

# Annual Report

## Glimpses 2024-25



***Management for a just, equitable  
and sustainable world***

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# President's Foreword

*This year, ISDM enters its 10th year, a milestone that invites both celebration and reflection.*

Over the past decade, we have been driven by the belief that education, when rooted in purpose, is a transformative force. And hence our unwavering resolve to make ISDM into a world class institution and a movement for Development Management. I am extremely grateful and proud that ISDM has led the way for this movement.

The call for resilience in the sector is louder than ever before and far more serious than it has perhaps ever been. With a pandemic behind us, wars and instability around us, and the ambitious vision of Viksit Bharat ahead, we are reminded that a strong social sector to shoulder this vision is not optional, it is essential. To respond to the challenges and opportunities of building a Viksit Bharat, ISDM has audacious plans to build one of the world's leading Schools for Development Management and to establish India as the global centre of gravity for this discipline.

One of the most important achievements this year has been progress on our campus. We have finally begun construction of our own campus in Greater Noida. This is a true turning point in our pursuit of building a world class institution.

In March 2025 we celebrated the convocation of our 7th batch of the **Post Graduate Program in Development Management (PGP-DM)**. With 88 graduating students, it was among our largest batches so far, achieving 100% placements with an average salary of ₹6.5 LPA and the highest offer at ₹12 LPA. Our 8th batch, which began in July 2024 with 55 students representing 18 states and union territories, successfully completed their academic journey in June 2025. I'm also pleased to share that the 9th batch commenced in July 2025 with 104 students, making it the largest batch since the inception of ISDM.

In our **Strategic Capacity Building (SCB)** vertical, we have continued to work closely with nonprofit leaders and institutions, supporting them in articulating strategy, strengthening systems, and navigating scale. The vertical is now generating revenue and moving towards financial sustainability. It is attracting new grants and entering niche areas such as compliance and governance, and empowering frontline workers within the nonprofit sector.

A key highlight this year for the **Global Knowledge Hub (GKH)**, ISDM's knowledge vertical, was the launch of ISDM DataShakti, an AI-powered platform that brings together national and sub-national data to enable SPOs to make informed, evidence-based decisions aligned with key SDGs. Alongside this, our Centres have continued to advance sector-wide understanding and capacity in innovative finance, data maturity, and inclusive philanthropy.

For **Dialogues on Development Management (DoDM) 2024**, ISDM's Annual Conference, I'd like to summarise some of the recurring reflections and key themes from online posts and feedback as a first of its kind and transformative gathering, rich and insightful conversations, a bold reimagining of cross-sector collaboration, the power of stories and human connection, and the joy of co-creating something meaningful together. A moment that stayed with many was when Aamir Khan spoke about the power of storytelling, how stories, more than data or directives, shape who we become. It was a quiet reminder that communication, at its best, can be a force for transformation.

