

Annual Report

Glimpses 2023-24



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

Contents



President's Foreword	03
Our Impact Story	04
Progress & Outcomes in 2023-24	06
Post Graduate Program in Development Management (PGP-DM)	06
Strategic Capacity Building	08
Global Knowledge Hub	10
Special Initiatives	13

President's Foreword

Welcome the annual report for 2023-24 for the Indian School of Development Management (ISDM). This report outlines some of the remarkable highlights from our journey of 2023-2024 towards mainstreaming the profession and discipline of Development Management. We extend our heartfelt gratitude to all our donors, partners, faculty members and supporters for their invaluable contributions. Over this 8-year journey since inception, ISDM has evolved multiple solutions to bridge gaps in Talent, Knowledge, and Practice for establishing an ecosystem for Development Management focused on transforming the lives of millions of people living on the margins of society.

We've calibrated the curriculum of our flagship Post Graduate Program in Development Management to perfection. The PGP DM is getting popular, the interest that we receive from prospective students and organisations willing to hire from us is a testimony for the same. In 2023-24 we onboarded the 7th batch of our PGP, the largest and most diverse batch till date - 91 students from across 22 States and Union Territories in the country. We've worked on keeping our quality high and fees affordable, ensuring that PGP DM remains a cost-effective choice in comparison to similar programs offered globally. When we conceptualised our flagship program, we wanted to make social sector careers aspirational, and today we have made valuable progress towards this ambition with our students experiencing significant increase in their earning potential and employability post the program (Average Salaries INR 6.7 lakhs per annum, the highest salary at INR 15 lakhs PA for (6th batch), 68% increments).

The diversity of the class has been a powerful enabler in preparing students to become authentic development management professionals. Like I always tell the students that we learn the most from people who are least like us. With above 50% women students, we're truly contributing to an inclusive and vibrant management workforce for the social sector and to SDGs on Quality Education and Women in Managerial & Leadership positions.

A brand-new world is shaping up with extraordinary new opportunities, and it is our mission to make these opportunities relevant for the social sector. We have consciously prioritised the focus on our research and practice work over the last couple of years. The Global Knowledge Hub (GKH) at ISDM picked on critical pieces that have forever stunted the impact of the social sector. Our Centres of Excellence (CoEs) and Innovation Labs on Innovative Finance, Data Science and Social Impact, Philanthropy for Inclusive Development have been providing solutions to significantly increase the impact the sector could have on people and the planet.

Our capacity building and advisory work is generating revenue and entering into newer and deeper partnerships with organisations across the societal verticals of samaj, sarkar and bazaar. One of the most inspiring milestones over the last year has been achieving the 100 women mark though our Women on Boards program where we prepared and placed 100 accomplished women from the world of business on Advisory Boards of Social Purpose Organisations (SPOs).

We also organised the first ever national conference on Management for Social Change called Dialogues on Development Management. This turned out to be one of the biggest conferences in the sector and was attended by 800+ delegates from across the spectrum of State, Market, and Society, from 28 states and union territories in the country.

The leadership team at ISDM have drawn up a future-ready Project Chandrayaan to catapult us towards our mission that is rooted in the belief that a thriving social sector is essential for a just, equitable, humane, and sustainable society. This vision extends beyond borders, aiming to make ISDM a global leader in Development Management.

We're nearing completion of our vision of a state-of-the-art campus for our PGP DM, housing all current and future initiatives, embodying excellence in Development Management. After 8 years of foundational work, I truly believe that ISDM is poised to become an institution that not only pioneers the domain of Development Management but will also make a difference to hundreds of millions of people and the planet for generations to come.



Ravi Sreedharan
President and Founder
ISDM

Our Impact Story

PGP-Development Management

330+ GRADUATES ACROSS **6** BATCHES

300+ PLACEMENT PARTNERS

ALUMNI ACROSS **26+** STATES

7TH BATCH WITH **91** STUDENTS

100% PLACEMENTS (6TH BATCH)

ALUMNI MAKING IMPACT ACROSS SOCIAL SECTOR

Strategic Capacity Building

09 WORKSHOPS

80+ SPOS

225+ PARTICIPANTS

ESTABLISHED "CENTRE FOR GOOD GOVERNANCE"

