An initiative of

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Supported by the **Ford Foundation**

CAPSTONE

CAPACITIES FOR SOCIAL TRANSFORMATION AND EMPOWERMENT

Major Outcomes & Lessons Learned

BACKGROUND	PARTNERS	PEDAGOGY	OUTCOMES	LESSONS	FUTURE
1	2	3	4	5	6

We gratefully

Acknowledge

the contributions of

Centre for Fundraising

CPA Services

Mantrana Consulting Pvt. Ltd.

UNNATI – Organization for Development Education

Governance Counts

INDIAN CIVIL SOCIETY @

MULTIPLE CROSSROADS

Greater regulatory scrutiny towards compliance

Declining support for institutional development

A market-based approach to institutional development excludes smaller CSOs

Discourse on impact measurement is largely driven by a single metric - scale

Increased philanthropic resources but priorities are yet to be aligned with smaller CSOs

Generational shifts – leadership, perspectives & approaches to development

CAPSTONE

CONTRIBUTED TO MAKING
Indian Non-Profit Sector

Relevant

Adaptive

Resilient

Effective

Advancing Sustainable, Equitable, and Inclusive Development

STATES COVERED IN THE CAPSTONE COHORTS

3 COHORTS — Pan India North-East South

67 Organizations

16 Indian States

Rajasthan (4)

Uttar Pradesh (5)

Arunachal Pradesh (2)

Assam (12)

Nagaland (3)

Meghalaya (3)

Manipur (5)

Madhya Pradesh (2)

Jharkhand (1)

West Bengal (2)

Chhattisgarh (2)

Odisha (6)

Karnataka (3)

Andhra Pradesh (2)

Kerala (1)

Tamil Nadu (14)

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CAPSTONE PARTNERS' OPERATIONS — SIZE &YEARS

ANNUAL BUDGET

- > 3 Crore
- > 50 Lakhs
- 1 Crore - 3 Crore
- 50 Lakhs - 1 Crore
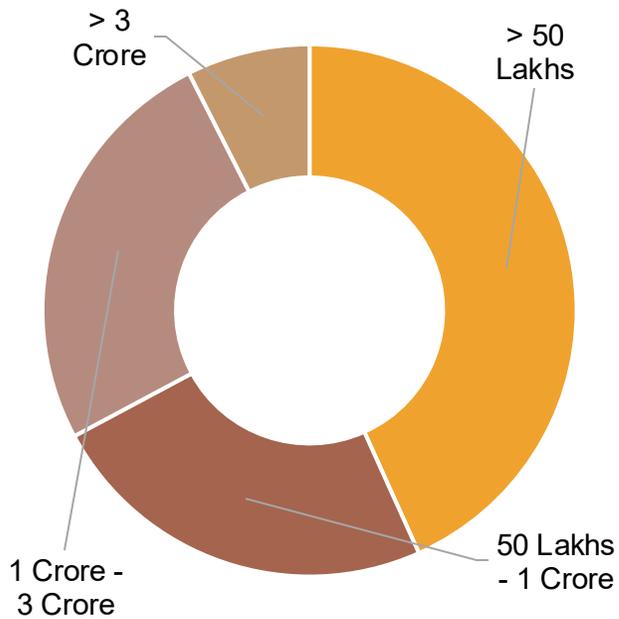
45

organizations have an annual budget of < 1 Cr

OPERATIONAL DISTRICTS

- > 5 Districts,…
- 2-5 Disctricts,…
- 1 Disctrict , 63%
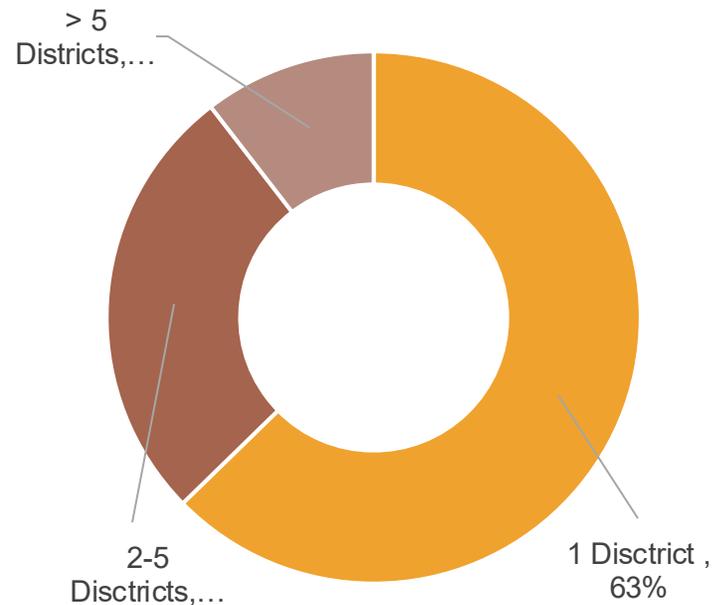
42

organizations operate in one district

YEARS OF OPERATION

- > 5 Years, 4%
- 6-10 Years, 15%
- >30 Years, 31%
- 11-20 Years, 33%
- 21 - 30 Years, 16%
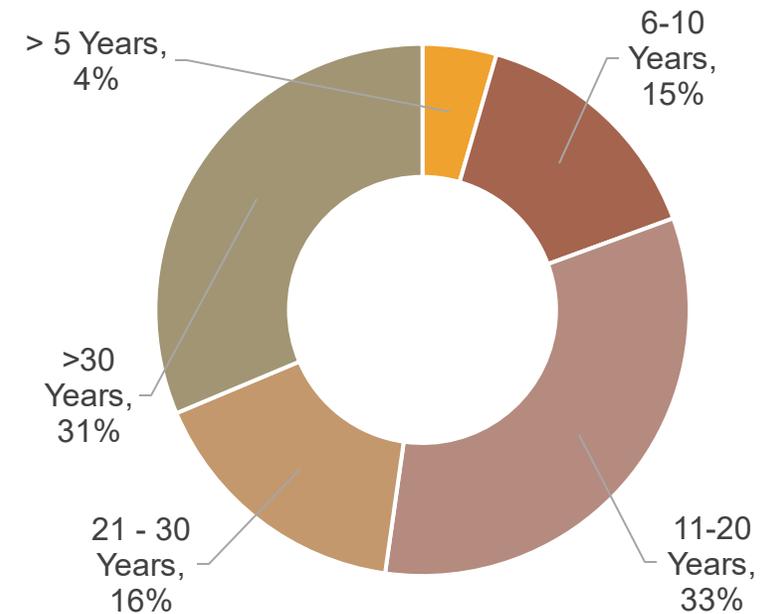
35

