



भारतीय प्रबंध संस्थान कोषिकोड
Indian Institute of Management Kozhikode
Globalizing Indian Thought

Social Impact Assessment for Decision-Making

**August 31 –
September 02,
2026**

*Evidence, Ethics, and Practice in Complex
Development Contexts*

Introduction

Across the social sector today—whether in government, CSR, NGOs, or development agencies—there is a growing demand to demonstrate impact. Yet, what often passes as impact is fragmented, weakly evidenced, or disconnected from real decision-making. Many well-intentioned initiatives struggle not because of lack of effort, but because impact is poorly defined, stakeholders are overlooked, evidence is misinterpreted, and decisions are taken without fully understanding trade-offs.

This programme equips participants to think rigorously about impact, design credible assessments, and use evidence to make informed, ethical, and defensible decisions in complex development contexts.



Programme Structure

**Day
1**

Seeing Impact Clearly

Understanding the purpose of SIA; public value vs public resistance; legal, institutional, and ethical foundations; and navigating the politics of impact data.



**Day
2**

Designing Impact Rigorously

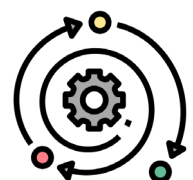
Designing SIA including scoping, stakeholder mapping, and baseline studies; applying Theory of Change; and evaluating evidence and causal reasoning.



**Day
3**

Using Impact Courageously

Analyzing impacts and trade-offs; designing mitigation strategies; preparing decision-oriented reports; and using SIA to influence policy and funding decisions.



Key Takeaways

Reframe impact
beyond compliance
and reporting

Identify blind spots
in project design and
stakeholder inclusion

Design robust
and defensible SIA
approaches

Apply causal reasoning
and evaluate evidence
critically

Navigate ethical and
political complexities
in impact assessment

Translate analysis into
action through decision-
oriented communication

Who Is This Programme For?

Government officials, CSR and ESG leaders, NGO professionals, consultants, programme managers, and academics engaged in social sector initiatives. Particularly valuable for those who commission, review, or approve SIA reports and seek to strengthen evidence-based decision-making.

Program Director:



Prof. Priya Nair Rajeev

Associate Professor, Organizational
Behaviour and Human Resources

Prof. Priya Nair Rajeev, a distinguished academic and leader, holds a Ph.D. in Management Studies from IIT Madras and has been trained in Participant Centred Learning at Harvard Business School. As a gold medallist and university rank holder at all academic levels, she has received numerous accolades, including the Highly Commended Award in the Emerald/EFMD Outstanding Doctoral Research Awards. Currently heading the Centre of Excellence for Social Innovation at IIM Kozhikode, she was also the Chairperson of the OB & HR Area, Chairperson Placements and Chairperson EPGP, becoming the first woman to lead programmes at the institute.

She is a prolific researcher, trainer and author of *Being an Impact Champion: Enacting Corporate Social Consciousness*, aimed at inspiring young managers to drive meaningful change. With 22+ years of experience, she has led corporate development programmes for leading organisations such as Reliance Industries, DRDO and the Indian Army. Additionally, she has served on several high-level academic and governmental committees and continues to advise the Kerala Government and various social initiatives.

Programme Fee:

Category	Fee
Residential	Rs. 75000 + 18% GST
Non-Residential)	Rs. 65000 + 18% GST

Discount will be available for IIMK Alumni & Corporate nominations (in group)

Cancellation Policy:

Joining instructions will be sent to the selected candidates 10 days prior to the start of the programme. Kindly do not make your travel plans unless you receive the confirmation email from IIM Kozhikode. If the programme is cancelled, the participants or the sponsoring organization will have the option to either get the fee paid by them adjusted against any other future management development programme(s) of the Institute or get a refund. IIM Kozhikode will not be liable for any other expenses incurred by the organization or the participant. Also the transaction fee will not be refunded.



Management Development Programme

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