

ATMA
AN ACCELERATOR FOR EDUCATION

Atma Impact Report 2023

Impact Assessment conducted by Sattva

Study methodology

The study incorporated a **descriptive cross-sectional design** from a **retrospective lens** where data was collected from partner organisations to provide a snapshot of the outcome and the characteristics associated with it, at a specific point in time.

The study incorporated a **mixed-method approach** consisting of **quantitative and qualitative data** collected from primary and secondary sources. This helped gather valuable impact related insights from a **360-degree** perspective across the stakeholders involved.

Partner Organisations Profile

21

Partner
organisations

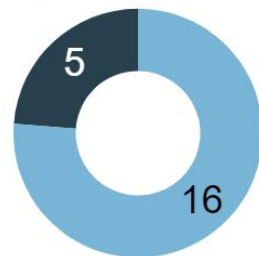


16 completed



5 current

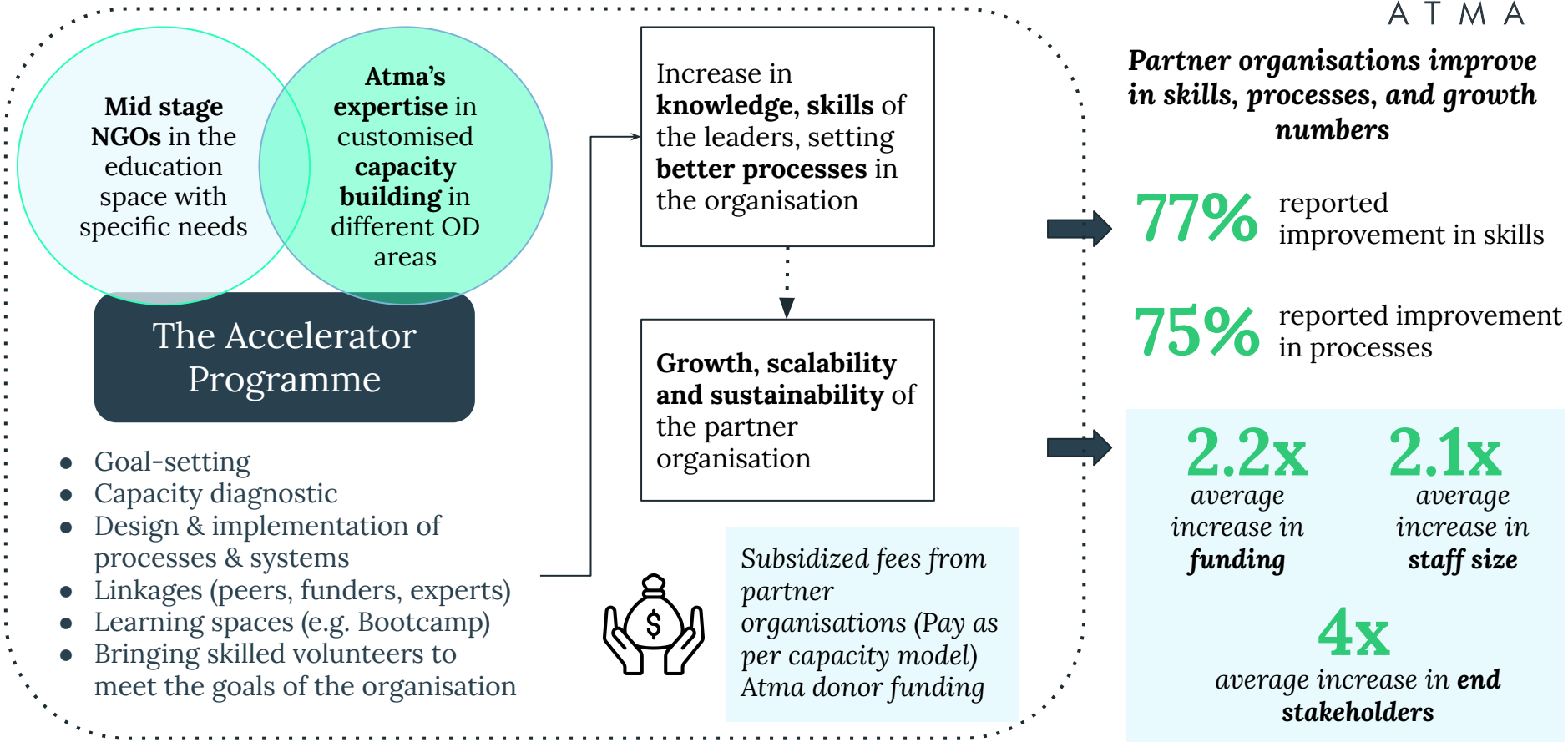
- 3-year programme
- 1-year programme



Atma Accelerator prepares organisations for scale



A T M A



Atma Accelerator is...

