6 YEARS ON THE ROAD

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WSI

4th Wheel Social Impact

PREFACE

It has been six years since 4th Wheel embarked on its
journey to contribute to inclusive, participatory and
sustainable development in India.

This report aims to encapsulate the essence of
4th Wheel, reflect on what we have achieved so far and
outline future aspirations.

We thank you for accompanying us on our journey and
look forward to your continued support in the future.

The 4th Wheel Team.

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PURPOSE

Organic farming experiment, Sanand, Gujarat.

India experiences a significant turning point with substantial economic growth rates and tremendous wealth accumulation. While this has indeed generated lots of affluence for a small proportion of the population, one in five people in India are still poor. Moreover, India still ranks worse than many sub-saharan countries in malnutrition, child mortality and health care.

It is not as if nobody cared. Indeed, societal progress is high on government agendas, companies are investing in creating shared value, social entrepreneurs with global experience and exposure are helping to build their nation, and thousands of NGOs who backed welfare deficiencies for decades, are motivated to innovate and implement programs to contribute to socio-economic development.

The 4th Wheel team has had the opportunity to study management, development economics and development studies, the exposure to and dialogue with rural and urban impoverished sections in India coupled with the experience of working with various development entities. These experiences and knowledge lead us to believe that there is a serious disconnect between strategy, implementation and evaluation frameworks in the Indian social development sector.

Despite the large amounts being invested in this sector by governments, philanthropists and corporates, there is little standardisation of reporting and impact measurement across the sector.

With the increasing importance of business participation in social progress and the prevalent capitalist system, there is a new wave of social projects in the country.

Needs assessment study, Vadsar, Gujarat.

Governments call for Public Private Partnerships, NGOs seek support from companies based on their core competencies and the number of social enterprises increase every day. With these new models in place, project design, implementation, communication and evaluations should be approached in a strategic fashion.

We know that this is far from being simple. After all, social program design is complex, because people are. Nevertheless, we decided to tackle this challenge head on. We aim to strengthen development programs of corporate houses, NGOs, social enterprises and Government organizations, working towards a better India.

OUR STORY

In the last six years, we came across numerous eye-openers against which we analysed our own work and have come to better understand the complexity of development projects. Consequently, our focus and range of services have expanded over the years.

2010-2011

In 2010, we started our journey with the vision of Corporate Social Responsibility (CSR) projects designed and implemented in a more effective way. When working with influential corporate houses, we saw tremendous potential in the power of CSR. We learned that programs need to be better aligned to a company's core competencies and strategies of other development actors, to achieve desired impact.

2011-2012

In 2011, CSR and the discourse on sustainability were still blank books that needed to be filled with informed considerations, well-designed processes in terms of implementation and both local and global case studies to showcase its potential. That year, 4th Wheel conducted numerous trainings and spoke at various conferences to spread their social message on strengthening CSR programs, based on collective action of varied stakeholders.

2012-2013

Aligning CSR programs as closely as possible with the company's core, in 2012, 4th Wheel started its own employee engagement program: The Plan and Participate Project! Different training sessions were conducted with Ahmedabad-based corporates and more than 300 employees were connected with local NGOs for volunteering opportunities.

2013-2014

In 2013, we focussed on identifying best practices from all over the country and engaged with prominent companies and NGOs by documenting their work in project reviews or annual reports. Aiming at reflecting reality as much as possible and grasping all voices involved, we took up participatory field research methods and collaborated with a number of organisations. We also conducted our first impact assessment, applying the Social Return on Investment framework on education initiatives in rural Gujarat. Building on these experiences, our team noticed that it's not the willingness or motivation of organizations that is missing but rather the profound knowledge of ground realities. Since then we have felt that to achieve tangible and lasting social impact there is a need for high quality baseline data, strengthened capacities of implementation personnel, effective reporting and ongoing monitoring and evaluation of projects.

2014-2015

From 2014 on, a lot of energy went into finding solutions on how to gather data and transform it into measurable and understandable results. During numerous research projects, we could expand our range of methodologies, constantly contextualizing them to ground realities. At that time, we discovered that incorporating Information and Communication Technology (ICT) in Monitoring & Evaluation (M&E) of programs had tremendous potential to bring new voices and broader participation in program implementation, at reduced costs.

2015-2016

Consequently in 2015 we set up Fourth Wheel Social Impact Pvt. Ltd. (4WSI) a 4th Wheel sister concern that aims to establish itself as a 'thought leader' in the social impact space, with a focus on data, technology and multi-stakeholder partnerships.

Today, the 4th Wheel and 4WSI envision to improve and strengthen development programs, and to aid the achievement of maximum social impact by offering four key services of Baseline Research, Communication For Development (Com4Dev), Capacity Development and Impact Evaluation.
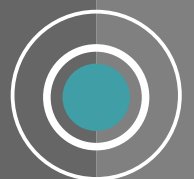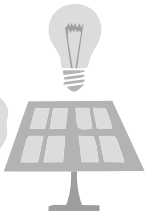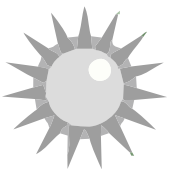
A NOTE ON SUCCESS

Speaking about progress and impact, we thought about the concept of 'success' and what it means to each one of us at 4th Wheel. What is a successful day for our team? We came to the following conclusions on how we judge our own work.

IN THE END, IT IS ALL ABOUT LEARNING

Every day at work we have one prime goal, which is to learn something new. We believe in the power of insatiable curiosity, that drives us forward. Be it a new methodology or gaining insight on a specific development mechanism, lots of time goes into research, reading and knowledge sharing with other players of the development sector and our clients. A day during which we learned something or passed on knowledge, is a successful day.

WE CONTRIBUTE, NOT ATTRIBUTE

We are well aware of the fact that we are only one little part of the big jigsaw puzzle of social change. In the end, our clients are working day-to-day on field to achieve their social mission. They are the ones providing new jobs, improving health care or re-defining education. We offer our help in strengthening their efforts and impacting people in a more holistic fashion. A day during which we contributed to strengthening a program, is a successful day.

EVERY PROJECT IS UNIQUE

We acknowledge the fact that every project or program is one of its kind and needs special attention. We often start from scratch and it takes efforts and time to thoroughly understand a social venture. We do not hesitate to critically review projects several times and ensure our work leads to tangible impact - this is what we are here for after all! A day during which we went the extra mile, is a successful day.

LIFE IS BEAUTIFUL OUTSIDE THE COMFORT ZONE

Many people move through life by simply going with the current, letting outside forces determine their direction. We at 4th Wheel dare to step out of our comfort zone and continuously take on projects that challenge us. Conversely, as we are impacted by our relationships and our work, we evolve. A day during which we took up a challenge, is a successful day.

FAILING WON'T HURT

Not everything went well in the last six years and there were times of struggle, insecurity and wrong decisions. We admit these mistakes, discuss them and learn from them. We prefer an environment where people are brave and adventurous, instead of being scared of things going wrong. A day during which we failed, can still be a successful day!

4th WHEEL
Exploring CSR's potential

.4 WSI

4TH WHEEL

4TH WHEEL
SOCIAL IMPACT

VISION AND MISSION

VISION

Socially responsible and responsive corporate houses leading to sustainable, participatory and inclusive development.

VISION

A successful integration of data, technology and partnerships to design development programs that meet the needs of India's most vulnerable.

