Global Action on Poverty

GAP’s Impact on Changemakers - An Assessment

January 2018
Global Action on Poverty (GAP)

GAP’s journey started in 2014 when a few passionate people came together to design a collaborative space where actionable steps could be taken to eradicate poverty. The engaging conversations led to the launch of GAP in March 2015, at the Sabarmati Gandhi Ashram in Ahmedabad, India. The two-day event brought together 300+ individuals who pledged to wipe out poverty by working collaboratively.

Global Action on Poverty (GAP) accelerates the impact produced by a diverse set of committed, passionate individuals (“Changemakers”), who are tirelessly working to bring people out of poverty through a myriad of ways.

GAP provides these Changemakers a range of resources and capabilities through Partners to bring a step-up change in their initiative. Partners from different spheres such as Academia, Corporates, Foundations/charities, Impact Investors, Governments and others have joined hands with GAP to empower these Changemakers to make poverty history.

Over the last three years, we have learnt that a Changemaker not only needs resources & networks, but also needs to build his/her own capabilities to considerably increase the impact on a poor person’s life through their enterprise or initiative.

Action on poverty- global step

Currently GAP operations in India are expanding and creating powerful impact through over 200 extraordinary Changemakers. GAP plans to take its initiative global, by evolving a strong strategy and engaging Changemakers from across the world. The step up will happen organically and requires lessons learnt from India to be translated into powerful stories of change, which emerged from the communities, for the communities and by the communities!

Head Held High Foundation

Head Held High is a collective of everyday persons in this intention to eradicate poverty. By changing one life at a time, we can eventually transform the face of India. At Head Held High (HHH), the aim is to address this by implementing multiple initiatives. Through a multi-pronged approach using our Make India Capable (MIC) and Global Action on Poverty (GAP) initiatives, we strive to eradicate rural poverty, beginning with India.
Impacting Poverty

No one has an overall solution for poverty. But we believe that supporting and empowering Changemakers from many walks of life, by providing them with expertise, resources and capability will augment their efforts in impacting poverty.
Impact Summary

Global Action on Poverty (GAP), has been working in close association with changemakers to make them efficient and improve their impact in their fight against poverty. GAP programs and the Changemakers who avail of the GAP services has gradually grown in numbers since its inception. Two surveys were conducted on October 2017 and December 2017, respectively,

1. To measure the impact that GAP has had on the Changemakers and poverty.

2. To strategize and better the GAP programs by identifying areas of lack in the program and challenges faced by Changemakers

The survey was conducted by telephonically interviewing 71 out the 104 shortlisted Changemakers. The three key areas of focus and the impact assessment are as follows,

A. Changemakers’ Personal Leadership

- 76 percent of the Changemakers expressed that their personal leadership has developed and enhanced.

B. Changemakers Organizational Framework

- 63 percent of the Changemakers reported that GAP Coaching, Mentoring and Intensive programs has been very useful in strengthening their organization.

C. Changemakers’ access to partners and collaborators

- Access to partners and collaborators increased to almost double the size after Changemakers associated with GAP

The overall survey data indicated the following,

1. GAP in the year 2017, impacted 77,331 people living in poverty, through its Changemakers.

2. 73 percent of the Changemakers’ found at least 2 of the many programs offered by GAP beneficial to them.

3. Changemakers apportioned 30 percent of their increase in impact to GAP

This impact assessment has highlighted the need and importance of fine tuning or customizing programs to address the specific need of the Changemakers, keeping in mind the stage they are at in their social initiatives.

GAP currently has 218 Changemakers who are regularly benefitting from a mix of programs and services. Our Changemakers and their initiatives are active in 22 states across India, impacting nearly 3 lakh poor people.

