The Life You Can Save

Organizational quality assessment form

Date: June 23rd, 2025

Organization: Breakthrough Trust

https://inbreakthrough.org/

1. Relevant documentation

Please list all documents considered for this appraisal (title and link). Create a folder 'Organizational quality sources' in the prospective RNP evaluation folder and save a copy of each document. Include a link for each document next to the title in the field below. Interview notes should also be saved in the same folder and can be linked below once available.

Annual report 2021-2022
Annual report 2022-2023
Annual report 2023-2024
Breakthrough, JPAL RCT
Marriage can wait
Breakthrough 2024 monitoring form (internal TLYCS document).

2. Criteria assessment

2.1 Problem Space (Understanding of the problem)

Objective: Evaluate how well the organization understands the problem it seeks to address.

Select the elements for which there is available information. In the text box provide details.

- ☑ **Thorough Needs and Risks Assessment**: Evidence of a comprehensive analysis of the issue, identifying key needs and potential risks.
- ☑ **Root Cause Analysis**: Demonstrates understanding of economic, political, and normative causes, as well as consequences like poor well-being and mental health challenges.
- ☑ **Incorporation of Local Context**: Awareness of cultural norms, beliefs, and socio-political dynamics affecting the problem.

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- ☑ **Stakeholder Engagement**: Evidence of consultation with local communities, governments, and beneficiaries to validate their understanding of the problem.
- ☑ **Data-Driven Problem Definition**: Use of quantitative and qualitative data to define the problem and track its evolution over time.

Provide details to justify your above selection. Provide as much detail as possible to justify your assessment. Specify whether the information source to corroborate an element is 'desk review' or 'interview'.

Breakthrough takes a comprehensive and evidence-based approach to identifying and addressing the needs and risks faced by women, girls, and adolescents. Its programme design and ongoing monitoring efforts are grounded in a clear understanding of entrenched cultural norms and gender inequalities. Over the next three to five years, the organization is focusing on two major initiatives: developing a Gender Transformative Education System (GTES) and scaling up its Deep Transformation with Community Engagement programme. These efforts aim to shift harmful gender norms, particularly by building youth-led groups that support adolescents—especially girls—in negotiating delayed marriage and continuing their education. Breakthrough also tackles emerging challenges such as technology-facilitated gender-based violence (TFGV), advocating for safer digital spaces and contributing to Meta's Oversight Board with recommendations that highlight legal barriers for survivors and gaps in current reporting systems. The organization's responsiveness to changing contexts was evident during the COVID-19 pandemic, when its Research and Evaluation team conducted a rapid survey revealing a spike in domestic violence, early marriage, school dropouts, and increased household burdens on girls. Breakthrough's work further addresses gendered barriers to health, such as low vaccination rates among women due to restrictive social norms, reinforcing its commitment to shifting the structural conditions that limit women's and girls' rights and opportunities.

Breakthrough demonstrates a deep and nuanced understanding of the economic, political, and normative drivers of gender inequality and its far-reaching consequences. Its interventions are intentionally designed to challenge entrenched cultural norms by targeting the gender attitudes of adolescents and teachers—shifting individual perspectives in ways that ripple outward to influence broader societal norms. The organization's foundational study, *Marriage Can Wait, Our Rights Can't* (2012), provides a thorough analysis of the root causes of early marriage, identifying a complex web of contributing factors including traditional practices, lack of access to education and livelihoods, poverty, absence of decision-making power among girls and women, gendered expectations tied to family honour and sexuality, caste-based restrictions, and limited social interaction between genders. The study also details the wide-ranging impacts of early marriage, such as teenage pregnancy, increased maternal and infant mortality, school dropouts, and a devaluation of girls' education beyond its perceived role in marriage prospects. These patterns ultimately reinforce women's restricted mobility, limited decision-making power, and disproportionate household burdens. Breakthrough's school-based programming to shift gender attitudes reflects its belief that social

