ISDM

INDIAN SCHOOL OF DEVELOPMENT MANAGEMENT

transition I transform I evolve

annual report

2019-2020 I 2020-2021

navigating the report

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Dear Readers,

We are thrilled at the launch of ISDM's first-ever Annual Report for 2019-2020 and 2020-2021! These last two years have been highly eventful for the organisation, and we are delighted that the team has weathered all storms and has taken learnings from the pandemic to impact its strategies and programs.

There is no denying that the last two years have left indelible marks on the nature and response-ability of India's social sector. Social purpose organisations (SPOs) of all archetypes have directly or indirectly responded to the crisis that the pandemic has caused. This crucial episteme in the sector's existence has necessitated the need, more than ever before, for a management paradigm and principles that help the sector respond with adequate agility, innovation and scale to tackle the nature of challenges. The sector, its people, its donors and its allies need Development Management, a domain that can help find structures, critical thinking, systemic response and context specificity for the nature of work required.

Responding to this imminent need, the team and leadership at ISDM have not only made systematic and strategic transformations to its flagship Post Graduate Program in Development Management (PGP DM) but have implemented tangible changes to the research projects, executive education, placements and other aspects of the organisation. What we see now is a revitalised ISDM with curricula changes, expanded partnerships, diverse faculty and advisors, along with a team that is continually re-assessing and improving its efforts.

"Testament to the organisation's success has been the team's ability to secure 100% placements for students of the class of 2020-2021."

Testament to the organisation's success has been the team's ability to secure 100% placements for students of the class of 2020-2021. All students of the class were placed as per their interest in various SPOs, ecosystem organisations and consulting firms. We cannot be prouder of our alumni and students while we witness their transformation into sector leaders and social entrepreneurs.

The encouragement of our friends, well-wishers and advisors helps us continue towards our vision and goals. We hope you will continue to guide us and work with us to transform the landscape of the social sector in the coming years.

Warmly,

ashish dhawan

founding patron, isdm

Dear Readers,

It is with absolute pleasure that we share ISDM's first Annual Report 2019-2020 and 2020-2021 since the inception of the institution in 2016. We started ISDM with a vision to create, strengthen and establish the domain of Development Management in our quest to transform the Indian Social Sector so that it can create impact at scale and today we celebrate our achievements over the last few years

There are various factors that make ISDM a unique institution - the Post Graduate Program in Development Management, the ISDM Knowledge and Research Centre and Strategic Capacity Building allow for holistic learning using evidence-based strategies, top of the line and evolving curriculum, latest pedagogy and a highly experienced faculty, advisors and mentors. This makes for impactful insight into Development Management for our students and professionals who join us.

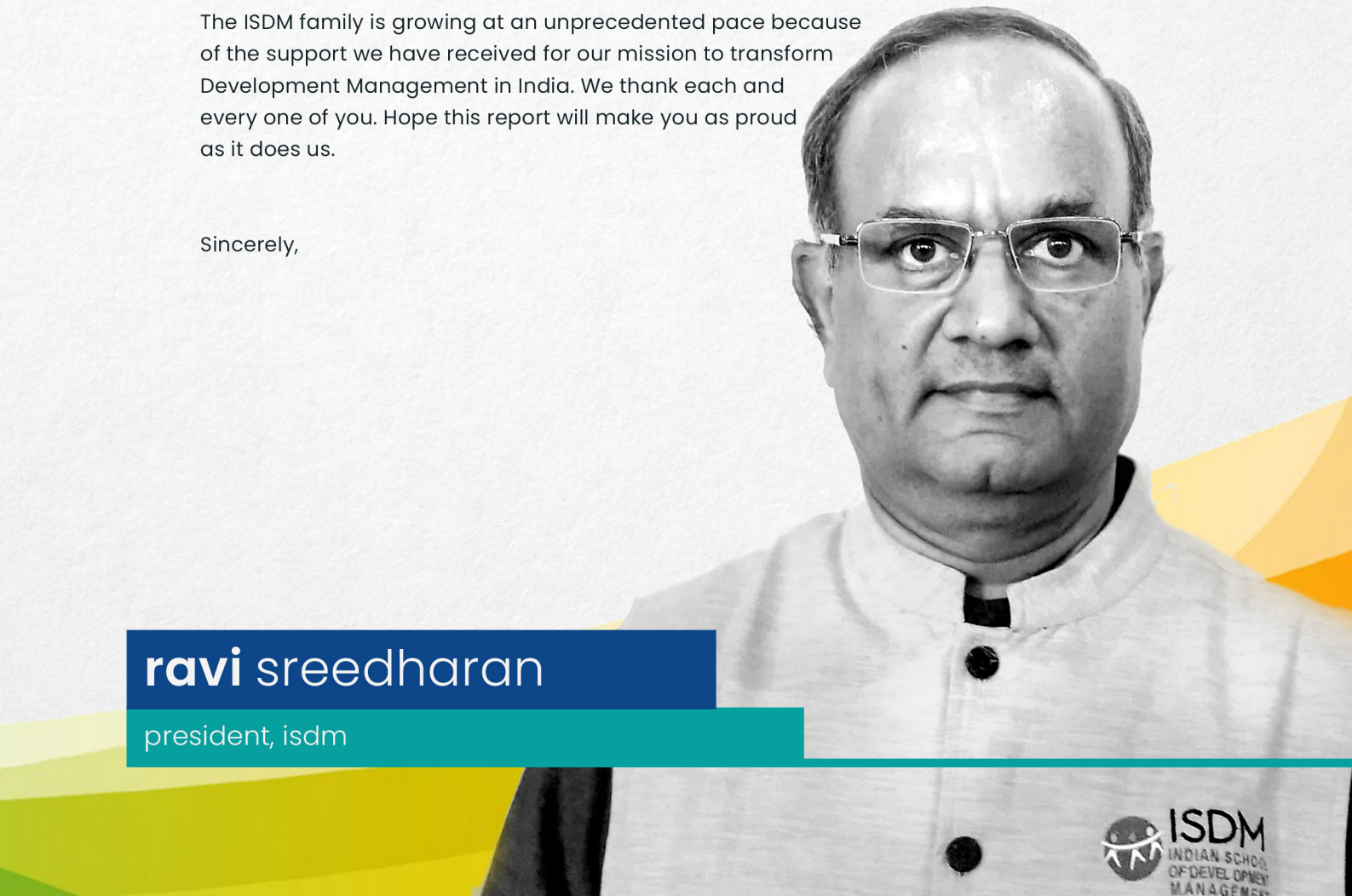
"The ISDM family is growing at an unprecedented pace because of the support we have received for our mission to transform Development Management in India."

We work on the core principle of evolving and transforming. Change is the only constant, and our objective is to work collaboratively in an environment that allows us to be dynamic in these rapidly changing times.

Our alumni, 230 in number, who step into the Indian Social Sector as professionals are also embedded with these values. Implementing them in their roles allows for sustainable and long-term impact while solving some of the biggest social challenges we face today as a community.

The ISDM family is growing at an unprecedented pace because of the support we have received for our mission to transform Development Management in India. We thank each and every one of you. Hope this report will make you as proud as it does us.

Sincerely,



ravi sreedharan

president, isdm

Dear Readers,

It is with immense pride and excitement that I extend my heartiest congratulations to the ISDM family over the launch of its first-ever Annual Report for 2019-2020 and 2020-2021!

We are in the midst of a pandemic that has changed our world as we knew it in unprecedented ways. The pandemic has exacerbated existing challenges and brought in new ones requiring new skills, critical thinking abilities and effective collaboration to achieve sustainable impact at scale. The need for leaders to power social entrepreneurship ventures and social purpose organisations in these times could not be more, and ISDM's unique endeavour to bridge the gap in the need for enabling young talented leaders to solve some of the most complex challenges that we are facing in our country today could not be of more value in these times.

"I can say with pride that ISDM espouses a new leadership model built over a foundation of collaborations while being undoubtedly uncompromising about its benchmarking in quality and goals that it has set out to achieve."

ISDM hit the five-year milestone this year. While it was a great milestone for all of us, it also gave us the opportunity to take stock of the evolving landscape, learn and unlearn from our mistakes and reaffirm our mission in response to the urgent and dynamic needs of social purpose organisations and the social impact sector.

The institution has evolved into a more vibrant and innovative space with a steady transition to a hybrid learning mode of online and offline education and changes to the curriculum and teaching practices for its flagship Post Graduate Program in Development Management. The leadership and the teams have stayed tuned to the ground. They have adapted innovative teaching and learning practices to ensure that our young aspirants are well-equipped to solve social problems and adapt to the demands of the ever-changing workplace.

All pioneering and high-quality institutions across the world are built on strong collaborations. They are not owned by an individual or a collective but stand on a solid foundation of shared vision, goals and thoughts. I can say with pride that ISDM espouses a new leadership model built over a foundation of collaborations while being undoubtedly uncompromising about its benchmarking in quality and goals that it has set out to achieve. I wish ISDM all the best for its future endeavours and hope that you will continue to support the ISDM family in its mission to create high calibre and committed professionals who will lead future social ventures and organisations.

Sincerely,

dr **pramath** raj sinha

founder patron, isdm

Dear Readers,

We, the ISDM family, are proud to share our first Annual Report for the years 2019-2020 and 2020-2021. As I sit here drafting this note, I look back at the last two years and it leaves me with a bag of mixed feelings. While we have achieved significant milestones during this period, it has, by all means, been the most challenging time for us as professionals, and more importantly, as people. The pandemic, like any other crisis, came completely unannounced and expected us to adjust to a new world almost overnight.

"We move closer to our objective to create impact at scale in the Indian Social Sector."

But here's what stands out for me as a part of the ISDM family, the power of resilience and transformation. The ISDM team took the challenge of the pandemic head on and did what was required. This report will also shed light on our achievements of the past two years as well as introduce our readers to ISDM and its backbone, that is, the team that brought it to life and those who magnificently run it every day.

With constant support and faith from our readers, we move closer to our objective to create impact at scale in the Indian Social Sector. By providing high-quality talent backed with knowledge of evidence-based Development Management practices taught under our flagship Post Graduate program in Development Management, we are trying to solve the world's most pressing challenges.

Thank you for trusting us and our vision. We will continue our efforts with the same momentum.

Sincerely,

sharad agarwal

director, isdm

Dear Readers,

It has been a very rewarding experience for me to work closely, over the past two years, with ISDM's academic team, bricoleurs, alumni and faculty members to design a new curriculum for the Post Graduate Program in Development Management (PGP DM). The changes made to the course have been in response to the evolving demands from the social sector as well as the need to recalibrate the curricula and pedagogy in the wake of the COVID-19 pandemic.

ISDM's unique hybrid customised curriculum stretches over 8 terms spread over 47 weeks with courses, workshops and a two-week field immersion that focus on an individual's personal and professional development. Some of the courses offered in the PGP DM are intended to deepen understanding of development issues and stimulate thinking. Others expose students to cutting -edge practices that work to the best advantage of communities that the ISDM graduate will serve in life. And yet, others are intended to help students discover and identify personal strengths that can be leveraged for public benefit. Students learn through interactions with some of the best academics, distinguished scholars, extraordinary leaders, exceptional practitioners and eminent activists from the field.

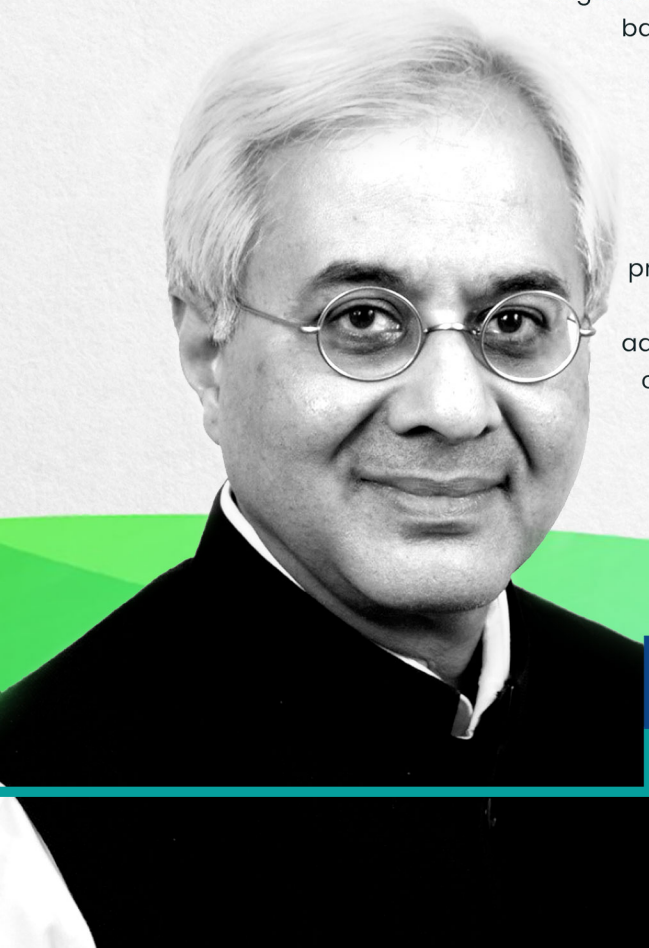
"Students learn through interactions with some of the best academics, distinguished scholars, extraordinary leaders, exceptional practitioners and eminent activists from the field."

