



Impact Assessment

Ongoing Review Report

Version History

Review Date	Review Purpose	Updates and comments
1-June-2025	Consolidation and initial Google Doc version	Consolidated data from all prior google sheets and other real time monitoring tools and converted into a running Impact Review Report
8-June-2025	Revised Metrics	Revised metrics to address current realities and give a more realistic picture of progress towards impact both from Organization and Operational View

1. Vision, Mission, and Goals

Vision: To eradicate generational poverty through education by creating catalysts/leaders within under-served communities.

Mission:

- To help low-income families complete their children's education.
- To create EDUCATION SUPPORT hubs within communities to guide and assist members, acting as aggregators of education-related support.

Macro Goal:

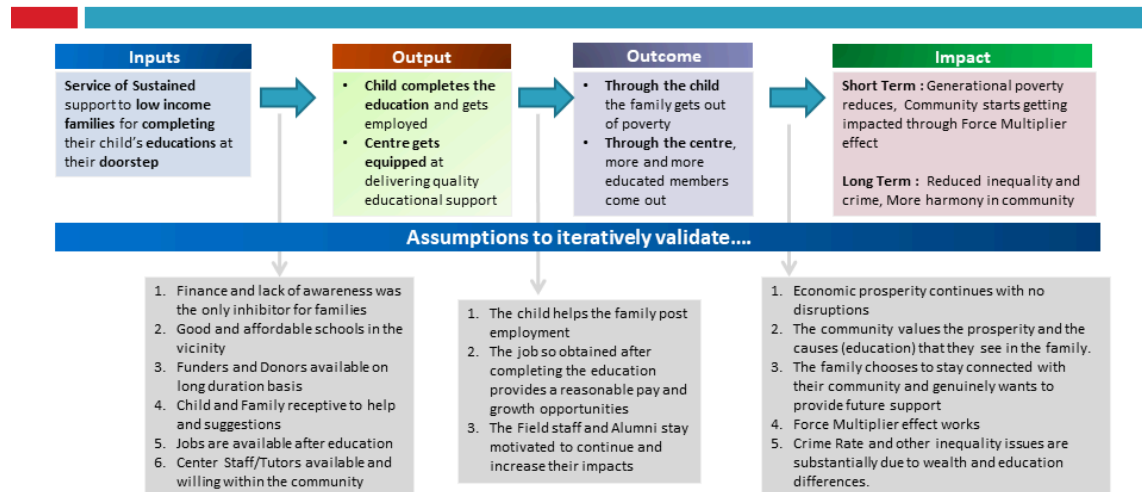
- To change the "default" of underserved communities by increasing educated members, thereby acting as a force-multiplier.
 - Curating an ecosystem of competent, reliable Educational Partners.
-

2. Operating Locations

State	Locations
Karnataka	Kadugudi , KR Puram, Immadahalli, Chanasandra, Ramagondanhalli, Attiguppe, Bevinmara (New)
Kerala	Ottapalam (Palakkad), Panangad (Kozhikode)
Tamil Nadu	Coimbatore (New)