norms—particularly those internalized early in life—play a critical role in perpetuating discrimination. The organization emphasizes that gender stereotyping in India begins in early childhood, leading girls to be undervalued and confined to domestic roles, while boys are socialized into dominance and public-facing responsibilities. This approach reveals Breakthrough's commitment to addressing gender inequality at its roots, by transforming the attitudes that sustain it. Breakthrough's programming is highly responsive to local cultural norms, beliefs, and socio-political dynamics. Its Gender Transformative Education System (GTES) programme operates in partnership with state governments in Punjab and Odisha, integrating a gender lens into curricula and delivering extensive teacher training to address deep-rooted cultural norms within government schools. The Deep Transformation programme, active in states like Uttar Pradesh, Haryana, Delhi, and Jharkhand, applies a social-ecological model to community engagement, accounting for the multiple layers of influence that shape gender norms at individual, relational, community, and societal levels. Grounded in contextual research, Breakthrough's *Marriage Can Wait, Our Rights Can't* study examined early marriage practices in Bihar and Jharkhand, noting how tradition, dowry, fears of gossip, caste restrictions, and safety concerns reinforce early marriage, especially among rural, Scheduled Caste, and Scheduled Tribe populations. The study also acknowledged that age is a fluid concept in many communities, where early marriage is the norm rather than the exception. Breakthrough's engagement with Meta further reflects its awareness of how cultural gender norms in India exacerbate the impacts of technology-facilitated gender-based violence. Adolescents and youth are active participants in its initiatives—such as youth-led football matches for girls in Jharkhand and local youth groups challenging harmful gender norms. Stakeholder engagement is central to Breakthrough's approach. The organization works closely with state governments (e.g., Punjab since 2021, Odisha since 2022, and a 2024 MoU with Haryana to implement the "Taaron Ki Toli" curriculum), and with district and block-level education officials, school principals, and teachers. Community involvement is facilitated through youth platforms like *Kishori Samvad*, public events like *Learning Melas*, and the mobilization of *Team Change Leaders* (TCLs), who act as community liaisons. Parent-Teacher Meetings (PTMs) and School Management Committees (SMCs) are leveraged to build support for gender equity. Breakthrough's data-driven approach includes both quantitative and qualitative methods to define and monitor the problem. For the Deep Transformation and GTES programmes, the organization tracks reach (e.g., schools, sessions, geographic coverage) and beneficiary profiles (age, gender, location), and measures changes in outcomes such as adolescent recognition of GBV/GBVD, girls' decision-making power, age at marriage, school completion rates, and teacher behaviour. A rigorous internal Monitoring & Evaluation system is supported by external agencies for concurrent evaluations. Notably, a randomized controlled trial conducted by J-PAL South Asia on the *Taaron Ki Toli* programme evaluated its effects on gender attitudes, behaviours, and aspirations, using data from over 14,000 students and in-depth qualitative insights. The 2012 early marriage study employed participatory tools like social mapping, problem trees, and life journeys to capture community perspectives and generate granular data on median age and prevalence. Breakthrough is currently enhancing its capacity for concurrent evaluation of gender norm change using quantitative metrics tracked over time, while also initiating action research to deepen understanding of specific barriers identified through evaluation. To streamline programme management and reporting, the organization has developed an internal

Enterprise Resource Planning system, 'BT Connect', for centralized data access, transaction control, and performance tracking.

2.2 Identity Space (Organizational identity)

Objective: Examine the alignment between the organization's mission, the problem it addresses, and its solutions. Look at evidence showing that the organization has a track record of effectiveness, gauged by looking at achievements of milestones.

Select the elements for which there is available information. In the text box provide details.

- ☑ **Mission and Vision Statements**: Clarity and relevance of the organization's stated purpose.
- ☑ **Alignment with Target Problem and Solutions**: Evidence that the organization's goals and approaches are directly tied to addressing the problem.
- ☑ **Cohesion Across Teams**: Alignment in understanding and commitment to the organization's mission across leadership, staff, and field teams.
- ☐ **Resilience and Adaptability**: Demonstrated ability to navigate challenges while maintaining focus on long-term goals.
- ☑ **Transparency and Accountability**: Evidence of openness in decision-making, reporting, and stakeholder communication.

Provide details to justify your above selection. Provide as much detail as possible to justify your assessment. Specify whether the information source to corroborate an element is 'desk review' or 'interview'.

