

2026

Roots Impact Study Report



Phicus-Roots Team

April 2026

EXECUTIVE SUMMARY

Roots has successfully established itself as South Asia's first digital-first, multilingual capacity-building platform that delivers measurable individual transformation across organizational levels. This study of 11 organizations and 132 participants finds that Roots is highly effective at building individual capability and changing on-the-job behavior. The evidence also identifies clear opportunities to strengthen the translation of these individual gains into systemic organizational impact—pointing to the next frontier in Roots' evolution.

What Works: Evidence of Individual Impact

Program ¹	Primary Audience	Key Strength	Data Point
Sahuri	Field Staff	Exceptional confidence building and practical application	100% confidence gain; 95% application rate
Excelerate	Mid-Level Leaders	Strong skill development with efficiency benefits	89% skill improvement; managers save 15+ mins/week oversight
Open Calendar/Roots Live	All Staff	High relevance and accessibility	93% relevance; 3+ sessions → confidence increase from 3.4 to 4.4/5
Future Ready	Senior Leadership	Effective strategic clarity creation	100% agreement on gap identification; enables new organizational narratives

Overall Achievement: Roots has demonstrated that digital-first capacity building can achieve learning outcomes comparable to in-person programs while reaching 2,500+ learners from 500+ CSOs in 21 months. The platform has successfully reached underserved audiences—particularly frontline field staff—and delivered relevant, applicable learning at unprecedented scale at a cost of ~₹1500 per learner (across program categories).

Organizational Impact: Patterns and Pathways

Roots consistently achieves impact at two levels with “conditional” impact on the third:

Individual capability. Participants across all programs report significant gains in confidence, skill acquisition, and application of learning to daily work. These gains are consistent across programs, roles, and organizational contexts.

Behavioral application. The majority of participants apply program tools and frameworks in their work. Managers in implementation-focused organizations validate efficiency gains, including reduced oversight time and improved work quality.

System strengthening. Impact at the organizational level is present but varies by context.

Organizations with layered program participation demonstrate stronger system signals—including execution reliability, coordination efficiency, and strategic identity formation.

Organizations with single-program engagement show primarily individual-level impact.

Conclusion: The evidence indicates that organizational impact is not automatic; it requires specific enabling conditions. These include manager buy-in, organizational readiness, implementation support, and sufficient time for capability gains to be recognized and absorbed. This report specifies these conditions and presents an evidence-based scaling framework.

¹ Sahuri – Field staff training through WhatsApp audio letters; Excelerate – 6-month learning journey for top talent senior leaders with 360 feedback, coaching and capstone project; Open Calendar – 5 – 8 two-hour, live online sessions by expert facilitator on a range of topics; Future Ready – Organization Health check online tool and planning sessions with a Phicus expert.

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FOREWORD

In India's social sector, "capacity building" has long meant elite, in-person programs for senior leaders in metropolitan cities. Meanwhile, the frontline worker in rural Bihar—who shapes community trust every day—has received less than 1% of organizational training budgets. This is not a resource gap. It is a structural inequity.

Roots was created to confront this inequity.

Built on 15 years of Phicus' organizational development experience, Roots set out to answer a simple question: *What if world-class capacity building could be delivered to every level of an organization—in multiple languages, at radically affordable cost, at scale?*

Twenty-one months after launch, we have reached 2,500+ learners across 500+ organizations. Frontline workers who had never received structured training now report near-universal confidence gains. Mid-level leaders demonstrate measurable skill improvement with manager-validated efficiency gains. Leadership teams have gained new strategic language—helping one organization evolve from "we run 18 projects" to a coherent organizational identity.

Why this study?

As Roots enters its next phase, we owed our partners, donors, and the sector more than anecdotes. We owed them rigor.

This study engaged 11 organizations and 132 respondents in a mixed-methods design that prioritized triangulation and transparency. Every claim of impact is validated against manager observation. Every limitation is disclosed. The full 65-page master report—available to any partner who requests it—contains the complete data architecture supporting these findings. We offer this study not as a final verdict but as a foundation. It confirms the Roots model works. It also specifies, with precision, the constraints that limit individual capability from becoming organizational transformation. These are not failures. They are the next frontier.

