



target 2030: what matters

annual report

2021-2022



a note on behalf of the Indian School of Development Management Board

Dear Readers,

Greetings from the Indian School of Development Management (ISDM)!

It brings us great pleasure in presenting the Annual Report for 2021-22 to our readers, well-wishers, mentors and friends. This was a year of great learning, for all of us. The team witnessed moments that realised and achieved milestones for some of our audacious ambitions for the institution and the Indian social sector.

The year 2021-22 was also key for the world as organisations, governments and civil society began to introspect and course-correct the global march towards the Sustainable Development Goals 2030. We, at ISDM, resonated with this vital theme and have been working to bring sustainability, inclusion, equity and innovation into all that we do with renewed vigour and determination.

ISDM was founded with a vision to transform the Indian social sector and enable young minds and professionals to find scalable solutions for India's developmental challenges. We remain committed to creating and strengthening the pioneering domain of Development Management, a unique paradigm that is tailored to the needs of the sector and is born from the synergy of two crucial domains: development perspectives and management principles.

In the year gone by, the Post Graduate Program in Development Management, ISDM's flagship offering, welcomed its fifth cohort. **We also launched Women on Boards, our new and cutting edge capacity-building program for women leaders in the corporate sector who aspire to sit on the boards of social purpose organisations.**

We launched our first Centre of Excellence to curate, create and disseminate knowledge in specific areas of Development Management. The first of these is on Philanthropy for Social Justice and studies effective and inclusive philanthropy. Philanthropy that makes a difference to the widest and weakest sections of society.

We have instituted a Centre of Excellence on Talent Management as part of the Global Knowledge Hub. This centre has been working with a host of social purpose organisations and ecosystem influencers to define and describe the contours of 'talent' and 'talent management' in retaining and developing this talent for maximum impact in the Indian social sector.

Our commitment towards Agenda 2030 has made us cognisant of various drivers that operate within the Sustainable Development Goals. Our annual Development Management Week, observed in February 2022 was themed 'Target 2030', as is the theme of this report. We brought together a galaxy of speakers, influencers and practitioners to co-create knowledge and renew the dialogue on "What Matters" to collectively achieve these global goals.

We are grateful to our ever-growing band of supporters, donors, advisors, placement partners, and faculty who constantly remind us of the transformational impact our work can have on society and the planet for generations to come.

Sincerely,

Ravi Sreedharan
President, ISDM



what is target 2030: what matters?

The Sustainable Development Goals 2030 (SDGs) redefined and reinforced the focus of the world on the most pressing issues we face today. It reminded stakeholders of the development ecosystem on the efforts that need to be made and accelerated to benefit those who are the most marginalised and vulnerable. The role of the stakeholders in the Indian social sector is also accentuated due to the pandemic and its impact on the very many developmental concerns of the country.

Sustainable Development Goals are probably the most ambitious global compact we have created. It is the first time we have been able to bring the economic and social environment together.

- Amitabh Behar, CEO, OXFAM India



India has a critical role to play in achieving SDGs due to the scale of its contribution to many of the world's challenges. And, the country is doing its bit. The development sector has implemented interventions across areas of work with the lens to contribute towards achieving the SDGs while addressing the needs of the vulnerable population. But this is not possible without a skilled workforce that is dedicated and passionate towards the cause of solving problems using sustainable and long-term solutions.

At ISDM, we are building a cadre of Development Managers and leaders who are ready to take the challenges head on and solve them using the two-fold approach of management principles and development perspective. At the same time, it is essential to know the needs and gaps in the sector and sharply target them. Hence Target 2030: What Matters was brought to fruition.

At the outset, the concept of Target 2030: What Matters is identifying the core areas of the social sector and engaging in dialogue at the ecosystem level to identify the crucial steps. ISDM provided a platform for these conversations and discussions at the Development Management Week observed in February 2022. We were fortunate to listen to some of the most engaging and enthralling discussions between leaders of the Indian social sector.

The report brings out the nuances of those conversations through the achievements and milestones that ISDM witnessed in the year gone by.



When I see the youth of India, I see the opportunity to re-think the development model. Every aspect of the 20th century growth model has left disparity in income, issues about climate change and many inequities. We need to come up with a development model which is equitable, inclusive, sustainable and affordable. India has a big role to play in driving change in the 21st century. We can be a role model in sustainable consumption to be a growth economy.

**- Kris Gopalakrishnan, Co-Founder, Infosys;
Chairman, Axilor Ventures**

an overview of ISDM

Before we detail the highlights of the year gone by, we would like to share with our readers the tenets of ISDM that makes us what we are today – **the game changers of the Indian social sector!**

ISDM is an institution founded to create, strengthen and establish Development Management, a domain that transcends the exclusive silos of 'development perspectives' and 'management principles'. ISDM recognises the need to 'professionalise' the leading and managing of social purpose organisations (SPOs). The institution sees the development space as requiring the application of management disciplines that are unique and tailored to the scale of the sector. Management that doesn't merely retrofit business management to development projects, but one that is born specifically from the coming together of the two crucial domains.

vision

To create a vibrant and catalytic ecosystem for Development Management and Leadership in India.

mission

evolve

To co-create a body of knowledge derived from field research, engaging with practitioners and theorising from experience.

enrol

To set the path for more institutions to start offering programs in Development Management.

engage

To work with organisations in the sector to establish the criticality of professional Development Leadership and Management talent.

enable

To facilitate the establishment of Development Management as a profession which future generations aspire towards.

The PGP DM class of 2020-2021 successfully completed the program with

**100%
placement
across SPOs**

The Strategic Capacity Building vertical **launched the Women on Boards program.**

It is a first-of-its-kind program in India designed for women who want to take up leadership and boardroom positions in SPOs.

The Knowledge and Research Centre continued a few ongoing researches. The team also **published insightful reports on critical topics such as talent management in the social sector.**

key highlights of 2021-2022

ISDM launched the Centre of Philanthropy for Social Justice (CPSJ). The Centre is dedicated to catalysing effective philanthropy for social justice and strengthening the broader philanthropic ecosystem locally and globally.

ISDM fostered new partnerships with sector-leading organisations including HSBC India and Citi. **The institution also received funding support from the likes of Mr. Sanjeev Bhikchandani, Co-Founder, Info Edge and Mr. Ambarish Raghuvanshi, Angel Investor.**

The ISDM team expanded to include people from diverse skill sets to accelerate the efforts towards achieving the audacious goals set by the institution.

key partnerships

The work at ISDM is only possible through strong partnerships with supporters who believe in the mission of the institution. ISDM has been at the receiving end of such a generous show of faith since its inception. Even in the last year, ISDM has built significant new partnerships, and at the same time, received sustained trust from existing partners across corporates, individuals and foundations.

