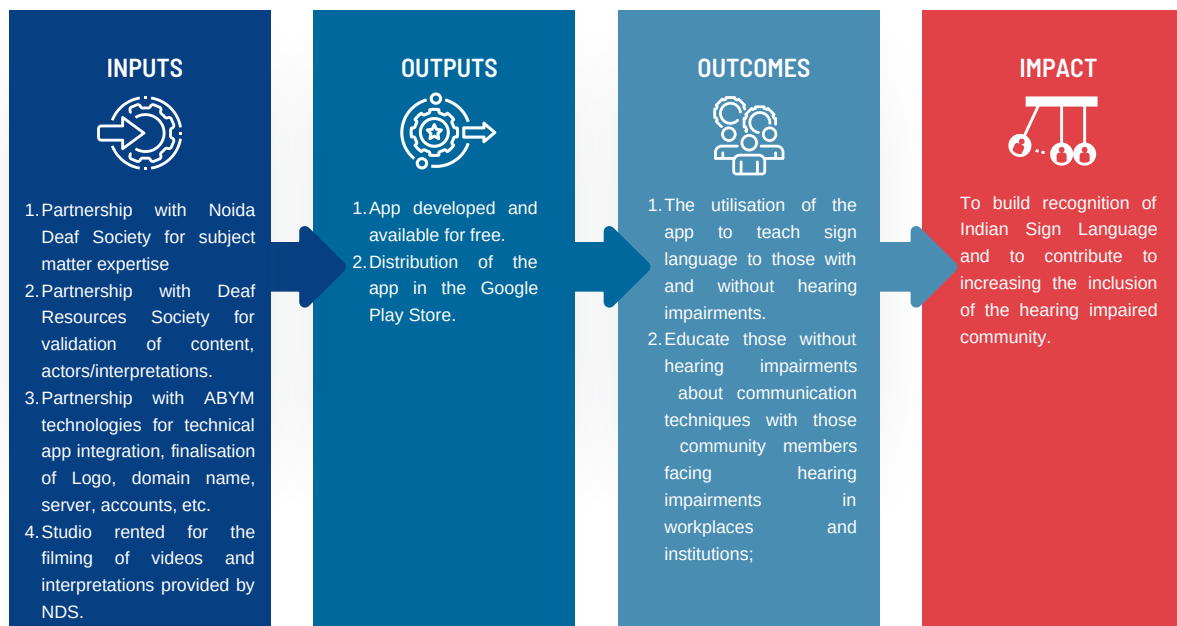
1. Centum Foundation

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



ABOUT THE CENTUM FOUNDATION

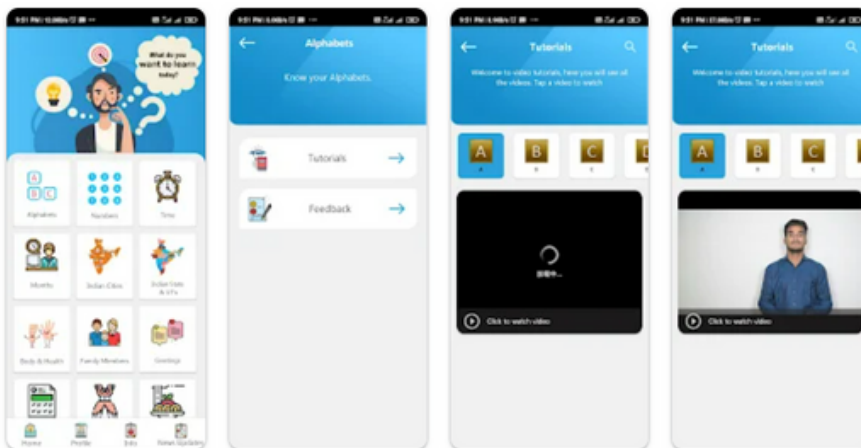
Centum Group is a part of Bharti Enterprises. The group has three different entities working for skill development including Centum Learning Limited, Centum Work Skills India and Centum Foundation.

Centum Foundation was registered in 2005, and the activities in the CSR space began in 2014. Centum Foundation is one of the three divisions of the Bharti Enterprises Group. It acts as the implementing agency for different CSR donors. CSR projects undertaken include skill development, livelihood initiatives, entrepreneurship, women empowerment, and environmental initiatives. Primary donors of Centum Foundation are corporates, and new projects for the FY 2022-23 are being implemented in collaboration with UNICEF and UNDP.

ABOUT THE PROJECT SUPPORTED BY YFA

An app was developed for the deaf community in collaboration with the Noida Deaf Society. It was a completely new project for Centum Foundation and was not connected to any existing programme. The idea was to enable people without hearing impairment to communicate better with those with hearing impairment in workplaces, by teaching them basic communication skills through sign language.

The app has an easy-to-use interface and creates a profile for the user to store the progress and preferences. The tutorials are done through high-resolution short videos where a person demonstrates the execution of the signs. Centum created over 1000 learning modules for the app, divided into 14 thematic sections.



Content thematic sections:

- Environment (30)
- Marketplace (29)
- Jewelry (22)
- Value Education (10)
- Festivals(20)
- Travel and Transport (15)
- Bank (25)
- Sports (21)
- Law and Policies (15)
- Economics (23)
- Medical Terms (19)
- Commerce (40)
- Military (15)
- Science (25)

Since the project did not include an engagement with a stable group of stakeholders, it was not possible to have in-depth interviews with beneficiaries in this study. We gathered a group of 5 experts with hearing impairment to evaluate the app. Apart from their review, we rely on the reviews and ratings in Google Play Store, which are available to the public.

REVIEWS FROM GOOGLE PLAY STORE

Given five stars but still need more... sentences tutorials should also be present.

-from user Rupali

Excellent app for sign language

-from user Saloni Tyagi

Easy and basic courses. Learn in the course good. Add in Dictionary sign language. Need learning this Dictionary words of largest.

-from user "ISL S.L.P.D"



4.4
50 reviews

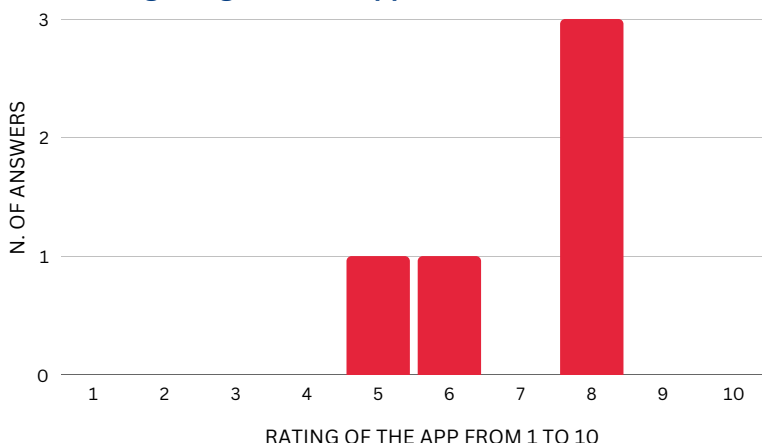
These reviews received the most likes, showing that the app is appreciated but requires some improvement, mainly regarding more advanced skills like forming complex sentences and having a dictionary with a larger pool of words. The rating received also reflects the general positive feedback as it has received the second highest rating in the existing Indian Sign Language (ISL) apps, as shown in the table below.

App name and developer	Rating	N. of downloads
DEF-ISL by Eightfolds Software Technologies	4.3	100K+
Indian sign language [offline] by Talking Hands	4.5	50K+
Sign Nation by Centum Foundation	4.4	10K+
Indian sign language by Talking Hands	4.1	10K+
Sign Learn by ISLRTC	4.3	5K+

REVIEW FROM EXPERTS

A group of 5 experts with hearing impairment, teachers and users of Indian Sign Language were consulted by Impact Dash to evaluate the App.

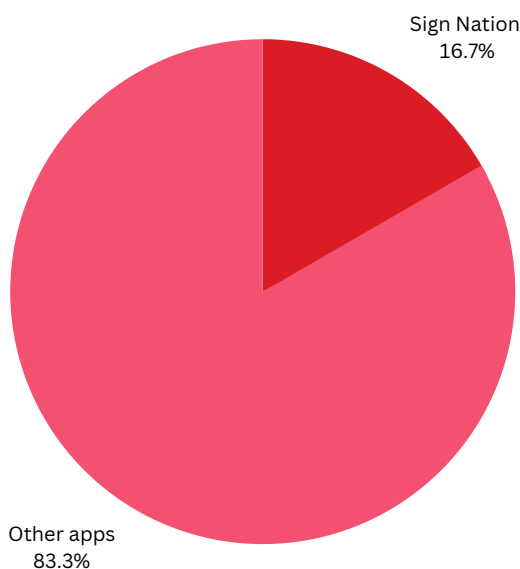
Rating of Sign Nation App from reviewers



When rating the app, on a scale of 1-10, the group of reviewers attributed an excellent rating to the app (weighted average rate = 7). This supports the previous reviews in the way that the app proves to have good features, but those extra functionalities are required to distinguish it from the other apps in the market.

This can be supported by the fact, that when were reviewers were asked which app they prefer as a learning tool for Indian Sign Language, only 1 out of 5 showed preference to *Sign Nation*. The reasons behind this statistic are illustrated below.

Which app would you choose to learn ISL?



One positive thing about this app is the use of cartoon symbols to indicate the work or action - useful for quick understanding. One negative point is that a new video should be started for every word or topic. The videos don't start automatically, and the loading time is considerably long, making continuous learning difficult.

The app facilitates a stronger bond between parents and infants that belong to the deaf community by teaching them to sign language... there are long-term cognitive benefits to learning sign language.

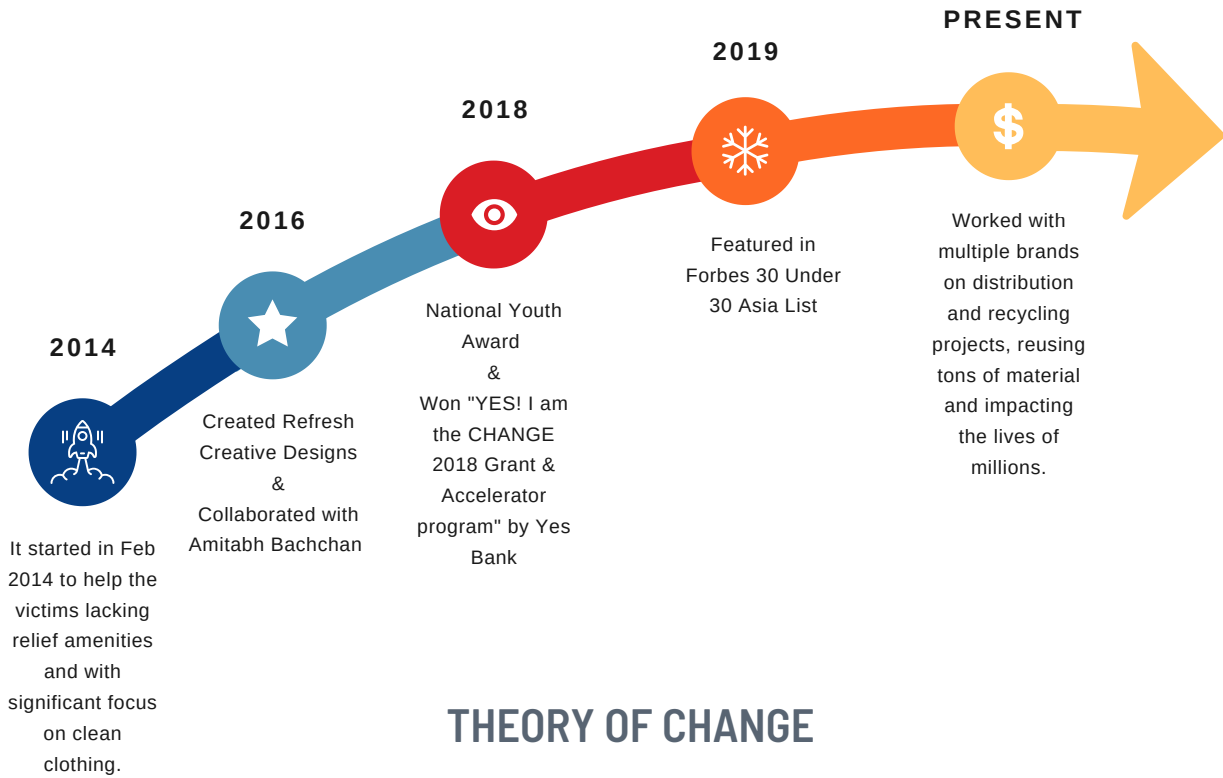
Extended conversation videos with subtitles should be added, showing the usage of the words in the app list.

To conclude, the support of YFA was used to generate the *Sign Nation* App, which was the first free-of-cost initiative by Centum Foundation, open to the public. The app is helpful, well designed and appreciated by its users. Nevertheless, it does not present a significant advantage compared to the other available apps that teach ISL. It can be deduced, that in order to create a more substantial impact, the app should be integrated into other skill-training activities. Centum can use their own expertise in this field to achieve this and consequently bring further change and empowerment into the lives of the hearing-impaired community.

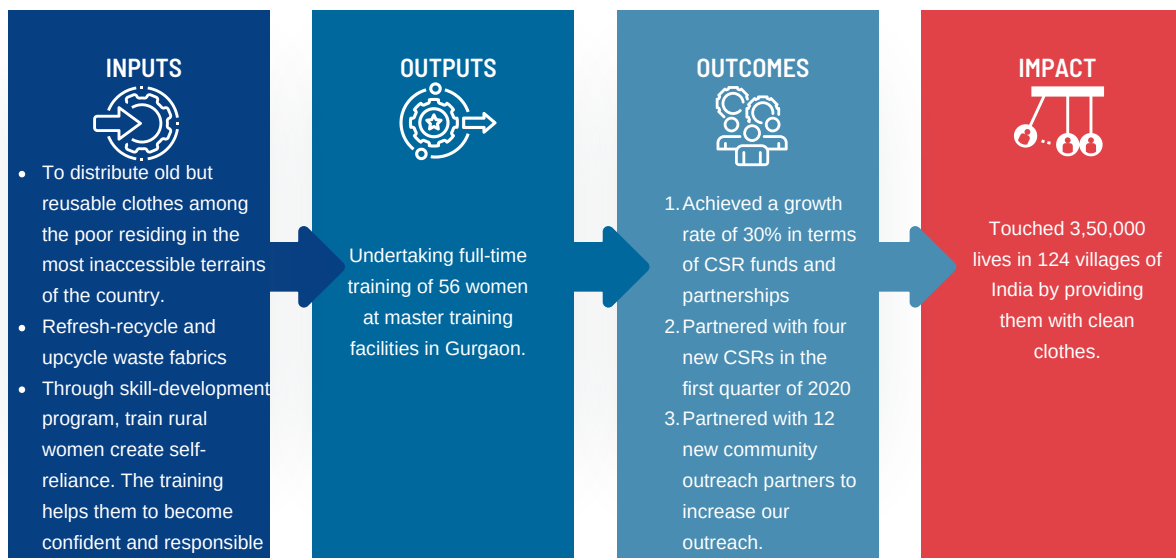
2. Clothbox Foundation

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



ABOUT THE CLOTH BOX FOUNDATION

Clothes Box Foundation, founded in 2014, is a high-impact social organisation that has helped over 300,000 less-fortunate individuals living in 124 villages in India. It is on the list of Forbes 30 U 30, Asia and is accredited with a National award from the Govt. of India for its relief work.

The organisation's goal is to provide clean, hygienic clothing to as many less fortunate people impacted by a lack of appropriate clothing as possible and thus help reduce the number of related deaths and illnesses.

To further its mission and vision, Clothes Box Foundation has partnered with leading international companies like Eicher Motors Ltd, H&M, Benetton, M3M, Tata's, Oberoi Hotels, Dr Lal Path Labs, Spicejet, Hines, HG Infra Engg. Ltd., Emaar, and YES Bank, among others. The NGO has received special recognition from the Indian Government, the J&K Government, the Rajasthan Government, and the Indian Army for its humanitarian work in India's most distant regions. Additionally, Mr Amitabh Bachchan has contributed to donation drives.



Picture from Data collection done by ImpactDash researcher

PROJECT SUPPORTED BY YFA

Cloth box foundation connected with Yes Bank foundation's grant and accelerator programme in 2019. It funded the "Refresh" programme of the Cloth Box Foundation.

"Refresh" is a project by Clothes Box Foundation which focuses on recycling and upcycling textile and fabric waste into various utility items by empowering underprivileged women with basic necessities and market-led sustainable livelihood programmes that promote sustainable green consumption.



Picture taken during Data collection

The "Refresh" project creates a triple impact effect:

1. Women are being trained in industrial stitching, wherein they gain those skills and make innovative products out of waste fabric. The training is industry-specific, and post their training, they are placed in other manufacturing units.
2. Socially, it enabled the upliftment of marginalised and disadvantaged women by giving them a sustainable livelihood opportunity.
3. Environmentally, by recycling tons of fabric clothes, which would have otherwise ended up in landfill, were collected, upcycled and recycled to clothe the clothes across the length and breadth of the country

Key Findings and Impact

The Qualitative data analysis, through in-person interviews and focused group discussions, was done by an ImpactDash researcher. It focused on the last three years of YFA support given to the organisation. The YFA grant helped them to achieve the goal of serving society and the environment.

2.1 Beneficiary Target V/s Achievement

During the last three years of support to Cloth box foundation, the organisation achieved its target, which they proposed in the proposal submitted to YFA.

The direct beneficiaries of the projects are the women being trained, wagers, and receivers of the material being distributed. The indirect beneficiaries of the projects are the family members of the women who are being trained.

Beneficiaries	Target	Actual
Direct	82	120
Indirect	10500	15000
Institutional	5	4

2.2 Milestones/ activities

The grants have enabled the organisation to scale up its businesses across India. They have consequently set up seven additional centres. Due to this, their production capability and efficiency has increased by implementing training and using other technology like Juki stitching machines and a special function overlocking machine. It has helped to upskill the 1000+ women.

Under "Refresh", the programme has started new products like pet furniture, rugs, and silk carpets. Carpets are desirable luxury items which have great demand in India and overseas. This new range of products helped them to scale more. The organisation is also gaining good responses from CSRs and other donors.

2.3 Impact

Due to this increased support through new centres, technology and other methods, there has been a 5x increase in the income of the placed girls, which has led to a rise in the annual income of the families of these women. Skills gained by women are for a lifetime, and they can be placed in other similar industries. It is a sustainable livelihood generation for these underprivileged women, who may otherwise have not been able to access such opportunities.

The recycle and upcycle initiative has helped mitigate textile pollution due to fabric upcycling. The initiative has supported people in both social and environment ways.

“With my salary, I am supporting my education, and recently, I have repaid the loan taken by my parents; I felt absolutely empowered and financially independent. This has enabled me to think about me and my family's future.”

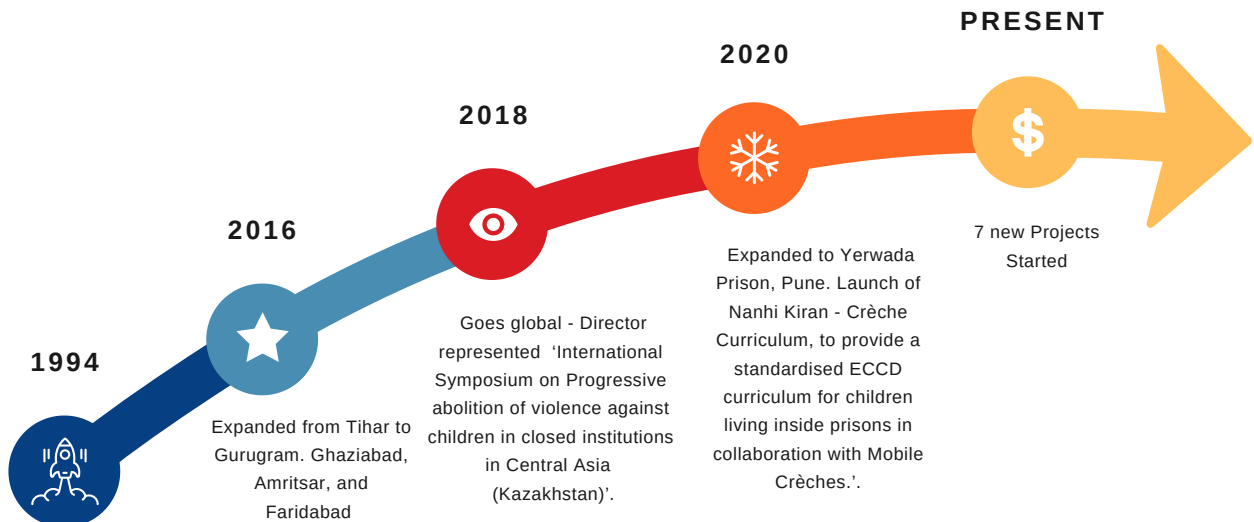
- Nisha (Women Beneficiary)

To conclude, the Yes Foundation Accelerator was extremely helpful. The organisation wanted the grants to continue and enable them to increase the extent of the impact on the less privileged sections of society, further.

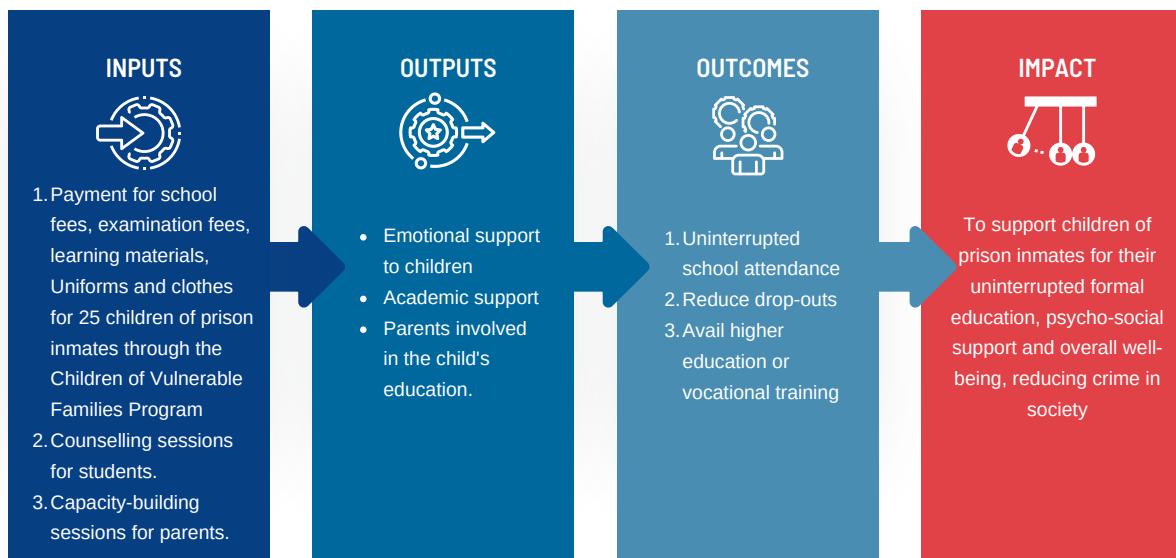
3. India Vision Foundation

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



ABOUT THE INDIA VISION FOUNDATION

India Vision Foundation was established in 1994, when the first female Police Officer of India, Dr Kiran Bedi, was bestowed with the Ramon Magsaysay Award (equivalent to Asia's Nobel Prize). This was for forming 'positive relationships between people and the Police, through creative leadership during her tenure as Inspector General of Tihar Prison, Asia's largest prison. The Foundation seeks to carry forward its service in all those areas which were the basis of the award, namely Police and prison reforms and women empowerment. India Vision Foundation aspires to contribute towards a crime-free society. This will be to initiate reformation programmes for prison inmates and reintegration opportunities for released inmates to reduce recidivism also facilitate welfare programs for their children to save them from becoming victims of parental incarceration. The mission is to #SaveTheNextVictim.

PROJECT SUPPORTED BY YFA

Early Childhood Care Development (ECCD) Program.

A Creche was to be set up in Yerwada Female Prison, Pune, for children of inmates up to 6 years of age.

The organisation used the first-year grant for ECCD, but the project stopped due to Covid. The subsequent funds were then used for the children.



Activities with the supported children (photos from organisation's archive)

Of Vulnerable Families Program (CVF). Initially, the collaboration with Yes Foundation was for the **Early Childhood Care Development (ECCD) Program**. This programme which has the Creche Inside Prison aims to engage with children of prison inmates who are less than six years of age by enrolling them in the inside prison day-care centre, facilitating elementary education through a contextualised & standardised curriculum, in addition to providing them with nutritious food, health care & holistic development through play way methods.

Children of Vulnerable Families (CVF)

It aims to mainstream & educate the children of incarcerated families after the age of 6, ensuring their overall development through various interventions to help them accomplish their academic, social, and emotional needs and save them from becoming a victim of their Parental Incarceration.

The CVF Project was for supporting the educational, physical, and psycho-social-emotional well-being of 25 Children of Incarcerated Parents (CIPs) with the age range of 4-16 years old. There were 15 boys and ten girls. The project's goal was to ensure the holistic well-being of the children of prison inmates and contribute towards breaking the cycle of intergenerational crime.



The Objectives of the project are:

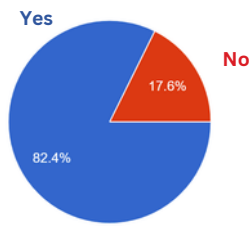
1. To support 25 children of prison inmates for their uninterrupted formal education.
2. To support 25 prison inmates' children and their families to strengthen their psycho-social-emotional well-being.
3. To extend support to their physical well-being.
4. To strengthen parental / caregivers' capacity towards quality parenting. As a result, a direct impact on children's holistic well-being.



Activities with the supported children (photos from organisation's archive)

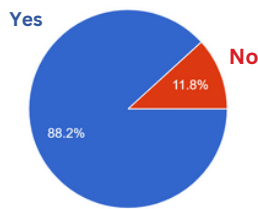
Key Findings and Impact

The Qualitative and Quantitative data analysis were done. Through the in-person interview with the organisation director and program manager, researchers understood the on-field implementation of the project in the last three years. Online survey forms were collected from 25 student beneficiaries and 25 parents beneficiaries to understand the impact on the field.

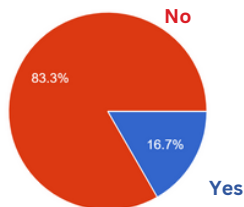


Parents' participation and interest in the child's education is the most important factor for continuing a child's education. India Vision always encouraged parents to send their kids to schools for a better future.

From the responses, it can be concluded that the participation of parents in their child's education increased after the foundation intervention.



83.2% of students think education will help in the eradication of crime. Students feel that if people are educated, they will be more civilised, they will get the job and do their work rather than any crime. The foundation is successful in imbibing the idea of the importance of education in parents' and students' minds. All the students involved in the project aim to complete their graduation and get a good job.



Discrimination is one of the major factors these children face in school because of their parent's background. 83.3% of parents feel that discrimination in schools has been reduced because of awareness sessions and IVF intervention in schools. This is also because of the active engagement of the foundation with schools, teachers and other stakeholders involved in children's education.

All the activities and sessions planned for students had an excellent output and impact on students. The payment of fees to schools stopped the dropout of these 25 students. All 25 children needed remedial education as their parents/caregivers were not in a capacity to help the children with clarity on concepts. Payment of remedial education fees enhanced the academic performance of the children. The children could cope with the school syllabus and better understand the concepts. Also, the payment of exam fees helped them complete the board exam and made them eligible for higher education.