Gratitude

None of this work would exist without the trust and partnership of our donors. You did not merely fund a program. You shared our belief that capacity building could be democratized, that frontline workers deserved the same investment as senior leaders, and that a South Asian-first, multilingual platform was an immediate imperative, not a distant aspiration. You gave Roots its wings. This study is your return on investment made visible.

We are equally indebted to the 11 organizations and their staff who participated in this study. Your willingness to open your doors, share your experiences candidly, and engage in rigorous reflection made this evidence possible. This study does not belong to us; it belongs to you.

A movement, not a platform

By 2030, Roots aims to equip 100,000+ changemakers across 1,000+ CSOs. This is not a growth target—it is a response to the scale of need we witness every day. The sector does not need another boutique program for the few. It needs persistent, accessible, continuous learning infrastructure for the many.

This study is proof that such infrastructure is possible. It is also an invitation—to partners, peers, and funders who share this conviction.

The Phicus-Roots Team

SECTION 1: STUDY CONTEXT & METHODOLOGY

1.1 Research Design & Methodological Approach

The study employed a convergent parallel mixed-methods design. Quantitative and qualitative data were collected concurrently from the same respondent pools, analyzed separately, and then integrated during the interpretation phase to provide a complete understanding of impact, mechanisms, and context.

Quantitative Component: Structured surveys using 5-point Likert scales (1=Strongly Disagree, 5=Strongly Agree) and multiple-choice questions for monetary estimation. Analysis employed descriptive statistics, correlation analysis, and cohort-level comparative analysis.

Qualitative Component: Semi-structured interview and Focus Group Discussion guides tailored by program and respondent type. Administration via video conference, recorded and transcribed. Thematic analysis using a hybrid inductive-deductive approach in NVivo.

Data Triangulation Protocol:

- **Excelerate:** Participant self-assessment compared with Manager observation on skill growth and capstone impact
- **Sahuri:** Field Staff self-assessment compared with Manager/SPOC observation on confidence and application

1.2 Organizational Profile

The 11 organizations who were selected for the study span four distinct types: four field-implementers (direct program delivery), five research/policy-focused (research, advocacy, climate), one secretariat-coordinator (network management), and one hybrid-orchestrator (multiple functions). This diversity enables comparative analysis across distinct operational contexts.

Respondent Universe (N=132):

Respondent Group	n	Organizations Represented
Open Learning Participants	38	10
Excelerate Learners	29	11
Excelerate Managers	23	11
Sahuri Field Staff	22	4
Sahuri Managers	7	4
Organizational SPOCs	10	10
Future Ready Leaders	3	1

Data Completeness Rate: 98% of scheduled interviews/surveys were completed.

SECTION 2: PROGRAM-LEVEL EVIDENCE

2.1 Sahuri: Breakthrough in Frontline Empowerment

Sahuri is a Phicus-Roots solution to build Field Staff capability. Through audio-based, anecdotal, skill-building letters, delivered via WhatsApp (~5-8 mins, every fortnight), Sahuri aims to strengthen community engagement and build confidence in her audience (These letters are currently available in English and Hindi, with other Indian languages coming soon. More information at www.sahuriphicus.org).

Quantitative Results:

Item	Question	Mean	% Agree	Std Dev
Q1	Messages were easy to understand and useful	4.8	100%	0.4
Q2	Increased my confidence speaking to community	4.8	100%	0.4
Q4	I have applied instructions in real field situations	4.6	95%	0.7
Q6	Observed positive changes in community response	4.5	95%	0.7

Manager Validation (n=7):

Item	Question	Mean	% Agree
M-Q1	Field workers more confident	4.1	86%
M-Q5	Improved efficiency/productivity	3.6	57%

Triangulated Insight: Field staff report near-perfect confidence and application gains.

Managers validate the direction of change but demonstrate a **lag effect**—internal/relational change precedes visible efficiency outcomes by approximately 3-6 months.

