ISDM
CENTRE FOR DATA SCIENCE
AND SOCIAL IMPACT

State of the Sector

A Report on the Data Maturity of
Social Purpose Organisations in India

ISDM CDSSI | 2025

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Contents

Acknowledgements

Our deepest appreciation to all the organisations who participated in this research.

This report is an outcome of the sincere efforts of our execution partner, IPE Global, who carried out the DMA survey with 360 organisations, leading to the largest-of-its-kind study on the data maturity of Social Purpose Organisations in India.

Special thanks to all the experts who gave us their valuable time and inputs, which helped us design the questionnaire and refine our thinking about how to take this project forward.

Credits

Foreword

India's development sector stands at a pivotal moment. Never before has it had access to such a wealth of digital tools, diverse datasets, and opportunities for collaboration across stakeholders. Yet, the potential of these resources remains only partially realised. For Social Purpose Organisations (SPOs), the ability to collect, manage, analyse, and apply data effectively has become essential for driving meaningful and scalable change.

Despite the abundance of data, SPOs face persistent barriers: restrictive or unclear data access policies, outdated formats, siloed databases, and a shortage of data talent. The Centre for Data Science and Social Impact (CDSSI) at the Indian School of Development Management presents in this report a comprehensive assessment of these challenges, the sector's current state of data maturity, and opportunities to advance data-driven decision-making for stronger outcomes.

From my experience leading a program to build data maturity in SPOs—through skill-building and year-long talent placements—we observed two approaches. Some organisations recognised the strategic value of investing in talent, embedding them in environments where mentorship, domain expertise, and organisational vision converged. These organisations made a cultural shift toward working with data as an integral part of decision-making. Others treated the placement of data talent as short-term project-based resource, without fully leveraging the opportunity to make data capacity a sustained organisational asset. Across more than 30 SPOs, we found that the journey varies widely: grassroots organisations often face steeper learning curves due to limited awareness of tools, entrenched cultural barriers to adopting a data mindset, and funding constraints.

Data-driven decision-making goes beyond reporting or monitoring. It shapes intervention design, improves research frameworks, and optimises resource allocation. Structured data models strengthen donor engagement, enabling SPOs to present transparent, evidence-based narratives that build trust and credibility. SPOs that treat data maturity as a strategic investment strengthen relationships with stakeholders, improve program relevance, and foster a culture of learning and accountability.

Understanding the sector's current position is the first step to collective progress. With a shared commitment to building data capabilities, stakeholders can unlock more efficient, effective, and impactful use of resources. This will enhance the sector's ability to improve lives through informed policy, and accelerate poverty alleviation. I commend CDSSI for taking up this important piece of work at this time and look forward to seeing how the ISDM CDSSI DMA becomes a seminal resource for the sector on its journey toward greater efficiency and meaningful change.

Aditi Namdeo
Director of Strategic Initiatives
Abdul Latif Jameel Poverty Action Lab

Foreword

Trisha Varma

Director, Global
Knowledge Hub
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of Development
Management*

Good data practices can be a gamechanger for the Indian social sector. They help us see our work clearly, learn faster, and make better decisions at an organisational level. Yet, our experience at the Centre for Data Science and Social Impact (CDSSI) at the Indian School of Development Management (ISDM) has shown that while many Social Purpose Organisations (SPOs) in India recognise the value of data, most are not using it to its full potential.

We created the Data Maturity Assessment (DMA) to help bridge this gap. Leveraging data is not just about embracing new technology. It is about building an organisation-wide capacity to collect, understand, and act on information such that [it] becomes part of everyday work. In a world where communities are increasingly digitally-connected, and donors expect greater transparency, SPOs need to be agile, credible, and responsive. And this can only happen when decisions are not based on incomplete or unreliable information—in other words, through strong data practices.

CDSSI works within and for the social sector—close enough to understand the ground realities, but positioned to offer an independent and sector-wide view. This gives us the ability to design theoretically sound tools that are also practical and relevant.

The DMA is the largest and most diverse study of data maturity in India's social sector. It is a milestone for CDSSI and ISDM, and we hope, a foundational step for the sector. It is not just a scorecard, but a mirror—reflecting where organisations are today, where their strengths lie, and what areas could benefit from attention. It covers both program and administrative data, recognising that it is equally essential to understand communities, as it is to run effective operations.

Our framework draws on respected global and national models, but is built specifically for Indian SPOs through deep consultations with leaders, practitioners, and data experts.

This report carries the voices of over 360 SPOs from across the country. It is by the sector, for the sector. We hope you will see your own organisation in its pages, and be inspired to take the next step on your data journey. The more SPOs that engage with, adapt, and evolve this framework, the stronger we all become.

Ultimately, this is about more than data. It is about stronger organisations, more effective programs, and deeper, lasting impact in the communities we serve. That is the future we at CDSSI are committed to building—together.

Abbreviations

1. **SPO**   Social Purpose Organisation
In the context of this report, it refers to organisations engaged in program delivery.

2. **DMA**   Data Maturity Assessment

3. **FCRA licence**   Mandatory certification for organisations in India to legally receive foreign contributions

4. **DPDPA**   Digital Personal Data Protection Act, 2023

5. **MIS**   Management Information System

6. **M&E**   Monitoring & Evaluation

7. **GIS**   Geographic Information System

8. **CRM system**   Customer Relationship Management

9. **ROI**   Return on Investment

10. **KIIs**   Key Informant Interviews

11. **WASH**   Water, Sanitation and Hygiene

Glossary of Terms

1. **Data Life Cycle:** The complete process of managing data, from how it is created and collected, to how it is stored, used, shared, and eventually archived or deleted.

2. **Exploratory Sequential Mixed Methods Approach:** A research design where the study begins with quantitative data collection and analysis to explore a phenomenon, followed by qualitative data collection to test or expand on the initial findings.

3. **Data Maturity:** Measure of an organisation's ability to effectively collect, manage, analyse, and use data for decision-making.

4. **Data proficiency:** The skill and competence of individuals or teams in working with data tools, analysis, and interpretation.

5. **Foundation:** A non-profit entity (often grant-making) that funds and supports social impact initiatives.

6. **Trust:** A legal structure for charitable activities in India, governed by a trust deed and state-specific trust laws.

7. **Society:** A membership-based non-profit organisation in India registered under the Societies Registration Act, 1860, often focused on advocacy, research, or service delivery.

8. **Section 8 company:** A non-profit company in India registered under the Companies Act, 2013, set up for promoting charitable objectives without distributing profits.

9. **Traditional/Manual Methods (of Data Collection):** A way of gathering information without using digital tools, such as paper forms, in-person interviews, or handwritten records.

10. **Open Data Policy:** A framework that mandates or encourages making data freely accessible, shareable, and reusable by anyone.

11. **KoboToolbox:** An open-source suite of tools for data collection and analysis, especially in challenging field environments.

12. **Airtable:** A cloud-based platform that combines spreadsheet and database features for organising and collaborating on data.

13. **Power BI:** Microsoft's business analytics tool for visualising data, creating dashboards, and generating reports.

14. **Data interoperability:** The ability of different data systems and software to exchange, interpret, and use information seamlessly.

15. **Structured Monitoring Systems:** A set of organised, often digital, processes for tracking and recording data in a consistent way, making it easier to analyse and use for decision-making.

Executive Summary

In India's rapidly evolving social sector, data is central to credibility, responsiveness, and lasting impact. Social Purpose Organisations (SPOs) must move beyond using data solely for reporting, to embedding it in everyday decision-making and strategy. Yet, while awareness of data's value is growing, the sector still faces significant capability and cultural gaps.

To address this, the Centre for Data Science and Social Impact (CDSSI) at the Indian School of Development Management conducted the **first large-scale Data Maturity Assessment (DMA) of 360 SPOs across India.** The ISDM CDSSI DMA framework is unique because:

- ⊙ It is tailored to Indian realities,
- ⊙ It assesses both program/project data (beneficiaries, outcomes) and administrative data (HR, finance, operations), and
- ⊙ It assesses data maturity across six dimensions: Culture and Mindset, HR Data Management, Project Data Collection, Storage and Accessibility, Analysis and Visualisation, and Training and Capacity Building.

With responses from a wide cross-section of SPOs varying in size, geography, thematic focus, and operational models, the DMA presents a comprehensive snapshot of the sector's data landscape. It offers benchmarks to help organisations locate themselves on the maturity spectrum, identify capacity gaps, and learn from peer practices.

Key Findings of the ISDM CDSSI DMA:

Sector stuck in the middle: 70% of SPOs are in the Emerging or Progressing stages of data maturity. Only 4% qualify as Experts.

Awareness–action gap: While a majority use data for program design, far fewer use it for internal operations. Only a quarter integrate data across all core functions.

Barriers: Limited budgets, uncompetitive salaries for data talent, donor-driven compliance focus, and inadequate infrastructure.

Money matters: Higher annual expenditure strongly correlates with stronger data culture.

Thematic focus matters: Thematic diversification boosts maturity due to scale, accountability, and cross-cutting systems.

The report synthesises the findings into actionable insights. It offers SPOs a mirror to spark reflection, enable informed conversations, and guide investment into data capabilities that ultimately enhance impact.

To advance data maturity in the social sector, organisations must build a strong data culture. Leadership has a crucial role here, and must champion data use. Organisations must create cross-functional forums for reflection, and nurture internal data champions. Data should be used to inform strategy, fundraising, and communications, while staff at all levels should receive ongoing training, use open-source tools, and have access to funded learning opportunities.

It is essential to strengthen governance and compliance through simple data policies, security measures, and legal readiness. Inclusive and participatory practices such as collecting disaggregated data and integrating community feedback loops must be embedded in organisational culture. Data visualisation and storytelling can be improved through accessible dashboards and compelling narratives. Using shared infrastructure such as collaborative platforms, and standardised metrics, and advocating for long-term, flexible funding to sustain capacity and innovation, will also help.

