INDIA LEADERS FOR SOCIAL SECTOR

The State of Advisory Boards in India's Social Sector

REPORT BY	STUDY PARTNER	SUPPORTED BY
INDIA LEADERS FOR SOCIAL SECTOR — CENTRE OF EXCELLENCE BOARD AND GOVERNANCE	antarā from the South, for the World	MAX INDIA FOUNDATION

ACKNOWLEDGEMENT

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MAX India Foundation for their support to the ILSS Centre of Excellence for Board and Governance.

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INDIA LEADERS FOR SOCIAL SECTOR

Founded by Anu Prasad in 2018, India Leaders for Social Sector (ILSS) aims to strengthen leadership and management capacity in India's social impact sector. Through transformative learning programs, research, and community-building across four Centres of Excellence, ILSS is building the leadership infrastructure necessary to power effective, mission-driven organisations and accelerate sustainable, systemic change across the country.

a. **Harish and Bina Shah Centre for Talent and Leadership** builds strategic leadership in the social sector by facilitating the transition of experienced corporate professionals to adapt their expertise to drive social change, as well as helping sector-grown leaders develop the skills for maximum impact.

b. **ILSS Centre of Excellence for Fundraising** addresses the chronic shortage of trained fundraisers by offering structured learning programs, knowledge-sharing platforms, and peer-learning communities. It provides fundraisers with exposure to best practices, sector insights, and recognition through high-impact convenings.

c. **ILSS Centre of Excellence for Board & Governance** seeks to firmly position governance as a critical driver of strategic growth and sustainable impact in the social sector. It equips sector leaders with the knowledge and tools to institute and effectively engage boards, while also creating a ready pool of sector-ready senior professionals as board members to drive organisational resilience.

d. **Koita Centre for Digital Transformation at ILSS** empowers social purpose organisations to leverage digital technologies for efficiency, scale, and innovation, equipping them with the knowledge, tools, and implementation support to harness technology meaningfully, stay agile and remain future-ready in a digital world.

Over the years, **ILSS has nurtured over 1,100 leaders and impacted more than 500 social purpose organisations.**

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EXECUTIVE SUMMARY

This report examines how advisory boards strengthen nonprofit performance and governance in India and locates them within the broader framework of board effectiveness.

Effective boards improve organisational performance in many ways: they are a gyroscope providing stability, an antenna providing insights and foresight, and an ambassador, advancing the organisation's overall mission.

All nonprofit organisations in India are legally required to have governing boards. They hold legal discretionary powers over organisational functioning and are charged with fulfilling fiduciary duties. As India's social change ecosystem confronts increasingly complex issues, advisory boards have emerged as an important complement, contributing networks, expertise, and strategic insight to strengthen organisational effectiveness. Unlike governing boards, advisory boards typically do not carry fiduciary responsibilities. Their composition and mandate are therefore defined more by organisational needs than by legal requirements. Advisory boards are a platform for organisations to bring on strategic counsel, technical expertise, corporate perspectives, and valuable networks. Advisory boards are also known to serve as training grounds for future governing board members. Together, they create a comprehensive two-tiered model of offering support, expertise, and governance that has the potential to strengthen compliance, strategy, and foresight.

The decision to create, engage, and cultivate advisory boards is a strategic one, and depends on a range of factors such as organisational age and maturity, scale of operations, need for expertise, funding capacity, and thematic focus, among others. Early-stage boards are often formed informally, with founders leaning on trusted networks. As organisations grow, boards tend to evolve into more professional models. Across our research, respondents emphasised the importance of finding the 'right fit' between board members and the organisation's mission, culture, and needs. There is no one-size-fits-all approach with regard to the decision to form an advisory board. This decision hinges on a range of internal and external factors such as the founder's bandwidth to engage the board, encouragement from funders, and the availability of a pool of mentors.

Our research shows that advisory boards emerge in a range of operating contexts and serve varied roles in the organisation's overall governance structures. We find several archetypes of advisory boards in India. These include regional advisory boards in large organisations with a national presence, local-led advisory boards grounded in a community context, expertise-driven advisory boards, dual-structure advisory boards pairing advisory and governing boards, and informal mentor networks that evolve into formal advisory boards. These varied archetypes highlight the adaptive and 'self-defined' nature of advisory boards, shaped by organisational contexts and needs.
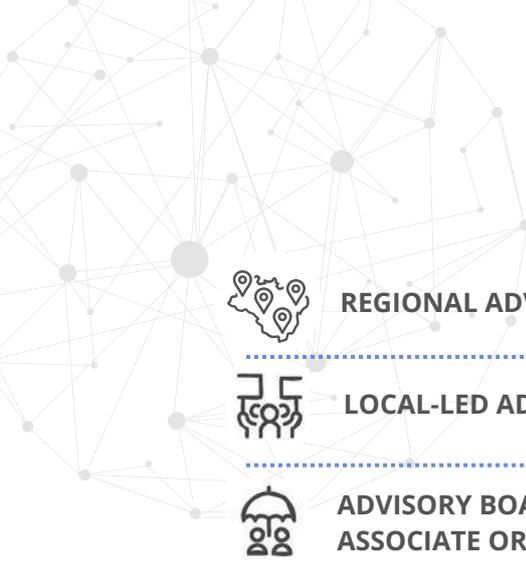
	REGIONAL ADVISORY BOARDS		DUAL-STRUCTURE BOARDS
	LOCAL-LED ADVISORY BOARDS		ADVISORY BOARDS AS PIPELINES FOR GOVERNING BOARDS
	ADVISORY BOARDS IN ASSOCIATE ORGANISATIONS		EXPERTISE AND MENTORSHIP-DRIVEN ADVISORY BOARDS

Cultivating strong, effective boards is deliberative and time-consuming. Our research surfaces some guiding fundamental principles and practices for forming and engaging advisory boards, intended as guidance rather than as prescription. Advisory boards work best when grounded in principles of clear purpose, aligned with long-term vision, centred on community needs, and composed of diverse, committed members with clearly defined roles. Practices such as in-person board meetings, transparent communication, field visits, and subcommittees are useful in sustaining board engagement.

As governing boards continue to focus on their core imperative of ensuring compliance, advisory boards serve as a transformative structure in enabling this shift from operative to strategic and generative. India's fast-evolving social sector is marked by changing regulations, diverse operating contexts, and a rapidly shifting policy environment.

In such a dynamic environment, organisations need to respond with agility and foresight. When leveraged intentionally, advisory boards can move beyond compliance to strengthen solidarity, influence decisions, confer legitimacy, and diffuse ideas and connections across networks.

Advisory boards, acting as this additional layer of strategic capacity strengthen the organisation's mission, while reinforcing the governing board and enhancing overall organisational capacity.

EMERGING INSIGHTS - A SNAPSHOT

100%

of respondents agreed that advisory boards **bring value** to an organisation's governance structure.

100%

of respondents agreed that advisory boards are **a structural innovation worth considering,** as nonprofits navigate a complex operating environment.

50%

respondents highlighted the **complementary role** of advisory boards and governing boards.

BUILDING EFFECTIVE ADVISORY BOARDS

46%
of respondents emphasised that the **composition and role of the advisory board change as the organisation evolves**.

Putting together an advisory board was described as an **act of intentional curation** by **46%** respondents.

42%
respondents agreed that a **'courtship period' was essential** before inviting someone to be on the board.

27%
respondents agreed that **funders needed to support board development.**

38%
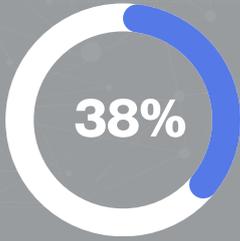
respondents emphasised the importance of a clear 'job description' or role for each advisory board member.

42%
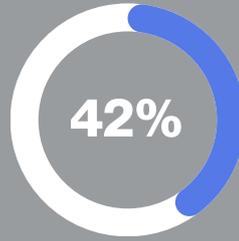
highlighted that engaging an advisory board effectively needs the founder's time and attention.

40%
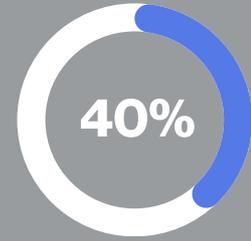
organisations said that their advisory boards currently function with clearly outlined board processes.

10 leading voices were asked about the centrality of diversity in board composition.

30%

stressed the need for stronger *gender representation.*

20%

highlighted the importance of including *community voices.*

50%
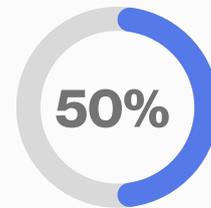
described diversity more broadly as bringing together individuals from *varied backgrounds and sectors.*

10 leading sector experts were asked about gaps in board evaluations across India's nonprofit sector.

80%
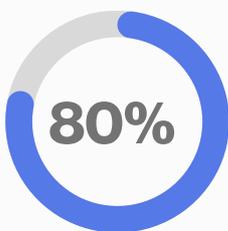
of them agreed that formal board evaluations are essential from the very start of a board's journey.

INTRODUCTION

Nonprofit organisations require robust and transparent governance, clear accountability, strategic foresight, and strong on-ground engagement.

Governance remains a central question for the sector. Nonprofit governance can be understood as 'the systems and processes concerned with ensuring the overall direction, control, and accountability of the organisation.' Within the larger framework of board governance, strong governing boards are an essential component to ensure that a nonprofit organisation is effective in its mission and compliant with the regulatory context that governs its work. Alongside, advisory boards have been emerging as a structure to enable organisations to meet their strategic needs.

Well-functioning boards are critical to the effective functioning of a nonprofit organisation. Effective boards improve organisational performance in many ways. In fact, the board is one of the key structures for an organisation's governance, which is a process shaped by multiple other structures – executive leadership teams, internal policies, financial management systems, risk management frameworks, and operational procedures. Together, they play a role in ensuring accountability, strategic direction, and organisational effectiveness.

The adoption of advisory boards as part of integrated governance systems is gaining traction globally, with businesses, nonprofits, and industry bodies using them to navigate complexity through strategic guidance, diverse perspectives, and agile leadership. Our research suggests that similar momentum is emerging in India's nonprofit sector, where SPOs are beginning to see advisory boards as a way to strengthen governance, complement governing boards, and access specialised expertise to address evolving challenges.

Together, advisory and governing boards create a comprehensive two-tiered model of governance that has the potential to strengthen compliance, strategy, and foresight.

