

Appendices

Appendix A: Individuals interviewed

Funders	Capacity builders	NGOs
<ul style="list-style-type: none"> • Aparna Sanjay, Social Venture Partners* • Arnav Kapur, Bill & Melinda Gates Foundation • CV Madhukar, Omidyar Network • Dena Trujillo, Omidyar Network • Hisham Mundol, Children's Investment Fund Foundation • Lisa Mikkelsen, Omidyar Network • Maneesha Chadha, JP Morgan • Naghma Mulla, Edelgive Foundation* • Narayan Krishnaswamy, Azim Premji Philanthropic Initiatives • Santhosh Ramdoss, Michael & Susan Dell Foundation 	<ul style="list-style-type: none"> • Ajit Mahadevan, Acumen • Arjav Chakravarti, Dasra (Former) • Aqueel Khan, ASK India • Daniel Lobo and Shivi Dwivedi, Leaders' Quest • Farhad Merchant, Common Purpose • Ingrid Srinath, CSIP, Ashoka University • Megha Jain, Dasra • Pooja Warier, UnLtd India** • Priya Naik, Samhita • Rajen Makhani, International Innovation Corps • Roshan D'souza, UnLtd India • Rukaiya Joshi, SPJIMR • Shamik Trehan, Dr. Reddy's Foundation • Sunish Jauhari, Ashoka India • Dr. Vandana Nadig Nair and Shilpa Diwakar, Phicus • Vijaya Balaji, Toolbox India 	<ul style="list-style-type: none"> • Aditya Natraj, Kaivalya Education Foundation • Aparajita Gogoi, Centre for Catalyzing Change • Ashok Kamath, Akshara Foundation • D Sattaiah, BASIX (<i>social enterprise</i>) • Elizabeth Mehta, Muktangan • Jyoti Tanna, Each One Teach One • Mihir Shah, Samaj Pragati Sahayog • Natasha Das, Make A Difference • Niranjana Saggurti, Population Council in India • Nita Mahuvakar, Anarde Foundation • Pervin Varma, CRY (Former) • Partha Pratim Rudra and Amit Prakash, Smile Foundation India • Rajesh Singh, WISH Foundation • Rizwan Tayabali, Make A Difference • Samir Narayan Chaudhuri, Child In Need Institute • Sanjeev Dham, Smile Foundation India • Sapna Karim, Janaagraha • Sneheel Biswal, Make A Difference • Sreekanth S Rameshaiah, Mahiti (<i>social enterprise</i>) • Srikanth Viswanathan, Janaagraha • Srinivasan Periathiruvadi, Jeevan Stem Cell Foundation • Sunil Mehta, Muktangan • Swatantra Gupta, Smile Foundation India • Vishal Talreja, Dream a Dream

Note: *Also does capacity building, **Acts as an incubator and provides funding as well, +Operating foundation. There were multiple interviews with some interviewees.

Appendix B: Respondents' demographics

Indian NGO demographics

Figure B1: When was your organization founded? (n=203)

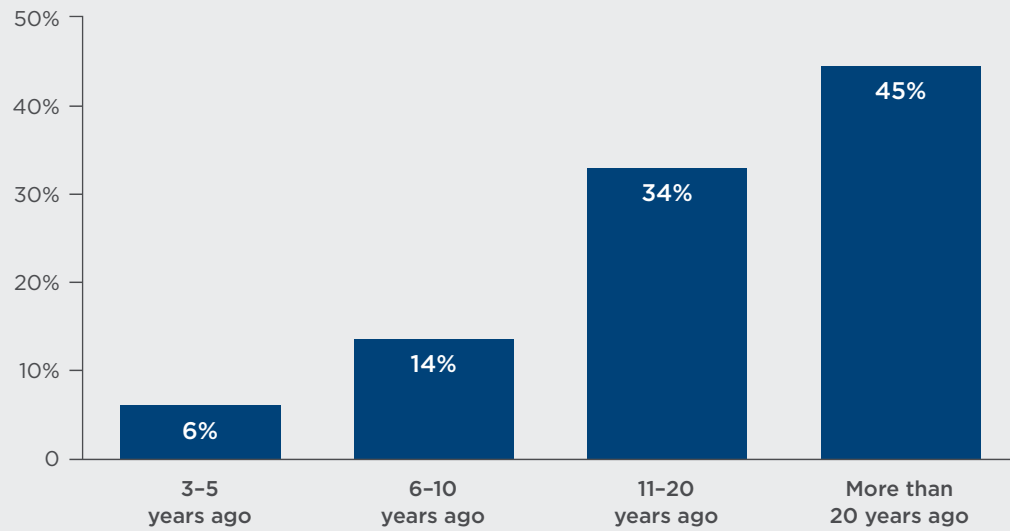
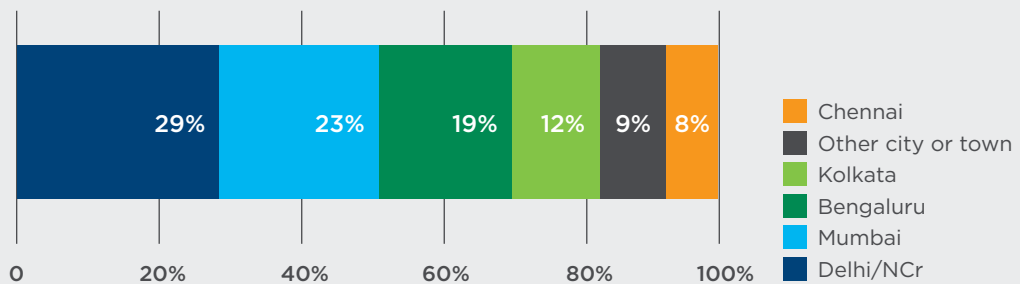
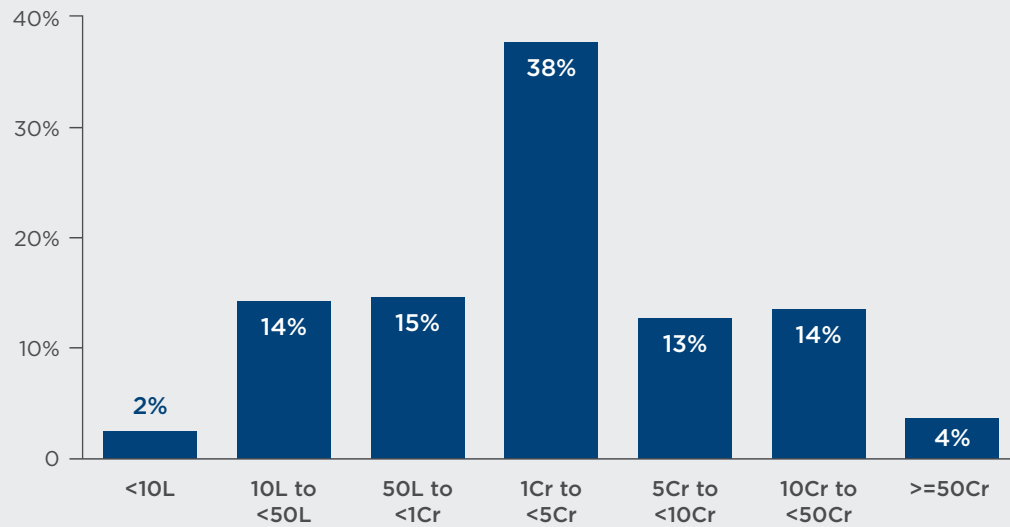


