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# ACCELERATING ORGANIZATION DEVELOPMENT FACILITATION CAPACITIES IN THE INDIAN NON-PROFIT SECTOR

A Consolidated Report

BACKGROUND

PARTICIPANTS

PEDAGOGY

OUTCOMES

LESSONS

FUTURE

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# EVOLVING CONTEXT

1

The mosaic of the non-profit sector has become more diverse, widespread, and complex

2

the non-profit sector is confronted with numerous challenges - increasing scrutiny & regulatory restrictions on resource mobilisation

3

Greater demands for transparency, accountability, and effectiveness from the sector

4

Lacks long-term investment in Organization Development (OD) of non-profits

The need for comprehensive organisational renewal and change is urgent and paramount to finding the best 'strategic fit' as well as scaling up impact

The organisations, based on a robust organisational assessment, need the capacities to:

think and plan strategically

articulate their intended social impact

establish mechanisms for community-centric planning, monitoring, & evaluation

define gender-transformative organisational structures, systems, policies, & procedures

nurture human talents, effective leadership; make internal governance accountable

effectively communicate with diverse stakeholders

develop financial resilience

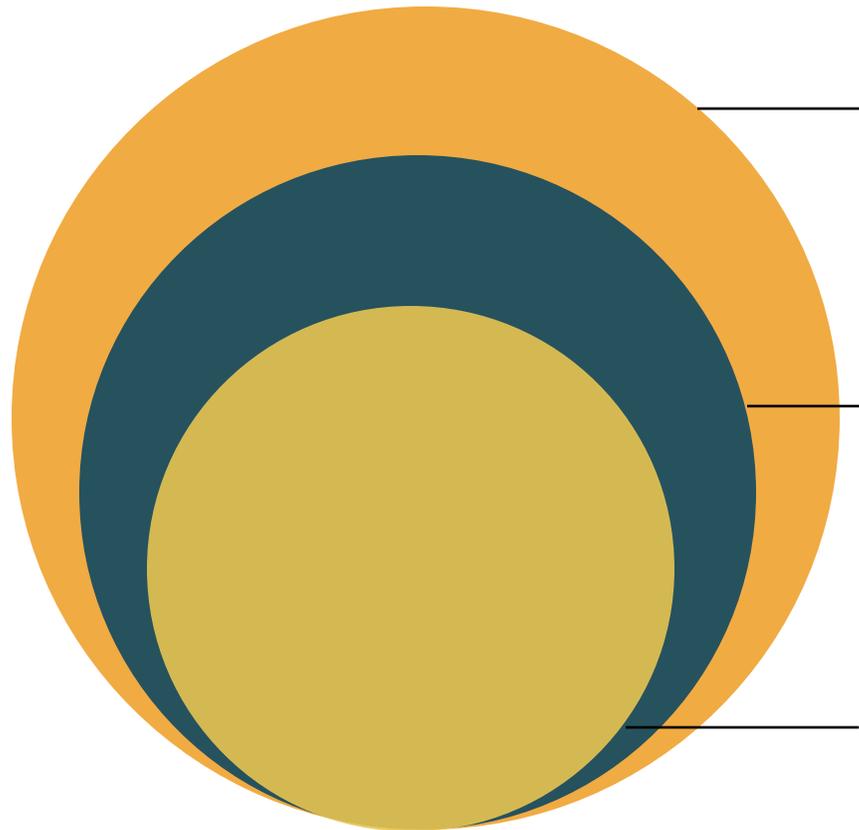
Endeavoring these changes would require strengthening **Value-driven Facilitation Capacities** from within the non-profit sector

*the initiative on*

**ACCELERATING ORGANIZATION  
DEVELOPMENT FACILITATION CAPACITIES  
IN INDIAN NON-PROFIT SECTOR**

filled in these **GAPS**

# Demystifying ORGANIZATION DEVELOPMENT (OD) FACILITATION CAPACITIES



Understanding how organizations function, their systems, sub-systems & environment