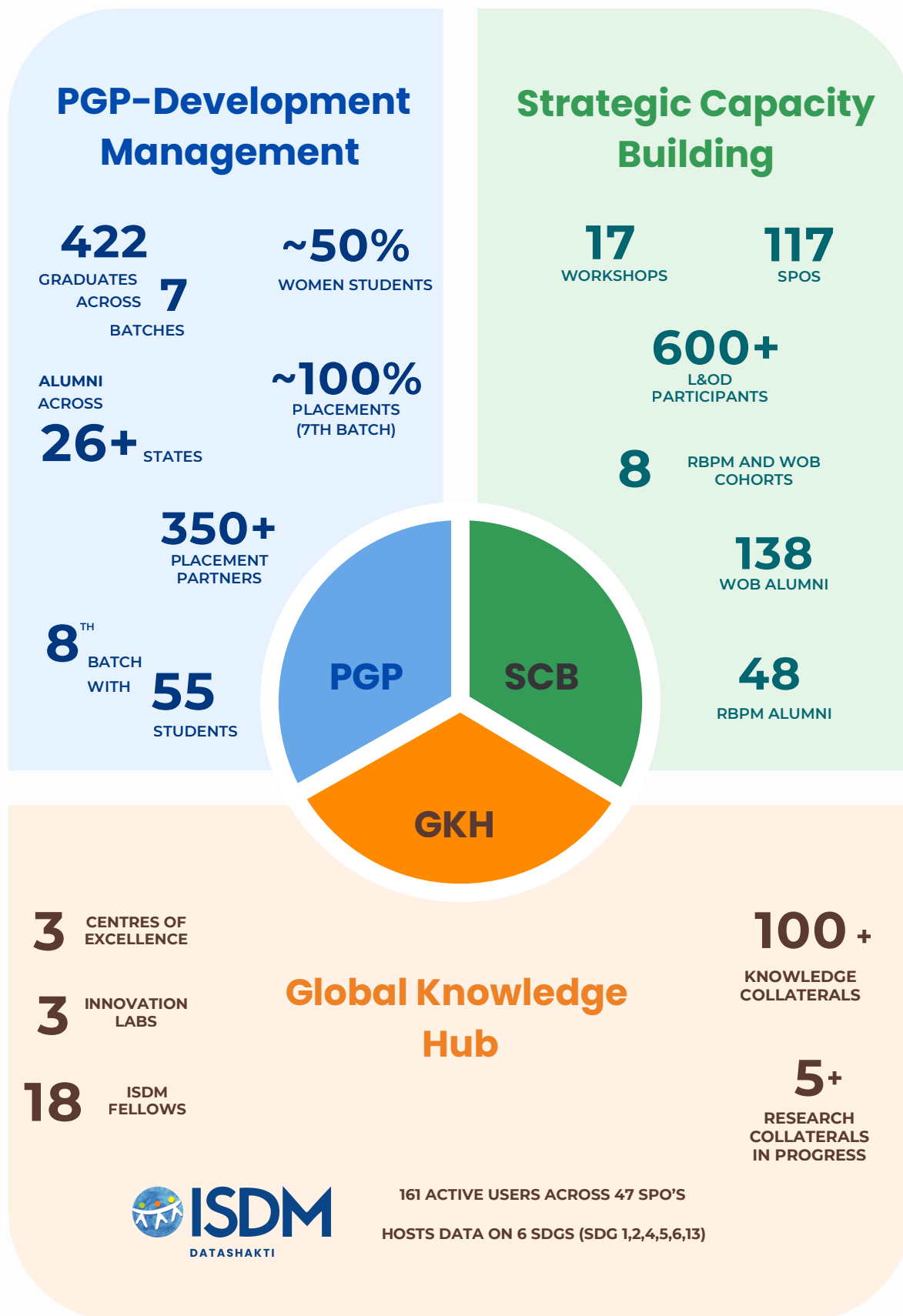
None of this would have been possible without the generosity and conviction of our donors and well-wishers, whose belief in ISDM's purpose continues to fuel our journey of building a world-class institution for Development Management.



**Ravi Sreedharan**  
President and Founder  
ISDM



# Our Impact Story So Far





# DM Community Building



DoDM'24 – 100+ Speakers, 1,100+ Attendees



Report Launch – Impact or Illusion?



Initiative Launch – Catalysing Good Governance & Accountability Systems



Bespoke Capacity Building Program for the Sun Pharma CSR team



Centre for Data Science and Social Impact Tool Kit launch



2 editions of Code4Change – A hackathon by ISDM

**93** full-time employees



# Progress & Outcomes in 2024-25

## Post Graduate Program in Development Management (PGP-DM)

ISDM's **PGP-DM** is a unique 11 month academic program focused on creating empowered development leaders who can respond to the dynamics of the social sector in India and deliver sustainable impact at scale.

The Class of 2024 (Batch 7) graduated in June 2024, and we welcomed the Class of 2025 (Batch 8) on July 29, 2024, with 55 students from 18 states and UTs. They bring varied socio-cultural-economic and educational backgrounds, with 64% experienced individuals. Gender-wise, it's 57% male and 43% female.

### Placements

Placement for the Class of 2024 (Batch 7) was a significant test of our credibility, and we delivered. For our largest cohort to date, we achieved 100% placement. The highest package offered was ₹12 LPA, with an average salary of ₹6.5 LPA. For students with prior work experience, the average increment stood at an impressive 97%.