Figure B2: Where is your organization's headquarters or India head office located? (n=203)



Note: Other cities or towns include Hyderabad, Pune, Patna, and others with a minimum population of 1 million.

Figure B3: What is your organization's total annual budget (in INR), based on the most recent year of operation? (n=203)



Note: L denotes lakhs; Cr denotes crores.

Figure B4: How many full-time employees does your organization have? (n=203)

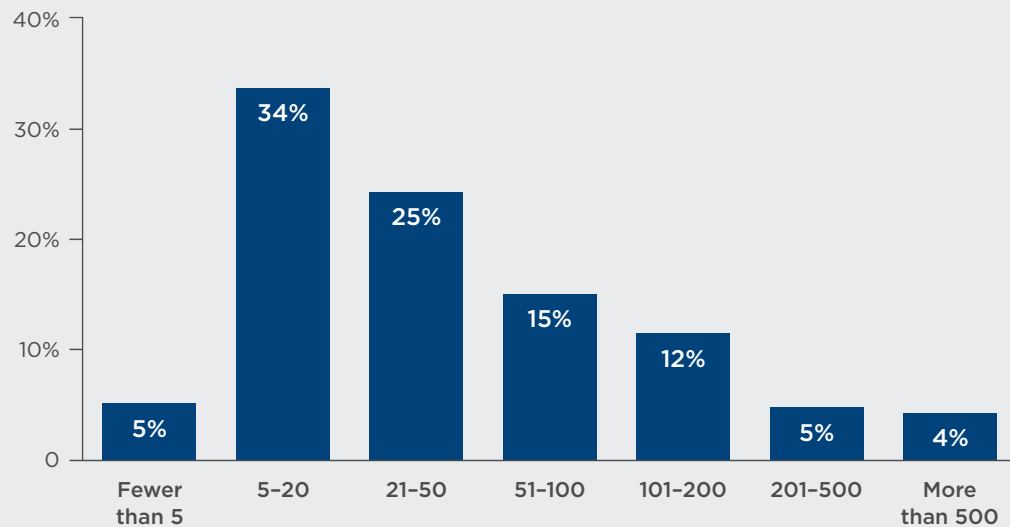
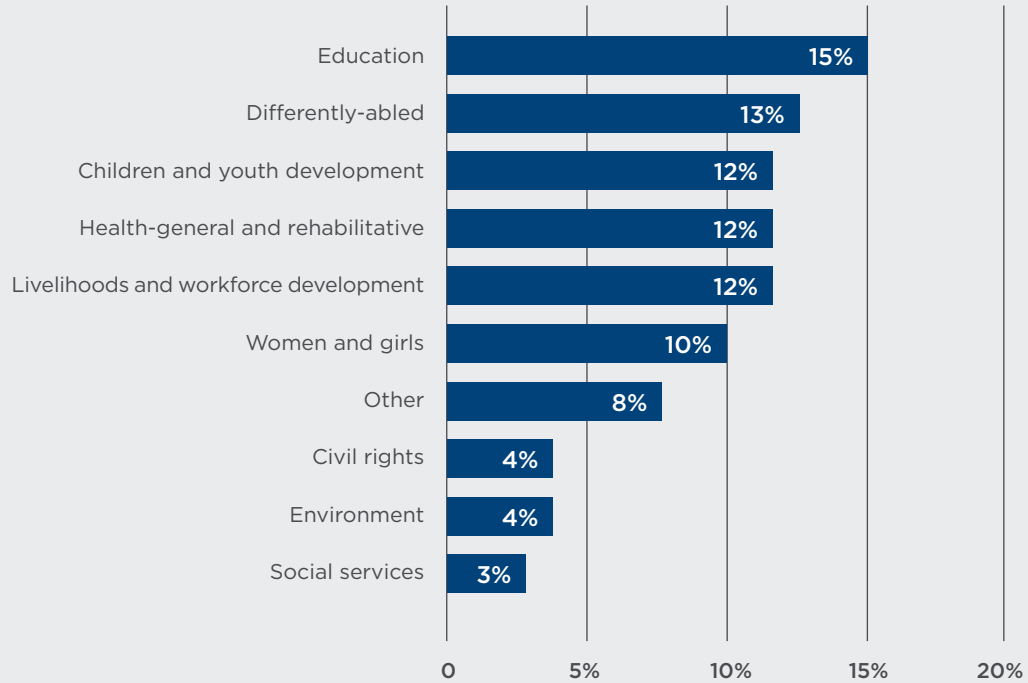


