

# Manuel d'Evaluation et de Démonstration d'Impact

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# Manual of Evaluation and Demonstration of Impact (MEDI)

# **Evaluating and Demonstrating Impact**

In this guide, we will provide instructions on how to effectively collect and represent data. The instructions within this report are based off of our experiences during our IQP in Lyon. Within the following sections, we will detail the interview and survey development, delivery, analysis, and presentation processes we followed. Additionally, we will provide a report of the ways we created our entrepreneur development and impact indicator videos. We hope that SINGA will use this guide in the future to determine and demonstrate their impact.

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# Creating and Delivering Surveys and Interviews

It is important to frame your data collection around a singular goal, determine the information you want to know, and determine the audience you want to present your data to. The following section will provide a brief explanation on effective ways to deliver interviews and surveys, as well as things we learned throughout our project about the question development and delivery process.

## Know Your Goal

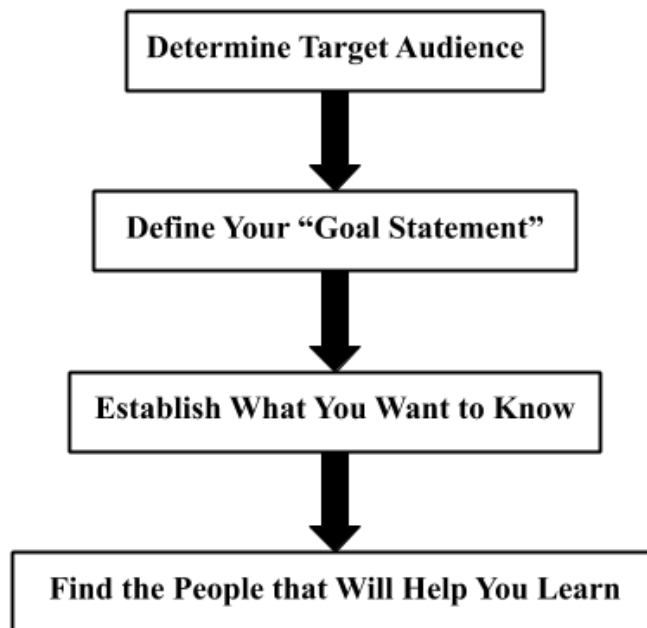
First and foremost, it is important to establish a clear goal or goals for your research. The goal will provide you with a specific target objective. An example goal could be “find areas in which SINGA’s Incubator can improve”. The more in-depth your goal is, the easier it will be to create and follow through with a data-collection plan. To create your goal, you should first look at your target audience. Target audience includes the people you want to pitch your findings to. This could include current/future donors, entrepreneurs, business partners, or a combination of any other group of people. After the target audience has been established, you can begin developing a list of the things you want to learn from your data collection.

When you know what kind of data you want to collect, you can look into data collection methods. In our research, we used interviews and surveys to learn about SINGA’s impact. The sections below will detail the pros and cons of both interviews and surveys, as well as our experiences with both.

## Interviews

Interviews can help you to find both qualitative and quantitative data. For our project, we interviewed the SINGA leaders, volunteers, and entrepreneurs to learn about their personal experiences within the Incubation program. In order to find the people you want to interview, look to the people who encapsulate the message you want to deliver. Not only can interviews help you to obtain data, but they can also help you tell a persuasive story. Interviews are excellent in recapping personal experiences.

When interviewing for data extraction, it is important to consider bias. Interviewing a variety of people with different experiences will help you create a more holistic data profile. For our project, we interviewed people with a variety of experiences in the incubation program - those who had finished their project, still were working on completing their project, and had currently ceased work on their project. The variety of anecdotes helped us to understand peoples’ different experiences with the incubator, and how they felt SINGA could improve. We used the DDEF process to frame our interviews:



The DDEF procedure (Determine, Define, Establish, Find) to establish the goal of your interview process.

Following the DDEF process in the figure above will help you find good interview subjects, but then you must look at the narrative you are trying to tell. Interviews are primarily a way to learn, but they also help you to get emotionally impactful answers. The people you interview will help shape the story that you tell with your data, so if your interview will be used for promotional methods such as videos, it is also important to consider the people that will give the best interviews. These could be the people with the highest level of French vocabulary, the most developed project, or the most emotional investment in SINGA.

### ***The Interview Process***

There are some fundamental steps that need to be covered before commencing interviews. Consent forms should be signed by every interviewee. This allows the information that is collected in the interview to be used. If you are filming or recording the interview, a consent form allows you to use the footage. In some occasions, interviewees may choose to have their interview remain anonymous, which will be covered by the consent form. This allows you to use the data collected from the interview, but not tag the data to a specific person. Consent forms should be given at the beginning of the interview, and the participant should be informed that they may stop the interview at any time. The participant should always be adequately informed

about the interview details, such as how long the interview will take, or what you are trying to obtain from the interview.

Location is an important factor to consider. In order to obtain unbiased data, the interviewee must be in an environment where they feel comfortable sharing all their opinions. One of the entrepreneurs we interviewed faced challenges when starting their project. We interviewed them in a private space, where they were able to talk about these challenges comfortably. Also be aware of the person conducting the interview. If the interviewer is very involved in the program, the interviewee may be hesitant to give criticisms.

We took notes on all of the interviews we conducted, and a challenge we faced with this was giving interviews in French. If an interview is in a language that is not natively spoken by the interviewers, it is always recommended that you film or audio tape the interview. This helped us to be present during the interview, then look back at the dialogue afterwards. Transcribing takes a long time and is not always necessary, but can be helpful when trying to extract quantitative data. Despite filming interviews being helpful, we learned that sometimes it can intimidate people. To help with this, the interviewee should be asked sometime before the interview if they are willing to be on camera.

Another factor to consider is where you will be giving your interview. We conducted interviews in person and over the phone. Throughout our project, we found the following pros and cons concerning in-person vs. phone interviews:

In-Person Interviews		Phone Interviews	
Pros	Cons	Pros	Cons
<ul style="list-style-type: none"> <li>- Personal</li> <li>- Easy to read interviewee's emotions</li> <li>- More likely to get emotional/personal responses</li> </ul>	<ul style="list-style-type: none"> <li>- Time-consuming</li> <li>- May be less willing to share negative views</li> </ul>	<ul style="list-style-type: none"> <li>- Convenient</li> <li>- Quick</li> <li>- More likely to give negative feedback</li> </ul>	<ul style="list-style-type: none"> <li>- Harder to read emotions</li> <li>- Answers are less emotional/personal</li> </ul>

Sometimes you may not have a choice between in-person and phone interviews. Although there may be some challenges with each style, they are both equally valid. All of the interviews we conducted allowed us to obtain helpful data. If an interview relates to your goal statement, any amount of information will be helpful.

**Top Tips:**

- Start with consent forms and provide the interviewee with an adequate amount of information
- Ensure that the interviewee always feels comfortable in the environment in order to get holistic data
- Take notes and account for Language barriers

## Surveys

Surveys help to gather a large amount of data in a short amount of time. When creating surveys, it is essential to look to the DDEF process shown in figure 1. Sometimes, not all you want to know can be covered by interviews. We conducted two surveys: a Lyon Community survey and an SINGA Community survey. We wanted to know how many people in Lyon knew about SINGA, how sensitized they were to nouveaux arrivants, and what they thought were important measures of impact, so we conducted a Lyon Community survey. Additionally, we wanted to know what SINGA participants thought of SINGA, as well as how their opinions differed from that of the general communities'. We also wanted to test new indicators that we found through our interview coding analysis on SINGA participants. Because of this, we conducted an SINGA Community survey with additional questions from the Lyon Community survey to SINGA participants.

### *Creating Survey Questions*

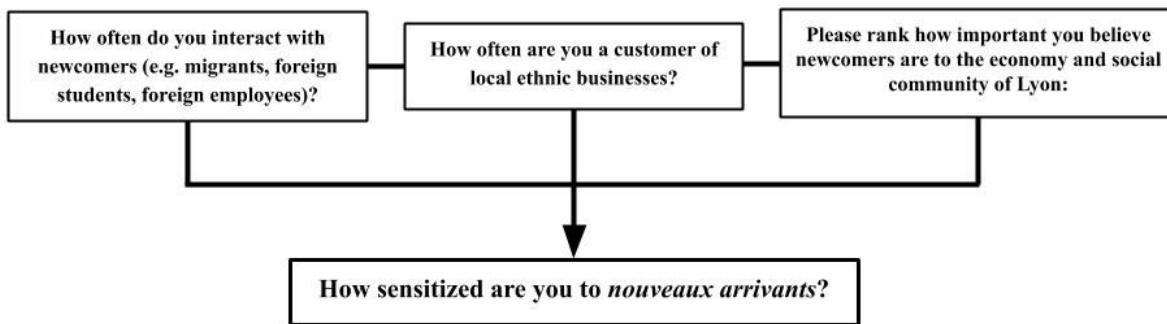
It's important to keep the focus on your goal statement when developing questions. As we found, some questions that we developed may have given us interesting data, but did not contribute to our goal. Removing questions that are just "interesting" can also help reduce survey length. Our Lyon Community survey was 25 questions long, and took people an average of five minutes to complete. Of the questions, 18 were multiple choice, six were short answer, and one was a ranking grid. We found that multiple choice questions were always preferable because they typically take less time to answer and had a higher completion rate. For the online Lyon Community survey, the percent of questions answered for multiple choice, short answer, and ranking grid questions were 71.5%, 31.25%, and 43.75% respectively.

One open-ended question in particular caused challenges in our survey. After being asked "What would indicate to you that a refugee support organization is successful?", 14% of the survey subjects closed out of the survey. Some open-ended questions may be very informative, but not enough people will answer them for it to be statistically significant. However, we occasionally found open-ended questions to be very informative. The open-ended questions that were the most helpful to us were ones that asked people to expand on their answer. This helped



us to understand the thinking behind peoples’ answers, and have a more qualitative view of the response.

Many of the questions we wanted answers to could not be answered with one question. To combat this, multiple simple questions can be asked instead of one challenging question. For our “sensitivity” questions, we asked multiple questions about peoples’ lives to try to understand how sensitized they were to *nouveaux arrivants*. If we had asked people blatantly if they were sensitized to *nouveaux arrivants*, they might have been confused by the question and given a random answer, or answered the questions dishonestly based on what they think is politically correct. The following questions were given in our Lyon Community survey, and helped us to determine the subject’s sensitivity:



Our process of using multiple questions to ask one challenging question

The data obtained from the individual questions was not incredibly significant, but when compared to the whole response, one could easily identify trends in answers. These types of “phantom” questions are effective when there is a general trend between each question.

Perhaps one of the most important things to consider when developing a survey is language. Our Lyon Community survey was translated into French, English, and Spanish. Our SINGA Community survey was translated in French and English. A challenge with having a limited number of languages is that survey participants whose first language is not offered as a translation may be able to read the questions, but not fully understand them. People also often attend SINGA events or are involved because they want to improve their French, so they may not be able to take the survey. Because of the limited time and resources we had, we were unable to translate the survey into more languages. However, we strongly recommend that future surveys are translated into many different languages.

### Top Tips:

- Limit open response questions and have as many multiple choice questions as possible to reduce survey length
- Ask multiple simple questions to come to a conclusion about challenging topics
- Translate your survey into as many languages as possible

## Survey Setup

When you begin creating your survey, the first thing to consider is the survey platform. Originally, we used Google Forms. Google Forms is free, fairly user-friendly, and easy to distribute. There are two primary challenges with Google Forms: language and privacy. The platform doesn't allow the survey to be translated into multiple languages, so we had to create a French, English, and Spanish survey under independent modules. Google also owns all of the data you collect on their service, so privacy is more limited.