The impact assessment has clearly indicated that the support and services rendered by GAP is relevant and valuable to our Changemakers. Though we have a long way to go in producing an evident impact on poverty, the survey indicates that we are right on track. The insights we have acquired from this assessment will help us better our planning and execution of the GAP programs. We thank everyone for believing in the vision of GAP and for allowing us to journey along with them in their changemaking progress.
218 Changemakers
22 states and expanding
3 lakh poor impacted

58 Changemakers in Livelihood
Skilling, training, social inclusion

31 Changemakers in Agriculture
Access to fair markets, sustainable farming

19 Changemakers in Water, Sanitation and Energy
Access to clean drinking water, toilets and energy

24 Changemakers in Women & Child Empowerment
Equality, rights, health and livelihood

64 Changemakers in Education
Access to schools, reducing dropouts

22 Changemakers in Health
Quality, affordable healthcare
Poverty in India

India is the fastest growing economy in the world with a growth rate of 7.1% (2016). The tremendous growth is a result of concerted efforts in agriculture, industry, IT and technology, education and so on. Rapid changes in the world economy has also positioned India as one of the most bankable countries. Alongside India also reels under the burden of poverty.

Fight against poverty has been the longest and the hardest fought. Beginning of 2018, the Planning Commission said 29.8% of India's 1.21 billion people live below the poverty line, a sharp drop from 37.2% in 2004-2005. This means around 360 million people currently live in poverty.¹

Impacting Poverty

Professor Nurkse, a pioneer economist once said regarding the vicious cycle of poverty, “It implies circular constellation of forces tending to act and react one another in such a way as to keep a poor country in a state of poverty”. This can be refuted by minimum acceptable standard of living to the people living in poverty which comprises of:

![Figure 1. Minimum acceptable standard of living](image)

We at GAP believe that access to these services, their affordability and availability ensures that people living with poverty can be allowed to live a life of dignity and equality. GAP Changemakers are relentlessly at work to address the lack and problems associated with the provision of these services and helping people walk out of the vicious cycle!

---

¹Planning Commission of India Announcement- www.bbc.net
The GAP Changemakers

GAP Changemakers are individuals who are committed and passionate about the change they want to create and impact poverty in their communities through their projects. The projects could range from agriculture, education, livelihood and enterprise, water and sanitation, healthcare and financial inclusion. They are essentially:

- Committed and passionate about the change that they want to create
- Engaged in their initiative or idea for a minimum of a year and are ready for further support
- Driven to make their initiative a success and are open to growing themselves, their team and their initiative
- Open to new perspectives and ideas and are ready to adopt new ways to increase their impact
- Deeply committed to the fact that poverty should be wiped out and are ready to work with others to make it happen.

GAP Empowerment Programs

Our programs enhance the leadership capability of the Changemakers and our resource programs give them access to solutions & people. The various programs available to the Changemakers are:

1. **GAP Coaching** - unleashes the potential of our Changemakers to develop as leaders and enhance their capabilities to effectively manage their initiatives and create impact
2. **GAP Experts** - industry experts share their expertise and experience to address Changemakers challenges and accelerate their impact
3. **GAP Accelerate** - helps Changemakers to outsource their non-core service needs
4. **GAP Learn** - enhances and empowers the Changemakers knowledge by providing them training and learning support
5. **GAP Serve** - create a strong network of volunteers who can support and add value to GAP Changemakers’ initiatives & projects
6. **GAP Funds** - offers a wide range of fundraising options for the Changemakers.

GAP Intensive

The GAP Intensive is a program where GAP and its partners work alongside Changemakers to dramatically increase their impact (by 50%) through strategic and on the ground support over a period of a year. At present GAP engages with 20 such intensive Changemakers, who are doing exceptional work with their initiatives.

Program Benefits

1. Changemakers get a fresh new perspective for their initiative from a diverse group of people
2. Formulation of a plan based on a Big Idea that accelerates their impact
3. Connection with key strategic partners who support Changemakers through their expertise
4. Time bound implementation of the Big Idea Plan with the support of strategic partners
5. Access to one dedicated member from the GAP team (GAP Agent) and a GAP Intensive Leader who will be support the Changemakers throughout the 1-year engagement
6. Gaining mileage from the experience and connections of the GAP Intensive Council members
7. Benefit from the regular review and an impact assessment of the engagement at the end of 1-year.
GAP Impact Assessment

Purpose
Post the events at Sabarmati in 2015 and 2016, GAP launched the empowerment programs for Changemakers only in December 2016. Since then the Changemakers as well as the programs have evolved and begun to have an impact on each other to come a full circle and establish a pattern of need-based program delivery.