ISDM raised significant interest and subsequent funding for the core tenets of ISDM, i.e., building, strengthening and scaling PGP DM, Strategic Capacity Building and Knowledge and Research. In addition, ISDM has also received support on other integral efforts such as digital transformation, establishing centres of excellence and COVID-19 response.

In 2020-2021, esteemed organisations have extended generous support to build and scale the core tenets of ISDM, including:



Individuals, namely, **Mr. Sanjeev Bikhchandani, Co-Founder Info Edge and Mr. Ambarish Raghuvanshi, Angel Investor**, are also a new addition to the donor fraternity.

Ongoing support and trust from **NatWest Group India, A.T.E Chandra Foundation** and a few other distinguished individuals and foundations has allowed us to continue towards our goals with fervour.



With impact and intent at the centre, ISDM has utilised its resources to deliver on the commitments made to the donors. Importantly, as a result of a comprehensive and transparent process in place, ISDM has not been shy of any audit and met all the stringent audit norms without any snags.

An essential part of the ISDM ecosystem is its ever growing list of supporters. An impressive panel of guest speakers and mentors have contributed towards our goal to create a pool of high-quality development managers and leaders. We are proud to present our mentors, supporters and guest speakers who delighted us with their presence and wisdom over the last year.

Name of Guest Speakers and Mentors	Affiliated Organisation(s)
Amitabh Behar	Oxfam CIVICUS
Anjali Hegde	Udayan Care
Anurag Behar	Azim Premji Foundation
Arjun Shekhar	Community - Youth Collective, Pravah and Vyaktitva
Ashish Kothari	Vikalp Sangam, The Global Tapestry of Alternatives and Kalpvriksh
Ashok Kamath	Akshara Foundation
Barsha Mishra	Partners for Law in Development
Daniel Sinnathamby	Pathfinder International
Debarshi Bhattacharya	CARE India
Deepak Menon	Inner Work (Founder)
Dhaval Udani	Danamojo
Dipa Sinha	Right to Food Campaign
Dr. François Bonnici	Schwab Foundation for Social Entrepreneurship Head of Social Innovation at the World Economic Forum
Dr. Prahalathan	Bhumi
Dr. Y Suresh Reddy	SRF Foundation
Harsh Mander	Centre for Equity Studies
Janhvi Andharia	Institute of Social Studies Trust
Jayant Rastogi	Magic Bus
Kannan Gopalakrishnan	Independent Consultant
Kiran Karnik	NASSCOM
Kushagra Merchant	Independent Consultant
Lakshmi Menon	CleanHub
Liby Johnson	Gram Vikas
Mallika Sarabhai	Padma Bhushan Recipient. Noted dancer and proponent of art for social change and transformation
Manik Dhingra	Shoonya Environmental Solutions
Manisha Gupta	Startup India
Manjari Gokhale	Maya Care Foundation
Manoj Gopalakrishna	CARE India
Martin Macwan	Navsarjan Trust

Name of Guest Speakers and Mentors	Affiliated Organisation(s)
Mathew Joseph	American India Foundation
Meenu Venkateshwaran	Community - Youth Collective and Pravah
Mohammed Asif	PLAN India
Mohan Sundaram	Artilabs
Nidhi Pundhir	HCL Foundation
Nisha Subramaniam	Creative Dignity
Nivedita Banerjee	Samaj Pragati Sahayog
Piyush Mehta	Genpact
Prabhat Labh	Grameen Foundation
Pradeep Narayan	PRAXIS
Raj Gilda	Lend a Hand
Rajiv Williams	Jindal Stainless Limited Group
Rama Papi Reddy Annapureddy	IIM Nagpur
Ritikaa Khunna	Pravah
Sachin Sachdeva	Paul Hamlyn Foundation India and Gramin Siksha Kendra
Sanjay Patra	Financial Management Services Foundation
Sanjeev Bikchandani	Info Edge and Ashoka University
Sarah Dunn	Rani & Reine
Sharath Sathisan	ITC Ltd.
Sudarshan Suchi	Save the Children
Sudha Murty	Infosys Foundation
Sudhir Sahni	PRADAN
Sujatha Rao	Chabee (Co-Founder)
Suman Srivastava	Marketing Unplugged
Vaishnavi	Bhumi

post graduate program in development management



The Post Graduate Program in Development Management (PGP DM) is ISDM's flagship offering for young students and professionals. This program is designed with the objective to build the capacities of the learner to work in leadership and management positions in SPOs.

an overview of the PGP DM

The 47-week program divided into eight terms envisages a development leader who has a vision for people and planet that embodies universal human values, the capability to set the direction for social change, and is able to influence others to participate.

The program redefines learning from an engineered approach to one of bricolage. Bricolage is a way of learning that accentuates heuristic learning, synthesis rather than only analysis and a wide range of experiential learning rather than pure cognition. This redefining of learning into a model of reflective engagement requires a student support model based on mentoring. This is central to positioning the student as an authentic, thinking person. In effect, the approach is that of the ISDM learning mentor as the bricoleur.

The curriculum is divided into 22 custom development management courses that seek to enhance managerial efficiency and promote leadership effectiveness in SPOs. It addresses the area of building research for development, managing for results and impacting the lives of the people. It encourages the development of managerial talent and management for financial sustainability through the appropriate choice of management core courses and electives.

highlights of PGP DM in 2021-2022





At the beginning of the year, the class of 2020-2021 was entering its last set of terms as well as gearing up for the placement process. It is essential to highlight that despite the havoc wrecked by the second wave of COVID-19, ISDM was able to navigate through these challenges and move to a completely virtual mode while maintaining the quality of the lessons. **By June 2022, they graduated with 100% placement rate across SPOs in India.**

The next batch, the class of 2021-2022, started the program in July 2021. By March 2022, they had completed six out of eight terms of the program.

Term I and Term II focused on courses that contribute towards understanding the context of the development sector such as Perspectives on Society and Development, State, Market and Society and Understanding the State Capabilities. The learners, under the Realising India Immersion program (field visits to the rural areas of India), visited six districts across three states (Madhya Pradesh, Rajasthan and Uttar Pradesh). They returned with a fresh perspective on the challenges that need to be addressed on the ground. In Term III, the students designed an intervention/program to address challenges they observed on their field visits.