A majority of students took on grassroots implementation roles, while the top 20% secured salaries of ₹8 LPA and above, with several stepping into strategic and fundraising positions. Students were placed across a wide range of domains—education, livelihoods, gender, health, and consulting—with reputed organizations such as Swades Foundation, EdelGive Foundation, Piramal, and Dr. Reddy's Foundation.



### Alumni Engagement

Alumni were engaged through different events and contributed to admissions and placement processes as well. Our alumni also attended the Dialogues on Development Management (DoDM) in September 2024.

Three 'Guftagu' alumni meetings were held across Delhi, Pune, and Hyderabad.

The Class of 2024 Convocation was held on 8th March 2025 at TERI Gram, Gurugram, coinciding with International Women's Day—52 of the 88 graduates were women. Certificates were conferred by Chief Guest Geet Sethi, World Billiards Champion and Padma Shri awardee and Dr. Syeda Naghma Abidi, Program Director PGP-DM. Alumni from the Class of 2020 and 80% of the Class of 2024 attended the event, along with ISDM staff, faculty, funders, alumni, and guests of the graduating students.



## Program Highlights: PGP–DM Class of 2025

The Class of 2025 began their journey at ISDM with a two-week Orientation Programme, featuring sessions on the state–market–society dynamic, ethical leadership, equity and justice, and field visits to organisations like Goonj.

This was followed by five academic terms focused on core areas including development thinking, systems analysis, intervention design, finance, and strategy for SPOs. The curriculum also included sessions on Personal Mastery for Development Leadership (PMDL), Context-Based Collaborative Learning (CBCL), and Writing in the Discipline (WiD).

Students engaged deeply with expert faculty and guest speakers such as Anand Mistry (Project CHAKRA), Aruna Pandey (Bharat Rural Livelihoods Foundation), Jahnvi Andharia (ISST), Shankar Venkateswaran (ECube Investment Advisors), Shashi Nair (Viridus Social Impact), and Suman Srivastava (Marketing Unplugged), among others. A key milestone was Realising India, ISDM's district immersion programme, where students spent two weeks with grassroots organisations across eight geographies—gaining valuable on-ground insights. Partner organisations included Synergy Sansthan (Harda, MP), Mae (Haridwar, UK), Educate Girls (Sonbhadra & Gonda, UP), Bhoomi GVS (Morena, MP), Doosra Dashak (Pali, Rajasthan), Manthan (Ajmer, Rajasthan), and Vaagdhara (Banswara, Rajasthan). The cohort also participated in specially curated workshops on social entrepreneurship, Radical Transformation Leadership (RTL), participatory research, group dynamics, systems thinking, data management, and fundraising. Students contributed to ISDM's flagship Dialogues on Development Management event and began placement preparation through mock interviews, CV and cover letter workshops, and CEO talks.

## Admissions Update for the Class of 2026

As of 30th June 2025, we have received 951 applications for the incoming batch, with 95+ confirmed enrolments. Admissions are open until 10th July 2025.

## Academic Partnerships

The year 2024 has been a busy and fruitful year for the three-year (2024–26) European Union Erasmus funded **Co-LIFE** project at ISDM. ISDM anchored the need assessment and landscape study, along with the development of the core curriculum on Impact-Focused Entrepreneurship. The first pilot of the course was also completed, with six students and two faculty members from ISDM's PGP–DM participating alongside others from partner organizations in Belgium, Denmark, Finland, and India.



*My time at ISDM has been nothing short of transformative. As someone who has always dreamed of a society that is just and safe for all living beings, I knew I wanted to work in the social sector, but I was unsure of where to start and how.*

*ISDM provided me with the tools and insights to navigate this path. Not only did I gain a comprehensive understanding of the social sector, but I also learned to see development through multiple lenses and perspectives, with management principles and apply this knowledge through hands-on learning.*

**Lakshmi Anns (Class of 2024)**  
Program Associate | **Aspire India**





# Strategic Capacity Building (SCB)

**SCB** works to strengthen Social Purpose Organisations' leadership and management capacities and help them drive impactful social change.

## **Results-Based Program Management (RBPM)**

**Certificate Program:** India's first Certificate Program in Results-Based Program Management (RBPM) for the social sector was launched on May 18, 2024. The program has successfully completed 2 cohorts, with participation from 48 professionals representing over 20 diverse social purpose organisations. 100% of the participants found the program relevant to their roles and skill development, and more than 70% recommended the program to their peers for its practical value and applicability.