GAP did this impact assessment of its programs and services to:

1. Understand and capture the growth of Changemakers since the time they got connected to GAP and its programs
2. To see if the current communication with the Changemakers can engage them over a long period of time
3. To understand challenges faced by CM while being with GAP and accessing its programs
4. To arrive at milestones for GAP year on year to achieve the goal of impacting 1 million people living in poverty by 2022

Methodology
The assessment was categorized under 5 primary categories. Changemakers were interviewed on questions based on the categories shown in figure 2. Questions were asked for each category to know impact and change in the Changemakers and their programs before GAP and after associating with GAP. Sections that follow explain the categories and assessment outcomes in detail.

Sampling
For this assessment systematic sampling survey method was used, this method allows to choose a sample from among a larger population. The process of systematic sampling typically involves first selecting a fixed starting point in the larger population and then obtaining subsequent observations by using a constant interval between samples taken.
A total of 104 Changemakers who are currently active have been shortlisted for the assessment. Out of this 104, 71 Changemakers (76%), willingly participated and gave their inputs and opinions.

Tools
A questionnaire was developed for conducting this assessment. Changemakers were interviewed telephonically and their responses captured and submitted online. The interview method was in-depth and probe.

The questionnaire is attached as annexure with this report.
“Changemakers accelerated their impact and scaled their initiatives through the right mix of support programs at the appropriate stage”.

The study was designed to understand the growth of the Changemakers with respect to three key criteria’s namely:

1. Developing Changemaker Leadership – GAP programs are intrinsically designed to enhance the leadership of the Changemakers. Since the Changemakers work with the communities with utmost passion and dedication, leadership development at the personal level is reflected at the organizational level too. GAP engages with the Changemakers at every critical stage of growth and supports them to elevate their programs and initiatives to the next level.

GAP does not operate with ‘one size fits all’ approach. Customization is at the core of all its programs. Changemakers come from all walks of life and require niche expertise, mentoring and technical support to run their programs. GAP works with various resource partners and facilitates connections between the Changemakers and resources to ensure that the right programs are made available to the changemakers at the right time.

2. Strengthening organizational capability – one of the factors for Changemakers shifting gears and implementing their initiatives with improved efficiency has been building of their
organizational capability with the support provided by GAP programs like Funds, Accelerate and Serve. All Changemakers interviewed agreed that their organizational processes and capabilities improved after they associated with GAP.

3. **Providing better connections and partnerships** – 75% Changemakers interviewed expressed that they improved their partnerships and connections after associating with GAP. This has improved access to new markets, resources and funds further resulting in expanding their to new geographies and populations. They are able to impact more people living in poverty by collaborating with like-minded partners.
“GAP is always there behind me and motivates me to develop my idea. Even if I'm not there they constantly motivate me and make sure things move.”

- Changemaker, Deepa Dessai
Through a tremendous shift in their Leadership, Changemakers increased the effectiveness of their initiative.

In simple terms, leadership can be defined as an art or ability of motivating a group of people to act towards achieving a common goal. GAP identifies with a leader who can dream big and even bigger to make a difference to humanity; can stretch beyond existing paradigms of thinking and be totally unstoppable. A leader who embraces people and bring them along to collectively achieve their dreams for this world.

GAP assessed the impact of its programs on the personal leadership of the Changemakers. 76% of Changemakers associated with GAP for over a period of 1 year expressed, that they felt their personal leadership developed and enhanced on the top three parameters:

1. 83% Changemakers said that they had better clarity of vision for the change they want to see in the world.
2. 72% Changemakers said that they were able to engage their community effectively in their initiatives.
3. 80% Changemakers said that they were relentless and unstoppable in the changemaking journey after joining GAP.