Breakthrough's overarching mission is dedicated to creating a world free from gender-based violence (GBV) by challenging harmful gender norms, empowering young people, and promoting equality. The organisation has undertaken a 5-year strategic planning exercise to finalise its mission, vision, and key focus areas, which it will refine for the next five years, using its learnings as a "north star". The essence of their mission is to address the deeply ingrained attitudes that lead to gender discrimination and violence, aiming for a "generational shift" by equipping young people to address complex challenges. This is explicitly stated as "working to make violence against women and girls unacceptable". Their vision encompasses creating a "gender-equal future" and a "gender-neutral society". Breakthrough's goals and approaches are directly tied to addressing identified problems, primarily entrenched patriarchal gender norms, early marriage, gender-based violence (GBV), and technology-facilitated GBV (TFGV). The

organisation actively cultivates cohesion across its various levels. It undertook a strategic planning exercise to align on its organisational mission, vision, and key focus areas to achieve its intended outcomes. As part of this effort, Breakthrough recently restructured its leadership team, transitioning the former Emerging Leadership Team to a Senior Leadership Team and establishing a new Emerging Leadership. The Strategic Leadership Team—comprising function heads and the CEO—is now responsible for vision-setting, annual milestones, and resource allocation. This structure is designed to create decision-making pillars and strengthen existing capabilities. In parallel, Breakthrough is working towards what it calls "Culture 3.0"—a purpose-oriented organisational culture grounded in clear operating values. This new culture emphasises collaboration, co-creation, shared spaces, and alignment around collective goals at both individual and organisational levels. Breakthrough also exhibits transparency and accountability through its rigorous monitoring, evaluation, and reporting mechanisms. Rigorous Monitoring & Evaluation is a critical component of all Breakthrough programmes. The organisation employs an internal Research and Evaluation team that collaborates closely with programme staff, while also engaging an external agency to conduct concurrent evaluations that assess progress, gather learnings, and ensure quality delivery. Evaluation findings are used to course-correct and support implementation. Breakthrough tracks a variety of metrics, including direct reach indicators (such as number of districts, Gram Panchayats, schools reached, curriculum sessions conducted, and adolescents/teachers reached) and outcome indicators (such as percentage of adolescents recognising GBVD/GBV, percentage of girls making life choices, increase in age at marriage, percentage of girls completing high school, and percentage of teachers demonstrating gender-sensitive behaviour). The J-PAL South Asia evaluation of the "Taaron Ki Toli" programme provides further evidence of transparency and impact through a rigorous randomised controlled trial involving over 14,000 students, combining quantitative surveys with qualitative data from observations and interviews. This study reported a 4 percentage point increase in the gender attitude index and a 3 percentage point increase in the gender behaviour index, and the findings are publicly available. Breakthrough aims to deepen its concurrent evaluations by quantitatively tracking gender norm change over time and conducting action research on topics emerging from evaluation insights to inform actionable changes. They have also developed an in-house Enterprise Resource Planning (ERP) system, 'BT Connect,' to institutionalise the tracking of programme progress, enhance transaction control, and improve reporting, with the goal of centralised data access and reduced reliance on manual paperwork. Moreover, the organisation's stakeholder engagement—through Parent-Teacher Meetings (PTMs), community-level platforms like "Kishori Samvad", and Learning Melas—demonstrates an additional layer of accountability and transparency by fostering continuous communication with the communities it serves.

2.3 Solution Space (Solution adaptability and effectiveness)

Objective: Assess whether the organization's solutions are effective, contextually appropriate, and adaptable.

Select the elements for which there is available information. In the text box provide details.

- ☑ **Context-Specific Adaptation**: Evidence of tailoring solutions to local barriers and enablers, including economic, cultural, and logistical factors.
- ☑ **Iterative Approach**: Use of pilot projects, prototypes, or phased rollouts to test and refine solutions.
- ☑ **Beneficiary Feedback Mechanisms**: Systems for collecting and integrating feedback from those impacted by the intervention.
- ☑ **Monitoring and Evaluation (M&E) Systems**: Clear metrics and processes for assessing the impact and effectiveness of solutions.
- ☐ **Mitigation of Unintended Consequences**: Proactive strategies to identify and address any negative side effects.
- ☑ **Achieving Milestones**: Has the organization set clear milestones that outline its progress toward achieving its mission and consistently meets these milestones year after year?

Provide details to justify your above selection. Provide as much detail as possible to justify your assessment. Specify whether the information source to corroborate an element is 'desk review' or 'interview'.

Breakthrough demonstrates a robust and adaptive framework for its interventions, characterized by deep contextualization, an iterative learning approach, strong feedback loops from beneficiaries, rigorous monitoring and evaluation systems, and proactive strategies to mitigate challenges and track progress.

