GUIDEHOUSE PRO-BONO EVALUATION OF THE AZADI LEADERSHIP PROGRAM

the
azadi
project

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Contents

Executive Summary

The Azadi Project (Azadi) engaged Guidehouse pro-bono consultants to evaluate the pilot Azadi Leadership Program that ran from March to December 2023. The Azadi Leadership Program is a program aimed at providing women and youth from marginalized communities entry into the formal skilled workforce. The Guidehouse evaluation assessed program outcomes and identified lessons learned to inform Azadi, donors, and the community of the Azadi Leadership Program's positive impact.

Guidehouse's key evaluation questions were:

1) What are the lessons learned from the pilot Azadi Leadership Program? and

2) To what extent are the Azadi Leadership Program components achieving their intended results?

Surveys and interviews were used to gather quantitative and qualitative feedback from program participants, Azadi leadership, training session delivery personnel, and industry organizers. Evaluation data was grouped into three main domains: knowledge, satisfaction, and psychosocial.

- Knowledge: Refers to participants reporting that they learned a new skill, feel more familiar with professional opportunities, and/or feel more confident in applying their newly learned skills professionally after participating in the program. Also, refers to participants indicating a desire to learn skills for building personal brands and Azadi leadership indicating a lack of branding and marketing experience.
- Satisfaction: Refers to participants reporting that they enjoyed the sessions, industry visits, and retreat, felt the learning environments were comfortable, and/or felt that the session or visit was beneficial and the right length of time. Also, refers to participants expressing a lack of confidence in securing future employment.
- Psychosocial: Refers to participants indicating an interest in receiving more psychosocial sessions during the program's duration. Specifically, following the retreat, participants reported that they felt an increase in support from peers and that the Azadi Leadership Program provided them with a safe space.

Survey statistics are displayed in the table below to provide an overview of the breadth and depth of the evaluation.

Table 2: Summary Statistics of Surveys Distributed

Survey Type	Surveys Drafted	Surveys Distributed	Surveys Received	Response Rate
Training Session	27	270	155	57%
Industry Visit	8	80	52	65%
Retreat	4	40	17	43%
Mid-year	1	10	6	60%
Industry Organizer	1	4	3	75%
Total	**41**	**404**	**233**	**58%**

Overall, the evaluation found that the Azadi Leadership Program has clear goals that are being achieved through training sessions, industry visits, community projects, and internships; and that participants have strong positive feelings about their experience in the program and the program's leadership.

Based upon the evaluation findings, Guidehouse recommends Azadi: establishes an alumni network for program participants using social medial and professional networking platforms; collects reflections from participants to build upon the lessons learned with the first cohort; and offers additional training sessions that are dedicated to the community project plan development.

Background

The Azadi Project (Azadi) engaged Guidehouse pro-bono consultants, as part of Guidehouse's pro-bono Corporate Social Responsibility initiatives, to evaluate Azadi's new Leadership Program. This program is intended to provide cohort fellows with employability skills and career-building internships. Over the 9-months of the program pilot, Guidehouse's pro-bono consultants conducted an evaluation of the program's outcomes. The following evaluation details the purpose and scope of the evaluation, methodologies used, limitations encountered, findings and conclusions, and recommendations.

Evaluation Purpose, Questions, and Scope

Evaluation Purpose

The purpose of the Guidehouse evaluation is to inform Azadi leadership, donors, and the community of the Azadi Leadership Program's positive impact. The evaluation aims to enable Azadi to sustain and further their work by being a resource that may be used to obtain additional funding for future programming and build partnerships that contribute to the quality and diversity of the programming.

Evaluation Questions

The key questions of the Guidehouse evaluation were the following:

1. What are the lessons learned from the pilot Azadi Leadership Program?
    a. What factors of the program are most effective?
2. To what extent are the leadership program components achieving their intended results?
    a. To what extent did the training sessions (virtual and in-person) increase the fellows' professional and leadership skills?
    b. To what extent did the training sessions provide the participants with a feeling of confidence to apply learned skills during their internships?
    c. To what extent did participants report an increase in self-confidence and positive mental health?

Evaluation Scope

The scope of the Guidehouse evaluation included collecting feedback from program participants, Azadi leadership, training session delivery personnel, and industry organizers participants from March to October 2023.

Methodology and Limitations

Guidehouse employed a mixed methods approach to collect qualitative and quantitative data and findings drew upon primary research. Overall, Guidehouse:

- Conducted 41 surveys of participants and one of industry organizers,
- Conducted three stakeholder interviews: two with Azadi leadership and one with the Azadi social media manager.

Guidehouse provided Azadi with summary analysis of findings at two stages throughout the 9 months of the evaluation:

- On July 7, Guidehouse presented initial findings to Azadi. The presentation included an analysis of the first 10 Azadi program sessions and retreat held from March to June 2023.
- On September 27, Guidehouse presented initial findings and recommendations to Azadi. The presentation included an analysis of the 20+ Azadi program sessions and industry visits held from March to September 2023 as well as an analysis of the mid-year survey that was distributed to participants in August 2023.

Surveys

Guidehouse administered surveys to two groups: participants and industry organizers. For participants, surveys were distributed pre- and post- training sessions and industry visits from March to October, and a mid-year survey was distributed in August. For industry organizers, a survey was distributed in September. The surveys are included in the Appendix.

Survey Creation

Guidehouse organized questions for each of the surveys across the three main domains (knowledge, satisfaction, and psychosocial) to allow for direct comparisons between pre- and post-session scores within individual sessions, but also for comparisons across sessions of different types. This means responses can be aggregated across session types (e.g., training sessions, industry visits, or retreats) to make more accurate and generalizable observations about the overall program.

