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FOUNDATION

IMPACT ASSESSMENT REPORT



**Evaluating IIFL Home Finance Limited's
contribution to the Grassroots,
Resilience, Ownership and Wellness
(GROW) fund**

IN ASSOCIATION WITH


BridgeBounds
for social action



ACKNOWLEDGEMENT

We take this opportunity to extend our sincere gratitude to all those who contributed to the successful completion of the Impact assessment of IIFL Home Finance Limited's support to the Grow Fund. This assessment has been a collaborative and reflective process, enriched by the time the NGO partners gave, and by the openness and thoughtful insights they shared during the assessment process.

We extend our heartfelt thanks to the **IIFL HFL** for spearheading the assessment process and for its continued thought leadership and guidance. We also extend our sincere thanks to IIFL Foundation for its commitment to learning, reflection, and sector strengthening which created the enabling environment for this review. Its strategic direction and constructive engagement throughout the process ensured that the assessment remained rigorous and forward-looking. We are also thankful to the EdelGive Foundation for their support in anchoring and coordinating the assessment process with the NGO partners without which, we would not have been able to complete the assessment process in time.

We are especially grateful to the **Senior Leadership teams of the four NGO partners from the IIFL Foundation supported cohort of 12 NGOs namely Avanti Fellows, India Foundation for the Arts (IFA), India Infoline Home Finance Limited (IIFL HFL), Jan Chetna Manch, and Urmul Seemant Samiti** for generously sharing their time, experiences, and candid reflections. Their perspectives on organisational journeys, challenges, and the relevance of the Grow Fund have been central to shaping a nuanced and authentic understanding of the Grow Fund's role and impact. Their willingness to engage deeply and transparently has greatly strengthened the quality of this assessment.

Finally, we acknowledge all contributors who have been associated with this assessment in varied capacities. Their collaborative spirit and dedication have resulted in a report that will inform the continued evolution of the Grow Fund.



LIST OF ABBREVIATIONS

CRM	Client Relationship Management
CSR	Corporate Social Responsibility
FCRA	Foreign Contribution (Regulation) Act
FPO	Farmers Producer Organisation
GROW	Grassroots, Resilience, Ownership and Wellness
HR	Human Resources
IDIs	In-depth Interviews
IFA	The India Foundation for the Arts
IIFL Foundation	India Infoline Foundation
IIFL HFL	India Infoline Home Finance Limited
KPI	Key Performance Indicators
KRA	Key Results Area
IT	Information Technology
JCM	Jan Chetna Manch
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MIS	Management Information System
NGO	Non Profit Organisation
OECD	Organisation for Economic Co-operation and Development
POSH	Prevention of Sexual Harassment
PF	Provident Fund
RFQ	Request For Quotation
SLT	Senior Leadership Team
SMT	Senior Management Team
SOP	Standard Operating Procedure
TDS	Tax Deduction at Source

EXECUTIVE SUMMARY

The IIFL Foundation was established in 2014 as the Corporate Social Responsibility (CSR) arm of the IIFL Group. One of the most pioneering initiatives under the IIFL Foundation's umbrella is the Grow Fund (Grassroots Resilience, Ownership and Wellness) for which the financial support was provided by IIFL Home Finance Limited. This was a first-of-its-kind philanthropic initiative aimed at strengthening the resilience of 100 grassroots NGOs across India, which it supported from 2022-2024. The Foundation's contribution forms a distinct tranche within the broader Grow Fund ecosystem where it anchored the initial cohort by supporting 12 grassroots NGOs with financial and technical inputs reflecting its commitment to institution-building and grassroots empowerment.

PURPOSE AND OBJECTIVE OF THE STUDY

The impact assessment study is undertaken specifically to examine the effectiveness, relevance, and sustainability of IIFL Foundation's support under the Grow Fund. The main objective of the study was to assess the effectiveness of Grow Fund in strengthening core organisational capacities including governance, financial management, human resources, and strategic clarity to improve internal systems and program delivery; to examine the resulting early outcomes and institutional changes and identify key lessons to inform future similar initiatives.

ASSESSMENT FRAMEWORK & METHODOLOGY

A mixed-methods approach combined desk review of proposals, and reports, with 20 semi-structured online interviews conducted in early 2026. Domains covered included governance, programs, HR, finance, M&E, communications, and fundraising.

KEY FINDINGS AND ANALYTICAL INSIGHTS

Relevance: **Grow Fund** was rated very high on relevance, addressing post-COVID disruptions, funding scarcity, and regulatory changes. It bridged funding gaps; provided context-specific support; addressed capacity building needs of the organisations and was long term in its orientation.

Effectiveness: Effectiveness of Grow Fund was rated high and very high across the four partners and the domains:

- **Avanti Fellows:** Transformed into a structured, system-driven, people-focused NGO with institutionalized HR, performance management, leadership development, and enhanced fundraising / communications. Effectiveness Ratings: **Overall** –Very high
- **Jan Chetna Manch:** Strengthened local health capacity, digitized MIS, diversified funding, and became a professional regional training hub. Effectiveness Ratings: Across domains- very High
- **India Foundation for the Arts (IFA):** Updated HR policies (POSH, IT, SOP on crisis management etc.), enhanced financial monitoring, increased outreach through programs, improved communications and donor engagement. Effectiveness Ratings: **Overall** – very high ; across domains- very High and High
- **Urmul Seemant Samiti:** Strengthened financial systems, internal controls, governance, leadership, decentralized operations, and; improved donor engagement and fundraising. Effectiveness Ratings: **Overall** – High ; across domains- High

Key Enablers of Effectiveness: Flexible and responsive support from IIFL Foundation/IIFL HFL/Grow Fund, timely disbursements of funds, structured guidance and capacity Building initiatives, besides strong leadership commitment from partners.

Sustainability: Two years post-grant, Grow Fund supported reforms remain active and evolving. The Sustainability Scorecard indicates that institutional reforms catalysed under Grow Fund were not short-term compliance adjustments. In the sampled NGOs:

- Systems remain operational two years post-grant.
- HR and governance structures are budgeted internally.
- Financial and digital systems continue to function.
- Organisation's growth trajectories remain stable.

This suggests that institutional funding model, implemented by IIFL Foundation and supported by IIFL HFL, contributed to durable resilience rather than temporary capacity enhancement across NGO partners.

KEY CHALLENGES IN IMPLEMENTING THE GROW FUND

- Delayed hiring of skilled Human Resource (eg- finance, and fundraising staff), especially in remote areas.
- Limited opportunities for structured peer exchange.
- Operational challenges related to the reporting platforms (Lumos).

STRATEGIC RECOMMENDATIONS FOR THE GROW FUND

- Tiered Institutional Support: Design support based on organizational maturity- early-stage (financial & HR basics), growth-stage (governance, fundraising), mature (strategic planning, leadership pipeline), transition-stage (succession & decentralization).
- Strengthen Peer Learning & Alumni Networks for sustained knowledge-sharing and ecosystem building.
- Hands-On Expert Engagement for sustained on-site or periodic mentoring with leadership teams.
- Field Mentoring & Third-Party Reviews: Offer on-site mentoring and periodic external reviews to deepen learning and strengthen long-term institutional capacity.
- Simplify Reporting & Onboarding: Implement user-friendly reporting systems and structured grant orientations to reduce administrative burden and enhance clarity.
- Foster Funder-Grantee Collaboration to accelerate capacity-building in areas like fundraising and communications.
- Continue Flexible, Capacity-Focused Funding: Maintain unrestricted institutional support paired with technical assistance to build resilient, future-ready organisations.

1.1 ABOUT INDIA INFOLINE HOME FINANCE LIMITED

IIFL Home Finance Limited is one of India's leading technology driven affordable housing finance companies, with a strong focus on serving first time homebuyers, women borrowers, and customers from informal income segments. The company operates through an expanding network of over 300 branches across 18 states, enabling it to cater to underserved and emerging geographies, including Tier 2 - 4 towns. Its products span home purchase, construction, and renovation loans, alongside secured SME financing and construction finance for developers in the affordable housing segment. With more than 4.5 lakh customers served since inception, including 2.97 lakh first time homebuyers and over 2.4 lakh women borrowers the institution plays a critical role in advancing financial inclusion and improving housing accessibility. IIFL HFL's digitally enabled processes, including paperless onboarding and end to end loan digitization, further strengthen transparency, operational efficiency, and customer convenience.

1.2 ABOUT INDIA INFOLINE FOUNDATION

The **IIFL Foundation**, established in 2014, is the CSR arm of the IIFL Group, working to promote inclusive social development through its strategic CSR framework initiatives 'HELP' which focuses **Health, Education, Environment, Livelihood, and Poverty Alleviation**. Anchored in the belief that education drives long-term social change, the Foundation aims to achieve **100% literacy among girls aged 4-14 in Rajasthan by 2030**, focusing on marginalized and out-of-school girls.

While **Rajasthan** remains its core geography due to low female literacy and large tribal populations, the Foundation's work extends to **Maharashtra, West Bengal, Assam, Karnataka, and Uttar Pradesh**, along with disaster relief and rehabilitation efforts in **Assam, Odisha, and Jammu & Kashmir**.

Education is the Foundation's primary focus. Key initiatives include **Sakhiyon Ki Baadi**, community learning centres for out-of-school girls led by local women educators; **Chauras**, learning centres for children of migrant labourers; and **Rathshaala**, a camel-cart mobile school for nomadic communities. The **Holistic School Development Program (HDP)** supports 98 government schools in Udaipur through infrastructure, digital learning, and student retention efforts. Digital inclusion initiatives include digital classrooms, smart boards, tablets for students, English language labs, science and computer labs, and a financial literacy program for girls.

In **Healthcare**, the Foundation strengthens public health infrastructure and access to preventive care. It has upgraded facilities at **Maharana Bhupal Government Hospital in Udaipur**, improved primary health centres, donated medical equipment and ambulances, and conducted health check-ups for **35,000+ girls** through its **Aarogya** initiative.

The **Livelihood** vertical focuses on skill development and income generation for women and artisans. Programs such as **Project Hunar** train rural women in handicrafts, while e-melas connect artisans to markets. Livestock development and agricultural innovation initiatives further support rural livelihoods.

Under **poverty alleviation**, the Foundation runs financial literacy programs for women in **Odisha, West Bengal, Assam, and Jharkhand**, helping them access banking services and government welfare schemes. Environmental initiatives, including tree plantation and solar-powered classrooms, are integrated into community development efforts.

The Foundation also actively supports **disaster relief and rehabilitation**, providing immediate aid and rebuilding community infrastructure in affected regions. Through exposure visits and community learning initiatives—such as the visit of Rajasthan Panchayat leaders to **Mawlynnong, Meghalaya**—it promotes knowledge exchange and sustainable development practices.

1.3. PROJECT CONTEXT

The Grow Fund is an institutional support initiative in response to the critical challenges faced by grassroots NGOs during the COVID-19 pandemic. While these organisations acted as first responders delivering essential services and support to vulnerable communities their own institutional capacities were stretched thin, exposing deep-rooted gaps in sustainability, systems, and long-term resilience. Total 100 NGOs were supported to make them more resilient, effective and future-ready. More than a pooled funding mechanism, Grow Fund is a strategic platform that blends donor capital with targeted capacity strengthening. It provided unrestricted financial support over a period of two years, alongside capacity-building inputs in key areas such as governance, financial systems, human resources, monitoring and evaluation, communication, and technology adoption.

The IIFL HFL and IIFL Foundation have been a key partner and supporter of the Grow Fund from 2022 to 2024, contributing to the vision, design, and implementation of the initiative. They anchored the initial cohort by partially supporting 12 grassroots NGOs with financial and programmatic inputs to strengthen the institutional capacities in finance, human resources, fundraising, and communication.

Refer Annexure I: Snapshot of 12 NGOs and Domains supported by IIFL Foundation under Grow Fund

The IIFL HFL's contribution forms a distinct tranche within the broader Grow Fund ecosystem and reflects its commitment to institution-building and grassroots empowerment. IIFL HFL contributed a total of INR 2,40,00,000 for two years. The fund was disbursed in two equal installments of INR 1,20,00,000 to the GROW Fund.

Refer Annexure II: Details of financial support provided to the NGOs

The impact assessment will specifically examine the effectiveness, relevance, and sustainability of the Grow Fund.

1.4. OBJECTIVES AND SCOPE OF WORK

Objectives

Following are the main objectives of the assessment study:

To assess the effectiveness of the Grow Fund support in strengthening core organisational capacities including governance, financial management, human resources, and strategic clarity to improve internal systems and program delivery.

To examine early outcomes and institutional changes resulting from the Grow Fund support and identify key lessons to inform future capacity-building initiatives.

Scope of Work

The assessment included the following components:

A comprehensive review of project proposals, progress reports, fund utilisation statements, and monitoring data to understand the nature and intensity of institutional support.

Semi-structured virtual interviews with Senior Management Teams (including heads of organisation, programs, finance, HR, communication, and MEL) to gather in-depth qualitative data on domain-specific support.

