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REGIONAL CONSULTATIONS ON TALENT MANAGEMENT IN THE INDIAN SOCIAL SECTOR

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2022

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ABBREVIATIONS

CCI	Centre for Community Initiatives
CEO	chief executive officer
ESO	ecosystem support organisation
FGD	focus group discussion
FO	funding organisation
NGO	non-governmental organisation
SE	social enterprise
SPO	social purpose organisation

1. ABOUT THE REPORT

This report is one of the first outputs of the ecosystem study on Benchmarking Talent Management in the Indian Social Sector, 2021–22. The report presents findings from consultations with organisational leaders from six different regions of the country, on key aspects of talent management, including factors that drive talent in the sector.

In classical management paradigms, talent management refers to key practices which help attract, retain, motivate and develop organisational talent—for the mutual benefit of both the organisation and its personnel—to meet current and future organisational needs (Knez & Ruse, 2004). Numerous studies on talent in the social sector have highlighted difficulties that organisations in the current ecosystem face to recruit the right people for the right jobs, where the recruiters' challenges are based on skill gaps and cultural misalignment (Amani, 2013; The Economist, 2011; Manpower Report, 2010). This report intends to outline the diversity of talent management practices in SPOs. This report also aims to develop and nurture shared perspectives on how SPOs define talent and outline some of the key drivers influencing and motivating organisational talent in the ecosystem. The report also explicitly identifies contextual factors like community cultures and human geographies on organisational culture, leadership and personnel engagement models in SPOs.

Key findings from the report establish the relationship between how organisations define talent and the related structures and processes that enable organisational leaders to establish and nurture relationships with different talent segments. The report further outlines the importance of cultural contexts while designing for talent-related challenges in organisational settings. Through a presentation of participants' voices, the report articulates strong relationships between management practices for organisational talent, purpose and goals and the values and principles that lay the foundational orientation of the organisation towards people it engages with. Almost all leaders articulated a strong relationship between talent management practices in organisations and organisational effectiveness.

The regional consultations were a unique space for organisational leaders to interact and build on each other's experiences of managing and nurturing organisational talent in the sector. The report offers insights for key stakeholders in the sector towards building a shared and nuanced insight into how SPOs engage with people and the key factors that affect talent management practices in organisational settings.

2. CONTEXT

The Indian social sector has rapidly evolved in the past decade. Due to the surge in the number and types of organisations in the social sector, the sector has witnessed a rise in demand for a variety of skill sets and competencies. In parallel, the sector has experienced an influx of crossover talent from other sectors, increasing competition for funding and ascending expectations to address social issues at scale.

With 3.3 million non-profit organisations employing over 18.22 million people, supported by contributions from funders, ecosystem support organisations, the government and businesses, the Indian social sector is now one of the world's largest and most active social economies (CSO, 2009). People are essential to the context and environment of the social sector. Organisational talent is thus a make-or-break asset in the complex, uncertain and dynamic space that the sector operates in.

As the sector gradually and collectively recognises the value of information and related intellectual capital towards strengthening management functions and processes, there is an assumption that "the organisation with the best talent wins" (Michaels, E., Handfield-Jones, H., & Axelrod, B., 2001). However, this stance overlooks the fact that strong, collaborative inter- and intra-organisational teams often outperform even more skilled collections of individuals in the social sector ecosystem. The competitive paradigm operates from a space of "scarcity" in understanding talent, thrives on goals of organisational growth and often undermines the possibility of exponential impact. This is especially true in cases where organisational talent is not aligned with or compatible with collaborative models of working that support or nurture ethical impact at scale. The latter operates from a mindset of "abundance", creating a conducive learning environment for organisational talent geared towards collaboration, compassion and enduring sustainable impact (Caniglia, 2018; Reilly, 1998).

Given that the sector grapples with some of the world's most complex issues, there is an increasing recognition of the quality and diversity of talent that is now required in the sector. Consequently, this has resulted in an increased focus within organisations to attract, respond to and nurture appropriate talent in the sector. Organisations are keen to nurture the commitment towards shared visions in their existing and potential talent pool as well as deliver on expectations of sustainable impact in management functions with efficacy.

3. METHODOLOGY

The regional consultations captured the diversity of talent management practices in organisations based on geography, complexity and their primary work function. The consultations were designed to shed light on key dimensions concerning the knowledge of talent practices in the sector to ultimately articulate a more informed framework on talent management in SPOs, that will incubate a shared knowledge infrastructure on the subject. These dimensions include:

1. Defining what “talent” means for SPOs.
2. Building an empirical appreciation for the evolving relationships between leadership practices in organisations, organisational culture, talent management and organisational effectiveness.
3. Identifying organisational structures and processes that define the key contours of talent practices in SPOs, including policy instruments, processes of recruitment, learning and development, integration, performance management, transitions and retention.
4. Exploring factors that influence and inform talent management practices (including recruitment, retention, transitions, compensation, learning and development) across organisations.

The consultations provided a unique forum for leaders to engage, share and learn from one another’s experiences of managing and nurturing people in their respective organisations.

3.1. A working typology of organisations in the sector

The study on talent management in the Indian social sector attempts to build a shared knowledge infrastructure on key aspects of management of organisational talent across different types of organisations that make up the Indian social sector. To

enable a structured approach to analysing organisational practice, the study divides SPOs in three broad categories (Figure 1), namely:

Non-governmental organisations (NGOs) and social enterprises (SEs): These are organisations that directly work with grassroots communities or implement projects with such communities. The category includes NGOs and SEs which typically operate independently of government or in a quasi-government manner, to serve a defined set of social purposes through a variety of approaches. These approaches could primarily range from acting as a service provider, capacity builder, incubator, institution builder and/or approaches that define the norms and standards of working with social issues in specific domains.



Figure 1: Key categories of organisations in the sector

Ecosystem support organisations (ESOs): This category includes all organisations that offer support services/solutions that help NGOs, SEs and funding organisations to perform better in their respective dominant scope of work. These support solutions or services often include functional/technical services, legal, advisory/incubation, organisational capacity enhancement, knowledge consulting, research and education, policy engagement at ecosystem level, accounting and finance, outreach and funding support.

Funding organisations (FOs): These are organisations that fund the social impact sector. The category includes organisations that fund SPOs through grants or through impact investment models, while excluding pure government bodies like state

departments of ministries that on-board NGOs and SEs for active support to fulfil their mandates. The category however does include professionally managed, quasi-government-funded organisations.

3.2. Sampling design and sampling

The onboarding of organisations in the study was facilitated through a voluntary sampling design, wherein, the final sample of organisations was selected from volunteering and qualified potential participants in the target population of organisations. The sampling criteria for this consultative exercise considered other variables like size of the organisation, thematic areas of working, age of the organisation as well as geographical location of organisational headquarters to ensure inclusion and diversity in participating organisations. This allowed for further exploration into other variables that may have the potential to impact talent management practices in organisations.

3.2.1 Sampling for regional consultations

A non-probability, purposeful sampling technique was adopted for the regional consultations using variables of age and size—in terms of number of personnel, geographical location and thematic area of work. Sampled organisations were further divided into groups of three or five members, based on the criteria of homogeneity and heterogeneity identified for conducting online synchronous focus group discussions (FGDs). These criteria were further informed by considerations of language, time availability of participants, technology adeptness and network access for online participation.

Variables	Key intervals considered for purposive sampling					
Regions	South	North	East	North-East	West	Central
Size of the organisation (reported annual expenditures in INR)	<=5 crores	>5 crores – <=40 crores	>40 crores – <=100 crores		>100 crores	
Geographical location of headquarters	Metros	State capitals	District		Block	
No. of personnel	>/= 12 personnel	13 – 50 personnel		>50 personnel		
Age of the organisation	>5 years and <20 years			>20 years		

Table 1: Variables considered in the sampling of organisations to ensure diversity in participation

Organisations with strong religious or political affiliations in their governance bodies as well as formal schools, hospitals and organisations which did not have social impact/change at the core of their mission and vision were excluded from this research exercise. For the category of NGOs and SEs, an eligibility criterion of minimum 12 personnel were applied to ensure engagement with organisations that have formalised foundational talent management practices mandated by the regulations. Given that many FOs and ESOs function with smaller teams and often defined structures of talent management, this criterion was purposively relaxed for these categories.

The organisations onboarded for the Talent Management study were reached out to through the GuideStar India database. CSIP and ISDM also pursued organic outreach to organisations through invitation emails and social media campaigns from February 2021 to January 2022. The sample universe for this study included all organisations with a primary objective to create social impact irrespective of their statutory status as charities, non-profits or social enterprises. During this period, a total of 200 eligible organisations were sampled for the

study from a total of 247 organisations expressing their interest in participation.

A total of 48 organisations participated in the FGDs held as part of the regional consultations, which were aimed at obtaining first level insights on critical questions that inform the overall scope of inquiry on key factors that drive talent in the Indian social sector.

Figure 2 shows the number of SPOs covered across different categories of organisations defined for the purpose of the regional consultations. NGOs and SEs constitute a major portion of the sample followed by ESOs and FOs. Figure 3 depicts the geographical distribution of the SPOs who participated in the regional consultations. Most of the SPOs are from the western and southern region followed by northern, eastern, north-eastern and central zones respectively.

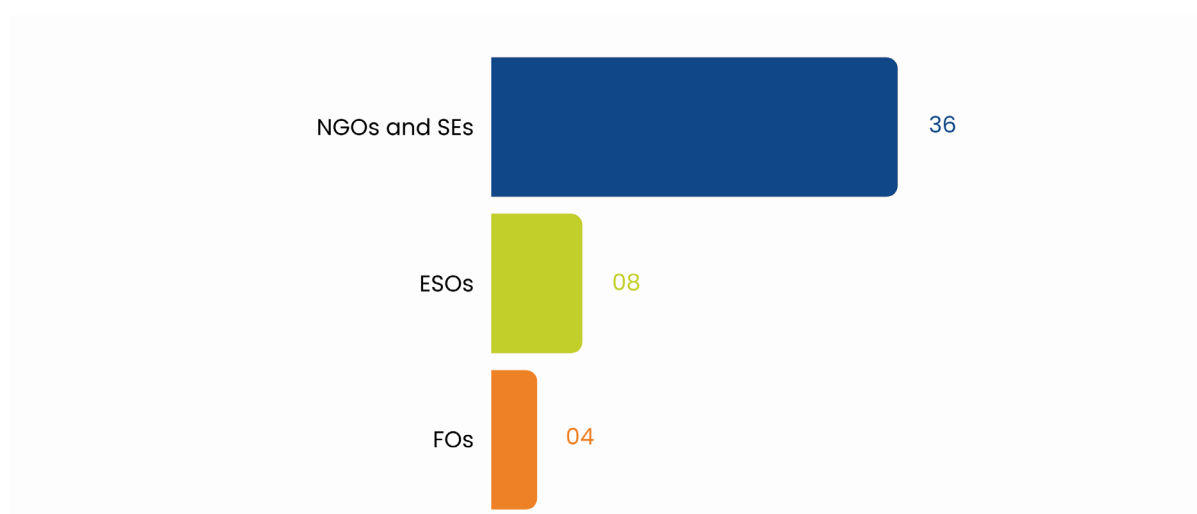


Figure 2: Category and archetype of SPOs covered under the regional consultations

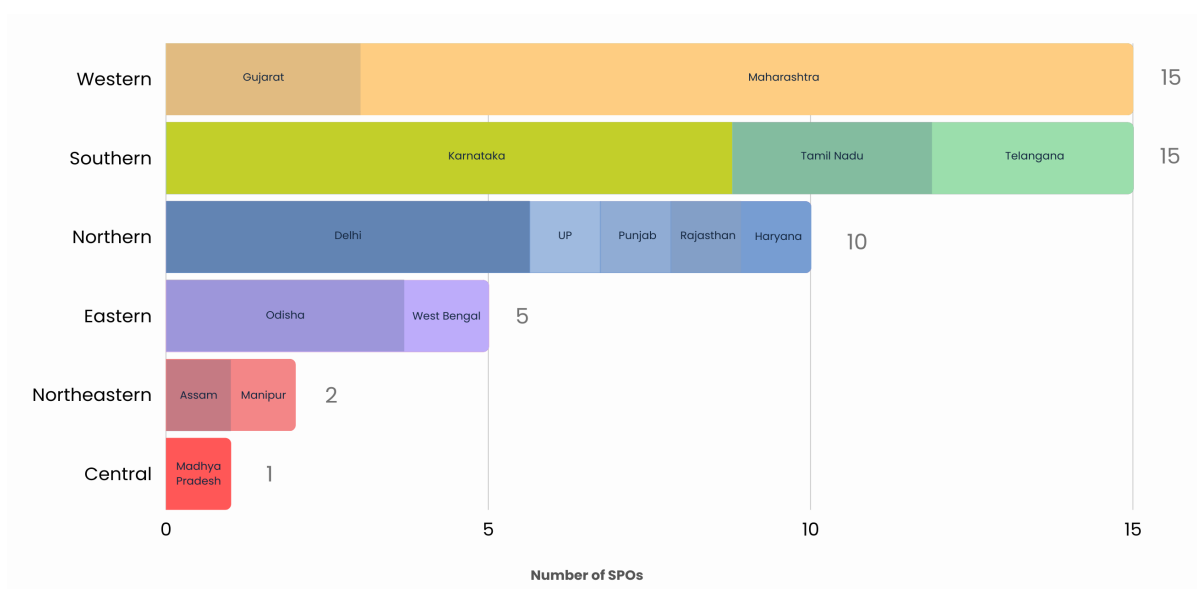


Figure 3: Number of SPOs covered across different regions and states

The FGD cohorts were created considering factors of homogeneity and heterogeneity along the following lines:

Heterogenous on account of:

- a. Regional diversity (central, east, west, north, south and north-east India).
- b. Thematic diversity vis-à-vis the core domain of work of the organisations.

Homogenous on account of:

- a. Organisation categories identified in the typology of organisations for this study.
- b. English language proficiency of representatives to ensure ease of participation for all.

3.3 The regional consultations data collection tools

A. Online synchronous FGDs

The regional consultations were conducted through online synchronous FGDs with careful considerations towards selection of participants from all six regions of the country, that is, east, west, north, south, central and north-east. An exploratory approach was adopted to capture the variations in practice across three identified categories of organisations. A total of 18 FGDs were held online, with participation from 48 organisations.

The FGD tool was divided into two parts: part 1 included prompts for qualitative discussions, while part 2 comprised of two online polls used to record specific responses from organisational leaders. This eased facilitation of the discussions and enabled participants to maintain focus and contribute meaningfully to the emerging discussions within the FGD cohort. The FGD tool encouraged the participants to engage with four distinct conceptual frames of talent management, namely: a) motivation; b) defining talent; c) structures and processes to scaffold the talent life cycle in the organisation; and d) challenges faced and the related solutioning strategies adopted by organisations. The discussions were designed to elicit responses from participants based on their experiences in the sector. Data emerging from the FGD was analysed using NVivo 12. Content and thematic analysis was performed during the analysis stage.

The FGDs were held on Zoom, which enabled organisations to use both audio and video features during the consultations. The size of each FGD cohort was kept at a maximum of five participants to ensure adequate participation and time allocation for all participants. The FGDs were primarily attended by the Founder/Chief Executive Officer (CEO) of the organisations, people function leads or other members from the senior leadership. A total of 57 participants attended these online discussions.

B. Quantitative survey (online poll) on the four dimensions of the study

Two close-ended questionnaires were created on Google Forms with four and six questions respectively. Polls were designed to elicit specific responses from all participants on how their organisation defines talent, the organisation's key priorities in talent management, levels of formalisation in systems and processes relating to talent management, factors influencing compensation practises and the challenges that organisations face vis-à-vis their talent. These questionnaires appeared at two distinct points during the FGD. The forms were shared with the participants in the chat box at the appropriate moments and they were given up to 10 minutes to fill in their responses. The combination of focused discussions and short engagement with online surveys with shifts in frames enabled participants to prepare for the emerging discussions.

3.4 Limitations of the study

Most of the participants were proficient in English and had no major difficulty in either understanding or responding to the questions asked during the FGD. There were some participants who were more comfortable responding in Hindi. The researchers facilitated participation for such participants, as required. Efforts were made by the research team to ensure participation of representatives with multilingual needs through telephonic support and language translations with workable proficiency during the conversation. There were few organisations, however, from the southern states of India, that were comfortable with their local language and were not proficient in either English or Hindi. In such cases, the research team had to make explicit requests to organisations for nomination of representatives who could understand and respond in working English.

The online design of the study limited the participation of organisations that were not adept at using technology for online consultations, interviews or engaging with the study. The pandemic and its challenges meant that the regional consultations could only be conducted in an online format. Therefore, the design of these regional consultations which were earlier envisaged as roundtables with organisations had to be re-envisioned as online discussions. Concentrated efforts were made by the research team to ensure participation across the spectrum of organisations. The virtual synchronous video meeting (online FGD) was identified as the most useful way of collecting data during these consultations where a group of participants, researchers and observers were synchronously present and acted upon their respective roles and responsibilities. Although efforts were made to ensure the comfort and participation of all participants, limitations of language and access to technology continued to pose challenges for organisations, particularly those located in remote areas with limited network access.

The design process of online regional consultations was executed with two key aspects in mind:

- A. To ensure integrity and relevance of the research findings.
- B. To ensure enhanced participation opportunities for organisations across organisational and regional categories whose participation could otherwise be limited due to concerns of costs and time allocations.

This report does not reflect the perspectives of mid-management, junior-level employees and volunteers on talent management practices in the sector. The insights emerging from the consultations lay a strong foundation for further research and inquiry in the domain. The next set of chapters present the readers with some of the key findings emerging from the consultations.

