

## Impact Evaluation of CybageKhushboo Scholarship Initiative

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**Abstract:** Evaluation of CSR initiatives is important so as to ensure that the purpose of the activity is achieved as well as to identify areas of improvement. Program evaluation is used to assess CSR programs for its impact to assess the success of different aspects of the program. CybageKhushboo has a scholarship program that it began in 2009 to provide financial aid to promising economically backward students. In this study this program was evaluated with the aim to study the impact of the program. Logic Model has been used as the theoretical base of the evaluation design and implementation. The Logic Model when applied to evaluation of programs requires the data to be collected as Inputs, Outputs/Process and Outcomes. The questionnaire was then administered to 734 scholarship beneficiaries of which 509 respondents reverted. Data was also collected from 53 parents and the CSR team with the perspective to get a better understanding about the program and its processes. Data Collection consists of one-on-one and telephonic questionnaire survey for scholars and telephonic structured interviews for parents. Based on the qualitative and quantitative data collected the researchers have recommended the points which will be able to cover the gap between all three perspectives (Team - Cybage, Scholars/parents and Researchers) at all three levels (Inputs, Process/outputs and Outcomes) and help CybageKhushboo create an Impact on the lives of underprivileged and create a high impact of the CSR Initiative.

**Keywords:** Cybage CSR, Impact Evaluation, Khushboo Scholarship Initiative

### Introduction

This study is based on the initiatives of CybageKhushboo. Khushboo Charitable Trust- also known as CybageKhushboo is a self-sustained NGO and a philanthropic arm of Cybage Software Pvt. Ltd. that was started in 2009. Their aim is to provide financial aid to economically backward but promising students to help them fulfil their educational aspirations. And help them secure a bright future.

As a part of its main initiative, CybageKhushboo grants scholarships to students who want to pursue professional courses in Engineering (B.E. and Diploma), Software Application (BCA and MCA), Medicine, and Medicine-related courses such as Pharmacy, Dentistry, Homeopathy, Nursing and Physiotherapy and Masters in Social Work (MSW) among others. The CSR

wing further helps these students by offering Training and Development sessions that focus on grooming each and every individual through spoken English and aptitude test sessions, professional etiquette trainings, interview skills and IT trend knowledge sessions to make them industry ready.<sup>1</sup>

The study presents an evaluation of the initiatives of CybageKhushboo. The purpose of the comprehensive evaluation was to assess the short and long-term impacts of the program on its participants. This required the use of a multi-phase approach. This involved a series of individual surveys targeted at participants between 2010 and 2017. The scope of the evaluation included post-assessment surveys of the recipients of the scholarship.

The paper begins with a brief description of the overall methodology of the evaluation, followed by a discussion of the key findings from data and responses collected from the participants. A final section outlines recommendation and a summary of participant feedback for the program.

### **The focus of the paper of the two areas:**

- Evaluation of the processes followed by CybageKhushboo for the CSR initiatives
- Impact evaluation by contacting the stakeholders (especially the beneficiaries) and carrying out a community survey.

## **Literature Review**

### **Program Evaluation**

Program evaluation is a way for the stakeholders to understand how they are working and how they can improve the quality of the intervention. Weiss (1998) defined program theory as “the mechanisms that mediate between the delivery (and receipt) of the program and the emergence of the outcomes of interest” (Weiss, 1998). This area has received a lot of research attention in the last five decades (Brousselle & Champagne, 2011). Research interest in this area increased after researchers agreed that there was a need for more theoretical knowledge to ensure generalizability of results.

Logic modelling is the representation of the program theory, which has been defined by Weiss as, “the set of beliefs that underline action” (Weiss, 1998). The Logic Model has been identified as a tool to better evaluate the causal mechanisms and to evaluate the impact of different interventions (Renger & Hurley, 2006). This model allows evaluation of the program’s theory using a scientific approach. It is a tool to understand the strengths

<sup>1</sup><http://www.cybagekhushboo.org/media/2238/cybagekhushboo-brochure.pdf>

and weaknesses of a program and analyse whether the program has been able to achieve the desired outcomes (Champagne et al., 2009). When using the logic model for evaluation it can be used for need assessment, program evaluation, outcome evaluation and impact evaluation.