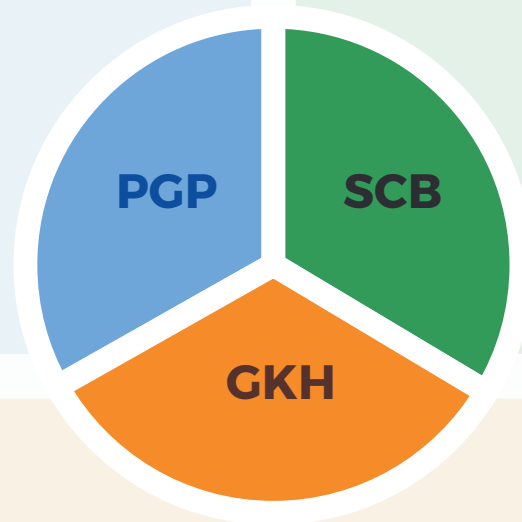


100 WOMEN LEADERS FROM **4** COHORTS

ENGAGING WITH



Ford Foundation



3 CENTRES OF EXCELLENCE

3 INNOVATION LABS



8 REPORTS PUBLISHED TILL DATE



CURATED KNOWLEDGE DATABASE ON 12 DEVELOPMENT MANAGEMENT STRANDS

3 COHORTS OF RESEARCH FELLOWSHIPS

(1 COHORT OF PRACTICE FELLOWSHIP)

Global Knowledge Hub

70+ RESEARCH COLLATERALS IN PROGRESS

DM Community Building



DoDM'23 - 80 Speakers, 800 Attendees



Impact Assessment - DCM Shriram Foundation



Centre Launches - CIFS & CDSSI

Monumental increase in our donor fraternity

20.9 Cr
in 2023-24

2.8 Cr
in 2016-17

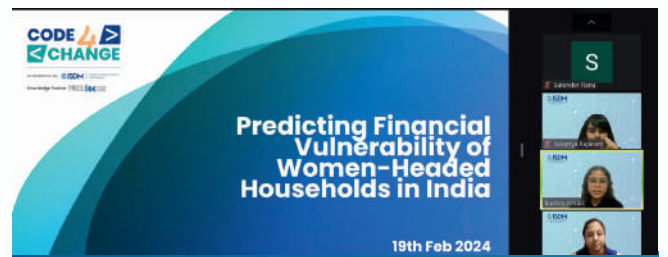
(undergone 3rd party audits for grants and received repeat funding)



Parinaam 2023 - Knowledge Partner



Confluence 2023 - A collaboration building program



Code4Change - A hackathon by ISDM

84 full-time employees



Key Partnerships (2023-24)

Our work in the last year was supported by renowned individuals, foundations and corporates, as well as contributions from dedicated donors. The support we receive strengthens our work and help us address pioneering areas of work critical for the social sector.

ISDM secured new funding for its research initiatives – for refining blended finance solutions for the social sector. Our donors remained committed to ISDM’s Post Graduate Program in Development Management (PGP-DM), with new donors joining us in the journey. Additionally, ISDM’s Strategic Capacity Building (SCB) vertical has secured grant support to implement new projects.

We are forever grateful for continued support and trust from –

- **A.T.E. Chandra Foundation** for supporting the PGP-DM and DoDM (Dialogues on Development Management)
- **Ambarish Raghuvanshi**
- **Arindam Kumar Bhattacharya**
- **Capgemini** in India for supporting the setting up of ISDM Knowledge Institute – an online data platform
- **Citi India** for supporting Centre for Innovative Finance and Social Impact and the Centre for Data Science and Social Impact
- **Ford Foundation** for supporting the Centre for Philanthropy for Inclusive Development and new initiative to strengthen compliance and reporting Excellence for NGOs
- **HSBC India** for scholarship support to the PGP-DM

- **Info Edge (India) Limited** for scholarship support to the PGP-DM
- **Infoztech Software Pvt. Ltd.**
- **Jaya Murthy**
- **Kainaz Rattan Gazder & Vijay Santhanam** for scholarship support to the PGP-DM
- **Mahesh Srinivasan Iyer** for scholarship support to the PGP-DM
- **NatWest Digital Services India Pvt. Ltd.** (Formerly known as RBS Services India Pvt. Ltd.) for support towards the NatWest Library at ISDM
- **Sanjay Kirpalani** for scholarship support to the PGP-DM
- **Shankar Viswanathan** for scholarship support to the PGP-DM
- **Vipin K. Agarwal** for scholarship support to the PGP-DM

We are proud to welcome Michael & Susan Dell Foundation (MSDF) for supporting our work on blended finance and IndusInd Bank for scholarship support to the PGP-DM, to our donor family.