organizations are < 20 years old

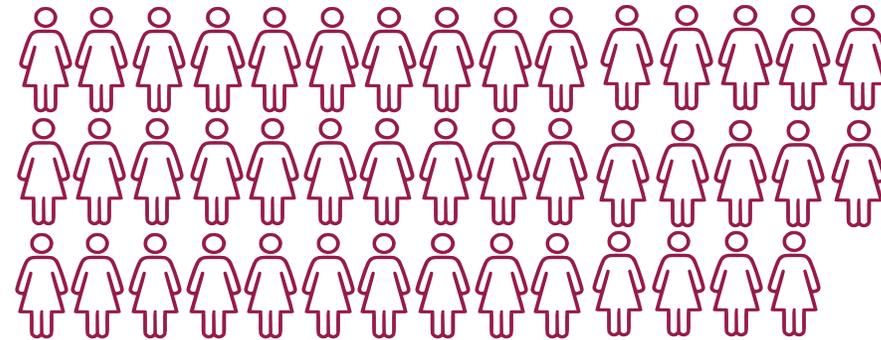# HOW **WOMEN INCLUSIVE** WERE CAPSTONE COHORTS?

13 organizations are led by women
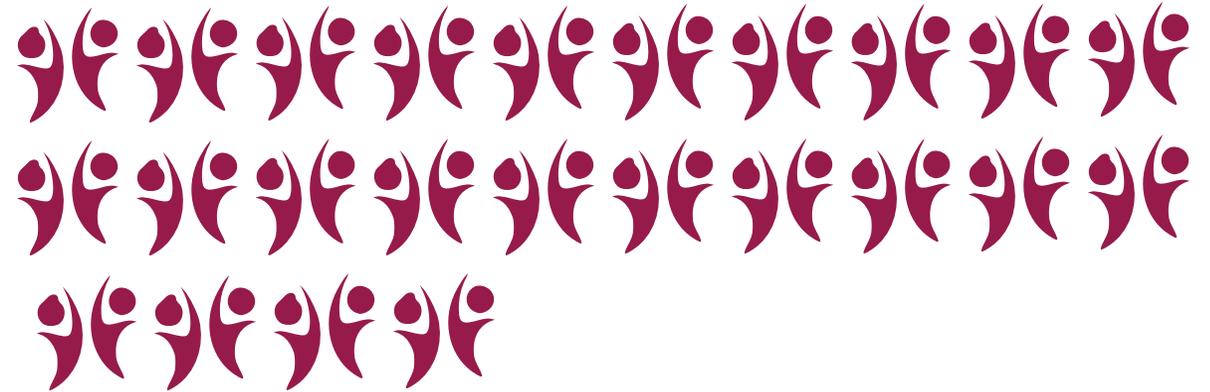
44 organizations work with women

37 organizations work with adolescent girls
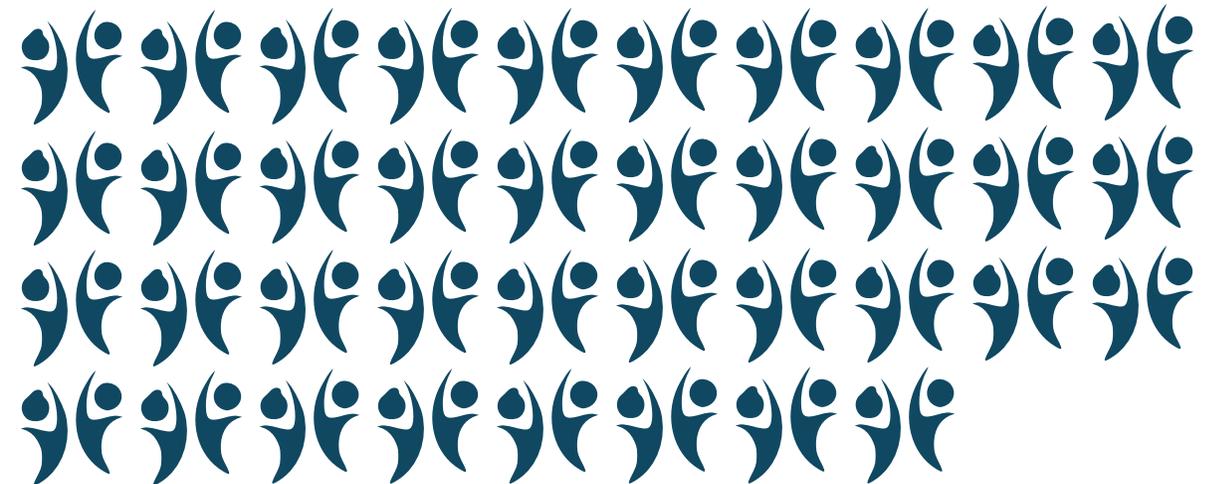
HOW **YOUTH INCLUSVE** WERE CAPSTONE COHORTS?