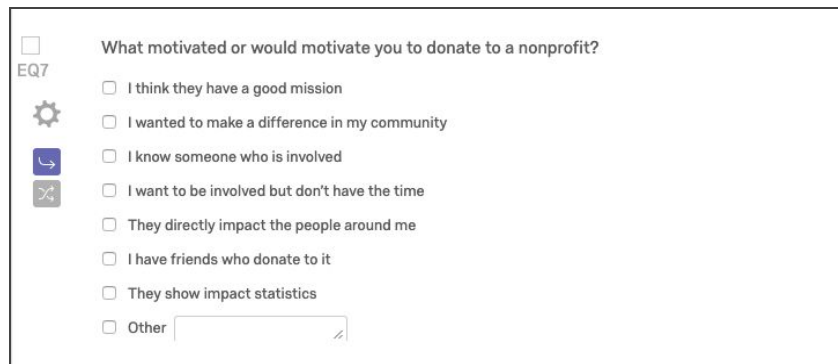
We later moved our survey to Qualtrics, which was free to us through our school. Qualtrics protects your data, allows multiple languages, and looks more professional. The only challenge with Qualtrics is that it is not as user-friendly. Despite this, we were able to become proficient in the software within a few days. Qualtrics has a free version that has seven question types, summary reports, and survey logic, but it only allows for up to one active survey at a time, 100 responses, and 10 questions per survey. Overall, we had positive experiences with both Google Forms and Qualtrics, and would recommend either for future data collection.

Wherever you create your survey, it is important to use skip logic. Some participants will not have enough knowledge to provide good data. For example, we asked the question below:

The screenshot shows a survey question titled "Are you involved in an NGO (e.g. time, money, goods)?" with ID EQ6. It has two radio button options: "Yes" and "No". Below the question, there is a grey box containing two skip logic conditions: "Condition: No Is Selected. Skip To: What motivated or would motivate you ...." and "Condition: Yes Is Selected. Skip To: Did you donate your time, money, or ....". Below the skip logic box, there is another question titled "Did you donate your time, money, or goods to the NGO?" with ID NGO - Q1. It has four checkbox options: "Time", "Money", "Goods", and "Other:" followed by a text input field.

An example of skip logic from our Lyon community survey

The question allowed us to see if the survey subject had ever been involved in an NGO. If they had, then they were then asked if they donated their time, money, or goods. Someone who had not been involved would not have donated time, money, or goods, so it would not be relevant to ask them the follow-up question. If the subject did answer no, they would skip past the follow-up questions about NGO involvement to the question below:



The image shows a survey question titled "What motivated or would motivate you to donate to a nonprofit?". The question is labeled "EQ7". To the left of the question, there are several icons: a gear, a blue arrow pointing right, and a grey arrow pointing right with a slash through it. The question is followed by a list of seven options, each with an unchecked checkbox:

- I think they have a good mission
- I wanted to make a difference in my community
- I know someone who is involved
- I want to be involved but don't have the time
- They directly impact the people around me
- I have friends who donate to it
- They show impact statistics

At the bottom, there is an "Other" option with a text input field and a small icon to the right.

An example of flow logic results from our Lyon community survey

If the user answered “yes”, they would finish the follow-up questions and then resume the normal survey. Skips help to keep questions relevant and make data accurate.

Originally, we provided a progress bar with our Lyon Community survey, however, this ended up posing challenges. Nine out of 16 respondents exited the survey after the first page. We believe this is because of the progress bar. Our survey was four pages, and we believe the incomplete responses were due to seeing that they had only finished 25% of the survey. Unfortunately, the progress bar cannot account for skip logic. For the Lyon Community survey, once we removed the progress bar, a greater percentage of people completed more of the survey before stopping.

However, as a contrast to this point, including or not including a progress bar on our Impact survey did not have an effect on the completion rate, despite giving the surveys to different audiences. The completion rate may have had more to do with how much people cared about the survey. People in the SINGA community most likely cared more about completing the survey than those outside of the SINGA community.

Including an estimate of the exact amount of time needed to take the survey reduced the number of incomplete responses on the Lyon Community Survey as well.

### Top Tips:

- Use skip logic to make surveys shorter and more relevant
- Analyze your results identify the problems behind incomplete surveys

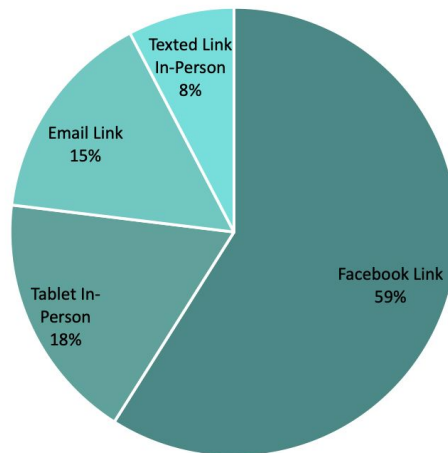
### Survey Distribution

To distribute the surveys, we utilized three methods: in-person, online through social media, and via email. Different distributions have positive and negative qualities, which can be seen below:

In-Person Surveys		Online Surveys		Email Surveys	
Pros	Cons	Pros	Cons	Pros	Cons
- Increased survey-completion rate	- Bias based on delivery area  - Time consuming  - Result bias due to accountability	- Reduced bias due to less accountability  - Less time-consuming	- Bias based on groups posted to  - Lower survey-completion rate	- More direct form of contact with audience	- Requires the emails of survey subjects

To analyze the most effective ways of delivering surveys, we created different links for each type of survey. The figure below demonstrates the different ways people accessed our SINGA Community survey:

Complete Responses From Surveying Methods



Breakdown of where survey respondents accessed our SINGA Community survey. N = 39

As seen in the figure above, distributing our survey via Facebook was the most fruitful method of collecting responses. Distributing a survey via Facebook is quick, easy, and produces good results. However, the best way to deliver a survey can change based on which survey you are conducting. For our Lyon Community survey, we gave in-person surveys outside of the Part-Dieu Shopping Mall. Four members of our group surveyed people for one hour, and received 11 responses, 10 of which were complete. The surveys did not take a substantial amount of time to complete, and most of the time was spent asking people to take the survey (most of whom did not). At this time, we had two tablets that people could take surveys on.

For our SINGA Community survey, we only had one tablet, as well as a QR code which would link people to the survey. In one hour at a SINGA event, we received 7 responses, all of which were completed. The survey took a longer time to complete, mostly because the people taking the survey were also asking us about what we were doing at SINGA. All of the SINGA participants we asked to take the survey were happy to do so, which was very different from our surveying at Part-Dieu. In this case, in-person surveys were very effective. While we were at the event, we also had a QR code that attendees could scan to take the survey. The challenge with this was that some people did not know what a QR code was, and Android phones do not have built-in QR code scanning capabilities. Because of this, if people wanted to take the survey but could not scan the code, we sent them a link via text.

The most important thing is to consider your audience when distributing surveys. Different audiences will respond more positively or more negatively to each form. Age distribution is another factor to account for: younger people are more tech-savvy and will be able to access surveys through their phones, whereas older people may be more challenged to access the survey online. Thinking thoroughly about the audience you are trying to collect information from will help you to obtain a larger amount of high quality data.

#### **Top Tips**

- Know who you are surveying in order to distribute your survey with peak efficiency

### ***Entrepreneur Surveys***

We recommend conducting entrepreneur surveys before, during, directly after, and 1-3 years after each promotion in addition to interviews. Surveys conducted before the promotion will give you a baseline from which to measure progress. Some entrepreneurs may be nervous about completing a survey since they are new in the promotion. As a result, we recommend collecting this baseline information through an informal interview. Since surveys are easier to analyze than

interviews, it may be helpful to have the interviewer complete the survey for the entrepreneur. This can be done during the interview, or directly after.

Distributing a survey during the promotion allows you to make changes that can improve the experience for the entrepreneurs right away. This survey should be short and should include a minimal number of questions to collect data. Try to focus your data collection on the pre- and post-surveys, instead.

The post-surveys will help you determine your impact on the short- and long-term.

The entrepreneur survey should be created using the recommendations in the sections above, however, we are also providing some possible questions you could include in the survey. These questions are specifically tailored towards the indicators of success we found.

Questions about how SINGA should improve should only be included at the end of the survey since these are open response questions. Including them at the end of the survey allows the people taking the survey to decide how much longer they would like to spend on it. If these questions were in the middle of the survey, people might stop before or right after answering them, deciding they don't have the time to finish.

A more in-depth look at the surveys we created is available in the additional resources section of this document.

Indicator	Questions	Pre	During	Post
Entrepreneur Prior Experience	Have you had prior experience with being an entrepreneur? (Yes/No)	✓		
Knowledge of French code/culture	Please rate your confidence in your knowledge of French culture - 1 (not confident) 5 (very confident)	✓		✓
	Please rate your confidence in being a successful entrepreneur in France - 1 *(not confident) 5 (very confident)	✓		
Knowledge of Pitching Projects	Please rate your confidence in your ability to pitch your project - 1 (not confident) 5 (very confident)	✓		✓
Knowledge of Finding Market	Please rate your confidence in your ability to find your market, or your target audience for your project - 1 (not confident) 5 (very confident)	✓		✓
Knowledge of Advertising	Please rate your confidence in your ability to advertise your business - 1 (not confident) 5 (very confident)	✓		✓

Connections with people outside SINGA	Do you know any locals in the Lyon community outside of SINGA? - Yes - No	✓		✓
Knowledge of French Language	How comfortable do you feel talking to a local stranger in French (e.g. at a restaurant, ordering food, calling a service for help, asking questions)? - 1 (not comfortable) 5 (very comfortable)	✓	✓	✓
	How comfortable do you feel pitching your project in French to investors? - 1 (not comfortable) 5 (very comfortable)	✓	✓	✓
	Is SINGA's language teaching sufficient? Do you have any suggestions about SINGA's ability to help with language? _____		✓	✓
Time to find SINGA	After you arrived in Lyon, how much time passed before you started participating in SINGA activities (as an entrepreneur or an event attendee)? - < three weeks - One month - Two months - 3-6 months - 6-11 months - One year - > one year	✓		
Independence from SINGA	Do you feel like you will ask SINGA for advice in the future regarding your business? (Yes/No)		✓	✓
Connections made through SINGA	Would you say that you have made friends with people in SINGA? (check boxes) - Entrepreneurs - Volunteers - Mentors - SINGA employees - Other		✓	✓
	Did SINGA Employees network you with people outside of SINGA that could help/accompany your business? (Yes/No)		✓	✓

Entrepreneurs helping each other	Did another SINGA entrepreneur collaborate/accompany you during or after the incubation program? (Yes/No) If so, who? _____		✓	✓
Satisfaction Rate	Please rank these workshops from most to least useful: [Provide a list of the workshops]		✓	✓
	Did you attend any SINGA events?		✓	✓
	Do you feel included in the Lyon community?		✓	✓
	Do you think SINGA significantly helped your project to come to fruition?			✓
Sustainability of businesses/time to start businesses	Are you still working on your business idea? (Yes/No)			✓
	Have you officially started your business? (Yes/No)			✓
	When was your business started? _____ (date)			✓
	Have you found a location for your business other than your home? (Yes/No)			✓
Jobs Created	How many employees do you have working at your business? - It is just me - Less than 5 people - 5-10 people - 10-20 people - Greater than 20 people			✓
Economic Independence	If answer yes to number 16: Is your business your only source of income? (Yes/No) If answer no: Please explain: _____			✓
Improvement	Is there anything in particular you would like to see out of SINGA (e.g. types of workshops, types of events, types of mentors, types of language topics, etc.) _____	✓		
	Do you have any comments or workshops you would like to see in the future? _____		✓	



	Do you have any other suggestions or comments on the incubation program? _____		✓	✓
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## Filming

Films are a fantastic way of conveying data. They can communicate information in a fast, interesting, and entertaining way. From our surveys, we saw that people wanted to see impact communicated through videos. We are highly recommending SINGA uses videos to demonstrate their impact in the future, so we have compiled this section to help them based on our experiences throughout our project.