Situated within the Indian nonprofit ecosystem, this research study explores advisory boards in India as complementary structures to governing boards, designed to reinforce nonprofit governance and enhance organisational effectiveness. The report aims to serve as a sector-wide resource on how advisory boards can strengthen nonprofit strategy, performance and governance in India, offering insights for nonprofit leaders, board members from the corporate sector, senior civil society leaders, funders, and participants of governance capacity-building initiatives like those by ILSS. Drawing on extensive research, the report also offers practical guidance to organisations on how to build and leverage advisory boards effectively.

STRATEGIC GUIDANCE

DIVERSE PERSPECTIVES

AGILE LEADERSHIP

STRONG GOVERNANCE

COMPLEMENT STATUTORY BOARDS

EXPERTISE & MENTIOSHIP

ADVISORY BOARDS

The case for strong nonprofit governance

Governance is defined as 'the board's legal authority to exercise power and authority over an organisation on behalf of the community it serves.' Effective governance is widely recognised as a critical element in a nonprofit organisation's ability to achieve impact. Studies have shown that nonprofit organisations with strong governance systems are better equipped to use their resources efficiently, uphold accountability to stakeholders, and respond to changing conditions.

Boards shape the foundation of strong governance in an organisation. Understanding the legal, ethical, and practical foundations of strong governance is key to seeing how a two-tiered model, combining the benefits of statutory and advisory boards, strengthens nonprofits.

Governing boards are mandated by law to assume fiduciary responsibility for the organisation's well-being, ensuring compliance with regulatory requirements and safeguarding against misuse of resources.

Advisory boards can supplement the legal responsibilities of governing boards by providing subject matter expertise, strategic guidance, and innovation support.

> *As described metaphorically by some of our interview respondents, boards act as a gyroscope providing stability, a lighthouse offering insight and foresight, and an ambassador advancing the organisation's mission. If designed intentionally, advisory boards may complement governing boards to form a two-tiered model of governance that offers stability, foresight and ambassadorship.*

BOARDS IN NONPROFIT GOVERNANCE
Guiding Metaphors

Lighthouse
Insight and Foresight for Strategic Planning

Gyroscope
Stability and Balance to the Organisation

Ambassador
Advance the Organisation's Mission and Outreach
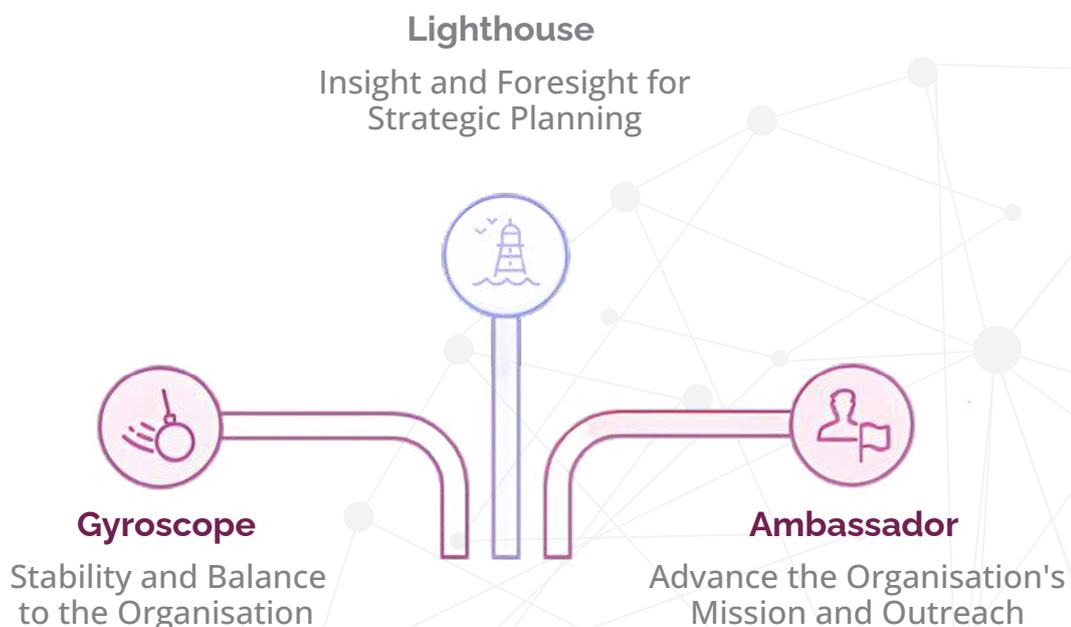
Understanding governing boards and advisory boards - principles, practice, and global trends

Not-for-profit organisations in India are typically incorporated as Trusts, Societies, or Section 8 companies.

Alongside governing boards, many organisations also establish advisory boards. Advisory boards provide guidance, inform strategy, and build connections in support of the organisation's mission. They can also serve as a training ground for future board members. Unlike a governing board/board of trustees, an advisory board has no legal oversight and fiduciary responsibilities.

> *Governing boards are bodies mandated by law to ensure legal and regulatory compliance and have legal discretionary power. The governing board refers to a managing committee or governing board in the case of a Society, trustees in the case of a Trust, and a Board of Directors in case of a Section 8 company.*

HOW CAN ADVISORY BOARDS COMPLEMENT GOVERNING BOARDS?

Legal Responsibility

Regulatory Compliance

Oversight & Fiduciary Duty

Flexible Composition

Strategic Support

Expertise & Perspectives

Governing Boards   **Advisory Boards**

Advisory boards can be more flexible in their composition and purpose than governing boards.

A purpose-driven advisory board can be 'self-defined' by organisations to focus on areas such as fundraising, partnerships, or organisational development.

An advisory board or group may be established temporarily for a specific purpose/project or as a permanent part of an organisation's broader governance system.

These allow organisations to bring committed evangelists and supporters into their fold without crowding the governing board.

Advisory boards may offer a platform to engage with trusted stakeholders (such as former governing board members who hold valuable institutional memory) after the expiration of their board term.

Advisory boards may be constituted under different names, such as advisory councils or steering committees. Some experts think that these names are preferred rather than 'advisory boards' to minimise conflation or confusion.

Unlike governing boards, changes in advisory board composition are not subject to regulatory approval or reporting requirements with bodies such as the Office of the Charities Commissioner or Registrar of Companies. This allows organisations to adapt the composition of advisory boards in response to their strategic or programmatic needs.

The growing phenomenon of advisory boards can be explained through the lens of organisational theory. A 1998 essay titled *Expanding the Governance Construct: Functions and Contributions of Nonprofit Advisory Groups* attributes this phenomenon to two key ideas from organisational theory: resource dependence and structural innovation.

The essay argues that advisory boards help nonprofits build relationships with influential outsiders, giving them access to resources, legitimacy, and strategic support. At the same time, advisory boards represent a structural innovation, helping organisations adapt to complex external environments and build internal expertise.

UNDERSTANDING THE RISE OF ADVISORY BOARDS THROUGH ORGANISATIONAL THEORY

Resource Dependence Theory

Advisory boards help organisations build relationships with influential outsiders for resources, visibility, legitimacy.
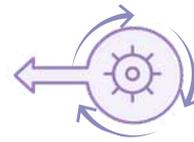
Structural Innovation

Advisory boards help organisations adapt structurally to advance strategy in complex contexts.

More recently, the Advisory Board Centre's *State of the Market 2025-2027* report highlights the following three global megatrends shaping the evolution of advisory boards across sectors.

1 Aligning advisory boards with broader organisational governance.

2 Using advisory boards and their expertise to help organisation leaders make confident decisions.

3 Balancing short-term actions with long-term strategy, especially in uncertain environments.
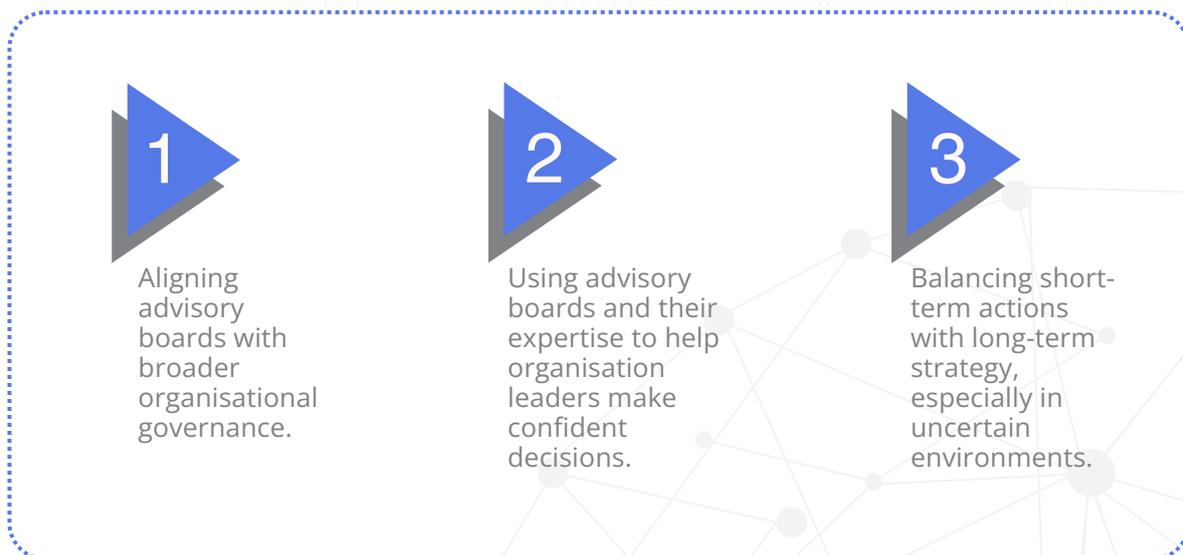
Our research finds that these global, cross-sectoral trends find resonance in the Indian nonprofit sector as well.

> Social purpose organisations are increasingly viewing advisory boards as a mechanism that can enhance governance by complementing statutory boards with technical expertise, diverse perspectives, and specialised counsel.

From our research, we see that many organisations that currently do not have advisory boards are beginning to think about the strategic value this additional body can bring to their governance model.

> Our research indicates that organisations are bringing on members to their advisory boards for expertise on a variety of subjects – fundraising, strategy, evaluation, digital transformation – thus equipping organisation leaders with insights and confidence to respond effectively in complex environments.

SPOs are increasingly seeking to leverage the flexibility and adaptability of advisory boards to address questions of organisational resilience and program relevance, thereby balancing short-term responsiveness with long-term strategy.