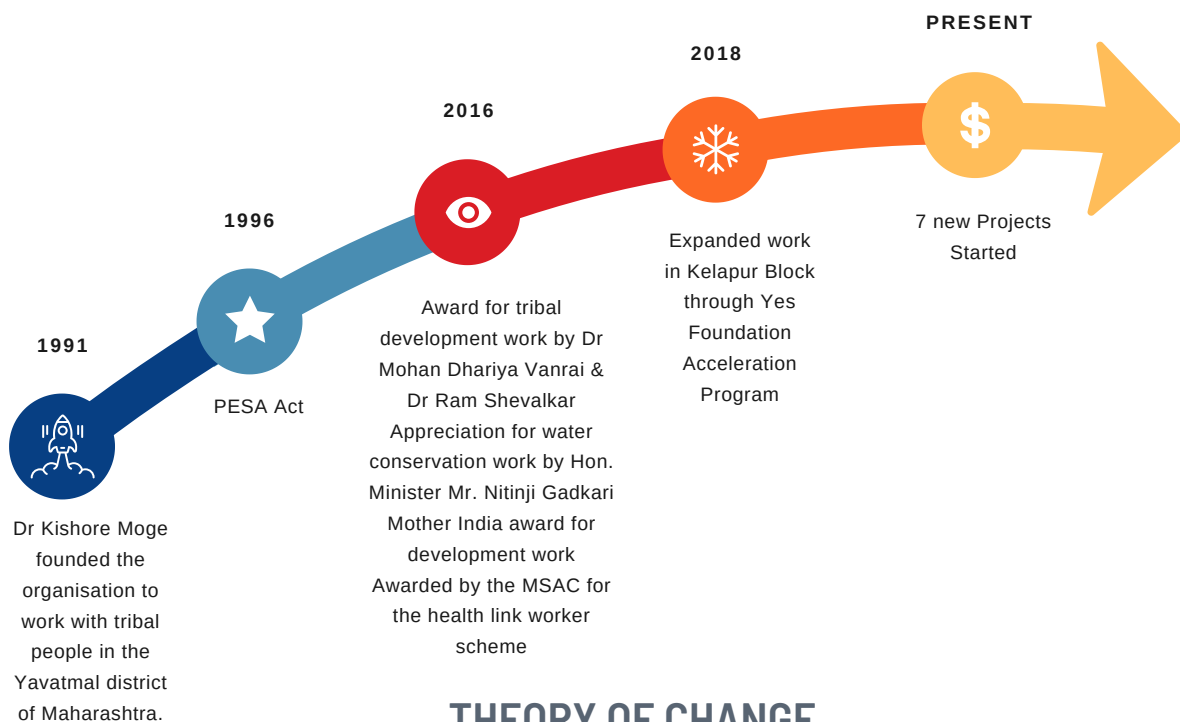
Also, all the supported children met the school's expectations for wearing the uniform during the academic year. For a few children, they needed casual clothes and uniforms were also fulfilled.

To conclude, India Vision Foundation successfully completed all its targets for the last three years. Their work acts as a bridge for the students to reconnect and reintegrate into society.

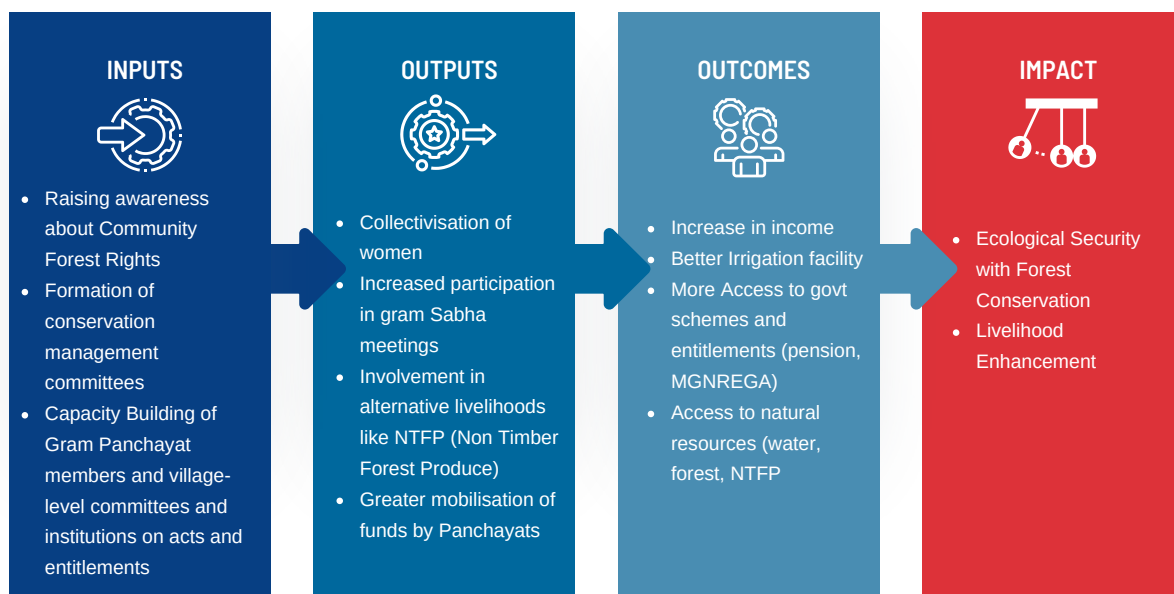
4. Gramin Samassya Mukti Trust

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About GSMT

Gramin Samasya Mukti Trust (GSMT) is a registered, non-profit, secular, voluntary organisation established in 1991. It has been actively working in rural and urban development for the past 25 years. It has been established with the specific objectives of solving livelihood, health and educational issues, which are extensively interlinked. To achieve its objectives, GSMT works with tribal communities on several thematic areas like building self-governance, sustainable agriculture, water, conservation and management of forests, NTFPs, and agro-based enterprise development.



Filed session by organisation (photos from organisation's archive)

Work under YFA

Under Yes Foundation, GSMT worked on sustainable forest management in 10 villages of the Kelapur block inhabited by the Kolam community. It created conservation and management plans and linked them to government departments. Further market linkages for various non-timber products like Mahua, Chironji etc., were established to increase the income of households.

The activities under the project were related to team building, formation of CBOs, creation of management plans (C&M plans), preparation by Community Forest Right Management Committee, getting approval of Gram Sabha, the Non-timber forest products (NTFPs) based enterprise development to add value to the produce, effective marketing, leading to rising in the income of the households.

GSMT empowers local governance at the village level. Empowered local institutions can make a participatory and resourceful plan for their villages. They can execute such plans with the support of various stakeholders for their social, economic and environmental justice. For GSMT, success lies in making communities and villages self-reliant. " *We feel that will be truly successful when when people say that now we dont need GSTM and we are self-reliant*".

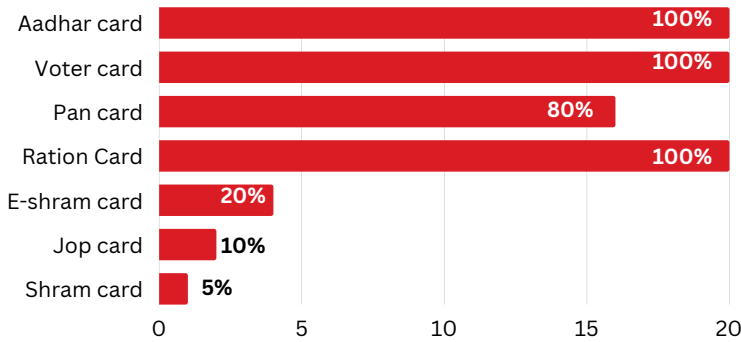
Impact directly attributed because of YFA

- Geographical expansion of GSMT to a vulnerable block
- Improved Awareness and Enhanced Participation in Local Governance
- Increase in income of beneficiaries



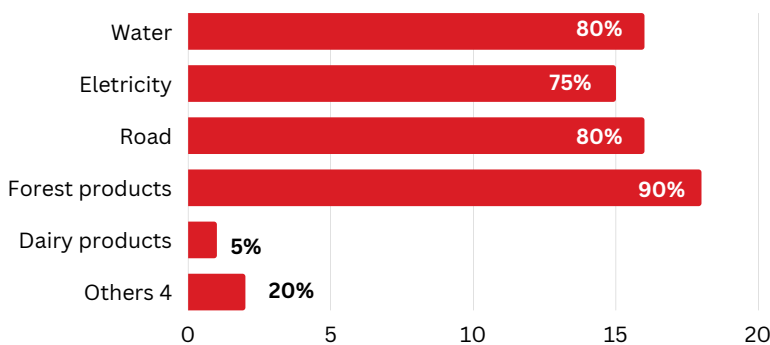
ImpactDash team surveyed two villages: Gopalpur and Mucchi, with 10 respondents from each town. Most people interviewed were engaged primarily in agriculture and informal labour. A policeman, a homemaker, and a person involved in collecting forest produce were also a sample. 90% of the respondents said that GSMT started work in the village only after 2018, which validates SIO's expansion in terms of geography due to the intervention.

WHAT DOCUMENTS DO YOU POSSESS?



GSMT works with awareness and citizenship rights. The majority of the population (90%) has **access to one or more government schemes**, and their possession of documents is high, as the graph shows. Also, as a result of the programme, the access to natural resources and facilities increased significantly.

TO WHAT RESOURCES YOU GAINED ACCESS AFTER THE INTERVENTION?



Moreover, 95% of the people (excluding one person) were aware of the Conservation Management Committees by GSMT.

Also, since GSMT works on strengthening people to hold the government accountable, active participation by the members is a plus, 65% of the respondents gave an affirmative reply to attending Gram Sabha meetings regularly. While 25% sometimes participate in the meetings, only two respondents (10%) don't follow the meetings. **Collectivisation** is a strategy used by GSMT, and the survey finds that 75% of people were a part of a group from a village.

Along with this, all the respondents agreed on having an increase in income substantially post the intervention by GSMT. While 60% people state a 10-20% rise in income, 40% of the people state a rise of more than 50%. All respondents feel that the work done by GSMT is very relevant and holds significant importance in the village, with 65% people rating it 10 (on scale of 1-10).

“ Road has been constructed in the village because GSMT has given us information about all the schemes and government work. ”
-a person from the village

The significant changes in the village, as listed by the beneficiaries, include increased employment, NTFP-based business opportunities, and awareness of government schemes and forest rights. There are better roads, better drinking water facilities, and quite some business training sessions to enhance the villagers' capability.

Conservation and Management Committee

Five women and three men surveyed were representatives of the Conservation and Management Committees from 25 to 45. The gram panchayat participated in the implementation of the plans. However, their involvement varied. While 50% of people felt that the gram panchayat was very cooperative in the execution of the projects and ranked them 8+ on a scale of 1 to 10, some people thought that the cooperation was limited and ranked them below 5.

As per the committee members, people in the village actively participated in creating the plans, and all of them ranked people's participation 7+ on a scale of 10. The members felt that the committee's formation had positively affected the village regarding better access to government schemes, collectivisation and more access to natural resources. The committee was formed after the intervention of GSMT in 2018. The members feel that the organisation is essential in the village, with all the committee members rating the importance nine and above.

The Gram Sabha Federation President, Mr Dinesh Surpam, from the village of Gopalpur, stated that the village has progressed in terms of better roads, water, employment, business training and awareness of government schemes. The village has progressed in terms of access to natural resources and awareness of rights. He states that villagers being informed about strategic plans has led to the development in the village. According to him, the importance of GSMT in the village is immense, with a rating of 10/10.

According to one of the team heads, the idea of thinking to grow and expand came from YFA. They have now partnered with grow fund for organisational development. Also, the grant provided by YFA came when they needed the most. The organisation wanted to start the work in the most remote part, named Kelapur, but no funders or donors were ready to help them to start the work. It was YFA who believed in their work and supported them. It gave a boost to the organisation to continue its cause. The revenue of the organisation also grew from **4-5Cr to 10 Cr.**

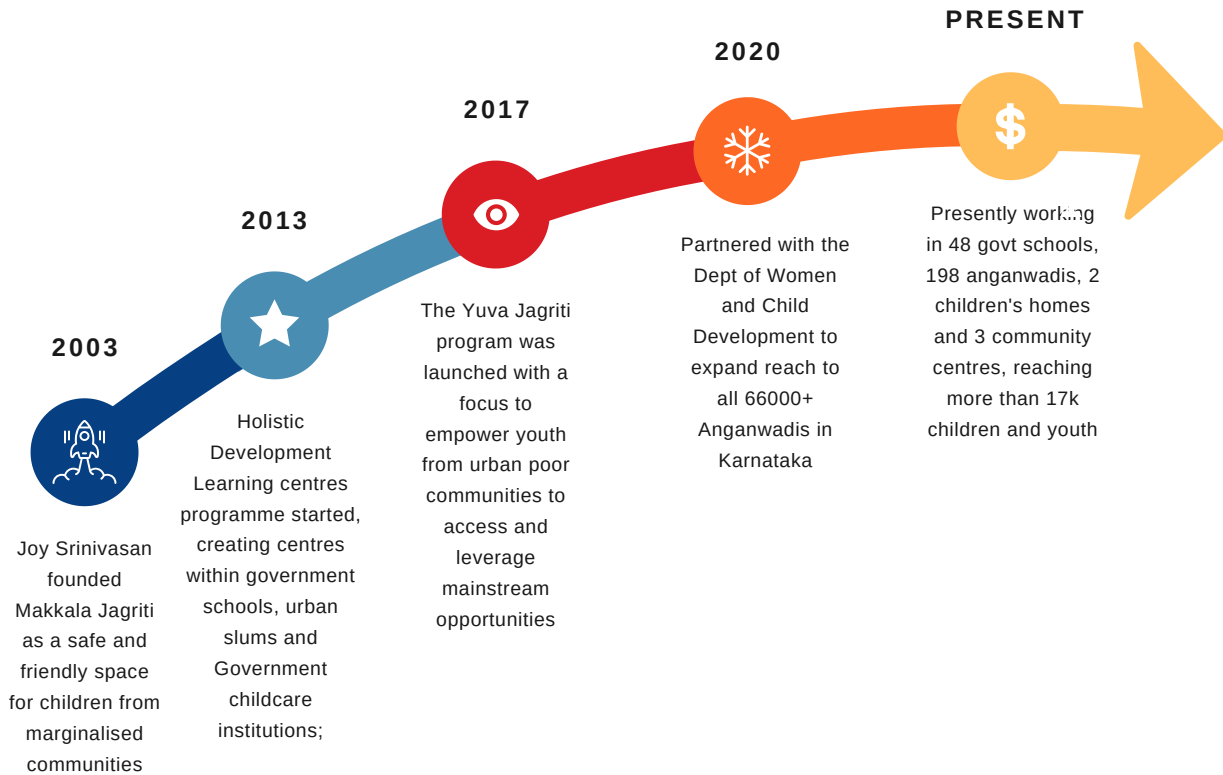
Yes Foundation guided us well. It was like they were part of GSMT family. It was unforgettable experience.

-GSMT Team

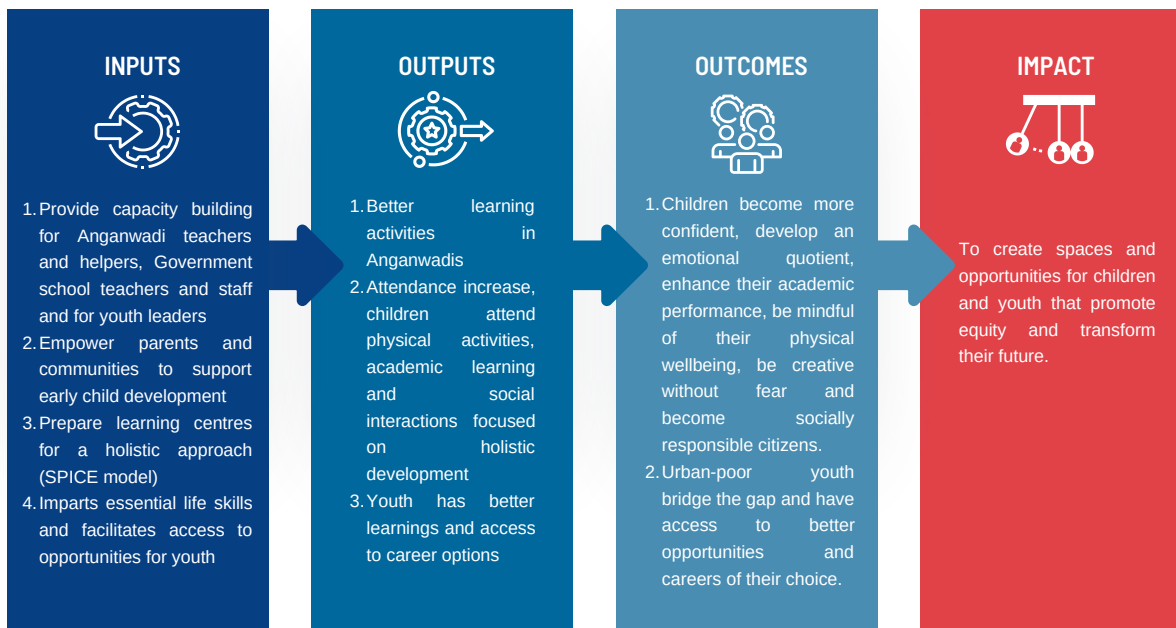
5. Makkala Jagriti

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



Introduction

Makkala Jagriti was founded in 2003 as a non-governmental organisation that empowers marginalised children and youth through a holistic approach to learning. Their mission is to ensure access to quality learning by augmenting their school education and pre-school education through formal and non-formal interventions and facilitate them to discover their true potential. Makkala Jagriti has different programs catering to children and youth across age groups including Early Childhood Education, Primary education and youth empowerment, all to make learning non-threatening and enjoyable for children and youth through a facilitative and Holistic approach. They work in spaces such as Government schools, Anganwadis, Government children's homes and urban slums by setting up learning centres focused on well- rounded development of children. They empower various stakeholders such as school teachers, anganwadi teachers, parents and community members to become effective stakeholders in the development of the child. The project supported by Yes Foundation was for 5 model government schools in Tumkur district of Karnataka.



Activities with the supported children (photos from organisation's report)

Background of context before the intervention

Various studies, including the ASER Report 2018, have shown that Indian students, especially those in elementary school (Classes I-VIII) and from marginalised communities, are not learning effectively. Primary reasons include, lack of an enabling environment, not enough focus on the child's holistic development and absence of supportive teaching-learning methodologies, especially for children who are first-generation learners and lack adequate parental learning support. In this context, Makkala Jagriti's Holistic Development Learning Centres (HDLC) has been its flagship program to date that focus on SPICE learnings (Social, Physical, Intellectual, Creative, and Emotional) of the children in their intervention schools. Schools would identify a place that could be a learning centre, attractive and safe place.



Activities in these centres used to deliver sessions on the SPICE model. Facilitators for Life Skills, Physical, Creative, for intellectual development, teachers were helped to conduct academic sessions better. There were usually 3 facilitators and 1 coordinator in each school's learning centre.

Methodology of the study

Our team conducted 2 levels of data collection for analysing the impact at field level. One, in-depth interviews conducted with the teachers associated with two of the 5 HLDC schools coming under Yes foundation's scope. These schools were KPS, Chikkanahalli, Shira Taluk, and KPS, Kadaba, Gubbi Taluk. The interviews were conducted with 2 teachers from each of the two schools. Half of the teachers were male and female. All of the teachers were OBC caste. Two, surveys were conducted with 35 children who were directly or indirectly associated with the same project. Most of the children are currently in the 6th and 7th standards. More than 65% of the children surveyed were girl children. Caste wise, 68% of the children surveyed were OBCs, 17.1% were SCs and 11.4% were STs. The learning centres in their schools have been started since 2018.

Key Findings based on analysis

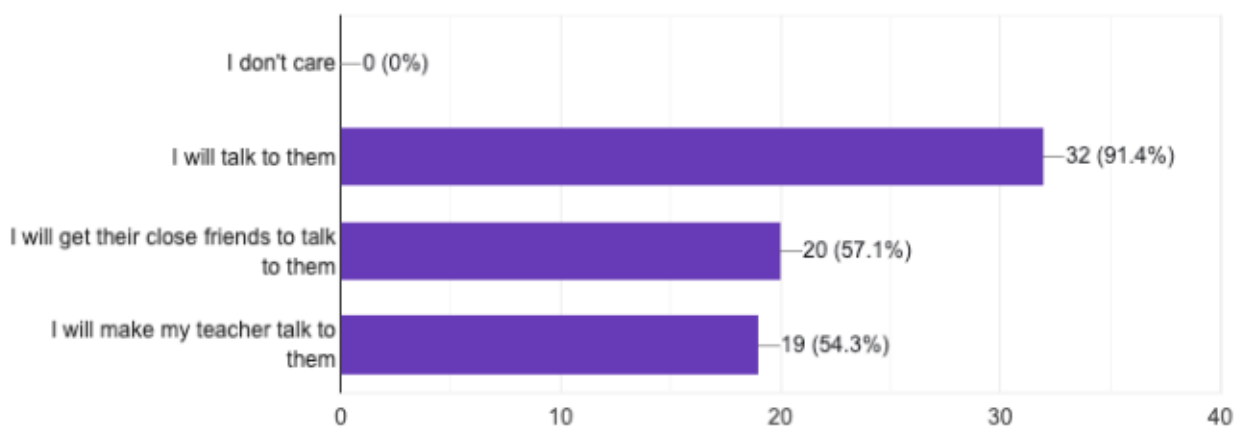
1. Impact on SPICE indicators

This section will deal with the impact of Makkala's interventions on the SPICE indicators of the children. The teachers pointed out the role of Makkala Jagriti facilitators in training them in innovative methods of teaching such as

- Maths solving methods, activity-based learning programs, sports-based learning methods.
- Smart classes, usage of online in the teaching of subjects
- Activity-based techniques with science experiments.
- Encouraging attitude towards interest in sports and training the PT teachers.

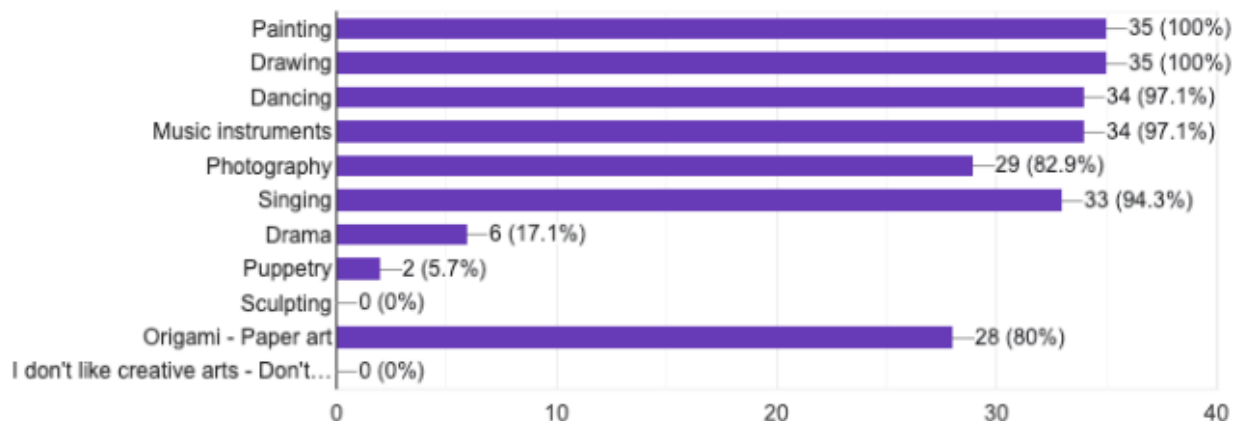
Most of the teachers agree that the SPICE learning of the children are better since 2018 and that most of them strongly agree that the children engage in quality peer-to-peer as well. They reflected on the efforts of the facilitators during the Covid-19 lockdown as well, especially those to reduce teachers' stress. Three of the four teachers agreed that these efforts did help reduce the stress. They also reflected how their efforts through BRIDGE and remedial sessions on whatsapp helped the children bridge the gap in Mathematics and Kannada. Although, 2 of the teachers were sure that it may have been a little differently. However, they did however remark that the distribution of workbooks to the children to sustain their interest in education during the lockdown, mattered significantly.

As far as socio-emotional learning is concerned, all children were presented with the question of who they would approach when they felt sad or anxious. Most children responded in descending order of Classmates (100%), Teachers (94%), Parents (85%), siblings (40%), relatives (34%), and neighbourhood friends (11%). This indicates improved social-emotional learning in the centre's environment, especially between children and teachers, and children and their parents. Further, we see, as shown in the figure, that when asked what one does when their classmate feels down, a majority of them (91.4%) responded that they would talk to them rather than ignore them. More than 50% of children even remarked that they would consider talking to their close friends to talk to them or make their teacher talk to them in order to make them feel better. More than 85% of them also noted that they aspired to become a leader or a captain of either their school sports team, class leader, creative arts leader, or school captain. All students unanimously agreed that they learnt these socio-emotional skills as part of Makkala Jagriti's learning centre.



When it comes to intellectual learning, beyond aspects of literacy and numeracy skills, we saw that more than 80% of the children aspired to lead or captain circles or clubs that spearhead intellectual debates, puzzles like Sudoku, and so on. When it comes to physical learning, all children indicated a liking to play outdoor games/sports. When asked about the frequency of their physical activity, More than 70% of the children said that they love to play outdoor everyday such as Kabaddi, cricket, kho-kho. More than one-fifth of the children said they play at least thrice a week. All these emerged, according to the children as the learning centre encouraged the children in playing different sports such as throw ball, sprinting, etc. When it comes to creative learning (as seen in the figure below), most children indicated a likeness to participate in at least two artforms, that are, Painting and drawing.

Most children also take part in Dancing, music instruments, singing, 82% of the children even engage in photography and origami. Other arts engaged by quite a few are Drama, and Puppetry. When asked about the frequency of engagement in the creative arts, we see that more than 90% of the children engage in them at least thrice a week, and that 97.1% of the children attribute creative learning to the learning centres.



2. Impact on stakeholders other than children - Parents and Teachers

In the earlier section, we understood the impact of Makkala's intervention on the children. In this section, we will deal with the impact they have had on their parents and teachers as well, first from the teachers' perspectives. All of them felt that Makkala's programs on Shala Marukalpane (Re-imagining schools) or "Divergent thinking" had an impact on children's learnings positively as they distributed workbooks, encouraged science experiments, all in a way that positively impacted the relationship the teachers had with the children. They remembered how the children were openly asking questions and showing interest in class. They also felt that their relationship with children's parents has improved positively. Half the teachers agree that the children's parents are showing more involvement in their children's education. Half strongly agreed on the same. They felt like this relationship mattered in the children's overall education as it helped in the context of the illiteracy and precarious financial situation of their parents, yet parents feeling simultaneously happy with the child's progress. When asked about the larger outcomes of whether the teachers felt the children are in better non-threatening, judgemental learning environments, two of them said maybe while two of them affirmatively agreed.

From children's perspective, they noted that since the learning centres, there has been some change in the teachers' way of teaching in the classroom, and that teachers are more cooperative since then. Further, more than 90% of the children indicated that their teachers and parents actively encouraged them during non-class hours to engage in

- Sports or outdoor games
- Talking to classmates for emotional support
- Peer-to-peer learning - Talking to classmates for homework and help
- Creative arts like music, and dance.
- Intellectual activities like debating, puzzles

All the children said that their parents now take an interest in their lives, especially their education. All of them said that their parents visit their teachers for the regular PTMs (Parent teacher meetings). All of them agreed that atleast one of their parents are aware of their talents in their sports or creative arts or intellectual abilities. 88.2% of the children even said that their parents now help out with the homework whenever needed. Some children remarked that their parents are supporting, cooperative and encourage them in sports and arts.

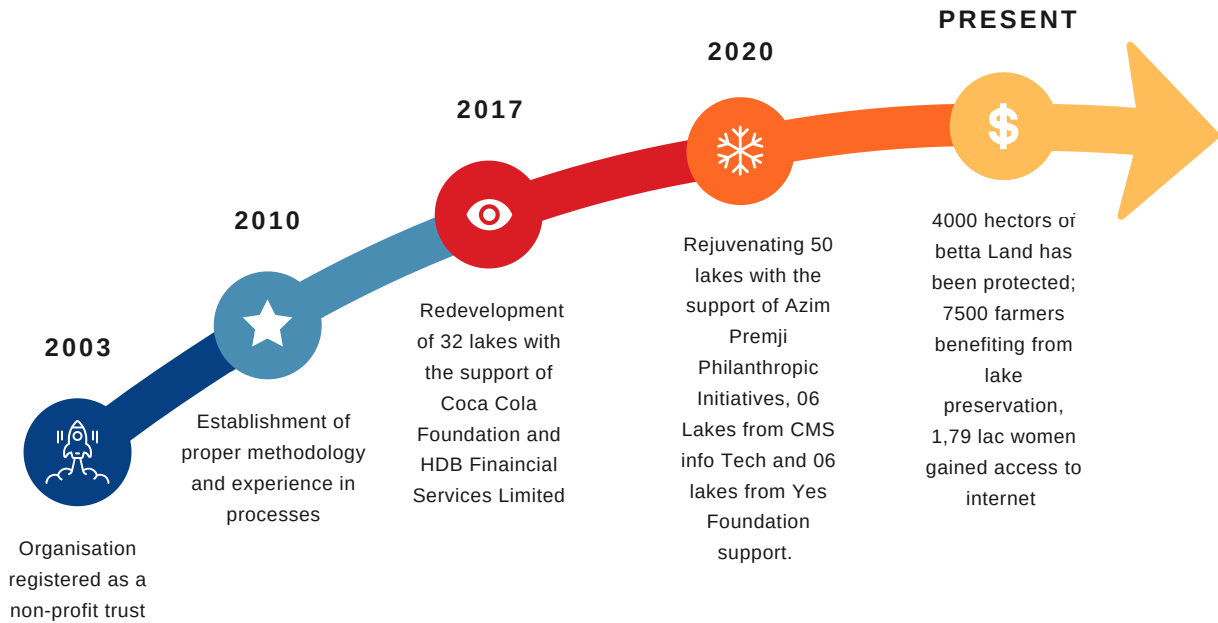
Recommendations

On a scale of 1-10, when asked to rank the effectiveness of these innovative teaching methods in creating a non-threatening, learning environment for the children, the teachers responded between 7-9. They recommended conducting sessions on a daily basis rather than the current weekly thrice basis for more impact and continuous training. They requested more focus on creative based activities. An extension of the program in the school for another 2-3 years was another major suggestion by the teachers in reference to Makkala Jagriti.