By surfacing both gaps and opportunities in data use, the DMA invites SPOs, funders, and ecosystem actors to co-create the next stage of the sector's data journey. In doing so, it reinforces a shared commitment: that better use of data is not an end in itself, but a pathway to stronger organisations, smarter programs, and more resilient communities.

At a Glance
Data Maturity of the Social Sector

Data in Decision-Making
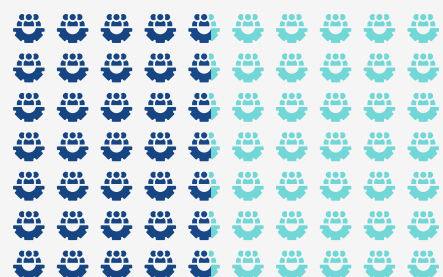
Less than half of organisations have staff skilled in working with data

6% say they do not collect any data

66% consider data as extremely important. However, only

4% have embedded data into their everyday decision-making

34% have invested in data training activities

10% have either in-house data science teams or consulting support

Data for M&E

35% of organisations say that their M&E teams don't access project data
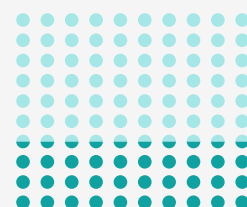
21% of organisations do not have quantifiable monitoring indicators

16.7% of organisations engage in extensive data sharing with stakeholders/ partners

Digitisation of Data

28% of SPOs still use paper and pen for data collection

65% of SPOs rely on hard copy formats for data storage

Data Security

51% of organisations do not have policies for data recovery and disaster mitigation

58% of organisations do not know about DPDPA

26% of organisations do not have any mechanism to secure data

Use of Project Data in SPOs

57% Project Managers
51% Senior Mangement
37% Monitoring and Evaluation Team
25% Finance Team
21% Fundraising Team
10% IT Department

% of Organistions
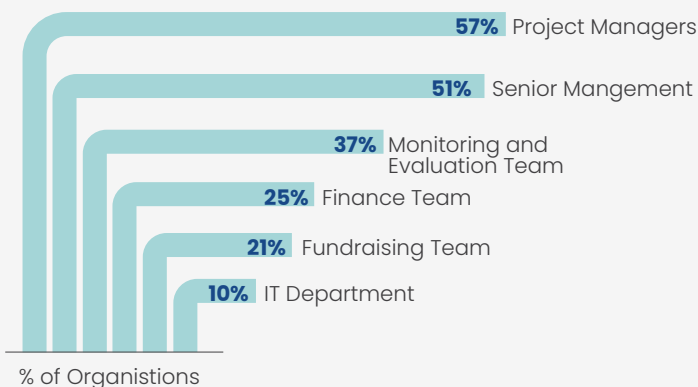
Context and Background

In recent years, the social sector has recognised that adopting a data-driven mindset and having strong data practices is critical for lasting impact. This goes beyond just using technology. It means building the capacity to collect, interpret, and use data effectively to inform decisions, improve programs, and demonstrate results. For Social Purpose Organisations (SPOs), many of which face resource constraints, developing these capabilities is essential to stay credible, responsive, and impactful in a rapidly changing environment.

Greater adoption of data-driven practices helps SPOs align their work with the needs of digitally-savvy communities who demand accountability and timely, personalised engagement, as well as evolving donor expectations. Without a strong data culture, organisations risk making decisions based on incomplete information, limiting their ability to learn, adapt, and grow.

A Data Maturity Assessment (DMA) is a vital tool to support this shift. It helps organisations understand where they stand in their data journey—what they do well and where they need to improve in areas like data collection, analysis, governance, and usage. This clarity guides SPOs in building the right systems, skills, and processes to embed data into everyday decision-making and strategy.

It is equally important to understand the sector's overall data maturity, because it helps SPOs benchmark themselves. This in turn reveals shared challenges and opportunities, which helps funders, leaders, and practitioners direct resources where they can make the biggest difference.

It is with this thought that we, at the Centre for Data Science and Social Impact (CDSSI) at the Indian School of Development Management, conducted the first large-scale DMA study of 360 SPOs across India. By providing a common framework and evidence base, this study empowers the sector to prioritise capacity building and move together toward higher data maturity—ultimately unlocking greater impact for the communities it serves.

The ISDM CDSSI DMA survey was conducted with **360 SPOs**, across the below thematic areas:

- Education and Literacy
- Nutrition
- Health and Family Welfare
- Women's Development and Empowerment
- Climate, Environment and Forests
- Livelihood and Rural Development
- WASH
- Financial Inclusion
- Skills and Training
- Art and Culture
- Rural Development and Poverty Alleviation
- Agriculture and Food Security
- Urban Governance
- Drinking Water
- Human Rights
- Aged/Elderly
- Adolescent and Youth
- Child Protection and Early Child Development
- Mental Health
- Community Development
- Animal Husbandry
- Poultry

Distribution of SPOs in the DMA survey

31%
North

27%
West

23%
East

South
19%
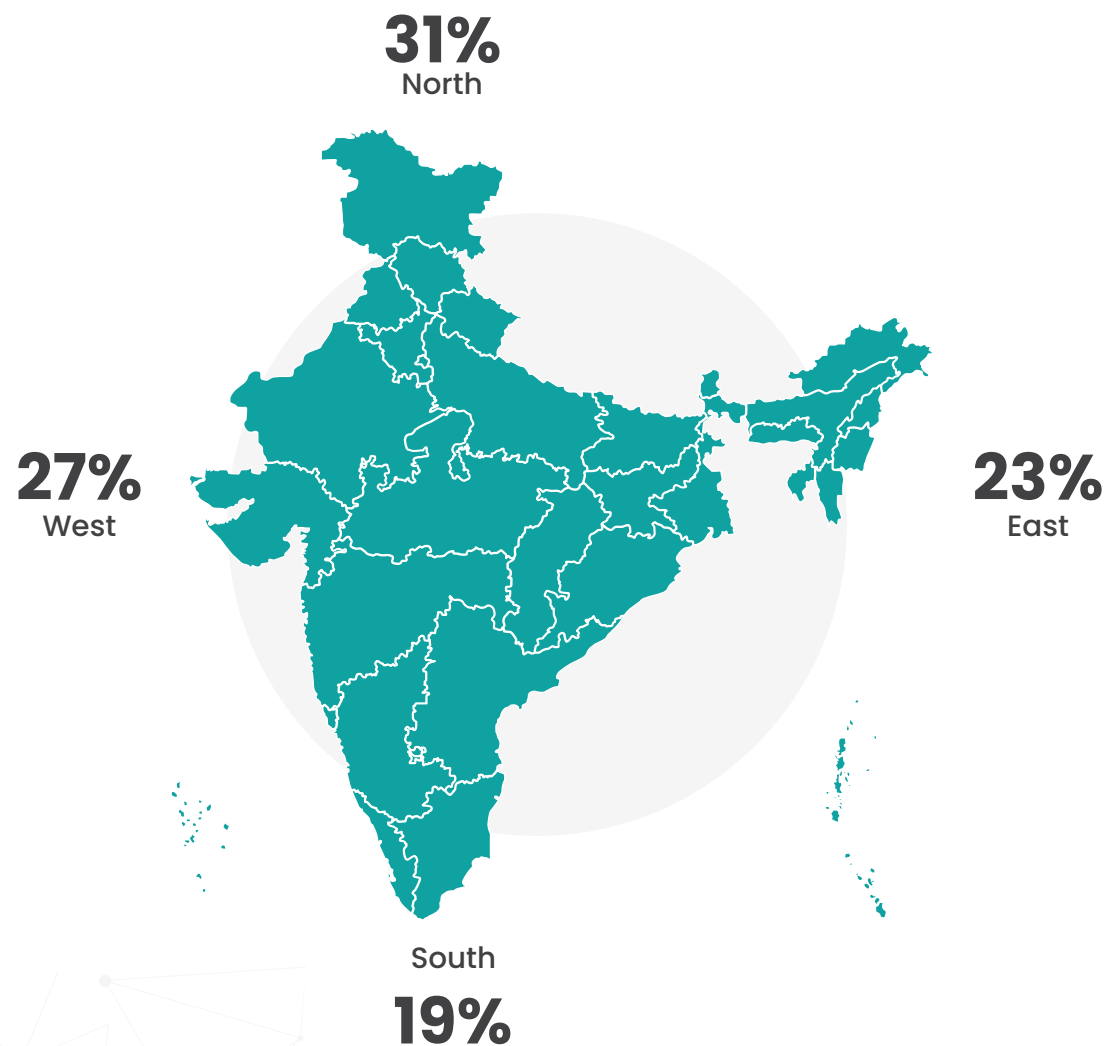
Why is the ISDM CDSSI DMA Unique?

The ISDM CDSSI DMA framework offers a clear, practical way for SPOs to understand how they use data. It looks at two key types of data:

Program/Project Data: Information about beneficiaries, services, and measurable outcomes—essential for designing programs, monitoring progress, and demonstrating impact.

Administrative Data: Operational details like HR metrics and financials that support planning, organisational sustainability, and compliance.

The framework measures how well SPOs manage data across all areas—from fundraising and HR to program design and evaluation.

It builds on global and national models (like Deloitte's Insight-Driven Organisation Framework, IBM's Data Governance Maturity Model, and NITI Aayog's Data Governance Quality Index), but has been tailored specifically for Indian SPOs, making it unique.

Instead of a one-size-fits-all score, the ISDM CDSSI DMA acts as a mirror—helping organisations assess their current practices, spot strengths, and plan realistic improvements. The framework was carefully shaped through consultations with experts, field practitioners, and SPO leaders to reflect ground realities.