**Women on Boards (WoB):** Cohorts 5 and 6 of the Women on Boards (WoB) program, trained an additional 38 women leaders with an average of 18+ years of professional experience across domains including strategy, finance, policy, and executive coaching. The WoB alumni community has grown to 150 women leaders committed to strengthening nonprofit governance. 74% of WoB alumni serve on advisory boards of various Social Purpose Organisations and 36 SPOs have two or more WoB alumni on their advisory boards, indicating demand for diverse, experienced governance talent in the sector.

## **Catalysing Good Governance & Accountability Systems**

**Initiative:** Published an assessment report titled '**Towards Accountability and Resilience**', based on surveys and interviews with over 234 Social Purpose Organisations (SPOs), compliance experts and sector leaders. The report informed the creation of occupational standards for compliance, a curriculum and content framework for a multi-level certification program, and the review and refinement of sectoral excellence frameworks. SCB also launched its first-ever Skill Lab engaging 130 SPOs starting a power-packed learning series for SPOs towards stronger governance and transparent reporting.



*I've always been passionate about the social sector, contributing through volunteering and CSR work. However, I lacked clear direction. A recommendation led me to this program, and after completing it, I've found the path I was seeking.*

*The program is uniquely designed—immersive, well-curated, and offering real insights into the sector's challenges, governance, and advisory board roles. More women should join this program as it bridges the gap between professional expertise and the social sector. Women bring diligence, diverse perspectives, and empathy, which are crucial for meaningful impact.*

### **Anjali Vaidya,**

*Cohort 6, Women on Boards Program  
Leader - Financial Services Operations  
Ex-MD, State Street*



### **Leadership & Organisational Development (L&OD) work:**

In the last year, our work on this domain formed new partnerships with Lupin Foundation, Sun Pharma, and PATH. A series of tailored workshops were conducted, covering themes such as Data Management and Storytelling, Leadership Styles and Teamwork, Program Management, and Monitoring & Evaluation. A notable highlight was the gamified workshop designed for Lupin Foundation, which received an outstanding Net Promoter Score (NPS) of 90%.

### **Frontline Leadership for Social Impact Certificate**

**Program:** This is yet another new and powerful initiative by SCB. The project aims to unlock and nurture leadership potential of frontline professionals- those who work closest to communities, yet often remain excluded from decision-making spaces. The project will design and pilot the first-of-its-kind development management program tailored specifically for the first line of leadership in SPOs empowering them to lead programs, teams and organisations as well.



Result based program management training facilitated by Indian School of Development Management (ISDM) in the last week was an instant hit amongst our team members. Often, in our implementation mindset and daily rigmarole, we forget the purpose of the projects and activities that we are undertaking.

It was a great reminder to keep us focused on results, which is why we exist as organisations. Great co-creation by the ISDM team and very interesting, useful training

**Tushara Shankar**  
Head CSR , Lupin Limited





# Global Knowledge Hub (GKH)

The [Global Knowledge Hub](#) (GKH) seeks to build a comprehensive knowledge base on DM. It is committed to advancing both understanding and practice of DM by curating, creating, applying, and sharing knowledge.

## **Innovative Finance and Social Impact**

The biggest contribution of the [Centre for Innovative Finance and Social Impact](#) (CIFS) has been to spark sector-wide conversations and collaborative interest, with many organisations now integrating innovative finance into their vision, actively seeking grantee perspectives, and engaging more deeply with outcomes and impact. Here's a look at the work done under the four themes of the Centre.

### **1. Innovative Financing (IF) Approaches:**



A [concept document](#) - 'Innovative Financing for Smaller Non-profits: An Exploration of the Consortium Funding Model' relevant for the funding challenges faced by small nonprofits

### **2. Outcomes Based Finance (OBF):**



[OBF Perceptions Report](#) explores how Indian NPOs perceive and engage with OBF models. The report captures insights on opportunities, challenges, and readiness, offering a nuanced view of how OBF can be tailored to better serve the social sector. A sector-wide roundtable was held in partnership with Parinaam (first-of-its-kind India-focused convening of donors, investors, practitioners, service providers, government officials, and thought leaders coming together to unlock outcome-based capital for promising non-profits) partners- Asha Impact, Desai & Associates and Impact-verse.