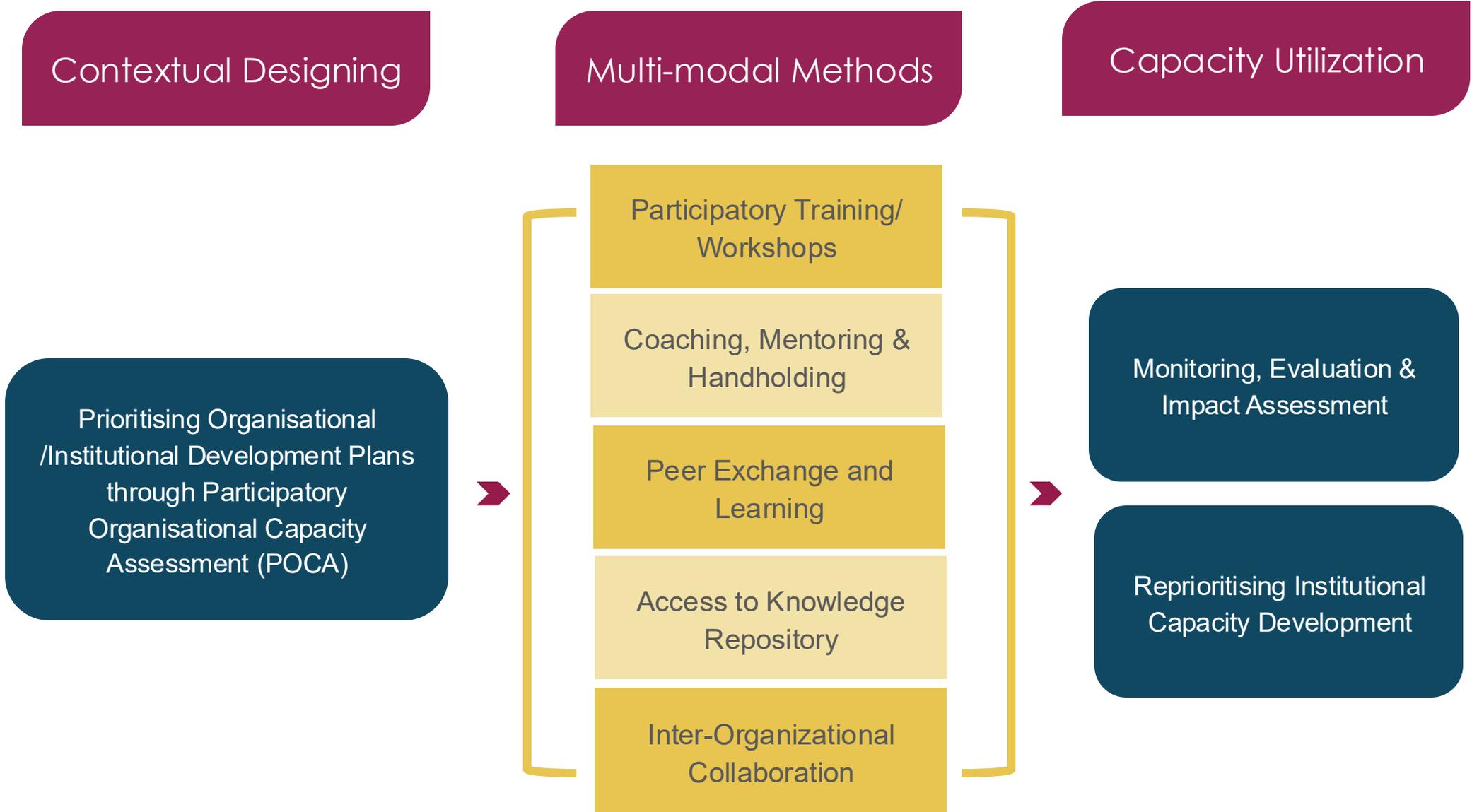**24** youth headed organizations **two** are headed by young women