Confidentiality Protocols

To protect participant confidentiality, Guidehouse did not use names and assigned unique identifiers to each participant for the survey results. The beginnings of each survey included informed consent and the option for participants to opt out of completing the survey at any point.

Participants

To best evaluate the participants' attitudes and learning throughout, Guidehouse developed an approach that consisted of conducting surveys immediately before and after each of the training sessions, industry visits, or other facilitated activities.

Guidehouse utilized a mixed methods approach for these surveys, including quantitative Likert scale and qualitative free response questions. The goal of the survey methodology is to mitigate the limitations of using a solely quantitative or qualitative design and maximize the strengths of each approach to provide a more holistic and comprehensive understanding of the outcomes of the Azadi Leadership Program. The benefits of asking Likert scale questions are that it is easy and clear to compare reported

attitudes/knowledge before the session with attitudes/knowledge following the sessions. The second category of questions were free response questions where participants provided responses to open-ended questions. The benefit of open-ended questions is participants are given the opportunity to share their thoughts with minimal guidance. The survey was administered to participants via Word Document.

Industry Organizers

In August 2023, Guidehouse also developed a survey for industry visit organizers to gain insights about the impact of the Azadi Leadership Program from an external perspective. Azadi leadership identified four industry visit organizers to participate in the survey.

The survey was developed using mixed methods, including quantitative binary choice questions and qualitative free response questions. The survey was anonymous and distributed via Microsoft forms to industry visit organizers through Azadi leadership. The industry visit organizers were given two weeks to respond. At the survey close, Guidehouse received 3 responses. The survey was administered to industry organizers via Microsoft Forms.

Table 1: Summary Statistics of Surveys Distributed provides high-level summary statistics of the surveys that were distributed and received by the Azadi Leadership Program participants.

Interviews

In August and September 2023, Guidehouse conducted stakeholder interviews with Azadi leadership to identify themes and obtain program-relevant information. The interviews were held with Priyali Sur, Founder and Executive Director; Kaynat Salmani, Program Manager; and Chaity Puja Sarkar, Social Media Manager.

Guidehouse developed two sets of qualitative interview questions, one set that was used for Priyali and Kaynat, and the other for Chaity's interview. The questions for Chaity's interview were geared more towards assessing impact from a social media perspective given her role. All questions were developed with the evaluation questions in mind, so that responses from the interviews could be analyzed accordingly. Guidehouse held a 30-minute virtual interview with each participant, with one Guidehouse member facilitating and another notetaking. Following the completion of the interviews, Guidehouse manually coded the responses to the interview questions back to the evaluation questions and analyzed the results.

Limitations

Guidehouse recognized several limitations to the methodology used.

1. Azadi leadership distributed and collected the pre- and post-surveys. This presented opportunity for bias:
   - Courtesy Bias: Azadi leadership oftentimes (excluding the mid-year survey) collected survey responses before scanning and uploading them to the shared Google Drive for the program evaluator. This would potentially lead to a positive skew in survey responses as participants were aware their surveys will be seen by the program facilitator.
   - Interview Bias: During the interviews with Azadi leadership, it is possible participants' responses were influenced by their relationship with the program facilitation.

- Recall Bias: The variation in time lapse between when the surveys were distributed to participants, completed by participants, collected by Azadi leadership, and when the session started or ended may lead to recall bias where longer time intervals between the session and completion of the survey may affect the score or perspectives provided by respondents.

2. Language barriers: Given the differing levels of English proficiency, participants may have misinterpreted survey or interview statements/questions.

3. Sample size: Guidehouse originally intended to perform content analysis techniques, such as sentiment analysis, on the qualitative free response questions, but determined that the sample size was too small.

To mitigate the potential for bias, Guidehouse decided to distribute the mid-year survey via Microsoft Forms. The industry organizer surveys were also distributed via Microsoft Forms, and responses were anonymous.

To mitigate the concern over sample size, Guidehouse performed a close reading of survey responses and assigned them to domains in *Table 12: Domains for Analysis* and used quotes to supplement the findings from the quantitative Likert scale question analysis.

Findings and Conclusions

In this section, Guidehouse presents the findings derived from the analysis of survey data and interview responses. Through a systematic examination of both quantitative and qualitative data, Guidehouse outlines key patterns, correlations, and insights. The subsequent conclusions draw upon the reported findings to inform Guidehouse's understanding and provide recommendations for the future of the Azadi Leadership Program.

Overall Findings

Finding #1: **The Azadi Project has established clear goals for the Azadi Leadership Program. These goals are being achieved.** Consistent for each session, as well as at mid-year, all respondents reported that they believed the goals of the Azadi Leadership Program were being achieved.

Finding #2. **Participants feel positive about the program and program leadership overall.** When given the chance to provide additional comments about the Azadi Leadership Program on the mid-year survey, all responses were positive, and half of responses specifically called out their positive relationship with Azadi leadership. One respondent wrote, "*I love the Team, Priyali and Kaynat are absolutely wonderful. All the sessions are so wonderful. This was the most safe cohort I have ever been in. The Team of Azadi was so supportive and helpful*".

Knowledge

Finding #1. **Participants reported learning a new skill after every training session.** Two survey questions per session were aimed at measuring participants' knowledge by asking whether participants thought that they learned a new skill after a session and if they were confident in their ability to apply this skill in the professional setting. 92% of participants reported that they agreed or strongly agreed that they learned a new skill across all training sessions; see Table 9 for exact results. 81% of participants indicated that they agreed or strongly agreed that they were confident in their ability to apply the skills learned in the training session in a professional setting; see Table 10 for exact results.