> Our research suggests that advisory boards are increasingly becoming valuable 'thought partners' to organisations, supporting them not only in fundraising but also in longer-term strategic questions – such as leadership development, scale, and sustainability.

As the operating context of SPOs changes rapidly, advisory boards are becoming structures for adaptive planning that enable organisations to remain agile in the face of uncertainty.

METHODOLOGY

This study is based on triangulation between expansive qualitative research through in-depth, semi-structured interviews, and a rigorous analysis of existing secondary literature.

I. Secondary research

We reviewed secondary literature to understand the broader context and trends shaping nonprofit board governance in India. This review spanned four thematic areas:

First,

we examined the **regulatory and contextual foundations**, including the legal and political frameworks governing boards, the evolution of governance practices over the last few decades, and how these frameworks can adapt to the changing needs of social purpose organisations (SPOs).

Second,

we explored **the role of boards in a shifting environment** and how they strengthen partnerships, navigate risks, and build organisational resilience in a shifting environment.

Third,

we examined how boards contribute to **strategy, mission alignment, and innovation** to help organisations adapt and grow.

Finally,

we studied the **board governance infrastructure** – from board composition and skills, to systems for effectiveness, factors affecting engagement, mission alignment, and the cultural and accountability norms that keep boards strong.

Our literature review on these topics came largely from material written in the context of North America (Canada and the United States of America), given the limited research available from the Global South. For a deeper understanding of the Indian context, we referred to more recent research that discusses the value of nonprofit boards beyond the statutory requirements and highlights the potential of advisory councils in strengthening good governance practices. Alongside extensively examining the ILSS board development programs, we also referenced insights from other programs like the Dhwani Foundation's Updeshak, which identifies and mentors corporate sector volunteers for service on SPO boards, and the Indian School of Development Management's Women on Boards program that places senior women leaders in SPO board positions. For a comparative analysis, we also referred to global literature on advisory councils in the corporate sector.

We found resonance between global insights and the Indian experience in key areas — for example, the need for tailored and intentional board recruitment practices, setting clear role definitions and expectations, the evolving shape of the advisory board in line with organisational growth, and the complementary roles of governing and advisory boards.

We found the secondary literature in the Indian context to be limited, especially on themes such as board diversity, community representation on boards, CEO/leadership development, and formal processes of board assessment. Drawing on our learnings, our research also examined insights into emerging trends such as artificial intelligence and ESG (environmental, social, and governance), which boards can leverage to enhance decision-making, strengthen governance structures, and weave sustainability principles into organisational work.

Through primary research, our research has surfaced rich and varied observations from key informants to complement, bolster, or even challenge insights in secondary literature. While we saw resonance between primary and secondary research on the importance of carefully curating an advisory board, having clearly outlined roles for board members, and introducing robust processes such as board evaluations, the role of the board chair emerged as an area of divergence. Though secondary literature places significant emphasis on the importance of the chair, some of our respondents pointed out that their boards do not have a chair to align with principles of equity and a truly flat organisational structure.

Drawing on their diverse, multi-sectoral professional identities and lived experiences, research informants were able to offer a perspective on advisory boards and nonprofit governance in relation to a rapidly evolving operating context, something which we found lacking in available secondary literature.

We note, however, that this is based on a small purposive sample and may not capture the full range of perspectives and practices across the sector.

II. Primary research

To build on secondary literature and ground our observations in the Indian context and the lived experiences of nonprofit leaders and advisory board members, conducting primary research was critical to this research study. Our interview sample comprised 26 key informants, including organisation founders and leaders, individuals serving on nonprofit boards, sector experts, funders, and senior leadership at India Leaders for Social Sector.

Our primary research adopted a purposive sampling approach. Also known as judgmental sampling, a purposive sample is a non-probability sample that is selected based on characteristics of a population and the objective of the study. Purposive sampling involves selecting participants because of an assumption that they might contribute something important to the analysis.

While identifying respondents, we referred to a list of participants from The ILSS Board Governance Program (BGP) and The ILSS Board Leadership Program (BLP), and selected respondents based on their position in the ecosystem as organisation leaders, board members, sector experts, and funders. In order to ensure representation, we ensured that the sample also included stakeholders outside the ILSS ecosystem. Wherever possible, we prioritised diversity across organisational size, sector, and age. A detailed breakdown of our interview respondents by categories can be found in Annexure 2 of this report.

Interviews were conducted between June and August 2025 through a mix of online and in-person interactions. Insights were synthesised through iterative coding using NVivo (a qualitative research analysis software) to identify recurring themes, patterns, and archetypes of advisory boards, with a focus on understanding their purpose, composition, and contribution to organisational governance. These findings were then triangulated with secondary literature to validate insights and strengthen the overall analysis presented in this report.

Disclaimer: While this study offers insights into the evolving roles of nonprofit advisory boards, it does not cover all governance models or contexts. Our study also does not capture the full diversity of advisory board experiences across geographies, sizes, or sub-sectors.

Our findings are drawn from primary and secondary research, and present archetypes as starting points rather than definitive categories. The research team is not making any claims about the operational or strategic effectiveness of any particular model or example.

26 key informants

Purposive sampling approach

June to August 2025

Diversity across size, sector and age of organisations

NVivo for analysis of patterns

INTERVIEW RESPONDENTS

9

Individuals serving on **both** governing and advisory boards

3

Individuals who serve on advisory boards **only**

9

Corporate crossovers to nonprofit boards

5

Funders

6

Sector Experts

10

Social purpose organisations

10

CEOs
Founders
EDs

THE LANDSCAPE OF ADVISORY BOARDS IN INDIA - FINDINGS FROM OUR RESEARCH

We divide our findings from this study into two sections.

▶ First, we highlight **broader insights** on the role and value of advisory boards in India's social sector. We find that organisations are using them to bring in cross-sectoral expertise, create a space to engage potential governing board members, and adapt their function as the organisation grows. The role of the chair and composition of the board often evolve over time, reflecting shifting priorities. We also note the growing interest of philanthropy in strengthening governance, though support for board development remains limited, particularly beyond metro cities.

▶ Next, we examine **factors** that shape the rationale, role, and composition of an advisory board and the **archetypes** of advisory boards that emerged in our research. This section illustrates the range of ways in which social purpose organisations are experimenting with and adapting the advisory board to their specific contexts.

Key trends, emerging insights

1 The composition and role of the board change as the organisation evolves

We find that the composition and role of the board are a function of the organisation's growth journey, and this trend is seen both in the context of advisory as well as governing boards. Different life stages of an organisation require and attract different types of people as board members.

In the early stages of an organisation, governing boards may be composed of trusted friends and family members. A founder of a young organisation shared that in the early years, they looked to the board for support on organisational sustainability and mission alignment, whereas in later years, their needs would likely shift toward guidance on expansion and scale. With time, the board may also play a more hands-on mentoring role for the organisation's staff.

> *'Do they want to go deep, do they want to go broad, or do they want to scale? The five-year plan, ten-year plan of where they want to head to, that's when, again, a new set of board members become relevant.'*
>
> *- Nikunj Jhaveri*
> *Founder, Systems Plus Cares Group of Companies*

While many respondents cautioned against bringing on too many eminent but disengaged board members, one pointed out that younger organisations may sometimes seek to benefit from these 'celebrity board members', as they may help to build credibility.

Boards may also undergo transformation at key inflection points, such as preparing to scale beyond a geographic region or entering new programmatic areas that demand more specialised knowledge. This becomes an opportunity for a 'professional board' to be built, bringing in expertise of government partnerships, growth and scale, fundraising etc.

TARA VACHANI

EXECUTIVE CHAIRPERSON, ANTARA SENIOR LIVING

VICE CHAIRPERSON, MAX INDIA LTD.

"

I think advisory boards should be a part of it [sic] from the very beginning. I think the nature of the board and the people on the board can change. And there can be mandates where you say, okay, for zero to three years, this is the quality and the type of board I want, and this is the framework within which I run it. Three to five or three to seven can take a different shape, and then seven onwards can take a different shape. But I think for founders to have that thought partnership in, it's very important from the very beginning.

The fact of the matter is that boards are not here to audit what the organisation is doing. They are here to solve challenges, to ideate, to nudge the agenda forward of the organisation......zero to three years is when you're most vulnerable, in my view. But people don't take on advisory boards because they can't find the resources, necessarily, to get a group of intelligent people together to support them. But I actually think that's when you could do with an advisory board the most.

Each iteration of the board organically traces not only its own evolution but also that of the organisation.

The experience of Educate Girls illustrates this trajectory. Their governing board evolved in three waves, closely aligned with the organisation's growth and strategic needs. Initially composed of friends and family, the board became more professionalised as the organisation began its scaling journey. Finally, the third iteration of the board was formed to support expansion beyond the founding region, with members selected for expertise in government, strategy, finance, and technology to guide the organisation in this new phase.

Organisations may follow similar evolutionary paths with their advisory boards to draw on specific expertise and strategic guidance they may need at different stages of their journey.

Unprecedented circumstances, such as the changes in the global development aid landscape in 2025 and COVID-19 a few years ago, may even require boards to charge and act as 'wartime boards'.

'Social entrepreneurship can be a lonely place, and the board can play the role of a friend, philosopher, and guide. Organisations should consider how to best leverage the advisory board: do they exist only in name, were members invited solely for their eminence or visibility, and do they have a clear job description?'

- Ujwal Thakar,
Co-founder, Ujwal Impact Advisors

In general, it is most useful for organisations to bring on board members who are generous with the 3Ts (time, treasure, talent) - offering time and mentorship to support organisations, facilitating access to financial and non-financial treasures (funding, relationships, networks) and providing talent in the form of technical and specialised expertise.

THE THREE Ts THAT MAKE AN EFFECTIVE BOARD

Time

Treasure

Effective and mission-aligned boards

Talent

2 Advisory boards to governing boards: the 'courtship period'

Advisory boards may serve as valuable training grounds for future governing board members.

Some experts advise organisations against bringing anyone on to the governing board without engaging with them in an advisory capacity at least for 6-12 months.

> *This 'courtship period' is an opportunity for both the organisation and the individual to understand and align on expectations, working styles, and transparency standards.*

Being a governing board member requires a strong level of trust in the organisation and its executive leadership (and vice versa), and being on the advisory board provides an opportunity to build that trust. This is an approach backed by secondary literature in nonprofit governance that emphasises inducting new individuals onto the advisory board rather than directly onto the governing board as an important exercise in 'vetting' the individual and 'cultivating' the relationship.