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.



Progress & Outcomes in 2023-24

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 push sustainable impact at scale.

The 6th Batch (63 students) graduated in June 2023 and we welcomed the 7th batch on July 21, 2023. With **91 students from 22 states and UTs, speaking ~46 dialects and languages**, it embraces diversity and reflects a vibrant mix. They bring varied socio-cultural-economic and educational backgrounds, with an almost equal mix of freshers and experienced individuals. **Gender-wise, it's 40% male and 60% female.** Many students have inspiring stories of transformation, coming from all parts of the country.

Placements

The Class of 2023 achieved 100% placement, with students of the Cohort finding opportunities in organisations of their interest. Offers were made by **ICICI Foundation, Dr. Reddy's Foundation, The Antara Foundation, Thinkthrough Consulting, Samhita, Reliance Foundation, Educational Initiatives, Lighthouse Communities Foundation, Mantra4Change, PRADAN**, etc.

The highest package offered this year was INR 15 LPA; Average salary offered was 6.7 LPA; Average increment for those with work experience was 68%.



Alumni Engagement

Alumni were engaged through different events, they helped in admissions and placement processes as well. Our alumni also attended the Dialogues on Development Management (DoDM) in September 24. 3 'Guftagu', alumni meetings were held across Delhi, Pune, Hyderabad.

The Convocation of batch 6 (Class of 2023) and the 5-year reunion of Batch 2 of ISDM was held on March 16 & 17, 2024 at The Energy and Resources Institute (TERI), Gurugram. The Chief Guest for the event was Ms. Poonam Muttreja, Executive Director of Population Foundation of India (PFI) & Mr. R. Venkataramani the Attorney General for India joined us virtually as the guest of honour for the ceremony. 40% of the alumni attended the event from the Class of 2019 & 85% attended from the Class of 2023, along with ISDM staff, faculty, funders, alumni, and guests of graduating students.

Program Highlights for the 7th Batch

Students went through a two-week orientation, aimed at providing an overview of Development and the need for Development Management. Students volunteered and attended the **Dialogues on Development Management Event on September 20, 2023**. For **Realising India (RI)**, a two-week district immersion journey, the students were sent to 12 districts in three states—Uttar Pradesh, Rajasthan, and Madhya Pradesh. They engaged with a range of stakeholders and explored various sectors like healthcare, livelihood, and education to understand the complexities of development issues. Students worked with the information gathered from the field through Intervention Design, Development M&E, and Systems Design courses. Placement preparedness began with sessions on mock interviews, CV and cover letter writing, and numerous CEO talks. Furthermore, they gained holistic insights into organisational development and aspects of designing with **sessions on Perspectives on Organisations and Design Thinking**. In the **Context-Based Collaborative Learning** sessions, students looked at how development values, such as inclusivity, are embedded in the management of a development organisation. Students continued with Management 101 with courses such as Fundraising, Strategy for SPOs, Technology in Management, and Behaviour Change and Communication. A series of workshops and lectures kept the students engaged with social sector practitioner voices and experiences.

Some eminent Faculty and Speakers at ISDM

Kenwyn Smith, Professor, Group Dynamics; Suman Srivastava, Founder and Innovation Artist, Marketing Unplugged; Sujatha Rao, Founder-Director, Viridus Social Impact; Yamnini Aiyar, President and Chief Executive, Centre for Policy Research Solutions; Shankar Venkateswaran, Professor, Strategy for SPOs; Veena Reddy, USAID Mission Director for India and Bhutan, USAID; Gautam John, CEO, Rohini Nilekani Philanthropies.

Admissions update for the 8th batch

For the upcoming batch, we **received 518 applications** and **48 enrolments** (till April 2024). Enrolments will continue until June 2024.

Academic Partnerships

European Union Erasmus Project, Finland: ISDM has partnered with 7 other global institutions for co-designing/curriculum-building of Learning for Impact focused Entrepreneurship (Co-Life).



A journey that taught persistence, resilience, groundedness and what not! The **transformative learning experience** and the opportunity to learn from some of the best practitioners, sector experts, leaders, etc. has provided the learning experience of a lifetime. A school that not only teaches you development management, but shapes you as an authentic development professional. From serving a purpose to finding meaning in change, you have just expanded the horizon.