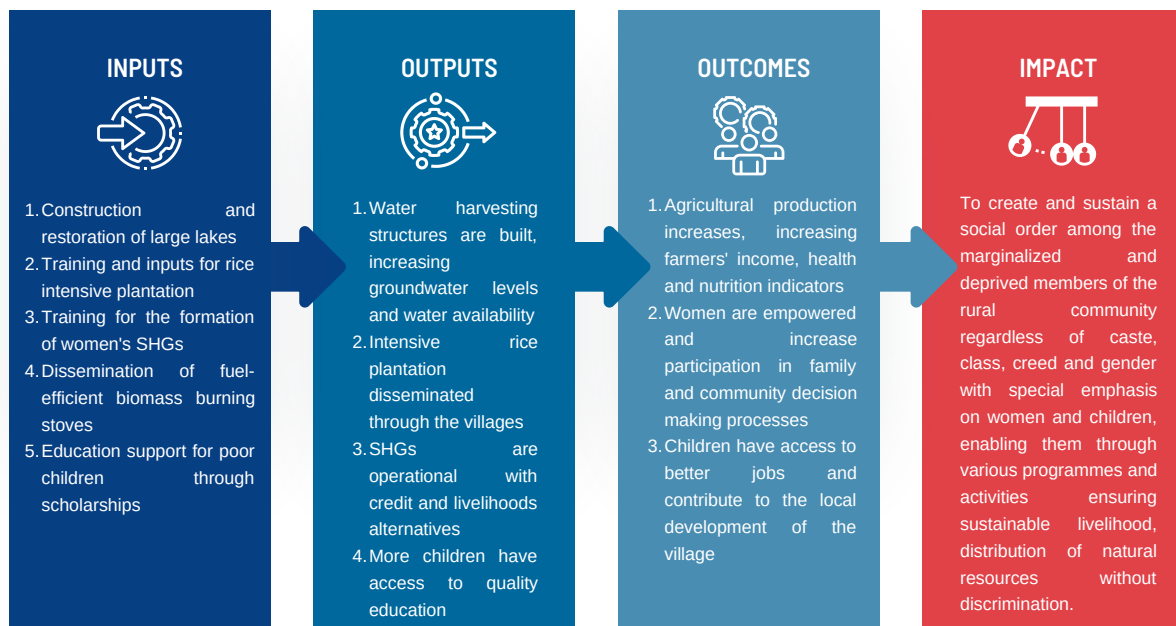
6. Manuvikasa

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



Background of the intervention

As part of the YFA interventions, they have developed **2 large lakes and 7 medium lakes, 50 ponds, and 5067 water harvesting pits**. They have impacted small and medium farmers who were earlier more dependent on rainwater for their agriculture production. They have covered farmers from Yellapur, Sirsi, Siddapur and Mundgod Blocks of Uttara Kannada District and Sorab block of Shivamogga District. A total of 53 villages directly benefited from the project activities.

Methodology for this study

Our team conducted 2 levels of data collection: First, in-depth interviews were conducted with field-level staff associated with the lake rejuvenation project of Manuvikasa. The interviews were conducted with 3 project staff who were the project manager, MIS officers and taluk level coordinator for the villages that were surveyed under the same project.

Secondly, two, surveys were conducted with direct and indirect beneficiaries from 4 villages: Rangapura, Malguni, Kuppagadde, and Germane village. The sample size was 33 beneficiaries. Most respondents mentioned that Manuvikasa had started work right in 2019. More than 75% of the beneficiaries were landowning farmers, the remaining were landless agricultural labourers. More than 50% of them are engaged in livestock rearing for milk (63.6%) and meat (54.5%).

Key Findings from the analysis

1. Impact on Biodiversity and natural resources

Availability of water:

After the rainwater harvesting and lake rejuvenation intervention, more than 90% of the respondents remarked that the groundwater table has improved, especially in the summers. They mentioned that this improvement has especially helped them to cope with the summer season. The field staff noted that water in dug wells could now be accessed from just 6 to 7 ft from the ground level. Overall groundwater tables have increased by about 50-100 feet in most of the villages. 45.5% further also remarked that post the lake restoration, their households have more quantity of water at home to use for household purposes like drinking, washing clothes, and bathing. 12.1% mention a direct impact on water use for both household and agricultural purposes.

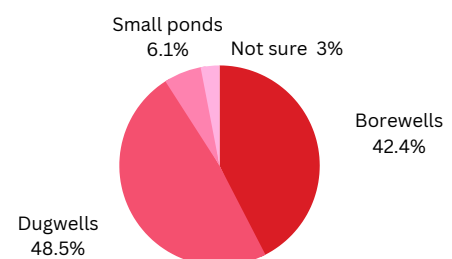
Quality of water:

All of the respondents highlight a definite improvement that the water bodies are cleaner. Water pollution has reduced significantly post the interventions. Improvement in biodiversity indicators received the very positive responses from the beneficiaries: 87.9% of them feeling an increase in green tree cover in their neighbourhood post the intervention. After the restoration, 97% also feel that they see a re-emergence of different species of birds, animals, and plants in their neighbourhood. Deers, wild dogs (kaadu naee), peacocks, earthworms, rabbits, and parrots can now be seen at dusk, they related, and this made them very happy. Even some tigers were sighted, they related, and this make them relatively happy.

AFTER THE LAKE RESTORATION, DO YOU FEEL THAT THE GROUNDWATER TABLE IS IMPROVING?



IF YES, WHICH SOURCES SHOW IMPROVEMENT IN THE WATER LEVELS?



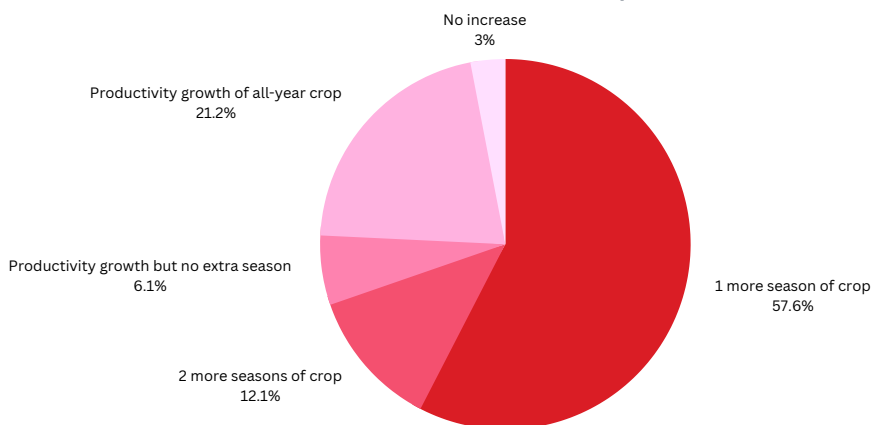
2. Socio-economic indicators

Irrigation facilities

Before the intervention, more than **75% of the respondents** said that they were dependent solely on rainfed agriculture, that is, rain acting as the only water source for crops sown in an agricultural field. Post the intervention, more than **93% of the landowning farmers** have either gotten access to new sources of irrigation or have gotten increased access to existing sources of irrigation that existed before the intervention. Further, there is a stark improvement in the additional number of agri-seasons due to improvements in irrigation. As seen in the figure below, 57.6% of respondents remarked that, compared to before the intervention, now they can have an additional season of crop due to the restored lakes. However, it has emerged from the interviews that the labour workers, not having land or livestock, had little benefit from the project.

WHEN COMPARED TO BEFORE THE PROJECT, WHAT INCREASE DO YOU SEE IN YOUR AGRI FIELD?
(QUESTION ONLY APPLICABLE TO FARMERS WHO OWN/LEASE AGRI LAND)

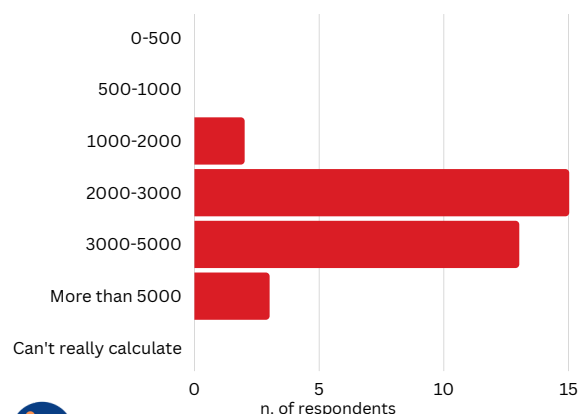
Total direct beneficiaries	1088
Total indirect beneficiaries	6450
Total volume of water harvesting through this	12.55 Cr L
No of villages impacted	53



Improvement in Food security

Earlier, on an average, there was 15 tons of harvest per acre, which is now 18-20 ton/acre. The silt has been used as manure from the deepened lakes and ponds which has increased the soil strength. People now shifted to multi crops and commercial crops. Additionally, respondents also felt cooler temperatures in the air coming from the restored lakes.

HOW MUCH HAS YOUR MONTHLY INCOME INCREASED AS A RESULT OF THE NGO'S INTERVENTION?



Economic indicators

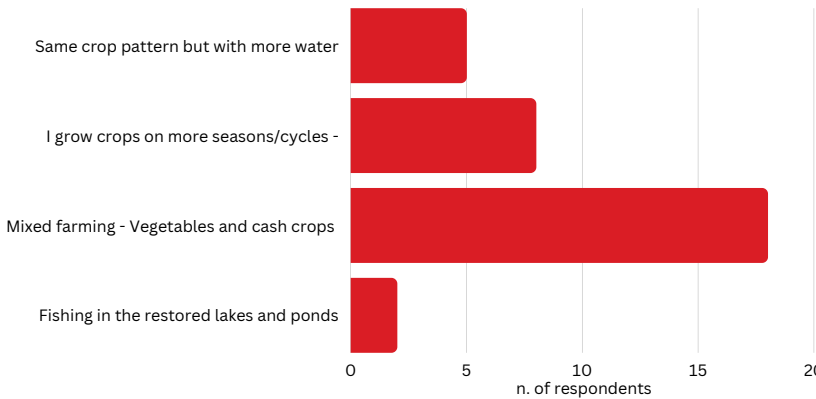
Around 40% saw an increase of **₹3000-5000** in their income. Around 10% even saw an increase of more than ₹5000 monthly. When asked the means by which their income increased, the most common answers were:

- Increased crop production
- Improved cattle rearing
- Fishing in restored lakes and pond



Coming to increased crop production, we see that 97% respondents observe that there is increased crop production.

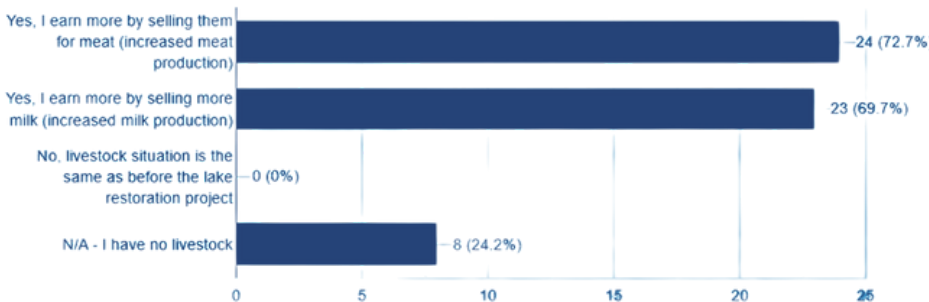
IN WHAT WAY HAS YOUR CROP PRODUCTION INCREASED AFTER THE LAKE RESTORATION?



All respondents indicate lesser instances of crop failure due to the now assured water from the restored lakes. Further, all of the respondents felt that since the lakes were restored, there is more equal distribution of irrigation water amongst farmers in this village.

This has allowed them to increase their crop production in the following ways as shown in the figure below. Others remarked the possibilities of being able to explore different cash crops, increased cattle weight for meat, and improved irrigation as the main highlights that contributed to improved financial position. The field staff noted that in summer, it was very difficult for cultivation as they were completely dependent on groundwater. Now in summer also people are getting adequate water from the intervention.

DO YOU SEE AN IMPROVEMENT IN LIVESTOCK REARING?



Coming to livestock rearing, more than 70% respondents indicate that their livestock rearing has improved due to increased quantity and quality of water.



Data collection by impactDash staff with local support from Manuvikasa



Board indicating the lake restored by YFA programme

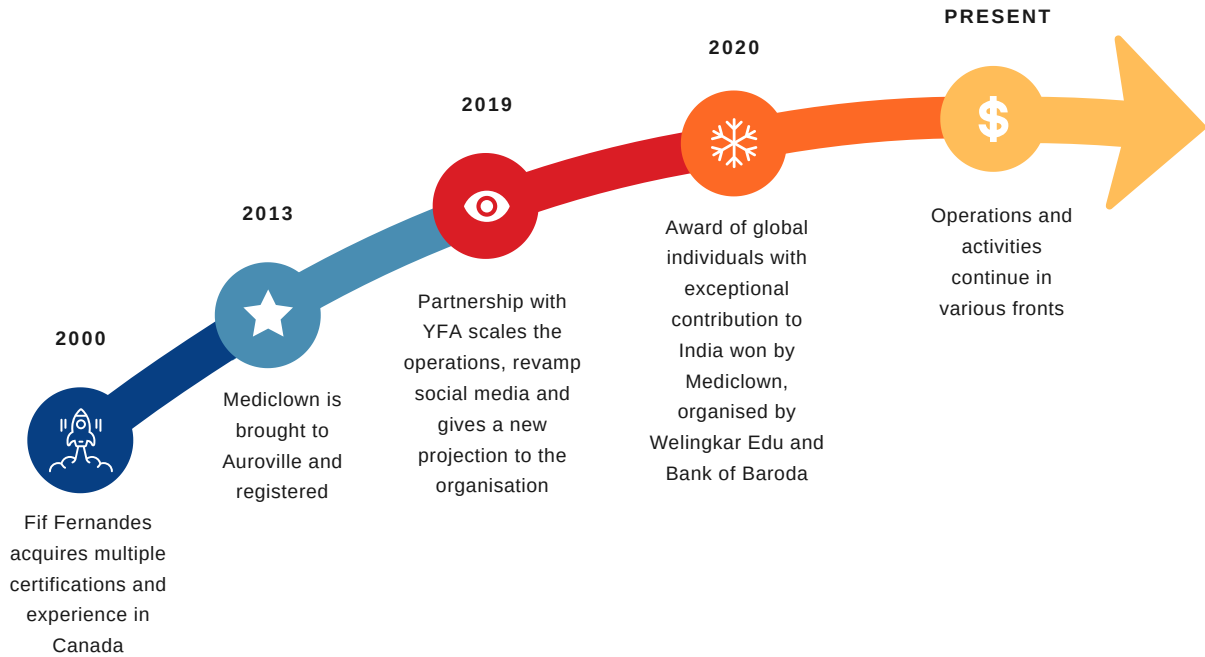
Concluding, the intervention was successful and has impacted significantly the lives of farmers. Our study could not reach all the **width** of the 1088 direct beneficiaries, but it went **in-depth** to show that the sample chosen had their lives greatly improved.



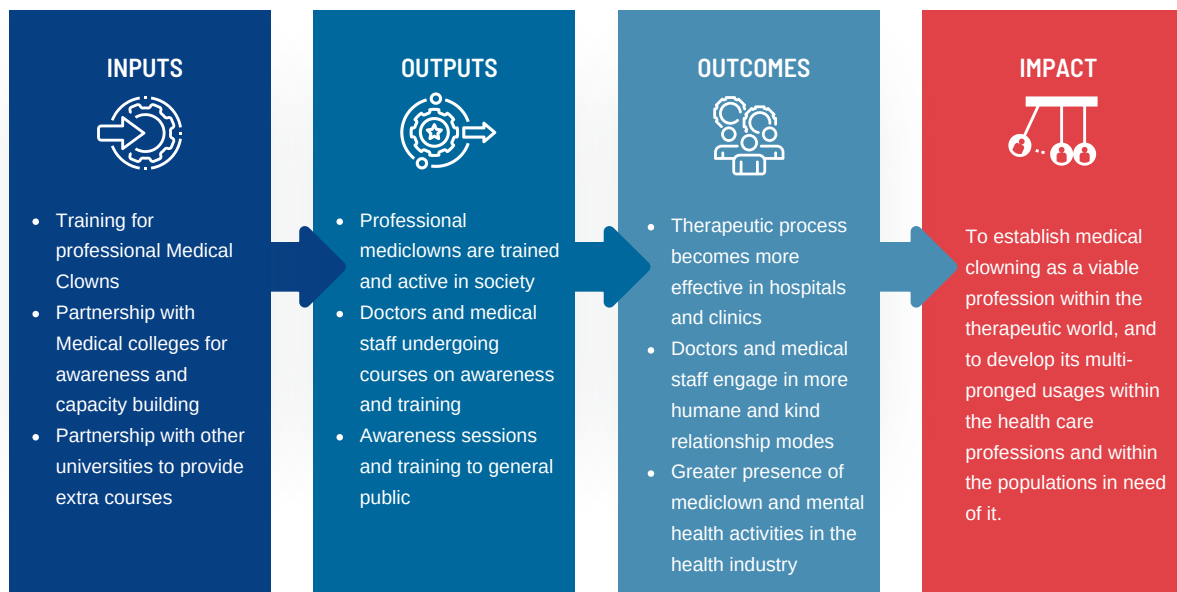
7. Mediclown Academy

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About MediClown Academy

Mediclow Academy is a young social enterprise that offers an integral training and holistic approach to healing for people in healthcare (hospitals, homecare, clinics), Education (schools, colleges, universities) and business (self-help groups, corporations) in villages and cities.

Its founders had developed and tested the concept in Canada and wanted to bring its fulfilling outcomes to the context of India. The idea of introducing “clown” in the medical healing process is very ancient, as the ancient art of clowning is “Vedusta” in Sanskrit. and “Komali” in Tamil.

The process is based on medical studies which indicate that laughter has therapeutic effects, which include that people

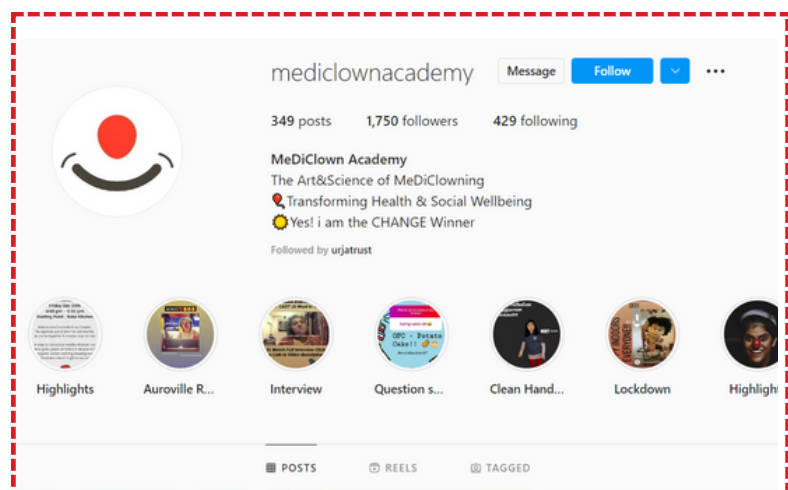
- are more motivated, alert and attentive;
- learn faster and retain what we have learned over longer periods;
- have greater harmony among peers that lead to less ragging and teasing;
- build self-esteem and confidence;
- have many health effects such as; releasing tension, regulating blood pressure, improving the heart, reducing pain, boosting the immune system, increasing circulation, and relaxing the muscles;

Developments under YFA

Mediclow Academy was a small organisation when selected by YFA. The team was made by the 2 founders and one more staff on contract basis. Being in its initial stages, the organisation had difficulty in implementing many of the ideas learnt in the capacity building sessions. Furthermore, most of its activities required physical interaction, which became very difficult during lockdown.

One impact generated by YFA was that the organisation understood the importance of social media and good communication. With the grant, it was able to hire a specialized person to handle the media and keep active handles.

Apart from that, the sessions that make part of the course to become a medical clown were conducted in Auroville.

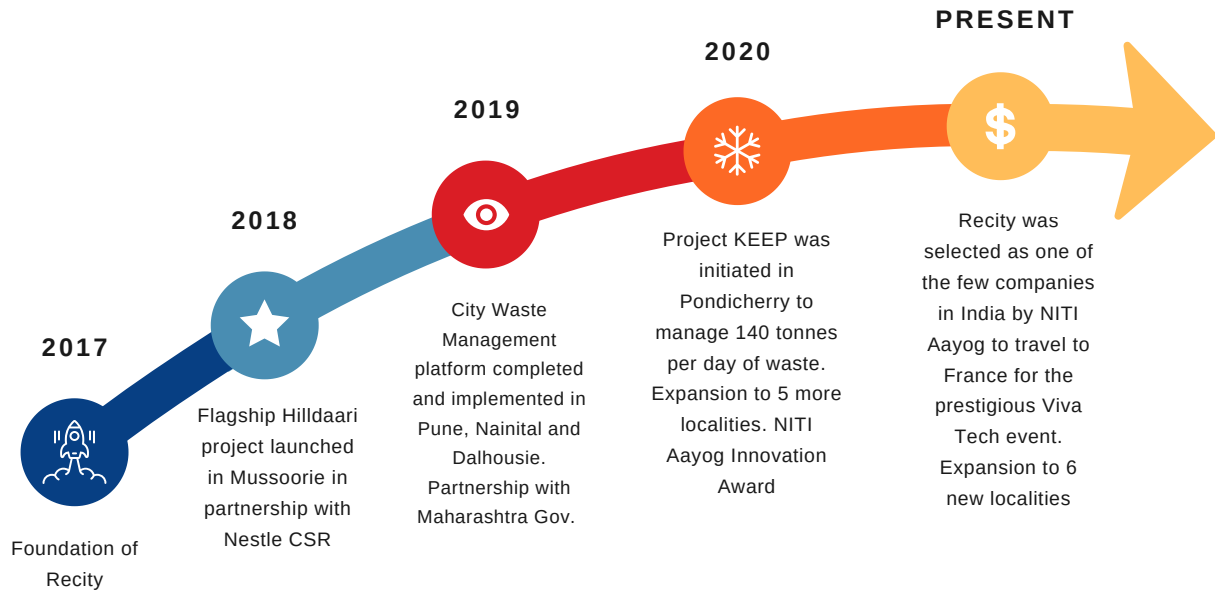


A space was set up to be a classroom (Clown house) and several open spaces of Auroville were used. A total of **6 students** completed the **6 months course**, and several others followed it partially. As part of the course, outreach activities were done in nearby schools, reaching hundreds of children.

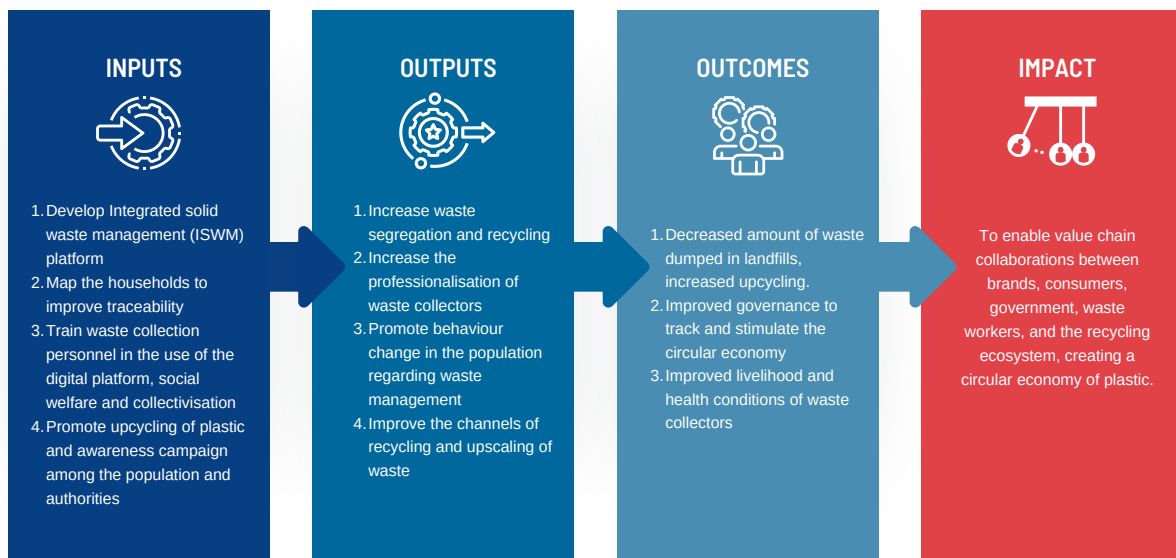
8. Recity

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development






THEORY OF CHANGE



About Recity

Recity's goal is to create a circular economy of plastics by enabling value chain collaborations between brands, consumers, the government, waste workers, and the recycling ecosystem. This process is improved by digitally tracking the waste collection and recycling by using a Municipal Waste Management System (MWMS)

To make waste management more efficient and promote a cycle economy or recycle materials, Recity implements real-time monitoring of the supply chain. This is done by allocating digital door numbers and affixing a QR code plate to each waste generator's property unit, which allows:

	<ul style="list-style-type: none"> • Ensuring regular door to door service through the waste management staff
	<ul style="list-style-type: none"> • Evaluation of user fee to be collected from waste generators
	<ul style="list-style-type: none"> • Tracing of the supply chain from source to end of life solution.

Between 2019 and 2020, support from YFA helped this process to be developed and implemented in Mussoorie and Pondicherry. The specific steps to establish the process were:

<p>Properly survey and door-to-door survey</p>	<p>The Digital door numbers are placed after a property survey, and a mapping process is conducted, defining ward and zone boundaries.</p>
<p>Identify garbage vulnerable points</p>	<p>For GVP the detailed ward mapping is carried out with accurate understanding of ward boundaries.</p>
<p>Vehicle route mapping</p>	<p>Recity maps the routes of each level of vehicle from the tricycle, to the compactor in the pilot ward and around to ensure that we tap into the right stream and none of the segregated waste goes to the landfill.</p>
<p>Training and capacity building workshops for on-ground staff</p>	<p>Capacity building sessions are conducted for the staff of Micro Composting Centre (MCC) and for the waste collectors (Swachh Sainik).</p>

Deployment of Technology platform at MCC	A mobile app is deployed with the provision of smartphones for the workers of the MCC, that receive proper training
Deployment of technology platform in the waste collection wards	A mobile app is deployed with the provision of smartphones for the waste collection workers, which receive proper training
Waste Audit	Recity team conducts a waste audit by checking the waste collected through 3 days of the week from one collection route, crosschecking the quantities and percentage of recycleble materials

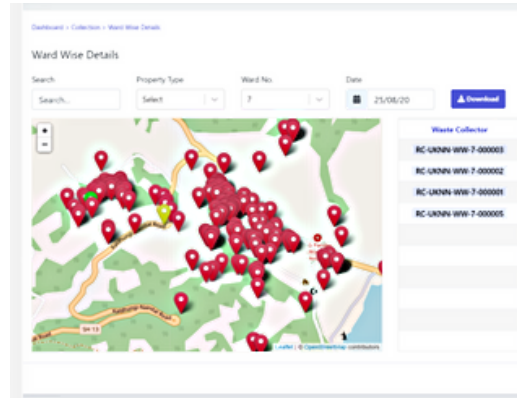
Our team visited Mussoorie for primary data collection and to check the implementation of the project. The field staff were interviewed, and the process of solid waste management was followed from the door-to-door collection to the processing in the MCC.



It was observed that the **digital mapping** of each lane and waste generation locality is operational. The location entry is done by a QR code that the collection agent should scan. Initially, these codes were fixed in the locality with paper or plastic, but they deteriorated fast under the wet weather of Mussoorie. A solution of an inox QR code was found.



