



DIALOGUES ON DEVELOPMENT MANAGEMENT Dodd 2023

A guide to DoDM 2023's salient moments

Acknowledgements

We extend our gratitude to numerous individuals and organisations for their valuable contribution to this document. Their time, dedication, and individual feedback have made this endeavour possible.

This report is a summary document of Dialogues on Development Management (DoDM) 2023, produced by the Indian School of Development Management.

Credits

Rapporteuring Support: Priti Dargad, Roopa Sharma, Shreyasi Banerjee

Graphic Summaries Designer: Visual Designer: Sri Harsha Dantuluri Hatim Sham

Fditor:

Trisha Varma

Live Scribe:

Chitra@Mographies

Insight Note Takers:

Asma Bano, Anuprova Ghose, Disha Sil Sharma, Garima Sharma, Kamini Prakash, Madhumita Mukherjee, Maitrayee Mukherjee, Mallika Luthra, Pratyush Singh, Tenzin Chorran

Parrot Note Takers:

Abhay Arun Pendam, Almas Zareen, Anvita Viswanathan, Ashish Malik, Ashutosh Vyas, Awanija Dwivedi, Bidipta Chakraborti, Bhagirathsinh Vaghela, Devika Tripathi, Dibakar Borah, Jerin Jaison, Kavya Ponnalagan, Keerthi Lanka, Madhurita Ramani, Mayul Manav, Navjit K Singh, Nishtha Dholakia, Pallavi Kundu, Pranshu Chhabra, Radhika Shashikant Jagtap, Sakshi D Kale, Sai Teja, Sandameio Lyngdoh, Sanskriti Sharma, Shivani Snehi Sahota, Shree Chakraborty, Sonal Sawant, Vageesha Dwivedi, V V Anny

Content

Introduction	03
Report Launch	06
Bridging Perspectives: Innovative Finance Insights from India	
Effective Boards Effective Organisations	
Session Summaries	07
Masterclasses	37
Reflections & Feedback	43
Looking Ahead	45





ISDM aims to create a vibrant and catalytic ecosystem for Development Management and Leadership through dialogue, research, and pedagogy, thereby influencing practice in the Indian social sector. With this goal in mind, ISDM, together with 13 partner organisations, hosted the first ever conference on Development Management – Dialogues on Development Management (DoDM) – on September 20, 2023, at Dr. Ambedkar International Center (DAIC), in New Delhi

DoDM aims to mainstream the idea of Development Management. The conference provides a space where development sector fraternity can come together, collaborate, and discuss the intricacies of building, managing, and growing organisations, partnerships, and networks to achieve sustained impact at scale. Through exciting and thought-provoking deliberations and dialogues within the social sector ecosystem, we seek to develop a common vocabulary and foster a shared understanding.

DoDM is positioned to be a torchbearer in the field of social sector management. It features various tracks that will evolve each year to present fresh ideas, research, practices, and innovations that can influence both theory and practice in Management.

In 2023, DoDM focused on three themes:

- Innovative Finance and Philanthropy
- Talent, Leadership, and Governance
- Data and Data Science for Social Impact

that were co-created together with our partners: Asha Impact, A.T.E. Chandra Foundation, Bridgespan, Capgemini, Dalberg, Educate Girls, eGov Foundation, Janaagraha, J-PAL, Plan India, PRADAN, Sambodhi, and Waterfield Advisors. Each theme comprised high-quality content and engaging sessions.

With over 80 speakers and

800 participants

attending the event from various sectors – NGOs, Enabling Organisations, Government representatives, and Funding Organisations, – this event has set the stage for transformative change, addressing the critical needs of our time.

The event started with excitement as speakers, participants, organisers, partners, and development enthusiasts gathered. The atmosphere was filled with anticipation, curiosity, and a shared celebration of a common purpose—to be catalysts for transformative change.

The first session was on the "Power of Management to bring about Social Change".

Ravi Sreedharan (President, ISDM), Neera Nundy (Co-founder & Partner, Dasra), and Dr. Saurabh Garg (Secretary, Dept of Social Justice & Empowerment) delved into the various aspects of how effective management can drive lasting impact at scale and contribute to social change. The session emphasised on the importance of the confluence of Samaaj, Sarkaar, Bazaar.

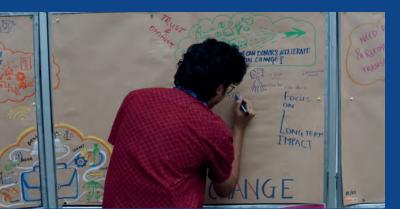
Following the plenary, attendees engaged in sessions of their choice across the three tracks.

The first track on Finance and Philanthropy explored areas like fundraising, new age and inclusive philanthropy, innovative finance models for sustainable social impact.

The second track on Talent, Leadership, and Governance aimed to understand complexities and challenges of compensation, succession planning, volunteer management and peoplecentrism in growing organisations.

The third track delved into the power of data, the diversity of careers in the field, the Digital Personal Data Protection Act 2023, and using data for systems change in the social impact sector.





In addition to engaging discussions, DoDM '23 offered exciting free masterclasses covering topics like Designing Strategy for Non-Profits, the Science of Behavior Change, Applying Systems Thinking for Real World Challenges, and Design Thinking.

The day concluded on a high note with an evening plenary on "Transforming India through New Age Philanthropy". This session spotlighted the honest perspectives of modern philanthropists and their approach to changing the lives of the underserved. The discussion explored innovative methods to tackle societal issues and reshape the landscape of social impact.

Here's a detailed report on **DoDM 2023** for you.

Happy Reading!





Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has

Wargaret Wead



Report Launch

On the big day, two research reports were launched

Bridging Perspectives: Innovative Finance Insights from India

Link to view

Despite substantial growth in social sector financing, India faces a funding deficit to achieve its Sustainable Development Goal (SDG) targets, with only 4%–5% sourced from philanthropy and the remainder from the public sector. In response to the growing financial needs of the social sector in India, ISDM's Centre for Innovative Finance and Social Impact launched a report titled "Bridging Perspectives: Innovative Finance Insights from India". The report proposes a strategic solution: a shift towards innovative and alternative financing models and instruments while understanding the supply-side and demand-side challenges and perspectives. It is a comprehensive guide for stakeholders seeking to navigate India's evolving landscape of innovative finance.