The assessment data reflects, 73% Changemakers agreeing that there has been an improvement in their leadership skills since they were more up-to-date on the recent developments (acts/schemes/policies etc.) related to their area of work, were able to effectively and deeply engage with the communities and experienced enhanced ability to influence people in the wider community. Other substantial findings reflect that 97% Changemakers felt that their compassion and connection increased with the problem they are addressing after GAP. 87% Changemakers interviewed said that their Capacity to run their initiative had become more effective.

Figure 4. Personal leadership development before and after GAP

- [Diagram showing personal leadership development]

- Ability to influence people in the wider community
- Clarity of vision
- Relentless and unstoppable

Before GAP | After GAP
The Changemakers attribute these to the effective and timely provision of Coaching by experts; mentoring by business experts; Mission Impossible Leaders program, which enables the Changemakers to know their purpose and realize their true potential; GAP Learn program which enhances the Changemakers knowledge by providing training and learning support in different areas that empowers them and make their initiative successful.

**Insight**

By providing access to dedicated coaching and experts the Changemakers were able to achieve better clarity about goals for their organization and initiative. By attaining clarity of vision and strategy, Changemakers were able to drive their initiatives and aligning their team to the vision. The other big outcome from coaching was that it helped the Changemakers in developing a clear strategy both financial and operational. This has enabled the Changemakers to make their initiatives stronger, viable and impactful.

GAP believes that delivering **customized programs** to the Changemakers has been the most efficient way to provide support, it has improved the effectiveness of the Changemakers initiative as it settled well with their needs.
Strengthening Organizational Capabilities

“GAP helped me gain clarity of vision and organizational goals. I feel more confident about my initiative and take on more challenges”.

- Changemaker, Jagdish Palange

“Confidence increased a lot after GAP. Started working with youth after GAP, earlier only with children. Targeting entire district to be covered. GAP is always there to follow up and support. MI program can be given to the youth of this initiative.”

- Changemaker, Siddaiah Nadaf
Getting clarity on the strategy and goals enabled Changemakers to create focus and momentum for their initiative.

GAP works with two kinds of Changemakers; one who have passionately started their initiative and are looking for support to strengthen their organization, team, processes, outreach and outcomes and, those who have been running their initiatives for some time, are stable and looking to expand. In both the cases the muscle of the organization is not only tested but stretched beyond its limits.

GAP facilitates support that helps the Changemakers create significant impact in the communities they work in, but this impact is possible only when the organizations are strong enough to stand the test of time and capable to sustain itself and the people who work for it. GAP Changemakers are existing or promising leaders in their field; our role is to help make them stronger. We thus use the term ‘strengthening organizational capabilities’ because we feel it is the most literal description of what we do – strengthen and improve the organizational performance, impact and leadership of the Changemakers that we work with.

Through this assessment GAP was able to identify top three factors impacting the organizational capabilities of the Changemakers:

- 63% Changemakers were able to achieve a clear plan and strategy for their organization
- 68% Changemakers said that their clarity of goals for the organization improved after joining GAP
- 50% Changemakers said that they gained clarity regarding annual budget/planned finances for the organization

By building their organizational capability, Changemakers have been able to improve the effectiveness of their programs; improved compliance and operations; improved organizational outcomes.

Figure 5. factors affecting organizational capabilities
GAP supports organizations with high potential for scaling their reach and impact, and together we identify, address and solve their organizational challenges so they can realize their full potential. GAP understands the suite of technical, operational and organizational development issues that organizations face in working to develop effective, sustainable impact on poverty. From early start-ups with great vision and emerging track records, to long-established organizations playing important roles and seeking scale, we help organizations at different stages of development achieve greater results by addressing their organizational needs.

