



Grassroots Leadership and Organisation Development Program (GLODP)

Impact Assessment Report

August 2025

Dalberg

x



CORO

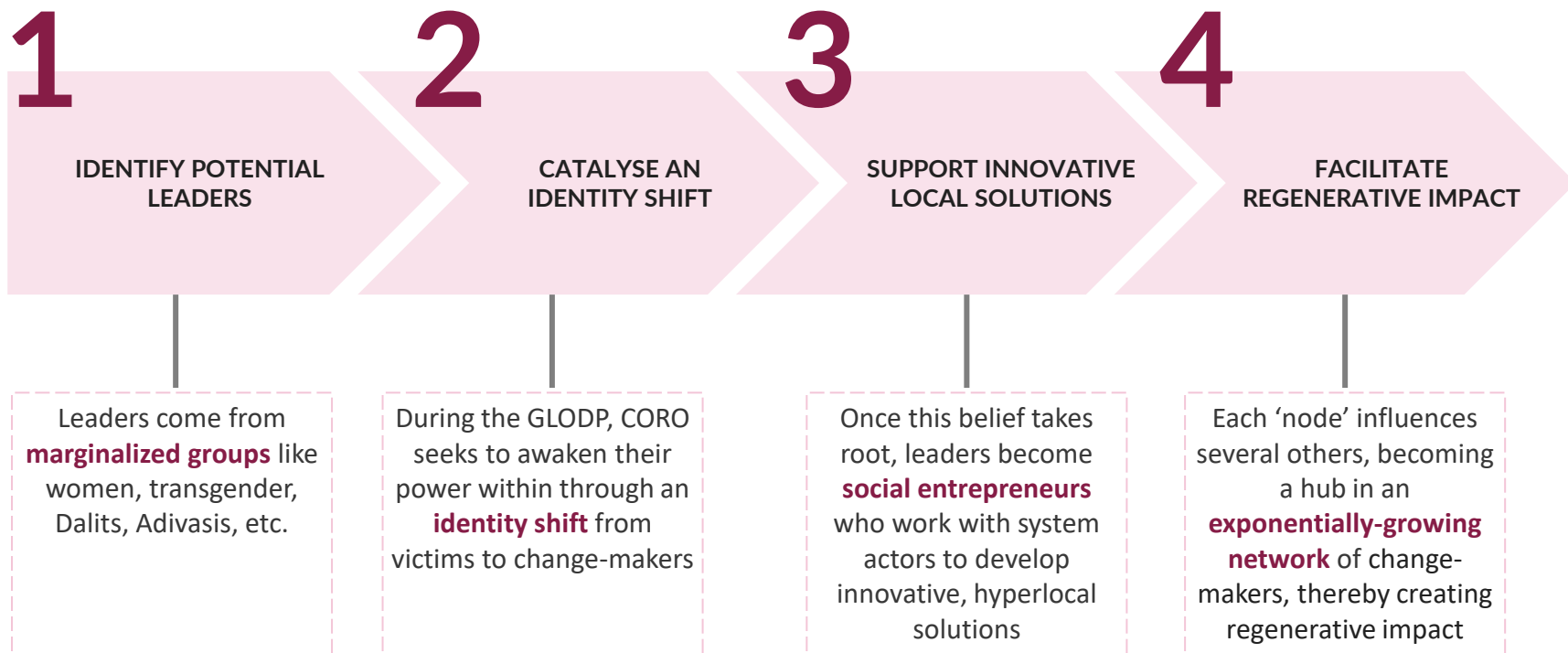


Background on CORO

CORO seeks to address three primary obstacles that hinder the socio-economic flourishing of marginalized and under-represented groups

1	Aspirations of India's most marginalized are limited by social and systemic barriers	These often take a deep psychological toll, making it harder for the individual to act to improve their situation	1.5M	Girls are estimated to be forced into child marriage annually ¹
			27%	Of all households in India still practice untouchability ²
2	These barriers hinder their socio-economic progress, entrenching inequality	Inequality has a strong inter-generational effect, which makes upward mobility even harder for the most marginalized	47%	Children from tribal communities are out of school vs 17% on avg. in India ³
			37%	Female labour force participation compared to 79% for men ⁴
3	They live in communities that are hard to reach, making outreach difficult	Govt programs that seek to support them are often out of reach due to lack of documentation, access, infrastructure etc.	59%	Tribal households don't have a voter ID for all eligible members ⁵
			54%	Elderly women don't have income, despite govt schemes ⁶

CORO's Grassroots Leadership and Organisation Development Program (GLODP) seeks to activate leaders who go on to work with their community to drive grassroots initiatives

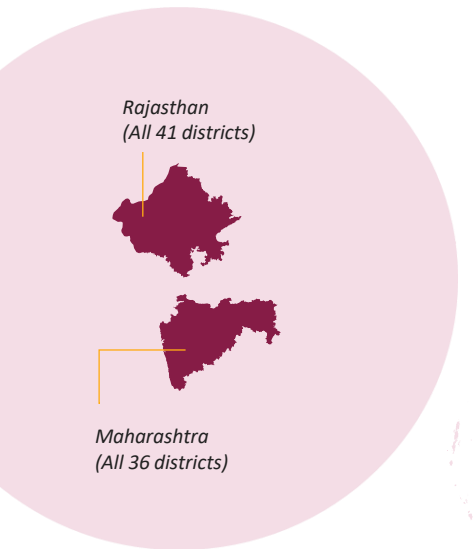


For this cycle to become self-propelling, CORO anchors it on its core **approaches** (facilitation, dialogue, mentoring) and **values** (non-judgment, non-intimidation, non-violence)

Till date, over 1900 leaders from nearly every district of Maharashtra and Rajasthan have participated in the GLODP