## Template

Templates act as a guide to the general idea and creative process behind the production of a video. Here is where you show the “flow” of the video, organize the progression of content, and define the story you would like to tell in the video. This is usually a general outline, not a perfect representation of what should be in the video. The template breaks down the *Overview*, *Shots*, and *Notes* of your video into specific time segments. In the *Overview* section, you show the specific progression of ideas and content. In the *Shots* section you state the different footage you need such as A-roll, B-roll, and any spontaneous visual idea you would like to film and incorporate into the video. A-roll is the main footage telling the story, such as an interview. B-roll is footage that visually supports A-roll, like shots of things that the interviewee is talking about. Within the *Notes* section, you state any additional information that would be necessary to accomplish the goals within that specific time section. This template will give you an idea of the equipment you will need, the places you need to film, the approximate time it will take to film the video and the amount of work to create a compelling story depending on your idea.

## SINGA VIDEOGRAPHY TEMPLATE

Time	Overview	Shots	Notes
0:00	Have a short backstory of the person we are speaking about. During this short story we display the name and other LOGOS that are necessary.	<b>2 General shots of the interviewee. (35 and 50) Include some B-roll</b>	<b>Any footage that is relevant to the crisis that brought them to France would be great.</b>
0:30-0:45	After their short story, we go into the business they have built through SINGA.	<b>B-roll of the business and the items they sell. Including the service they provide. Also, how those items are made</b>	<b>These shots need to be vibrant and have some dimension to them</b>
0:45-1:20	They speak about SINGA and how SINGA has benefitted them to make their business possible. A story/process they took to get to their position.	<b>B-roll of SINGA incubator programs and the classes they have</b>	<b>More B-roll of the business they are in</b>
1:20-1:45	Have them say how they can donate to SINGA to support a person like him to build a business that benefits the society and gives funding to their families.	<b>B-roll of SINGA and the Environment it has as well as the help they give to the businesses</b>	<b>Wide shots of SINGA and their space</b>
TITLE CARDS	<b>SINGA/FINKELA logo Names of the businesses Name of the business manager/ person on camera that started it Contact information</b>		

An example of a videography template that we used to create videos for SINGA

## Lighting

Lighting is an essential part of creating an effective film, and can be used to tell a story. Different kinds of lighting can elicit different emotions when viewing a film. Three Point Lighting is a classic Hollywood lighting scheme that focuses on lighting your subjects to effectively show their features, expressions, and emotions effectively. The three general lights are called the Key Light, Fill Light, and Rim Light (also called the backlight).

### *The Key Light*

This light creates the subject's main illumination, and defines the most visible lighting and shadows. Your Key Light represents the dominant light source, such as the sun, a window, or ceiling light which is usually defined by the environment you are in. To use a key light, create a spotlight to serve as the Key. From the top view, offset the Key Light 15 to 45 degrees to the side (to the left or right) of the camera. From a side view, raise the Key Light above the camera, so that it hits your subject from about 15 to 45 degrees higher than the camera angle.

### *Fill Light*

The *Fill Light* softens and extends the illumination provided by the key light, and makes more of the subject visible. Fill Light can simulate light from the sky (other than the sun), secondary light

sources such as table lamps, or reflected and bounced light in your scene. These are usually done in interviews with large soft boxes.

### *Rim Light*

The *Rim Light* (also called Back Light) creates a bright line around the edge of the object, to help visually separate the object from the background. This is generally not done in Interviews but rather done by lighting the background itself to define the subject from the background.

### *Other*

Usually people don't have the equipment to do professional lighting especially for a small organization like SINGA. However, looking at your environment and the space you are in, you will have the ability to identify the 'Key Light' the 'Fill Light' and the 'Rim Light' depending on the scenario and what you are trying to achieve.

## **Framing**

Framing is another important factor to address when filming. The way a subject is situated in a frame can work to tell a story. When filming interviews, it is important to frame an interview in a particular way. The "Rule of Thirds" is a good method to follow, and helps you create well-balanced, interesting shots. The basic principle behind the rule of thirds is to imagine breaking an image down into thirds (both horizontally and vertically) so that you have 9 parts. With this grid in mind the 'rule of thirds' now identifies four important parts of the image that you should consider placing points of interest in as you frame your image. The rule of thirds can be seen in the image below:



An example of the Rule of Thirds used to set up a shot

This grid also helps line up your shot to place it in the areas of interest which are the inner two horizontal and vertical lines. The theory is that if you place points of interest in the intersections or along the lines that your photo becomes more balanced and will enable a viewer of the image to interact with it more naturally.

Studies have shown that when viewing images that people's eyes usually go to one of the intersections points most naturally rather than the center of the shot – using the rule of thirds works with this natural way of viewing an image rather than working against it.

However, rules are meant to be broken in videography and ignoring this one doesn't mean your interviews are necessarily unbalanced or uninteresting. However, if you intend to break a rule you should always learn it first to make sure you're breaking effectively. Also, keep in mind this method is just one composition technique of many.

For more information on the filming process, reference these links:

<https://digital-photography-school.com/rule-of-thirds/>

*Great Examples of great lighting and framing*

BBC interview with President Barack Obama

<https://www.youtube.com/watch?v=YdU7fUXDLpI>

BBC interview with President Bashar Al Assad

<https://www.youtube.com/watch?v=yiC4w7Erz8I>

## **Audio**

There are hundreds of scholarly articles and websites that speak in great depth on the importance of audio quality as it relates to videography. Audio is the most important aspect of your film when doing interviews. When doing video that is aimed for marketing on a large scale you can experience the importance that the creators place into the audio quality.

A video has two significant elements: picture (visual) and sound (audio). While shooting a video it's important to give significant attention to both the audio and visual aspects of your content.

## ***Equipment***

If your video production requires you to record your audio and video at the same place and time, then be prepared for the wind and ambient noises you may very well pick up from the background. Try to choose a quiet location and shoot the video when there's no wind. Use a microphone cover that is designed to minimize wind noise when recording in less than perfect wind conditions. Keep in mind that a little wind noise is enough to ruin your audio track and is almost impossible to edit out. With most camera configurations, you can monitor the quality of your sound during or immediately after recording using a pair of headphones.

If you have a flagship phone you can even use that as your source of audio. However, you need to understand that your phone can only be used in very specific situations:

- The room needs to be quiet
- There can be no point of physical contact where the phone is placed
- The microphone needs to be located on the phone and pointed directly to the interviewees mouth
- The room should not have an echo
- There can be no one speaking in the background since they will be heard clearly

### *Unidirectional Audio*

Unidirectional Microphones are audio recording devices that only pick up sound with high gain from a specific side or direction of the microphone. Thus, if a user is speaking into a unidirectional microphone, he must speak into correct side -- normally called the voice side -- of the microphone in order to get a good recording.

An example of this is recording a professor's lecture in a classroom. In a scenario where only the lecture of the professor needs to be recorded without any noise that may be coming from the students behind, a unidirectional microphone has perfect application. However, unidirectional audio should not be used in rooms with an echo eg. a room with parallel concrete walls and ceiling/floor. In this case, omnidirectional audio recorders are more effective.

### *Omnidirectional Audio*

Omnidirectional microphones are audio recording devices that pick up sound with equal gain from all sides or directions of the microphone. This means that whether a user speaks into the microphone from the front, back, left or right side, the microphone will record the signals all with equal gain.

This can be very useful in applications where sound needs to be recorded from multiple directions. An example of this may be a musical performance where there is a band of musical instruments in front and a choir singing behind. A unidirectional microphone would only be able to pick up one of the two with good gain while recording the other very slowly, if at all.

For more information you can go to these links:

<http://www.learningaboutelectronics.com/Articles/What-are-unidirectional-microphones>  
<https://vtrep.com/audio-is-more-important-than-video-picture-quality/>

### **Top Tips:**

- Know what story you want to tell
- Learn about the different ways light, sound, and shot can be used to tell your story

## **Know Your Camera**

Knowing your camera well is key to creating films successfully. There are many features within a camera that can drastically change how your footage will look. This section will address the different features of your camera, and how you can use them to make your videos look as effective as possible.

### ***Auto***

This is the simplest way to set up your camera when recording anything. The camera will do its best to judge the lighting in the room and the settings needed to record an effective video. Generally newer cameras can handle very simple situations sometimes and can do a decent job at maintaining the correct settings when stationary i.e. a tripod in a heavily controlled filming area. Even then, the auto settings of a camera won't cut it especially when 'run and gunning' interviews. The reasons will be explained in the next section.

### ***Manual***

Using manual mode on a camera is essential to making an effective video. This is as a result of changes that cannot be interpreted by the camera effectively. Some of these causes are due to the following: movement in the frame, random changes in lighting, changes in scene and background, even changes in the environment like changes in the direction of the sunlight, swaying trees, movement of the camera etc.. The manual settings of a camera allow you to control a large extent/most of the changes in the environment. However, there are exceptions like if you are filming outdoors eg. a cloud moves in front of the sun, therefore the frame would be underexposed, or a cloud reveals the sun and the frame is over exposed. However, these changes can be corrected effectively and more accurately by a trained cameraman.

Basics in using the manual mode on a camera for effective and consistent video recording results:

Term	Definition and Information
Aperture	Aperture is a hole within a lens, through which light travels into the body of the camera. It is an easy concept to understand if you just think about how your eyes work. As you move between bright and dark environments, the iris in your eyes either expands or shrinks, controlling the size of your pupil. In photography, the “pupil” of your lens is called your aperture. You can shrink or enlarge the size of the aperture to allow more or less light to reach your camera sensor (Photography Life, 2019).
Depth of Field	Depth of field is the amount of image in the camera frame that appears sharply in focus. A “thin” or “shallow” depth of field is where the background is completely out of focus. A “large” or “deep” depth of field is where both the foreground and background are sharp (Photography Life, 2019).
Exposure	Exposure describes how bright or dark the camera image is. The exposure of a camera can be changed by adjusting the aperture, frames per second, or ISO.
Frames Per Second	Frames per second (FPS) is a unit that measures display device performance in videos. This is the rate at which an imaging device produces unique consecutive images called frames. Many different effects can be done using different the various different FPS settings on a camera i.e. slow motion. In Europe, the standard is usually 25 FPS. When creating a film, it is generally a good idea to keep the FPS constant.
ISO	The acronym ISO stands for “International Organization for Standardization.” ISO is a camera setting that will brighten or darken a photo. As you increase your ISO number, your photos will grow progressively brighter. For that reason, ISO can help you capture images in darker environments, or be more flexible when using your aperture and shutter speed settings. However, using a high ISO number during videography or taking a photograph you will introduce ‘grain’ into your image. The better the camera sensor the higher ISO range you are able to use to capture an image with less noise (Photography Life, 2019).
Neutral Density Filter	An ND-Filter reduces the amount of light going into the lens, allowing you more freedom when recording if needed/wanted. This prevents you from needing to lower the aperture too much and risk underexposure.
Resolution	The amount of detail that the camera can capture is called the resolution, and it is measured in pixels. The more pixels a camera has, the more detail it can capture and the larger pictures can be without becoming blurry or "grainy”. However, the quality of the sensor used it extremely important. Many phone cameras can capture ‘Full HD’ and ‘4K’ but of course it wont compare to the “4K” done by a professional camera with a higher Megapixel count and pixel quality.