Finding #2. **Participants indicated a desire to learn skills for building personal brands.** In pre- and post-session surveys, "personal branding" was listed as a skill that participants expected to learn and reported learning. This skill was also highlighted in interviews with Azadi leadership who indicated that participants lacked branding and social media skills that made it more difficult to properly market their community projects online due to their lack of experience.

Satisfaction

Finding #1. **Participants expressed satisfaction with the training sessions and visits.** Consistently across the 13 sessions, more than 9 out of 10 respondents agreed or strongly agreed that they enjoyed the sessions, industry visits, and the retreat. Four survey questions measured participants' satisfaction with the session or visit by asking if they enjoyed the session, whether the topics covered in the session were what they were expecting, whether the topics covered were beneficial to them or met their needs, and whether the session was the right length of time.

Finding #2. **Participants agreed that the learning environments across all sessions, industry visits, and the retreat were comfortable.** Similarly, across the 13 sessions, 9 out of 10 respondents agreed or strongly agreed that the learning environment was comfortable, or they felt comfortable during the industry visit. Survey results also indicated that participants strongly preferred in-person over virtual sessions.

Finding #3. **Most participants indicated that the duration of the sessions, visits, and retreats was appropriate.** Across the 13 sessions for which surveys were conducted, 75% respondents felt that the sessions were the right length.

Finding #4. **Participants agreed that the training sessions and industry visits are beneficial and met participants' needs**. 90% of respondents, on average across sessions, agreed or strongly agreed that the training session topics were beneficial. This finding was reinforced during interviews with Azadi leadership, who remarked that the leaders shared positive experiences from the training sessions and industry visits and felt confident about their skills going into their internships. Results from the industry visit organizers survey also indicated that training sessions and industry visits were beneficial to the leaders, as 3 out of 3 respondents agreed that leaders seemed engaged and appeared confident during the industry visit.

Finding #5. **At mid-year, participants were satisfied with the program but expressed concerns regarding future employment opportunities after completion of the program.** In the mid-year survey, half of all participants expressed a lack of confidence in the opportunities available after completion of the program. However, participants commented on their confidence "that [the] Azadi network will continue to help me in the near future if I need that sort of help" and their trust of "my future in the Azadi team."

Psychosocial

Finding #1: **Participants indicated an interest in more in-depth sessions on psychosocial offerings.** For all sessions, participants were asked, "What other topics would you have liked to have been discussed today?" In the Mental Health session, participants asked for more discussion about depression; activities on mind mapping and body mapping; discussion on anxiety management and assessment activities; and

practical aspects of mental health such as focusing on how to cope with burnouts, first aids of social psychology support, and how mental health is shaped by what each person faces in his or her life. Participants asked for less discussion on the generic understanding of stress and anxiety.

Finding #2: **Participants indicated an increase in support amongst their peers following the retreat.** The retreat marked a strong turning point in the leaders' journey. Post-retreat, most participants indicated that they felt they are an important part of the conversation among their peers with a 10% increase in respondents who strongly agreed that their voice mattered equally among participants, and a 21% increase in respondents who strongly agreed that they felt comfortable sharing their thoughts and opinions. Furthermore, in the post-retreat survey, 83% of respondents strongly agreed that they felt supported by the other participants.

Finding #3: **The Azadi Leadership Program provided a safe space for participants.** Psychosocial elements of the program were also discussed during the interviews that Guidehouse held with Azadi leadership in August and September. Azadi leadership shared that throughout the leadership program, participants expressed that they felt the program provided a safe space to express vulnerabilities and that family members of some of the participants noticed positive changes in their mental health.

Conclusions

Participants' reception of the Azadi Leadership Program was reflected in the accumulation of survey responses and interviews. Specifically, participants highlighted their comfortability throughout the program and were positive regarding what they learned. Participants expressed their expectation and desire to develop personal branding skills and expressed concerns about future employment prospects.

Recommendations

After reviewing the data from the surveys, interviews, and the resulting findings, Guidehouse developed seven recommendations for Azadi leadership to take into consideration for the next iteration of the Azadi Leadership Program. The recommendations are intended to suggest approaches to sustain the relationships between program members, areas of programming to consider for expansion, opportunities to increase collaboration with partners, and mechanisms to engage with cohort applicants in advance of program participation to improve outcomes.

Recommendation #1: **Establish an alumni network (i.e., through WhatsApp or LinkedIn), that enables Azadi to receive continued information on participants' professional progress, and past and future participants to connect about the program or professional opportunities.** One participant remarked during the mid-year survey that they would "love it if even as alums of the program, opportunities for development and skill building etc. is still given to us. I'd love an active alumni base." An alumni network would also provide a network of support to help participants secure future employment or professional opportunities. Azadi should consider organizing in-person or virtual networking events with past and current cohort participants to exchange ideas, contacts, and tips for internship/job searching.

Recommendation #2: **Collect lessons learned and best practices from past cohorts.** Consider asking participants to write reflections on their experience including why they chose their internship, which skills from training sessions or industry visits helped them the most, and what, if any, aspects of the

program they would have liked to see done differently. This would help inform Azadi leadership of what content is most helpful to prepare participants professionally. Developing an internal repository of these collected answers would also provide Azadi leadership with resources for future analysis of the program's performance and development over time.