Students are also encouraged to actively participate in the many forums that promote active peer-to-peer learning - a central feature of ISDM's pedagogy. ISDM regards student interaction to be an integral part of the curriculum. For making student interaction effective and safe for participants, ISDM nurtures an environment in which students treat each other with dignity, courtesy and respect, while also promoting open, critical and free exchange of ideas.

The greatest asset that ISDM has created over the past five years is the over 230 Development Managers who are making a difference by creating impact at scale in various Social Purpose Organisations, funding agencies, consulting firms and community-based organisations.

Over the next two years, ISDM will concentrate on investing and making PGP DM a truly world-class program, building a body of knowledge, establishing the digital backbone to support the flagship program and expanding to offer specially curated online and bridge programs for working professionals in the sector. We look forward to the continued support of our friends, well-wishers and leaders to further advance ISDM's mission of who have helped establish ISDM's credibility in the development sector.

Sincerely,



a k shiva kumar

chairperson, academic council, isdm

Dear Readers,

It is a matter of immense pleasure for ISDM to present its first-ever Annual Report (2019-2020 and 2020-2021), and I congratulate everyone in the ISDM family on reaching this momentous milestone in the institution's five-year journey.

Digital technology has fundamentally shifted the competitive landscape in all sectors over the last decade. While we have witnessed the adoption of technology within social purpose organisations to be relatively slower, the onslaught of the COVID-19 pandemic has accelerated this over the last one-and-a-half years. Primarily driven by the government's approach towards adopting technology, be it the push for Aadhaar or the setting up the COWIN portal for the vaccination drive, this adoption is expected to rapidly increase in the coming years.

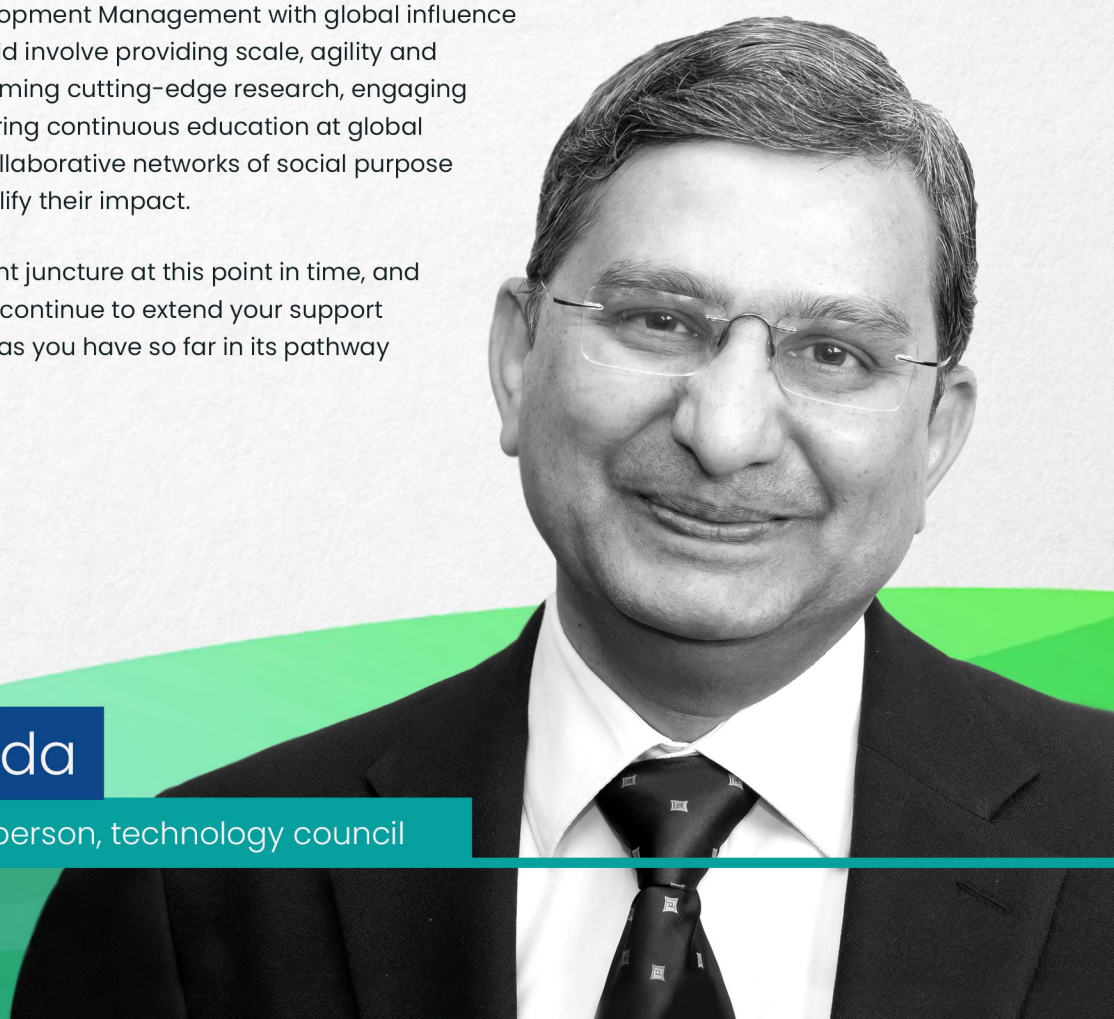
"Our immediate priority is to aid our world class faculty in enhancing the quality of education by providing personalised, collaborative and on- demand learning opportunities to the students."

At ISDM, technology has helped us offer a hybrid offline and online learning model, as necessitated by pandemic realities, with a built -in flexibility to shift the mix between offline and online at short notice. Our immediate priority is to aid our world class faculty in enhancing the quality of education by providing personalised, collaborative and on-demand learning opportunities to the students. Several initiatives to digitise the entire life cycle of student journey – right from applying for admissions to placements to alumni engagement are in-flight, aided by high-quality end-to-end learning experience at our "high-tech, high-touch" campus and digital classrooms.

In the years ahead, our vision is for digital technology to be a significant enabler in all the major initiatives that ISDM takes towards becoming an institution in Development Management with global influence and impact. This would involve providing scale, agility and acceleration in performing cutting-edge research, engaging global faculty, delivering continuous education at global scale and building collaborative networks of social purpose organisations to amplify their impact.

ISDM is at an important juncture at this point in time, and we hope that you will continue to extend your support and encouragement as you have so far in its pathway to success.

Sincerely,



sharad heda

advisor, isdm chairperson, technology council

the isdm story
our journey so far

The Indian School of Development Management (ISDM) was founded in 2016 to create a vibrant and catalytic ecosystem for Development Management and leadership practice in India to enable sustainable and transformative change at scale. The institution is an outcome of deliberations and zeal among its founders to address the gap that exists in the learning, practice and understanding of 'Development Management' in social purpose organisations in India.

As a result, ISDM was established to pioneer the capacity-building of development professionals through multiple means. The key offering and ISDM's flagship offering, the Post Graduate Program in Development Management, in addition to the Strategic Capacity Building and the Knowledge and Research Centre are designed to provide the Indian social sector with high-quality talent and a book of knowledge that can contribute towards achieving the goals of social purpose organisations across the country. Today, more than 230 ISDM alumni are creating impact at scale across social purpose organisations.

Believing in ISDM's mission, our partnerships have continued to soar over the years. From raising INR 5.1 crores between 2016-2020, we have successfully raised INR 23 crores in 2020-2021 and expect a funding of INR 48 crores between 2021-2024.

A team of 6 founders, 13 advisors, 33 faculty members, over 20 staff members and innumerable visiting faculty, researchers, academicians and sector experts, ISDM is continuously providing its students with the best pool of talent.

The coronavirus pandemic proved to be as challenging for ISDM as for the rest of the world, but we took it head on. From providing a digital infrastructure to our students to helping the community using evidence-based approaches, we ensured a meaningful contribution towards our students and our community in these testing times.

As we move forward, our resolve to solve the world's biggest problems through providing top-quality talent and generating sector-relevant evidence remains the biggest priority. A key focus on digitisation supported with institutional building is expected to contribute towards achieving this mission. The overarching goal of the institute will continue to be to engage with the Indian social sector and positively impact the larger ecosystem of the sector in the long run by enhancing Development Management practices.

This report will shed light on some of the key achievements, challenges and learnings of the last two years (2019-2020 and 2020-2021) and a peek into what lies ahead. We hope you continue to provide your support to achieve our vision.

an overview of our **achievements**

2019-2020

The third batch of PGP DM commenced with **79 students**; **the biggest cohort so far.**

Added 3 floors to the campus for **group activities, meetings, recreation and research.**

The Strategic Capacity Building program (erstwhile Continuing Education) became fully functional and **successfully organised 6 workshops.**

The Knowledge and Research Centre **published reports under the Realising India Immersion effort and is working on a project titled Talent Management in the Indian Social Sector** (published in 2021).

2020-2021

NatWest Group India (RBS-SIPL) announced a partnership with a significant financial partnership with ISDM as founding patron to strengthen capabilities and drive tangible progress of India's development ecosystem.

Partnership with Omidyar Network India (ONI) to support SPOs and improve their everyday management practices, to lead to higher impact, increased trust and improved flow of talent and capital into the sector.

ISDM received a three-year grant from Ford Foundation for establishing a Centre of Philanthropy for Social Justice (CPSJ) that will work towards strengthening the ecosystem for appropriate and much-needed investments in issues of social justice and human rights.

Transitioned the PGP DM from an on-campus course to a hybrid of virtual and on-campus catering to the COVID-19 pandemic.

The fourth edition of Development Management week was held virtually, respecting the limitations thrown at us by the COVID-19 pandemic and had an array of steller speakers such as **Nandita Das, Geeta Goel, Sridhar Venkat, Prof Pradeep Chintagunta and retired IAS and advisor to the Prime Minister's Office, Shri Amarjeet Sinha.**

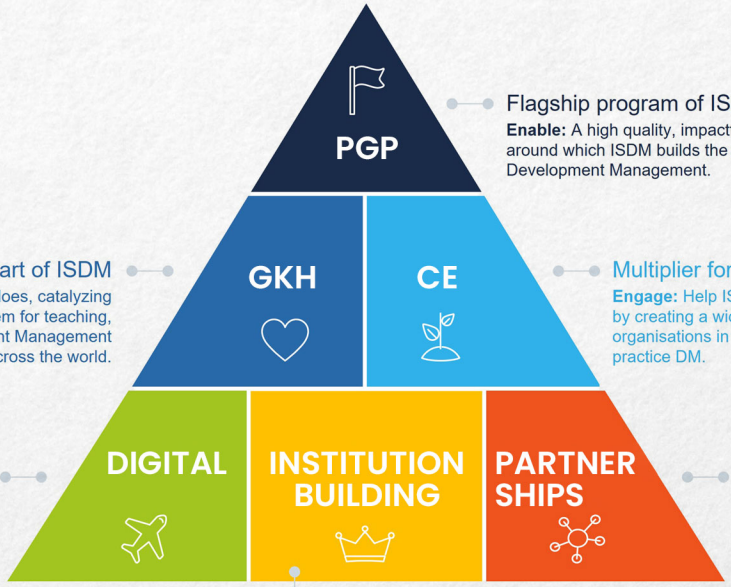
isdm at a glance

Founded in 2016

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.

our model

6 building blocks of isdm



Flagship program of ISDM
Enable: A high quality, impactful program and the flagship around which ISDM builds the awareness and acceptance of Development Management.

Heart of ISDM
Evolve: The heart of what ISDM does, catalyzing the creation of a whole ecosystem for teaching, learning and practicing Development Management across the world.

Multiplier for ISDM
Engage: Help ISDM drive sustainable impact at scale, by creating a wide range of offerings for individuals and organisations in the sector to allow them to adopt and practice DM.

Wings of ISDM
Evolve, Engage, Enroll: The backbone for capabilities to create and distribute knowledge rapidly, widely and inexpensively.

Collective of ISDM
A network of partners that help ISDM build the required capital – social, intellectual, physical, financial – to accelerate the rate of impact of the development sector on society.

Inspiration for the sector
An operationally excellent organization for the future, with high quality faculty, happy employees, high-quality outreach, that is a globally recognised brand.

our offerings

a. post graduate program in development management

ISDM's flagship program since 2016.

Builds capacities of young aspirants and professionals to work in leadership and management positions in social purpose organisations (SPOs).

The course is **spread over 47weeks.**

3 phases of PGP DM - Context to Mission, Mission to Organisation and Making the Organisation Work.