Shutter Speed	Shutter speed is the length of time your camera shutter is open, exposing light onto the camera sensor. If you use a long shutter speed, your camera sensor gathers a lot of light, and the resulting photo will be quite bright. By using a quick shutter speed, your camera sensor is only exposed to a small fraction of light, resulting in a darker photo (Photography Life, 2019). The general rule of thumb when taking a video is that the shutter speed should be twice the frame rate.
White Balance	White balance is the process of removing unrealistic color casts. White balance will allow the picture the camera captures to have the same color that your eye sees.. Proper camera white balance has to take into account the "color temperature" of a light source, which refers to the relative warmth or coolness of white light. Understanding digital white balance can help you avoid these color casts, thereby improving your photos under a wider range of lighting conditions. White balance usually is denoted by the acronym (WB).

**Top Tips:**

- Control your camera manually
- For most cases, try to get the picture on your display screen to look as close-to-lifelike as possible (especially for interviews!)

## File Management

File Management is essential when doing any kind of videography or photography. Throughout the pre-production, production, and post-production process, it is essential to be organized in every step. Throughout all the stages of your process, all the files related to your project should always be located in one area. This is extremely essential. Furthermore, a duplicate of that file with all the information produced and captured *must* be backed up on 1, 2 or even 3 other storage spaces. There are a plethora of problems that can occur and doing this will reduce the risk of losing information.

When copying any form of audio and video from the memory card of your devices to your storage spaces, it should always be copied from the *original file* to the storage space. This is an essential practice since files are often corrupted when being cut, copied, and transferred from one device to another. Copying from the original source to every other storage device will remove the probability of a corrupted file being distributed from one storage device to another. The figure below shows our method of storing files:



Name	Date created	Date modified	Type
SINGAInterviews	17/05/2019 09:36	18/06/2019 11:04	File folder
SINGAInterviews to sort	31/05/2019 18:44	17/06/2019 09:20	File folder

The main title for your folder should clearly indicate who this production is for, the date created and the action.

The main title for your folder should clearly indicate who this production is for, the date created and the action.

Name	Date modified	Type	Size
audio save 27052019	27/05/2019 11:35	File folder	
interview with sponsors	27/05/2019 11:15	File folder	
Interviews with Entrepreneurs	17/06/2019 09:19	File folder	
Interviews with Volunteers	20/05/2019 11:17	File folder	
Quotes Vid	18/06/2019 11:04	File folder	
Vignesh	18/06/2019 10:36	File folder	

Raw footage should be separated into categories that are relevant to the project.

The "audio save" folder should contain all the audio you have recorded of the project with the most recent updated date

Folders with a full project should be separated from all the raw footage

Name	Date modified	Type	Size
Boonie_220519_English	22/05/2019 23:36	File folder	
Cam_Gab_250519_French	27/05/2019 11:31	File folder	
Ethadji_220519_French	17/06/2019 15:40	File folder	
Maria_170519_Spanish	22/05/2019 23:43	File folder	
Marwa_170619_English	17/06/2019 09:20	File folder	
Mirion_17062019_2019	17/06/2019 17:13	File folder	

Each interview should be labeled as such. This is within the "Interviews with Entrepreneurs" folder. Name\_Date\_Language

Name	Date modified	Type	Size
audio	27/05/2019 11:31	File folder	
premier	27/05/2019 11:31	File folder	
video	27/05/2019 11:31	File folder	

Within every folder - like in the "Vignesh" folder it should be divided into its various components such as audio, video-(Which can be further separated into the different cameras), editing programs etc

Our file management steps

**Top Tips:**

- Store all your files in one place on your computer
- Backup your files multiple times to prevent losing your time and hard work

## Interview Coding

Interview coding is a method of analyzing qualitative data. Interviews will allow the researcher to understand similarities of opinions in regards to the quality of SINGA's work, their contributions to the organization, and new potential indicators that SINGA could use to understand their impact.

With the codes and definitions provided below, the researcher will be able to find every instance the interviewee mentions something such as how they got involved with SINGA, what their contribution to the organization, how SINGA has increased their knowledge/understanding of business, etc. This will allow the researcher to understand SINGA's impact on their interviewees such as volunteers and entrepreneurs, as well as find suggestions made by the

interviewees, challenges they may have with the organization, and quotes that may be good to use for promotional purposes.

The interviews that we conducted were geared toward understanding volunteers' and entrepreneurs' motivation to volunteer, their opinion on the quality of SINGA's work, and the primary way that volunteers learn about SINGA.

## How to Code Interviews

To be able to code interviews, the interviewer must take audiorecord/videotape interviews or take detailed notes of the interviewees' responses if they do not consent to audio recording or videotaping the interview. After recording the interviews, the interviews must be transcribed verbatim in order to not miss any data. Using the codes and definitions of the codes found in the next section, the researcher can then mark every excerpt in the interviews with a code that tells us the subject of what the interviewee is speaking about, such as SINGA's effectiveness, the contribution of volunteers, how the interviewee got involved. Each code has a definition, and when the code is applied to a certain excerpt, it is tagged as being Positive, Challenge, Suggestion, or Neutral. The following example below shows how this was done. This tells us if an interviewee spoke about the effectiveness of SINGA as an organization, whether that particular excerpt was a positive one (Positive), making a suggestion for the organization (Suggestion), implying that there are some challenges within the organization (Challenge), or if it was simply a factoid that did not demonstrate any type of emotion (Neutral).

Q: How has SINGA helped you or not? What did they help to contribute?

A: They have done so many things it's difficult. I think that SINGA are very strong in being able to put people in networks [networks of people], and to let us benefit from all the people that they know and that are experts in certain areas.

Networking,  
SINGA\_Effectiveness  
, Positive

### Interview Coding Process Example

It is important to note that two persons should code each interview, and then discuss the reasoning behind why each coder applied a certain code to an excerpt to come to an agreement about the chosen codes. This ensures reliability/effectiveness and reduces bias. After this, the researcher can organize each code in a spreadsheet for all interviews. A brief example of this organization is shown below. Each code should be analyzed for all interviews, and all excerpts should be categorized according to what tag was used along with that particular code. This means that this process is done for every code found in the list of definitions. A summary of the codes is then provided to highlight any similarities, patterns, and excerpts of importance. This can be done easily in Google Sheets.

It is also helpful to keep track of how many *different people* say a particular topic, because this could help you figure out how many people independently agreed upon the same thing. This could aid you in measuring the frequency that people mention certain subjects. If you don't do this, it could be difficult to decipher whether or not one person was making the same statement many times, and it could skew your data. This could be avoided with a simple

numbering system. Each interviewee could be assigned a number, and that number could be marked next to the person's excerpt, also seen below. For example, using the excerpts below, you would be able to confidently say that two different people suggested that SINGA should allocate a workspace for entrepreneurs to collaborate in, making this significant data under the suggestion tag. However, the same person said that SINGA is great at expanding the entrepreneur's network under the positive tag. As a result, this data may not be as significant since only one person said it, but in two different instances.

Please note that this is just a small selection of data that we are using. Many people, not just one person, said that SINGA was effective in expanding the entrepreneurs' network.

<b>Code:</b> <b>SINGA_Effectiveness</b> <b>SUMMARY:</b>	<b>Tag</b>	<b>Excerpt from Interviewee</b>	<b>Interviewee Number</b>
Entrepreneurs that SINGA is really effective in connecting them with people who can network them with others who can help them with their business.	Positive	They have done so many things it's difficult. I think that SINGA are very strong in being able to put people in networks [networks of people], and to let us benefit from all the people that they know and that are experts in certain areas.	Person 1
	Positive	He just basically got me all his network, all the people he knew in the medical area	Person 1
No summary needed since there is only one excerpt	Neutral	I think [SINGA] is inspired by the organization known as Emmaüs from Father Pierre ..., which is a spanish hostel that gathers under the same roof a lot of citizen led initiatives.	Person 2
What entrepreneurs can achieve in six months is different, and some entrepreneurs need more guidance than others.	Challenge	It's a 6 month program. In 6 months you definitely cannot expect everybody to set up their office or their business ...6 months is different what you can achieve in 6 months.	Person 3
	Challenge	At first, ...there is a lot of training on the business plan about communication and other things. Then it is less active and I think it does not exactly follow the pace of the creation of the people, it is like they help you a lot during the beginning and then you stay alone. The People that are already there are many who are doing things that do not need so much accompaniment, there are others who need more guidance.	Person 4
Entrepreneurs suggest that SINGA allocate a physical space for entrepreneurs to work together and collaborate	Suggestion	I would say the only thing that they could improve... I would say that having a physical place where the different entrepreneurs that they are accompanying could come regularly, or even daily, it would be a good thing. It would be nice to put that in place.	Person 5
	Suggestion	But I would say that like I say, having a foot on the ground, having a space dedicated to the entrepreneurs. ...it would create more proximity, and so to have a joint development between different entrepreneurs that they follow. And I would say that that is something to work on.	Person 6

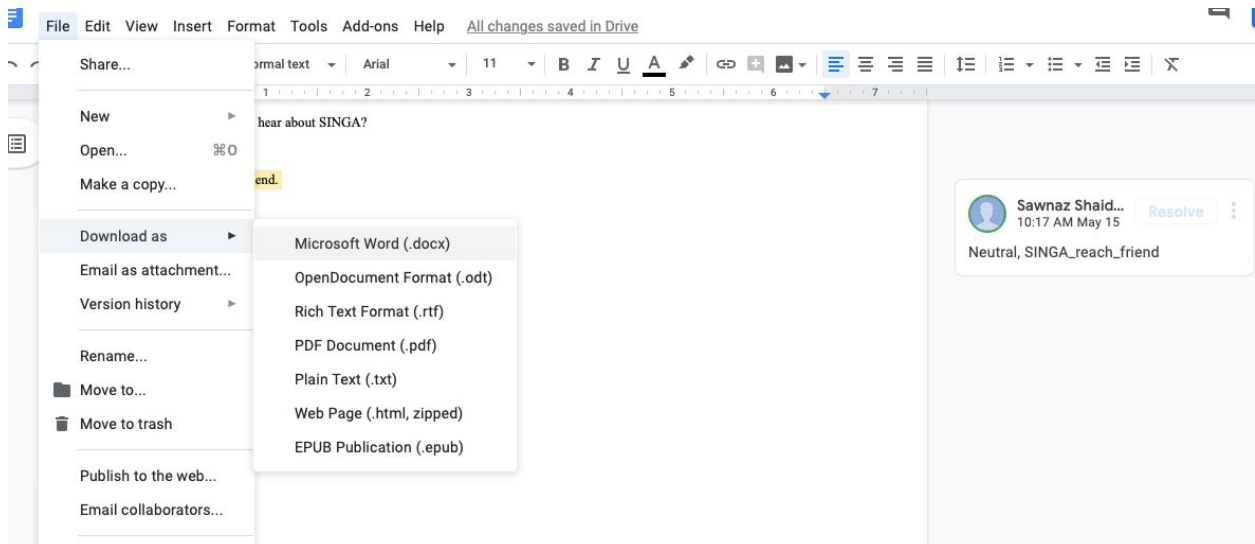
There are softwares online that can be helpful for interview coding, but we did all of our interview coding in google docs. It is possible to put the codes for every excerpt as a comment in the google docs sheet, and then download the google docs sheet into a Microsoft Word file. Once this is done, the researcher is able to press Ctrl + F so that the search bar comes up on Microsoft Word, and one is able to search for the code they are looking to analyze. This is seen below:

**Step 1:** After coding the entire interview by commenting on the in the google doc

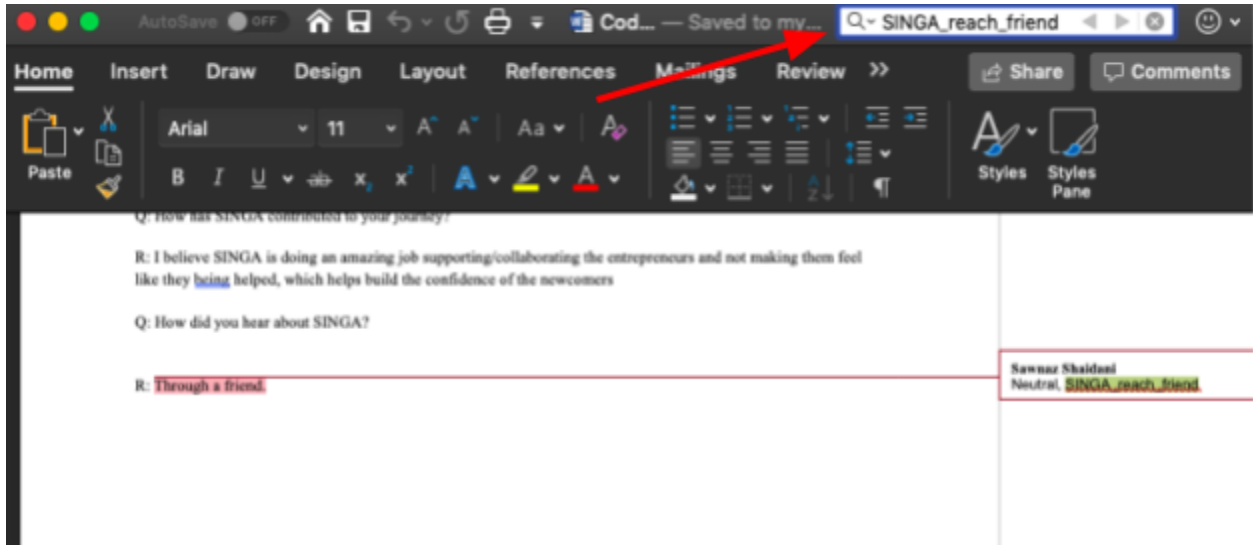
R: Through a friend.