4. HOW DO LEADERS DEFINE TALENT?

Key findings:

- The definition of talent and its “boundaries in the context of an organisation” keeps evolving as the needs of the organisation and the social sector are constantly evolving.
- The definition of talent for an organisation depends on its operating model, the nature of its programs and the key stakeholders (both internal and external) of the organisation.
- Talent is what an individual brings to the organisation, in terms of competencies and alignment with the purpose and goals.
- Leadership of the organisation plays a critical role in defining talent, and designing for talent management.
- While skills and experience are desirable, the attitude and commitment to larger purpose are the most important attributes of talent.

Despite multiple research studies that venture into understanding and implementing talent management in SPOs, there is no standard definition for the term talent that can be applied to the social impact sector. The complexity of the Indian social sector with multiple organisational categories and operating models further demands a nuanced approach to understanding how organisations define their talent, hence, design talent management structures, processes and systems. Figure 4A brings together some key dimensions identified by leaders to define talent in their organisations.

4.1 Evolving boundaries and definitions of talent

The definition of talent keeps evolving as the context and focus of the organisation evolves over time. Each participating organisation of the regional consultations defined talent based on its vision of change, strategic priorities, goals as well as organisation culture. The definition of talent for the Indian social sector, thus, is not absolute but varied, and is influenced by the form of organisation, size, lifecycle stage, operational constraints faced by the organisation, culture, leadership orientation and the nature of its work.

Participants shared that the early years of their organisations focused on recruiting generalists who could fulfil the demands of varied sets of roles within the organisation. However, as the organisation embarked on its trajectory of growth and consolidation, its definitions of appropriate organisational talent aimed to build a stronger component of core skill specialisations.

The projectised model of working creates an inherent set of boundaries in determining stakeholders that are considered a part of the organisational talent pool for NGOs working directly with

communities, and also for the ESOs with a consulting approach to creating impact. Such organisations follow an expansive definition of talent that often includes volunteers, community resource persons, consultants as well as contractual employees within “organisational talent”, thus, expanding the boundaries beyond those on employee payroll with benefits. Some organisations set their talent boundary to paid staff, volunteers and interns, who directly contribute to their work. Their definition of talent does not encompass board members and advisors as their work does not directly contribute to the organisation’s activities.

Personnel skills are matched to the requirements of the projects undertaken by the organisation, causing talent to include what an individual brings to the organisation in terms of core and general competencies. Some SPO leaders abhorred the idea that talent restrictively refers to “professional and qualified talent” or “corporate crossovers” with specialised skills in specific domains of work like communications, people management or fund raising. Instead, the definition of talent was expanded to include multiple talent segments that contribute to the mission of the organisation.

Organisations that consider volunteers an integral part of the talent

pool and design elaborate strategies, processes and structures for management of volunteers as well as paid personnel are more inclusive. Such organisations frequently see community members and participants' families as potential talent pools for their programs, often involving an extended strategy to engage and motivate contributions from communities. For instance, Mr. Tonsing of the Centre for Community Initiatives (CCI) from Manipur shared that since his organisation's efforts are in the area of intellectual disability of children, the organisation considers parents and siblings of their students as an extended group of talent that lies beyond the formal boundaries of the organisation but are critical for the success of the programs. The organisation cultivates multiple spaces to encourage siblings and other family members of participating children to contribute to the organisation's goals and mission in formal capacities. Identifying families and beneficiaries as part of talent is an interesting finding as well as an indication of how the social sector has moved beyond the traditional boundaries in defining talent for itself.

4.2 Key competencies to define organisational talent

Each of the participating organisations, while sharing a set of common principles that define the concept and boundaries of organisational talent, also highlighted the multiple categories of talent that remain crucial for the success of their

...It (talent) is beyond the professional competence with regard to skills. Talent is about cultural aspects also. How do people feel that they played a part in building a cultural legacy of wherever they are and irrespective of the period they are there for - they have contributed to the cultural legacy, cultural life of the organisation...for me that will be an equal indicator for talent management, talent harnessing and talent motivation.

(Sumitra Mishra, Executive Director, Mobile Creches)

operating models. While all participating organisations across categories identified learning agility/adaptability, problem solving, effective communication and alignment with organisational values and vision as competencies that help them identify and define their organisational talent, unique competencies like proficiency in local languages and the ability to work in difficult circumstances were identified as crucial factors by NGOs and SEs working directly with communities.

The FOs emphasised on thematic orientation in terms of competency. The subject knowledge, ability to look at different types of grants as well as an understanding of the different kinds of organisations that are being funded—right from SEs to profits, not for profits, collectives to intermediary organisations, to venture capitalists—were identified as competencies of talent. Familiarity with only particular sets of organisations or the types of organisations was not considered a great asset.

Non-Government Organisations and Social Enterprises (n = 36)	Ecosystem Support Organisations (n = 8)	Funding Organisations (n = 4)
Ability to receive and give feedback	Ability to innovate	Technical knowledge on core thematic areas
Proficiency in local languages	Proficient to expert levels of English language skills. Knowledge of local languages is desirable	Familiarity and knowledge about organisations in the sector
Ability to work collaboratively in teams	Ability to work collaboratively within and outside the organisation	Ability to understand and manage different models of funding/grant making
Awareness and comfort with technology use	Ability to manage people, programs and operations	Ability to manage people, programs and operations
Documentation skills		Sensitivity towards social issues
Ability to work through ambiguity		
Learning agility and adaptability		
Problem solving and critical thinking		
Ability to communicate effectively to both internal and external stakeholders		
Alignment with organisational values and vision		
Ability to empathise		
Alignment with organisational values and vision		

Table 2: Key general competencies of talent identified by social sector leaders

4.3 Role of the leader in defining talent in SPOs

CEOs and heads of organisations play a critical role in defining talent categories and boundaries for an organisation. The contextual definitions of talent and their boundaries are also influenced by the culture of the organisation and the mindset/consciousness of the leader, particularly in case of organisations that have been strongly influenced by the presence of their founders in the present time or in the past. In other instances, they are influenced by organisational values, principles and norms defined at the time of setting up of the organisations and renewed/ revisited at specific intervals, to drive organisational leadership towards establishing and socialising a certain culture and motivation to engage with the organisational definition of talent and engagement thereof. Both the literature on non-profit management, as well as deliberations during the regional consultations on talent management, point to the importance of organisation culture in defining, influencing, inspiring and nurturing talent in the sector. The next chapter presents further insights into different factors that influence and shape key drivers of talent in the Indian social sector.

Voices from the regional consultations

My wife, one volunteer and I started this organisation. The school started in 2011 and now we are in the 10th year - we have a staff of 22 people. The staff we are working with, are not working for monetary ends but for the cause, and that is the source of motivation for them... And even if we cannot give them that (allowances) they still come as they want to be with the children. So, the dedication of the staff is our strength, in fact, all the staff who are not working came as volunteers first.

(Pauzagin Tonsing, Secretary, CCI)

4.4 Understanding talent builds deeper insights into drivers of talent

The participants of regional consultations highlighted the need to recognise the variegated needs and aspirations of different talent segments engaged in the sector. Each talent segment in SPOs is able to attract specific “types” of talent defined on the basis of their education background, socio-economic and regional affiliations, philosophical interest/commitment to the cause, individual motivations and contexts/exposure. For instance, most organisations engaged in direct community work recruit community mobilisers from among the local population of the place. At the organisational end, such practices ensure enhanced relationship building with communities due to a more nuanced understanding of the place and culture, reducing externalities of time spent in mobilisation or risks of going wrong in the diagnosis and response processes. On the other hand, community members often respond well to these calls of recruitment from SPOs working in the region, providing them with an opportunity to groom their technical skills for specialised roles in the future. Other segments like those belonging to support functions of finance, people management or information technology (IT) may join the organisation with different needs, aspirations, skills and expertise. Discussions from the regional consultations further add that while skills and experience are desirable, the attitude and commitment to larger purpose are the most important attributes of talent.

Career trajectories of organisational talent and future prospects for talent in the organisation, both in monetary and professional growth, are important factors that helped leaders articulate their definition of talent and consequently affect where the organisation chooses to invest in talent management structures, processes and systems to retain talent. Organisations report preference being given to potential candidates who can articulate their own aspirations and plans for contributing to the organisation and sector. Personnel at the middle level and top level of management are encouraged to build a shared vision and plan of their personal and organisational growth trajectory. In SPOs, this trajectory is also supported by an organisation effort to foster the following (Pink, 2017):

- a. Ownership of the organisation’s commitments and goals.
- b. Mastery at one’s work and areas of contribution.
- c. Alignment with purpose/impact.

The top three criteria used by SPOs to define talent include: 1) specific skills groups within the organisation with specific competencies; 2) groups of people who contribute to the working of the organisation irrespective of whether they receive any financial benefits and 3) people who contribute to the work of the organisations. The other criteria are also shown in Figure 4A.

As shown in Figure 4B, organisations in the eastern, northern and southern region identify the top three parameters listed above in defining talent. Those from the western region also highlight a preference for the first two parameters. However, their third preference for a parameter to help them identify the organisational talent boundaries is for “key stakeholder groups critical to their success and effectiveness.”

On the other hand, organisations in the central region give equal importance to almost all the listed parameters to define talent. Leaders from north-eastern states identify specific skill groups with defined competencies and key stakeholders critical to the success and effectiveness of the organisation as two top parameters that help them define the boundaries of organisational talent. Since the number of organisations from the central and north-eastern regions were very small, this remains an agenda for further research in order to identify parameters that impact the definition of talent in these regions, particularly in light of cultural variability of these geographies.

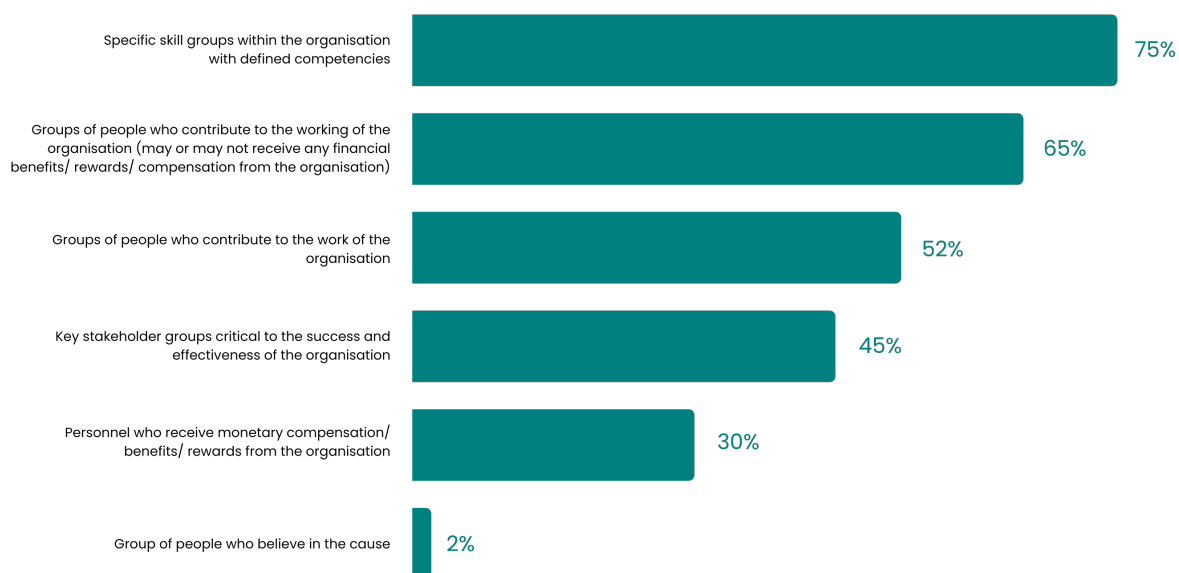
As depicted in Figure 4C, the top criteria for NGOs and SEs, ESOs and FOs to define talent are specific skills groups within the organisation with specific competencies.

4.5 Aligning talent career trajectories and organisational strategy for effectiveness

Discussions during the regional consultations further point towards the need to build a holistic understanding of talent trajectory and the motivations of individuals within and outside the organisation towards being able to design strategies for enhanced talent management (Cron & Slocum, 1989). Hess and Jepsen (2009) further acknowledge that there are age-related differences related to specificities in an individual's needs based on their career stage within organisations. In the early stages of their life, employees focus on achievement, getting ahead, personal growth, self-esteem and competence as key priorities (Hess & Jepsen, 2009). Careful thought has to be placed towards the engagement strategies of organisational talent, the appropriate set of skills and competence to be nurtured in different categories of incoming talent, all located at a particular career and life stage of an individual's own professional and personal journeys (Greene, 2010).

This understanding of talent creates the foundation of people strategies for organisations across various dimensions of talent management. Figure 5A documents some of the key priorities identified by leaders when it comes to managing talent within their organisations. Nearly 82% of the leaders spoke of prioritising capacity-building of existing talent in the sector as a critical step in enabling organisation effectiveness followed by retention and attracting diverse talent. These three remain the top three priorities across all the different regions except the southern region of India, as depicted in Figure 5B. In the south, capacity enhancement emerged as the top priority for organisation leaders, followed by attracting/hiring a diverse pool of employees. Building inclusion and diversity in people management practices and an emphasis on leadership transitions were prioritised below the former criteria. As shown in Figure 5C, the priorities differ across different categories of SPOs. While strengthening capacity-building of existing talent remains the top priority across all types of SPOs, retaining existing employees and diversity hiring emerged as the next two criteria being prioritised.

The next section of this report brings together insights on some of the key drivers of talent. It presents emerging insights from leaders on what attracts and motivates individuals and teams to work in the sector and continue to contribute to the overall cause and larger purpose with foundations, in a shared vision of a better society.



Source: FGD; Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n=40)

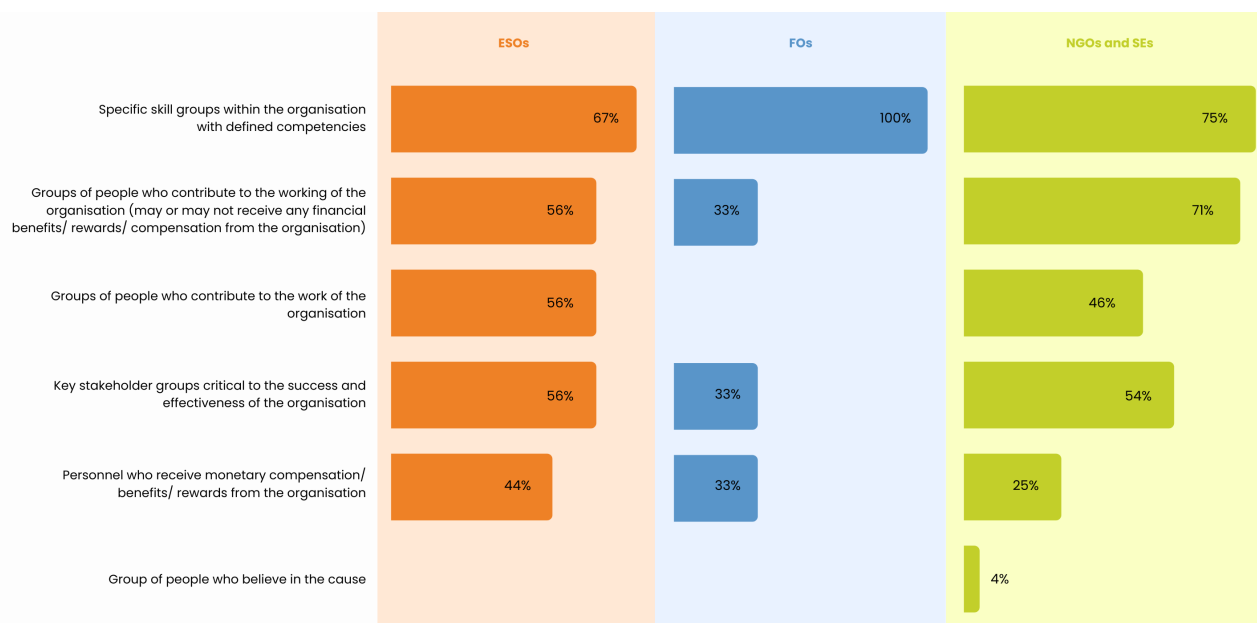
Figure 4A: Criteria SPOs use to define talent



Source: FGD; Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n= varies)