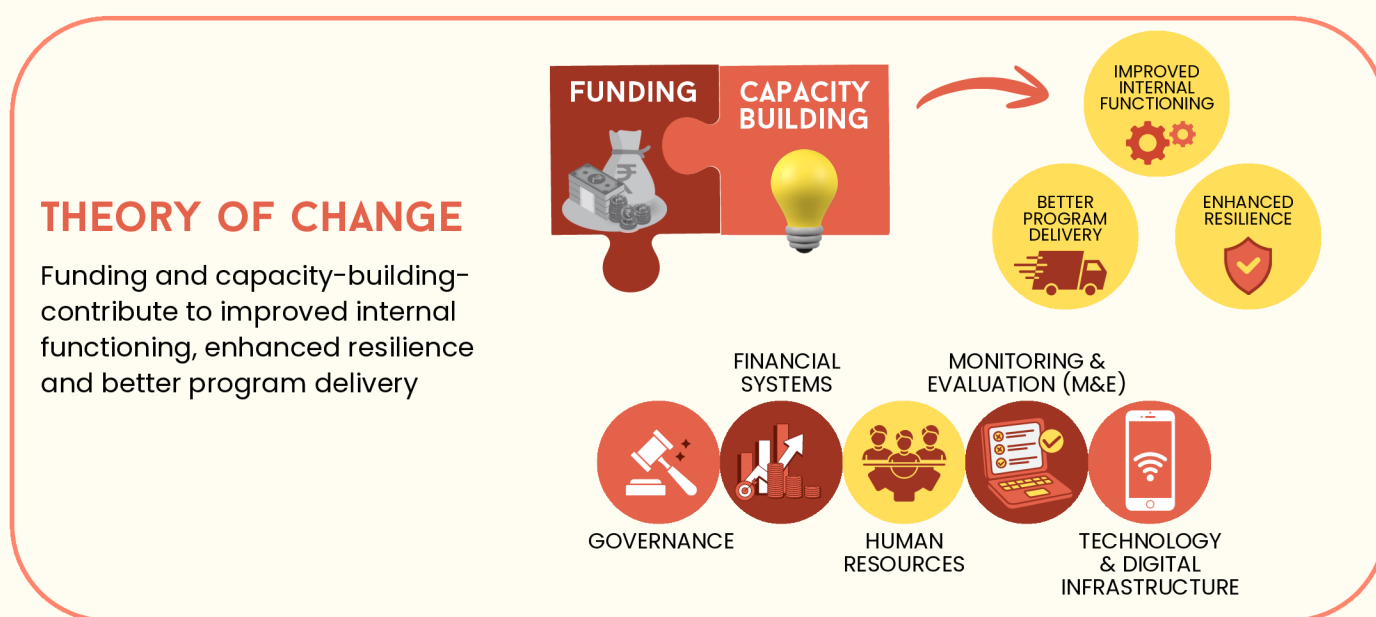
Follow-up calls or light online surveys with the same individuals, if needed, to validate specific findings or clarify domain-level impacts.

Synthesis of insights across NGOs to generate lessons learned, strategic recommendations, and illustrative case lets.

CHAPTER 2: ASSESSMENT FRAMEWORK AND METHODOLOGY

2.1. ASSESSMENT FRAMEWORK

This assessment adopted a structured mixed-methods approach, combining qualitative inquiry with document-based analysis to evaluate the institutional impact of IIFL HFL's support to grassroots NGOs through the Grow Fund. The methodology is grounded in principles of systems thinking, participatory evaluation, and evidence triangulation, and is aligned with established capacity building frameworks used in similar assessments.



The assessment, anchored in a Theory of Change lens mapped how IIFL HFL's institutional support contributed to improve internal functioning, enhanced program effectiveness, and strengthened organisational resilience. The analysis focused on key domains of organisational capacity: governance, financial systems, human resources, monitoring and evaluation (M&E) and communication. These domains were finalised in consultation with the IIFL Foundation.

2.2 METHODOLOGY

2.2.1 Selection of Partners for the Assessment

Given the exploratory nature of this assessment, a purposive stratified sampling approach was used to select four NGO partners (out of the twelve that were partially supported by the IIFL HFL). Selection of the partners was based on criteria such as geographic location (rural/urban), thematic focus (e.g. education, health, livelihoods, women's empowerment), and organisational scale and maturity. This approach helped reflect varied contexts and institutional journeys across the supported cohort.

The four NGOs selected for the purpose of this assessment are as follows:

TABLE 1: SAMPLE NGOs

S. NO.	NAME OF NGO	STATE	SELECTION RATIONALE
1	Avanti Fellows	Delhi	Urban, data-driven education NGO with strong MEL and digital maturity.
2	Indian Foundation for the Arts	Bangalore	Urban, national-level arts-based NGO; brings thematic and institutional diversity.
3	Jan Chetna Manch	Jharkhand	Rural NGO working with tribal populations; likely to show post-COVID institutional strengthening.
4	Urmul Seemant Samiti	Rajasthan	Rural NGO with deep community engagement and integrated development focus.

2.2.2 Inception Meeting

An inception meeting was conducted with the IIFL Foundation and the EdelGive Foundation team (which anchored Grow Fund) to validate the overall study design and sampling strategy. Introductory online meetings were also conducted with the identified partner organisations to share the scope of the study and also to obtain project documents for desk review.

2.2.3 Desk Review

The data collection methodology involved a comprehensive review of existing documents including proposal, NGO partner applications, progress reports (program and finance), baseline and end line study and other documents pertaining to the program that were made available by the Grow Fund team and the partners. The desk review helped understand the program and informed the development of data collection tools and the prioritisation of issues requiring validation, in line with the TOR.

2.2.4 Primary data collection tools and method

Primary data was collected through semi structured questionnaires, developed domain wise for financial systems, Human Resource systems, Governance, Monitoring, Evaluation and Learning (MEL), Communication and Fundraising besides Programme. Draft data collection tools were shared with the IIFL Foundation to obtain feedback and were refined to ensure contextual relevance, and feasibility.

Refer Annexure III for the Questionnaires developed for the different domains.

The Evaluation matrix served as the basis on which the IDI questionnaires were drafted for conducting discussion with the Senior Leaderships across the four NGO partners.

Refer Annexure IV for details of the Evaluation Matrix.

IDI (In-depth interviews) were organised online, with the Senior Management Team (Head of the Organisation/ Board members, Programs, Finance, HR, Fundraising & Communication and MEL) of the four Organisations using the semi structured questionnaire for each of the domain. These discussions captured both strategic insights and operational feedback on the relevance, effectiveness and sustainability of the Grow Fund support. A total of twenty IDIs were organised.

Refer Annexure V for the details of the IDIs conducted across the four NGO partners.

ASSESSMENT METHODOLOGY AT A GLANCE

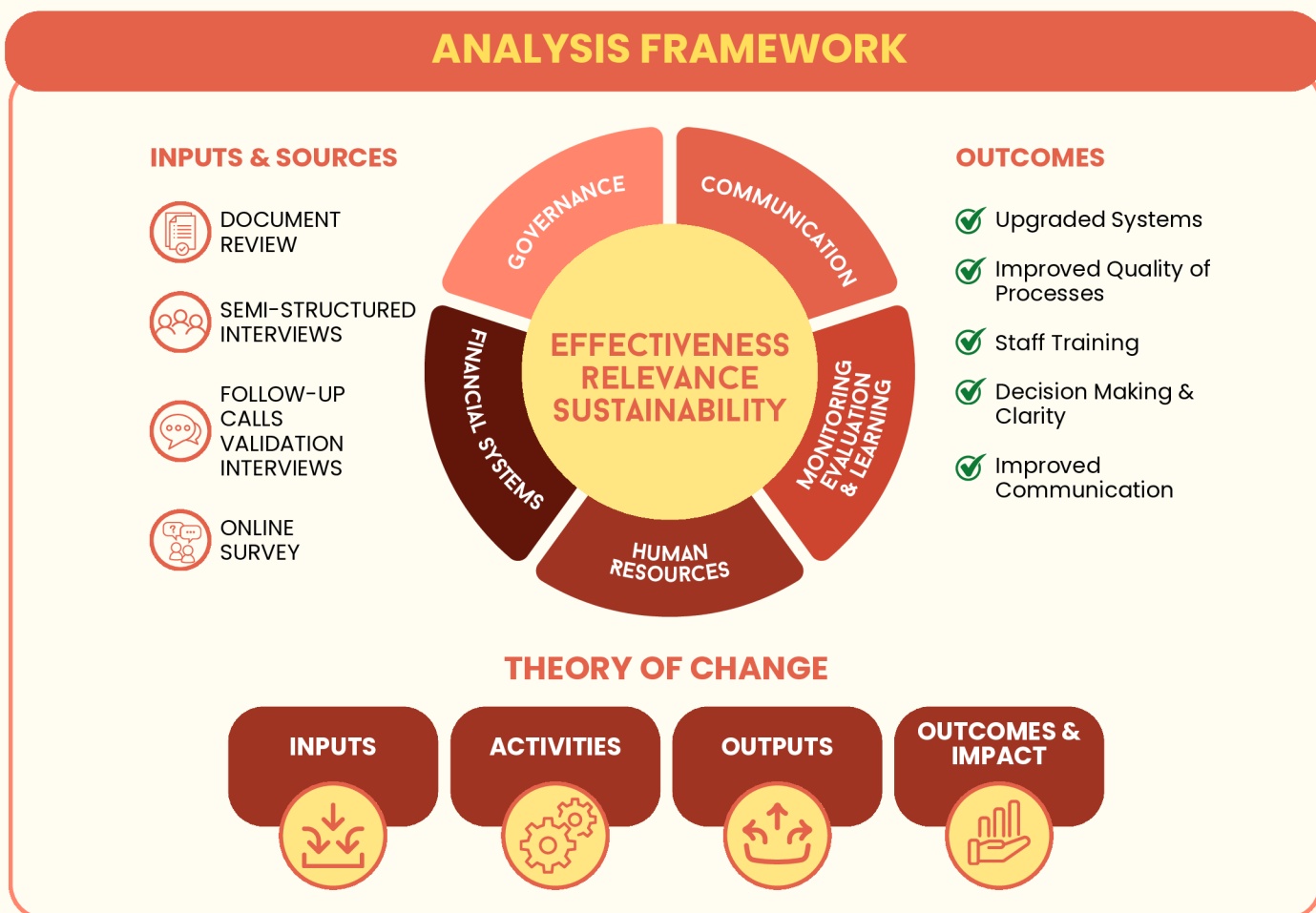
A structured, multi-stage assessment framework combining desk review, primary research and quality assurance mechanisms.



2.2.5. Data Analysis & Quality Assurance

Data analysis was guided by the OECD DAC criteria and the TOR, and primarily looked at the Relevance, Effectiveness and Sustainability aspects of the Grow Fund to examine whether it was useful, well aligned and results likely to sustain once the grant ends.

Data quality was ensured through systematic triangulation with detailed notes and audio recordings (subject to consent). Random checks of interview records and consistency reviews were undertaken where feasible to strengthen reliability.



CHAPTER 3: FINDINGS OF THE ASSESSMENT



This section presents the key findings of the assessment using the OECD evaluation framework and is structured around the criteria of relevance, effectiveness, and sustainability to provide a systematic understanding of the Grow Fund support to the four select NGO partners.

3.1. RELEVANCE

Based on discussions with the senior leadership of the four NGO partners selected for this assessment, the IIFL Foundation supported Grow Fund was stated to be highly relevant across all the four organisations. As a member of the cohort of 12 NGOs that were supported by the IIFL Foundation under the Grow Fund, the support helped these NGOs to tide over their emerging challenges and organisational needs that arose primarily due to the changes in the funding scenario post COVID and the changes in the FCRA regulation brought about by the Government of India in the year 2020.

The evident reason that this support was rated very highly for relevance is that, the Grow Fund stepped in with support that was thoughtfully aligned to their critical needs:

- Provided flexible support to all organisations,
- Responded to the unique circumstances each organisation was facing.

3.1.1 Organisational Context at Entry

i. **In Avanti Fellows**, Grow Fund addressed the pressures of rapid post-COVID program expansion that was brought about by the tectonic shift to online/tech enabled education. This shift outpaced Avanti's existing internal systems, leaving critical functions such as HR, fundraising, and communications underdeveloped and overstretched.

ii. **Jan Chetna Manch** experienced a sudden loss of long-term donors combined with pandemic-related disruptions, highlighting the weaknesses caused by reliance on a few guaranteed funding sources and largely manual systems in place in the organisation.

iii. **India Foundation for the Arts** found the support particularly relevant amid sector-wide uncertainty due to funding where standard program funding was insufficient to ensure the operational continuity required of a national arts organization. There are not very many donors supporting NGO working on the theme of arts and culture in the country.

iv. In **Urmul Seemant Samiti**, the relevance of the Grow Fund stemmed from institutional challenges, including loss of senior leadership during COVID, donor withdrawal due to revised FCRA regulation (2020), governance transitions, and the growing complexity of its multi-entity structure, which demanded a strategic overhaul rather than minor adjustments.

3.1.2 Senior Leadership Perspective

Discussions with senior leadership across the four organisations highlighted that the Grow Fund was different from typical funding that they receive in several key ways which made it not only very relevant for the NGOs in the post-COVID period but also unique in terms of what it offered to the NGO partners, as stated below:

i. Flexible and non-programmatic: Unlike usual donor grants that are tied to specific projects or outputs, the Grow Fund supported a wide range of institutional needs – HR, leadership development, systems strengthening, fundraising, and communications, allowing each organization to address its most pressing gaps.

“Coming out of the pandemic, with some waves still continuing, there was a dire need for support across the sector. The most attractive aspect was that this grant supported operational costs. It encouraged us to think beyond programmatic needs and apply for support for core operations. At many levels, this was groundbreaking because such support is rarely available in the sector. We are one of the only arts and cultural organisations on the Grow Fund list, and programmatic support in this sector is extremely difficult to secure. Not all of our programs get funded each year, so having a grant that supported operational costs was exceptional. It motivated us to apply to support our fundraiser, finance head, and to tell the story of the institution.”