38 organizations work with youth & adolescents

SEQUENCE OF INTERVENTIONS

1. Participatory Organisational Capacity Assessment

2. Preparing OD Plans

3. In-person or Online Workshops in Rounds

4. Online Coaching & Mentoring in Small Groups

5. Online Coaching & Mentoring Support to Individual Organisations

6. Organisational Visits for Onsite Coaching & Mentoring Support

7. Assessment of Progress vis-a-vis OD Plans

8. Post-Cohort Engagement
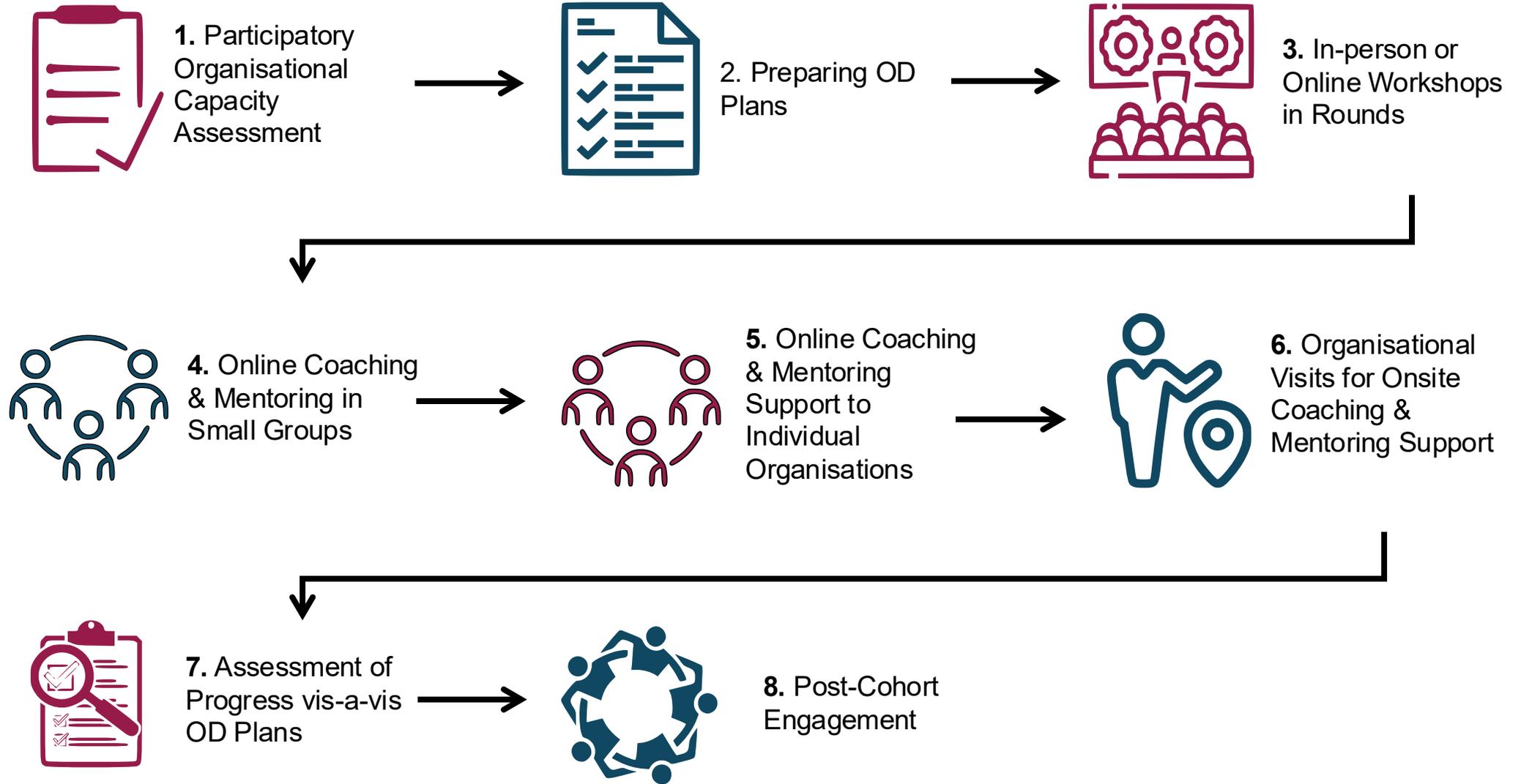
CAPSTONE FOCUSED ON

ENHANCING

7

ORGANIZATIONAL COMPETENCIES

Compliance will accompany

WHAT **COMPETENCIES** PARTNERS ACQUIRED?

1

Assessing organization, using a comprehensive organizational design framework, assessment tool, involving the entire organization & preparing an OD plan

67 organizations

72 participants

attended the **Participatory Organizational Capacity Assessment (POCA)** workshop

TOPICS COVERED: Organizational Framework in Non-profits, POCA Tools – Components & Implementation Guide, OD Plans

HOW PARTNERS USED THESE NEW **COMPETENCIES?**

1/4

of the organizations repeated the POCA exercise with **senior staff & governing board members**

1/2

of the organizations repeated the exercise with the **entire organization**

4/5

of the organizations prepared an **OD plan**

"POCA is one of the best brainstorming and self-assessment tools that has been developed for the holistic diagnosis of the organization"
- SUKRUPA, Karnataka

Sathiaseelanm
Southern Cohort

"POCA acted as a mirror to self-evaluate our organization, needed for small organizations like ours"
- Nari-o-sishu Kendra, West Bengal

Rahima
Pan India Cohort

Organizational Change Story - 1

Padala Charitable Trust (PCT) was established in 2002 by Surya Prasad, an alumnus of IIT Kharagpur, with the aim of working in the field of education in Andhra Pradesh. Surya himself came from a lower-income family in a village that could not afford to send him to engineering college. However, with the financial support of his village community and a scholarship from the BREAD Society - North South Foundation, he was able to pursue higher education. After working as a software consultant in the US for 16 years, he founded PCT in 2002 with the vision of ensuring that no child should be deprived of education due to lack of finances. After a decade of operating from abroad, he quit his job and returned to India in 2012 to fully dedicate his time to PCT.

PCT became associated with PRIA through the CAPSTONE program in November 2022. Through this program, PCT effectively utilized the POCA tool to assess the current situation and chart a path for organizational development. They also translated the tool into Telugu to benefit their staff and local CSOs.

Although PCT has competent and honorable members on its board, Surya believed that the governance function was stagnant. While the board members had good intentions, they were unable to bring new value to their positions. Since there was no provision for mandatory changes in board membership, Surya was unsure how to propose this to the board. However, through the Leadership and Governance workshop, he gained clarity on the role of board members and good governance practices. PCT is now in the process of recruiting new board members, with the involvement of current board members. Additionally, based on discussions around leadership roles and organizational growth during the workshops, Surya has developed a detailed delegation plan within the team. This allows him, as the founder, to focus more on leadership roles while delegating operational and managerial responsibilities.
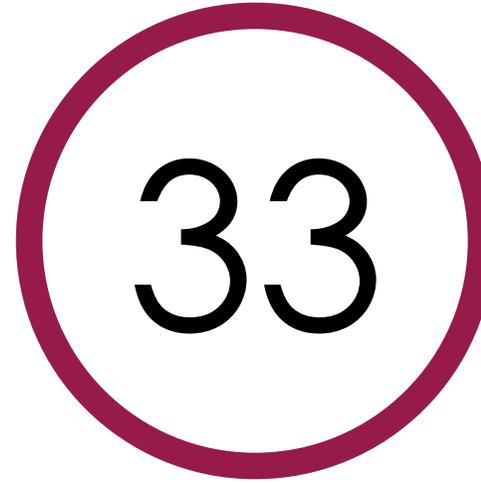
Organizational Change Story - 2

Sanjog was registered in 2014 under the Societies Registration Act, 1860 to strengthen rural livelihoods in Northeast India, specifically in the state of Assam. Initially, Sanjog started working in Kamrup district of Assam with a mentor CSO, KABIL, but later shifted their operations to Nalbari in 2018. Currently, Sanjog operates in a cluster of villages in Baksa and Nalbari districts. The primary focus of Sanjog is women, and its major interventions include farm-based livelihood activities and the efficient use of technology in agriculture. Sanjog believes in collaborating with various development agencies, including the government, and has been actively involved in monitoring the implementation of MGNREGS in its field area. The founder, Piyush Saurabh Sharma, has 19 years of experience working with different CSOs and as an independent consultant. He gained thematic experience in the region before registering Sanjog and has been associated with the organization ever since. Sanjog is part of the RCRC network, represented through Chapter NE RCRC.