**Insight**

GAP introduced the Changemakers to experts in the domain of organizational compliance and processes, which has helped make their organizations more stable. This was mostly need based and required the Changemakers to assess what support do they need to make their organizations more capable. 67% Changemakers interviewed said they developed clear budgets and finances after being part of GAP; 73% Changemakers interviewed said that they were able to establish organizational and operational processes after being part of GAP. The Changemakers have been able to prioritize the need to have organizational processes and operations in place, to implement their initiatives seamlessly.
Creating better access to connections and potential partners

“I was not very active in seeking support from GAP because I was getting the support from other organizations. But having the assurance that GAP can provide support whenever I need helped me move ahead with confidence. This was like a support that I have organizations who will back me up when I need it. It gave me a lot of confidence.”
- Changemaker, Aanchal Gupta

“GAP has helped to some extent, although there has not been any fund support from GAP, I have been introduced to networks and partners by GAP that have increased the impact of my programs, right now there is a student exchange program with Netherlands because of support from GAP”
- Changemaker, Nandkishore
More partners allowed the Changemakers to expand their reach and have better opportunities and access to resources for program delivery.

Partnerships hold the potential to create value add for Changemakers as well as for the communities they work for. Effective partnerships require changing the organizational structure or operations and purpose, reconceptualizing the path of scale and expansion and long-term commitment to work towards a common goal. With reference to GAP Changemakers, partnerships and connections can be defined as:

1. Partnering with organizations working in the similar domain to increase scale
2. Connecting with learning resource centre’s
3. Collaborating with larger organizations for greater impact
4. Partnering for technology and innovations

India is a country where the NGO sector is heavily dependent on overseas funding, these are not only hard to get but are also not a sustainable means for eradicating poverty. Local, home-grown ideas stemming from like-minded organizations and communities have a higher probability of sustaining itself through locally available resources and funding. GAP Changemakers have proved this by multiplying their connections and partnerships in a span of 1 year. From 236 partners, it has nearly doubled to 424 partners and connections impacting poverty together. Key factors assessed to measure the improvement in connections and partnerships are:

- Partners/collaborators working with the Changemakers to deliver the program/products before and after joining GAP
- Effectiveness of reach and engagement with the communities that the Changemakers work with
- Quality of connection with the community members
- Ideal mentors/partners identified who enabled to take the initiative to the next level before and after joining GAP.

![Figure 6. Ideal mentors/partners identified](image-url)
65% of the Changemakers surveyed identified their ideal mentors/partners before joining GAP and 45% of them were able to connect with them. This seems obvious since the 2 events in Sabarmati in the years 2015 & 2016 provided an opportunity to over 300 people to identify potential partners and establish connections.

More partners allowed the Changemakers to expand the reach and have better opportunities and access to resources for program delivery. This is shown in figure 3 above.

By partnering with each other the Changemakers have created a community of like-minded people to work towards impacting poverty together, because this ethos is there and seeded, it is allowing people to join hands and multiply the impact in the communities they work with.

**GAP Programs that have contributed to enhanced partnerships and collaborations**

**GAP Intensive**
GAP Intensive is a program where GAP and its partners work alongside Changemakers to dramatically increase their impact through strategic and on the ground support over a duration of a year. 14 Changemakers are currently in the ambit of intensive.

**Program Benefits**
1. Get fresh and new perspectives for Changemaker’s initiative from a diverse group of people
2. Formulation of a plan based on a Big Idea that accelerates impact
3. Connection with key strategic partners who support through their expertise and advice
4. Time bound implementation of the Big Idea Plan with the support of these partners
5. Access to one dedicated member from the GAP team (GAP Agent) and a GAP Intensive Leader who supports the Changemaker throughout the 1-year engagement
6. Gaining mileage from the experience and connections of the GAP Intensive Council members
7. Benefit from the regular reviews and an impact assessment of this engagement (at the end of 1 year

**Events**
GAP events provided the Changemaker ample opportunity to connect with experts, coaches, business leaders and other Changemakers. These connections have resulted in partnerships that contribute positively to each other’s growth and thereby creating powerful impact.

**GAP 2015 Event**
On the 85th anniversary of the Dandi March – a movement where Mahatma Gandhi led thousands of Indians to claim their economic and political rights – the first convention of GAP (Global Action on
Poverty) took off at Sabarmati Gandhi Ashram, Ahmedabad, catalyse other leaders on another journey.