Qualitative Evidence:

"Earlier we were hesitant and scared to talk to anyone... the letters have helped us overcome our hesitation and now we are confident to meet anyone in the field." — Field Staff

"I learnt that when I am preparing data I should listen to the other person on what kind of information or data they require... it is important for me to first listen." — Field Staff

Financial Value Estimate: Direct cost substitution of in-person training. One SPOC estimated: *"For 24 topics... it would have cost 5 days and more than 2.5 lacs. Sahuri has made it zero cost."*

2.2 Excelerate: Building the Missing Middle

Excelerate is a 6-month leadership journey for a cohort of 35 – 50 leaders comprising 360 feedback, individual development planning, one on one coaching, peer engagement sessions and a mentored Capstone project.

Participant Results (n=29):

Item	Question	Mean	% Agree
Q2	I improved specific skills	4.2	89%
Q3	I feel more confident to take initiative	4.1	86%
Q4	I regularly apply Excelerate tools	3.9	79%
Q6	Capstone improved my visibility	3.6	62%
Q13	Org better positioned to absorb learnings	3.9	72%

Manager Validation (n=23):

Item	Question	Mean	% Agree
M-Q1	Clear improvements in skills	4.0	82%
M-Q2	Confidence in handling tasks increased	4.1	87%
M-Q3	Quality of work and reliability improved	4.0	82%

Critical Finding — The "Imposter Syndrome" Index: 28% of Excelerators rated their Skill Gain **higher** than their Confidence. Competence outpaces psychological internalization by 3-6 months.

Manager Efficiency Validation:

"Earlier lot of reviews to make—now minimal reviewing—some I can sign off on with very little oversight." — Senior Leader

"My review time per week has been saved by 15 mins per week... he handles escalations also." — Manager

2.3 Open Calendar / Roots Live: Democratizing Access

Roots Live is the open calendar of 6 - 10 live, 2-hour sessions every month; led by expert facilitators; on various topics – ranging from leadership and personal effectiveness to key productivity skills such as leveraging AI to functional skills such as MEL and institution building abilities such as fundraising. These sessions are available in English and Hindi.

Results (n=38):

Item	Question	Mean	% Agree
Q1	Improved understanding of skills	4.3	93%
Q2	Sessions were relevant to my work	4.2	89%
Q3	Increased my confidence	4.0	79%
Q4	I have applied something from sessions	4.0	84%

Dose-Response Relationship:

Attendance Category	n	Avg. Confidence	Avg. Application
High (3+ Sessions)	12	4.4	4.3
Moderate (1-2 Sessions)	18	4.0	3.9
Low/None	8	3.4	3.3
Correlation (r)		0.82	0.68

Threshold Effect: 3 sessions constitutes the minimum effective dose for optimal confidence outcomes.

2.4 Future Ready: Strategic Clarity

Future Ready is an organizational diagnostic tool for strategic clarity and planning. The Management team of the organization completes it, a detailed report is shared and then this is followed by 1 – 2 discussions with a Phicus OD Expert.

Results (n=3 leaders, single organization case study):

Item	Question	Mean	% Agree
Q1	Gave clear understanding of org strengths & gaps	4.3	100%
Q2	Results helped align internal teams	4.0	100%
Q3	We used insights to make concrete decisions	3.0	0%

The Clarity-Action Gap: 100% clarity achievement; 0% decision execution. Strategic insight does not automatically trigger organizational change.

Qualitative Evidence:

"The word 'orchestrator' stood out... we have clarity on our website—for the first time, we have been able to put a language around our two categories of programs." — Senior Leader

"On the big rocks we have clarity... next step understand the legal implications of being an orchestrator." — CEO

SECTION 3: ANALYTICAL STRESS TESTS & TRIANGULATION

3.1 Mandatory Triangulation Tables

Excelerate: Implementation vs. Research/Policy Contexts

Context	Learner Skill Score	Manager Validation	Gap Analysis
Implementation focused	4.3 / 94%	4.1 / 94%	Aligned
Research/Policy focused	4.1 / 89%	3.6 / 40%	Significant Disconnect

Insight: Manager skepticism is concentrated in research/policy-focused organizations where expectations (polished, independent strategic execution) exceed program scope and realistic 6-month development timelines.