After participating in the strategic planning workshop under the CAPSTONE program, Sanjog developed a strategic plan for the organization for the next five years, incorporating inputs from other stakeholders. It received regular support from PRIA through virtual feedback and discussion sessions. Currently, Sanjog is in the process of finalizing the strategic plan document. The Financial Management training received from the CAPSTONE program also enabled Sanjog to transition from a manual accounting process to a Tally-based accounting system and make changes to its financial policy.

WHAT **COMPETENCIES** PARTNERS ACQUIRED?

2

Setting long-term organizational impact **– vision, mission & strategy –** based on external and internal assessments

TOPICS COVERED: Vision, Mission, Strategy, Goals, SWOT, PESTLE & Stakeholder Analyses, Identification of Strategic Issues, Strategic Choices, & Strategic Fit (Alternative Strategy)

33 organizations

35 participants

attended the **Making Organizations Future Ready with Relevant Strategies (Strategic Planning)** workshop

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HOW PARTNERS USED THESE NEW **COMPETENCIES?**

14

organizations redefined their vision & mission & clearly articulated long-term organizational impact

23

organizations revisited & sharpen their organizational strategies, consistent with vision & mission

5

organizations rearticulated their organizational theory of change

"The input helped us to develop our strategic plan, which directly enhanced team performance and funding opportunities for the organization."

- Synergy, Madhya Pradesh

Vimal
Pan India Cohort

"In the wake of inter-tribe conflicts, we revised our vision and mission to include other tribes as part of the welfare work."

-Amri Karbi Community Dev. Project, Assam

Dadhiswar
NE Cohort

Organizational Change Story - 3

Synergy Sansthan Samiti was formed in 2006 in the Harda district of Madhya Pradesh by three young men from rural areas. Its purpose was to work for the rights of children and provide a platform for young women and men from rural communities to develop their skills and potential in addressing social issues.

However, in 2020, Synergy faced challenges due to the sudden impact of Covid-19 and the FCRA amendment. As a result, the organization had to let go of many promising employees. This prompted the founders to reflect on their journey over the past 15 years. They realized that they may not have been mindful of the direction they had taken, such as accepting projects without considering their alignment with the organization's vision, mission, and theory of change. Consequently, they decided to redesign the organization's strategy.

Synergy sought support to develop its strategic plan and chose to become part of CAPSTONE. With the assistance received from PRIA, Synergy spent over 8-10 months developing, validating, and revising its strategic plan for the next 10 years. As a result of this process, Synergy is now able to clearly articulate and communicate its organizational and programmatic goals, as well as the resources required to achieve them. This has opened up multiple avenues for resources, including flexible funds like the Rebuild India Fund supported by Dasra.

The strategic planning exercise has refocused Synergy on strengthening its internal processes in order to have a more holistic and impactful presence in society. The organization now refrains from accepting resources and partners that do not align with its mission. Additionally, having a strategic plan has enabled Synergy to develop a training plan for staff to effectively enhance and manage the organization's knowledge systems. Furthermore, the strategic plan has provided role and target clarity for both the team and the Governing Board, resulting in increased productivity.

Organizational Change Story - 4

The **Amri Karbi Community Development Project (AKCDP)** is a community-based organization that was established in 1986 by the leaders and youth of the Amri Karbi tribe. This tribe is one of the Clans of the Karbi tribe, which resides in the hills of Assam and Meghalaya. The organization was formally registered in 2016 under the Indian Trusts Registration Act, 1882.

The main objectives of AKCDP are to protect the tribe's culture, promote livelihoods and education, and develop essential infrastructure such as bunds and roads. It also focuses on strengthening the Village Development Committees (VDCs) in each village, which are an important part of the tribal customs. Every member of the Amri Karbi tribe belongs to the VDC's general body. Through these VDCs, awareness-building programs are conducted. AKCDP has also established other committees responsible for liaising with the government and promoting the local language. They use various means, such as singing folk songs during meetings and offering mandatory courses for the youth.

In an effort to address inter-tribe conflicts, Amri Karbi decided to expand their vision beyond just the Amri Karbi tribe and include all communities in their geographical spread. As a result, they needed to diversify their funding sources, instead of solely relying on the community.

Recently, AKCDP applied for two small grants for their education and livelihood programs. They were successful in securing funds for their livelihood program, which focuses on promoting piggery as an alternative source of income in the region. The proposal for the education grant is currently under appraisal.

WHAT **COMPETENCIES** PARTNERS ACQUIRED?

3

Planning, implementing & monitoring community-centered, outcome-focused, **gender-responsive** programs

TOPICS COVERED: Project Management Cycle, Gender Analysis, Logical Framework, Theory of Change, Management Information System, Community Based Monitoring & Participatory Impact Assessment Tools

39 organizations

59 participants

attended the **Participatory Planning, Monitoring and Impact Assessment** workshop

HOW PARTNERS USED THESE NEW **COMPETENCIES?**

15 organizations redefined program planning & monitoring framework; adopted improved data gathering & reporting mechanisms

"We were able to refine our monitoring & evaluation frameworks & made it part of routine implementation"

-RBA, Nagaland

Akeina
NE Cohort

"It was a great experience, the participation of everyone was good & the examples used were easy to understand. Imparting high-level knowledge with a practical approach is appreciable"

-VESS, Uttar Pradesh

Rajesh
Pan India Cohort

"The workshop made me realize the crucial role of community participation in the need assessment and planning phase"

- Full Circle, Karnataka

Ravi
Southern Cohort

Organizational Change Story - 5

MOSONiE Socio-Economic Foundation (MOSONiE) was registered in 2016 as a Section 8 company and is working in the aspirational district of Ri-Bhoi in Meghalaya. It was founded by six TISS Guwahati women alumni as an initiative to address the issues faced by communities who depend on wages from working in open cast mines, such as livelihoods, nutrition, health, education, gender, and more.

