

UPAY FOUNDATION

# IMPACT REPORT

Villgro IMMact Program

Co-developed by professors from Chicago Booth & Harvard Business School, the Villgro IMMact program aims to help start-ups and social enterprises implement effective Impact Measurement and Management (IMM) practices.



## About Villgro

Villgro's mission is to make innovative, impactful social enterprises succeed.

Villgro helps social enterprises achieve sustainable impact at scale and philanthropic foundations achieve their sustainability & impact goals.

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## Program Summary

The **Villgro IMM** program is the first of its kind, large scale causal examination of impact management and measurement practices (IMM) in Low Income countries supported by London School of Economics' international Growth Centre (IGC).

The aim is to identify best practices in impact management and to build the capacity of participating firms to measure and monitor their impact. To that end, we have conducted multiple training sessions with industry experts and mentors for impact measurement and monitoring. We have also engaged in rigorous 1-1 sessions for each firm to build their impact framework.

To provide our firms with a strong starting point in their impact journeys, we have conducted an all-expenses paid impact survey to understand the value they are creating for stakeholders. This report is a result of this survey and describes the impact an organisation has on its numerous stakeholders such as customers, employees and even suppliers. This is done on behalf of the firms by Institute for Financial Management and Research (IFMR) in collaboration with Villgro.

## Program Methodology

Over 200 participating firms in the program that have been given an opportunity to attend monthly virtual training sessions with industry experts on best IMM practices.

The group then was approached for a data collection process in which impact data is collected by our team on their behalf, by surveying several customers, suppliers and employees of each firm.

As part of this process, each firm was also assigned a portfolio associate to help with the data collection process and with providing the firm with data and reports from the impact data being collected.

The training sessions were extended to practical multi 1-1 sessions with each firm to help them build an impact framework, so that firms can implement the lessons from the training sessions.



## Employee Impact

We attempted to contact  
**6 employees**

We were able to survey  
**5 employees**

We estimate the average  
impact that your company  
has on its employees to be

**Rs. 3,040**  
per employee.

To compute the impact that your company has on its employees, we collected the following data.

1

First is their current **monthly salary**. Among respondents, the average monthly salary was

**Rs. 16,200**

2

We then asked employees to tell us their **reservation salary**-- the smallest monthly salary they would be willing to accept to continue working at your firm, accounting for all of their other employment options. On average, employees reported this to be

**Rs. 13,160**

### EMPLOYEE SURPLUS

The firm's impact is computed as the difference between these two numbers: employees' current salary less their reservation salary. This notion of employee impact corresponds to the economic notion of "employee surplus."

**Why is employee surplus a natural measure of impact on your employees?**

Employee surplus is similar to consumer surplus but applied to the context of employment. It represents the extra value or benefit that employees receive from their jobs beyond what they have to sacrifice, such as their time and effort.

Just as a customer's value of your goods or services is multifaceted, employees may derive many types of benefits from working at your firm, beyond their salary. These may include the quality of the work, the culture and mission of the organization, and other non-monetary amenities. An employee's reservation salary captures how much money they would require to work at the firm, taking into account all of the relevant considerations including what they could earn elsewhere, and the various non-monetary benefits they enjoy at your firm. The difference between what you pay them and their reservation salary is then the value, or impact, that you deliver to them in excess of what they would require to continue doing the work.

In essence, employee surplus measures the satisfaction and overall benefit that employees derive from their work, considering factors like wages, job perks, and other non-monetary rewards.

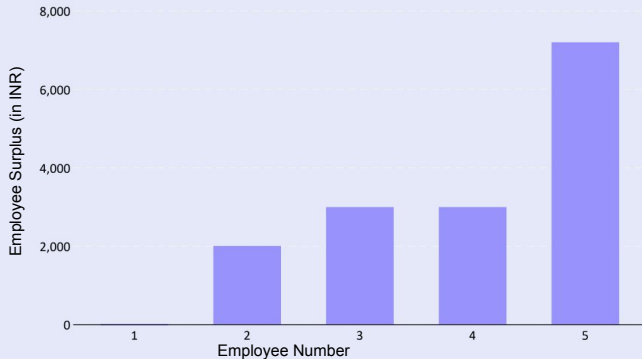
For the average employee who responded to the survey, employee surplus amounts to **19.5%** of their monthly salary.