The curriculum and pedagogy make **the program a one-of-a-kind in India.**

Outcome-focussed with strong leadership, systems, processes and succession plans.

Successfully completed 4 batches.

33 faculty members.

169 students placed through in-campus placements with an **average package of INR 7,00,000 per annum.**

More than **200 alumni** currently placed **in impact organisations globally.**

b. strategic capacity building

Introduced in 2019.

Designed to strengthen the knowledge, skills and perspectives of professionals and organisations at different points in their social change journey.

Customised, curated and digitally-led programs adapted to the need of the organisation.

Works on the core principle of **creating sustainable impact at scale.**

c. body of knowledge and research

ISDM Knowledge Research Centre.
The ISDM Knowledge Research Centre is building a sectoral-level body of knowledge by bringing together renowned institutions, networks, practitioners and actors.

As on March 2021, the teams have been engaged in the following studies:

- **Realising India Series.**
- **SIM: Leadership development in Indian social sector.**
- **Emerging challenges in the post-COVID context.**
- **3P COVID-19 response framework.**

leadership at isdm

Aruna Pandey

Director, Body of Knowledge and Research

At ISDM, Aruna leads the Knowledge and Research Centre. As faculty for ISDM's PGP DM, Aruna also co leads and supports learning modules on Environment and Development, Systems Design for Social Interventions and Radical Transformation Leadership amongst many others. Aruna also is a board member of Swechha - We for Change Foundation.

Aseem Purohit

Director, Programs and Operations

Aseem has over 32 years of experience in the financial software industry and has previously worked at Wipro, Infosys and HCL, among others. Aseem joined ISDM from Odessa, where he was Vice President - Sales and executive sponsor for CSR initiatives in the education and environment sectors. Aseem holds a Master of Management Studies from BITS, Pilani. He is an alumnus of the India Leaders for Social Sector (ILSS) where he completed the ILSS Leadership Program.

Deeksha Punia

Director, People Managment

Deeksha joined the ISDM family in 2021 to take over the people management domain. She has held multiple senior management roles in the Human Resources and has over 20 years of experience. Her journey in the social sector started back in 2012 in Kenya with fundraising for various causes. On moving back to India, she formalised her transition to the social sector by first undertaking the 'India Leaders for Social Sector' - ILSS program. Deeksha holds a Master of Business Administration from University Of Madras and a Bachelor Of Engineering from Thapar Institute.

Kanwaljeet Singh Arora

Chief Digital Officer

Kanwaljeet joined the ISDM family in 2021 to help realise the vision of a digitally relevantmand innovative ISDM 2.0 that is ready to embrace technology in all its aspects. Kanwaljeet is a professional with over twenty years of experience in technology and has worked for organisations like Capgemini, TCS and Fidelity with significant onsite experience in USA and Europe. He has a strong interest in contemporary technologies, has researched and published books on Blockchain. Kanwaljeet has completed PGCPM from IIMK and a Master's degree from Bethel College, MN, USA.

Trisha Varma

Director, Operations, Global Knowledge Hub & Marketing

Trisha joined the ISDM family in 2021 to help bring to life a global, collaborative centre that collates, creates and strengthens the knowledge and practice of Development Management. She also leads the marketing and communications domain for ISDM. Trisha is the founder of a consulting company and previously worked for Procter & Gamble in market research, data analysis and marketing strategy. In the development sector, she has experience working for her alma mater's social service league, a marine conservation fund, a migrant workers support group, and an Indian coalition to fight the pandemic and drive change. Trisha holds a Bachelor's degree in Math from St. Stephen's College, Delhi, and an MBA from XIM, Bhubaneswar.

Syeda Naghma Abidi

Associate Director, Post Graduate Program in Development Management

Naghma has nearly 20 years of experience of working and consulting with Social Purpose Organisations and teaching at reputed institutions including the Delhi School of Social Work, School of Planning & Architecture, Ambedkar University and University of Pittsburgh. Through her work with Pravah, she has mentored many young people and youth led organisations across the nations. Currently, she is part of the founding team and board of Rubaroo, Hyderabad and Trustee of Had Anhad, Indore. Naghma is pursuing her PhD from Ambedkar University, Delhi and holds degrees in Clinical Psychology and Applied Development Psychology.

team at isdm

Aanchal Bansal	Manager - Communication Specialist
Aditi Jha Sharma	Manager - Fundraising
Afsar Khan	Executive
Amita Wadhani	Manager
Anjali Iyer	Consultant - Content
Anushmita Bordoloi	Manager - Strategic Operations
Aruna Pandey	Director
Aseem Purohit	Director
Ashish Tiwari	Associate - Analyst
Deeksha Punia	Director
Deepti Dwivedi	Manager - Admissions and Outreach
Devika Menon	Associate - Research
Dhiraj Singh	Senior Associate - Lead Data Analyst
Gaurav Shah	Director - Fundraising & Partnerships
Gopika Agnihotri	Executive - Alumni Engagement
Grishama Purewal	Associate - Admissions & Outreach
Himshikha Dutta	Associate - Digital Engagement
Itisha Jain	Associate - Research
Jaskirat Kaur	Associate - Research
Jasleen Lalmuanawmi	Consultant - Academic Projects
Kamini Prakash	Bricoleur
Kanwaljeet Singh Arora	Director
Kushagra Nainit Merchant	Consultant
Lopamudra Sanyal	Associate Director
Mallika Luthra	Associate - Research
Manish Vaish	Executive - Finance & Accounts
Manu Bhatia	Consultant - Proof Reader & Editor
Mariyam Siddiqui	Associate - Programs
Maroof Khan	Senior Associate - Programs
Mukund Marodia	Manager - Academic & Strategy Affairs
Nagma Abidi	Associate Director & Bricoleur
Nilusha Amirali Rupani	Associate
Nittin Paul Mathew	Associate - Research
Nivedita Rai	Bricoleur
Priti Dargad	Manager - Knowledge & Research Center
Priyanka Gupta	Manager - Strategic Capacity Building
Raphroyia Kayina	Executive - Admissions & Outreach
Ravi Sreedharan	President
Ria Sinha	Senior Manager - Research Fellow

Rohini Boppana	Executive - Secretary
Rusha Nandy	Associate - Research
Sajit Ravindran Nair	Manager
Sangita Kumari	Executive - Communication & Engagement
Satender Rana	Senior Manager - Research Fellow
Satjyot Gill	Consultant - Student Counsellor
Shantanu Menon	Consultant
Sharad Agarwal	Chief Strategy Officer
Shubham Pandey	Manager - Infrastructure
Shubhi Sharma	Associate
Trisha Varma	Director
Urvi Shriram	Consultant - Lead, Philanthropy & Social Justice initiative
Vinita Yadav	Executive - Admissions & Outreach
Zuha Khan	Senior Associate - Placements

partnerships

At ISDM, collaboration is a process that allows for world-class partnerships with organisations and stakeholders that share our vision. These partnerships facilitate an environment of co-creating, co-working and efforts directed towards the common goal of sustainable and long-term well-being of the community at scale. As a result, ISDM has partnered with global and national organisations that are aligned to its vision of establishing, strengthening and scaling the domain of Development Management in India and across the world.

In 2019-2020 and 2020-2021, ISDM formalised three important partnerships.

ISDM and Ford Foundation

FORD FOUNDATION

The organisations joined hands to establish the Centre of Philanthropy for Social Justice (CPSJ). CPSJ will work towards strengthening the ecosystem for investments on issues related to social justice and human rights. It will incubate the knowledge infrastructure to support social purpose organisations, philanthropies, foundations, non-governmental organisations and civil society groups to make investments backed by evidence and data.

ISDM and NatWest Group

NatWest

The NatWest Group India has partnered with ISDM as its Founding Patron. The objective of the collaboration is to support ISDM to consolidate, expand and grow its flagship program - Post Graduate Program in Development Management as well as expand its other key offerings including the Strategic Capacity Building program and the ISDM Knowledge and Research Centre.

ISDM and Omidyar Network India (ONI) Group

ON OMIDYAR NETWORK INDIA

The organisations have partnered with the objective to support non-profits in enhancing daily everyday management practices, creating higher impact, increasing trust and improving the flow of talent and capital. This grant is also expected to support ISDM in developing and enhancing its digital capabilities to allow wider dissemination of its research work, seamless access of the PGP DM for its students and to deliver continuing education programs to help SPOs achieve impact at scale.

post graduate program
in development management

The Post Graduate Program in Development Management (PGP DM) is ISDM's key 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.
Here is an overview of the program and the highlights of 2019-2021.

An overview of ISDM's flagship program

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, and has the capability to set the direction for social change, and is able to influence others to participate.

The need for this program emerged from the gap that exists between the development sector and the management sector in India. The gap needs to be addressed because as the challenges of development work become more complex, there is a need for SPOs to look at their work from a systems lens and design interventions that enable shifts in norms that hold back people from leading the lives they would like to. In addition, with the ecosystem becoming exceedingly dynamic, organisations need to re-examine their current structures and processes to engage with effectiveness in development work.

A student of ISDM graduates with attributes of valuing diversity, believing in universal human values, demonstrating professional management skills and knowledge, being reflective practitioners and understanding complexity while engaging with compassion. The program achieves this through its one-of-a-kind approach to scaling Development Management for the social impact sector.

Approach of the program

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.

Keeping this approach in mind and bringing development and management principles together, this program has been designed by renowned academics from both the sectors.

Curriculum

The curriculum of the program is built on the contemporary thinking in management education as advocated by Srikant Datar, Garvin and Cullen who proposed that a right balance between skills of knowing, doing and being is essential in management. Knowing skills are about understanding the limits of the market and developing critical thinking skills. Doing skills are about thinking creatively and innovatively to frame and solve problems. Being skills are about paying greater attention to personal development and grounding organisational decision-making in ethics and values of equity and fairness.

The curriculum is taught in three phases

1 Context to Mission

In this phase, students attend courses and modules around understanding development and the ecosystem.

2 Mission to Organisation

In this phase, the students learn about the Design Interventions and Systems Approach.

3 Making the Organisation Work

In this phase, students build knowledge and skills around management functions that Social Purpose Organisations need to be able to sustain and scale the change they are working towards.

The curriculum is divided into 22 customised development management course offerings 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.

What makes the program unique

Personal Mastery for Development Leadership (PMDL). Spread over 7 terms, this is anchored in the need to build the spirit of curiosity, courage and compassion in students. It believes in creating a safe space for teams to flourish and thrive, encouraging generative conversations for collaboration, relating with diversities, acting with positive emotions, emotional resilience and building attentional focus.

Context-Based Collaborative Learning (CBCL). A unique offering at ISDM with experienced bricoleurs working with students on a one-to-one basis and groups to discuss individual learning journeys and key development lenses to differentiate management for the social sector such as collaboration, equity and social justice.

Realising India Immersion (RI). This is a part of CBCL as a two-week structured immersion program planned for the students between Terms 2 and 3. It enables the students to develop a deep understanding of people's lives on the district level, preparing them to design interventions.

Live Sessions. Eminent speakers and established leaders from different walks of life are invited all through the year to help the students debate, discuss, pause, reflect and learn through these interactions.

Harvard Business Publishing Courses. Students are required to complete Harvard Business Publishing Courses covering management topics such as performance measurement, business plan development, strategy planning and execution, and more.

Special Curated Workshops. These cover a range of topics including Group Dynamics, Radical Transformation Leadership (RTL) to future forward workshops on Networks, Partnerships and Alliances for Sale, Fundraising, Project Management, Volunteer Management and Instructional Design.

Unique Development Managment Course. This includes courses on Financial Perspectives, Strategic Innovation for Social Change, Operations Management for Quality and Impact, Behaviour Change Communication, Marketing Management, Human Development in an Unequal World to Technology and Management, Corporate Social Responsibility. 'New age' electives like Behavioural Sciences in Social Change, Introduction to Digital Marketing and Social Entrepreneurship are also offered.

Special Capstone Project. The final term project focuses on scale and sustainability, providing the students with a frame of reference to work on live projects with client organisations, thereby integrating their learnings of the previous terms with a real, viable and scaling strategy for the SPO.

faculty

2019-**2020**		
Name	**Course taught**	**About the faculty**
A.K. Shivakumar	Capabilities Approach	A K Shiva Kumar is a development economist and policy advisor who works on issues of human development including poverty, health, nutrition, basic education, and the rights of women and children.
Aruna Pandey	Environment & Development	Dr. Aruna Pandey teaches Research Methods, Overview on Social Purpose Organisations, Development and Environment at ISDM. Aruna comes with deep engagement in domains of Natural Resource Governance, Institution Building and Sustainable Livelihoods.
Gauri Sanghi	Knowledge Managment Systems	Gauri Sanghi teaches Knowledge Management Systems for Development Organisations at ISDM. She has actively worked in Building systems and culture around internal communication, talent development, and organisational learning.
Jahnvi Andharia	Gender & Development	Dr. Jahnvi Andharia has been working in the development sector for over 25 years. She currently is the Director and Research fellow at Institute of Social Studies Trust, New Delhi. She has co- authored several papers on wide ranging themes with a focus on gender equality put out in the public domain and supports governance of women led organisations.
Kannan Gopalakrishnan	Social Enterprises	Kannan Gopalakrishnan teaches Social Entrepreneurship at ISDM. He has 20+ years of corporate experience in Consumer Goods and FMCG in general management, marketing, sales and distribution and retail.
Kenwyn Smith	Workshop- Group Dynamics	Dr. Kenwyn Smith is Professor of Organisational Behavior at the University of Pennsylvania. He is a scholar- practitioner who teaches leadership, intra-group and inter-group dynamics, organisational politics and change management to students in multiple Penn graduate programs.
Kushagra Merchant	Financial Managment	Kushagra Merchant is the Co-Founder of Social Synergy Foundation. He works with small to medium-sized non-profits and grant-based old-fashioned institutional donors to provide organisational development support. He has been in the management consulting profession since 2007, and has experience in strategy consulting, organisational restructuring & development.