CIFS studied the state of Outcomes Readiness among SPOs (currently under review), based on the [Outcomes Readiness Tool](#) created in partnership with the British Asian Trust, Atma and 360 One Foundation. This will inform specific capacity-building programs for SPOs to leverage OBF. [Measure Twice, Pay Once](#)—an article on Monitoring, Evaluation, and Learning (MEL) for Outcomes Readiness—was published by India Development Review (IDR).





### 3. Impact Measurement:



The [Report on Current Status and Challenges of Impact Measurement](#) was launched with a roundtable discussion. It presents the first-ever comprehensive understanding of the challenges SPOs face in impact assessment. A [summary of the roundtable](#) around the complexity of capturing social change through indicators has also been published.

A blog on [Demystifying Social Change](#) argues that measuring social change requires a mindset shift from quick metrics to reflective, context-driven learning practices

### 4. Fellowships



The Centre launched a one-year Fellowship on “Driving Social Impact through Innovative Finance Approaches”, graduating three Fellows whose work explored innovative financing for grassroots SPOs, outcome-based capital, and FLDGs. Their insights were compiled into a [Compendium](#), launched during the Fellowship Showcase at ISDM on February 25th, 2025



### Outreach

- Individuals engaged with (as event/ workshop participants/surveys or viewers/ downloaders of published work) ~ **4,022**
- Organisations - **1200**
- SPO leaders (as advisors, mentors, research collaborators, panellists, reviewers, and speakers, including at DoDM 2024) - **120**

## In The Data Space

The [Centre for Data Science and Social Impact](#) (CDSSI) & ISDM's [DataShakti](#) platform (earlier known as ISDM DataSights) have contributed significantly in understanding and providing solutions for the data challenges in the sector.

**CDSSI** is catalysing data capability in the social sector by offering tools, talent, and communities to help the sector leverage data and data science to drive greater effectiveness and deeper impact. Here is a look at the work done under the four themes of the Centre.



### **1. Advance data maturity in SPOs**

Studied the landscape of data and data science in and for the sector in India today (~200 downloads) and created a public access [Data Maturity Assessment Model](#) and a [toolkit](#), that was used by 360 SPOs to assess their own maturity and identify strengths and areas for capacity building. This framework was used to study the state of Data Maturity among SPOs (key insights report just released).

Published a [graphic novel](#) that tells real-world stories of how organisations are leveraging data for impact (881 people have read the novel online) and published 5 stories/ use cases in a simple, easy-to-read form.



### **2. Improve data quality in the sector**

Studied the state of and perspectives around [data quality in the sector](#), one of the key areas of concern, mentored by Prof. Ankur Sarin, Faculty at IIMA. The learnings will be taken forward into creating easy-to-use, publicly available 'data quality frameworks' for the collection of data at every level in SPOs.



### **3. Facilitate data science talent to solve social sector challenges**

Launched a collaborative data modelling project in partnership with CRY, focusing on critical issues related to child welfare and rights. This project generated insights on factors that influence key levers such as dropouts and built AI use cases to help design future models and better predict dropouts.

This forms the foundation for an eventual [Data Science Exchange](#), a platform that aims to connect data science expertise to SPOs with pressing social issues to co-create context-specific data science solutions.



### **4. Fellowship & Hackathon**

The Centre instituted a 1-year [Fellowship](#) dedicated to developing digital open solutions for real-life use cases in the social sector, graduating [6 Fellowship pods](#) who worked on solutions such as – an AI-enabled data repository for greater access to services for India's LGBTQI+ community; LLM-powered information access and recommendations for the blind and low vision community; social security and vulnerability simulation platform designed as a digital public good.

The Centre also conducted 2 editions of [Code4Change](#), a social sector hackathon, that encourages the youth to use their data science talent for social good..

## **Outreach**

Individuals engaged with (as event/workshop participants or viewers/downloaders of published work) ~ **2,188**, ~**764** organisations, ~**115** SPO leaders (as advisors, mentors, research supporters, panellists, reviewers, Speakers).