Understanding how organizational & individual learning and change occurs

Skills in designing & facilitating organizational change processes

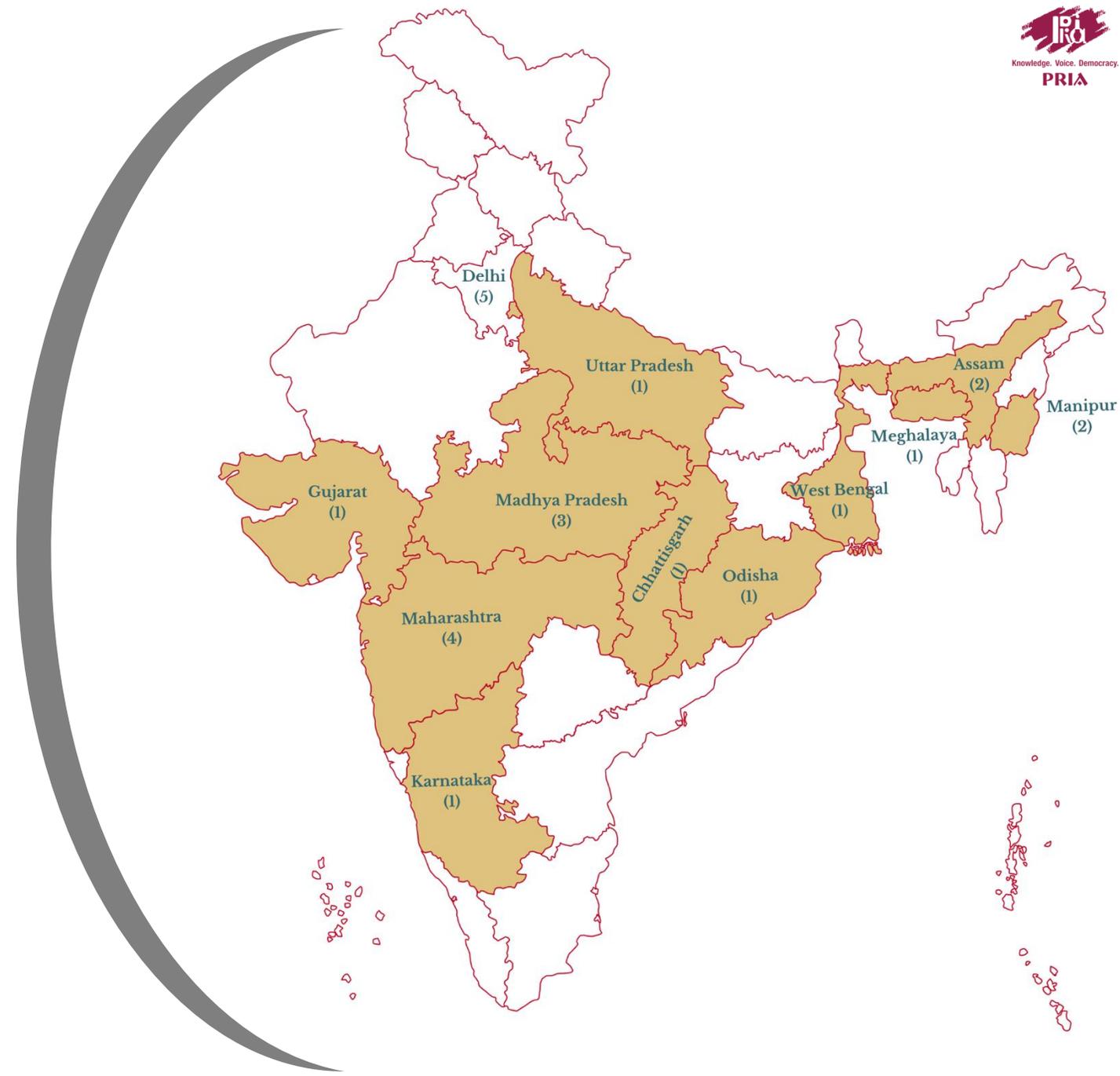
Emphasizing such **HALLMARK** values as,

