CONTENTS

Section I: Vision & Theory of Change
  Executive Summary ........................................... 4
  Challenges & Vision ......................................... 5
  Mission .......................................................... 6
  Values ............................................................ 7
  Competitive Advantage ...................................... 8
  Theory of Change (2020-2022) ................................. 9

Section II: 2020-2022 Strategy
  Strategic Focus ............................................... 11
  Programs ........................................................ 12
  Grant-Making .................................................. 13

pecial focus: DAWN Initiative ................................ 16
  Marketing ........................................................ 17
  Program Highlight: Making HERstory .................. 22
  Donor Outreach ................................................ 23
  Operations ...................................................... 28
  Governance ..................................................... 15
  Fundraising & Networking Toolkit ....................... 36

Section III: Appendix
  2020-2022 Timeline .......................................... 37
SECTION I

Vision & Theory of Change
EXECUTIVE SUMMARY

Since our first strategic plan in 2014, Shadhi-ka has grown from being a small, start up with one part-time staff person to being an established organization with a proven record of impact.

Today we have staff in both India and the U.S. that support over 2,000 young women annually across seven states in India. That support covers the entire arc of a young woman’s development from adolescence to adulthood. These young leaders are proving that when they are given opportunities to complete their education, stand up for their rights, and make their own choices, they change outcomes not only for themselves, but for other girls around them.

Yet as we look towards the next three years, we know our work is far from done. Today India is still considered the most dangerous place to be born a girl. Which is why, over the next three years we remain committed to doing what we do best: investing in strategies that empower young women to become leaders’ and role models for girls’ rights.

Which is why we’ve set the strategic goal for our next decade of work to build a network of empowered young leaders across India who are making their own decisions, succeeding in school, contributing to the economy, and transforming their communities.

To accomplish this goal, we are committed to growing our organization so that by 2030, Shadhika is partnering with women-led NGO’s across every state in India to support over 10,000 young women leaders annually who are leading the charge to advance girls’ rights and gender across India.

As we developed our strategies plan for the next three years, our focus was on staying the course but scaling our impact. To achieve this we are focused on expanding our existing programs to serve more young women in more states, while maintaining our investment in our operations and board governance to ensure Shadhika remains, transparent, accountable, and responsive to the young women we serve, our grantee partners, and our donors.

Following this strategy, our expectation is that by 2022, Shadhika will be supporting over 4,000 young women across 12 states in India who are leading a groundswell of change for girls everywhere.
CHALLENGES & VISION

ADDRESSING THE CHALLENGE

We know that investing in girls is one of the best ways to address the array of challenges our world faces today – from poverty, to climate change, to violent extremism.

We also know that India holds the key to addressing these challenges. Home to 20 percent of the world’s adolescent girl population, India plays a critical role in making our world a better place. But in India, a girl is often considered a burden, not an asset.

India is still considered the most dangerous place to be born a girl. Due to the entrenched patriarchal culture in India, gender inequality persists, limiting equal access to opportunities for women and girls. One in three girls in India are still married before the age of eighteen, less than five percent of women hold college degrees, only 27 percent of women are part of the formal workforce, and India is ranked 148th out of 190 nations for women holding political office.

In India, a crime against a woman is committed every two minutes, a woman is raped every 15 minutes, and a dowry death occurs every 60 minutes. Over forty percent of women aged 15 to 49 year report experiencing physical or sexual violence at least once in their lifetime.

ENVISIONING THE FUTURE: 2020–2030

While addressing these challenges can appear daunting, our work has taught us that the best way to do so is by empowering young women to become leaders’ and role models for girls’ rights.

When she leads, change follows.

That’s why we have set the strategic goal for the next decade of our work to build a network of young women and women-led organizations who are leading the charge to advance girls’ rights and gender across India. To accomplish this goal, we are committed to growing our organization so that by 2030, Shadhika is partnering with women-led NGOs across every state in India to support over 10,000 young women leaders annually.

We envision these empowered young leaders will be making their own decisions, succeeding in school, contributing to the economy, and transforming their communities. Together, they will drive a groundswell of change across India. One young woman at a time, our bottom up approach will create a culture shift of empowerment and leadership that starts in India and ripples around the world.

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4 UNESCO
5 UNDP
MISSION

Shadhika exists to inspire a culture shift in India by ensuring every young woman is empowered to realize her full potential.
VALUES

WE GROUND OUR WORK IN THE FOLLOWING CORE VALUES TO INFORM AND CARRY OUT OUR VISION AND MISSION:

TRANSPARENCY
EQUALITY
OPPORTUNITY
COMMUNITY
RESPECT
COMPETITIVE ADVANTAGE

1. AS A GLOBAL THOUGHT LEADER IN EMPOWERING YOUNG WOMEN BY FOCUSING ON DEEP CHANGE IN INDIA.

While there are organizations working locally in India, they are not necessarily global thought leaders. Likewise, there are global though leaders who are not well versed in the Indian context. Shadhika is both.