Figure B5: Which of the following nonprofit sectors does your organization primarily work in? (n=203)



Note: Sectors selected by less than 3% of respondents were excluded from this chart. This includes animal welfare, the elderly, mental health and crisis rehabilitation, public safety, housing and shelter, and arts and culture. There was no option to add text for “Other.”

Figure B6: What is/are your role(s) in your organization? Please select all that apply. (n=203)

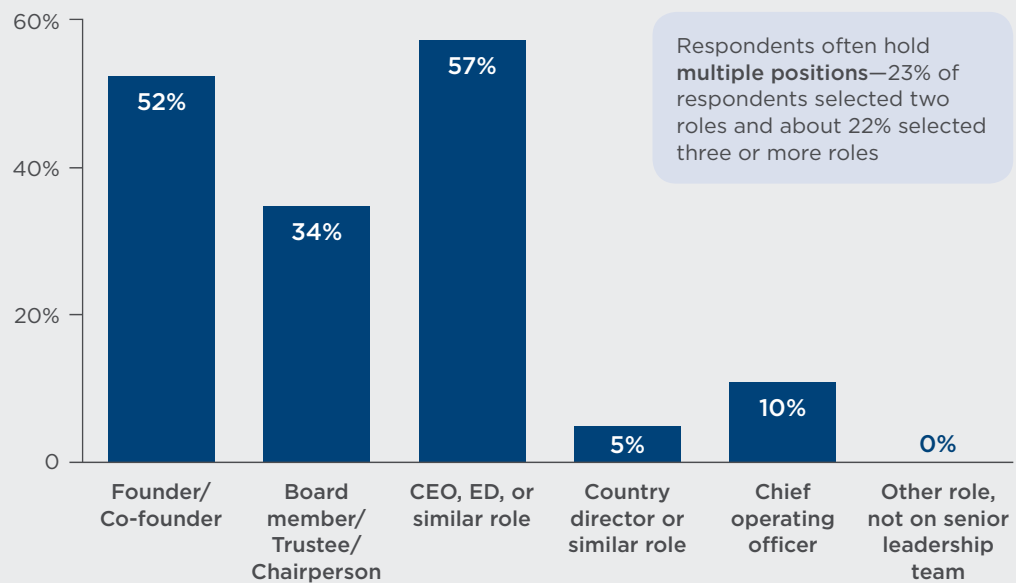
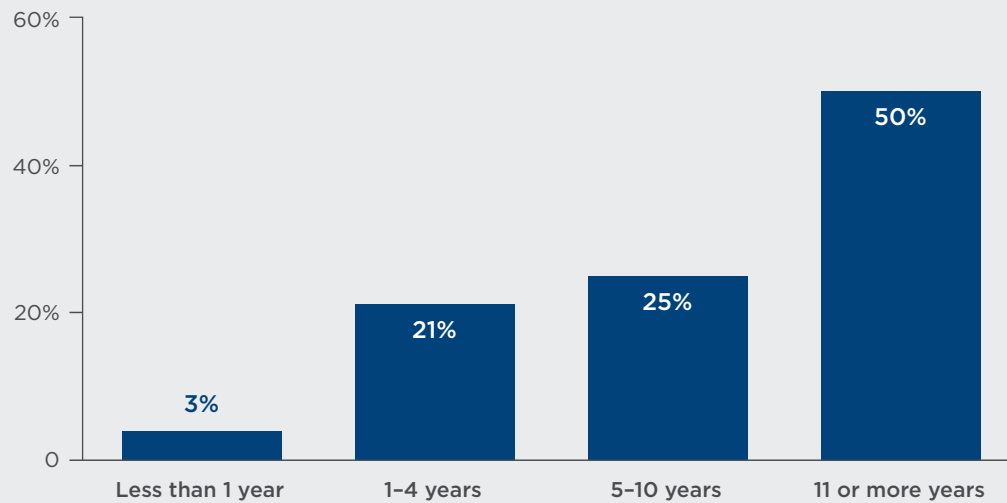


Figure B7: How long have you been in your current role? (n=203)



Note: References in [Section III: Where Leadership Development Breaks Apart - Retaining leaders](#)

International NGO (INGO) demographics

Figure B8: When was your organization founded? (n=41)