Organisations across diverse domains are now proactively engaging with CDSSI for tools, partnerships, and co-creation—indicating strong interest in upcoming rounds of the Fellowship, DOS, and Hackathons.





The [ISDM DataShakti platform](#) (formerly known as ISDM DataSights) was launched on 23rd January 2025. It is an AI-driven platform that unifies national and sub-national data (both structured and unstructured) to enable Social Purpose Organisations (SPOs) in making data driven decisions and foster research on Sustainable Development Goals (SDGs). Currently, the platform hosts a comprehensive data inventory on six SDGs viz., SDG-1, SDG-2, SDG-4, SDG-5, SDG-6, and SDG-13.

Contributed to thought leadership through publications and knowledge products, including an article in peer-reviewed journal [Economic and Political Weekly](#) and several short pieces on critical development issues submitted to platforms like [YourStory](#) and [Citizen Matters](#). Also produced a series of thematic articles addressing topics such as climate impacts, safety, healthcare, and gender. Outreach efforts included roadshows for ISDM DataSights in Bengaluru and other locations

18 workshops and roadshows were conducted, engaging over 423 practitioners on topics such as ISDM DataShakti, Data for Better Intervention Design, Fundamentals of Data. In total 3572 individuals were engaged through events, workshops, and published work on social media.

## Philanthropy for Inclusive Development



The [Centre for Philanthropy for Inclusive Development](#) (CPID) is generating fresh insights into Indian philanthropic practices, with a strong research and fellowship foundation.

**Fellowship Research:** Published a [compendium](#) of four research papers from cohort 2 consisting of four fellows. It was launched during the Fellowship Showcase at ISDM on February 25th, 2025.

**Flagship Report:** [Effective Philanthropy through an Inclusive Development Lens: Insights and Good Practices from Philanthropic Organisations](#) launched at **DoDM 2024**. It is first-of-its-kind study on Indian philanthropic norms and practices based on conversations with **35+ philanthropic organisations**





# Special Initiatives

## ISDM's upcoming campus in Greater Noida

ISDM is building a first-of-its-kind campus for Development Management in Greater Noida's Knowledge Park, designed to reflect our values and vision. Spread over 2.5 acres, the campus will include academic, residential, and knowledge blocks, featuring smart classrooms, a library, cafes, and vibrant green spaces that make up 70% of the area. Built in two seamless phases, it prioritises sustainability through solar energy, rainwater harvesting, and eco-friendly design.

This campus will anchor our growth as a global hub for Development Management.

## Funders Event

On 20th November 2024, we hosted a Funders Event titled Strategic Dialogue with ISDM Founders and Well-Wishers at the India International Centre, Delhi. The event brought together ~25 key stakeholders to reflect on ISDM's journey, followed by strategic conversations about its future and creation of a world-class, premier Development Management School in the world.

The gathering included distinguished participants such as Aditya Shriram, Ambarish Raghuvanshi, Amit Chandra, Arindam Kumar Bhattacharya, Gurcharan Das, Mekin Maheshwari, Pramath Sinha, Sanjiv Kumar and Setika Singh, Surabhi and Tanvi Bikhchandani, among others.

## Dialogues on Development Management 2024

The Second edition of [Dialogues on Development Management \(DoDM\)](#), was held on 21st November 2024 at Dr. Ambedkar International Centre, New Delhi. The event brought together over 1,100 participants and 100+ visionary speakers from across Samaaj, Sarkar, and Bazaar.

The conference commenced with a high-profile plenary on the theme, ***"Re-imagining Management for a Sustainable Society and Planet."***

The panel featured:

**Aamir Khan** (Director & Founder, Paani Foundation); **Amit Chandra** (Co-Founder, A.T.E. Chandra Foundation); **Pramath Raj Sinha** (Founder & Trustee, Ashoka University); **Ravi Sreedharan** (President, ISDM); **Dr. Shamika Ravi** (Member, Economic Advisory Council to the Prime Minister, India); and **Satyajit Batkal** (CEO, Paani Foundation)

The event featured 24 dynamic sessions across 5 tracks in collaboration with 15 event partners:

- Building Resilient Organisations of the Future
- Building the Sector of the Future
- Building a voice for the Sector
- 12 Research Paper Presentations by 27 speakers on themes related to Development
- Management
- Masterclass on Development Management Topics



# Special Initiatives

DoDM-24 concluded with a thought-provoking plenary, “Philanthropy as a Force for Social Change: Big Bets for the Future”, Moderated by Amit Chandra, with Mirik Gogri (Sustainability Investor, Spectrum Impact); and Rekha Koita (Director and Co-founder, Koita Foundation) as panelists



## Dialogues on Development Management (DoDM), Singapore

We hosted the DoDM convening in Singapore on March 28, 2025 to initiate crucial dialogue on the growing need for talent in Development Management and the importance of building a resilient, skilled workforce to drive meaningful impact.

The conversation brought together diverse perspectives from academia and industry, explored career paths in the sector, talent attraction challenges, and potential solutions for strengthening the ecosystem. A fireside chat with ISDM founders further emphasized the growing relevance of Development Management and ISDM's role in shaping the field.



## Library

The [ISDM Digital Library](#) is a first-of-its-kind digital platform tailored for social purpose organizations in India, offering critical resources to support decision-making in the development sector. It currently has 3,145 subscribed users, including 2,324 users from 325 social purpose organizations.

Key resources include:

- 98,123 digital books across 17 Sustainable Development Goals (SDGs)
- 8,207 physical books
- Access to 21 major subscriptions, such as the United Nations Library, Edzter Newspapers & Magazines, Stanford Social Innovation Review, CORE (Concept Repositories), Project Syndicate, World Bank Access, JSTOR, World Library, Public Libraries of America and Canada, and the Digital Library of India
- 5.1 million scholarly works from 736 top global institutions





# Key Partnerships (2024-25)

Over the past year, our work has been made possible through the generous support of renowned individuals, foundations, and corporates. We are grateful to our long-standing donors for their continued faith in our vision and mission, while also welcoming new supporters who have joined us on this journey.

Together, they have strengthened our three core verticals – the **Post Graduate Program in Development Management (PGP-DM)**, **Strategic Capacity Building (SCB)**, and the **Global Knowledge Hub (GKH)**. The support we receive reinforces our work and helps us address pioneering areas of work critical for the social sector.

We are forever grateful for continued support and trust from –

- **A.T.E. Chandra Foundation**
- **Ambarish Raghuvanshi**
- **Arindam Kumar Bhattacharya**
- **Capgemini**
- **Citi India**
- **Ford Foundation**
- **HSBC India**
- **IndusInd Bank**
- **Info Edge (India) Limited**
- **Kainaz Rattan Gazder & Vijay Santhanam**
- **Mahesh Srinivasan Iyer**
- **Sanjay Kirpalani/RenewSys India Pvt. Ltd.**
- **Sanjeev Bikhchandani**
- **Shankar Viswanathan**
- **Sanjiv Kumar/Takshila Educational Society**
- **Vipin K. Agrawal**

We are pleased to extend a warm welcome to our new donors –

- **Ajay Shridhar Shriram**
- **Anurag Singh**
- **Dinyar Devitre**
- **Rohini Nilekani Philanthropies Foundation**
- **Srivathsan Aparajithan**
- **State Street Foundation**
- **Sulata & Shyam Maheshwari**
- **Urvi Shriram & Aditya Ajay Shriram**

Our focus and vision remains aligned towards creating tangible impact in the social sector ecosystem. ISDM has diligently utilised its resources to fulfil the commitments made to our valued donors. We take pride in our transparent and comprehensive processes, which have enabled us to navigate audits seamlessly and meet rigorous compliance and audit standards without any challenges.