Data Use Within SPOs

```
Operations    Resource        Internal
              Mobilisation    Decision-
                              Making

        Program/                    Administrative
        Project                     Data
        Data

Program    Monitoring,      Strategic    Organisational
design     Evaluation, and  planning     sustainability
           Learning (MEL)

        Impact                      Compliance
        reporting
```
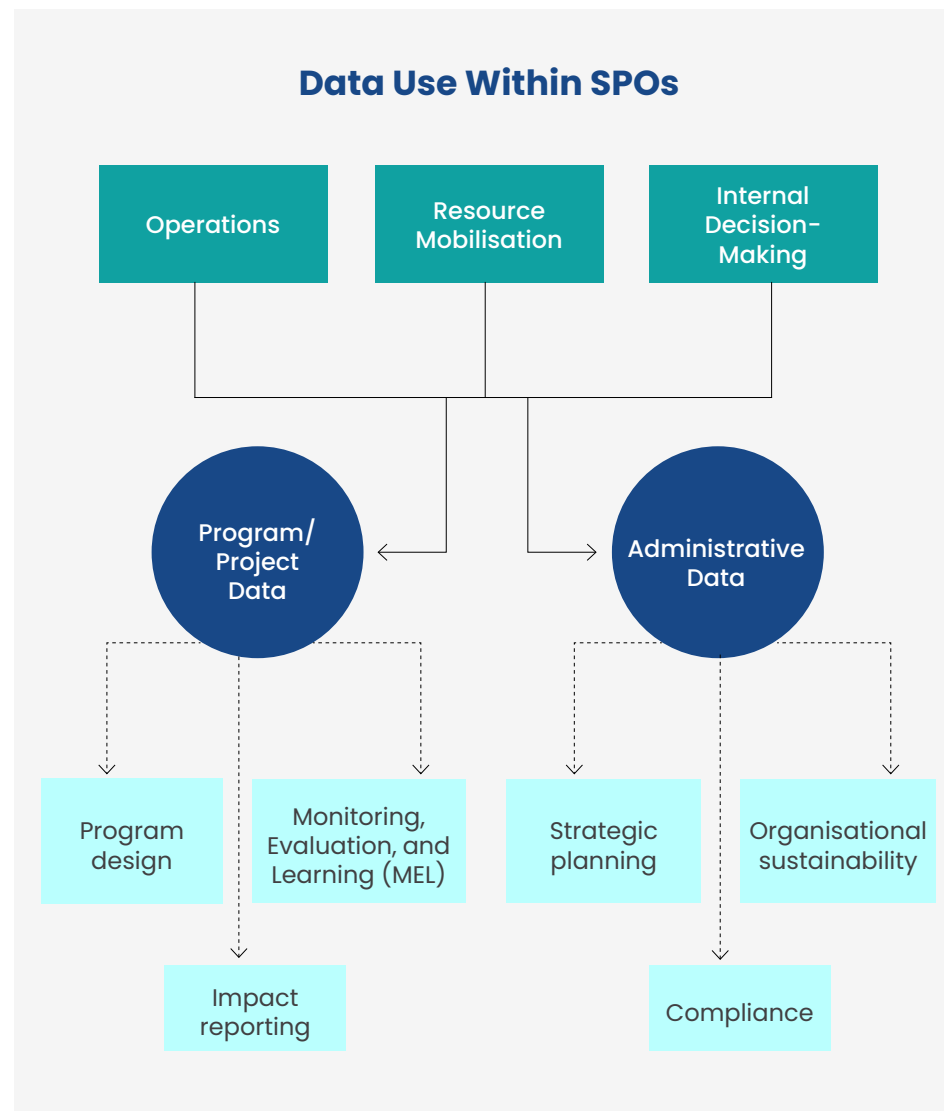
The ISDM CDSSI DMA is the largest and most diverse study of data maturity in the Indian social sector. It provides a comprehensive analysis of data management practices, organisational culture, capacities, and challenges faced by SPOs. The study captures varying levels of data maturity and offers targeted resources to support improvements—particularly for resource-constrained SPOs.

A foundational idea of the study is that culture and mindset are central to data maturity. Strengthening data practices is not just about adopting technology, but also about fostering a data-informed organisational culture. The study identifies practical steps for SPOs to embed data use into their systems and processes, addressing both infrastructure needs (such as tools and storage) and capacity requirements (such as skilled personnel and leadership commitment).

Training and Capacity Building
Opportunities to improve data literacy and analytical capabilities
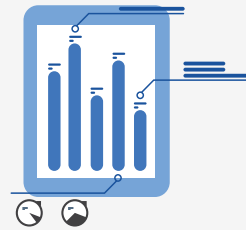
Project Data Analysis and Visualisation
Turning data into insights that inform decisions

Culture and Mindset
How much an organisation values, promotes data use, and fosters a culture of learning

Six dimensions of the DMA framework

Project Data Collection and Monitoring
Systems for gathering program data across its life cycle

Human Resource Data Management
How well HR data is handled to support staffing decisions and workforce planning

Data Storage and Accessibility
Secure, organised data storage and easy access

Methodology

The ISDM CDSSI DMA adopts an Exploratory Sequential Mixed Methods Approach, in which the quantitative survey was followed by qualitative interviews. This approach facilitated a deeper exploration of the findings, and allowed for the validation of unexpected trends or patterns identified in the quantitative data.

We designed a detailed questionnaire to assess key areas such as Culture and Mindset, Leadership, Data use in Programs and Operations, Tools and Technologies, and Skills. SPOs were scored across five maturity levels—from Basic (0-20) to Expert (81-100)—to assess how deeply data is integrated into their work. We tested the questionnaire in a pilot to ensure it was clear, relevant, and reliable. Feedback from the pilot helped us improve the questionnaire by adding sections to better capture the complexities SPOs face, while keeping the core ISDM CDSSI DMA framework intact.

The NGO Darpan database, a comprehensive online registry of Non-Profit Organisations in India maintained by the National Institution for Transforming India (NITI Aayog), which has information on over 4,00,000 registered SPOs, served as the sampling frame for this study. Using quota sampling, we selected a representative group of 1,700 SPOs across India, of which 360 SPOs—covering different regions, budgets, sizes, and thematic areas—completed the survey (Fig. 1-4).

01

Quantitative Tool Development

Based on ISDM CDSSI DMA Framework

02

Pre-testing and Refinement

- Clarity, reliability tested
- Pilot-informed refinement
- Sections modified based on feedback

04

Quota Sampling

- Adjusted for region, size, sector
- Ensured diversity and proportionality

03

Quantitative Sampling

- NGO Darpan database
- ~16,000 SPOs contacted

05

Final Sample

1700 SPOs stratified by region, sector and size

06

Data Collection

360 SPOs completed the survey—either self-administered or with telephonic interviews
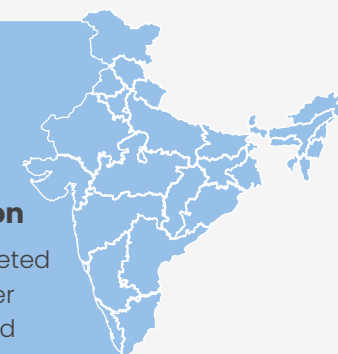
The quantitative survey was followed by qualitative interviews that added depth and nuanced understanding to the quantitative insights. We conducted 17 in-depth interviews with senior leaders from a mix of organisations. These conversations revealed how SPOs think about and use data, as well as the challenges they face.

While the ISDM CDSSI DMA offers valuable insights into the data practices of SPOs in India, the study had a few limitations in terms of its methodology. The major challenge we faced during the study was a limited sample size, due to a lower response rate. To mitigate regional concentration and skewed distribution, we employed a combination of targeted outreach and snowball sampling to reach SPOs across diverse geographies and segments. This helped us in improving the representational spread of the survey.

A Detailed Look at the Sample Profile

9% Below 1 lakh
34% 1–10 lakhs
24% 11–50 lakhs
10% 51–99 lakhs
15% 1–5 crores
7% Above 5 crores
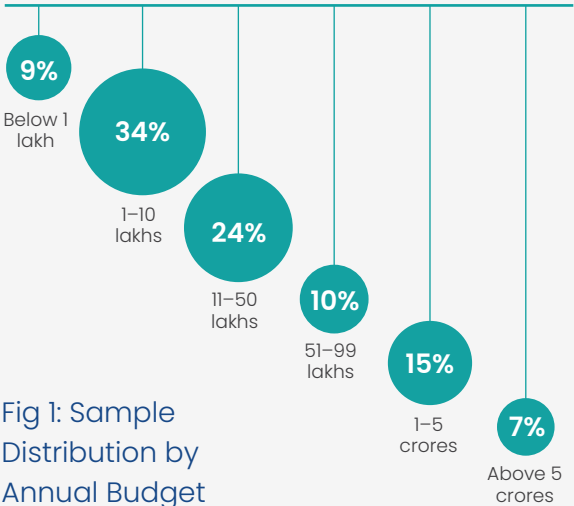
Fig 1: Sample Distribution by Annual Budget

Fig 2: Sample Distribution by Size of Organisation

25% 11–20
19% 6–10
17% 21–50
26% 1–5
14% Above 50
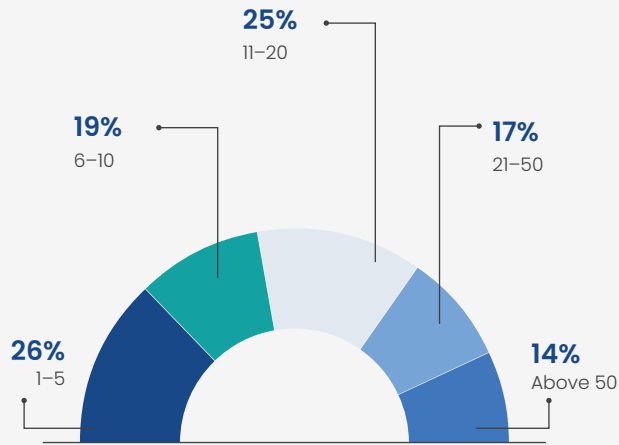
Fig 3: Sample Distribution by Age of Organisation