EFFECTBOARDS

EFFECTIVE

ANISATIONS

ose Organisatio

Effective Boards Effective Organisations

Link to view



The report examines the pivotal role of an effective Board within SPOs, extending beyond the minimal legal requirements. While regulations around Social Purpose Organisations (SPOs) registrations are clear, clarity on good governance practices is missing. The report underscores the necessity for SPOs to strategically invest in strengthening their Boards, including Advisory Councils. It emphasises that capable chief functionaries and a skilled Board with expertise in strategic thinking, organisational development, business acumen, and market understanding contribute to an effective Board. The report encourages SPOs to view their Boards as strategic assets, actively involving them in shaping the organisation's vision and strategy while enhancing transparency and accountability.

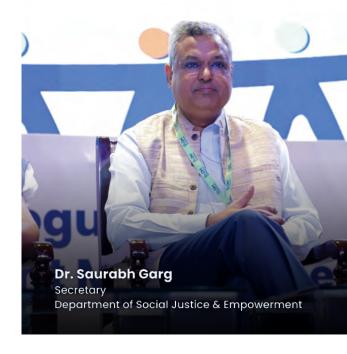


POWER OF MANAGEMENT TO BRING ABOUT SOCIAL CHANGE





In this plenary session, we brought together representatives of Samaaj, Sarkaar, and Bazaar to explore the multifaceted dimensions of the Power of Management to drive sustained impact at scale and bring about social change. Through their perspectives, they brought to life how management can help transform the lives of the underserved.



Ravi Sreedharan

Saurabh Garg

Department of Social Justice & Empowerment

"Businesses are over managed and under led while the social sector is over led and under managed".

A new kind of management needs to be figured out for the social sector.

Vision 2047 - to create an inclusive, equitable, and empowered society, and thereby a Viksit Bharat envisioned by the Government of India can only be possible through the collaboration between Samaaj, Sarkaar, and Bazaar.



Management for the social sector has to be rooted in understanding the complex nature of society and social change.



Government's capability of achieving scale and bringing finances is unmatched. However, the implementation and rapport builling by social sector is vital, while Bazaar can bring the management methodology.



This re-imagination should have the collaboration of state, markets, and civil society organisations at its heart.

Samaaj Sarkaar **Bazaar** Convergence



Aadhar is a unique example that demonstrates this collaboration of Samaaj-Sarkaar-Bazaar.



Inadequate funding is the biggest challenge of the social sector, with 60% of



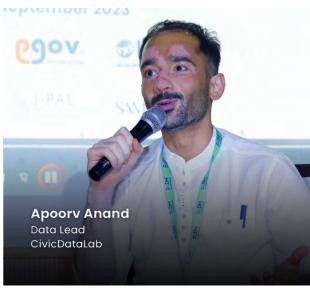
Talent retention is the second biggest problem, with main reasons being compensation, career prospects, and lack of career growth.

Dasra started as bridge builders 25 years ago, that would support the non-profit sector with the work of strategic funding, creating transparency, improving processes, brand building etc.

Neera Nundy

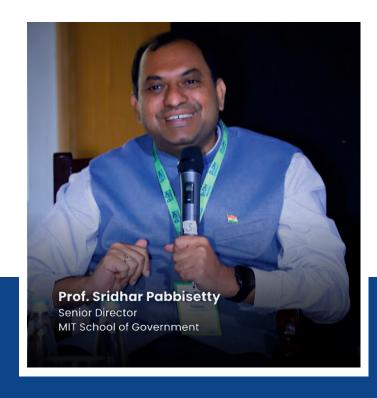
Dasra







A spirited discussion on the implications of the Digital Personal Data Protection Act, 2023 for Social Purpose Organisations.



THROUGH THE LOOKING

GLASS THE PERILS AND THE POTENTIAL OF THE DIGITAL PERSONAL DATA PROTECTION ACT, 2023





Are SPOs prepared for Digital Personal Data Protection Act, 2023?

Apar Apoorv Gupta Anand

Majority of small NGOs do not have resources to implement this act.

Here, compliance would lead to submission.

Anjali Bhardwaj

They are not prepared. Groups using personal data to fight corruption and demand accountability would face an uphill task with this act in place.

Data is the new oil, and its control is vital for power.

Sridhar **Pabbisetty**

If DPDPA enables respect for privacy, I'd welcome it.

Organisatons would face difficulty to adapt, but it's a good problem to have that would let us relook at the data collection and the costs involved.

They are not prepared. But the act is needed to minimise misuse of data.

> SPOs should engage in creating awareness about the act, and relook end-to-end data operations.

How do we, the social sector, collect data, and keep vulnerable citizens as our priority?

The majority of non-profit sector is made up of small organisations that struggle with restrictions like FCRA, DPDA.

Consultations at the individual, organisational, and collective levels must become an essential part of the process before drafting such acts.

The amendment to the RTI law within this act restricts access to personal data, posing a significant obstacle even in matters of public interest.

Right to information This setback proves particularly detrimental to vulnerable and marginalised communities in their advocacy efforts.

Through this act, the power of consent will come back to the people. Right to private

This would warrant fostering newer opportunities of collaboration and innovation through technology.

Empowering and enabling stakeholders for effective decentralisation will put their agency at the forefront.

The law needs to be strengthened by addressing existing legal loopholes.

Simultaneously, exploring improved data practices for resource efficiency is imperative.

Way forward

The act needs a contextual basis more than a compliance approach.

Else, we wouldd be stuck with the technocracy of making spreadsheets and checklists.

We are looking at centralisation of power. The more you have access to information, there is more decentralisation of power.

Will the central government decide who is a data fiduciary or not?

While it is important to be careful of how data is used, it should not become a weapon.

The cost is not going to be zero.

The institution should have the mindspace to cope with it.

What amendments would you want that are neither fantasy nor draconian?

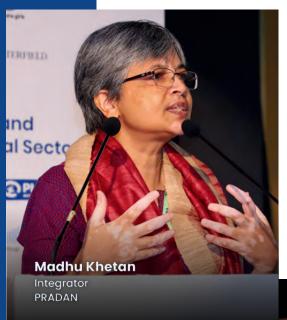
Rebalancing has to happen, and a collaborative approach will make it happen.

It is good to have accountability over our data.

With GDPR, we have tools and techniques that we can use to do this responsibly.

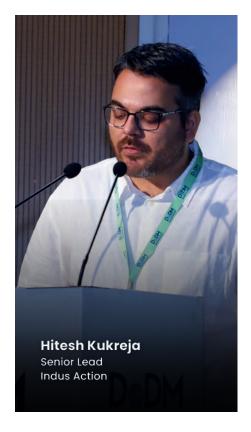
FROM DATA TO TA-DA!