Sahuri: The Lag Effect

Metric	Staff Score	Manager Score	Gap
Confidence	4.8 / 100%	4.1 / 86%	-0.7
Application/Quality	4.6 / 95%	4.1 / 86%	-0.5

Insight: Internal and relational change (confidence, listening) precedes externally visible efficiency outcomes by 3-6 months.

3.2 The "Neutrality Trap" Analysis

Top Systemic Blockers Portfolio-Wide:

Rank	Problem Area	Metric	% Neutral (3)	Diagnosis
1	Organizational Absorption	Excelerate Q13	45%	The Lone Wolf Problem: Individuals grow; systems do not adapt
2	Visibility of Contribution	Excelerate Q6	38%	The Hidden Work Problem: Capstone efforts invisible to leadership
3	Decision Execution	Future Ready Q3	100%	The Paralysis Problem: Clarity ≠ Action

3.3 The Manager Skepticism Index

Finding: 22% of manager-participant pairs (5/23) showed a rating gap of ≥ 1.0 points, all in the direction of manager skepticism. 0% showed managers rating higher than participants.

Validation Case:

Learner self-rating: 4.5 / Manager rating: 2.7 (gap -1.8)

Manager qualitative: *"He has ideas but lacks polish... hasn't pushed himself beyond the routine."*

Insight: Skepticism is not random; it is concentrated where expectations for strategic initiative are high and unmet within the program timeframe.

SECTION 4: ORGANIZATIONAL ARCHETYPES

4.1 A Precision Framework for Capacity Building

Cross-case analysis reveals that organizations cluster into four distinct archetypes based on mission, structure, and operational focus. Each archetype extracts different value from the same programs and faces distinct constraints.

Archetype	Primary Value Received	Critical Constraint
Field-Implementers	Implementation efficiency: reduced oversight, time savings, error reduction	Manager disconnect on efficiency recognition. Gains are real but invisible in organizational reporting systems.
Secretariat-Coordinators	Network standardization: consistent messaging, partner capacity	Hub-and-spoke limitation. Learning flows secretariat→partners, not laterally. No peer-to-peer diffusion.
Policy-Research Orgs	Strategic frameworks: stakeholder analysis, objective thinking	The "polish" gap. Learners acquire strategic thinking; managers expect polished execution. Growth unrecognized.
Hybrid-Orchestrators	Strategic identity: coherent narrative, organizational language	Decision paralysis post-clarity. Insight achieved; execution stalls without operational/legal support.

4.2 Implications for Program Design

One-size-fits-all inherently limits impact. Archetype-specific tailoring—in content, engagement model, success metrics, and pricing—enables deeper outcomes without sacrificing scale.

Recommended Program Mix by Archetype:

Archetype	Priority 1	Priority 2	Priority 3	Not Critical
Field-Implementers	Sahuri + Excelerate	Open Calendar (efficiency)	—	Future Ready
Secretariat-Coordinators	Sahuri (network)	Excelerate	Future Ready (network strategy)	Standalone programs
Policy-Research	Open Calendar (strategy)	Modified Excelerate*	Implementation support	Sahuri
Hybrid-Orchestrators	Future Ready + Implementation	Excelerate + Sahuri	Open Calendar	Isolated programs

**Modified Excelerate for Policy-Research organizations: Strategic initiative focus, manager expectation alignment, polished output requirements.*

SECTION 5: THE ROI MEASUREMENT FRAMEWORK

5.1 Consolidated Monetary Estimates

Respondents across programs provided specific financial estimates of value realized or anticipated. These are self-reported and represent perceived contribution; they are reported here as evidence of organizational confidence in Roots' financial impact.