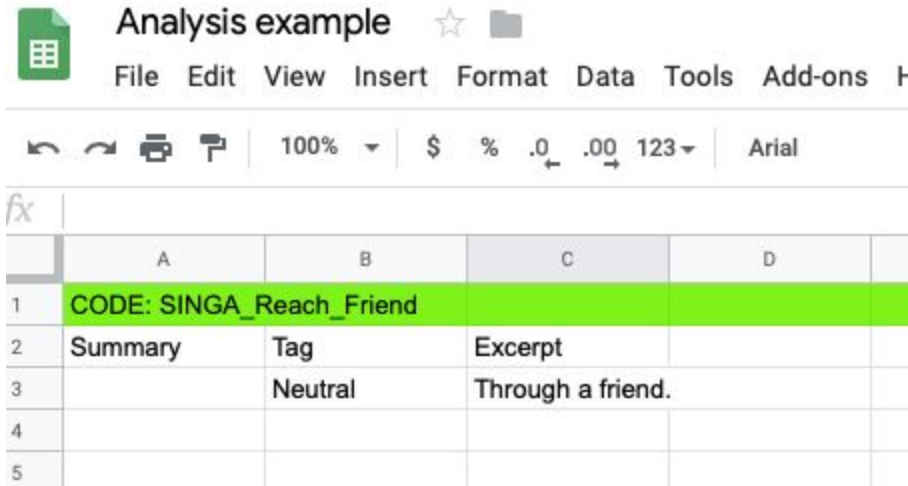
**Step 2:** Download the Google doc to Microsoft Word



**Step 3:** Ctrl + F the code that is to be analyzed



**Step 4:** Copy that excerpt into the analysis sheet under that code:



## List of Codes

This list of codes and definitions has been refined numerous times to fit our ability of finding the data that we wanted to find. The codes will most likely be updated in the future. Something that is helpful is to mark each time you add a new code or update a code's definition in a new color, as well as adding the date that the code was updated. This allows the researcher to know when a

code was added in case they have added the code midway through the analysis processes, and have coded interviews without using the new code.

### **Entrepreneur Codes:**

Company\_Name: the name of the company they have worked on

Graduate = Graduate of the incubation program

Student = someone still in the incubation program

Entrepreneur\_Prior = anything about the entrepreneur's life previous to SINGA

Entrepreneur\_French\_Language = anything pertaining to the entrepreneur learning or not knowing French

Entrepreneur\_Knowledge = knowledge learned post-joining SINGA

Entrepreneur\_Enthusiasm = Showing enthusiasm about projects, the program, the future, etc.

Entrepreneur\_Prior\_Confidence = Prior self-esteem/confidence level before joining SINGA

Entrepreneur\_Post\_Confidence = Self-esteem/confidence level post joining SINGA

- SINGA\_Future\_Donor

### **Business Codes:**

Business\_Prior = any prior experience with business

- Business\_Prior\_Participant: entrepreneur's experience with business prior to SINGA
- Business\_Prior\_Volunteer: Volunteer's experience a business prior to joining SINGA
- Business\_Prior\_Leader: Leader's experience a business prior to joining SINGA

Business\_Idea = anything pertaining to someone's business idea

Business\_Judge = Anything about the judging process to be involved in SINGA's inc. program

Business\_Finance = anything topic on the financial aspect of any business

Business\_Complete = they have successfully started their business and have customers

Business\_Incomplete = their business is still a work in progress

### **SINGA's Reach Codes**

SINGA\_reach = how SINGA reached the interviewee, tag it with a code below

- SINGA\_reach\_friend = through friend
- SINGA\_reach\_website = through their website
- SINGA\_reach\_flyer = through the flyers they posted
- SINGA\_reach\_organization = through another organization
- SINGA\_reach\_facebook = through facebook

Involvement: Anything pertaining to when the interviewee became involved or why

SINGA\_Reputation: What people say when they recommended SINGA/how it is talked about by others

### **SINGA Future Involvement/Vision Codes**

SINGA\_Future = pertaining the interviewee mentioning how they will be involved with SINGA in the future

- SINGA\_Future\_Volunteer = interviewee would like to be future volunteer

- SINGA\_Future\_Patron = interviewee would like to be future patron
- = interviewee would like to be future donor
- SINGA\_Future\_Recommend\_to\_friend = interviewee would like to recommend SINGA to a friend
- Future\_Plans = anything pertaining to the interviewee's future plans

### **Effectiveness/Quality of Work:**

Definition\_Of\_Success = pertaining to the interviewee's definition of success for SINGA means

SINGA\_Effectiveness = pertaining to the quality of SINGA's work

SINGA\_Effectiveness\_Improvement = pertaining to the improvement of SINGA's quality of work

### **General Codes:**

Impact\_Assessment = Anything pertaining to what they know about how SINGA has assessed impact or has an impact (e.g how the person assesses/views SINGA's impact to be)

SINGA\_Mission = anything pertaining to the mission of SINGA

Data = interviewee mentions data gathering, data, or data collection tools (e.g surveys)

Other = something that the interviewee said that seems important but does not have a specific code for it, An example of this is an experience of the interviewee

Buddy = any mention of a buddy/mentor

CALM = any mention on the calm administration

Unique = any mention of SINGA's uniqueness/differentiation

Potential\_Indicator = anything that you see that may seem like an indicator that stands out right away

Event = anything pertaining to SINGA event

Feasibility/Usability = Anything pertaining to if the program makes sense

Networking = Anything pertaining to networking

Volunteer\_Other\_NGO = Interviewee volunteers at another organization

Similar\_Organization = interviewee mentions an organization similar to SINGA

Donor = Interviewee is or isn't a financial donor

Inclusion = Anything pertaining to the inclusion of anyone, including anything that may HELP the person feel more included in France

Population = Anything pertaining to a population

Quote = A quote said by the interviewee that the coder believes could be useful for SINGA's promotional use (basically, good quotes)

Media\_General = mentions media

Target\_Audience = who SINGA is trying to target

### **Volunteer Codes:**

Volunteer\_Knowledge = knowledge/perspective learned post-joining SINGA

Volunteer\_Prior = anything about the volunteer's life previous to SINGA

Volunteers\_Enthusiasm = Showing enthusiasm about students' projects, the program, the future, etc. Feeling sense of happiness/pride by being involved.

Volunteer\_Contribution = what the volunteer contributes to SINGA, being there for students' projects, Giving their time to the organization

**SINGA Leaders Codes:**

Leader\_Knowledge = knowledge/perspective learned post-joining SINGA

Leader\_Prior = anything about the volunteer's life previous to SINGA

Leaders\_Enthusiasm = The leaders showing enthusiasm and, the program, the future, etc.

Feeling sense of happiness/pride by being involved.

Leaders\_Contribution = what the leaders contribute to SINGA, being there for students' projects

**Preferred Methods of Hearing about SINGA**

Hear\_About\_SINGA = use this code anytime someone mentions how they would PREFER to hear about SINGA, and tag it with a code below

Flyer = rather hear about SINGA through a flyer

Video = rather hear about SINGA through a video

Facebook = rather hear about SINGA through facebook

Social\_Media = rather hear about SINGA through a general social media (not specific)

Email = rather get email updates about SINGA

Mail = rather get mailed updates

Newsletter = rather hear about SINGA through a Newsletter

Pamphlet = rather hear about SINGA through a pamphlet

Annual\_Reports\_Website = rather hear about SINGA through annual reports posted on website (logistics/statistics)

Personal\_Contact = prefer to be contacted personally by the SINGA leaders

**TAGS = \*\* EVERY CODE SHOULD HAVE AT LEAST ONE ASSOCIATED TAG**

- Positive
- Challenge
- Neutral
- Suggestion

**Top Tips:**

- Every code must have a tag
- Keep track of how many different people agree on something



# Analyzing Surveys Using Excel

When you have finally distributed your fantastic new survey, you're going to have a lot of data to analyze. Excel is a very useful tool for analyzing data and creating effective ways of representing it.

## Intro to Excel

An Excel Workbook is a form of a .csv data file (comma separated value file) which stores a matrix of data. Data from surveys are often exported to .csv files, however these contain no formatting. Once imported into Excel, the files can be saved as an Excel Workbooks (.xml). Excel Workbooks can save formatting such as cell colors, cell widths, merged cells, and equations.

Google Sheets can do many of the same calculations as Excel, but is less useful for more complex calculations. Excel has various built-in functions to do calculations on data. Some of these are summarized below.

### *Ranges*

- Cell numbers are indicated by the column letter followed by their row number (ie, A1, E19, B3).
- Ranges of cells are indicated by the name of the first cell and the last cell in the range separated by a semicolon (ie A1:A54, B3:C3).
- Rectangular ranges of cells can be selected by selecting cells in different rows and columns for the limits of the range

### *Strings vs Numbers*

- When searching for certain data in a range of cells, it is important to know if the data is in the form of a number or in the form of a "string," in other words anything not containing only a number. Strings are usually denoted with quotes. For example, 2 is a number but "2" is a string containing only the character '2.' Excel tends to distinguish between numbers and strings by left aligning strings and right aligning numbers.
- When referencing numbers contained in a cell within Excel commands, simply type the number. To reference Strings in a cell within Excel commands, type the text to search for within quotes.
- The symbol \* in excel indicates any String of any length. Note: a String containing nothing still counts as a String. The \* symbol can be used to see if a cell contains any String. For example, to search if a cell contains an "a", search for "\*a\*". You could

similarly search if a string ends in “a” by searching for “\*a”. Note: a cell containing a number will never contain any String

## Grouping Data

Creating groups of rows or columns can be a useful way of organizing your data. Simply select the rows or columns you would like to group and then Data -> Group and Outline -> Group. A line with a minus sign at the end will appear above the cells, as seen below.



By clicking anywhere on the line, the cells can be collapsed. The easiest way to organize data using this method is to name the group. Type out the name in the row/column directly following the group (in the figure above, put the name in column G).