2. WE INVEST IN THE WHOLE GIRL FOR SUSTAINABLE CHANGE.

Again, while there are organizations focused on girls’ education in India and other that are focused on girls’ empowerment, only Shadhika is focused on both – creating a more holistic and sustainable approach to advancing gender equality.

IN ADDITION, SHADHIKA CARRIES OUT A LONG-TERM, “HIGH-TOUCH”, ADAPTIVE APPROACH TO IT WORK:

- With the young women we support – we are there for them from age 10 to 24 and provide comprehensive support in their leadership journey.

- With our grantee partners – working with them year in and year out to solve the most complex of challenges facing young women in their communities.

- With our donors – providing personal, meaningful interaction so that our donors can have a direct impact on the lives of those we support.
### THEORY OF CHANGE: 2020–2022

<table>
<thead>
<tr>
<th>GOALS</th>
<th>OUTCOMES</th>
<th>INDICATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women are empowered to make their own decisions</td>
<td>Women in India are making their own decisions about their lives (marriage, work, etc.).</td>
<td>• % voting&lt;br&gt;• % with a bank account&lt;br&gt;• % choosing when, who, and if to get married&lt;br&gt;• % reporting freedom of mobility&lt;br&gt;• % reporting confidence to live independently</td>
</tr>
<tr>
<td>Women are succeeding in school</td>
<td>Young women are completing and succeeding in secondary school and college</td>
<td>• % graduating from secondary school&lt;br&gt;• % graduating from college&lt;br&gt;• % increase in girls' English proficiency</td>
</tr>
<tr>
<td></td>
<td>Access to English training is available and fluency is increased</td>
<td></td>
</tr>
<tr>
<td>Women are contributing to the economy</td>
<td>Young women are entering and advancing in the mainstream economy</td>
<td>• % entering the formal workforce&lt;br&gt;• % retention rate in formal workforce 3 years later</td>
</tr>
<tr>
<td>Women are transforming their communities</td>
<td>Women and girls are working together across India in an array of forums to advance girls' rights and equality</td>
<td>• % leading community action projects to advance girls' rights&lt;br&gt;• % of sites collaborating to advance girls' rights&lt;br&gt;• % of positive change in attitudes and beliefs on gender equality in boys, men, gatekeepers, family and community&lt;br&gt;• % of boys, men, and gatekeepers taking action to advance girls' rights</td>
</tr>
<tr>
<td></td>
<td>Boys, men, and gatekeepers’ are taking action in their communities to advance girls' rights and opportunities</td>
<td></td>
</tr>
</tbody>
</table>

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1. Gatekeepers are those in authority positions, including, but not limited to, elected officials, religious leaders, judicial leaders, police, etc.
SECTION II

2020-2022

Strategy
STRATEGIC FOCUS

KEY QUESTIONS:
1. In the next 3 years, what can Shadhika do to ensure progress toward these long-term outcomes?
2. What part of the problem should we work on, what role should we play, and where will we focus our efforts?
3. Given Shadhika’s role described below, what specific actions should Shadhika take to achieve these goals in its three key areas of programs, donor outreach, and operations over the next three years?

<table>
<thead>
<tr>
<th>GOALS</th>
<th>SHADHIKA’S ROLE FOR 2020–2022</th>
</tr>
</thead>
</table>
| Women are empowered to make their own decisions | • Support women-led programs in India that teach young women about their rights.  
• Support women-led programs in India that empower young women to make their own decisions for their lives. |
| Women are succeeding in school | • Directly invest in women-led programs in India that ensure young women complete secondary school.  
• Through a competitive process, provide college and vocational scholarship support to young women demonstrating strong leadership skills.  
• Directly invest in women-led programs in India that support quality education of at-risk girls in key areas of English, computers, and life skills. |
| Women are contributing to the economy | • Provide job readiness training and internships opportunities for at-risk young women in India.  
• Support an Alumnae Network of Shadhika Scholars to provide peer support to those working in the formal economy. |
| Women are transforming their communities | • Support the development and implementation of girl-led community action projects to advance girls’ rights.  
• Support and encourage collaboration across our partner sites to work together on projects and initiatives to advance girls’ rights.  
• Invest and support programs in India that promote gender equality and combat patriarchal practices among boys, men, and gatekeepers.  
• Invest and support indigenous programs in India that encourage boys, men, and gatekeepers to take action in their communities to advance girls’ rights and opportunities. |
PROGRAMS

PROGRAMMATIC REVIEW

In reviewing the impact of our Programs over the last 3 years, we identified the following key takeaways:

- The young women in our programs are gaining the skills, knowledge, and confidence to successfully negotiate and make their own decisions in their lives.
- The young women in our programs are performing better than the national average in their schooling.
- There is a continued need to improve the young women’s mastery of English.
- Young women need assistance preparing for and finding jobs in the formal economy – support that our NGO partner sites are not skilled to provide.
- Our theory of change – that these young women will be role models to change the attitudes and practices of their families and others in their communities – has borne out. In our survey of those we support, we have found that girls report they have directly impacted the outcomes for at least 14 other girls.
- Mentoring and advising the young women we serve by our grantee partners and/or alumnae is critical to success and needs to be supported.
- There is a power in bringing together our grantee partners and the young women we serve as a network to share best practices, learn new skills, collaborate, and support each other.
- Across all programs, there is a need to work with grantee partners to establish common goals, objectives, outcomes, and indicators to ensure consistency in program delivery and evaluation (i.e. English curriculums, girls’ rights curriculums, etc.).
- We need to better track and evaluate the “spillover” effects of our programs.
- Demand outstrips our grant budget for support of college and vocational scholarships.
- We need to better track and evaluate the impact of the young women’s community projects on girl’s rights more broadly.
- There is an opportunity to mobilize our network of grantee partners and young women to collaborate on nation-wide initiatives.
- The young women we serve have a strong desire to give back to Shadhika.
GRANT-MAKING REVIEW

BASED ON THESE KEY TAKEAWAYS AND SHADHIKA’S 3-YEAR GOALS, WE HAVE IDENTIFIED THE FOLLOWING CRITICAL STRATEGIES FOR OUR GRANT-MAKING OVER THE NEXT THREE YEARS:

- Continue to invest in programming that ensures the success of the young women we serve so they can serve as role models for others (education, English, computers, jobs, etc.)
- Work with grantee partners and the young women we serve to create common goals, objectives, outcomes, and indicators to ensure consistency in program delivery and evaluation and to capture spillover effects and impact
- Put increased emphasis on programming on empowering the young women we support to become leaders on girls’ rights issues while still supporting them in their personal development
- Support the creation of a network of leaders (young women, grantee partners, alumnae) working together to advance girls’ rights in their communities and across India.

WE FURTHER REFINED THESE STRATEGIES INTO THE FOLLOWING GRANT-MAKING PRIORITIES FOR THE NEXT 3 YEARS:

See table on the next page.
# Grant-Making Priorities

<table>
<thead>
<tr>
<th>Program</th>
<th>Summary</th>
<th>Target Population</th>
<th>Grant Amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supports for Success</strong></td>
<td>• After-school program support&lt;br&gt;• Rights-based Education&lt;br&gt;• Group Community Action Projects on Girls’ Rights/Gender Equality&lt;br&gt;• Supplemental Secondary School Support&lt;br&gt;• English Tutoring, Computer Literacy, Life Skills</td>
<td>• Girls 10 to 18 years</td>
<td>• Grants of $8,000 to $20,000 / year</td>
</tr>
<tr>
<td><strong>Shadhika Scholars</strong></td>
<td>• Competitive College or Vocational School Scholarships&lt;br&gt;• Based on demonstrated leadership in their communities on girls’ rights&lt;br&gt;• Additional support for English tutoring &amp; computers&lt;br&gt;• Requirement to carry out community action project to advance girls’ rights&lt;br&gt;• Links to internships during Years 2 &amp; 3</td>
<td>• Class 12 graduates from Grantee Partners Sites (18 years +)</td>
<td>• Awards up to $2,000 / year&lt;br&gt;• Supplemental English Tutoring Grants (up to $5,000 per site)&lt;br&gt;• Computer awards up to $750 per student</td>
</tr>
<tr>
<td><strong>Leaders for Change Summit</strong></td>
<td>• 4-day Annual Conference in India&lt;br&gt;• National speakers&lt;br&gt;• Workshops on college preparedness (Year 1), developing community leadership projects to advance girls’ rights (Year 2), job readiness (Year 3)&lt;br&gt;• Mobile &amp; Mighty Challenge&lt;br&gt;• Formation of on-going working groups on girls’ rights issues&lt;br&gt;• Graduation &amp; Awards Ceremony</td>
<td>• Shadhika Scholars&lt;br&gt;• Grantee Partners</td>
<td>• Conference costs supported by Shadhika ($25,000 - $50,000)</td>
</tr>
<tr>
<td><strong>Alumnae Network</strong></td>
<td>• Twice yearly meetings&lt;br&gt;• What’s App group&lt;br&gt;• Mentors to Shadhika Scholars&lt;br&gt;• Advisory group to Shadhika&lt;br&gt;• Support Network to each other</td>
<td>• Shadhika Scholar Graduates</td>
<td>• Staffed by Shadhika</td>
</tr>
</tbody>
</table>
ADVOCACY

ADVOCATING FOR GENDER EQUALITY

In addition to the programs outlined above, Shadhika will also continue to engage in advocacy efforts to advance girls’ rights and gender equality in India and internationally. We will do this through participation in key networks including:

- Girls Not Brides,
- Coalition for Adolescent Girls
- Women’s Funding Network
- UN Women
PROGRAM HIGHLIGHT

THE DAWN INITIATIVE TO END GENDER-BASED VIOLENCE

In late 2019, Shadhika launched a multi-year initiative in three rural villages outside of Varanasi in Uttar Pradesh to support work with boys, men, and gatekeepers to build awareness and understanding to mobilize action to prevent gender-based violence, specifically sexual harassment and domestic violence.