In Employee Figure 1, we plot the surplus reported by each of the 5 employees so that you can observe how the surplus varies across respondents. Note that unlike in the customer surplus report in which we show the price paid and the surplus, we do not plot salary and surplus together. We do not display these data because of confidentiality concerns – displaying the salary of individual employees, particularly in a small sample, could make an employee identifiable and therefore violate the confidentiality of their individual responses.

To estimate the total impact that your firm has on its employees, you can multiply the number of employees your firm currently has by the average impact reported above. Your firm provided contact information for 6 employees (excluding founders and upper management). Scaled across your firm, this value is equivalent to generating Rs. 18,240 worth of impact on your employees every month.

**Fig.1 Employee Surplus**

Employee surplus = current salary - minimum salary willing to accept



Number of responses- 5 | Average employee surplus- **Rs.3,040**

## EMPLOYEE SATISFACTION & RECOMMENDATION

We collected information on how satisfied your employees felt about their jobs (on a scale of 1-10, with higher numbers indicating higher satisfaction) and also how likely they are to recommend working at your firm to their friends and family (on a scale of 1-5, with higher numbers indicating higher recommendation).

In Employee Figure 2, we plotted a distribution of employee satisfaction. On average, employees reported **8.2** on the satisfaction scale.

**Fig.2 What Is Your Level of Satisfaction With Your Job?**

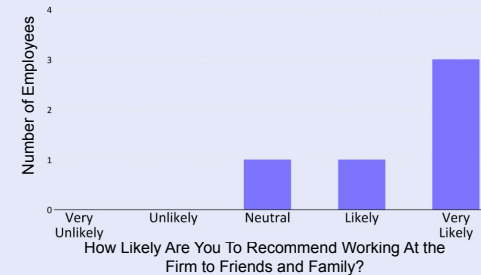
Number of responses- 5  
Average level of satisfaction- **8.2**



In Employee Figure 3, we plotted a distribution of employee recommendation. On average, employees reported **4.4** on the recommendation scale.

**Fig.3 How Likely Are You To Recommend Working At The Firm to Friends and Family?**

Number of responses- 5  
Average level of recommendation- **4.4**





## SUMMARY OF EMPLOYEE RESPONSES

### 1. What are the three things you like the most about working at Upay Foundation ?

3 of the employees like the Upay team's openness to discussions and ideas, good behavior of the entire team and flexible work culture with one of them highlighting that Upay is providing a platform to join hands in doing real on-ground work of providing education to underprivileged kids. Other 2 employees like the '*vision, mission and cause*' of Upay.



## SUMMARY OF EMPLOYEE RESPONSES

### 2. What can Upay Foundation do to improve its existing product or service being offered ?

2 of the employees suggested to focus on training and capacity building to increase reach, while another suggested more experimentation from subordinates backed by Reporting Officers and guidance provided by the higher authority on goals and strategy. Another employee suggested to develop a solid foundation structure and to explore the possibility of increasing salary scale.



## SUMMARY OF EMPLOYEE RESPONSES

### 3. How would you rate the impact of Upay Foundation on your career on a scale of 1 to 10 [10 being positive]? Please explain your rating.

Average rating of 8.5 out of 10 was given by 4 employees when the employees were asked to rate the impact of Upay on their career.

An employee highlighted that Upay strides to provide comfortable workspaces focus on employee skill development and appreciate the quality of work. 2 employees were grateful for Upay to give them an opportunity to start out their careers, with one wishing to become a teacher at Upay.

# Appendix

The process of administering surveys for this report involved a multi-faceted approach utilizing both WhatsApp and phone calls. Initially, respondents were provided with personalized links to access and complete the survey in either Hindi or English through the WhatsApp platform. This method allowed for convenient and accessible participation, accommodating respondents' language preferences. In instances where respondents did not engage with the survey via WhatsApp within a 2-4 day period, a dedicated team of surveyors embarked on a follow-up phase. This phase involved making direct phone calls to individuals who had not yet participated in the survey through the WhatsApp links. The objective was to ensure maximum participation and representation across the target demographic.

Surveyors diligently attempted to conduct the survey over the phone, offering flexibility to respondents who might prefer verbal communication or encounter technical difficulties with online participation. Each phone number received persistent outreach efforts, with surveyors making 4-5 attempts to establish contact and facilitate survey completion.

This comprehensive methodology aimed to minimize barriers to participation, ensure inclusivity, and gather diverse insights from the surveyed population.



We actively look for opportunities to connect with other mission-aligned people.

Reach out to us at

[impact@villgro.org](mailto:impact@villgro.org)