It is in Term IV that the focus shifts from development to management. Term IV and V helped the learners gain perspective on finance, strategy, marketing, operations, human resources. This is where the development perspective and management principles merge and become a holistic approach to addressing social issues and creating impact at scale. In fact, Term VI helped learners understand human development in an unequal world and strategic people management. A new addition to the curriculum was "Writing in the Discipline" with an ongoing module from Term II through Term V. In this module, learners are taught the essential skills of writing a resume, cover letter, etc.

In 2021-2022, approximately 44 eminent guest speakers came to engage with the students of ISDM. Specialised workshops on Radical Transformational Leadership, Group Dynamics, Network, Alliance and Partnerships, Perspectives on Organisations and Volunteer Management were organised and led by sector leaders.

value additions to the PGP DM curriculum

mentorship at ISDM

This program was introduced in 2021-2022. It steers young professionals in their journey towards becoming authentic development management professionals. The students are mentored by a select group of experienced professionals holding senior leadership positions across industries and domains. These interactions are centred on making sound professional choices, providing sustained guidance and enhancing the students' experience throughout the course at ISDM and beyond.



faculty

faculty of core courses			
Term	Core Course	Faculty	Key focus areas
Term 1	Perspectives on Society and Development	Dr. Rajeev Bhargava Dr. Janhvi Andharia	Basic values and principles of the Indian Constitution. Different perspectives on development through the lens of the 'vulnerable and marginalised.'
	State Marketing and Society	Dr. Shamika Ravi Ms. Yamini Aiyar	Role of state and welfare functions. Evaluating efficacy and failures of government policies.
	Data Analysis for Development	Mr. Sourodip Ghosh Mr. Vishnu Padmanabhan	Using mathematical statistical tools, frameworks and methods in taking strategic management decisions.
Term 2	Understanding State Capabilities	Ms. Rajika Seth Accountability Initiatives team	Understanding state structures and capabilities, gaps in service delivery implementation and building state capability.
	Research	Ms. Aruna Pandey	Developing a research plan for Realising India, identifying the right resources, learning to design data collection tools, collating, analysing and interpreting data.
Term 3	Intervention Design for Social Impact	Mr. Mihir Mathur	Applying systems thinking models and tools into research. Identifying interventions for the Realising India using systems thinking models.
	Systems Design Theory of Change and Theory of Action	Mr. Shashi Nair	Application of Program Theory Approach and using Program Theory Matrix to analyse issues, identify scope and focus and create outcome chains.
	Development Monitoring and Evaluation	Mr. Khilesh Chaturvedi	Types, scope, and importance monitoring and evaluation. Available tools and ways to design monitoring and evaluation programs.
Term 4	Financial Perspectives	Mr. Ankur Kulshreshta	Finance management practices, business environment, corporate finance, finance statements, and managerial accounting.
	Design Thinking	Mr. Ranjan Banerjee Ms. Bipasha Roy	Systematic approach to real world problems, creative thinking, innovative problem solving skills, problem framing and reframing and breaking mental barriers.
	Strategy for SPOs	Mr. Shankar Venkateswaran	Why, what and how of a strategy. 'Enablers' that must be put in place to successfully implement a strategy.

Term	Core Course	Faculty	Key focus areas
Term 5	Marketing Management	Dr. Chiranjeev Kohli	Marketing philosophies, strategic marketing, social media marketing, services and SPO marketing, product lines and branding, retailing, public relations and sales
	Operations Management for Quality and Impact	Prof. L. S. Murthy	Major operational issues in public organisations. Concepts, insights and tools to tackle such problems.
	Behaviour Change Communication	Mr. Suman Shrivastava	Nudge theory and application as a communication tool to raise funds, create social change, engage people, etc.
Term 6	Human Development in an Unequal World	Prof. Seeta Prabhu Ms. Sandhya Iyer	Human development and its measures and methodology. Poverty, inequality and sustainability. Birth of human development index and MPI.
	Strategic People Management	Ms. Ashraf Patel	Performance management systems, human resource policies, recruitment processes, people engagement processes, instruction design and facilitation skills.
Term 7	Corporate Social Responsibility (CSR)	Ms. Malini Thadani	Different perspectives on CSR. Alternative funding routes, sustainability and ESG.
	Technology in Management	Mr. Sharad Heda	Understanding emerging technologies landscape, digital transformation and data analytics.
	Elective A1: Behavioural Economics	Ms. Junofy Anto Rozarina	Behavioural economics theory, experimental methods in economics, behavioural economics in public policy.
	Elective A2: Social Entrepreneurship	Ms. Rama Kannan Mr. Kannan Gopalakrishnan	Business model canvas, market strategy and unit economics, revenue, fund raise and pitch.
	Elective B1: Introduction to Digital Marketing	Mr. Nish Bhutani Mr. Mitul Shingadia	Digital marketing concepts, blog on WordPress, Google Analytics, basics of search engine optimisation, search engine marketing and Google Adwords, social media marketing.
	Elective B2: Impact Investing	Mr. Kartikeya Desai	Social finance spectrum, microfinance, venture building for inclusive growth in economic sectors, impact measurement and management.
Term 8	Scale and Sustainability	Mr. Shankar Venkateswaran Prof. Madhukar Shukla	Capstone course for developing the theoretical and practical tools necessary for social development efforts to create impactful social change on a large scale.

faculty for writing in the discipline program

Term	Faculty	Key focus areas
Term 2	Ms. Kamini Prakash (internal)	Writing the abstract of an article and an opinion piece.
Term 4	Mr. Shashi Nair	Advocacy piece based on the case study 'Dark is Beautiful.'
Term 5	Ms. Kanupriya Sekhri	Skills for placement: Resume, cover letter, LinkedIn profile, mock interview, anticipated questions, mock interviews with alumni.
Term 6	Ms. Lopamudra Sanyal Ms. Aanchal Bansal (internal)	Engaging with the media: media briefing document, media kit, press releases, op-eds, editorials.
Term 7	Mr. Maharshi Vaishnav	Engaging with donors: concept notes, grant proposals, donor reports.

facilitators of workshops conducted

Term and Workshop	Faculty	Key focus areas
Term 1, 2 and 3 RTL	Ms. Monica Sharma	Commitment to generate equitable results. upholding dignity and well-being of people. Action in different spheres to bring positive outcomes.
Term 2 Systems Thinking	Mr. Mihir Mathur	Systems thinking tools, levels of applying systems thinking, when to apply systems thinking.
Term 2 Situational Analysis	Mr. Shashi Nair	Identifying a problem (in the society); narrowing down to its causes, sub-causes and consequences.
Term 2 Participatory Approaches and Processes (PRA)	Ms. Sowmya Bhardwaj Mr. Pradeep Narayanan	Philosophy of participatory methods, PRA tools, uses of PRA methods.
Term 4 Group Dynamics	Mr. Kenwyn Smith	Translating creative thoughts into actions, impact of political dynamics on individuals and groups, impact of intra- and inter-group processes at organisational and societal levels, reasoning with both left and right-brain capacities, etc.
Term 4 Perspectives on Organisations	Dr. Sujatha Rao	Understanding organisations through various perspectives which include – evolutionary perspectives, organisational metaphors, life-cycle models, techno rational models and cultural models.
Term 5 Networks, Partnerships and Alliances for Scale	Ms. Ashraf Patel Ms. Meenu Venkateswaran	Opportunities for SPOs to leverage resources and achieve their target impact through networks, alliances and partnerships.