Interestingly, we spoke to a board member at a leading national nonprofit who held both advisory and governing board positions at the organisation, and they did not perceive the advisory board position as a stepping stone or a precursor.

Rather, the advisory board engagement was seen as a distinct avenue to contribute expertise and engage more closely with an organisation, separate from governing responsibilities. Similarly, we learnt that in Adhyayan Quality Education Foundation, the governing board is small and focused on a defined set of responsibilities, while advisory board membership is seen as a complete and substantive form of engagement in its own right.

> *Experts and senior social sector leaders were divided on whether advisory board membership should naturally progress to governing board membership. Some argued that the ultimate goal for both organisations and advisory board members should be a seat on the governing board, while others maintained that advisory and statutory boards serve distinct purposes and should remain separate layers within a nonprofit's governance model.*

N
OSHIR
DADRAWALA

CEO,
CENTRE FOR
ADVANCEMENT OF
PHILANTHROPY

"

Why do I think an advisory committee is good? First, because it brings a third-party, independent perspective. When you're on your own board, you're caught up with responsibilities. An advisory committee, on the other hand, comes with a little more freedom.

Second, from my own experience serving on several international boards — long before I joined the statutory boards of organisations like WINGS, Resource Alliance, or the International Centre for Non-Profit Law — I was first invited to serve on their advisory committees. That served as what I like to call, tongue-in-cheek, the courtship period between me and the organisation.

They were figuring me out, I was figuring them out, and together we were learning about the culture, the mission, and how the organisation functioned. They got to know how I worked, and I got to know them.

Then, when the formal ask came — just like a courtship culminating in a marriage — it was an easy decision. By then, I had already spent three years with the organisation, understood its values and culture, admired the staff, and felt comfortable saying yes.

3 Varied perspectives on the role of the board chair

The role of the board chair is usually considered critical – they are responsible for developing the board into a cohesive and effective team, overseeing board affairs, and maintaining a close working relationship with the founder/executive director of the organisation. In our primary research, however, the role of the board chair emerged as an area with divergent views among respondents.

On the one hand, many respondents emphasised the critical role of the board chair in establishing guiding principles – a confidante for the founder, the 'first among equals'. Others emphasised the board chair-CEO relationship as critical in steering the organisation forward.

On the other hand, some organisation leaders and founders representing younger organisations (approximately 10 years of existence) either reported choosing not to have a board chair, or having a rotating chairship of the board to align with principles of equity, a flat organisational culture, and the role of the board as part of the larger organisational team. An organisation that recently constituted an advisory board decided not to have a chair for at least two years until the board reached a certain level of maturity (Shiksharth), while another organisation appoints a rotational board chair for each board meeting (Save Missing Girls). Such approaches reflect a broader trend of rethinking governance structures to better reflect an organisation's values, culture, and mission.

Our research shows that the role of the board chair is not uniform across nonprofits and reflects each organisation's values, stage, and approach to governance. It also underscores how advisory boards can be highly flexible and tailored to an organisation's unique context, values, and capacities.

4 Board governance and the capacity of grassroots organisations

Our research found that awareness and dialogue on governance and board development remain largely concentrated in organisations operating in metropolitan cities, with far less information reaching nonprofits in smaller towns, semi-urban, and rural areas.

A leading subject-matter expert noted that many organisations, particularly at the district and sub-district level, often have limited awareness of governance norms and regulatory requirements, highlighting the need for greater capacity building and guidance in this area.

This trend was echoed by another social purpose leader who works with grassroots organisations in the field of legal justice. They observed that smaller organisations struggle even with basic functions such as budgeting or setting salary structures. They added that compliance with frequent regulatory changes has created a sense of uncertainty among such organisations, which makes them more vulnerable to misinformation or potential malpractice. Further, when it comes to forming advisory boards, these organisations often do not have the social connections or networks to draw from a range of experts suited to their needs and mission.

These gaps highlight the need to make information on governance best practices more accessible to smaller SPOs through simplified guidance, translation into local languages, and contextually relevant capacity–building initiatives.

SRIVATSAN RAJAN

ADVISORY PARTNER, BAIN & COMPANY

BOARD CHAIR, AKSHAYA PATRA US

BOARD CHAIR, UDAITI, GATI & ILSS

ADVISORY BOARD, THE CONVERGENCE FOUNDATION

"

I think the skills that corporate professionals can bring to the not-for-profit sector are really around process, structure, and systems, and thinking about how to scale organisations. What corporate professionals need to understand, though, is that the not-for-profit sector is fundamentally very different from the corporate sector for a variety of reasons. Most nonprofits are mission-driven, and so a deep understanding of the mission and a real commitment to it are very important.

Second, the pace of change may not be as fast as a corporate professional might expect. In the nonprofit sector, you have to navigate not just internal dynamics but also a wider ecosystem of stakeholders who need to be influenced for change to take hold.

Third, there's the issue of institutional sustainability and fundraising, which are critical for nonprofits. For smaller nonprofits, you don't necessarily want too much overhead, but as organisations grow, applying more rigour around governance can add real value.

And then, of course, there's accountability. In the nonprofit sector, accountability is towards the mission and all the people in the ecosystem who buy into that mission — not just funders, but also employees, leaders, partners, and others.

5 Bridging sectors meaningfully - corporate engagement in nonprofit boards

As India grapples with major social and economic development challenges, the need for cross-sectoral expertise to address them has never been more urgent. The corporate sector's growing engagement with the social sector is a positive trend, fostering an organic synergy that draws on the strengths of both. The continued success of The ILSS Board Leadership Program is a testament to this flourishing partnership. As these sectors engage more deeply, it is timely to reflect on their respective strengths and challenges and to develop concrete principles for meaningful, synergistic engagement.

With rising interest among corporate professionals to serve on nonprofit boards, the discussion around how corporate boards vary from nonprofit boards, and the lessons that the nonprofit sector can learn to strengthen their board structures and processes has gained prominence. While SPOs may stand to benefit by learning from the scale-ambition and agility of businesses, it is critical to understand the differences in governance paradigms between the for-profit and nonprofit sectors.

Respondents pointed out that mission-alignment and the slow pace of change were unique to SPOs, and seasoned corporate professionals applying solutions that may not be relevant to the ethos and practice of the sector.

Respondents also pointed toward the centrality of mission in nonprofit boards, in contrast to the profit-driven focus of corporate boards.

'I think if we're going to bring in just the efficiency factor, there will be a price to pay in the long run. But if, however, we look at the effectiveness, then I think we will be serving the community in the longer term.'

*- Deepak Satwalekar
Senior Adviser and Former
Executive, HDFC Bank*

Secondary literature reinforces this distinction, highlighting the intrinsic characteristics of nonprofit engagement and the need for 'purpose-driven' leadership. **This approach is grounded in four core principles that reflect the unique role of nonprofit boards operating in a 'mission-first' context:**
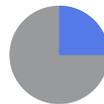
Placing purpose before organisation: boards must prioritise the organisation's mission rather than just the organisation's survival and growth.

Respecting the ecosystem: boards must remain embedded with the ecosystem and communities that the organisation serves.
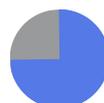
Embracing an equity mindset: boards should be committed to advancing equitable and just outcomes.

Locating legitimacy in stakeholders: the legitimacy of the board should be backed by the perspectives of key internal and external stakeholders.

INGRID SRINATH

**BOARD CHAIR,
RESOURCE ALLIANCE**

**VICE CHAIR,
CO-IMPACT PHILANTHROPIC FUNDS**

"

I categorically do not support the premise that SPOs need to become more business-like. I feel strongly that the ethos and values are completely different.

As a sector, we need to begin from a position of do no harm. You never want to treat your community as guinea pigs, testing out ideas without considering the long-term effects or unforeseen consequences. By contrast, many corporate leaders today come with a 'move fast, break things', or 'disrupt' mindset. That logic is, to me, anathema. Their expectations for rapid change often lead to short-term thinking.

Even the concept of scale gets misunderstood. It is often equated with growth or size, which are not the same. Scale, properly understood, is about efficiencies — about being able to do more with less. It's not about how big you are.

So, for me, that is a fundamental difference. And that's why I push back strongly against the idea that SPOs need to operate like businesses.

At the same time, corporate board members can offer valuable expertise in areas like technology, finance, and compliance. Similarly, corporate experience can strengthen process, structure, and systems in nonprofit boards, including establishing standing committees, setting term limits, conducting board evaluations, and tracking key data metrics. Corporate professionals can offer valuable insights into navigating complex regulatory change and legal frameworks, while social sector leaders bring a deep understanding of their organisational mission and the complex realities of social change.

Our research thus surfaced a divergence of views about the value that corporate sector professionals can bring to the social sector as advisers. While some respondents felt that corporate professionals brought useful skills, others worried that their worldview may not align with the ethos of social sector organisations. However, some respondents also pointed out that many organisational challenges are common to both for-profit and SPOs – for example, navigating difficult leadership transitions, contending with complex and rapidly changing regulatory compliance.

What emerged was the importance of integrating corporate expertise in a way that complements rather than overrides the organisation's mission and contextual knowledge.

> *Striking a balance between the relative strengths of both sectors is crucial for boards to remain mission-aligned and advance their impact. A 'best-fit' framework can help boards integrate these complementary strengths in a structured and sustainable way.*

6 Role of philanthropy in board development

Globally, board development (for governing as well as advisory boards) rarely receives targeted funding, even within already underfunded capacity-building or sector-strengthening initiatives. However, as the Indian philanthropic landscape evolves, there is growing recognition among funders that governance is integral to organisational health and sustainability, and that strong, engaged boards are a critical contributor to the overall resilience of an organisation. While thinking around this is still emerging, respondents felt that mature funders increasingly look at how thoughtfully a board is built and how actively it engages with the organisation, not just whether it includes high-profile names or 'celebrity board members'. A strong board is also perceived as an indicator of an organisation's credibility and impact by funders.

Respondents also shared examples of funders supporting nonprofit leaders to participate in board governance capacity-building programs, such as those by ILSS, viewing it as a high-return investment that helps ensure the organisation's long-term stability and success. Similarly, platforms like The Circle Incubation encourage founders of organisations working in education to consider their governance processes early in their journey. Globally too, foundations are recognising the importance of developing a 'braided river' of diverse talent for boards, and are supporting programs that provide matchmaking and capacity-building for nonprofit governance.