Since its formation, MOSONiE has been working on multiple issues as demands arise, regardless of the available capacities and resources. This has eventually led to burnout among existing resources and conflicts among the co-founders. However, since all the issues are close to the heart and have been raised by the community itself, it has been difficult to focus on one or two thematic areas.

During the process of drafting their strategic plan, the leaders at MOSONiE realized that their work has resulted in sporadic impact among other things. After multiple internal deliberations and consultations with stakeholders, including PRIA, MOSONiE decided to discontinue certain thematic areas, such as education. This exercise also helped them set SMART goals for the organization.

Recently, MOSONiE received a 3-year livelihood grant from the Azim Premji Foundation.

Organizational Change Story - 6

Community Avenue Network (CAN) Youth was established by Jenpu Rongmei along with his friends and relatives in 2010 in Dimapur, Nagaland. The organization was registered as Youngs Club (later changed to CAN Youth) in 2013. Jenpu had to quit his education after the 10th standard and took up a job with a CSO due to financial strain on the family. His younger brother, who was also a bright and promising student, had to drop out and took it very hard on himself. He started indulging in drugs. Driven by a sense of anger and frustration after the death of his younger brother at the age of 19, Jenpu decided to find a way to help youngsters like him and his brother and started the organization.

CAN Youth works on five thematic areas: health, education, child rights, leadership and skill building, and livelihood programs. Their aim is to enhance and empower children, adolescents, youth, and women, with a focus on school dropouts, through different training, capacity building, and educational programs.

During the CAPSTONE journey, Jenpu received validation that the development problem identified and the approach to address it is backed up by evidence and has repeatedly proven effective. However, systematic monitoring, evaluation, and impact assessment have never occurred, affecting communication of the organization's impact. This is a common concern raised by many current and prospective donors.

CAN Youth wanted to systemize the evaluation and impact documentation into regular processes. The organization developed a framework and made qualitative and quantitative data collection part of the monitoring process. Recently, CAN Youth received an institutional grant from the Rohini Nilekani Philanthropies.

WHAT **COMPETENCIES** PARTNERS ACQUIRED?

4

Designing organizational **structures, policies & procedures** to facilitate accountable operations with a special focus on **gender integration** & compliance with regulatory authorities

TOPICS COVERED: Organizational Values & Culture, Organizational Policies, Talent Management – Human Resource Planning, Talent Acquisition, Performance Management, Capacity Building

25 organizations

37 participants

attended the **Talent Management** workshop

HOW PARTNERS USED THESE NEW **COMPETENCIES?**

11 organizations adopted improved recruitment procedures & introduced formal induction for new staff members

5 organizations revised & formalized policies related to compensation & other benefits to staff members

7 organizations adopted revised travel policy

16 Organizations introduced new policies related to working hours, leave & holiday

"We have designed our hiring process to follow competency-based recruitment"
- MOSONiE, Meghalaya

"We have started to see an improvement in employee performance, since we introduced performance appraisal and review in the organization"
- BLF, Nagaland

Margaret
NE Cohort

Trongli
NE Cohort

HOW PARTNERS USED THESE NEW **COMPETENCIES?**

14 organizations introduced clearly defined job descriptions, roles & responsibilities of all staff

10 organizations adopted formal policies & practices for staff performance appraisals

5 organizations introduced formal practices for staff development & training

6 Organizations introduced new policies related to working hours, leave & holiday

"We developed travel and other operational policies which helped free up my time from routine tasks to focus on other managerial and leadership tasks"
-BLCCT, Arunachal Pradesh

Chandan
NE Cohort

"With the support, we have developed an annual training calendar for staff development."
- Synergy, Madhya Pradesh

Vimal
Pan India Cohort

HOW PARTNERS USED THESE NEW **COMPETENCIES?**

18

organizations adopted new policies & practices for Gender Integration in the organization & constituted **Internal Committees** under **Prevention of Sexual Harassment at Workplace (POSH), 2013**

10

adopted formal policies on **Child Protection**

"We updated all our policies contextualizing them to our needs and documented a few more to operationalize them"
- CAN Youth, Nagaland

Jenpu
NE Cohort

"We have developed a child protection and safeguarding policy with mentorship from PRIA"
- JMECT, Assam

Abdul Jalil
NE Cohort

Organizational Change Story - 7

Swayam is a feminist organization that was founded in Kolkata in 1995 by Anuradha Kapoor. Its mission is to end discrimination and violence against women, advance women's rights, and empower women. Swayam takes a comprehensive approach to addressing inequality and violence, operating at the individual, institutional, and societal levels. Through its holistic approach, Swayam has empowered thousands of women who have survived violence, enabling them to access their rights and address gender inequality. These empowered women then become agents of change themselves, making a positive impact on the lives of others.

Swayam collaborates with like-minded organizations and networks both nationally and internationally. Over the years, Swayam has led campaigns, conducted research, provided training, established networks, and engaged in advocacy work. Its services have expanded to include support for survivors' children and families, and it has set up community-based centers to work with women and men in rural and peri-urban communities. The ultimate goal is to empower these communities to create gender equality and violence-free environments.

To enhance the learning experience through the CAPSTONE program, Swayam participated in PRIA's customized training of trainers on community facilitation. This training focused on community participation, adult learning, and participatory training methods. Swayam also received customized mentoring and coaching sessions to prioritize team building, leadership development, and the strengthening of its HR system. Through exercises like POCA and workshops, Swayam identified and addressed its learning needs. A custom workshop on team building and leadership, facilitated by PRIA, was organized for the entire team. Additionally, Swayam thoroughly reviewed and renewed its HR policies and systems, which are now being implemented this year.

Full Circle Trust (FCT) is a non-profit organization that was registered in 2010 under the Indian Public Charitable Trust Act. Its mission is to support and implement sustainable solutions in solid waste management and water conservation. However, over time, FCT shifted its focus and began working on education and skill development in rural Bengaluru.

Ravi, the managing trustee, believed that he had effectively delegated tasks and granted autonomy to his staff. However, the partnership with PRIA for OD revealed the complexities of successful delegation and highlighted the critical need for a support system to ensure effective delegation.