facilitators of workshops conducted

Term and Workshop	Faculty	Key focus areas
Term 6 Knowledge Management Systems (KMS)	Mr. Aakash Sethi Ms. Gauri Sanghi	KMS and its importance in SPOs; need for KMS in an SPO; roles, skills and aptitude required for a KM practitioner.
Term 6 Fundraising for Impact	Mr. Maharshi Vaishnav	Basics of fundraising, types of funding available, fundraising strategies, key metrics to measure fundraising efficacy.
Term 6, 7 and 8 Volunteer Management	Ms. Aarti Madhusudan	Understanding 'volunteer' and 'volunteering', what it means to be a volunteer, motivations and constraints of a volunteer.
Term 8 Compliance and Risk Management	Mr. Tirthankar Roy	Overview and in-depth understanding of compliance and risk management.
Term 8 Ethics in Development Management	Prof. Madhavi Mehta	Introduction to concept of value and ethics in organisations and importance of ethical decision-making for an effective organisation.



strategic capacity building (SCB)

The SCB vertical was introduced in 2019. The vertical is rooted in the belief that there is a scope to build the capacity of development sector professionals and SPOs to achieve sustained impact at scale. The programs and modules are curated as per the development management courses and requirements of the organisations and professionals.

the objective of the vertical is to:

Build sector relevant content for the target audience.

Leverage PGP DM course material and knowledge nuggets from Global Knowledge Hub to curate programs.

Engage with organisations in the sector by curating custom programs to help organisations deliver sustainable impact at scale.

the programs offered by the vertical intend to target:

Middle and senior management in the sector across roles and segments.

Large and small-scale SPOs.

Courses designed for specific segments such as women leaders, entrepreneurs, senior government offices and volunteers who are inclined to contribute to the social sector.

highlights of SCB in 2021-2022

4-Track Model

Based on the objectives of the program, the vertical developed the 4-Track Model in 2021-2022

Track	Track 1 Executive Education Program	Track 2 Nation Building Programs	Track 3 Organisation Development Programs	Track 4 Digital Learning Modules (Asynchronous)
Description	Customised short-part-time modules for C-suite or senior professionals	Curated programs spread across three months over one to two weekends every month with action period and immersion	Consulting and/or capacity-building workshops with large, medium and small SPOs and foundations	Asynchronous digital knowledge capsules on development management topics for the ecosystem to learn as per users' pace
Objective of the program	Customised modules on various Development Management skills for Leaders to bridge gaps and awareness building	Equip specific target groups through theoretical and practical learnings to deliver impact in SPOs	Address capacity building needs of organisations on a 1-1 basis to address gaps and train people to deliver sustainable impact at scale	Create modules and bite sized knowledge nuggets to enable quick learning of development management topics catering to the entire ecosystem
Strategic relevance for ISDM	- Generating awareness around development management - Building the ISDM brand - Cultivating relations with organisations for mutual benefit (example, placements, mentorship for PGP DM students)	- Contributing towards creating a cadre of committed social sector leaders - Generating awareness around development management - Building the ISDM brand	- Understanding ground realities of big and small SPOs to design relevant interventions - Contributing towards building research work on specific topics - Building the ISDM brand	- Generating awareness around development management in the ecosystem - Building the ISDM brand - Creating a library of modules and knowledge materials on development management concepts

women on boards program



The vertical launched the Women on Boards Program in February 2022. It is an immersive program customised for women corporate professionals and entrepreneurs to take on advisory and board-level roles in SPOs. A first-of-its-kind program, it is inline with Track 2 of the 4-Track Model as it contributes towards nation building. The salient features of the program are:

The participants are women in the workforce for 15 years or more, and want to take the leap of boardroom and leadership positions in SPOs.

The program has four modules to provide a holistic understanding of the social sector, role of the board and governance structure and processes.

The program has been designed keeping in mind a digital infrastructure to merge the silos of online and offline learning.

Top practitioners, academics and leaders from the social sector will be invited as faculty.

The program offers one-year support and mentorship after the program.

engagement with HCL foundation

In line with Track 3 of organisation development programs, the SCB vertical conducted a learning conference for all its employees (a group of 50 people). These sessions will be conducted on a regular basis as well as expanded to other organisations in the sector. The partnership with HCL Foundation was enriching for ISDM and for the participants equally.

digital learning modules

In 2021-2022, the digital learning modules have come a long way from building long learning modules to understanding the learning capacity of the audience, adopting the Universal Design for Learning guidelines for building courses and using the methodology of Reusable Learning Objectives. The vertical has set up a delivery platform on Teach Edison to deliver courses as well as built necessary partnerships.

SCB learning platform



knowledge and research centre

In 2021-2022, the Knowledge and Research Centre continued efforts towards building a body of knowledge. Various researches continue to be underway. However, talent became an area of focus. The team spent a large amount of time towards building interesting pieces on the talent aspect of an SPO. We are happy to share some of the key highlights of the past year.

Compensation Benchmarking and Talent Management in the Indian Social Sector

The Indian development sector is one of the world's largest and most active social economies. However, identifying and retaining organisational talent remains a significant challenge affecting the growth, scale and capacity of SPOs. The unique and dynamic nature of the social sector, including a diversity of organisations such as social enterprises, NGOs and others, lends additional considerations and challenges for talent management.

Emergent issues related to talent and leadership in the sector have been partly addressed by a few recent studies that have focused on select types of organisations or talent segments in the sector. However, there was a need for exhaustive research on talent management which could potentially guide the relevant stakeholders, including non-profit organisations, foundations, donors, CSRs, and corporates, in strategic decision-making. To address the existing knowledge gap, the Centre for Social Impact and Philanthropy (CSIP) and ISDM, undertook this study titled "Talent Management in the Indian Social Sector." Sattva, Korn Ferry and Guidestar were execution partners of the study and undertook the distinct core tasks of organisation onboarding, data collection, data analysis and research.