Photos of the field visit to Mussori project



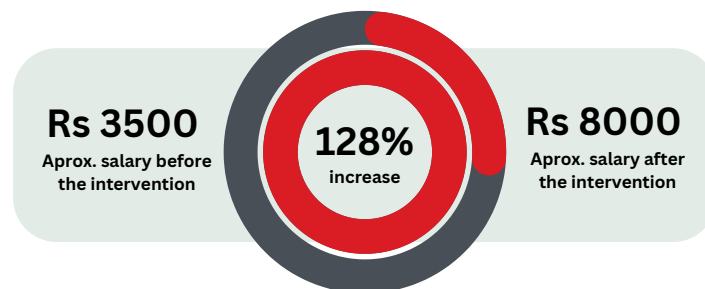
*illustrative picture of Recity's ISWM platform

The **App** is easy to use, some of the workers are illiterate, and this does not constitute a barrier for them. They manifested a positive experience with the app and with the whole process.

The door-to-door collection works very well. Recity also managed to increase the segregation from the Households, so the contractor who does the recycling mentioned that the volume increased because of this segregation.

It is in the situation of the **waste collectors (Swach Sainiks)** that the highest impact of Recity was felt.

They expressed gratitude for the changes introduced by Recity, commenting on how their life improved significantly. Their salary increased significantly, and now they count on it. Social welfare schemes, paid leaves and social protection, among other advantages of belonging to an organised sector.



But it is in the social recognition that the most significant improvement happened: they narrated that they now have ID cards and are recognised as doing a formal job that is important to society. They are not looked down on so much as before.

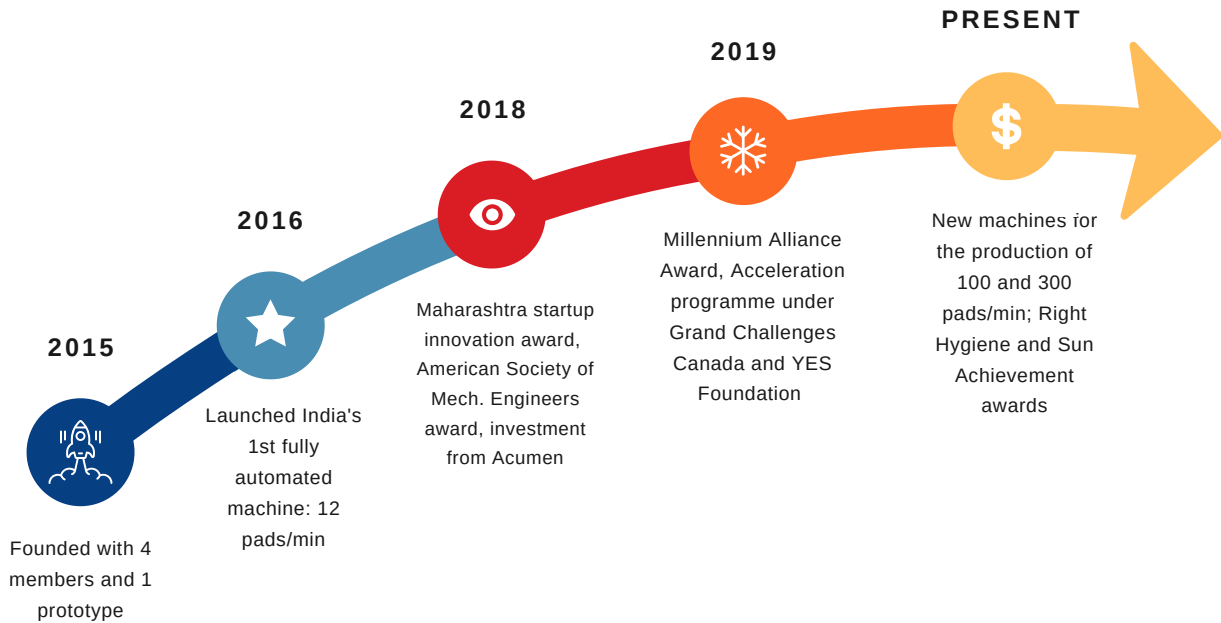
In conclusion, Recity has introduced many innovations in the ISWM process of several cities, increasing the upcycling of recyclable material, reducing landfill disposal and increasing segregation and the source. Within this process, the lives of the waste collectors have also improved significantly, moving to a sustainable livelihood system with a better place in society.



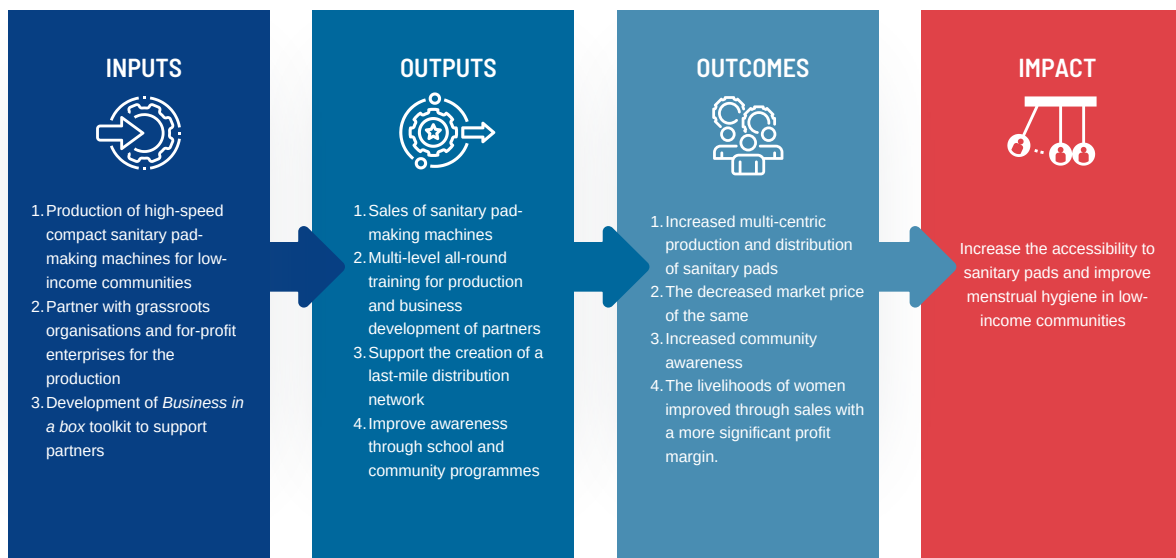
9. Saral Design

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About Saral Design

In 2010, approximately 12% of menstruating Indian women used sanitary napkins, as opposed to 64% in China. Two reasons for this are lack of awareness/cultural barriers and price. Saral Design understood that to trigger an impact on menstrual hygiene at the national and international levels, they should engage with market forces.

Research by PSI (Aylward, 2018) showed that nearly 40% of urban women of menstrual age – 53% in rural areas– cannot afford the sanitary pads available on the market. Willingness to pay for a baseline commercial disposable product was assessed using a contingent valuation approach.

The market is highly concentrated, with the top two suppliers, P&G and J&J, accounting for 75% of sales by volume in 2016. This year, when Saral Design came into play, the market prices of the leading brands were very high, as in the table we can see. The cheapest available product from the large manufacturers was around Rs 6, which according to graph 2.9.1, corresponds to a demand of around 10%. To improve the menstrual hygiene situation in India, a drop in the market price was required.

In this table, it can be seen that small players were producing cheaper products, but the volume and reach were not sufficient.

Saral Designs identified the need for high-speed compact sanitary pad-making machines for low-income communities in the market. The organisation states that: "before Saral, there were either multinational centralised manufacturing units where the cost of setting up the machine was high and the cost of the pad increased by the time it reaches the consumer; or there were low-cost manual pad-making machines where due to low production capacity, the unit cost made the production financially unsustainable. Also, the lack of automation and processes made the quality poor and inconsistent."

WILLINGNESS TO PAY FOR SANITARY PAD IN INDIA IN 2016

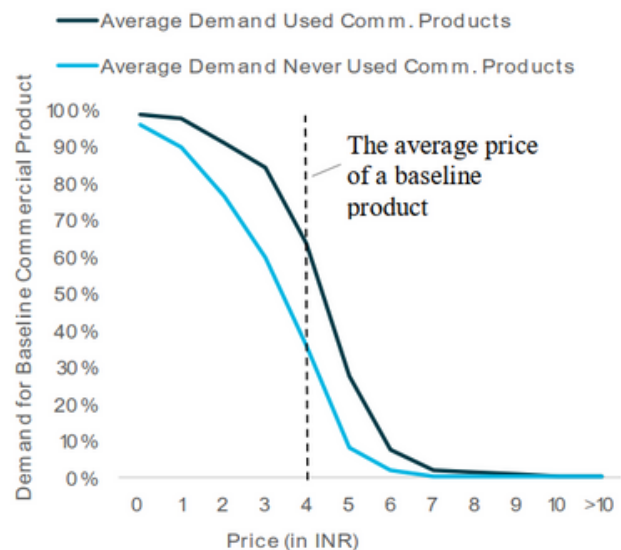


Table 2.9.1 - Market price of sanitary pads in 2017

	Commercial Large manufacturers	Small Manufacturers
Ultra thin pads	8.67	3.43
Standard pads with wings	5.95	3.50

**Average price based on a market research of 169 products made by Euromonitor

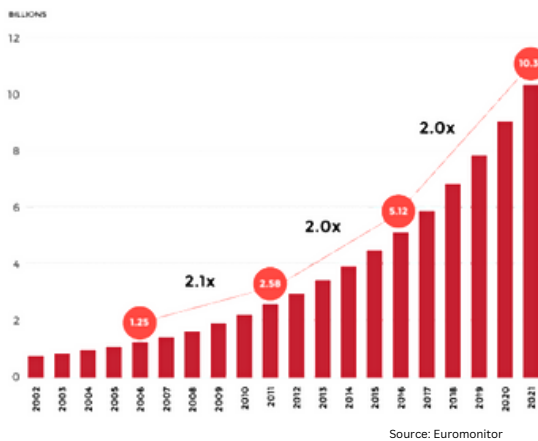
This perception of Saral Design is confirmed by market research done at the time of the organisation's inception, in 2016. The study acknowledged the presence of prominent players on one side, whose penetration was limited, and small players, who were not competitive.

This historical excursion is important to estimate the impact of Saral Design's entry into the market. Being the first automatic pad-making machine indigenous made, it increased the supply, providing a high-quality product at a lower rate. The innovation was followed by other similar players, creating a new group of suppliers with medium size machines (from 50 to 200 pads per minute). Saral alone has contributed to the installation of almost **80 new production** units in India. Consequently, the prices per unit have dropped.

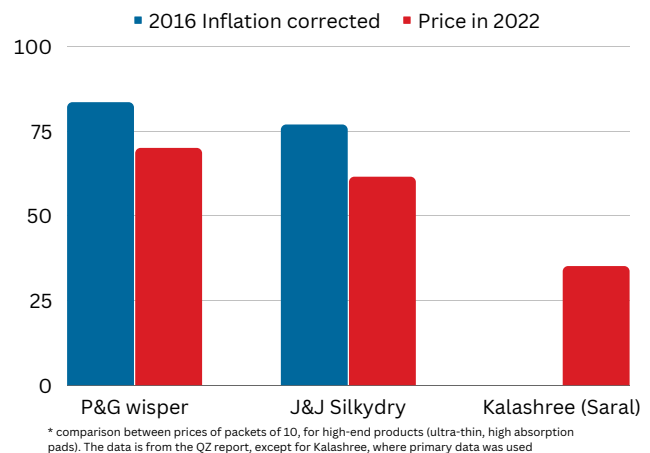
In addition to the large-scale commercial manufacturers, equipment manufacturers such as Jayashree Industries enable small-scale women's groups to produce disposable sanitary pads. While this market segment has received significant publicity and support via public sector tenders, it is unclear if small-scale, labour-intensive manufacturing can be a sustainable business model. These groups rely on distributed women's groups that often lack marketing and distribution skills, and quality has been a challenge.

-market research of 2016

SALES OF SANITARY PADS IN INDIA



COMPARED MARKET PRICES OF HIGH-END SANITARY PADS IN INDIA



In conclusion, the historical analysis shows that the market for sanitary pads in India has changed significantly, with a rising consumption caused by greater penetration (passing from 12% to 48% in 7 years). Despite the drive in the demand, the prices have been dropping. These two factors, the greater penetration and the drop in price can be attributed in part to the activity of small and medium producers, like Saral Design. These, being mission-driven, have promoted awareness, local distribution and greater accessibility. To determine exactly the contribution of impact of Saral to this complex process goes beyond the scope of this study, but it is clear that the organisation has contributed significantly to this huge impact in a national level, and now is replicating the model abroad, since the exports to African countries have risen.

The model of Saral Design

Saral Designs was started in 2016 by Suhani and Kartik, two IIT graduates who wanted to bring a change in the menstrual hygiene industry. By that time, the market was dominated by big players, whose centralized mode of production incurred transportation costs and low penetration, since the product was perceived as something for the high-end urban population.

Saral wanted to facilitate high-scale production in a decentralized manner, especially by empowering women from marginalized communities. They designed their Swachh machines: automatic and compact machines with mid-speed production ideally suited for developing countries for decentralized production. The pads produced are high quality (ultra-thin with high absorption), and able to compete with big players. Initial machines produced 100-150 pads per minute, while the new models reach up to 300.

The model is that of "Business in a Box", where Saral stimulates NGOs and small players to set up a new business for producing pads. Along with the machine, they also unpack a series of services to support the new business: feasibility study, the area needs assessment, training in management and marketing, technical support for awareness sessions, etc.

In July 2022, our team visited 2 organisations and interviewed a third one that are implementation partners of Saral Design. Using a case study methodology, the objective was to understand the vertical value chain and the impact along it.



1 Desai Foundation

The Desai Foundation was created in 1997 as a family foundation, with the mission of empowering women and children through community programs to elevate health and livelihood. The organisation, in its Asani Sanitary Napkin Program, trains women in rural India to manufacture and distribute sanitary products. Starting in 2018, the organisation has purchased 3 machines from Saral Design. Each machine integrates a production unit managed entirely by women organized in SHG groups. Each production unit is non-profit and self-sustainable, guaranteeing Rs 4500 - 6000 per month for the women as a complementary activity. There are 100 women involved in selling pads, in a retail price of around Rs 40 per packet of 10. This allows the sales women to get a

commission of Rs 6-10 per packet. Apart from the production unit, there are 5000 community volunteers engaging in awareness building and needs surveys. The project functions as a **livelihood** source for the 2,900 women involved in the production and commercialization as well as for the **menstrual hygiene** of the 725,175+ Women reached by their product. More than 3.3 Million Sanitary Napkins were produced only by Desai.

The machine from Saral Design allowed us to produce a high quality product that we can sell with a profit margin. In this way, our SHG is self-sustainable, and we don't depend heavily on grants

-Yati Desai, regional director

2 Kalashree Healthcare

Kalashree Industries is a small for-profit company started in 2018. Seeing the rise in demand and the benefit for society, Mr. Kaustubh Harhare decided to sell his share in a solar panels company to start this business. Situated in the outskirts of Pune, they supply pads for the local NGOs and development projects. Mr. Kaustubh shared his difficulty to compete in the commercial market: the big manufactures have a strong branding and economies of scale.

When a woman comes to the village shop, she want that pad that she saw in the TV. It doesn't matter if our product is cheaper and of superior quality. It is difficult to compete with the bigger players

-Kaustubh, founder of Kalarshree



Kalashree sells its products mostly to NGOs and local governments (panchayat and municipality local bodies). Yet, during and post-COVID, the sales has been relented, imposing even greater budget difficulties. Nevertheless, the company has been producing and selling high-quality product to the benefit of lacs of women.



photos of the field visit to Kalashree



3

Helpo Foundation

Helpo Foundation is an organisation of Gandhian inspiration that, since 1987, is engaged in rural development in 200 villages around Pune. They cater to 5000 SHGs organized into federations in the area, working in partnership with NABARD. Helpo has established an FPO where women organize a production unit of fruit juices and other farm products, enhancing their livelihoods. The organisation planned to establish another livelihood centre with a pad-production unit, but so far it was not possible to afford the machine from Saral Design. Their partnership is based on awareness sessions, for which Saral sent a doctor to train their field staff, and on the selling of pads.

The sales are done through the SHGs, acquiring the pads from Kalashree. The retail price is Rs 35, being Rs 3 of profit margin for the seller and Rs 2 to Helpo. They narrate that now the situation has changed and there is greater awareness and greater demand.



Visit to helpo foundation

The three organisations have different profiles and different modalities of partnership with Saral Design: one non-profit with its own machine, one non-profit without machine and one for-profit. All of them have benefited from the business opportunity created by Saral's products, and with their work, they have generated benefit for lacs of women, either by providing a high-quality product for affordable price, or by generating awareness of the importance of menstrual hygiene.

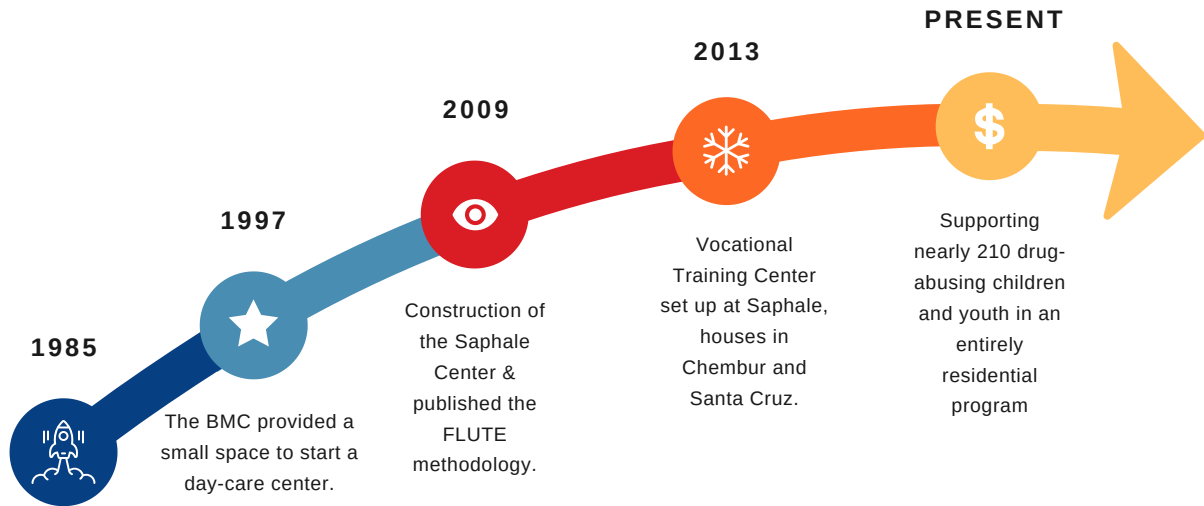
This case-study demonstrates how impact is created across the different levels of the value chain. The outcomes of the framework - awareness generated, improved health, increased livelihoods, increased agency, empowerment - are generated in the endline stakeholders by different modes of activity and partnership. These outcomes should be multiplied by the number of production units established.

Clearly, this great impact cannot be strictly attributed to YFA. The grant provided was used exclusively for awareness sessions in the areas of Latour and Valsad. Yet, this activity and the branding associated with YF has contributed to strengthening the expressive work carried forward by the organisation.

10. SUPPORT

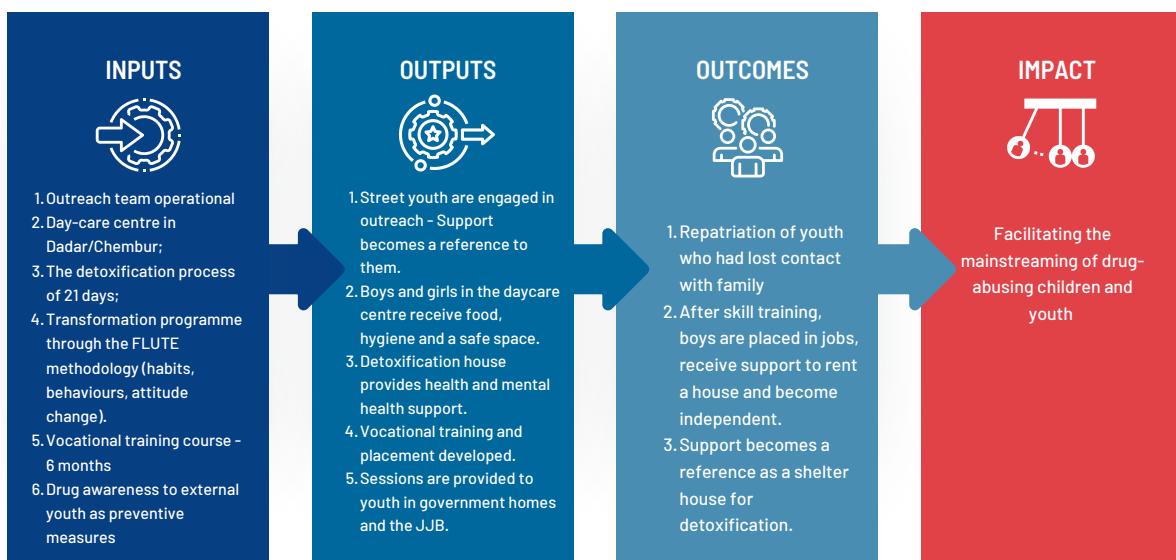
ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



The organisation started to address the issues of 6 youths with substance abuse problems.

THEORY OF CHANGE



1. Overall view

The organisation, over its 37 years of existence, has transformed the lives of thousands of young people in various parts of the city of Mumbai. This population includes people who have run away from other cities and states or are found to conflict with the law. They operate in four centres: two-day care centres, one detoxification centre and one vocational training centre, all located in Mumbai and the outskirts. Over the years, they have developed a remarkable transformation and strengthening approach, a significant strength of the organisation that grants them a considerable degree of expertise in the rehabilitation of drug addicts sphere. They follow a complete abstinence approach, unlike other rehabilitation homes that allow substitute substances for people with addiction.

Our interaction with the field-level staff indicated that the routine, discipline and allocation of duties are well-received by the young participants as it helps them remain engaged in activities all day long in a structured, predetermined manner. Healthy and consistent nutrition was also mentioned as an essential factor for their improvement after months or years spent on the streets under stressful nutritional conditions.

"I like being in charge of the medical needs of my peers as it keeps me occupied and distracted throughout the day."

2. Best practices

The successful approach that can be seen when interacting with the participants and the field staff is the high degree of the fraternity at the centre. The participants attribute these developments to what is taught to them by the trainers and program development staff. They narrated that the Life Skills Education sessions were helpful and changed how they behave with each other and others.

"Hum ab sabhi ko, 'bhailog' karke bulaate hai"

("We refer to everyone here as "brother")

They mentioned how loneliness and lack of good relations are determinant factors in substance abuse. The lifestyle and the support method (a 6-step process called "Flute") made them see each other not as a threat or competition but as a source of mutual support. One participant also shared how his gaze towards women changed, and he learned to hold more respect for women.

Along with these behavioural changes, some attitudinal changes are also visible among the participants. They reported feeling more confident in their intent to stop using drugs or any other substances henceforth. They often cited each other's journeys as examples and "role models" or references that inspire them to continue doing better.

“

A. (name) bhai toh kitna drugs lete the, injection lete the, magar woh bhi aaj unki aadat chhod paaye hai. Humara toh bas cigarette se addiction tha, toh unko dekh kar lagta hai ki nahi apan bhi yeh aadat chhod sakte hai

(our brother here used to take so many hard drugs, injected himself but could still recover. We just have a cigarette addiction, so we thought if he could overcome his addiction, so can we)

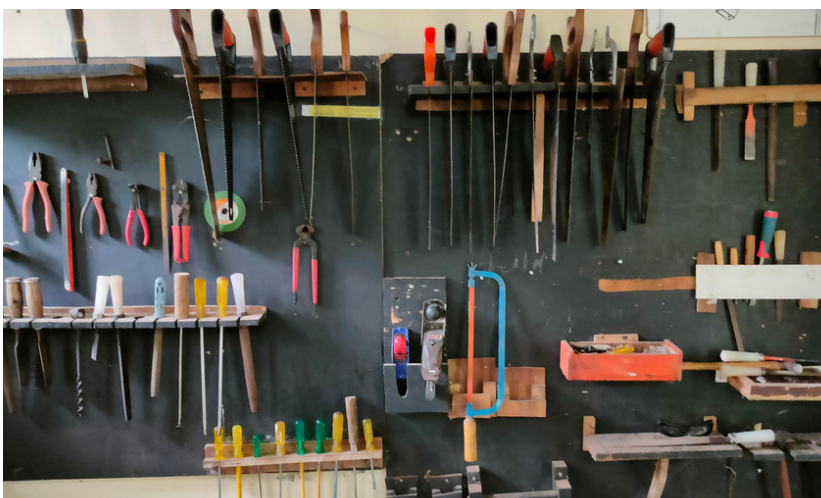
”

There is a high degree of brotherhood and family, a sense of connection and belongingness that is observed quite overtly at the centre. The Superintendent shared with us how the boys, even years after finishing their treatment, would invite each other to their weddings, collaborate over joint business ideas and share housing plans.

This indicates that the connection developed at the Saphale centre is quite often a long-term relationship catering to mutual support. Such fraternity is essential in creating a deeper impact with groups, as bandwagon effects and modelling behaviour are all at play. Based on how each participant progresses, they are encouraged to step out of the centre's premises and fulfil some tasks for the centre in a way to increase independence and assess how successful they are in abstaining from drugs.



For instance, during the FGD, one of the participants mentioned how he was scheduled to visit someone for an interview after our conversation. For this, he had prepared by writing with a pen on his palm, “say no to drugs, cigarettes,” and explained how that reminder was written on his palm to help him resist any urges he may feel.



The staff members make calculated, careful decisions in this regard and never force a participant to return to the centre if they have run away. Many times, it was reported that participants chose to return themselves.

Photos clicked during data collection by ImpactDash



3. Constraints

Despite the vast experience and long history of good work, Support has been having difficulties mobilising enough funding, especially after the Covid pandemic. The coordination and staff are full of good ideas - a library, computer courses, etc. - that are often not developed because of a lack of resources. The organisation's structures are suitable and with a vast area, but they are not developing their full potential.

Many participants are not interested in any of the three trade verticals; for this, it is essential to diversify the types of training available. This will also ensure that the training provided is relevant and aligned with industry standards. The lack of modern techniques and placements after the courses creates difficulties for the students.

During our conversation with the Carpentry trainer, he said, “Now all the participants need instant and easy money. They are not interested in building expertise in a sector; they are just looking for easy money options like being a food delivery boy as their payouts are weekly and the job demands are not taxing either”.



Photos clicked during data collection by ImpactDash

Hence, they must develop contemporary, relevant training verticals. Other capacities like networking, maintaining documents, and improving communications can also be designed to increase the organisation's impact. The coordination mentioned how participation in YFA was an eye-opener about the importance of marketing, branding and communication, things they never had.

Future aspirations & scope for improvement

With vast experience, a good level of expertise and high recognition status by the local authorities and the population, Support has significant scope for development. Some of the future aspirations and scope for development, as shared by our participants and observed by us, are captured below:

- Increasing the availability of in-house trade verticals by including computer training programs through a computer lab and instilling the habit of reading by creating a library space.

- Formalizing the farming and kitchen management activities and pharmaceutical management activities.
- Invest in conducting a needs assessment to identify each participant's strengths and assets and have external trainers for their one-on-one progress.

Recommendations

Some of our key findings, as aforementioned, have led to the following recommendations for SUPPORT:

- As the unique approach undertaken by SUPPORT has reached a level of evidenced excellence, we recommend concretising the alum network to ensure that the feelings of fraternity continue beyond their stay at the centre and that they can seek each other's help and motivation even further in life.