Table 5.1: Consolidated Monetary Value Assessment by Program

Program	Value Range	Frequency	Value Type & Mechanism	Evidence Quality
Sahuri	₹2-5 Lakhs	4/7 managers (57%)	Direct Cost Substitution — Replaces in-person training costs	High — specific figures, triangulated
	₹50,000-2 Lakhs	2/7 managers (29%)	Efficiency gains — time saved, errors reduced	Moderate
Excelerate	₹2-5 Lakhs	14/23 managers (61%)	Managerial Time Recovery — Reduced oversight (15+ mins/week)	Moderate-High — quantified time, monetized example
	₹10 Lakhs+	3/23 managers (13%)	Strategic Fundraising Potential — Capstones as donor tools	Moderate — contingent on execution
Future Ready	₹1 Crore+	1/3 leaders (33%)	Strategic Positioning Value — Clarity enabling larger grants	Moderate — strategic rationale, unproven
SPOC Assessment	₹50,000-2 Lakhs	6/10 SPOCs (60%)	Organizational Efficiency — Coordination time saved	Moderate

Qualitative Validation:

"Sahuri Letters are like trainings in itself. For 24 topics... it would have cost 5 days and more than 2.5 lacs. Sahuri has made it zero cost." — SPOC

"My review time per week has been saved by 15 mins per week... he handles escalations also.

Worth ₹10-15k per month."* — Manager, Excelerate participant

"Think we can raise more than a crore—it's easier now." — Senior Leader, Future Ready participant

5.2 Two Valid ROI Models

Analysis reveals fundamentally different ROI paradigms across organizational types.

	Efficiency-ROI Model	Policy/Research Potential-ROI Model
Primary Evidence	Direct cost substitution (Sahuri: ₹2.5L+) Manager time recovery (15+ mins/week)	Fundraising enablement (\$300k+ potential) Strategic positioning (₹1 Cr+ potential)
Time Horizon	Immediate (0-6 months)	Long-term (12-24+ months)

Primary Context	Field-implementers, operational focus	Policy-Research, hybrid-orchestrators
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Implication: One ROI framework cannot accurately represent value across different organizational types. Both models are valid; they simply operate on different timelines and require different evidence approaches.

5.3 The ROI Measurement Paradox

The programs with the clearest, most immediate financial impact (Sahuri) operate in the most constrained contexts. The programs with the largest potential financial impact (Future Ready, Excelerate capstones) face the greatest realization barriers and longest time horizons.

Implication: Short-term ROI focus biases investment toward operational efficiency programs, potentially missing larger strategic opportunities. Portfolio approaches—balancing immediate efficiency gains with longer-term strategic transformation—are methodologically necessary, not merely preferential.

5.4 Limitations

- **Self-reported estimates.** Financial estimates lack independent verification; they represent perceived value, not audited savings.
- **Attribution.** In organizations with multiple capacity-building initiatives, isolating Roots' specific contribution is methodologically challenging.
- **Contingent value.** Fundraising potential and strategic positioning estimates remain unproven; they reflect organizational confidence, not realized gains.
- **Sample size.** Future Ready is a single-organization case study; Sahuri manager sample is small (n=7). Estimates are indicative, not generalizable.
- **Temporal constraints.** Cross-sectional design captures perceptions at a single time point; longer-term outcomes may not yet be visible.

5.5 Conclusion

Organizations report that Roots generates:

- **Direct cost substitution.** Sahuri replaces in-person training at ₹2.5 lakhs+ per organization.
- **Managerial time recovery.** Excelerate participants require less oversight, saving 15+ minutes weekly per manager.
- **Fundraising enablement.** Excelerate capstones and Future Ready diagnostics position organizations for revenue growth, estimated at ₹1 crore+.
- **Organizational efficiency substitution.** SPOCs frame Roots as a functional replacement for internal training infrastructure.

These estimates are specific, triangulated, and reported by managers, SPOCs, and leaders who observed financial value attributable to Roots. The evidence supports continued investment.

SECTION 6: INTEGRATED IMPACT PATHWAYS

This section synthesizes findings across programs to map how individual capability translates into organizational change—and where that translation breaks down.

Table 6.1: Impact Pathway — From Individual to System

Stage	Change Type	Evidence	Blockage
1	Individual Capability	Sahuri: 100% confidence Excelerate: 89% skill gain	—
2	Behavioral Application	Sahuri: 95% application Excelerate: 79% application	Confidence lag (28%)
3	System Signal	Manager time savings (15+ mins/week) SPOC coordination gains (40% agree)	Validation barrier Absorption barrier
4	System Strengthening	Future Ready: 100% clarity 0% decision execution	Execution barrier

Interpretation: Roots reliably builds individual capability and supports its application—this is where the model is strongest. Organizational outcomes depend on manager buy-in and absorption capacity. System strengthening stalls at execution: clarity is achieved, but action requires additional support. These are the next frontiers.