During the 2020-2022 period, Shadhika will support the implementation of this program as well as the dissemination of the model and lessons learned with the goal of inspiring others in India to replicate work with these audiences to advance gender equity.
MARKETING

IN 2019, SHADHIKA RETAINED ONE K CREATIVE TO UNDERTAKEN A RE-BRANDING PROCESS AND TO DEVELOP A COMPREHENSIVE MARKETING AND COMMUNICATIONS STRATEGY FOR SHADHIKA GOING FORWARD.

As part of that effort, we have developed the following mission to inform and guide all of our marketing and communications efforts:

To leverage consistent and modern content to build trust, reputation and thought leadership via a multi-channel approach centered on thoughtful messages about empowered young women in India with segmented delivery across Shadhika’s audience.

LOOKING FORWARD OVER THE NEXT THREE YEARS, WE HAVE ESTABLISHED THE FOLLOWING GOALS, ACTIVITIES AND INDICATORS TO GUIDE OUR MARKETING AND COMMUNICATIONS EFFORTS:

- Deliver consistent communications to build trust and communicate impact
- Lead with the voice of the young women we support
- Expand our audience
- Build a resilient communications infrastructure to collect and track metrics to demonstrate results and inform decision making

*See tables on the following pages.*
## MARKETING GOALS

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver consistent communications to build trust and communicate impact</td>
<td>Regular communications calendar (annual impact report, social media, e-newsletters, videos, etc.)</td>
<td>• On-time communications calendar</td>
</tr>
<tr>
<td></td>
<td>Develop communication and marketing templates that provide a consistent style &amp; feel that reflects our brand</td>
<td>• # Templates created</td>
</tr>
<tr>
<td></td>
<td>Publish every other week blog posts to Shadhika blog and Social Media</td>
<td>• # blog posts</td>
</tr>
<tr>
<td></td>
<td>Send standardized e-newsletter to full audience every other month.</td>
<td>• # sends • Open rate per time/ day • Click through rate • On-time delivery</td>
</tr>
<tr>
<td></td>
<td>Post brand-aligned content to Social Media at least 5 times a week and tag stakeholders in six to eight posts per month on Facebook &amp; Instagram. Post on LinkedIn when content is relevant (e.g. professional content, impact or outcome focused). Build out YouTube with video content and appropriate keywords and tags</td>
<td>• # followers per platform • Engagement rate • # posts • On-time delivery</td>
</tr>
<tr>
<td></td>
<td>Publish Annual Impact Report</td>
<td>• On-time delivery • # downloads</td>
</tr>
</tbody>
</table>
# MARKETING GOALS

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead with the voice of the young women we support</td>
<td>Build out Shadhika Facebook and/or What’s App group to build and engage with the young women we serve</td>
<td>• # active participants in FB and/or What’s App group</td>
</tr>
<tr>
<td></td>
<td>Expand “Making HERstory” media paid internship program to provide at least 1 internship per grantee site annually. See program description on page 22.</td>
<td>• # Interns • # Posts • Engagement rates</td>
</tr>
<tr>
<td></td>
<td>Prioritize creation and distribution of shareable video content, especially girl produced media. Produce short form (~30 seconds) and long form (~3 minutes) videos using professional videography and cell phone capture.</td>
<td>• # videos produced • # video views • Referral traffic to website</td>
</tr>
</tbody>
</table>
# MARKETING GOALS

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
</table>
| Expand our audience       | Join FB and/or LinkedIn groups to generate conversations about Shadhika's impact and expertise. | • # groups joined  
   • Activity generated from post content  
   • # referral visits to landing pages |
|                           | Produce quarterly on-demand video series on issues, impact, and strategies | • # videos  
   • # views |
|                           | Employ Facebook paid advertising to expand audience. Launch one campaign per quarter tied to a clear goal and a larger campaign effort | • Cost v. duration  
   • Engagement by demographic  
   • Cost per result |
|                           | Create and distribute two media releases and six blogs (minimum) for external pick up (also feature on Shadhika blog) per year. | • # pick ups  
   • # views  
   • Referral traffic sources |
|                           | Develop an Ambassadors Program to “bundle” donations or help spread messages via personal or professional networks/ presentations. Create leader board to generate competition and award prizes for most calls to action completed. | • # Ambassadors  
   • Individual Donors  
   • Revenues Raised |
## MARKETING GOALS