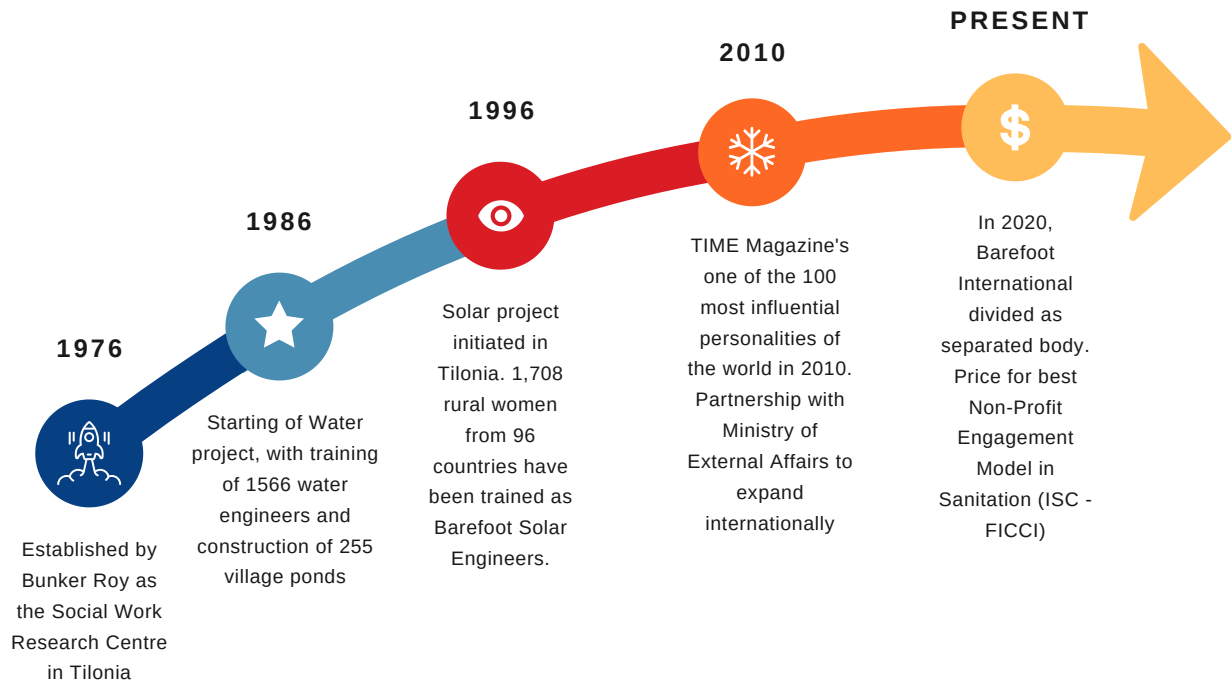
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- The organisation could receive support to build its fundraising capacities and networking, enabling the development of its aspirations. For this, it is important that the organisation diversifies its funding sources and enters meaningful partnerships.
- The organisation needs to build a resource repository to store the knowledge of 37 years of experience systematically. The knowledge and expertise can be developed further with the help of a communication and editorial team. This will aid the organisation's position as leaders/experts in rehabilitating drug-abusing street children and youth.

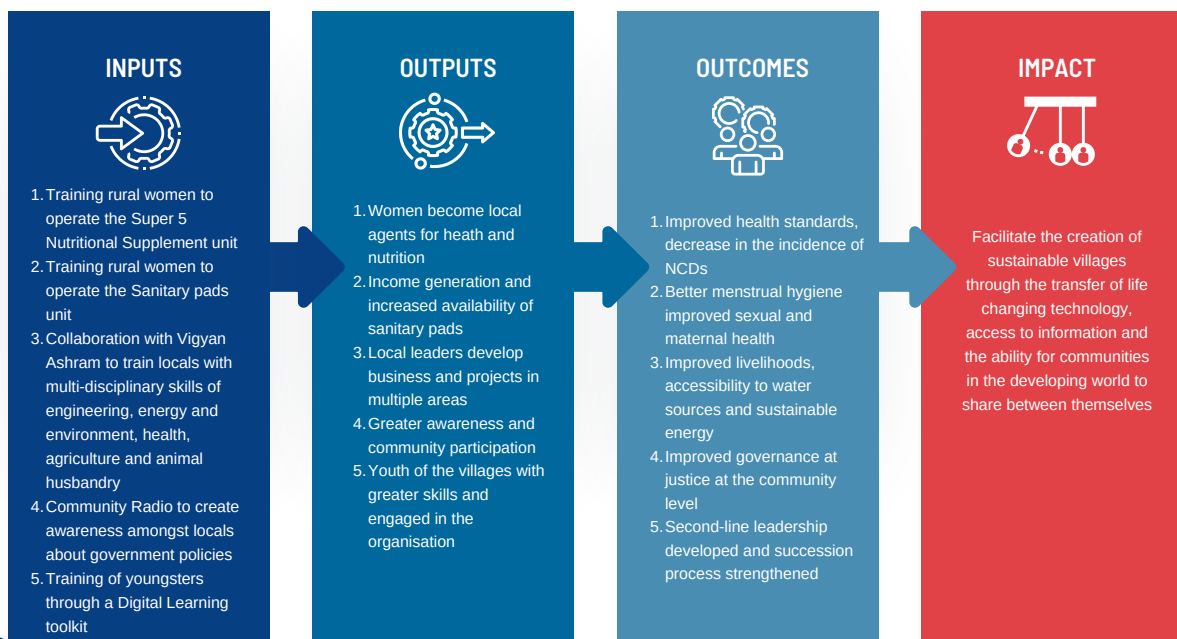
11. Social Work Research Centre - SWRC (Barefoot college)

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About SWRC - Barefoot College

The Social Work Research Centre - SWRC was established in 1972 by Mr Sanjit(Bunker)Roy. The inspiration came from a visit to a catastrophic flood in Bihar a year earlier, when he was only a volunteer on behalf of St. Stephens College, University of Delhi. He started searching for a way to improve the livelihoods of people by empowering them. His unique insight was to establish a place of learning-by-doing, where academic and traditional knowledge would converge, and literate and illiterate people could work together to solve social problems. It would be a college where even those barefoot would feel at home.

“Listen to the people on the ground. They have all the solutions in the world.”

-Bunker Roy, founder

We believe in the Gandhian philosophy that knowledge, skills and wisdom found in the villages should be used for their own development.

-Bunker Roy, founder

This led to the understanding that rural and urban knowledge should join hands to solve the basic problems. Placing common sense at the centre of its search for solutions, the organisation has discovered far-reaching, low cost innovation for several aspects of village life, like renewable energy sources, empowerment of women and alternative livelihoods.

Projects



Water conservation

The Barefoot philosophy can be seen clearly in this project that was the first one started by the organisation. Identifying access to water as a critical issue in Rajasthan, SWRC has promoted the encounter of geologist and water engineers with the traditional knowledge of rain harvesting. The result is the emergence of a body of knowledge and the “Barefoot Water Engineers” the responsible for carrying out the project at village level. To address caste discrimination and untouchability, the organisation chose specially Dalits to be in charge of repairing the handpumps.

Projects



Health

Establishment of Tilonia Medical Centre, with a labour room, operation theatre, pathology lab and dental clinic. Training of 50 "Dai Ma", midwives that helped the delivery of 20,160 babies in 54 villages. organisation of 150 health camps in 60 villages. Training of local agents to reach 13,256 people through the TB programme.



Environment

Afforestation Drive promoted since the 70s. Awareness campaigns in schools and villages about the importance of flora and fauna presentation. The organisation also promotes a de-centralised waste management programme, leading the villages to avoid plastic, segregate the waste and promote composting



Communication and Art

Barfoot college has been fostering traditional forms of art as well as using it to communicate the need of development and social justice. Rajasthani puppets and local musicians take part into festivals, school festivals and awareness campaigns. The local radio also plays an important role in the community organisation



Solar Energy and livelihoods

Illiterate women receive the training to become Solar Engineers or "Solar Mamas", promoting renewable energy in the villages and at the same time enhancing's the livelihoods of their families. With the support of Ministry of External Affairs, this project has trained 1,708 rural women from 96 countries. Artisans are also supported in other projects.

Relationship with YFA

The partnership with YFA aimed at organizing a series of awareness capacity-building sessions for the youth of the nearby villages. The sessions were a great success, with massive participation of the youth*. These youth kept the engagement with the organisation in the following years, participating in the projects and supporting initiatives. Several of them were then invited to leading roles, forming a second-line leadership for the organisation.

This process was extremely important after 2020 when the organisation went through a major transformation. The international section became a separate body, Barefoot International, and a great part of the experienced staff started working there. At this moment, the second-line leadership formed was extremely important to find staff for all its projects within the the Barefoot College philosophy.

“ Many of the youth that participated at those sessions are now our coordinators of projects, enthusiastic and young

-Nitu Deo, SWRC consultant

”

CASE STUDY

Our team interviewed Tara, a young lady who participated at the 2019. She got to know Barefoot College in 2002 via a survey that came to her door. During the survey, they invited her to computer classes. She had to face the resistance of all her family members to join. It was the first time she was going far from her home: "I would hardly go out of my house. Suddenly I was asking to go to another village for 20 days. They thought I was crazy. But I insisted - you are teaching the boys, why can't the girls also study?"

She joined the computer classes, subsequently opening a shop in her village. Later on, she came to know about the leadership building sessions organized in partnership with YFA, and she joined. That motivated her to do further work, and she started menstrual hygiene awareness in the village. "Before, I could not speak with men. I would be afraid of what they would say and how to speak about menstrual hygiene with them. After those trainings, I became confident and now I can speak with anyone". Today, she integrates the team of menstrual hygiene in SWRC.

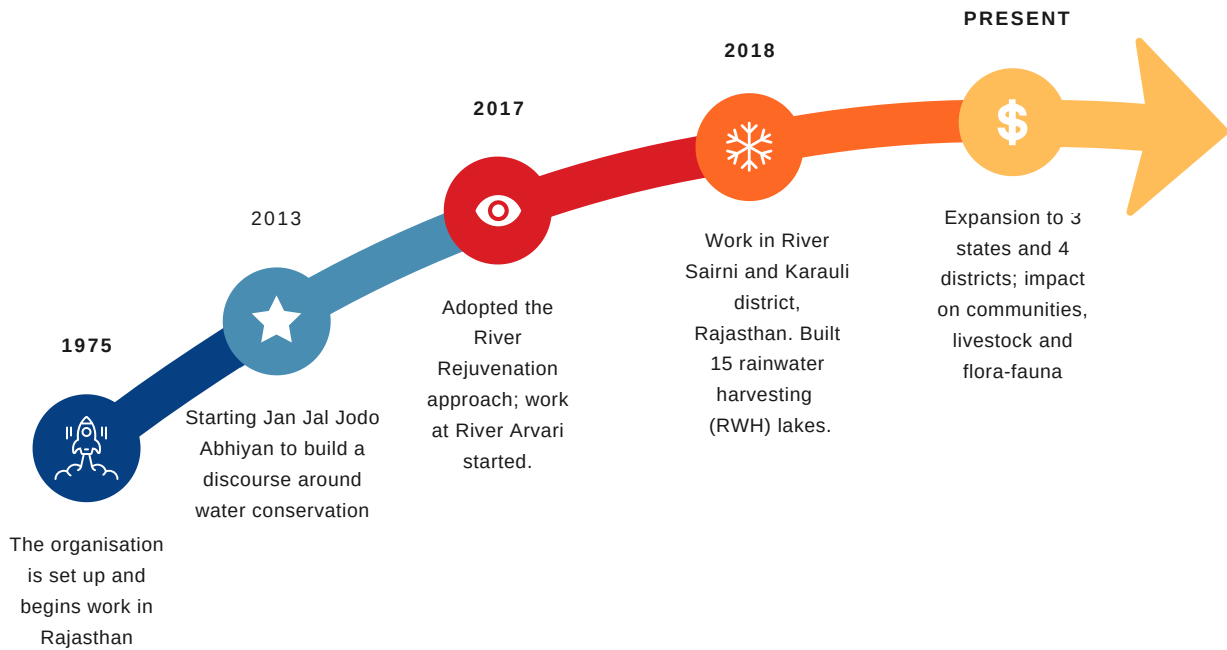
In conclusion, even though the YFA programme had not a direct impact on the organisation initially, since neither the grant nor the capacity building sessions were very relevant to a big and experienced organisation like Barefoot College, the programme ended up being very important later. The leadership sessions, organized for the beneficiaries, ended up benefiting the own organisation, and being important for the continuity of the social impact generated.

*Unfortunately, the exact numbers and detailed information was not available, because the sessions happened in 2019 and most of the staff involved then is not working in the organisation anymore, and neither documentation was found.

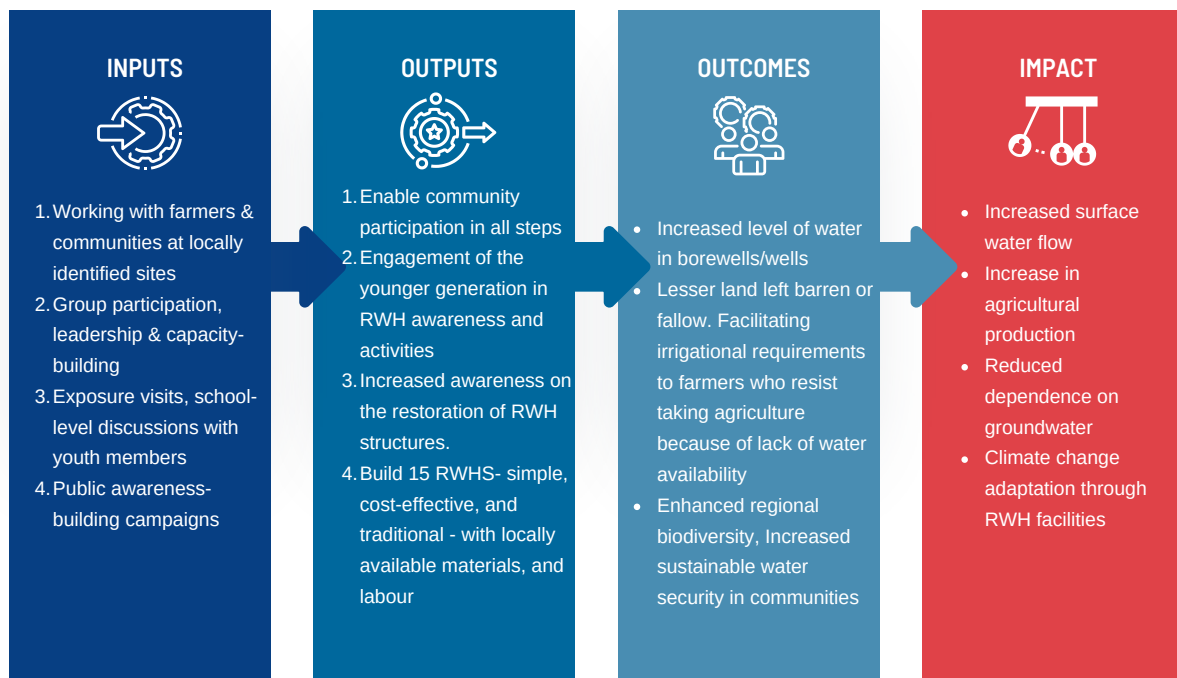
12. Tarun Bharat Sangh

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About the organisation

Tarun Bharat Sangh is an organisation based in Rajasthan that works for water conservation to benefit ecologically disadvantaged rural communities. They adopt a community-based, participatory approach to build water-resilient structures and create livelihoods and holistic development. Some of their current projects include adapting to climate change through water management, building civil society grassroots cadres, and efficient water use for irrigation and climate-resilient communities. Some of the movements they organise to mobilise communities include the Jan Jal Jodo Abhiyan, Tarun Jal Vidyapeeth, Rashtriya Jal Chetana Yatra and more. They intervene at the policy and community levels to impact efficient water conservation efforts.



Project Supported by YFA

The TBS project supported by YFA includes the construction of 15 water harvesting structures across Eastern Rajasthan. These have provided a much-needed impetus to agriculture, irrigation facilities, livestock maintenance and household water usage in several neighbouring villages. This endeavour has supported many families' livelihood prospects by providing healthier alternatives to otherwise dangerous workspaces like mining and construction work. The impact in the livelihood sector has resulted in positive outcomes in the industries of health, education and biodiversity. Rivers like Sairni, which usually provide water only during one month of the monsoon season, have been rejuvenated for optimal use all year round due to TBS's efforts.

The theory of change followed by Tarun Bharat Sangh is simple, holistic and community-oriented. This is reflected in the high levels of community participation and strengthening in all of TBS's projects. The organisation's focus on health, sustainable livelihoods and education reflect their holistic development understanding. Most importantly, equal precedence is given to both communities and their natural surroundings while conceptualising development plans in all of TBS's initiatives to ensure that the well-being of neither sphere is compromised.

Field experiences with the organisation

In-depth interviews were held with the project implementation team by ImpactDash researchers, and the second level of study was conducted with the direct beneficiaries of this intervention. This cohort includes the families residing in the vicinity of the rain water harvesting structures (RWHS).

While the RWHS facilities co-developed by TBS impact human and non-human components of Karauli's ecosystem, the following data was gathered to analyse the impact of these facilities on the direct beneficiaries; the community participants who co-developed these structures and are trained to maintain them as well.

Analysis of direct beneficiaries data

In order to understand the impact of the RWHS constructed by Tarun Bharat Sangh on the people, let's see how the people's water related lives have improved.

1. Increased total availability of water and water use

Around 92% of respondents affirmed that post the construction of the RWHS, they are able to use more water. All respondents highlighted there were changes in water use, and that there were increased purposes for which water is used due to its increase availability. Further, all respondents agreed that due to this level of water increase that is available besides monsoon, the number of livestock that they own has also increased. 7 out of 13 respondents had between 200 & 300 litres of water for daily household use.

Earlier, there was just 1 well with 3 ft water, people used to in stand in lines. They used the same water for all purposes and it got dirty. Further, except 4 respondents who indicated no change, all others shared that the number of functioning wells in their neighborhood had increased between 1 & 6 after the RWHS construction for different respondents. Sources like the hand pump, wells, baavdis start to get water due to the RWHS and places where grass did not grow initially, starts turning green. Women don't need to walk 2-5 kms for fetching drinking water as it is now accessible in the village/neighborhood and so all her household chores (washing, cleaning, cooking) become that much easier.

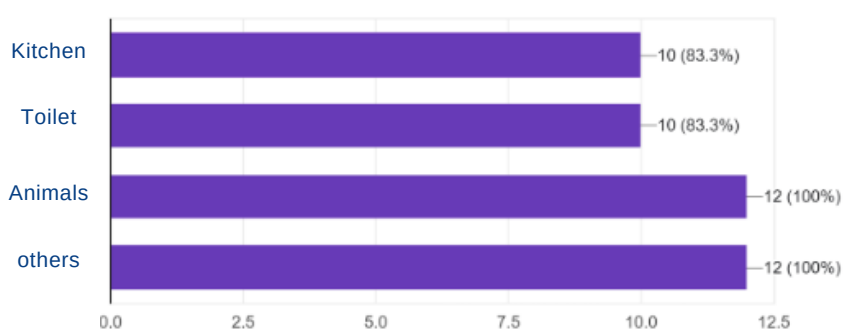
2. Diversification of water use for various household purposes post intervention

In this context, there was an overwhelming response from the respondents that the water used for various household purposes became a lot easier to fetch or obtain post the intervention by TBS. The places where most of the water was used is depicted as follows in the graph below

- Kitchen or cooking purposes
- Toilet or sanitary purposes

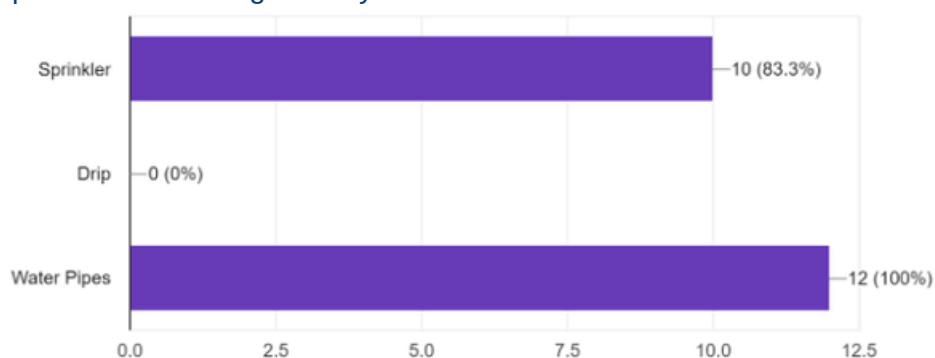
- Water for livestock bathing, drinking purposes. This has improved the health of the cattle as well. Earlier, they used to give only 1-2 litres a day, and post the intervention, they now produce around 10 litres a day due to better health.
- Other purposes such as drinking, brushing, washing clothes, etc

Amongst these, more than 80% of respondents mentioned that they're able to obtain access to water for kitchen/cooking and for toilet/sanitary purposes, more easily than before the intervention. Similarly, more livestock and other purposes, and overwhelming response was given by all respondents that it was a lot easier than before the intervention. Back then, the availability of water in and of itself was lesser and there would be scarcity prevented use for certain purposes.



3. Diversification of sources of water for agriculture.

Before the intervention in RWHSs by TBS, most of the farmers were dependent on rainfed agriculture, that is, rain water being the only sources of water. They were also dependent on River Shairni, which is a perennial river that provides water for 3 agricultural cycles. But these were all. However, post the intervention of the RWHSs in different parts in different villages, we see a stark improvement in all the respondents lives when it comes to sources of water used for agriculture. Most of the respondents have been newly exposed to irrigation as a sources of water for agriculture. Further, more than 80% of respondents said that the availability of the rain water harvesting structures enabled access later to Sprinkler mode of irrigation. Further, every respondent mentioned that they all have now access to water pipelines based irrigation systems.



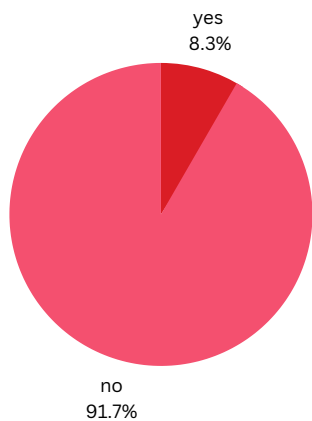
Before the RWHS, if the monsoon that year was sufficient, the farmers were able to plant only bajra. Today, they are able to plant wheat and mustard as well. Both rabi and kharif crops are being grown very well and we are spreading awareness about their maintenance.

4. Raise in standards of living

All respondents agreed that their has been an increase in their monthly income after the RWHS construction and this increase ranges between 25,000 to 15,000,00 INR accrued to yields gained through agriculture and livestock (increase milk production) both.

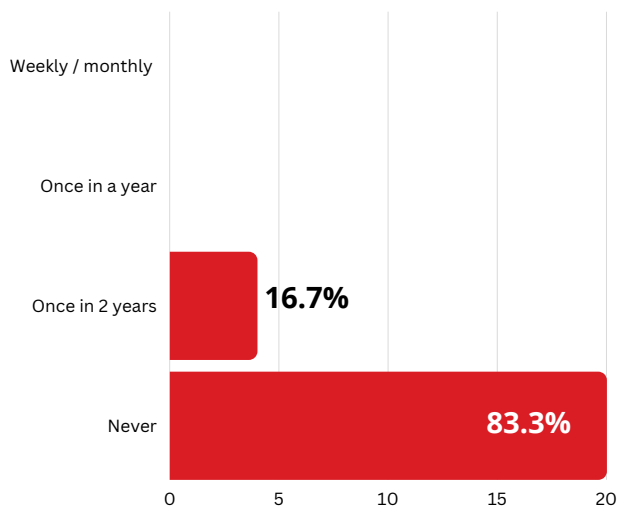
Most of them shared that they no longer have to spend on external tankers for water use. The field manager indicated that despite there being no need, some people do purchase extra tankers when they perceive extra usage during a particular period. However, all of them responded in the affirmative that their expenditure on drinking water had reduced ever since they started using the RWHS.

AFTER THE PROJECT, DID YOU HAVE THE NEED TO BUY WATER FOR EXTERNAL TANKERS?



Sustainability of outcome - TBS adopts a community-strengthening approach where they enter the communities, train them, identify their needs based on the experiences shared by community members, plan interventions and then disengage from the communities once the need has been met. In the RWHS project, they located the sites for construction and engaged the communities in addressing any damage/repair work that may emerge in due course. In this regard, all of the respondents agreed to have been trained and shared feelings of responsibility towards the structures. So far, the need for repair has only emerged once in two years as per their responses

AFTER JOINING THE PROGRAMME, HOW OFTEN DOES YOUR STRUCTURE NEEDED FURTHER REPARIS



- **Other improvements in standards of living attributed to TBS's RWHS structure**

- Availability of green vegetables and milk
- 6 months worth of labour-related push migration has reduced. One of the field staff working for TBS mentioned how the RWHSs really helped people during the pandemic as many migrant workers had returned to the villages and they could benefit by the water provision- as it lent itself to fish-breeding and other forms of biodiversity. Further, they mentioned that if not for the RWHS, 800 families of the ST community would migrate to other villages in need of employment. Now they stay back due to water induced employment.
- Some also indicated that due to water availability, even education has been positively impacted. One of the women respondents said, “Ab mere parivar ka achche se bharan poshan hone laga hai me mahilaon ko jal sanrakshan ki Sikh deti hun” [English- Now, my family has adequate nutrition and I educate women on water conservation.”]

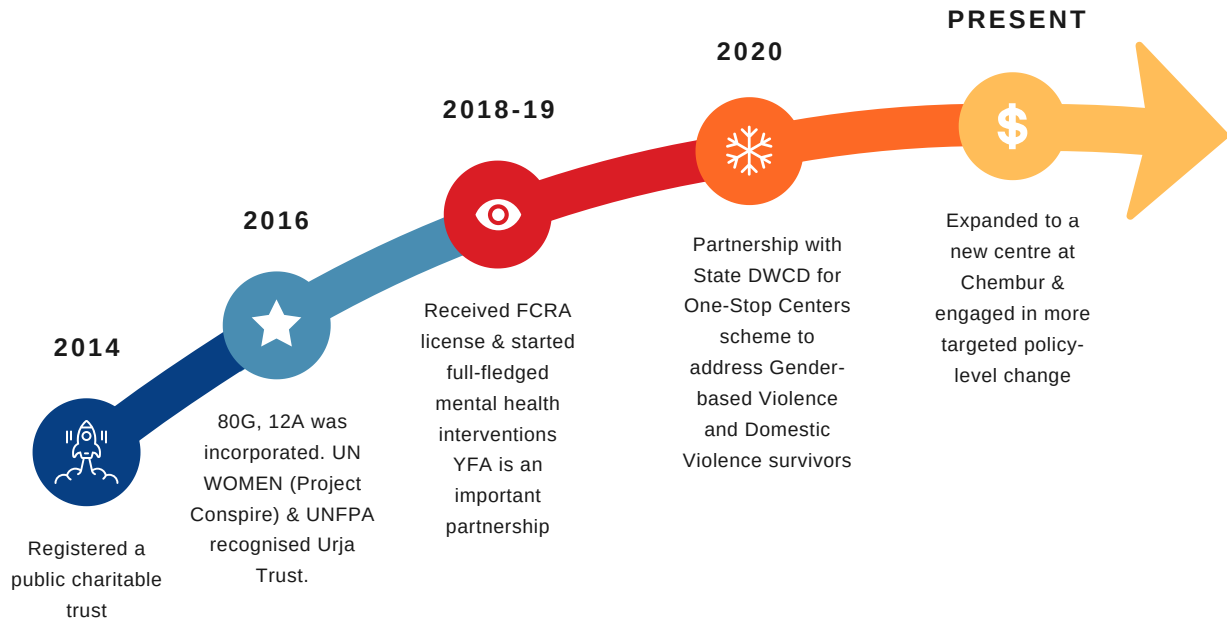
Recommendations:

Some of the suggestions for improvement mentioned by the beneficiaries themselves include increase in the height and depth of the RWHS so that they can hold more water, find ways to integrate water and irrigation system to aid agricultural outcomes.