- Community Empowerment
- Ownership of Organization
- Culture of Inclusivity, Participation & Authenticity

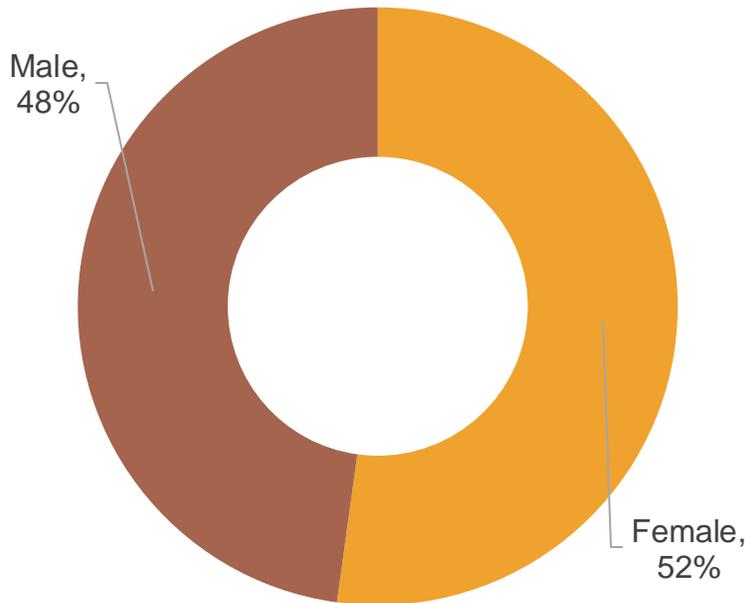
# STATES FROM WHERE THE PARTICIPANTS WERE RECRUITED

