Strengthening **accountability** during **uncertainty**

A webinar on Lean M&E

April 2020

Agenda

10 Sattva's COVID response

MINUTES

45 Presentation on Lean M&E

MINUTES

25 Questions for audience

MINUTES

5 Next steps

MINUTES

Tips to note for today's session

GoToMeeting by LogMeIn

Please refrain from using video during the session
The presentation will be shared post the Webinar

Mentimeter

Visit **menti.com** on your phone or desktop browser. Use the code **69 38 70**
We will use the same for polls through the workshop

Drop your thoughts, reflections in the Chat window.
We will answer the questions in the chat at the end of the Webinar

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COVID-19 pandemic is one of the biggest humanitarian challenges we have ever faced

2,482,044
Total worldwide cases
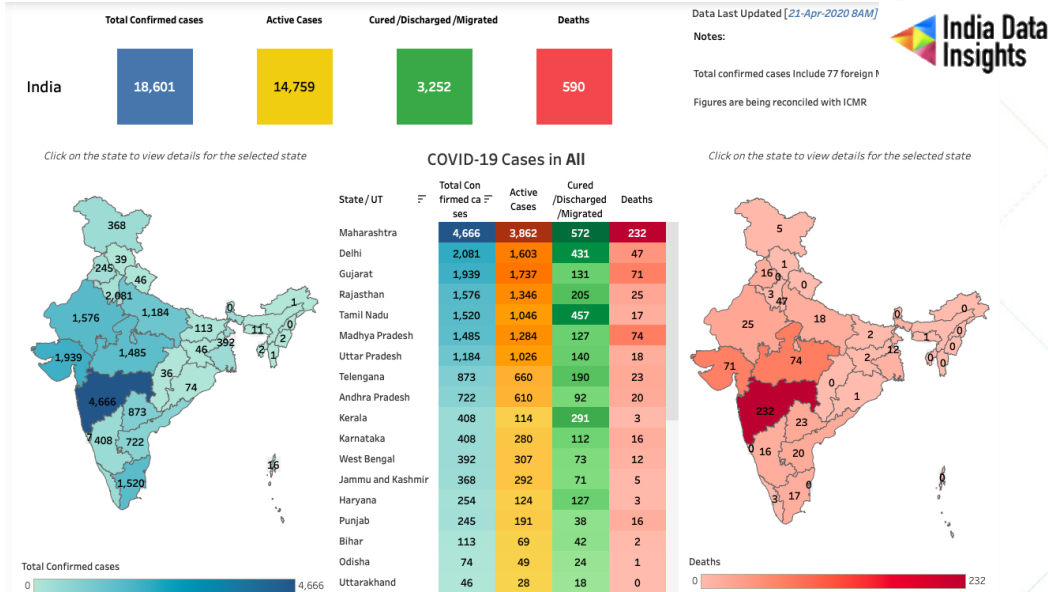
170,456
Total worldwide deaths

18,601
Cases in India

590
Deaths in India

COVID-19 disproportionately impacts vulnerable sections of the society

Maharashtra, Delhi and Tamil Nadu are the most critically affected states in India, with the rate of doubling of cases nationally currently at 6 days

	Total Confirmed cases	Active Cases	Cured /Discharged /Migrated	Deaths
India	18,601	14,759	3,252	590

Data Last Updated [*21-Apr-2020 8AM*]

Notes:

Total confirmed cases Include 77 foreign N

Figures are being reconciled with ICRM

India Data Insights

Click on the state to view details for the selected state

COVID-19 Cases in All

State / UT	Total Confirmed cases	Active Cases	Cured /Discharged /Migrated	Deaths
Maharashtra	4,666	3,862	572	232
Delhi	2,081	1,603	431	47
Gujarat	1,939	1,737	131	71
Rajasthan	1,576	1,346	205	25
Tamil Nadu	1,520	1,046	457	17
Madhya Pradesh	1,485	1,284	127	74
Uttar Pradesh	1,184	1,026	140	18
Telengana	873	660	190	23
Andhra Pradesh	722	610	92	20
Kerala	408	114	291	3
Karnataka	408	280	112	16
West Bengal	392	307	73	12
Jammu and Kashmir	368	292	71	5
Haryana	254	124	127	3
Punjab	245	191	38	16
Bihar	113	69	42	2
Odisha	74	49	24	1
Uttarakhand	46	28	18	0

Click on the state to view details for the selected state

Total Confirmed cases
0 — 4,666

Deaths
0 — 232

UNORGANISED SECTOR
- Those without legal contracts of work are the most vulnerable to shutting down of businesses
- This includes migrant workers and daily wage earners