In terms of context-specific adaptation, Breakthrough consistently tailors its programming to local realities, guided by a nuanced understanding of social, cultural, and structural dynamics. For instance, the Gender Transformative Education System (GTES) programme collaborates with state governments in Punjab and Odisha to embed a gender lens into school curricula—grades 6 to 8 in Punjab and 6 to 10 in Odisha—reflecting alignment with local education structures and age-appropriate content. The Deep Transformation programme, operating in four states, employs a social-ecological model to cultivate youth leadership through community-based groups. Its Taaron Ki Toli (TkT) curriculum is continuously updated based on adolescent feedback to ensure relevance and resonance with their lived experiences.

A 2012 study titled "Marriage Can Wait, Our Rights Can't" illuminated diverse,

context-specific drivers of early marriage in Bihar and Jharkhand, including dowry, poverty, inter-caste stigma, and paradoxical findings such as “too much education” being perceived as a barrier to marriage. These insights directly inform interventions aimed at delaying marriage and supporting girls’ education. During the COVID-19 pandemic, Breakthrough established Gram Panchayat-level COVID Relief Task Forces and conducted a rapid survey on gendered impacts. Findings—such as spikes in domestic violence, early marriage, and school dropouts—shaped the scaling of their Deep Transformation model. Additionally, the digital version of TkT was adapted from a self-learning format to a facilitator-led model to overcome limited device access and connectivity, particularly among adolescent girls in remote areas. Breakthrough also responded to tightening FCRA regulations and the short-term focus of CSR funding by diversifying its funding base to ensure sustainability and alignment with its mission. Cost-saving strategies include building internal training capacities and partnering with state governments to cover operational costs such as teacher training venues and curriculum materials.

Breakthrough exemplifies a culture of reflection, testing, and refinement. With its current strategy concluding in 2025, it has initiated a strategic planning cycle for 2025 to 2030 to incorporate lessons learned and foster innovation. The TkT curriculum remains dynamic and responsive, continuously refined using adolescent feedback. Monitoring and concurrent evaluation are central to course-correction and implementation fidelity. Plans to deepen these evaluations aim to quantitatively track gender norm shifts and integrate action research for responsive adaptation. The digital TkT began as a pilot and evolved based on implementation challenges, illustrating agile programming. Breakthrough is also transitioning toward a “Culture 3.0”—a purpose-driven, collaborative internal culture. This change is being shepherded by an internal staff group called "OD Ripples" to ensure participatory roll-out.

Beneficiary feedback is a core component of Breakthrough’s approach. Adolescents actively shape the TkT curriculum through structured feedback mechanisms. Participatory tools such as focus groups and in-depth interviews are used to explore issues like school retention and safe spaces, enabling refinement based on qualitative insights. Youth and Team Change Leaders (TCLs) conduct safety audits and advocate for changes—such as school construction or infrastructure improvements—based on local priorities. Events like Learning Melas provide spaces for reflection, feedback, and showcasing progress across stakeholders. Regular Parent-Teacher Meetings (PTMs), tracked through the M&E system, serve as a channel for community feedback and buy-in around gender equity.

A comprehensive monitoring and evaluation system underpins Breakthrough’s accountability and learning culture. Its internal Research and Evaluation team works alongside external agencies for concurrent evaluations. These findings directly inform programming decisions. The ‘BT Connect’ ERP platform centralizes data tracking and reduces administrative burden, facilitating real-time progress monitoring. Breakthrough monitors both output indicators, such as sessions delivered and youth reached, and outcome indicators such as the percentage of adolescents identifying gender-based discrimination and violence, the percentage of girls reporting increased agency in life decisions, and increases in the age at marriage—by 1.5 years in Uttar Pradesh and

Jharkhand, for instance. Other tracked outcomes include dropout rates and high school completion for girls, aspirational awareness and goal-setting among adolescents, and teacher behavior change—such as avoiding gender-biased conduct and promoting girls' participation.

The Taaron Ki Toli program underwent a randomized controlled trial by J-PAL South Asia from 2014 to 2016, showing a 4-percentage-point improvement in gender attitudes and a 3-point improvement in gendered behaviors. Concurrent assessments in 2024 revealed additional positive shifts, such as increased adolescent discussions around career choices and reduced gender-biased beliefs—for example, a drop from 24.1% to 7.9% in girls prioritizing chores over education in Jharkhand.