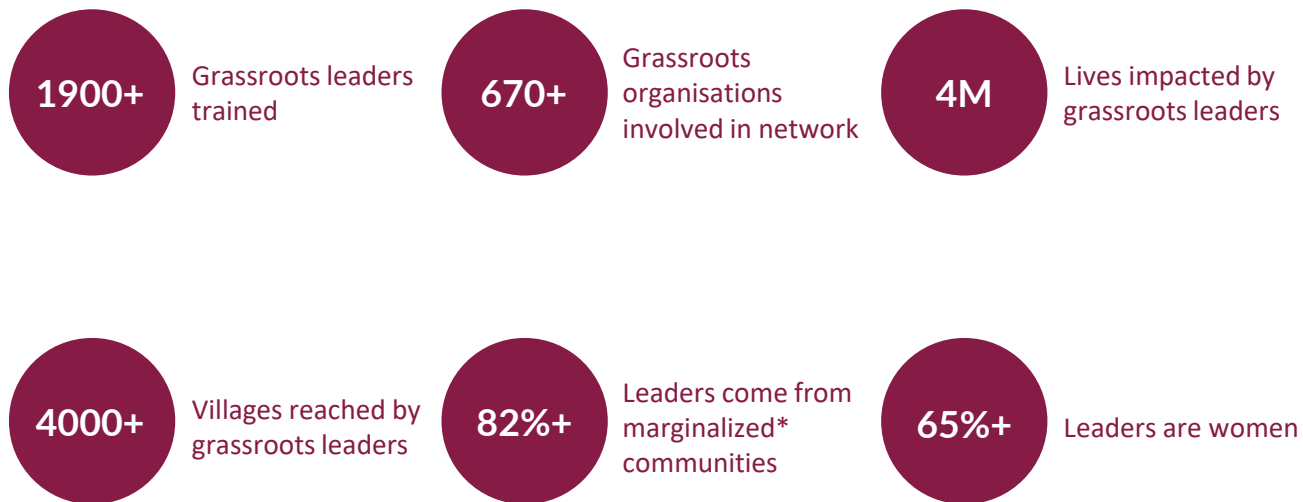
The GLODP was initiated in 2008 and has scaled consistently since then

Geographical footprint



These states cumulatively have
~180M residents
(~15% of India's population)

Impact in numbers



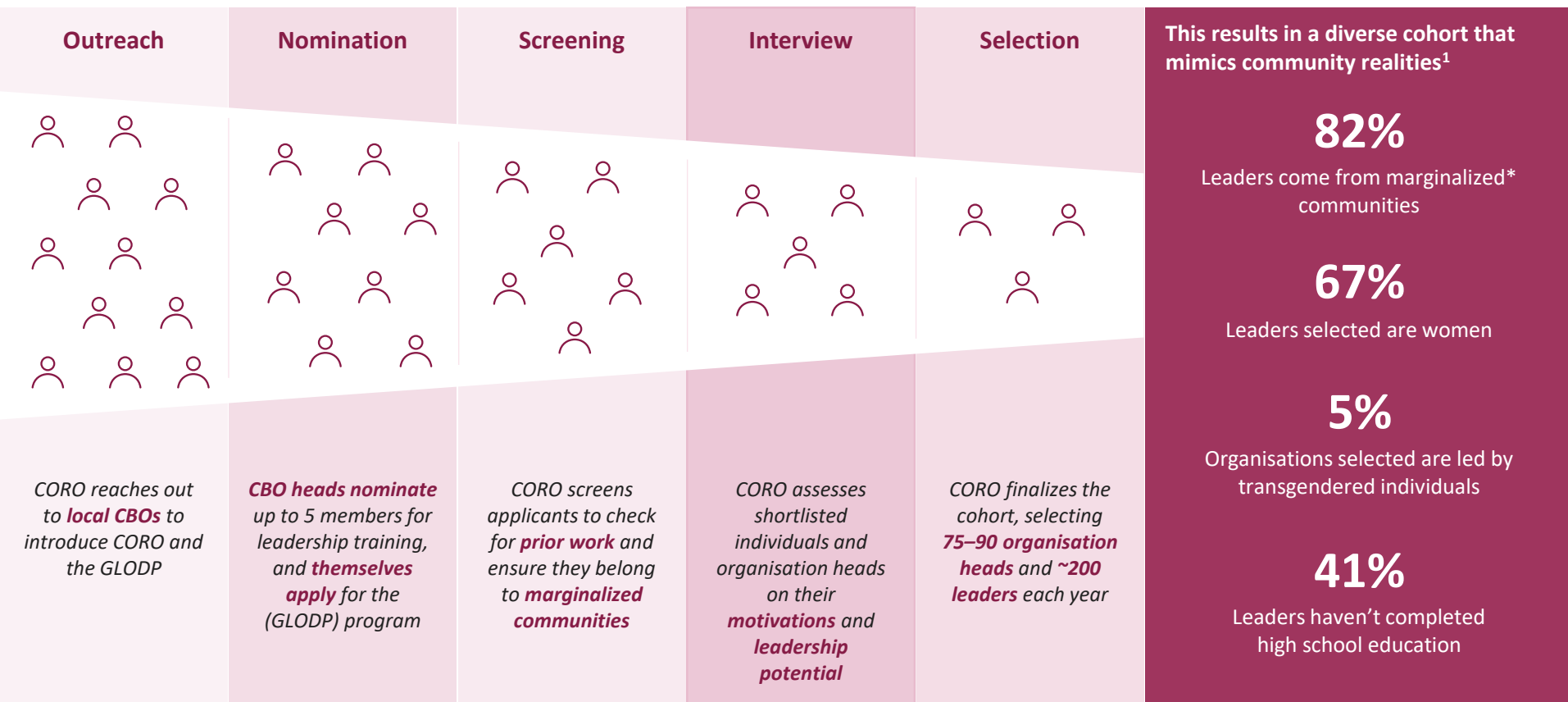
*Marginalized communities include SC, ST, OBC, Nomadic and Denotified tribes, Particularly vulnerable tribal groups, and minority communities