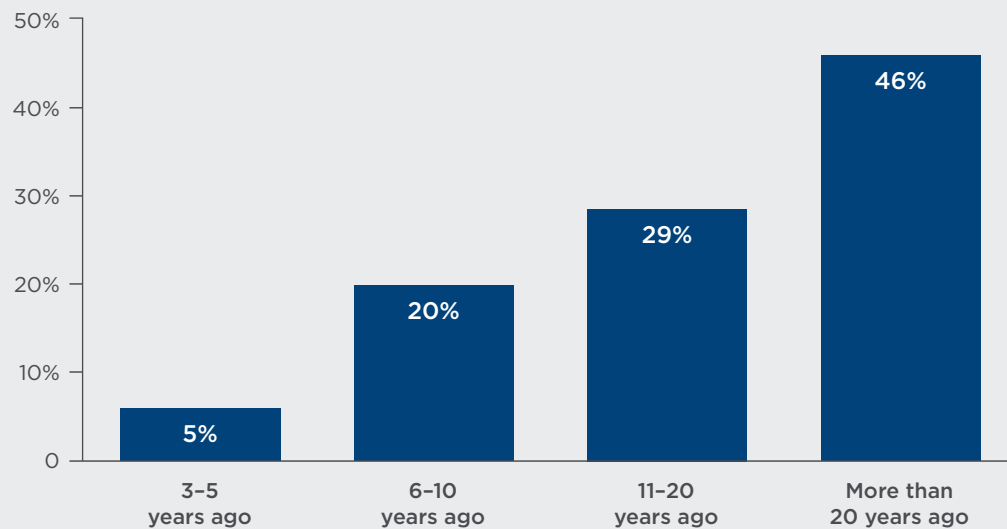
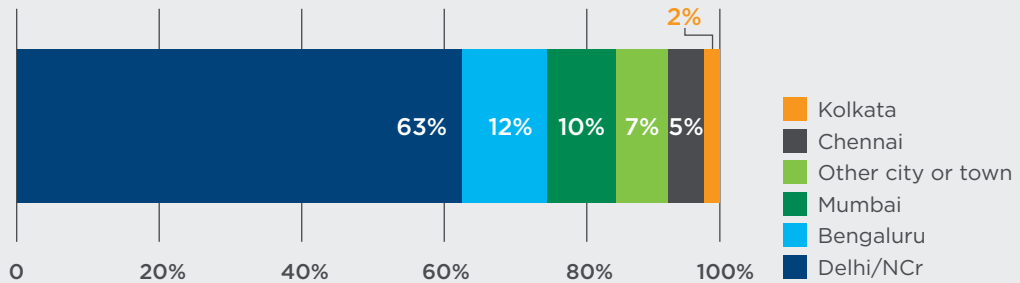
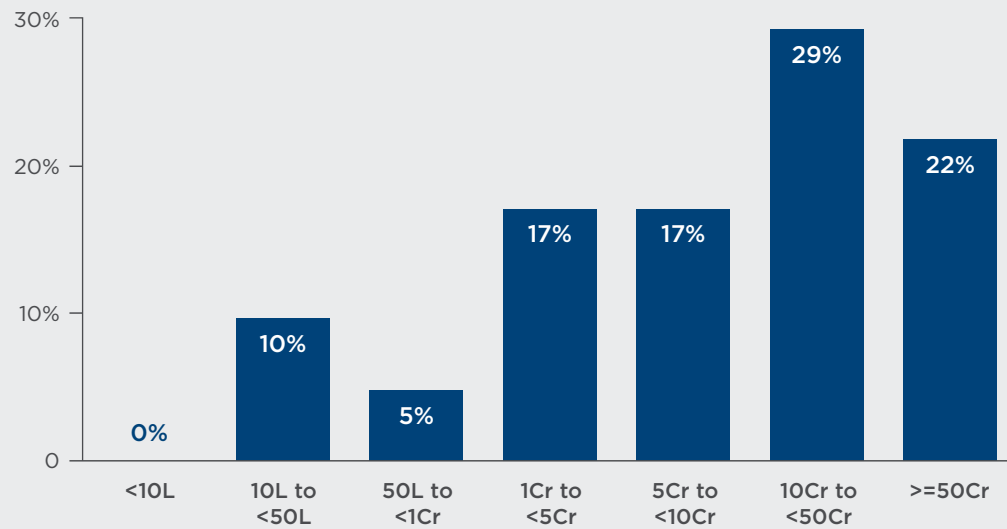


Figure B9: Where is your organization's headquarters or India head office located? (n=41)



Note: Other city or town includes Hyderabad and Ahmedabad

Figure B10: What is your organization's total annual budget (in INR), based on the most recent year of operation? (n=41)



Note: L denotes lakhs; Cr denotes crores.

Figure B11: How many full-time employees does your organization have? (n=41)