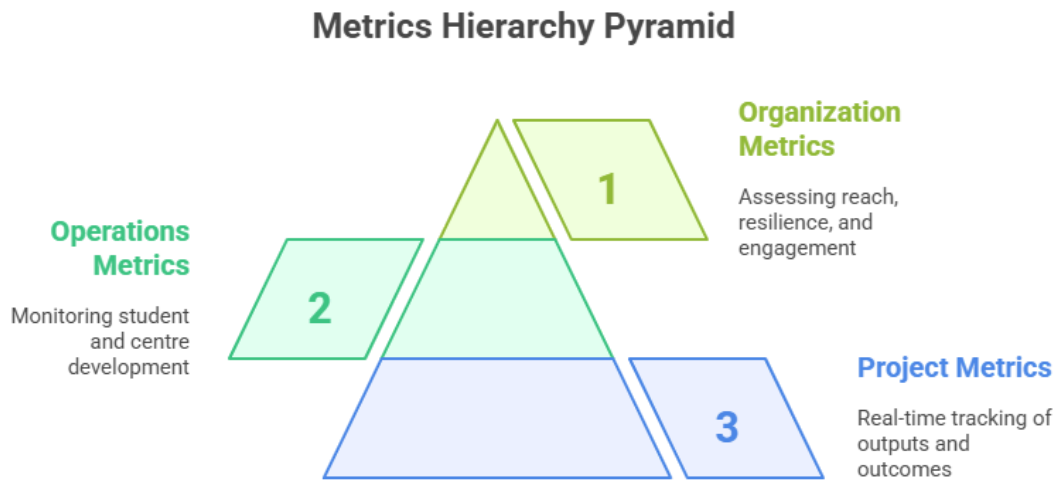
3. Theory of Change

Our Long Term Theory of Change



TOC Element	What does it intend?
Long-Term TOC	Sustained collaborative educational support provided within communities leads to significant transformation.
Key Assumptions	After-school space holds substantial opportunity for change, Financial & awareness barriers, local school/college availability, long-term funders commitment, motivated staff, post-education employment, community reinvestment, etc.
Short-Term Outcomes	SOF Students start graduating from good colleges and get simultaneously empowered with values, skills and exposure to thrive in the real world.
Mid-Term Outcomes	Community begins to change via the Force Multiplier effect.
Long-Term Impacts	Reduced generational poverty with positive changes in mindset towards citizenship, work, family/community values
Pathway to Impact	Education + Center Development → Graduation and Employment → Family upliftment → Community transformation through centres and alumnis.

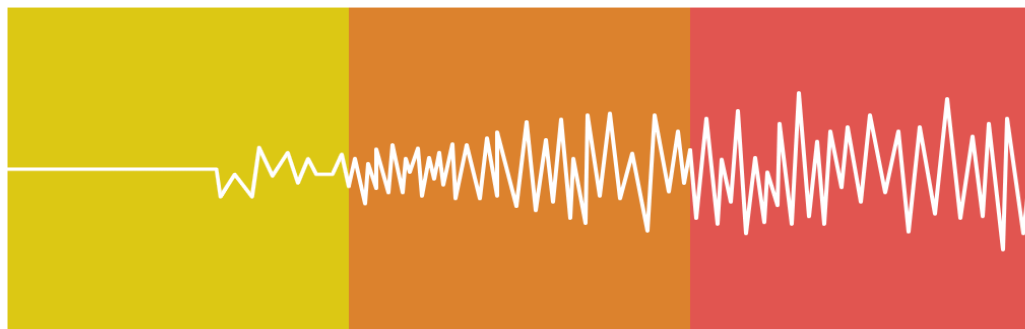
3. Impact Measurement Approach



Made with  Napkin

Specific <

> Broad



Beneficiary Assessment

Focuses on understanding value from beneficiaries.

Realist Evaluation

Evaluates effectiveness considering various conditions.

Contribution Analysis

Matches evidence to theory, identifies causal gaps.

4. Key Impact Metrics and Measurement

Organizational Metrics (Long Term)

Metric	Definition	What does it indicate
Reach	# of communities/families as part of our SOF Interventions	How well are we on our scale of "reach" and creating our "army of catalysts".
	# of communities/families as part of franchised/partner-learning centers	How are we with scaling through replication or resource sharing interventions
Resilience	# of students/families active with our center for 3/5/7+ years	How well we are in our "persistence" to arrest and avoid the "drifts" both from education as well as from their community.
Leakages	# of students who are dropping out after 3/5 years interventions	How many kids are we losing to circumstances/ differences /anything else?
Alumni Movement (Giving Forward)	# of students giving forward to SOF and its centers/community	Are we creating students who are willing to give their time/money or in-kind help to communities that they came from?
Ecosystem Enablement	# of active educational partners that SOF has in its pool for everyone to tap into	How are we doing with our role as connector of resources and stakeholders for all our communities
Financial Transformation	# of students/families now financially stable and better-off	How well are we doing on our short term intent of breaking the individual cycle of poverty
Student Transformation	# of students who are showing more successes in their interviews/placements/grades	Are we creating enough students who are active learners and taking ownership of their lives to become confident and productive citizens?
Parental Transformation	% of parents who have started appreciating education as a powerful tool	Did we do enough for parents to support their own children's education strongly , and becoming ambassador of education in their own community
Community Transformation	% of College graduates/Well employed professionals in the community YoY	How well are we doing with our long term intent of poverty alleviation by increasing the tribe of educated members.
Workplace of choice	# of staff working with us more than 3/5/7 years	How are we taking care of the wellness of our staff/interns/alumni/volunteers?
Poverty Alleviation	As tracked via secondary research	How are we with poverty alleviation of the communities we have touched so far?