Breakthrough demonstrates foresight and adaptability in mitigating risks and addressing unintended consequences. During COVID-19, it took targeted actions to respond to negative gendered impacts identified through rapid assessments. Modifications to the digital TkT curriculum tackled inequities in technology access. A video series countering vaccine misinformation exemplifies proactive public health messaging. Lessons from the StreeLink program's first phase informed stronger community components in its second iteration. Research on early marriage highlighted unintended consequences, such as girls using skills to negotiate dowry rather than delay marriage. While not always explicitly addressed in programming, this level of nuance informs Breakthrough's strategic positioning.

Breakthrough's progress against well-defined milestones reflects both ambition and effective execution. With its 2025 to 2030 strategy, it has outlined a focused set of core milestones for sustained progress. In GTES, partnerships with Punjab, Odisha, and more recently Haryana (as of June 2024) aim to reach 4 million students by 2026. Initiatives like Chanan Rishman in Punjab have been recognized at the state level. The Deep Transformation program has engaged 2.3 million adolescents and community members as of September 2024, with plans to form 500 youth groups and train over 2,000 TCLs by 2029. The J-PAL randomized controlled trial provides robust evidence of attitudinal and behavioral change. Progress in delaying marriage across intervention areas has been demonstrated, alongside increases in girls' educational goals and intergenerational dialogue about aspirations.

2.4 Team and Leadership Stability

Objective: Evaluate the stability, experience, and depth of the team and leadership to ensure operational capacity and sustainability.

Select the elements for which there is available information. In the text box provide details.

- ☑ **Leadership Stability**: Low turnover among senior leaders and a clear organizational structure with defined roles.
- ☐ **Staff Turnover Rates**: Data on average turnover rates and reasons for staff departures.
- ☑ **Succession Planning**: Existence of a formal plan for leadership transitions to ensure continuity.
- ☐ **Core Team Industry Experience**: Demonstrated expertise of core team members in relevant fields.
- ☑ **Team Member Experience Managing Similar Organizations**: Evidence that team members have successfully managed organizations of comparable size, scope, or complexity.
- ☑ **Team Depth**: A robust team structure with sufficient expertise across key functions (e.g., program design, M&E, operations, finance).
- ☑ **Training and Capacity Building**: Opportunities for professional development and internal skill-building to enhance team capabilities.

Provide details to justify your above selection. Provide as much detail as possible to justify your assessment. Specify whether the information source to corroborate an element is 'desk review' or 'interview'.

Breakthrough is actively engaged in organizational development and change management, having recently established a new structure that introduces distinct levels of decision-making within the organization. The leadership team was restructured so that the former Emerging Leadership Team (ELT) transitioned into the Senior Leadership Team (SLT), which now consists of vertical heads responsible for key program areas. In support of the SLT, a new Emerging Leadership Team has been identified, made up of Managers, Senior Managers, and Deputy Directors who assist in implementing organizational decisions. Above these groups, the Breakthrough Strategic Leadership Team (BSLT), composed of function heads and the CEO, leads the organization's vision and strategy, sets annual milestones, and oversees resource allocation. This framework reflects a clearly defined and hierarchical organizational structure designed to enhance clarity and efficiency in decision-making.

Regarding staff dynamics, there is no specific data available on staff turnover rates or the reasons behind staff departures. However, Breakthrough has demonstrated strong succession planning through a significant leadership transition, with the current CEO, Sohini Bhattacharya, handing over leadership to Nayana Chowdhury effective January 2025. Nayana Chowdhury has been with Breakthrough for over seven years, leading the program team and currently serving as Senior Director, Chief Programme Officer, and member of the Strategic Leadership Team. This transition indicates a well-established internal succession plan. Complementing this, Breakthrough invests in leadership development for the Senior Leadership Team and capacity building for the Emerging Leadership Team and other staff members to prepare them for critical roles. A mentoring process involving both internal and external experts supports the development of

leadership competencies across the organization.

Breakthrough's core team brings significant industry experience, with the organization itself having 25 years of commitment to its mission as a human rights organization focused on shifting gender norms. Their expertise includes using media, community engagement, and training to advance gender rights and sexuality education. Over time, Breakthrough has evolved its communication strategies to foster attitudinal and behavioral change, particularly aimed at reducing early marriage practices. The incoming CEO, Nayana Chowdhury, exemplifies this experience, having led the program team for several years. Recent senior hires include a Programme Director and a Deputy Director for the Research and Evaluation Team, both now part of the Senior Leadership Team. The organization also maintains a dedicated five-member training team that supports all state programs and has prioritized decentralizing training efforts by building the capacity of trainers closer to the ground, a strategy that has significantly reduced costs and expanded reach.