In the context of board development, a discussion on the role of funders becomes relevant also when they hold board seats or when they influence an organisation's board composition. Research in the Indian context has indicated that this is especially true in the case of smaller SPOs that have a limited pool of funders and are thus subject to a high level of funder influence on organisational decisions. Respondents thus pointed out that the philanthropic community wields considerable influence.

From this perspective, it was suggested that governance may be an area where funders engage with care and maintain a degree of distance.

Having a funder on the board can bring opportunities and risks. While their presence signals strong endorsement and credibility, it also carries funding risks if the relationship becomes strained. Thus, it becomes essential to set clear boundaries between funding and governance roles for anyone supporting an organisation in these dual roles.

In the case of associated entities (where an organisation/initiative/network is legally governed by the governing board of a holding organisation), advisory boards can serve as a 'buffer', providing an additional layer of protection and autonomy for the entity in relation to both the funder community and the holding organisation.

Increasingly, there is also growing recognition that philanthropies must model the change they recommend to grantees, such as actively encouraging board engagement and diversity by sharing the composition and diversity of their boards and staff on their websites.

Philanthropies can thus facilitate stronger boards by explicitly funding board development, funding learning and exchange, and supporting learning opportunities for board members and CEOs together.

For example, Los Angeles-based Annenberg Foundation ran a longstanding program that paired CEOs and board chairs in a structured capacity-building curriculum on fundraising and leadership, incentivised by an unrestricted grant.

Taken together, these approaches highlight that while funder engagement can strengthen governance capacity, it also raises important questions about the appropriate balance between support, influence, and accountability.

Meanwhile, global experts point to the enormous potential for philanthropy to support board development and knowledge exchange, particularly among SPOs in the Global South.

KATHY REICH

EXECUTIVE DIRECTOR, CATENA FOUNDATION

"

I believe there is almost limitless potential for philanthropy to support peer learning and exchange among SPOs in the Global South and globally. The challenge is really one of will and priorities.

Within the already under-invested space of nonprofit organisational development, nonprofit board development is even more neglected. When philanthropies prioritise organisational needs, and even when SPOs themselves prioritise their institutional development, board development often falls off the list. Not because it's unimportant; in fact, most people agree it's essential. It's just that more urgent needs usually take precedence.

For a nonprofit to really focus on building a more powerful, effective board, it already needs to be fairly high-functioning in the basics — stable finances, strong executive leadership, a healthy organisational culture, staff support systems, and a sound strategy. The nonprofits that can invest in board development tend to be those that already have these fundamentals in place.

It's a difficult, almost chicken-and-egg situation. A strong board can accelerate progress toward those fundamentals, but without the basics in place, it's hard to build a truly effective board. In that sense, it becomes a circular problem.

NIKUNJ JHAVERI

**FOUNDER,
SYSTEMS PLUS CARES
GROUP OF COMPANIES**

"

So my view is that if having a funder on the board is very, very useful, it is a great statement. But try not to make the quantum so much that it shakes the organisation up, if that funder decides to walk away.

The other thing I think is, if you can avoid that funder even giving any money, and you can say, '*Give me a three-year window. I have it clearly laid out that after three years, I don't need your money, I only need your time, okay? And I will not come back to you for more money. Doesn't matter, you open doors* and I'm done, I don't need more money. Even if you want to give me money, we will look at something brand new which we are starting. You will not fund what I'm doing right now.'

And that again requires a lot of maturity between both the founder and the funder to work together. But if you can create that level of trust with each other, then suddenly the board starts gelling well.

DESIGNING AN ADVISORY BOARD JOURNEY: FACTORS AND ARCHETYPES TO CONSIDER

Our research indicates that creating and engaging an advisory board effectively is shaped by a few key factors – organisations embarking on an advisory board journey are encouraged to consider these carefully.

KEY FACTORS THAT SHAPE ADVISORY BOARD FORMATION

- Lifecycle Stage
- Context Salience
- Organisational Values
- Role of the Governing Board
- Need for Expertise and Mentorship
- Preserving Institutional Memory
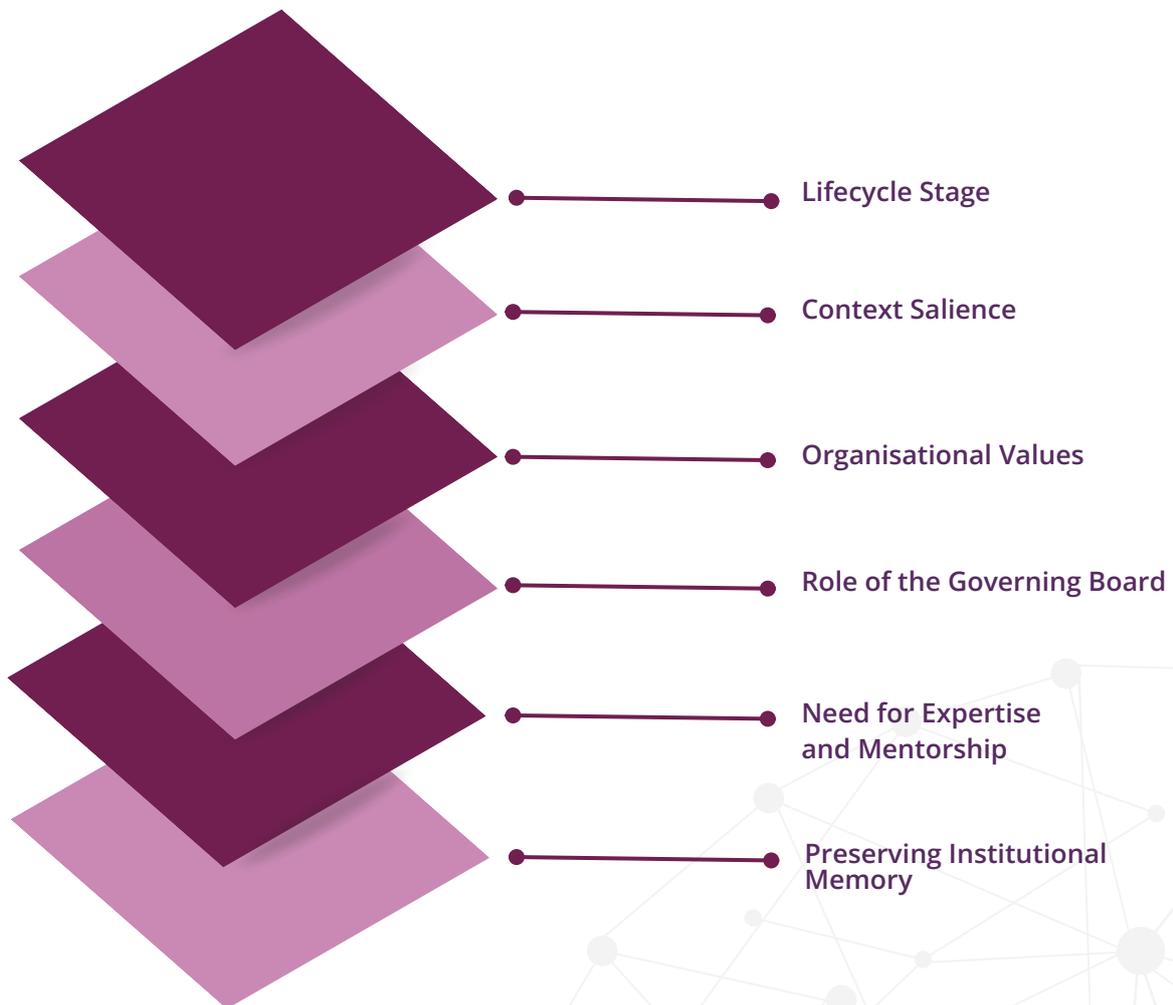
Lifecycle stage

The lifecycle stage of an organisation shapes how advisory boards are constituted and engaged. As organisations evolve and they seek structured guidance, expertise, and strategic value, their expectations from advisory boards may shift.

In the early stages, boards are often composed of friends and family, inducted primarily on the basis of trust and familiarity rather than the organisation's specific needs. Experts noted that this does not serve organisations well in the long run, and that boards benefit from diverse and contrarian perspectives. This is especially true for governing boards, but it may also hold true for advisory boards. At this stage, founders may also lack the bandwidth to build and engage meaningfully with advisory boards.

As the organisation matures, the need for specialised expertise and mentorship increases. The organisation may also find itself navigating key inflection points – such as geographic expansion, a strategy refresh/embarking on a new strategy cycle, or leadership transition. This is a time when the need for strategic guidance, networks, and credibility becomes more pressing. At this stage, many organisations feel ready to engage with advisory boards, with members selected for their expertise and ability to strengthen the organisation's mission.

Consider two examples, which demonstrate different approaches –

▶ Shiksharth has only recently formed an advisory board after more than eight years, as the founders felt that they are now ready to engage with an advisory board and implement their suggestions. This comes at a time when the organisation is expanding operations to other states and creating a pan-India narrative around children and peace, and is seeking strategic guidance, networks, and credibility to support this transition.

▶ On the other hand, Shishir Joshi from Project Mumbai recalls the 'induction' of his first advisory board member as soon as his registration from the then Charity Commissioner came through. Project Mumbai intentionally seeded an advisory board from the very beginning. These early champions provided guidance, networks, and credibility, shaping the organisation's trajectory right from the start. Approximately seven years later, the advisory board is much larger, comprising a range of diverse individuals, and remains very engaged.

Context salience

Organisations working in specific regions may choose to bring local community representatives, leaders, or other influential individuals onto their advisory boards to provide cultural intelligence, serve as local ambassadors, and strengthen community relationships.

▶ Project Mumbai, which aims to rally the city's citizens for urban transformation, prioritises local connections when building its advisory board. One of the key factors in selecting members is their link to the city, with a preference for residents or individuals deeply rooted in Mumbai's context and invested in its well-being.

▶ Similarly THE Labs, a young organisation working at the intersection of arts, technology and humanities in Pune, hopes to recruit a resident of Pune who can offer network facilitation and advice on matters in the city's context.

Organisational values

The organisation's philosophy and approach, including their vision for scale, use of technology, perspective towards 'professionalisation', and idea of leadership, shape their advisory board.

▶ For example, Adhyayan's concept of 'shared leadership' and an equity lens to governance has meant that advisory board members work closely with the organisation's staff on projects such as marketing communications or data analytics, and then share progress updates with the full board during meetings. This approach has seeded a culture of agency and accountability, which is aligned with the overall values of the organisation.