Menaka Rodriguez, Executive Director, India Foundation for the Arts (IFA)

ii. Responsive to context: The Grow Fund adapted to the unique realities of each organization. For example, Avanti could prioritize HR and communications; Jan Chetna focused on digital systems and local capacity; IFA used it for operational continuity (HR and Outreach) during leadership change; and Urmul Seemant Samiti leveraged it for long-term strategic planning.

iii. Focus on capacity building and sustainability: The Grow Fund not only covered key operational /non programmatic expenses of the NGO partners but also focused on making them more resilient by investing in their people, processes, and ways of working, including developing future leaders and a strong organizational culture.

iv. Structured and Enabling: The Grow Fund combined guidance, workshops, assessments, and peer learning with the flexibility to design and adapt activities to the respective organisations need. Organisations could implement changes at their own pace without mandatory directives.

v. Bridging the Funding Gaps: It addressed areas typically underfunded in the ngos including core operations, unrestricted staffing costs, governance, IT, and infrastructure allowing organisations to stabilize and professionalize without being restricted by project-specific limitations.

vi. Strategic and Long-term Perspective: The Grow Fund encouraged a strategic and long-term perspective building in the organisations especially for organizations like Urmul Seemant Samiti and Avanti Fellows where it supported visioning, scenario planning, and strategic development, enabling them to plan for sustainable growth beyond immediate crises.



Picture 1: IFA Organisation Development Workshop

The domain support from the Grow Fund was extremely relevant and well aligned with our needs. The staff trainings, online classes, and sessions were open to everyone and held regularly, and many staff and volunteers participated enthusiastically. These inputs helped build confidence and skills at both individual and team levels. At a time when resources were very limited, this kind of support was something we could not have afforded on our own, yet it was exactly what we needed. The visioning exercise, in particular, was critical given the stage the organisation was at, and overall the support worked very well for us."

.....
- Mrs. Sushila Ojha, Chairperson, Urmul Seemant Samiti

"The grant allowed us to invest in organizational capacity in ways we could not have otherwise, especially in fundraising, leadership exposure, HR, and M&E. It was highly aligned with our organizational needs, very unique in its offering, timely, and catalytic. It also supported meaningful changes in leadership and board development, helping us bring in advisors and donors, which later multiplied our impact. The validation of being one of 100 organisations selected through a rigorous process, with IIFL Foundation's support, added significant credibility and branding value."

.....
-Mr. Akshay Saxena, CEO, Avanti Fellows

"The fund came in at a time when our ongoing donor partnerships were ending due to changes in their own leadership and shifts in funding priorities, and then COVID happened. Grow Fund came at an opportune time—long-term funding had stopped and we were struggling. Since we had relied on assured long-term funding for the past 13 years, there were no prior attempts at Jan Chetna to increase the donor base, which affected our ability to continue work as before. The fund came as a reminder to bring our act together, gave us the momentum to return to our original ethos: we should not depend on big donors, but strengthen ourselves internally. That was exactly what the grant did for the organisation —timely and useful, not attached to numbers like a program."

.....
-Ms. Lindsay Barnes, Director of Health Programs, Jan Chetna Manch (JCM)

The Grow Fund thus functioned as a catalyst for institutional strengthening rather than merely a source of programmatic funding, offering a combination of flexibility, context-sensitive support, and long-term impact that are usually beyond the mandate of the traditional grants.

3.1.3. Support Provided to NGO Partners under the Grow Fund

The Grow Fund provided both financial and technical support to strengthen the organisations across different domains. Based on baseline study findings, **the support focused on areas such as leadership, HR, governance, finance, fundraising, communications, monitoring, and technology.**

Financial support helped NGOs hire key staff, stabilize operations, and invest in systems, while technical support through trainings, workshops, mentoring, and resources improved skills and processes. The online Learning Management system developed under the Grow Fund '**the Hub**', served as a repository of information and knowledge for the NGO partners which had courses, toolkits, and workshops on different domains on leadership, HR, finance, fundraising, communications, and monitoring besides others. This helped the teams across the organisation learn new skills and use and adapt the knowledge to their local context. The Hub supported NGOs in improving their processes, sharing knowledge, and building long-term strength. This combination helped the organisations improve their

systems and processes, make better decisions, and grow in a sustainable way.

The table below presents a snapshot view of the key support that was provided to the four NGO partners across different domains /areas to serve their specific organizational needs.

TABLE 2: KEY GROW FUND SUPPORT ACROSS THE 4 ORGANISATIONS

Domain / Area	Specific Support Provided	Organization(s)
Organisation Development (including leadership development)	First- and second-line leadership workshops, mentoring, Fellowship, support for Visioning process for the organisation	Avanti Fellows, Urmul Seemant Samiti
Finance, Accounting and compliance systems (including Procurement and internal controls)	Zoom trainings, SOPs, ERP; RFQ training, dedicated HR	Urmul Seemant Samiti, JCM, Avanti Fellows
HR systems & performance management	Policy review, recruitment improvements, HR committees, HR policy framing (POSH, POCSO), dashboards; dedicated HR	Urmul Seemant Samiti, Avanti Fellows, IFA
Communications & digital systems (including MIS etc.)	Website upgrade, social media, storytelling, film/documentaries, dedicated HR	Urmul Seemant Samiti, JCM, Avanti Fellows, IFA
Fundraising & resource Mobilisation	Trainings, proposal writing, dedicated HR	Urmul Seemant Samiti, Avanti Fellows, IFA

3.1. EFFECTIVENESS

This section of the report looks at the effectiveness of the Grow Fund support in strengthening the institutional capacity, leadership and long term sustainability of partner NGOs. The analysis assesses whether the Grow Fund achieved its core intent:

- Enabling organisations to address critical internal gaps,
- Professionalise systems,
- Position themselves for sustained growth and resilience.

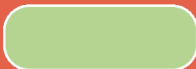
Effectiveness is assessed through a mixed approach that combines perception-based ratings with qualitative reflections and concrete organisational outcomes. **A 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) was used to capture leadership and senior management's assessments of change across key institutional domains.** Respondents included Board members or CEOs/Executive Directors, as well as senior leads responsible for Human Resources, Finance, Monitoring, Evaluation and Learning (MEL), Fundraising, and Communications. This multi-perspective approach allows the analysis to move beyond individual viewpoints and identify organisation-wide shifts.

3.2.1. Effectiveness of the Support: Perspective of the CEO/Board

As reported by the organisation's top leadership (Board and Executive Director), the overall effectiveness of the Grow Fund was very high for the Organisation and its leadership and Governance, with a rating of 4 and 5 on the Likert scale. On "support directly addressed the organisation's key institutional priorities", all the three NGOs namely Avanti Fellows, IFA and Urmul Seemant Samiti rated this as very high at 5. Information from Jan Chetna Manch^[1] is not available on the questions pertaining to the CEO/Board perspective.

[1] There has been a Board reshuffling in Jan Chetna Manch since Grow Fund, therefore, responses were not available from the organisation under this domain.

TABLE 3: EFFECTIVENESS OF THE SUPPORT: PERSPECTIVE OF THE CEO/BOARD

COLOR CODING  Neutral  Agree  Strongly Agree			
Questions	Avanti Fellows	India Foundation for the Arts	Urmul Seemant Samiti
The overall effectiveness of the support	Strongly Agree	Strongly Agree	Agree
Support addressed our organisation's top institutional priorities	Strongly Agree	Strongly Agree	Strongly Agree
Leadership and governance systems strengthened after support	Strongly Agree	Strongly Agree	Agree
Governance policies and processes strengthened	Agree	Strongly Agree	Agree
Board engagement in strategic decisions increased	Agree	Neutral	Agree
Changes introduced are likely to be sustained	Strongly Agree	Strongly Agree	Strongly Agree

As can be inferred from the above table, a high effectiveness rating of the Grow Fund by the CEO and Board indicates strong confidence in Grow Fund's ability to deliver meaningful organisational /institutional improvements. It reflects that the support provided was seen as contributing to sustainable institutional building and strengthening in the future.

3.2.2 Effectiveness across Key Domains: Insights from NGO Partners

Based on discussions with Senior Management across the four partner organisations, this section presents detailed organisational narratives that illustrate how the Grow Fund operated in practice within diverse contexts and for specific needs of partners. It also presents a holistic assessment of the Grow Fund's role in advancing long-term institutional strengthening rather than short-term project performance.

i. Avanti Fellows: From Founder Driven to System Led Scale

As put very succinctly by the CEO, "the combination of funding and structured capacity-building support from Grow Fund came at exactly the right moment." With limited flexibility to invest in people and systems earlier, Avanti Fellows was in a rapid growth phase but lacked formal HR systems, structured governance processes, and dedicated fundraising and communications teams. Institutional growth had outpaced system development.

- Leadership and Governance Strengthening:** Leadership and governance systems were strengthened, with increased board engagement in strategic decisions (rated 5/5). Leadership development initiatives, including Art Quotient trainings, strengthened second-line leadership and embedded organisational values.
- Human Resources and Organisational Culture:** At the time of inception of the Grow Fund, formal HR systems were minimal. The Fund enabled development of POSH, POCSSO, whistleblower, and grievance redressal policies, alongside structured performance management systems (KRAs, KPIs, weighted evaluations). HR effectiveness was rated 5/5. Leadership described a shift from being purely results-driven to more people-focused.

- **Fundraising and Communications Systems:** Grow Fund enabled Avanti to build fundraising and communications capacity from scratch. Dedicated staff were hired, Client Relationship Management (CRM) systems introduced, structured proposal templates developed besides other initiatives. Fundraising budgets scaled from Rs. 23 crore (2022) to a projected Rs. 60 crore (for 2026). Fundraising effectiveness was rated 5/5.
- **Communications Strengthening:** Hiring a communications professional and investing in storytelling workshops created a structured content repository. Social media presence expanded significantly. Social media presence grew significantly with LinkedIn followers increasing from 10,000 in 2022 to 25,000 presently, and Instagram from 1,500 to 2,900. Communications effectiveness was rated 5/5.
- **Sustainability and Scale Readiness:** The Fund provided unrestricted support at a critical bottleneck stage, enabling investment in people and systems typically underfunded by donors. This positioned Avanti for long-term scale and institutional maturity.
- **Overall Institutional Shift:** Avanti's transformation reflects a shift from founder-dependent operations to a mature, system-led organisation prepared for sustained expansion. Overall effectiveness was rated very high (4-5 across parameters), with the Fund described as "critical" to building scalable institutional infrastructure.

As leadership noted, "this support was not just helpful, it was critical," laying the foundation for Avanti to scale impact in a sustainable, professional, and people-centered way.

Refer Annexure VI for Avanti's effectiveness ratings across different domains

ii. Jan Chetna Manch (JCM): Professionalisation and Local Capacity Leadership

JCM operated with strong community roots but relied heavily on manual systems and external expertise, particularly in health services. Institutional systems required formalisation, digitisation, and compliance strengthening.

- **Leadership and Governance Strengthening:** Grow Fund support contributed to clearer institutional positioning. JCM evolved from being primarily a service provider to becoming a regional Training and Resource Centre. Board and leadership engagement strengthened as systems became more formalised.
- **Technology and MIS Transformation:** The development of a comprehensive MIS marked a transformative shift. Previously, "everything was manual." With Grow Fund support, health and financial data were digitised, and local women health workers began uploading real-time data via tablets. The MIS enabled instant analysis and performance review. Technology use was rated 5/5, and MEL strengthening 4/5 by the Director, Health Programmes.
- **Financial Management and Compliance:** All records were computerised, internal controls strengthened, and statutory compliance clarified (PF, TDS, donation limits). Finance trainings addressed critical gaps. Financial management improvements were rated 4/5, while compliance support was rated 5/5.



Picture 2: MIS Data entry underway at JCM

- **Local Capacity Building:** Exposure visits and structured learning strengthened women health workers' leadership and confidence. JCM has since evolved from being primarily a Health service provider to a Training and Resource Centre for NGOs working in rural community health.
- **Fundraising and Sustainability:** While overall funding volumes did not increase dramatically, funding sources diversified. Individual donations grew, CSR engagement expanded, and training fees created new income streams. Sustainability was rated 5/5, and resource mobilisation, 4/5. Leadership noted the organisation had "learned to stand on its own two feet."
- **Overall Institutional Shift:** The most significant change was professionalisation. JCM became more technologically enabled, compliant, and confident. The transformation from a manually run organisation to a digitally structured, regionally recognised resource centre demonstrates sustained institutional strengthening.



Figure 2: Overall Effectiveness ratings- JCM

Refer Annexure VI for JCM's ratings on Effectiveness across different domains.

Case Study I: Empowering Women for Paperless System in JCM.....

Prior to the Grow Fund, almost all reporting and documentation in JCM, and especially in the health centre and community outreach, were manually written. Data were meticulously entered. It was labor-intensive, and time consuming. Few of our staff – male and female – were confident with computers, and most were reluctant to learn. Feeble attempts in the past had not succeeded. With an ever-increasing demand for accurate documentation – for monitoring and evaluation, for research, and for efficiency, JCM realised it was imperative to streamline and digitalise our system. The Grow Fund enabled to do this. The grant supported the development of our MIS, and the installation of computers in the indoor and outdoor areas. The option to continue manual data entry was abandoned.

Within two years every single health worker – both women who worked in the health centre, as well as the community health workers who visit the village – had learnt to enter data in their respective area of work. Paper reports, registers, diary entries etc have all but disappeared. And now there is no going back. Pushpa : *"Earlier I used to enter all the data in the register, it took me over ten minutes for one entry and the women and their families used to get fed up of waiting and used to try to get me to hurry up, some tried pushing in and others took their cards home without data being entered. Then Priya (the MIS data Entry person at JCM) had to enter all the data from the OPD register and the ANC register. Now we enter the data directly, it is much faster and there's no crowd around me."* Apart from increasing efficiency in the health centre, it has improved access to data analysis which is extremely useful for advocacy purposes, research activities, and evaluation of our intervention.

iii. India Foundation for the Arts (IFA): Refinement and Strategic Deepening

IFA entered the Grow Fund as a relatively mature organisation with established financial systems but recognised gaps in HR policies, IT governance, crisis management, and internal documentation. The need was less foundational and more oriented toward strengthening, formalisation, and internal reflection.