Name	Course taught	About the faculty
Mihir Mathur	Systems Thinking	Mihir uses systems thinking and modeling to create conversations on sustainability agendas and facilitate group decision making processes. He founded DESTA Research LLP in April 2018 and currently is a visiting faculty for System Dynamics Modeling at TISS, Hyderabad. He works with philanthropies, think tanks and nonprofit entities to mainstream systems thinking into their planning and implementation.
Monica Sharma	Workshop - Radical Transformation Workshop	Trained as a physician and epidemiologist, Dr. Monica Sharma has worked for the United Nations in leadership positions for 23 years. As the former Director of Leadership and Capacity Development at the United Nations, she directed programs for whole systems transformation and leadership development worldwide in over 60 countries.
Nidhi Chauhan	People Engagement and Talent Management	
Niraj Joshi	Monitoring and Evaluation	Niraj is an ecologist by training and was the head of Monitoring and Evaluation for 10 years with Aga Khan Rural Support Programme (AKRSP) India and Aga Khan Foundation (AKF), Mozambique. He has also worked as Head of Research and Education at AKRSP India.
Nishant Chadha	Impact Evaluation	Nishant, who has a Ph.D in Economics from the University of British Columbia, is a development economist with a strong interest in the fields of political economy, governance and the economics of education.
Pradeep Narayan	Introduction to Participatory Methods	Pradeep is a human rights activist-researcher associated with many rights-based NGOs and campaigns in India. He has more than 15 years of experience of working in the government, corporate and the non-governmental sector.
Rama Kannan	Social Enterprises	Rama is a Master Coach, Mentor and Advisor since the last 10 years. She engages with CXOs in the corporate and social sectors to formulate and achieve goals for their holistic success.
Shashi Nair	Introduction to Situation Analysis and Personal Mastery in Development Leadership	An alumnus of IIT Madras and IIM Bangalore, Shashi has 27 years of experience in the corporate sector. He has over 15 years of experience in the social sector, particularly school education systems. Currently, Shashi is a Founding Director of Viridus Social Impact Solutions, a Trustee of Kiirti Trust and a co-initiator of the Well-Being Movement.

Name	Course taught	About the faculty
Siva Sankar Kantheti	Personal Mastery in Development Leadership	An alumnus of Azim Premji University, Siva has over 12 years of experience in teaching and facilitating. At present, he is working intensively on exploring, designing and facilitating programs related to Personal Mastery, Universal Human Values and Human Wellbeing.
Soma Wadhwa	Impact Evaluation	Soma is a development studies researcher, with a specialisation in impact evaluation methodologies. Her work is based on empirical research on linkages between gender, education and empowerment.
Sujatha Rao	Perspectives on Organisations	Sujatha teaches Perspectives on Organisations and has been guiding the academic team on the Bricolage. She is the Founder-Director at Viridus Social Impact Solutions. Sujatha works in the areas of education, technology and organisation development
Suman Srivastava	Marketing and Communication	Suman Srivastava is the Founder of Marketing Unplugged and the author of a book by the same name. He has taught & lectured at the IIMs in Ahmedabad & Bangalore, ISB Hyderabad, IITs at Bombay & Kharagpur and MICA.
Suparna Diwakar	Strategy & Planning: Scale	Suparna Diwakar teaches Perspectives on Scale at ISDM .She is a Co-founder of ISDM and held the position of Dean Research and Academics. Suparna has worked extensively in the development sector for more than 30 years.
Swapnil Agarwal	Technology for Social Sector	Swapnil Agarwal co-Founded Dhwani Rural Information Systems with a vision to reduce technological barriers for social impact organisations struggling to leverage ICT for good.
Vishnu Padmanabhan	Data Visualisation and Presentation	Vishnu Padmanabhan is the Policy and Analytical Communication Lead at the Centre for Effective Governance of Indian States, a new non-profit dedicated to helping state governments improve development outcomes.
2020-**2021**		
A K Pujari	Economic Reasoning for Public Policy	Dr. Pujari has been a Civil Servant and a teacher of Economics for more than four decades. In the Civil Services, he had held various positions both in the Government of India and the State Government of Karnataka. He retired from the IAS in 2016 as Secretary to the Government of India heading the Ministry of Micro Small and Medium Enterprises.
Rajeev Bhargav	Perspectives on Society and Development - Understanding the Constitution	A noted Indian political theorist, he was a professor at the Jawaharlal Nehru University, New Delhi, and the University of Delhi, New Delhi. He is also an Honorary Fellow, Balliol College, Oxford. He has also worked on politics and ethics of the Indian Constitution.

Name	Course taught	About the faculty
Jahnvi Andheria	Perspectives on Society and Development - Identity and Culture	Dr. Jahnvi Andharia has been working in the development sector for over 25 years. She currently is the Director and Research fellow at Institute of Social Studies Trust, New Delhi. She has co-authored several papers on wide ranging themes with a focus on gender equality put out in the public domain and supports governance of women led organisations.
Manisha Priyam	Perspectives on Society and Development - Power and Society	Dr. Manisha Priyam is an academic and researcher and she works on issues of development and politics in India. She has a doctorate from the London School of Economics and Political Science (LSE), in International Development, where she examines the politics of education policy reforms in a comparative perspective.
Yamini Aiyar	State, Market and Society - The Welfare State	Yamini Aiyar is the President and Chief Executive of the Centre for Policy Research. In 2008, she founded the Accountability Initiative at CPR, which is credited with pioneering one of India's largest expenditure tracking surveys for elementary education. Yamini's work sits at the intersection of research and policy practice.
Shamika Ravi	State, Market and Society - Market Failures	Shamika is currently a Non- resident Senior Fellow, Brookings Institution. Dr. Ravi was the former Director of Research at Brookings India. The focus of her scholarship has been Development Economics with specific contributions in health, financial inclusion, gender and urbanisation. Her research is frequently cited by leading international media outlets as well as most national and regional newspapers within India.
Rajesh Tandon	State, Market and Society - Society and SPOs	Mr. Rajesh Tandon is an internationally acclaimed leader and practitioner of participatory research and development. Mr Tandon has authored more than 100 articles, a dozen books and numerous training manuals on democratic governance, civic engagement, civil society, governance and management of NGOs, participatory research and people-centred development. He has served in an advisory capacity on numerous expert groups of several ministries of central and state governments and the Planning Commission in India. He also serves on the boards of many national and international non-profit organisations.
Mihir Mathur	Systems Thinking and Intervention Design for Social Impact	Mihir uses systems thinking and modeling to create conversations on sustainability agendas and facilitate group decision making processes. He founded DESTA Research LLP in April 2018 and currently is a visiting faculty for System Dynamics Modeling at TISS, Hyderabad. He works with philanthropies, think tanks and nonprofit entities to mainstream systems thinking into their planning and implementation.

Name	Course taught	About the faculty
Shashi Nair	Purposeful Program Theory	An alumnus of IIT Madras and IIM Bangalore, Shashi has 27 years of experience in the corporate sector. He has over 15 years of experience in the social sector, particularly school education systems. Currently, Shashi is a Founding Director of Viridus Social Impact Solutions, a Trustee of Kiirti Trust and a co-initiator of the Well-Being Movement.
Rajika Seth	Understanding State Capabilities	Rajika Seth is teaching Understanding State Capabilities course at ISDM. Rajika has over 13 years of experience working in the development sector. She is the Lead, Learning and Development at Accountability Initiative, Centre for Policy Research.
Dr Aruna Pandey	Understanding Development Sector and Research - Secondary Research	Dr. Aruna Pandey teaches Research Methods, Overview on Social Purpose Organisations, Development and Environment at ISDM. Aruna comes with deep engagement in domains of Natural Resource Governance, Institution Building and Sustainable Livelihoods.
Sowmyaa Bharadwaj	Research - Participatory Approaches and Processes	Sowmyaa is the Deputy Director – Research and Capacity Building at Praxis India.
Vishnu Padmanabhan	Research - Data Interpretation and Visualisation	Vishnu Padmanabhan is the Policy and Analytical Communication Lead at the Centre for Effective Governance of Indian States, a new non-profit dedicated to helping state governments improve development outcomes.
Ankur Kulshreshtha	Financial Perspectives	Ankur is currently pursuing his Doctorate from Rohtak. Prior to this, he has worked with Maruti Suzuki (Strategy); EY (Consulting); FinstudyClub (Ed-Tech) for 15 years.
Shankar Venkateswaran	Strategy for SPOs	Shankar's career spans business consulting, social development and corporate sustainability in equal measure. He is a part of the founding team of ECube Investment Advisors that is engaged in providing financial and intellectual resources in the climate change and sustainability spaces. He also advises companies and NGOs on matters relating to corporate sustainability and sustainable development.
Jass Godinho	Marketing Management	Mr. Godinho has professional experience ranging from marketing of fashion textiles, international marketing and managing operations of medium sized export-oriented units. He is a retired professor of Marketing at Management Development Institute.

Name	Course taught	About the faculty
Nish Bhutani	Introduction to Digital Marketing	Nish has 27 years of experience with digital companies in Silicon Valley, UK and India. He is the Founder & CEO of Indiginus, a digital consultancy helping growing businesses with growth strategies, execution and capability building, and startups with product-market fit. He is currently an Independent Director on the Board of Aditya Birla Fashion & Retail Ltd and an advisor to several digital startups.
Rahul Pandey	Operations Management	Rahul Pandey is a visiting faculty at ISDM as well as at IIM Lucknow and Udaipur. He is the co-founder of IGSA Labs - a private limited company engaged in development of analytical models for supply chain decisions. He is also a co-founder of Centre for Learning & Empowerment (CLE Trust), a non-profit trust engaged in providing free learning programs to underprivileged children and youth. Formerly, he was a faculty member with IIT Bombay and IIM Lucknow.
Tripti Desai	Organisational Behaviour	Dr. Tripti Pande Desai is a professor with over 30 years experience in academia. She has worked across India and Europe in teaching, training, research and consulting.
Ranjan Banerjee	Design Thinking and Innovation	Dr. Banerjee's research interests lie in the areas of agency theory applications to marketing channels and sales force management, structural models, field experiments related to the impact of incentives and payment systems, behavioural economics etc. His pedagogical research centers around the faculty student relationship and the impact of experiential learning methods. His teaching interests center around innovation and design thinking, behavioural economics, sensory branding, long tail marketing.
Suman Srivastava	Behaviour Change Communication	Suman Srivastava is the Founder of Marketing Unplugged and the author of a book by the same name. He has taught & lectured at the IIMs in Ahmedabad & Bangalore, ISB Hyderabad, IITs at Bombay & Kharagpur and MICA. Suman has been involved with the social sector for the last two decades and is currently on the boards of nine social purpose organisations and has volunteered with several others.
Rajesh Shukla	Market and Management Research	Mr. Shukla is currently serving as the Managing Director & CEO of People Research on India's consumer economy (PRICE, branded as ICE 3600), an independent not-for-profit 'think-tank'. He is a researcher, author and applied statistician and his major area of work is the Indian Consumer landscape and citizens' environment.