Role of the governing board

Given the complementarity between the two, the role and composition of the governing board shape the advisory board. An organisation where the governing board focuses only on fiduciary compliance, may prioritise an advisory board formation more than an organisation where the governing board carries out strategic as well as fiduciary duties.

> Currently, AALI (Association for Advocacy and Legal Initiatives Trust) does not have an advisory board, and the Executive Director relies on a robust and diverse governing board for guidance on compliance, organisational strategy, and risk management. The governing board plays a more expansive role (beyond only fiduciary oversight), even as the final decision-making authority rests with the Executive Director. Thus, AALI's current structures and processes may not warrant the need for an organisation-wide advisory board at this stage.

In cases where experienced experts are not keen to be part of governing boards, the advisory board structure also offers an alternate space for them to add value to the organisation.

Need for expertise and mentorship

Specific mentorship and expertise needs, and the availability of these mentors, may impact the decision to form an advisory board.

> The Centre for Pastoralism's steering committee comprises eminent experts in their areas of work, and the organisation can draw on their expertise to ground its programming in evidence-building. For example, one of their committee members was the former Managing Director of Amul and brought a valuable technical dimension to the organisation's work on camel milk, arguing that the work needed to be backed by controlled trials.

> WASSAN (Watershed Support Services and Activities Network) currently does not have an advisory board, and its governing board supports the organisation in both compliance and strategic functions. Yet,

they are contemplating setting up an advisory board to bring in technical experts.

> Even though AALI does not have a separate advisory board, the organisation does engage external experts/professionals in specific areas of need, such as finance.

Preserving institutional memory

Advisory boards can serve as spaces to preserve institutional memory and maintain ongoing access to experienced mentors who are familiar with the organisation's history and values. Organisations may form advisory boards to stay connected with former board members, retain long-term supporters, or cultivate the next generation of advisers.

> For CBPS (Centre for Budget and Policy Studies) and WASSAN, the decision to form an advisory board is being contemplated internally. One of the reasons under consideration is the possibility of engaging former board members or former executive directors as continued mentors.

> Save Missing Girls has recently inducted a former trustee as the Chief Adviser to the organisation to continue taking strategic advice from him after his board term ended.

In response to these factors, SPOs in India have adopted a variety of models, or archetypes for designing their advisory boards, each reflecting their specific mission, stage, and nature of engagement with the operating environment.

These are not prescriptive models, but rather real-world prototypes that illustrate how SPOs are experimenting with and adapting advisory boards to fit their organisational missions and structures. Our research finds that there is no one-size-fits-all model for advisory boards. While best practices are still emerging, and what works best is context-specific, this archetype mapping may offer organisations practical reference points to design or rejuvenate their own advisory boards.

ADVISORY BOARDS - ARCHETYPES

REGIONAL ADVISORY BOARDS

Regional advisory boards are sometimes set up by large, national-scale organisations to stay rooted in local contexts and support local leadership, while still operating at scale.

DUAL-STRUCTURE BOARDS

This comprises governing structures where advisory boards and governing boards emerge as two separate yet complementary aspects of the governance model.

LOCAL-LED ADVISORY BOARDS

These are advisory boards formed at organisations that operate in a limited geography, and draw members of the local community who are deeply connected to the context.

ADVISORY BOARDS AS PIPELINES FOR GOVERNING BOARDS

In this model, advisory board membership serve as a valuable pathway to identify, engage, and prepare future governing board members.

EXPERTISE AND MENTORSHIP-DRIVEN ADVISORY BOARDS

These advisory boards are intentionally formed around specific skills, expertise, mentorship, and contextual knowledge needed by an organisation at a particular stage in their journey.

ADVISORY BOARDS IN ASSOCIATE ORGANISATIONS

These are advisory boards at organisations/ networks/special initiatives that operate under the governing umbrella of another registered body for legal, financial, or strategic reasons.

Regional Advisory Boards

Large, national-scale organisations sometimes establish regional or state-level advisory boards to stay rooted in local contexts while operating at scale. These boards help bring together people with diverse skills, networks, and perspectives who can directly support local leadership.

> Teach For India (TFI) first piloted a regional advisory board in Delhi, its largest operational area, to support the city director with context-specific problem-solving and accountability. The Delhi advisory board proved successful and showed how regional advisory boards can strengthen local operations while staying aligned with the national mission. Building on this, TFI has since expanded the model to six regional advisory boards across the country, each at different stages of evolution.

Local-led Advisory Boards

These boards are typically formed by organisations that operate within a limited geography, such as a city or a specific region. They draw members from the local community who have a deep understanding of the context, networks, and challenges unique to that geography.

> An organisation working in a rural tribal area is considering setting up a Local Advisory Council (separate from their advisory board). They aim to draw members from the local community who have cultural intelligence and strong local networks. The Council will be composed of local leaders of influence, such as retired school teachers and bureaucrats, to help them navigate local dynamics in a more place-based manner.
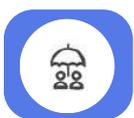
Advisory Boards in Associate Organisations

These are organisations/networks/special initiatives operating under the governing umbrella of another registered body for legal, financial, or strategic reasons. In such cases, the associated entity may form an advisory board while continuing to remain accountable to the umbrella organisation's governing board for legal and fiduciary matters. This advisory board may provide technical expertise and strategic advice to the organisation.

> Centre for Pastoralism (CfP) was established as an organisation born out of Sahjeevan, and continues to be accountable to the Sahjeevan board for fiduciary matters. CfP has their own steering committee, which is a group of experts who provide advisory and strategic counsel to the organisation and have no legal oversight responsibilities. This enables CfP to conduct their activities in an autonomous manner while still being a part of the Sahjeevan ecosystem.

Other Examples: Centre for Social Impact and Philanthropy (CSIP), Revitalising Rainfed Agriculture Network (RRAN), National Coalition for Natural Farming (NCNF)

Dual-structure Boards

These are governing structures where advisory boards and governing boards emerge as two separate yet complementary aspects of the governance model. These may be seen in two different forms:

a) Advisory boards complementing small governing boards

Advisory boards often play a particularly important role in organisations where the governing board or board of trustees is small in size, and primarily composed of the founders and a close circle of core members. In such contexts, the governing board typically fulfils legal and fiduciary requirements, while advisory boards engage in strategic matters.

> Adhyayan is registered as a Section 8 company and has three Directors on its Governing Board. Its advisory board provides strategic direction and mentoring to the team, supporting functions such as fundraising, marketing, curriculum development, and more. The advisory board members work closely with staff members and enhance institutional capacity in ways that strengthen Adhyayan's programmatic work.

b) Strategic governing boards, supported by advisory boards

In many organisations, the governing board not only provides fiduciary oversight but also plays an active strategic and thought-partnership role. At the same time, organisations may also constitute an advisory board or cultivate a network of external mentors who bring in specialised expertise that complements the work of the governing board.

> The Save Missing Girls governing board comprises the organisation founder and independent experts who fulfil fiduciary responsibilities and also engage in strategic deliberation regarding the organisation's mission, programs, and resilience. In parallel, Save Missing Girls also engages a wider circle of mentors and advisers who contribute expertise in specific areas such as program strategy and fundraising, geographic scale-up of programs, arts and culture, and advocacy.

> *Other Examples: Indian School of Public Policy (ISPP)*

Expertise and Mentorship-driven Advisory Boards

These are advisory boards or advisory structures intentionally formed around specific skills, expertise, mentorship, and contextual knowledge needed by an organisation. They are designed to provide guidance aligned with organisational priorities and strengthen strategic and operational decisions. This category encompasses four broad types:

a) An informal/unstructured pool of advisers/mentors

In some organisations, there is no formal advisory board in place. Instead, the Executive Director or leadership team works closely with a group of trusted advisers and mentors who provide strategic inputs, sectoral expertise, and network facilitation on an informal basis. While these individuals may not be formally designated as an advisory board, their guidance often plays a critical role in shaping organisational decisions.

> The Centre for Budget and Policy Studies does not currently have an advisory board in place. Yet, the Executive Director has a pool of mentors she consults for guidance. Over time, this approach could serve as a foundation for a more structured advisory board.

> We also heard similar reflections from the leadership at WASSAN, where they are contemplating formalising the terms of engagement with some of their long-time mentors to receive their guidance in a structured manner.

b) Expertise-driven formalised advisory boards

These are advisory boards intentionally curated to bring in members with specific skills, knowledge, or sectoral experience aligned with the organisation's strategic priorities.

> Adhyayan has structured its advisory board in a way that board members work directly with program managers handling verticals like communications, fundraising, content, and monitoring and evaluation. These were identified by leadership as key areas for support, and each board member was tagged to one of these areas. Recognising that staff in these functions may not always have deep technical expertise, the advisory board acts as a 'knowledge builder' and accelerator.

c) Advisory boards as early-stage mentors

These are advisory boards established in the initial stages of a young organisation to provide guidance, strategic input, and access to networks that the founding team may not yet possess.

> THE Labs set up an advisory board while the organisation was still under two years old, while also drawing on mentors and other long-term sector collaborators. The advisory board currently includes two members, and mentors who are informally engaged may become future board members.

d) Project-based advisory committees

These tend to be temporary and specialised in nature, formed to guide special initiatives or projects. Such advisory boards bring together experts and stakeholders with relevant knowledge to provide focused advice, problem-solving, and support tailored to the project's needs.

> CBPS forms advisory committees for different projects across its working areas. These committees provide intellectual guidance to the project, drawing on diverse expertise such as in education, pedagogy, gender, or activism.

Advisory Boards as Pipelines for Governing Boards

For some organisations, advisory board members (or informal mentorship relationships) serve as a valuable pathway to identify, engage, and prepare future governing board members. This allows both the organisation and the adviser to understand expectations, time commitments, and mutual fit.

> Save Missing Girls engages potential advisers on specific organisational needs, such as brand strategy or governance, to gradually build a 'galaxy of people' who may later transition into full-time board roles.

Putting together a board has been described as an 'act of curation', and these different models demonstrate that effective advisory boards are intentionally curated based on context, capacity, and purpose.

Similarly, there is no one model or formula for determining the 'success' of an advisory board. A successful advisory board is defined as one that was able to fulfil the purpose for which it was established.