1 Relevant

80%



of the partner organisations agree or strongly agree that **the Accelerator adequately met their needs**



The Accelerator is aligned with the needs and priorities of the partner organisations

2 Coherent

The Accelerator contributes to the following:

1. **SDG 4** - Quality Education
2. **SDG 17, Target 17.16** - Partnerships for the goals
3. **UNESCO's** stated objectives
4. **NITI Aayog's** School Education Quality Index
5. **NIPUN Bharat** Mission



The Accelerator is in coherence with international policies and priorities in the education space



“Without Atma, it might have taken **10 years** to get where we are now or maybe we might have never reached the current point... Atma instilled **confidence** and ensured **improvement** in quality every year.”

- **Partner Organisation**

Atma Accelerator is...



3 Effective

75%



of partner organisations were satisfied with support on **diagnosis** of capacity building needs, **goal setting** and planning, and **design and implementation** of projects



There are strong systems and processes to measure the needs and outputs and incorporate feedback.

81% of partner organisations were **satisfied or very satisfied** with the support of consultants, volunteers, knowledge products and progress tracking and monitoring mechanisms.

85% of partner organisations were **specifically** satisfied or very satisfied with the **support of the consultants**.

Main reasons: resourcefulness of the consultant, empathy, value for the partner organisation's time, individualised support, and good rapport building.

The proposed Evaluation framework was based on the **Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC) principles** for evaluation of Development Assistance.

Atma Accelerator is...



4 Impactful

95%



of partner organisations reported that the Accelerator improved their **confidence levels**



The Accelerator improves the skills and processes of partner organisations, thus impacting their growth and scalability.

5 Sustainable

Partner organisations are well-equipped to **work independently**, and continue using co-created **frameworks, methods, and knowledge products** even post the engagement showcasing sustainability of the Accelerator



The impact of the Accelerator programme is likely to continue after programme support has been withdrawn



“Atma's support is **very relevant** as entrepreneurs like us are passionate and have ideas. But **nobody knows how to set up an organisation** in the beginning. With Atma's support, we don't have to set it up organically i.e. start from scratch but instead we are able to adopt a **systematic approach**. If we had to start from scratch, our growth would've been **much slower**.”

- **Partner Organisation**

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The Accelerator is well-positioned to bridge gaps in Organisational Development



70% NGOs

report that a majority of funders **do not** support their OD needs¹

BUT

75% funders

report that they **provide funding** for grantees' Organisational Development needs on a case by case basis¹

The Gap

Articulation of the need for funding support for OD by the NGO



Atma's Accelerator bridges this gap by teaching the NGOs the necessary skills and processes for **articulating what their organisation's needs** to thrive, **instead of making do** with what funders give.

“

“The Accelerator has build our **skills and process** in M&E and Fundraising. This has led to us being able to create **successful linkages**”

- Partner Organisation

¹Bridging the Gap on Funding the True Costs of NGOs in India by The Bridgespan Group, 2022

High likelihood of partner organisations recommending the programme



The Net Promoter Score for the Atma Accelerator is **48**

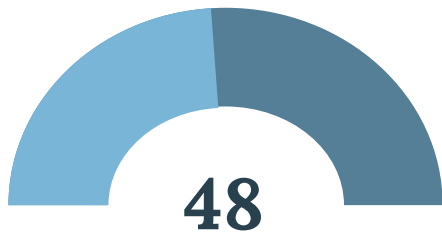
The average score for likeliness to recommend (on a scale of 1-10) is **8.04** indicating a very high likelihood of partner organisations recommending the programme.