- **Leadership and Governance Strengthening:** As the Executive Director reflected, “the Grow Fund acted as a reflective mechanism “a mirror” highlighting institutional gaps through baseline and endline assessments and structured workshops”. Governance processes were clarified, and institutional documentation strengthened. Leadership engagement deepened through structured self-assessment.
- **Human Resources and Policy Development:** IFA updated HR policies, formalised POSH mechanisms, drafted an IT policy, and developed an SOP for crisis management. These reforms strengthened institutional compliance and clarity. HR and finance support were rated 4/5, reflecting meaningful enhancement within an already functional system.
- **Financial Systems and Internal Capacity:** Although financial systems were already strong, Grow Fund workshops inspired IFA to introduce structured finance training for project coordinators (approximately 60 annually). This improved reporting quality and compliance beyond core staff, extending institutional capacity outward.
- **Programmatic Stability through Operational Support:** Operational funding provided predictability. **During 2022–23, IFA implemented 60 projects the highest in its history**—because operational costs were secured. Over two years, 120 projects were implemented with outreach extending far beyond these direct beneficiaries. As leadership noted, “you can’t draw a straight line, but you can connect the dots” between operational funding and program scale.
- **Communications and Sustainability:** Grow Fund support strengthened communications and outreach. An institutional film produced through the Grow Fund continues to support donor engagement and has directly contributed to fundraising. Website redesign and digital strengthening were guided by workshops organised by the Grow Fund and also, through the online Learning Management system ‘the Hub’.
- **Overall Institutional Shift:** For IFA, effectiveness lay in strategic deepening rather than structural overhaul. The Fund enhanced internal clarity, documentation, and governance while protecting programmatic growth. Institutional resilience and reflective capacity were significantly strengthened. The overall effectiveness of the support was rated a 5 while it was rated high (4) for the HR policies.

Refer Annexure VI for IFA’s ratings on Effectiveness across different domains.

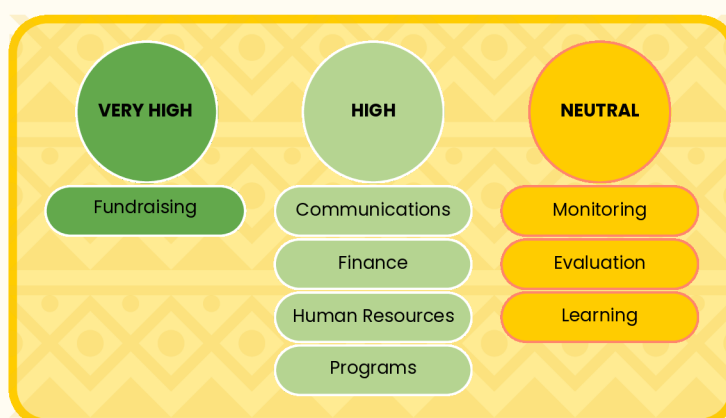


Figure 3: Overall Effectiveness ratings- IFA

Case Study 2: Sustaining the Project Learnings at the IFA

With IIFL Foundation's support, the Grow Fund team conducted capacity building trainings for the cohort of 100 grantees through the entire duration of the two year grant. We at IFA ensured that we participated in all these training sessions. We also invited relevant staff to attend some of these training sessions. Post the training, the Grow Fund Team shared all the resources including the training slide deck as well as the zoom-recordings for the attendees to download.

We felt truly enriched and inspired by this aspect of the grant and decided to take it forward with our grantees and project coordinators.

While we already had a two-day project orientation in place for our project coordinators for over a decade now, we introduced an additional Financial Reporting Training dedicated to work with smaller groups of project coordinators to understand how to best utilise the project funds and report efficiently, following the required compliance in place. We started these trainings and introduced it in two languages – English and Kannada (especially for our Arts Education Project Coordinators with whom we implement projects across government schools in Karnataka).

These financial reporting trainings have been well received by our project coordinators and have in turn also affected their financial reporting to IFA. We have received heartening and encouraging feedback from them as well.

This is an important way how the Grow Fund has changed one aspect of how IFA works and how we have taken our learnings from the grant forward to adopt it in our functioning.

iv. Urmul Seemant Samiti

At the time of receiving the Grow Fund support, URMUL was navigating a challenging institutional phase. Systems were largely manual, governance structures required strengthening, and strategic direction needed renewed clarity. The organisation required both financial stabilization and long-term institutional realignment.

- **Leadership and Governance Strengthening:** Leadership and governance systems were significantly strengthened through the Fund. Policies were revised, board engagement in strategic decision-making increased, and transparency in processes improved. **The ten-year visioning exercise ("Agla Dashak") proved transformative.** Described as "rigorous and honest," it provided a structured roadmap for recovery and growth. The process enabled decentralisation, formation of FPOs and social enterprises, and geographic expansion from 25 to 32 communities. Leadership and governance strengthening was rated between 4 and 5 respectively, and changes were viewed as sustainable.
- **Financial Management and Internal Controls:** Grow Fund's support led to substantial improvements in financial and administrative systems. Introduction of accounting and stock management software reduced manual work, centralised data, and improved reporting efficiency. Multi-level payment approvals were institutionalised- systems that "did not exist earlier" and procurement committees were expanded to include technical experts. Financial management and training were rated 4/5, while financial reporting was rated 5/5.
- **Human Resources and Capacity Development:** Capacity building enabled staff with "absolutely no prior experience" to independently manage unit-level accounts. Internal competencies increased significantly, reducing dependency on external support.
- **Technology and Process Efficiency:** Digitisation of financial data strengthened internal controls and improved organisational efficiency, contributing to more structured and reliable decision-making.

- **Fundraising, Communications, and Sustainability:** The Grow Fund played a catalytic role in strengthening fundraising capacity. Annual funding increased from approximately Rs. 4.5 crore to Rs. 6.5 crore, supported by the establishment of a dedicated fundraising and communications team. The Grow Fund was described as “seed funding” that enabled engagement with new donors and strengthened strategic clarity. Fundraising capacity was rated 5/5.

Case Study 3: Sowing Seeds of Innovation in the Desert- Urmul Seemnat Samiti

In the sun-scorched stretches of the Thar Desert, Urmul Seemant Samiti has stood for over three decades for breaking barriers and nurturing grassroots innovation. But in 2020, a storm unlike any other tested our roots. Urmul Seemant faced one of the most difficult phases in its history, we lost our beloved Founder-Chairperson Shri Arvind Ojha and Secretary Shri Harbans Singh during the Covid-19 crisis. Their absence left a deep void in our leadership. At the same time, limited projects led to a financial slowdown that tested our very survival. It was during this fragile time that the Grow Fund extended a lifeline, not just for funding, but of belief.

With the Grow Fund, Urmul Seemant embarked on a journey inward asking itself, “How do we grow stronger for the next decade?” What began was not just a strengthening of systems, but a reawakening of purpose.

Mentoring the Future: Arvind Ojha Desert Fellowship: One of the most heartfelt initiatives supported under the Grow Fund was the **Arvind Ojha Desert Fellowship**, named in memory of our founder. It was a tribute to the vision of Sh. Arvind Ojha. Designed to mentor passionate youth in the field of rural development, the fellowship focused on storytelling and institutional building. It became a bridge between the wisdom of the past and the energy of tomorrow, enabling young minds to immerse in grassroots realities and carry forward mission of rural development.

The result was a renewed, community-rooted roadmap, one that balances tradition with innovation, and mission with sustainability. The most transformative shift was our foray into social enterprise, a bold step toward sustainability.

- Samakhya Sustainable Alternatives Pvt. Ltd. began working closely with artisans and pastoralists, building dignified livelihoods through ethical value chains.
- Bahula Foods Pvt. Ltd. emerged as a pastoral food brand, giving voice and value to underutilized products like camel and goat milk.

These weren’t just income models; they were manifestations of belief – in the community’s potential, in sustainability, and in Urmul Seemant’s evolving identity.

The Grow Fund enabled Urmul Seemant to transition from vulnerability to resilience. It created the conditions for reflection, renewal, and reinvention. Today, Urmul Semant Samiti stands stronger—anchored in community wisdom, guided by long-term vision, and driven by sustainable innovation.

- **Overall Institutional Shift:** URMUL rated the Grow Fund’s overall contribution to organisational strengthening at 5/5. The most significant change was a shift from institutional fragility to strategic confidence. As leadership reflected, the organisation moved from “a very challenging position” to being “much stronger, more confident, and clear about organizational pathways,” indicating deep and sustainable institutional transformation.

Refer to Annexure VI for Urmul Seemant Samiti’s effectiveness ratings across different domains

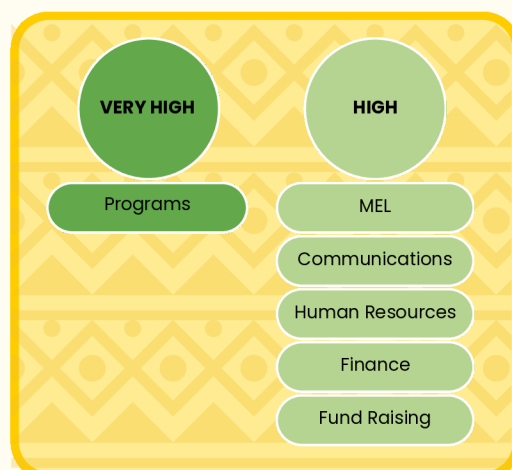
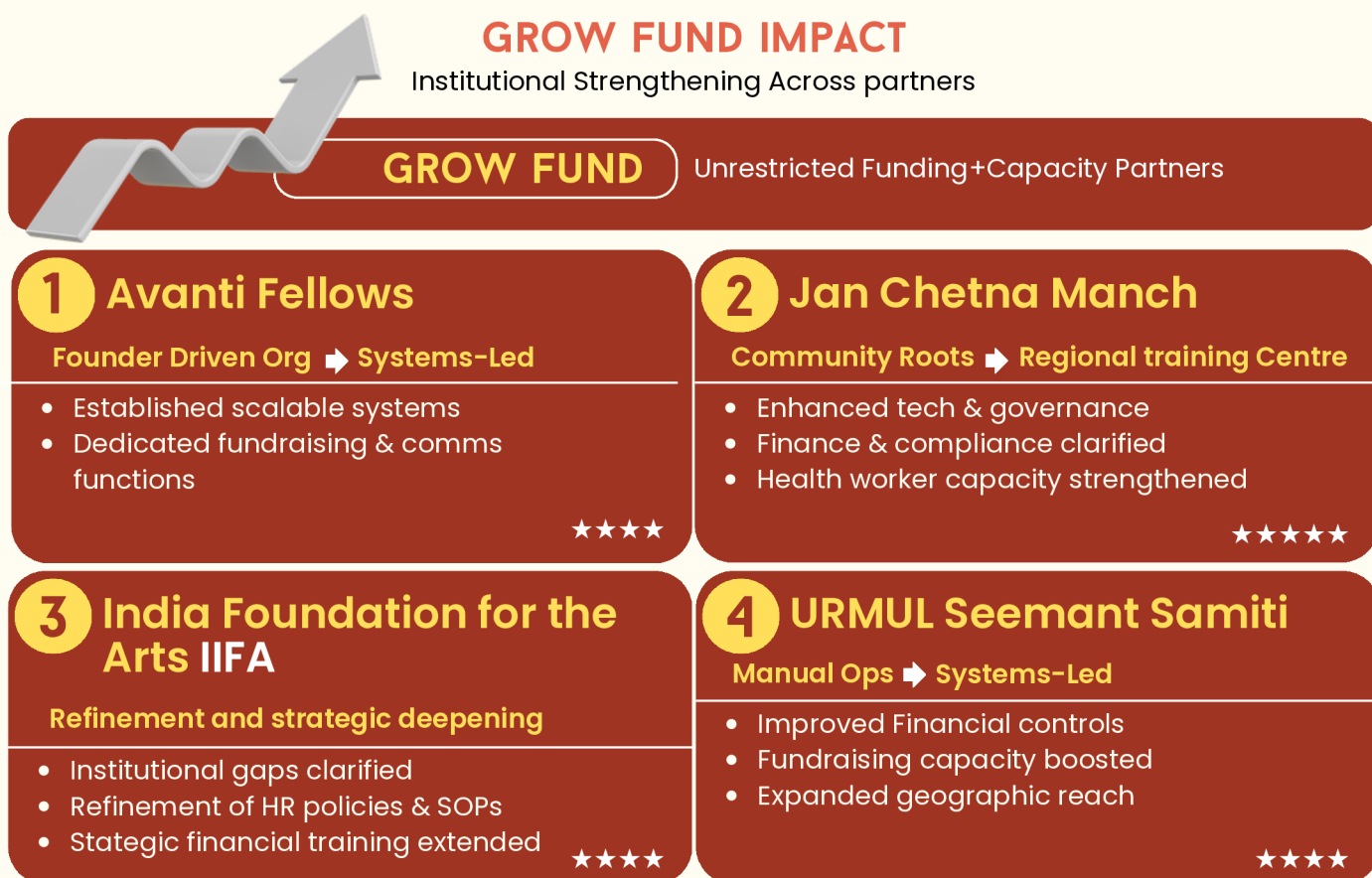


Figure 4: Overall Effectiveness ratings- Urmul

GROW FUND IMPACT

Institutional Strengthening Across partners



Grow Fund enabled institutional transformation across four diverse partners, enhancing scalability, governance, financial systems, local capacity, and sustainability

3.2.3 Key Enablers Contributing in Grow Fund's Effectiveness

As emerged in the discussions with the Senior Management in the four NGO partners, the Grow Fund was widely appreciated for being flexible, supportive, and responsive. These organisations valued the collaborative approach and timely guidance provided by the Grow Fund team throughout the grant period. Funds were disbursed on time, and the Grow Fund team provided quick support for reporting, compliance, and any documentation requirements. Whenever challenges arose, Grow Fund team responded promptly through calls and emails. They were also flexible, allowing no-cost extensions and changes in fund use when such a need arose in the partner (eg- JCM and IFA).