35% Before 2000
21% 2001–2010
28% 2011–2020
17% 2021–2024

Year of Incorporation
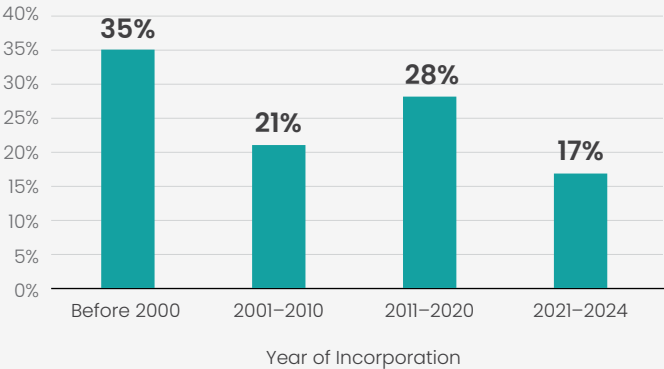
Fig 4: Sample Distribution by Type of Organisation

56% Foundation
34% Trust
6% Society
5% Section 8 Company
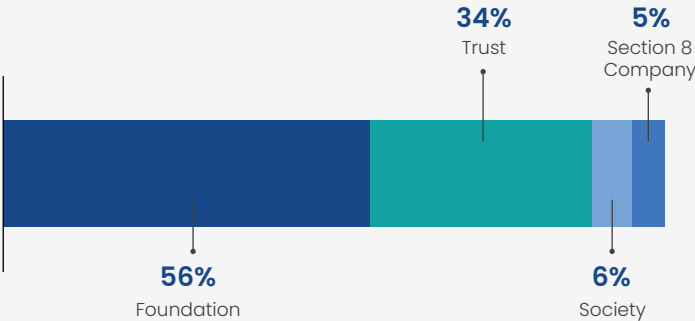
Of the organisations that participated in the survey, 31% are based in the Northern region, while 35% were established prior to the year 2000. 70% employ fewer than 50 staff members, and 68% reported an annual expenditure of less than ₹50 lakh.

Key Insights From the ISDM CDSSI DMA

1. The Majority of the Sector is Stuck in the Middle

The ISDM CDSSI DMA classifies SPOs into five stages of data maturity based on their scores.

Beginner (Score: 1–20)
The organisation is in the early stages of its data journey.

1

5%
Beginners

30%
Emerging

Emerging (Score: 21–40)
The organisation recognises the value of data and is improving its data practices.

2

70%
of SPOs in the middle majority reflects a sector in transition.

40%
Progressing

Progressing (Score: 41–60)
The organisation is strengthening its data capabilities and implementing structured practices.

3

25%
of SPOs are in the Expert and Advanced categories.

Advanced (Score: 61–80)
The organisation has a well-established data culture with robust processes.

4

21%
Advanced

Expert (Score: 81–100)
The organisation excels in data practices and sets a benchmark in the sector.

5

4%
Expert

The table below outlines the defining characteristics of SPOs at each level of data maturity, with examples of how data use varies across the spectrum—from foundational efforts to fully integrated systems:

Beginner (Scores 1-20)

- Smaller, older, resource-constrained and community-based organisations.
- Operate in traditional sectors (health, gender, livelihoods).
- Lack FCRA licenses and technology infrastructure.

Progressing and Emerging (Scores 21-60)

- Increasingly recognise data's strategic role.
- Developing data skills, systems, and governance.

Expert and Advanced (Score 61-100)

- Trusts or Section-8 companies.
- Have FCRA licenses and operate in data-reliant sectors (e.g., civic engagement or mental health).
- Urban-or regionally-based, with stronger compliance practices.
- Invest in people and systems to serve systemic or policy-focused missions.

	0
	20
	40
	60
	80
	100

Example
Parivartan Sanstha

The organisation does manual or paper-based data collection. It uses technology in a limited fashion, and immediate service delivery over data use.

Example
Community Organisation for Oppressed and Depressed Upliftment

COODU sees data as essential for building credibility. Its approach is shaped by donor expectations. It is actively building the skills and systems needed to manage and govern data effectively.

Example
Adhyayan Quality Education Foundation

Adhyayan uses a performance dashboard to generate reports, track deliverables, support research, and drive continuous improvement in a school's performance.

2. From Awareness to Action, Data Integration Remains a Gap

Data Maturity

Data Operations
Challenges in accessibility, security, and staff training.

Talent Shortage
Uncompetitive salaries hinder the development of in-house expertise.

Donor-Driven Practices
Emphasis on compliance over strategic decision-making.

Limited Data Use
Focus on basic metrics restricts strategic insight and learning.

Insufficient Donor Support
Limited backing for long-term data capacity building.

Funding Constraints
Lack of resources for strong data systems and tools.

The sector-wide average data maturity score stands at 48 out of 100. An analysis of across the six dimensions of the ISDM CDSSI DMA framework reveals a crucial insight: while the social sector increasingly recognises and values data, it has yet to embed it meaningfully into everyday decision-making.

Encouragingly, over 80% of organisations report strong scores in aspects such as recognising data's importance, prioritising its use, and applying it internally. However, this growing awareness does not consistently translate into integrated, organisation-wide practices. For instance, while 84% of organisations use data for program or project design, a smaller percentage (59%) apply it to operational domains like fundraising, and even fewer (55%) apply it to financial management and HR services. Only 28% of organisations report using data comprehensively across all core functions, revealing a gap between intention and implementation.

48
is the average data maturity score of the sector

3. Financial Resources Drive Data Culture

An analysis of data maturity scores across different organisational facets reveals a clear trend: organisations with greater financial resources tend to have significantly stronger data cultures. Those spending between ₹1 crore and ₹5 crore annually scored an average of 73, compared to an average score of just 57 for organisations spending less than ₹1 lakh.
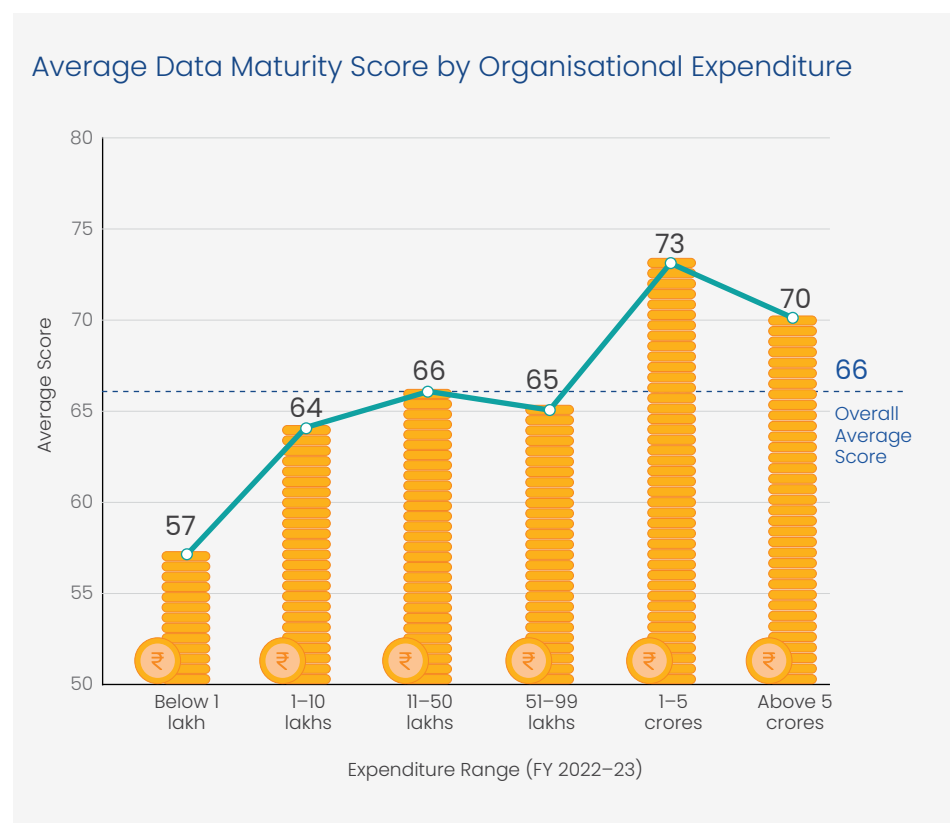
This suggests that financial capacity enables investment in technology, systems, and staff training—key enablers of data maturity. Variables such as an organisation's age, workforce size, and region had little to no bearing on data maturity.

However, funding constraints remain a common challenge across organisations of all sizes in the social sector. Limited operational budgets restrict access to the infrastructure needed for effective data use in areas such as HR and financial systems. As a result, smaller organisations often rely on manual methods, prioritising immediate program delivery over long-term data strategies. For example, Dr Mahmood Alam Educational Trust shared that additional funding would directly improve their capacity, service quality, and data-informed decision-making. On the other hand, COODU (Community Organisation for Oppressed and Depressed Upliftment) was able to transition from traditional data collection methods to digital approaches over the past 20–30 years when aided by external guidance and funding. Funding helped the organisation invest in data systems to centrally monitor its data, improve data analysis, and make efforts to upskill its employees.

Ultimately, expenditure is a key lever to shape the mindset and culture needed to make data a strategic asset, not just a reporting tool.

Average Data Maturity Score by Organisational Expenditure

4. Thematic Focus Shapes Data Practices

Thematic focus plays a significant role in shaping an organisation's data maturity. SPOs working in areas like education and nutrition tended to score higher on the DMA. In contrast, organisations working in areas such as animal husbandry, arts and culture, or rural livelihoods, tended to score lower. These fields are populated by smaller, resource-constrained organisations with lower data capacity.