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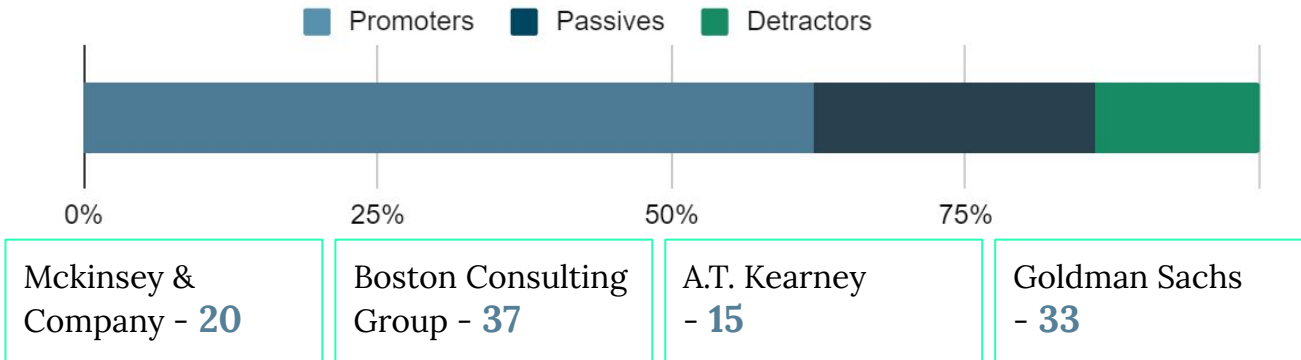
“The support was very hands on. The consultant was extremely responsive and resourceful. The interventions were very granular. Because of these reasons we recommend them [Atma] further too.”

- Partner Organisation

The question asked in the quantitative survey was “How likely are you to recommend the Accelerator to another organisation like yours with similar needs and at a similar stage from 0-10 (0 being the lowest- extremely unlikely and 10 being the highest- extremely likely)?”



NPS is a widely used measure of customer sentiment.

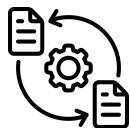


Atma's USP and Value Addition



1:1 support by Consultants

Consultants and volunteers at Atma work closely with the partner organisations to provide **1:1 handholding support**.



Tailored approach

The Accelerator programme comes with an **open approach**, and is based on the **needs of the organisation**. The needs are assessed through the Life Stage Survey (LSS) tool.



Long-term support

Atma understands that keeping the momentum is tough since **Organisational Development is slow-paced and needs patience**. Keeping this in mind, Accelerator is a long term **3-year engagement**, providing **1200+** hours of support.



Comprehensive approach

Atma works across **10 organisational development** areas to increase scalability in terms of **both growth and depth**.



“We joined Atma **based on a recommendation**. We heard good things and received a very **handheld** kind of support. Usually incubators have workshops and you have to apply things on your own which can lead to gaps. But Atma's approach felt like an **extension of our organisation**”

- Partner Organisation

Atma's USP and Value Addition



Results driven approach

Atma ensures that the intervention leads to both **measurable impact** (growth metrics) and **measurable abilities** (Knowledge, skills and processes) for the partner organisations.



Rigour

Consultants co-create the Annual Implementation Plan (AIP) with the partner organisations and the progress is tracked quarterly through Quarterly Assessment (QA) Process. This approach of **goal setting and monitoring** increases **accountability** and thus the **rigour** of the programme.



Team

Atma comprises of an experienced and approachable team with a **strong problem identification** and **growth mindset**.



*“They inculcate the kind of **professionalism** needed in the NGO culture. There is definitely a lot to learn from them”*

- Partner Organisation



*“Atma created a **non-judgemental** ‘happy culture’ where all questions were welcome”*

- Partner Organisation

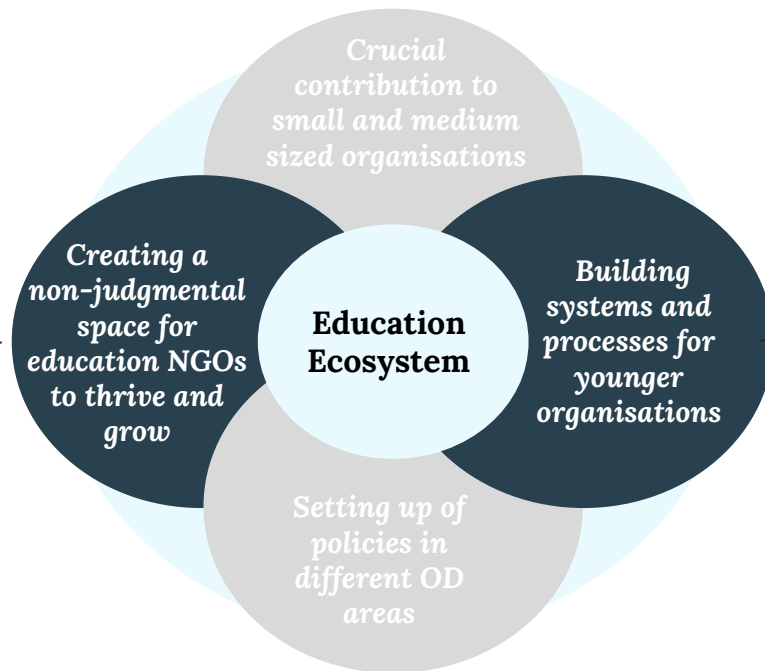
Atma contributes to evolution in the education sector as a capacity building organisation



According to partner organisations, Atma creates a non-judgemental space, which accelerates their learning curve.