'When we started looking at who could be on the board, the focus was on Mumbai. We wanted somebody who is invested in the city, living here, and able to engage fully with the project. Even if they didn't know every lane of Mumbai, they understand it, travel around, and are present here.'

- Shishir Joshi,
CEO and Founder, Project Mumbai

ENGAGING ADVISORY BOARDS EFFECTIVELY - A PRACTICAL GUIDE

Our research surfaced a set of practices that make the creation and functioning of advisory boards more effective. These are drawn from a mix of interview responses and secondary research, and are intended as guidance rooted in practical experience, rather than prescriptive rules.

WHILE FORMING AN ADVISORY BOARD
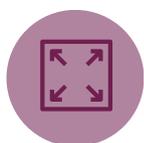
Assess your/your organisation's capacity to engage advisory boards effectively:

Consider the founder/leadership team's capacity to communicate with and cultivate relationships with the advisory board members. Some of our respondents drew on their experience to highlight that real board engagement is not limited to just board meetings.

Visualise your board table and have a clear purpose behind creating an advisory board:

Think of first articulating a clear 3–5 year vision and then curating the board to align with, and support that strategic direction. Be intentional about who is a part of your board, and what area you envision them supporting the organisation with.

Keep the key constituency at the centre:

Ensure that the advisory board remains rooted in the organisation's mission and those it serves. In one instance of a deeply engaged advisory board working on urban transformation, all members were residents of the city and came together to serve a common cause they deeply cared about.

Find the 'right match':

Look for the right mix of competency and compatibility in a board member. Prioritising passion, commitment, and relevant expertise ensures that board members can provide meaningful guidance to the organisation.

Ensure clear 'job descriptions' for advisory board members:

Advisory Board members benefit from a 'job description', knowing exactly what aspect of their background or expertise the organisation wants to leverage. This also leads to better engagement, 'keeping board members on their feet'.

Find the balance between leveraging corporate expertise and systems, but stay true to the values and ethos of the social sector:

An emerging middle ground or 'best fit' that synergises corporate best practices and nonprofit knowledge, experience, and context-specificity.

DIVERSE BOARDS ARE A STRENGTH

When board members come from similar backgrounds, it can create groupthink, narrow perspectives, and a culture that discourages others who could strengthen the organisation. Our respondents emphasised multiple aspects of diversity – professional backgrounds, age, ethnicities, and genders, socio-economic identity, and degree of proximity to the challenge.

1

While having members with not-for-profit experience on boards is helpful, including those from outside the sector can be equally valuable, as they bring a fresh, outside-in perspective.

2

Professional diversity on advisory boards can take many forms depending on the organisation's needs and stage of growth – lawyers to support compliance, former bureaucrats to strengthen government engagement, local champions to build community credibility, and private sector professionals to contribute strategic expertise. Several respondents also highlighted the advantages of a dynamic mix of newer and more seasoned members.

3

Increasingly, the global narrative around diversity has come to include the question of community representation. This aspect of diversity and the value of lived experience on boards is still nascent in India.

A notable example is Mahila Abhivruddhi Mattu Samrakshna Samsthé (MASS), an SPO in Belgaum, Karnataka, which works with ex-Devadasi women and their children, and has a board made up entirely of ex-Devadasi community members. While this model demonstrates the power of community-led governance, an organisation like this could benefit from having social and corporate sector professionals who bring complementary skills and networks as well.

'It is important for board members to engage with the communities being served to enrich themselves. An elitist, homogenised approach to board curation does not work, and neither does the assumption that nonprofits should be run like for-profit organisations.'

- Luis Miranda
Chairperson and Co-Founder,
Indian School of Public Policy

Sonny Iqbal

PARTNER AND GLOBAL
CO-LEADER OF THE
FAMILY BUSINESS
PRACTICE,
EGON ZEHNDER

"

On a blank piece of paper, just draw a table and imagine who's sitting around the table. What do you need in your first five years, and what would you need five years after that?

Quite often, what people think of are the obvious things like skills and fundraising. What they don't think about so much is what are the underlying themes that can really work. For example, if a not-for-profit wants to feed children in Mumbai, shouldn't they get someone who comes from a background in nutrition, or maybe someone who's worked in the Ministry of Nutrition, or in human resources?

So my advice is to draw that table and say, who are the people that I need to make my startup or my not-for-profit institution? Look at the sector expertise, demographic representation, functional skills, and also think about what role you want them to play when they're on the board.

Because as you grow, who is doing what on your board? Put a function, a skill, an attribute, or a trait against each board member's name to show who is bringing what. And then step back and see: what does your board need, and what are you missing? This kind of exercise works whether it's a for-profit or a not-for-profit.

TO WORK EFFECTIVELY WITH AN ADVISORY BOARD

Create opportunities for board members to get to know each other:
In-person meetings, advisory board retreats, and unique events bring together the board and community. Board members tend to feel isolated from their peers if boards, and some advisory boards even willingly opt to meet in person despite a long commute. Similarly, some boards induct two board members at a time to foster rapport-building and engagement during the onboarding process.

Communicate with transparency:
As advisory board members remain at some distance from the routine operational realities of the organisations, it is the organisation leader's responsibility to inform them of any challenges. Some organisations reported sharing their financial data with the advisory board even though it had no legal fiduciary responsibility, simply as an exercise to build transparency and trust.

Ensure meetings are structured:
Clear agendas, strict time adherence, and good facilitation not only keep discussions focused, but also strengthen overall board culture. Several nonprofit leaders highlighted adopting practices such as sharing agendas and financials in advance, documenting minutes systematically, and even recording meetings to ensure alignment and accountability.

Organise field/exposure visits for the advisory board member to understand the organisation's mission:
Many of our respondents who served long careers in the corporate sector reported that participation in field visits to the sites of the organisation's on-ground work was eye-opening and deeply meaningful to them as they considered engaging on the board.

Constitute sub-committees as tools to enhance board engagement:
Depending on advisory board members' expertise and interest, organisations may form sub-committees. These may comprise both board members and staff, to focus more deeply on specific aspects of organisational development, such as finance or technology. This is also a useful way to leverage specific expertise and the interest areas of board members. Committees are also useful to address specific organisational needs at certain times, such as a Succession Committee during a CEO transition or the People Committee, which plays a role in new board nominations. However, each committee should have a clear and appropriate purpose that is documented.

'Board engagement is really a process of who you select, why you selected them, them knowing why they're there, and how you engage them between board meetings.'

*- Anu Prasad
Founder-CEO, India Leaders for Social Sector*

Consider introducing term limits:
Experts suggest that board members should have fixed terms, extendable based on the board member's performance, evolving organisational needs, board fit, and the board member's outside commitments. This helps organisations ensure they have board members who are the best fit and can be retained effectively. Rotational board membership also provides the organisation with new perspectives and ideas from different sectors.

Close the loop to prevent disengagement:
It is key for organisation leaders to 'close the loop' on any discussion or advice they receive from the board, as some advisory board members point out that a lack of follow-ups or information about an action they recommended led them to be disengaged. Even if brief, regular updates can help advisory board members see the impact of their contribution.

Consider formalised board evaluations:
Periodic evaluation helps measure engagement of the board members and identify when they can't meet commitments, enabling timely action. However, meaningful evaluations are only possible if a clear mandate for each board member is set at the time of induction, along with transparent communication that their continuation on the board will be considered for renewal based on an evaluation after a defined period.

MAHARSHI VAISHNAV

**CEO,
MOTILAL OSWAL
FOUNDATION**

....

**FORMER CEO,
EDUCATE GIRLS**

"

There are a few absolutely non-negotiables I always held as a CEO.

First and foremost, the core constituency — the girl child on the ground — and therefore the mission. For me, that was sacrosanct in everything I spoke about.

Second, absolute transparency. That was non-negotiable too — both in success and in failure. In fact, I always believed the first thing you must share with the board is failure.

Third, I never saw the board simply as overseers. Yes, oversight was part of their job, but maybe 10% of it. The other 90% was about the heft of wisdom and experience they brought. I treated them as intellectual sparring partners, thought partners, and sounding boards.

Fourth, I made it a point that my leadership team also shared early, often, and with context. Not just data, but the overall organisational picture. For instance, our CFO had a direct line with the finance subcommittee, and our head of HR could go directly to the people subcommittee.

And finally, trust. I had to build trust as CEO. I did that by avoiding nasty surprises and by always closing the feedback loop. Nothing the board recommended — whether in a meeting or one-on-one — was left hanging.

See, for me, the board was never just about compliance. The moment you start treating it that way, you start cutting corners, hiding things, fearing them. For me, the board was always my first circle of strategic counsel — and I leaned on them before anyone else.

THINKING OF JOINING A NONPROFIT ADVISORY BOARD?

Joining a nonprofit advisory board is an opportunity to support an organisation's mission with your expertise, networks, and perspective. Effective engagement requires understanding the organisation's context, aligning with its purpose, and offering guidance in a collaborative, thoughtful manner. The principles below provide practical guidance for contributing meaningfully as an advisory board member.

Be clear on mission alignment: The most important factor for a successful advisory board engagement is a shared alignment with the organisation's mission and purpose.

> Engaging with the SPO's program directly, including visiting their project sites and meeting staff and communities directly is a great way to see whether your values and expertise are a good fit with the organisation's mission.

Be generous with the 3T's – time, treasure, and talent: Your role requires you to be generous with sharing your time, mentorship, and enabling access to financial resources for the organisation. Think carefully and intentionally about your ability and bandwidth to share these with the organisation and the team.

> Consider putting together a simple contribution plan in consultation with the executive team and/or board chair at the beginning of the year, and remember to take into account your other commitments as well.

Think about WHY you want to join the advisory board: Many successful board members seek opportunities to learn something new, challenge themselves, and apply their skills in a different context.

> Consider your availability and commitment realistically against the organisation's mission, and think about whether this is the right fit.

Champion the organisation externally: One of the key roles of advisory board members is to connect the organisation with resources, expertise, and opportunities.

> Make introductions to potential funders, partners, or technical experts that can help the organisation achieve its goals.

Be open to performance assessment: Strong advisory boards thrive on reflection and accountability. Be a willing and enthusiastic participant in regular assessments of the board's overall performance, as well as your own role.

> Document your contributions and set aside time to reflect before each assessment.

Have a clear understanding of what you are expected to contribute to: Advisory board members feel engaged when they know exactly what expertise the organisation would benefit from leveraging.

> Ask for a clear 'job description' or terms of reference document underlining key areas of focus for your engagement.