The study aimed to enable civil society organisations, philanthropists, foundations and the development ecosystem to create a conducive environment to attract, nurture and grow talent in the Indian social sector.

It is important to deepen our understanding of what young people want from the organisations. Young people today really want to make a social impact. At the same time, young people today see work as one aspect of their lives. Young generation today value organisational culture and the ability to try and learn new things at work.
– Shaheen Mistri, Founder & CEO, Teach for India
(Panellist, Discussion on Talent Matters)



In particular, the goals of the study were to:

Examine the current talent management practices in the sector.

Map the existing practices vis-à-vis talent compensation in the sector.

Draw attention to critical knowledge gaps on talent management and compensation practices in the social impact sector.

Provide a set of actionable recommendations to key stakeholders of the social impact sector.

Over 247 organisations were onboarded for the study. The study was carried out through two simultaneous modules. The first module focused on mapping the existing compensation practices in different categories of SPOs and used quantitative research methods. The second module examined the various management practices in such organisations and highlighted various drivers of talent in the social sector. This module was primarily qualitative in nature and also used quantitative methods to explore employee motivation.

Data collection for the study is expected to be completed by April 2022. By September 2022, the study is expected to provide interesting outputs in the form of reports, case-studies and other seminal pieces. A microsite will be created that will serve as a knowledge portal for talent/compensation management and host the emerging data, study reports, case studies and other knowledge assets of the study.

centre of philanthropy for social justice

Launched in January 2022, the Centre of Philanthropy for Social Justice (CPSJ) is a centre of excellence at the ISDM. The Centre is dedicated to catalysing effective philanthropy for social justice and strengthening the broader philanthropic ecosystem locally and globally. Through a combination of rigorous research, learning programs, knowledge exchanges and convening diverse voices, CPSJ aims to build a community of change-makers for systemic change and become a hub of actionable knowledge for philanthropy for social justice. CPSJ is ISDM's first centre of excellence, set up with the support of the Ford Foundation.



For significant impact to take place, we need our vision to be supported by a great strategy to build this vision into reality, capital and talent. Philanthropy largely contributes at the capital level by building the foundational capabilities and financial resilience of an organisation.

- Soumitra Pandey, Partner, Bridgespan Group India

A Vision of Transformative Change

CPSJ is committed to ensuring a transformation in the way philanthropy is leveraged towards co-creating an agile, accountable and effective social sector with a shared vision of a just, equitable, humane and sustainable society, enabling a safe and dignified life for all.

A Mission to Strengthen Philanthropic Practices

Our mission is to strengthen the knowledge and practice of effective philanthropy for greater social impact and sustainable human development by:

Expanding the body and reach of quality research on effective philanthropy for social justice.

Helping improve the practice and effectiveness of philanthropy.

here are a few highlights of the year gone by!

CPSJ officially launched

The keynote speech was delivered by Mr. Sunil Munjal, Chairman, Hero Enterprise. He spoke about the way philanthropy helps nations mitigate complex social problems. The speech was followed by a panel conversation with Radhika Bharat Ram, Deepti Bopaiah, Soumitra Pandey and Gautam John to understand the role of philanthropy in filling the funding gap in order to achieve the SDG 2030 and how philanthropy can empower underserved communities and aid the frontline initiatives.

CPSJ conversation series initiated

This series features conversations with thought leaders and action leaders on the need to reshape the role and tap the potential of philanthropy for social justice in India. In the last year, **Episode 1 of the series was launched - a conversation between Ashish Dhawan, Founder & Chairperson, Central Square Foundation, Co-founder, Ashoka University and Urvi Shriram, Lead, ISDM CPSJ, on the role of philanthropy in reducing inequities by addressing deeply entrenched social issues in our society.**

op-ed published in The Times of India

In this op-ed, Urvi Shriram (Lead, CPSJ) and Dr. Samar Verma (Program Officer, Ford Foundation for Technology and Society, Future of Workers and Philanthropy) shared views on approaching philanthropy through the frame of social justice giving, based on data and knowledge.

research fellowship program 2022 announced

This part-time program is designed to enable researchers to add a social justice paradigm/framework to their existing work on philanthropy, create a cohort of practitioners who pioneer the change from traditional philanthropy to social justice philanthropy and ideate, create, produce new knowledge on social justice philanthropy and related aspects. **The program will be launched in 2022-2023.**

research repository on philanthropy initiated

The team began curating a comprehensive repository of existing research material on effective philanthropy, showcasing relevant content for consumption by key stakeholder groups. The purpose of the repository is to enable researchers and practitioners to get quick access to knowledge artefacts, such as working papers, reports, articles, etc. on various aspects of philanthropy and social justice. **As of March 2022, the team had curated around 1200 searchable articles on philanthropy.**

annotated bibliographies on social justice and philanthropy initiated

The purpose of this bibliography is to assist researchers and practitioners working in the space of social justice philanthropy to get a concise description of the available research (article/paper/report), evaluation, critical assessments and citations for further research.

admissions and outreach

Admissions at ISDM aim to be inclusive, encouraging and an embodiment of the institute's core values. The application process is designed to get to know the applicants in a holistic manner. It also allows the applicants to know what ISDM stands for.

here are a few highlights of the year gone by!

The admission cycle for the class of 2021-2022 was conducted during the peak of the second wave of COVID-19. The changing academic landscape and working from home brought along a new set of challenges as opposed to prior years. **Despite challenges, 39 students were finally selected for the fifth cohort of PGP DM. Admissions for the sixth cohort (2022-23) were kicked off in November, 2021. The process, like last year, is entirely online.**

An important part of admissions is garnering interest in the program. This is where the outreach team has an essential role. In 2021-2022, ISDM reached out to different colleges around India and conducted webinars on many topics. **The webinar on 'Young Lawyers Leading Impact in the Social Sector' conducted in April 2021 with Forbes 30 under 30 Poulomi Pavini Shukla along with another esteemed lawyer, Sanya Arora, from Lawctopus, was one of the most successful sessions.**

All the webinars conducted in 2021-22 were online, thus, have been able to reach a diverse audience that otherwise may not have participated due to movement restrictions. In the coming years, the team hopes to have offline and online sessions as the world moves out of isolation, brought on by COVID-19. The aim is to strengthen the bonds established with colleges, organisations, fellowships, etc., and nurture the spirit of collaboration as well as seek new opportunities for future partnerships that are just round the corner.