Interestingly, the analysis also reveals that greater thematic diversification correlates with higher data maturity. Organisations operating in more than six thematic areas achieved a higher average score of 51 compared to those working across two to five themes (scores between 42 and 44).

50.6
More than 6 themes

44.1
4–5 themes

42.4
2–3 themes

47.4
1 theme

Impact of diversification on DMA scores

Average Score

Operate at larger scale, necessitating robust systems

Are accountable to multiple donors and reporting frameworks

Reasons for higher DMA Score in organisations with greater thematic diversity

Use cross-cutting tools like integrated MIS or M&E systems

Tend to have dedicated staff or technical partnerships to manage complexity

These findings suggest that both the nature and breadth of an organisation's work meaningfully influence its ability to build and sustain data practices. In short, what you do—and how much of it—shapes how well you use data.

Recommendations

Practical Tips For	Build a Strong Data Culture	Expand and Diversify Data Use
	A culture that values data is foundational to widespread, routine use of data for decision-making, beyond siloed teams.	Data should inform decisions across functions, from program strategy to fundraising, not just compliance.
SPOs	⊙ Ensure leadership explicitly champions data use. ⊙ Create cross-functional/cross-departmental forums to reflect and discuss data insights regularly. ⊙ Designate internal data champions across departments.	⊙ Integrate data use into planning, budgeting, fundraising, and communications. ⊙ Train teams to ask the right questions from their data. ⊙ Move beyond outputs to outcome and impact tracking.
Funders	⊙ Include data culture indicators in grant assessments. ⊙ Fund leadership workshops focused on building data-informed thinking.	⊙ Encourage reporting beyond output metrics. ⊙ Support multi-use data systems that serve both internal learning and donor reporting.
Intermediaries	⊙ Develop case studies showing how strong data cultures drive impact. ⊙ Design toolkits on internal change management around data.	⊙ Offer training on adaptive data use for decision-making. ⊙ Share templates on how to embed data into strategic reviews.

Practical Tips For	Strengthen Capacity and Literacy	Invest in Governance and Compliance
	Without the right skills and understanding, even simple data systems remain underutilised.	Without data security, privacy, and governance, SPOs risk operational disruption and legal non-compliance.
SPOs	⊙ Invest in basic data literacy for all staff, not just M&E teams. ⊙ Use free and open-source tools (e.g., KoBo, Airtable, Power BI) and build peer learning groups to reduce costs. ⊙ Allocate small budgets annually for data-related training.	⊙ Create simple data protection policies (e.g., backups, user access, encryption). ⊙ Build awareness of the Digital Personal Data Protection Act. ⊙ Develop data-sharing and consent protocols with beneficiaries.
Funders	⊙ Offer optional or pooled capacity-building grants alongside core grants. ⊙ Cover training and tool licensing in project budgets.	⊙ Include governance as part of due diligence. ⊙ Fund expert guidance for small SPOs to strengthen compliance.
Intermediaries	⊙ Create modular courses on data skills by maturity level. ⊙ Facilitate online or regional cohorts for hands-on learning.	⊙ Publish easy-to-use compliance toolkits and templates. ⊙ Host workshops on ethical data use and rights-based data governance.
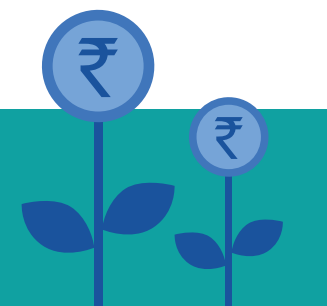
Practical Tips For

Enable Inclusive and Participatory Data Practices

Inclusive data captures diverse voices and leads to more equitable program decisions.

Promote Innovation in Visualisation and Communication

Data must be accessible and engaging to influence decisions across internal and external stakeholders.

SPOs

- Collect and analyse disaggregated data by segments.
- Integrate feedback loops into program cycles.
- Train field teams on participatory data collection methods.

- Train staff in data storytelling and dashboard creation.
- Use tools like Canva, Power BI, or Tableau for simple, shareable insights.

Funders

- Incentivise reporting on inclusion metrics and community engagement.
- Fund tech or tools that enable intersectional analysis (e.g., GIS mapping, mobile surveys).

- Support visualisation and reporting tools in grants.
- Accept innovative formats like dashboards, podcasts, or short videos.

Intermediaries

- Develop guidelines on inclusive M&E.
- Develop participatory data tools and platforms.

- Offer templates for dashboarding and reporting.
- Run competitions or showcases on data storytelling.

Practical Tips For

Foster Shared Infrastructure and Collaboration

Smaller SPOs struggle to build and sustain independent systems-shared infrastructure can increase reach and efficiency.

Advocate for Long-Term Data Investments

Without the right skills and understanding, even simple data systems remain underutilised.

SPOs

Foster Shared Infrastructure and Collaboration
- Join peer alliances and knowledge collaboratives that share data templates and systems.
- Collaborate with peers to align on metrics and share learnings.

Advocate for Long-Term Data Investments
- Build long-term data goals into organisational strategy.
- Make the case to donors for recurring investment in data.

Funders

Foster Shared Infrastructure and Collaboration
- Invest in shared platforms (cloud storage, CRM systems, dashboards).
- Support collaborative efforts for data interoperability across the ecosystem.

Advocate for Long-Term Data Investments
- Provide multi-year grants with flexible components for data systems.
- Embed data as a strategic component in organisational development.
- Fund positions like data managers or analysts directly.

Intermediaries

Foster Shared Infrastructure and Collaboration
- Create standardised indicators and protocols.
- Facilitate multi-stakeholder dialogues on data ecosystems.

Advocate for Long-Term Data Investments
- Develop ROI models showing cost-effectiveness of data investments.
- Advocate for pooled grants or endowments for sector-wide strengthening of data maturity.

> Earlier, progress was tracked manually using pen and paper. Today, digital tools are used. However, the organisation still struggles with standardising tools and gaining acceptance among field staff.

43-year-old grassroots organisation working with marginalised communities in NE India

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> Funders and partners prefer organisations with robust data systems, as they provide confidence in accountability and impact delivery.

4-year-old social enterprise supporting women micro-entrepreneurs

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> Enhanced data quality directly correlates with organisational credibility and donor trust.

30-year-old organisation implementing programs in health and environment in Southern India

Data Practices Across Dimensions

Organisational Culture and Mindset

84.4% of organisations leverage data primarily for program or project design

57% of organisations have leadership that invests in data-driven processes

27.8% of organisations use data for all decision-making

Human Resource Data Management

91% of organisations collect and maintain HR data

54% of organisations base hiring decisions on strategic objectives

13.6% of organisations use software-based HR management systems

Project Data Collection and Monitoring

75% of organisations with budget > 1 Cr have structured approaches for data collection

The primary applications of project data include

52% Monitoring /Evaluation

56% Needs Assessment

58% Progress Tracking

22% of organisations have reliable indicators aligned to each program goal

Data Accessibility and Storage

Organisations with higher annual expenditures have stronger data storage and accessibility practices

Advanced

Progressing

Basic

< 1 lakh   > 51 Lakh
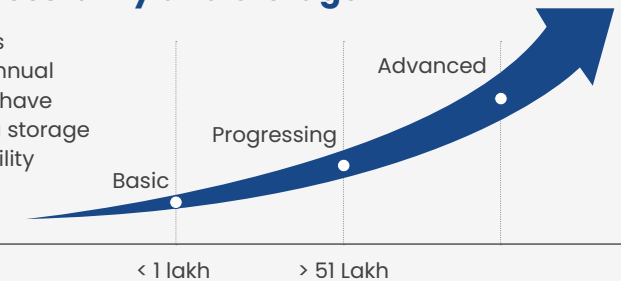
15% of organisations conduct regular security audits and updates

53% of organisations rely on ad hoc meetings and discussions for internal knowledge sharing

Project Data Analysis and Visualisation

30% follow established research methodologies like literature reviews

10% have dedicated in-house data science teams and also consult external experts for specific projects

Data-related Training

34% of organisations report investment in data training

Organisational capacity strongly correlates with internal data competencies

Size of Organisations

<1-5 employees — **13.3**

>50 employees — **32.1**

Mean Score

Data Practices Across Functional Areas

Financial Management

41%
of organisations use data to identify cost-saving opportunities

39%
of organisations use data to assess donor preferences and behaviour

36%
of organisations use data to assess financial risks and opportunities

35%
of organisations use data to analyse the effectiveness of past fundraising

Internal Learning

46% of organisations use data extensively for internal learning and evaluation

23% of organisations encourage data-related discussions with peers and seniors

50% of organisations do not have an open data policy

14% of organisations use systematic knowledge-sharing tools: webinars, portals, databases

36% of organisations have frequent sessions conducted by team members for sharing knowledge and learnings

Organisations with higher data maturity scores have a plan for regular data training.