23 Participants

12 Indian States

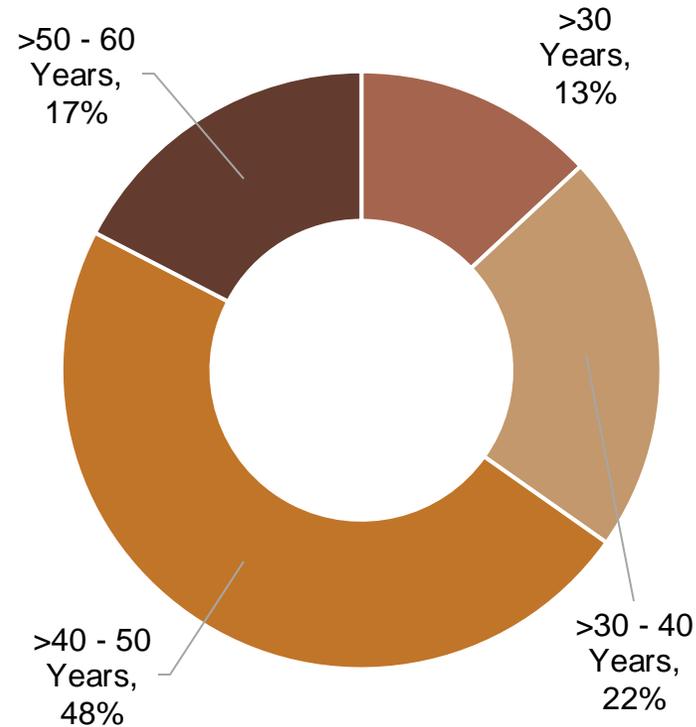


## GENDER



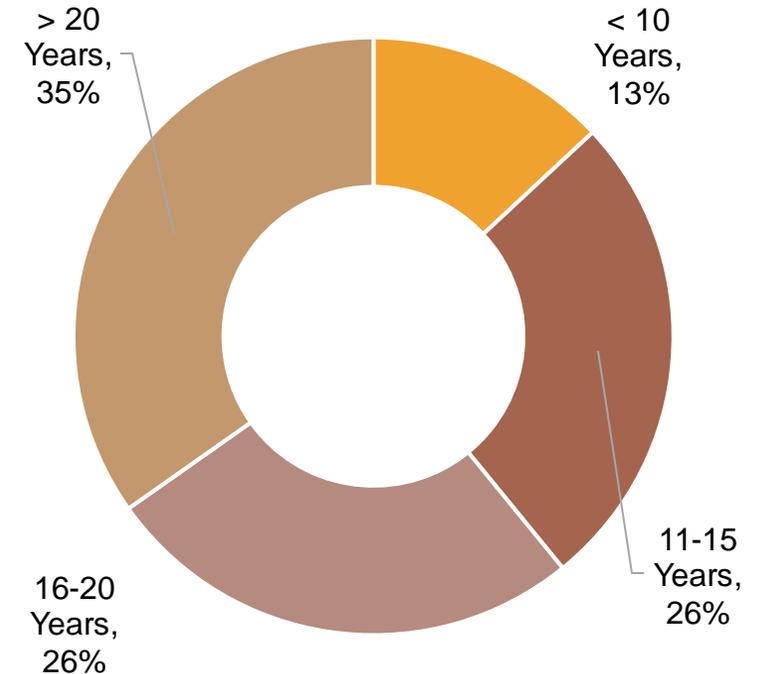
**12/23** participants were women

## AGE GROUPS



**70%** of the participants are between **30 to 50 years** of age

## YEARS OF PROFESSIONAL EXPERIENCE



A little more than half of the participants have experience between **10 to 20 years**