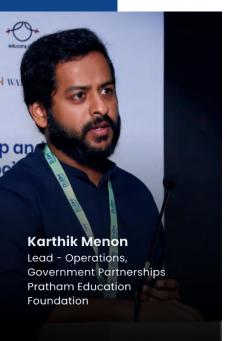
JOURNEY TO INFORMED DECISIONS













How can data be employed across organisational functions to make better decisions and drive impact at scale?



हक़दर्शक Hagdarshak







Haqdarshak faced the hurdle of training a massive team of 20,000 women entrepreneurs for raising awareness.

PRADAN
encountered
challenges in
integrating data for
informed decisions,
and complexities in
measuring
parameters like
income and gender.

The ASER survey revealed that 15%-20% of enrolled students struggle to read, prompting urgency following the launch of the New Education Policy (NEP).

Indus
Action faced
documentation,
applicationbased challenges,
and contextual
hurdles across
schemes and
departments.



Haqdarshak addressed challenges by combining technology with an on-ground team across 26 states, facilitating benefits worth Rs. 5,000 crores for 4 million citizens. They utilised a comprehensive system capturing data and trained women entrepreneurs in a community model.

Data emerged as a lynchpin for mobilisation and efficiency.



PRADAN innovatively engaged 1,300 women for door-to-door data collection and created a dashboard aggregating data from diverse sources. This initiative provided valuable insights guiding strategic actions at various levels.

Over 40 years, a datadriven approach has helped PRADAN in catalysing transformative change.



Six randomised controlled trials by Pratham has refined interventions, addressing implementation, teacher training, mentoring, and collaborative learning.

Partnering with the Government of Karnataka, Pratham trained teachers, resulting in a remarkable 60-day impact on student learning.



Collaborating with senior bureaucrats and citizens, Indus Action co-created solutions, addressing challenges through policy changes like the Construction Workers Act, that registered 9 lakh workers by 2022.

Streamlining front-line portals, interactions, and focusing on the citizen journey were integral to their holistic approach, using microquantitative studies and aggregate datasets.

Learnings

Building an automatic eligibility system is critical, requiring collaboration and innovative data use for effective scaling.

Haqdarshak aims for discoverability and eligibility for 100 million people, acknowledging the challenge of eligibility documentation. PRADAN's journey highlighted the importance of considering data beyond government parameters. It affirmed the complexity of change, emphasising the commitment to improving livelihoods and advancing gender equity.

Pratham's three-decade data-driven journey emphasises continuous refinement through feedback mechanisms, using data to identify gaps, shape policy, validate findings, and collaborate for scalable solutions.

Organising teams through standardised templates and SOPs, prioritising technology and data hygiene, Indus Action reduced worker registration time, while communication and data visualisation emerged pivotal in achieving 9 lakh worker registrations.

PASSION MEETS PURPOSE

LEVERAGING UNTAPPED TALENT POOLS

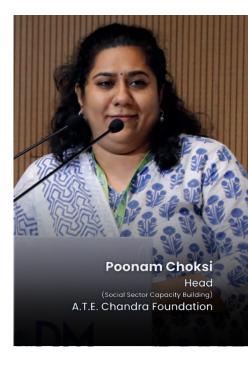




This session inspired organisations to engage with volunteers strategically for sustainable social impact. The session looked at volunteers as a pool of purpose driven talent who strongly align with the mission and values, and hence are the biggest asset for an organisation.











Passion Meets Purpose: Leveraging Untapped Talent Pools









A way to achieve vision/impact



A way to achieve scale (without cost)



Getting people onboarded who actually care/ aligned with the vision



Long term investment in the cause will come through volunteers

Make a difference

through a volunteering model

Educate Girls saves

through a volunteering model



Achieve quality at scale



Go beyond funds and donor reporting



Sustainability of programs



Future pool of well-trained and exposed talent



Capacity building



Interest alignment



Achievable goals



Requires investments on all fronts

Progression trajectory in volunteering



it's through workplace



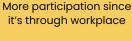
Social sabbatical - time given to employees to solve a societal problem



Start small that can be done in a day, and move to next level



Whiteboard Program: Senior executives of corporate and non-profit work together





Finding the talent and retaining the talent



Ethical questions on non-payment



Lack of trusted structure for volunteers to engage



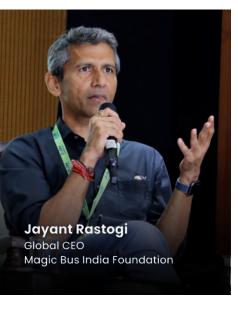
diversity

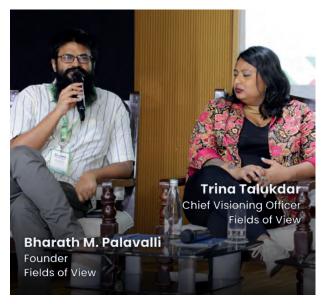


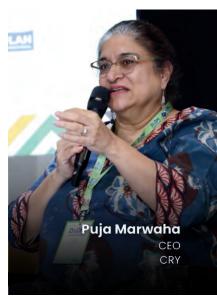
Matching and managing expectations

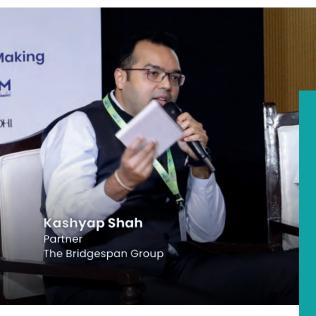












KAL, AAJ AUR KAL

CULTIVATING SUCCESSORS



"Succession" is a systemic shift and begins with the organisation recognising that their own talent is their most pivotal asset and the answers to succession often lie within. This session invited practitioners to engage with their experiences of "leadership transition" in their respective organisations. In particular, the participants were able to appreciate the importance of investing in processes of culture, governance and competencyenhancement all together.



CULTIVATING SUCCESSORS



LEADERSHIP TRANSITION



At Fields of View, the baton was passed after a decade, from founders Bharath and Sruthi, to Trina Talukdar as Chief Visioning Officer.

Succession should not be looked as replacing, but finding the right people for new demands of scaling up.



Transition is not an event but a process, and it requires delving into discomfort and personal growth.



Fixating on success metrics is nonsensical, because problems evolve. So, the vision and leadership should evolve too.