Recommendation #3: **Offer additional dedicated sessions and/or materials on community project development and implementation, with a specific focus on branding and marketing.** In both the mid-year survey results and Azadi leadership interviews, community project preparation and marketing were discussed as an area for development. Participants mentioned that they encountered issues trying to secure facilitators and collaborators during the implementation phase of the community project and it would be helpful for Azadi to provide more guidance there. During their interviews, Azadi leadership discussed how participants had little experience with branding and marketing, which made it more difficult to properly market the projects and find potential partners. Preparing focused sessions on these topics to present ahead of time and providing takeaway materials such as a factsheet for each session with a summary of key information, practice exercises, and extra resources to explore would ensure that all participants could retain the most important lessons and guidance from each session. This would also allow Azadi leadership to have catch-up material on-hand for participants if they are unable to attend an in-person session.

Recommendation #4: **Expand industry areas for internships and opportunities for one-on-one networking.** During the mid-year survey, participants reported interest in seeing more industries represented for internship opportunities, such as mental health organizations and companies with corporate social responsibility and social impact initiatives. In the application and promotion of the program, Azadi should highlight specific industries or fields with whom they have strong relationships and are able to connect participants to for internships. Participants also indicated that it would be beneficial to have more one-on-one networking opportunities with companies, rather than solely in group settings. The opportunity to attend job fairs was also mentioned in the mid-year survey feedback.

Recommendation #5: **Emphasize in-person sessions and person to person engagement with the materials.** Feedback from the mid-year survey indicated that participants found in-person offerings more beneficial and effective than online sessions, where some encountered issues with connectivity and language barriers. Participants also remarked that they would like to see more activities like the retreat and to do more trips with the cohort. In cases where sessions must be held virtually, consider recording sessions or having digital take-home materials stored in a Google Drive repository. Where a presenter must participate virtually, Azadi could consider still having the cohort attend in person, and conducting additional in person exercises or activities, so that they can engage with each other and the material, to foster community and a greater confidence with the lessons from the session.

Recommendation #6: **Jointly plan industry visits with the industry partner, in advance.** When planning, developing, and delivering on industry visits, consider setting expectations early on with both Azadi and industry visit organizers to ensure that everyone is on the same page regarding timelines and flexibility of visits. Consider holding a check-in meeting with each industry visit organizer from the pilot year to solicit additional feedback on how to improve planning and scheduling of visits for future iterations of the program. Feedback from the Industry Visit Organizers Survey mentioned that organizers recommend

the Azadi Leadership Program have more flexibility in program timelines which will be helpful for different organizations in not only offering even stronger experiences for the program participants but also open doors for broader/larger partnerships.

Recommendation #7: **Refine the Program application process to better align participants selected to programmatic activity.** For the next iteration of the Azadi Leadership Program, set to begin in March 2024, Azadi should ask cohort applicants questions that would both ensure that applicants expectations are aligned with program requirements and goals, and enable Azadi to consider how to modify or add program content to meet specific articulated needs common to participants. Potential questions could include:

- Why are you interested in joining the Azadi Leadership Program?
- How will this program help your professional goals?
- What skills do you want to learn?
- In what industry would you be interested in doing an internship?
- Are you able to dedicate (*insert time commitment*) to the Leadership Program?
- Are you able to attend both in-person and virtual sessions?

To meet applicants' expectations for internships, Azadi should profile the industries where previous internships have occurred in their promotional material and interview process.

Summary

Guidehouse's recommendations focus on addressing specific questions identified through surveys and interviews; increasing engagement of participants over time; and identifying specific areas for program enhancements. Azadi has already begun implementing the recommendations which include establishing an alumni network through WhatsApp and LinkedIn and placing an emphasis on hosting in-person sessions for the next cohort.

Appendices

Appendix 1: Guidehouse Surveys for Training Sessions

Pre-Training Session Surveys

Below is the template used for all surveys provided before training sessions. Individual language might be slightly different based on the session topic.

Informed Consent: Guidehouse pro bono consultants and the Azadi Project are conducting surveys to gather feedback about the Azadi Leadership Program. This survey will ask participants questions about their experience in the program and the lessons they have learned as a participant. Guidehouse pro bono consultants will analyze the surveys completed by participants and, based on the feedback and other evaluation components, assess the outcomes of the session, and use the findings to improve upon the program. Survey results and participant quotes will be included in the evaluation. However, no information will be shared that identifies participants personally.

<u>Your participation in this survey is voluntary.</u> You can stop at any time during the survey or choose not to answer one or more questions. If you have any questions about the survey, please contact Kaynat Salmani (kaynat@theazadiproject.com).

Introduction:
- This survey will be given at the beginning of each training session and the following questions are designed to find out your reaction to the instructor, training topic, and learning environment.
- You should complete all questions on your own and to the best of your ability.
- The survey will take about 10 minutes to complete.

Please circle the number that corresponds best with your agreement with the following statements:

	Statements	Rating Options				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I understand how the objectives of today's session will advance the goals of the Azadi Project Leadership Program.	1	2	3	4	5
2	I am familiar with today's training topic in the professional setting.	1	2	3	4	5
3	I am aware of the tools that will be covered during today's session.	1	2	3	4	5
4	I feel confident that I can successfully apply my skills related to this topic in the professional setting.	1	2	3	4	5

For the following open-ended questions, please provide your opinion:

1. How do you expect your professional skills to improve because of today's session?
2. List 1-3 tools or skills you expect to gain and learn during today's session.
3. How do you expect today's session to support your long-term professional goals?

Post-Training Session Surveys

Below is the template used for all surveys provided after training sessions. Individual language might be slightly different based on the session topic:

Informed Consent: Guidehouse pro bono consultants and the Azadi Project are conducting surveys to gather feedback about the Azadi Leadership Program. This survey will ask participants questions about their experience in the program and the lessons they have learned as a participant. Guidehouse pro bono consultants will analyze the surveys completed by participants and, based on the feedback and other evaluation components, assess the outcomes of the session and use the findings to improve upon the program. Survey results and participant quotes will be included in the evaluation. However, no information will be shared that identifies participants personally.