Beyond funding, Grow Fund supported institutional strengthening through trainings in leadership, HR, finance, and compliance. It shared tools, frameworks, and even sample policies that helped the NGO partners improve their internal systems and governance. There were regular onboarding calls and check-ins, which was enabling and structured in a way that it added value to the organisation's work.

'It was not clear initially that we could actively seek guidance and support from the donor beyond what was committed. However, GROW Fund team's response were timely and extremely helpful, especially in providing benchmarking support and sharing sample policies from other organisations on areas such as travel and workplace safety. Rapport building with the Grow Fund team was easy, and their prompt support enabled multiple successful hires'.

-Avanti Fellows

Another enabling factor was the strong commitment of the NGO partners to grow with the Grow Fund. With a strong drive to make the most of the Grow Funding support, NGOs used resources efficiently, strengthened their functioning, and worked to maximize impact, ultimately enabling the Grow Fund to achieve its intended results.

3.3 SUSTAINABILITY: ENDURING INSTITUTIONAL CHANGE BEYOND THE GROW FUND

Building on the previous chapter on effectiveness, this section examines the extent to which the achievements enabled by the Grow Fund between 2022 – 2024, have sustained in the NGO partners. This assessment, conducted in early 2026, two years after the grant ended offers a meaningful opportunity to understand how organisations have progressed along their growth trajectories, carrying forward the systems, processes, and HR practices initiated with the Grow Fund support.

Institutional reforms across Grow Fund partner organisations continue to remain active, embedded, and evolving. The Fund’s flexible, core-architecture approach catalyzed the following:

- **Governance strengthening** – clearer structures, committees, and decision-making processes
- **HR system formalisation** – policies, performance management, and staff development embedded
- **Financial controls & digitisation** – robust accounting, procurement, and MIS systems
- **Fundraising maturity** – diversified funding and strategic donor engagement
- **Leadership pipelines** – second-line and youth leadership strengthened

3.3.1 Sustainability Scorecard

Institutional Sustainability Assessment (Sample-Based)

This scorecard is derived from in-depth assessment of four sampled NGOs — Avanti Fellows, Jan Chetna Manch (JCM), India Foundation for the Arts (IFA), and Urmul Seemant Samiti. These findings are illustrative and not statistically representative of all 12 supported NGOs.

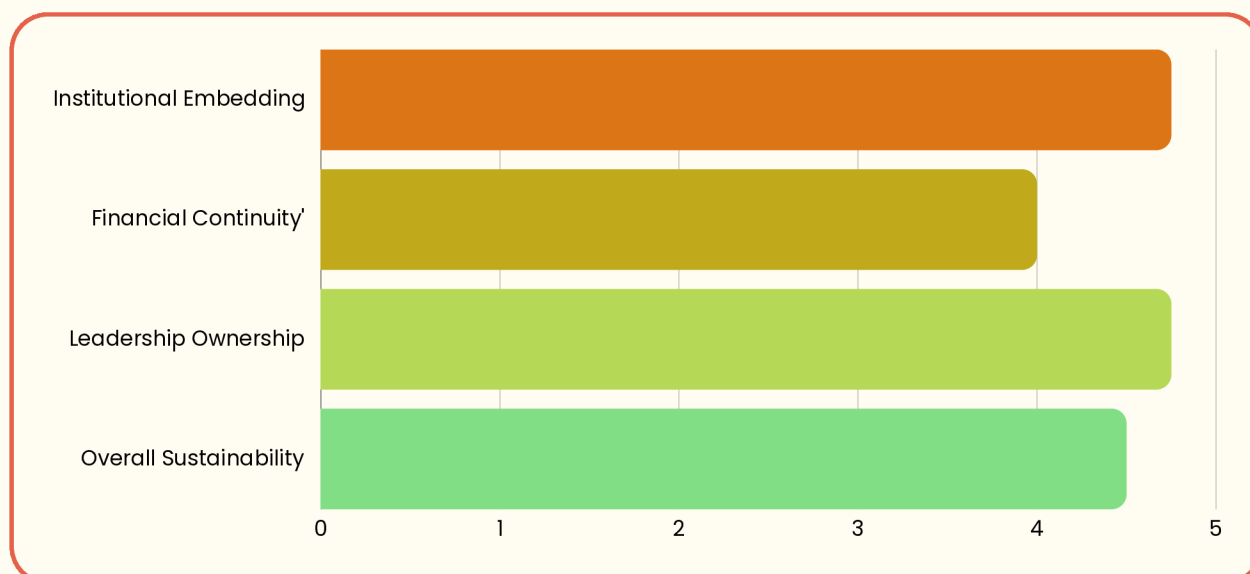
Sustainability Dimensions & Scoring Logic: Three sustainability dimensions are assessed across partners:

- 1. Institutional Embedding:** Are systems and reforms anchored in structures, committees, and standard operating procedures?
- 2. Financial Continuity:** Have organisations secured resources to sustain institutional functions beyond the grant?
- 3. Leadership Ownership:** Has institution-building become an internal priority rather than a donor-driven exercise?

Sustainability Scoring Scale: The Sustainability Scorecard uses a 1–5 scale to assess how well reforms have been sustained two years after the Grow Fund. The Scoring scale is explained below.

Score	Interpretation
1 – Very Weak	Changes not sustained; systems no longer active.
2 – Weak	Some changes remain, but not used consistently
3 – Moderate	Systems are working, but could weaken without continued attention
4 – Strong	Systems are well-established and regularly used; clearly owned by leadership
5 – Transformational	Systems are fully embedded, continuously improving, and strengthening long-term sustainability.

OVERALL GROW FUND SUSTAINABILITY INDEX



1. Avanti Fellows – Scorecard

Dimension	Assessment	Score (1–5)	Evidence
Institutional Embedding	Very strong	★★★★★ (5)	Formal HR policies (POSH, Child Protection, Whistleblower), KRAs/KPIs, MIS dashboards, 5-year roadmap
Financial Continuity	Strong	★★★★★ (4)	HR and systems roles sustained via new donors; operational costs included in grants
Leadership Ownership	Very Strong	★★★★★ (5)	Shift from founder-led to system-led growth; continued HR and culture investment

Overall Sustainability: (4.7/5)

Status: Highly Sustainable – Structured, system-driven expansion

2. Jan Chetna Manch – Scorecard

Dimension	Assessment	Score (1–5)	Evidence
Institutional Embedding	Strong	★★★★★ (4)	MIS institutionalized; health center evolved into training hub
Financial Continuity	Strong	★★★★★ (4)	Local CSR, individual donors, training fees; reduced external dependency
Leadership Ownership	Strong	★★★★★ (4)	Positioning as research & training hub; continued technology adoption

Overall Sustainability: (4/5)

Status: Strong & Stabilizing – Data-driven credibility and local resilience

3 India Foundation for the Arts (IFA) – Scorecard

Dimension	Assessment	Score (1–5)	Evidence
Institutional Embedding	Very Strong	★★★★★ (5)	HR committee, policy revisions, quarterly reviews
Financial Continuity	Strong	★★★★★ (4)	Admin costs integrated into proposals; larger grants secured
Leadership Ownership	Very Strong	★★★★★ (5)	Staff development institutionalized; governance reforms sustained

Overall Sustainability: (4.7/5)

Status: Highly Sustainable – Institutional deepening & policy integration

4. Urmul Seemant Samiti – Scorecard

Dimension	Assessment	Score (1–5)	Evidence
Institutional Embedding	Very Strong	★★★★★ (5)	Financial software, procurement reforms, policy committee, core oversight group
Financial Continuity	Strong	★★★★★ (4)	Fundraising growth; diversified funding; software maintained in-house
Leadership Ownership	Very Strong	★★★★★ (5)	Second-line leadership built; systems embedded in governance

Overall Sustainability: (4.7/5)

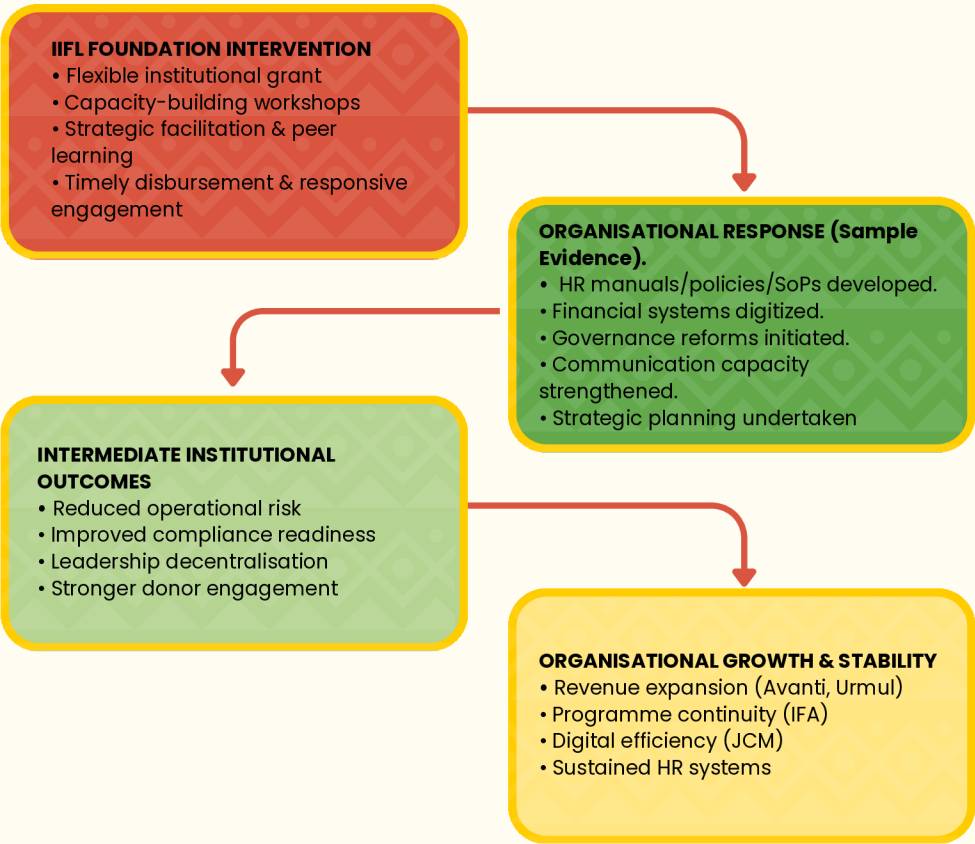
Status: Highly Sustainable – Institutional deepening & policy integration

While detailed scoring was conducted only for the four sampled NGOs, programme documentation suggests that institutional strengthening across governance, HR, and finance was a shared emphasis within the broader Grow Fund supported cohort.

3.4 IIFL FOUNDATION’S CATALYTIC ROLE IN INSTITUTIONAL STRENGTHENING

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This diagram clarifies how IIFL Foundation’s support contributed to outcomes without over claiming attribution.



While financial growth and programmatic outcomes are influenced by multiple external factors, evidence from sampled NGOs suggests that IIFL Foundation’s flexible institutional support played a catalytic role in enabling structural reforms. The strengthening of governance, HR, financial systems, and digital infrastructure reduced institutional fragility and created enabling conditions for sustained organisational growth.

CHAPTER 4: KEY CHALLENGES AND RECOMMENDATIONS



The following section of the report looks at some of the key challenges that the organisation faced during the Grow Fund. It also presents recommendations for the NGO partners on how to sustain the results achieved during the Grow Fund.

4.1. KEY CHALLENGES IN IMPLEMENTING THE GROW FUND

Organisations reported that **hiring right people at right time was little challenging**. Avanti Fellows noted that recruiting suitable HR and fundraising professionals took longer than expected, which slowed early progress. For Jan Chetna Manch, operating in a remote location made it difficult to find a financial consultant experienced in NGO compliance and taxation. Although online trainings and virtual support were helpful, they could not fully replace on-site expertise.

A repeated concern across organisations was the **limited opportunity for peer exchange within the cohort**. Although some meetings took place, many felt that there could have been more structured opportunities for organisations to learn from each other through regional workshops, exchange visits, or annual gatherings.

There were also **operational challenges related to the reporting platforms**. The NGO partners shared that they faced technical glitches with Lumos, the online Grant Management Platform (e.g.- Avanti Fellows and Urmul Seemant Samiti). This caused reports to be lost and requiring repeated submissions, leading to duplicated effort, wasted time, and increased workload for the team.

While workshops and virtual sessions were conducted, organisations such as “Urmul Seemant Samiti” and “Jan Chetna Manch” highlighted the **absence of sustained, on-site expert mentoring and third-party field reviews** during implementation, which may have constrained deeper learning and longer-term institutional strengthening.

4.2. RECOMMENDATIONS FOR NGO PARTNERS

Based on the support provided to NGO partners by the IIFL Foundation through the Grow Fund, the following section outlines key recommendations to sustain and to continue to build on the progress achieved with the Grow Fund as the organisations progress.