Divya Sharma
(Class of 2023)

Asst. Manager,
Lend a Hand India



Strategic Capacity Building (SCB)

The SCB vertical of ISDM works with Social Purpose Organisations (SPOs) to build their foundational capabilities in Leadership & Management and with Corporates to effectively leverage their resources to address the development sector needs and bring out the much-desired change in the social space. The vertical has reached new heights in building management & leadership capabilities of socially driven organisations/professionals and is now looking at taking ISDM to the next level of financial resilience as well. Some of our work this year is as given below:

Custom and Learning & Organisational Development (L&OD) Programs: **Capacity Building Programs with the American India Foundation (AIF) – Program Team; DCM Shriram Foundation – CSR team & Implementation Partner team; Tata Advanced Systems Ltd (TASL) – Corporate Volunteers**; Confluence 2023, a collaboration building program.

CSR Framework: Working on creating a practical and holistic **CSR assessment tool for companies** that aim at measuring their CSR approach and initiatives.

Launch of the **Centre for Good Governance**, dedicated to inspiring high standards of governance in SPOs. 'Effective Boards Effective organisations' Report published.

Flagship Women on Boards Program has graduated 100 women – In October, ISDM's Strategic Capacity Building vertical achieved its goal of **building capacities of 100 senior women leaders, primarily from corporate backgrounds, to actively participate in the social sector as Board Members**. These leaders boast an average of 22 years of professional experience and represent a wide array of sectors including banking, technology, media, HR, consulting, law, medicine, academia, and construction.

New Project with Ford Foundation on **strengthening the compliance & reporting excellence of NGOs** to drive good governance was started.



Knowledge Partner for Capacity Building Commission of Govt. of India developing bespoke e-Learning solutions – modules on Development Management (live on Mission Karamyogi).

Results-Based Program Management launched in March 2024: A Certificate Program equipping professionals with contemporary, sector-relevant perspectives and skills to manage complex development programs delivering lasting change at scale. **The first cohort starts in May 2024.**

Kickstarted impact assessment advisory. Engaged in doing a mid-line study for a Health Program on 'Mobile Medical Unit' in Hardoi District for DCM Shriram Foundation.

Launching a **self-paced e-Learning program on Corporate Volunteering in June 2024**, with the goal to drive meaningful volunteering engagements amongst corporate employees.



I am delighted with my decision to apply for the Women on Boards program; and in deep gratitude to the entire ISDM, Dasra & Governance Counts team for providing me this opportunity to participate on boards of leading Social Purpose Organisations in India as an advisor. I feel the program is designed beautifully for experienced women like me who are looking to expand their circle of influence, leverage their existing skills & contribute to the impact sector in a meaningful manner while continuing to pursue their professional careers. The program duration & design was perfect & enabled me to commit time despite my full-time work. It exposed me to a variety of perspectives both from the planned lectures & interactions and from my peers in the program. Finally thanks to the program, I met 23 other like-minded women from across the country who brought their own energy, perspectives & friendships to the table. I would strongly recommend this program to women leaders in India.

Pallavi T Madhok
WoB Alum

Head of Advisory Services-India
Women's World Banking



Global Knowledge Hub (GKH)

The Global Knowledge Hub is committed to strengthening the knowledge and practice of Development Management, through the creation, curation, application, and dissemination of knowledge. In FY 2023 - 24, GKH has delved deeper into core Development Management knowledge work on some of the most critical issues that limit the scope of social impact – lack of innovative finance instruments and structures that can bring more private capital into the sector, difficulties in assessing the real social impact of organisations, difficulties in driving evidence-based decision making using data and data science, challenges in hiring and retaining the best talent for the sector, philanthropic practice that does not drive the systemic changes required for inclusive development. GKH has been able to attract and onboard excellent advisory council members for our new Centres giving direction to our work in building knowledge.

Centres of Excellence:

Centre for Innovative Finance and Social Impact (CIFS):



Official Launch on June 1, 2023, with 35+ participants, bringing Social Purpose Organisations (SPOs), Funders and regulatory & enabling organisations to the same table



Established itself firmly in the ecosystem of IF (Innovative Finance) in India. It formed great partnerships and led conversations on Innovative Finance. **Especially Blended Finance and Outcome Based Finance (OBF)**



Knowledge partner for Parinaam 2023, a first-of-its-kind India-focused convening of the finance ecosystem to unlock **Outcome-based Financing/Funding (OBF).**



Research Fellowship on **'Driving Social Impact through Innovative Finance Approaches';**
4 Research Fellows onboarded