MISSION

To move from charity driven giving, to focussed CSR, by creating effective partnerships among development entities- through research, advocacy and consultancy.
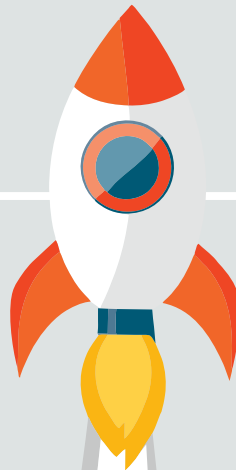
MISSION

To improve the way social programs are conceptualized, implemented, monitored and evaluated.

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RELEVANCE

Participatory Rural Appraisal, Silvassa.

O ur work consists of organised and systematic efforts to improve the way social programs are conceptualised, implemented, monitored and evaluated. In all projects, we attempt to address the complex issues which underline the laggards in development.

We help organisations to collect better baseline data, promote communication for development and enhance personnel capacities to undertake development projects. We create customised monitoring evaluation frameworks to assist, support and enable development organisations and professionals, to achieve sustainable impact.

BASELINE
RESEARCH

IMPACT
EVALUATION

COM4DEV

CAPACITY
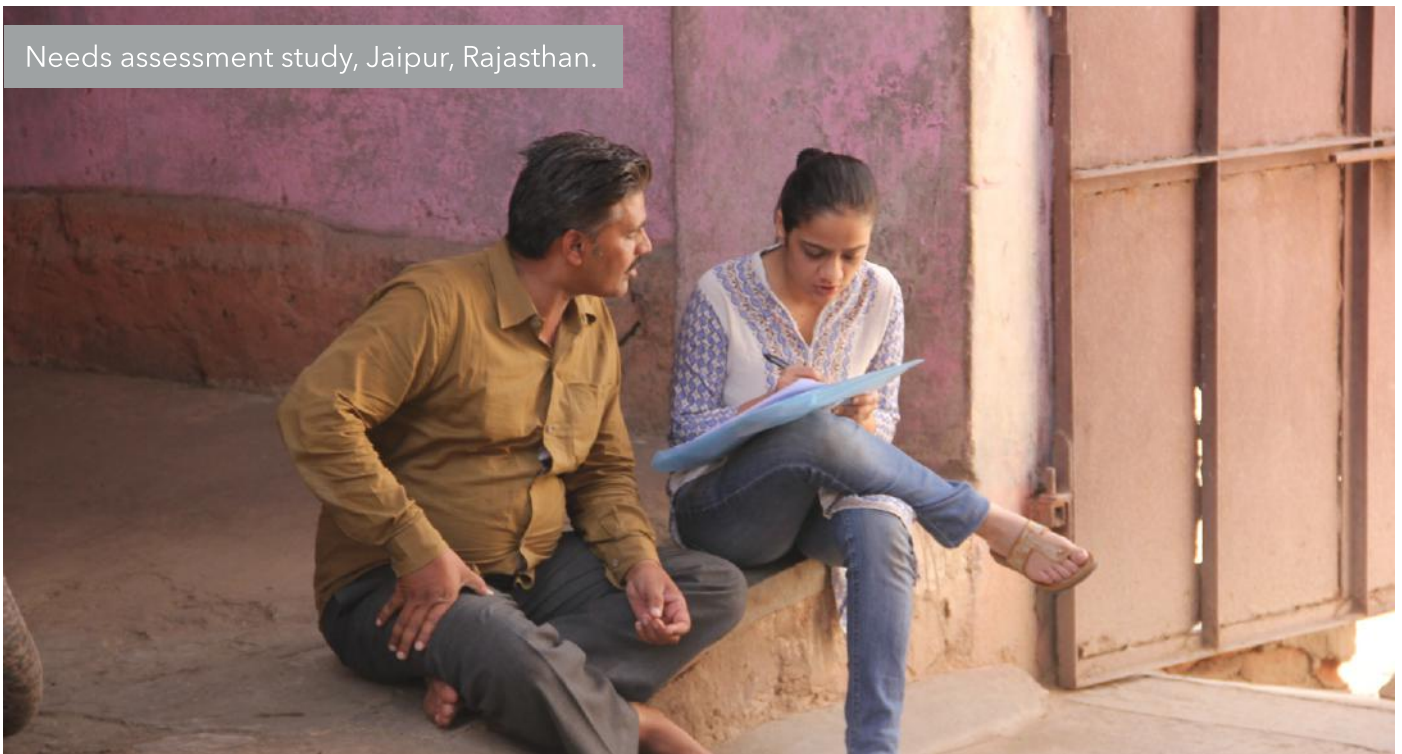DEVELOPMENT

BASELINE RESEARCH

A STARTING POINT FOR A PROJECT

⊙ Provides a deep and local understanding of the social problem, the target group and ground realities.

⊙ Builds up a database against which to monitor and assess an activity's feasibility, progress and effectiveness - during implementation, and after the program is completed.

⊙ Enables participatory program development and consultation processes to define needs, opportunities, and priorities of the target group.

4th Wheel designs and conducts in-depth needs assessment studies, baseline studies and feasibility studies to gather contextualized data of stakeholders involved in social programs.

Needs assessment study, Jaipur, Rajasthan.

TECHNOLOGY FOR DEVELOPMENT

For quantitative methodologies, we use the offline Survey CTO application. The tool enables real time data collection, data input, and clean data on tablets or mobile phones, and helps avoid delays that makes data inaccurate or irrelevant by the time it is clean. For qualitative research, we make use of the analysis program MAXQDA, which enables accurate coding and analysis for interview transcripts.

TECHNIQUES WE PROMOTE

Qualitative Approaches:
Exploratory research tools like interviews, focus group discussions and observations help to gain an understanding of underlying situations, opinions, and motivations of people and communities, and describe in detail specific situations and problems.

Quantitative Approaches:
Using surveys, interviews, field experiments, longitudinal studies, website interceptors, online polls, and systematic observations involving numerical and statistical explanations help to quantify attitudes, opinions, behaviours, and other defined variables – and generalize results from a sample population.

Participatory Rural Appraisals:
Tools like transect walks, focus group discussions, social mapping, resource mapping and pictorial tests help to incorporate knowledge and opinions of beneficiaries in the planning and management of development projects.

Rapid Rural Appraisals:
Systematic but semi-structured activities in the field by multidisciplinary teams help to obtain new information and formulate new hypotheses about rural life and communities.

> Without truly knowing the facts on the ground, you could get lucky and design a social program that does a good job meeting real needs - but it is extremely unlikely. Good baseline data is an important step to designing an effective social program.
>
> Dr. Christopher Robert, Founder, Dobility Inc. and Research Fellow, Harvard University

IMPACT EVALUATION

PLAN BETTER, IMPLEMENT EFFECTIVELY AND FACILITATE ACCOUNTABILITY

⦿ Assesses the changes that can be attributed to a particular intervention.

⦿ Gives answers to the question on "how have outcomes changed with the intervention?"

⦿ Provides information that is credible and useful, enabling the incorporation of lessons learned into the decision making processes.

4th wheel conducts well-designed and scientifically rigorous impact evaluations to aid organisations in perceiving and achieving impact.

MEASURING IMPACT

EVALUATION IS NOT A ONE TIME EVENT

Effective evaluation is not an "event" that occurs at the end of a project, but is an ongoing process which helps decision makers better understand the project.