At Magic Bus, Jayant Rastogi took over from Matthew, who led the organisation for 18 years.

The time was right for Magic Bus to expand their work, with strong focus on technology and efficiency.



Jayant was from the corporate sector, so resistance and anxiety was natural.



Jayant got space from Matthew to learn and grow on his own, while maintaining complete transparency.



Emphasising people, processes, and program partners, Magic Bus has scaled to a Rs. 200 crore organisation.





SeSTA has a rotational policy of leadership every 5 years. They have taken inspiration from Pradan to include succession by design

Pradyut took over the mantle from the founder, and it was a seamless participatory approach.



Succession from Pradyut didn't work. Probably because of the abrupt shift and age gap with the team.



Pradyut is now nurturing a management team that includes young people and shares CEO responsibilities across the group.





CRY went through four leadership changes over 40 years, as it evolved to serve at larger scale, with Puja rising from a co-ordinator to its current CEO

Initial transition from Pervin to Ingrid, brought a strategy change that meant letting go ~ 200 people.



But, dignity is a primary value, so they found 200 jobs for their outgoing employees to go to.



New leadership brings new strategies as per new goals, but values should remain the same.



Being in the sector for over 40 years, CRY now looks to scale its work by working on policies of the country on children.



Spotlighting ways to tackle the limitations of public data, and how citizen involvement and private data can help create a more informed, empowered future.



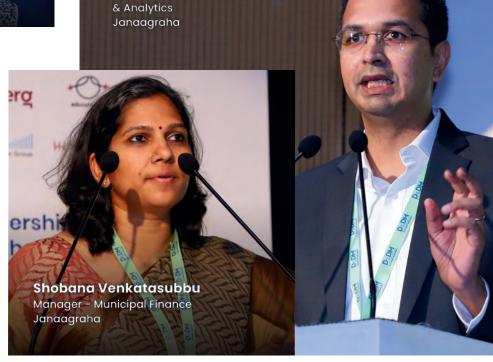


EXPLORING DATA FOR SYSTEMS CHANGE









Mohak Mathur

Head - City Finance Operations



Transforming Municipal Financial Insights:

City Finance tackles challenges of inconsistent formats, data credibility, and timeliness in municipal financial reporting.

This initiative advocates for standardised, credible, and timely financial information for informed decision-making.



Key Features and Future Vision:

With live portals, comprehensive dashboards, and an innovative walkthrough, City Finance provides insights into municipal finances.

Its future vision includes becoming a holistic platform encompassing local government and parastatal data.



Needed Collaborations and Community Engagement:

Both initiatives recognise the importance of collaboration—
City Finance seeks technological leaders and field data experts, while MCMB thrives on the Badaga network's visionary citizens. This interconnected collaboration fosters a shared vision for inclusive urban development.

Top-Down approach

City Finance

Data-based interventions by



for systems change in cities

My City, My Budget (MCMB)





Empowering Citizens for Inclusive Urban Development:

MCMB pioneers a unique approach, positioning citizens as the demand side in a bottom-up paradigm. This initiative, initiated in Bengaluru in 2015 and expanding to Mangaluru and Kalburgi, embodies a transformative journey.



Participatory Budgeting and Constitutional Mandate:

Built upon the constitutional mandate of Article 243S, MCMB fosters participatory budgeting, enabling citizens to collaboratively plan and monitor ward development. Its success indicators include over 1.4 million budget inputs and historic recognition from city governments.



Inclusive Participation and Collaborative Activities:

MCMB engages citizens through diverse activities like webinars and workshops, promoting inclusive participation and garnering widespread awareness through media coverage.





RISING TOGETHER

DONORS AND
NON-PROFITS
BUILDING
RESILIENT FUTURES







A fireside chat with leading funders and their non profit partners to unpeel how one has impacted the journey and resilience of the other. The session also included a report launch by Bridgespan on the theme.













Enablers of Unrestricted Funding:



Adapt to the trends and challenges of the ecosystem



Forge strategic alliances & plan dynamically



Acknowledge the intent and see how we can catalyse it further



Acknowledge the complexity of the problem to solve the problem







Pay what

To build Financially Resilient SPOs:



Keep the community at the core



Ensure alignment between the community, donor, government and community priorities



Have agility in approach



Build long-term relationship along with **Funders**

To enable Organisational **Development:**



Invest in non-programmatic areas to create larger programmatic outcomes



Help NGOs grow the money rather than restricting them from spending it



Strengthen organisational capabilities like People management, communications, fundraising, admin costs to multiply impact

it takes Diversity is b



Focus needs to be on larger programs, not one project or one program





Democratise access to funding must be the North Star



Philanthropy needs to be SMART, INTUITIVE, HUMANITARIAN—all at the same time



Approach has to be collective and everyone must step up















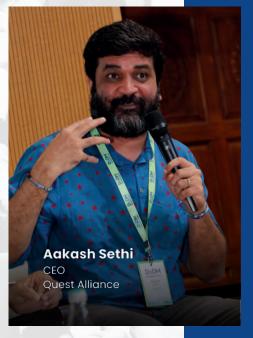


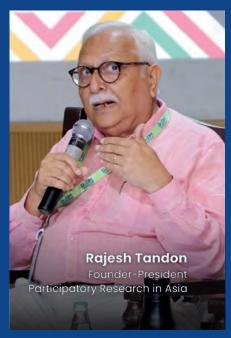


GROWING WITH **PURPOSE**

PEOPLE AT THE CORE

Explored ways to maintain and manage people centricism as organisations transition from small to large scale.











Fireside Chat with Rajesh Tandon & Wilma Rodrigues

What is professionalism?

Need for Management in Social Sector

Managing talent in the **Social Sector**

Punctuality

Authenticity

Ownership

Ability to work

unsupervised

Balance between

Skill -– Will

Commitment - Competence

Compensation:

Make it transparent, make it equitable within the organisation

Challenges:

Working in remote areas, getting the right skill combination, institutions marketing themselves by "the package" (monetary)

Skills and knowledge need to be grounded in the context

Attitude

Management needs context, and context needs management

Requirement of talent:

Wider skill sets including technology, skill of blending the local with the macro

A solution:

Recruit from the community

As we grow, does one need to maintain a hierarchy or can a flat structure also work?



Organisations need a balance of both



Difference between architecture and structure



Space to make decisions in spite of roles and hierarchy



Distribute power and let things unfold



Space for dissent (as leaders)

As organisations scale, how to empower people to learn and grow?