1. Avanti Fellows:

As Avanti has grown in scale, it continues to outgrow its systems and practices. With evolving organizational needs, continued investment is needed in:

- **Manager& Leadership Development:** Provide targeted training for mid-level managers, focusing on people management, burnout prevention, turnaround time, and leadership skills to support their transition from individual contributor roles.
- **Culture & Alignment:** Strengthen culture-building initiatives to maintain alignment with Avanti’s vision and mission across teams that are distributed pan India.
- **Data-Driven Decision Making:** Enhance data management and analytics capabilities to inform HR, program, and strategic decisions.



- **Communications & Social Media:** There is a need to plan social media strategically, including paid promotions, to share engaging stories and build Avanti's visibility and thought leadership. Expand the communications team to align with the organization's growth and expanding needs.
- **Board Capacity:** Introduce targeted capacity-building sessions for board members on governance and effectiveness to ensure strong oversight as the organization grows.

2. Jan Chetna Manch:

- **Continue to invest in strengthening Local Capacity:** Continue investing in in-house health workers through skill-building, exposure visits, and hands-on training to reduce reliance on external consultants.
- **Develop Second-Line Leadership:** Mentor and empower mid-level staff with training, decision-making opportunities, and exposure to program management to ensure continuity and organizational resilience.
- **Sustain MIS & Data-Driven Practices:** Continue using and building the MIS for patient records, donations, and reporting, ensuring that all organizational processes remain accurate, auditable, and efficient.
- **Integrate HR into Digital Systems:** Expand the MIS to include HR management, staff tracking, and performance monitoring, so HR processes are as streamlined as finance and program systems.
- **Diversify Local Funding:** Continue developing individual donors and CSR partnerships to reduce reliance on single major donors, ensuring long-term financial sustainability.
- **Strengthen Knowledge Sharing & Visibility:** Continue producing in-house films, conducting workshops, and developing resource centers to share learnings, enhance internal communication, and raise the organization's profile among partners and donors, especially given Jan Chetna Manch's remote location.

3. The India Foundation for the Arts:

- **Secure Long-Term Operational Funding:** Prioritize 3 to 5 year grants that cover core and administrative costs to ensure institutional stability since the donor base for Arts and Culture promotion is rather limited
- **Strengthen Financial Sustainability:** Advocate for dedicated admin cost allocations (20%) within grants to reduce strain on program budgets.
- **Invest in People & Systems:** Continue strengthening HR, IT, and staff capacity-building to support organizational continuity and growth.
- **Leverage Communications for Growth:** Use storytelling and the IFA documentary strategically to deepen donor engagement and visibility.
- **Strengthen Context-Appropriate M&E for Donor Engagement:** Continue using narrative reports, reflective reviews, and 360° assessments that suit IFA's arts and culture work. At the same time, packaging insights and outcomes in ways that clearly communicate impact, learning, and long-term value to donors will help in organisation's sustainability.

4. Urmul Seemant Samiti:

- **Implement the recommendations made in the Visioning Exercise report (Agla Dashak):** While some of the recommendations have been adopted, some are still pending due to technical reasons as they need to be presented before the Executive Council and General Body.
- **Strengthen In-House Fundraising Capacity:** Continue building internal fundraising systems and skills to reduce dependence on external donors and for long term sustainability.
- **Sustain Knowledge Sharing & Digital Presence:** Maintain and expand use of social media, website, storytelling, and documentation to improve outreach, visibility, given the remote location of the organisation.
- **Expand Second-Line & Youth Leadership:** Extend the Desert Fellowship model beyond Grow Fund through dedicated funding and develop structured programs to retain and nurture young leaders for succession planning.
- **Enhance Systems & Governance:** Provide hands-on support for finance, HR, and M&E processes post Grow Fund, ensuring policies and reporting are standardized and fully implemented.
- **Deepen Board Engagement:** With the Visioning process and its follow up in the organisation, continue to actively engage board members in strategic decision-making and vision implementation for improved oversight and organizational continuity.

4.3: STRATEGIC RECOMMENDATIONS FOR THE GROW FUND

The following recommendations aim to consolidate the gains, reduce residual risks, and strategically position Grow Fund as a leader in institutional philanthropy. Based on the discussions with the NGO partners, following are some of the key strategic recommendations for the Grow Fund for strengthening future programs.

- **Introduce Tiered Institutional Support Based on Organisational Maturity:** Develop a tiered institutional support framework tailored to early-stage, growth-stage, mature, and transition-phase organisations.

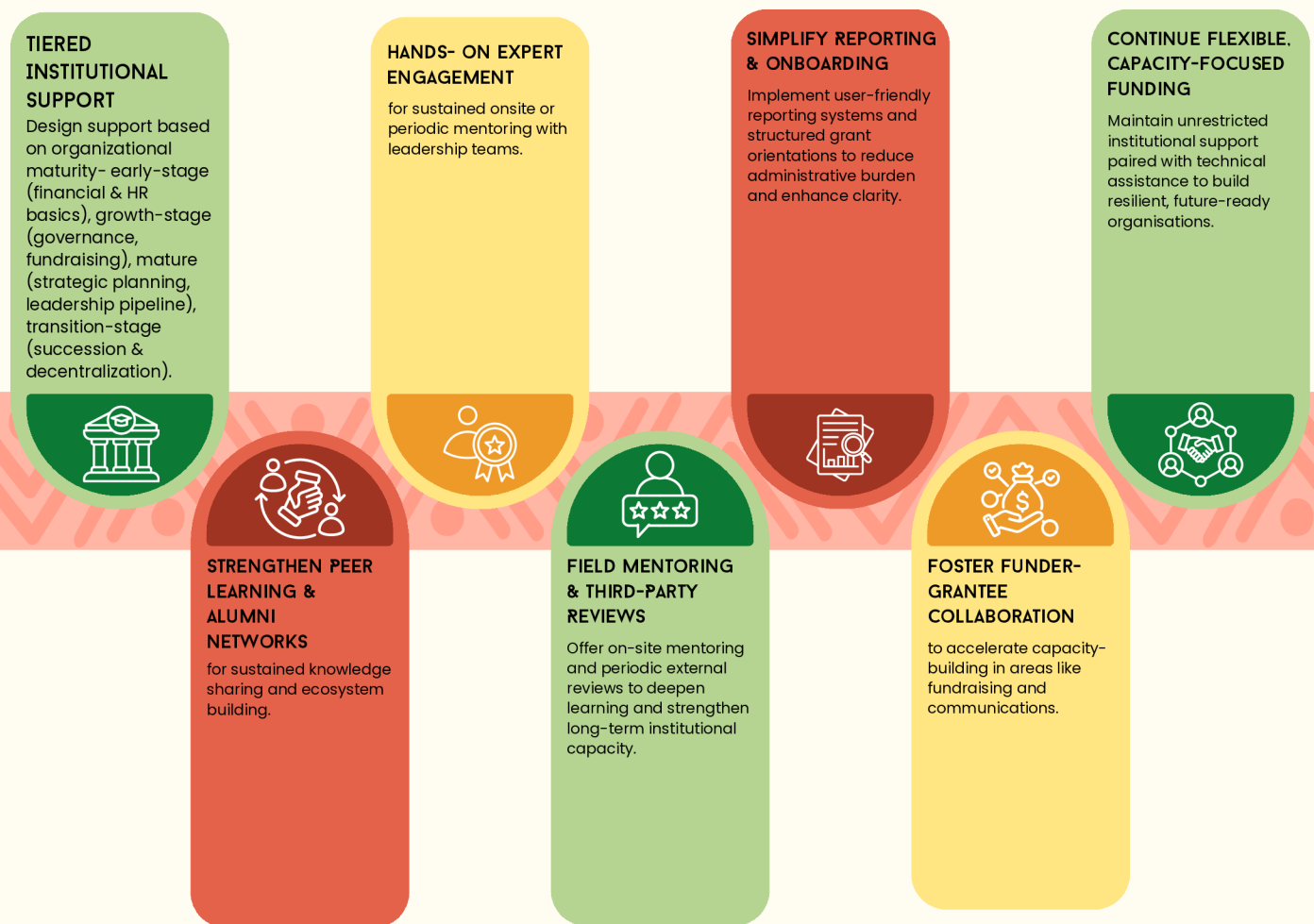
The assessment revealed that institutional needs vary significantly based on organisational maturity. Growth-stage organisations benefit from fundraising systemisation, while grassroots NGOs require foundational financial controls and digitisation. A tiered model would improve efficiency, ensure better resource targeting, and reduce implementation friction caused by uneven absorptive capacity.

Maturity Level	Institutional Priority
Early-stage	Financial controls, HR basics
Growth-stage	Governance, fundraising systems
Mature	Strategic planning, leadership pipeline
Transition-stage	Succession & decentralisation

- **Strengthen Peer Learning & Alumni Networks:** Institutionalize annual/biannual cohort meets, regional workshops, exchange visits, and a Grow Fund alumni network to enable sustained cross-learning, donor matchmaking, and ecosystem building.
- **Enable Hands-On Expert Engagement:** Create access to a vetted pool of domain experts (HR, finance, compliance, communications, fundraising) for sustained, on-site or periodic mentoring especially for the remote NGOs; ensure that domain expert also work closely with the NGO leadership (e.g., CEO/HR heads). This kind of targeted expertise, alongside unrestricted funding, can strengthen the impact and sustainability of the work done.

- **Simplify Reporting & Onboarding:** Introduce user-friendly reporting systems and structured grant orientation to reduce administrative burden and improve clarity on how best to use the fund and benefit from the available support.
- **Programs design should include knowledge sharing and collaboration between grantees and the funder's teams.** Providing access to the funder's best practices, experienced staff, and cross-team collaboration opportunities.
- **Continue Flexible, Capacity-Focused Funding:** Maintain unrestricted, institutional funding combined with technical assistance to build resilient, future-ready organisations.

In conclusion, while the Grow Fund was experienced as collaborative and supportive, these challenges and recommendations highlight opportunities to deepen its impact further. Future programs can further strengthen efforts to contribute in building resilient and sustainable organizations.



CHAPTER 5: INSTITUTIONAL RISK MATRIX & MITIGATION PLAN

This chapter assesses how institutional strengthening under the Grow Fund altered the structural risk profile of supported organisations. By comparing inherent risk (pre-intervention vulnerability) with residual risk (post-reform exposure), the analysis evaluates whether Grow Fund supported inputs translated into measurable reductions in organisational fragility. Risk reduction is used here as a proxy for institutional resilience.

Risk Rating Framework Risk levels in this matrix are assessed qualitatively based on the combined consideration of likelihood and potential organisational impact.

-  High Risk – Significant vulnerability with potential for severe institutional disruption
-  Moderate Risk – Manageable vulnerability requiring monitoring
-  Low Risk – Limited vulnerability with strong mitigation in place

Organisational Risk Matrix					
Risk Category	Risk Description	Inherent Risk *	Existing Mitigation (Including GROW Support)	Residual Risk Level**	Recommended Next Steps
Leadership & Governance Risk – Leadership Succession & Founder Dependency	Over-centralised authority; lack of documented delegation; vulnerability during leadership transition	 High	Governance documentation (Urmul, IFA); decentralised authority; board strengthening	 Moderate	Develop formal succession plans; second-line leadership mentoring; annual governance review
Financial & Compliance Risk – Audit Non-Compliance & Financial Mismanagement	Manual accounting; weak procurement controls; regulatory non-compliance	 High	Digitised accounting (JCM); procurement controls (Urmul); compliance workshops	 Low to Moderate	Periodic internal audits; compliance refresher training; risk dashboard at board level
Financial Sustainability – Donor Concentration & Revenue Volatility	Over-reliance on limited funding sources; unstable funding pipeline	 Moderate	Fundraising systemisation (Avanti); communication strengthening; donor diversification efforts	 Moderate	Revenue diversification targets; reserve fund development; multi-year donor agreements
Human Resource – Staff Attrition & Performance Instability	Loss of trained staff; informal performance systems; unclear accountability	 High	HR manuals; PMS systems; grievance mechanisms; HR roles budget-absorbed (Avanti, Urmul)	 Low to Moderate	Leadership development pipelines; staff retention strategies; periodic HR audits
Digital & Data Risks – System Failure / Data Inaccuracy	Manual reporting; low data reliability; limited oversight	 High	Tablet-based MIS (JCM); dashboards (Avanti); structured reporting (IFA)	 Moderate	Regular system upgrades; user training; data quality audits
Strategic & Mission Risks – Mission Drift During Scaling	Rapid growth leading to dilution of mission focus	 Moderate	Strategic visioning (Urmul); board oversight; structured planning processes	 Moderate	Annual strategy review; board-level KPI monitoring; mission alignment audits
<i>*Inherent risk is the baseline level of risk present before mitigation measures introduced under GROW were implemented.</i> <i>**Residual risk refers to the level of risk remaining after mitigation measures introduced under GROW have been embedded. The objective of institutional strengthening is not to eliminate risk entirely, but to reduce vulnerability to manageable levels.</i>					

Summary

Leadership dependency was a baseline vulnerability in several sampled NGOs. Grow Fund supported governance formalisation reduced concentration risk. However, formal written succession planning remains advisable across the portfolio.

Financial digitisation and structured budgeting significantly reduced audit vulnerability. Continued monitoring is essential to prevent regression.

Revenue growth in some NGOs masks structural vulnerability if diversification remains incomplete. Fundraising architecture must continue to mature.

Where HR roles were absorbed into core budgets, risk is significantly reduced. Smaller NGOs may still face retention challenges.

Digital reforms are sustainable but require ongoing investment and technical oversight.