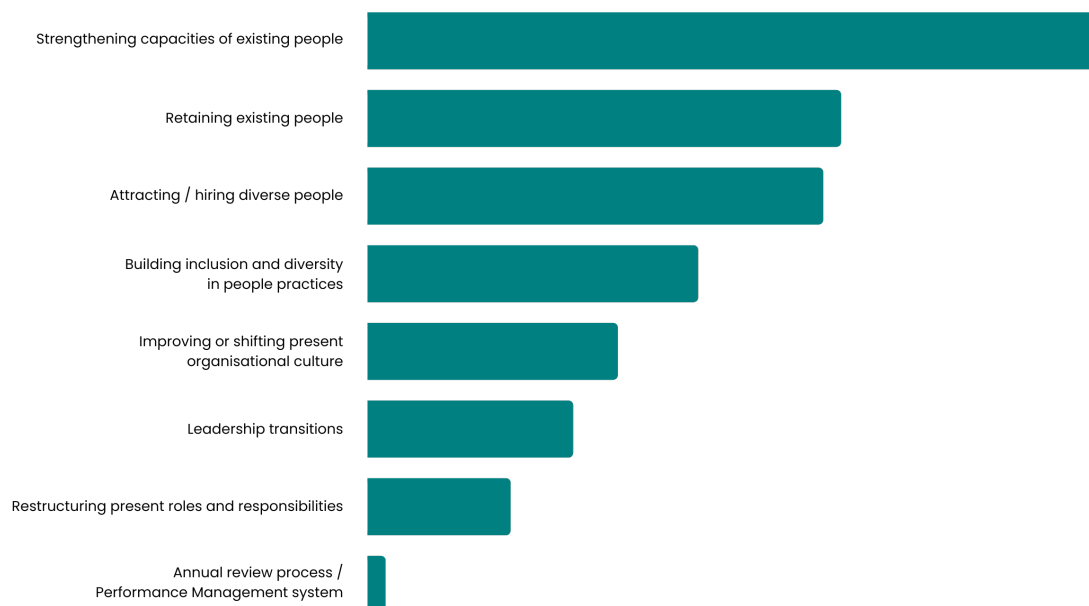


Figure 4B: Criteria used by SPOs to define talent across different regions



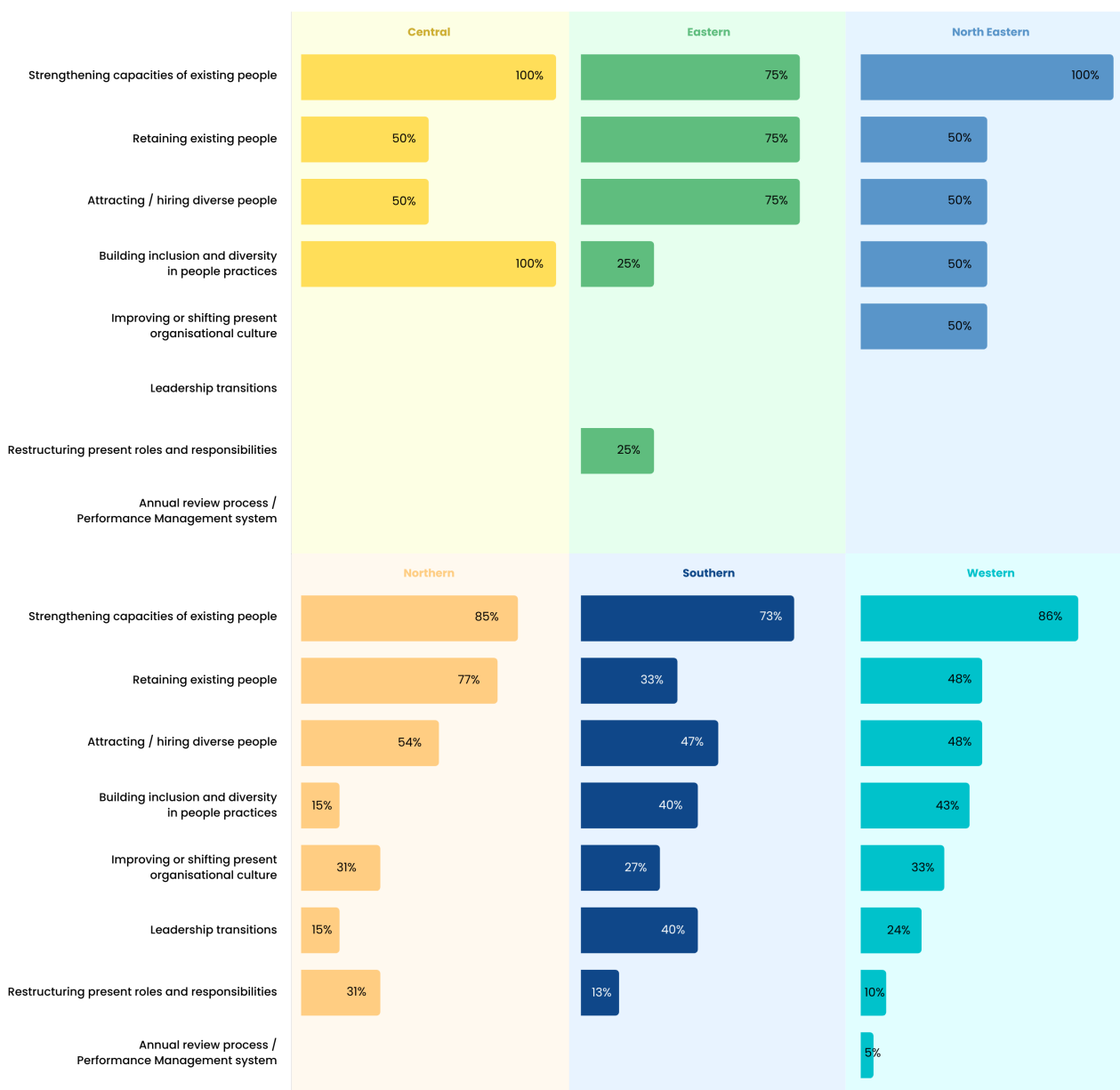
Source: FGD: Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 4C: Criteria used by SPOs to define talent across different categories of SPOs



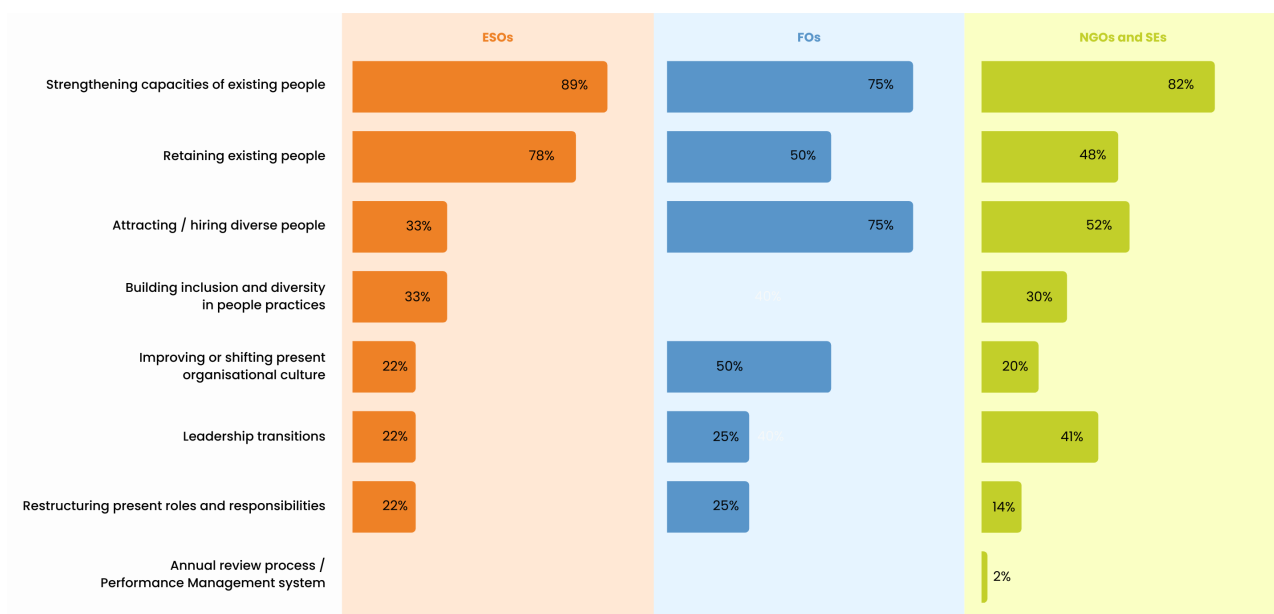
Source: ISDM-CSIP Talent Management in Indian Social Sector (n= 57)

Figure 5A: Top talent management priorities of organisations in the next one year



Source: FGD: Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 5B: Top talent management priorities of organisations in the next one year across different regions



Source: FGD: Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 5C: Top talent management priorities of organisations in the next one year across categories of SPOs

5. WHAT ARE THE KEY DRIVERS OF TALENT?

Key findings:

- While intrinsic motivational factors play a substantial role in attracting talent to the social impact sector, organisations can consciously invest in and design their talent priorities to positively influence individual and group motivation to contribute effectively to their goals.
- Leaders must recognise the need to design talent strategies that adapt and respond to emerging needs, aspirations and the shared goals of individual and collective organisational talent, while maintaining alignment with organisational purpose.
- Individual and collective alignment with organisational vision, values and goals is a critical factor that motivates talent in the sector.
- Leadership practices within an organisation have immense bearing on talent motivation and retention.
- Talent transitions (including promotions, shifts in roles, diversification of roles) and leadership succession planning is often not considered important or prioritised in SPOs. Hence, organisations continue to remain individual-centric with strong implications for organisational growth potential—as well as individual and collective motivations to continue contributing to the organisation's vision and the maturity of organisational structures and processes.

Organisational talent, in alignment with the overall vision and purpose of the organisation, can play a significant role in achieving long-term success and effectiveness. Such personnel provide organisations with a sustainable collaborative advantage that allows organisations to drive impact beyond the constraints of their boundaries and resources. For an organisation, to nurture its organisational context and culture in ways that inspire people to join the mission and keep contributing to the goals is critical. The regional consultations outlined a widespread recognition amongst social sector leaders for the need to design talent management strategies that have the potential to attract, retain, motivate and nurture talent appropriately.

For individuals who are either working in the sector or are attracted to engage with SPOs in the sector, the desire to join and continue contributing to the sector may be influenced by multiple factors that shape their motivations and aspirations.

The regional consultations brought forward the importance of understanding some of the primary factors driving talent in the sector. The regional consultations as well as the literature on the subject highlighted the role of motivation as a key concept in defining and influencing the key factors that drive talent in the sector. Motivation as a concept is a complex phenomenon that affects, and is affected by a multitude of factors in the organisational milieu. This chapter provides a deeper understanding of some of the factors that drive talent in the sector, including the motivations of individuals and collectives engaged in the sector, leadership styles, organisation culture, alignment in purpose, role definitions and compensation structures and their relationship with talent performance, satisfaction and retention (Steers & Porter, 1979).

5.1 Nurturing a sense of purpose

Individuals who join the social sector come with a strong intrinsic motivation that ranges from the inherent need to be able to contribute to society, to a sense of personal accomplishment and satisfaction that one draws from walking the path of universal human values (namely equity, compassion, justice) that underline the work of organisations in the sector. The participants of the regional consultations, when speaking of their motivations to engage with the sector and the organisations they were associated with, often spoke of the need to address existential crisis and to achieve a sense of purpose. This drive to accomplish a sense of purpose, greater than the

Voices from the regional consultations

I have observed that people working in the development sector are more emotional than people working in the corporate sector. That's my experience. They are perhaps more emotional and sensitive to the needs of others. Nowadays, NGOs have become one of the sectors of the economy also. Some young people come here to gain a new point of experience because after working in a large corporate setting, working with small or medium-sized NGOs is an entirely different experience. Many of them join to obtain different kinds of knowledge, but those are the people who join here not just for the salary. Of course, everybody needs a salary, but that is not the only motive. That is one of the motives, but perhaps they have a deeper desire to continue serving humankind and mitigate the pains, I would say. To me, emotions play a definitive role in choosing this particular sector.

(Ashok Kumar Nath, Chief Functionary Officer, Sanatan Unnayan Sangstha)

self or the boundaries of a particular organisation, served as an important factor in nurturing their inspiration to contribute to the sector (James, 2019; Wynn, 2012; Strickland & Vaughan, 2008).

5.2 Powerful experiences and shared visions

The leaders also spoke of the power of personal experience or exposure to difficult circumstances and complex issues (in their personal life or facilitated through an exposure), which play a critical role in attracting and motivating talent to join SPOs. This passion to bring a positive change in society combined with a shared

vision of change around a specific cause creates the opportunity and inspiration for talent to engage with and contribute meaningfully to the social impact sector. The regional consultations established the role of individual alignment with collective vision of change as a critical factor in nurturing retention and motivation of talent in the sector. Compatibilities or alignment between individual and organisational ways of being, thinking and doing emerged as a critical factor that enabled ownership and commitment for incoming and existing talent in SPOs (Figure 6).

Factors that nurture the intrinsic motivation of individuals to work in the social impact sector:

- Deriving a sense of satisfaction by contributing to social issues and helping marginalised communities.
- Opportunity to engage with diverse roles and challenging issues, creating opportunities for nurturing self-satisfaction and resilience.
- Aspirations of career growth paths and opportunities for new learning and development.
- A vibrant circle of influence - those involved or introduced to the social impact sector through personal experience of complex issues or inspirational exposure to the work of others in the space.

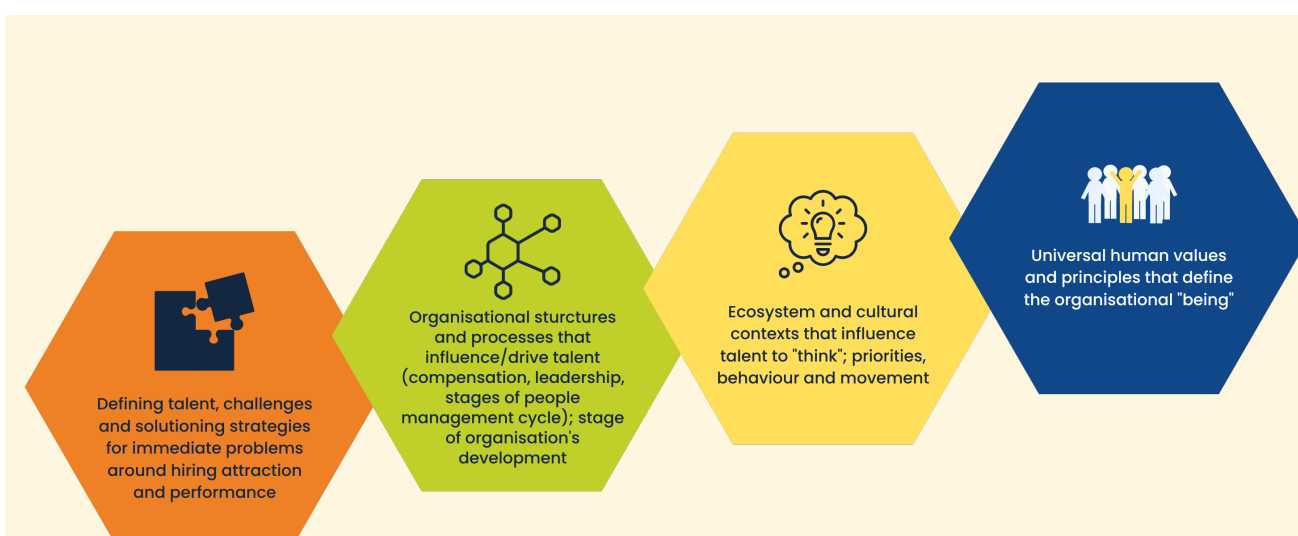


Figure 6: An evolving framework for talent management in the Indian social impact sector

Table 3 summarises the factors for different types of talent joining SPOs.

Types of Personnel	Motivating Factors	Categories of Organisations
Junior-level talent as fresh graduates after obtaining relevant educational qualifications	<ul style="list-style-type: none"> - Passion/drive to work with people/social issues - Opportunity to contribute to organisational vision and mission - Gain professional experience - Inspired by charismatic founder/leader - Acknowledgement & appreciation for their contribution - Brand equity 	Grassroots organisations, issue specific NGOs, ESOs or FOs
Volunteers/interns/fellows with assured economic stability due to social affiliations	<ul style="list-style-type: none"> - To gain professional/field experience - To contribute to a cause close to their heart/pursuing an issue with passion for justice and equity - Experience requirements for further studies/studies abroad - Inspired by charismatic founder/leader - Acknowledgement & appreciation for their contributions - Brand equity for young volunteers looking to build a future career in the sector 	Grassroots organisations, issue-based NGOs, ESOs
Mid-career professionals from diverse and technical fields including general industry and public sector	<ul style="list-style-type: none"> - Passionate about bringing change - Disillusionment with their existing job profile/sector - Wish to maintain stable work-life balance - Exploring opportunities in other sectors - Recognition, acknowledgement & appreciation for their contributions 	NGOs, ESOs offering technical/customised services, FOs with focus in specific areas of ecosystem building
Consultants with high expertise in specific areas of work/professionals that SPOs find difficult to hire for full time payroll contracts due to financial constraints	<ul style="list-style-type: none"> - Opportunity to add value or expertise in a given field for success of the organisation - Maintain work life balance - Break monotony from regular jobs - Passionate for issue-based work - Recognition, acknowledgement & appreciation for their contributions 	NGOs, ESOs, FOs
Senior management/leadership level	<ul style="list-style-type: none"> - Sense of egoistic altruism to contribute to social issues and marginalised communities - Professional experience to bring impact on issues they are passionate about - Make a difference to a cause close to heart/ creating meaning and value alignment in professional work - Recognition, acknowledgement & appreciation for their contributions 	NGOs (complex or professionally managed), ESOs (trusts, foundations, technical assistance), FOs

Table 3: Motivation factors for different types of personnel

5.3 Leadership practice as a key driver of talent within organisations

Leadership practice within an organisation emerged as a key factor that influences the retention of talent in organisations. In the words of the participants from the regional consultations, “...leadership practices can make or break an organisation”. Numerous authors and studies have highlighted the role of leaders in shaping the organisation culture and model behaviours that have huge bearings on the motivation and performance of organisational talent (Pandey, A & Diwakar, S., 2018; Bridgespan, 2017; Irtaimah & Khaddam, 2017; Voon M.C. et al, 2011; Heravi et al., 2010).

A more engaging and democratic leadership enables the organisation to demonstrate principles of equity, transparency and fairness in key structures and processes, such as those of decision-making, compensation, design and maintenance of creative expressions across talent segments, among others. For instance, many organisations spoke of efforts made to involve people in different areas of work in the organisation through an equitable process, based on their expertise, skills and interests. This mapping of individual capabilities and interest to roles within the organisation offers all personnel the opportunity to learn, grow and diversify their strengths over a period of time. The process of creating such a system is also participative in nature, allowing for the organisational talent to meaningfully engage in defining and recalibrating their own roles and potential within the organisation.