GLODP

Program Details

CORO runs a multi-step selection process to identify individuals from within marginalized communities who demonstrate potential and inclination to be local leaders



Note: *Marginalized communities include SC, ST, OBC, Nomadic and Denotified tribes, Particularly vulnerable tribal groups, and minority communities

Source: 1. Based on data from all GLDP cohorts, and data from Org Development cohort of 2024-25

CORO runs an intensive program with both individuals and organisation heads, aiming to facilitate changes in their thinking and working

Training Calendar	Year 1				Year 2			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<i>Grassroots leadership development program (5 modules)</i>	■ ■	■ ■	■					
<i>Organisation development program (12 modules)</i>	■	■	■	■	■	■	■	■

	Grassroots leadership development program (1 year)	Organisation development program (2 years)
Sessions covered (non-exhaustive)	<ul style="list-style-type: none"> Understanding self Learning about community issues, constitutional rights, and approach to work with system actors Developing leadership skills 	<ul style="list-style-type: none"> Defining the organisation's purpose, vision, and strategy Developing leadership qualities and mentorship skills Strengthening systems, documentation and compliance Learning proposal development and fundraising
Training Frequency	<ul style="list-style-type: none"> Each training module lasts 4-5 days Trainings are conducted once in 6 weeks (2 per quarter) in-person 	<ul style="list-style-type: none"> Trainings are conducted once every quarter in-person Each training module lasts 3-4 days
Assignments given during break	<ul style="list-style-type: none"> Between trainings, leaders conduct community surveys to identify key issues, critically reflect to find their root causes, articulate their role in the community, test other concepts learnt 	<ul style="list-style-type: none"> Between trainings, Org Heads draft their vision and mission statements with their team and board, draft annual plans and budgets, revisit their org structure, test other concepts learnt

A year-long leadership track and three-year organisation development tracks empower leaders from marginalized communities and strengthen institutions through a hands-on and action-oriented program

GLODP leadership track (one year)

A passionate **individual** from a marginalized community is selected for CORO's leadership track



Create a **strong self-identity** in the individual, instilling confidence

Shift **mindsets** from individual to collective action



Build **awareness** on constitutional rights and **skills** to approach govt. actors

Facilitate formation of **support groups** to mobilize communities



GLODP Organisation Development track (two years)

An **organisation head** from a marginalized community goes through CORO's Organisation Development track