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
</table>
| Build a resilient communications infrastructure to collect and track metrics to demonstrate results and inform decision making | Purchase necessary marketing & communications tools to manage our efforts | - Google Analytics  
- Adobe Suite  
- Integration of email marketing platform and Salesforce |
| Initiate simple Search Engine Optimization (i.e. file names, strategic keyword and tagging, hashtags, metadata) activities to increase searchability and brand consistency | - # keywords defined and in use  
- Movement in search page ranking  
- Search engine referral traffic |
| Initiate simple Search Engine Optimization (i.e. file names, strategic keyword and tagging, hashtags, metadata) activities to increase searchability and brand consistency | - Unique traffic  
- Referral source  
- Landing page exits |
| Run A/B (split) functionality on Facebook (paid advertising) to test and measure key brand messages against target populations at least once a quarter | - Cost per result  
- Demographics  
- Budget (money spent) |
| Adopt auto-responder email marketing practice for new email opt-ins and other activities | - Open rate  
- Unsubscribe rate  
- Sourced donors |
| Develop easy to maintain system to segment our donor base in Salesforce and our email marketing system according to OneK Creative recommendations. Train staff. | - System established  
- Donors classified |
PROGRAM HIGHLIGHT

MAKING HERSTORY INTERNSHIP

The Making HERstory internship program is designed to empower the young leaders we work with to tell their stories firsthand and give them valuable work experience. This competitive internship available to college-age young women participating in Shadhika grantee partner sites and programs.

Interns are provided with monthly stipends of up to $100 a month to provide blogs, videos, photography, poetry, and social media posts in English to Shadhika about their lives and the key issues faced by young women in India. Interns receive mentoring from Shadhika staff and periodic skill-building training in media related tools.

Through their storytelling, these young women leaders share their personal challenges, strategies, and successes to advance their rights in their communities.
DONOR OUTREACH:
Individuals

IN REVIEWING OUR DONOR OUTREACH EFFORTS OVER THE LAST 3 YEARS, WE IDENTIFIED THE FOLLOWING KEY TAKEAWAYS REGARDING INDIVIDUAL DONORS:

• We continue to be an organization that is majority supported by individual donors. Approximately 60% of our revenues come from individual donors, almost all of it for unrestricted revenues.
• We continue to have a strong, year after year, donor commitment to our work. Many donors increase their gifts to us over time because they trust us with their money.
• We continue to build our multi-year pledge donor base and this has provided important cash flow to the organization. However, we are finding that 30-40% of donors do not renew their 3-year pledges once they are complete.
• We expand our individual donor base primarily through events with new markets/geographies and/or the addition of new board members. Because we have not had as many of these opportunities in the past two years, our donor base has begun to stagnate and is not growing at the same pace as in the past.
• There is some interest among our “core” donors to help with fundraising through on-line events/contests.
• For the most part, all our fundraising expansion over the past three years has come from relationship building with individual donors – be it by board or staff – and donors who have spread the word to their networks/employers.
• Periodic “galas” are cost-intensive and it is unclear if they generate more long-term donor identification than a more simple, donor driven house parties.
• On-line portals, such as global giving and Facebook, have become steady revenue streams.
DONOR OUTREACH:
Corporations

IN REVIEWING OUR DONOR OUTREACH EFFORTS OVER THE LAST 3 YEARS, WE IDENTIFIED THE FOLLOWING KEY TAKEAWAYS REGARDING CORPORATE DONORS:

- We are finding corporate synergies with women’s leadership groups within global corporations. These groups are on the rise in part due to the rise of the #metoo movement. A strong presence in India does not seem to be a prerequisite, rather, again, it is the relationship of an individual donor who is able to open the door for us.
- Corporations are great fundraising partners, with strong matching grant programs and support for their employees to do community service. However, they often want tangible, high-touch engagement strategies for restricted purposes which can pose a challenge.
- Even so, corporations could provide a key source of revenue for our “high-touch” donor programs such as the scholarship fund, girls’ writes, leadership summit, alumnae network, etc.
IN REVIEWING OUR DONOR OUTREACH EFFORTS OVER THE LAST 3 YEARS, WE IDENTIFIED THE FOLLOWING KEY TAKEAWAYS REGARDING GRANTS FROM FOUNDATIONS:

- We are now big enough and have a strong enough track record, to begin attracting the attention of larger foundations.
- Foundation support begets foundation support – once we have these relationships, subsequent grants get a bit easier.
- Foundations can be capricious, time-intensive, and are generally not long-term supporters. However, the payoff can be quite high if and when successful.
- Our role as a re-granter is not appealing to some foundations, however, stressing our network building in India and our staff presence there might be able to overcome this issue.
- To date, approaches to foundations has come through personal relationships vs. “cold call” applications.
- Foundations primarily support restricted programming.