Name	Course taught	About the faculty
Seeta Prabhu	Human Development in an Unequal World	Seeta Prabhu is currently Visiting Professor and Senior Advisor, SDGs at the Tata Institute of Social Sciences, Mumbai. She is a leading exponent of the human development approach and spearheaded the preparation of Human Development Reports across 26 Indian States as Head of Human Development Resource Centre, UNDP, India.
Sandhya Iyer	Human Development in an Unequal World	Sandhya has a Development Economist with teaching and research experience of over 16 years focusing on poverty, inequality, human development, informal sector workers and social security/protection related issues in the developing countries.
Debi Saini	Strategic People Management	Dr. Debi S. Saini, Ph.D. retired as Professor of HRM from MDI Gurgaon. After that he has been Emeritus Professor of HRM at IIM Ranchi for two years. He has been a visiting professor in business schools in Denmark, France and Dubai. He also teaches courses in some leading business schools and programs in India.
Rishikesha T. Krishnan	From Jugaad to Systematic Innovation	Prof. Rishikesha is the director of IIM Bangalore since July 2020 and has been a professor for 25 years. His main areas of interest and expertise are strategy and innovation.
Vijay Dabholkar	From Jugaad to Systematic Innovation	Prof. Vinay is a visiting faculty at IIM Bangalore (since 2011), IIT Bombay (since 2016). He has also taught at TISS Mumbai (2010-2014), IIM Indore (2016), IIM Visakhapatnam (2018), IIT Kanpur (2013), NIFT (2013), HEC Paris (2018-2019), NITIE (2020). His areas of specialisation lie in innovation strategy, design thinking, and mindfulness.
Sujit Kumar	Strategic Innovation of Social Change	Dr. Sujit Kumar teaches Non-linear Strategic Thinking at ISDM. A keen competence enhancer, Sujit teaches self curated elective courses in the Strategy area at IIM Ahmedabad and Bangalore. MBA students are also sensitized to larger societal issues through his courses.
Sharad Heda	Technology and Management	An IT industry veteran with over 35 years of experience, Sharad was an early influencer who envisioned the importance of digital technologies in the IT Infrastructure services space. In his current role as Chief of Staff at Microland, Sharad provides oversight and guidance to meet the company's mission and long-term goals.
Malini Thadani	Corporate Social Responsibility and Sustainability.	With the acumen gained from two careers, the first in the Indian Revenue Service and the second at HSBC in India and Hong Kong, Malini Thadani is an Independent Director on corporate and NGO Boards and advise and guide them on matters relating to Governance, Investor Relations and in the design and integration of effective Sustainability, ESG and Impact Investing into their strategic vision, communications and brand positioning.

Name	Course taught	About the faculty
Rama Kannan	Social Enterprise	Rama is a Master Coach, Mentor and Advisor since the last 10 years. She engages with CXOs in the corporate and social sectors to formulate and achieve goals for their holistic success.
Kannan Gopalakrishnan	Social Enterprise	Kannan Gopalakrishnan teaches Social Entrepreneurship at ISDM. Kannan has 20+ years of corporate experience in Consumer Goods and FMCG in general management, marketing, sales and distribution and retail.
Baba Prasad	Impact with Scale and Sustainability	Prof. Baba Prasad is a leading thinker, author, and public speaker in the areas of leadership, strategy, and innovation in fast-changing environments.

highlights
2019-2021

milestones 2019-2020

Courses completed
23
including 8 electives

Students graduated
77

Sector leaders engaged
32

Faculty members engaged
22

Students placed
59

milestones 2021-2022

Courses completed
25
including 4 electives

Students graduated
33

Sector leaders engaged
36

Faculty members engaged
33

Students placed
33

Keeping in line with the objective of evolving and transforming, in 2019, the program (then known as PGP 1.0) went under review by Prof A K Shiva Kumar who met key stakeholders of ISDM to examine the efficacy of the program vis-á-vis its vision and how was the ecosystem responding to the program and its graduates. As a result of the review, the curriculum underwent modifications which sharpened its affinity towards development management as against development leadership. Thus, PGP 1.0 transformed to PGP 2.0.

Key Elements	PGP 1.0	PGP 2.0
Orientation	Practitioner-led	Academic-led
Perspective	Indian, local and organisational micro initiatives	Global/Systems/Impact at scale
Focus/Design	Dominated by development perspectives/integrated	Management at core/hybrid: Modular + Integrated
Learning	Experiential: Group learning; Jury Presentation - Formative; customised individual feedback	Conceptual+Experiential; Individual+Group learning; Grades+Jury Presentation; customised group feedback
Skills	Loaded towards 'being', than ' knowing' and 'doing'	Balance across 'being', 'doing' and 'knowing'
Mode of Teaching	Workshop Mode	Formal structured course sessions
Course Work/ Choice of Courses	Condensed/56 Core+ 8 elective	Spaced-out with 22 core + 3 electives
Potential for Specialisation	Limited	Introduced
Assessment	No grades	Grades (HH/H/S/P/F)
Work Hours for Students	Long days + Evenings	Classes: 9:00 am - 4:30 pm

alumni

alumni engagement

As on date, more than 230 alumni of the PGP DM are placed in national and global SPOs creating impact at scale. To ensure that the process of learning, exchanging best practices and networking continues, ISDM implements various efforts for alumni engagement. Here are some highlights of the years 2019-2020 and 2020-2021.

Our alumni are an integral part of ouri institute, thus, we try to create an environment where we nurture and foster our relations by:

Hosting events I Providing support and participation of alumni in projects and programs.

The year 2020-2021 marked the beginning of alumni engagement at two levels:

admissions process

Buddy Connect - It is a part of the admissions process where we connect a prospective student to an alumni. It is a non-evaluative process in admissions that involves sharing experiences of life at and after ISDM.

30% alumni participated in the ISDM admissions process through "Buddy Connect" and Interview process for admissions **(30% out of 197 graduates).**

6 webinars and 4 coffee chats conducted across geographies with the help of alumni as panellists on sector-specific issues and their experiences. They also **addressed participant queries.**

217 alumni registered on Alma Connect, a platform created by ISDM for the alumni to facilitate across batch interaction and networking among the ISDM alumni community.

Learning sessions conducted by alumni titled "Reimagining SPOs Through a Technology Lens." These sessions were **conducted by Sharad Heda and Osama Manzar.**

ISDM celebrated its five-year milestone by getting together alumni based **in different cities** and celebrating it remotely. The following took place in seven cities namely - Delhi, Mumbai, Bangalore, Pune, Ranchi, Chandigarh and Darjeeling.

Additionally, **ISDM has developed a database of alumni for internal use** as well as a database for the alumni to promote batch-level interaction.

alumni chronicles

We believe that every alumni of ISDM is creating impact in their individual capacity through the values they have imbibed in the program. No achievement is big or small. Here are some recent stories of what our alumni are up to in the Indian social sector.

Aadarsh Rai Batch - 2017-2018

Aadarsh, an alumni of the 2018 batch of PGP DM is currently working at the **Encompass and Hayden Hall in Darjeeling,** West Bengal. The institute provides an After School Study Program for 1300+ children on a daily basis. These are children of families whose monthly salaries range in the brackets of INR 3000-5000. Currently, Aadarsh is involved in designing a management information system, program management, training and development and developing strategies. The institute has successfully started a program to establish 48 libraries across 110 villages in 3 districts. The objective of the program is to improve literacy, provide exciting learning opportunities, allow for self exploration and self learning and enhance communication skills. The end goal is to establish centres powered with computers and internet connection to allow children to reach their maximum potential in this "digital first" world. More information about the organisation is available at:
www.haydenhalldarjeeling.org

Abhishek Paluri Batch - 2020-2021

Abhishek, an alumni of the Class of 2020-2021 has founded **HUManity,** an organisation focused towards identifying the needs of child care institutions (CCIs) and providing need-based interventions. Since its inception, the organisation has achieved various milestones. With collaboration at its core, HUManity has partnered with more than 10 organisations including Goonj and Byjus's to benefit the children residing in CCIs. The programs are implemented with the objective of holistic development of children by including components that enhance life skills, literacy as well as infrastructure. More information about the organisation is available at:
www.humanityorg.in

Kayantar Foundation | Founded by 24 PGP DM alumni

Kayantar Foundation was founded to support communities to acquire conducive living conditions through an integrated development approach. The organisation intends to work in remote and marginalised places of the country through committed development professionals. The organisation believes in co-creating an equitable and regenerative ecosystem by focusing on livelihood, education and health. Among its other programs, the organisation is actively involved in supporting communities receiving the COVID-19 vaccination. More information about this initiative and the organisation is available at: **www.kayantarfoundation.org**

Ravali P | Batch - 2017-2018

An alumni of the class of 2018, **co-founded Esther.** The organisation was founded with the vision to enable young adult women, especially those from marginalised communities, to have an active voice in choices related to their aspirations and lives. The organisation works with women in college to bridge their 'job-readiness gap' and streamline their job discovery process through use of digital tools and individualised support, to enter and compete in the workforce. Esther is currently focused on women from tier 2 and tier 3 towns, most of them being first generation college graduates. The organisation is actively working with colleges in Tirunelveli, Tamil Nadu, and plans to scale in Karnataka, Telangana and Andhra Pradesh are underway.

Sandeep Kumar Batch - 2020-2021

An alumni of PGP DM 2020-2021 batch, or also known as, our COVID batch, Sandeep emerged triumphant as he co-founded the **Digi Swasthya Foundation** in these bleak times. The Foundation aims to provide holistic cancer care, which is affordable and accessible to all irrespective of their socio-economic background. DigiSwasthya overlooks non-communicable diseases in a country like India and more so, in the rural parts of it. Their objective is to build a new India where people aren't afraid of cancer, rather, they are evangelists of quality healthcare for cancer patients. Going forward, the Foundation will implement programs around health and well-being, diet and nutrition, mental health, COVID considerations, chronic care, guidance for caregivers and insights from survivors, etc.

Tanushree Jain Batch - 2017-2018

An alumni of the Class of 2018, Tanushree is a first-generation entrepreneur and the **Founder & Director at NUSHAURA – a for-profit social enterprise** that works along with rural and tribal women across various remote villages in Rajasthan, and curates sustainable, healthy and handmade products in order to maintain the well-being of consumers and Mother Earth. She started this enterprise after completing her PGP DM. At Nushaura, what's unique is that the artisans are considered as equal shareholders in the company, in order to bring an increased sense of responsibility and efficiency. The income generated through the business pays for better food, education and healthcare for these artisans and their family members. Tanushree's business faced a major setback immediately after the Covid-19 outbreak last year. To deal with the crisis situation, Tanushree shifted to marketing and selling through online channels and virtual events and exhibitions, etc., and also started diversifying her product line and taking up B2B orders. While previously Nushaura was majorly selling natural and organically made aroma candles, after the pandemic they started manufacturing sanitizers and tri-layer masks, among other products.

what do our alumni say about us?

Amaresh Belagal PGP DM 2019-2020

"The best part of ISDM is its culture, diversity and vision the institution has of enabling systemic societal change. This has impacted me personally and professionally."

Krishna Vamshi Rajalingu PGP DM 2020-2021

"My heart and hands were already in the sector but ISDM taught me cognitive coherence through which a perfect synergy of head, heart and hands started forming. Today, I not only get emotional seeing a problem like before, but also use a critical lens to solve it through a network of people and tools such as design thinking, program theory."

ecosystem impact

Body of Knowledge on Development Management at ISDM

The Body of Knowledge (BoK) at ISDM is envisioned on the core principles of collective wisdom, systemic engagement and integrated knowledge systems that bring together the domains of development practice and management in organisations. This need emerges from the inherent complexity of development work as well as the requirement for social sector leaders to develop their ability to understand and work within this evolving context of complexity and uncertainty.

Hence, ISDM, through its **Body of Knowledge on Development Management,** implements empirically driven and collaboratively created process of co-creation, collation and curation of the existing tacit knowledge on the subject with **a coherent resource.**

Our work within the BoK has the potential to place ISDM as a fountainhead of knowledge in Development Management, engaging with diverse stakeholder groups across continents catalysing and changing the way SPOs are led and managed towards realising a far more robust transformation model for scale towards co-creating a just, equitable, humane and sustainable society.

The Body of Knowledge on Development Management is being curated through three interventions:

The ISDM Knowledge and Research Centre

The ISDM Knowledge and Research Centre brings together renowned institutions, networks, practitioners and actors to co-create the Body of Knowledge that allows for learning and furthering existing and new models of excellence in the social impact sector. The centre is established in alignment to ISDM's vision to build Development Management as a discipline informed by a rich and agile Body of Knowledge emerging from a field of practice and guided by the normative principles of social sector engagement. The centre pursues an evolutionary approach to developing the body of knowledge coupled with pragmatic tools that enable a Development Management professional to apply this knowledge appropriately. The concluded and ongoing studies between 2019-2021 are enlisted below:

1 Benchmarking Talent Management in the Indian Social Sector

Partners: ISDM, Centre for Social Impact and Philanthropy, Ashoka University

Description: The study on Benchmarking Talent Management in the Indian Social Sector seeks to understand how the social impact sector approaches 'talent' and 'compensation' to help key stakeholders address the challenges around organisational talent. The research aims to examine 'what is' in terms of the current talent management practices in the sector and attempts to lay the foundations of 'what it ought to be' in terms of the principles or norms that need to be developed for the emerging sectoral ecosystem. The study will enable leaders in the Indian social sector to build strategies conducive to the talent management needs of their organisations. The findings will include compensation benchmarking with reliable data on compensation trends for different roles across organisational archetypes, geographies and thematic areas of engagement. It is envisioned that the outcome will facilitate the emergence of a professional, data-informed and transparent ecosystem of knowledge commons on talent management for the Indian social sector. The study will enable social purpose organisations, philanthropists, foundations to create a conducive environment to attract, nurture and grow appropriate talent in the Indian social sector.