Create a **strong self-identity** in the Org Head, instilling confidence

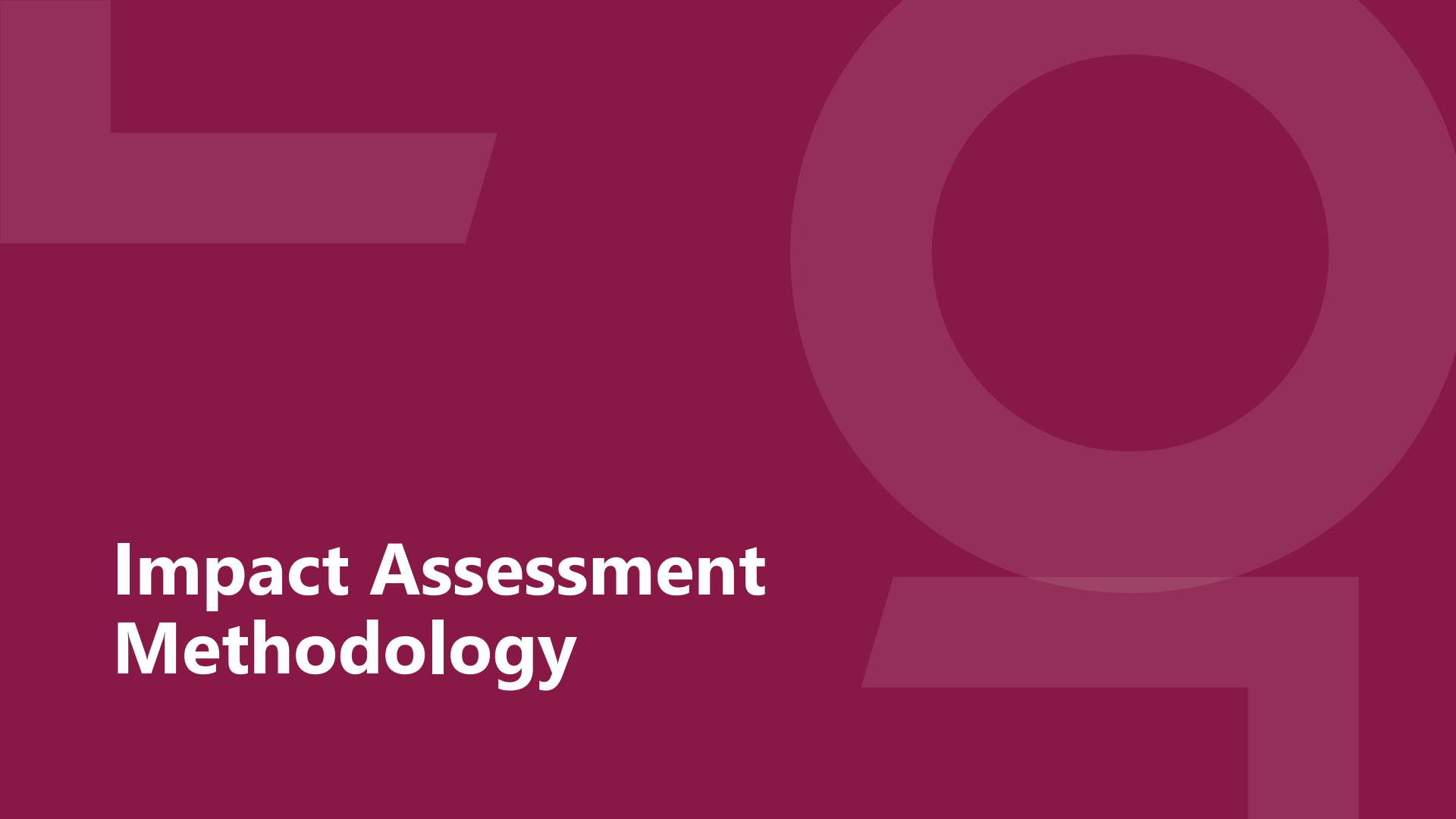


Shift **mindsets** to foster greater equity in decision-making

Build long-term **vision** and set up **sustainable and compliant** org processes



Expand reach to build a **movement of leaders** across villages/blocks



Impact Assessment Methodology

Background

CORO has been running its flagship GLDP program since 2008, facilitating grassroots leaders.

Since 2021, organisation development is an integral part of the program, thus becoming GLODP.

CORO wanted to understand the impact of the GLODP, *as distinct from* and *in addition to* the impact that the leaders went on to have in their communities.

Research methodology

A | Quantitative survey

Understanding quantifiable impact through a **digital survey**, where Dalberg **conducted the sampling** to ensure representation across genders, social categories, locations, and cohorts. The sample included:

- 400 GLODP leaders
- 69 organisation heads
- 128 non-GLODP CBO members

B | Focus group discussions

Understanding qualitative nuances behind the data through **in-person discussions**, wherein Dalberg gathered **personal stories** from the ground. Participants included:

- 22 community members
- 16 GLODP leaders
- 6 organisation heads
- 8 support group members
- 3 system actors

Impact synthesis

Based on the mixed-methods research, Dalberg developed a detailed view of impact created by the GLODP at the

- leader level
- organisation level
- community level, and
- system level

We used a mixed-methods approach that allowed us to analyse the multi-dimensional nature of the impact CORO seeks to have



Primary survey



Focus groups



Secondary research



CORO internal docs

Individuals



Survey with sample of **400 GLODP leaders** with balance of recent and past leaders, gender, across Maharashtra and Rajasthan



FGDs with **16 GLODP leaders** to understand impact journeys, with balance of gender



Review GLODP leader and Org Heads data to assess overall numbers and growth

CBOs



Survey of **69 CBO Org Heads** and **128 CBO members**, with balance across Maharashtra and Rajasthan



FGDs with **6 CBO Org Heads** to understand impact journeys, with balance of gender

Communities



FGDs with **22 community members** and **8 support group members** to understand impact of GLODP leaders on their lives, with balance of gender, location



Identify **benchmarks for quantifying the ROI unlocked** through resources crowded in by GLODP leaders



Review **leaders' projects** and data to understand impact on communities and calculate ROI

Systems



FGDs with **3 system actors** to understand system-level impact of GLODP leaders



Identify **benchmarks to assess need** of grassroots leaders



Review data/documentation on **second line of leaders** to understand long-term, systemic impact



Primary research method



Supporting research method

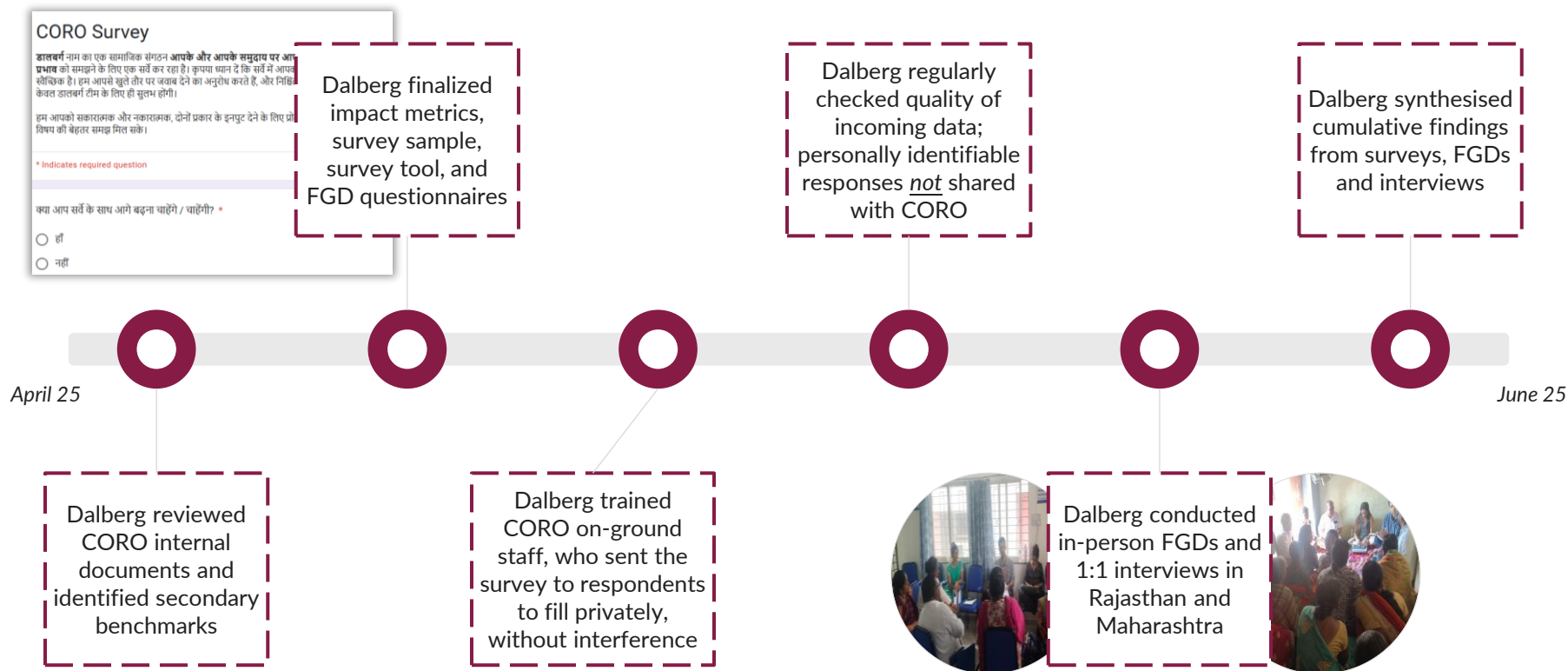
We designed customized surveys for GLODP leaders, other CBO members from the same organisations, and organisation heads, each designed to measure impact at self, CBO, community and system levels