The regional consultations identified three key categories of people who are inclined to work in the social impact sector:

Emerging talent: Fresh graduates with a high inclination and commitment to join the sector and make a difference. Such individuals often enter the sector after relevant educational qualifications or as volunteers with an intrinsic motivation to contribute and explore.

Resident talent: Individuals who are passionate about bringing a change and have been in the social impact sector space over the years. Internally nurtured in the sector by their experience and exposure, such individuals often continue to contribute to the sector with a deep sense of altruism or passion for social transformation and a vision for a better society.

Crossover talent: Individuals who have worked in corporate spaces for several years and have transitioned to the social impact sector with the need to find meaning and satisfaction in their personal and professional spaces. For such talent, the triggers of making this professional transition to the social sector is often located both in higher levels of dissatisfaction with their previous professional career combined with an inherent need to contribute towards something meaningful and much bigger than individual careers and company profits.

Charismatic leadership emerged as another type of leadership practice, whereby the leaders motivate and support personnel at every level in the organisation and inspire their team members towards achieving their common goal. They create a clear vision for people and can drive them towards this goal. Such leadership was most spoken of amongst ESOs and FOs. Participants spoke of the role of the leader in inspiring motivation and commitment amongst those that the organisation would like to attract. The consultations explicitly outlined the emphasis on individual connect with the personnel and communities one works with, and its role in motivating and retaining organisational talent. Reflecting on some of their successful experiences, participants shared that to enable effective management of talent while keeping them motivated, the leadership needed to maintain transparency, mutual respect and make an effort to create a balance of power within and across teams.

5.3.1 The leader's ability to listen

The organisation's ability to listen to its personnel, and for the personnel to feel heard by the organisation, was essential to keep them motivated and meaningfully engaged with the organisation. The role of the leadership was critical in nurturing this culture of listening and engagement. Almost all organisations in the regional consultations highlighted the value of the participative or democratic leadership style in nurturing the motivation levels of personnel working

within the organisations.

In fact, according to the findings of the regional consultations, a democratic, approachable and enabling leadership style works and makes personnel feel worthy and competent across all organisational categories. At the initial and sometimes mid-career levels, personnel especially look out for mentors who not only facilitate their growth as professionals but also help them chalk out a career path for themselves. It not only inspires the personnel but also grooms them for future roles.

Complex leadership structures: Ummeed Child Development Center is a 19-year-old organisation based in Mumbai. It was founded by Dr. Vibha Krishnamurthy and works with children with disabilities. The organisation focuses on addressing developmental challenges of these children. Therefore, their primary staff is medical professionals, which is different from other NGOs working in this space. Ummeed Child Development Center has a complex leadership structure, whereby, the founder is part of the organisation (acting as the Executive Director) and the CEO who has been recruited externally to co-lead the organisation. It is intriguing to see that despite the complexity of the management structure of Ummeed Child Development Center to distinguish it either as professionally managed or founder driven, the overall philosophy and culture of the organization are derived from the founder's open perspective. Every individual is provided with opportunities to succeed with access to mentors, opportunities to train, work in remote parts, collaborate with international organisations, write papers and so on.

5.4 Opportunities for growth and learning: talent transitions

I keep on observing whatever they (team members) excel in and I try to give them projects related to their skills. I give them opportunities and always observe people based on their qualities. I motivate them initially since they may not be very confident, but I keep on being with them, motivating them and making them do it. That's one thing which I always do: give them opportunities, give them space to grow.

(Shanthi Ranganathan, Swami Dayananda Saraswati Educational Society)

During the regional consultations, it emerged that talent transitions (including promotions, shifts in roles, diversification of roles) and leadership succession planning is often not considered important or prioritised in SPOs. Thus, organisations continue to remain individual-centric with strong implications for organisational growth potential, individual and collective motivations to continue contributing to the vision of the organisation as well as maturity of organisational structures and processes.

The literature highlights the value of having a succession plan in place well in advance of the actual transition itself (Pandey, A & Diwakar, S., 2018; Bridgespan, 2017). When practiced in organisations, planning for such talent transitions has created opportunities for developing an enhanced model of retention and engagement across various talent segments. Some of the participants shared that their organisations have consciously invested in enabling processes to ensure that the personnel who joined at junior positions could serve on the board of the organisation over a period of time.

Exemplary practices by organisations:

"*Sab theek thaak*", an initiative by Tata Steel Foundation, conducts regular sessions with the personnel on their wellbeing and also engages family members of the personnel in such sessions.

The regional consultations further highlighted that most employers experience difficulty in motivating personnel across the spectrum, as motivation differs on the basis of organisational hierarchies and personnel categories. Such a diversity of practices sometimes also leads to the creation of new fault lines or challenges in creating a homogenous culture of commitment and learning across the organisation. Given the complexity and ambiguity that underlines an SPO's work, organisations need to invest additional efforts towards attracting, nurturing and retaining such talent. Participants shared that the key to building an engaged talent pool is putting in place the necessary systems and structures that inherently reduce drudgeries associated with respective

roles and increase spaces of innovation and creativity. Many such strategies were used to define what constitutes a good workplace in SPOs. Based on insights emerging from the consultations, the following practices/strategies were identified by leaders towards nurturing a “positive workplace environment” that inspires and motivates talent.

...when people have opportunities or access to opportunities and then they work together and are united, they have enormous power and potential to actually change the situation from a not-so -good-situation to a much-better situation. I think that's what always inspires me- to see people actually take action and change their life for the better in the field.

(Snorre Westgaard, Chief Executive Officer, Humana People to People India)

5.4.1 Acknowledgement and opportunities for career growth

- Exposure in terms of representing the organisation at different platforms as well as opportunities to acquire expertise through sponsorships for learning initiatives/courses has been identified as a positive influence on talent retention and nurturing motivation to contribute to the vision and goals of the organisation.
- Recognition and acknowledgment of people's efforts is a human need, more so when working in a professional space. Employees and volunteers felt encouraged when their contribution and efforts were acknowledged by their reporting officers and organisational leaders. Such practices were found to be more formalised through structured processes in professionally managed NGOs, such as one of the NGOs, often with linkages to promotions and expansion in roles/ responsibilities and sometimes compensation to keep the personnel motivated.
- Acknowledgement of personnel contributions in difficult circumstances through need-based shifts in the organisation's overall compensation practice inspires ownership and commitment amongst organisational talent. Such shifts may range from well-articulated promotion policies, formal recognition, celebrations, to pension plans, insurance packages, among others. For instance, an NGO working with rural and tribal communities in Madhya Pradesh has introduced a care package with provident fund support as part of the compensation policy. It has also invested in enhanced insurance coverage for all its personnel and their dependents in the past year, comprising mainly of local community members recruited in various roles within the organisation.

5.5 Modelling empathy in structures, processes and behaviours

- Empathy towards personnel (looking after personnel when they face personal problems) was considered an important practice that communicates a message of care and solidarity to personnel within an organisation. This observation was recorded as an imperative action on behalf of organisations, especially in light of the COVID-19 pandemic.
- When the organisation focuses on an individual's growth, safety and wellbeing through an empathetic approach, the personnel also develop a feeling of being cared for and a sense of belonging towards the organisation. Organisations also shared how the empathetic approach inspires reverse empathy and commitment from the personnel in terms of organisational needs, vision and goals.

5.6 Fostering an open safe environment for dialogue and communication

- A work environment that encourages open and honest dialogue amongst personnel and with leadership segments of the organisation nurtures transparent work cultures. For instance, Ummeed Child Development Center, an NGO that works on issues related to child development, nurtures an open culture with accessible communication channels across personnel segments of the organisation.

- This is enabled not just through organisational processes and structures but also supported through the design of the built environment. Physically, their office is designed with open spaces for people to sit and work, without encouraging a culture of closed spaces and work cabins. During the regional consultations, the organisation reflected that this practice has helped them remove communication barriers and foster engagement among personnel as well as the leadership.

5.7 Nurturing a democratic organisation with robust feedback loops

- Regular involvement of personnel in the decision-making process and the opportunity to develop and implement their own ideas enables organisations to nurture ownership and accountability in talent segments.
- Assigning additional roles and responsibilities by giving personnel a position of power and authority—for example, assigning personnel as team/project lead—inspires the respective talent segments to perform, engage and challenge themselves to go beyond their comfort zone. The participants also spoke of the importance of supporting such measures with the right amount of training to allow the individual to perform their best, else one may be setting up the talent to fail in the first place.
- Enabling formative feedback loops for talent through continuous performance appraisals and feedback enables personnel to develop a higher agility towards learning. In addition, inclusion of all personnel (employees, consultants and volunteers) in performance appraisals—so the personnel have an opportunity to outline the areas of improvement or growth points for themselves—supports the creation of a homogenous culture in the organisation. An example of this was stated by the founder of an NGO, working with vulnerable children in Bangalore. The organisation establishes a “social contract” with every individual in different personnel categories, which helps each individual define eight to ten behaviours that they want to promote among employees. The second step is implementation and evaluation of the contract periodically.
- Creating flexible work environments is essential to maintain employee motivation. Participants from diverse organisations stated that leaders were sensitive and recognised the need for flexible working hours, flexibility in taking leaves and flexibility in choosing work locations as essential aspects in maintaining employee motivation. Flexibility in the choice of work locations based on personal preferences was particularly important in larger, professionally managed organisations/NGOs and funding organisations that have multiple work locations.

6. MANAGING TALENT FOR ENHANCED ORGANISATIONAL EFFECTIVENESS

Key findings:

- A strong and shared culture that is in alignment with the shared goals and vision nurtures organisational resilience.
- Integration of talent in the organisation is a critical stage in the talent lifecycle and a key driver for talent motivation.
- An adaptive, agile and reflective talent management practice enables organisations to inspire, motivate and ensure organisational effectiveness.
- Talent transitions are often non-linear and are influenced by the context of the organisation and the ecosystem.
- A mature talent management practice is not necessarily a set of standardised processes and structures. Clearly articulated, formalised, yet contextual practices of talent management in case of lean regional organisations can be effectively mature in enabling the organisation's effectiveness.

SPOs thrive on human interactions across different internal and external stakeholders. These interactions are multipronged and layered. The regional consultations outlined the complexity of designing talent management structures, processes and systems to nurture an agile management system in alignment with the evolving needs and goals of the organisation. Discussions in the regional consultations brought forth the following key stages of talent management: (a) attracting/hiring diverse talent (identifying, selecting and hiring); (b) integration, allocation, training and development; (c) managing, motivating and measuring performance; (d) retaining existing talent; e) compensation and (f) restructuring roles and responsibilities and leadership transition.

The definition of talent and culture keeps evolving, it's not constant. It is culture today that is going to remain, because we are dealing with the most complex machine that is humans.

(Kumar S, Human Resources Manager, Wildlife Conservation Society - India)

In the context of the Indian social impact sector, organisational investment in talent management is fraught with challenges associated with an ecosystem which is competing for people, resources and investments. Given the nature of these challenges, organisations often end up designing innovative talent management strategies. The design of talent management strategies, thus, is often a function of purpose (vision and mission), values (universal human values and principles of working) and constraints. This recognition drives the leaders of organisations to make a choice of “who is to be considered a part of the organisational talent pool”, and “what are the kinds of

structures and processes that must be designed to nurture the relationship of talent with the organisation and the cause”.

Discussions in the regional consultations underlined the difference between organisations that have either made a conscious choice to remain lean over time or those that have just begun with their journey, as opposed to larger organisations. The former kind tend to operate through a more personal, nuanced and contextualised approach to talent management, while the latter often characterise themselves with standardised processes and structures that scaffold talent management and its practice. In both cases—for a successful talent management practice—the organisation leader's prerogative is to nurture a “good culture” in the

A space has been created in the organisation for people to raise their concerns and voice their opinions. Policies are co-created with a bottom-up approach rather than a top-down approach.

(Shankar AG, Associate Director, Swasti)

organisation that enables the talent to accomplish set goals (both individual and collective).

6.1 Nurturing an organisation's culture for impact

A strong and shared culture is the glue that keeps empowered organisations from falling apart. Leaders from the consultations reflected that, frontline personnel, when trusted to make the right decisions, are often guided by shared values, rather than by a book of rules and policies. This practice speaks of an organisational culture that has been embodied by the organisation within its structures, processes and systems. The regional consultations revealed strong insights on how organisational cultures are created and nurtured in the sector. The culture of an organisation comes alive as much in the behaviours of individuals that constitute the organisation, as in the structures and processes that scaffold the work environment and processes for these individuals and the programs and projects of the organisation (DeLong & Trautman, 2011; Pellant, 2011; Haid, Sims, Schroeder-Saulnier & Wang, 2010).

Mr. Tonsing from the CCI shares, "A family-like or a fun workplace helps build a sense of ownership and greater accountability among people and clearly goes a long way in building long-term relationships. All schools of the organisation have a morning routine, wherein, the staff shares their inspiration to work for the day. According to him, this practice has been very effective for the organisation. The staff members have the opportunity to speak and share their experiences. Some members used to hesitate to share and speak: however, these members have gradually started speaking up".

Discussions from the regional consultations highlighted that a strong work culture is often the reason personnel working in the non-profit sector are willing to accept relatively low compensation (as compared to their corporate counterparts), even if the nature of work is complex. Many participants from across organisational categories acknowledged that the focus area of their work resulted in emotional exhaustion and burnout besides being physically strenuous.

The three main factors organisations have identified for effective talent management practices are as follows:

- a. Transparency and accountability in processes and structures.
- b. Focus on collaborative cultures for organisational effectiveness.
- c. Nurturing a culture of learning and agility grounded in values and purpose.

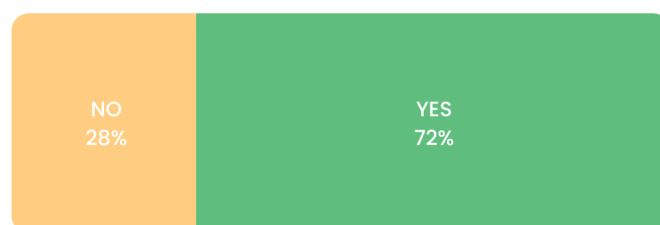
Accomplishing one of these aspects in the organisation often led to an evolved understanding of and engagement with the other two components that influenced the design and strategy of talent management in the organisation.

Most of the other small and founder-led organisations also emphasised that their organisation had a family-like environment, with people working in the organisation experiencing high levels of job satisfaction and accountability. The hierarchy in such organisations supported the administrative requirements of donor reporting and representation while decision-making was more democratic and consultative in nature. Organisations also spoke of the role played by open spaces and platforms in facilitating sharing and exchanges with colleagues, both at individual and group levels. Apart from these, some organisations (ESOs working on specific issues such as disability, child development) introduced initiatives like regular supervision, especially in organisations working on sensitive issues, to help challenges faced on the field, foster a sense of assurance and confidence among the staff and address issues of burnout. These actions are also seen as a mechanism of the organisation investing in its personnel, their work but also their overall wellbeing.

It was also noted during the FGDs that defined people processes help in treating everyone

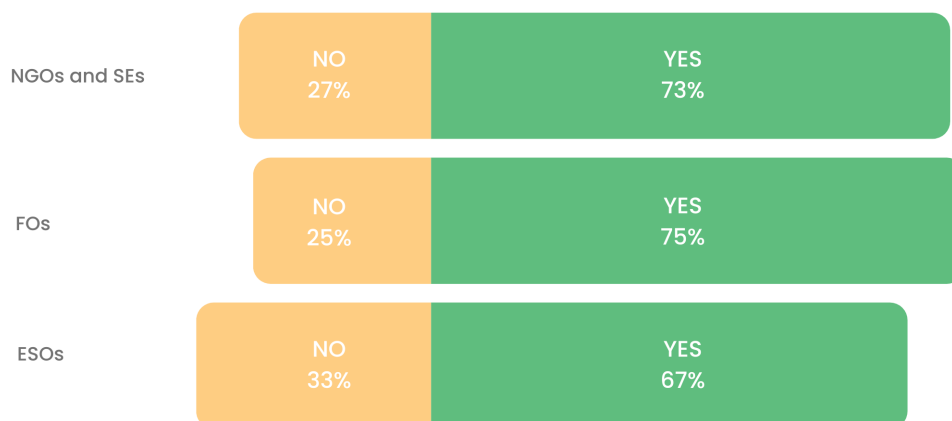
equally and ensuring democracy since the processes are accessible to everyone, ultimately leading to decentralisation of power. Furthermore, the need for sound investments that enables structures and policy for enhanced engagement with critical practices was also emphasized, such as prevention of sexual harassment (POSH), and whistleblowing policies for social sector organisations, with the underlying idea being the awareness and safety of all personnel and stakeholders engaged with the organisation.

Figure 7A shows that 72% of the respondents noted that their organisation has a clearly articulated people management plan or strategy in place. While most organisations confirmed the presence of a defined and clearly articulated people management and engagement strategy or plan, the present study shall further explore levels of formalisation and articulation of people management policies and plans in different categories of organisations. Figure 7B depicts that 75% of the FOs have a people management plan/strategy in place; NGOs/SEs are at second place, followed by ESOs. Figure 7C shows that all the SPOs in the north-eastern and central regions have a defined plan or strategy in place to manage people. Additionally, 77% of the SPOs in the northern region, 75% in the eastern zone and 73% and 62% in the southern and western regions—respectively—have a clearly articulated people management plan in place.