Current status: Ongoing

2 ASPIRE

Partners: ISDM, Ashoka, Societal Platform

Description: ASPIRE is a global initiative co-created by Ashoka and Societal Platform to support a diverse cohort of Ashoka Fellows to reimagine how their social-impact mission can be redesigned, using the platform and system change thinking, to dramatically increase their impact to reach population scale. The project is a three-year journey towards creation of an ecosystem to enable the unfolding of mission leaders as champions of transformative change at population scale. This study is an exploration into describing the key contours of mission leadership in the context of the project.

Current status: Ongoing

3 Longitudinal Study with ISDM Alumni

Partners: ISDM

Description: This study aims to build empirical understanding of impact pathways of leaders to social transformation through Social Purpose Organisations. The study is implemented with the long-term objective to build insights into the nature of challenges, opportunities and constraints encountered by leaders and managers in their engagement with the complex ecosystem contexts of the Social Impact Sector. The study intends to achieve this while by leaders and managers who have gone through typical education and learning experience like that of ISDM. The study shall build data on the contribution of ISDM in shaping the leadership trajectories of the alumni over the next 15 years using qualitative methods that permit retrospective insights into the journey of the respondents. ISDM will release study reports every three years.

Current status: Ongoing

4 Well-Being Project

Partners: ISDM, Ashoka, Esalen, Impact Hub, Skoll Foundation, Synergos

Description: The Wellbeing Project is a global initiative co-created with Ashoka, Esalen, Impact Hub, Porticus, the Skoll Foundation and Synergos. The key mandate of the initiative is to demonstrate how individual and organisational wellbeing can be cultivated, building credible research, hosting a community of global and regional organisations in learning and putting this into practice, and storytelling. In that context, ISDM, through its work, is contributing towards building institutional and pedagogical prototypes of how can higher education initiatives cultivate a culture that is more human centered and at the same time unlocks the kind of extraordinary collaboration and innovation we need to address the complex challenges that the Indian social sector is engaging with.

Current status: Ongoing

ashoka UNIVERSITY

ESALEN

skoll FOUNDATION

SYNERGOS An Association Management Company

iimpact Making a difference

5 Working Paper on Organisational Life-Cycle Stages

Partners: Various individuals (varying for every paper)

Description: ISDM launched its working paper series of emerging new knowledge in the domain of development management in July 2021. Each working paper brings together empirical data from organisational practice and theoretical frameworks that permit to engage and build normative frameworks of leadership and management practice in social purpose organisations. In this series. The first paper in the series titled **"The Five Phases of Growth and Decline in Non-Profit Organisations" authored by Nivedita Narain, Aruna Pandey, Vinitika Lal and Anju Bhaskaran** provides a diagnostic tool that enables organisational leadership to anticipate challenges and to navigate transitions. The paper explores stages of growth and development of non-profit organisations and presents five life cycle stages of nonprofits emerging from literature. To arrive at the findings, the paper employed a combination of two methods: systematic review of literature on non-profit life cycle model and a longitudinal case study over four decades of PRADAN, a successful non-profit rural development organisation in India.

Current status: Ongoing

isdm case centre

The ISDM Case Centre aims to bring together a database of case studies and case-lets that enable leaders and managers to learn from the existing work done by institutions, networks, practitioners and actors in a form that is conducive to learning and furthering practice of existing and new models of excellence in the social impact sector.
Please find below the case-lets and case studies developed for use in ISDM's PGP DM.

case -lets

1 Air Pollution: Delhi's Emerging Challenges

This case-let is an analytical report on air pollution in India focussing on the implications for Delhi and its citizenry. It engages with causal linkages between multiple phenomena in the context and captures some regional responses that have attempted to address the problem in other parts of Asia. The case-let illustrates how domain experts interpret the problem at hand, and the nature of experiences of citizens who were interviewed by various news agencies reporting on the subject between 2018 and 2019. It offers insights into the nature of the relationship between different variables that define the context within which the problem of air pollution is located. The case-let presents an opportunity for learners to engage in a system mapping exercise using tools of inquiry and analysis introduced as part of the course of Systems Thinking and Intervention Design.

2 Understanding How e-Choupal Model Reinvented Agriculture Market Linkages

This case-let is based on ITC's e-Choupal initiative and its contribution in redefining how farmers in some states in India could sell their produce at fair prices by eliminating intermediaries and added costs of transportation. The model helped identify a participatory approach to the various challenges that plague the agrarian sector in India. The case-let will help readers understand the context of the problem with evidence and provide details of the e-Choupal model and its positive impact on the farmers that used it.

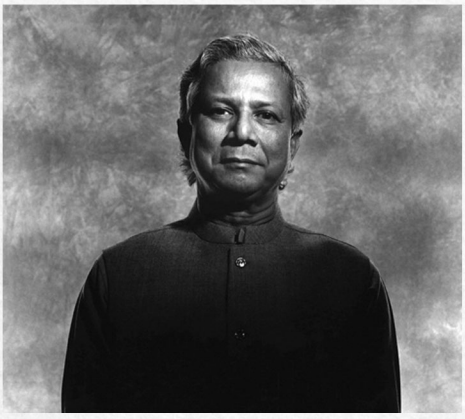
3 Cisco: Networks and Partnerships

This case-let highlights the efforts undertaken by Cisco on using technology to enable partnerships for social impact. The case-let engages with what it takes for a multinational technology company like Cisco to develop effective partnerships in the social space and maximise the potential of technology in this space. It covers Cisco's partnerships with individual non -profit entities as well as its larger missions operating at the scale of nation states.

4 SEARCH - Society for Education, Action and Research in Community Health

This case-let presents the journey of Dr. Abhay and Dr. Rani Bang and their role in improving the public health services in Gadchiroli, Maharashtra. The case gives an overview of the role of collaboration with the local communities in enabling an intervention design that brings together modern technological interventions and cultural sensitivities, eventually creating a plausible impact model for national and global transformation.

5 Muhammad Yunus and Grameen Bank



This is a case-let introducing Muhammad Yunus, the founder of Grameen Bank. As a Nobel Laureate and founder of a pioneering organisation in the field of microcredit, the caselet explores the founder's journey of developing the Grameen Bank model as well as the challenges faced along the way.

6 Incentive-Based Model to Drive Change in School Systems

This case-let explores the use of an incentive-based model to drive changes in the Indian education system. Incentive-based models are used to encourage particular forms of behaviour among school-going children or their parents, such as school choice or attendance. Specifically, a long-term experiment called the Andhra Pradesh School Choice Project implemented by Azim Premji Foundation is discussed in this case-let.

7 Project ECHO: A Model for Response at Scale

This case-let discusses the ECHO model as a model for response at scale. It highlights the context, journey of the founder, design elements of the model as well as its uses globally. The ECHO model is one that has integrated simple technology into its design to enable the founder's vision for demonopolised knowledge and democratisation of expertise.

8 Nitin Paranjpe and Hindustan Unilever

This caselet introduces Nitin Paranjpe, currently the Chief Operating Officer of Unilever and for a period of time, the CEO of its Indian business, Hindustan Unilever. The caselet discusses the implementation of his global sustainability agenda within the Indian business. It was a significant shift at the time. It showcases the challenges involved in embedding the sustainability agenda into a multinational corporation and the leadership and management capacities that helped enable it.

9 Goonj: Value Chain

Goonj is an organisation that has grown to transform the way clothing is perceived and has designed a complex value chain to deliver quality surplus urban clothing. This case-let discusses the context, journey of the founder, and the design of the organisation's supply and value chain.

10 WomenWeave Charitable Trust: Dilemma of a Self-Reliant Social Purpose Organisation

Women Weave Charitable Trust (WWCT) is a 15-year old organisation that works with women artisans in rural pockets of Madhya Pradesh. This case-let discusses the concepts of cost, price, branding, positioning and business strategy by simulating a real-time business problem faced by WWCT.

case studies

1 Make A Difference - Overview of an Organisation

This case presents the real-life experience of a not-for-profit Social Purpose Organisation called "Make A Difference (MAD)", headquartered in Bengaluru, Karnataka. This case provides a brief background to the context of the problem that MAD is working on - the issue of children in shelters and helping them lead self-sufficient and flourishing lives. It shows the origin and growth of the organisation, the key transition points in the organisation's growth and the accompanying internal organisational changes.

2 Make A Difference - Problem Definition

This case study details how MAD understood the issue of children in need of care and protection. The case expounds how the leadership team of MAD perceived the problem. The case presents the organisation's experience of reflection and inquiry into their understanding of the issue at various points in time and the nature of their engagement to making a difference to the lives of children in institutional care.

3 A Chronicle of PRADAN's Journey

This case provides insights into the early stages of growth of PRADAN. It presents issues related to growth, maturity, post maturity, stagnation and decline. It explores and engages with the responses of the PRADAN leadership to challenges encountered by the organisation across different stages of its life cycle till date.

4 The Human Capital Function at Make A Difference

This is a video-based case study presenting the real-life experiences of the Human Resource function at MAD. Through videos of eight members of MAD (founder, co-CEO, Directors and volunteers), the case presents an overview of the fundamental people management philosophy of MAD.

5 Human Capital at Make A Difference

This case-let presents a brief analytical report on the use of technology to enable the Human Capital function at MAD. The case study explores how MAD, a primarily volunteer-driven organisation, uses an in-house technology team to develop value and mission-aligned technology solutions that enable the organisation to scale its operations, manage a vast volunteer base and a large number of child beneficiaries.

6 Mantra4Change (A): Purposeful Programme Theory

This case study engages with the journey of Mantra4Change, a Bengaluru-based Social Purpose Organisation working in the education sector. Mantra4Change, in its early stages, made substantial investments in ensuring that it had familiarised itself with the context within which it functions and developed a structured approach to programmatic design and strategy. The case study is an attempt to understand the organisation's use of the programme Theory.

7 Mantra4Change (B): Strategy for Scale

This case study engages how the organisation has used the programme theory foundation to inform the conceptual and operational design of their flagship program, STEP. While the initial results of the program have been positive, the case study focuses on the next steps. It does so by exploring the strategic decisions taken by Mantra at this juncture, first in setting up their cluster program called PACE, and then developing the state-level program called STRIDE.

research on management strands

In an attempt to address the knowledge and data gaps that exist in management practices in the Indian social impact sector, ISDM, in collaboration with CSIP, is developing case studies and case-lets on key management strands. In the current and first phase of the project, the team has developed 12 Management Strands. The strands are expected to provide insights into the existing practices in the Indian social sector and furthering learning from these practices in SPOs.

The project is expected to bridge the existing knowledge gap on the nuanced yet substantial difference between the usual practice of management as a discipline in the business domain and its application, re-positioning and learning in the development space. A database of existing resources (primarily video resources) on various management strands has been compiled.

The project seeks to speak to enablers, educators and SPOs in the ecosystem who can expect to derive the following value from the project. This robust and dynamic database will be uploaded on a soon-to-be-launched microsite, along with the case studies and case-lets.

strategic capacity building

In 2019, ISDM introduced the ISDM Strategic Capacity Building with the objective to transform the leadership and management practices of social purpose organisations. The program is designed to enhance Development Management and leadership perspectives, knowledge and skills of professionals in SPOs.

The program envisions working with individuals and organisations in the Indian Social Sector to help them leverage opportunities and address the challenges they face in unleashing their potential to create sustainable impact at scale.

The program is ideal for organisations in the Indian social sector that are working towards creating sustainable impact at scale, that want to scale their impact, have a proof of concept, vision and resources. It is also open to individuals contributing to sustainable impact at scale in SPOs.

The program is implemented by understanding the organisations' needs, aligning it with a framework of support and offerings, creating a **customised plan** and offering that through various methodologies like workshops, sessions, readings, project work etc. Additionally, the program also designs and **curates solutions** for carefully identified segments in the social purpose space to strengthen leadership and management capabilities across the organisation leading to sustainable impact at scale. For individuals, the program understands their needs and delivers support through curated programs and workshops.

Since its implementation in 2019, the vertical:

Has launched a set of **4 short-term leadership development courses** as part of its Curated Programs. Courses were done on topics like Systems Thinking, Purposeful Program Theory, Leading and Managing Teams, Behaviour Change Communication with **participation from**

135 individuals across 93 organisations.

Has **undertaken a project with**

5 non-profit organisations, namely IIMPACT, SeSTA, Dhwani RIS, Udhyam, Healing Fields Foundation, that are in the scaling phase of their journey. ISDM worked with these organisations to assess their current abilities and future requirements **to scale their core idea and build a suitable strategy.**

Is currently **engaging with 5 to 6 organisations for its Custom Programs** and is at different stages of progress with each of these organisations.

COVID-19 response by ISDM

The COVID-19 pandemic struck us unexpectedly in March 2020. We at ISDM took to the challenge and responded to the crisis with a two-fold approach.