In October 2021, the Outreach team launched a nationwide campaign to raise awareness among the youth and their mentors about the kind of opportunities that are available in the social sector. The campaign aimed to reach people who might be interested in working in the social sector, but they are not always aware of the kind of opportunities that are available. Hence, the campaign aimed to impart information about the different paths and roles that are available in the sector. **Mr Ravi Sreedharan, President, ISDM, took the helm at these talks**, sometimes along with a few ISDM alumni, and together they discussed the trends in the social sector, tackled myths tied to the sector, the effect of the pandemic, the expanding gap of wealth and income inequality. **As of March 2022, the team had conducted sessions in over 20 colleges, fellowships and organisations across India.**

placements

Successful placements of outgoing development managers forms is pertinent to long-term change that ISDM is trying to bring to the Indian social sector! The institute welcomes SPOs from across the country to participate in the placement process held around May to June every year as the PGP DM batch gets ready to graduate.

In addition to offering an opportunity to the students to apply for their dream job, the vertical also undertakes other activities. In 2021-2022, the placement vertical introduced “Writing in the Discipline” – a module in the PGP DM that is focused on writing and interview skills for placements. Specifically, the students acquire the following skills:

Writing a resume that reflects their strengths and competencies, and outlines their work experience and aspirations for the future.

Writing a cover letter that accompanies their resume for potential employers.

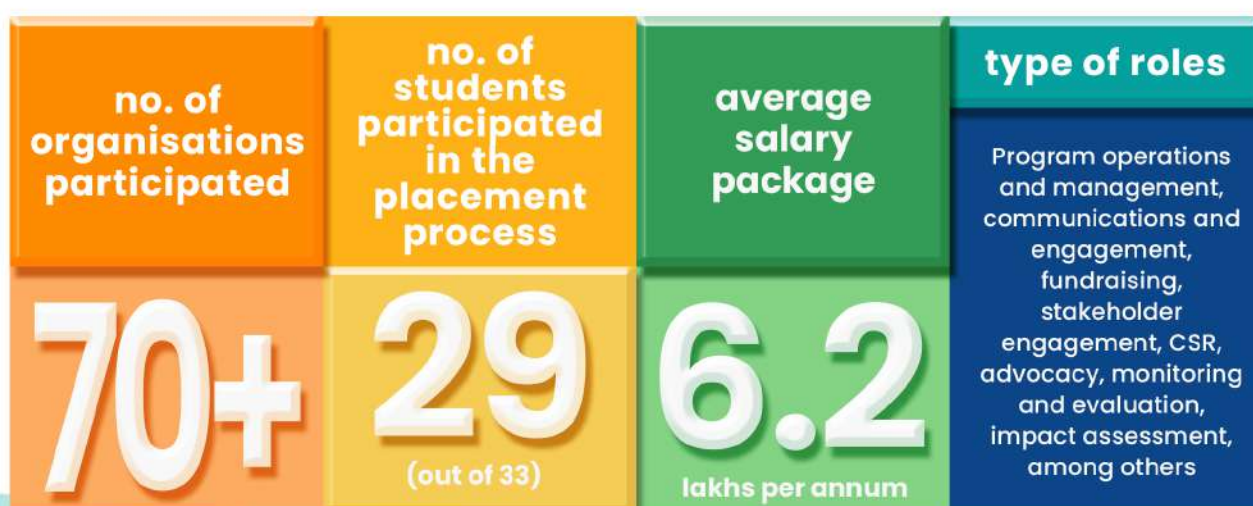
Writing a strong and relevant LinkedIn profile.

Developing interview skills by writing their answers and seeking feedback.

In 2021-2022, the vertical also introduced a series called #CEOTalks@ISDM wherein experienced and seasoned development sectors are invited to interact with students and talk about their personal and professional journey. They also share tips with students to kick start their career in the social sector. These talks have inspired and motivated students and they have benefitted immensely through these interactions.

Inline with ISDM's digital-first mission, the vertical automated the placement process by implementing a software called Calyxpod. The platform brings together the students of ISDM, placement team members and organisations on a common platform. It enabled streamlining, running and managing of various processes involved in running placements.

the class of 2020-2021 appeared for placement in june 2021



alumni engagement

ISDM has always seen its alumni as the flag bearers of the institute. ISDM, through various efforts, tries to capture the diversity of the work by our alumni and its impact on the sector. The alumni engagement vertical came into official existence in February 2020. The aim of the vertical is to bridge the gap between the institute and the alumni, create and strategize ways to increase the participation of alumni in events and facilitate cross-batch interaction and create a platform for networking.

activities undertaken in 2021-2022



Guftagu: As the word suggests, it is the coming together of ISDM alumni, staff and founders to interact with each other, catch-up on ISDM's updates and way forward. The purpose of the event is two fold - to create inter-batch interaction and to keep the alumni updated about ISDM. **In 2021-2022, the event was held in six cities - Delhi, Mumbai, Bangalore, Chennai, Pune and Hyderabad.**



Sangam: It is an eminent lecture series, launched by the academic team. It was a year-long multi-domain lecture series where ISDM students and alumni learned from and interacted with eminent personalities from various fields. The interaction focused on the speakers' life journeys and key experiences which helped the students and alumni learn and build capacities to work in leadership and management positions at different SPOs.



Access to Learning Management System (LMS): As part of continuing the learning journey of our alumni, ISDM shared the LMS portal with the alumni. The platform showcases and shares various lecture series and academic content with the erstwhile learners. It is expected that alumni can use this content in their current roles and apply their learnings in real time.



First virtual alumni meet & greet: The rise in COVID-19 cases and the speculation of another wave hindered the team from meeting our alumni in person. In continuation of the Development Management Day celebration and keeping up with the tradition of hosting a get together for alumni on the Sunday of Development Management Week, ISDM hosted a virtual meet and greet for the alumni with the objective to create a platform for alumni to get to know each other, facilitate participation, provide visibility to alumni, share success stories.



convocation for the class of 2019-2020 and 2020-2021

As the COVID-19 restrictions eased by early 2022, ISDM conducted an in-person convocation ceremony for the Class of 2019-2020 and 2020-2021. It was an emotional and exhilarating experience for everyone to be together after a long time. In fact, as a large part of the program was conducted online for the class of 2020-2021, there were students who had never even met each other!