Advisory Council Jayant Rastogi, Global CEO of Magic Bus India Foundation; Aparna Dua, Director at Asha Impact and The Blended Finance Company; Shantanu Ghosh, ex-CEO of Social Finance India; and Ankur Kulshreshtha, a professor of Finance at BIMTECH, ISDM, Vedica Scholars



Efforts to mainstream IF through traditional media articles and knowledge pieces
5 Knowledge Outputs



Centre for Data Science and Social Impact (CDSSI):



Officially Launched on June 16, 2023, with 80+ participants - nonprofit leaders to social data scientists, social entrepreneurs, academicians, private sector professionals, and stakeholders from the public policy sphere. The centre aims to promote data usage in the social sector



Kicked-off a series of initiatives to understand the landscape of data maturity in the sector, through a landscape study, and laying the groundwork for the **first-of-its-kind Data Maturity Assessment study**



Creating solutions and capacities for the sector - launched the **CDSSI Practice Fellowship 2024-25 & Digital Open Solutions (DOS) for Social Impact**, selecting **7 Fellowship Pods** (23 participants - mentors, fellows, fellow) from 69 applications, for a 12-month Fellowship. These projects focus on leveraging technology and data-driven approaches to address various social issues such as livelihoods for vulnerable groups (informal workers, crisis-affected, LGBTQI+ and blind and low-vision communities); health; agriculture & animal husbandry



Code4Change: Hackathon for Social Change, that encourages data professionals to create innovative solutions for a positive impact on the lives of marginalised groups



7 Knowledge Outputs (few are co-created with the Knowledge Institute)



Advisory Council: Dr. Anand Rao, previous head of Global AI at PwC and current Professor of Applied Data Science and AI at Carnegie Mellon, as the Chair, Sarabjot Singh, Founder of Tatrass Data and Sabudh Foundation, Puja Marwaha, CEO of CRY, Prof. Ankur Sarin, Faculty at IIMA, and Sashi Rajamani, Chairperson, SVP Bengaluru Chapter

Centre for Philanthropy for Inclusive Development (CPID):

Focuses on catalysing philanthropy for inclusive development.



CPID built a narrative around Philanthropy for Inclusive Development in India through extensive outreach activities around the CPID-edited book **'A New Era of Giving'**

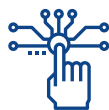


Initiated work on a Philanthropy for Inclusive Development Framework, a collaborative effort to create a **national framework** to enhance the effectiveness of **philanthropic efforts for inclusive development**



Engaged with HNIs/ UHNIs, their family office and foundation professionals, leadership of international foundations and CSR leaders to **systemise and evolve PID**





Conducted sessions at the WINGS Forum 2023 in Nairobi, Kenya on **“Inclusive Philanthropy for Inclusive Development: A systems thinking approach”** together with Rockefeller Philanthropy Advisors, attended by 35 participants from fundraising foundations, SPOs and academic institutions



‘Systems Convening for Philanthropy for Inclusive Development’ with leading Indian funders, SPOs and Philanthropy Support Organisations at **DoDM** (Dialogues on Development Management - ISDM’s annual conference)



Conducted a session on virtual systems thinking at **RISE World Summit 2024** and Convenings in Mumbai and Pune, to engage relevant stakeholders in the PID work



Initiated the second cohort of the **CPID Research Fellowship Program** on Community Philanthropy, with 5 Fellows and **Knowledge Outputs**



Innovation Labs with 3 pilot projects – Knowledge Institute, Mission Sahyog, and partnering with The Blended Finance Company

Knowledge Institute

The objective of this initiative is to encourage a culture of impactful, accurate, evidence-based decision making for the social sector by creating a single, online data platform, hosting digitised, open-source data related to SDGs to aid research and better decision making in the social sector. We conducted user research to understand the data challenges and expectations of stakeholders, identified partners to develop the platform, and driving sectoral engagement and knowledge creation work - **articles and knowledge nuggets** (few are co-created with the CDSSI)

Advisory Council – Chair - Dr Anand Rao, Ex-Global Artificial Intelligence Lead at PwC, USA; Advisory Members: Aurobindo Saha, VP, AI & Data Engineering Cloud Architecture Leader Insights Data, Capgemini; Dr Rajesh Shukla, Co-founder and Head, PRICE; Dr Shahana Chattaraj, Director, Research, Data & Innovation, WRI India.