POVERTY-AFFECTED
- The poor do not have the resources to survive extended periods of lockdown
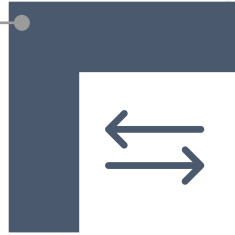- The homeless are more vulnerable due to the lack of shelter

WOMEN
- Women are in more high-risk jobs on the frontline including healthcare workers, ASHA, ANMs
- They are also mostly responsible for childcare and elderly care, increasing their load
- More susceptible to domestic abuse

Data is updated as of 21st April, 10 AM IST, Source: India Data Insights, www.worldometers.info

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Sattva is leveraging its experience and expertise in the ecosystem to combat COVID-19 through a four pronged response
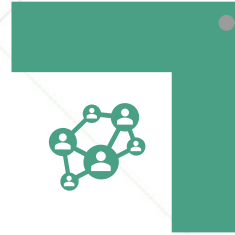
Engage

Engage with the ecosystem to enable data-led decision making and better actionable insights
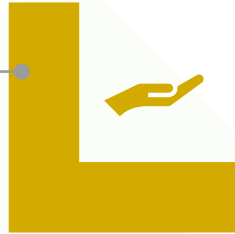
Orchestrate

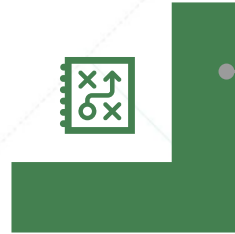Orchestrate immediate relief by establishing multi-stakeholder partnerships

Enable

Enable social enterprises to survive and thrive to achieve greater impact at scale through this crisis

Build

Build intervention models that address the key needs and impacts the most affected in the COVID world

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Key Questions to discuss today

Tools for Rapid Needs Assessment

- How do we assess and prioritize amongst multiple needs of the community during a pandemic?

- How quickly we could assess and verify the need for intervention?

Setting up Lean M&E

- Is M&E a key priority while managing pandemic or disaster related relief/rehabilitation interventions?

- Will M&E differ in terms of design for relief and rehabilitation interventions?

- What are the indicators that are relevant and critical to track?

Challenges of Lean M&E

- How do we achieve the optimal balance between information and ease of data collection?

- How do we monitor on-ground activities and interventions given the limitations of working remotely?

- How can technology help in managing M&E?

- Can community be engaged for self-monitoring of the progress of interventions?

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Raise the bar of accountability when funding eco-system responding adequately

Sattva has created a public good live & interactive dashboard of verified announcements that connects community needs with available solutions and funding
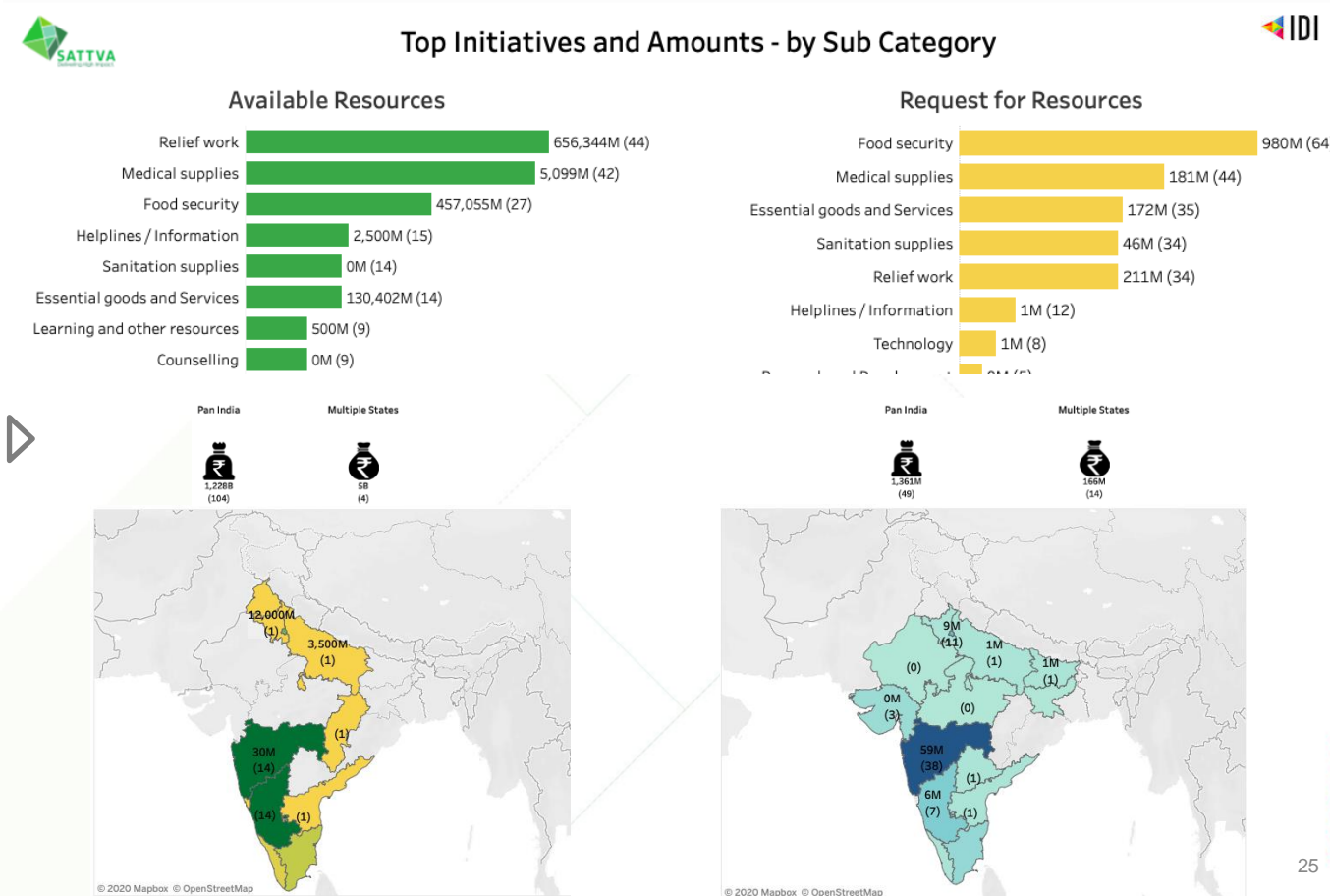
CSR response to COVID