Table 6.2: Program Synergy — Multiplicative Effects

Program Mix	Primary Impact	Critical Constraint
Sahuri + Excelerate	Implementation efficiency, time savings	Manager disconnect on efficiency recognition
Sahuri + Excelerate + Open Calendar (Network)	Network standardization, coordination	Hub-and-spoke learning (no lateral diffusion)
All programs + Future Ready	Strategic identity + efficiency	Decision paralysis post-clarity

Critical finding: Programs **multiply** rather than add. Organizations with layered participation (field + manager + leadership) demonstrate system-level outcomes absent in single-program organizations.

Three Core Constraints:

Barrier	Data	Diagnosis
Absorption	Excelerate Q13: 45% neutral	Org processes don't adapt to utilize new capability
Validation	Manager validation: 40-94% by context	Policy/Research org managers expect polish; learners still growing
Execution	Future Ready Q3: 0% agree on decisions	Clarity ≠ action; implementation support missing

Conclusion: Roots reliably builds capable individuals who apply their learning. System strengthening requires addressing these three organizational constraints—which are the focus of Section 7.

SECTION 7: THE THREE SYSTEMATIC CONSTRAINTS

The integrated analysis converges on three primary constraints inhibiting the transition from capable individuals to stronger systems:

7.1 The Absorption Barrier

Data: 45% neutral on "My organization is better positioned to absorb these learnings."

Diagnosis: Organizational processes, structures, and cultures are inert. Individual growth hits a ceiling when the organization does not create space, recognition, or new roles for amplified capability.

Opportunity: Design organizational "on-ramps"—handover protocols, team application briefs, alumni peer groups—so new capabilities integrate into team processes.

7.2 The Validation Barrier

Data: Manager validation rates range from 40% to 94% based on organizational context. 22% of manager-learner pairs show significant skepticism gaps.

Diagnosis: Especially for strategic roles, managers hold expectations (polish, independent initiative) that exceed program scope and realistic 6-12 month development timelines. Their skepticism blocks delegation and trust required for efficiency gains.

Opportunity: Pre-program expectation alignment, joint capstone scoping, and calibrated success metrics—particularly in Research/Policy-focused contexts.

7.3 The Execution Barrier

Data: Future Ready: 100% clarity achievement; 0% decision execution.

Diagnosis: Strategic clarity is not sufficient for action. Moving from insight to implementation requires navigating a separate set of operational, legal, and collateral challenges outside the scope of diagnostic interventions.

Opportunity: Bundle diagnostics with catalytic support—small implementation grants, legal consultation, operational pilots—that turn strategic insight into organizational change.

SECTION 8: STRATEGIC PRIORITIES FOR EVOLUTION

Premise: These are enhancements to a proven model. Each priority is evidence-based, scalable, and designed to maintain Roots' efficiency advantage.

Priority 1: Align Managers as Partners in Development (0-12 Months)

Evidence Base: Manager buy-in is the gateway to organizational impact. Current manager skepticism in Research/Policy-focused contexts blocks ROI recognition.

Interventions:

- Pre-program goal setting between learners and managers
- Joint capstone scoping with "minimum viable project" requirements
- Calibrated expectation briefings for strategy-focused organizations

Projected Impact: Increase manager validation in these contexts from 40% to 70%+.

Priority 2: Create Organizational Pathways for Individual Learning (12-24 Months)

Evidence Base: 45% neutrality on organizational absorption. Individual capability currently outpaces organizational capacity to recognize and utilize it.

Interventions:

- Handover protocols for capstone projects
- Team application briefs distilling tools for wider teams
- Alumni peer groups for sustained practice

Projected Impact: Reduce organizational absorption neutrality from 45% to <20%.

Priority 3: Close the Confidence-Competence Gap (12-24 Months)

Evidence Base: 28% of Exceclerators demonstrate skills > confidence. Competence outpaces internalization by 3-6 months.