During the program, PRIA facilitated workshops and mentoring sessions that shed light on the gaps in human resource management and leadership strategies. Ravi learned that autonomy requires delegation, clear communication, defined roles, and continuous support. In response, FCT implemented structured processes, such as SOPs whenever possible, comprehensive training programs, and regular feedback mechanisms.

As these support systems took hold, the staff felt more empowered and confident in their roles. Decision-making became more efficient, and a culture of collaboration truly emerged. FCT witnessed remarkable improvements in project outcomes as teams took initiative, innovation thrived, and the overall impact of the organization improved.

WHAT **COMPETENCIES** PARTNERS ACQUIRED?

5

Transparent & accountable **leadership & governance** with a special focus on effective **Governing Board**

TOPICS COVERED: Leadership in Non-profits – Meaning & Roles, Delegation & Accountability, Nurturing Nex Generation Leadership, Developing Self for Improving Leadership Styles & Qualities, Governing Board – Composition & Roles, Dynamics of Founder-Governing Board Relations

30 organizations

31 participants

attended the **Leadership & Governance in Non-profit Organizations** workshop

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HOW PARTNERS USED THESE NEW **COMPETENCIES?**

5 organizations changed composition of the Governing Board by bringing diversity & introducing revised terms of engagement

16 organizations reported increased regularity of the Governing Board meetings

9 organizations reported enhanced & improved contributions from the Governing Board members

"The workshop was so enriching; it helped me learn & explore many things which I haven't come across."

- RITHAM, Tamil Nadu

Venkataramanan
Southern Cohort

"With the earlier Governing Board, we were unable to innovate and onboard required expertise on the Board, we got the guidance from PRIA to work it out"

- PCT, Andhra Pradesh

Surya
Southern Cohort

Organizational Change Story – 9

Bethel Life Care Charitable Trust (BLCCT) was registered in 2014 under the Trust Act, 1882 with the objective of providing sustainable livelihoods to underprivileged and unemployed youth. The founder, president, and CEO, Chandan Prasad, left his corporate career with Accenture to start BLCCT. Based in Changlang, Arunachal Pradesh, BLCCT primarily focuses on nursing programs, IT education, skilling, and other livelihood programs. The organization has collaborated with NABARD on multiple projects and has developed social capital in the region.

Chandan has been the CEO of the organization since its inception. However, BLCCT faced challenges in finding like-minded, competent, and trustworthy local board members to assume governance functions. From the start, Chandan and his wife were the only board of trustees, which Chandan was constantly reminded was a conflict of interest.

Through the CAPSTONE program, Chandan realized that having an effective governing board would alleviate the burden on leadership, allowing them to focus on strategic priorities. He also recognized the conflict of being both the CEO and a trustee on the two-member board but couldn't find a way to resolve it.

With the support and input received, BLCCT decided to form an advisory board to perform governance functions in addition to the statutory governing board. They also decided to train a senior management member to serve on the board. This move would enable the organization to expand beyond locally available resources, such as knowledge and networks.

This strategic shift towards good governance marked a significant milestone in BLCCT's organizational development. It enhanced the organization's capacity to effectively and sustainably achieve its mission.

WHAT **COMPETENCIES** PARTNERS ACQUIRED?

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6

Transparent & accountable **financial management** with a focus on organization-wide **budgeting**, **internal control** & effective **reporting**

TOPICS COVERED: Budget – preparation, implementation & monitoring; Tax Compliance; FCRA Compliance; Books of Accounts & Reporting; Other Important Laws

22 organizations

32 participants

attended the **Financial Management in Non-profit Organizations** workshop

HOW PARTNERS USED THESE NEW **COMPETENCIES?**

11 organizations have introduced organization wide annual budget preparation

6 organizations have introduced improved internal control mechanisms (budgeting & expenditures)

10 organizations have reported improved regularity in filing TDS & FCRA

41 organization have received FCRA renewal certificates *(15 organizations never applied for FCRA)*

"I learned about legal compliance, & this was the first time we filed ITR in the 5 years of our formation"

- FCDS, Meghalaya

Franky
NE Cohort

"NE is always resource-deprived, including information and services. Through PRIA, we got access to information and built a support network."

- PRDA, Manipur

Longjam Suranjoy
NE Cohort

Organizational Change Story – 10

Eco System Protection Trust (ESPT), a voluntary non-profit organisation in Assam since 2017, has been maintaining handwritten books of accounts. Similarly, organizations such as Sanjog and Navodaya Foundation in Assam, Energy Conservation Society in Kerala, Farm Connect Development Society in Meghalaya, and many more across the country have also been using this method, regardless of their size or age.

However, many of these organizations have encountered issues with accounting errors, loss or damage of their books, higher costs for audits, the risk of incurring penalties, and the loss of institutional donors.

To address these challenges, many organizations have transitioned to digital accounting systems, including Excel-based spreadsheets and Tally, through intensive financial management workshops and mentoring. This switch has greatly improved accuracy, efficiency, security, and compliance for these Civil Society Organizations (CSOs). Ultimately, it has enhanced their financial transparency and overall organizational effectiveness.

WHAT **COMPETENCIES** PARTNERS ACQUIRED?

7

Planning for **fundraising** from diverse sources to enable organizational sustainability & effectively **communicating** with the key **stakeholders**

TOPICS COVERED: Drafting a fundraising canvas; Writing proposals; Fundraising action plan; Branding; Using technology

22
organizations

32
participants

attended the **Resource Mobilization & Strategic Communication** workshop

HOW PARTNERS USED THESE NEW **COMPETENCIES?**

17 organizations have mobilized new & additional funding from the domestic CSR & philanthropic donors

9 organizations have mobilized new & additional funding from foreign donors

10 organizations mobilized new & additional funding from local (within the districts) sources

15 organizations have improved the use of technology in their work

"The training was too much insightful. I could never think that fundraising has so many aspects and prospects. This training helped me systematically develop our strategy for fundraising."