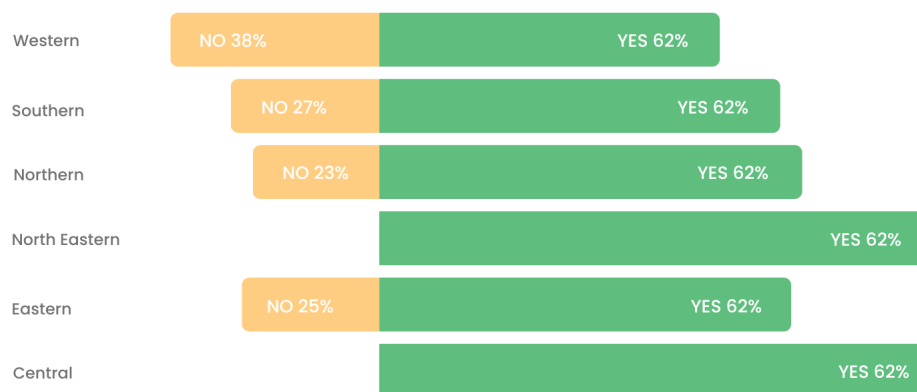
Source: ISDM-CSIP Talent Management in Indian Social Sector (n= 57)

Figure 7A: Organisation having formalised structures and processes for managing talent



Source: FGD; Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 7B: Organisation having formalised structures and processes for managing talent across different categories of SPOs



Source: FGD; Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 7C: Organisations having formalised structures and processes for managing talent across different regions

6.2 Structures and processes that shape talent management practice in SPOs

The top three organisational factors driving decisions and allocations of organisational resources for talent management are as follows:

- » **Consciousness:** Leadership orientation towards the need to enable a nurturing environment for people in the organisation.
- » **Function:** Size and complexity of operations in terms of expanse, diversity, creativity, work orientation and technical knowledge needed for successful accomplishment of goals.
- » **Access:** Funding available to the organisations for allocation in organisation development and talent management activities.

While most organisations spoke of structures and processes that enabled them to attract, hire and manage talent, below are some of the key stages of the talent management cycle that emerged from the regional consultations. The organisations shared their rich experiences of the challenges they faced in each of these stages, even as they continue to invest in integrating strategic priorities with talent management.

Leaders from FOs stated that organisations generally function informally when they have a limited staff and outputs are being met. The organisation starts investing in structures for people management when they are growing or scaling operations, moving/expanding to newer geographies or when programs become more complex. All the above factors nudge organisations to recognise the need for structures and systems in place that are driven by shared values, principles and norms.

6.3 Attracting and hiring talent

Organisations adopt multiple strategies to attract and mobilise potential talent pools, some of which are as follows:

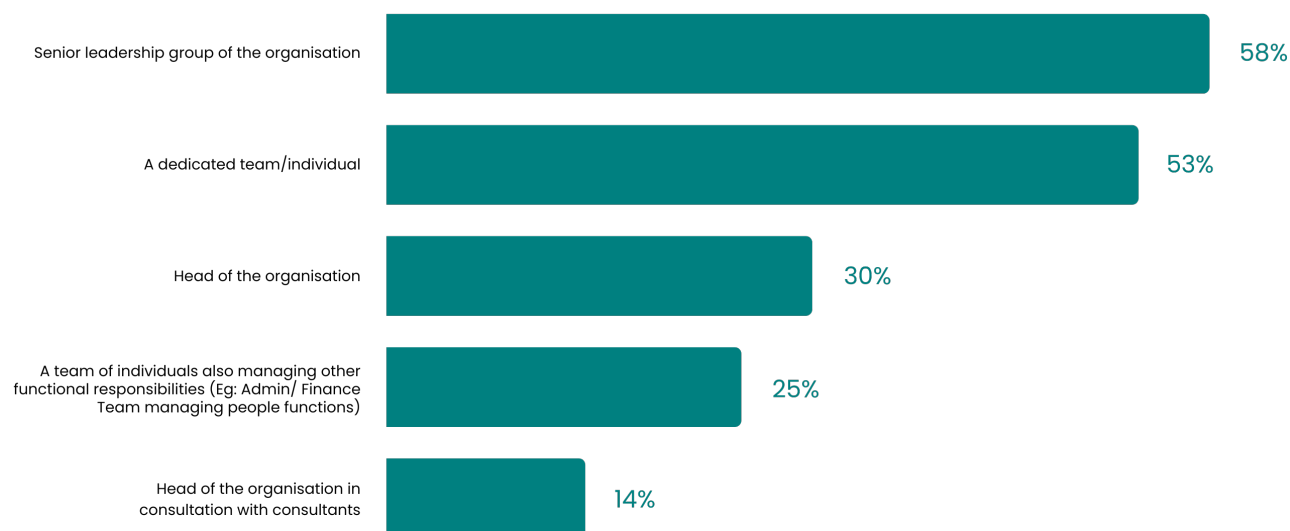
- a. Targeted advertisements using multiple online and offline platforms.
- b. Mobilisation of volunteer pools through exposure and engagement with the cause.
- c. Internal mobilisation supported by learning and development strategies that also enable talent transitions were some of the key strategies adopted by organisations.

A few organisations also mentioned defined engagement plans with potential pools of talent for the organisation. Such engagements are often designed in the form of interactions with organisational leadership or volunteering opportunities with strong investments from the organisation towards

nurturing a shared vision of social transformation. Participants also shared that engagement through exposure and volunteering remains one of the most successful strategies for recruitment, allowing organisations and potential candidates to experience integration as a part of the recruitment process. Such recruitment strategies had substantial positive impact on retention and talent transition experiences for organisations. Key stages of talent management cycle in SPOs and factors that determine investments from organisations in talent management are shown in Table 4.

Key stages of the talent management cycle	<ul style="list-style-type: none"> » Attracting and hiring talent » Engagement and integration » Review and formative feedback » Learning and development » Compensation and acknowledgement » Transitions and planned exit/lifelong engagement 	
Factors that drive decisions and allocations of organisational resources on talent management	Organisational factors <ol style="list-style-type: none"> 1. Complexity and demands of operation 2. Funding 3. Leadership orientation 4. Existing compensation practices in the ecosystem 	Individual factors <ol style="list-style-type: none"> 1. Complexity of work profile and need for learning and development 2. Career stage of the personnel 3. Motivation of the individuals

Table 4: Key stages of talent management cycle in SPOs and factors that determine investments from organisations in talent management



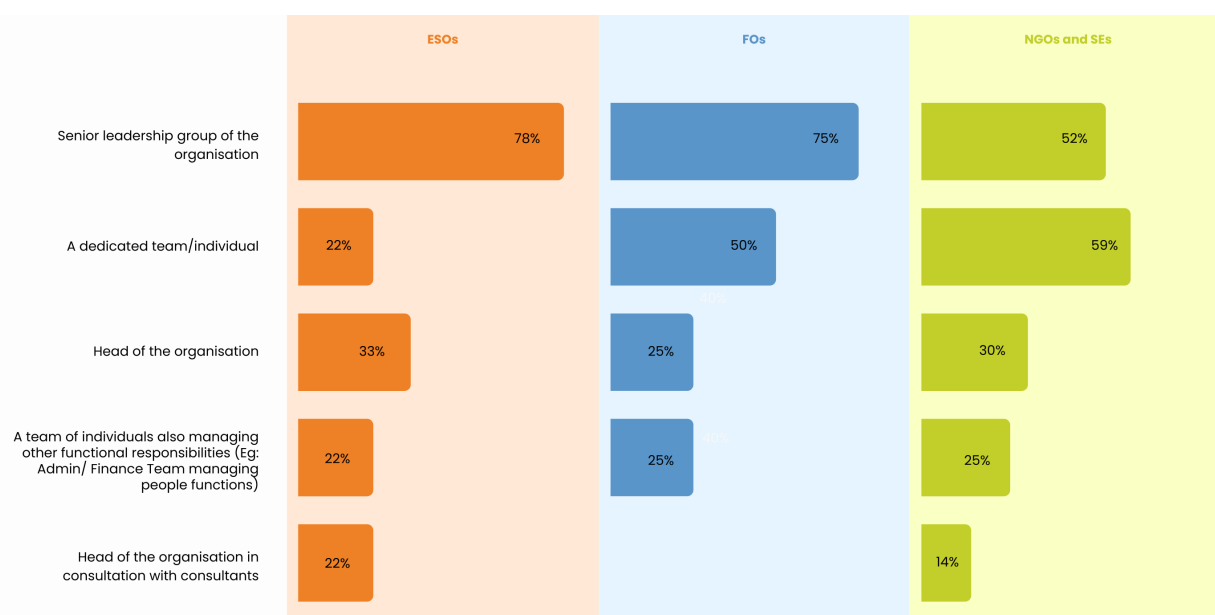
Source: ISDM-CSIP Talent Management in Indian Social Sector (n= 57)

Figure 8A: Who handles people/talent related processes in SPOs?



Source: FGD: Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 8B: Who handles people/talent related processes in SPOs across different regions?



Source: FGD: Poll-1: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 8C: Who handles people/talent related processes in different categories of SPOs?

Talent management is generally handled by senior leadership in SPOs, as depicted in Figure 8A. The same trend is seen across ESOs and FOs, while in NGOs/SEs an individual is responsible for taking people management decisions (Figure 8B). Speaking of regional practices, people management in SPOs based in the southern and western regions is looked after by a dedicated team or individual, while the senior leadership is responsible for key decisions on people management in the central, eastern and northern zones (Figure 8C). The north-eastern region differs in this trend, where a team of individuals responsible for other functional areas is also involved in taking key decisions on talent management. In case of family foundations, family members are often part of the hiring process for critical executive positions.

Many SPO leaders shared a mixed experience with hiring agencies that service the social sector. Most expressed that recruitment agencies only work at times. These agencies are mostly successful in meeting recruitment requirements for junior positions; senior positions, however, are mostly filled through recommendations and individual connections of other senior leaders in the organisations. Another issue with recruitment agencies highlighted by SPO leaders was that most agencies require an exclusive hiring contract. In contrast, FOs responded that leveraging their network and the use of personal social media by senior management to share job descriptions and details has worked for them to generate applications and ensure the right individual is selected.

...it's the skill that a lot of people have, but it's also the value fit... and finding a way to judge that...is the real challenge in recruitment processes.

(Puja Marwaha, CEO, Child Rights and You (CRY))

The consultations revealed that the most important step in the recruitment processes is not merely the competency or skills of the individual, but the individual's purpose/reason/motivation behind joining the sector. Often, such contextual information is missed out in the individual profiles of potential candidates shared by recruitment agencies.

The key factors considered in hiring talent for SPOs can be elaborated on as follows:

Suitability for the position and role in terms of core skills and competencies: Organisations want the right people, for the right role, at the right time. A carefully considered employer brand and personnel value proposition is essential to attracting quality talent. A well-defined talent resourcing process that offers opportunities to candidates for learning and growth yields consistent and compliant results for organisations. In some cases, potential talent pools were also incentivised by organisations with unique opportunities for further learning and specialisation at the time of hiring, enabling a long-term, systemic perspective on nurturing and finding the appropriate talent in the sector.

Prior experience of working in SPOs was also considered a critical factor towards determining the suitability of the candidate during the hiring processes, particularly in case of senior positions. Exposure to working with communities enables people intending to explore career opportunities in SPOs to empathise and appreciate the challenges that the sector is committed to address.

Cultural fitment and purpose alignment: Cultural fitment and purpose alignment were primary requirements mentioned by the majority of leaders in the regional consultations. Organisations elaborated on the need to invest in extended recruitment processes to ensure cultural fitment and purpose alignment with incoming talent. Talent transition within the organisation was identified as a key strategy towards fulfilling this requirement, particularly for leadership positions. While a recruitment model enabling talent transitions and leadership development in organisations enabled talent retention, people who joined the organisation based on the open recruitment model left within three to four years.

A method that is becoming increasingly popular amongst organisations is the volunteer program, which is an apprenticeship program for those interested in the field. In a volunteer program, interested candidates get a feel and subsequent training in the actual work that is

involved. This reduces the cost of training and development of the personnel and helps them to assess the interest and suitability of candidates “on the job”, and recruit and retain them at a significantly low cost. The candidates would also benefit from the volunteer program, as it gives them an opportunity to assess themselves vis-à-vis their future profession and organisation before committing themselves. Similar practices were discussed by founder-run or grassroots organisations.

Deeper understanding and knowledge of cultural contexts of key stakeholders: The findings demonstrate that talent with a deeper understanding and knowledge of the cultural contexts of key stakeholders is best suited for external engagement, be it with communities, partners, funders or collaborators. In the context of NGOs and SEs that work directly with communities, knowledge of the region and the language are considered additional advantages for the recruitment of regional, community and local teams. For instance, to work with tribal communities, language is an important hiring criterion: thus, most grassroots organisations prefer to hire local talent, while keeping in mind the cultural complexity of the context within which the organisation works.

Expectation alignment on compensation: Organisations from different regions, categories and thematic areas of work pointed towards existing differences in compensation levels and practice. For example, organisations located in the north-eastern regions of the country spoke of the importance of contributing to the community’s context and cause. This altruistic narrative often dominates the compensation expectations and engagement levels of many individuals working in SPOs in the region. Discussions in the regional consultations circled around the need to set expectations on compensation levels in organisations based on the availability of funds, cultures of contributing/giving and efforts of parity within and across organisations in the region. Nevertheless, all organisations agreed that compensation does play a critical role in the hiring of appropriate talent.

6.4 Engagement and integration

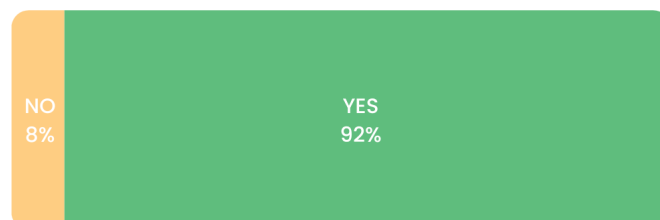
Organisations referred to engagement and integration as a process that unfolded on a spectrum of intensity depending upon the nature of the organisation and the process design shaped by the leaders. For some, this involved a process of orientation to the organisation, roles and responsibilities, while for others, it referred to an extended systematic approach of inducting and integrating talent in the organisational culture. The integration process, in particular, was referred to as a key element in inspiring motivation to commit to the shared vision and purpose of the organisation. This stage usually involved the creation of formal and informal processes and structures fostering interaction, exchange and relationship-building across different stakeholders of the organisation, both internal and external. Most organisations pointed to the need for sustained engagement with different personnel categories within the organisation (old and new) to continuously reinforce certain cultures of learning and collaborative performance. Methods like shadowing, coaching, mentoring and creation of open spaces and platforms for strengthened communications across and within teams were identified as critical to nurturing engagement and integration of organisational talent in the long-term vision of transformation.

The metric of compensation significantly affects how SPOs hire and attract talent. Overall, 92% of the respondents mentioned that compensation influences the mechanism of hiring and attracting people to organisations (Figure 9A), which is significantly high across ESOs and FOs (Figure 9B). In all the regions of India, compensation tends to hold great influence on organisational hiring practices (Figure 9C).

6.5 Review and formative feedback

This stage enables a structured process for organisations and personnel to set goals and develop a constructive set of processes and systems that nurture the capability of individuals and teams to perform. A non-threatening and enabling system of giving and receiving feedback across the organisation with transparency and honesty was identified as a critical component towards the success of the organisation. Participants spoke of such practices enabling the creation

of dynamic leadership and a talent-development pipeline within the organisation. Such a system also helps the organisational talent build relationships and nurture a culture of acknowledgment and learning, critical to the long-term well-being of all individuals. Such processes are best nurtured in open and interactive spaces that reduce the hierarchy and power barriers amongst the personnel and with the leadership. Mentoring programs, promotions and career growth planning are crucial processes developed for middle and junior management as well as front line staff. SPOs also believe that managers should be equipped with the ability to provide personnel with critical feedback in a subtle way, which is effective towards maintaining team cohesion.



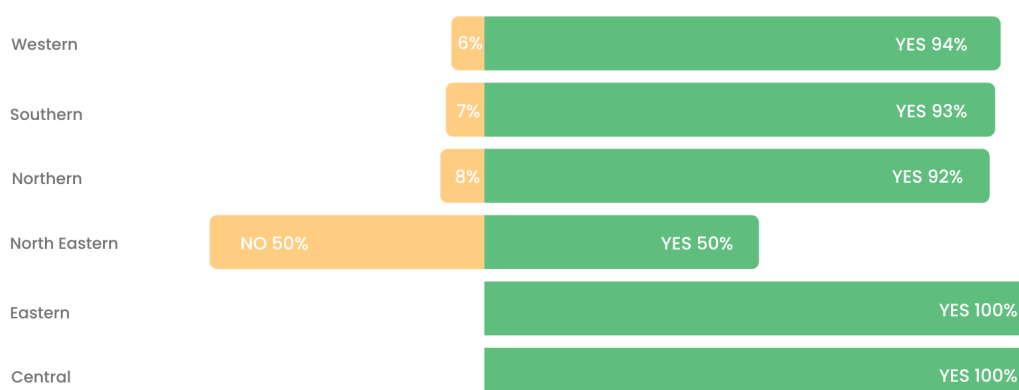
Source: FGD; Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n= 53)

Figure 9A: Compensation influence practices of hiring or attracting talent in SPOs



Source: FGD; Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 9B: Compensation influence practices of hiring or attracting talent across different categories of SPOs



Source: FGD; Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 9C: Compensation influence practices of hiring or attracting talent in SPOs across different region

6.6 Learning and development

A strengthened learning and development system ensures the ability of the organisation to nurture and plan for its talent requirements, and is critical towards building long-term resilience. An enhanced learning and development program enables the organisation to respond favourably to emerging challenges and permits the leadership to maintain the relevance of the organisation and its work in the evolving context of the society and the ecosystem.