Focus on purpose alignment



Be comfortable with an imperfect model



Respect for partners, participants and staff

Accountability and transparency

Participatory leadership



Democratic decision making



Invest in strategy for growth



Create spaces for leadership, autonomy and experimentation



Principle of subsidiarity

Discussions, open door policy, inclusivity

MATCHING CAPITAL WITH CAUSES DE SENTING CAPITAL

INNOVATIVE FINANCE'S LANDSCAPE AND INSTRUMENTS



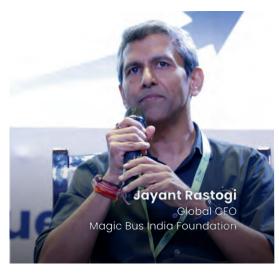
This session dealt with unpacking innovative instruments and regulatory requirements and provided more details on the innovative instruments, tools and structures, understanding the perspectives of both not-for-profits and for-profit social enterprises in leveraging these instruments.

ISDM's Centre for Innovative Finance and Social Impact (CIFSI) also launched findings from a landscape study on the domain.











What is Blended Finance? Why is it trendina?



It is a blend of commercial and philanthropic capital to fund initiatives that create impact





It involves a threefold focus on financial returns, leveraging commercial capital, and creating impact



Recent research indicates significant growth in blending finance, with a volume of \$60 billion being invested

Instruments of Blended Finance





Concessional Finance – Development funder provides funds on a few market terms to reduce risk or improve return for private investors

Ex: Concessional debt; Concessional equity



Guarantees/ Risk Insurance – Development funder acts as a guarantor or absorbs a portion of losses to mitigate risks

Ex: Partial/Full loan guarantees; First loss capital Ex: Concessional debt; Concessional equity





Results Based Financing - Development funder only provides funding if impact targets are met, or provides an incentive for meeting impact targets Ex: Development/ Social impact bonds, Social success notes/ interest subvention





Technical Assistance Grants – Development funder provides support to strengthen investees and improve project viability

Ex: Feasibility studies; Grants for setting up business processes/ capacity building etc.

<u>Learninas</u>



Incentivisation towards outcomes achievement has worked



Implementing non-profits have stepped up to drive sustainable success



Aspirations are moving higher, focus on mainstreaming & systems change



Flexible funding, with simple outcomes focus, drives iteration and context-specific innovation

<u>Barriers</u>



Costs and complexities of structuring



Limited stakeholder awareness and capacity



Narrow application of current instruments



Limited ways to bring together private and philanthropic actors

<u> A multi-pronged approach is needed</u>



Engagement with the Government



Aiming for Scale



Building Awareness & Trust

ACROSS THE DATAVERSE

A KALEIDOSCOPE OF CAREERS











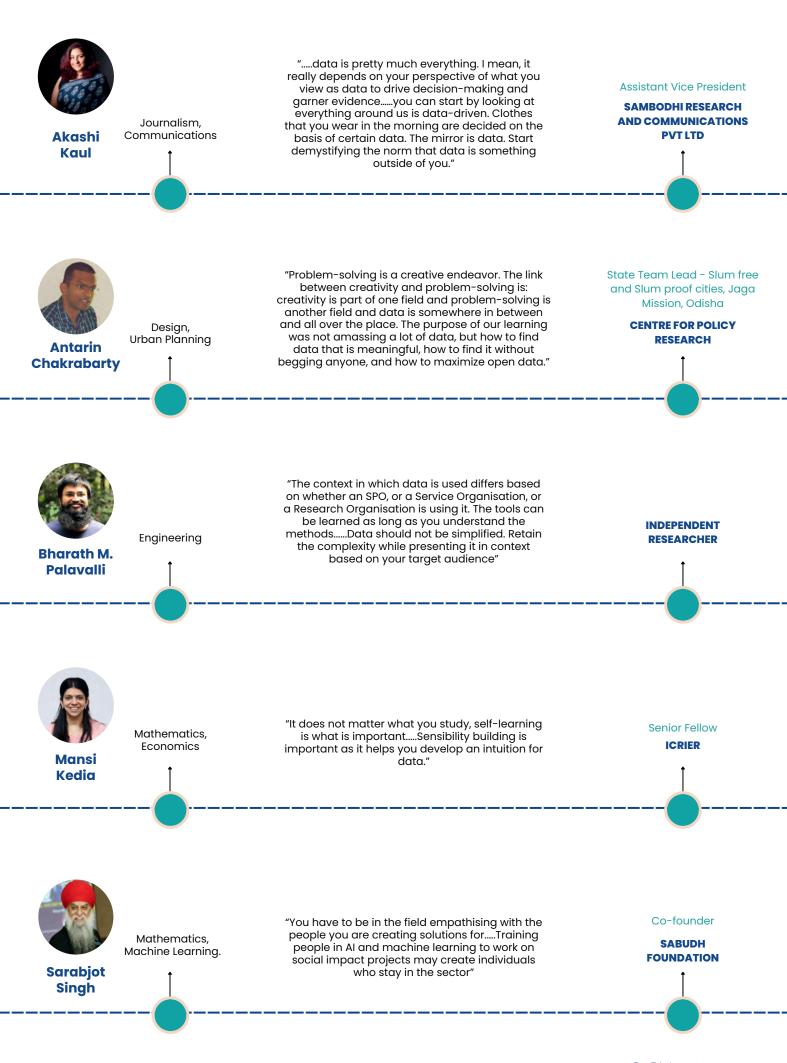






How can data-driven roles help advance program missions?

Mid-career professionals shed light on the career trajectories in the realm of data within SPOs.





INCLUSIVE PHILANTHROPY FOR INCLUSIVE DEVELOPMENT

A MYTH OR REALITY?







Leaders from the funding community and Social Purpose Organisations had an open and honest conversation about what inclusive philanthropy entails for them, the challenges they face and how to navigate those. The session was interactive and spontaneous and moderated with space for SPOs, donors, investors and other stakeholders to share their perspectives and reflections.





Social Purpose Organisations

THE STATE OF THE S



Funders

There exists a significant gap in the availability of long-term and flexible funding. The starting point is to acknowledge the issue, have a risk appetite for innovative approaches, and build trust for longer gestation cycles, especially when tackling complex issues like climate change.

There is a scarcity of resources in terms of funds. This necessitates the need for a cohesive approach in utilising limited resources effectively. We need to shift from focusing on visible, immediate results to addressing systemic changes in sectors like education that require long-term interventions.