IMPACT AS EVERYONE'S RESPONSIBILITY

Evaluation is not only the work of the evaluator. Every stakeholder should be involved in determining impact and team work should be encouraged.

BALANCING THE CALL TO PROVE WITH THE NEED TO IMPROVE

Evaluation should not be viewed as an accountability measuring stick imposed on projects, but rather as a management and learning tool for projects.

SET APPROPRIATE INDICATORS

Indicators should be developed based on conversations with stakeholders and an M&E system should be based on outcomes and not outputs of programs.

ICT 4 DEVELOPMENT

Information and Communication Technology (ICT) holds tremendous potential to facilitate Monitoring and Evaluation (M&E) of programs by enabling a wider range of inputs at reduced costs. We feel appropriate M&E tools, methods and systems should be developed based on ground realities and in accordance with capacities of field personnel. We intend to make projects measurable and impact-based by using logic models and other frameworks, which would aid the inclusion of M&E in project strategy.

METHODOLOGIES WE USE

Theory of Change:
To obtain clarity about what needs to happen to achieve and sustain the outcomes that want to be seen.

Cost Effectiveness Analysis:
To calculate a ratio of cost to a non-monetary benefit or outcome, on the area of impact.

Logic Model:
To depict the logical relationships between resources, activities, outputs and outcomes of a program.

Randomised Control Trials:
To test hypotheses between control and treatment groups to evidence impact.

Social Return on Investment (SROI):
To monetise impact and assess the investment's social returns.

Social Audit:
To determine that an organisation's impact claims are credible and based on stakeholder perception and feedback.

> All efforts must be made to work on turning the narrative description of social change into more tangible indicators, making use of frameworks like the logic model or theory of change. It is relevant to have a continuum on periodically getting relevant data to ensure quality project monitoring and evaluation, to make sure an organization is on track with their program goals and to carry out mid-course programmatic corrections where required.
>
> Brig (Retd) Rajiv Williams, Corporate Head - CSR, Jindal Stainless Steel

COM4DEV

ENGAGE, REPORT AND INSPIRE

- Refers to communication that is a two-way process, involving stakeholders and going beyond simply stating information.

- Entails communication that is interesting, engaging and innovative.

- Includes new ways of data visualisation that can be easily grasped, understood and shared.

- Implies sharing one's story, showcasing initiatives and fuelling cross learning in the social development space.

4th Wheel aims to make social development communication more engaging, two-way, and relevant to a wider range of stakeholders by using new age digital platforms and communication channels.
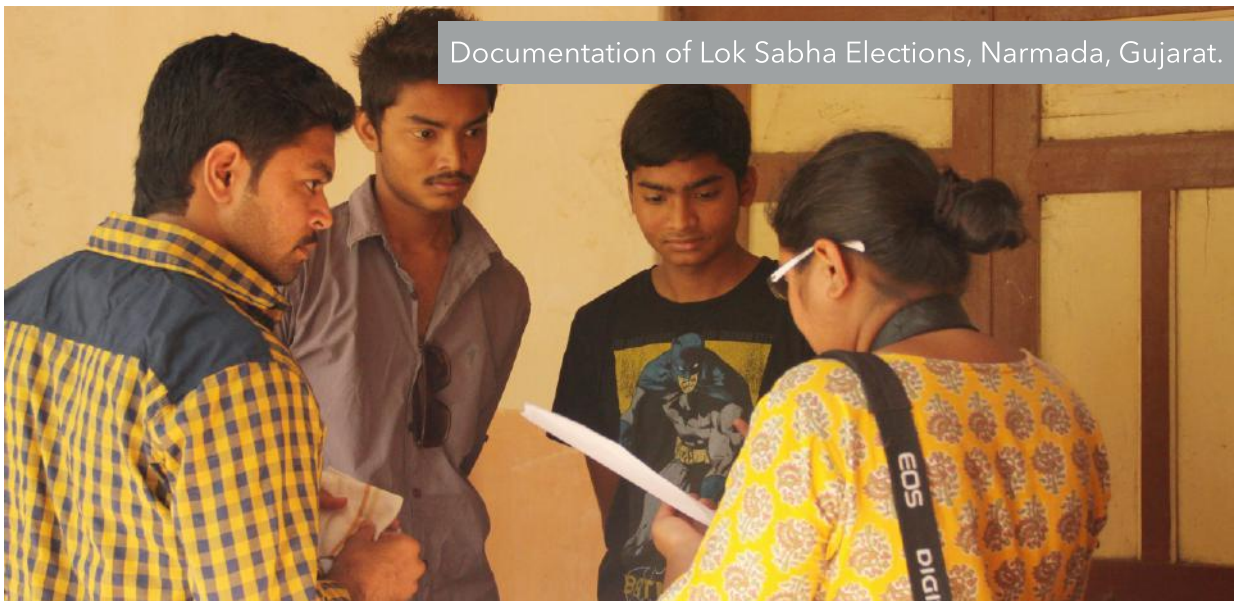
Documentation of Lok Sabha Elections, Narmada, Gujarat.

SHARE YOUR ORGANISATION'S STORY

We believe that it is important for organisations to explain what they are doing and why, to develop their own individual social story, that is unique and honest. We help conceptualise and design publication material which showcases organisational purpose and impact to stakeholders. Furthermore, we help to represent and communicate social programs in an interesting fashion. Among innovative tools, videos have proven to be most stimulating, compelling and engaging, as they change the way people work, live and learn.

Annual reports / Program documentation

Case study publications

Website content, newsletters, brochures and other collaterals

Community engagement newspapers

Annual report snapshot videos

Animated videos of program processes

CSR event videos

Cause related marketing

"

Development communication is evolving and we are slowly seeing a shift from traditional to new media. It is critical that the tremendous power of audio-visual communication is fully leveraged through digital and social media, to capture positive stories of social change, and bring out voices less heard into the limelight.

Ms. Prerana Langa, CEO, YES Foundation

"

CAPACITY DEVELOPMENT

PEOPLE DETERMINE SOCIAL PROGRAM SUCCESS

○ Is a conceptual approach to social or personal development that focuses on understanding the obstacles that inhibit people and organizations from realizing development goals, while enhancing abilities that will allow them to achieve measurable and sustainable results.

○ Encompasses CSR consultancy to align social programs with core business objectives, so as to enable long-term engagement of senior management and employees.

○ Comprises of holistic strategic support for policy and project design, developing outreach and marketing plans, forming partnerships and engaging employees in social programs, based on core competencies.

○ Includes training programs on methodologies and techniques at all organisational levels, with special focus on field staff whose role is crucial in the successful implementation of projects.
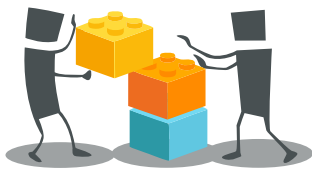
4th Wheel offers a broad-range of consultancy and training services to ensure that stakeholders are equipped to design and implement social programs that are impactful, measurable and sustainable.

Plan and Participate Project, Ahmedabad, Gujarat.

TRAINING METHODOLOGIES

SARAR:
To train people by using a participatory approach and group-based techniques.

Design-Thinking:
To make people think out-of-the-box and come up with innovative solutions.

> Mostly, all field workers work hard to implement and monitor social programs. However, it is required to invest in capacity building for enhancing their knowledge to help them measure outcomes. Use of technology for data gathering can help field workers to devote more time for community engagement. Social dynamics are constantly undergoing transformation and technology has touched lives in its deepest pockets. Harnessing that potential is and will be key.
>
> Mr. Avilash Dwivedi, Head - Community Relations, Tata Power Company Ltd.