Category	GLODP Leaders	CBO members	CBO Organisation heads
Impact on Self	<ul style="list-style-type: none"> ✓ Personal level (e.g., awareness, critical thinking, confidence) ✓ Future plans (e.g., seeking education vs setting up own CBO) 	<ul style="list-style-type: none"> ✓ Similar themes as GLODP leaders, to mimic a 'test-control' dynamic, albeit imperfect 	<ul style="list-style-type: none"> ✓ Growth as the head of organisation (e.g., clearer vision, more fundraising ability)
Impact on CBO	<ul style="list-style-type: none"> ✓ Role at CBO (e.g., taking more responsibility, expanding CBO's reach and work) 	<ul style="list-style-type: none"> ✓ Similar themes as GLODP leaders, to mimic a 'test-control' dynamic, albeit imperfect ✓ Additional questions on experience working with GLODP leaders and the organisation heads who underwent the program 	<ul style="list-style-type: none"> ✓ Change in the organisation's internal systems and culture ✓ Change in the organisation's reach, visibility, budget, and sphere of influence ✓ Experience having both those who underwent GLODP and those who didn't
Impact on Community	<ul style="list-style-type: none"> ✓ Awareness and participation of community (e.g., no. of rallies) ✓ Access to necessities (e.g., no. of livelihoods created) ✓ Rights upheld (e.g., no. of women supported) 	<ul style="list-style-type: none"> ✓ Similar themes as GLODP leaders, to mimic a 'test-control' dynamic, albeit imperfect 	<ul style="list-style-type: none"> ✓ NA; covered in FGD
Impact on System	<ul style="list-style-type: none"> ✓ Broader societal change (e.g., norms, accountability, participation in decision making bodies) 	<ul style="list-style-type: none"> ✓ Similar themes as GLODP leaders, to mimic a 'test-control' dynamic, albeit imperfect 	<ul style="list-style-type: none"> ✓ NA; covered in FGD

In addition, we conducted focus group discussions through which we sought to understand the reasons behind the survey findings as well as probe deeper into hard-to-quantify aspects

GLODP leaders	CBO members (non-GLODP)	Organisation Heads	Community Members	System Actors
<ul style="list-style-type: none"> • <i>Personal journey/ story before GLODP</i> • <i>Skill development</i> • <i>Personality development</i> • <i>Practical application of their learning</i> • <i>Vision for what's next</i> 	<ul style="list-style-type: none"> • <i>Skills requirement</i> • <i>Existing support Systems</i> • <i>Perception of GLODP leaders</i> 	<ul style="list-style-type: none"> • <i>History and context of the organisation before GLODP</i> • <i>Nature of engagement with GLODP</i> • <i>Outcomes and changes catalysed by the program</i> • <i>Shift in ecosystem roles and influence of the CBO</i> 	<ul style="list-style-type: none"> • <i>Perception of GLODP leaders</i> • <i>Transformation in communities (Tangible)</i> • <i>Transformation in communities (Non-tangible) – e.g., agency, human dignity, etc.</i> • <i>Inclusion and participation during leader-led programs</i> • <i>Serving as source of inspiration locally</i> 	<ul style="list-style-type: none"> • <i>Perception of GLODP leaders</i> • <i>Quality of leaders emanating from GLODP</i> • <i>Comparison with other leadership programs</i> • <i>Participation in formal democratic institutions</i> • <i>Contribution to changes in community well being</i>

We conducted this research over a two-month period, which included training of survey facilitators and frequent checks for data quality





Impact Assessment Findings

Leader Level | We found that GLODP nurtures strong self-identity, shifts mindsets and builds awareness and skills in the leaders who participate in the program



“ *I used to be so afraid of govt officials. But now, thanks to CORO, I submitted a document at the Tehsil to get a water tank for my village*

“ *Earlier, even the **thought of men and women sitting together made me uncomfortable**, but CORO gave me the strength to break free from that mindset*

“ *I didn't know each village had a **budget** or anything about government schemes. CORO opened my eyes!*

Leader Level | Our interviews with GLODP leaders revealed a deep personal transformation that enabled them to own and transform issues they dealt with



Megha created livelihoods not just for herself, but for her community

Before

Megha had **no sense of personal identity**. At home, food was conditional: dinner was only served if someone had earned that day. She had **no aspirations of her own and only focused on daily survival**

After

The GLODP gave her the confidence and knowhow to **launch her own spice grinding business**. She realized others were also facing similar struggles and so focused on **creating livelihoods for six others** in her village

“

Our village has no industries or agriculture. Finding employment was tough. CORO taught me about govt schemes that can help us start our own businesses. Now, in every Gram Sabha, I always ask—Which schemes have come for us? How can we apply?