# PEDAGOGY

Online  
32 Days



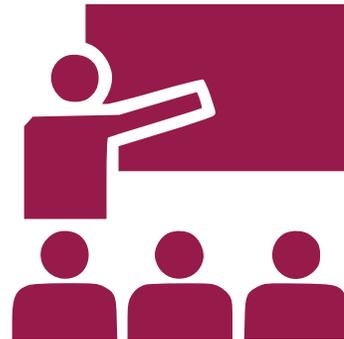
Webinars &  
Panel  
Discussion - 4



In-person  
10 Days



Master  
Classes - 8



Practicum  
8-10 Days

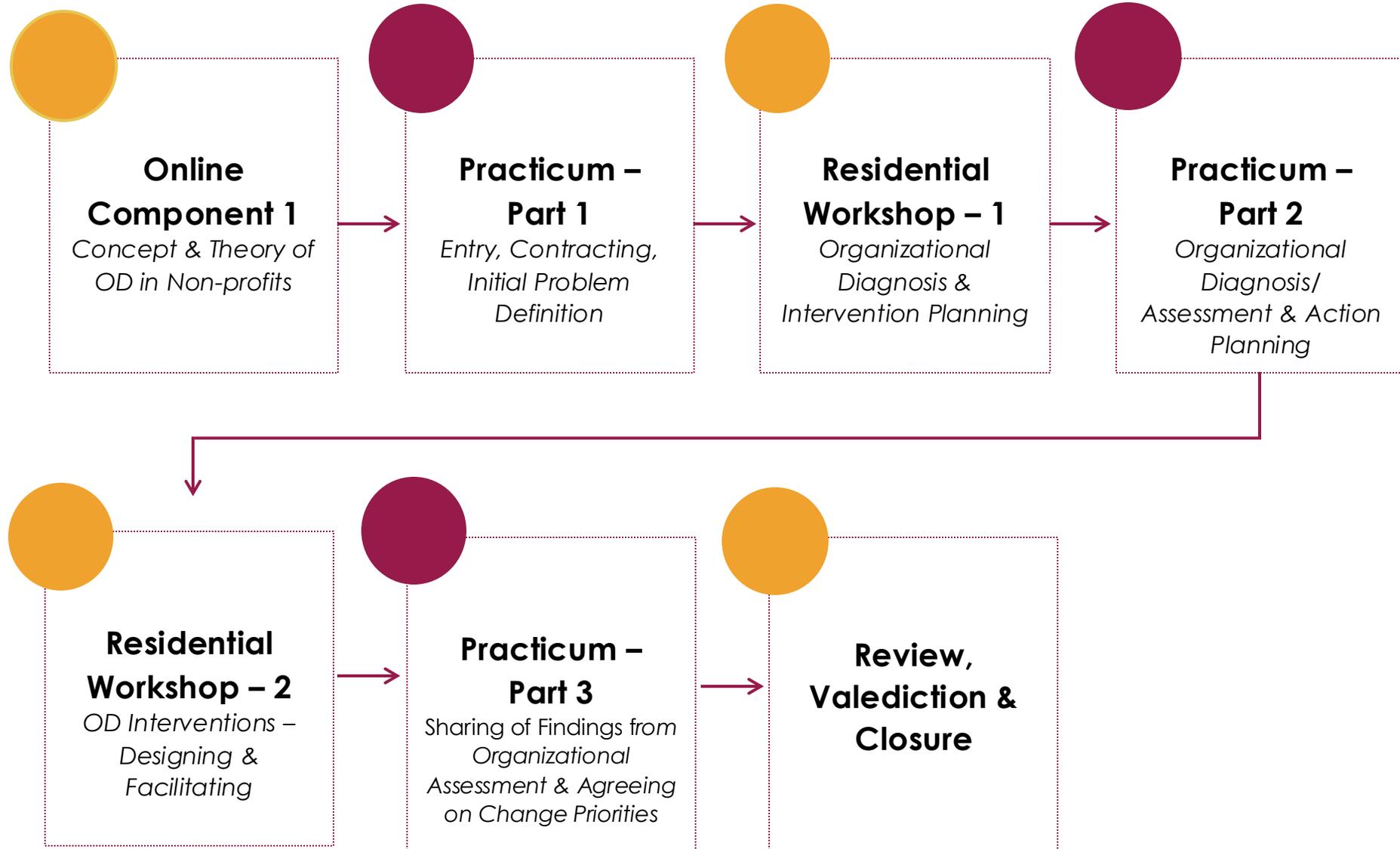


Individual  
Coaching &  
Mentoring



5  
Months

# COURSE CURRICULUM – AT A GLANCE





23

grassroots organizations  
hosted the trainee OD  
facilitators for three-phase

PRACTICUM

covering

12

states

# KEY RESULTS

23 participants from 19 Support Organizations were trained

23 small & medium sized organizations received OD facilitation support

## OD INTERVENTIONS SUPPORTED

**Strategic Planning –** Revisiting vision, mission, and strategy based on internal & external environmental analyses

**Programme Planning and Monitoring –** Formalizing program planning & monitoring with greater participation of community & stakeholders

**Restructuring Organization –** Aligning organizational structure with strategy, broadening decision-making mechanisms, formalizing job & role descriptions

**Formulating Essential Organizational Policies –** Developing policies including POSH/Gender Integration, HR, Child Protection, Financial Integrity, etc. with a focus on compliance & organizational values

**Leadership and Governance –** Developing next-line leadership from within, delegating authorities with defined accountability, involving board members more, & clarifying roles

**Clarifying Organizational Values and Culture –** Congruence between vision, mission, & values, emphasizing participation, transparency & accountability (internally and externally)



## Emergence of OD FACILIATORS' COLLECTIVE

*A Pool of Trained OD Facilitators Available to the Sector*

The first online component consisted of five modules and was offered over the course of five weeks. Each module was detailed and comprehensive, including curated study materials and participation in online master classes, webinars, and discussion forums. However, many participants, who were full-time working professionals, found it challenging to complete all the required and additional readings within the given time.