The need of the hour is to shift from a top-down approach to philanthropy to one based on understanding the actual lived realities of communities, ensuring that interventions align with the specific needs on the ground.

It is challenging to identify the right grassroots organisations who would be able to effectively utilise the funds. This points towards the need for capacity building and support for those organisations that may lack visibility or struggle with regulatory requirements and documentation.

Lack of exposure to comprehensive Organisational Development (OD) processes indicates a need for a holistic approach in program design and implementation.

Inclusive Development: Myth or Reality

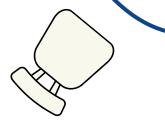
There has been overemphasis on compliance in Corporate Social Responsibility (CSR). We need to adopt a more innovative and entrepreneurial mindset.

Education gets disproportionately high funding. This begs the question of whether the focus is more on linear, replicable solutions or deeper institutional system reforms.

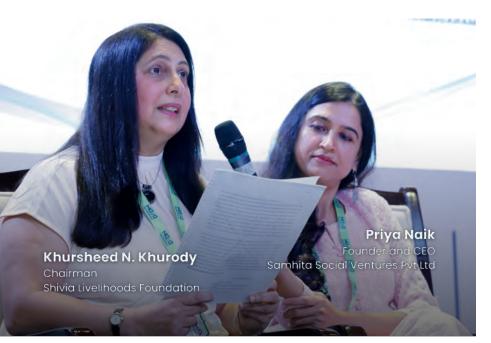
There exists a diverse understanding of inclusion. Different funders may interpret and prioritise inclusion differently. This highlights the importance of data and narrative change to strengthen the concept.

There is a common practice of creating solutions before fully understanding and living the problem. There is a need to shift our focus from predefined solutions to co-creating strategies with stakeholders around the actual needs.

Recurring patterns and behaviors in the philanthropic ecosystem lead to addressing only the symptoms of social problems, not the root causes. This highlights the importance of challenging mental models and behaviors to foster a more comprehensive and effective approach to social issues.



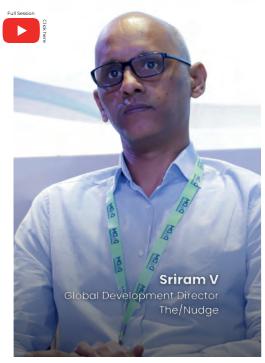




FUNDING THE DREAM

CREATIVITY AND INNOVATIONS IN FUNDRAISING





Conversations on various innovations in fundraising (in Retail, HNI Diaspora, International Institutions, CSR), understand the challenges, the costs involved in fundraising and enhance knowledge on innovative fund-raising tools and practices, the dos and don'ts of fundraising, with a key focus on organisational resilience.



Enabler



Demographic Shift: A noticeable five to six-year decrease in donor age



Global Engagement: Donors from international geographies like US, UAE, Singapore, and Australia exhibit a higher average ticket size and greater retainability

Executive Strategy



Strategic Investment Decisions: Allocate resources based on channels, focusing on ticket sizes and acquisition, ensuring impactful outreach



Balanced Online-Offline Mix: Strategic investment basis channel performance and return on investment

Enabler



Shared Purpose: Alignment of the organisation's vision with a broader purpose, that is inclusive, and national priorities

Executive Strategy



Mission Integration: Make the project or initiative not just the organisation's flagship but also the funder's flagship, fostering a deeper sense of ownership



Innovative Funding Models: Explore unconventional funding models like returnable grants and turning beneficiaries into participants and change agents



Government Partnerships: Tap into government schemes and funding opportunities to build institutional and programmatic muscle for unlocking substantial government support

Retail Fundraising

CSR Fundraising

HNI Fundraising

Fundraising Strategies

Institutional Fundraising

Clarity in Theory of Change: Capability and

Clarity in Scaling Pathways: Clarity on scaling

organisation has survived its initial 3 - 4 years

of entrepreneurial journey while approaching

clarity of thought in the organisation's leadership while approaching Venture

strategies or post-establishment of a

minimum viable program or once the

· ·

Enabler



Diversify Connecting Mediums: Reach out to providential connections, aggregator platforms, reading publications, forums, and gatherings to connect with HNIs



Focus on Aggregator Platforms: Acknowledge aggregator platforms as valuable tools but not substitutes for building comprehensive relationships and ecosystems

Executive Strategy

Philanthropists

Repeat Givers



Enabler

Shifting Funding Focus: Focus on organisational capacity building



Approaching Foundations: Be visible at events and summits to gain access to foundations



Resilience in Fundraising: Ensure continued and sustained efforts and cultivate a resilient mindset to ensure long-term success

Executive Strategy



Rethink Semantics: Adopt nomenclature that comprehensively reflects the ecosystem of initiatives addressing systemic issues like poverty



Emphasise on Pathos: Highlight the significance of emotions, inspiration, and the power of narrative while engaging with HNIs



Have a memorable first meeting: Prioritise emotions over logistics in the early stages to keep the donor emotionally connected to the cause

COMPENSATION PHILOSOPHIES FOR THE SOCIAL SECTOR DE S

HOW MUCH IS ENOUGH

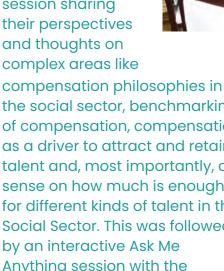






Leaders of six immensely diverse **Social Sector** organisations participated in a rapid fire Q&A session sharing their perspectives and thoughts on complex areas like

the social sector, benchmarking of compensation, compensation as a driver to attract and retain talent and, most importantly, a sense on how much is enough for different kinds of talent in the Social Sector. This was followed by an interactive Ask Me Anything session with the audience.





Gauray Shah

Co-Founder and Director Indian School of **Development Management**





For a young professional, learning and finding the purpose should be prioritised over financial gains. However, compensation must be enough to lead a comfortable life.



Compensation is two folds. One is economic and the other is emotional.

Mostly, the economic aspect is controlled by the funders, and not management. But the emotional side of values, purpose, and passion are under our control.





The sector pays between a third to maybe 40% of what the corporate sector pays on an average and this changes across levels. For youngsters, the gap between both the sectors is smaller than other levels.



Social sector operates on collaboration rather than competition. Some organisations delink performance and payment. Some choose parameters that are more cultural than target oriented, as targets are set by funders.





Candidates will make a favourable impression in the interview, when they do background research, understand context, and look at compensation with a longterm view.





Who decides the current benchmarks in compensation in the social sector?





Is the sector more suitable for double income families?