Operational Metrics (Short to Mid)

Metric	Definition	What does it indicate
Proactive Availability/ Family Connects	Average Number of visits made per family/ Average number of hours spent per family students	Measure the engagement in terms of calls made to parents; visits to houses; participation of families in SOF organised events. Tells us how well our connection efforts are?
Additional Learning Gain	Average number of additional tutoring hours provided to each student	Indirect inference of additional learning that a student is able to gain by involving with SOF
Student Growth/Progress Score*	A combination of Academic, Non-Academic (Sports, Arts etc), Social learning and Value based scoring to benchmark each student and then measure the progress made against each of these parameters	Measures students improvement in holistics terms Also compares each student's growth against themselves as opposed to averaging everyone into one number
Centre Maturity Score*	A combination of Average SPS growth of the centre, Centre staff's capability	Measures how consistent and efficient each center is becoming with time
Centre Utilization Score	Number of families in a community utilizing the centre for their educational needs/queries/Number of families in the community.	How well we have been arousing the interest of the community in seeing education as a medium of growth. Uses student and community surveys

Student Progress Score (SPS) Rubric*

Scoring Chart

Parameter	1 - Beginning	2 - Emerging	3 - Developing	4 - Proficient	5 - Exemplary
Academic Proficiency	Struggles with basic concepts; unable to meet grade-level expectations Scores <50%	Demonstrates limited understanding; requires frequent support Scores 50-60%	Understands basic concepts; needs occasional support Scores 60-70%	Understands and applies concepts independently Scores 70-85%	Demonstrates deep understanding; applies concepts creatively and independently Scores >85%

Parameter	1 - Beginning	2 - Emerging	3 - Developing	4 - Proficient	5 - Exemplary
Skills (e.g., critical thinking, communication, collaboration)	Rarely demonstrates relevant skills	Shows limited skill development; inconsistent use	Demonstrates basic skills in known contexts	Applies skills independently in different contexts	Consistently applies skills effectively; adapts and innovates
Values (e.g., punctuality, commitment, respect)	Rarely shows awareness or responsibility; needs constant guidance	Sometimes shows values; often needs reminders	Usually demonstrates core values; occasionally needs reminders	Consistently demonstrates positive values; self-driven	Embodies values; is a role model for peers

Changing Weighted Average by Grade Level used for computing SPS

Grade Level	Academic Proficiency	Skills	Values	Why we assign the specific weightage?
Grades 8–10	70%	10%	20%	Focus on Strong academic foundation with character development
Grades 11–12	50%	30%	20%	Focus on Blend of academics and real-world skills
College	20%	50%	30%	Focus on Career readiness and strong personal values

SPS (Student Progress Score) Formula

$$\text{SPS} = \Sigma (\text{Weight} \times \text{Score})$$

(Σ means sum of all parameter scores multiplied by their respective weights)

Example (Grades 8–10):

Academic Proficiency = 4 | Skills = 3 | Values = 5

$$\text{SPS} = (4 \times 0.70) + (3 \times 0.10) + (5 \times 0.20) \Rightarrow \text{SPS} = 2.8 + 0.3 + 1.0 = 4.1$$

SPS Growth Formula

$$\text{SPS Growth} = \text{SPS (End of Year)} - \text{SPS (Start of Year)}$$

$$\text{Example: SPS Start} = 3.6 \mid \text{SPS End} = 4.1 \Rightarrow \text{SPS Growth} = 4.1 - 3.6 = 0.5$$