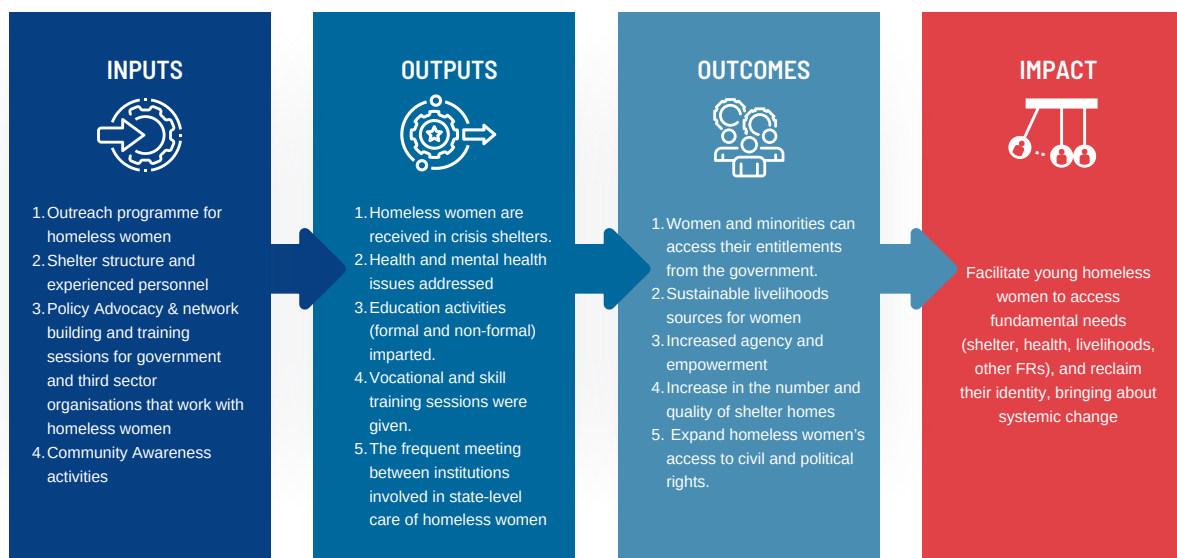
13. Urja Trust

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



1. People-centred processes and co-creation

When the co-founder and director of Urja Trust, Ms Deepali Vandana, was asked to share one story that she was proud of, her response was:

"I think I would say, more than pride, we are inspired by several of the people we work with. Not just one, but many many stories that inspire us."

The conversation captures how Urja's leadership emphasises personal autonomy and individual agency while balancing it with a strong sense of community. The women are at the centre of the process and contribute to co-create the programme and supporting each other.

"I was ridiculed at home for writing poetry and shayari, but I feel free to express myself here. I wanted to become a chef, but that was not an option welcomed back home; here, I was supported to find an institute and a program where I could begin my training".

These values were also reflected through our conversation with the direct beneficiaries of Urja's work- the women and other gender minorities. Many spoke about how "free" they felt when they participated in Urja. Some felt supported to chase their aspirations and encouraged to find their voice and vision for themselves.

The qualitative data shows empathy and compassion play during Urja's interventions. All the participants of the focus group discussion conducted as part of this data collection echoed feelings of belongingness and acceptance. A trans participant shared their experience of finding acceptance,

"People were unable to understand me from where I come from, but people don't judge me here. I feel welcomed and safe. At present, I live with my partner independently. Urja supported us in finding the house too. In my free time, I visit here to interact with others."



FGD during data collection by our research

Participants have shared how her peers in the “Safe Spaces” - Urja's crisis centre - are supportive and caring, constantly checking on her meals and other essentials. One of them, a mother of an infant child, narrated how she came to Urja during her pregnancy, escaping from her family and, after scary moments at multiple train stations, she was surprised at the staff's acceptance and compassion at the Safe Spaces shelter:

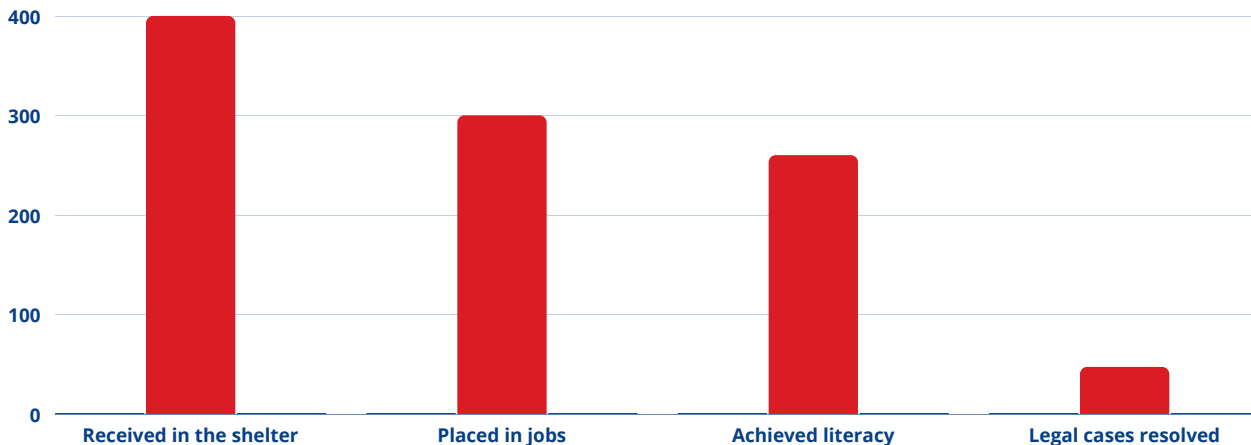
“I arrived here late at night, and the kitchen was closed then. Despite that, the caretaker got up, tended me, and asked if I would like some milk and biscuits. She insisted so much that I had to eat. I never forgot that moment.”

Another important aspect is the change in perspective due to empowerment. Now, women feel they can assert their rights and entitlements.

“There was a time when I ran out of cooking fuel and needed a gas cylinder. I called for it, but they refused to take my request. So I visited their office and expressed my request. They tried to dismiss it, saying it was the end of their office hours. It was not; I just needed one unit of their cylinder and paid for it. So I told them just that and waited at their office till they conceded to my request. I am entitled to this cylinder; I am a tax-paying citizen. Why should I wait at anybody's mercy? I was made to understand this through all my sessions at Urja and interactions with the didis here.”

The discussion reflected how Urja had played a significant role in mobilising and building a community of young gender minoritised people and helping them find meaningful relationships during their time at Urja.

NUMBER OF HOMELESS WOMEN IN URJA TRUST SINCE 2012



2. Empowerment and structural change

The participants in our FGD spoke extensively about how Urja helps them achieve their aspirations, something their families could not provide for various reasons. They also expressed how they had slowly emerged beyond initial inhibitions and grown to write or express themselves and their dreams more freely.

One of them shared how she was ridiculed in her family for wanting to be a chef, but she found support at Urja. For this, the organisation follows a **structured intervention process** right after outreach. Direct intervention or primary-level care is provided at the Dadar shelter home. Once the individuals are more or less stable and have addressed their immediate concerns, they move to the developmental care home in Chembur. At Chembur, they learn about their various alternatives and proceed accordingly. Once participants feel adequately ready to live in a group, they shift to a housing arrangement at their convenience.

More importantly, there is a profound acknowledgement of the **intersectional** nature of the issues of homelessness and gender-based violence amongst the team's leadership. For instance, they cited a research study they are developing to find the root causes of homelessness. Here, the co-founder added that they are also trying to conduct a

“Recently, we are trying to build leadership from the communities... we believe that NGOs should not exist, so we believe that our work should be more community-focused so that people don't need institutional support.” - Project manager.

Research on homelessness, civil entitlements, mental health and gender, and even caste is essential to marginality. The research-driven approach has been growing in the institution and sees homelessness as a consequence of a system of oppressive structures of a more extensive socio-cultural system.

To solve this problem - they shared - it is necessary to work consistently with the community, the government and third-sector organisations, apart from the individual woman. For this, they have interventions at multiple levels to deepen understanding where they place acute emphasis on the individual's autonomy without discounting the importance of community support.

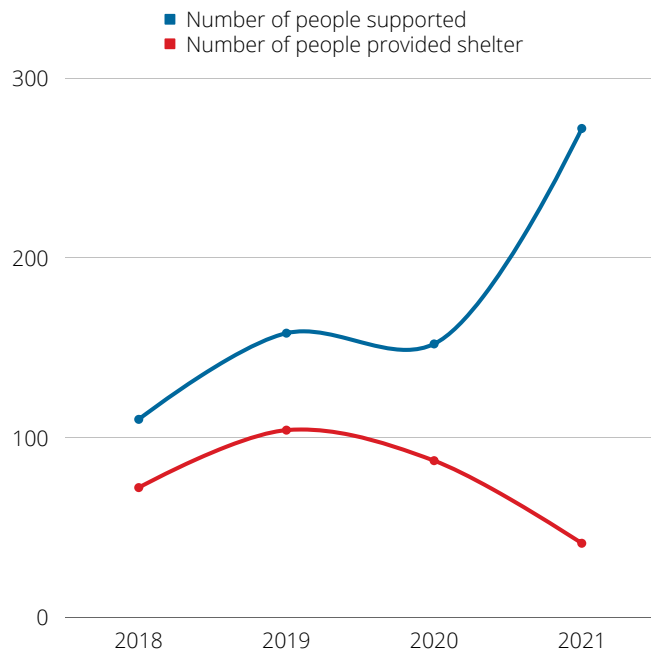
“in the upcoming 2-3 years, maybe even ten years, at least in the state of Maharashtra, we will bring some new perspective - like the caste perspective, which we don't have in the government system, the mental health perspective, etc. A larger perspective is required.”

3. Future plans and aspirations

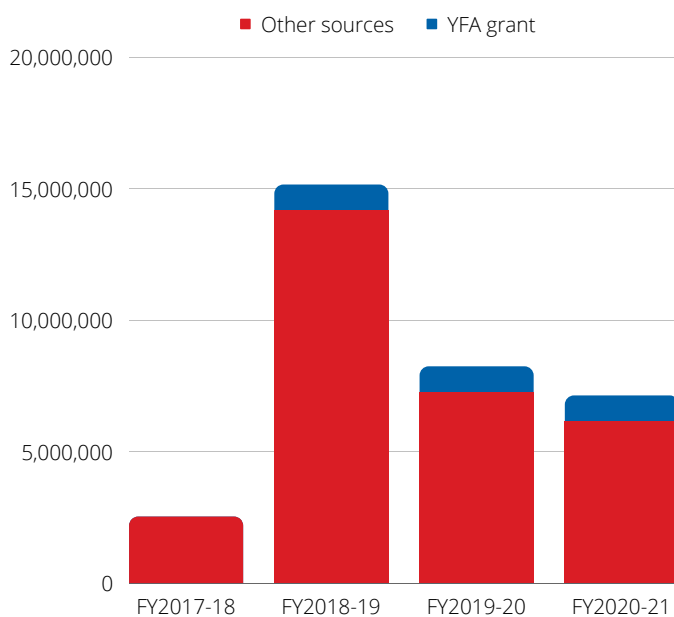
The future aspirations of the organisation include accelerated and targeted work in the health, housing and gender rights sectors. The plan consists of deepening the work of research and community engagement in 5 districts of Maharashtra: Mumbai, Thane, Palghar, Raigad and Ratnagiri.

The graph shows the number of women supported (number of "outreach" as per annual reports) and the number of people who have been provided shelter - that includes mostly women, a few children and some members of the LGBTQIA+ community. It can be seen that the organisation has suffered under lockdown, with the reduction of the number of beneficiaries in the shelter, but the number of people supported has increased, thanks to online counselling services and medical-legal support through OSC.

NUMBER OF BENEFICIARIES



ORGANISATION'S ANNUAL BUDGET



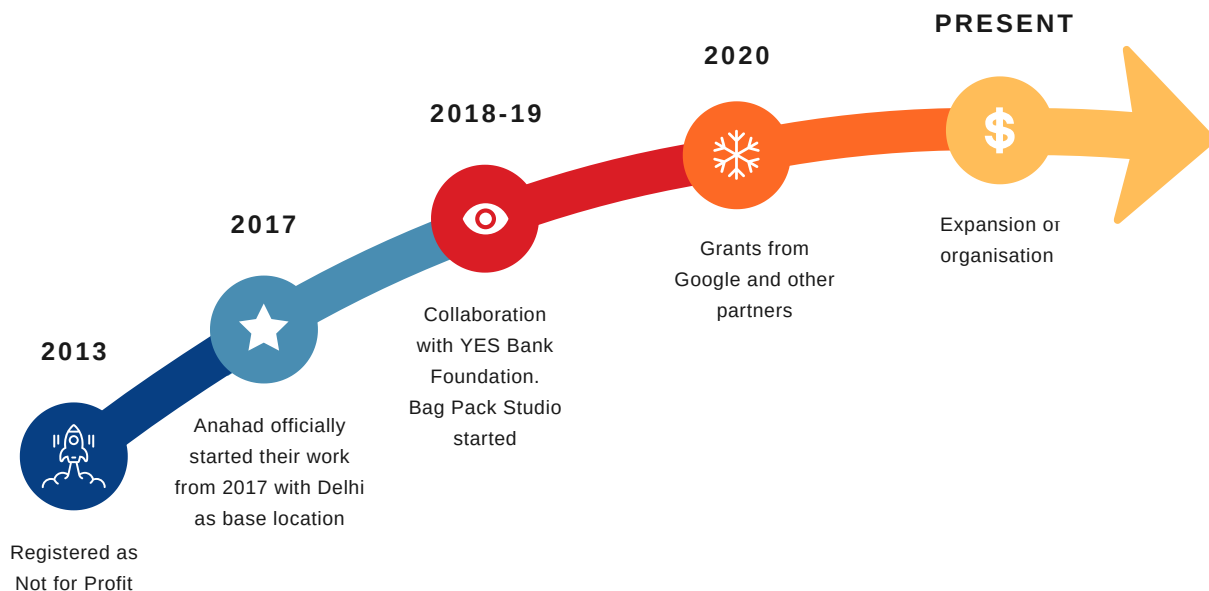
Accordingly, the annual budget also shows a reduction post pandemic, for 2 reasons. Firstly, with lockdown and less possibility to reach out to women in need, the number of people in the shelter was reduced, as it was seen, and consequently the budget also reduces. Secondly, Urja's funding sources depends also on private donors that were less capable of reaching out during the crisis. It can be seen that the contribution of YFA grant was significant during this time.

Concluding, it was seen that Urja Trust has a very clear Theory of Change, a strong conceptual framework and a good team to address the marginality of homeless women. Nevertheless, the organisation is young and has not reached the break-through moment of being completely independent with its finances. For this reason it is comprehensible the suggestions that the organisation left for YFA future activities: further handholding and connection with other funding sources.

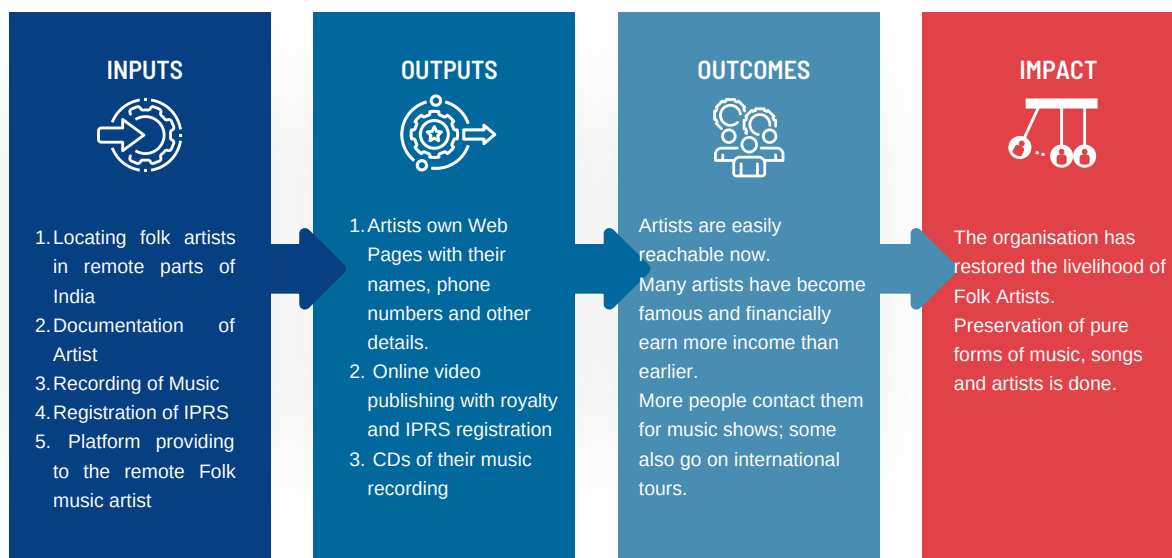
14. Anahad Foundation

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About Anahad Foundation

Anahad Foundation is a non-profit organisation registered under section 25 of the Companies Act,1956, on 13th May 2013. Anahad works towards the conservation-preservation-evolution-sustainability of folk musical heritage in India by empowering folk musicians with the help of technology,

The foundation's primary goal is to help folk artist who is left behind just because they can't afford to record their songs because of financial issues, located in remote parts of India and many other problems.

The organisation's founder wanted to connect these left-behind folk artists to the mainstream music world so that the pure form of their local music is preserved. Also, they get recognised for their authentic music.

Collaboration with Yes Bank

Anahad collaborated with Yes bank in 2019. The organisation used this grant to expand their team and invested in its Bag pack project for which this grant was given. The main work of this organisation was to go on the field to record the musicians, but due to covid restrictions, they faced various challenges. Still, the organisation managed to complete their target.



Musicians supported by the programme (images from SIO's website)

Project Funded by Yes Bank- Bag Pack Studio

Bag-Pack Studio, as the name suggests, is a portable device designed by Abhinav, a Co-founder of Anahad and a guy from Mexico. Backpack Studio is a wireless device that does not need soundproofing, does not require electricity and does not even need a laptop to record. Through this Bag Pack studio, recording became very easy. Songs can be recorded in any remote part of India. The organisation has recorded the folk artist even in deserts and mountains.

Before recording, the foundation researches the remote locations where they want to go, for example, certain tribes, some communities etc. Then they shortlist the list number of artists based on research reports, and then we go back again and document them. Documentation means recording their song and music and, shooting two music videos, creating a webpage for each artist with their content on the cover page and their mobile numbers. They also update the webpage with the interviews they have taken of folk artists and also register them under the IPRS. After recording videos, the foundation takes 12 days to go back and make CDs of those videos.

After finishing the documentation, the foundation goes back to folk artists with 20 recorded CDs, artists' business cards and printouts of their webpage to give to the artist. They also publish the videos on all online platforms. The royalties collected on the videos are directly given to the artists.



CASE STUDY

Anahad's team first went to Jaisalmer, Rajasthan, for the first time and saw Dhaku Bhai, a local folk artist. Many people used to shoot videos of him singing, post them on their online platforms and thus earn lots of money. But the poor artist illiterate in the online field were exploited by such people. When Anahad's team tried meeting him, he was very resistant; he thought these people were the same as others who just took his videos and earned money. Anahad team tried explaining their work to him, and finally, he agreed to shoot a video.

After 12-15 days, Anahad's team returned to Dhaku Bhai and gave his 20 CDs of his songs along with his business cards and his online website printout. Anahad team taught him how to use his website. They also told him that if someone comes to him for a video, ask them to take his CDs and hand over his business card.

After a few months, when Anahad's team returned to Jaisalmer for some work, they saw Dhaku bhai running to them with a big smile and crying. He said, *"I can't thank you enough for what you have done for me. Because of your people, I got famous. Through my business card, many people directly call me for shows, wedding parties etc. I started earning more money. Recently I even went to Germany for my performance."*

Earlier artists like Dhaku Bhai used to earn very much. Now, they earn rupees 40-50k/ performance. They also get royalties directly from Spotify and other platforms with any middlemen who used to take 50% of artists' money.

Experiences with Yes Foundation

The organisation scaled from 2019 to the present time. Earlier, they had connected with around 4k artists, but now they are associated with 10k+ artists. The organisation said this did not happen directly because of Yes foundation's grant but also because of other big funders like google, Infosys foundation etc. The amount received from the Yes foundation was significantly less. The organisation also faced challenges because of the delay in grants from YFA. During the pandemic, they faced most challenges as it was impossible to go to the field. The milestones set for YFA were not changed, even during the Pandemic.



Musicians supported by the programme (images from SIO's website)

New Initiatives started by Anahad during this Period.

In the "Equal Sessions", folk artists are given songwriting workshops for five days. The Idea of the Equal Session initiative came from Anahad's research in this field. They found that 60% of folk artists don't know the actual meaning of the song they are singing. They are just singing the songs passed to them by generations. Songwriting skills are declining in those artists, which is one of the reasons for the decline of folk music. So to overcome these issues, Anahad has started this workshop in which five days of training on how to write songs is given to artists. After the workshop, artists write a song and record the soundtracks. The recordings are done in studios. The royalty of the song is provided directly to artists.

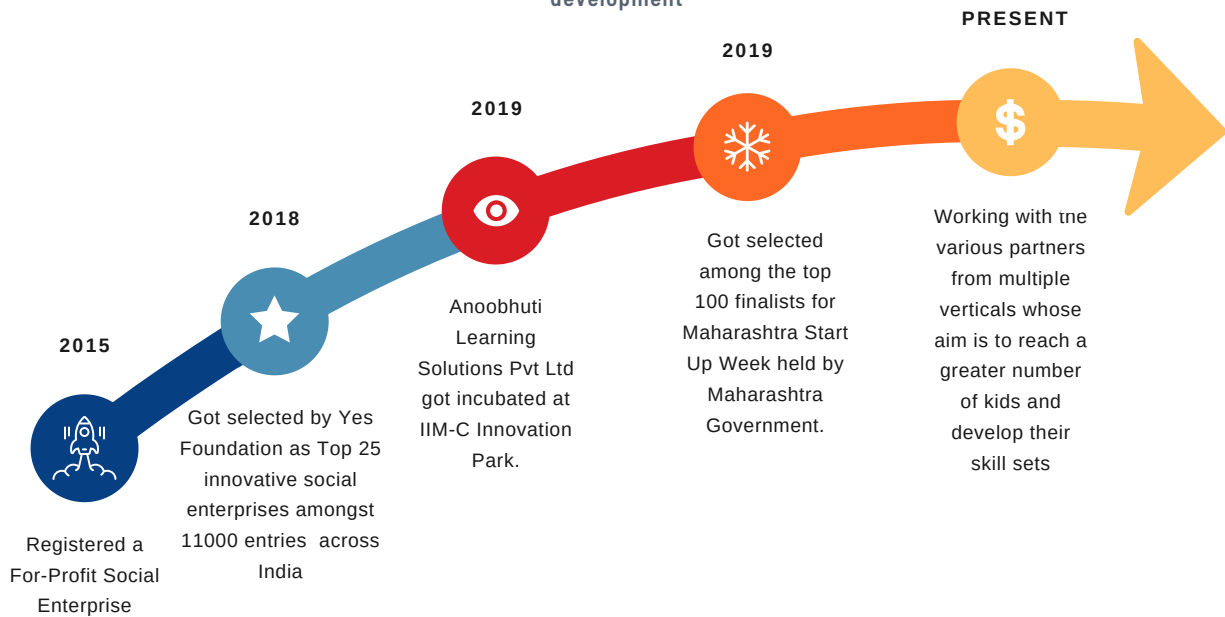
To conclude, the Anahad foundation provides a transparent source of livelihood to folk artists who otherwise find it difficult even though they have good skills. The organisation is empowering these artists to stand up for themselves.

The organisation had difficulties with delays in grants from YFA, but according to the organisation, each grant is crucial to them, and they value it.

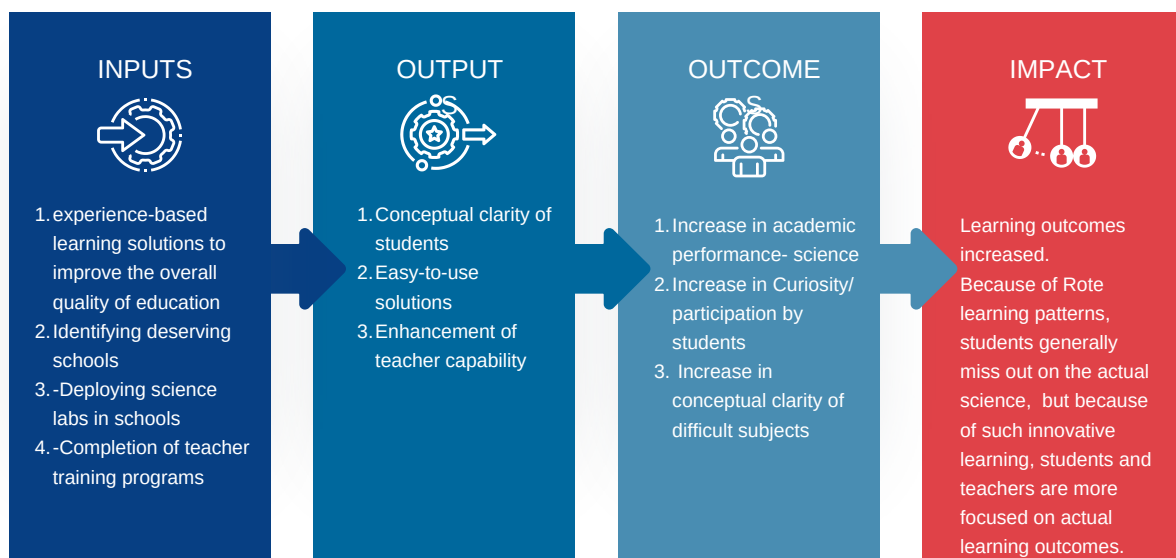
15. Anoobhuti Learning Solutions

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About Anobhuti Learning Solutions Pvt Ltd

Anobhuti Learning Solutions Pvt Ltd, formed in 2015, is a social enterprise incubated at IIM-C Innovation Park in 2019. They are committed to improving education quality in primary and secondary schools by using experiential learning content. To achieve this objective, they work with educators, CSR partners, Government agencies and schools.



Experiential learning promoted by the organisation (images from SIOs report)

Relationship with YES Foundation

The collaboration with YES Foundation started in the year 2019. They utilised this grant and engaged with many other corporates for their CSR grants through this collaboration. They also came across IIM Calcutta incubation because IIM members were on the jury that selected them. This collaboration also helped them to scaled-up operations in Madhya Pradesh; now, they are operating in 20 schools. They have recently started operations in Bangalore and Karnataka in around 20 schools

We want to promote experiential learning. So, we don't get into more of a digital kind of space; we believe in physical, actual experiential content. So, we also have developed some range in the pandemic. We have developed some content for first to fifth grade, which is, as you said, for individual student consumption, so we have recently designed and started getting into the market. We are also working on some concepts or some content for critical thinking skills development through puzzles and games. That is another area that we are exploring. The idea is to develop experiential content to improve learning outcomes, either academic or non-academic, especially for rural, peri-urban or underprivileged kinds of schools.

-Mr. Narendra Godse, Co-Founder

About the Project

Anoobhuti has designed experiential content comprising exhibits, working models, hands-on activities and audio-visual content for teaching science to grades 6th to grade 8th in the classroom more effectively. It is a compact kit for every school. The content is mapped with the local curriculum. It also provides teacher training workshops to empower teachers in classroom teaching and mid-interventions as per need, along with a mobile app which provides a learning management system for teachers.

Achievements of Anoobhuti after Yes bank Collaboration

The major achievement of Anoobhuti is that it got connected and incubated by IIM-C. It helped them to grow exponentially.

If Yes foundation was not there, we could not have gotten access to that funding and the bond with IIM Calcutta. So, strategic level, they have contributed a lot. And as I said, otherwise, we would have struct up at a startup level. And if this grant was not there, maybe and Pandemic was there, and we could not have thought to scale up. And we would have closed down also. But add this support was there we continued our operations.

-Mr. Narendra Godse, Co-Founder

The accelerator program of Yes Foundation has contributed to Anoobhuti's growth in various ways. The training program of YFA has helped in improving the overall pitch and positioning of the organisation. It has given them the right direction. They have also significantly improved their digital presence (youtube, Facebook, Instagram etc) after the one-to-one session with a digital marketing expert. A lot of collaborations happened during the training program: though not materialised yet but engagement started with few.

Number	Project name
1200	Science kits
4	Science Express
1	Community Science Centre
2	Reading programme
1	Community reach out

1200+ Schools = 4,00,000 Students

Collaboration with other Institutions:

The Anoobhuti has signed MoU with the State government of Maharashtra for implementing experimental learning kits in government schools. They also have tie-up with other non-profits working in education sectors in those schools, who will be helping in connecting to the last mile. But the teacher's training and everything else are done by Anoobhuti.

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Exponential Increase in Revenue:

Before the Yes foundation collaboration, the organisation's revenue was between 10-15 Lakhs, and after the collaboration, it went exponentially to 3.5 Cr consecutive for two years. The primary reason was reach provided by Yes foundation through collaborations with IIM, Gov of Maharashtra etc.

Currently, Anoobhuti depends largely on CSR and no other investors etc. And then directly to government procurement sourcing. They are in talks with the Madhya Pradesh government's 400 schools in a tribal belt. They are also in discussions with several corporates like UltraTech Cement in Rajasthan. They are also in talks with Karnataka Govt. Their primary funding sources would be direct government procurement and CSR.