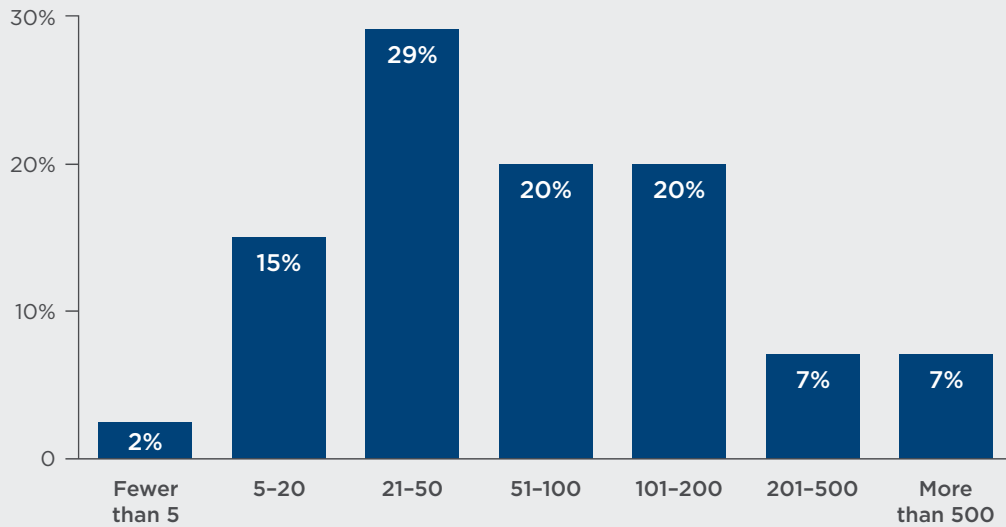
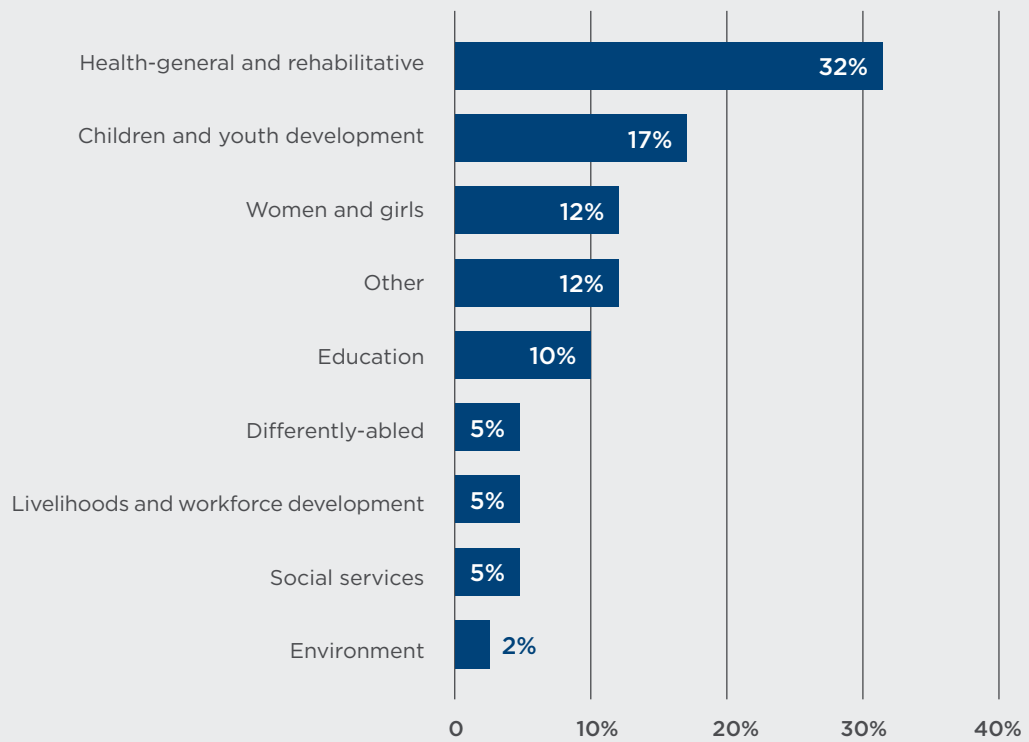
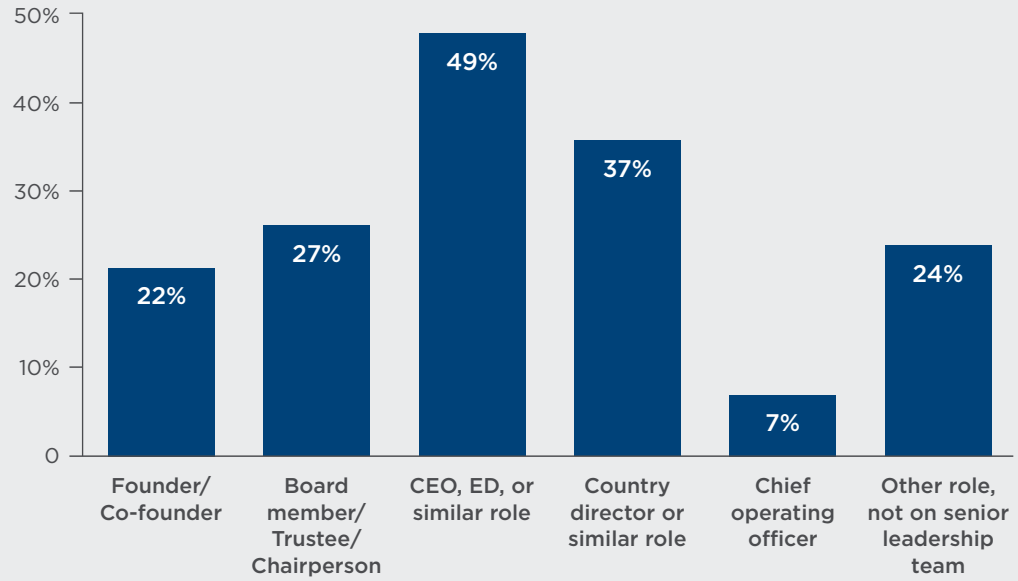


Figure B12: Which of the following nonprofit sectors does your organization primarily work in? (n=41)



Note: There was no option to add text for "Other."

**Figure B13: What is/are your role(s) in your organization?
Please select all that apply. (n=41)**



Appendix C: Programs for current NGO/social sector leaders

The table on the following pages has been developed from interviews, survey findings, and secondary research as of July 2017, and verified by program representatives in almost all cases (exceptions noted). The list is not intended to be exhaustive.

The following US-based programs were also identified in our research, due to participation by Indian NGO leaders. However, they have not been included in the table as they do not focus on Indian leaders:

- *Executive Program for Nonprofit Leaders* (Stanford Graduate School of Business): A six-day residential program for CEO/Executive Director level or COO/VP level at nonprofit organizations around the world that covers organizational mission and strategy, personal leadership and confidence, and scaling.
- *Strategic Perspectives in Nonprofit Management* (Harvard Business School): A six-day residential program for nonprofit executive directors and CEOs from around the world that covers leading change, scaling impact, building strategic partnerships, and measuring and managing for high performance. An India-specific version of the program was launched in partnership with Ashoka University in 2017, as listed in the table.

