SOCIAL SECTOR CAPACITY BUILDING

LEARNING AND DEVELOPMENT PROGRAMS IN INDIA

Pravah India Saanstha

Overview of Results and Findings - January 2025

ate
CHANDRA
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4th Wheel
Social Impact

SURVEY REACH

The survey reached a total of 12 participants[1] from Pravah. There was a 50% representation from both male and female categories.

- Among them, 42% had 1 to 10 years of experience (Level 1), 25% had 11 to 15 years of experience (Level 2), and 33% had over 16 years of experience (Level 3). *Participants are categorized by experience: Level 1 (1-10 years), Level 2 (11-15 years), and Level 3 (16+ years). Data in the report is analyzed by these levels.*
- The participants came from a mix of Indian-registered NGOs (75%), Foundations or Trusts (8%), and Private Sector (8%).
- 42% discovered the program via the website or social media platforms, and 42% were selected by their organizations.

Table 1: Total Participants and Gender Distribution

L&D Program	Total Participants	Male	Female
Pravah India Saanstha	12	6 (50%)	6 (50%)

Table 2: Participants by Years of Experience

L&D Program	Level 1 (1-10 years)	Level 2 (11-15 years)	Level 3 (16+ years)
Pravah India Saanstha (n=12)	5 (42%)	3 (25%)	4 (33%)

Table 3: Participants by Type of Organization

L&D Program	India Registered NGO (based in India)	Foundations and Trusts (Private Foundation, Public Charitable Trust)	Private Sector (Social Enterprises, Corporate, Private Research Institution, Private University, SMEs)	International Registered NGO (based internationally, working in India)	Governmental and Public Sector (If Government Department, Public Research Institution, Public University)
Pravah India Saanstha(n=12)	75%	8%	8%	0	0

Learnt about the Program:

1. Website/Social Media: **42%**
2. Selected by Organization: **42%**
3. Referral from Alumni: **17%**
4. Events and Workshops: **8%**

[1]The study included in-depth qualitative interviews with two participants to gain deeper insights.

EFFECTIVENESS OF PROGRAMS

The effectiveness of the L&D programs was evaluated across three key dimensions, including the clarity of expectations and objectives, the design of the program, the methods of training and delivery, as well as the opportunities for networking and collaboration. Participants were asked to rate twelve critical components of the program on a Likert scale of 1 to 5, identifying what they perceived as crucial factors for the program's success.

The Pravah India Program achieved an overall rating of 4.2. Participants rated the program on key aspects such as the clarity of expectations and objectives, program design, and delivery methods, reflecting a positive reception of the program (Refer to Table 4).

Table 4: Overall Effectiveness

L&D Program	Level 1 (n=5)	Level 2 (n=3)	Level 3 (n=4)	Overall Rating
Pravah India Saanstha (n=12)	3.8	4.3	4.5	4.2

a. Program Design

Key Features:

- **The program provides a foundational understanding of objectives and outcomes** but falls short of being consistently strong across levels in this area. This is similar for other aspects including in alignment with program objectives and satisfaction in addressing expectations.
- The **curriculum demonstrates alignment with industry trends and practices,** as reflected by ratings of 4 or above at all levels.

Table 5: Program Design

L&D Program: Pravah India Saanstha	Understanding of the L&D program objectives and learning outcomes before joining the L&D program	Alignment of L&D program content with the stated L&D program objectives	Relevance of the L&D program content with current industry trends and practices	Satisfaction with the L&D program in addressing expectations and needs	Overall Rating
Level 1 (n=5)	3	3.8	4	3.6	3.6
Level 2 (n=3)	4.3	4.3	4.3	4.3	4.3
Level 3 (n=4)	4	4.5	4.5	4.5	4

Findings by Level of Professional Experience:

- **Level 1 participants rated industry relevance at 4,** while all other aspects were rated below 4, with understanding of program objectives being the lowest at 3.
- **Level 2 participants rated all aspects above 4** across metrics.
- **Level 3 participants rated all aspects at 4** or above across metrics.

b. Program Delivery

Key Features:

- On average, **teaching methods were noted as more effective** compared to supplementary materials and assessment mechanisms
- **Facilitators' expertise was rated higher** than the availability of materials.
- **Accessibility and inclusivity were recognized** well but not at all levels.

Table 6: Program Delivery

L&D Program: Pravah India Saanstha	Effectiveness of teaching methods	Expertise, clarity, and engagement of facilitators/ trainers	Availability of supplementary materials, tools, and templates	Practical application of supplementary materials, tools, and templates	Accessibility and inclusivity of the L&D program for individuals with diverse learning needs	Effectiveness of assessments and feedback mechanisms	Overall Rating
Level 1 (n=5)	4.4	4.2	4	3.6	3.8	3.6	3.9
Level 2 (n=3)	4.3	4.3	4	4.3	4.3	4.3	4.3
Level 3 (n=4)	4.8	4.5	4.3	4.5	4.5	4.5	4.5

Findings by Level of Professional Experience:

- **Participants at Level 1 rated teaching methods and facilitator expertise above 4.** However, practical applications of materials, inclusivity and mechanisms for feedback and assessment were rated below 4.
- **Level 2 and Level 3 rated all aspects above 4** indicating higher satisfaction with program delivery.

c. Networks and Collaboration

Key Features:

- **The program provides strong opportunities for collaboration and networking** with peers and industry professionals but lags in consistently offering it to all levels.
- **Alumni support mechanism is consistently effective** in maintaining engagement post-program but is again scored lower by participants at level 1.