How can funders help in ensuring equitable and fair pay?



How should one determine their worth?



How much is enough – personally, spiritually, professionally, socially?



What kind of compensation (monetary and non monetary) is unique to the sector?



How are performance management systems linked to compensation in civil society?



Are bazaars overpaid? Does the sector suffer because of comparison with the bazaars?



How do compensation expectations and needs change with career progression?

TRANSFORMING INDIA THROUGH NEW AGE PHILANTHROPY



The day-end plenary focused on bringing to the fore the candid perspectives of new-age philanthropists and their take on transforming the lives of the underserved. The discussion explored the novel ways in which they are addressing societal challenges and reshaping the landscape of social impact. At the same time, it delved deeper into their personal experiences, challenges, and enablers, as they do so.



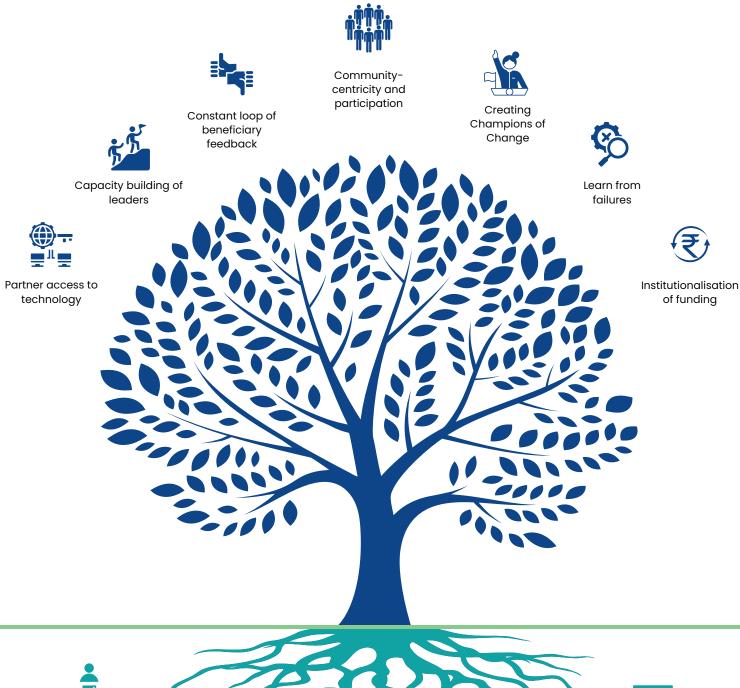








Priorities in New-age Philanthropy





Next generation of philanthropists are more involved in their philanthropic ventures



They are more open to taking risks as compared to previous generations that focused on continuing the legacy



Increased emphasis on the depth of impact instead of the scale of impact



Preference towards systematic

investments instead of ad-hoc

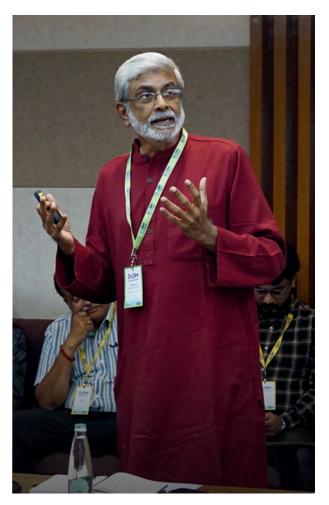
funding of projects

Increased attention on capacity building and collaborating with partners



Strategy for Non-Profit

This session explored the diverse interpretations of the term "strategy." For those keen on understanding the appearance and construction of an organisational strategy, this was an opportunity to engage and join this discussion.











Don't Beg. Inspire

This session delved into the fundamental principles of the science of behavior change. The focus was on equipping you with insights that can empower you to raise funds, drive social change, advocate for a cause, and inspire both employees and volunteers.







Design Thinking

In this session, the participants explored Design Thinking as a 'human-centered' problem-solving approach and a potent tool for addressing unstructured and unknown challenges. The focus was on the prevalent ill-structured situations encountered in the workplace, where conflicts arise in understanding user needs, resource limitations, constraints, power dynamics, sociological context, and even psychological aspects of stakeholders.







38

Applied Systems Thinking for Real World Challenges

This session delved into the realm of systems thinking, emphasising its role in gaining a profound understanding of complex problems before rushing into solutions. The session featured real-world examples, illustrating how this approach can be practically applied. Additionally, the participants explored the collaborative processes essential for effective teamwork in navigating these intricate challenges.











Data for Planning & Planning for Data – Strategic Thinking for Data Collection and Analysis









Bored on a Board?

This session brought together organisational leaders to discuss ways to enhance and engage Boards meaningfully to drive social impact.













RIGHTR To DE DESTIMIS DESTINA

(SCIE

Gred



Reflections and Feedbacks

Just wanted to congratulate you making today's event such a big success! Being part of the founding batch, I felt a surge of pride seeing the huge banners, massive turnout and the super impressive panelists. The packed rooms were really something special! It's packed rooms were really something special! It's incredible to see how much ISDM has grown in just a incredible to see how much ISDM has grown in just a few years ...Thanks to you and entire team for their dedication, belief, clear vision, and hard work.

At the outset, let me congratulate all of you, and the entire ISDM team for putting together not just great event but an inspiring one. Since I attend a large number of conferences, rarely do I come away with such a positive vibe. I can appreciate the hard work and planning that must have gone behind this. At least I have not seen such a large gathering of eminent people relating to the social sector from across the country at one place. This certainly can serve as a launch pad for the brand "ISDM". I hope all of you are having a well-deserved after party!

I think these dialogues are very important for improving the problem solving landscape and the civil society effectiveness in India. So this is a very good start and it is very encouraging to see the number of people who have turned up for this.

Sameer Shisodia

I was there yesterday and just wanted to share that it was brilliant. Really. Now, with many years of experience, one has always felt that all conferences are the same, networking plus some good speakers etc. But your event surpassed expectations. Right from the start with registration, usage of technology, user interface, you all made it so smooth for attendees like me. Every aspect that one wanted to know about was taken care of. And then, the quality of the speakers, the masterclass was a great idea – and the one I attended was very insightful. Truly a very informative and good learning experience plus the networking.