GENERAL KEY TAKEAWAYS:

- Our mix of unrestricted to restricted funding has changed from three years ago. We are now getting more restricted revenues however the majority of our funding still is unrestricted.
- We are overly dependent on fundraising in the last quarter of the year.
- The board has been critical in fundraising and networking to date and it is critical they continue to play this role going forward.
- Our donor database management and integration is not as robust as it needs to be to sustain our continued growth.
DONOR OUTREACH:

Strategy

GIVEN THESE TAKEAWAYS, WE IDENTIFIED THE FOLLOWING KEY STRATEGIES TO GUIDE OUR EFFORTS WITH DONORS OVER THE NEXT THREE YEARS:

- Continue to build on our brand as a fund of individual donors and family foundations, while expanding the definition of “individuals” to include corporate groups and pursuing larger, institutional foundations for major initiative support.
- Continue to build on our value proposition to donors by providing a personal connection to the young women we serve and ensuring they feel they are making a difference in a young woman’s life.
- Continue to be transparent, responsive, and accountable to our donors, giving our donors peace of mind through our robust due diligence, oversight, and impact and personal relationships with the young women we serve.
- To continue to grow, we must expand to new markets and geographies, expand our number of corporate partners, and secure major foundation revenues.
- To sustain our growth and deliver on our promise to be transparent, responsive and accountable, we need to invest in tools and processes to better manage our growing donor base.

WE FURTHER REFINED THESE STRATEGIES INTO THE FOLLOWING DEVELOPMENT GOALS FOR THE NEXT 3 YEARS:

See table on the next page.
## DONOR OUTREACH GOALS

<table>
<thead>
<tr>
<th>GOAL</th>
<th>ACTIVITY</th>
<th>INDICATOR</th>
</tr>
</thead>
</table>
| Build our brand as a pooled fund of individual donors, family foundations, corporate partners, and institutional foundations | • Identify and develop our individual & family foundation donor base  
• Expand our corporate partnerships  
• Pursue larger, institutional foundations | • # new individual donors  
• % increase in gifts from donors over time  
• # new corporate partnerships  
• # larger, institutional foundation grants |
| Maintain our value proposition to donors by providing a personal connection to the young women we serve & opportunities to make a difference | • Develop and Implement Ambassadors program among key donors  
• Annual Donor visit  
• Scholarship Circle  
• Girls’ Writes Pen pal program  
• Leaders for Change Summit volunteer | • # Ambassadors activated  
• # donors participating in Scholarship Circle, Girls’ Writes Pen Pal Program, Annual Donor Visit, Leaders for Change Summit, Internship sponsorships  
• Donor participation in marketing |
| Shadhika is transparent, responsive, and accountable to our donors | • Maintain GuideStar Platinum, BBB, Great Nonprofits Rating  
• Publish Annual Impact Report  
• Conduct Annual Independent Audit  
• Publish 990  
• Produce annual video on our impact  
• Maintain overhead cost of 15-20%  
• Track and report on performance indicators of our grantee partners  
• Conduct due diligence and oversight of our grantee partners | • Guide Star, BBB, Great Nonprofits Rating  
• On-time Impact report  
• Clean audit  
• Completed 990  
• Annual Impact Video  
• Overhead cost  
• Performance indicators from grantee partners  
• Accountable and transparent grantee partners |
| Expand to new markets and geographies | • Hold events in new geographies and/or with new audiences  
• Expand our corporate partnerships  
• Pursue larger, institutional foundations  
• Marketing & Communications strategies | • # events held in new geographies/new audiences  
• # corporate partnerships  
• # grants from institutional foundations  
• # presentations, blogs, articles  
• Revenue generated from above |
| Invest in tools and processes to better manage our growing donor base | • Integration of Salesforce with Global Giving, Benevity, E-newsletter tools, etc.  
• Hire Donor Outreach staff | • Integration is complete  
• Staffing in place |
OPERATIONS

TO MEET THE DEMANDS OF OUR NEXT STAGE IN OUR GROWTH AND TO SUPPORT THE GOALS AND STRATEGIES ARTICULATED FOR SHADHIKA ABOVE, WE HAVE IDENTIFIED THE FOLLOWING HIGH LEVEL OPERATIONAL GOALS, STRATEGIES AND ACTIVITIES:

- Ensure Shadhika’s Financial Management is timely, accurate, and transparent
- Ensure Shadhika staffing place supports the organization’s mission and strategic priorities

WE FURTHER REFINED THESE STRATEGIES INTO THE FOLLOWING OPERATIONS GOALS FOR THE NEXT 3 YEARS:

See tables on the following pages.
## OPERATIONS: FINANCIAL MANAGEMENT

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure Shadhika’s Financial Management is timely, accurate, and transparent</td>
<td>Systems in place to manage day to day functions of the organization</td>
<td>• Maintenance and execution of financial controls manual and processes</td>
</tr>
<tr>
<td></td>
<td>Maintain accounting system and reporting in QuickBooks</td>
<td>• Monthly and quarterly reports and ratios</td>
</tr>
<tr>
<td></td>
<td>Ensure safe storage of all key documents and data</td>
<td>• Annual data security audit</td>
</tr>
<tr>
<td></td>
<td>Maintain a health cash flow</td>
<td>• Develop long-term technology plan</td>
</tr>
<tr>
<td></td>
<td>Maintain an overhead cost of between 18-20%</td>
<td>• Provide computers to staff</td>
</tr>
<tr>
<td></td>
<td>Execute an annual independent audit</td>
<td>• Monthly and quarterly reports and ratios</td>
</tr>
<tr>
<td></td>
<td>File all taxes and legal forms on a timely basis</td>
<td>• Successful audit performed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Forms filed on time and accurately</td>
</tr>
</tbody>
</table>
## OPERATIONS: STAFFING

<table>
<thead>
<tr>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
</table>
| Ensure Shadhika staffing place supports the organization’s mission and strategic priorities | Support the organization by building out staffing team to support key operational tasks | • Hire FTE Donor Outreach Manager (US)  
• Hire FTE Contract Program Associate (India)  
• Hire FTE Marketing Associate (India)  
• Hire PTE Financial Manager  
• Hire FTE Administrative and Board Support Staff (US) |
| | Provide benefits to attract and retain quality staff | • Implement 403b retirement plan  
• Offer 1:1 match for all donations to Shadhika up to $1,000 per year to encourage giving  
• Provide staff appreciation activities to create a positive work environment  
• Provide educational stipends of up to $500 per year per employee to foster continual learning |
| | Assess feasibility of making Contractors in India Shadhika staff | • Research with personnel attorney specializing in international staffing plans |
GOVERNANCE

TO MEET THE DEMANDS OF OUR NEXT STAGE IN OUR GROWTH AND TO SUPPORT THE GOALS AND STRATEGIES ARTICULATED FOR SHADHIKA ABOVE, WE HAVE IDENTIFIED THE FOLLOWING HIGH LEVEL GOVERNANCE GOALS:

- Board is a strong fundraising and ambassador board
- The Shadhika Board of Directors is a diverse board
- Board and staff communicate effectively
- The board is knowledgeable of the issues Shadhika is addressing
- The board is providing strong oversight to Shadhika’s operations
- Board meets regularly and is actively participating in organization’s workplan
- Board members have a personal connection to the NGOs and/or the young women we serve
- Board members are effective advocates and fundraisers
- Board members have operationalized Shadhika’s values into their processes

WE FURTHER REFINED THESE STRATEGIES INTO THE FOLLOWING GOVERNANCE GOALS FOR THE NEXT 3 YEARS:

See tables on the following pages.
# GOVERNANCE STRATEGIES

<table>
<thead>
<tr>
<th>AREA</th>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising/Network/Marketing &amp; Communications</td>
<td>Board is a strong fundraising and ambassador board</td>
<td>Each board member prepares and carry out annual written fundraising &amp; stewardship plans</td>
<td>• Plans prepared</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• % plans reaching goals</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Board members are skilled in fundraising and marketing &amp; communications skills</td>
<td>• # board trainings on fundraising and marketing/communications skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Development of a Fundraising, Networking, Marketing &amp; Communications toolkit. See description on page 36.</td>
</tr>
<tr>
<td>Board Composition</td>
<td>The Shadhika Board of Directors is a diverse board</td>
<td>Increase board size to 15 people</td>
<td>• # board members by 2022</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase diversity (race, gender, geography)</td>
<td>• # Indian American</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• # Men/male-identified</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• # from new geographies</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase corporate board members</td>
<td>• # corporate representatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase wealth on board</td>
<td>• # high-wealth</td>
</tr>
</tbody>
</table>
## GOVERNANCE STRATEGIES

<table>
<thead>
<tr>
<th>AREA</th>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Operations</td>
<td>Board and staff communicate effectively</td>
<td>Develop and implement protocols, processes, and tools for communication within board</td>
<td>• Rating of satisfied to very satisfied on annual board survey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and implement protocols, processes, and tools for communication to board</td>
<td>• Rating of satisfied to very satisfied on annual board survey</td>
</tr>
<tr>
<td></td>
<td>The board is knowledgeable of the issues Shadhika is addressing</td>
<td>Establish an Advisory Committee to the Board</td>
<td>• # members on Advisory Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Regular meetings of Advisory Committee</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Rating of satisfied to very satisfied on annual board survey</td>
</tr>
<tr>
<td></td>
<td>The board is providing strong oversight to Shadhika’s operations</td>
<td>Re-establish Board Committees</td>
<td>• Committee established</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Regular meetings of committees</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• # active participants on committees</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Increased oversight and effectiveness of organization as a result of committee work</td>
</tr>
<tr>
<td></td>
<td>Board meets regularly and is actively participating in organization’s workplan</td>
<td>Board is aware of and taking action on, organization’s workplan calendar</td>
<td>• Publish annual Fundraising, Networking, Marketing &amp; communications calendar</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Develop annual board member Fundraising, Networking, Marketing &amp; Communications plans</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Board participation in organizational workplan events</td>
</tr>
</tbody>
</table>
## GOVERNANCE STRATEGIES