Center Maturity Score (CMS) Rubric*

Average SPS Growth of Students

Rating	Description
1 - Beginning	SPS growth < 0.2; very low progress seen across students
2 - Emerging	SPS growth between 0.2 and 0.5; some progress but inconsistent
3 - Developing	SPS growth between 0.5 and 1.0; average improvement
4 - Proficient	SPS growth between 1.0 and 1.5; consistent improvement
5 - Exemplary	SPS growth > 1.5; high and consistent growth across most students

Center Coordinator Capability

Parameters	1 - Beginning	2 - Emerging	3 - Developing	4 - Proficient	5 - Exemplary
a. Connect with Students	Has difficulty engaging students	Connects with some students	Builds basic rapport; improving	Strong bond with most students	Deep, trusting connection with all students
b. Connect with Parents	Rarely connects; lacks follow-up	Infrequent contact or low engagement	Maintains basic communication	Regular, purposeful contact with most parents	Strong partnerships with parents; proactive
c. Independent Handling	Needs constant support to run the center	Handles some tasks independently	Manages center with occasional help	Handles most aspects confidently	Fully owns center operations independently
d. Learning Ability	Resists feedback or change	Learns slowly; requires frequent reminders	Open to learning and applies occasionally	Eager learner; implements feedback	Fast learner; self-driven and reflective
e. Compliance to Process	Rarely follows processes	Occasionally complies; needs prompting	Follows most processes correctly	Consistently complies with systems	Proactively upholds and improves processes

Weighted Average used for computing CMS

Average Student Progress Score	Center Coordinator Capability	Why we assign the specific weightage?
40%	60%	The Long term TOC demands that the center become independent and capable of delivering and growing the center on its own.

CMS (Center Maturity Score) Formula

CMS = Σ (Weight \times Score)

(Σ means sum of all parameter scores multiplied by their respective weights)

Example Calculation:

- Average SPS Growth Score = 4
- Coordinator Capability (1–5) = 4, 3, 4, 5, 4
- Average Coordinator Score = $(4+3+4+5+4)/5 = 4.0$

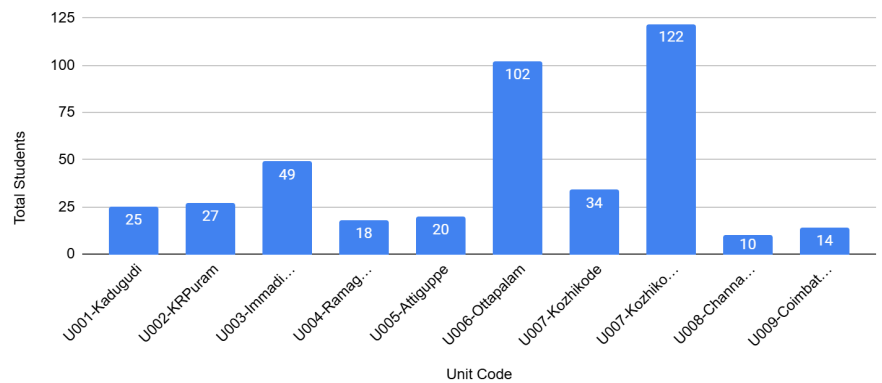
$$\text{CMS} = (4 \times 0.4) + (4.0 \times 0.6) = 1.6 + 2.4 = 4.0$$