FIELD STAFF FORM THE BEDROCK OF AN ORGANIZATION

It has been observed that field staff are not equipped or trained sufficiently to monitor programs and evaluate effectiveness of their work. Reporting and research skills are below average for many project implementation personnel. They usually lack long-term vision in terms of project sustainability and sustenance. The poor decision making capacity among them adds to how little they are involved in the planning process or in the improvement of programs. Based on our experiences, we feel regular training of field personnel improves project execution and impact.

3

ACHIEVEMENTS

Social Return on Investment (SROI) study, Mundra, Gujarat.

THE APPROACH

We assessed 4th Wheel's success over the last six years, on three levels:

SOCIETAL	ORGANIZATIONAL	PROFESSIONAL
How did we aid in strengthening social projects?	How did we grow as an organization?	How did we evolve as professionals?

To analyse the difference we made in strengthening social projects, we identified four recent projects undertaken by 4th Wheel, and placed them in a logic model (a tool used to evaluate the effectiveness of a program). The examples signify other similar projects and showcase eventual outcomes from the services we offer. Our methodological approach to determine 4th Wheel's achievements consists of an analysis of accumulated internal data of past projects, a feedback survey conducted with clients, as well as explorative interviews with a selected sample of stakeholders. It outlines our perception of how we define our organisation's impact. In the third section, we have narrated experiences and realisations over these years in terms of our professional growth.

SOCIAL IMPACT:
A LOGIC MODEL PERSPECTIVE

BASELINE RESEARCH

The research studies we design and implement, focus on:

- Moving beyond surveys and using participatory and interactive research tools.

- Developing frameworks to track baseline data over a project's life cycle, rather than at the end of project.

- Project recommendations and establishing partnerships based on research findings.

EXAMPLE:
Baseline study for National Skill Development Corporation (NSDC), set up under the Ministry of Skill Development And Entrepreneurship.

PROJECT BRIEF:
Identify appropriate sectors to impart skill development trainings to 5000 youth across 13 states, that meet their capabilities and aspirations, in line with industry needs.

"*To ensure our skill development initiatives have maximum impact, we conducted a baseline study across locations in 13 states of India through 4th Wheel. We are happy with the quality of the research and the approachability of the team. 4th Wheel is well equipped to conduct on-field research and we recommend them for such projects*

- Ms. Sampada Atri, Industry Partnerships and CSR, National Skill Development Corporation, New Delhi"

OBJECTIVES

Identify youth aspirations and preferences on employment sectors.

Propose subjects of skill training according to geographic locations and industry demand.

Develop impact indicators to track progress over one year.

Provide recommendations on project implementation.

ACTIVITIES

Focus group discussions.

Youth surveys.

Local leader interviews.

Priority/ Preferential ranking exercises.

Institute reviews.

OUTPUT

Technology based data collection.

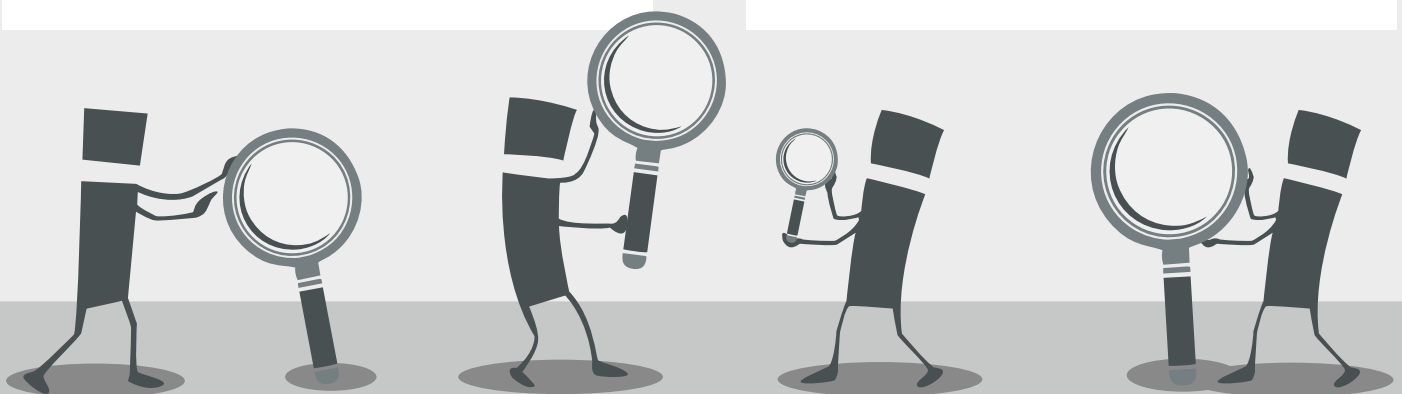Research conducted with 5578 youth in 90 villages across 13 states.

OUTCOME

Data prepared to enable project tracking.

Impact assessment frameworks developed for selected training partners.

Increased rapport, acceptance and ownership among youth participants.

IMPACT EVALUATION

Social Impact Assessment studies conducted by 4th Wheel enables an organisation to:

- Analyse the design, implementation and results of projects, to understand, manage and communicate the social value that their work creates.

- Provide information to stakeholders that is credible and useful.

- Compare the effectiveness of alternative interventions.

- Clarify whether costs for an activity are justified.

- Develop an M&E system which encourages stakeholder feedback at regular intervals.

EXAMPLE:
Impact evaluation on the work of FifthEstate, a first of its kind 'partnership brokering' intermediary organisation in Uttar Pradesh.

PROJECT BRIEF:
Make a reasonable inference on the potential and achieved impact of the organisation based on secondary data and stakeholder consultations, covering more than 25 Government departments of Uttar Pradesh and 30 social enterprises.

> " We were very happy with the project execution. Being a young organization and this being our first time working with an external company for impact analysis, 4th Wheel was very accommodating to all of our questions, feedback, and contributions. Open communication is crucial during such a collaboration and it made all the difference in our working relationship with 4th Wheel. The team had no difficulty understanding our admittedly complicated operations and proved adept at crafting approachable language and analysis. "
>
> Mr. Nick Saunders, Head - Business Development, FifthEstate, Lucknow

OBJECTIVES

Develop process and outcome indicators of the collaborations established.

Conduct a formal dialogue with stakeholders and involve them meaningfully in strengthening program design.

Measure changes in ways that are relevant to the people or organizations that experience or contribute to the partnerships, for future strategy building.

ACTIVITIES

Extensive background research on program goals, implementation strategies and program delivery.

Identified stakeholders and outlined eligibility criteria of key respondents.

Formulated research tools and experiments.

Comparative analysis of academic principles.