Table 7: Network and Collaboration

L&D Program: Pravah India Saanstha	Opportunities for collaboration and networking with peers and industry professionals	Support provided to the alumni after the conclusion of L&D program	Overall Rating
Level 1 (n=5)	3.8	3.8	3.8
Level 2 (n=3)	4.3	4	4.2
Level 3 (n=4)	4.5	4.5	4.5

Findings by Level of Professional Experience:

- There is a **higher rating from participants of Level 2 and Level 3** compared to Level 1.
- The program **provides opportunities for collaboration along with networking and support for Alumni more for Level 3 and Level 2,** compared to Level 1.

IMPACT OF L&D PROGRAM

The impact of L&D programs extends across three critical levels: individual, organizational, and sectoral. At the individual level, participants develop essential skills that enhance their career growth and leadership abilities. Organizationally, these programs drive improvements in leadership practices, decision-making, and collaboration, contributing to a more effective and cohesive work environment. On the sectoral front, the programs strengthen knowledge sharing, foster sector-wide best practices, and facilitate valuable networks, advancing broader social and development goals.

Key Features:

- **Leadership development is a unifying strength of the program.** Enhanced leadership capabilities at the individual level translate into strengthened team management, organizational culture, and second-line leadership development within organizations.
- At the sectoral level, these **leadership capabilities contribute to improved stakeholder engagement, networks, and partnerships,** creating ripple effects across broader ecosystems.
- The program has a **noticeable impact on driving operational improvements.** The adoption of best practices and strengthened organizational culture at the organizational level is mirrored by improved capacity for collective action and resource sharing at the sectoral level.
- **Improved networks, partnerships, and stakeholder engagement highlight a strong emphasis on collaboration,** linking individual communication refinements to broader sectoral impacts.

a. Individual Impact

- **Decision-making is the most consistently impactful area,** rated very high across all levels, with Levels 2 and 3 at 100%.
- **Leadership capabilities and influencing mindsets show strong positive ratings,** with Level 2 participants rating mindset influence the highest at 100%.
- **Growth in domain-specific skills and problem-solving is moderate,** with Level 3 participants giving slightly higher ratings than others.
- **Communication strategies show mixed ratings,** with the highest perceived impact at Level 2 (67%).
- **Technology readiness and career progression have negligible or no impact** across all levels, highlighting key areas for improvement.

Table 8: Individual Impact

Individual Impact	Level 1 (n=5)	Level 2 (n=3)	Level 3 (n=4)
Enhanced Leadership Capabilities	80%	67%	75%
Influenced mindsets and way of thinking	60%	100%	75%
Improved domain specific skills and knowledge	40%	33%	50%
Enhanced problem solving, conflict resolution, strategic thinking	60%	33%	75%

Individual Impact	Level 1 (n=3)	Level 2 (n=11)	Level 3 (n=8)
Improved decision making	80%	100%	100%
Refined communication strategies	40%	67%	25%
Enhanced technology and digital readiness	0	0	0
Advanced career progression	0	33%	0

b. Organizational Impact:

- **Adoption of new processes and improved team management are the strongest areas of impact,** with Levels 2 and 3 showing the highest ratings (100%).
- **Strengthened organizational culture shows consistent but moderate impact across all levels,** peaking at 80% for Level 1 and 75% for Level 3 participants.
- **Greater efficiency and regulatory compliance see gradual improvement from Level 1 to Level 3,** starting low (20% for efficiency, 0 for compliance) and improving to 50% for both at Level 3.00
- **Financial health and onboarding donors show minimal progress,** with Levels 1 and 2 reporting no impact and Level 3 rating it slightly higher at 25%.
- **Development of the second line of leadership shows mixed results,** peaking at 67% for Level 2 but dropping to 25% for Level 3.

Table 9: Organizational Impact

Organizational Impact	Level 1 (n=5)	Level 2 (n=3)	Level 3 (n=4)
Adoption of new processes and best practices	67%	100%	75%
Improved team management	80%	67%	100%
Strengthened organizational culture	80%	67%	75%
Greater efficiency and effectiveness in program delivery	20%	33%	50%
Developed second line of leadership	40%	67%	25%
Improved financial health, onboard new donors	0	0	25%
Strengthened regulatory compliance	0	33%	50%

c. Sectoral Impact:

- **Improved capacity for collective action decreases across levels,** starting strong at 80% for Level 1, dropping to 67% for Level 2, and 50% for Level 3.
- **Improved networks and partnerships show steady growth,** starting at 40% for Level 1, increasing to 67% for Level 2, and peaking at 75% for Level 3.
- **Improved stakeholder engagement declines as levels advance,** starting at 40% for Level 1 and dropping to 25% for Level 3
- **The emergence of innovative practices and solutions shows shifts,** with Level 1 at 80%, Level 2 at 0, and Level 3 rising to 100%, highlighting strong innovation at advanced levels.