Before

Vishal grew up witnessing prejudice against **NT/DNT* communities** – they were **blamed for crimes, harassed, and criminalized**. Vishal himself was jailed for six months, supposedly without cause.

After

He learnt about **constitutional rights** in the GLODP and made them the foundation of his work. He **helped his community members** access ration cards, caste certificates, and **got 500 people homes** under the Pardhi Awas Yojana

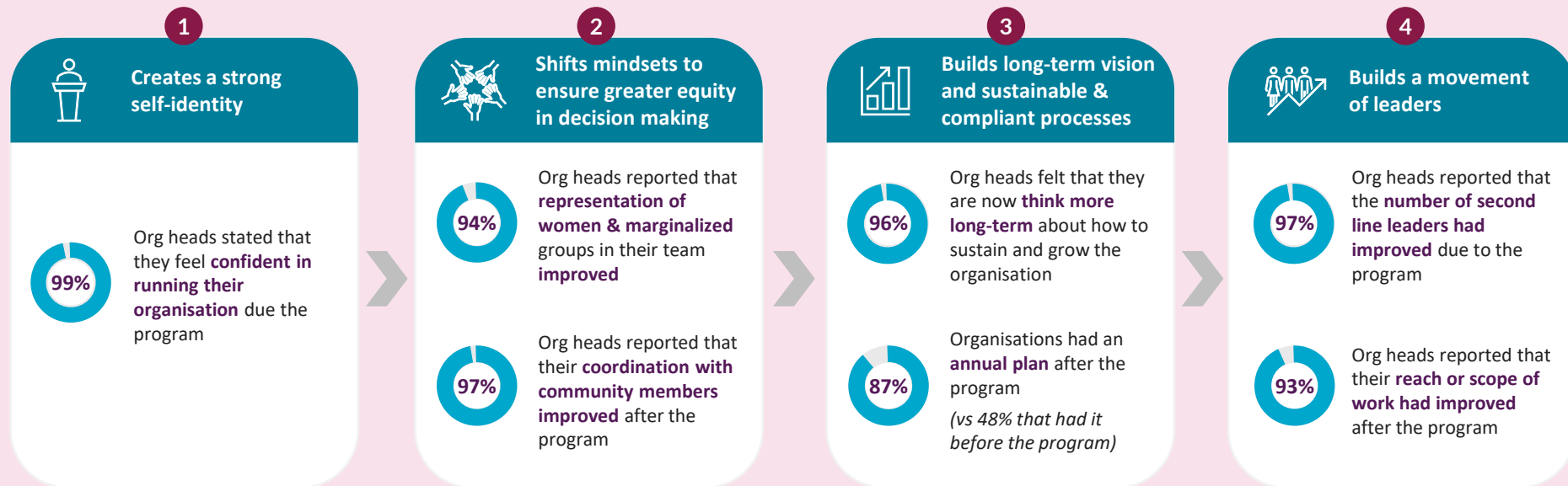
“

After the program, I started my **organisation and began teaching NT/DNT communities about their rights**. Now, whenever anyone in my community faces trouble, they come to me for support

Vishal became a powerful advocate for NT/DNT rights



Organisation Level | We found that participating in the GLODP makes community-based organisations stronger, more inclusive, forward-looking and movement-driven



“ Earlier, we **weren't even registered** and didn't know how to start. CORO taught me everything, from registration to budgeting and audits

“ We **hardly had any women** in our organisation before. After the program, we've added more women to our staff

“ We had been **working for years** but **didn't see great outcomes**. CORO's structured approach helped us. For the first time, we're seeing impact on the ground

“ For 6 years we worked in 1 village. Now we are looking at scaling - expanding to **6 villages** this year and, in two years, the complete zila

Organisation Level | Stories that we collected from the ground shows that participating in GLODP helped organisation heads grow and realize their impact vision



Shahaji created a regional movement to empower women

Before

Shahaji is the org head of Navnirmiti that works to formalize employment for women domestic workers. While they made positive impact in the community, they **faced challenges to expand the movement** beyond just two villages

After

He developed a **long-term vision and annual plan** during the GLODP and revisited his org structure. He leveraged the network of GLODP leaders and their support groups to expand to **18 villages**, and now **serves 850+ women**



We were earlier in just two villages. We did not know how important a vision mission statement, an annual plan is. In the last 3 years, we have expanded to 18 villages. Next, we aspire to scale up to complete Western Maharashtra

Before

Sheetal leads Adnyashil Mahila Sanstha, an org that works for single women's rights. Originally from the Maratha community, she had **reservations entering the houses of women from other castes**, thus restricting their participation in her org's initiatives

After

During the GLODP, she **reflected on her biases** and how they inhibit her org's vision to serve the community. She started a single women's group with **members from all castes**, and holds meetings in a rotating fashion in each member's house



As a Maratha woman, I would not enter women's houses from other castes. At CORO, I learned that there is no caste that is higher than humanity. I now don't think twice to enter their houses and am seeing more participation from them in community initiatives



Sheetal overcame her biases to garner more participation from the community

Community Level | We found that communities own the development of solutions for their issues which enables the GLODP leaders to form a second line of leadership



Instills philosophy of 'Our issue, Our leadership'



Community members spoken to during FGDs (n=22) stated that they **now own their village's issues**



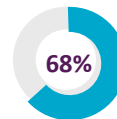
Creates second line of leaders by setting up community groups



Second line leaders created in the community, usually as part of a GLODP leader's support groups
(vs. 10 for non-GLODP CBO members)



Enables participation in community initiatives & spaces



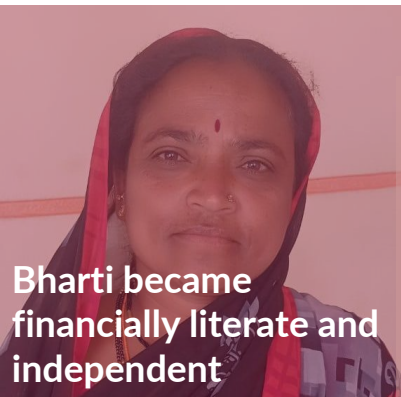
GLODP leaders stated that they strongly enabled people to **participate in formal and informal decision-making spaces**
(vs. 52% for non-GLODP CBO members)

“ I used to **think village problems were beyond my hands**. Then Shobha Tai [GLODP leader] suggested that I ask for a solution in the Gram Sabha. Now we have a water tank!