### Conducting a logic analysis involves 3 steps:

#### 1. Formulating a logic model

Based on different sources of data like interviews with stakeholders and program related documents the evaluators prepare the program theory. Using this a model is prepared for the specific program. Based on factors like the interest of the stakeholders and the issues that need to be addressed, the evaluators select the area of focus. The aim of this step is to focus on at theme that is of interest to the stakeholders.

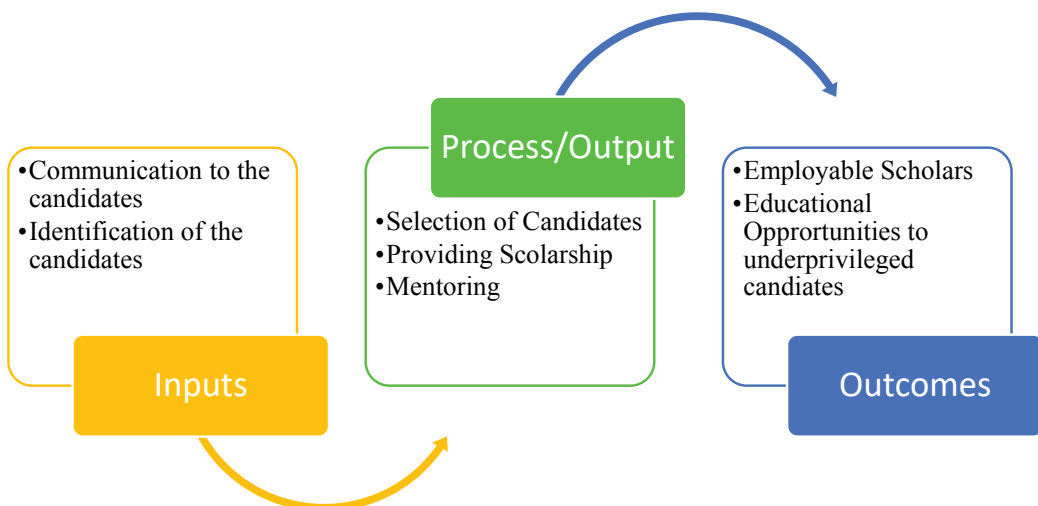
#### 2. Building a theoretical framework

Based on research, the evaluators understand the best practices in the area of work. They also understand the different alternatives available to achieve the objectives.

#### 3. Evaluating the program theory

After the development of the model, the data is collected as per the model developed. The data is than analysed to understand aspects of the program that need to be evaluated.

### Logic Model for CybageKhushboo



## Research Methodology

This Gap Analysis and Impact Analysis is based on the combination of Quantitative and Qualitative Research Design. Qualitative Data received from the one-on-one discussions with candidates as well as parents and a brief description of Quantitative Data is as follows:

<b>Data source</b>	List of scholars shared by Cybage (734 data points served as the population)
<b>Sample Size</b>	<ul style="list-style-type: none"> <li>• 509 scholars (with scholarship) (approx. 70%)</li> <li>• 53 parents of scholars</li> </ul>

As explained above the Logic Model has been used as the theoretical base of the evaluation design and implementation. The Logic Model when applied to evaluation of programs requires the data to be collected about

- the Input,
- the Process and
- the Output.

With this in mind, the questionnaire designed was broadly divided into 4 sections to cover all the three areas of the Logic Model.

## Sample Size and Data Collection

The population of 734 scholars who have received scholarship per annum from 2010 to 2018 have been communicated about the survey, out of which 509 have responded and participated in the survey. 53 parents also have been contacted and participated in the survey. Thus, the total sample size comprised of 509 scholars and 53 parents.