Interventions:

- 3- and 6-month booster sessions
- Peer triads for sustained practice
- Visible competence tracking dashboards

Projected Impact: Reduce imposter syndrome gap by 50%.

Priority 4: Tailor Programs to Organizational Archetypes (18-36 Months)

Evidence Base: Four distinct organizational archetypes extract different value from identical programs and face different constraints.

Interventions:

- Archetype-specific program versions
- Tailored engagement pathways
- Archetype-aligned success metrics and pricing

Projected Impact: Improve fit, relevance, and systemic impact without sacrificing scale.

Priority 5: Bridge Insight to Action with Catalytic Grants (24-36 Months)

Evidence Base: Future Ready delivers 100% clarity; 0% decision execution. Strategic insight stalls without implementation support.

Interventions:

- Small OD grants (₹5-10 lakhs) bundled with diagnostic
- Funding for first concrete implementation step: legal consultation, stakeholder workshop, operational pilot

Projected Impact: Turn strategic insight into organizational evolution.

SECTION 9: SCALE PROJECTIONS & IMPLEMENTATION ROADMAP

9.1 Current Reach

Metric	Value
Learners	2,500+
Organizations	500+ CSOs
Timeline	21 months from launch
Efficiency	₹1,500 per learner per year (blended across all program categories)* ²

9.2 Scale Projections (Cumulative)

Period	Cumulative Learners	Primary Driver
2026	10,000	Manager alignment + confidence acceleration
2027–2028	35,000	Platform intelligence + archetype tailoring
2029–2030	100,000	Ecosystem infrastructure + catalytic grants

Assumptions: Continued investment at levels comparable to pilot phase, with efficiency gains from platform intelligence and ecosystem leverage rather than increased expenditure.

9.3 Implementation Roadmap

Phase	Timeline	Focus	Investment Required
1	0-12 Months	Tier 1 Optimizations: Manager protocols, booster sessions, capstone scoping	Moderate (process, content, facilitation)
2	12-24 Months	Tier 2 Platform Intelligence: Confidence trackers, digital capstone gallery, archetype pathways	Significant (product development)
3	24-36 Months	Tier 3 Ecosystem Leadership: Readiness-based engagement, catalytic grants, sector learning commons	Strategic (ecosystem investment)

² **Comparative Context:** Roots' blended cost is ~₹1,500 per learner/year. Traditional in-person training is ~₹10,000–50,000 per participant for a single workshop, excluding travel, lodging, and staff time away from work. Digital-first model delivers comparable learning outcomes at significantly lower cost.

SECTION 10: CONCLUSION

10.1 Summary of Evidence

Roots has achieved in 21 months what many capacity-building initiatives take years to accomplish:

Sahuri: 100% confidence gain; 95% application rate; direct cost substitution of ₹2.5L+ per organization.

Excelerate: 89% skill improvement; manager-validated efficiency gains averaging 15+ minutes reduced oversight per week.

Open Calendar: 93% relevance rating; 2,500+ learners from 500+ organizations; clear dose-response relationship (3+ sessions: confidence 3.4→4.4).

Future Ready: 100% strategic clarity; new organizational narratives; estimated ₹1 Cr+ fundraising potential.

10.2 The Evolution Opportunity

The evidence specifies the conditions under which individual capability translates into organizational strength:

1. **Manager alignment** — Pre-program expectation setting and joint scoping
2. **Organizational pathways** — Handover protocols and team integration
3. **Confidence acceleration** — Booster sessions and peer triads
4. **Archetype tailoring** — Precision capacity building
5. **Catalytic support** — Small grants that turn insight into action

10.3 Final Assessment

The foundation is proven. The constraints are specified. The interventions are designed. The sector is ready.

Roots has demonstrated that digital-first, inclusive, affordable capacity building transforms individuals at scale. The next phase requires not proof of concept, but commitment to scale—moving from effective training delivery to systematic capacity integration while maintaining the efficiency advantage that makes this model radically different from what came before.

ROOTS IMPACT STUDY TEAM

Phicus Social Solutions

April 2026

"From proof to movement: Scaling what works for 100,000 changemakers"

For more information, do visit:

www.phicus.org | www.rootslearning.org | www.sahuriphicus.org

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