I really want to congratulate you and the ISDM team for organizing DoDM which was a great forum to bring together such diverse players in the social sector. This – as I see it – is a genuine starting point of a much needed space for all these players to understand one another beyond simplistic dichotomies and assumptions, and to learn from one another. Thank you for inviting me to the 'Systems Convening'. I truly enjoyed the discussion which got us all thinking on where each of us is in the larger eco system, reflecting on our roles, our responsibility for some of the gaps and honestly think of barriers to collaboration. The event was very well-organized, ensuring great participation, and with great hospitality! All in all – it was a rich experience. Look forward to more in the near future.

And most importantly, which I have never seen in any event – it was so well attended from all over the country! This was the common discussion I had with so many people yesterday! Mubarak:)

DoDM is a pleasant surprise and a shocking surprise. It's so big and so many people are interested and it's very encouraging for the social sector that so many diverse kind of people are interested in the management issues of the social sector. But I am seeing it not just as management but just interested in the social sector, and that's very very encouraging, especially in the trying times when social sectors are not really called as the best names. And thats why I really liked it. Osama Manzar

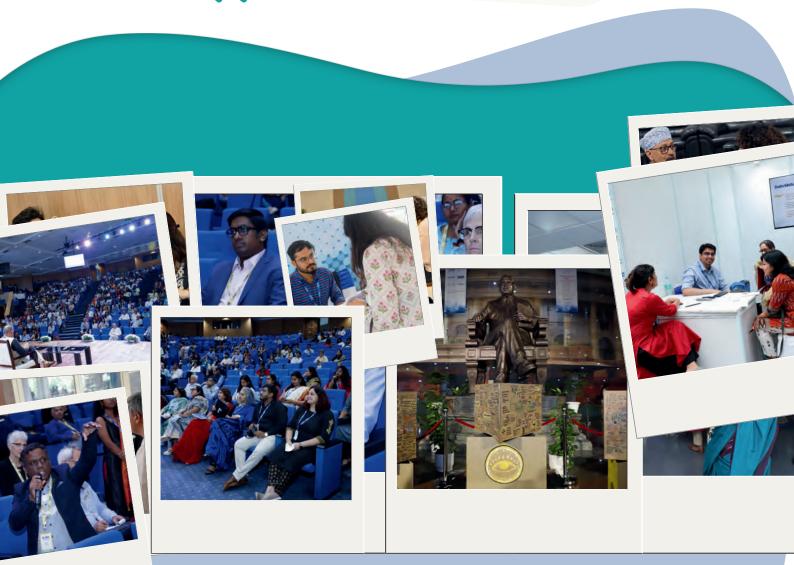
It's fantastic. I didn't come in expecting to see the sea of human beings that I I did.

It's been very inspirational because I've met old friends, I've met some new people in the sector. It's fantastic and II think the potential for this to become much bigger and multilocational is really huge, because there are that many people in the country that are trying to make a difference.

Aarti Mahadevan

I think DoDM brought together a great ecosystem of different stakeholders. The themes were really well identified and curated. I felt that the conversations were able to go deep and also cover a lot different wide range of issues. So it's always great to hear from the practitioners and people who are actually innovating on these different themes. So overall I think it was a great experience to be here and listen and contribute to the conversations.

Aakash Sethi



Looking Ahead

Dialogues on Development Management 2023 was an event 7 years in the making! It is a long list of individuals and organisations and partners who have been instrumental in the journey of ISDM that has resulted in the first ever conference on Development Management. A culmination of many journeys, and the beginning of many, many more.

The anchor of all my

whole

dreams is the collective wisdom of mankind as a

Nelson Mandela

On behalf of ISDM, we thank our funding partner, A.T.E. Chandra

Foundation, for supporting the inaugural edition.

Collective wisdom is a foundational belief at ISDM.

The anchor of DoDM 2023 has been the collective wisdom of all our knowledge partners and collaborators – Asha Impact, A.T.E. Chandra Foundation, Bridgespan, Capgemini, Dalberg, Educate Girls, eGov Foundation, Janaagraha,

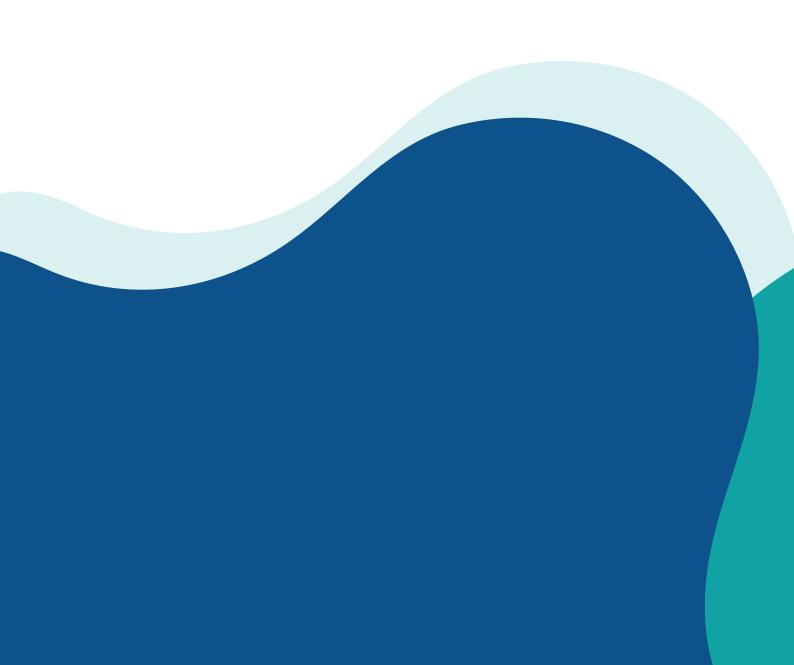
J-PAL, Plan India, PRADAN, Sambodhi, and Waterfield Advisors.

We thank the more than **80 speakers and moderators**, who have invested their time in engaging in a dialogue on the various facets of Development Management and Social Change.



We started this journey imagining a cohort of about **400 people** who are invested in management as a key lever that drives social change. We transcended our own imagination. We owe a huge thank you to the over **800 people** who attended the event. You have validated our faith and are a resounding endorsement of the critical role that Management for Social Change has to play in driving sustained impact at scale.

The true measure of success of DoDM 2023 will be the blossoming of hundreds, if not thousands, of more such dialogues across the world. We are looking forward to the next edition, as these dialogues germinate and flower and find a platform again in DoDM 2024.





DIALOGUES ON

DEVELOPMENT MANAGEMENT DODM 2023

.

INDIAN SCHOOL OF DEVELOPMENT MANAGEMENT

C 20/5-6, SECTOR 62, NOIDA, 201301 Connect with us: dodm@isdm.org.in