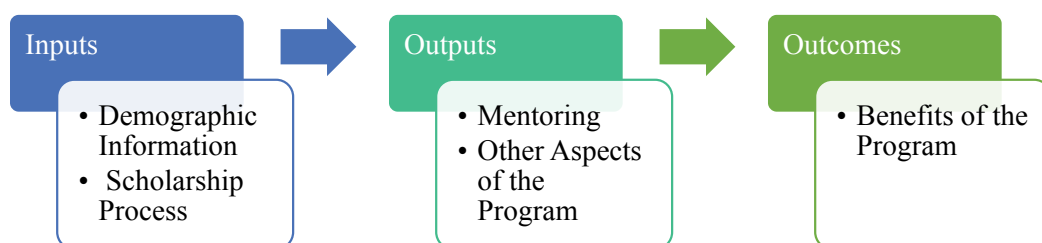
Data Collection consists of one-on-one and telephonic questionnaire survey for scholars and telephonic structured interviews for parents.

<b>Particulars</b>	<b>No. of Scholars</b>	<b>Percentage (%)</b>
Total scholars who received the scholarship	734	100
Total number of scholars participated in the survey	509	70% (response rate)
Passed out Scholars	203	40
No. of scholars still pursuing the course	306	60

Logic Model (as discussed above) has been used as the theoretical base of the evaluation design and implementation. The Logic Model when applied to evaluation of programs requires the data to be collected as

- Inputs
- Outputs/Process
- Outcomes

### Questionnaire Designed Based on Logic Model



## Results and Discussion

### From the (Team CSR) Process Owners' Perspective

Based on the open-ended interviews with the CSR team members associated with the project the researchers identified the following challenges that were faced by them.

#### a. *Input:*

To motivate volunteers to consistently devote time to the initiatives in terms of follow up as mentors to the scholars

#### b. *Outputs/Process:*

CSR team identified the following issues in terms of soft skill development sessions:

Scholars do not attend the programs regularly despite the fact that Cybage has appointed full time highly qualified trainers. The Soft Skill Development Programs need to be planned on weekends for the availability of scholars as they are studying on weekdays, however, scholars do not want to attend such programs on weekends.

#### c. *Outcomes:*

The desired outcomes were to help underprivileged candidates gain access to education and to create employment opportunities for scholars by providing them access to education.

## From the Candidates/Scholars/Parents' Perspective

Based on the open-ended interviews with the scholars and their parents who were beneficiaries of the scholarship, the researchers identified the following challenges faced are as below:

*a. Input:*

One of the facts pointed out was that the Parents aren't involved in the process except for home visits and also the Candidates found it difficult to appear for the interviews on account of the lack of interview experience.

*b. Outputs/Process:*

Some of the scholars expressed that they aren't contacted after the completion of course for any follow up or feedback. Some others found it difficult to understand the forms as they are not well-versed with English language. Some felt the need of having a mentor at the pre-stage who to guide them for career opportunities. Yet another challenge was that the mentors were not very consistent in terms of providing guidance to the scholars.

*c. Outcomes:*

Some scholars felt that the reach out/communication to the scholars is a challenge

## Impact Analysis

The research derives that the scholars received benefits from the scholarship majorly covering the following aspects. More than 80% of the scholars in the present study have expressed the Positive Impact of Scholarship in terms of the following:

- Academic Help
- Internship Opportunities
- Community Service Opportunities (as a byproduct of their own gratitude)
- Career Planning Assistance
- Assistance in personal or family issues
- Job search & opportunities
- Decision Making Abilities
- Leadership Opportunities
- Help with exploring or deciding about graduate or professional schools

## Limitations of the Study

Any research project functions within constraints and these result in limitations that provide context to the report. Some of the limitations of this program evaluation are as under:

- The study was carried out within a very small-time duration of 3 months and so a census type collection of data was not possible.
- Also, students from all the batches were asked the same set of questions but recall of students from early batches (2010-14) about the interview and application process could be poor.
- While for students in the latter batches commenting on the benefits of the program could be premature.
- A large section of the interviews was collected telephonically. Since the time was brief and the sample large the telephonic interview was the best suited option. One disadvantage of this methodology is interviewers cannot study respondents' facial expressions or gestures to determine whether their responses are truthful. Also, this limited the type and number of questions that could be asked.