Images from the organisations activities (from organisation's report)

Notable Achievements of Anoobhuti in the last three years of collaboration:

- Govt of Maharashtra MoU CSR partnership;
- MSCERT approval (state board);
- MPCON empanelment for CSR project execution across Madhya Pradesh;
- Collaboration with MP open school board, Alternative system of education is provided by the Madhya Pradesh State Open School Education Board;
- Collaboration with Karnataka Rajya Vijnana Parishat (KRVP);
- Collaboration with Keshavsmruti Pratishtan;

New Initiatives developed in the Pandemic:

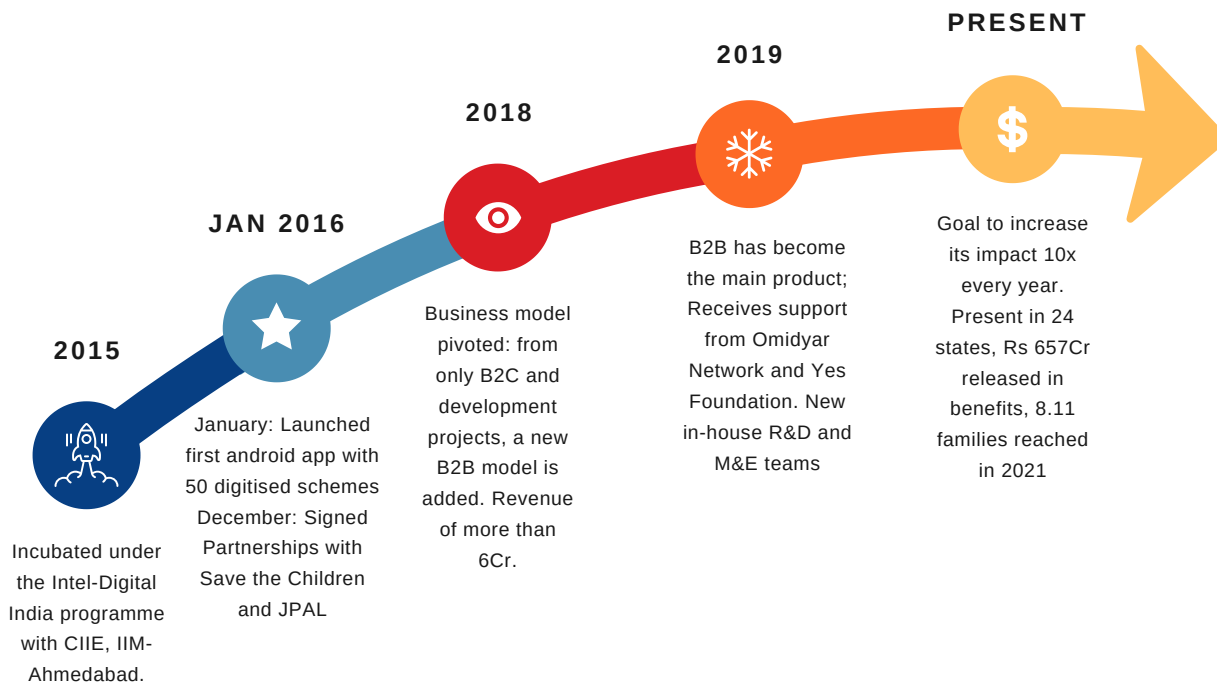
- Smart Plus Kit: This product is developed to introduce children to the 21st-century skills necessary for a child's development. The kit includes brain games, puzzles and a book.
- Hands-on Science Kit: Hands-on Science Kit is designed for students learning between the Grades 6th to 8th. They have tried to provide exciting activities that kids can perform at home. Even parents can join them.

To conclude, the organisation were pleased with the YFA program. It helped them to grow in all the verticals. Anoobhuti is also impressed with YFA's logical ending of the program, i.e. with impact assessment of the organisation to know their achievements and difficulties.

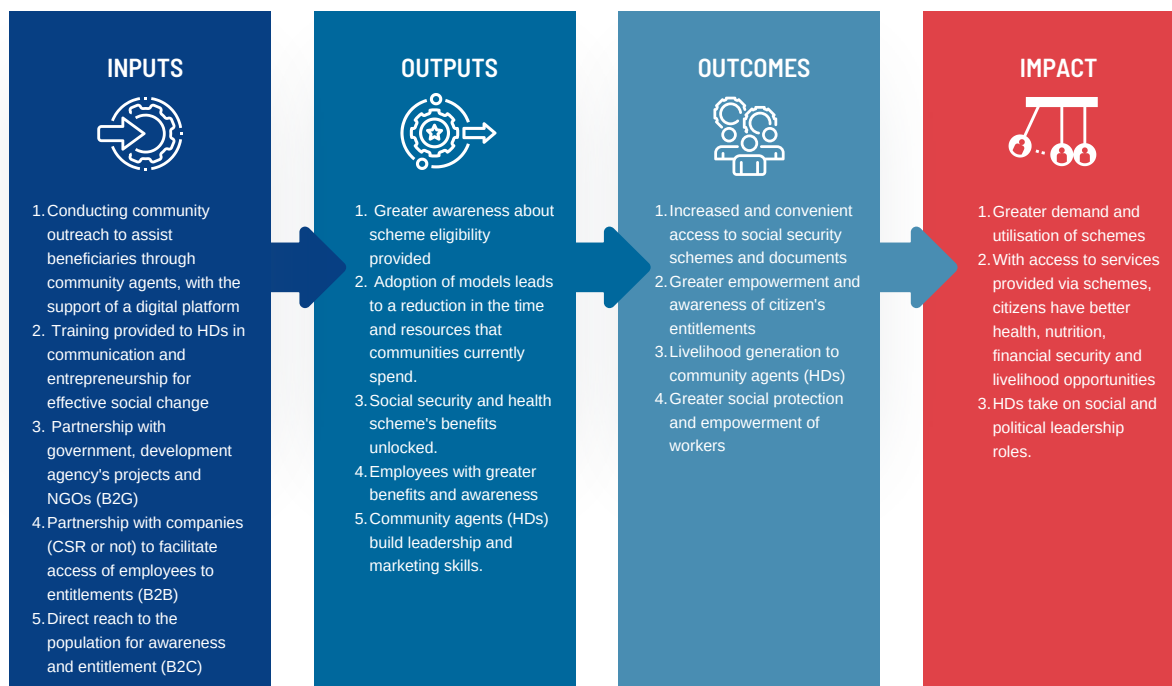
16. Haqdarshak

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



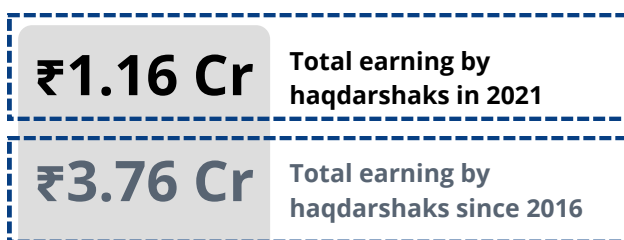
THEORY OF CHANGE



About Haqdarshak Empowerment Solutions

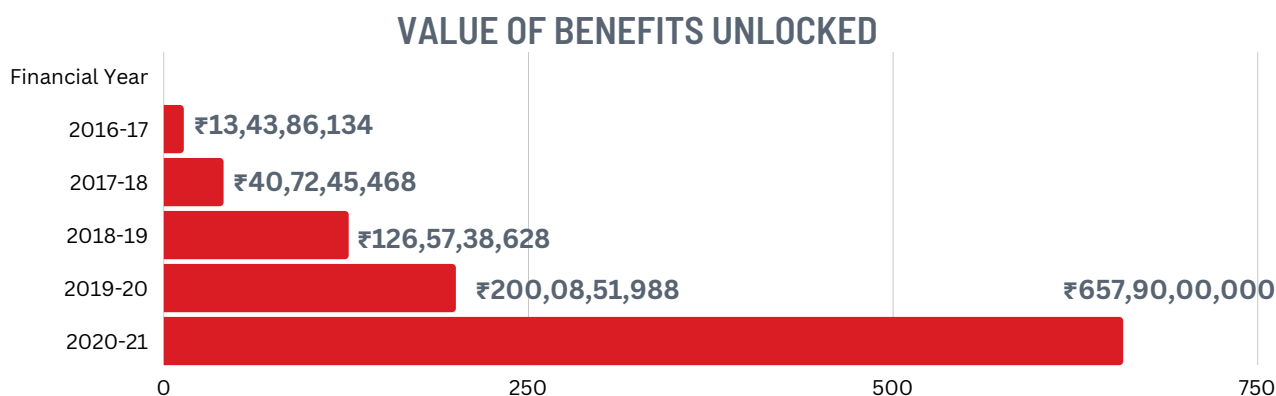
Haqdarshak (HQ) was founded in 2016 as a social enterprise organisation to ensure every citizen is linked to their basic welfare entitlements and can benefit from them. The Government of India spends around INR 9 lakh crore (USD 120 billion) on the top 1,000 welfare programmes across the country. Yet due to several factors such as information asymmetry, cumbersome application processes, unawareness about eligibility and lack of requisite handholding support, the demand for welfare programmes is low. Haqdarshak is working to make welfare programmes more accessible by developing a multi-state, multi-lingual, cloud-based mobile technology platform that enables people to find the government and private programmes they are eligible for, apply for, and reap their benefits of them.

The idea is simple and elegant. Local women from communities are trained as entrepreneurs to provide last-mile documentation services. These women are prepared as community agents (Haqdarshaks - bearers of light) facilitating access to government schemes to whom the people are entitled. This becomes a livelihood source for them and a stimulus for the community. They receive training in marketing and entrepreneurship as well.

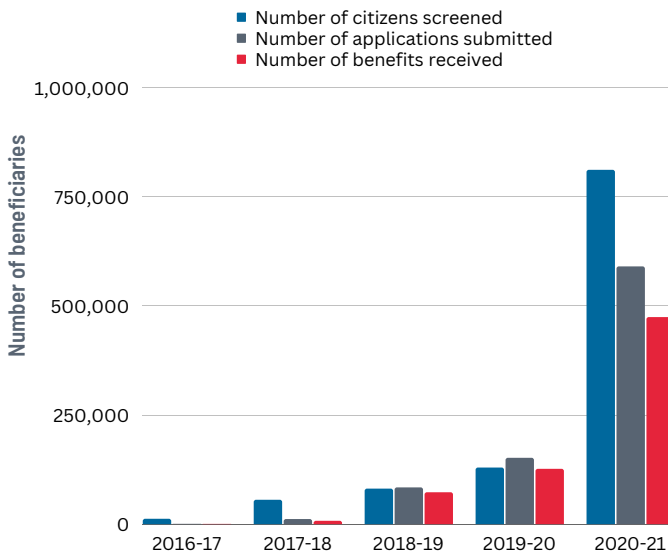


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NUMBER OF BENEFICIARIES ACCESSING BENEFITS

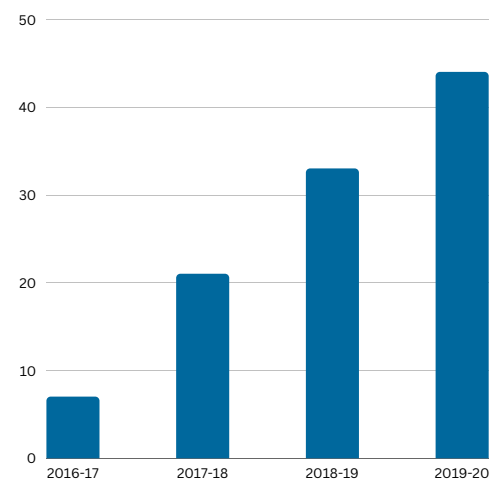


BENEFITS PER GEOGRAPHICAL AREAS

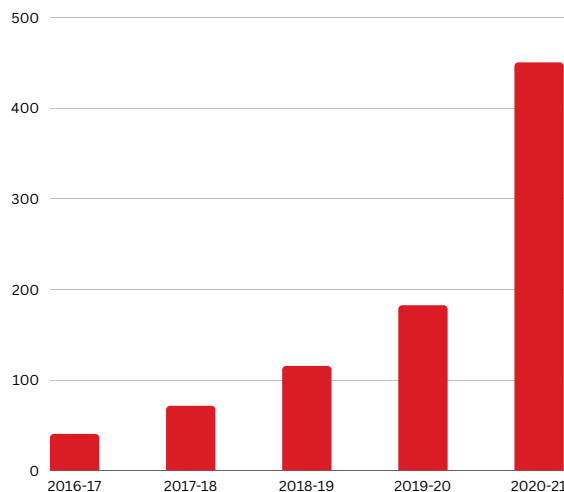


The areas are selected, and the Haqdarshaks are enrolled as part of a project or partnership. In the first business model developed in 2016, the organisation would function as a facilitator to access documentation and government schemes inside development projects - executed by an NGO, the government or International agencies. In 2018, a second model was conceived, where Haqdarshak is a service provider for companies to avail entitlements for their employees and the population in their value chain. This model now constitutes 70% of the organisation's revenue.

NUMBER OF PARTNERS



NUMBER OF STAFF MEMBERS

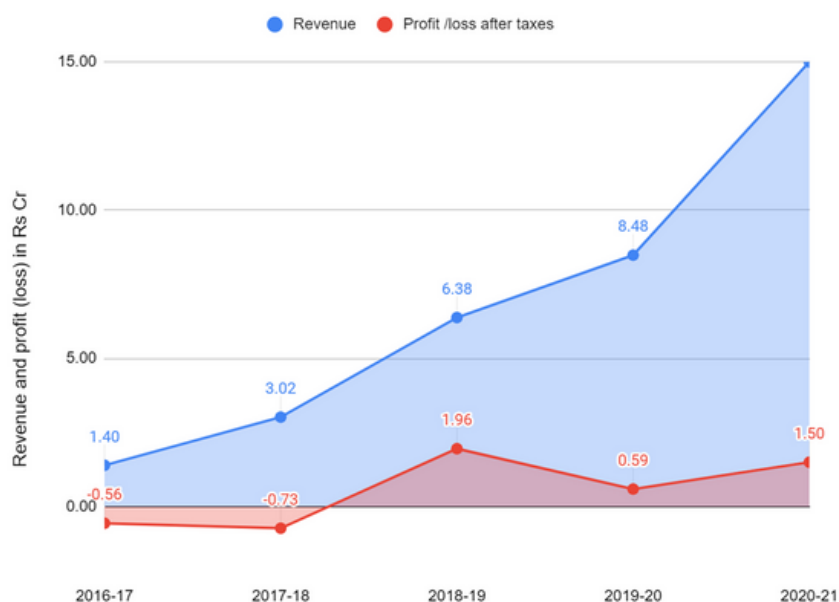


I never even had a mobile phone, but after becoming a Haqdarshak, I started earning a monthly income of Rs 10,000. With this, I have started my own Common Service Centre with a printer, laptop, and lamination machine. I have supported 1200+ citizens applying for schemes and want to help many more!

Zeba Khan - Haqdarshak from MP



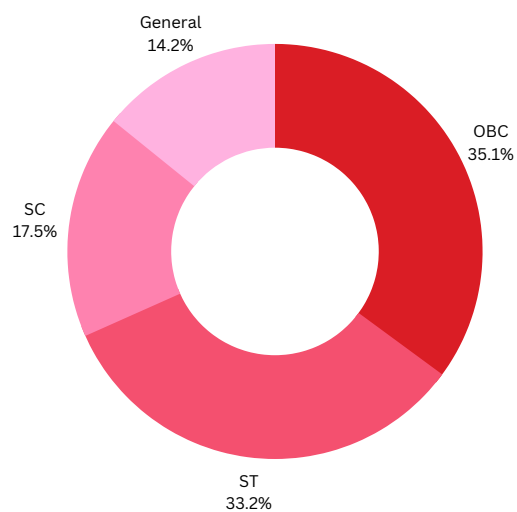
REVENUE AND TOTAL PROFIT (LOSS) ACROSS YEARS



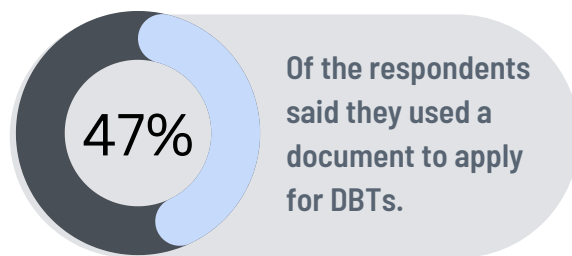
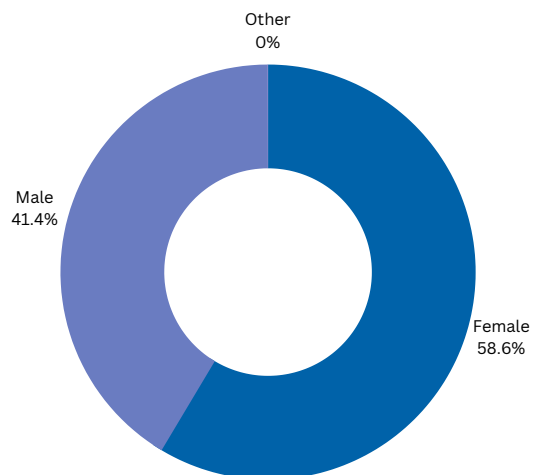
This graph shows the growth in revenue and profit (loss) for the period between FY2016-17 to FY2020-21. The numbers for 2021 are an estimate given during the interview. It can be seen that the organisation has gathered momentum, undergoing rapid and steady growth.

Socioeconomic profile of the beneficiaries

CASTE DIVISION OF BENEFICIARIES



GENDER DIVISION OF BENEFICIARIES



The project under YFA

It can be seen that HQ was already a strong organisation by the time of joining YFA, with a revenue of around 6 Cr and rapid growth. For this reason, the YFA programme was not so impactful in the organisation's lifecycle. Yet, the grant was used to create a new product: a free app making information on government schemes available to the general public, independent of contact with an agent.

YFA was important for our organisation since it was the first time we were having a direct engagement with the beneficiaries

-Ms. Madhura Karnik, Chief Growth Officer

The App did not reach the broad numbers of users as the organisation's other projects usually do, being downloaded by around **10k users**. Nevertheless, it has received some very positive reviews, as can be seen by the quotes below, from users in the Google Play Store:

Excellent app before, it was not working properly, but after my feedback, they updated the app and removed the issue really nice work from the developer side. They read each and every feedback. Thank you so much, Haqdarshak team

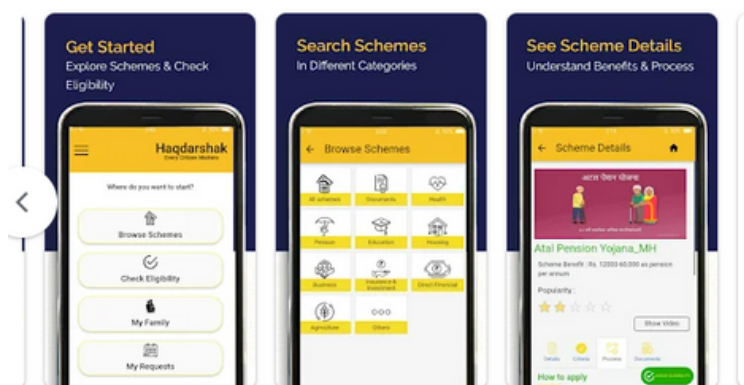
-user

The most informative app about government schemes. I don't think there's any other app I came across like this. This one is good.

-user



118 reviews

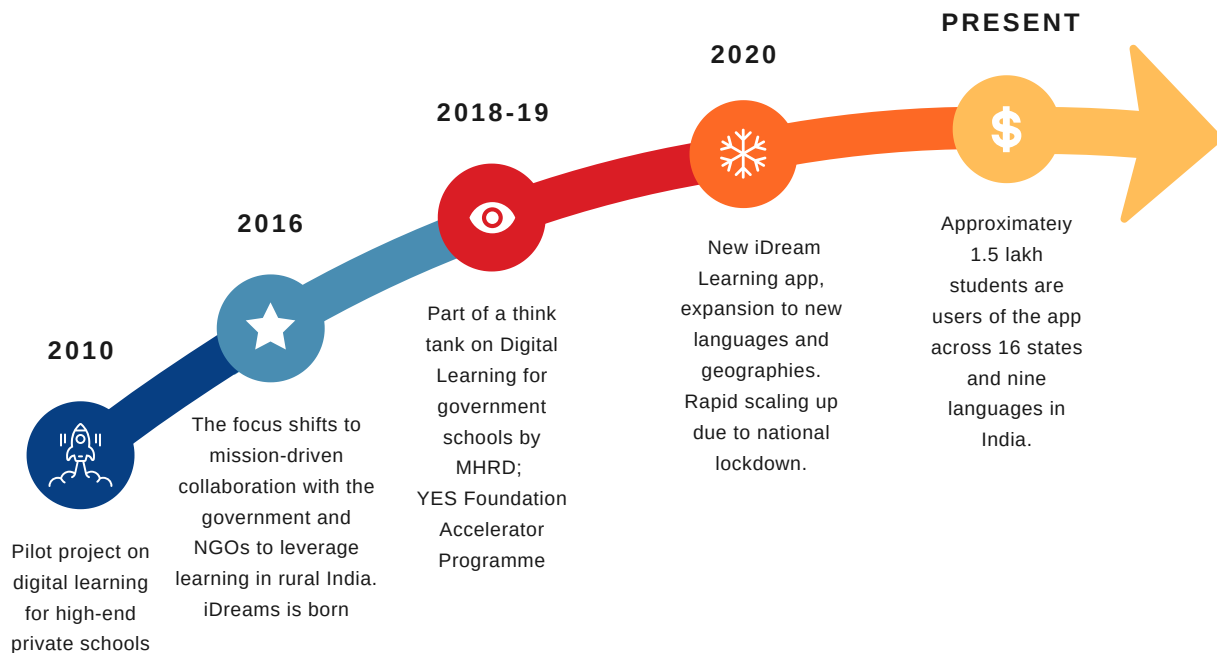


screenshots of Haqdarshak app developed with YFA

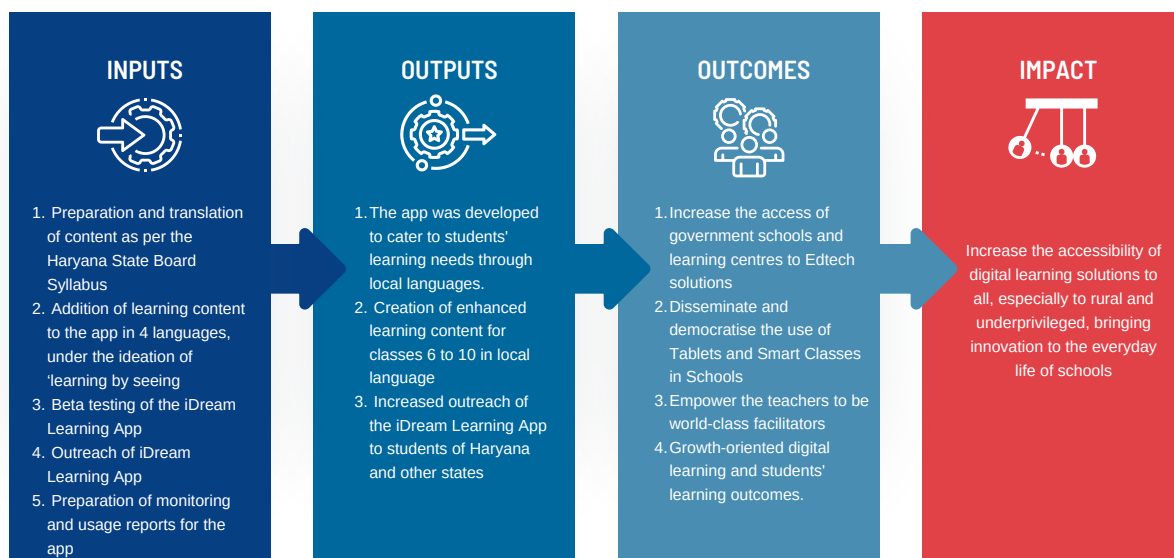
17. iDream Education

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About iDream Education

iDream Education is a for-profit social enterprise established in 2016 by co-founders Puneet Goyal and Rohit Prakash. They partner with government and non-governmental schools, State Education Departments, NGOs, and hardware manufacturers to provide customised digital learning tools in India in English, Hindi, and other local languages. The services provided by iDream include TABLAB, PC-free smart classes, learning tablets and a learning app.

Relationship with YES Foundation

The collaboration with YES Foundation started in the year 2019. The idea was to create an application to deliver online content to the students for learning at home. This was later integrated with schools to have labs and smart class setups. iDream's initial expectations were related to the next steps of growth:

"We realised that our idea to include local language assessment required extra funding. Gladly, we found YES Foundation to be in sync with our approach."

- Rohit Prakash, Cofounder

"We had two expectations. First, we will be able to get funding to do all that we envision. Secondly, we thought that YES Foundation coming on board would give credibility to what we were doing, making it easier to approach state governments or other CSR organisations."

- Rohit Prakash, Cofounder

The timings could not be more appropriate: the learning app was almost ready to use when the national lockdown was declared in 2020. iDream started receiving calls from all over the country, experiencing a fierce scaling up. The app, initially thought to be used by 50,000 students in Haryana, was translated into four other languages and used by 1.5 lac students. The organisation passed from 5 employees to 68 in a couple of years. According to the cofounders, support from YFA was essential to this vertiginous growth.

"Till the capacity building sessions, we were running like a startup. There were no structures or processes to it, especially in finance. So, through the sessions, the kind of people that were brought on board and peer networks provided a lot of learning."

- Rohit Prakash, cofounder

"The seeds of that thought were put in by YES Foundation only. Today, we are a much more professional organisation. We have worked a lot in the past year to professionalise operations at iDream Education. We have a much better system and processes for everything."

- Rohit Prakash, cofounder

This organisation was in the initial phase of its lifecycle; for this reason, the capacity-building sessions were even more important than the grant and branding aspects, which were also relevant. Another exciting aspect of the impact of the YFA programme was the interaction between peer organisations. The interviewees said they learned with each other, got inspiration and, in some cases, engaged in mutual support, as the case study below demonstrates.



CASE STUDY

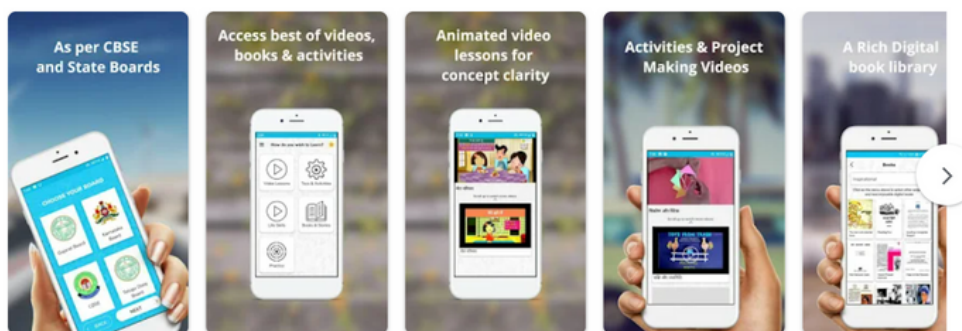
Naresh was five years old when he started to beg with his younger brother. The parents who use most of the money collected to drink expired the following year, first the mother and then the father. Roaming around the streets of Mumbai, the brothers learned many coping mechanisms, substance abuse being one of them. When SUPPORT contacted Naresh, he was initially diffident, but with time, he joined the organisation. He went through the detoxification process, came to live in the shelter and became interested in studies.

In 2019, iDream Educational started a partnership with SUPPORT after both organisations got in contact through Yes Foundation Grant & Accelerator programme. iDream was testing its new App and wanted to use it to enhance the learning outcomes of the youth that SUPPORT was rescued from the streets.

Naresh started using the App and, when he took the Math test, the score came to 100%. iDream's team thought it was a technical glitch and suddenly contacted the IT team. No glitch was found. They asked him to repeat the test, and the boy scored maximum again. He had an excellent aptitude for Math, a hidden talent that iDream's team identified and that SUPPORT promptly started to foster.

About iDream Learning App

The MOU signed with YFA was focused on building an app "to deliver multiple categories of content - multimedia animations, activity-based videos, digital books and practice in Hindi medium aligned to the Haryana state board curriculum." The App targeted classes 6 to 10, Hindi Medium schools for Haryana, but, as mentioned before, it experienced rapid demand-driven growth. During 2020-2021, the app expanded to classes 1 to 12 in Hindi, English and nine local languages, reaching up to 1.5 lac students across India.



screenshots of iDreams app developed under YFA support



The App has good visuals and has received a good rating. More than 1,500 evaluated the app in the Google Play app store. The overall rate is 4.4, which is the average of the most used learning apps in India (in order of n. of downloads)

App name	N. of downloads	Rating
Byju's	100M+	4.2
Vedantu	10M+	4.1
Toppr	10M+	4.3
Khan Accademy	10M+	4.6
Extramarks	10M+	3.9
iDream Learning App	100k+	4.4



The reviews received are very positive as well. The reviews receiving the most likes are:

Amazing App. Very simple and easy to use. And I am amazed it is free. When byjus , toppr and others I talked to, are charging very high, this itself serves my children's basic needs. I specially like the digital books and the fact that you have added digital content for other aspect of child development. Great start by iDream Education.