Program/Project Design and Implementation

60% of organisations use data to tailor programs to stakeholder needs

26% of organisations use both internal data and secondary sources

11% of organisations collect data systematically

10% seek stakeholder input for external validation alongside internal data analysis

4% of high maturity organisations conduct evaluation or research studies
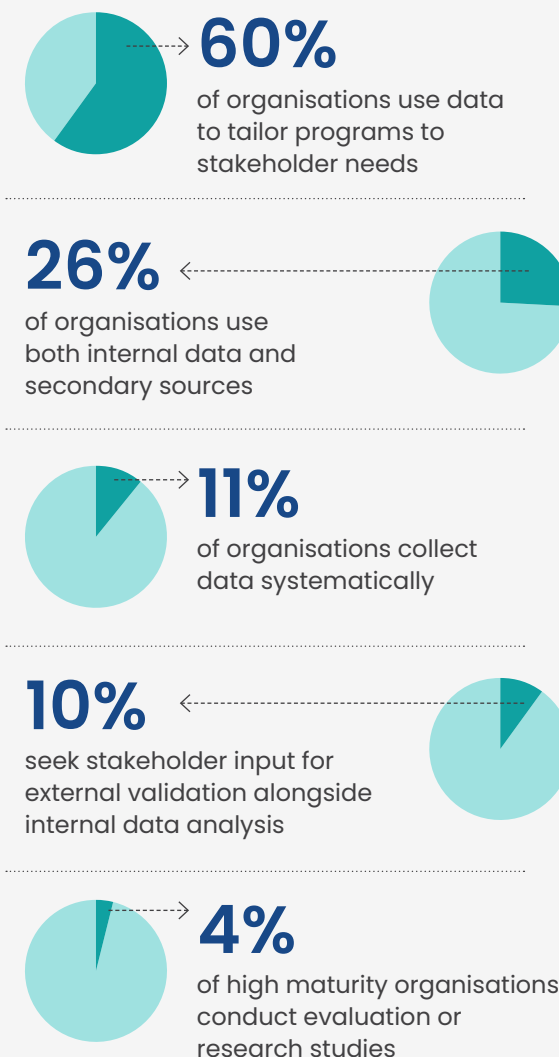
Conclusion

The ISDM CDSSI DMA underscores a growing recognition of data's strategic value among Indian SPOs. But this awareness has not fully translated into the systems, skills, or governance mechanisms required for meaningful use. Targeted interventions that build foundational capabilities—particularly in under-resourced organisations—can significantly elevate sector-wide data maturity.

This research contributes a practical, replicable five-stage framework for assessing data readiness in the social sector. It offers both funders and practitioners a roadmap for capacity-building. It also provides a practical framework that can inform similar efforts globally. Other countries with resource-constrained social sectors can adapt these insights to assess and strengthen their own data ecosystems.

For funders and policymakers, the findings advocate for a sequenced approach: strengthen core competencies before advancing to predictive analytics or machine learning.
For SPOs, the framework serves as a diagnostic tool to assess their preparedness for deploying data science tools effectively.
The study opens up possibilities for comparative analysis, helping uncover what works, where, and why. It also lays the groundwork for building shared principles around data use, governance, and impact in the non-profit space.

It is our hope that this research contributes to a data transformation in the Indian social sector, enabling SPOs to become data-forward and AI-ready. We invite you to engage with us by taking the survey to gauge your own data readiness, or sharing insights, anecdotes and data that can further strengthen the sector's understanding of data maturity.

Appendix I — Detailed Methodology

We employed an Explanatory Sequential Mixed Methods Approach, where the quantitative survey was followed by qualitative interviews.

Quantitative Methodology

Quantitative Tool Development

We developed the questionnaire for the survey after several rounds of deliberations and discussions, both internally and with external experts, ensuring alignment with the ISDM CDSSI DMA framework throughout the process. Drawing from the principles of the framework, the tool was designed to comprehensively assess key aspects of data maturity, including culture and mindset, leadership, program and operations, data practices, tools and technologies, and skills. We then pre—tested the questionnaire in a pilot survey to ensure its clarity, relevance, and reliability. Feedback from the pilot phase was used to refine the survey questionnaire further, which led to the incorporation of additional sections to better capture the nuances of data maturity across different SPOs.

Quantitative Sampling

The NGO Darpan database, a comprehensive online registry of Non-Profit Organisations in India maintained by the National Institution for Transforming India (NITI Aayog), which has information on over 4,00,000 registered SPOs, served as the sampling frame for this study. From the list, we contacted a random sample of 15,000—20,000 organisations for the survey. The calls were distributed proportionally across states to ensure that they reflect the real distribution of NGOs in India. Of the contacted organisations, about 1,700 consented to participate in the survey, forming the final sampling frame for the study. Using quota sampling, we selected a representative group of 360 implementing organisations across India, covering different regions, budgets, sizes, and thematic areas.

We identified regional imbalances, such as under-representation in the Southern region and over-representation in the Northern region. To address this, we used quota sampling to adjust the sample, ensuring accurate regional representation by targeting contacts from the ISDM registration campaign and the NGO Darpan database.

Similarly, we considered an organisation's employee size using quota sampling to ensure proportional representation of small, medium, and large organisations. We gave special attention to larger organisations (100+ employees) to understand their data systems, making adjustments to accurately reflect their presence in the final sample.

Additionally, sectoral representation posed a challenge, as many organisations reported working across multiple sectors during the

consent process, making it difficult to use as a sampling criterion. We made special efforts to ensure that the final sample of 360 NGOs/SPOs represented a diverse range of sectors.

Quantitative Data Collection

We collected responses from the participants of the quantitative survey through a combination of self-administered and telephonic interview methods to ensure a higher response rate and data quality. Interviews were conducted in both English and regional languages to accommodate respondents' comfort and comprehension. Trained enumerators facilitated the interviews, and they ensured clarity in understanding survey questions and accuracy in responses. For the self-administered component, we provided the participants with survey links and guidance on completing the questionnaire at their own convenience.

Qualitative Methodology

Qualitative Survey

Following the quantitative survey, we conducted a qualitative survey to validate and probe deeper into the insights that were generated. The qualitative survey questionnaire explored various aspects of data management and practices among SPOs, capturing insights into their organisational practices and the challenges they face across various key areas:

- **Program Delivery and Challenges:** Understanding challenges in program delivery, including gaps in resources, finance and data usage and identifying opportunities for improvement.
- **Perceptions of Data and Information:** Exploring how organisations view, value, and utilise data in operations and decision-making processes.
- **Data Collection and Reporting:** Examining the types of data collected, reporting mechanisms, and comparisons with sector-level practices to identify best practices.
- **Data Management Challenges:** Investigating issues in data collection, storage, and usage, and exploring potential solutions for enhancing data management systems.
- **Client and Funder Perspectives:** Assessing the role of data in interactions with stakeholders, particularly in securing funding or partnerships.
- **Data Systems and Security:** Understanding tools and technologies used for managing and securing data including adherence to data protection regulations.
- **Sector-Level Improvements:** Identifying opportunities for sector-wide advancements in data practices and exploring how organisations can contribute to driving these changes.

Qualitative Sampling

Of the 360 SPOs who participated in the quantitative study, 90 organisations consented to take part in the qualitative interview. These organisations were then contacted via telephone, with 17 SPOs participating in the final interviews.

Qualitative Data Collection

Seventeen Key Informant Interviews (KIIs) were conducted with respondents holding leadership roles within the organisations. They provided valuable insights into how organisations approach data usage for program delivery and decision-making. The interviews explored data management practices, including strengths, challenges, gaps, and strategies employed by the organisations, offering a deeper understanding beyond the quantitative data collected.

Data Validation

We validated the insights obtained from the quantitative survey by probing deeper into observed trends and anomalies, using the qualitative survey. This validation process strengthened the reliability of the overall quantitative analysis, ensuring a more accurate and comprehensive assessment of data practices and maturity across the surveyed organisations.

Scoring

The scoring assessed the data maturity of SPOs across five levels—Beginner (0–20), Emerging (21–40), Progressing (41–60), Advanced (61–80) and Expert (81–100).

Scores were assigned to each question and section in the DMA quantitative tool based on predefined criteria, allowing for a comprehensive assessment of data maturity of SPOs. There were single option and multiple choice questions. Each question was scored out of a maximum of 5 points with the following criteria applied based on question type:

Question Type	Scoring Method	Logic
Likert Scale Question	Weights assigned in ascending order	Increasing weights reflect increasing levels of data maturity. Each response option is assigned a weight based on its relevance.
Multiple Response Question	Two distinct scoring methods: 1. Equal Weights: All options assigned equal weights, scaled to score out of 5. 2. Weighted Options: Scores assigned based on importance of each selected option.	Equal weight method: All options treated equally, and total score scaled to 5. Weighted method: The importance of each option is considered for scoring.
Combination of Options	Specific combinations scored differently	Certain combinations of selected options have different scores to represent varying levels of data maturity.

After scoring each individual question, we grouped the scores section by section. We then standardised the total score for each section to a scale of 100. To ensure that each section was properly weighted, we assigned a value to each based on its importance in assessing data maturity. To calculate the overall data maturity score, we multiplied the score of each section by its assigned weight and then summed these weighted scores. It then resulted in a final data maturity score out of 100, providing a comprehensive measure of the organisation's overall data maturity level.

Benchmarking

We used the mean scores of the SPOs to assess their data maturity by comparing their performance with sector standards. These benchmarks provided SPOs with a clear understanding of their position within the sector and helped them identify their strengths and areas of improvement.