OUTPUT

Descriptive analysis to illustrate successes via case studies, based on aggregated qualitative data.
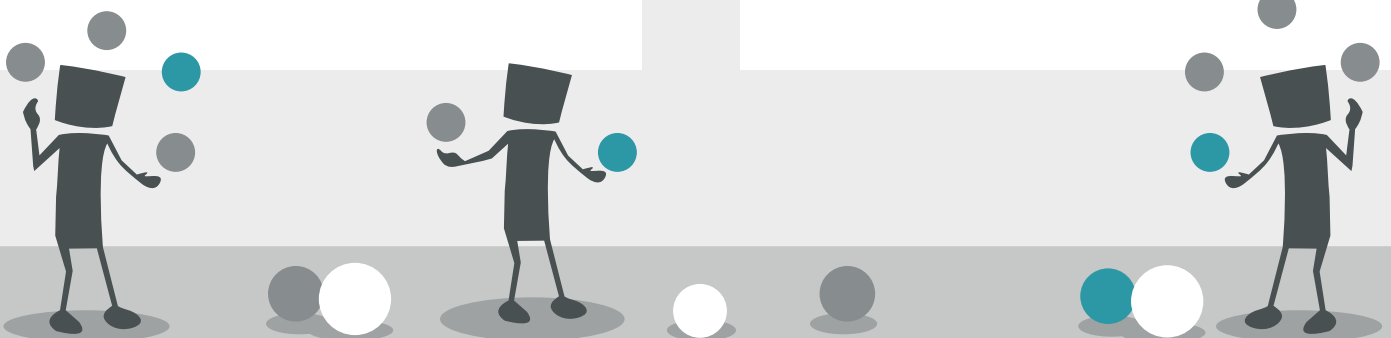
Impact report outlining achievements and outcomes of partnerships.

OUTCOME

Contributed to the scientific discourse on multi-stakeholder partnerships and positioned the organisation as a thought leader in the collaborative development space.

Developed an M&E framework to monitor, assess and trace impact of partnerships.

COM4DEV

Reporting projects undertaken at 4th Wheel result in:

- ⬤ A culture of regular documentation among organisations.

- ⬤ Involvement of stakeholders to develop a unique social story.

- ⬤ An increase in information sharing on different platforms.

EXAMPLE:
Development and implementation of a
Com4Dev strategy for Coastal Gujarat Power
Limited (a Tata Power company).

PROJECT BRIEF:
Improve data collection, aggregation and
visualisation, regular dialogue with
beneficiary communities and streamline
reporting for identified stakeholders.

> We are working with 4th Wheel since 2011. They have become an integral part of our CSR team. 4th Wheel understands how to create and revitalize an organization's visual identity standards and extend these frameworks into creative, project-specific approaches. The best part of 4th wheel team is that they are very well acquainted with the social development paradigm and dimensions.
>
> Mr. Pradeep Ghosal, Community Relations Head, CGPL (Tata Power), Mundra

OBJECTIVES

Regularise documentation.

Improve quality of documentation and reporting.

Improve documentation skills of staff and implementing partners.

ACTIVITIES

Technology based data collection.

Developed weekly and monthly reporting frameworks.

Introduced innovative communication mediums.

Trained implementation staff and partnering NGOs.

OUTPUT

Samvad - a stakeholder dialogue publication.

Safety Matters - publication on key safety initiatives.

Asanjo Gaam– quarterly rural newspaper for community stakeholders.

Turning the Tide – publication on community projects focussing on fishermen.

Annual reports, newsletters, brochures and videos, award applications and process documents.
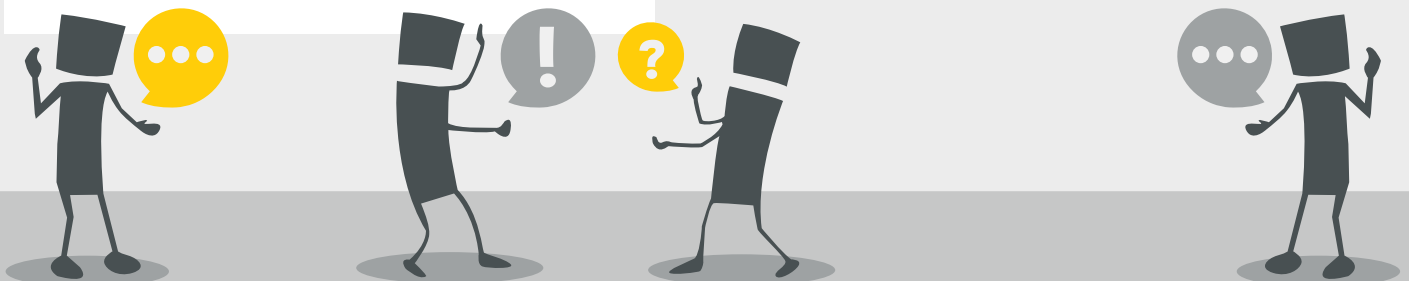
OUTCOME

Increased interaction with stakeholders.

Increased credibility and accountability among different stakeholder groups.

Structured and defined processes for reporting and documentation.

Moved reporting beyond outputs to outcomes.

CAPACITY DEVELOPMENT

Training programs and consultancy projects designed and facilitated by 4th Wheel lead to:

⬤ An improvement in capacities and knowledge of personnel to develop, manage and implement social development programs.

EXAMPLE:
1. Training programs for managerial staff through FICCI Aditya Birla Centre for CSR Excellence
2. Technical sessions for implementation staff of NGOs and social enterprises

PROJECT BRIEF:
Address the knowledge gap among personnel in terms of program design, international research methodologies, documentation and social impact measurement.

> " We are pleased to have 4th Wheel as one of our constant training partners on impact assessment for our corporate clients. There are only few people in India who are capable of sharing their knowledge and experiences on internationally acknowledged impact tools like the Social Return on Investment (SROI). Their trainings are not only of high quality, but also creative, interactive and hands-on. "
>
> Ms Nomenita Chetia, CSR professional,
> FICCI Aditya Birla Centre for CSR Excellence, New Delhi

STAKEHOLDER

Managerial staff of CSR departments.

Implementation staff of NGOs and social enterprises.

OBJECTIVES

Introduce important concepts on social development.

Inform participants on the nuances of impact assessment.

ACTIVITIES

Design thinking tools like Worksheets, Scoping, Think-Pair-Share, Case study and Post-it brainstorming.

Experiential learning and case studies.

OUTPUT

Training conducted for -

Managerial staff of more than 45 companies.

50 implementing staff.

OUTCOME

Enhanced and coherent understanding on implementing programs.

Increased value from programs.

Personnel plan better, implement more effectively, facilitate accountability, support stakeholder communication and successfully guide the allocation of scarce resources.

ORGANISATION DEVELOPMENT: IMPACT ANALYSIS FRAMEWORK

We believe in the power of outcome evidence strategies to define and examine performance, growth and impact of organisations.

We make a crucial distinction between what we do (services offered) and what we achieve (the changes that result from what we do). It is important for us to outline the immediate and long-term effects our work has, which has lead us to determine core areas of enquiry, ie: geographic reach and scale of our work, the number of recommended projects implemented, no. of organisations who now have documentations mechanisms and monitoring and evaluation frameworks established, stakeholder feedback, etc.

We understand that our work has intended impacts that may take many years to achieve, so these indicators were important to identify and report on, which would define our long term vision. This is our attempt to develop metrics of performance, that is, quantifiable measures that capture key organisational impact indicators, on the basis of which comparisons can be made over a period of time.