-user, 19 April 2020

The iDream Learning App is amazing. Very easy to use and covers all subjects with enjoyable content. I am a tutor and have started using this app as a supplement to my online teaching in lockdown times. Great value and that too for free. Some of my students were earlier using byjus and toppr tablets but I wonder if anyone needs to pay them so much with such apps available now. Thanks iDream! I especially love the practice questions with live mastery instant feedback.

-user, 25 April 2020

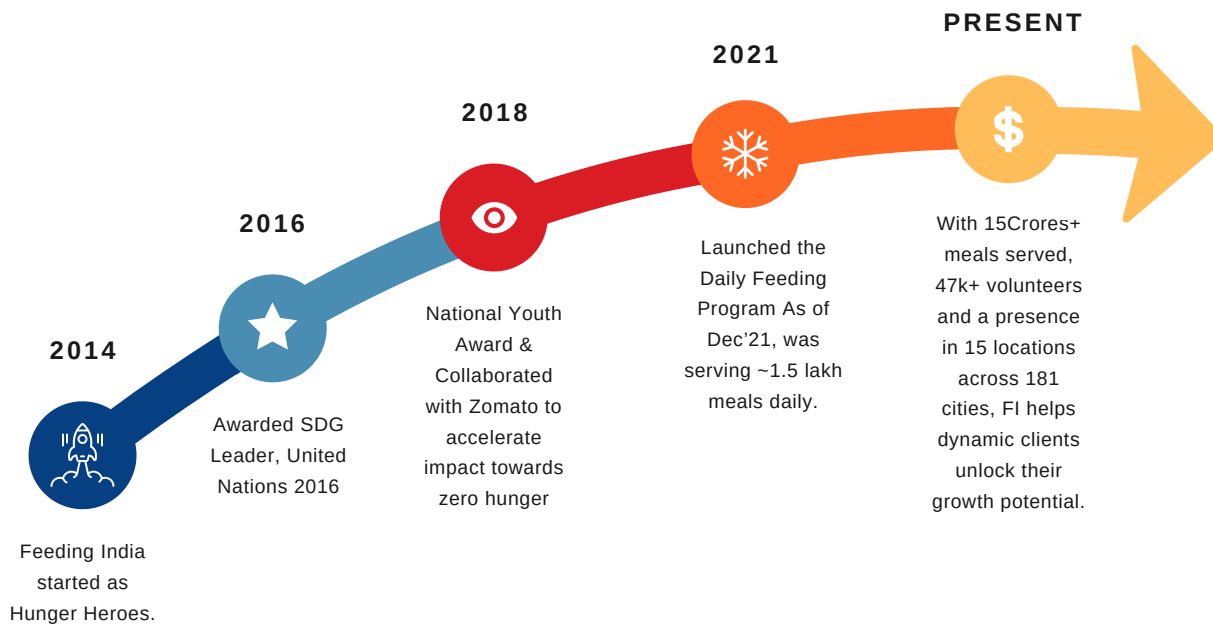
In conclusion, the organisation has been growing steadily, delivering good results regarding enhancing the student's learning via technology. More importantly, from a social point of view, the organisation keeps faithful to its vision of "facilitating universal access to learning and growth to all students, irrespective of their class, region, religion, gender or learning levels. So, through our solutions, we have built a universal, multilingual learning platform, which works offline and online, and can be delivered across any hardware and operating systems." These are essential characteristics to reach the rural populations, giving them the same opportunities as others.

iDream Education is an example where the intervention of YFA was highly impactful, leveraging the organisation to impact lacs of students all over the country, increasing the accessibility to education and creating better opportunities for students.

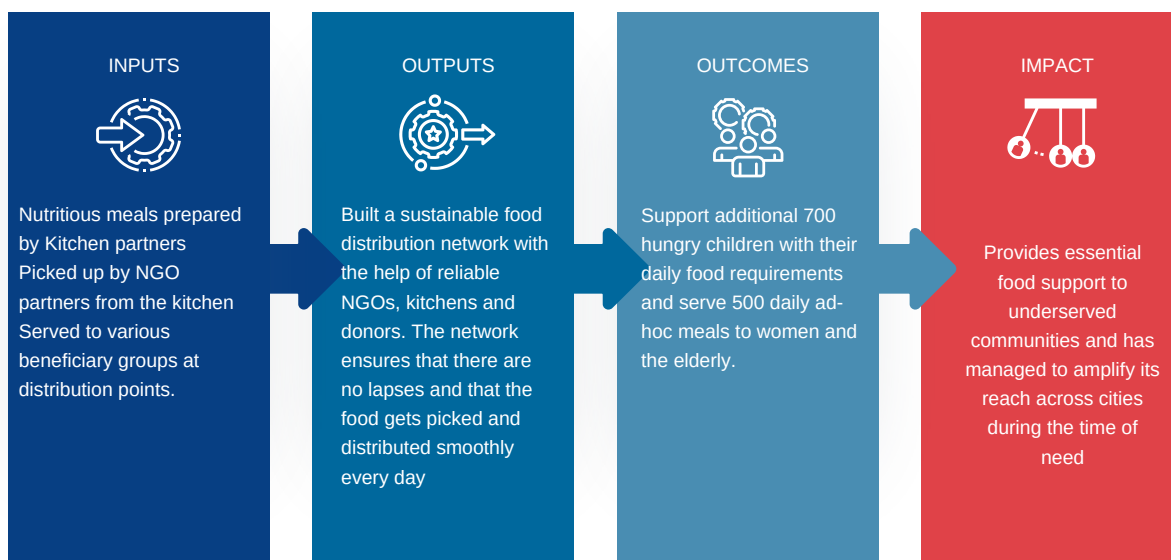
18. Feeding India

ORGANISATION'S TIMELINE

Milestones in the organisation's lifecycle and development



THEORY OF CHANGE



About Feeding India

Feeding India, a non-profit by Zomato, is dedicated to making India hunger-free with daily nutritious meals. It was able to eradicate food waste and channel donations to end hunger for vulnerable communities with the aid of NGOs, kitchens, and donors.

Feeding India was founded in 2014 by Ankit Kawatra and Srishti Jain, and in January 2018 merged with Zomato to accelerate its progress toward solving hunger in India. To eradicate hunger in India. Additionally, food waste and food insecurity are other themes. It initially began as a one-person meal. It started with wedding food waste and evolved into what it was today in 2019.

Zomato's collaboration makes it possible to eliminate food waste, combat hunger, recover food, and redistribute surplus food to vulnerable communities. With the help of Zomato, Feeding India gathers meals left over in corporate kitchens and then distributes them to those who genuinely need them. Feeding India supported specific marginalised communities, including rag-pickers, sex workers, transgender people, the elderly, specially-abled, daily wagers and pregnant women with ration kits and cooked meals.

Relationship with YES Foundation

YES Foundation provides to work within the themes and areas of focus that Feeding India is interested in. It gave them the chance to move forward. Within the framework, they collaborate and shared interests. The Yes Foundation made it more accessible and helped them to achieve their goals.

The entire accelerator program and the grant for feeding India were crucial because they provide a platform for beneficiaries to show what they can accomplish, allow partners to collaborate, and improve beneficiaries' lives. Their capacity to grant organisations operational freedom. The program assisted in developing advocacy, bolstering the systems, and creating more partnerships that encouraged other stakeholders to join forces on a mission to end hunger and malnutrition in the nation.

“I think the partnership with Yes Foundation is important to us. As we get a chance to demonstrate what we can do, it gives us a chance to partner with a like-minded organisation, it helps make a difference in the life of the beneficiary. And I must say that, on the funding, I would scale them as six. On the importance of the program, I would scale them on 10. And on their ability to give us the freedom to operate, I would give them an eight. Okay. I think that they were very understanding.”

- Amrit Rai (Program Designer)

About the Magic Wheels programme

Magic Wheels project, which was established in collaboration with YES Foundation Accelerator Grants, aims to gather leftover meals in corporate kitchens and distribute them in multiple cities to the many people who need food support.

Covid and Challenges with the Magic Wheel Programme

Magic Wheels was interrupted midway due to the COVID-19 pandemic, and the hour's needs changed due to an abrupt lockdown. The program doesn't exist anymore as the collaboration ceases after one year. However, the organisation requested to transfer the remaining funds to the "Daily Feeding Program", which was an active program. But YES Foundation at the time did not agree with the change, resulting in the termination of the contract before the last tranches were sent.

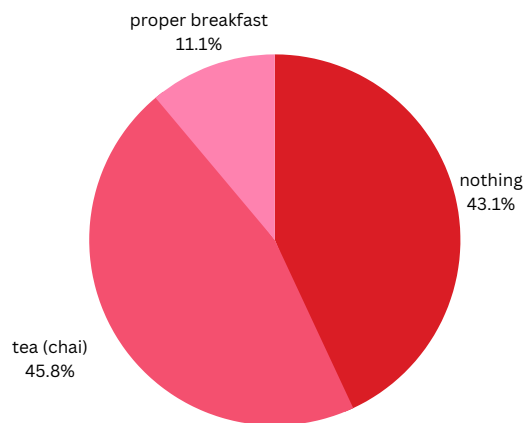
Daily Feeding programme

Acknowledging that 1 in every three children in India is underweight, according to the 2021 National Family Health Survey (NFHS)-5, the organisation focused on distributing food to malnourished children in schools of marginalised communities. By the time of writing, 4.3 Cr meals have been served. Despite this programme not being the direct object of YFA support, it can be considered as part of an indirect impact since the organisation gained experience through the previous programmes and navigated through the turbulent time of Covid to reach to this point. This programme presents a different and, in many ways, improved model with respect to the previous ones, thanks to this experience.



Our team visited the school where the programme works, in Malad, Mumbai. We interviewed the director, two teachers and 84 children from 8th and 9th classes. The Holy Mother English School is a small private school in the heart of a slum. The institution doesn't receive food from the government Midday Meal Scheme, and the children had to bring their tiffin boxes, but most of them would come empty-handed and have their first meal after reaching home, around 3 pm.

WHAT DO YOU EAT BEFORE COMING TO SCHOOL?

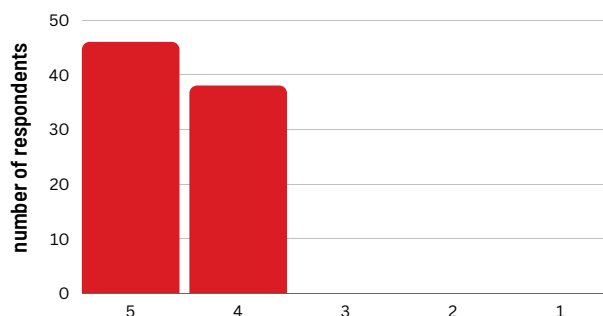


Feeding India partnered with local kitchens to provide nutritious and tasty food. A nutritionist prepared the menu and specially designed it for the children's development. The menu for the week of the visit was:

- two bananas, two eggs with two slices of bread and butter (Monday);
- Poha with peanuts, carrots and potatoes (Tuesdays);
- Upma with peanuts and carrots (Wednesday)
- 1 cup of papaya or banana; 2 eggs, one glass of milk, bread and butter (Thursday)
- Mini palak idlis, sambar, curd (Friday);
- Aloo paratha with curd or Halwa (Saturday)

The students appreciated the food, as seen in the graph below.

HOW DO YOU RATE THE FOOD FROM 1 TO 5?



The teachers narrated that many children would go without eating the whole morning, and it would be easy to observe that their energy would decrease at a certain point in time. They would become less reactive and less interested in the studies.

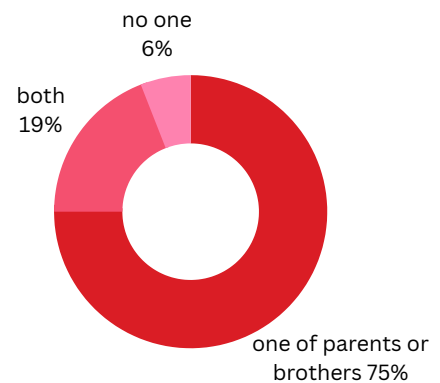
We observed that some students would not eat, and would complain of headaches and tiredness. Others would be some snacks from the local shop, mostly unhealthy junk food and cold drinks. Then we could observe the peak of sugar: the child would be hyperactive for half an hour and then again fall into a lethargic mode. We are so happy that now, with Feeding India, they can have proper healthy food
- teacher



Field visit to a school supported by Feeding India

The economic condition of the families is challenging. Most parents work in low-paying, informal jobs, like rickshaw drivers, tailors in small local shops, vegetable sellers, etc. Only 4 of the 84 children interviewed mentioned that the parents had formal employment. Moreover, it is often only one of the parents. Generally, the father works.

WHO IS WORKING FROM YOUR FAMILY?



CASE STUDY

Sohail was a small boy from the 8th standard. The teachers, two TFI fellows working in Holy Mother School for the past year, had never noticed anything different with the boy until his nose started bleeding repetitively in the class. The teachers decided to take him to the doctor. When Sohail was examined, the doctor said the boy had a slight deviation in the nose veins that could be easily corrected with cauterisation but added that nothing would help if the boy wouldn't start eating. He was severely malnourished.

Sohail lived in a house with 30 other people, and the food was insufficient. He recalls being whole two days without eating in the past but says that this is not common nowadays. But the food was poor, mainly rice, dal and some vegetables. He, like other kids, would never bring a tiffin box to school. Noticing this, the 2 TFI fellows gathered some donations from friends and family to keep a drawer in some biscuits in the classroom, but those were never sufficient. Luckily, this problem was solved recently with the coming of Feeding India's Daily Feeding programme.

In such a socioeconomic context, it is evident that the food distribution would be very impactful, increasing the children's development, health standards, school attendance and learning outcomes.

Moreover, the project also included several classes of 20 min to be taken by the school's teachers, with didactic material sent by the NGO. They narrate that this was a very impactful complementation of the food given.

In conclusion, Feeding India has undergone several changes and improvements, including the discontinuation of Magic Wheels. Nevertheless, the organisation is emerging as an impactful player that delivers precious meals and awareness in several locations of the country.

After the sessions on healthy food, we noticed that the children stopped buying chips and started using their pocket money to buy sachets of Horlicks to put in the glass of milk they received. Not only their habits became more healthy, but their attendance also improved.
-teacher



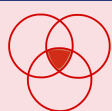
SYNTHESIS:

Recommendations and Conclusion

Recommendations

After all the information and the great amount of data that the previous sections on the key findings have brought, some conclusions should be drawn. This section will summarize the key points that emerge from the findings in the form of recommendations that can be used to improve the programme.

In synthesis:



1. Cohort with similar characteristics and in similar development stages



2. Reinforce non-monetary services provided



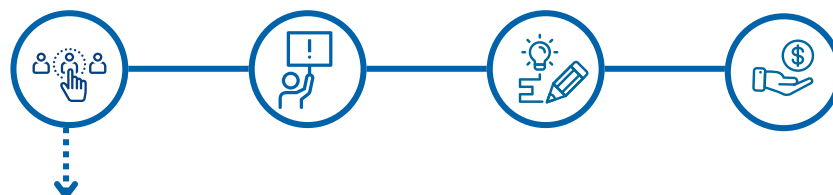
3. Lean and efficient compliances system

1. Cohort with similar characteristics and in similar development stages

The first and foremost fact that keeps emerging from the data is that several difficulties were generated by the fact that the cohort was very heterogeneous. Organisations with very different sizes, characteristics and stages of development were selected. On one side, there was Mediclown, with a team of 2 people and not more than an initial pilot stage, and on the other, there were well-established social businesses with hundreds of employees and a turnover of several crore rupees.

Consequently, the impact of the **capacity-building** sessions and the grant was very different in each organisation. First of all, about the capacity building sessions, as it has been seen, it was difficult to design them for non-profit and for-profit, for small and big organisations. The small organisations observed that it was too much information and proposals that were difficult for them to implement, requesting a longer period and a further handholding, while organisations in the advanced stage referred they had passed that point, and the sessions were indicating points they had already implemented in the past.

Secondly, the importance of the grant changed completely depending on the stage of the organisation. Some of the smallest ones mentioned that it was even difficult for them to spend the grant since their operation teams were small. For the well-established and big organisations, the grant was small, risking to cause no significant impact. Only for organisations in a certain range, small but with clear TOC, the grant was the impulse they needed to unlock the growth. In cases like iDream and Anubhooti, the grant and the YFA programme, in general, were game-changer, causing a huge impact.

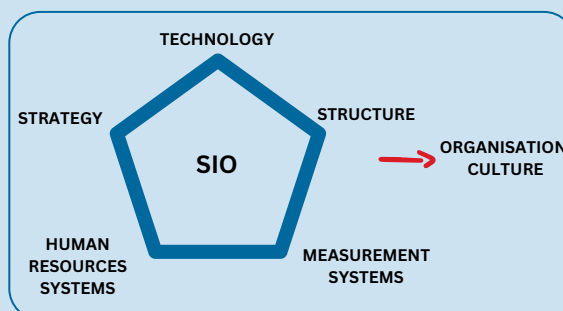


Selection of a cohort with more homogeneity

Establish selection criteria that will filter organisations in a similar stage of development and similar size. The framework from Cummings and Warley (2009) can help to analyse the dimensions of the SIOs. Some suggested KPIs are indicated below.

Suggested KPIs

- turnover (budget),
- staff size,
- team formation
- clarity of the proposal compared to the social needs/market needs are some suggested indicators.

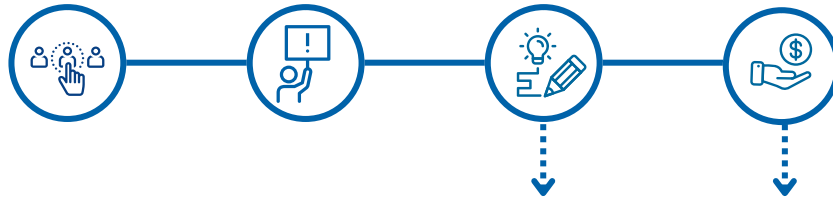


Needs assessment of the cohort

A Needs assessment study of the cohort will help to understand the stage, strengths and difficulties of each organisation and design the capacity-building sessions accordingly.

Suggested methodologies

- LFA and Theory of Change (Impact Thesis)
- SWOT analysis
- Design-thinking process to interactively prepare themes



Design the sessions accordingly

The sessions on communications, marketing and management, were highly appreciated by some SIOs. Nevertheless, these should be designed considering the organisation's models (for-profit, non-profit, hybrid) and the stage of development.



Grant size should match the size of organisations.

The grant should have a size proportional to the size of the organisations that the programme wants to support. In case there is a clear purpose in choosing big and well-established organisations, there was a request that there be unrestricted to a single sector/geography, allowing the organisation to apply it in multiple locations or research. This will be more impactful. Yet, as seen, the organisations in the budding stage are those where a relatively small grant is most effective.

2. Reinforce the non-monetary services provided

It has been seen in the key findings (graph on p.19) that most of the organisations enrolled in the YFA programme are looking for other services apart from the grant. Networking and mentoring are among the most recurrent answers emerging from the SIO. Unfortunately, due to the COVID-19 pandemic and other shortcomings, the YFA could provide only a very restricted range of these services. Nevertheless, it was seen that for some organisations, the **capacity-building** sessions were very significant and contributed greatly to the growth of the SIO. The **branding** was also an appreciated factor since YES Bank and YES Foundation are strong brands. Many organisations pointed out that the association with this name helped them to get further funding and partnerships.

The range of non-monetary services that the programme can provide will be more clear with comparative case studies of some of the most important social impact accelerators of the country.



Eligibility

- Proof of revenue for a minimum of 3 months
- Customer Testimonial(s)-on value problem
- Complete business plan with financial projections
- Critical Function Head in place or identified
- A summary of previously raised funds (grants/investments) for product development
- TRL of product > 8

Profile

- 250 + startups supported
- 17 Cr investment disbursed
- 44+ Trademarks registered
- 4 months programme with 15 startups per cohort

Services

- Domain mentors and industry connects - monthly knowledge sessions
- ESDM Lab - access to IoT, 3D printing and other technologies
- Market access - farmers connect, SME etc.
- Network opportunities - startup events, meet-ups,
- access to investors, connect with the banking system



Eligibility

- Early-stage startup (1-5 years) with a well-defined program.
- Registered section 8 company, trust or society.
- Core team across functions in place.
- With a solution that provides resilient livelihoods for the poorest of the poor or acts as a change transmitter providing financial, marketing or technology agency to the underserved for resilient livelihoods.
- Organisation that has raised money from other sources

Profile

- 80+ Non-profits incubated
- ₹ 15 Cr grants disbursed
- 44+ Trademarks registered
- 4 months programme with 15 startups per cohort

Services

- Dedicated mentoring (12-24 months) by some of India's most admired leaders.
- Grant of INR 50 lakhs in the first year and up to INR 150 lacs in the second year.
- We connect you to a supportive network of founders, experts and administrators.
- Help with key milestones like brand building, funding, product-market fit etc., in an accelerated manner.



TVARAN programme

- **Eligibility:**
 - Social enterprise with minimum 50% woman ownership
 - Solution that addresses climate change
 - Solution that is market-ready and/or already has a market presence
- **Services**
 - INR 20L towards individual Go-To-Market plans
 - Technology and Business Mentorship from Cisco's Senior Leadership
 - Technical Assistance towards deployment of solutions, pilots, trials
 - Market connections and partnerships support

Profile

- 300+ Non-profits incubated
- ₹ 67 Cr grants disbursed
- ₹ 400Cr follow-up funding by portfolio
- 14 different incubation programmes according to the focus areas (two listed below)

NIDHI Accelerator

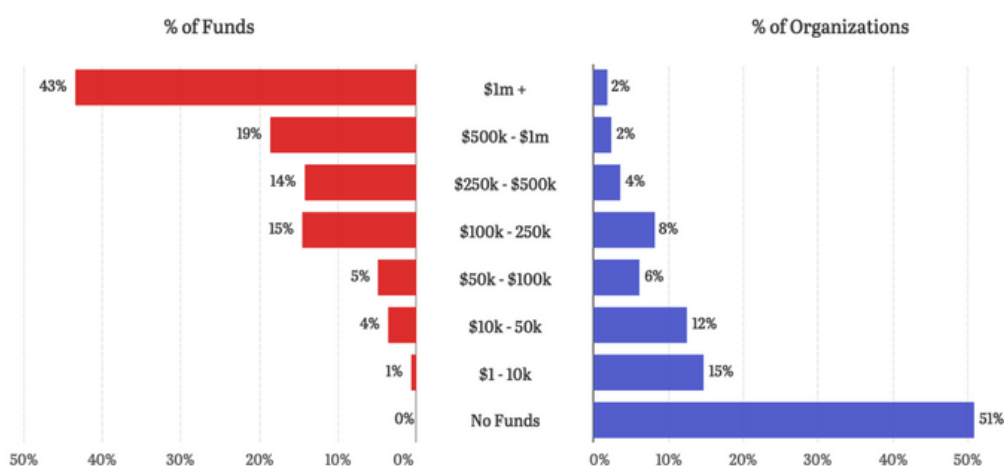
- **Access to finance**
 - Technical assistance grant to startups from DST
 - One-to-one meetings with downstream Investors
 - Support from Villgro to raise follow-on funding for the eligible startup
 - AWS Promotional Credits up to US \$ 100,000.
- **Access to Market**
 - One-to-one meetings with the corporates and Industry Partners
 - Access and partnership with Villgro's network of startups
- **Capacity building**
 - Connect with Industry experts through diagnostic panels
 - Dedicated 1-to-1 mentorship support
 - Technical Assistance from industry experts



The comparative study shows the importance attributed to non-monetary services: networking, technical assistance, mentorship with industry experts, etc. Yes Foundation having a wide network of contacts and a strong brand, can enter this space promoting comparative services.

YFA could fill a gap existing in this market: 51% of the organisations have no access to funding. In comparison, only 2% of the organisations collect 43% of all the funding available from grants and social investments. Most of the smaller organisations never reach funding opportunities.

Distribution of Funds Received



Source: Echoingreen.org

3. Lean and efficient compliances system

Several NGOs referred that there were difficulties in the compliances mechanism. These mechanisms should be:



Validity

Choose the correct KPIs, according to the Theory of change co-created at baseline and monitor only them.



Simplicity

Simplifying the reporting and compliance for the cohort as these organisations are working on multiple fronts at this phase



Stability

The M&E process agreed upon at the beginning of the programme should be kept until the end of that cohort.

Conclusion

It's been a long and complicated journey for Yes Foundation, for each of the SIOs, and also for us, from Impact Dash, to access the impact of the programme that is so huge, complex and was extended through a lockdown and the COVID pandemic. Despite all, it has been seen that most organisations are doing outstanding work, impacting in a consistent way different sectors of the country. For some of these SIOs, the programme has been a game changer. Here are some takeaways of how the most effective characteristics of the programme can be taken forward to maximise impact and keep contributing to developing the country.



YFA unlocked the scaling up and impact creating of some SIOs

- For the organisations that had a clear Theory of Change, a good team and were in the pilot and budding stage, the programme was a real game-changer. The capacity-building sessions helped to put the processes in place, and the traction created by the grant helped these SIOs to unlock their growth potential.
- Selecting a cohort in similar development stages and planning sessions and grant size accordingly will multiply this effect in the future.



Surviving the Pandemic and other emergencies

- The organisations experienced the turmoil of the pandemic in different ways. For some, it was a difficult time, with a shortage of funding and closed operations. In these cases, the YFA programme helped them to survive. In other cases, the lockdown was an opportunity for growth and diversification, and the programme supported them.
- This process has also shown the importance of flexibility in dealing with the ever-changing startups and having a lean and efficient compliance mechanism



Potential for great impact

- The study has shown that, with the choice of the right organisations, a modest grant and some support, a huge impact can unfold for the years to come.
- Nevertheless, India still has a huge gap in seed funding, with 2% of the organisations getting 43% of the total funding. Many good ideas and SIOs remain locked and unable to flourish.
- Programmes like YFA should continue and grow manifold, supporting mission-driven people who want to build a better nation and a better world.

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Annexure

1. Details of the calculations of number of beneficiaries

Name of SIO	Direct Beneficiaries (Delta absolute)	Indirect beneficiaries	Attribution factor	Direct Beneficiaries (corrected)	Indirect beneficiaries (corrected)	Theme of the issue addressed by the SIO
Rechakr Solution (Brand Rimagined)	22	5	1	22	5	Environment
MediClown Academy	45	100	1	45	100	Health
The Social Work Research Centre- Barefoot College	200	15,000	0.1	20	1,500	Livelihoods
SUPPORT	350	300	0.6	210	180	Social Protection
Urja Trust	42	1,000	0.6	25	600	Social Protection
Anahad Foundation	6,000	30,000	0.1	600	3,000	Livelihoods
The Education Alliance		540,000	0.1	0	54,000	Education
Makala Jagriti	27,200	400	0.1	2,720	40	Education
India Vision Foundation		125	0.6	0	75	Education
iDream Education	149,650	149,650	0.6	89,790	89,790	Education
Centum Foundation	10,000	10,000	0.1	1,000	1,000	Education
Anoobhuti	190,000	570,000	0.6	114,000	342,000	Education
RECITY India	114	38,657	0.6	68	23,194	Environment
Saral Design Solutions	400	1,450,350	0.1	40	145,035	Health
Clothes Box Foundation	7,000	9,000	0.6	4,200	5,400	Livelihoods
Manuvikasa	4,500	5,000	0.1	450	500	Rural Development
Tarun Bharat Sangh	1100	7,528	0.6	4,517	4,517	Rural Development
Gramin Samasya Mukti Trust	30,000	8,000	0.6	18,000	4,800	Rural Development
Haqdarshak Empowerment Solutions	672,556	965,741	0.1	67,256	96,574	Social Protection
Feeding India (Hunger Heroes)	7,600	7,600	0.1	760	760	Social Protection
TOTAL	1,106,779	3,808,456		303,723	773,070	

2. Tools for data collection

A repository with all the tools used is available in the link bellow. The tools were: one interview guide and one semi-structured questionnaire for the SIO heads regarding the level 1 indicators; and 2 or 3 different tools for each of the 14 organizations in which field data has been collected.