Discussions during the regional consultations centred around how almost all organisations in the sector preferred a humane, relationship-oriented leadership style to engage with their personnel. Learning and development emerged as a strong practice meant to keep the personnel motivated about their work and workplace. A few learning and development strategies adopted by organisations that joined the consultations were as follows:

- Exposure visits to other organisations doing similar work.
- Allocating challenging responsibilities to personnel with an intent to expand their authority and accountability through a structured process that mapped their capabilities, learning requirements and facilitated appropriate mentorship opportunities.
- Structured learning in the form of on-the-job training, e-learning programs, work-related tutorials, educational courses and internships, to enhance the competencies, skills and knowledge of personnel.
- Peer learning models emerged as a key strategy adopted by organisations for fostering a learning environment. Such practices gained prominence in many organisations during the COVID-19 pandemic.

Training was an important activity that permitted organisations to respond to the emerging demands during the pandemic. Almost all organisations in the NGOs and SEs category spoke of training their personnel in technological skills. The organisations also enabled their personnel to engage with some of the emerging models of working with communities within their existing programs during the same period. Such training had to be facilitated for both the organisation's new and current personnel while maintaining the organisation's overall vision and mission.

6.7 Compensation and acknowledgement

While most organisations speak of having a structured process to determine compensation of their personnel (Figure 10A), findings from the regional consultations established that the organisational archetype—based on size, location, culture, operating models and funding—

We really spend a lot of effort and time in understanding them (the personnel), in understanding their realities. This means being flexible, if needed sometime. If people want flexibility with work hours, or if they have health concerns, (we have to be) really understanding and empathetic...I think that's really important, and it starts from the overall organisational culture and the team. Some of the practices are non-negotiable... Everyone is busy and everyone has tonnes of things to do, but team spaces are sacrosanct. We have a fortnightly team meeting on every Friday which starts out with gratitude and appreciating everybody for the smallest thing that they might have done. It doesn't have to be a big win, because big wins take time, small things are what matters in motivating the team, very true appreciation, acknowledging small wins. The team is informed about everything like what the CEO is up to.

(Sneha Arora, CEO, Atma)

For people from the junior roles who continue and stay till they reach middle management, I think it is opportunities such as interacting with international organizations such as WHO, Autism Speaks, Can Child Canada, opportunities to do research, opportunities to present work locally in India and internationally that motivate them. So, I think that money isn't the only reason why people stay in the social sector, there are a lot of other factors like these that come in.

(Regina Khurana, Human Resource Professional, Ummeed Child Development Center)

are responsible for designing its compensatory practices. Figure 10A shows that 85% of the respondents reported their organisation having a structured process to determine compensation for personnel. Across the category of SPOs, all the FOs in the sample reported having a structured process to set-up compensation (Figure 10B). Similarly, SPOs in the eastern and central regions also noted the existence of such structures in place (Figure 10C).

While a systematic process for arriving at compensation figures for key roles exists within some organisations, many others still are in the process of identifying and standardising their compensation policies (monetary and non-monetary). In the absence of a data-informed formal processes, often such compensation practices are dependent upon the decision of the organisation's leadership team (founders), or in other cases, on the availability of funds. The regional consultations highlighted the diversity in terms of how organisations belonging to different categories define compensation. While some defined compensation in purely monetary terms, others spoke of more intangible benefits which are rooted in the cultural context of the organisation.

According to most organisations, in terms of compensation and benefits, a gap exists between the organisation's need and the candidate's expectations. These gaps originate from many factors, including the ability of the organisation to match compensation demands; alignment of roles vis-à-vis the available talent pool; skill sets and experience, and finally, inspiring realistic expectations at both ends. Some people-oriented organisations nurture and do their best to retain their talented personnel. The recruitment decisions factor in the probability of retention as well as the compensation people demand. To enhance personnel retention, organisations invest in people management processes like capacity-building of personnel. Organisation leaders help in talent management by providing training to new and existing personnel. The assumption here is that when the organisation takes care of their talented personnel, it leads to organisation growth and increase in personnel satisfaction and retention.

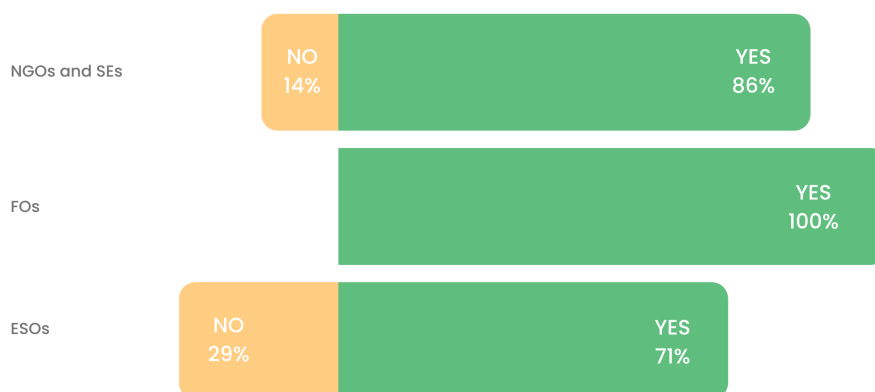
Compared to smaller-scale organisations, large organisations do not face problems of personnel retention due to greater availability of funds, as the former are highly dependent on project-based funding. Moreover, retention tends to be a problem as personnel who are either young, or in the initial stages of their career leave for several reasons, such as more interesting or longer tenure projects in other organisations, pursuing higher education opportunities abroad and higher compensation. In addition, organisations operating in areas requiring specialised talent also find talent retention to be a challenge due to increased market competition. A major challenge identified in case of personnel retention is specific to specialised professionals like therapists and clinical psychologists, who typically have short tenures with organisations and are in high demand in the ecosystem.

On the subject of compensation, one of the NGOs shared that "...cultures of acknowledgment, celebration and appreciation for job satisfaction need to increasingly become part of compensation conversations in organisations".



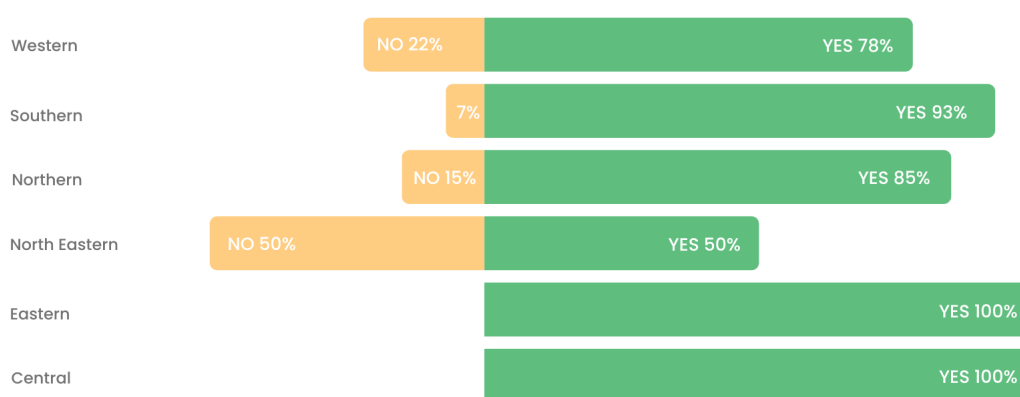
Source: FGD; PollZ: ISDM-CSIP Talent Management in Indian Social Sector (n= 53)

Figure 10A: SPOs having structured process to determine compensation of people working with the organisation



Source: FGD: Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 10B: Structured process to determine compensation of people working across different categories of SPOs



Source: FGD: Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 10C: Structured process to determine compensation of people working in SPOs in different regions

...retention is not a problem for our organisation, but the flip side of retention is complacency and comfort as people become settled in their own positions.

People think that work in the social sector need not be compensated. If work at a development sector organisation is compensated, then it is not true social work in the opinion of many. People think that social work is free. This gap in understanding remains till date.

(Sumitra Mishra, Executive Director, Mobile Creches)

The subsequent section presents a detailed discussion on compensation practices emerging from the regional consultations. While most organisations recognise salary/cash transactions as an important component of compensation, aspects like investments in learning opportunities and re-imbursement of out-of-pocket expenses was also included by many in defining the key components of compensation. Figure 11A lists some of the key aspects considered by leaders in defining what constitutes compensation in the sector.

Besides salary, investment in learning and development, reimbursement of expenditure during performance of formal work as well as insurance are some of the key components considered to be part of compensation practices within SPOs (Figure 11A). The regional data presented in Figure 11B outlines different components of compensation considered by SPOs. Apart from salary, benefits in the form of car/travel packages are a key component in NGOs/SEs and FOs (Figure 11C). In contrast, the southern region also considers flexible work hours and good work opportunities as an important part of the overall compensation package for their personnel.

Discussions during the consultations defined compensation in the context of SPOs to include monetary and non-monetary components as well as organisational investments in culture and leadership development elements. For instance, empathy towards personnel in the design of compensation structures and processes was seen as an integral part of the compensation practice, and numerous examples were shared within the context of the recent COVID-19 pandemic.

However, a few SPO leaders expressed reservations in considering intangible benefits like leave, organisational culture and learning opportunities as part of compensation structures. FOs particularly expressed the importance of the cash component in determining personnel compensation. Accordingly, other benefits shouldn't be included in compensation structures, and should instead be considered an expression of organisation culture and norms which are equally important to motivate and retain good talent.

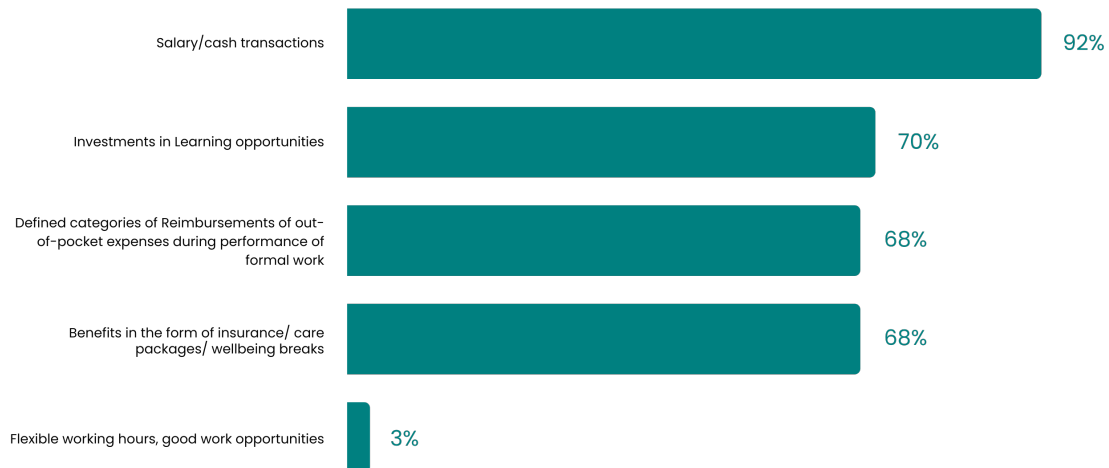
Brown, Carlton and Munoz (2004) argue that compensation is an important factor influencing personnel turnover in social enterprises. Even though personnel are attracted to the mission of the social enterprises and are satisfied with their work, the compensation is not found to be attractive enough for them to remain in the organisation for longer periods. While it is often claimed by researchers that individuals who choose to work in the non-profit sector are differently motivated than those who work in the for-profit sector (Fredrickson & Hart, 1985; Houston, 2006; Brewer, 2003; Rainey 1983; Wittmer, 1991), it is not unreasonable for personnel in the social impact sector to expect decent compensation for their work and suitable opportunities for career growth.

Variability in compensation practices across organisations was influenced by the following factors—apart from the availability of funds:

- Organisational definition of key personnel within the organisational talent pool, based on uniqueness in expertise, availability of the talent segment in the ecosystem and market competition.
- Compensation varies between small, medium and large organisations, with the levels and definition of compensation also differing between organisations. There are also different kinds of compensation levels and benefits across personnel category types in the sector: for instance, different benefits for permanent and temporary personnel recruited in the same organisation. The findings from the regional consultations indicate that while some organisations still find it difficult to define compensation, young people joining the sector often compare their compensation packages and benefits with peers in the corporate sector.

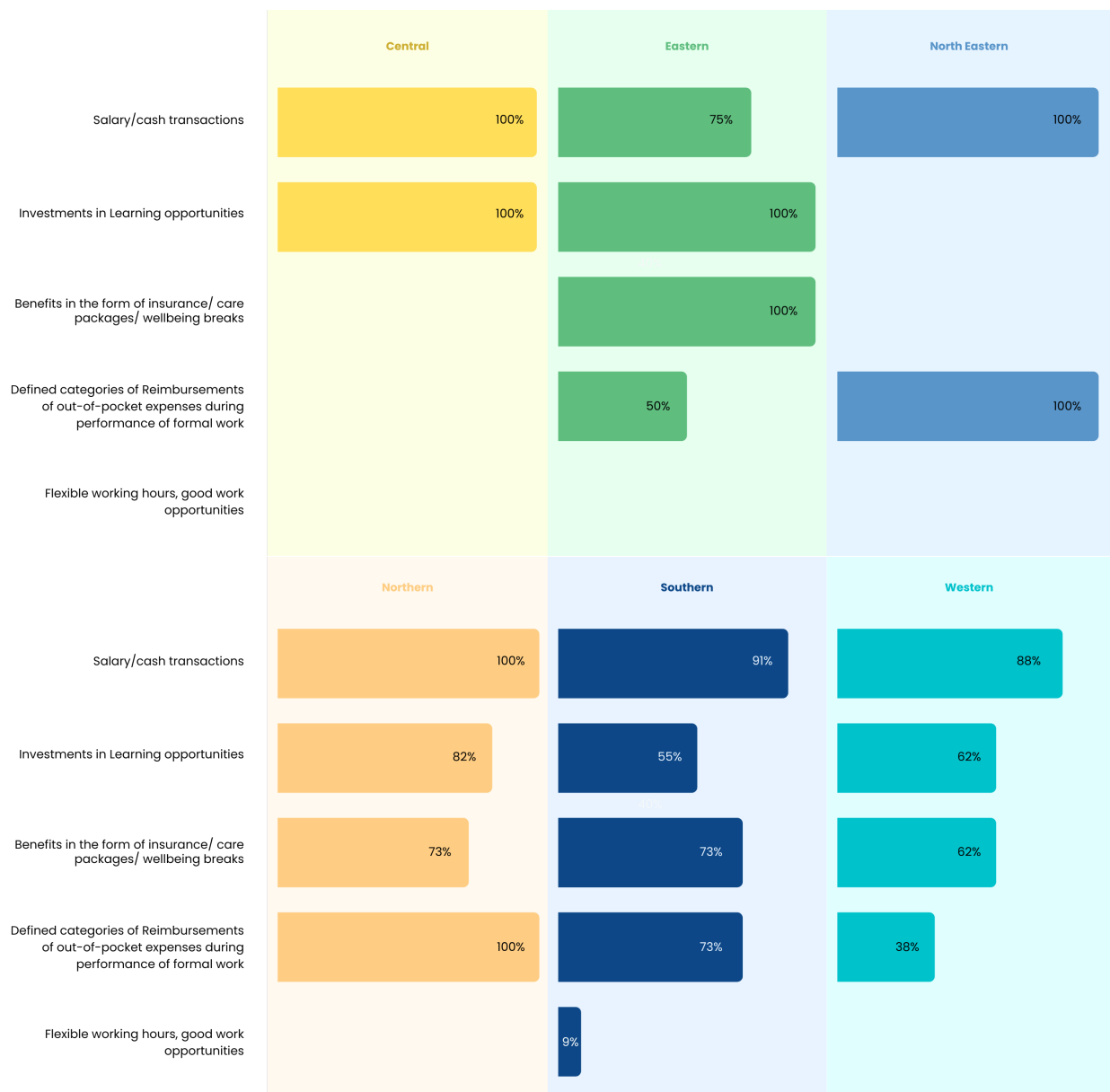
Different components of compensation packages identified by participants of the regional consultations:

- » Monetary components
- » Non-monetary compensation in the form of benefits, such as increased leave allowance, rational and flexible working hours, health insurance, critical illness fund and other support measures during hardships
- » Childcare and dependent allowances
- » Timely release of the compensation package's monetary components
- » Flexibility to take leaves based on personnel requirement
- » Gratuity and EPA
- » Reimbursement of out-of-pocket expenses
- » Learning and development opportunities—structured and unstructured
- » Enabling personnel participation in national and international forums, conferences and networks
- » Acknowledgement and celebrations of personnel contributions, role expansion and transitions for a better career pathway within the organisation
- » Empathy-based approach for determining compensation elements including work life balance, educational loan and social security
- » Good work opportunities
- » Overtime pay for minimum wage category personnel



Source: FGD; Poll2: ISDM-CSIP Talent Management in Indian Social Sector (n= 37)

Figure 11A: Key components of compensation in SPOs



Source: FGD; Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 11B: Key components of compensation in SPOs across different regions

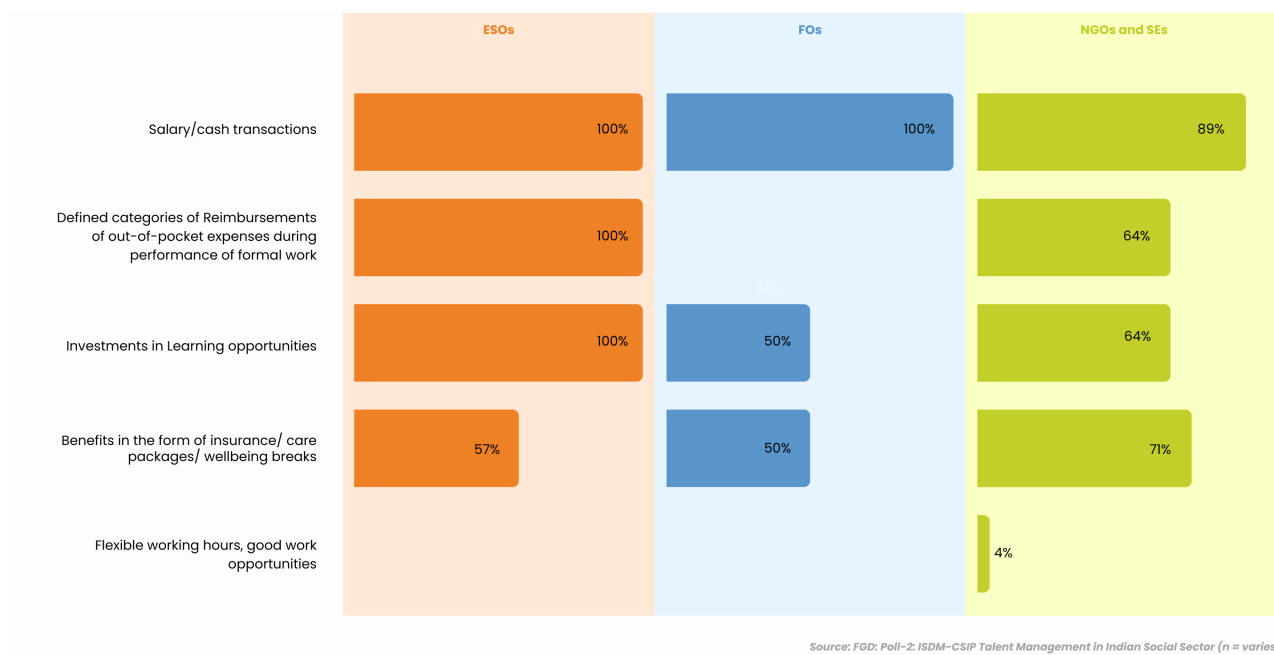


Figure 11C: Key components of compensation across different categories of SPOs

Benchmarking compensation practices: Discussions during the regional consultations highlighted the need for benchmarking compensation practices across organisational categories and roles. Although majority of the participants across categories did not have the resources to design their compensation practices through a benchmarking exercise, a few organisations had already engaged consulting groups to perform the benchmarking survey for specific positions/roles in their organisation.