Your participation in this survey is voluntary. You can stop at any time during the survey or choose not to answer one or more questions. If you have any questions about the survey or if you need any assistance, please contact Kaynat Salmani (kaynat@theazadiproject.com).

Introduction:
- This survey will be given at the end of each training session and the following questions are designed to find out your reaction to the instructor, training topic, and learning environment.
- You should complete all questions on your own and to the best of your ability.
- The survey will take about 10 minutes to complete.

Please circle the number that corresponds best with your agreement with the following statements:

	Statements	Rating Options				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	I enjoyed today's session.	1	2	3	4	5
2	The session today was what I expected.	1	2	3	4	5
3	Today's session met my needs.	1	2	3	4	5
4	Today's session was the right length of time.	1	2	3	4	5
5	The instructor was knowledgeable about the topics covered and I	1	2	3	4	5

	understood the presentation.					
6	The session environment was comfortable.	1	2	3	4	5
7	I learned a new skill that I can apply in the professional setting.	1	2	3	4	5
8	I feel confident in my ability to apply the skills learned today in the professional setting.	1	2	3	4	5
9	I feel confident that I could lead a similar session soon.	1	2	3	4	5

For the following open-ended questions, please provide your opinion:

1. What were the three most important lessons learned during today's session?
2. Was there anything you would have liked to have been covered in more depth in the session? If so, why?
3. Was the right amount of time given for the session? If so, why?
4. What skill did you learn during the session that you feel will help you the most in a professional setting?
5. Was there anything not covered before the session that you wish had been discussed? Explain.

Pre-Industry Visit Participant Survey

Below is the template used for all surveys provided before industry visits. Individual language might be slightly different based on the visit.

Informed Consent: Guidehouse pro bono consultants and the Azadi Project are conducting surveys to gather feedback about the Azadi Leadership Program. This survey will ask participants questions about their experience in the program and the lessons they have learned as a participant. Guidehouse pro bono consultants will analyze the surveys completed by participants and, based on the feedback and other evaluation components, assess the outcomes of the session, and use the findings to improve upon the program. Survey results and participant quotes will be included in the evaluation. However, no information will be shared that identifies participants personally.

Your participation in this survey is voluntary. You can stop at any time during the survey or choose not to answer one or more questions. If you have any questions about the survey, please contact Kaynat Salmani (kaynat@theazadiproject.com).

Introduction:
- This survey will be given at the beginning of each industry visit. The following questions are designed for you to describe your reaction to the industry visit.
- You should complete all questions on your own and to the best of your ability.
- The survey will take about 10 minutes to complete.

Please circle the number that corresponds best with your agreement with the following statements:

Statements	Rating Options				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1 I understand how the visit will advance the goals of the Azadi Project Leadership Program.	1	2	3	4	5
2 I am familiar with professional opportunities with this organization.	1	2	3	4	5
3 I am aware of the topics that will be covered during the industry visit.	1	2	3	4	5
4 I feel confident that I can successfully apply my current skills to a role within this industry.	1	2	3	4	5

For the following open-ended questions, please provide your opinion:

1. How do you expect your professional skills to improve because of this industry visit?
2. List 1-3 tools or skills you expect to gain and learn during the industry visit.

3. How do you expect the industry visit to support your long-term professional goals?

Below is the template used for all surveys provided following industry visits. Individual language might be slightly different based on the visit.

Informed Consent: Guidehouse pro bono consultants and the Azadi Project are conducting surveys to gather feedback about the Azadi Leadership Program. This survey will ask participants questions about their experience in the program and the lessons they have learned as a participant. Guidehouse pro bono consultants will analyze the surveys completed by participants and, based on the feedback and other evaluation components, assess the outcomes of the session, and use the findings to improve upon the program. Survey results and participant quotes will be included in the evaluation. However, no information will be shared that identifies participants personally.
Your participation in this survey is voluntary. You can stop at any time during the survey or choose not to answer one or more questions. If you have any questions about the survey, please contact Kaynat Salmani (kaynat@theazadiproject.com).
Introduction:
- This survey will be given at the end of each industry visit. The following questions are designed for you to describe your reaction to the industry visit.
- You should complete the questions on your own and to the best of your ability.
- The survey will take about 10 minutes to complete.

Please circle the number that corresponds best with your agreement with the following statements:

Statements	Rating Options				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1 I enjoyed the industry visit.	1	2	3	4	5
2 I knew in advance the topics that would be covered during the industry visit.	1	2	3	4	5
3 The topics covered in today's industry visit were beneficial to me.	1	2	3	4	5
4 I have a more comprehensive understanding of this industry after today's visit.	1	2	3	4	5
5 I felt comfortable throughout the visit.	1	2	3	4	5

6	I learned about different types of roles within this industry.	1	2	3	4	5
7	I learned about professional opportunities with this company/organization.	1	2	3	4	5
8	I feel confident that I can successfully apply my current skills to a role within this company/organization.	1	2	3	4	5

For the following open-ended questions, please provide your opinion:
1. What three things were most interesting to you during the industry visit and why?
2. What other topics would you have liked to be covered in **more** detail during the industry visit? What topics would you have liked to be covered in **less** detail during the industry visit?
3. What topics would you have liked the media industry visit to cover that were **not** addressed?
4. Do you feel that the information you learned during the visit contributed to your professional development? If so, how?
5. Could you see yourself working within this industry? Why?