No high residual risks were identified in the sampled NGOs post-Grow Fund support. Most institutional risks have been reduced from high baseline vulnerability to moderate levels through system strengthening.

ANNEXURE I: SNAPSHOT OF NGOs AND DOMAINS SUPPORTED BY THE IIFL HFL

S. No	NGO Partner	Domains/Areas of Support under the Grow Fund
1	Jan Chetna Manch	MIS development, Training of Local Health Workers; Refurbishing Training Center ; Documentary film; Website development and upgrade
2	Badlao Foundation	Fund Raising; Organisation Development; HR Cost (HR & Admin); Procurement(Computer and assets)
3	Grey Sim Learnings Foundation	Development of MIS and reporting systems; Leadership Capacity Building; HR Cost (IT, Accounts, Fundraising and HR)
4	Sunbird Trust	HR Cost (People & Partnerships Lead and an Accounts Head and salary of COO
5	Society for Welfare and Advancement of Rural Generations	Artisan training; procurement of hardware and software; website upgradation; 'Celebrating Nautanki' festival
6	Urmul Seemant Samiti	Visioning consultative processes and 10 year roadmap development; website development; Organisation policies and processes review and development; Youth mentorship programme; Innovation fund to consolidate social enterprise vertical of Urmul
7	Aroehan	Organisational Development (Trainings and Exposure visits)
8	Avanti Fellows	Fundraising, Communications and Human Resources (Hiring cost in Fund Raising and Communication); Capacity building of Core and Field teams ;
9	Indian Foundation for the Arts	HR Cost (Fund raising and Senior Administrative staff salary; 3 Short Film and website up gradation support
10	Manuvikasa	Setting up Branch offices with office infrastructure (laptops , furniture etc.); HR Support ; Capacity building initiatives
11	Anushkaa Foundation for Eliminating Clubfoot	Communications, fundraising, and M&E
12	Centre for Indian Knowledge Systems	Communication (Website up gradation); Capacity Building Trainings

ANNEXURE II: DETAILS OF FINANCIAL SUPPORT PROVIDED TO THE NGOs FOR CONDUCTING IN-DEPTH INTERVIEWS (IDIS)

First instalment – INR 1, 20, 00,000 by September 2022.

Sl. No	FY	NGO	Amount
1	FY 22-23	Centre for Indian Knowledge Systems	2,000,000
2	FY 22-23	Jan Chetna Manch Bokaro	2,000,000
3	FY 22-23	Badlao Foundation	2,000,000
4	FY 22-23	Grey Sim Learnings Foundation	2,000,000
5	FY 22-23	Society for Welfare & Advancement of Rural Generations	2,000,000
6	FY 22-23	Sunbird Trust	2,000,000

Second instalment – INR 1, 20, 00,000 by June 2023.

Sl. No	FY	NGO	Amount
1	FY 23-24	Aroehan	2,000,000
2	FY 23-24	Avanti Fellows	2,000,000
3	FY 22-23	Urmul Seemant Samiti	2,000,000
4	FY 23-24	Manuvikasa	2,000,000
5	FY 23-24	Anushkaa Foundation for Eliminating Clubfoot	2,000,000
6	FY 23-24	India Foundation for the Arts	2,000,000

ANNEXURE III: QUESTIONNAIRES FOR CONDUCTING IN-DEPTH INTERVIEWS (IDIS)

In-depth Interview (IDI) for Assessing the Relevance, Effectiveness and Sustainability of the Grow Fund
Respondents: Organisation Leadership and the Senior Management.

CONSENT OF THE RESPONDENT/S

.....

INTRODUCTION

Good Morning/ Namaste! My Name is Neha Chaturvedi and I represent Bridge Bounds Consulting, a development consulting agency offering technical and operational support to clients in all stages of the project management cycle, including need assessments, establishing inclusive processes, and developing implementation frameworks with a robust monitoring and evaluation system learning. Bridge Bounds Consulting has been awarded an assessment study to assess the relevance, effectiveness and sustainability of the Grow Fund, an institutional support initiative conceived by EdelGive Foundation with the support of IIFL Foundation in response to the critical challenges faced by grassroots NGOs during the COVID-19 pandemic. IIFL Foundation supported and implemented the Grow Fund by pooling resources to strengthen grassroots NGOs through funding, capacity building, and mentorship, enabling resilience, sustainability, and impact. Through Grow Fund, technical and financial support was provided to NGOs in India during the year 2022-2024.

PURPOSE OF THE ASSESSMENT STUDY

IIFL Foundation has commissioned this study to assess the relevance, effectiveness and sustainability of the Grow Fund's technical and financial support to NGOs in India (2022-2024) across domains such as governance, human resource management, financial systems, communication, and monitoring and evaluation.

The Assessment will be helpful for the IIFL Foundation to understand how well the program could support the NGOS in addressing their needs meet and achieved the expected results. The insights from this assessment would help IIFL Foundation in developing more effective future programs aligned to the emerging needs of the NGOs.

PROCEDURE

For the purpose of the assessment, the Senior Management Team (SMT) in the organization will be interviewed that includes the Head of the Organisation, besides the Head of Programs, Finance, HR, Communication and MEL. The questions will primarily focus on relevance of the Grow Fund supported programme, its effectiveness, sustainability, challenges faced and recommendations for future programme. Follow up meetings will also be organized with the SMT representatives for corroboration of information collected should such a need arise.

PARTICIPATION

As SMT of one of the organisations to partake in this assessment, your participation is mandated and is crucial. We are only seeking program related information most of which will be evidence based or based on your learning, and experiences under the program. The discussion will take place mainly in a one-on-one setting. The interviewer will take notes and will also audio-record the conversation to ensure accurate reference and analysis later, if needed.

CONFIDENTIALITY

An attempt will be made to ensure that the information provided during the assessment study using In-Depth Interviews (IDIs) will be kept confidential if and where possible. **Your name, designation, and quotes, etc. may be included in the final report as required.** The research team will handle the data responsibly and maintain confidentiality, and all recordings or notes will be anonymised where required.

CONTACT INFORMATION

If you want to talk to anyone about this study or have any questions about the study, you may write to our Team Leader on the given email: connect@bridgebounds.in

CONSENT

I have read or had this informed consent form read to me and I understand the purpose of the assessment. My questions and/ or concerns have been answered to my satisfaction. I hereby give my consent to participate in the Study.

Signed by:

Designation:

Organisation:

Date:

Place:

1.1. DOMAIN- GOVERNANCE

IDI QUESTIONNAIRE FOR THE CEO/HEAD OF THE ORGANISATION/ BOARD MEMBER

SECTION I: GENERAL QUESTIONS

What was the rationale for applying for the Grow Fund?

What were some of the key areas that the Grow Fund has supported the organization with?

In what ways has the Grow Fund support been important for your organization?

In what ways is this programme different from other programs that the organization has implemented?

A. OVERALL RELEVANCE

- Describe Grow Fund engagement/support.
- Alignment with organisational needs.

B. GOVERNANCE & LEADERSHIP

- Changes in governance, board functioning.
- Institutionalisation of changes.

C. FINANCIAL MANAGEMENT

- Improvements in financial systems.
- Example of improved planning/reporting.
- Sustainability of changes.

D. HUMAN RESOURCES

- Changes in HR policies, roles, PMS.
- Recruitment/retention improvements.

E. MEL

- MEL practice changes and data use.

F. COMMUNICATIONS & DIGITAL

- Capacity changes and effects.

G. SUSTAINABILITY & RISKS

- Enablers/constraints.
- Which changes would persist?

How would you assess the Grow Fund's responsiveness and support during the programme, including its role in problem-solving or facilitating solutions?

SECTION II: RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY

Was Governance an area of support / priority for your organization under this program? If yes, what are the critical areas of gaps and concerns under Governance that were supported by the program (e.g. - OD process, governance infrastructure, leadership, planning, financial resilience etc.)? Please share details

What support was provided to the organization to meet the aforementioned gaps? Share in detail

.....

How has the organization's governance structure/systems/processes evolved/changed since with this support? What significant changes could be brought about?

.....

What does the end line assessment data show on the progress made?

.....

How has the Grow Fund support influenced leadership practices, strategic clarity, and decision-making processes in your organisation, and which of these changes are likely to be sustained beyond the programme?

.....

Are there key gaps/areas of concerns that still exist in the organization under this domain (could not be addressed under the programme)? How is the organization planning to address them?

.....

Going forward, how will the organisation sustain the progress made under this domain? What mechanisms/systems/ processes have been built in the organisation to achieve sustainability under this domain?

.....

What more needs to be done under this domain to make the organisation more resilient and future ready?

.....

Any suggestions or any input that you would like to give for similar future programs to make them more relevant and effective?

Based on the above, how effective has the support been in addressing your key governance related issues?

Rate the response on a scale of 1-5

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

Rate the following on Likert scale

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

- i. Support addressed our organisation's top institutional priorities-
- ii. Leadership and governance systems strengthened after support-
- iii. Governance policies and processes strengthened-
- iv. Board engagement in strategic decisions increased-
- v. Changes introduced are likely to be sustained-

SECTION III- CHALLENGES, RECOMMENDATIONS AND WAY FORWARD

This being a non-programmatic support, what were some of the critical challenges that the organization/ your team faced in implementing the programme internal/external)?

.....

What steps/ initiatives were taken at the IIFL Foundation/ EdelGive Foundation as well as at the organizational level to address these challenges?

.....

Likewise, what were some of the key supportive factors (enablers) both internal and external that facilitated the programme in the organization?

.....

How did your organisation adapt or modify Grow Fund-provided tools, frameworks or processes to suit your internal context?

.....

What could have been done more or differently under the programme to make the non-programmatic support more

- i. Need based (relevant) in the organisation
- ii. Effective for the organization

.....

Share your thoughts on what more needs to be done under such non-programmatic support programme to make the NGOs more resilient and future ready?

.....

In line with the above, are there any lessons/ input/ suggestion that you would like to share to make similar programs more relevant and effective in the future?

.....

Please provide one example of a change you consider most significant in the organization.

.....

What improvements would you recommend for future institutional support?

1.2. DOMAIN: COMMUNICATION

IDI QUESTIONNAIRE FOR HEAD OF COMMUNICATIONS

SECTION I: RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY

Was Communication an area of concern/ need in the organisation at the start of the programme?
What was the baseline assessment data on communication?

.....

What support had been provided to the organisation to address the key gaps/concerns that emerged in the baseline assessment? Share details (New/strengthened communication and digital tools etc.)

.....

How useful has this support been? How has the organisation benefitted from this support? (e.g.- visibility, engagement, fundraising examples of improved communication practices etc.)

.....

How did your organisation adapt or modify Grow Fund -provided tools, frameworks or processes to suit your internal context?

.....

To what extent the support fulfilled the identified gaps/ needs of the organisation?

.....

How did your organisation adapt or modify Grow Fund-provided tools, frameworks or processes to suit your internal context?

.....

What are some of the key changes /developments that have been brought about under this domain under the programme?

.....

What has been the result /impact of the support thus provided? How does the end line data compare against the Baseline data?

.....

Are there still areas of gap/concerns in the M&E system that need to be addressed?

.....

In hindsight, what could have been done more or differently under the program to further strengthen Communications domain organisation? 5 suggestions

.....

Going forward, how will the organisation sustain the progress made under this domain? What mechanisms have already been built to ensure that the progress/ impact made sustains beyond the program?

.....

Rate the effectiveness of the support provided under this domain on a scale of 1-5

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

Enhanced outreach and visibility due to support

Content and branding practices strengthened

Improved Fund Raising

SECTION II: CHALLENGES, RECOMMENDATIONS AND WAY FORWARD

This being a non-programmatic support, what were some of the critical challenges that the organization/ your team faced in implementing the programme internal/external)?

What steps/ initiatives were taken at the EdelGive Foundation as well as at the organizational level to address these challenges?

How would you assess the EdelGive Foundation's responsiveness and support during the programme, including its role in problem-solving or facilitating solutions?

Likewise, what were some of the key supportive factors (enablers) both internal and external that facilitated the programme in the organization?

What could have been done more or differently under the programme to make the non-programmatic support more

- Need based (relevant) in the organisation
- Effective for the organisation

Share your thoughts on what more needs to be done under such non-programmatic support programme to make the NGOs more resilient and future ready?

In line with the above, are there any lessons/ input/ suggestion that you would like to share to make similar programs more relevant and effective in the future?

Please provide one example of a change you consider most significant in the organization.

What improvements would you suggest for future institutional support?

SECTION II- CHALLENGES, RECOMMENDATIONS AND WAY FORWARD

This being a non-programmatic support, what were some of the critical challenges that the organization/ your team faced in implementing the programme internal/external)?

.....

What steps/ initiatives were taken at the EdelGive Foundation as well as at the organizational level to address these challenges?

.....

How would you assess the EdelGive Foundation's responsiveness and support during the programme, including its role in problem-solving or facilitating solutions?

.....

Likewise, what were some of the key supportive factors (enablers) both internal and external that facilitated the programme in the organization?

.....

What could have been done more or differently under the programme to make the non-programmatic support more

- i. Need based (relevant) in the organisation
 - ii. Effective for the organisation
-

Share your thoughts on what more needs to be done under such non-programmatic support programme to make the NGOs more resilient and future ready?

.....

In line with the above, are there any lessons/ input/ suggestion that you would like to share to make similar programs more relevant and effective in the future?

.....

Please provide one example of a change you consider most significant in the organization.

.....

What improvements would you recommend for future institutional support initiatives

1.4. DOMAIN- PROGRAMME

IDI QUESTIONNAIRE FOR THE HEAD OF THE PROGRAMME (HOP)

SECTION I: RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY

As Head of the Programs, share your scope of work in the organisation?