## *SUGGESTED CHANGES*



Increase the time for delivering the online component and include more online master classes/webinars.



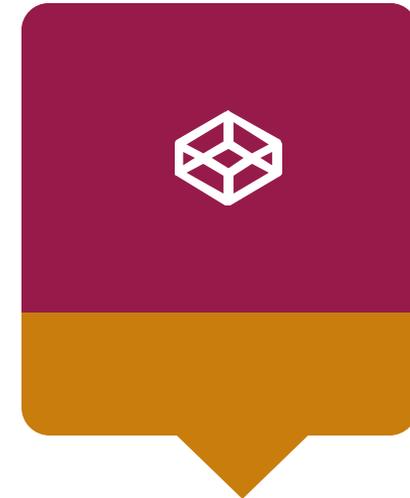
Providing a shorter version of each module for participants to read and reference at their leisure. These materials could be compiled into a handbook/toolkit format.

The practicum was designed to be carried out in three phases over 8-10 days, involving building a relationship with the organization, facilitating a participatory diagnosis, and co-developing an OD intervention plan. However, establishing a trusting relationship with the organization and developing an initial time plan took longer than anticipated. The participatory diagnosis also required more time than planned.

## SUGGESTED CHANGES



Initiating the identification of host organizations and secure agreements from them as soon as the course starts, completing this process a few weeks before the first visit to allow for a realistic plan.



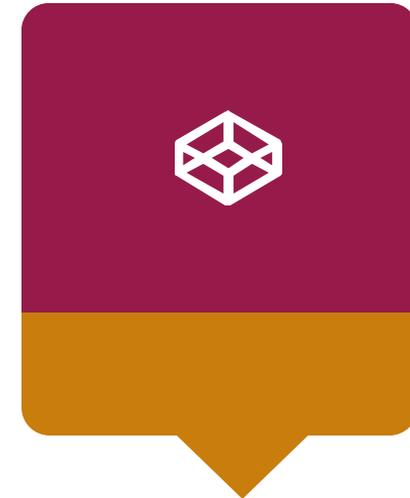
Focusing the content of the first residency more on organizational diagnosis, so participants feel confident in facilitating a holistic organizational assessment with the host organization.

## SUGGESTED CHANGES

During the process of co-developing OD intervention strategies and activities through a comprehensive organizational diagnosis, some participants expressed a lack of confidence in facilitating these interventions on their own. This was increased by the host organizations' expectations for concrete outcomes.



Focusing the second residential workshop more on facilitating OD interventions to equip participants with a range of skills.



Forming dyads and/or triads among the cohort participants to support each other by complementing each other's skills and strengths, recognizing the challenge of mastering all OD interventions in one course.

# FUTURE CONTINUITY WITH CHANGES ...

1

## BUILDING A POSITIVE NARRATIVE ABOUT OD PRACTICE IN THE NON- PROFIT SECTOR

- Organizing regular seminars/webinars at regional (in local languages) & national levels
- Publishing case studies, communication materials, blogs, and articles based on the cohort's work, considering culturally appropriate perspectives

2

## CONTINUITY IN LEARNING & CAPACITY ENHANCEMENT AFTER THE COHORT

- Contextual adaptation & development of new tools
- Finding opportunities to continue OD practices
- Involving trainees from the first cohort as resource persons in future cohorts.

3

## PROMOTING THE FACILITATOR POOL DEVELOPED IN THE FIRST COHORT

- Forming an OD Facilitators' Collective
- Preparing & disseminating an alumni brochure highlighting the trainees' bios
- Using social media platforms/groups for the promotion of the OD Network

4

## ACCELERATING OD FACILITATION CAPACITIES IN INDIAN NON-PROFIT SECTOR

- Organizing 2 Cohorts – early 2025 & early 2026
- 25 Individuals in Each Cohort with Experience of Working in Non-profit
- 6-Month Duration
- Pan India