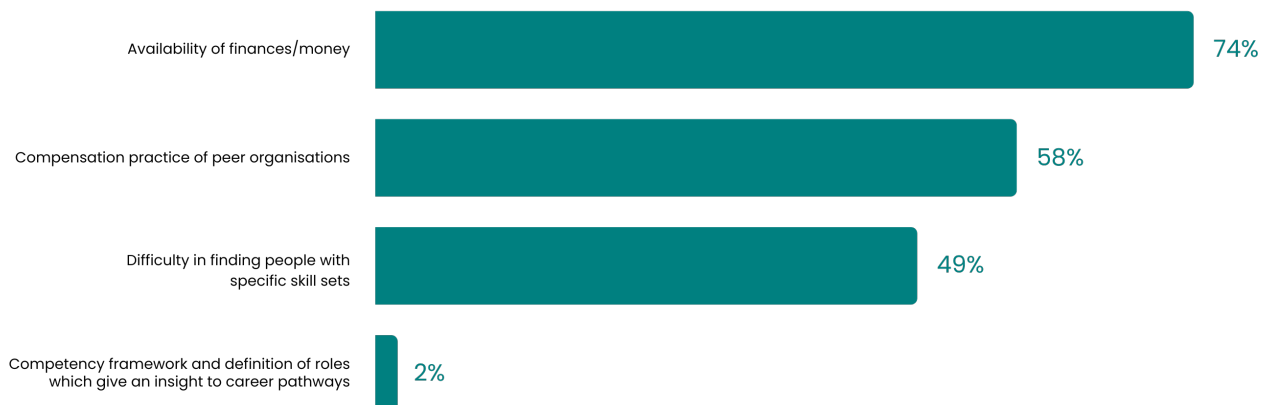
Figure 12A presents key factors influencing compensation practices in SPOs. Availability of funds is the most important factor that influences compensation practices across SPOs, followed by the pay practices of peer organisations (Figure 12A). A similar trend is seen across ESOs and NGOs/SEs (Figure 12C). In FOs, compensation levels within peer organisations influence compensation practices as a key factor.

Now when the organisation is hiring, we look at various sources to ensure that the compensation offered is fair and in line with where the sector is at. We look at internal roles that are similar, we check the benchmarking survey that we have done and we look externally to see what the market is offering for a similar role. I am sure candidates applying for the role will have done their own research and looked at what the remuneration for similar roles in other organisations would be.

(Neha Shah, Chief of Staff, Jai Vakeel Foundation & Research Centre)

Except for the northern region of India, availability of funds is the major factor influencing compensation practices in SPOs across all regions (Figure 12B). A few other factors were identified by leaders, which include:

- Comparative earnings for the same professional profile in different sectors. For example, organisations working in the public health domain often engage doctors and therapists as part of their organisational talent pool. Compensation practices for the same profession in the private sector pose a challenge for such non-profits and the organisations are often pushed to re-visit their compensation practice for specific talent segments amongst the larger pool.
- The organisation's existing compensation framework and the expectations of new recruits, especially if they belong to talent segments which are critical to the success of the organisation.
- Talent priorities of the organisation at specific time periods, based on the evolving context of the organisation and the ecosystem.



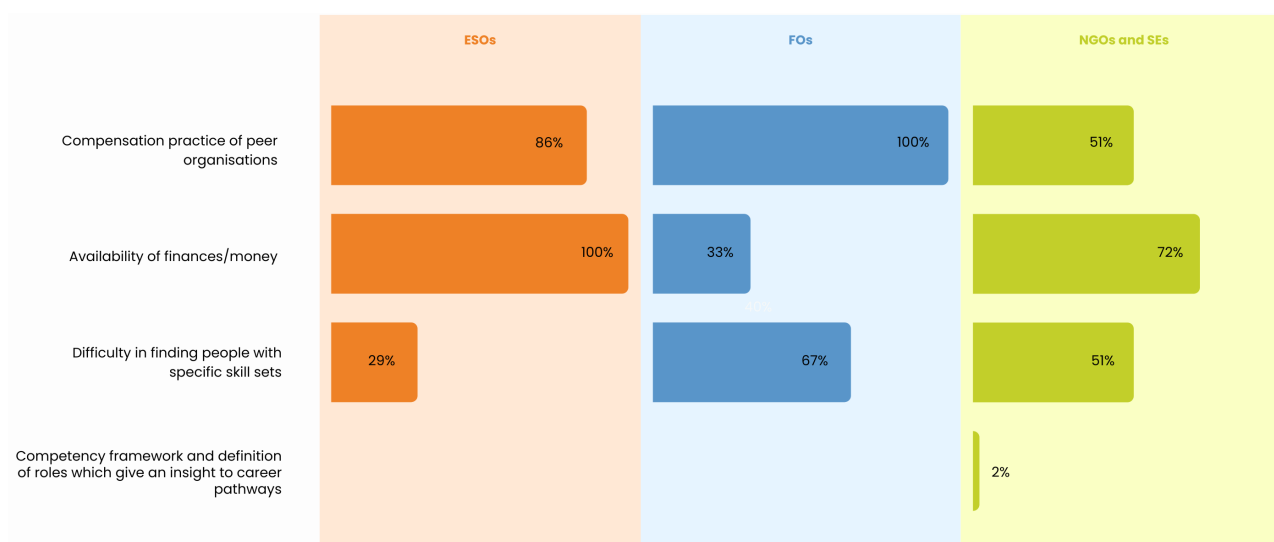
Source: FGD: Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n= 53)

Figure 12A: Factors influencing compensation practices in SPOs



Source: FGD: Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 12B: Factors influencing compensation practices in SPOs across different regions



Source: FGD; Poll-2: ISDM-CSIP Talent Management in Indian Social Sector (n = varies)

Figure 12C: Factors influencing compensation practices in different categories of SPOs

- Value propositions that the personnel bring to the organisation. Organisations shared specific instances wherein they have had to revisit/go beyond their standard practice on compensation. Most often, such anomalies have led to a reflective exercise involving restructuring the overall compensation practice of the organisation to maintain parity and equity.

6.8 Retention, transitions and planned exit/lifelong engagement

Building an organisation with a culture of planned transitions for roles across different categories of personnel is critical to the organisation's ability to nurture its capacity and resilience. Talent transitions and planned exit models for personnel speak of a highly mature model of talent management with the foresight and capability to nurture potential and foster long-term relationships with individuals who commit to the shared vision and goals of the organisation. Such practices require conscious and dedicated efforts on the part of the leadership to continuously shape a culture of commitment and ownership across different segments of talent. While most organisations expressed challenges in ensuring effective implementation of this stage/component of the talent management cycle, all organisations, without exception, acknowledged the potential of investing in retention and talent transitions.

The main kind of movement being seen is in therapist kind of roles. The therapists move on in 3 to 4 years for further studies or other reasons leading to and there is a shortage of skilled professionals. This is a talent pool that is key to our work but difficult to hire for.

(Anita Limaye, CEO, Ummeed Child Development Center)

Another way of decision-making is through salary benchmarking against organisations doing similar work as ours. The organisation also reaches out to experts from the field to get more insights on the pay scale in private organisations for the same level.

(Neha Shah, Chief of Staff, Jai Vakeel Foundation & Research Centre)

Opportunities for job rotation, leading or working on collaborative projects (within and with outside agencies) keep personnel on a continuous journey of development and ensure retention and continuity in an ecosystem which is increasingly moving towards projectised models of funding. Often such capabilities were nurtured in organisations through conscious

investments towards enabling a structured peer-learning environment by leaders. While a few organisations shared instances of focused investment creating appropriate opportunities for career progression, leadership and role transitions for their talent pool, most organisations identify talent retention and leadership transitions as a key challenge that affects organisations in the sector.

Some of the factors challenging talent retention are:

- Family pressure faced by the personnel if the location of work is remote or in areas lacking basic facilities like health and education.
- Lack of a clear career path for the personnel or the organisation's inability to provide a career progression trajectory.
- Glaring gaps in compensation structures between for-profit and not for profit sectors.
- Lack of sustained funding received by the organisation or reliance on project-based funding.
- Lack of specialised professionals.
- Work culture of the organisation.
- Absence of strong retention policies that nurture talent.

People are our biggest resource, but people are also our biggest inhibitors. People are instrumental to shaping the culture of an organisation, over time. It is so difficult to codify the culture and then translate that as good practices or change management practices, within the organisation. Especially when organisations are growing fast or changing course.

(Sumitra Mishra, Executive Director, Mobile Creches)

Irrespective of organisational categories, the participants unanimously agreed that clear and open communication enables and improves the quality of interaction amongst peers and collaborators, providing space for discussing future career paths as well as to grow within the organisation. Motivation derived from a strong alignment with the cause or purpose of the organisation, conducive organisational cultures and the joy of working together were identified as key factors that inspired organisational talent to retain their engagement in one form or the other.

One interesting perspective that emerged during the consultations was the emergence of personnel complacency as a result of organisations mainly focusing on the retention of existing organisational talent. This challenge has been partially mitigated in the concerned organisations by periodical inter-mingling of teams and departments, project-based collaboration and establishing clear accountabilities. This also brings forth the importance of role rotation and team shuffling as essential steps that motivate and challenge the talent and bolster the process of personal growth in tandem with organisation goals.

Discussions on the different stages and components of talent management in the regional consultations brought forward numerous insights on how organisations respond to talent-related challenges in the absence of a shared, robust knowledge infrastructure that has the potential to empirically inform certain leadership decisions. The next chapter presents some of the key findings emerging from the consultations and a few unanswered questions that remain, regarding further exploration and research towards enabling organisational capacities aimed towards nurturing, responding to and shaping talent in the ecosystem.

7. TALENT MANAGEMENT CHALLENGES AND SOLUTIONS

Key findings:

- Talent transitions—including promotions, shifts in roles, diversification of roles and leadership succession planning—are often considered important, but are not prioritised in SPOs due to multiple reasons. As a result, organisations remain individual-centric, with strong implications for organisational growth potential, nurturing the organisational talent pool, and the maturity of organisational structures and processes.
- Talent retention continues to affect the capabilities and resilience of organisations. While most organisations identify talent retention and transitions as a challenge, very few organisations invest with a focus on creating suitable opportunities for career progression and role transitions for their talent pool. Both these factors were identified by leaders as critical for inspiring and nurturing individual motivation levels of organisational talent.
- Most organisations in the NGO and SE category expressed limitations towards investing in talent management processes, structures and systems due to a paucity of funds. There is a need for enabling organisations to invest in talent.
- Project-based employment leads to increased job precarity and a loss of social and employment security for personnel working under the most complex and challenging circumstances. It also highlights the sectors and organisations' inability to build a safe and secure environment for internal stakeholders.
- There is redundancy in nurturing relevant and diversified competencies. Two distinct cadres of professionals emerging in the sector are: those with the capability and the language skills required to manage and build relationships with external stakeholders—such as funders and regulators; and those with the capability to nurture community processes and design highly effective place-based social change strategies.
- Gender gaps exist in leadership positions. Very few women hold seniority or positions of power and influence within and across organisations, while women comprise the majority of the talent pool working in the social sector. Consequently, while the number of men working in the sector are fewer than women, the former most often occupy places of power and influence in organisations.
- SPOs face competition for resources and talent. The resource crunch and increased focus on project-based models of working exposes organisations to dangers of mission drift and reinforces the culture of competing for talent and resources between organisations, instead of nurturing a collaborative advantage and unidimensional approach to social impact and talent management respectively.

The regional consultations presented a unique space for organisational leaders to interact and build on each other's experiences of managing and nurturing organisational talent within the sector. While the consultations brought forth many challenges that organisations face today ineffectivetalent management practices, the discussions also permitted leaders to share their ingenuity and innovative approaches towards resolving and solutioning for talent management challenges. For organisations yet to experience or engage with structured ways of engaging with talent management, it was an opportunity to learn and reflect on the experiences of others, while for those that had already embarked on the road to formalisation, it was an occasion to pause and reflect.

I think one of my key takeaways from today was when you (Mr Tonsing) answered that you see parents as one of the organisations talents. It was such an AHA moment for me, while we work with parents closely and they are important stakeholders for us, we have never considered them as 'talent' that could contribute to the work that we do. I think parents could be such an important resource for the organisation and this could change the way we look at the parents and siblings (of children and adults we work with).

(Neha Shah, Chief of Staff, Jai Vakeel Foundation & Research Centre)

Below are a few insights that emerged from the regional consultations with leaders and key stakeholders in the sector, in an attempt to initiate an evolved dialogue on “organisational talent” and the challenges associated with its management for enhanced social impact.

7.1 Enabling organisations to invest in talent management structures, processes and systems

Most organisations in the NGOs and SEs category expressed their limitations towards investing in talent management processes, structures and systems owing to a paucity of funds. While the intention to make a difference and enable a conducive work environment for all (both internal and external stakeholders of the organisation) exists, such practices are often limited due to budgetary constraints and a lack of funding opportunities for organisation development and talent management. The organisations shared that receiving grants for projects in areas not prioritised for “social and economic development in communities” was difficult, particularly when it concerns the mental health of organisational talent. This was particularly highlighted in the context of the COVID-19 pandemic and other related challenges organisations faced within their organisations, while they continued to strive to serve communities on ground. On the other hand, ESOs and FOs expressed an inability on the part of NGOs and SEs to structurally invest in talent priorities within the organisation.

Further, legal and regulatory changes—for instance, shifts in the regulations on foreign donation received under the Foreign Contribution (Regulation) Act (FCRA), 2010—impose further administrative restrictions and obligations on SPOs. Stricter regulation and limiting foreign donations towards talent investment has lowered the overall level of incoming foreign donations in the sector, thereby, leading to some organisations shutting down and others reducing in size (CSIP, 2020).

7.2 Identifying and hiring the right talent

Most organisations expressed that hiring the right talent with the most appropriate professional skills and an appreciation for the organisation’s culture would resolve most of the challenges they face around talent management. However, organisations are yet to explicitly identify what constitutes “good culture”, or how to attract the right talent. With the influx of new and cross-over talent into the sector, a sizeable number of organisations expressed the need for exposure or learning programs that introduced the talent to the spirit and purpose of SPOs.

SPO leaders often spoke of the need to move away from textbook solutions for attracting and hiring the right talent and explore solutions which permitted the incoming talent and the organisation to build shared visions of transformation and social change. A few organisations also expressed their inability to clearly articulate the softer aspects of “talent” that create the perfect fit. On the other hand, examples of two NGOs emerged: these organisations have, over the years, built a very clear understanding of the key characteristics of talent pertinent to the vision and goal of the organisation. Some organisations mentioned that finding the right talent at middle and senior management levels is challenging, as the talent pool begins to narrow out at this level; finding talent with relevant and significant experience, team management skills, the ability to nurture programs for scale, and someone who embodies the organisation’s values and principles, becomes a daunting task.

Attracting high calibre talent in rural areas is scarce. For one of our projects where we work with special schools all over Maharashtra, we were looking to hire special educators who would become district level coordinators. These positions were really hard to recruit for, we could consider less than 20% of the candidates screened for the required roles. We have been unsuccessful in filling these roles and continue to look for the right people.

(Neha Shah, Chief of Staff, Jai Vakeel Foundation & Research Centre)

A few SPO leaders outlined that embodying the values that guides an SPO's work is often a difficult undertaking and marred by the dominant narrative of competition, growth and destructive divisions on the basis of disempowering “-isms”. On the contrary, to be able to nurture a transparent, credible and effective Indian social sector—one that meaningfully contributes to the goals of equity and justice—a narrative of collaboration, inspiration embodiment of universal human values with the value-proposition of celebrating inter-being and co-learning needs to be amplified through sustained and tangible actions.