AREA OF INQUIRY	INDICATOR	ACHIEVED 2016	GOAL 2020	PERFORMANCE LEVEL (%)
Reach and Scale	Geographical Reach (States and UTs)	17	20	85
	Thematic Area (Education, skill development, health, etc.)	7	10	70
	Projects Implemented (4 services)	57	120	48
Clients	Corporates	18	50	36
	Government/ Semi Government Bodies	5	10	50
	NGOs and Social Enterprises	24	50	48
	Academic/Funding Organisations	2	5	40
	Total Clients	49	115	42
	% of Clients Retained	21	100	21
Baseline Research	Innovative research tools used	12	20	60
	Project recommendations implemented	8	20	40
	Baseline data tracked (Number of organisations)	2	20	10

AREA OF INQUIRY	INDICATOR	ACHIEVED 2016	GOAL 2020	PERFORMANCE LEVEL (%)
Capacity Development	No. of people trained	500	2000	25
Com4Dev (Number of organizations)	Regular documentation mechanism established	3	10	30
Impact Evaluation (Number of organizations)	M&E Systems developed	5	20	25
	Measurement in terms of outcomes	2	10	20
Stakeholder Feedback (%)	Subject matter expertise	76	100	76
	Relevance of work	84	100	84
	Cost and timelines	72	100	72
	Desired future collaborations and client recommendations	94	100	94

TOTAL SCORE: **49%**

We divided the impact indicators into seven categories to assess our organisational progress between 2010 to 2016. The categories were further broken down into sub-indicators, which were pegged against our targets for the year 2020. For reach and scale of projects, we used three sub-indicators that covered geographic reach, sector of intervention and the number of projects implemented . In terms of clients, we categorised them into different development actors and, assessed our success in creating long-term engagements. For each service, we listed the key outcomes of our work. For baseline studies, we analysed the tools we used and how we have enabled organisations to track and record progress over time. For capacity building, we traced our impact in terms of the number of people we trained. Our work also seeks to make documentation and reporting a constant function at organisations. Through our programs we have been able to streamline impact evaluation for organisations, while advocating the use of outcomes and not outputs. Eventually, through an online survey we captured stakeholder perception of our work.

We reach a total score of 49% performance level by calculating the average of all the sub-indicators, and dividing them equally by the number of indicators.

We are certain this framework will help us to continuously monitor and assess the progress, that we as an organisation, are making.

PROFESSIONAL GROWTH: ENTREPRENEURIAL INSIGHT

"We do more than just exist"

There is absolutely no point in living life without passion. There needs to be something that gets us out of bed in the morning and our careers definitely take that blame. We have found our social purpose and goal, and that defines who we are today, both in our personal and professional lives.

"We have built lifelong relationships with people who share the same dreams"

Being in touch with various individuals and leaders from various spheres of work with different views and experiences, has provided us with a gold mine of learning. There is a famous African proverb, "If you want to go fast, go alone, if you want to go far, go with others". This perfectly describes how forging relationships with different players in the development fora' helped us to gain knowledge and experience from each one of them along the way, strengthening our networks and offering us tremendous learning and exposure.

"When life throws curveballs at us, we step up"

Over the last six years of our entrepreneurial journey, both of us have faced grief which knocked the wind out of us. 4th Wheel is one of the biggest strengths which makes us look forward to the next day, hold our heads up and temporarily forget pain. It gives us a sense of purpose, hope and responsibility, which stems from the maturity our entrepreneurial journey has fostered in us.

"We would have been different people if we had jobs"

Entrepreneurship can offer levels of fulfilment and achievement that are hard matched by any other type of employment. Our work and research took us to far flung and remote areas in India, where we met some of the most beautiful people with diverse and different perspectives. This has shown us a completely different side of life and lives, made us more sensitive and open-minded and changed our outlook completely. Each day is filled with new opportunities to challenge our abilities, skills, and determination. This has made us stronger, more flexible in our thoughts and work, and more dedicated as people.

"We have worn so many hats"

Being tied down to just one area holds one back from recognising and honing the skills we innately possess. We chose the work we like to do that makes the most of our strengths and skills. We have loaded agendas which require us to fill many shoes from being leaders, managers, finance experts, recruitment professionals, trainers, entrepreneurs, advisors, designers, thinkers, researchers, consultants and so so much more.

"The best way to predict the future is to create it."

It is not easy being an entrepreneur. Sometimes we feel like we are sinking into a pit with 1,000 heavy weights piled on top of us. These last few years have taught us that we have to create our own vision and adjust it according to circumstances, but never deter from what we envisioned when we set up our organisation.

"We love and believe in our work, more than ever"

We don't hate Mondays. We don't look forward to the weekend (this depends). We don't punch a clock. We are just driven by the idea that we are playing a part in contributing to improving lives of people in our country. We are committed to utilizing all the energy, brains and potential we have, to do better and push limits, every passing day.

4
ECOSYSTEM

Participatory Rural Appraisal Study, Tuticorin, Tamil Nadu.
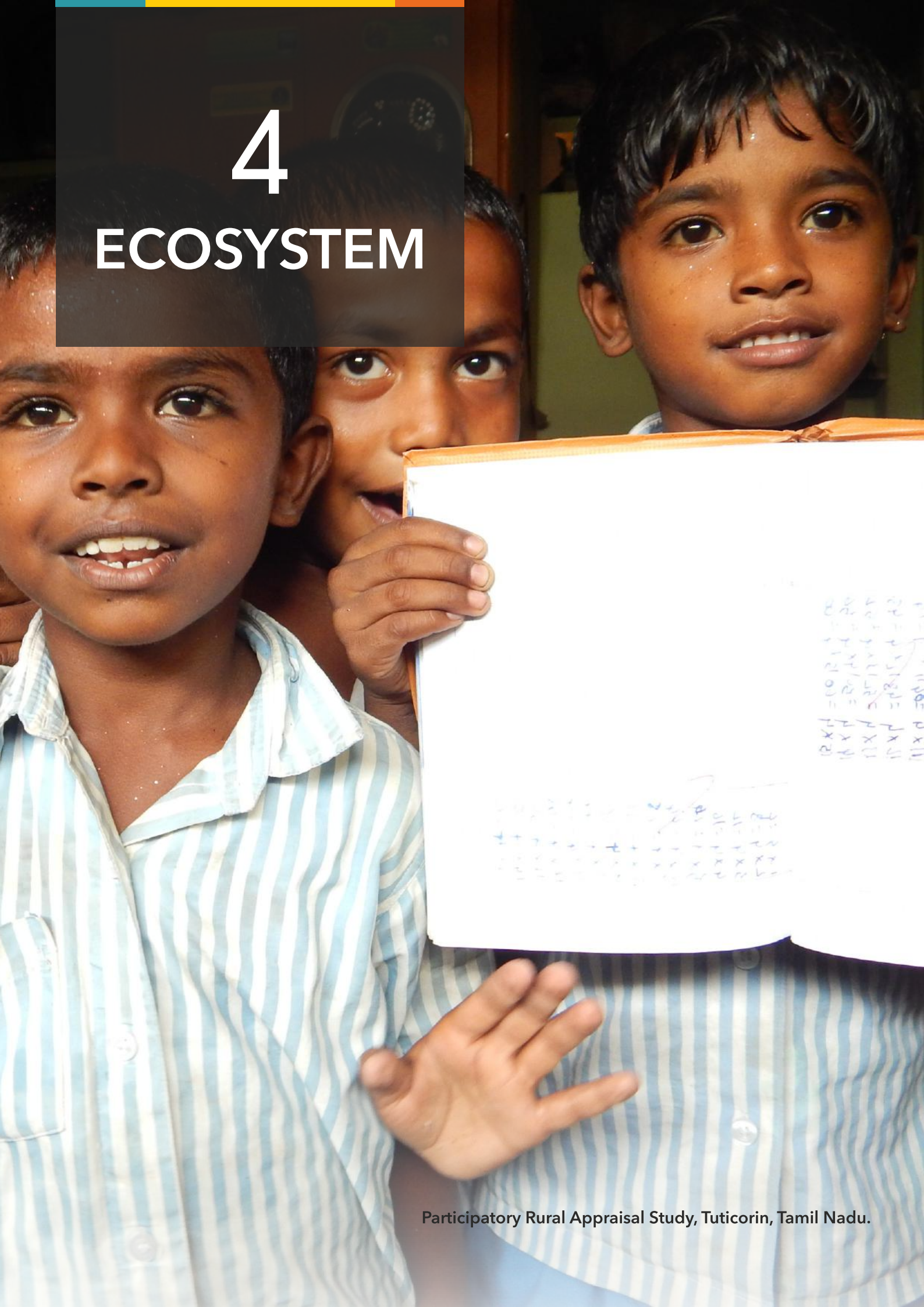
TEAM