“ Even if Megha Tai [GLODP Leader] is not **there**, we continue our work. We speak up in meetings, go to Tehsil and the officials listen

“ Earlier, we **didn't bother with Gram Sabhas**. Today, our support group goes together and asks about the budget, where it went, and what's left

Community Level | Our interviews with community members revealed that they experienced personal growth through their interactions with GLODP leaders



Bharti became financially literate and independent

Before

Bharti was **dependent** on her daughter to withdraw money as **she didn't know how to sign**. When she requested the bank for her daughter to sign on her behalf, the bank refused.

After

After joining Shobha Tai's (GLODP leader) support group, Bharti learnt to **write her initials as a signature**. She was more informed on withdrawal procedures and felt more **confident** in approaching bank employees

“

Earlier, I used to take 2-3 people with me to the bank. Now, I go alone confidently. I now know that my initials or even my thumb impression is enough to withdraw money ”

Before

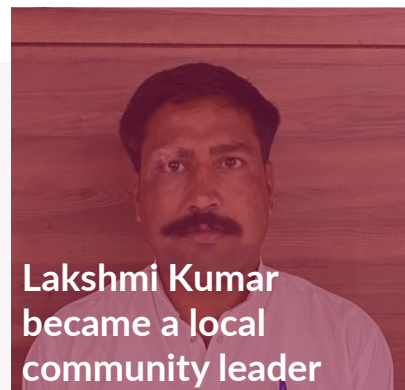
Lakshmi Kumar, a Dalit, grew up in a poor household and faced everyday **discrimination**. His peers had not known of a functional gram sabha. He met one of the GLODP leaders from his region and started working with him.

After

After joining the GLODP leader's organisation, Lakshmi Kumar has led several **local initiatives** to end discrimination. He identified and remedied corruption in the implementation of local schemes. He also fought a Sarpanch election.

“

By interacting with Gigranj (the GLODP leader), I got to know about the constitution and am now able to talk to politicians and government officials with confidence to get my community's needs fulfilled.



Lakshmi Kumar became a local community leader

Community Level | We found that GLODP leaders are changing their respective communities' outlook on gender and caste, while also creating equitable economic opportunities

Leaders are addressing cases of rights violation and driving mindset shifts in their communities



We used to think that domestic violence is the norm since most women we know experienced it. But now, not only do we know that the law prohibits it, but we also intervene whenever we see a case in our community.

~3600

cases of gender-based violence addressed by GLODP leaders across Maharashtra and Rajasthan in a year (~4-5% of the total cases reported in the two states)

98%

GLODP leaders felt that they have helped change the attitude of their village on issues like **caste, gender**

95%

GLODP leaders stated that after joining CORO, their family has become positive towards **women working outside home**

Organisations are actively creating more employment opportunities for women & marginalized communities

94%

Organisation heads have increased the **representation of women and marginalised groups** (such as SC/ST) in their team and board after undergoing the GLODP

40%

staff are women in the 69 GLODP participating organisations that we surveyed

53%

staff from marginalised groups (such as SC/ST/OBC/Minority communities) in the 69 GLODP participating orgs that we surveyed



It is difficult to find acceptance and work for people from my community, esp. for women. However, now we are seeing a change. More women from our communities are taking up local governance related work

Community Level | Additionally, we found that GLODP leaders and organisations empower communities to unlock significant government resources that improve their quality of life

Impact of a GLODP leader in a year



Access to government schemes & entitlements

 **50**

people gained access to at least 1 govt benefit

 **₹5-10L**

est. monetary value of benefits unlocked



Access to jobs and livelihoods

 **30**

people gained access to at least 1 job

 **₹3-8L**

est. monetary value of benefits unlocked

Access to infrastructure (e.g., roads, dams)

 **2**

Large infrastructure built/enabled by a leader

 **₹3-6L**

est. monetary value of benefits unlocked



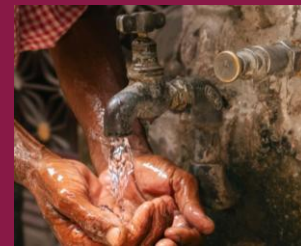
Access to electricity and water

 **80**

people gained access to electricity, water (20 households)

 **₹3-6L**

est. monetary value of benefits unlocked



160

Avg. number of people empowered by a GLODP leader in a year, i.e. nearly **one person** gaining access to a right every other day



₹14-30L

Est. monetary value of govt benefits unlocked by each leader in a year vs an annual investment of INR 3L per annum in training a leader (i.e. 5x-10x return)

Systems Level | Overall, we found that GLODP leads to greater representation, accountability and a participatory approach to decision-making in local institutions



Prepare community leaders to take positions in local institutions



57%

Leaders **held a position in a local committee** after GLODP

94%

Leaders participated in **formal and informal decision-making spaces**



Ensure regular cadence of local institution meetings and attendance in the same



93%

Leaders helped ensure that **decision-making spaces convened regularly**

94%

Leaders empowered communities to **ask questions in these spaces**



Collaborate with state/ local actors to foster change



100%

Community members spoken to in FGDs (n=22) stated that they have **sought their Gram Sabha members' support** to address village issues *after* working with the GLODP leader

“

After the GLODP, I joined the **school management committee** and became a **woman leader** at the block level mahila mandal

“

When I asked why there were no Gram Sabhas, the sarpanch said ‘you women don’t come’. So I showed up with 137 of us, and now they happen regularly

“

Women farm workers were **paid ₹50 while men got ₹600**. We **worked with the Gram Samiti**, and now women’s wages are raised to ₹300!