## Useful Excel Commands

To use a command, start by typing an “=” in the cell you would like

- AVERAGE([range],[range]...): *This command takes the average of one or several ranges of numbers. Separate different ranges with commas.*
- COUNTIF([range],[data]): *Counts the number of cells in the range which exactly contain the given data*
  - Note: a cell containing “and” would not be counted with given data “a”
  - For example, to calculate the number cells containing the number two in rows 3 to 10 of column A, you would write  
`=COUNTIF(A3:A10, 2)`
  - To calculate the number of cells containing an “a” in rows 3 to 10 of column A, you would write  
`=COUNTIF(A3:A10, “*a”)`
- COUNTIFS([range],[data],[range2],[data2]...): *Counts only when all range/data combinations are true for a given row*
  - For example, to calculate the number of cells containing both a 1 and a 2, you would write  
`=COUNTIFS(A3:A10, “*1*”, A3:A10, “*2”)`
- COUNTA([range]): *Counts the number of cells which aren’t blank in a range*
- COUNTBLANK([range]): *Counts the number of cells which are blank in a range*

## Useful Logical Equations

Here are some ways of analyzing some common data patterns you may find in your surveys.

### Example 1: Extracting specific choices from a list answers

#### *Example Data*

	A	B
1		My check box question's data
2	Person 1	1,2,3
3	Person 2	1,3
4	Person 3	3
5	Person 4	1,2,3
6	Person 5	1
7	Person 6	2,3
8	Person 7	2,3
9	Person 8	2
10	Person 9	2
11	Person 10	1,2
12	Person 11	1
13	Person 12	2
14	Person 13	1,2,3
15	Person 14	3

#### *Example Data to Collect*

The number of people who picked option 3

#### *Example Calculation*

`COUNTIF(B2:B15, 3) + COUNTIF(B2:B15, "*3*")`

#### *Explanation*

This calculation counts both the answers containing only a 3 and those containing a 3 and other answers and adds them together

### Example 2: Extracting averages from incomplete data

#### *Example of Data*

	A	B
1		My check box question's data
2	Person 1	2
3	Person 2	2
4	Person 3	
5	Person 4	
6	Person 5	2
7	Person 6	1
8	Person 7	1
9	Person 8	2
10	Person 9	1
11	Person 10	
12	Person 11	1

### *Example Data to Collect*

Percent of people who answered 2

### *Example Calculation*

=COUNTIF(B2:B12, 2)/COUNTA(B2:B12)

### *Explanation*

This calculation counts the number of cells containing a 2 and divides it by the number of cells containing anything. In this way, blank answers are ignored.

Note: Blank cells count as 0s in the COUNTIF function

## ***More Advanced Excel Commands for Dynamic Survey Analysis***

### *Using INDIRECT*

- *INDIRECT([column letter]&[cell]): This command allows you to reference a cell whose exact location is determined by the contents of another cell*
  - *For example, if cell A2 contained the number 4, INDIRECT("H"&A2) would point to cell H4*
  - *One use of this command is to analyze an undefined amount of data. Simply choose a cell to contain the number of rows of data, and define ranges in terms of it. For example, range H1:INDIRECT("H"&A2) where A2 is the number of rows of data would return the range from H1 to the last row of data in column H.*

### **Top Tips:**

- Use Excel to analyze your data
- Group columns/rows to help you organize your data
- Use variations of the COUNT function to extrapolate data from your surveys

## **Creating Effective Annual Reports**

Comparing methods that organizations use to communicate their impact to the number of donors and partnerships they have is an effective way of understanding what methods you should use to promote your organization. We used 9 parameters of for the comparison analysis. Ten different organizations were compared, as seen in the figure on the next page. The parameters of the organizations included:

1. Name of the organization
2. Age
3. Location
4. Size (how many entrepreneurs, workers, mentors, volunteers, etc.)
5. Mission
6. Methods of promotion
  - a. Direct mail, Facebook, Instagram, Twitter, Newsletter, Blog, Email, Annual report, Statistics on their website, Video
7. Name of partners/sponsors/donors
8. Number of partners/sponsors/donors
9. How much money received in donations

After completing all parameters for the organizations, we found the following information in the figure below:

Number of Sponsorships/Donors/Partnerships per Organization



A graph comparing sponsorships/donors/partnerships with which organizations use annual reports and website statistics

With the exception of Charge, organizations that had annual reports and/or statistics on their website had a higher number of (between 16 and 63) partnerships, donors, and sponsors as opposed to organizations that did not use these methods of communicating data, which had 13 or less partnerships.

One organization in particular, Refugee Forward, is less than two years old, but has raised 300,000 dollars and shows how donors' money is distributed among the organization. Demonstration of financial distribution ensures accountability and can increase partnerships and sponsors. Refugee Forward has an impressive display of their impact statistics and a link to their annual report on their homepage: [refugeesforward.org](http://refugeesforward.org) (Refugees Forward, 2019). Although Refugees Forward has a similar age, mission, and size as SINGA, they have an impressive ability to show their impact and have annual reports. They also have 30 partnerships and corporate donors including several universities and Google (Refugees Forward, 2019).

Upon doing research on why they were able to accomplish this, we found that they collaborate with a nonprofit organization called B Impact Assessment, which is a free, confidential tool that over 50,000 companies and organizations, including Patagonia, Ben & Jerry', and about 900 businesses and organizations in Europe, use to assess their impact (B Impact Assessment, 2019). For organizations that make 0-149,000 dollar annually, they have a 500 dollar fee that can be paid to have more extensive work done on their impact assessment (B Impact Assessment, 2019).

It seems as though organizations who use annual reports and website statistics have a much larger number of donors and partnerships than those who do not use these methods of promotion. This showed us that it is important for organizations to include annual reports and

website statistics prominently on their website in order to draw in more partners and ensure credibility.

Below are images of Refugee Forward’s website and annual report that can be used as a model of what you may want to use. On their impact report, they have impressive ways of demonstrating their Knowledge, Business, Quality, and Inclusion-Related Indicators. Many of the indicators that they have data on are indicators that we have suggested that SINGA also use, and indicators that we have provided methods of collecting data on in Appendix U of our report. We also recommend that you try using B Impact Assessment to see how effective it is for your use.

Please refer to the link to their impact report, since the images below are only snippets of their report:

[https://refugeesforward.org/wp-content/uploads/2019/04/Impact-Report-07.02\\_compressed.pdf](https://refugeesforward.org/wp-content/uploads/2019/04/Impact-Report-07.02_compressed.pdf)

**Homepage photo:**



## Mission and Video on their Homepage:

### Our Mission

WE STRIVE FOR THE ECONOMIC EMPOWERMENT OF NEWCOMERS BY ENABLING THEM TO LAUNCH, FUND AND GROW THEIR OWN BUSINESSES

Refugees Forward is a high-quality business incubator that strives for the economic empowerment of newcomers and the launch of successful businesses. In our entrepreneurship programmes we offer top-notch business and cross-cultural training and match our entrepreneurs with experienced professionals, student team members, a strong network of corporates and both private and public investors. We strongly believe in an individualized approach to support newcomers in achieving economic self-reliance, integration in local communities and making valuable contributions to their new country. [Click to learn more about our 4 month incubator program!](#)

[READ OUR SUCCESS STORIES!](#)



## Some key information on their impact report:

Content of their impact report:





## Their mission and goals:



### MISSION & VISION

Refugees Forward strongly believes in the **incredible talent and potential** of newcomers.

We strive to maximize their chances of professional success by offering incubator programs with **high quality training and individualized coaching** to support entrepreneurs to launch, fund and grow their businesses.

By 2020, we want to support **200 refugee entrepreneurs** in Western Europe in starting their business.



## Challenges that newcomers face:



### EMPOWERMENT OF NEWCOMERS

More than **150.000** refugees between 2008-2016 granted 'residence status'

**3/4** newcomers from Syria between 2013 - 2015 currently still on social support

Whereas **1/3** newcomers received higher education

And there is a **30%** increase in companies started by newcomers!

### CHALLENGES



Limited understanding of Dutch business culture, language and market



No network in the relevant fields of business idea

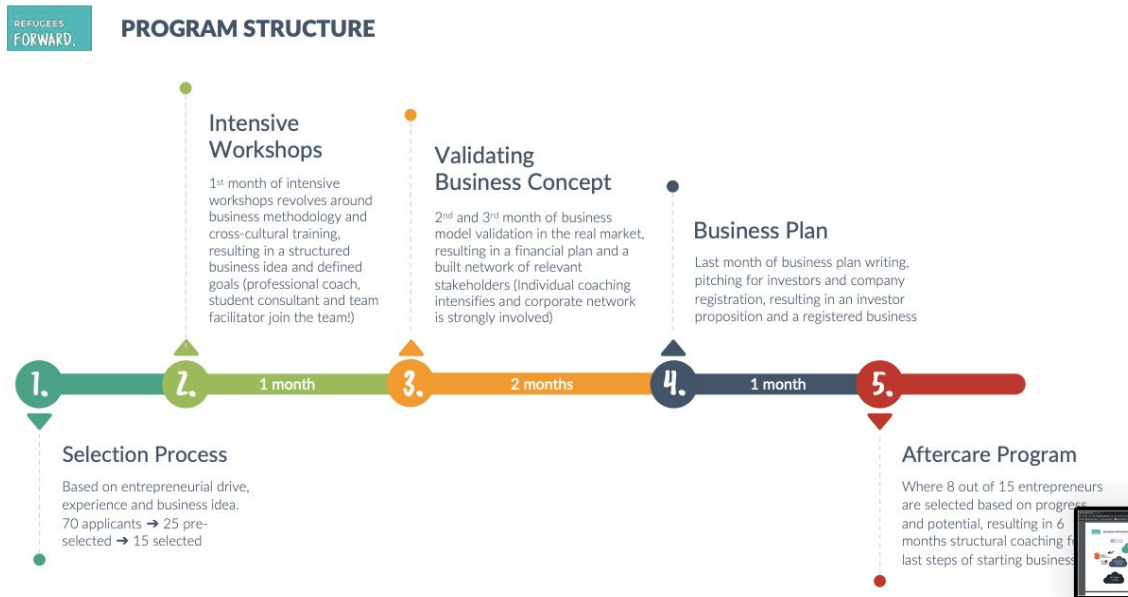


Lack of starting capital to test product in the market









Challenges with new legal and bureaucratic system

## How their program is structured:



## What they learned last year about improving their program

**REFUGEES FORWARD. KEY LEARNINGS 2018**

-  **Program Structure:** At the beginning full focus on getting teams structured during the first 10 days
-  **Content:** Focus only on essential theories and business basics
-  **Approach:** More hands-on, output oriented, 1-on-1 coaching sessions rather than workshops
-  **Process:** More concrete deliverables and stop-go points where progress of entrepreneurs is assessed
-  **Selection:** More emphasis on personal competencies and entrepreneurial drive of the participants
-  **Team RF:** Highly committed team, but constant high workload

## Where they hope to be:



## Business-Related Indicators



### 2018 OVERVIEW

Refugees Forward aims first and foremost to nurture the talents, ambition and skills of newcomers to become economically independent. As entrepreneurship is not the only way to economic empowerment, our economic impact is reflected in the opportunities participants seized through the program, related to either their own business or empowerment through paid employment and further education as a result of our programs.

These are the results we achieved in 2018:



## Knowledge-Related Indicators and Quality-Related Indicators



### JOBS & EDUCATION RESULTS

#### Launch Program

**2/6**

started their business

**1/6**

got a job outside of the program

**1/6**

pursued further practical education

#### Incubation Program

**9/15**

started their business

**1/15**

got a job outside of the program

**2/15**

pursued university education

Our programs and approach focus mostly on entrepreneurship. For those that through our programs find out that they are not ready to start their business at this phase of their career, we take an active stance in guiding them to paid employment or further education in order to improve their chances on economic empowerment and social integration.