.....

Grow Fund provided non-programmatic support to the NGOs. Has this support contributed towards the programme vertical in the organisation?

.....

What key support has contributed towards programme vertical (directly and indirectly)?

.....

What changes (structures/ systems/ processes/policies) have been brought about in the programme vertical as a result of this Support?

.....

In what ways this contribution is reflecting in the programme vertical (results)? What examples and related data can you share?

.....

How did your organisation adapt or modify GROW- fund provided tools, frameworks or processes to suit your internal context?

.....

What are key gaps/areas of concerns that still exist in the organization that would impact the programme vertical in the organisation?

.....

Going forward, how will the organisation sustain the progress made under this domain?

.....

What mechanisms/systems/ processes have been built in the organisation to achieve sustainability of the results achieved under the programme vertical?

.....

Any suggestions or any input that you would like to give for similar future programs to make them more relevant and effective?

.....

How crucial has this support been for the programme vertical? Rate the response on a scale of 1-5

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

Rate the following on Likert scale

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

- i. Strong Monitoring, Evaluation & Learning (MEL) Systems –
- ii. Clear Theory of Change (ToC) & Evidence-Based Design –
- iii. Community-Centered and Inclusive Approaches –
- iv. Strengthened Local Partnerships–
- v. Sustainable and Scalable Interventions –
- vi. Strong governance, transparency & accountability–
- vii. Innovative approaches & use of technology–
- viii. Improved resource mobilization & financial management–
- ix. Impact oriented staff capacity & organizational learning–
- x. Strong beneficiary feedback & safeguarding systems–

SECTION II- CHALLENGES, RECOMMENDATIONS AND WAY FORWARD

This being a non-programmatic support, what were some of the critical challenges that the organization/ your team faced in implementing the programme internal/external)?

.....

What steps/ initiatives were taken at the EdelGive Foundation as well as at the organizational level to address these challenges?

.....

How would you assess the EdelGive Foundation's responsiveness and support during the programme, including its role in problem-solving or facilitating solutions?

.....

Likewise, what were some of the key supportive factors (enablers) both internal and external that facilitated the programme in the organization?

.....

What could have been done more or differently under the programme to make the non-programmatic support more

- i. Need based (relevant) in the organisation
 - ii. Effective for the organisation
-

Share your thoughts on what more needs to be done under such non-programmatic support programme to make the NGOs more resilient and future ready?

.....

In line with the above, are there any lessons/ input/ suggestion that you would like to share to make similar programs more relevant and effective in the future?

.....

Please provide one example of a change you consider most significant in the organization.

.....

What improvements would you recommend for future institutional support initiatives

1.5. DOMAIN: HUMAN RESOURCES

IDI QUESTIONNAIRE FOR THE HEAD OF HUMAN RESOURCE/ HR LEAD

SECTION I: RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY

How crucial was this support for the organisation? What was the Baseline assessment of the organisation on this component?

.....

How did the program support the HR systems, policies and processes in the organisation? Share details on what support was provided and how it was provided?

.....

How did your organisation adapt or modify Grow Fund provided tools, frameworks or processes to suit your internal context?

.....

What tangible /non –tangible (perceived) changes have been facilitated in the organisation with the Grow Fund support? Changes in HR policies, JDs, recruitment process? Staff awareness

.....

What does the end line assessment data on the HR aspect of the organisation show? Share details of the end line assessment.

.....

What gaps/issues still exist in the organisation under this domain which were also captured in the baseline? What more could be done to address those gaps/ issues?

.....

How has the HR functioning improved in the organisation? Share details of improved HR practices, turnover and retention changes (records like HR manual, organogram, appraisal records etc.)

.....

Share 5 suggestions on what more needs to be done under this domain to make the organisation more resilient and future ready?

.....

Going forward, how will the organisation sustain the progress made under this domain? What mechanisms have already been built to achieve sustainability and what more is required?

.....

Going forward, how will the organisation sustain the progress made under this domain? What mechanisms have already been built to ensure that the progress/ impact made sustains beyond the program?

Rate the effectiveness of the support provided under this domain on a scale of 1-5

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

Rate the following Statements on Likert Scale

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

i. HR policies and systems improved due to the support.

ii. Performance management systems are more effective.

iii. Recruitment and retention processes have strengthened

SECTION II- CHALLENGES, RECOMMENDATIONS AND WAY FORWARD

This being a non-programmatic support, what were some of the critical challenges that the organization/ your team faced in implementing the programme internal/external)?

.....

What steps/ initiatives were taken at the EdelGive Foundation as well as at the organizational level to address these challenges?

.....

How would you assess the EdelGive Foundation's responsiveness and support during the programme, including its role in problem-solving or facilitating solutions?

.....

Likewise, what were some of the key supportive factors (enablers) both internal and external that facilitated the programme in the organization?

.....

What could have been done more or differently under the programme to make the non-programmatic support more

- i. Need based (relevant) in the organisation
 - ii. Effective for the organisation
-

Share your thoughts on what more needs to be done under such non-programmatic support programme to make the NGOs more resilient and future ready?

.....

In line with the above, are there any lessons/ input/ suggestion that you would like to share to make similar programs more relevant and effective in the future?

.....

Please provide one example of a change you consider most significant in the organization.

.....

What improvements would you recommend for future institutional support initiatives

1.6. DOMAIN: MONITORING, EVALUATION AND LEARNING (MEL)

IDI QUESTIONNAIRE FOR HEAD/LEAD, MEL

SECTION I: RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY

What were some of the key M&E issues/concerns/gaps existing which were highlighted in the baseline?

.....

Vis a Vis these findings, what was the support extended under Grow Fund to bridge this gap and to capacitate the organisation?

.....

What changes in the M&E system and practices have been brought about in the organisation through this programme? (e.g. - New/improved MEL frameworks, indicators, tools etc.)

.....

How useful has this support been? How has the organisation benefitted from this support? (Share examples of MEL-informed program changes etc.)

.....

What has been the impact of the changes being brought about in the working of the organisation? (Evidence: dashboards, frameworks, meeting notes)

.....

What are some of the key end line findings against the Baseline assessment supporting the progress made so far?

.....

Are there still areas of gap/concerns in the M&E system that need to be addressed?

.....

In hind sight, what could have been done more or differently under the M&E component of the Grow Fund support to further strengthen the M&E systems in the organisation?

.....

Going forward, how will the organisation sustain the progress made under this domain? What mechanisms have already been built to ensure that the progress/ impact made sustains beyond the program?

Rate the effectiveness of the support provided under this domain on a scale of 1-5

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

Rate the following Statements on Likert Scale

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

i. MEL systems produce usable data for decision-making

ii. Indicators and frameworks improved after the support

iii. Teams actively use MEL findings

SECTION II: CHALLENGES, RECOMMENDATIONS AND WAY FORWARD

This being a non-programmatic support, what were some of the critical challenges that the organization/ your team faced in implementing the programme internal/external)?

.....

What steps/ initiatives were taken at the EdelGive Foundation as well as at the organizational level to address these challenges?

.....

How would you assess the EdelGive Foundation's responsiveness and support during the programme, including its role in problem-solving or facilitating solutions?

.....

Likewise, what were some of the key supportive factors (enablers) both internal and external that facilitated the programme in the organization?

.....

What could have been done more or differently under the programme to make the non-programmatic support more

- i. Need based (relevant) in the organisation
 - ii. Effective for the organisation
-

Share your thoughts on what more needs to be done under such non-programmatic support programme to make the NGOs more resilient and future ready?

.....

In line with the above, are there any lessons/ input/ suggestion that you would like to share to make similar programs more relevant and effective in the future?

.....

Please provide one example of a change you consider most significant in the organization.

.....

What improvements would you recommend for future institutional support initiatives

ANNEXURE IV: EVALUATION MATRIX

Evaluation Objective	Areas of Investigation	Data Source / Respondents	Method / Tools
1. Assess the effectiveness of institutional support through the Grow Fund	- Improvements in internal systems across HR, Finance, MEL, Digital, Governance - Changes in decision-making and leadership practices - Adaptation and integration of capacity-building inputs	- Senior Management Team (SMT) including - Executive Director, HR Head, Finance Lead, MEL Lead, Programme Lead	- Desk review of organisational documents - Virtual semi-structured interviews
2. Examine the relevance of support provided to NGO needs	- Alignment of support with actual needs and priorities - Perceived usefulness of technical and financial support - Fit of support with organisational growth stage	SMT and Program Staff	- Virtual interviews - Document review (need assessments, baseline capacity assessments)
3. Explore the sustainability of institutional changes	- Evidence of embedded systems/processes - Staff retention and role clarity - Long-term plans to maintain improvements	SMT, Board members, if available	- Interviews - Desk Review of project document, - strategy documents
4. Identify key enablers and constraints affecting change	- Internal leadership and ownership - Responsiveness of and flexibility of support - Organisational culture and external environment	SMT and select staff, id suggested by SMT	- Virtual semi structured Interviews - Triangulation through document insights

ANNEXURE V: DETAILS OF THE ONLINE IN-DEPTH INDIVIDUAL INTERVIEWS

S. No	Organisation	Name	Designation	Date
1	Avanti Fellows	Mr. Akshay Saxena	Co-CEO	28 Jan 2026
2		Ms. Vandana Goyal	Co-CEO and Managing Trustee	29 Jan 2026
3		Snehal Pathak	Associate Director Human Resources	27 Jan 2026
4		Panchali Dutta	Vice President, Government Partnerships	28 Jan 2026
5		Mr. Agny Ganesh	Head of Programs	5 Feb 2026
6		Mr. Praful Chugh	CSR Partnerships	5 Feb 2026
7		Mr. Joash Cornelius	Sr. Communications Specialist	28 Jan 2026
8		Mr. Vijay Vedak	Chief Financial Officer	4 Feb 2026
9		Mr. Pritam Sukumar	Vice President (Technology)	3 Feb 2026
10	Jan Chetna Manch	Ms. Lindsay Barnes	Director, Health Programmes	3 Feb 2026
11		Mr. Jitendra Prasad	Accountant	3 Feb 2026
12		Mr. Kaushal Mishra	Human Resources	3 Feb 2026
13	The India Foundation for the Arts (IFA)	Ms. Maeneka Rodrigues	Executive Director	2 Feb 2026
14		Ms. Darshana Dave	Manager: Institutional Projects	2 Feb 2026
15		Mr. C. Suresh Kumar	Senior Manager: Management Services	2 Feb 2026
16	Urmul Seemant Samiti	Mrs. Sushila Ojha	Chairperson	29 Jan 2026
17		Mr. Suraj Singh	Head of Programmes	29 Jan 2026
18		Mr. Manoj Singh	Finance Manager	29 Jan 2026
19		Mr. Sunil Lahiri	Secretary	29 Jan 2026
		Other		
20		Ms. Tejaswi Singh	Desert Fellow, Grow Fund	29 Jan 2026

ANNEXURE VI: CONSOLIDATED RATINGS ON EFFECTIVENESS OF THE GROW FUND SUPPORT

Domain	Questions	Avanti	JCM	IFA	Urmul
HoP/ Director Programs	How crucial has this support been for the programme vertical				
	Strong Monitoring, Evaluation & Learning (MEL) Systems				
	Clear Theory of Change (ToC) & Evidence-Based Design				
	Community-Centered and Inclusive Approaches				
	Strengthened Local Partnerships				
	Sustainable and Scalable Interventions				
	Strong Governance, Transparency & Accountability				
	Innovative Approaches & Use of Technology				
	Improved Resource Mobilization & Financial Management				
	Impact-Oriented Staff Capacity & Organizational Learning				
	Strong Beneficiary Feedback & Safeguarding Systems				
MEL Team Lead	Effectiveness of the support provided under this domain				
	MEL systems produce usable data for decision-making				
	Indicators and frameworks improved after the support				
	Teams actively use MEL findings				

Domain	Questions	Avanti	JCM	IFA	Urmul
CEO/ Executive Director/ Board	The overall effectiveness of the support				
	Support addressed our organisation's top institutional priorities				
	Leadership and governance systems strengthened after support				
	Governance policies and processes strengthened				
	Board engagement in strategic decisions increased				
	Changes introduced are likely to be sustained				
Human Resources Lead	The overall effectiveness of the support				
	HR policies and systems improved due to the support				
	Performance management systems are more effective				
	Recruitment and retention processes have strengthened				
Finance Lead	The overall effectiveness of the support				
	Financial systems have improved since the support				
	Financial reporting is more timely and accurate				
	Internal controls and compliance processes have improved				
Communication Lead	The overall effectiveness of the support				
	Enhanced Outreach and visibility				
	Content and branding practices				
	Improved FR				
Fund Raising Lead	The overall Effectiveness of the support				
	Enhanced outreach and visibility				
	Branding and communications				
	Improved fundraising outcomes				

5- POINT LIKERT SCALE COLOUR CODING

1- Strongly Disagree

2- Disagree

3- Neutral

4- Agree

5- Strongly Agree

Not Available -Response from the Domain Lead not available; position does not exist in the organisation.



BridgeBounds Consultancy is a development consulting agency offering end-to-end, high-quality solutions for development actions, especially in education, sexual and reproductive health, gender equality, human rights, livelihoods, and local self-governance.

At BridgeBounds, we extend technical and operational support to our clients in all stages of the project management cycle, including need assessments, establishing inclusive processes, and developing implementation frameworks with a robust monitoring and evaluation system. Our services include localized, inclusive, and gender-transformative pathways for result-oriented proposals and program strategies, including capacity building for diverse stakeholders. We also have a strong background in research, data quality assessment (DQA), undertaking result-based monitoring, and impact assessments.



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