"A lot of NGOs die out, most people don't come from a social sector background and don't have much experience. Programmes like Atma's help individuals improve their programmes and grow in a more structured format."

- Partner Organisation



*"Younger organisations do not have a lot of systems in place, nor do they have knowledge about the same. They eventually understand the rationale behind these systems. Atma is helpful for **growth and development** of such organisations as they provide them with a better direction."*

- Partner Organisation

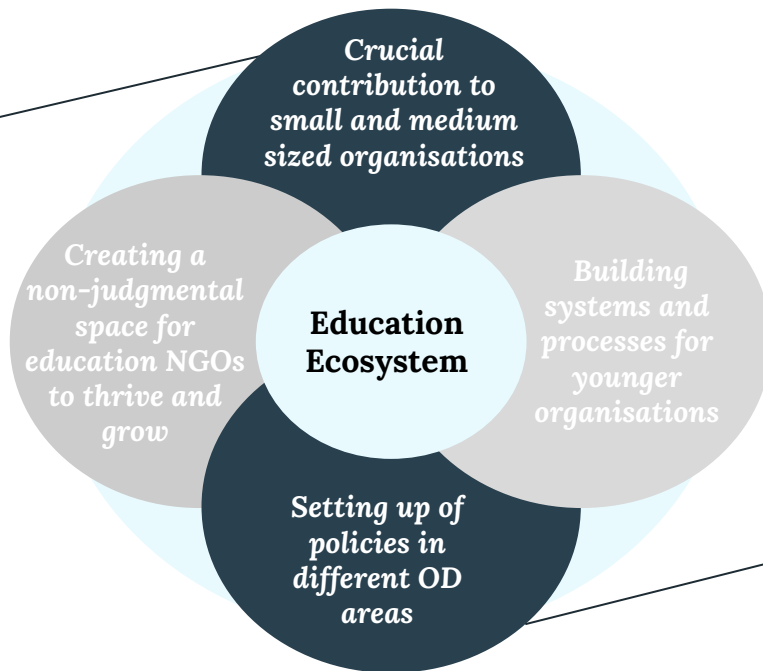
Atma contributes to evolution in the education sector as a capacity building organisation



Sector experts and partner organisations believed that Atma's Accelerator is very well-equipped to cater to the needs of small to medium sized education sector organisations.

"They don't work with huge education organisations but with medium-sized ones who really need this capacity building support."

- Sector Expert



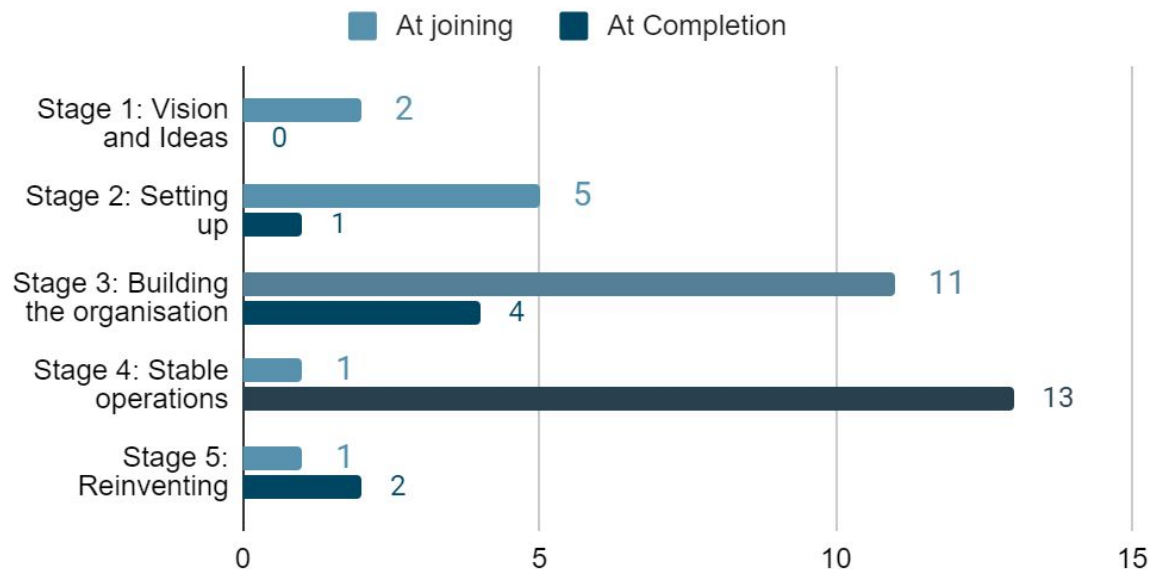
*"In terms of actual setting down of policies like financial ones, [creation of] employee handbooks, making grant applications, etc., Atma helps well. Their help is great with **actual processes/hygiene checks** to make sure that the policies are actually coming into fruition."*