Systems Level | We found that CORO continues support for GLODP leaders as they grow from lone voices to local leaders, often holding key positions in formal governance institutions



1 Afsana faced many challenges, both personally and as an organisation head

- Belongs to a Muslim **minority community** where women rarely step into public roles
- Moreover, she faced **low participation** from women in community initiatives

“

I often found myself as the lone woman in Gram Sabha meetings

2 After GLODP, went on to become the Sarpanch of Enkul village, Satara in 2019

- Notable impact in setting up village's **community bazaar** for vegetables & fruits and ensuring **100% drip irrigation** for agriculture
- Increased women's participation in Gram Sabhas, and set up Women Sabhas as well

“

She was more confident than other Sarpanches and did a lot to uplift women specifically

- Govt. stakeholder on Afsana

3 Currently serves as Gram Panchayat member and continues to lead her community

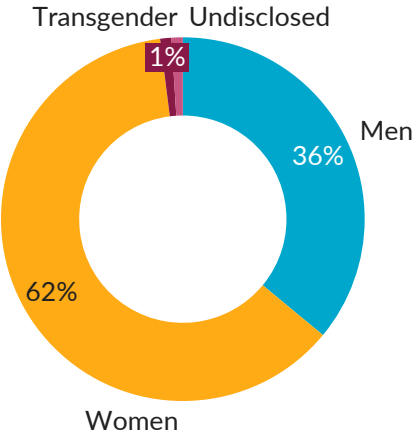
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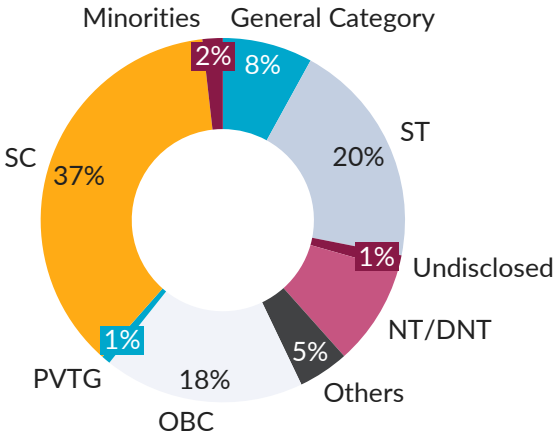
Appendix: Sample Characteristics

We surveyed 400 GLODP leaders, ensuring representation from different socio-economic backgrounds

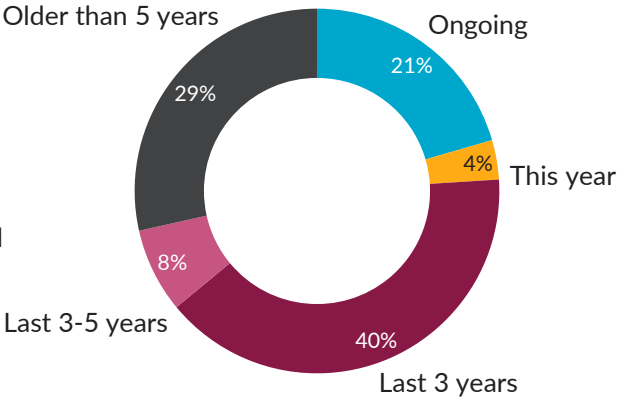
Split by Gender



Split by Social Groups



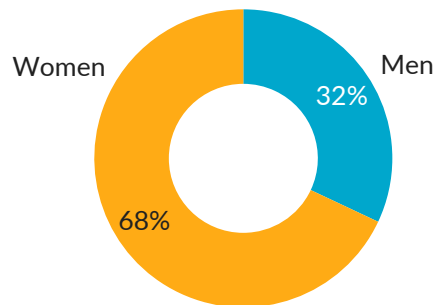
Split by Graduation Year



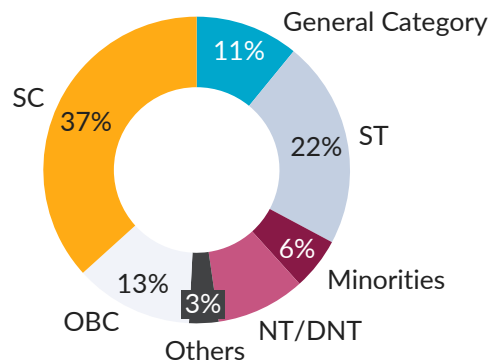
The non-GLODP CBO member and organisation head samples also ensured adequate representation from all groups

128 Other Non-GLODP CBO Member Respondents

Split by Gender

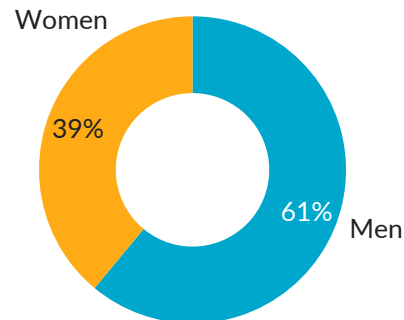


Split by Social Group



69 Organisation Head Respondents

Split by Gender



Split by Social Groups