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
1	Aritra - Leadership Accelerator Program (Phicus Social Solutions and IIM Bangalore)	2017	100 leaders over 3 batches	Build a strong leadership pipeline for the social sector	Leaders with 8+ years of experience, with at least 5 years in the social sector	Cause leadership, organizational leadership, and personal leadership	Three sets of 5-day residential classroom sessions over 18 months, with ongoing digital and online support, and mentorship learning events, and visits	Coaching, exposure events, alumni network, post-program check-ins and online resources	INR 5 lakh (subsidized)	http://aritra.org
2	Aspire Circle Fellowship (Aspire Circle)	2014 (until 2024)	1,000 fellows in 10 years	Develop a fellowship led by social leaders with all stakeholders of the social ecosystem	Indian CSR and foundation heads, philanthropists, NGO & civil society leaders, and government leaders	Personal leadership, professional leadership, and thought leadership	Four 2-day retreats	Round table forums, case studies and interaction with eminent social sector leaders	Free	http://aspirecircle.org/
3	Continuing Education (Indian School of Development Management)	2016	100 leaders per year	Develop the discipline of development management	Development sector professionals in India with at least 2-3 years of experience	Skills, strategies, and techniques for the development space	Sessions over 2-3 days	Workshops and interaction with sector experts	INR 10,000 for a 3-day program	http://www.isdm.org.in/professional-development/overview
4	CSCLeaders (Common Purpose)	2012	100 leaders per year	Enable exceptional leaders to tackle challenges, build global relationships, and develop cultural intelligence	Senior leaders from the Commonwealth countries	Cultural intelligence, leading beyond authority, building relationships, and leading change	In two parts for 6 and 4 days respectively, in two different cities from Commonwealth nations	Experiential program, with cross-sector and cross-culture participation, with relevant challenges	£10,000 + VAT, including accommodation and food (partial scholarships available)	http://cscleaders.org/

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
5	Dasra Social Impact Leadership Program (Dasra)	2014	40 leaders per batch	Support India's leading social organizations scale their operations, and increase their impact	Founders, executive directors, or senior management of Indian social enterprises	Strategy and leadership development, growing an organization, and managing HR, branding and communications, sustainability and legacy	16-day residential program divided into Four modules over 9 months	Harvard case-based workshops, expert sessions, Birkman profile and goal setting, Harvard e-learning modules, post program alumni network and support	INR 6 lakh, with up to 80% subsidy available	https://www.dasra.org/our-approach#build-organizations
6	Empowering Grassroots (Smile Foundation)	2002	20-30 NGOs per year	Enable small, grassroots NGOs to maximize their efforts on the ground	Community-based organizations (CBOs) / grassroots NGOs across India	Scalability, sustainability, communication, resource mobilization, and governance	3- or 4-day residential program, generally once every quarter	Trainings and workshops by experts	Free (covered by funder)	http://www.smilefoundationindia.org/empowering-grassroots.htm
7	Essentials of second line leadership (Human and Institutional Development Forum)	2011	20 leaders per batch	Build competencies in individuals to take on the additional responsibility of being second-line leaders	Senior program staff, project and team leads, and human resource professionals with minimum 3 years of experience	Personal and organizational vision, communication, feedback, organizational change, planning M&E of projects and designing MIS, etc.	Three residential modules over 8 months, with the first two modules of 5 days each and last module of 3 days	Experiential learning through different modules and workshops	INR 20K per participant, including lodging and training material (scholarships available)	http://www.hidforum.org/uploads/default/files/event/pdf

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
8	India Fellows Program (Acumen)	2014	20 per year	Invest in fellows who commit to a lifelong journey towards mastery of the skills of moral leadership so that together they can solve the biggest problems of poverty	Individuals working in social impact across sectors, functions, and geographies	Adaptive leadership, storytelling, systems thinking and moral leadership	Five 4-5 day long seminars over 1 year	Strong fellows community, continued investment beyond Year 1 and expert content	Free	http://acumen.org/leadership/regional-fellows/india/
9	Integrated Sustainable Development Leadership Program (Leadership for Environment and Development) ²³	2001 (in India)	192 fellows in India from 18 batches	Nurture and transform leaders to stand up to the sustainability challenges of the world	Indian mid-career professionals, with minimum 5 years of work experience	Skills (e.g., communication), knowledge (e.g. sustainable development) and self-awareness	Four 7-day residential modules over 2 years, at different locations for field-based assignments		INR 2 lakh, with limited scholarship available	http://www.leadindia.org/
10	Leadership development (Human and Institutional Development Forum) ²⁴	2011	15 leaders per batch	Strengthen individuals' capacities in their roles as change agents, in organizational and institutional settings	Senior leaders from social sector (specific target audience varies each year, e.g. for the current year it was women leaders)	Different modules, depending upon the program focus	Three to four residential modules of 4 days each, depending upon the program focus	Experiential learning, with varied modules and workshops depending on the program focus	INR 25K for a three module program, with scholarships available	http://www.hidforum.org/our-work/building-peoples-competences

23 *Profile has been built from secondary research and has not yet been verified by the respective organization.

24 *The program theme and format varies each year, depending on the need.