Table 10: Sectoral Impact

Sectoral Impact	Level 1 (n=5)	Level 2 (n=3)	Level 3 (n=4)
Improved capacity for collective action	80%	67%	50%
Improved networks and partnerships	40%	67%	75%
Improved stakeholder engagement	40%	33%	25%
Overall resilience and resource sharing within the sector	20%	33%	25%
Emergence of innovative practices and solutions	80%	0	100%
Contributed to policy change	40%	0	25%

WILLINGNESS TO PAY

The survey assessed participants' perceived value of the program by asking them to rate their willingness to pay on a Likert scale from 1 to 5, followed by a prompt to select a specific amount they would be willing to pay.

Key Insights:

- There is **average willingness to pay for the program** among the participants (Fig 1)
- **At Level 2, 100% of respondents are willing to pay within the INR 5,000 to INR 20,000** range, showing strong consensus at this level. (Fig 2)
- **At Level 3, 75% of respondents indicate a willingness to pay INR 20,000 to INR 50,000,** highlighting a shift toward higher price willingness as the levels progress. (Fig 2)
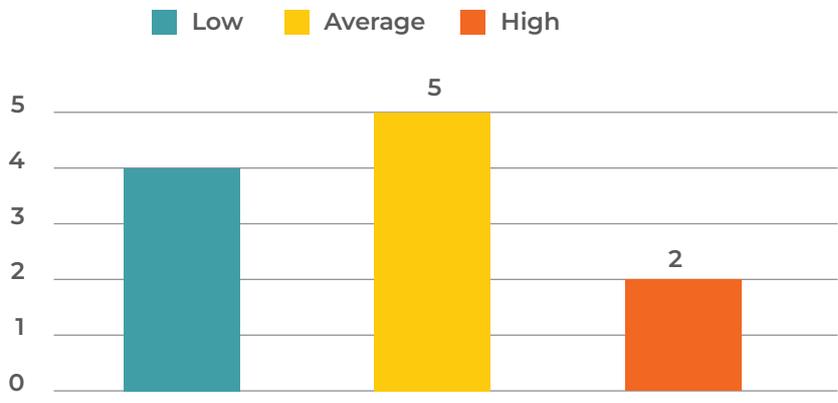
Fig 1: Participants' willingness to pay

Fig 2: Participants Willingness to Pay: Amount Distribution

SUCCESSES AND GAPS

Table 11: Collated Patterns of Successes and Gaps

L&D Program	Successes	Gaps
Pravah India Saanstha	**Enhanced Organizational Development:** The program provided participants with valuable insights into organizational development (OD) and practical tools that could be directly applied to improve their organizations. Key successes included a deeper understanding of the TATVA OD model, which many have successfully implemented, leading to significant improvements in organizational structure and processes. Birendra Kumar Verma (Fundraising and Communication Head, Jago Foundation) shared, "*Through the Learning & Development program, I gained valuable insights into the OD model, which I am now implementing in our organization. The model is highly effective and has been instrumental in enhancing our organizational structure and processes.*" "*Understanding the challenges of our organization's human resource development, as well as identifying its strengths and weaknesses, was incredibly valuable. The practical insights gained have led to significant changes, such as improvements in our review system and work plan, which will have a lasting impact on the organization in the long run.*" Manish Kumar, Director, Voicelogue	**Increasing the Duration of the Program:** The program's duration was considered insufficient, and participants recommended extending it for more effective learning. One participant stated the program could benefit from extended sessions to allow for in-depth explorations. **Better Curriculum:** While the program empowers participants to select their own challenge topics, aligning learning with their specific needs, the lack of structured guidance can hinder effective implementation. "*What could have been better is something kind of a milestone or something kind of a structure. It was very, very open-ended.*" (Henna Khan, CEO/Founder, Universe Simplified Foundation) **Access to Resources and Mentors:** A gap identified in the program is the need to ensure mentor visits are consistently scheduled and that organizations receive tangible takeaways, such as notes or tools, for practical application. Additionally, there is a call for more experiential learning opportunities, including hands-on activities and field trips to organizations.

L&D Program	Successes	Gaps
Pravah India Saanstha	▬ **Program Customization:** The program's flexibility allows participants to choose their own challenge topics, aligning their learning with their specific organizational needs and interests. This personalized approach enhances engagement and ensures the program's relevance to participants' unique contexts. ❝ *I appreciated the opportunity to choose a topic of our own interest—which I found highly customizable and engaging."* (Henna Khan, CEO/Founder, Universe Simplified Foundation)	

ABOUT 4TH WHEEL

4th Wheel Social Impact established in 2010, is a research and advisory firm specializing in monitoring and evaluation of socialdevelopment programs. Our focus is on providing sophisticated insights to enable data - driven decisions in the realm of social development. We offer strategic advisory services to build robust monitoring, evaluation and learning (MEAL) systems for managing social projects. Our approach integrates practical, culturally relevant social impact assessment strategies involving diverse stakeholders.

For more information about our services and impact, visit **www.the4thwheel.com**

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