Capacity building is a cornerstone of Breakthrough's approach. Team Change Leaders (TCLs) receive comprehensive training on community mobilization, leadership, identity, gender, sexuality, masculinity, and human rights, equipping them to spearhead youth groups across communities. The goal is to establish over 500 youth groups involving more than 10,000 young people, alongside building the skills of over 2,000 TCLs. Leadership development is not limited to TCLs but extends to the Senior and Emerging Leadership Teams, supported by structured mentoring programs that incorporate internal personnel and external subject matter experts. In addition to leadership capacities, Breakthrough builds internal training expertise, enabling team members to effectively train Frontline Workers and Panchayati Raj Institution members.

Organizational development efforts also focus on fostering a collaborative culture, referred to as "Culture 3.0," led by an internal group called "OD Ripples," which encourages interactive sessions to promote shared goals and collaboration. Breakthrough's Gender Transformative Education System (GTES) program involves comprehensive teacher training and the preparation of master trainers to further disseminate gender equity education. Beyond teachers, diverse training modules are delivered to a wide range of stakeholders, including youth, civil society organizations, Self-Help Group leaders, corporate partners, and ASHA health workers, reflecting the organization's commitment to broad-based capacity strengthening for sustained social change.

2.5 Commitment to Learning and Improvement

Objective: Prioritize organizations that actively strive to improve their impact through reflection, adaptation, and innovation.

Select the elements for which there is available information. In the text box provide details.

- ☑ **Constant Improvement**: Use of impact data to drive improvements in performance and set higher goals.
- ☑ **Self-Assessment**: Evidence of a culture of critical self-assessment, including identifying blind spots and addressing areas of dissatisfaction.
- ☑ **Feedback Systems**: Mechanisms to gather insights from beneficiaries, staff, and stakeholders, and integrate these into operations.
- ☑ **Learning Processes**: Processes for documenting lessons learned and applying them across teams and contexts.
- ☑ **Monitoring, Evaluation, and Learning (MEL)**: Comprehensive MEL frameworks that go beyond compliance to drive strategic learning.
- ☑ **Collaboration and Knowledge Sharing**: Active participation in sector-wide learning initiatives or partnerships to improve outcomes.

Provide details to justify your above selection. Provide as much detail as possible to justify your assessment. Specify whether the information source to corroborate an element is 'desk review' or 'interview'.

Breakthrough uses impact data rigorously to drive continuous improvement in performance and to set increasingly ambitious goals. Monitoring and Evaluation (M&E) is a critical component integrated across all programmes. The Research and Evaluation team works closely with the programme team to internally monitor progress and track outcome indicators. In addition, Breakthrough engages an external agency to conduct concurrent evaluations throughout the year, assessing project progress, generating learnings, and ensuring quality in delivery and implementation. The insights and analyses from these evaluations and regular monitoring are shared with programme teams to facilitate course corrections where needed, support effective implementation, and enhance community and youth participation. This evidence base also serves as a testing ground or "sandbox" for scaling projects into new geographic areas and tracking shifts in social norms. For example, findings from concurrent evaluations on early marriage trends informed Breakthrough's programme strategy in Bihar and Jharkhand, helping identify key media forms and stakeholders for targeted capacity building. Looking ahead, Breakthrough aims to deepen these evaluations by integrating measures of gender norms to better understand normative shifts and their implications for sustained behavioural change. They also plan to undertake action-based research to explore specific themes emerging from evaluation findings, developing hypotheses for targeted studies that will inform practical programme adjustments and iterative refinement of design and implementation.

Breakthrough fosters a culture of critical self-assessment, demonstrating an ongoing commitment to identifying blind spots and addressing areas of dissatisfaction. Their organisational development initiatives focus on cultivating a "Culture 3.0" — a purpose-driven culture centered on collaboration, co-creation, and shared goals. To promote this, the "OD Ripples group," comprised of staff members who have undergone an organisational development journey with an expert, leads interactive sessions emphasizing operational values and the creation of a healthy work environment. These efforts include

attention to employee well-being through mental health programmes and flexible work arrangements. The restructuring of their leadership team, which involved transitioning the Emerging Leadership Team into the Senior Leadership Team and forming a new Emerging Leadership Team, reflects a strategic assessment to enable organisational growth and strengthen capabilities. The process of reviewing their current strategic plan (ending in 2025) and refining it for the 2025-2030 period, incorporating lessons learned and innovative ideas, further demonstrates this culture of strategic self-assessment and adaptive planning.