Appendix 3: Guidehouse Survey for Industry Visit Organizers

Informed Consent: Azadi has engaged Guidehouse to conduct an evaluation of its Leadership Program. Guidehouse is performing this evaluation "Pro bono" – meaning at no cost. As part of this assessment, Guidehouse will use a variety of data sources, including interviews and surveys. You have been identified as a key partner to interview. Guidehouse will incorporate its analysis of the surveys completed as part of its evaluation.

Your participation in this survey is voluntary. You can stop at any time during the survey or choose not to answer one or more questions. If you have any questions about the survey or if you need any assistance, please contact Kaynat Salmani at kaynat@theazadiproject.com.

Introduction: The following questions are designed for you to describe your experience working with the Azadi Leadership Program and hosting an industry visit for them. The survey will take about 10 minutes to complete.

1. Had you heard of The Azadi Project before working with them on the Azadi Leadership Program?
2. Did you and your Team have knowledge of The Azadi Leadership Program's objectives and goals before hosting the industry visit?
3. Did you find the Azadi Leadership Program leaders to be engaged during the industry visit (for ex., asking questions, referencing skills they have learned, appearing confident)?
4. What did you want to see occur as a result of your partnership with the Azadi Leadership Program, and did it occur?
5. Why did you partner with The Azadi Project for their Azadi Leadership
6. What recommendations do you have for the Azadi Leadership Program Team for how to improve the process of hosting industry visits in the future?
7. Would you work with the Azadi Leadership Program again? If yes, why, and if no, why not?

Questions for Core Leadership: Kaynat and Priyali
1. Can you describe what your initial objectives were for this program and how you formulated the content and approach in order to achieve these objectives?
2. What does success look like for this iteration of the Azadi Leadership Program? What are the desired results?
   a. How are you tracking and measuring the success of the Azadi Leadership Program? How will you know when you have achieved the program's objectives and larger goals?
   b. Do you have any metrics in place that you are tracking?
3. What outcomes or achievements would you highlight to show that the Azadi Leadership Program has been successful? Have you been tracking or reporting on goals or measurements of success externally?
4. What challenges has the Team faced in trying to achieve the program's objectives? How has the Team updated its approach to mitigate or resolve them?
5. How have you incorporated what you've already learned into planning for future iterations of the program?

Questions for Social Media Manager: Chaity
1. Please describe your role and responsibilities on the Azadi Leadership Program - India Team.
2. What does success look like for Azadi from a social media perspective? What objectives of the Azadi Leadership Program does your role contribute to?
3. What metrics are being used to track how social media is contributing to Azadi's success and impact?
4. What challenges have you faced in trying to achieve the program's objectives? How have you mitigated or resolved them?
5. How have you incorporated lessons already learned into planning for future social media engagement?

Appendix 5: Additional Methodology
Additional methodology for psychosocial:

Quantifying mental health to a single score is a black-and-white measurement that does not fully capture nor examine an individual's mental health state. To get that fuller picture, participants were asked "What does good mental health mean to you?" and the answers are listed below:

- *"For me it is where I feel good and function well where I can set my goals where I can see myself somewhere in good place when I feel confident and positive about my decisions."*
- *"I think I think very low of myself. Hoping to get faith in myself, just like others do in me."*
- *"To be able to feel all emotions, to be able to compartmentalize life's different parts, to be able to be functional even when anxious or in grief.*
- *"Ability to manage the constant anxiety and stress in my daily lives."*
- *"Good mental health means being relatively stable against the waves of life and being able to regulate your emotions against uncertainties. Being able to maximize your abilities."*
- *"Enjoy the life, being happy, having hopes, being optimistic about surroundings, not struggling with any psychological problems."*
- *"When you are good with your thoughts, and you deal things around you happily."*
- *"From my point of view, good mental health means feeling relax and calm, having good relationship with others, physically healthy."*

Appendix 6: Tables

Table 2: Summary Statistics of Surveys Distributed

Survey Type	Surveys Drafted	Surveys Distributed	Surveys Received	Response Rate
Training Session	27	270	155	57%
Industry Visit	8	80	52	65%
Retreat	4	40	17	43%
Mid-year	1	10	6	60%
Industry Organizer	1	4	3	75%
Total	**41**	**404**	**233**	**58%**

Table 2: Survey Response Key

1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Table 3: Training Session Enjoyment

Training Session	I enjoyed the training session.		
	Average Score	# of Participants reporting 4 or 5	# of Participants reporting 1 or 2
Mental Health	4.3	6 out of 7	0 out of 7
Public Speaking	4.4	7 out of 7	0 out of 7
Interview Skills	4.2	4 out of 6	0 out of 6
Social Entrepreneurship (Field/Industry Visit, In-person)	5	5 out of 5	0 out of 5
Public speaking, impactful communication, and writing (In-person)	4.43	7 out of 7	0 out of 7
By Change.org (In-person) Creating an online social justice/advocacy campaign	4.5	6 out of 6	0 out of 6
Industry Spotlight: Leadership as a woman in business	4	4 out of 6	1 out of 6
Reena Gupta Session	4.67	3 out of 3	0 out of 3
Change.org: Use Media for your Campaign	4.75	4 out of 4	0 out of 4
Community Building by Libra *(Excluded due to lack of responses)*			
Group psychologist, anxiety and its management, in-person session	5	4 out of 4	0 out of 4
Problem-solving and conflict resolution, online session by Libra	4	2 out of 3	0 out of 3
Importance of emotional intelligence in professional workspaces	5	4 out of 4	0 out of 4
TOTAL:	4.520833333	59 out of 62	1 out of 62

