



ISDM

INDIAN SCHOOL OF
DEVELOPMENT MANAGEMENT

Certificate Program in SPO Governance & Compliance Management

Centre for Good Governance, ISDM

For social purpose organisation leaders and professionals committed to governance excellence and navigating India's complex compliance landscape.

A certificate program for senior leaders responsible for governance, compliance, and financial accountability in social purpose organisations.

**Governance as a leadership practice
— not a compliance obligation**

Anchored by Centre For Good Governance (CFGG)

India's social sector is growing in scale and scrutiny. Regulatory requirements are multiplying. Funders are raising the bar on accountability. And yet, for most social purpose organisations, governance remains an afterthought — managed reactively, not built intentionally. Policies exist but are not embedded. Boards function inconsistently. Compliance is treated as the ceiling of governance, rather than its floor.

The Centre for Good Governance (CFGG) at ISDM was set up to change this. Built on over a decade of ISDM's research and practice, CFGG works to make governance a core organisational capability across India's social sector.

It responds to a consistent sector reality: governance is often managed as an operational burden, rather than built as an organisational capability.



Certificate Program For SPO Governance and Compliance Management

This program is a flagship offering by CFGG

It is designed for leaders who carry governance and financial accountability and need a structured, applied approach to manage compliance requirements while strengthening institutional systems.

The program moves beyond regulatory understanding — towards building governance practices that support long-term organisational credibility and resilience.



Who Is This For

Founders, CEOs, CFOs, and Finance Heads of Social Purpose Organisations who manage institutional funding, multiple compliance obligations, and are building systems for long-term credibility.

Participants are expected to:

- Have working familiarity with compliance, financial planning, and donor management
- Carry direct responsibility for governance and financial oversight
- Engage in organisational decision-making at a leadership level

What Participants Gain

For Your Organisation

- Governance systems that work beyond the individual, embedded in processes and not dependent on people
- Compliance tracking and audit readiness that reduces last-minute firefighting
- Stronger credibility with funders, boards, and regulatory bodies
- Reduced institutional risk from gaps in statutory, financial, and HR compliances

For you as a Leader:

- Clarity on what good governance and compliance actually looks like and how to build it in your context
- Confidence to lead compliance conversations with donors, auditors, and boards — without dependence on external consultants
- The ability to spot governance risks early and respond with structure, not just instinct
- A professional identity as a governance-capable leader in the social sector



Designed for application, not just understanding

The program is structured to move from foundational compliance knowledge to building governance systems and leadership capability.

It combines:

- *Expert-led sessions*
- *Case-based learning*
- *Peer discussions*
- *A strong emphasis on real-world application*



Curriculum Overview

The program is delivered across five integrated modules:

1. Statutory & Regulatory Compliance

Cutting through the complexity of 15+ mandatory registrations and 25+ compliance obligations — including taxation, FCRA, labour laws, GST, and CSR regulations — and mapping them to your organisational reality.

2. Financial Management

Building budgeting, reporting, and internal audit systems that satisfy board expectations, donor requirements, and regulatory standards — and hold up under scrutiny.

3. Fundraising, Donor & Stakeholder Management

Moving beyond grant compliance to building ethical,



accountable relationships with donors and stakeholders — grounded in transparency and long-term trust.

4. Internal Governance Systems

Designing the policies, decision-making structures, and data systems that make governance a daily organisational practice — not a periodic exercise.

5. Board Effectiveness & Good Governance

Strengthening how boards function — their roles, composition, accountability, and engagement — so leadership oversight becomes a genuine organisational asset.

Faculty

The program is led by practitioners with deep experience in governance, finance, and organisational systems.

Core faculty includes:



Aarti Madhusudan
Founder,
Governance Counts



Deeksha Punia
Director -
People Management, ISDM



Priya Subbaraman
Co-Founder,
Dhiraa SkillDev Foundation



Ravi Bagaria
Founding Partner,
Aria CFO Services



Shanthi Lakshmanan
Founder Director,
ExempServ



Swapnil Agarwal
Co-Founder
Dhwani RIS systems

(Additional domain experts contribute across modules and masterclasses)

Program Outcomes

See Governance Clearly

Cut through the complexity of statutory, regulatory, and donor requirements and know exactly what your organisation needs to be compliant, credible, and audit-ready.

Build Systems That Outlast People

Design policies, governance structures, and reporting mechanisms that are embedded in the organisation, not dependent on any single individual to hold them together.

Lead With Authority

Walk into conversations with boards, donors, and leadership teams with confidence - setting expectations, flagging risks, and driving accountability from the front.

Strengthen Organisational Resilience

Move your organisation from reactive compliance management to proactive governance, reducing institutional risk and building long-term funder trust.

Program Snapshot

Duration: 36 hours across 2 months + Work Place Project

Format: Virtual (Zoom-based)

Schedule: Weekday and weekend sessions

Cohort Size: 40 participants

Language: English

Certificate: Issued by ISDM

Extended Learning Ecosystem

Participants gain access to:

- Diagnostic clinics on emerging regulatory and governance topics
- Board governance sessions and masterclasses
- A peer community of governance professionals
- Compliance tools, frameworks, and curated resources
- Continued learning through ISDM's knowledge platforms



Nomination Process

Designed for senior executives and founders, this program welcomes self-nominations as well as organisational nominations of up to 2-3 relevant leadership professionals.

Applications are invited for Cohort 4 scheduled in November 2026.

Alum Organisations:



For queries, write to:
cfigg@isdms.org.in

*Lead governance with
clarity, not just compliance.*

Apply Now