## DEVELOPMENT MANAGEMENT FOUNDATION

(A Section 8 Company incorporated under the Companies Act, 2013)

### Balance Sheet as at March 31, 2025

		Amount (Rs. in Lakhs)	
Particulars	Note	As at March 31, 2025	As at March 31, 2024
<b>EQUITY AND LIABILITIES</b>			
<b>Shareholders' funds</b>			
Share capital	2	1.00	1.00
Reserves and Surplus	3	124.25	91.74
		<b>125.25</b>	<b>92.74</b>
<b>Non-current liabilities</b>			
Deferred Grants	4	283.23	284.79
Other Long-term liabilities	5	6.80	8.70
Long-term Provisions	6	33.84	20.74
		<b>323.87</b>	<b>314.23</b>
<b>Current liabilities</b>			
Short term borrowings	7	85.00	115.00
General Grant Funds	8	141.71	-
Project Grants balance	9	452.91	175.88
Other Current liabilities	10	50.08	133.27
Short-term Provisions	11	10.65	4.31
		<b>740.35</b>	<b>428.46</b>
<b>Total</b>		<b>1,189.47</b>	<b>835.43</b>
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property, Plant & Equipment and Intangible Assets			
- Property, Plant & Equipment	12	128.15	159.87
- Intangible Assets	12	97.63	15.44
- Intangible Assets under Development	13	-	37.43
Long Term loans and advances	14	31.13	25.46
		<b>256.91</b>	<b>238.20</b>
<b>Current assets</b>			
Cash and Bank Balances	15	542.14	182.95
Other current assets	16	390.42	414.28
		<b>932.56</b>	<b>597.23</b>
<b>Total</b>		<b>1,189.47</b>	<b>835.43</b>

Significant Accounting policies and other notes

1 - 31

As per our report of even date attached.

**For Singhi & Co.**

Chartered Accountants

Firm registration no: 302049E

**Bimal Kumar Sipani**

Partner

Membership Number: 0889926

Place: Noida (Delhi NCR)

Date: July 30, 2025



**For and on behalf of the Board of**

**Development Management Foundation**

**Gaurav Shah**

Director

DIN 07346354

Place: New Delhi

Date: July 30, 2025



**Ravi Sreedharan**

Director

DIN 07346362

Place: New Delhi

Date: July 30, 2025

## DEVELOPMENT MANAGEMENT FOUNDATION

(A Section 8 Company incorporated under the Companies Act, 2013)

### Statement of Income & Expenditure for the year ended March 31, 2025

		Amount (Rs. in Lakhs)	
Particulars	Note	For the year ended March 31, 2025	For the year ended March 31, 2024
<b>Income</b>			
Domestic Contribution and Grants	17	1,390.40	539.64
Foreign Contribution and Grants	18	1,747.26	1,567.85
Income from Educational Activity	19	358.84	300.48
Other Income	20	8.11	0.43
<b>Total Income</b>		<b>3,504.61</b>	<b>2,408.40</b>
<b>Expenditure</b>			
Employee benefit expenses	21	1,484.63	1,094.18
Depreciation & Amortisation	12	68.98	51.90
Other expenses	22	1,501.30	1,254.70
<b>Total Expenditure</b>		<b>3,054.91</b>	<b>2,400.78</b>
<b>Excess of Income over Expenditure</b>		<b>449.70</b>	<b>7.62</b>
Less: Grant received during the year remained un-utilized at yearend	9.3	(691.40)	(385.47)
Add: Amount included in expenditure as above incurred from opening balance of unutilized grant		274.21	267.27
<b>Surplus/(Deficit) for the year transferred to Reserves and surplus</b>		<b>32.51</b>	<b>(110.58)</b>
Significant Accounting policies and other notes	1 - 31		

As per our report of even date attached.

#### For Singhi & Co.

Chartered Accountants

Firm registration no: 302049E

  
**Bimal Kumar Sipani**

Partner

Membership Number: 088926



Place: Noida (Delhi NCR)

Date: July 30, 2025

#### For and on behalf of the Board of

Development Management Foundation

**Gaurav Shah**

Director

DIN 07346354



**Ravi Sreedharan**

Director

DIN 07346362

Place: New Delhi

Date: July 30, 2025

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## Thank You for Your Interest in Our Work!

We appreciate you taking the time to engage with this report. The programmes, milestones, and stories of change reflected here are a result of the continued support and belief in ISDM's vision of strengthening leadership and management for the social sector.

If you have any questions, thoughts, or feedback or would like to know more about any of the initiatives, please feel free to reach out to Gaurav Shah (Co-Founder & Director): [gaurav.shah@isdms.org.in](mailto:gaurav.shah@isdms.org.in), +91 8971497788

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