Table 4: Training Session Expectations

Training Session	The discussion today was what I expected		
	Average Score	# of Participants reporting 4 or 5	# of Participants reporting 1 or 2
Mental Health			
Public Speaking	4	6 out of 7	0 out of 7
Interview Skills			
Social Entrepreneurship (Field/Industry Visit, In-person)	3.4	1 out of 5	0 out of 5
Public speaking, impactful communication, and writing (In-person)	4	6 out of 7	0 out of 7
By Change.org (In-person) Creating an online social justice/advocacy campaign	4	6 out of 6	0 out of 6
Industry Spotlight: Leadership as a woman in business	3.5	3 out of 6	1 out of 6
Reena Gupta Session	4	3 out of 3	0 out of 3
Change.org: Use Media for your Campaign	4.25	3 of 4	0 of 4
Community Building by Libra *(Excluded due to lack of responses)*			
Group psychologist, anxiety and its management, in-person session	4.5	3 out of 4	0 out of 4
Problem-solving and conflict resolution, online session by Libra	3.67	2 out of 3	0 out of 4
Importance of emotional intelligence in professional workspaces	4.75	4 out of 4	0 out of 4
TOTAL:	4.007	37 out of 49	50

Table 5: Training Session Meeting Needs

Training Session	Today's training session topic met my needs.		
	Average Score	# of Participants reporting 4 or 5	# of Participants reporting 1 or 2
Mental Health	4.1	5 out of 7	0 out of 7
Public Speaking	4.4	6 out of 7	0 out of 7
Interview Skills	4	4 out of 5	0 out of 5
Social Entrepreneurship (Field/Industry Visit, In-person)	4.2	5 out of 5	0 out of 5
Public speaking, impactful communication, and writing (In-person)	4.43	6 out of 7	0 out of 7
By Change.org (In-person) Creating an online social justice/advocacy campaign	4.3	6 out of 6	0 out of 6
Industry Spotlight: Leadership as a woman in business	4	4 out of 6	1 out of 6
Reena Gupta Session	4.67	3 out of 3	0 out of 3
Change.org: Use Media for your Campaign	4.75	4 out of 4	0 out of 4
Community Building by Libra *(Excluded due to lack of responses)*			
Group psychologist, anxiety and its management, in-person session	4.75	4 out of 4	0 out of 4
Problem-solving and conflict resolution, online session by Libra	3.67	2 out of 3	1 out of 3
Importance of emotional intelligence in professional workspaces	4.75	4 out of 4	0 out of 4
TOTAL:	4.335	49 out of 54	2 out of 54

Table 6: Training Session Length

Training Session	Today's training session was the right length of time		
	Average Score	# of Participants reporting 4 or 5	# of Participants reporting 1 or 2
Mental Health	3.6	3 out of 7	1 out of 7
Public Speaking	3.6	4 out of 7	0 out of 7
Interview Skills	3	1 out of 5	2 out of 5
Social Entrepreneurship (Field/Industry Visit, In-person)	3.8	4 out of 5	0 out of 5
Public speaking, impactful communication, and writing (In-person)	3.57	4 out of 7	0 out of 7
By Change.org (In-person) Creating an online social justice/advocacy campaign	4.7	6 out of 6	0 out of 6
Industry Spotlight: Leadership as a woman in business	3.83	4 out fo 6	1 out of 6
Reena Gupta Session	4.33	3 out of 3	0 out of 3
Change.org: Use Media for your Campaign	4.75	4 out of 4	0 out of 4
Community Building by Libra *(Excluded due to lack of responses)*			
Group psychologist, anxiety and its management, in-person session	4.75	4 out of 4	0 out of 4
Problem-solving and conflict resolution, online session by Libra			
Importance of emotional intelligence in professional workspaces	5	5 out of 5	0 out of 4
TOTAL:	4.084545455	39 out of 52	4 out of 52

Table 7: Training Session Instructor Knowledge

Training Session	The instructor was knowledgeable about the topics		
	Average Score	# of Participants reporting 4 or 5	# of Participants reporting 1 or 2
Mental Health	4.6	7 out of 7	0 out of 7
Public Speaking	4.7	7 out of 7	0 out of 7
Interview Skills	4.4	5 out of 5	0 out of 5
Social Entrepreneurship (Field/Industry Visit, In-person)	4.8	5 out of 5	0 out of 5
Public speaking, impactful communication, and writing (In-person)	4.71	7 out of 7	0 out of 7
By Change.org (In-person) Creating an online social justice/advocacy campaign	5	6 out of 6	0 out of 6
Industry Spotlight: Leadership as a woman in business	4.33	5 out of 6	1 out of 6
Reena Gupta Session	4.67	3 out of 3	0 out of 3
Change.org: Use Media for your Campaign	4.75	4 out of 4	0 out of 4
Community Building by Libra *(Excluded due to lack of responses)*			
Group psychologist, anxiety and its management, in-person session	4.75	4 out of 4	0 out of 4
Problem-solving and conflict resolution, online session by Libra			
Importance of emotional intelligence in professional workspaces	5	4 out of 4	0 out of 4
TOTAL:	4.700909091	57 out of 58	1 out of 58

Table 8 : Training Session Environment Comfortability

Training Session	The learning environment was comfortable.		
	Average Score	# of Participants reporting 4 or 5	# of Participants reporting 1 or 2
Mental Health			
Public Speaking	4.6	7 out of 7	0 out of 7
Interview Skills	4.3	3 out of 4	0 out of 4
Social Entrepreneurship (Field/Industry Visit, In-person)	3.6	3 out of 5	0 out of 5
Public speaking, impactful communication, and writing (In-person)	4.57	6 out of 7	0 out of 7
By Change.org (In-person) Creating an online social justice/advocacy campaign	5	6 out of 6	0 out of 6
Industry Spotlight: Leadership as a woman in business	4	5 out of 6	1 out of 6
Reena Gupta Session	4.67	3 out of 3	0 out of 3
Change.org: Use Media for your Campaign	4.75	4 out of 4	0 out of 4
Community Building by Libra *(Excluded due to lack of responses)*			
Group psychologist, anxiety and its management, in-person session	5	4 out of 4	0 out of 4
Problem-solving and conflict resolution, online session by Libra	4.33	3 out of 3	0 out of 3
Importance of emotional intelligence in professional workspaces	5	4 out of 4	0 out of 4
TOTAL:	4.529090909	48 out of 53	1 out of 53