5. What is our data revealing?

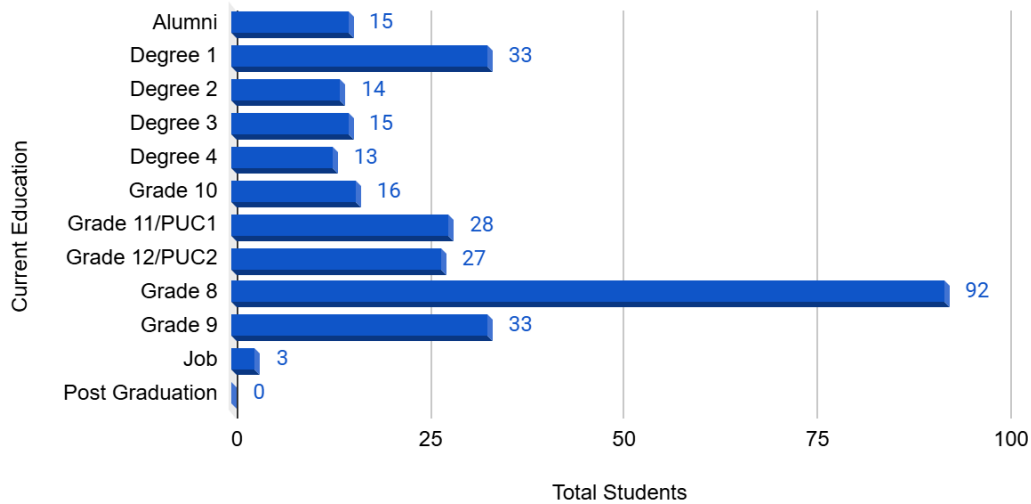
A. Current Demographics (2025)

Unit Code	Total Students
U001-Kadugodi	25
U002-KRPuram	38
U003-Immadihalli	66
U004-Ramagondanahalli	18
U005-Attiguppe	20
U006-Ottapalam	102
U007-Kozhikode	34
U007-Kozhikode-Ext	122
U008-Channasandra	24
U009-Coimbatore	14
U009-Coimbatore-Ext	6
U999-Scholars	51
Grand Total	520

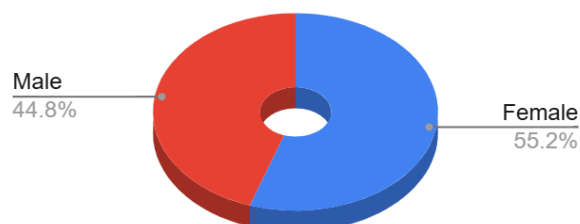
Total Students across Learning Centers



Student Spread across their Grades as of 2024 (Grade 8 and above only)



Spread across Gender



B. Trend of Data from 2019 to 2025

New Additions per center per year

New Additions	SOF - Year of Joining									
Unit Code	2009	2012	2019	2020	2021	2022	2023	2024	2025	Grand Total
U001-Kadugodi	1	3	3	10		5	1	11		34
U002-KRPuram			9	10	10	4	5	16	11	65
U003-Immadihalli				19	14	8	13	14	17	85
U004-Ramagondanahalli						19	2			21
U005-Attiguppe							11	12		23
U005-Doddenakundi				12						12
U006-Ottapalam				77					50	127
U007-Bangalore Rural						38				38
U007-Kozhikode							0		34	34
U007-Kozhikode-Ext							122			122
U008-Channasandra								11	14	25
U009-Coimbatore								12	2	14
U009-Coimbatore-Ext								6		6
U999-Scholars			4	3	29	7	9	12	1	65
Grand Total	1	3	16	131	53	81	163	94	129	671

Departures per center per year

Departures from SOF	SOF - Year of Joining							
Unit Code	2012	2019	2020	2021	2022	2023	2024	Grand Total
U001-Kadugodi	1	2	3		3			9
U002-KRPuram		4	6	8	3	4	2	27
U003-Immadihalli			6	7	4	1	1	19
U004-Ramagondanahalli					3			3
U005-Attiguppe						3		3
U005-Doddenakundi			12					12
U006-Ottapalam			25					25
U007-Bangalore Rural					38			38
U007-Kozhikode						0		0
U008-Channasandra							1	1
U999-Scholars		4	3	6		1		14
Grand Total	1	10	55	21	51	9	4	151

Resilience per center (Students > 3 years / 5 years and 7 years with SOF)