- Sector Expert

Accelerator catalyses growth in capacities

85% of the partner organisations reported growing by **1 stage at least**. While the bulk of partner organisations were reportedly on **stage 3** at the time of **joining**, this shifts to **stage 4** at the time of **graduation**

Stage at the time of joining v. stage at the time of completion of the partnership(n=20)*



“**Regular meetings** with Atma helped us feel prepared for different things across **all the OD areas**. This improved our overall **confidence levels**. And the increase in preparation and confidence helped us **raise funds successfully and grow our organisation**.

- **Partner Organisation**

*The graph on stage of partner organisations are based on primary data collected during the quantitative survey. This is different from the LSS which is a tool that Atma uses to determine the stage of development the organisation is at in different OD areas.

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87.5% of the partner organisations (n=16) were **satisfied or very satisfied** with the **growth in their LSS (Life Stage Survey) scores** after completing the Accelerator.

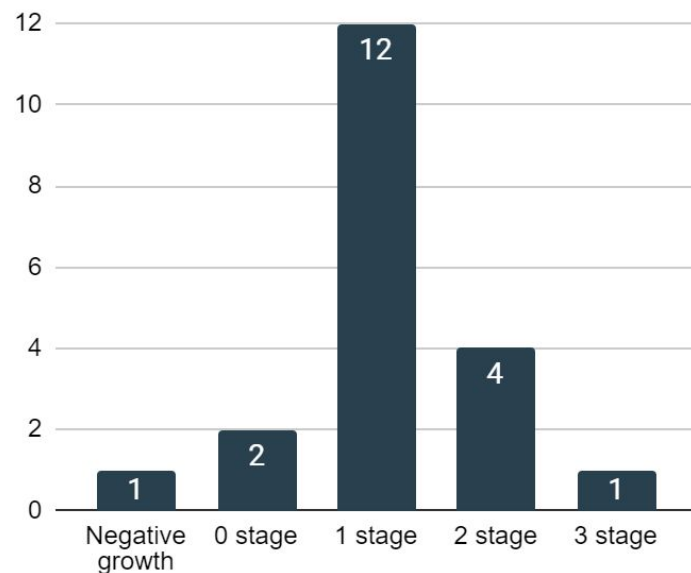
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“We developed our **vision and mission statement** with their help but Atma is very conservative in terms of scaling up. Their focus is on setting processes is **higher** than helping organisations scale.”

– **Partner Organisation**

*The graph on stage of partner organisations are based on primary data collected during the quantitative survey. This is different from the LSS which is a tool that Atma uses to determine the stage of development the organisation is at in different OD areas.

Number of stages the partner organisations reportedly grew after the programme (n=20)*



Areas of Improvement for Atma



Organisational Development Areas

While the support in Organisational Development areas of **Human Resources, Programme, Finance and Monitoring & Evaluation** is **strong**, Atma can **improve** the support in the areas of **Fundraising, Marketing and Leadership**.

Support to older organisations

While partner organisations reported that Atma helped them set up processes that **enabled growth**, older organisations expressed that they believed there was **more scope to work** on strategising to **scale up** and would have liked support in that regard.



Practical approach for implementation

Partner organisations expressed the need for more **practical support** that can help them effectively **implement** some of the projects. Beyond capacity building, Atma can create an **operational** plan by mapping it to the talent, funds and resources available with the organisation.

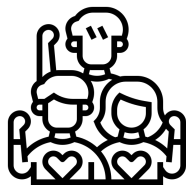
Network and Linkages

While **diagnosis** of capacity building needs, goal setting and planning, and **design and implementation** of projects are some of the strengths of the Accelerator, **network and linkages** is an area of improvement for the Accelerator.

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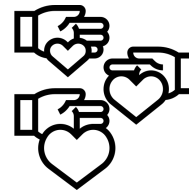
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