1

Internal changes at ISDM:
modifications required to the programs, changes to the day-to-day operations of the institution.

2

Extending support to the community:
as an institution that is working towards creating leaders for the Indian social sector, ISDM recognised the need to stand up for the community and help those who are the most vulnerable.

Internal Changes at ISDM

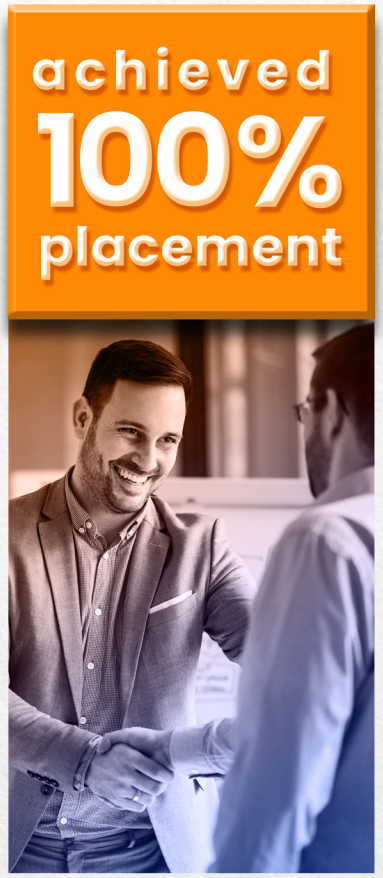
PG DM quickly and efficiently adapted to the situation while ensuring the health, safety and well-being of all students and the staff.

PGP DM Batch of 2019-2020

When the lockdown struck in March 2020, 77 students from the Class of 2019-20 were doing their Residency across 33 organisations spread across the country. ISDM worked towards ensuring the safety of all students by making sure that they either reached home or were at safe places in their residency locations. Extensive conversations with all the students and their respective organisations led to rearranging their projects. Several students were also given new projects to ensure that their learning is not compromised. While students did their projects remotely, they interacted with their peers and the bricoleurs (learning mentors) weekly in a virtual classroom. The last term commenced virtually in April 2020 while keeping in mind the learning needs of the students and structured time for interactions among peer groups, with bricoleurs and the faculty members. The counsellor interacted with the students virtually to ensure mental health and well-being of the students.

PGP DM Batch of 2020-2021

The institution worked relentlessly towards structuring the PGP DM in ways that were safe and valuable for the Class of 2020-21. Whilst making efforts to draw a balance between delivering the program through a mixed media of online and physical sessions, we reached out, interviewed and counseled prospective students who wish to take this journey with us. In keeping with our values of compassion and justice, the ISDM team has begun work to successfully place all students of the cohort that wish to begin working with Social Purpose Organisations a few months earlier. As a team we are aware that the implications of the economic slowdown and lockdown will affect the hiring within the sector, and so the placement team has been delving deeper to reach out to, identify and ensure participation of SPOs across various domains. However, we successfully achieved 100% placement rate for this batch.



Institutional level: At an institutional level, ISDM accelerated its efforts to scale digitisation in the institution as a response to the pandemic as well as to meet its preset goals of seamless integration of technology within the organisation. More information on the efforts made and plans for the future are shared subsequently in the report.

Research: ISDM and Healing Fields Foundation conducted a study on "Village-Level COVID-19 Preparedness"; an action-based research to understand the impact of empowering local communities in COVID-19 preparedness. The study, implemented in 244 villages, concluded that community ownership and community integration are powerful tools toward resilience and sustainability of the communities and also could be effective in a disaster. Consistent and clear information from a reliable source has significant outcomes in terms of compliance and health behavior. With the support of an independent Community Health Worker with an active and involved committee model has the potential to accomplish health and wellness in a pandemic and other crisis.

Extending Support to the Community

COVID-19 Relief Framework: To address the multidimensional impact of COVID-19 in rural India, ISDM and Healing Fields Foundation collaborated to develop a COVID-19 Relief Framework. It is an easy to implement framework that can be used by local NGOs in their efforts to raise awareness regarding COVID-19 in the villages of India and prepare them to deal with these health realities through local agency, ownership and enterprise. The relief framework is a guidance document that provides clearly articulated guidelines and steps an organisation can take to facilitate the community towards a village that is safe from COVID-19.

Efforts by the Alumni: ISDM alumni, currently placed in SPOs or in their own ventures, went above and beyond to support the fellow members of the community in the time of this crisis. Akash Srivastava, Program Manager, National Insurance VimoSEWA Cooperative Ltd. has been involved in designing and offering COVID-19 insurance products for the financial sustainability of workers employed in the informal sector in Ahmedabad, Gujarat.

Onwards and Upwards

After a rather challenging period due to the pandemic, we, at the ISDM family, are looking forward to a future that is one step closer to our vision. All our efforts are directed towards a community that has the opportunity to meet their full potential without any challenges. We are building a qualified yet sensitive workforce to solve the world's biggest issues. Your support is pertinent and a non-negotiable asset that we need.

While we strive to improve and enhance our current offerings in the form of PGP DM, the ISDM Body of Knowledge and the Strategic Capacity Building program, we have identified areas that will become our focus in the coming years. Here is a glimpse into what we are up to:

Institution Building : The institution building efforts at ISDM are focused at building an institution that is marked with high-quality faculty, happy employees, extensive outreach and on its way to become a globally recognised brand. Our efforts evolve with the changing times and dynamics within the organisation so that we establish an institution that is contemporary yet led by a team that collaboratively works towards the common vision as well as their individual goals.

Leadership team: Among many efforts undertaken in the last year, putting together the Leadership Team is a significant step. ISDM has onboarded Director Programs & Operations, Director, Operations Global Knowledge Hub, Director People Management and Chief Digital Officer. These driven, passionate and experienced members of our team will take ISDM to new heights.

Strategic Operating Plan: ISDM has developed a five-year year strategic operating plan to ensure the alignment of its members on the set objectives and goals across verticals. The strategic operating plan has enabled the team to put together the objective key results to promote accountability, transparency and highlight areas of overlap across verticals, thereby creating a formal process of tracking performance and a dynamic feedback mechanism.

Digital-Led Future

The vision for ISDM's digital strategy is to provide **a pathway to transform into ISDM 2.0** and build an institute with a high-tech digital campus and offer digital teaching, learning and research and solutions. ISDM believes that its work in various domains can be effectively scaled through digital transformation. The goals of the digital strategy at ISDM are to:

collective wisdom, collective philanthropy

There are innumerable advisers and supporters that have championed/helped ISDM's journey, with their social, intellectual, physical, and economic capital

founders of ISDM

Ashish Dhawan is Founder of Ashoka University and the Founder of Central Square Foundation (CSF), a philanthropic organisation focused on systemic reform in K-12 education in India. Ashish is an MBA with distinction from Harvard University and a dual bachelor's (BS/BA) holder with Magna Cum Laude honours from Yale University. He is on the India Advisory Board of Harvard and a member of Yale's Development Council. Ashish worked for twenty years in the investment management business and ran one of India's leading private equity funds, ChrysCapital. In June 2012, he left his full-time role at ChrysCapital to work on education reform in India.

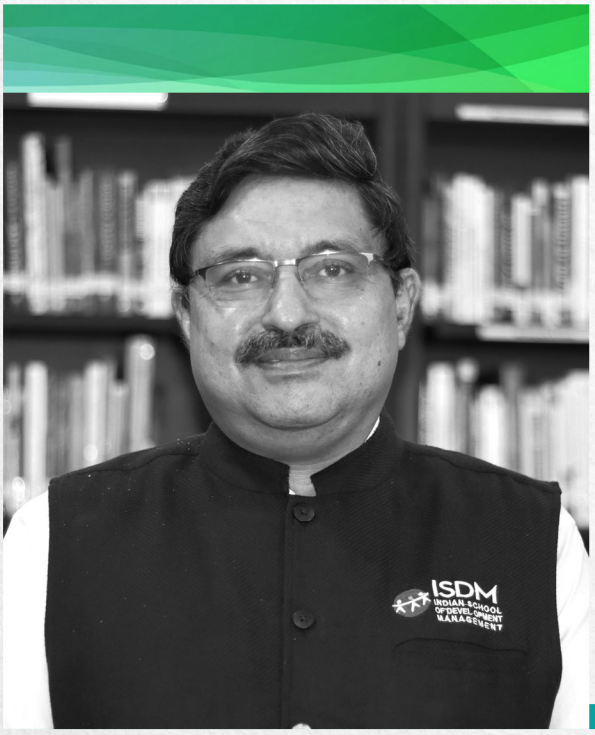
Ashish Dhawan

Dr. Pramath Raj Sinha has helped establish multiple new high-quality institutions of higher education in India over the past 20 years. He is the Founding Dean of the Indian School of Business and the Founder and Trustee Ashoka University. Currently, he is leading the creation of Anant National University spanning the fields of architecture, design and sustainability. He is also leading efforts to create the National Rail and Transportation University, a priority project for the Government of India and a new university focused on Development and Governance at the new capital city of Amravati in Andhra Pradesh. Pramath recently launched the Naropa Fellowship – an entrepreneurial leadership program to attract young talent from the region to re-engage in the growth and development of their native Himalayan communities.

Dr. Pramath Raj Sinha

Ravi has worked for 24 years in the Corporate Sector most of which was at HSBC. At HSBC, Ravi has worked as the Regional Marketing Head for Middle East and Africa, Head of Consumer Products for Asia Pacific, Consumer Banking Head of Indonesia, CEO and President Director of Bank Ekonomi (a local bank in Indonesia that was acquired by HSBC). He quit his corporate career and switched to the social sector in 2011 and joined Azim Premji Foundation where he was the Head of Education Leadership & Management between 2011-2015.

Ravi Sreedharan

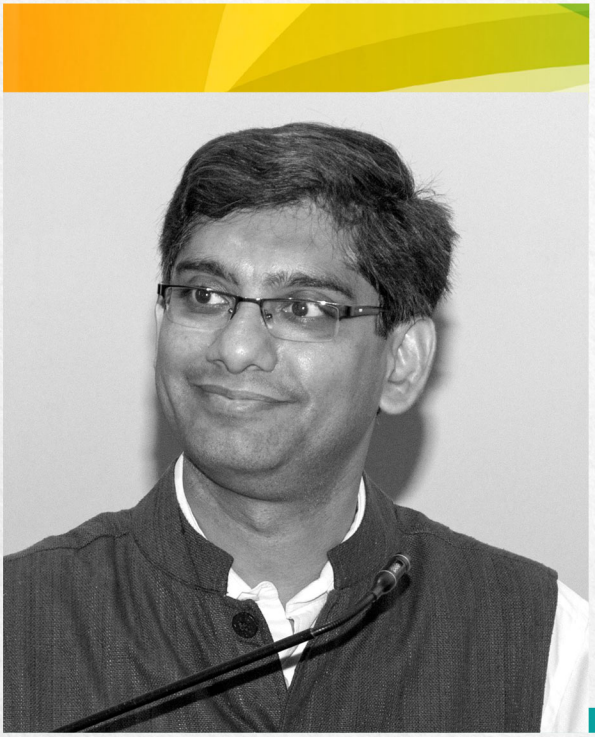


Sharad has spent 20 years in the automotive industry working for global OEM's from different parts of the world. For the last 10 years Sharad has been associated with K-12 Schools driving scale and quality around the country . Some of the brands that he has worked with are The Shriram Group in Delhi and PSBB group of schools in Chennai. Sharad is on the Board and actively supporting IIMPACT which has established 1800 centres and working with over 54,000 out of schoolgirls to educate and mainstream them.

Sharad Agarwal

Suparna has worked extensively in the development sector for over 25 years. She started her career with MYRADA and moved on to lead and manage multiple projects ranging from being Founding Trustee of Adamya Chetana; Vice-President and Project lead at Centre for Leadership and Management in Public Services; Consultant for multiple projects with Department of Public Instruction, District Institute for Education and Training in Karnataka State; Consultant for rural development project for the Indian Institute of Science etc. She has extensive experience in design, development and implementation of projects and trainings with various leading organisations. She has also published and presented several papers on academic leadership, management and governance.

Suparna Diwakar



Gaurav has over 15 years of experience working both in private sector as well as in the social development space (microfinance, health & nutrition, impact investment, education (School, Pre-School and Higher Education)) largely as a management consultant and now as Co-Founder of the Indian School of Development Management (ISDM).Before ISDM, Gaurav was heading Expansion and Sustainability for Hippocampus Learning Centres, one of the largest affordable rural preschool chains in the country where he led the effort to start 100+ pre-schools over a single summer.