7.2.1 An unfounded ecosystem narrative of mistrust

The ecosystem narrative of devaluing SPOs as corrupt organisations by other mainstream stakeholders in the industry and the government hasn't helped the situation. Such narratives have direct bearings on talent because people are influenced by a narrative that raises suspicion on the basic integrity, value and purpose of SPOs. Such narratives of corruption and a lack of accountability not only impacts the institutional potential of SPOs to address key issues that plague the society, but also demotivates prospective and current talent to continue contributing towards the vision and mission of a better, equitable and sustainable society for all.

7.3 The challenge of projectisation

The ability to projectise and build an alignment with the long-term vision of the organisation has often been seen as an asset to the organisation. Particularly in recent times—as organisations in the sector increasingly turn dependent on project-based funding—a greater problem of increased casualisation, short-term contracts and a lack of long-term investments in nurturing organisational talent seems to have emerged. The challenge not only highlighted the increased job precarity and loss of social and employment security for personnel working under complex and difficult circumstances, but also the inability of the sector and organisations to build a safe and secure environment for the internal stakeholders in an organisation. Most leaders felt that this resource crunch and increased focus on project-based models of working exposes organisations to the dangers of mission drift and a culture of competition for talent and resources between organisations—instead of nurturing a collaborative advantage and a unidimensional approach to social impact and talent management respectively.

7.4 Redundancy in nurturing relevant competencies

With an increased focus on compliances, fundraising and communications with those who hold the power and resources to influence the narrative of the sector, organisations felt they were often making trade-offs in their choice of talent between English language proficiency, experience-based skills and competencies that help deliver impact on ground. One NGO pointed that essentially, two distinct cadres of professionals are emerging in the sector: those with the capability and language skills needed to manage and build relationships with external stakeholders, including funders and regulators; and those with capability to nurture community processes and design highly effective, place-based social change strategies. The discussions during the regional consultations brought forward the need towards enabling opportunities for the latter kind of talent to hone their language, presentation and relationship-building skills, to be able to bridge the gap. Learning and development, feedback and review processes (including performance management) along with talent transitions and retention emerged as the top three key areas where organisations needed to focus their investments. The challenges of these processes are further amplified in regions with nascent or minimal social sector infrastructure or networks.

There is a lack of availability of professionals. Given that it is a small town, there are no mental health professionals. The geographical location of the organisation is a further limitation since it is on a high mountain and people don't come. Another major challenge is the retention of staff.

(Pauzagin Tonsing, Secretary, CCI)

7.5 Gender gap in leadership positions within the sector

Another important point that emerged in some discussions was regarding the skewed gender ratio within the sector. While women comprise most of the existing talent in the social sector, organisational leaders mentioned the presence of very few women in positions of power and influence within and across organisations. On the other hand, while the number of men working in the sector is less than women, they often occupy places of power and influence in organisations. This gender gap is symptomatic of a deeper problem of inequity in management and the nurturing processes of organisational talent. Leaders spoke of the need for an inside-out approach in organisations towards building greater equity in workplaces, if we would like to emulate similar social transformation in communities of our interest.

7.6 Competing with other industries for talent

Organisations such as Ummeed Child Development Center work on disability and mental health, which requires a degree of specialisation, especially at the mid and senior levels. However, it is particularly difficult to find the right candidates that possess the required super specialisations in mental health and disability studies and are ready to commit to working at the frontlines. This is because of low availability of such talent in the ecosystem and the inability of organisations to offer competitive compensation packages that align with industry standards. For instance, work at Ummeed Child Development Center requires a specialisation in developmental paediatrics. Such talent is rare in India and the organisation also provides a fellowship in this space. The organisation employs 60%-65% medical professionals that include occupational therapists, physiotherapists, autism interventionists, paediatricians specialised in child interventions, among others. These professionals work with children with disabilities and also facilitate trainings to build capacity in other professionals.

7.7 Missing the “bright sparks”

Many young people choose to be social entrepreneurs today, and it is becoming a challenge for SPOs to attract these bright sparks. The sector needs to re-envision its talent strategy, that integrates emerging organisational forms and initiatives towards multiplying the effects that such talent has the potential to create.

7.8 Nurturing motivations by celebrating and renewing commitments

Leaders from ESOs and FOs shared the importance of maintaining a field connect, for nurturing the motivation of all personnel. Field visits and exposure to community work was identified as the most important factor enabling personnel to renew their commitment to the cause and purpose of their organisations, particularly in case of professionals whose daily operations do not provide them with the opportunity to interact with the communities they support/empower.

Leaders also shared that celebrating people's work within the organisations allows for everyone to acknowledge their own contribution towards shifts on the ground, even though their work might not have direct linkages to ground level impact. Acknowledgement and celebration of people's contribution not only enables personnel to recognise the value of their work but also encourages them to engage more effectively with their respective responsibilities. Such platforms for sharing and appreciating contributions of self and others enables personnel to nurture empathy between and across teams. It not only enables organisations and personnel to be aware and build appreciation for each other's pain points and successes, but also encourages other organisations and stakeholders in the ecosystem to commit to the cause.

Leaders from FOs shared that recognising and celebrating the work of partner organisations—who are deeply involved on the ground, take all the risk, develop appropriate strategies and improvise on them from time to time—is another way to keep people motivated and engaged in the change narrative that one is contributing to. Such opportunities allow people

the space to share their work and reflect on the struggles they have faced. Such interactions foster deeper and more meaningful relationships across teams and departments which most often remain oblivious to the details of each other's work. For example, such platforms and initiatives permit people in departments such as administration to stay connected to the overall mission and vision of the organisation, thus, giving meaning and purpose to their work.

A few SPO leaders highlighted that people in the sector tend to get emotional about their work due to the nature and extent of their personal and professional investments in the cause and purpose. Leaders underlined the need to enable opportunities for personnel to express and channel their emotions towards constructive outcomes and accomplishments, both at individual and collective levels. To promote such practices, leaders shared the importance of revisiting and renewing individual and collective commitments to universal human values and the principles that guides an organisation's work.

Most of the organisational values are often identified when founders are setting up organisations. Revisiting the values with the teams allows the organisational talent to build a deeper understanding and re-connect with the values. An exercise that allows for re-writing of values nurtures ownership and a sense of contribution amongst people, helping them feel like they have a voice in how the organisation shapes up.

(Gayatri Nair Lobo, Chief Operating Officer, A.T.E. Chandra Foundation)

7.9 Talent transitions and succession planning

One of the challenges that senior leaders in SPOs face is succession planning. This problem is amplified in small organisations with limited growth potential for personnel, given the context of limited hierarchy in the positional ladder. Most organisational leaders also struggle with finding the right people to handover the leadership baton. Conscious investments in learning and development for effective talent transitions and nurturing a distributed leadership model are two key strategies adopted by most organisations that joined the regional consultations. Job enrichment and enlargement are effective strategies often employed by smaller organisations to keep personnel motivated and enable talent transitions towards building resilience in difficult times. Such strategies create opportunities for people to take up additional responsibilities and more complex roles in the organisation.

7.10 Credibility and capacity to attract the “right” talent

With increased suspicion on trustworthiness and credibility of SPOs in the mainstream narrative, most senior leaders concur that in the next three to four years, the social sector is going to face a real crisis of talent. Such a narrative, although mostly unfounded and without substantial evidence, is amplified further with the framing of regulatory shifts and actions in the ecosystem including those with regards to the FCRA. Such events often overshadow the supportive narrative propounded by government bodies and authorities like the Niti Aayog, which has officially recognised and appreciated the efforts of SPOs.

The leaders expressed concern that young people inclined to join the sector might now be pushed to reconsider or debate their prospects in the sector. Thus, the opportunity to attract good talent is shrinking. SPO leaders believe that this is something that will affect the constant in flow of capable and spirited talent into the sector.

7.11 Solutioning for talent management challenges – perspectives from the ground

It is now abundantly clear that the primary role of talent management is to assist social sector organisations in becoming more effective in accomplishing their mission and vision, while ensuring their human talent grows and evolves until both organisational and individual goals align for the greater good. The key aspect of talent management strategies is to embrace change. Most effective organisations hinge on their ability to lead and embrace change, which therefore, calls

for an effort to craft a roadmap for talent management strategies in line with the organisation's purpose and vision, operating model, organisation culture and leadership practices. The road to co-creating this shared normative framework for effective talent will require NGOs and SEs, ESOs and FOs to invest their respective strengths.

The consultations enabled a space for organisations to share with each other a few unique and innovative practices that helped them navigate the above-mentioned challenges. Some of these strategies are detailed as follows:

7.11.1 Nurturing a positive work culture with foundations in principles of transparency, care and learning agility for enhanced performance of key functions within the organisation. Organisations are increasingly engaging in reflective exercises that enable them to assess and design talent management structures, processes, systems and practices that nurture positively re-enforcing individual and collective behaviours amongst organisational talent. This has often meant recognition and explicit engagement with regional and contextual factors including specific cultural formations, aspirations of individuals and implications of the organisation's strategic priorities on team capabilities and growth.

Such contextualised and culture-sensitive models of managing talent shall enable organisations to build, retain and motivate appropriate talent. Given the physical and emotional exhaustion and burnout that result from the issues that an organisation is working on, it is healthy to align individual interest with the organisation's goals.

7.11.2 The role of leadership is critical to enabling a conducive environment for performance of talent and the organisation. Clear articulation and role modelling of the organisations' values and guiding principles and communicating and supporting culture-building/reinforcement have been identified as key practices enabling organisations to make such transitions. Cultivating a value-based leadership practice, where the leadership style is based on the values of both the leader and its team members—and is based on the philosophy that people motivate themselves through the implementation of their personal values in their daily lives—builds formative grounds for affective meaningful impact at scale. This entails building future leaders and preparing for change through effective succession planning, talent transitions, learning and development as well as inspirational modelling of appropriate behaviours by the existing leadership in the organisation.

7.11.3 The engagement with organisational talent to inspire and nurture a robust learning environment needs to align with individual interests, priorities and inclinations as much as organisational goals and vision. A continuous model of performance assessment and constructive feedback supports enhanced effectiveness in organisations.

7.11.4 Effective compensation practices with explicit clarity on what constitutes compensation in the organisation offers all personnel an opportunity to appreciate, acknowledge and celebrate the multiple dimensions of compensatory practices in the Indian social impact sector. Recognition and acknowledgement of performance, whether monetary or non-monetary, is critical for retention and enhanced engagement of organisational talent. Parity in compensation practice also enables the organisation to adopt a more transparent approach to compensation and benefits structuring.

7.11.5 Inspiring investments in organisation development and talent management through relentless and continuous engagement with funders in the ecosystem enabled organisations to find the right monies and collaborative opportunities to invest in talent. A conscious investment in nurturing such collaborative engagement with funders—with authenticity and without the fear of exposing talent-related vulnerabilities of the organisation—permitted leaders to engage and inspire investments of time, money and capacities that helped them transition to enhanced

effectiveness.

7.11.6 Talent integration and planned talent transitions lay the robust ground for long-term relationship building and benefits to the organisation. This calls for a well-planned integration and planned exit/transition models for people who join the organisation and develop an overall alignment to its goal and mandate. Robust recruitment processes with explicit and clear articulation of talent needs and an extended talent induction and integration process was also found to be the most effective strategy to address challenges related to retention. Planned talent transitions (both horizontal and vertical) permitted organisations to nurture resilience, exceptional career strategies as well as a dynamic, enduring and effective work environment that allowed individuals and teams to thrive.

7.12 The way forward

As the sector continues to make efforts towards building trust and credibility in the larger ecosystem, an evidence-based approach to talent management in the sector was much appreciated by all participants of the regional consultations. Organisations participating in the consultations also pointed to the need for the sector to redefine what talent management, compensation and organisational effectiveness means in the context of the social sector. Most leaders pointed to the dissonance they experience as they continue to explore and discover the most appropriate strategy, structures and processes for managing talent that are in alignment with the overall values, purpose and vision of the organisation.

The consultations also brought forward the need to engage the sector in more frequent and data-informed dialogues on talent management and its impact on organisational effectiveness. For a sector that is constantly starved for resources and has increasing amounts of expectations to deliver equity, justice and freedom for all (at scale), talent has emerged as a central question in the schema of building capable, resilient and agile organisations. In such circumstances, good talent not only becomes the guardian appropriate and catalyst for place-based transformations, but they also have the potential to shift the overall narrative of collaboration and co-creation in the ecosystem across stakeholders and influencers, thus, dispelling the long-standing skewed power relations between *samaj*, *sarkar* and *bazaar*.

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- i. Knez, M., & Ruse, D. H. (2004). Optimizing your investment in your employees. *The Talent Management Handbook*, 230.
- ii. Ecosystem refers to the vibrant context of the social sector comprised of institutions/ organisations and stakeholders who directly or indirectly influence the work of Indian Social Sector.
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- vi. The online synchronous FGDs permitted the researchers to explore perceptions, experiences, perspectives, challenges, and solutioning strategies of organisations on their talent management practice (Krueger & Casey, 2014, p. 37). The online FGDs were particularly helpful in enabling participation for senior leaders in the sector with limited impact on their time and calendar (Forrestal, D'Angelo, and Vogel, 2015). Conducting these online FGDs using Zoom also facilitated both audio and video interactions amongst group participants. Each of the FGDs were also recorded for transcription and analysis purposes by the research team. Scholars have also noted that the group composition of online synchronous video-based focus group discussions are prone to technology issues, lagging, internet dropouts and interruptions. For this reason, the cap for participation in the FGDs was kept at five participants (Kite & Phongsavan, 2017; Flynn, Albrecht, and Scott, 2018; Daniels, Gillen, Casson, and Wilson, 2019). Technology support was also offered to all participants with standard protocols for troubleshooting network-related issues. The researchers for the group discussions also prepared well with script inputs in other languages to enable participation from all organisations. The FGDs were set up with some ground rules encouraging participants to make use of things like text chat or the hand raising feature, since it can be difficult to interject over a video feed. Before the session began the research team ensured that everyone was connected successfully (with a ten-minute window to account for technological issues). Consent was taken from all participants for recording the video sessions.
- vii. An operating model is a visualisation (i.e., model or collection of models) that explains how an organisation operates to deliver value and impact. It includes detailed understanding of structures, systems, and processes of engagement of the organisations with its key groups of stakeholders, both internal and external to the organisation. This further highlights the commensurate impact of operating models in the definition of talent categories within an organisation, their role definitions and the nature of core and transferable competencies that personnel need to be equipped with to meet the demands of the organisation's work.
- viii. Charismatic leaders are able to create extraordinary effects on their followers and eventually on social systems; "They transform the needs, values, preferences and aspirations of followers from self-interests to collective interests". The charisma of the leader is at the heart of such a leadership practice, wherein the leader demonstrates a symbolic behaviour along with an inspirational vision that appeals to ideological values, intellectual and emotional stimulation and incites performance from followers beyond the call for duty. It is a form of idealised influence, with the leader serving as the idealised role model for all followers. In case of a few non-profit organisations, charismatic leadership has also been linked to the levels of performance and effectiveness of the organisation and its talent (Fazzi and Zamaro, 2016; Jäger, et. al., 2009; Riggio, et. al., 2004; Hernandez and Leslie, 2001; Shamir, et.al., 1993).

ANNEX: LIST OF ORGANISATIONS PARTICIPATED IN THE STUDY

Name of the organisation	Category
Adarsh Mahila Griha Udyog	NGOs and SEs
Agastya International Foundation (Agastya)	NGOs and SEs
Arghyam	FOs
A.T.E. Chandra Foundation	FOs
Atma	ESOs
Bhumi	NGOs and SEs
Centre for Community Initiative	NGOs and SEs
Collective Good Foundation (CGF)	ESOs
Community Development Centre – CDC	NGOs and SEs
Child Rights and You (CRY)	FOs
Dasra	NGOs and SEs
Dr. Reddy's Foundation (DRF)	NGOs and SEs
Gram Vikas	NGOs and SEs
Humana People to People India	NGOs and SEs
India Community Development Service Society (ICDSS)	NGOs and SEs
Institute of Social Studies Trust (ISST)	ESOs
Integrated Action Trust (INTACT)	NGOs and SEs
Jai Vakeel Foundation & Research Centre	NGOs and SEs
JSW Foundation	NGOs and SEs
Katha	NGOs and SEs
Lotus Petal Foundation	NGOs and SEs
Mobile Creches	NGOs and SEs
NalandaWay Foundation	NGOs and SEs
Oak Foundation	FOs
Oorjaa Sustainable Solutions LLP	ESOs
Prithvi Innovations	ESOs
Quest Alliance	NGOs and SEs
Rural Technology and Management Khadi & Village Industries Samiti	NGOs and SEs

Name of the organisation	Category
Sanatan Unnayan Sangstha	NGOs and SEs
SANKALPA Organisation	ESOs
Sanskriti Samvardhan Mandal (SSM)	NGOs and SEs
Save the Children India	NGOs and SEs
Sense International India	ESOs
Shree Jan Jeevan Kalyan Sansthan (SJJKS)	NGOs and SEs
SNEHA (Society for Nutrition, Education and Health Action)	NGOs and SEs
Society for Children (SOCH)	NGOs and SEs
SHRISTI (Society for Harmonious Renaissance of Ideas through Simple Technological Initiatives)	NGOs and SEs
SPARSH	NGOs and SEs
Swami Dayananda Saraswati Educational Society	NGOs and SEs
Swasti	NGOs and SEs
Tata Steel Foundation	NGOs and SEs
U&I Trust	NGOs and SEs
Udayan Care	NGOs and SEs
Udhyam Learning Foundation	NGOs and SEs
Ummeed Child Development Center	NGOs and SEs
Under The Mango Tree Society	NGOs and SEs
Vidhi Centre for Legal Policy	ESOs
Wildlife Conservation Society - India	NGOs and SEs