Sharon Weir - Co-Founder, Msc. Development Studies, School of Oriental & African Studies, London

Dreams about: contributing to the discourse on impact evaluation, strengthening social policies and programs in India, and travelling the world with her family.

Payal Mulchandani - Co-Founder, Msc. International Relations, IE Business School, Madrid

Dreams about: positively impacting the lives of people around her, seeing the world from varied perspectives and harnessing the potential of technology for social good.

Tatjana Mauthofer
Consultant - Impact Evaluation & Organisational Development, MA International Development Studies, University of Marburg, Germany

Dreams about: diving with a whale or at least with Nemo. On a serious note, finding ways to preserve humanity's beauty and purity of marginalised tribes, of whom we could learn a lot from.
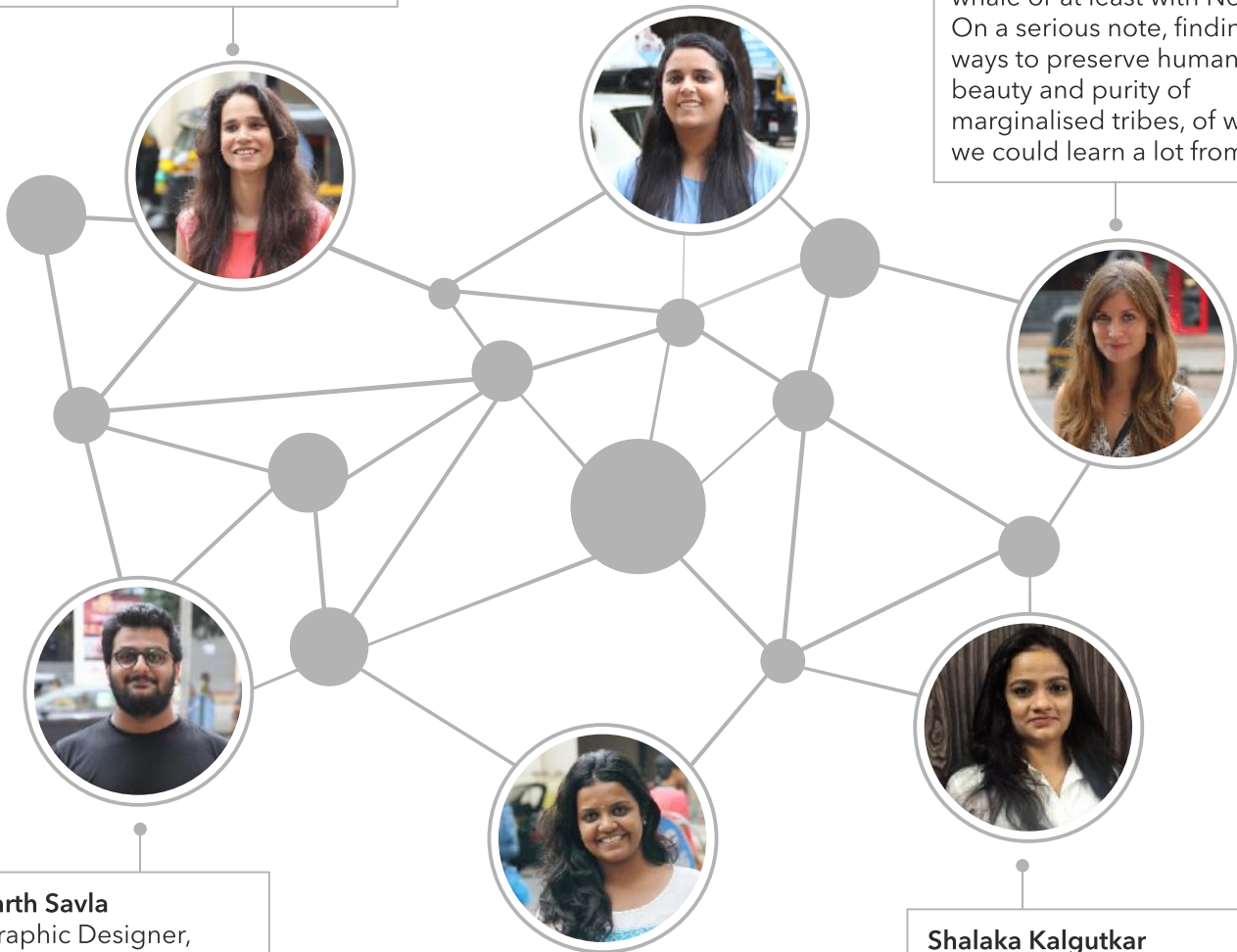
Parth Savla
Graphic Designer, Bachelor's in Fine Arts, Dr. D. Y. Patil College of Applied Arts, Pune.

Dreams about: exploring ways to make a difference through art and his dog by his side, coz why not?

Rini D'Souza
Associate Consultant - Development Communication, Masters in Social Work (MSW), Nirmala Niketan, University of Mumbai

Dreams about: living in a home in the mountains, while strengthening documentation and reporting practices of organisations to promote sustainable development.

Shalaka Kalgutkar
Associate Consultant - Research and Content Creation, M.Sc in Applied Psychology, Annamalai University, Chennai

Dreams About: reporting and documentation that goes beyond generalized statistical analysis, and to explore the depth and range of causes that obstruct social development.

MENTORS

Vishnu Swaminathan
Leader, Ashoka, South Asia

Thank you having faith in us
from day one!

Rajendra Joshi
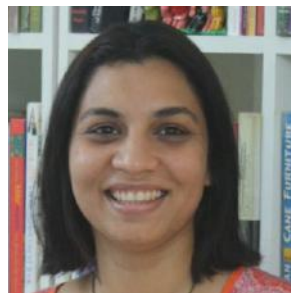Founder, SAATH

Thank you for helping us
strengthen our network!

Keren Nazareth
Deputy Director, Humane
Society International-Asia

Thank you for being our
'go-to person', always!

Aakash Sethi
Executive Director,
Quest Alliance
Thank you for the
brainstorming sessions!

Rebecca Reubens
Founder, Rhizome

Thank you for being our
biggest and best critic!

Patricia Gabaldon
Assistant Professor,
IE Business School, Spain

Thank you for seeing merit
in our enterprise!

Ines Esteban
UN Women, New York

Thank you for being a
friend, and your
enthusiasm!

Nitin Sharma
Vice President, Business Head,
Raychem RPG Ltd.

Thank you for making us think
'big' and in the long-term!