**GAP 2016 Event**

On 20th February 2016, 300+ people from India and around the world congregated at the Annual Event of GAP with the intention of collaborating and finding more powerful ways to deal with the pressing problems of poverty.

**Other GAP Events**

GAP has done partnerships and networking meets which have benefitted the Changemakers immensely. They have provided platforms to find like-minded Changemakers who have helped them in expanding partnerships, identifying mentors and experts and finding other resources that have helped them in their initiatives.

**Insight**

This has come out as one of the most heartening and powerful insight. GAP Changemakers have not only enabled and strengthened themselves but have also been able to expand their initiatives and reach through partners with similar vision and goal of impacting people living in poverty. The learning we draw for this is, that it is important to **network** and explore possibilities of a viable and strong partnerships. This enables expanding the Changemakers initiatives to larger communities, access to better and more resources and sharing of experiences from organizations and individuals engaged in similar kind of work.
Social Impact of GAP
Impact on the community

GAP currently supports 218 Changemakers across 22 states in India. The number of people currently impacted directly by Changemakers is close to 3 Lakhs, out of which approximately 76,000 (30%) is apportioned to GAP and its programs.

GAP support helped Changemakers improve their community outreach thus increasing their impact on the people living in poverty. 39% Changemakers said that GAP helped in developing their leadership as a Changemaker, 41% Changemakers said that GAP helped them in building their organizational capabilities. This has been possible due to an engaging and intense interaction with the Changemakers over a period of time. Many coaches, experts and resources have been made available to the Changemakers to make them capable to bring quality.

GAP is working towards the goal of impacting 10 million people living in poverty by the year 2022. To achieve this GAP plans to increase the number of Changemakers by 100 every year, arriving at 700 Changemakers by 2022.

Insight

GAP does not work directly with the communities living in poverty, through its army of Changemakers GAP has been able to produce some impact, which has just begun to manifest. As we move ahead, we will have a stronger strategy and an increased number of Changemakers who will reach millions and an augmented impact that will be visible.
Value addition by GAP

60% of the total Changemakers surveyed were highly satisfied by the support provided by GAP
GAP support added value to the Changemakers initiatives and impact as it provided avenues for growth

33% Changemakers interviewed said that they were extremely satisfied with the support provided by GAP. This support increased the impact they have had on the people living in poverty. 27% Changemakers interviewed were highly satisfied with the support provided by GAP as it helped them enhance their model to have better impact.

Insight
GAP coaching, and experts program has provided avenues of learning and growth to the Changemakers. GAP Coaches take the Changemakers through planned and curated sessions that help them achieve clarity about every step they need to take to step up the impact on poverty. The program aims to unleash the potential of our Changemakers so that they can develop as leaders and enhance their capabilities to effectively manage their initiatives and accelerate the impact.

"The coaching element of GAP has truly added depth to our work, and the approach has allowed us to deeply introspect, question and find solutions."

- Subbu Parameswaran, GAP Changemaker
Conclusion

This impact assessment has provided powerful insights to GAP and its team, which will help in developing a strategic framework for action. These insights also provide a deeper understanding of challenges faced by GAP and the Changemakers. Going forward it will help in channelling the lessons learnt into efficient solutions. GAP programs will augment further to be able to provide wholesome support to the Changemakers and accelerate the impact of their initiatives.

GAP team will emphasize on finding the best way to facilitate support to the Changemakers. Engaging with the Changemakers has been the best part of the GAP impact assessment, not only did the Changemakers gave honest opinions and inputs regarding the programs, they also helped us take note what needs to be improved.

Developing a robust Changemaker communication and engagement strategy inclusive of events, learning visits to bigger established organizations, improved social media presence of GAP and Changemakers will be a focus area of work for GAP. Along with this GAP will continue to enhance program delivery, keep working on minimizing delays and improving overall data capture.