SUM of Number of Students	SOF Years of Intervention										
Unit Code	1	2	3	4	5	6	7	9	11	14	Grand Total
U001-Kadugudi		11	3	3		5		1	1	1	25
U002-KRPuram	12	14	2	2	2	2	4				38
U003-Immadihalli	17	13	12	4	7	13					66
U004-Ramagondanahalli			2	16							18
U005-Attiguppe		12	8								20
U006-Ottapalam	50	9	9			34					102
U007-Kozhikode	34										34
U007-Kozhikode-Ext			122								122
U008-Channasandra	14	10									24
U009-Coimbatore	2	12									14
U009-Coimbatore-Ext		6									6
U999-Scholars	6	12	8	7	18						51
Grand Total	135	99	166	32	27	54	4	1	1	1	520
Students >3/5/7 Years				286		88		7			
%				55.00%		16.92%		1.35%			

BATCH OF 2027 Milestone #1

100% - Pass Percentage (24/24)
66% - Greater than 70% (16/24)
45% - Greater than 80% (11/24)

All our student batches are named after the year we wish to see them graduate. Our job is not done till then...

BATCH OF 2027 Milestone #2

100% - Pass Percentage (22/22)
68% - Greater than 70% (15/22)
36% - Greater than 80% (8/22)

All our student batches are named after the year we wish to see them graduate. Our job is not done till then...

BATCH OF 2028 Milestone #1

100% - Pass Percentage (25/25)
72% - Greater than 70% (18/25)
28% - Greater than 80% (7/25)

All our student batches are named after the year we wish to see them graduate. Our job is not done till then...

BATCH OF 2028 Milestone #2

100% - Pass Percentage (20/20)
40% - Greater than 80% (8/20)
70% - Greater than 70% (14/20)

All our student batches are named after the year we wish to see them graduate. Our job is not done till then...



Communities being impacted over years

Centers	Communities being Served	2020	2021	2022	2023	2024	2025
U001-Kadugodi	Kadugodi, Channasandra, Belathur, Seegehalli (Bangalore Urban)"	3	3	3	3	4	4
U002-KRPuram	KR Puram, Medahalli, Devasandra, Bytarahalli (Bangalore Urban)	3	3	3	4	4	4
U003-Immadihalli	Immadahalli, Gandhipuram, Nallurhalli, Varthur, Channasandra (Bangalore Urban)		4	5	5	5	5
U004-Ramagondanahalli	Ramagondanahalli, Siddhapura, Thubrahalli, Maratahalli (Bangalore Urban)			4	4	4	4
U005-Attiguppe	Attiguppe					1	1
U006-Ottapalam	Ottapalam, Kothakurussi, Vaniyamkulam, Panamana, Patripala, Chellapurasseri, Pallakad (Kerala Rural)	5	5	5	5	6	6
U007-Kozhikode	Panangad, Kozhikode rural, Avitanallur, Balusseri, Kottur, Naduvannur, Kinalur (Kerala Rural)			4	4	4	4
U008-Channasandra	Immadahalli, Gandhipuram, Nallurhalli, Varthur, Channasandra (Bangalore Urban)					3	3
U009-Coimbatore	Peelamedu, Pappanaickenpalayam, Uppilipalayam, Singanallur, Varadharajapuram, Gandhimanagar,						3
		11	15	24	25	31	34

CMS changes per center over time

SUM of CMS	Month-Year				
Center Name	6 - 2024	6 - 2025			
U001-Kadugudi	3.40	3.80			
U002-KRPuram	3.80	3.80			
U003-Immadihalli	4.20	4.20			
U004-Ramagondana halli	4.20	4.20			
U005-Attiguppe		3.00			
U006-Ottapalam	2.60	3.00			
U007-Kozhikode	3.00	3.40			
U008-Channasandra	3.00	3.40			
U009-Coimbatore		3.40			
	3.45	3.58			