Roshan Nair
Prize Lead, Women's Safety,
XPRIZE

Thank you for being a
co-entrepreneur!

CLIENTS

CORPORATES

Coastal Gujarat Power Ltd (Tata Power)
Adani Foundation
Arvind Mills
Godrej Good & Green
Ford
Gujarat Heavy Chemicals Ltd
Sun Pharma
Tata Power
Green Evangelist
Maithon Power Ltd
Industrial Energy Ltd
Rhizome
Jai Hind

NGO/ Social Enterprise

Collectives for Integrated Livelihood
Initiatives (Tata Trust)
Helpage India
FUEL
Habitat for Humanity
Humane Society International
HomeNet South Asia
Project Concern India
Coastal Salinity Prevention Cell
SAATH
SEWA
Smile of India
Swadeep
Orion Edutech
Learning Delight
Way Around You
Tata Power Community
Development Trust (TPCDT)
Udgam
CEDRA
FifthEstate
Kids Foundation of India
Dream a Dream

GOVERNMENT

National Skill Development Corporation
(NSDC)
Mahatma Gandhi Labour Institute
Narmada District Administration

UNIVERSITY

Pandit Deendayal Petroleum University,
Gandhinagar
Ganpat University, Mehsana
B.K. MIBA, Ahmedabad
Xcellon Institute, Ahmedabad

INDUSTRY BODY

FICCI Aditya Birla Centre for CSR
Excellence (FICCI)
Gujarat Chamber of Commerce and
Industry (GCCI)

INCUBATOR

Aashray Techno-Social
Incubator

INTERNS FROM

GIZ Scholarship Program, Germany
Université catholique de Louvain,
Belgium
IIM Indore
B.K. MIBA, Ahmedabad
St. Xaviers College, Ahmedabad
PDPU, Gandhinagar
Flame, Pune
MIT, Pune

GETTING BACK TO WORK!

This report summarizes our work over the last six years. It outlines the purpose, relevance and achievements of the 4th Wheel team. We believe that the evolution of our organisation has been organic, and we have constantly adjusted our work to aid in improving social development indicators of our country.

Over the years, 4th Wheel has established a cycle of setting and revising internal goals, has introduced improved monitoring and quality control systems to manage our projects, has institutionalised the need to report on performance, and has raised awareness about achieving tangible results throughout our organization.
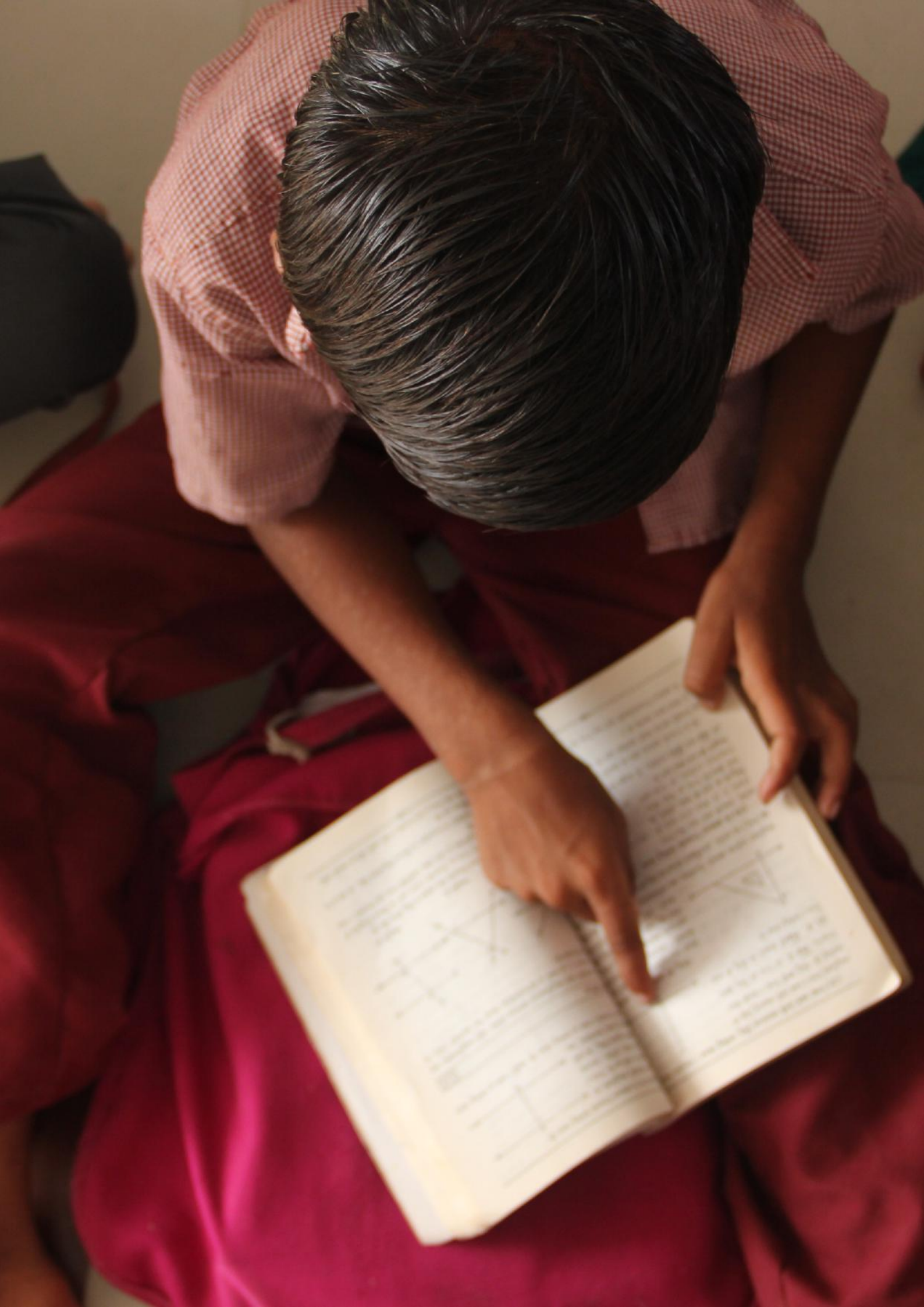
Work now focuses on four main areas of Baseline research, Impact evaluation, Capacity development and Communication for Development (COM4DEV). We believe that these services shall help strengthen social projects of stakeholders engaged with social development.

Currently, we are involved with strategic support retainer assignments, annual reports for corporates, designing and implementing impact evaluation studies and developing field personnel related training modules. We received a grant from the Swedish Institute this summer, to host a workshop on Sustainable Development Goal (SDG) 17, which talks about the importance of good data, partnerships and technology to achieve sustainable social impact. Taking this forward, over the next few years, we would be focusing on organising workshops which would delve deeper into the 'hows' of achieving the SDGs in India.

We intend to increase the reach and scale of our work by partnering with like-minded organisations to enhance our services and form associations with a larger number of organisations involved in planning, executing, reporting and evaluating social programs. Increasing our team size, with people who share similar values, skill sets and dreams is also a top priority. We shall soon introduce a large-scale capacity-development program to improve implementing staff's knowledge and skills. We have also been involved in documenting intervention models of good practice, based on lessons from different programs and from development partners, making greater use of evaluations as a source of learning.

We hope to share our entrepreneurial journey on a more regular basis than before, inviting inputs and suggestions to further strengthen our work and network. We thank each and every person who has helped us along the way, with his or her feedback, trust, commitment and love.