## Knowledge and Quality Related Indicators (confidence level, satisfaction)



### 2018 OVERVIEW

#### ENTREPRENEURS

**80%** felt they were better able to work in a multicultural team after the program

**92%** have a better feeling of a positive future

**3/4** felt like they have become a more active member of the community

#### STUDENTS

**100%** improved their capabilities of working in an intercultural and international environment

**90%** changed their perspective on newcomers from "they need help" to "they have the potential to help others"

#### COMMUNITY

**15** Structural coaches

**25** Active student consultants

**40+** Corporate experts

On average, they rated the program:

**8.8/10**

On average, they rated the program:

**8.9/10**

Active members in our community

**100+**

EDUCATION & SKILLS

"Through participating in the incubator program,...



felt they were better able to work in a **multicultural team** after the program

WELL-BEING

"Through participating in the incubator program,...



have a better feeling of a **positive future**

## Inclusion-Related Indicators

REFUGEES  
FORWARD.

### ENTREPRENEURS: QUANTITATIVE IMPACT

#### COMMUNITY & INCLUSION

"Through participating in the incubator program,...

I have a more positive attitude  
towards people with different  
backgrounds and different views



I have an improved feeling of  
being part of the Dutch culture  
and community



I feel more active and  
less isolated



felt like they have  
become a more  
active member of  
the community

REFUGEES  
FORWARD.

### STUDENTS: QUANTITATIVE IMPACT

#### DIVERSITY & VALUES

"Through participating in the incubator program,...

85%

shifted their perspective on newcomers  
from the idea that they need help to  
understanding that newcomers actually  
have the potential to help others  
(creating jobs for others, creating value,  
creating new concepts)

I strongly believe newcomers can  
contribute to Western society



I have a more positive view  
on different cultures



I have a better understanding of  
Middle-Eastern cultures & values



#### Top Tips:

- Look at Refugees Forward Impact Report to see how they demonstrate their indicators, and use that to make your annual report.

# Presenting Data

Once you have collected data, it is important to present it in an effective way. Presenting data is a fundamental part of impact reports. In order to clearly communicate impact, the data that is being presented must be in a clear and comprehensive format for any reader. This section of MEDI will briefly cover different ways to present data via graphs and figures. As detailed by E. Swires-Hennessy’s *Presenting data : how to communicate your message effectively* (2014), when presenting data, one should focus on the five C’s:

- Correct:** Data is accurate
- Clear:** Figure has a clear aim and is easy to understand
- Concise:** Figure contains the amount of data necessary, nothing more
- Consistent:** Data units are consistent (rounding to the same place)
- Current:** Data is up-to-date

Following these five main points is the base to success when presenting data. The following sections will address the specific ways to present data while utilizing the five C’s.

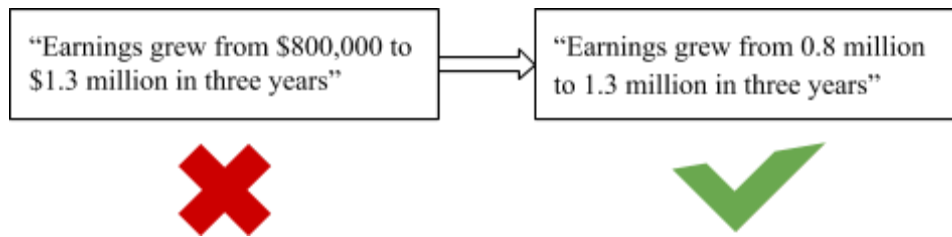
## Numbers

It is important to consider language barriers when presenting data. Different languages have different decimals and thousands separators. It can be challenging for people from other countries to interpret data correctly because of this difference. Below, the numerical separators can be seen between French and US English:

French	4 294 967 295,000
US English	4,294,967,295.00

If your data is being presenting to a specific audience who speaks another language, you should be aware of the numerical separators that they use in order to minimize confusion. Additionally, in French the date is denoted in a dd/mm/yyyy (31/12/1998) format, but in US English it is denoted by mm/dd/yy (12/31/98). Number and date formats for different languages can easily be found online.

Another way to make data easier to interpret is to round consistently. Rounding large numbers may exclude some data, but it allows people to understand data more easily. A reference table can be provided that contains the exact data. If data is to be compared, it should be at the same size units (ex: earnings grew from 0.2 million to 1.3 million in 10 years).



An example of a bad vs. good way of writing monetary values

Presenting data in like-units will allow the reader to interpret your data quickly and accurately.

#### Top Tips:

- Be conscious of numerical separators when presenting to audiences in from different countries
- Present data using the same units

## Graphs and Figures

Graphs and figures can be an incredibly comprehensive way to present data, but there are some essential notions that one must keep in mind when creating them. The first step in making a chart is to write your aim. Once the aim has been written and the chart is created, you can look back and see if it has met your aim. This helps to reduce unnecessary data, and create a more compelling graphic. Titles are a key part of your graphic. Your title should encapsulate the data you’ve collected, and briefly explain the components within your chart. We found that a good way to understand if your title is effective is to cover the individual axis with your hand and ask yourself if the data in the chart still makes sense.

Graphics should be clear and easy to read. It is important to sort your data to elicit a message. Data is most commonly sorted by size, date, or alphabetical order. The way you present your data also heavily relies on aesthetics. Not only is it important to make a graph easy to read, it is important to make it nice to look at. The sections below will look at the benefits of common charts, as well as the most effective ways to design them.

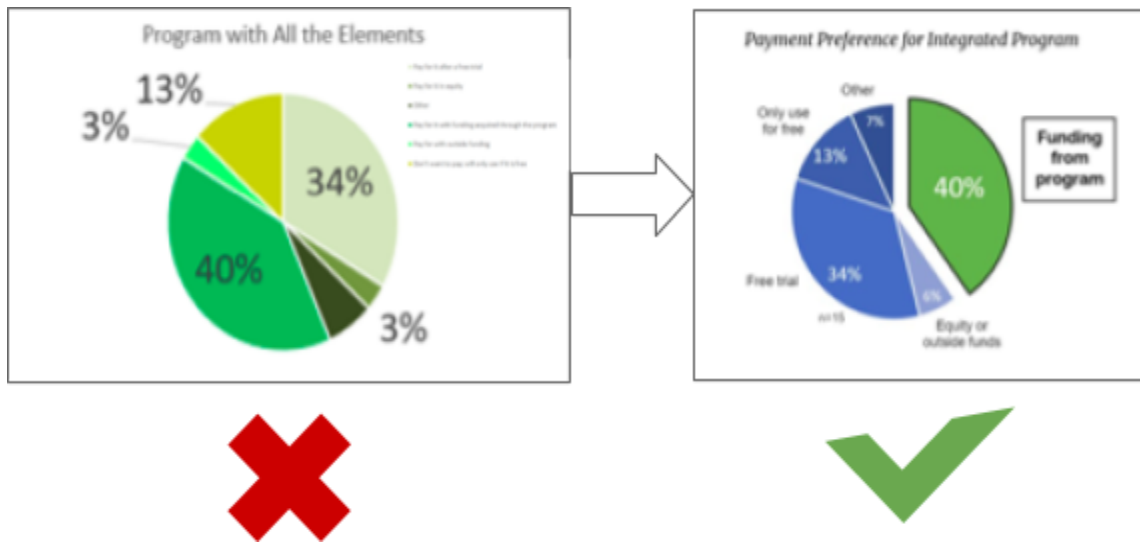
### *Pie Charts*

Pie charts can be a great way to communicate data in a colorful and readable way, however, they need to be formatted in a certain way in order to be effective. The coloring of pie charts should be aesthetically pleasing and intentional. Below are a list of tips to consider when creating pie charts:



- Avoid bold primary colors
- Make sure your pie chart segments add up to 100%
- Have a *maximum* of six segments
- Present the top segment at 12 o'clock
- Present the data starting with the largest segment, and process in order of decreasing size
  - Disregard if there is a more important size ordering, such as age
- Include percentages when appropriate

An example of a bad vs. good pie charts can be seen below:



An ineffective vs. effective pie chart

These examples were extracted from a report written by students at WPI working for Bel Air Camp in Lyon, France (Fleming et al., 2019). The first graph was used in an earlier draft of their report, and the second graph was used in their final report. In the second graph, they used a descriptive title, placed slice names in comprehensive places, made important variables stand out, and started their slices at 12 o'clock. Additionally, they presented their graphic with visually pleasing colors. Pie slices can be distinguished in a variety of ways to highlight data. The graph could have been even more effective if the pie slices had been ordered by size.

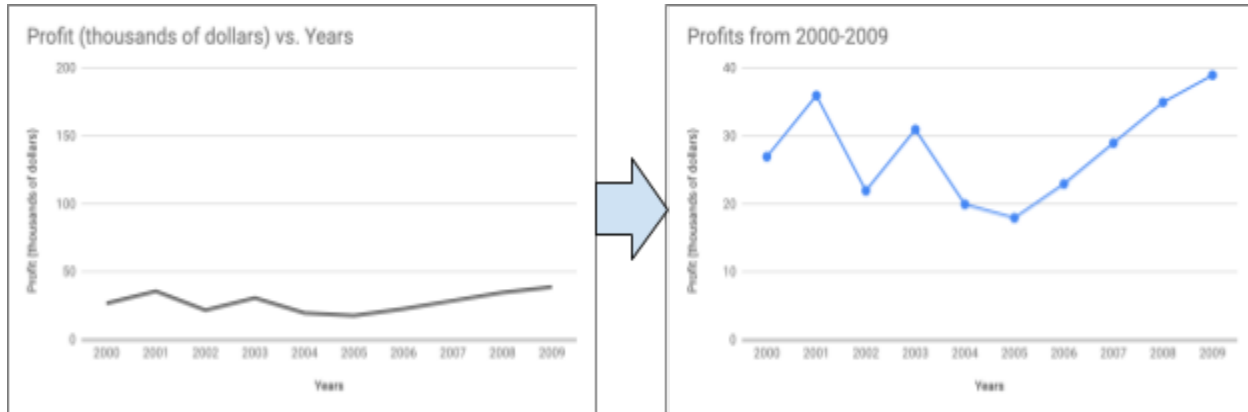
### Line Chart

We did not use line charts throughout the duration of our project, however they can be very useful in representing data. We have compiled some general tips for creating line charts:

- Create a descriptive title
- Add data points to improve comprehension
- Add scaling lines to make your data more readable

- Scale your graphs in a way that represents your data accurately

We have created two graphs below to show an ineffective line chart vs. an effective line chart:



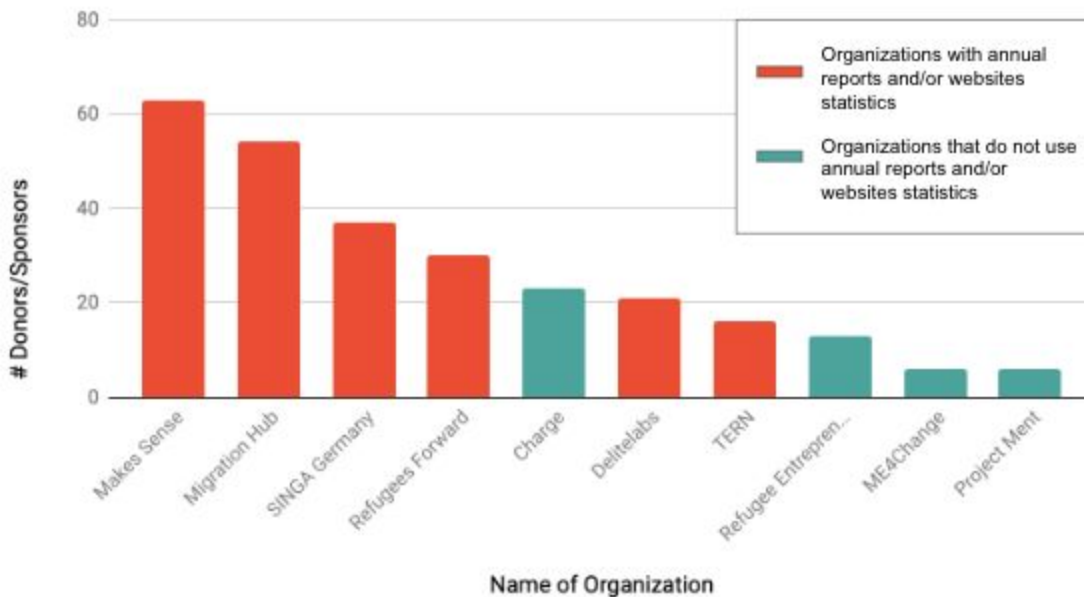
An ineffective line chart vs. an effective line chart based off our research on the ways one can present data effectively.