Table 9 : Skilled Learned

Training Session	I learned a new skill that I can apply in the		
	Average Score	# of Participants reporting 4 or 5	# of Participants reporting 1 or 2
Mental Health			
Public Speaking	4.1	7 out of 7	0 out of 7
Interview Skills	3	5 out of 5	2 out of 5
Social Entrepreneurship (Field/Industry Visit, In-person)	3.6	3 out of 5	0 out of 5
Public speaking, impactful communication, and writing (In-person)	4.14	7 out of 7	0 out of 5
By Change.org (In-person) Creating an online social justice/advocacy campaign	5	6 out of 6	0 out of 6
Industry Spotlight: Leadership as a woman in business	4	4 out of 6	1 out of 6
Reena Gupta Session	4	3 out of 3	0 out of 3
Change.org: Use Media for your Campaign	4.25	4 out of 4	0 out of 4
Community Building by Libra *(Excluded due to lack of responses)*			
Group psychologist, anxiety and its management, in-person session	4.75	4 out of 4	0 out of 4
Problem-solving and conflict resolution, online session by Libra	4	3 out of 3	0 out of 3
Importance of emotional intelligence in professional workspaces	4.75	4 out of 4	0 out of 4
TOTAL:	4.144545455	50 out of 54	3 out of 52

Table 10 : Knowledge Confidence

Training Session	I feel confident in my ability to apply the knowledge		
	Average Score	# of Participants reporting 4 or 5	# of Participants reporting 1 or 2
Mental Health			
Public Speaking	3.9	5 out of 7	0 out of 7
Interview Skills	3.6	4 out of 5	1 out of 5
Social Entrepreneurship (Field/Industry Visit, In-person)	3.8	3 out of 5	0 out of 5
Public speaking, impactful communication, and writing (In-person)	3.86	5 out of 7	0 out of 7
By Change.org (In-person) Creating an online social justice/advocacy campaign	4	6 out of 6	0 out of 6
Industry Spotlight: Leadership as a woman in business	3.67	4 out of 6	1 out of 6
Reena Gupta Session	4	3 out of 3	0 out of 4
Change.org: Use Media for your Campaign	4.25	4 out of 4	0 out of 4
Community Building by Libra *(Excluded due to lack of responses)*			
Group psychologist, anxiety and its management, in-person session	4.25	4 out of 4	0 out of 4
Problem-solving and conflict resolution, online session by Libra	3.5	1 out of 2	0 of 2
Importance of emotional intelligence in professional workspaces	4.75	4 out of 4	0 out of 4
TOTAL:	3.961818182	43 out of 53	2 out of 54

Table 11: Average Post-Session Scores: Participants' Satisfaction

Session or Visit	Enjoyment	Expectations	Beneficial	Length
Brut Visit	4.7	4.0	-	-
Change.org Visit	4.5	4.0	4.3	4.7
Community Building	4.0	3.6	3.6	-
Dalberg Visit	4.5	3.5	4.3	-
Importance of Emotional Intelligence	5.0	4.8	4.8	5.0
Interview Skills	4.2	3.8	4.0	3.0
Leadership as a Woman in Business	4.0	3.5	3.0	3.8
Mental Health (group)	5.0	4.5	4.8	4.8
Mental Health (individual)	5.0	-	4.6	5.0
Public Speaking	4.4	4.0	4.4	3.6
Reena Gupta Visit	4.6	4.0	4.6	4.3
Samagra Visit	4.0	3.0	3.6	-
Social Entrepreneurship	5.0	3.4	4.0	-

Table 12: Domains for Analysis

Domain	Measure Description	Surveys Included	Question(s) Included
Knowledge	Percent of respondents agreeing or strongly agreeing with their ability to apply skills learned during the session or visit to the professional setting	5	I feel confident in my ability to apply the knowledge and skills learned in today's training session in the professional setting.
	Percent of respondents agreeing or strongly agreeing that they learned a new skill during training sessions	3	I learned a new skill that I can apply in the professional setting.
	Percent of respondents agreeing or strongly agreeing that they could lead a similar session in the future	3	I feel confident that I could lead a similar training session about this skill and topic in the future.
Satisfaction	Percent of respondents agreeing or strongly agreeing they enjoyed the session, visit, or retreat	7	I enjoyed the training session/industry visit/retreat.
	Percent of respondents agreeing or strongly agreeing the session, visit, or retreat's environment and/or transportation was comfortable	7	The learning environment was comfortable
	Percent of respondents agreeing or strongly agreeing the session, visit, or retreat's duration was appropriate	5	Today's training session was the right length of time.
	Percent of respondents who agreed or strongly agreed that the training session or industry visit was beneficial or met their needs	6	Today's training session met my needs.
Psychosocial	Percent of respondents indicating at least one improvement of the 4 sub-metrics measured pre- and post- during the retreat	1	1. I feel close to the other participants of the Azadi Project Leadership Program 2. I feel comfortable sharing my thoughts and opinions with the group 3. I feel supported by the other participants of the Azadi Leadership Program 4. My voice matters equally among the participants of the Azadi Leadership Program.