On the Intensive, the successful ones have had great Intensive Leaders that have put their efforts along with a good A Team & GAP Agent. Going forward we will continue to identify and engage with the right Intensive Leader.

Scoping and developing of partnership and connects, identifying partners for Changemakers domain wise, developing customized support for partnerships and connections, connecting Changemakers who are fund ready to fund sources will also be the thrust area for GAP.

GAP will also focus on identifying and supporting Change leaders through Mission Impossible Leaders Program and ensure that the impact on poverty is increased continuously and tremendously.
Annexure

GAP Impact Assessment Questionnaire

We are conducting this survey to take the feedback of GAP Changemakers and understand the Impact GAP has had on their changemaking journeys. It will take about 20 min. to complete this questionnaire

We are looking at 4 areas to understand this impact: Developing Changemaker Leadership, Building Organizational Capabilities, Creating better access to connections and potential partners and Truly understanding the social impact their initiative is having.

This feedback will help us plan a better strategy for the coming year.

Changemaker Name *

Your answer

Surveyor *

Your answer

How long have you been associated with GAP as a Changemaker? (No. of years/months) *

Your answer

I. Developing Changemaker Leadership

This segment looks at understanding how the Changemakers have been able to enhance their leadership skills as well as their personal development as a leader through the GAP programs

1. How clear have you been on your vision of the change you want to see happen in the world? *

Before GAP: Extremely Very Moderately Slightly Not at all

After GAP: Extremely Very Moderately Slightly Not at all

2. How up-to-date are you on the recent developments (acts/schemes/policies etc.) related to your area of work? *

Before GAP: Extremely Very Moderately Slightly Not at all
3. How would you rate yourself in terms of having the capacity to run your initiative effectively? *
   Before GAP: Excellent  Very Good  Good  Fair  Poor
   After GAP: Excellent  Very Good  Good  Fair  Poor

4. How would you rate yourself in terms of engaging with the community that you are working with? *
   Before GAP: Excellent  Very Good  Good  Fair  Poor
   After GAP: Excellent  Very Good  Good  Fair  Poor

5. How would you rate yourself in terms of having the compassion and connection with the problem you are addressing? *
   Before GAP: Excellent  Very Good  Good  Fair  Poor
   After GAP: Excellent  Very Good  Good  Fair  Poor

6. How well are you able to influence people in the wider community who can catalyze this change you are trying to bring in? *
   Before GAP: Extremely  very  Moderately  Slightly  Not at all
   After GAP: Extremely  very  Moderately  Slightly  Not at all

7. How relentless and unstoppable have you been in your changemaking journey? *
   Before GAP: Extremely  very  Moderately  Slightly  Not at all
   After GAP: Extremely  very  Moderately  Slightly  Not at all

8. Have you been able to sustain your team and yourself financially through your initiative *
   Before GAP: Yes  To a large extent  To some extent  Not at all
   After GAP: Yes  To a large extent  To some extent  Not at all
II. Building Organizational Capabilities

This segment looks at understanding how the Changemakers have been able to increase their organizational strength with GAP's support

1. How clear have you been about the goals for your organization? *
   
   Before GAP: Extremely  Very  Moderately  Slightly  Not at all  
   After GAP: Extremely  Very  Moderately  Slightly  Not at all  

2. Did you have a clear plan/strategy for your organization in place? *
   
   Before GAP: Yes  To a large extent  To some extent  Not at all  
   After GAP: Yes  To a large extent  To some extent  Not at all  

3. Did you have a clear annual budget/planned finances for your organization? *
   
   Before GAP: Yes  To a large extent  To some extent  Not at all  
   After GAP: Yes  To a large extent  To some extent  Not at all  

4. Is there a strong team in place to deliver the goals of your organization? *
   
   Before GAP: Yes  To a large extent  To some extent  Not at all  
   After GAP: Yes  To a large extent  To some extent  Not at all  

5. Have you got your organizational and operational processes in place? *
   
   Before GAP: Yes  To a large extent  To some extent  Not at all  
   After GAP: Yes  To a large extent  To some extent  Not at all  