## Recommendations

With reference to the findings based on GAP Analysis, the researchers have recommended the following points which will be able to cover the GAP between all three perspectives (Team-Cybage, Scholars/parents and Researchers) at all three levels (Inputs, Process/outputs and Outcomes) and help CybageKhushboo create an Impact on the lives of underprivileged and create a high impact of the CSR Initiative.

### a. Inputs

- As understood from Team- CSR, Cybage can continue with motivating employees to volunteer for Khushboo by adding some special considerations to employees who are dedicated to this cause, such as assigning points for Khushboo in the performance criteria. Further, Team CSR can give regular follow up and reminders to volunteers for mentoring activities. A formal structure can be formulated to analyse their involvement and those who are more engaged can get an opportunity to have a coffee with the CEO/MD as a reward/appreciation.
- The mentors whose scholars/mentees complete the course satisfactorily and receive a job can be rewarded.

- The parents can be communicated about the process of shortlisting, interview and selection. Thus, the candidates will be more serious, and the parents can give follow up and feedback on the performance of their ward. Parents showed lot of interest in this.
- Mock Interview Processes can be conducted, or the medium of interviews can be local language, thus the candidates will feel more comfortable and confident.
- There can be a fact-sheet maintained by the activity-head amongst the Team CSR and it can be circulated amongst the members on a regular intervention, thus every CSR team member will be aware about the status of activity under the other member and will be able to communicate in the absence of the activity-head.

## **b. Outputs/Processes**

- The scholars and the parents can be counselled by the mentors about the significance of Soft Skill Development Sessions well in advance. A written pre-confirmation can be taken from the candidates about attending such programs.
- Along with the existing sessions, following can be added as an input from scholars.
  - Campus to corporate transition
  - Mock interview (especially in final year)
  - Current affairs
  - Corporate Etiquettes
  - Aptitude Test

Cybage can have a tie-up with Academic Institutions for such training needs.

- Few important Skill Programs can be covered by online modules or WhatsApp and there can be one contact session once in a while.
- The Team CSR can engage the scholars as mentors for the existing batch, thus they feel that they are valued by the company and will work as catalysts for image branding.
- The forms can be made user-friendly or can be simplified a bit.
- After the shortlisting, the candidates can be assigned a mentor to guide them further. (This mentor could be the passed-out scholar)
- A regular internal audit can be conducted to check the records and files of the process (manual and digital), thus it is full-proof.



## General Suggestions

- Home visits create positive impact on the candidates.
- A WhatsApp Group can be created of all the scholars to inform them about the Skill Development Sessions or the groups can be mentor-wise.
- An online App can be created by Cybage IT Team which includes candidature to Job Seeker/Alumni data of the candidates and can be used for maintaining records easily.
- A Psychometric Assessment can be conducted at the time of interview to ensure the sincerity level and consistency of the candidates.
- Few candidates did not receive scholarship in the subsequent year and their parents did not receive any communication about this. This can be avoided, and the candidates/parents can be communicated about the decisions time to time.
- The initiative can be recommended for an award for branding purpose.
- The Team CSR can keep year- wise digital records, thus comparative reports can be generated every year to understand the impact of the activity.
- In order to promote the initiative and build positive brand image, Team CSR can create a Facebook/Linked-in Account by adding all scholars to the profile and share updates on the activities related to scholarship.

## Conclusion

The logic model was used as a base to evaluate the scholarship program by CybageKhushboo. The data collected from the CSR team as well the scholars and their parents so as to get an idea of the impact of the project on beneficiary lives. Information was collected about the scholarship process, the mentoring and other aspects of the scholarship program and the benefits from the scholarship program. Most of the respondents had positive impressions about the program and its benefits. Based on the data, suggestions were made to improve the stages of Inputs, Process, Outputs as well as some general suggestions.

## References

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