Gaurav Shah

advisors and well wishers of ISDM

statutory board

Dr. Pramath Raj Sinha

Dr. Pramath Raj Sinha has helped establish multiple new high-quality institutions of higher education in India over the past 20 years. He is the Founding Dean of the Indian School of Business and the Founder and Trustee Ashoka University. Currently, he is leading the creation of Anant National University spanning the fields of architecture, design and sustainability. He is also leading efforts to create the National Rail and Transportation University, a priority project for the Government of India and a new university focused on Development and Governance at the new capital city of Amravati in Andhra Pradesh. Pramath recently launched the Naropa Fellowship – an entrepreneurial leadership program to attract young talent from the region to re-engage in the growth and development of their native Himalayan communities.

Ravi Sreedharan

Ravi has worked for 24 years in the Corporate Sector most of which was at HSBC. At HSBC, Ravi has worked as the Regional Marketing Head for Middle East and Africa, Head of Consumer Products for Asia Pacific, Consumer Banking Head of Indonesia, CEO and President Director of Bank Ekonomi (a local bank in Indonesia that was acquired by HSBC). He quit his corporate career and switched to the social sector in 2011 and joined Azim Premji Foundation where he was the Head of Education Leadership & Management between 2011-2015.

Sharad Agarwal

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Preeti Mishra Shenoy

Ms. Shenoy is an entrepreneurial sales and management strategist with 30+ years of total work experience and 15+ years leading/heading Technology Services and Product sales across Asia. She is experienced at driving growth in company revenues and improving sales-team performance, mentoring and coaching, building new business, securing customer loyalty, and forging lasting relationships with business partners. Ms. Shenoy pioneered the concept of CSR in IT services firms. She crossed over from the Corporate Sector to the Development Sector in late 2018 and worked as a Consultant with a CSR Consulting Firm called Samhita. Apart from serving on the board of various companies, currently she is associated with Quality Education Support Trust (QUEST), an NGO working in space of Early Childhood Education and Elementary Education, in the capacity of Director New Initiatives.

Gaurav Shah

Gaurav has over 15 years of experience working both in private sector as well as in the social development space (microfinance, health & nutrition, impact investment, education (School, Pre-School and Higher Education)) largely as a management consultant and now as Co-Founder of the Indian School of Development Management (ISDM).Before ISDM, Gaurav was heading Expansion and Sustainability for Hippocampus Learning Centres, one of the largest affordable rural preschool chains in the country where he led the effort to start 100+ pre-schools over a single summer.

Shilpa Kumar

As a partner at ONI, Shilpa provides overall leadership, including strategy and investments, across the areas of Digital ID, Governance, Citizen Engagement and Property Rights initiatives. Shilpa has spent more than three decades with the ICICI Bank group (India's largest private sector bank). Shilpa has held board positions in several organisations: ICICI Securities, ICICI Securities Prime Dealership, ICICI Home Finance, Clearing Corporation of India and National Investment and Infrastructure Fund. She has also served on regulatory committees including SEBI's Secondary Markets Advisory Committee, RBI's Technical Advisory Committee and RBI's Mohanty Committee on Monetary Policy.Shilpa is an alumnus of the Indian Institute of Management, Kolkata.

advisory board

Ashish Dhawan

Ashish Dhawan is Founder of Ashoka University and the Founder of Central Square Foundation (CSF), a philanthropic organisation focused on systemic reform in K-12 education in India. Ashish is an MBA with distinction from Harvard University and a dual bachelor's (BS/BA) holder with Magna Cum Laude honours from Yale University. He is on the India Advisory Board of Harvard and a member of Yale's Development Council. Ashish worked for twenty years in the investment management business and ran one of India's leading private equity funds, ChrysCapital. In June 2012, he left his full-time role at ChrysCapital to work on education reform in India

Vidya Shah

Vidya Shah is the Chairperson and CEO of EdelGive Foundation, the philanthropic initiative of Edelweiss Group – a leading Indian diversified financial services group. In addition to being a non-executive director at Edelweiss, Vidya also serves on the boards of various prominent CSOs such as Agastya International Foundation, Janaagraha Centre for Citizenship and Democracy, Centre for Social Impact and Philanthropy at Ashoka University, Mann Deshi Foundation and the Indian School of Public Policy. She also serves on the Governing Board of the Indian Institute of Management, Udaipur. She has been recognised as India's Top 100 Women in Finance by the Association of International Wealth Management of India (AIWMI) 2019.

Harsh Mariwala

Harsh Mariwala is an Indian entrepreneur, who is the founder and Chairman of Marico, a Fortune India 500 company. Mariwala began his career in 1971 with Bombay Oil Industries which was controlled by his family. In 1990, he founded Marico, a fast-moving consumer goods manufacturer and distributor that now has operations in 25 countries across Asia and Africa. He is the founder of Kaya Limited, a chain of skin care clinics; Ascent Foundation, a peer-learning entrepreneurial platform; Marico Innovation Foundation, which works towards nurturing innovations in India; Mariwala Health Initiative, which supports mental health causes; and Sharp Ventures.

Shikha Kapoor

With a deep passion about education for the underprivileged, Ms. Kapoor has 25 years of experience in the Non-Profit sector. She is the Chair of Financial Aid for Horace Mann School Benefit New York, board member at America India Foundation, NY Tri-State chapter and Gala co-chair for AIF and Pratham. Shikha has worked at Cadbury Schweppes, Nestle. She also acted as an adjunct faculty for Cultural Psychology at Manhattanville College New York.

Arindam Bhattacharya

Arindam Bhattacharya is a member of the Global Advantage, Industrial Goods, Operations, and Public Sector practices at Boston Consulting Group. He is also a BCG Henderson Institute Alumni Fellow. Arindam has worked extensively as a consultant and as a researcher. He focuses on portfolio and growth strategy, and the competitiveness of industrial companies. He has worked with India's central and state governments on a variety of topics covering both policy development and transformation of large public systems to drive outcome. Arindam was a member of Confederation of Indian Industry's (CII) National Council for many years. He is member of the International Advisory Council of Oxford India Center for Sustainable Development, Oxford University; a member of the International Advisory Board at the School of Public Policy, University of California San Diego; and a member of the advisory board and several expert committees set up by the Government of India.

Dr. Pramath Raj Sinha

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Prof. A.K. Shivakumar

A K Shiva Kumar is a development economist and professor who teaches at Harvard University, Indian School of Business, the Young India Fellowship, and Indian School of Development Management. He was also an advisor to UNICEF India and was a member of India's National Advisory Council. He studied at IIM Ahmedabad, has an MA in Economics from Bangalore University, and a Master's in Public Administration and a PhD in Political Economy and Government from Harvard.

Sharad Heda

An IT industry veteran with over 35 years of experience, Sharad was an early influencer who envisioned the importance of digital technologies in the IT Infrastructure services space. In his current role as Chief of Staff at Microland, Sharad provides oversight and guidance to meet the company's mission and long-term goals and is also responsible for process re-engineering as a Process Champion. Prior to joining Microland, Sharad worked with Wipro for nine years playing multiple roles in the Sales and Marketing domain. A certified Six-Sigma Green Belt, Sharad is passionate about driving digital transformation through quality initiatives. He has been an assessor for the prestigious CII "Excellence in Business Management" program that evaluates and selects the Best Managed Corporate entities of India.

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Doctors for You
Dr. Reddy's Foundation
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ICICI Foundation
Karma Healthcare
Learning Links Foundation
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Triple Bottomline
Vrutti

2020-2021

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Dr. Reddy's Foundation
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Mantra4Change
Oxfam India
Pi Jam Foundation
Pravah
Samhita
SEARCH
Start Up
TATA Trusts

financial report

2019-2020 and 2020-2021

development management foundation

statement of income & expenditure for the year ending march 31, 2020

Particulars	Note No.	For the year ended March 31, 2020	For the year ended March 31, 2019
Income		**Rs.**	**Rs.**
Voluntary Contribution and Grants	12	6,05,04,879	5,96,90,279
Income from Educational Activity	13	1,00,49,855	76,05,760
Other Income	14	6,02,793	13,27,224
Total Income		**7,11,57,527**	**6,86,23,263**
Expenditure			
Donation & Contribution	15	3,79,650	9,80,000
Employee benefit expenses	16	3,57,43,289	2,42,88,818
Depreciation & Amortisation	7	27,55,020	22,97,170
Other expenses	17	4,75,10,669	4,06,01,977
Total Expenditure		**8,63,88,628**	**6,81,67,965**
Surplus / (Deficit) for the year		**(1,52,31,101)**	**4,55,298**

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: Sept 03, 2020

For and on behalf of the Board of
Development Management Foundation

Sharad Agarwal
Director
DIN 00153510

Place: New Delhi
Dated: Sept 03, 2020

Ravi Sreedharan
Director
DIN 07346362

Place: Bangalore
Dated: Sept 03, 2020

development management foundation

balance sheet as at march 31, 2020

	Note No.	As at 31.03.2020	As at 31.03.2019
EQUITY AND LIABILITIES		**Rs.**	**Rs.**
Shareholders' funds			
Share capital	2	1,00,000	100000
Corpus - Contribution	3	20,07,259	2226638
Reserves and Surplus	4	1,78,46,899	3,30,78,000
Total Shareholders' funds		**1,99,54,158**	**3,54,04,638**
Non-current liabilities			
Other non- current liabilities	5	7,05,000	11,30,000
Current liabilities			
Short-term borrowings	0	-	0
Other current liabilities	6	48,97,311	60,78,740
Total current liabilities		**56,02,311**	**72,08,740**
Total		**2,55,56,469**	**4,26,13,378**
ASSETS			
Non-current assets	7	52,65,369	51,76,613
Property, Plant & Equipment	7	5,72,652	2,99,371
Intangible Assets	8	1,00,000	1,00,000
Non-current Investments	9	16,05,266	7,39,346
Long Term loans and advances			
Total non-current assets		**75,43,287**	**63,15,330**
Current assets			
Cash & Bank balances	10	82,77,720	3,08,47,316
Other Current Assets	11	97,35,462	54,50,732
Total current assets		**1,80,13,182**	**3,62,98,048**
Total		**2,55,56,469**	**4,26,13,378**

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: Sept 03, 2020

For and on behalf of the Board of
Development Management Foundation

Sharad Agarwal
Director
DIN 00153510

Place: New Delhi
Dated: Sept 03, 2020

Ravi Sreedharan
Director
DIN 07346362

Place: Bangalore
Dated: Sept 03, 2020

development management foundation

statement of income & expenditure for the year ending march 31, 2021

Particulars	Note No.	For the year ended March 31, 2021	For the year ended March 31, 2020
Income		**Rs.**	**Rs.**
Voluntary Contribution and Grants	11	7,31,70,395	6,05,04,879
Income from Educational Activity	12	2,56,57,356	1,00,49,855
Other Income	13	9,17,513	6,02,793
Total Income		**9,97,45,264**	**7,11,57,527**
Expenditure			
Donation & Contribution	14	-	3,79,650
Employee benefit expenses	15	2,83,37,389	3,57,43,289
Depreciation & Amortisation	6	23,65,927	27,55,020
Other expenses	16	4,32,34,900	4,75,10,669
Total Expenditure		**7,39,38,216**	**8,63,88,628**
Surplus / (Deficit) for the year		**2,58,07,048**	**(1,52,31,101)**

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: Dec 07, 2021

For and on behalf of the Board of
Development Management Foundation

Sharad Agarwal
Director
DIN 00153510

Place: New Delhi
Dated: Dec 07, 2021

Ravi Sreedharan
Director
DIN 07346362

Place: Bangalore
Dated: Dec 07, 2021

development management foundation

balance sheet as at march 31, 2021

	Note No.	As at 31.03.2021	As at 31.03.2020
		Rs.	Rs.
EQUITY AND LIABILITIES			
Shareholders' funds			
Share capital	2	100000	100000
Reserves and Surplus	3	4,36,53,947	1,78,46,899
Total Shareholders' funds		**4,37,53,947**	**1,79,46,899**
Non-current liabilities			
Other Non- current liabilities	4	5,00,000	7,05,000
Current liabilities			
Short-term borrowings	0	0	0
Project Grant balance (unutilised)	5	24,57,833	20,07,259
Other current liabilities	5	56,39,007	48,97,311
Total Liabilities		**85,96,840**	**76,09,570**
Total		**5,23,50,787**	**2,55,56,469**
ASSETS			
Non-current assets			
Property, Plant & Equipment	6	32,20,569	52,65,369
Intangible Assets	6	5,75,301	5,72,652
Non-current Investments	7	0	1,00,000
Long Term loans and advances	8	14,27,766	16,05,266
Total Non-current assets		**52,23,636**	**75,43,287**
Current assets			
Cash & Bank balances	9	2,70,29,044	82,77,720
Other current assets	10	2,00,98,107	97,35,462
Total Current assets		4,71,27,151	1,80,13,182
Total		**52350787**	**25556469**

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: Dec 07, 2021

For and on behalf of the Board of
Development Management Foundation

Sharad Agarwal
Director
DIN 00153510

Place: New Delhi
Dated: Dec 07, 2021

Ravi Sreedharan
Director
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Place: Bangalore
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ISDM
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DEVELOPMENT MANAGEMENT

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