There are several problems with the first graph. First, the graph title is not not great. The title in the first graph is simply restating the axis. The title in the second graph is not incredibly descriptive, but it is easier to read than the first graph. Secondly, the first graph is boring. Using color in your chart can make it more visually appealing and attract the reader's eye. Additionally, the scale of the graph does not accurately represent the data. It is best to have your scaling lines be closer to the values of your data, so the reader can effectively interpret the information. There are many qualities of graphs that are easy to modify, and doing so can make a big difference in the presentation of your graphic.

### *Bar Chart*

We used bar charts a lot when presenting our data. Bar charts are great to use when comparing a large number of factors. The figure below shows an example of how we used bar charts to communicate information about our research on organizations that are similar to SINGA:

## Number of Sponsorships/Donors/Partnerships per Organization



An example of a graph that we created during our project

This graph is effective in several ways, however it is also ineffective in several ways. One of the ways in which it is effective is that it is ordered by size. This in combination with our key can help the viewer easily come to a conclusion about an organization's use of annual reports and/or website statistics. It is also effective because the different sections are very distinct. Throughout our presentations, we used SINGA's official colors. Along with fitting the aesthetic theme of our presentation, the two distinct colors help to distinguish the two categories we are comparing. Additionally, if either the x-axis or y-axis were covered, the graph would still make sense. This graph effectively shows that the organizations that have annual reports tend to have a higher number of sponsorships/donors/partnerships.

However, there are some things about this chart that are ineffective. First, not all of the organization titles are visible. This is withholding information from the person viewing the graph. When we were creating this graphic, we struggled with some of the organizations having very long names. We decided that it was more important for the graph to present our data in a non-distracting way, than to modify the graph to show the names fully. Additionally, the y-axis does not match the title. Ideally, the y-axis should be "# Sponsorships/Donors/Partners", but we did not realize this until after creating this graph. Overall, regardless of some small challenges with this graph, it does communicate the message effectively. We have some additional tips for creating bar graphs below:

- Add scaling lines to charts to help users understand things more quickly
- When asking a user to compare two graphs, ensure that the scale of the two graphs are the same

### Top Tips:

- Find the most effective way of presenting the specific data you've collected
- How a graph looks is almost as important as what it says

## Writing About Your Data

Writing about your data is an important way of summarizing the findings you are presenting, and helping the audience to analyze your findings. In the beginning, you should have a good “so what”, so people can get a summary before they read. There is no need to rephrase the exact data that is included in the graphic, rather, it is best to add one or two sentences about what this data should mean to the reader. The graphic should have both an introduction and a conclusion that explains *what* the audience is viewing and *why* it matters.

When presenting a chart in a report or a paper, it is good for it to also have a label underneath. Under the figure, you can label the figure number, as well as provide more information about the figure if necessary. This helps you to give the reader a more accurate view of your data, and it helps you to refer back to the figure later in your report.

### Top Tips:

- Summaries help people interpret your data
- Label figures if you know you'll be referring to them later on in your report

## Additional Resources

Below are some additional resources compiled for SINGA to use in the future.

### Entrepreneur Pre, During, Post, Post 1-3 Year Survey

**Italics = the individual indicator that the question gives you information on Pre Survey:**

*Entrepreneur Prior Experience*

1. Have you had prior experience with being an entrepreneur?
  - o Yes
  - o No

*Showing entrepreneur knowledge of French code, how to interact with others*

2. Please rate your confidence in your knowledge of French culture
  - 1 (not confident) 5 (very confident)
3. Please rate your confidence in being a successful entrepreneur in France
  - 1 \*(not confident) 5 (very confident)

*Showing entrepreneur knowledge of knowing how to pitch their project*

4. Please rate your confidence in your ability to pitch your project
  - 1 (not confident) 5 (very confident)

*Showing entrepreneur knowledge of finding your market (know your audience)*

5. Please rate your confidence in your ability to find your market, or your target audience for your project
  - 1 (not confident) 5 (very confident)

*Showing entrepreneur knowledge of marketing/advertising their business*

6. Please rate your confidence in your ability to advertise your business
  - 1 (not confident) 5 (very confident)

*Only 12% of refugees are in contact with a local in host society. How many SINGA entrepreneurs are involved with a local outside of SINGA*

7. Do you know any locals in the Lyon community outside of SINGA?
  - Yes
  - No

*Showing entrepreneur knowledge of French language*

8. How comfortable do you feel talking to a local stranger in French (e.g. at a restaurant, ordering food, calling a service for help, asking questions)?
  - Scale: [1 not comfortable, 5 very comfortable]
9. (If answer yes) How comfortable do you feel pitching your project in French to investors?
  - Uncomfortable
  - Somewhat Comfortable
  - Comfortable
  - Very comfortable

*Time it takes for newcomer to find SINGA after arriving in Lyon*

10. After you arrived in Lyon, how much time passed before you started participating in SINGA activities (as an entrepreneur or an event attendee)?
  - < three weeks
  - One month
  - Two months
  - 3-6 months
  - 6-11 months
  - One year
  - > one year

11. Is there anything in particular you would like to see out of SINGA (e.g. types of workshops, types of events, types of mentors, types of language topics, etc.)
-

## **DURING SURVEY**

*Level of independence from SINGA that the person feels*

1. Do you feel like you will ask SINGA for advice in the future regarding your business?
  - Yes
  - No

*The number of people that SINGA introduces to entrepreneurs, number of connections made (networking)*

*Number of friendships made through SINGA*

2. Would you say that you have made friends with people in SINGA? (check boxes)
  - Entrepreneurs
  - Volunteers
  - Mentors
  - SINGA employees
  - Other
3. Did SINGA Employees network you with people outside of SINGA that could help/accompany your business?
  - Yes
  - No

*Number of entrepreneurs who help other entrepreneurs*

4. Did another SINGA entrepreneur collaborate/accompany you during or after the incubation program?
  - Yes
  - No
5. If so, who? \_\_\_\_\_ ( I think this would be good to know so SINGA can see who is helpful to them to use as a resource)
6. Is SINGA's language teaching sufficient?

## **Quality**

*Showing entrepreneur knowledge of French language*

7. How comfortable do you feel talking to a local stranger in French (e.g. at a restaurant, ordering food, calling a service for help, asking questions)?
  - Scale: [1 not comfortable, 5 very comfortable]
8. (If answer yes) How comfortable do you feel pitching your project in French to investors?
  - Uncomfortable
  - Somewhat Comfortable
  - Comfortable
  - Very comfortable
9. Do you have any suggestions for SINGA in terms of their ability to help with language?

*Satisfaction rate of entrepreneurs in the program*

10. Please rank these workshops from most to least useful
  - workshop 1

- o workshop 2
  - o etc
11. Do you have any comments or workshops you would like to see in the future? \_\_\_\_\_
12. Did you attend any SINGA events?
- o Yes
  - o No
13. Do you feel included in the Lyon community?
- o Yes
  - o No
14. Do you have any other suggestions or comments on the incubation program? \_\_\_\_\_

### **POST, POST 1-3 SURVEY**

*Showing entrepreneur knowledge of French code, how to interact with others*

1. Please rate your confidence in your knowledge of French culture
- o 1 (not confident) 5 (very confident)

*Showing entrepreneur knowledge of knowing how to pitch their project*

2. Please rate your confidence in your ability to pitch your project
- o 1 (not confident) 5 (very confident)

*Showing entrepreneur knowledge of finding your market (know your audience)*

3. Please rate your confidence in your ability to find your market, or find your target audience
- o 1 (not confident) 5 (very confident)

*Showing entrepreneur knowledge of marketing/advertising their business*

4. Please rate your confidence in your ability to advertise your business
- o 1 (not confident) 5 (very confident)

*Level of independence from SINGA that the person feels*

5. Do you feel like you will ask SINGA for advice in the future regarding your business?
- o Yes
  - o No

### **Inclusion**

*Only 12% of refugees are in contact with a local in host society. How many SINGA entrepreneurs are involved with a local outside of SINGA*

6. Do you know any locals in the Lyon community outside of SINGA? (you did not network with this person through SINGA)
- o Yes
  - o No

*The number of people that SINGA introduces to entrepreneurs, number of connections made (networking)*

*Number of friendships made through SINGA*

7. Would you say that you have made friends with people in SINGA? (check boxes)
- o Entrepreneurs
  - o Volunteers

- o Mentors
  - o SINGA employees
  - o Other
8. Did SINGA Employees network you with people outside of SINGA that could help/accompany your business?
- o Yes
  - o No

*Number of entrepreneurs who help other entrepreneurs*

9. Did another SINGA entrepreneur collaborate/accompany you during or after the incubation program?
- o Yes
  - o No
10. If so, who? \_\_\_\_\_ ( I think this would be good to know so SINGA can see who is helpful to them to use as a resource)

**Quality**

*Showing entrepreneur knowledge of French language*

11. How comfortable do you feel talking to a local stranger in French (e.g. at a restaurant, ordering food, calling a service for help, asking questions)?
- o Scale: [1 not comfortable, 5 very comfortable)
12. (If answer yes) How comfortable do you feel pitching your project in French to investors?
- o Uncomfortable
  - o Somewhat Comfortable
  - o Comfortable
  - o Very comfortable
13. Do you have any suggestions for SINGA in terms of their ability to help with language?

*Satisfaction rate of entrepreneurs in the program*

*Satisfaction rate of entrepreneurs in the program*

15. Please rank these workshops from most to least useful
- o workshop 1
  - o workshop 2
  - o etc
16. Do you have any comments or workshops you would like to see in the future? \_\_\_\_\_
14. Did you attend any SINGA events?
- o Yes
  - o No
15. Do you think SINGA significantly helped your project to come to fruition?
- o Yes
  - o No
  - o I'm not sure

*Sustainability of entrepreneurial businesses 3-5 years after graduating the incubator program*



*Percentage of people in each promotion that start their business after x months*  
*How many jobs have been created through the entrepreneur's businesses*  
*The amount of time needed to start their business*  
*If the entrepreneurs live off of their business that they've created through the incubator*  
*Showing entrepreneur's economic independence*

16. Have you officially started your business?
  - Yes
  - No
17. When was your business started? \_\_\_\_\_ (date)
18. If answer yes to number 16: Is your business your only source of income?
  - Yes
  - No
  - If answer no: Please explain: \_\_\_\_\_
19. If answer yes to number 16: How many employees do you have working at your business?
  - It is just me
  - Less than 5 people
  - 5-10 people
  - 10-20 people
  - Greater than 20 people
20. If answer no to number 16: Are you still working on your business idea?
  - Yes
  - No
21. Have you found a location for your business other than your home?
  - Yes
  - No
22. Do you feel included in the Lyon community?
  - Yes
  - No
23. Do you have any other suggestions or comments on the incubation program? \_\_\_\_\_

#### Other:

Testimonials of people saying they feel accompanied rather than helped (obtain from interviews)

The number of adherents to the association

Ratio of money spent vs money earned of the organization

Percentage of projects abandoned worldwide by entrepreneurs in the first year vs. percentage of projects abandoned by SINGA entrepreneurs in the first year -- This one, you know that 100% of SINGA entrepreneurs do not abandon their projects in the first year, but around the world, this statistic is much lower.

#### Sources:

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