50% of the CSR budgets of our clientele will go to COVID next year mainly for:
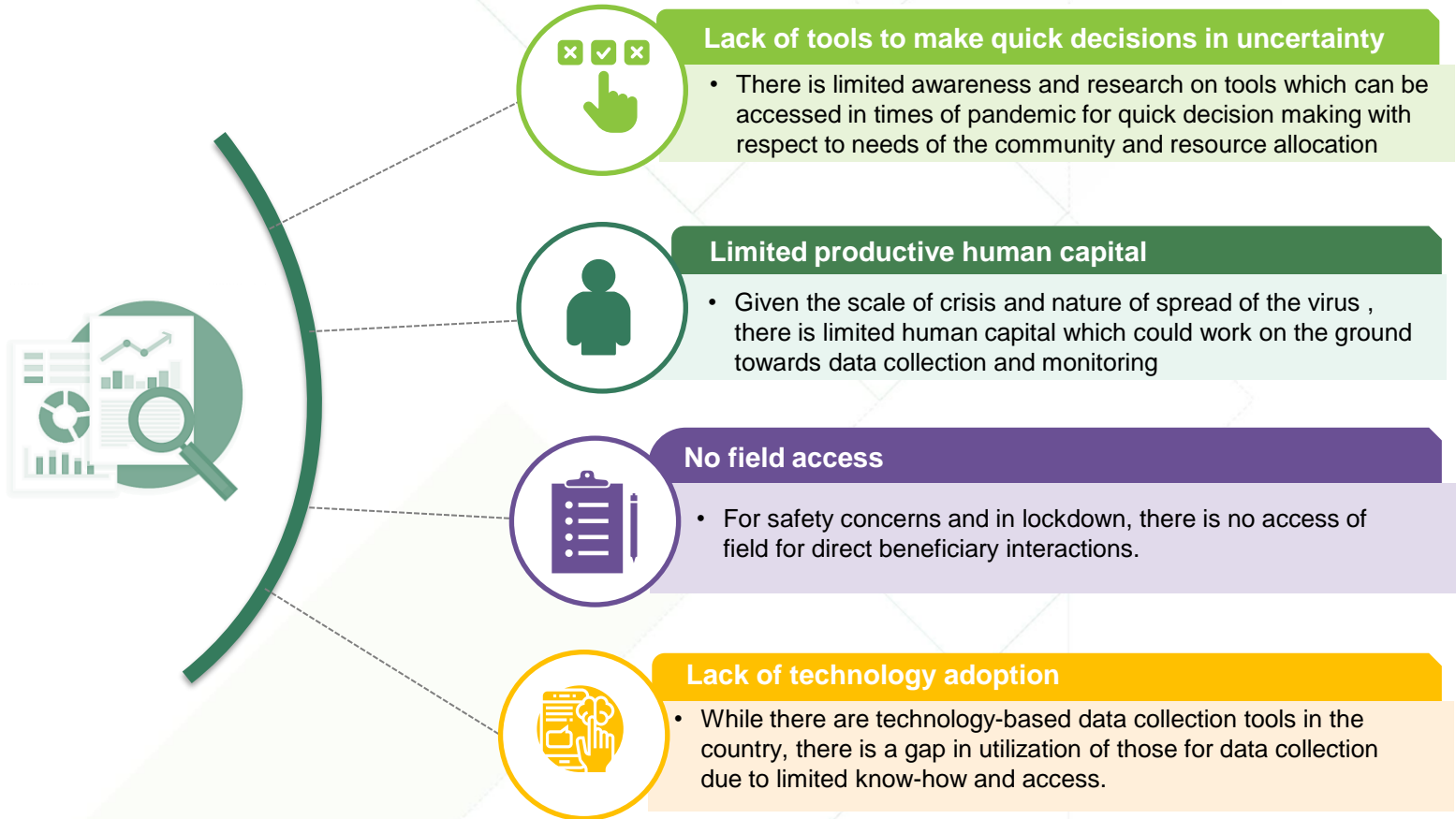
Our dashboard can be used by