Mission Sahyog aims to collaboratively co-create scalable management models and frameworks, that can be customised with some contextual modifications for small Social Purpose Organisations (SPOs) operating in diverse geographies, fostering collaboration, resilience and effectiveness targeting challenges such as funding, compliance, technology utilisation, and talent acquisition. The pilot is being run in Jharkhand.

Partnership with the Blended Finance Company: ISDM initiated the establishment of a new Blended Finance Company, in collaboration with MSDF and Asha Impact. The primary focus of the company will be on the Indian blended finance market, aiming to simplify and streamline blended finance transactions. ISDM will also play the role of being knowledge partners to this company, creating the knowledge that is needed for new and simpler blended finance transactions.

Core Development Management Work

Talent Management for the Social Sector: Following the launch of the seminal study on Talent Management in the Indian Social Sector in 2022, we have worked on 8 case studies for SPOs and facilitated an online workshop for the SPO partners of ATE Chandra Foundation to unpack the components of compensation compiled as part of the Talent Study. Also curated a track on Talent and Leadership in DoDM (Dialogues on Development Management - ISDM's annual conference).

Special Initiatives

The Digital Library at ISDM (NatWest Library)

ISDM achieved yet another milestone with the official launch of the NatWest Library in June 2023, a first-of-its-kind Digital Platform designed for SPOs. This unique platform offers SPOs access to a comprehensive collection of open-access and subscribed content, including databases, newspapers, journals, and eBooks, all accessible through a single-access portal, free of charge.

- **Enrolled 332 Social Purpose Organisations** into the Library
- **6271** physical books
- **8.5** Million e-Books
- Subscription for **19,953** Journals through DOAJ, JSTOR, Springer Open, UN Journals, Access Global, DC Network, Newsbank, Project Muse etc.

ISDM's Foundation day

We celebrated the 8th Foundation Day of ISDM on February 9th this year. We honoured eight years of ISDM's journey with a day filled with engaging activities, reflective moments, joyful celebrations, and a renewed dedication to our mission of cultivating leaders who drive sustainable social change.

Dialogues on Development Management

Dialogues on Development Management (DoDM) 2023, **India's first Conference on Management for Social Change**, was organised on September 20th at the Dr. Ambedkar International Centre in Delhi. Attended by delegates from across the country and internationally, DoDM served as a unique platform to raise decibel levels on conversations around Development Management, providing opportunities for nuanced discussions on how to build, lead and manage Social Purpose Organisations to deliver sustained impact at Scale.

4 tracks co-created together with our partners:

- Finance and Philanthropy for Organisational Resilience: Bridgespan, Educate Girls, Asha Impact, Dalberg, Waterfield Advisors
- Data and Evidence for Decision Making: eGov Foundation, Capgemini, J-PAL, Sambodhi, Janaagraha
- Talent, Leadership and Governance for the Social Sector: A.T.E. Chandra Foundation, Plan India, PRADAN, Bridgespan
- Masterclass: Strategy for Non-Profits (Shankar Venkateswaran), Don't Beg. Inspire. (Science of Behaviour Change) (Suman Srivastava), Applied Systems Thinking for Real World Challenges (Mihir Mathur), Design Thinking (Bipasha Roy), Data for Planning & Planning for Data - Strategic Thinking for Data Collection and Analysis (Akashi Kaul, Biswarajan Baraj)

Event Outcomes and Success

20 sessions, 80+ speakers across all the tracks and plenary **800+ delegates** from across the spectrum of State, Market and Society - ~ **680** external delegates plus ~ **130** internal delegates.

Analysis of the external delegates:

- Representation from **28 States and Union Territories**, plus other countries
- **53%** people with more than 10+ years of work experience, with **25%** delegates representing Leadership of organisations
- Even Split between delegates from Implementation (Non Profit, For Profit) and other
- **425+** organisations including **175+** small implementation organisations