C. Performance Trend of our Key metrics/KPIs (2022 to 2025)

Metric	KPI/Definitions	2022	2023	2024	2025
Reach	# of families as part of our SOF Interventions	147	301	391	520
	# of communities as part of our SOF Interventions	24	25	31	34
Resilience	# of students/families active with our center for > 3 years	NA	98(47%)	188 (53%)	286 (55%)
	# of students/families active with our center for > 5 years	NA	NA	52(12%)	88(16.92%)
	# of students/families active with our center for > 7 years	NA	NA	NA	7 (1.35%)
Leakages	# of students who are dropping out after >3 years of intervention	15	21	4	0
Alumni Movement (Giving Forward)	# of students giving forward to SOF and its centers/community	2	2	12	23
Ecosystem Enablement	# of active educational partners that SOF has in its pool for centers to tap into	2	3	4	6
Workplace of choice	# of staff working with us more than 3 years	4	6	5	5
Proactive Availability	Average # of visits/calls made per family annually	3	3.4	2.7	3.8
	Average # of hours spent per family annually	11.5	9.8	9.3	9.8
Additional Learning Gain	Average number of additional tutoring hours provided to each student (Annual)	578	437	475	476
Student Progress Score	Average SPS across the centers				
Centre Maturity Score	Average CMS of all centers			3.45	3.48
Centre Utilization Score	Number of families in community utilizing centre for their educational needs/queries/Number of families in the community				

Inferences and Learnings

1. Expanding Reach with Purpose

- **Students supported** grew from **147 (2022)** → **520 (2025)**
 - **Communities served** increased from **24** → **34**
 - New centers in **Coimbatore, Kozhikode (Ext)** show diversification into new geographies. Kozhikode (Ext) refers to a new adopted school near the center where SOF is offering support in terms of Teachers Training and English/Digital Skills
 - *Inference:* Growth has been steady and intentional — focused on deepening roots before expansion. Adoption of schools and working with existing NGOs in rural areas seems to be the best way to make a difference
-

2. High Student Retention = Trust

- **55%** of students with us for **>3 years**
- **17%** for **>5 years**
- **Dropouts** after 3 years: **Dropped to zero** in 2025

Inference: The program is creating trust and sustained engagement; families are staying longer and investing deeper. We have also taken measures to improvise the screening process for enrollment.

3. The Rise of the Alumni Movement

- **23 students** actively giving back in 2025 vs **just 2 in 2022**
- Contributions include mentoring, peer teaching, volunteerism. What we are failing is to engage the scholars and the scaled batches (Rural).

Inference: We are successfully nurturing catalysts — alumni who now reinvest in their communities. All students above 18 are offered teaching facilitators opportunities (paid Internship) in the center they belong to so that they earn while they learn! Also when engagement is limited to just scholarship, we don't see a sense of giving back visible in our cohorts.

4. Strengthening the Education Ecosystem

- **Educational partners** increased: 2 → 6 (2022 to 2025)
- Centers now have access to a richer resource pool for skilling, mentoring, and exposure. We have started partnering with Educational Institutions, Corporates for providing our student access to their world!

Inference: SOF is becoming a reliable **connector** within the education ecosystem. We have consciously sought reliable partners and are creating an ecosystem that will help sustain our centers and maximize opportunities of exposures for its students for years to come



5. Consistent Operational Delivery

- **Average tutoring hours per student/year** ~475 hrs
- **Family engagements** (calls/visits) ~3–4 per year
- **Time spent per family:** ~9.5 hours annually

Inference: Backend systems are stable, enabling consistent delivery despite scale-up. We have scope of increasing our Family and Community engagement which is essential to realize our long term vision

6. Stable but Plateaued Staff Growth and Retention

- **Staff >3 years:** Remains steady at 5–6 over 3 years
- **Total Staffs and Interns (Full time and Part Time) :** Grown from 6 in 2019 to 35 in 2025

Inference: While core team loyalty is good, more effort may be needed to grow internal leadership and attract new staff. Our churn at lower levels of Center coordinators has been a serious challenge. We anticipate that from 2027, when our first batch would have graduated, a few of them would start filling positions at that level and we will be able to build a stronger/stable workforce

7. Depth Over Scale — Delivering Transformation

- With 520 students, 55% resilience, declining leakages, and rising alumni engagement — we are not just growing, we are **transforming**

Inference: Our approach is working — going **deep in fewer communities** is building **long-term change**. We will continue with this approach for some more years.

End of Document