On the other hand, the class of 2019-2020 were in their residency (internship) when the lockdown hit in March 2020. The ISDM team was compelled to throw them a virtual farewell. This event brought everyone together. It was a two-day retreat with a lot of fun activities and a traditional convocation ceremony. Some of the key highlights of the event were as follows:

Dr. Bibek Debroy, Chairman Economic Advisory Council to the Prime Minister was the Guest of Honour at the ceremony.	77	250
	out of 110 alumni joined the two day event.	guests attended the convocation ceremony, including donors, ISDM well wishers, faculty, alumni, staff and guests of the graduating students.



alumni chronicles

abhijit patwal

program manager, shakti foundation
class of 2019-2020



Abhijit believes that commitment is the cornerstone of human social life. With that at core, Abhijit is currently working towards improving the lives of waste pickers as Program Manager at Shakti Foundation. **Through the programs, the organisation has provided alternative livelihood to more than 200 women. Moreover, the programs have impacted more than 2500 children by improving access to education and promising a brighter future.** Abhijit is truly passionate about the cause and a large part of it comes from his time at ISDM. He shares that the ISDM journey has been life altering for him with respect to the exposure, in-depth interactions, the ability to ask meaningful questions, etc. **His long-term vision is to improve the lives of the waste picker community at scale.**



nancy kapoor

founder, sambhav
class of 2018-2019

Nancy is the Founder of Sambhav. The purpose of the organisation is to provide individual coaching sessions to young professionals in the social sector. **Through its program, Sambhav is paving the way for leadership and professional development.** Sambhav caters to employees at all levels. A believer in the concept of coaching, Nancy thinks that Sambhav allows professionals to unfold their potential. She believes that such coaching is even more essential in the SPO sector as individuals are solving tough and complex problems. **The long term vision of the work is to create a support system for professionals in the social sector.**



rishu shrivastava

m&e consultant, palladium, government advisory, smart school mission, nashik
class of 2019-2020



Rishu, a graduate of ISDM PGP DM third cohort is making a difference in the education ecosystem of India. Through his work with the Smart School Mission, he is working towards improving the quality of education in government schools in Nashik. The objective is to provide cutting edge amenities in the form of updated infrastructure, modern pedagogy and modern equipment. As a result of their work, they have received the attention of the local government stakeholders who are providing them with the required support and cooperation. **His philosophy to live life is to focus on the solution rather than the problem.**

rukaiya khan

cluster head (senior manager), lighthouse community foundation
class of 2019-2020

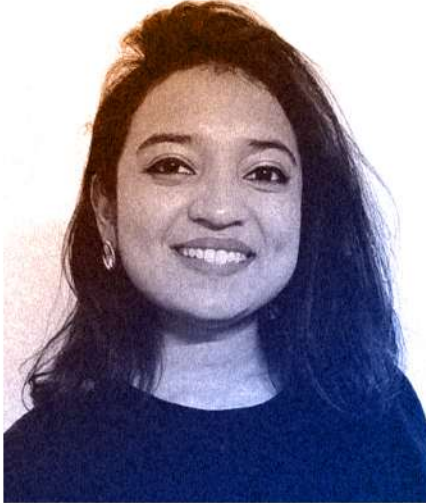
A firm believer of “be the change you want to see”, Rukaiya has set her path to improve the lives of the urban slum dwellers through her work. Interventions by the organisation where she currently works, provide sustainable livelihood opportunities for the youth of the urban slum community. She finds purpose in her work by providing timely career guidance to youth so that they can earn a livelihood. **So far, through her work, she has reached 500 students and mentored 13 students to go back to school. She remains motivated as she sees her mentees progress in life.**



wyonna

founder, grey shades and pana wellbeing foundation

class of 2017-2018



Wyonna, a social entrepreneur, has set up two non-profit organisations, Grey Shades (2018) and Pana Wellbeing Foundation (2021), both working on the well-being of senior citizens. Pana Wellbeing Foundation creates spaces that enhance the well-being and independence of senior citizens by providing access to opportunities and resources to help the elderly reach their full potential. Based on the values of inclusion, empathy and innovation, PANA runs three projects for the elderly. Wellness Wednesdays support older adults above the age of 55 years with virtual engagement sessions designed to provide physical and social-emotional support as well as foster mental well-being. Project Love & Light provides productive and meaningful engagement, as well as learning and skilling opportunities to enhance the quality of life of senior citizens from low-income communities. The Happiness Project focuses on loneliness and supports destitute older adults in old age homes by introducing new learning opportunities to keep them active and engaged as well as socially included problem.



digital transformation @ ISDM

ISDM is resolute in its digital-first ambitions and 2021-2022 emerged to be a crucial year for accelerating the digital push at ISDM. The vertical built robust physical infrastructure and capacity for digital and information technology, and on boarded key staff including leadership. The vertical developed its digital strategy outlining a three-phase approach. In the first phase, the vertical intends to enhance the core, that is, revamp and improve digital capacities across functions. This will help the vertical springboard to its second phase of Digital Learning and Research Outreach and the third phase of "Growth and Value Creation" of increasing the scale and impact of our work manifold.

Going forward, technology will play a more important role by being more integrated with society. Society will influence the development of technology and technology will influence what happens in society.

-Shankar Maruwada,
CEO & Co-founder, EkStep Foundation



here are a few highlights of the past year!

PGP DM

Automated and enhanced the website, admission and LMS applications.

Developed a new placement-related application but it is yet to be implemented.

Implemented analytics/dashboards for key processes.

Established an advanced digital classroom to provide enhanced learning experience and facilitate hybrid operations.

strategic capacity building

Implemented lead management and marketing automation to support the Women on Boards program.

Configured the existing LMS to support the plan.

Implemented the Teach Edison platform to host the digital programs that are under production.