Financials

DEVELOPMENT MANAGEMENT FOUNDATION

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

Balance Sheet as at March 31, 2024

Particulars	Note	Amount (Rs. in Lakhs)	
		As at March 31, 2024	As at March 31, 2023
EQUITY AND LIABILITIES			
Shareholders' funds			
Share capital	2	1.00	1.00
Reserves and Surplus	3	91.74	202.32
		92.74	203.32
Non-current liabilities			
Deferred Grants	4	284.79	140.65
Other Long-term liabilities	5	8.70	13.50
Long-term Provisions	6	20.74	12.84
		314.23	166.99
Current liabilities			
Short term borrowings	7	115.00	-
General Grant Funds (unutilised)	8	-	98.47
Project Grants balance (unutilised)	9	175.88	103.36
Other Current liabilities	10	133.27	83.82
Short-term Provisions	11	4.31	-
		428.46	285.65
Total		835.43	655.96
ASSETS			
Non-current assets			
Property, Plant & Equipment and Intangible Assets			
- Property, Plant & Equipment	12	159.87	87.18
- Intangible Assets	12	15.44	20.38
- Intangible Assets under Development	13	37.43	-
Long Term loans and advances	14	25.46	13.54
		238.20	121.10
Current assets			
Cash and Bank Balances	15	182.95	165.03
Other current assets	16	414.28	369.83
		597.23	534.86
Total		835.43	655.96
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

For and on behalf of the Board of
Development Management Foundation

Bimal Kumar Sipani
Partner
Membership Number: 088926
Place: Noida (Delhi NCR)
Date: August 01, 2024

Gaurav Shah
Director
DIN 07346354
Place: New Delhi
Date: August 01, 2024

Ravi Sreedharan
Director
DIN 07346362
Place: New Delhi
Date: August 01, 2024

Financials

DEVELOPMENT MANAGEMENT FOUNDATION

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

Statement of Income & Expenditure for the year ended March 31, 2024

Particulars	Note	Amount (Rs. in Lakhs)	
		For the year ended March 31, 2024	For the year ended March 31, 2023
Income			
Domestic Contribution and Grants	17	539.64	773.85
Foreign Contribution and Grants	18	1,567.85	749.44
Income from Educational Activity	19	300.48	197.96
Other Income	20	0.43	4.18
Total Income		2,408.40	1,725.43
Expenditure			
Employee benefit expenses	21	1,094.18	799.82
Depreciation & Amortisation	12	51.90	36.68
Other expenses	22	1,254.70	907.81
Total Expenditure		2,400.78	1,744.31
Excess of (expenditure over income)/income over expenditure		7.62	(18.88)
Add : Amount transferred from General Grant Fund being expenditure incurred during the year from General Grant Fund and included in Expenditure as above	8	97.94	36.45
Less : Amount transferred to Project Grant Unutilised account being unspent balance from Project Grants received during the year and included in Income as above	9	(294.49)	(82.59)
Add : Amount transferred from Deferred Grants being expenditure incurred during the year from Deferred Grant and included in Expenditure as above	4	78.35	-
Surplus/(Deficit) for the year transferred to Reserves and surplus		(110.58)	(65.02)
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

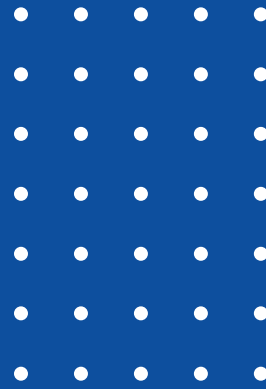
For and on behalf of the Board of
Development Management Foundation

Bimal Kumar Sipani
Partner
Membership Number: 088926
Place: Noida (Delhi NCR)
Date: August 01, 2024

Gaurav Shah
Director
DIN 07346354
Place: New Delhi
Date: August 01, 2024

Ravi Sreedharan
Director
DIN 07346362
Place: New Delhi
Date: August 01, 2024

Join us on this historic journey to build one of India's leading Higher Education Institutes! Your contributions provide the Institute with vital resources to offer ingenious academic programs and support our development management community.



Connect with us to know more

Speak to us on **+91 89714 97788**
write us on **gaurav.shah@isdem.org.in**
visit our website: **www.isdem.org.in**