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
11	NGOs Capacity Building Program (Nalanda Resource Center for Educational Innovation)	2008	10 organizations per year (approx. 20-25 leaders)	Enhance the internal capacity of NGOs and enable them to run quality elementary education-based programs	NGOs in the education sector in Uttar Pradesh, Jharkhand and Bihar	Capacity and perspective building of NGOs on education pedagogy, self-development, organization development, training skills, etc.	Two residential sessions of 5 days each over 1 year	Trainings, access to network of NGOs in the state, one site support and assignment based learning	Subsidized by funders (NGOs are only charged a registration fee of INR 2K)	http://nalandaindia.org/capacity%20building.html
12	PGP in Development Management (SPJIMR)	2011	99 students graduated in 7 batches to date	Develop the next line of leadership in the social sector	Graduates with minimum 2 years of relevant work experience in India	Finance, fundraising, change management, governance, communication skills, etc.	Nine week-long contact sessions, over 18 months	Classroom sessions, group work, field visits, mentorship and expert sessions	Subsidized fees of INR 90K for NGOs	http://www.spjimr.org/pgpdm/programme
13	South Asia Leaders Program (Common Purpose)	2017	50-60 leaders per year	Enable exceptional leaders from different cities, sectors and walks of life to learn together and engage on issues faced by their cities and the region at large	Leaders from the South Asia region	Broaden horizons, cultural intelligence, building relationships and leading change	In 2 parts of 4 days each, in different cities across two countries in the South Asia region	Cross-sector participation, with relevant challenges and focus on collaboration, innovation and cultural intelligence	INR 4 lakh (with partial scholarships available), covering accommodation, meals and local transport	http://commonpurpose.org/south-asia-leaders-programme/

#	Program Name (Organization)	Start Year	Scale	Aim	Target audience	Content	Duration and frequency	Program features	Pricing	Website Link
14	Strategic Nonprofit Management - India (Harvard Business School with Ashoka University)	2017	60-100 leaders per batch	Enable the leader to build a high-performance organization	Senior decision-makers in established or growing NGOs largely in South and S.E. Asia, and some participation from Middle East and Africa	Organization's mission and strategy, operational model, governance, and leadership	Classroom sessions over 5 days	Case studies and presentations, workshops, guest speakers and panel discussions	INR 1 lakh (plus taxes), with need based scholarship available	https://www.exed.hbs.edu/programs/snmi
15	Training & Capacity Building (Association for Stimulating Know-how (ASK))	1993	40-50 organizations per year	Build the capacity of NGOs/CBOs to properly plan, implement, and measure development programs	Established Indian organizations	Project management, results-based management, strategic planning, organizational development, PME, capacity and skill building, etc.	Varies from 3 days to 1 week	Field based trainings, workshops, and visits, with post training assessment and support	INR 8-12K per day, depending on the module	http://www.askindia.org/capacity-building.html

Appendix D: Other leadership programs/fellowships

Example leadership programs/fellowships for emerging leaders

Program Name	Org.	Aim/Objective	Website Link
American Express Leadership Academy	Common Purpose & American Express Foundation	Support new leaders working in the nonprofit space for tomorrow	http://commonpurpose.org/leadership/programmes/emerging-leaders/american-express-leadership-academy/
Common Purpose Navigator	Common Purpose	Using the city as a classroom, take participants behind the scenes and immerse them in real-life challenges faced by leaders from a wide range of sectors	http://commonpurpose.org/india/leadership-programmes/navigator/
Community Connect Fellowship	The Blue Ribbon Movement	Empower youth to be active citizens through service learning	http://ccf.brmworld.org/
Gandhi Fellowship	Kaivalya Education Foundation	Provide youth with the opportunity for personal transformation through self-discovery and thereby contribute to the causes surrounding them	http://gandhifellowship.org/
Global Fellows Program	Acumen	Train the next generation of social impact leaders who are dedicated to changing the way the world tackles poverty	http://acumen.org/leadership/global-fellows/
India Fellow	iVolunteer	Create a learning platform for young Indians, who undergo a 13-month journey of discovering their own leadership potential through training, mentorship, reflection, and hands-on work experience with a grassroots organization focusing on social issues	http://www.indiafellow.org/
Kamalnayan Bajaj Fellowship	Ananta Aspen Centre	Develop a new generation of values-based, entrepreneurial leaders from business, government, and civil society to serve Indian society	http://www.anantaaspencentre.in/intro_leadership.aspx
Legislative Assistants to Members of Parliament (LAMP) Fellowship	PRS Legislative Research	Create a platform for young Indians to engage with policy making at the national level by providing an opportunity for them to be mentored by a Member of Parliament	http://lamp.prsindia.org/the-fellowship
SBI Youth for India	State Bank of India	Partner with respected NGOs to provide a framework for India's best young minds to join hands with rural communities and help India secure an equitable and sustainable growth path	http://www.youthforindia.org/
Teach For India Fellowship	Teach For India	Build a movement of leaders to eliminate educational inequity by providing them with an opportunity to serve as full-time teachers to children from low-income communities in some of the nation's most under-resourced schools	http://www.teachforindia.org/
William J. Clinton Fellowship for Service in India	American India Foundation	Shape the next generation of leaders committed to positive change while also strengthening civil society in both the United States and India	http://aif.org/investment-area/leadership/
Young India Fellowship	Ashoka University	Through an academic program, help fellows become well-rounded individuals who are able to think critically about issues from multiple perspectives, communicate effectively, and go on to become self-aware leaders with a commitment to public service	https://www.ashoka.edu.in/YIF