Breakthrough has established multiple feedback mechanisms to gather insights from beneficiaries, staff, and stakeholders, and systematically integrates this input into operations. For example, their Taaron ki Toli curriculum review actively incorporates adolescent voices to ensure the curriculum remains relevant and adolescent-centred. In the Deep Transformation programme, qualitative participatory tools such as in-depth interviews and focus group discussions with adolescents, parents, and community members provide insights into issues like marriage, school retention, and safe spaces. This qualitative data helps unpack the change process, identify which sessions resonate most, understand challenges with content comprehension, and collect feedback to make the programming more engaging and relevant. Evaluation and monitoring findings are explicitly used to revisit programme activities, ensuring active community participation and ownership. Breakthrough also engages stakeholders such as school principals, district and block officers, and School Management Committees for sensitisation and building support for gender equity. During the development of the Dakhal Do campaign, they ran a story-sharing competition that received over 40 stories from districts in Uttar Pradesh, exemplifying a mechanism for beneficiary input.

Documenting lessons learned and applying them across teams and contexts is embedded in Breakthrough's processes. Their strategic planning explicitly involves revisiting and refining existing strategies to incorporate key learnings and new ideas. Monitoring and evaluation efforts are designed not only to track progress but also to bring actionable learnings from programme implementation. The findings from concurrent evaluations and ongoing monitoring are used proactively to course correct and enhance effectiveness.

Breakthrough actively participates in sector-wide learning initiatives and partnerships to improve outcomes. They collaborate extensively with state governments in Punjab and Odisha to develop gender-transformative education systems and have signed a Memorandum of Understanding with the Haryana State Education Department to implement their curriculum in schools, where Breakthrough serves as the gender technical partner. Their partnership strategy often involves the government sharing costs for activities such as teacher training and curriculum printing, which helps reduce Breakthrough's organisational expenses. They have also cultivated pro bono partnerships for media coverage, journalist engagement, and human resources initiatives. Collaborations with UNICEF involve developing adolescent empowerment toolkits. Breakthrough is a member of networks like "The Coalition for Good Schools" and the "Life Skills Collaborative: Voices from the Ground," working alongside organizations such as Pratham and Quest Alliance to explore life skills' importance for youth. Their participation extends to national,

regional, and global forums including the G7, C20 as part of India's G20 Secretariat, the Commission on the Status of Women, the Women Deliver Conference, and the CIES Conference, where they amplify feminist perspectives from Asia and position their work on gender norms and transformative education systems. Breakthrough contributed recommendations to Meta's Oversight Board report on technology-facilitated gender-based violence, with their suggestions accepted, highlighting legal challenges and gaps in reporting mechanisms. They also co-chaired the AI working group within the Reclaim coalition, a global network addressing technology-facilitated gender-based violence. Breakthrough plans to share findings from their action research broadly to contribute to sector knowledge and collective learning.

3. Interview content

Based on the assessment using the documentary review specify the areas with knowledge gaps to be filled through interviews. Specify questions to be discussed.

Key questions: Considered not necessary, sufficient information obtained through documentary review.

List staff you have identified to interview.

NA.

4. Overall appraisal

Please award the prospective RNP a final *organizational quality score*:

Level	Description
☑ High	Staff show a deep understanding of the problem and its root causes. There is strong alignment between the organization's mission and its actions. The organization's implementation of the intervention is effective, adaptable, and contextually appropriate. The leadership and key teams are stable, experienced, and well-structured. There is an overall organizational commitment to continuous learning and improvement.
☐ Medium	Staff show some understanding of the problem and its root causes. There is some alignment between the organization's mission and its actions. The organization's implementation of the intervention is sometimes but not always effective, adaptable, and contextually appropriate. There is some turnover across leadership and key teams. Some leadership or key staff lack relevant experience. There is room for improving the clarity of team structures. While there are intentions for continuous learning and improvement, a stronger commitment to it is needed at the organizational level.
☐ Low	Staff lack a deep understanding of the problem and its root causes. There is no alignment between the organization's mission and its actions. The organization's implementation of the intervention is ineffective, difficult to adapt, and contextually inappropriate. There is high turnover across leadership and key teams, lack of relevant experience, and teams are not well-structured. There is no commitment to continuous learning and improvement at the organizational level.

Please provide any comments to back up the decision if considered necessary.