Appendix II — Detailed Questionnaire

Organisation and Respondent's Profile

Questions	Answers	Code	Skip
Name of the SPO (under which it is registered) (in words)	— — — —		
Address (in words)	— — — —		
Type of Non-Profit Organisation (Single Response)	Foundation	01	
	Trust	02	
	Society	03	
	Cooperative	04	
	Section 8 company	05	
	Others (specify)	99	
Location of the Headquarters (Single Response)	Andaman and Nicobar Islands	1	
	Andhra Pradesh	2	
	Arunachal Pradesh	3	
	Assam	4	
	Bihar	5	
	Chandigarh	6	
	Chhattisgarh	7	
	Dadra & Nagar Haveli and Daman & Diu	8	
	Delhi	9	
	Goa	10	
	Gujarat	11	
	Haryana	12	
	Himachal Pradesh	13	

Questions	Answers	Code	Skip
	Jammu and Kashmir	14	
	Jharkhand	15	
	Karnataka	16	
	Kerala	17	
	Ladakh	18	
	Lakshadweep	19	
	Madhya Pradesh	20	
	Maharashtra	21	
	Manipur	22	
	Meghalaya	23	
	Mizoram	24	
	Nagaland	25	
	Orissa	26	
	Puducherry	27	
	Punjab	28	
	Rajasthan	29	
	Sikkim	30	
	Tamil Nadu	31	
	Telangana	32	
	Tripura	33	
	Uttar Pradesh	34	
	Uttarakhand	35	
	West Bengal	36	

Questions	Answers	Code	Skip	Questions	Answers	Code	Skip
Other States of Operation (Multiple Responses)	Andaman and Nicobar Islands	1			Punjab	28	
	Andhra Pradesh	2			Rajasthan	29	
	Arunachal Pradesh	3			Sikkim	30	
	Assam	4			Tamil Nadu	31	
	Bihar	5			Telangana	32	
	Chandigarh	6			Tripura	33	
	Chhattisgarh	7			Uttar Pradesh	34	
	Dadra & Nagar Haveli and Daman & Diu	8			Uttarakhand	35	
	Delhi	9			West Bengal	36	
	Goa	10		Thematic Area of Work (Multiple Responses)	Education and Literacy	A	
	Gujarat	11			Nutrition	B	
	Haryana	12			Health and Family Welfare	C	
	Himachal Pradesh	13			Women's Development and Empowerment	D	
	Jammu and Kashmir	14			Climate, Environment and Forests	E	
	Jharkhand	15			Livelihood and Rural development	F	
	Karnataka	16			WASH	G	
	Kerala	17			Financial Inclusion	H	
	Ladakh	18			Skills and Training	I	
	Lakshadweep	19			Art and Culture	J	
	Madhya Pradesh	20			Rural Development and Poverty Alleviation	K	
	Maharashtra	21			Agriculture and Food Security	L	
	Manipur	22			Urban Governance	M	
	Meghalaya	23			Drinking Water	N	
	Mizoram	24			Human Rights	O	
	Nagaland	25			Aged/Elderly	P	
	Orissa	26					
	Puducherry	27					

Questions	Answers	Code	Skip
	Adolescent and Youth	Q	
	Child Protection and Early Child Development	R	
	Mental Health	S	
	Community Development	T	
	Animal Husbandry	U	
	Poultry	V	
	Others (Specify)	Z	
When was your organisation established? (in year)	_ _ _ _		
Do you have an FCRA license? (Single response only)	Yes	1	
	No	2	If H=02, Skip J
When did you receive your FCRA license?	_ _ _ _ (in years)		
Total number of employees (in numbers)	Total Employees (excluding volunteers and interns)	_ _ _ _	
	Volunteers and Interns	_ _ _ _	
Annual expenditure of the organisation for the latest year which you can provide (in INR and Lakhs)	2022–23 (_____) in Lakhs		
	2023–24 (_____) in Lakhs		

Questions	Answers	Code	Skip
Respondent Profile			
Contact Number (in numbers)	_ _ _ _		
Name of the Respondent (full name in words)	_ _ _ _		
Position/Role in the Organisation (in words)	_ _ _ _		
Highest Education Level (Single Choice)	Never attended school	01	
	Primary (till class V)	02	
	Upper Primary (till VIII)	03	
	Higher Secondary (till XII)	04	
	Graduate	05	
	Post-Graduate and Above	06	
Official Email Id (in words)	_ _ _ _		
How long have you been associated with the current organisation? (in years)	_ _ _ _		

Section B: Culture and Mindset

Please respond to the following questions based on your organisation's perspective for both project and administrative (HR and Financial) data. Project data refers to information related to the projects/programs that your organisation has conducted or is conducting which includes activities such as data collection, storage, analysis, and visualisation. Administrative data includes human resource/employee, financial and fundraising data of the organisation.

This section is a mix of both: single and multiple response-based questions.

Questions	Answers	Code	Skip
On a scale of 1 to 5, how important is data considered in your organisation? (Single Response)	1	01	
	2	02	
	3	03	
	4	04	
	5	05	
On a scale of 1 to 5, to what extent is data considered an organisational priority currently? (Single Response)	1	01	
	2	02	
	3	03	
	4	04	
	5	05	
On a scale of 1 to 5, to what extent is data used for internal learning, evaluation, and to identify needs and problems? (Single Response)	1	01	
	2	02	
	3	03	
	4	04	
	5	05	

Questions	Answers	Code	Skip
For what purposes does your organisation use data? (Multiple Responses)	Financial and HR Management	A	If Q4=A, ask Q5
	Fundraising Management	B	If Q4=B, ask Q6
	Program/Project Design	C	If Q4=C, ask Q7
What role does data play in guiding financial and HR management decisions? (Multiple Responses)	To provide insights into revenue and expenditure, turnover, performance evaluation.	A	
	To identify cost-saving opportunities and recruitment optimisation	B	
	To assess financial risks and opportunities	C	

Questions	Answers	Code	Skip
What role does data play in informing fundraising decisions? (Multiple Responses)	To assess donor preferences and behaviour	A	
	To identify potential donors	B	
	To analyse the effectiveness of past fundraising	C	
	To estimate donation trends and forecasting future contributions	D	
What role does data play in informing program/project design decisions? (Multiple Responses)	To tailor programs to specific stakeholder needs (beneficiaries, and donors)	A	
	To evaluate past program performance for effectiveness	B	
	To allocate resources efficiently based on data insights.	C	
On a scale of 1 to 5, how often do employees in your organisation discuss about topics related to data (both project and administrative data) with their peers and senior management? (Single Response)	Never	01	
	Rarely	02	
	Sometimes	03	
	Most of the time	04	
	Always	05	
On a scale of 1 to 5, to what extent is data shared with other organisations/ external parties [(excluding donors) (to the extent allowable under privacy laws)]?	1	01	
	2	02	
	3	03	
	4	04	
	5	05	

Questions	Answers	Code	Skip
On a scale of 1 to 5, to what extent are leaders proficient in understanding and interpreting data? (to be answered only if the respondent is a senior resource person/leader in the organisation) (Single Response)	1	01	
	2	02	
	3	03	
	4	04	
	5	05	
On a scale of 1 to 5, to what extent are leaders willing to invest resources (time, money, effort) into data-driven practices and solutions? (to be answered only if the respondent is at mid-management level/someone who is not a leader/ owner in the organisation) (Single Response)	1	01	If Q11=1 or 2, ask Q12, else skip to Q13
	2	02	
	3	03	
	4	04	
	5	05	
What factors might hinder the leaders' willingness to incorporate data-driven practices? (Multiple Responses)	Given that the available tools and technologies within the organisation are sufficient, there is no need to incorporate data-driven practices.	A	
	Lack of understanding of data analytics concepts	B	
	Resistance to change from employees	C	
	Insufficient financial resources for implementation	D	
	Don't Know	X	
	Others (please specify_____)	Z	

Section C: Human Resource/Employee Data

Please respond to the following questions based on your organisation's practice in handling human resource/employee data.

This section is a mix of both: single and multiple response-based questions.

S. No	Questions	Answers	Code	Skip
13.	Which of the following best describes your organisation's approach to managing human resource/employee data? (Single Response)	We DON'T store and maintain human resource/employee data.	01	If Q13=01, skip to Q17
		We rely only on manual records to manage employee information (Paper based).	02	
		We use excel spreadsheets to manage basic employee information (contact info. etc.).	03	
		We outsource employee data management to third party HR service providers.	04	
		We use spreadsheets/third party agencies to collect and manage detailed employee information (performance, compensation and benefits, training data, ratings. etc.).	05	
		We maintain a software-based database where all employee information is stored and regularly updated.	06	
		Don't Know	98	

S. No	Questions	Answers	Code	Skip
14	For what purpose is the human resource/employee data analysed? (Multiple Responses)	To assess employee job satisfaction and training needs	A	
		To evaluate the effectiveness of recruitment efforts	B	
		For retention and turnover analysis	C	
		For workforce planning and strategic decision-making	D	
		To track employees' attendance and payments	E	
		We DON'T analyse HR data	F	
		Don't Know	X	
15	How often is the human resource/employee data analysed? (Single Response)	Not Analysed	01	If Q14=F, skip to Q16
		Monthly	02	
		Quarterly	03	
		Half Yearly	04	
		Annually	05	

S. No	Questions	Answers	Code	Skip
16	What factors determine your organisation's hiring strategies? (Multiple Responses)	For immediate operational needs and vacancies	01	
		For current project requirements	02	
		To meet mission goals and strategic objectives of the organisation	03	

S. No	Questions	Answers	Code	Skip
		Data-driven analysis and forecasting determine future hiring needs	04	
		Feedback from stakeholders guide hiring strategies	05	
		Others (please specify _____)	98	

Section D: Project Data Collection and Monitoring

This section is a mix of both: single and multiple response-based questions.