Indian School of Development Management

C 20/5-6, Sector-62, Delhi/NCR, Uttar Pradesh - 201301



Financials

Development Management Foundation

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

Balance Sheet as at March 31, 2024

Particulars	Note	Amount (Rs. in Lakhs)	
		As at March 31, 2024	As at March 31, 2023
EQUITY AND LIABILITIES			
Shareholders' funds			
Share capital	2	1.00	1.00
Reserves and Surplus	3	91.74	202.32
		92.74	203.32
Non-current liabilities			
Deferred Grants	4	284.79	140.65
Other Long-term liabilities	5	8.70	13.50
Long-term Provisions	6	20.74	12.84
		314.23	166.99
Current liabilities			
Short term borrowings	7	115.00	-
General Grant Funds (unutilised)	8	-	98.47
Project Grants balance (unutilised)	9	175.88	103.36
Other Current liabilities	10	133.27	83.82
Short-term Provisions	11	4.31	-
		428.46	285.65
Total		835.43	655.96
ASSETS			
Non-current assets			
Property, Plant & Equipment and Intangible Assets			
- Property, Plant & Equipment	12	159.87	87.18
- Intangible Assets	12	15.44	20.38
- Intangible Assets under Development	13	37.43	-
Long Term loans and advances	14	25.46	13.54
		238.20	121.10
Current assets			
Cash and Bank Balances	15	182.95	165.03
Other current assets	16	414.28	369.83
		597.23	534.86
Total		835.43	655.96
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: August 01, 2024

For and on behalf of the Board of

Development Management Foundation

Gaurav Shah

Director
DIN 07346354
Place: New Delhi
Date: August 01, 2024

Ravi Sreedharan

Director
DIN 07346362
Place: New Delhi
Date: August 01, 2024

Financials

Development Management Foundation

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

Statement of Income & Expenditure for the year ended March 31, 2024

Particulars	Note	Amount (Rs. in Lakhs)	
		As at March 31, 2024	As at March 31, 2023
EQUITY AND LIABILITIES			
Shareholders' funds			
Share capital	2	1.00	1.00
Reserves and Surplus	3	91.74	202.32
		92.74	203.32
Non-current liabilities			
Deferred Grants	4	284.79	140.65
Other Long-term liabilities	5	8.70	13.50
Long-term Provisions	6	20.74	12.84
		314.23	166.99
Current liabilities			
Short term borrowings	7	115.00	-
General Grant Funds (unutilised)	8	-	98.47
Project Grants balance (unutilised)	9	175.88	103.36
Other Current liabilities	10	133.27	83.82
Short-term Provisions	11	4.31	-
		428.46	285.65
Total		835.43	655.96
ASSETS			
Non-current assets			
Property, Plant & Equipment and Intangible Assets			
- Property, Plant & Equipment	12	159.87	87.18
- Intangible Assets	12	15.44	20.38
- Intangible Assets under Development	13	37.43	-
Long Term loans and advances	14	25.46	13.54
		238.20	121.10
Current assets			
Cash and Bank Balances	15	182.95	165.03
Other current assets	16	414.28	369.83
		597.23	534.86
Total		835.43	655.96
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: August 01, 2024

For and on behalf of the Board of Development Management Foundation

Gaurav Shah

Director
DIN 07346354
Place: New Delhi
Date: August 01, 2024

Ravi Sreedharan

Director
DIN 07346362
Place: New Delhi
Date: August 01, 2024

Financials

DEVELOPMENT MANAGEMENT FOUNDATION

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

Statement of Income & Expenditure for the year ended March 31, 2024

Particulars	Note	Amount (Rs. in Lakhs)	
		For the year ended March 31, 2024	For the year ended March 31, 2023
Income			
Domestic Contribution and Grants	17	539.64	773.85
Foreign Contribution and Grants	18	1,567.85	749.44
Income from Educational Activity	19	300.48	197.96
Other Income	20	0.43	4.18
Total Income		2,408.40	1,725.43
Expenditure			
Employee benefit expenses	21	1,094.18	799.82
Depreciation & Amortisation	12	51.90	36.68
Other expenses	22	1,254.70	907.81
Total Expenditure		2,400.78	1,744.31
Excess of (expenditure over income)/income over expenditure		7.62	(18.88)
Add : Amount transferred from General Grant Fund being expenditure incurred during the year from General Grant Fund and included in Expenditure as above	8	97.94	36.45
Less : Amount transferred to Project Grant Unutilised account being unspent balance from Project Grants received during the year and included in Income as above	9	(294.49)	(82.59)
Add : Amount transferred from Deferred Grants being expenditure incurred during the year from Deferred Grant and included in Expenditure as above	4	78.35	-
Surplus/(Deficit) for the year transferred to Reserves and surplus		(110.58)	(65.02)
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

For and on behalf of the Board of
Development Management Foundation

Bimal Kumar Sipani
Partner
Membership Number: 088926
Place: Noida (Delhi NCR)
Date: August 01, 2024

Gaurav Shah
Director
DIN 07346354
Place: New Delhi
Date: August 01, 2024

Ravi Sreedharan
Director
DIN 07346362
Place: New Delhi
Date: August 01, 2024