- **CSRs/Foundations** who wish to access verified requests for funding COVID-19 efforts

- **Solution providers** who wish to search funding announcements or requirements

- **Facilitators** who wish to orchestrate relief efforts

- **Everyday Givers** who wish to donate to relief efforts

Dashboard link

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Top Initiatives and Amounts - by Sub Category

Available Resources

Relief work	656,344M (44)
Medical supplies	5,099M (42)
Food security	457,055M (27)
Helplines / Information	2,500M (15)
Sanitation supplies	0M (14)
Essential goods and Services	130,402M (14)
Learning and other resources	500M (9)
Counselling	0M (9)

Request for Resources

Food security	980M (64)
Medical supplies	181M (44)
Essential goods and Services	172M (35)
Sanitation supplies	46M (34)
Relief work	211M (34)
Helplines / Information	1M (12)
Technology	1M (8)

Pan India   Multiple States

1,228B (104)   5B (4)

Pan India   Multiple States

1,361M (49)   166M (14)

12,000M (1)
3,500M (1)
(1)
30M (14)
(14) (1)

9M (11)
1M (1)
1M (1)
0M (3)
(0)
(0)
59M (38)
(1)
6M (7)
(1)

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Challenges to make data driven decisions during pandemic

Lack of tools to make quick decisions in uncertainty

- There is limited awareness and research on tools which can be accessed in times of pandemic for quick decision making with respect to needs of the community and resource allocation

Limited productive human capital

- Given the scale of crisis and nature of spread of the virus, there is limited human capital which could work on the ground towards data collection and monitoring

No field access

- For safety concerns and in lockdown, there is no access of field for direct beneficiary interactions.

Lack of technology adoption

- While there are technology-based data collection tools in the country, there is a gap in utilization of those for data collection due to limited know-how and access.

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Why is it more critical to strengthen M&E during uncertainty?

Address Compliance

- Align with MCA recommendations
- Increase credibility and objectivity via third party involvement
- Provide sufficient indicators that are verifiable and measurable for reporting

Optimal Utilization of resources

- Track utilization of resources against well-defined indicators
- Course correct allocation of resources as per the gaps/leakages identified from constant monitoring and evaluation

Strengthening accountability

- Systematic tracking of resource utilization and outcomes will ensure accountability within the team member.
- Monitor and evaluate large scale interventions centrally. Especially in case of organizations operating in multiple geographies

Reporting Impact

- Tracking and analyzing data to be able report your impact periodically.
- Address impact related questions with analyzed numbers and feedback from the beneficiaries.

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How does Lean M&E work?