S. No	Questions	Answers	Code	Skip
17	Who are generally involved in planning and managing data collection in your organisation? (Multiple Responses)	We don't collect project data	A	If Q17=A, skip to Q27
		Project Managers	B	
		Community/Field Staff	C	
		Monitoring and Evaluation Team	D	

S. No	Questions	Answers	Code	Skip
		Research Team	E	If Q17=A, skip to Q27
		Volunteers	F	
		Interns	G	
		External/Third Parties	H	
		Don't Know	X	

S. No	Questions	Answers	Code	Skip
18	Does your organisation have appropriate number of skilled staff for collecting and managing project data? (Single Response) *Each option provides a different level of detail regarding the organisation's approach to data collection and management, from the absence of skilled staff to high-level staff commitment.*	NO skilled staff is present	01	
		Only a few staff are skilled	02	
		Dedicated person/team in charge is present (e.g., a data manager or senior administrator)	02	
		Dedicated skilled analytics roles established, with multiple team members responsible for data collection, analysis, and interpretation to guide decision-making.	03	
		High level staff commitment across senior, specialist, technical, and administrative levels, with clearly defined roles	04	
		Don't Know	98	
19	Who uses project data in your organisation? (Multiple Responses)	Senior Management	A	
		Monitoring and Evaluation Team	B	
		Project Managers	C	
		Finance Team	D	
		Fundraising Team	F	
		IT Department	G	
		Don't Know	X	
		Others (Specify)	Z	

S. No	Questions	Answers	Code	Skip
20	For what purposes are project data collected and used? (Multiple Responses)	For client reporting purpose	A	
		For monitoring and evaluation	B	
		For resource allocation	C	
		For needs assessment	D	
		For risk management	E	
		For evidence-based program planning to decide future course of action	F	
		To track the progress	G	
		To understand stakeholder/ beneficiary needs and preferences	H	
		Don't Know	X	
21	Does your organisation collect and record data in consistent and efficient ways? (Single Response)	Only limited data is collected manually, mostly on paper.	01	
		Data collection is both on paper and in digital form (includes emails, audio and video recordings), however not consistent and structured at this moment.	02	
		Data collection is getting structured, and processes are being improved to make it more organised and integrated.	03	
		Data is systematically and consistently collected via a range of methods.	04	

S. No	Questions	Answers	Code	Skip
		Staff are well trained in data collection and data is collected systematically and is automated, wherever possible.	05	
22	What are the sources of data your organisation uses? (The source can be any primary research/ evaluation report and data or use of publicly available external research, e.g., government, academic research, use of publicly available open data sets) (Single Response)	Internal program data only	01	
		Secondary research data only	02	
		Frequently uses both internal data and relevant external/ secondary sources to corroborate findings.	03	
		Data systematically collected through primary research, with data collection typically outsourced to specialised agencies.	04	
		Utilises various data sources (internal, secondary, primary research) as per requirement in a methodological and systematic manner, with proficiency in leveraging open-source data.	05	
23	Has the organisation identified quantifiable indicators for monitoring project/ program outcomes? (Single Response)	We DON'T have quantifiable monitoring indicators.	01	
		Organisation has started identifying clear monitoring goals.	02	

S. No	Questions	Answers	Code	Skip
		The organisation insists on identifying monitoring indicators for each program goal. However, these indicators are not very consistent and reliable.	03	
		Clear monitoring indicators are identified for each program goal, and they are reliable.	04	
		Monitoring indicators are set for each goal at the onset of the program and are aligned to the theory of change.	05	
		Don't Know	98	
24	How often is the project data collected and monitored? (Single Response)	Weekly	01	
		Fortnightly	02	
		Monthly	03	
		Quarterly	04	
		Half-Yearly	05	
		Annually	06	
25	Are you able to collect the right or relevant data? ('Right data' i.e., relevant, meaningful and necessary) (Single Response)	Never	01	
		Rarely	02	
		Sometimes	03	
		Most of the time	04	

S. No	Questions	Answers	Code	Skip
		Always	05	
26	Does your organisation have an "Open Data Policy"?	Yes	01	

S. No	Questions	Answers	Code	Skip
	(Single Response) *Examples of external data are publicly available external research like government, academic research, use of publicly available open data sets.*	No	02	

Section E: Project Data Storage and Accessibility

This section is a mix of both: single and multiple response-based questions.

S. No	Questions	Answers	Code	Skip
27	What are the tools/ technologies for storing project data? (Multiple Responses)	We DON'T store data.	A	If Q27= B, skip to Q40 If Q27=A, skip to Q34
		In the form of physical/hard copies, files, and documents	B	
		Locally stored in computers	C	

S. No	Questions	Answers	Code	Skip
		Other devices (external hard drives, memory sticks, cameras, phones, etc.)	D	
		Central shared storage (e.g., cloud-based storage, etc.)	E	
		Don't Know	X	
28	How do you secure your data? (Multiple Responses)	We DON'T have any mechanism to secure data.	01	

S. No	Questions	Answers	Code	Skip
		By storing data on secure, password protected servers	02	
		By enabling two factor authentication	03	
		By implementing encryption methods to protect sensitive information	04	
		By conducting regular security audits and updates	05	
29	How frequently is data security tested? (Single Response)	Never	01	
		Monthly	02	
		Half-Yearly	03	
		Annually	04	
		Whenever there is an issue	05	
30	Do you know about Digital Personal Data Protection Act, 2023? (Single Response)	Yes	01	
		No	02	
31	Does the organisation have an internal knowledge sharing system in place for sharing information and learnings with everyone in the organisation? (Multiple Responses)	There is NO existing knowledge sharing system accessible for everyone.	A	
		Knowledge sharing happens through ad hoc meetings and discussions occasionally.	B	
		There are frequent sessions conducted by team members for sharing knowledge and learnings, but these are not systematised.	C	

S. No	Questions	Answers	Code	Skip
		Regular webinars/talks conducted to share learnings and best practices with the larger organisation. This is done in a systematic way.	D	
		Knowledge portal/centralised database in place to share learnings where employees can access knowledge-based material as per their need.	E	
32	What is the strategy around deletion of obsolete Project data? (Single Response) *By obsolete data we mean the information which is no longer useful or relevant to the organisation's current needs.*	There is NO such policy in place.	01	
		There is awareness that obsolete data should be deleted. But it is NOT monitored or enforced.	02	
		Obsolete data is deleted often. However, some old unwanted data may still remain in the system.	03	
		Systems are in place to ensure obsolete data is regularly deleted.	04	
		System has automated process to detect and delete obsolete data on a regular basis.	05	
33	Does your organisation have policies and procedures in place for data backup and disaster recovery? (Single Response)	Yes	01	
		No	02	

Section F: Project Data Analysis and Visualisation

This section is a mix of both: single and multiple response-based questions.

S. No	Questions	Answers	Code	Skip
34	Do you have a data analysis team for Project data? (Single Response)	Yes	01	
		No	02	
35	Does your organisation employ or externally consult with someone who has data analysis or data science skills? (Single Response) *Each option provides a different level of detail regarding the organisation's approach to data science expertise, ranging from the absence of such skills to employing highly skilled individuals.*	Organisation does NOT employ or consult individuals with data science skills	01	
		Organisation uses people with very basic data science skills	02	
		Few individuals in specific roles possess adequate expertise, with occasional ad hoc hiring of external consultants for project-specific needs.	03	
		Organisation maintains a small in-house team of data science experts and frequently consults external experts for specific projects.	04	

S. No	Questions	Answers	Code	Skip
		Organisation employs highly skilled individuals for advanced data analytics roles	05	
		Don't Know	98	
36	Does your organisation perform evaluation or research studies? (Single Response)	Yes	01	If Q36=02, skip to Q38
		No	02	
37	How are the research studies planned and designed in your organisation? (Multiple Responses)	Based on immediate needs and available resources	01	
		Developed on a project-by-project basis with minimal reference to past studies	02	
		Following established guidelines and methodologies, including literature review	03	
		Driven by detailed past data analysis and best practices, with a dedicated team	04	

S. No	Questions	Answers	Code	Skip
		Apart from data analysis and thorough review of past studies, additionally use inputs from stakeholders and external validation	05	
38	What tools/technologies are used for analysing Project data? (Multiple Responses)	We DON'T Analyse Project data.	A	If Q38=A, skip to Q40
		Microsoft Excel and Google Sheets	B	
		R Programming	C	
		Python	D	
		ATLAS.ti/NVivo	E	
		SPSS/STATA/SAS	F	
		Don't Know	X	

S. No	Questions	Answers	Code	Skip
39	What tools/technologies are used for reporting and visualising Project data? (Multiple Responses)	We DON'T report and visualise Project data.	A	If Q39=A, skip to Q40
		Tableau/Microsoft Power BI Dashboards	B	
		Microsoft Power Point	C	
		Canva	D	
		Excel	E	
		R Programming	F	
		STATA	G	
		Don't Know	X	

Section G: Data-Related Training Activities

Please respond to the following questions on the basis of data-related training activities in your organisation.

This section is a mix of both: single and multiple response-based questions.

S. No	Questions	Answers	Code	Skip
40	Does your organisation invest in data training activities? (Single Response)	Yes	01	If Q40=02, skip to Q43
		No	02	

S. No	Questions	Answers	Code	Skip
41	Do the staff receive regular training on data protection, security and regulations? (Single Response)	NOT aware of data protection and security	01	
		Little awareness or training in data protection and security	02	

S. No	Questions	Answers	Code	Skip
	By training on data protection, security and regulations, we mean training to handle data breaches, subject access requests, changes in preferences on personal data.	Staff have basic data protection and security training but lack experiencing handling data breaches.	03	
		Learning to ensure responsible and ethical practices	04	
		Awareness about ethics, openness and protection of data are embedded throughout the organisation with regular training.	05	
		Don't Know	98	
42	How frequently does your organisation conduct training sessions on data-related topics? (Single Response)	Weekly	01	
		Fortnightly	02	
		Monthly	03	
		Quarterly	04	
		Annually	05	
43	What factors hinder the organisation's commitment to investing in data training activities? (Multiple Responses)	Lack of budget or resources	A	
		Limited understanding of the potential benefits of data literacy	B	
		Reluctance to adopt new technologies	C	
		Disinterest from employees	D	
		Don't Know	X	
		Others (Please specify_____)		

	To be filled by the investigator/enumerator			
R	Date of Interview (This will be auto recorded)	_ _/_ _/_ _ _ _		
S	Start time of interview (This will be auto recorded)	_ _ : _ _		
T	End time of interview (to be completed at the end of the interview)	_ _ : _ _		
U	The outcome of the call (to be completed at the end of the interview)	Completed		
		Partially completed		
		Not available		
		Refused		

Indian School of Development Management, supported by Citi India's CSR efforts, launched the Centre for Data Science and Social Impact (CDSSI) to connect Social Purpose Organisations (SPOs) with funders, academia, tech enablers and other experts, to drive rapid adoption of data and data science by the social sector

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