

1. Course Objectives:

This course is offered as an elective, and this helps the students to measure and manage social change that would result from various interventions or projects. ● Provide the concepts and techniques of impact measurement and management. ● Help to craft the theory of change for their projects or interventions in the environment or society.

- Improve communication of outcome of the projects or interventions. ● Introduce new impact-oriented structure and governance for community projects. ● Introduction to Impact investment.
- Ensure sustainability of projects.

2. Audience for the course:

- E4 Life/SSB/PG students across our campus

3. Pre-requisites for the course:

- Exposure to community-oriented projects
- Knowledge of Sustainable Development Goals

4. Course Outcomes:

- Recognize the importance of Impact measurement and management.
- Understand the different models of impact measurement.
- Equipped to use the appropriate impact measurement methodologies.
- Integrate impact measurement and management into project designs.
- Effective communication of social return on investment.
- Understanding impact investing

5. Course Delivery:

PowerPoint presentations, exercises, expert speaker sessions.

6. Syllabus:

Unit – 1 [1 Hour]: Refresher on Sustainable Development Goals.

Unit – 2 [2 Hours]: Introduction to Impact Measurement and Management (IMM): Definitions of Impact, What is Impact Measurement?, Why is IMM important?, Evolution of IMM.

Unit – 3 [9 Hours]: Theory of Change and Logic Model: Articulate the project goals, and strategies while considering the context, inputs, activities, outputs, and outcomes will help better project design.

Case study

Assignment 1

Articulating ToC for a project (The project can be the community project the scholar is working on)

Unit – 4 [9 Hours]: Introduction to commonly used IMM standards and frameworks: Impact Management Platform (IMP), IRIS+, Social Return on Investment(SROI), SDG Impact Standards, OECD DAC Evaluation Framework.

Unit – 5 [2 Hours]: Stakeholder Engagement: Identification of stakeholders, Channels of engagement, planning the engagement.

Unit – 6 [4 Hours]: Understand Impact Better: The 5 dimensions of Impact, Impact goals, Impact thesis, 15 data categories for Impact measurement.

Assignment 2

Creating a data monitoring plan for the project (The project can be the community project the scholar is working on)

Introducing the Semester end project

Unit – 7 [4 Hours]: SROI Case study: Invited speaker will present the case study.

Unit – 8 [3 Hours]: Basics of Impact Investing: Principles of impact investing, Impact investing ecosystem.

Unit – 9 [3 Hours]: Innovating financing models: Blended Financing, Pay for success models; Loss guarantee models, Conditional Conversion Models, Social Impact Bond models.

Unit – 10 [2 hours]: Social Stock Exchange: Invited lecture on the Social Stock Exchange functioning in India.

Unit – 11 [3 hours]: CSR landscape in India: The CSR rules in India. The study of CSR spending by top corporates.

Semester end project submission and evaluation

7. References:

- a) Measuring Social Change – Performance and Accountability in a complex world. Prof. Alnoor Ibrahim, Stanford Business Books.
- b) Theory of Change Basics – A Primer on Theory of Change - https://www.theoryofchange.org/wp-content/uploads/toco_library/pdf/ToCBasics.pdf
- c) Logic Model Development Guide – W K Kellogg Foundation. https://www.naccho.org/uploads/downloadable-resources/Programs/PublicHealth-Infrastructure/KelloggLogicModelGuide_161122_162808.pdf
- d) Impact Management Platform: <https://impactmanagementplatform.org/>
- e) SDG Impact Standards: <https://sdgimpact.undp.org/about-the-sdg-impact-standards.html>

- f) IRIS+ - <https://iris.thegiin.org/>
- g) The Guide to SROI, Social Value International. <https://www.socialvalueint.org/guide-to-sroi>
- h) Applying Evaluation Criteria Thoughtfully. OECD. https://www.oecd-ilibrary.org/development/applying-evaluation-criteria-thoughtfully_543e84ed-en i) Principle 1: Involve Stakeholders. Social Value International. <https://www.socialvalueint.org/principle-1-involve-stakeholders>
- j) AA1000 Stakeholder Engagement Standard. <https://www.accountability.org/standards/aa1000-stakeholder-engagement-standard/>
- k) Impact Measurement and Management in India – A Position Paper. IIC and KPMG. <https://iic.in/research-publications1/>
- l) Understanding Social Impact Bonds – OECD. https://www.oecd.org/en/publications/understanding-social-impacts_bonds_7e48050d-en.html
- m) What is India’s Social Stock Exchange and how can it benefit the country? OECD blog by Dr. R Balasubramaniam. <https://oecd-development-matters.org/2023/05/31/what-is-indias-social-stock-exchange-and-how-can-it-benefit-the-country/>
- n) India CSR Outlook Report 2023 – CSRBox. https://csrbox.org/India_CSR_report_2023-India-CSR-Outlook-Report---10-Years-of-CSR-Compliance-in-India-and-Envisioning-the-Next-10-Years_115#:~:text=The%20India%20CSR%20Outlook%20Report,CSR%20landscape%20within%20the%20country.

8. Evaluation plan:

Category	Marks
Continuous Assessment	20
Mid-Term	30
End Semester	50
Total	100

Lecture plan

Lecture No	Topic	COs
1	Sustainable Development Goals	1
2	The need for Impact Measurement and Management Different models of Impact measurement	1
3	Evolution of Theory of Change and Logic Model Framework	2,3
4	Step 1 – Planning, visioning, assumptions	3,4
5	Step 2 – Defining the problem and the goal	3,4
6	Step 3 – Mapping Input, activities, output and outcome	3,4
7	Introduction to IMP and IRIS+	3,4
8-9	Study of SROI methodology	3,4
10	Understanding SDG Impact Standards	3,4
11	Understanding DAC Evaluation Framework	3,4
12-13	SROI Case Study – Invited lecture	3,4,5
14	Conducting a stakeholder engagement	3,4
15	Understanding impact better through various dimensions and categories of impact	3,4
16	Impact Investing and the eco-system in India	5,6
17-18	Understanding the new financing models in social sector	5,6
19	The social Stock exchange concept and its functioning	5,6
20-21	Understanding the CSR regulations and studying the impact of the same	5,6