- CWG, Manipur

Hechin
NE Cohort

"The training enriched me a lot about fundraising how and why should the donors fund us, how to engage with them etc. Overall, I had great learning"

- RNBA, Manipur

Dimgonglung
NE Cohort

Organizational Change Story - 11

Rongmei Naga Baptist Association (RNBA) is a church-based organization in Manipur that was formed in 1985. The Development & Relief Department, a social wing of RNBA, has been working with partner CSOs to build capacity, raise funds, and promote development in the Northeastern states of India. In 2022, the department transformed into a secular organization called Northeast Sustainable Development Initiative (NesDi).

When communal riots broke out in Manipur in May 2023, NesDi initially raised funds for relief efforts from its existing network of donors. However, as the riots dragged on for about a year, these donors gradually withdrew their support.

In response, NesDi decided to diversify its sources of funding and developed a strategy that focuses on local resources, primarily businesses, while also exploring crowdfunding platforms. With limited resources, the organization was able to raise approximately INR 1 lakh on Milaap, a crowdfunding platform, and is currently working on obtaining funds from local businesses.
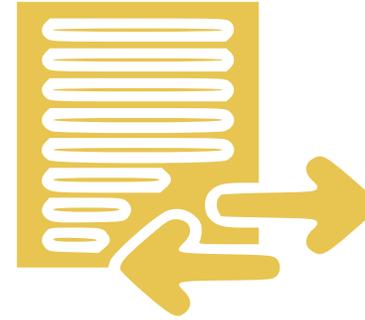
GLOW-UPs

5
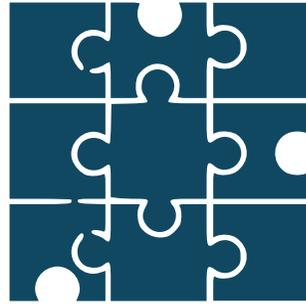
A 'whole of the organization' approach & developing ownership of organizational change agenda by leadership made the program unique

Relevance of CAPSTONE to small to medium-sized organizations was impeccable, as it responded to their organizational needs

The content & pedagogy was the most appropriate; equal weightage given to perspective-building & skill-building was useful
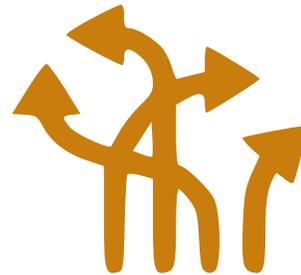
A flexible approach with constant adaptation, improvements based on participants' feedback was a cornerstone

Constituting cohorts regionally brought cultural coherence & better peer-support which continues even after the end of the program

TWEAKS NEEDED

5

The process of reaching out, identification & selection of organizations needed to be more rigorous
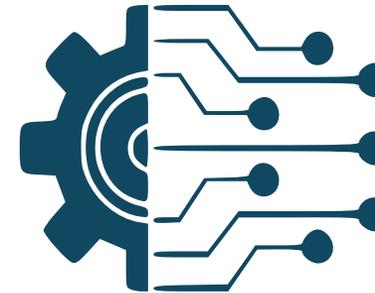
The regional approach to cohort-building needed to be applied in the first cohort, as well

The shorter time gap between the second & third cohorts affected the quality of coaching & mentoring of the third cohort

A lot more attention needed for preparing learning materials & tools in regional languages

Although majority of the organizations were comfortable in digital learning, many also lacked adequate devices & internet bandwidth

PRIA
Knowledge. Voice. Democracy.

FUTURE PROGRAM
CONTINUITY WITH CHANGES … A 3-Year Initiative

PRIA
Knowledge. Voice. Democracy.

2 COHORTS

ORGANIZATION DEVELOPMENT (OD) FOR WOMEN-HEADED ORGANIZATIONS

40 women-headed organizations demonstrate gender inclusive impact with enhanced organizational effectiveness and sustainability; A replicable model for OD support is developed

Women-headed organizations often face special challenges:

accessing financial, technical & human resource

encountering implicit and explicit gender biases, both externally and internally

expanding networks, fostering partnerships, & gaining visibility in the sectors

Building long-term strategies for the organization

Proposal at glance

- 20 Medium Sized Organizations

- >5 - 10 Years of Age

- A Mix of Northern, Central & Western India (Hindi-Belt)

- 12-Month Duration

- Customized CAPSTONE Content & pedagogy

- Mid 2025 & Mid 2026

FUTURE PROGRAM
CONTINUITY WITH CHANGES … A 3-Year Initiative

2 COHORTS

NEXT-GENERATION WOMEN LEADERSHIP DEVELOPMENT

A bench of 50 women non-profit leaders equipped with capacities to think and plan strategically, develop inclusive management practices, relate effectively with the external environment

Second-line women leaders in the organizations often face special challenges:

many second-line women leaders' talents are not recognized

many second-line women leaders may not have equal access to formal leadership training or mentorship

succession plan for sustainable leadership within the organization often do not consider women leadership

Women leaders often juggle multiple roles, such as caregiving, in addition to their professional responsibilities

Proposal at glance

- 25 Individuals from Medium Sized Organizations in Each Cohort

- >25 - 40 Years of Age

- Playing A Leadership Role in the Organization

- A Mix of Northern, Central & Western India (Hindi-Belt)

- 6-Month Duration

- Mid-2025 & Early-2027

FUTURE PROGRAM
CONTINUITY WITH CHANGES … A 3-Year Initiative

2 COHORTS

ACCELERATING OD FACILITATION CAPACITIES IN INDIAN NON-PROFITS

Organization Development (OD) facilitation capacity at the local level need better investment:

Existing OD services are expensive & unaffordable for the local organizations

Value-driven organization renewal efforts need support

Sustainability of the organization depends on the comprehensive/holistic OD support

Proposal at glance

- 25 Individuals in Each Cohort with Experience of Working in Non-profit

- >30 - 50 Years of Age

- All Over India

- 6-Month Duration

- Continuation of Earlier OD Facilitators' Training Initiative

- Early 2025 & Early 2026