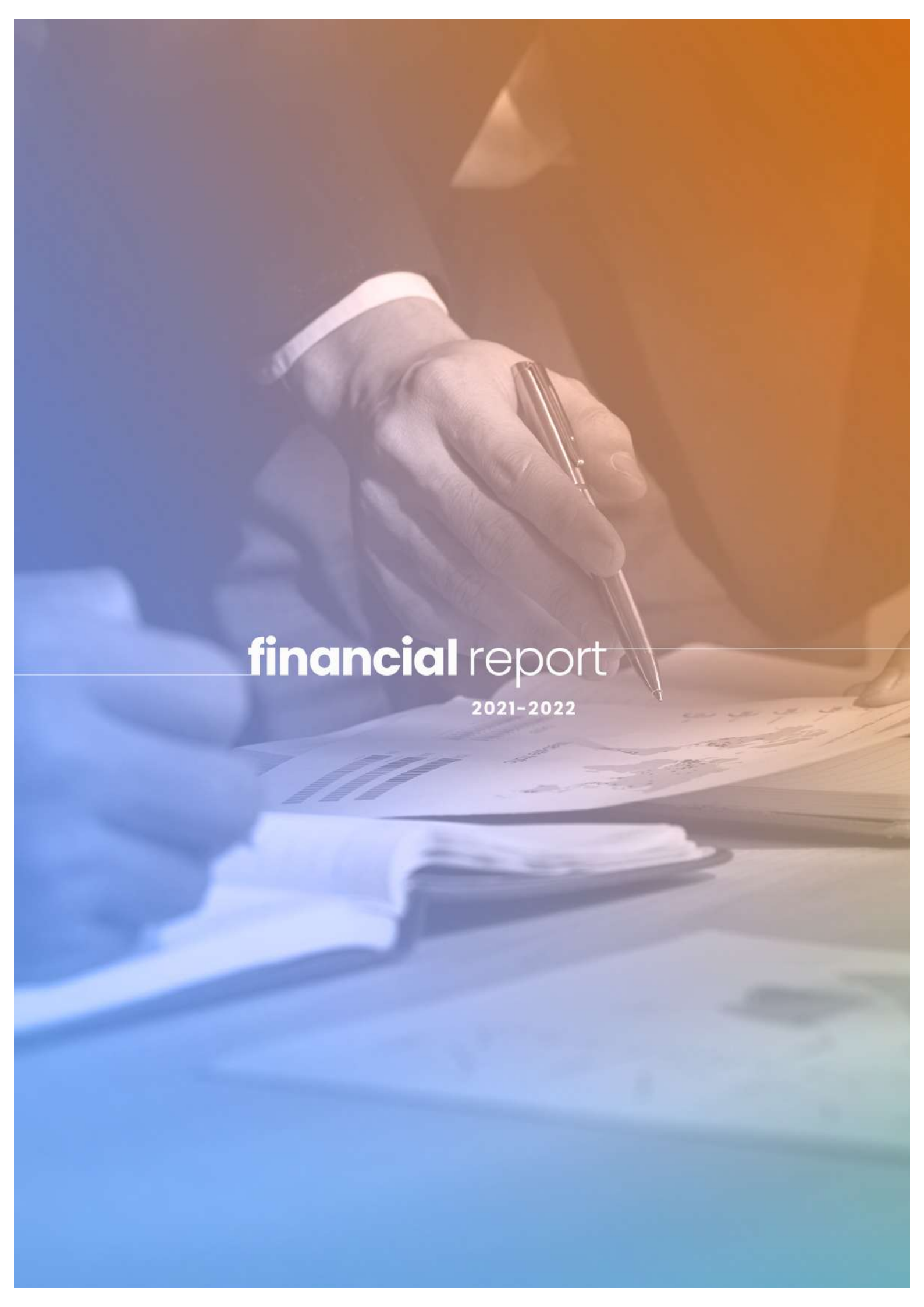
ISDM knowledge and research centre

Compiled a comprehensive Knowledge Management proposal in 2021-2022. The vertical seeks partnership opportunities for implementation with the objective is to establish world-class knowledge management processes, frameworks and systems encompassing all functions of the institute.

global knowledge hub

Completed an internal documentation management system pilot.

Initiated the Dissemination Portal Phase 1 design.



financial report

2021-2022

balance sheet as at march 31, 2022

Particulars	Note No.	For the year ended March 31, 2022	For the year ended March 31, 2021
EQUITY AND LIABILITIES		Rs.	Rs.
Shareholders' funds			
Share capital	2	100,000	100,000
Reserves and Surplus	3	26,734,290	43,653,947
Total Shareholders' funds		26,834,290	43,753,947
Non-current liabilities			
General Grant Fund	4.01	14,606,859	0
Deferred Grants	4.02	4,002,005	0
Other Non-current liabilities	4.03	685,000	500,000
Current liabilities			
Project Grant balance (unutilised)	5.01	11,024,621	2,457,833
Other current liabilities	5.02	6,873,338	5,639,007
Total Liabilities		37,191,873	8,596,840
Total		64,026,163	52,350,787
ASSETS			
Non-current assets			
Property, Plant & Equipment	6	5,652,657	3,220,569
Intangible Assets	6	590,078	575,301
Long Term loans and advances	7	1,353,800	1,427,766
Total Non-current assets		7,596,535	5,223,636
Current assets			
Cash & Bank balances	8	29,040,818	27,029,044
Other current assets	9	27,388,810	20,098,107
Total Current assets		56,429,628	47,127,151
Total		64,026,163	52,350,787

Significant Accounting policies

1

This is the Balance Sheet referred to in our report of even date

As per our Report of even date

For Lovi Mehrotra & Associates
Chartered Accountants

Lovi Mehrotra
Partner (Membership No: 073611)
Firm Registration Number: 504724N

Place: New Delhi
Dated: June 08, 2022

For and on behalf of the Board of
Development Management Foundation

Sharad Agarwal
Director
DIN 00153510

Place: New Delhi
Dated: June 08, 2022

Ravi Sreedharan
Director
DIN 07346362

Place: Bangalore
Dated: June 08, 2022

development management foundation

statement of income & expenditure for the year ending march 31, 2022

Particulars	Note No.	For the year ended March 31, 2022	For the year ended March 31, 2021
Income		Rs.	Rs.
Domestic Contribution and Grants	10	19,492,833	41,587,426
Foreign Contribution and Grand	11	108,093,426	31,582,969
Income from Educational Activity	12	11,467,372	25,657,356
Other Income	13	379,523	917,513
Total Income		139,433,154	99,745,264
Expenditure			
Donation & Contribution	14	0	0
Employee benefit expenses	15	55,603,950	28,337,389
Depreciation & Amortisation	6	1,722,373	2,3675,927
Other expenses	16	69,392,953	43,234,900
Total Expenditure		126,719,276	73,938,216
Excess of Income over expenditure		12,713,879	25,807,048
Less : Amount transferred to General Grant Fund account being unspent balance from Contributions and Grants received during the year and included in Income as above	4.01	0	
Add : Amount transferred from General Grant Fund being expenditure incurred during the year from General grant fund balance and included in Expenditure as above	4.01	535,083	
Less : Amount transferred to Project Grant Unutilised account being unspent balance of Project Grants and included in Income above	5.01	(14,439,035)	
Surplus / (Deficit) for the year transferred to Reserves and surplus		(1,190,074)	25,807,048

Significant Accounting policies

1

This is the Statement of Income & Expenditure referred to in our report of even date

As per our Report of even date

**For Lovi Mehrotra & Associates
Chartered Accountants**

Lovi Mehrotra
Partner (Membership No: 073611)
Firm Registration Number: 504724N

Place: New Delhi

Dated: June 08, 2022

**For and on behalf of the Board of
Development Management Foundation**

Sharad Agarwal
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C 20/5-6, Sector 62,
Opposite JSS Academy of Technical Education,
Noida, Uttar Pradesh 201301

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