Example leadership programs/incubation programs for social entrepreneurs

Program Name	Org.	Aim/Objective	Website Link
Ashoka Fellowship	Ashoka India	Enable an "Everyone a Change-maker" world by equipping people with the skill set and a connection to purpose to develop ideas and solve problems, and by providing various supports, such as a living stipend for an average of three years and connections to its global network	http://india.ashoka.org/fellowship
Changelooms Learning and Leadership Journey	Pravah	Encourage, recognize, and support young leaders to achieve their potential to lead social change initiatives with opportunities for intensive learning, networking, mentorship, visibility and fundraising	https://pravahdelhi.wordpress.com/changelooms-learning-and-leadership-journey/
Echoing Green Fellowship	Echoing Green	Spot emerging leaders and invest deeply in their success to accelerate their impact by providing unrestricted seed-stage funding and strategic foundational support	http://www.echoinggreen.org/fellowship
Sandbox	Deshpande Foundation India	Strengthen local ecosystems, build leaders and entrepreneurs, and catalyze innovative thinking to accelerate the creation of sustainable, scalable enterprises that have significant social and economic impact, by providing financial resources and strategic support	http://www.deshpandefoundationindia.org/sandbox.php
Social Innovation Hubs	Action For India (AFI)	Help social innovators in India overcome barriers to scale and achieve greater impact at the Bottom of the Pyramid by providing mentorship, technical assistance, investment advisory and partnership support	http://actionforindia.org/whatwedo/
UnLtd India Incubation Program	UnLtd India	Find, fund, and support exceptional individuals whose ideas, passion, and entrepreneurial skills can bring about long-term solutions to India's social problems. Support includes providing seed funding, organizational and leadership support, and access to follow-on funders, peers, and experts	http://www.unltdindia.org/
Village Capital	Village Capital	Find, train, and invest in entrepreneurs solving real-world problems; support is provided through workshops, peer collaboration, facilitating connections with investors, experts, and industry stakeholders, with the winners also getting funding	http://vilcap.com/geography/south-asia/
Villgro	Villgro	Inspire, immerse, incubate and invest in early stage, for-profit social enterprises; also provide mentorship support through sector experts	http://villgro.org/

Appendix E: Other leadership resources and tools

Example leadership resources and tools

Resource Name	Org.	Description	Website Link
+Acumen	Acumen	Free and paid online courses; includes a mix of videos, reading material and interactive exercises on a wide range of topics on management and leadership, aimed at providing emerging leaders around the world with the skills that they need	http://plusacumen.org/
e-Learning Programs	Indian Institute of Management Ahmedabad	Paid online courses for providing knowledge and support to business leaders through highly interactive, live sessions	https://web.iima.ac.in/exed/e-enabled-programmes.php
Harvard Business Review	Harvard Business Publishing	A general management magazine and website aimed at improving the practice of management by providing rigorous insights and best practices on a wide range of topics and sectors. Visitors can view four articles a month for free without registration. Registered users can view eight articles per month. Paid subscribers receive unlimited access	https://hbr.org/
HBR Ascend	Harvard University	Free online articles, tools, and videos for developing essential management skills in early career professionals in India to help them find or grow in a job	https://www.hbrascend.in/
Lead Beyond Tools	Center for Creative Leadership	Paid toolkits for facilitators of experiential activities and group coaching for developing leaders on varied topics	http://leadbeyond.server310.com/offerings/
Leading Beyond Authority	Common Purpose	A free, online assessment questionnaire and article for enabling leaders to lead beyond their authority, across peers, departments, and stakeholders outside the organization	http://commonpurpose.org/knowledge-hub/all-articles/leading-beyond-authority/#top
Multifactor Leadership Questionnaire	Mind Garden	A paid assessment questionnaire for measuring a broad range of leadership types and helping individuals discover how they measure up against the characteristics of a transformational leader, providing a base for leadership training	http://www.mindgarden.com/16-multifactor-leadership-questionnaire
Nonprofit Leadership Development Toolkit	The Bridgespan Group	A free online toolkit for developing the next generation of leaders in nonprofit organizations through “Plan A”—a three-year road map that spells out leadership needs, identifies future leaders, and details activities to strengthen leadership skills	https://www.bridgespan.org/insights/library/leadership-development/nonprofit-leadership-development-toolkit
Organizational Capacity Assessment Tool	McKinsey & Company	A free, online self-assessment questionnaire for helping nonprofits assess their operational capacity and identify areas for improvement, covering 10 fundamental capacity areas	http://mckinseysociety.com/ocat/
Stanford Social Innovation Review	Stanford University	Online articles with limited free access, webinars, conferences, and research to inform and inspire leaders of social change on a wide range of organizational and leadership topics	https://ssir.org/
The Birkman Method	Birkman International	A paid online personality assessment questionnaire for helping individuals realize their inner potential and develop human capital at organizations by providing both behavioral and occupational data	https://birkman.com/assessment-solutions/the-birkman-method/

Resource Name	Org.	Description	Website Link
Work on Purpose Curriculum & Training	Echoing Green	A paid, in-person program for helping emerging professionals identify their purpose and put it into action by providing inspiration and frameworks through training and workshops, and leveraging lessons from Echoing Green Fellows	http://www.echoinggreen.org/work-on-purpose

Example customized service providers

Program	Description	Website Link
Human and Institutional Development Forum (HIDF)	Engages with diverse actors in the development sector for enabling transformative social change through training and capacity building, organizational consulting, and research and knowledge building	http://www.hidforum.org/
Pegasus Institute For Excellence	Engages with organizations and individuals, both in the corporate and development sector, to create awareness, discover talent, and build ability, and in the process help realize potential through a variety of offerings	http://pegasusinstitute.com/
Phicus Social Solutions	Aims to “build capacity in the social sector through Leaders and Change Makers at all levels,” through cohort-based development programs, deep systemic engagement with organizations, and promoting innovative technological solutions to build capacity at scale	http://www.phicus.org/
Third Sector Partners	Provides executive search services for leadership positions in development organizations, social enterprises, CSR, and sustainability sectors	http://thirdsectorpartners.com/

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