<table>
<thead>
<tr>
<th>AREA</th>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
</table>
| Board Knowledge | The board is knowledgeable of the issues Shadhika is addressing | Establish an Advisory Committee to the Board | • # members on Advisory Committee  
• Regular meetings of Advisory Committee  
• Rating of satisfied to very satisfied on annual board survey |
| Board Knowledge | Board members have a personal connection to the NGOs and/or the young women we serve | Dedicate time at Board meetings to key issues/stories | • # Staff presentations at board meetings on programs, issues, impact, girl stories  
• # of impact stories of a young woman we are serving at board meetings  
• # presentations by NGO partners  
• # board meetings held in India  
• Rating of satisfied to very satisfied on annual board survey |
| Board Knowledge | Board members are effective advocates and fundraisers | Increase board engage with partner sites and the young women we support | • # Staff presentations at board meetings on programs, issues, impact, girl stories  
• Board members have the opportunity to be a pen pal  
• # presentations by NGO partners  
• # board meetings held in India  
• Rating of satisfied to very satisfied on annual board survey |
| Board Knowledge | Board members are effective advocates and fundraisers | Increase board skills and knowledge to advocate and fundraise for Shadhika | • # of practice sessions on fundraising and advocacy  
• # success stories shared - peer to peer mentoring activities  
• Rating of satisfied to very satisfied on annual board survey |
| | | Develop toolkit or “ladder” for donor cultivation | • Toolkit implemented  
• Rating of satisfied to very satisfied on annual board survey |
## GOVERNANCE STRATEGIES

<table>
<thead>
<tr>
<th>AREA</th>
<th>GOAL</th>
<th>STRATEGIES</th>
<th>ACTIVITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Culture</td>
<td>Board members have operationalized Shadhika’s values into their processes</td>
<td>Define board culture</td>
<td>● Cultural values defined and incorporated into how the Board conducts its business</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>● Rating of satisfied to very satisfied on annual board survey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Establish regular rituals and traditions</td>
<td>● # rituals and traditions implemented</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>● Rating of satisfied to very satisfied on annual board survey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Conduct an annual board survey</td>
<td>● Survey conducted</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>● 100% participation rate from board and staff</td>
</tr>
</tbody>
</table>
# FUNDRAISING & NETWORKING TOOLKIT

<table>
<thead>
<tr>
<th>AREA</th>
<th>POTENTIAL CONTENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Media</td>
<td>• How to’s general</td>
</tr>
<tr>
<td></td>
<td>• Specific SM Campaign instructions</td>
</tr>
<tr>
<td>Annual Fundraising, Networking, Marketing &amp; Communications Calendar</td>
<td>• Dates, goals, ways to engage, key messages, target audiences</td>
</tr>
<tr>
<td>Events</td>
<td>• Best practices</td>
</tr>
<tr>
<td></td>
<td>• Event ideas</td>
</tr>
<tr>
<td>Content</td>
<td>• OneK messaging</td>
</tr>
<tr>
<td></td>
<td>• Staff pitches</td>
</tr>
<tr>
<td></td>
<td>• Stewardship emails/ touchpoint email examples</td>
</tr>
<tr>
<td></td>
<td>• Regular stories to share (access to blog stories)</td>
</tr>
<tr>
<td></td>
<td>• Key messages and language to use in outreach</td>
</tr>
<tr>
<td>Fundraising</td>
<td>• Fundraising Trainings - PPT and handouts</td>
</tr>
<tr>
<td></td>
<td>• Q &amp; A - answers to hard questions (i.e. restricted vs. unrestricted, benefits of annual giving)</td>
</tr>
<tr>
<td>Data</td>
<td>• Impact statistics</td>
</tr>
<tr>
<td></td>
<td>• General data on organization</td>
</tr>
<tr>
<td>Standard Collateral</td>
<td>• Annual Reports</td>
</tr>
<tr>
<td></td>
<td>• 1-pager about Shadhika</td>
</tr>
<tr>
<td></td>
<td>• Shadhika “packet” - overview of each program, impact, way to engage/give</td>
</tr>
<tr>
<td></td>
<td>• Logos</td>
</tr>
<tr>
<td></td>
<td>• Strategic plan</td>
</tr>
<tr>
<td></td>
<td>• Videos</td>
</tr>
<tr>
<td></td>
<td>• Photos</td>
</tr>
</tbody>
</table>
A three-year timeline for implementing programs, donor outreach, marketing & communications, operations, and governance strategies are included in the Appendix.

DOWNLOAD THE APPENDIX