Define Impact Questions

Define the outcomes that you would like to achieve and establish
Helps clarify the intention and gives direction to the intervention

Leverage existing collaborations

Tap the existing partnerships and collaborations
NGOs, civil society organizations and civic bodies have a stronger grassroot connect and can help build trust in the community

Enable Technology

Identify the technology that will augment a faster connect with the community
- *Enable technology driven data collection tools*
- *Enable technology driven dashboards and reporting*

Plan a lighter operational model

Build your implementation plan considering technology and partnerships
- *What is the timeline?*
- *What will be the cost implications?*

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Sattva's LME framework – OECD aligned

	🎯 RELEVANCE	📋 EFFECTIVENESS	⏱ EFFICIENCY	🧩 COHERENCE
Description	Establish the need for program activities in the target area in relation to immediate response for problem	Soundness of operational plan - in complex and multi-dimensional circumstances	Establish financial hygiene through efficient fund utilization	Complement the effort of government and other organizations
Examples of Indicators	• Current status of Community's vulnerability– health, livelihood, migration • Criticality of intervention basis secondary data	• Organization capacity- prior work experience • Planning & progress tracking mechanism • Governance & review mechanism	• Budget (itemized) Personnel, equipment and so on	• Central & State govt. initiatives, funding, medical supplies • % requirement covered by other ecosystem players
Examples for Means of Verification	• Key community statistics - % migrant labour returned, • Tacit knowledge from experts • Key action areas identified by health authorities	• Planning & progress tracking documents • Quality certification of equipment • Means of communication with team (WhatsApp)	• Market based costing • Cash and Voucher packages created • Digital Receipts • Cost itemization (Procurement of Perishables, PPE, Material Support etc.) • Expense proxies for in kind support (Travel, Logistic Support etc.)	• Government circulars related to relief work

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Leveraging the right technology can enable data collection

Several technologies can be used in insecure settings to collect and communicate data from relief programs

Basic mobile phones in volatile environments can make communicating with communities easier. Many organizations are expanding their outreach and feedback systems into accepting messages via SMS, calls or interactive voice response

'Digitally enabled phones' such as smartphones, tablets are becoming cheaper and easier to use. It is also convenient and cost-effective to use digital devices for data collection instead of traditional paper-based surveys

Where **online communication platforms** are popular, aid agencies can use them for their monitoring, feedback and accountability efforts. E.g.: Instant messaging applications like WhatsApp

GPS Tracking Devices linked to **'navigation satellites' or GIS** make it possible to identify and trace the location of deliveries or staff and to visualize information on maps
e.g.: Platforms like Social Cops, Google maps

Important considerations to note while choosing the relevant technology

Take time to evaluate all possible biases of technologies, foreseeable technical problems

Human centered approach above other considerations
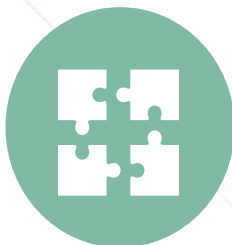
.

Do a proper risk-benefit analysis

Watch out for digital risks and privacy concerns

Source: Sagmeister, E. (2017) 'Using technologies for monitoring and evaluation in insecure settings' in BetterEvaluation

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Technology platforms can be critical for data driven decision making

Lean M&E Requirements

Address Compliance

Optimal Utilization of resources

Strengthening accountability

Reporting Impact

Tech Platform Capabilities

Compliance Modules for effective CSR law adherence

CSR Standardized Project Management

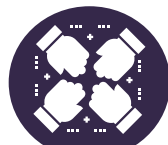**Stay on top of all key Program and Financial metrics**

Efficient tracking of Impact Indicators and data

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13

Why is it critical to do a Rapid Needs Assessments during uncertainty?

Avoid duplication

- Helps understand the efforts by other initiatives and organizations
- Documentation, verification and assessment of needs and multi stakeholder perspective

Increase Collaboration

- Make it easier to maximize reach
- Bridge between community and decision makers for the subsequent outcomes of any intervention

Target the needy

- The most vulnerable across geographies, sectors, duration of impact

Maximize impact

- By ensuring that actions you eventually take or join in are in line with needs expressed by the community

Improve quality of service

- By prioritizing relief and rehabilitation efforts, reducing cognitive bias and planning for uncertainties

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Execution process

Understand the pre-existing conditions	Merge findings with primary research	Map offered funds & existing projects to leverage

- Use secondary resources to define initial hypotheses

- Evaluate the existing health, education and livelihood initiatives available with
  - Hospitals
  - Schools
  - Community based organizations

- Map the existing vulnerability of communities

- Understand the current COVID spread and predict the future scenarios

- Gauge the community sentiments including feelings of anxiety and aspiration

- Map the community's response to the existing services

- Identify the pre-existing projects

- Identify the pre-existing institutional bodies to collaborate with

- Link to the opportunities for adoption

Actionable insights

- Key thematic areas which require utmost attention to address the needs of the communities
- Key interventions to design to address the needs identified
- Key opportunities to collaborate and engage within the ecosystem for collective impact
- Key measurable indicators to track the progress of the interventions

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Q & A

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Thank You

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