   5. Has your program been established and ready to be replicated? *
      
      Before GAP: Yes  To a large extent  To some extent  Not at all  
      After GAP: Yes  To a large extent  To some extent  Not at all  

7. Has your program been having a consistent impact on the people you want to work with? *
Before GAP:  Yes   To a large extent   To some extent   Not at all
After GAP:  Yes   To a large extent   To some extent   Not at all

8. How many volunteers were engaged in your program before GAP *

_____________________

Your answer

9. How many volunteers are engaged in your program now *

_____________________

Your answer

III. Creating better access to connections and potential partners

This segment looks at understanding how the Changemakers have been able to increase their connects and partnerships

1. How many partners or other collaborators were you working with to deliver your program/products before joining GAP? *

_____________________

Your answer

2. How many partners or other collaborators are you working with to deliver your program/products now? *

_____________________

Your answer

3. How good is your reach and engagement with the communities that you want to impact? *

<table>
<thead>
<tr>
<th>Before GAP:</th>
<th>Excellent</th>
<th>Very good</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>After GAP:</td>
<td>Excellent</td>
<td>Very good</td>
<td>Good</td>
<td>Fair</td>
<td>Poor</td>
</tr>
</tbody>
</table>

4. How deeply have you been connected with the community members that you are impacting? *

<table>
<thead>
<tr>
<th>Before GAP:</th>
<th>Extremely</th>
<th>Very</th>
<th>Moderately</th>
<th>Slightly</th>
<th>Not at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>After GAP:</td>
<td>Extremely</td>
<td>Very</td>
<td>Moderately</td>
<td>Slightly</td>
<td>Not at all</td>
</tr>
</tbody>
</table>
5. Had you identified any ideal mentors/partners who could enable you to take your initiative to the next level before joining GAP? *

Yes  No

6. If yes, were you able to connect with them or others in the similar areas? *

Yes  No  To some extent

IV. Social Impact/Scale of Change

1. Who are the people your initiative is targeted at? *

Your answer

2. What has been the outcome of your work till date? (number of units- schools/training centers/toilets etc.) *

Your answer

3. Before joining GAP how many people were being impacted directly by your initiative and in what way? (mention the number of people and the focus areas) *

Your answer

4. How many people are being impacted directly now by your initiative and in what way? (mention the number of people and the focus areas) *

Your answer
5. Before joining GAP, how many people were being impacted indirectly by your initiative and in what way? (mention the number of people and the focus areas) *

Your answer

6. How many people are being impacted indirectly by your initiative now and in what way? (mention the number of people and the focus areas) *

Your answer

7. In which geographical areas was your initiative/program present before joining GAP? *

Your answer

8. In which geographical areas is your initiative/program present now? *

Your answer

9. Have you enhanced or improved your initiative/program to have better impact? And what has the enhancement been? (Strategies, new learning modules, change in the delivery structure, changes in the focus) *

Your answer

10. Do you think you are ready to support other GAP Changemakers in any way?

Yes

No

Maybe
V. Overall Impact of GAP

Answer these questions based on your overall experience with GAP as a Changemaker

1. Has the support of GAP increased the impact you have had on the people living in poverty?
   
   Yes       No

2. If yes, by how much? (approx.)
   
   Your answer

3. Has the support of GAP helped you enhance your model to have better impact? (qualitative) *
   
   Yes       No

4. If yes, how?
   
   Your answer

5. How valuable has the support of GAP been in your changemaking journey? (1 - Not Good, 5 - Great) *
   
   1  2  3  4  5

We have some good news for you. We have Bridge Partnership from the UK that provides leadership development to the top Fortune 100 companies design a leadership program specifically for GAP Changemakers through their non profit arm Institute along Mission Impossible Leaders. This program is called the Mission Impossible Leaders Program and has been created to provide leaders to become powerful. The belief is that when an organization has a purpose and the people behind it have their purposes aligned, unimaginable impact is unleashed by the leaders. We will be providing this program in Feb 2018. If you are interested we can send you details.

Yes

No

Remarks