Be willing to learn and listen: Take the time to understand how the social sector differs from corporate environments, listen to staff and community perspectives, and learn about the unique operating context so as to offer appropriate solutions.

> Participating in relevant leadership programs such as those offered by ILSS can deepen your understanding of the sector.

While advisory boards can be a transformative mode of enhancing an organisation's governance and strategic relevance, the model is not without its challenges, and it is timely to mention them as organisations increasingly experiment with this approach.

First, advisory boards offer useful flexibility for organisations. However, they may be rendered inefficient in the absence of clear structures and terms of engagement, leading to infrequent engagement, vague mandates, and demotivated members. Further, organisations must find a balance between the role of governing and advisory boards, ensuring that fiduciary compliance is not compromised. Finally, a lack of clarity about the roles of the governing and advisory boards may cause confusion in decision-making and setting accountability.

Advisory boards offer a unique pathway to strengthen governance, but organisations must take these factors into account intentionally to ensure that advisory boards serve their intended purpose.

ADVISORY BOARDS - RELEVANCE AND THE WAY FORWARD

India's nonprofit sector has experienced a profound transformation in the past decade. The institutionalisation of corporate social responsibility, increased regulations on foreign funding, and an evolving relationship between government and civil society have combined with the growing professionalisation of the social sector to create a complex operating environment. Strong boards become even more instrumental in this context as they steer the organisation in the face of change and risk by supporting the organisation and holding it accountable to its mission.

> *The roles of a board can be broadly characterised into three: fiduciary/operational, strategic, and generative, and a board needs to play all three roles at different times.*

The operational oversight or fiduciary duty remains the most critical function of a nonprofit board. However, with rising complexity and uncertainty shaping the operating context, boards will need to focus a lot more on their strategic and generative roles.

> *'In India, I think today's nonprofit boards have to evolve from mere fiduciary bodies to foresight bodies.'*
>
> *- Maharshi Vaishnav*
> *CEO, Motilal Oswal Foundation*

> *When leveraged effectively, boards have the potential to transcend from purely an operational oversight role to one that steers organisational strategy (strategic mode) and eventually to a generative role. Advisory boards can be a transformative structure in enabling this shift – through deepening of expertise, innovation, risk leadership, and adaptive thinking.*

While some organisations rely on their governing boards to fulfil operational, strategic, and generative functions, others are beginning to explore the role of advisory boards in bringing in specialised knowledge and broader sectoral insights.

As India's nonprofit sector continues to evolve, our research finds that advisory boards can be a transformative vehicle in supporting boards to move beyond operational oversight, towards strategic engagement and ultimately, generative leadership. The success of The ILSS Board Governance Program, especially among young organisations, signals a growing recognition that while investing in boards may not yield immediate returns, they are a crucial investment for long-term organisational effectiveness and resilience. It also signals that organisations must prioritise strengthening their board during the 'normal course', rather than wait for a crisis or inflection point, so that they can harness the full potential of a strong board when they need it the most.

> *'An organisation is almost like a living entity, and a board can help sustain and protect the unique organisational culture it develops.'*
>
> *- Niveditha Menon, Director, Centre for Budget and Policy Studies*

CONCLUSION

Fiduciary compliance remains the existential imperative for organisations on which the governing board must engage.
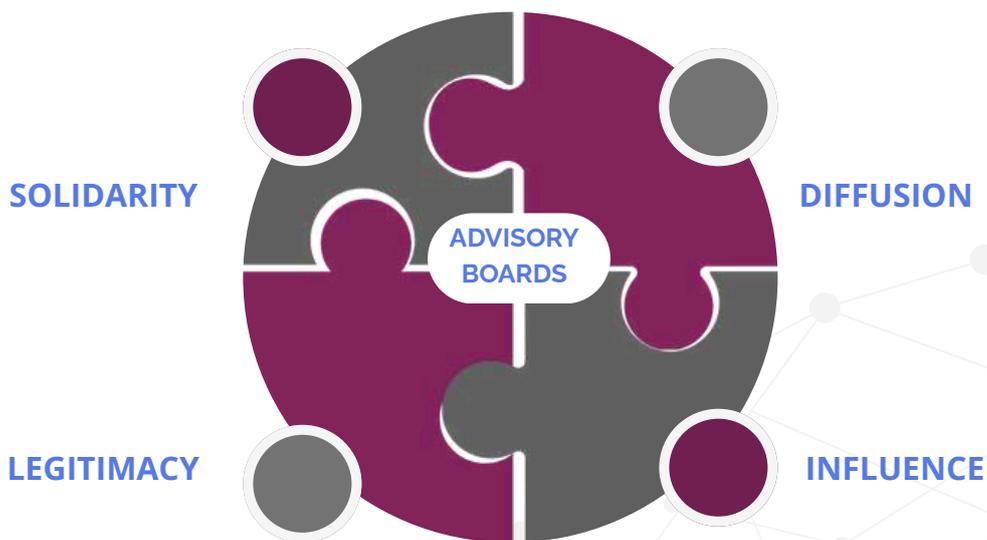
> '*The life of an organisation begins with the governing board and the life of an organisation ends with the governing board.'*
>
> *- Noshir Dadrawala*
> *CEO, Centre for Advancement of Philanthropy*

Yet for nonprofit boards to truly become effective, they need to adopt a 'compliance ++' focus, and advisory boards can be a critical lever in enabling this.

When leveraged intentionally, advisory boards build **solidarity** by fostering collective identity and mutual support within and beyond the organisation; provide **influence** by shaping decisions, policies, and perceptions through their expertise; confer **legitimacy** by enhancing credibility and trust internally and externally; and enable **diffusion** by spreading ideas, practices, and connections outward into broader networks.

Our study concludes that advisory boards offer a structural innovation in nonprofit governance and can be a catalyst for organisations to adapt and thrive in an evolving environment.
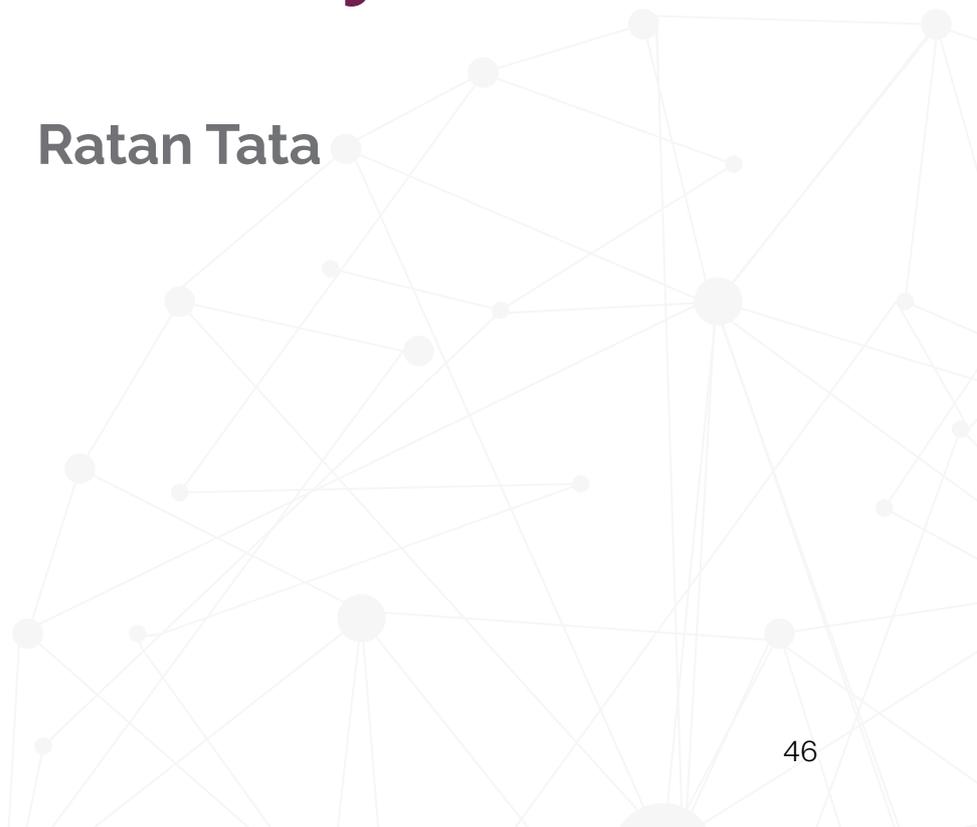
SOLIDARITY

DIFFUSION

ADVISORY
BOARDS

LEGITIMACY

INFLUENCE

"

The true measure of success is not just in what you achieve, but also in how you impact others positively.

Ratan Tata

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ANNEXURE 1

List of 26 stakeholders interviewed as part of primary research, listed in alphabetical order (first name).

Name	Title
Anu Prasad	Founder and CEO, India Leaders for Social Sector
Archana Ramachandran	COO, India Leaders for Social Sector
Ashish Shrivastava	Co-founder and CEO of Shiksharth Trust
Deepak Satwalekar	Senior Adviser and Former Executive, HDFC Bank
Govind Iyer	Former Partner, Egon Zehnder
Ingrid Srinath	Board Chair, Resource Alliance, and Vice-Chair, Co-Impact Philanthropic Funds
Jagdish Acharya	CEO, Paints and Coatings Skill Council
Kathy Reich	Executive Director, Catena Foundation
Kavita Anand	Co-founder, Adhyayan Quality Education Foundation
Luis Miranda	Chairperson and Co-Founder, Indian School of Public Policy
Maharshi Vaishnav	CEO Motilal Oswal Foundation Formerly CEO, Educate Girls
Mandar Kulkarni	Co-Founder and Director, THE Labs
Nainish Tikoo	Adviser, Programs and Partnerships, Save Missing Girls
Nikunj Jhaveri	Founder, Systems Plus Cares Group of Companies
Niveditha Menon	Director, Centre for Budget and Policy Studies
Noshir Dadrawala	CEO, Centre for Advancement of Philanthropy
Renu Mishra	Director, Association for Advocacy and Legal Initiatives Trust (AALI)
Ritu Kochhar	Lead, Spencer Stuart India
Sabyasachi Das	Director, Watershed Support Services and Activities Network (WASSAN)
Sashi Rajamani	Bangalore Chapter Lead, Social Venture Partners
Shishir Joshi	CEO and Founder, Project Mumbai
Sonny Iqbal	Partner and Global Co-Leader of the Family Business Practice, Egon Zehnder
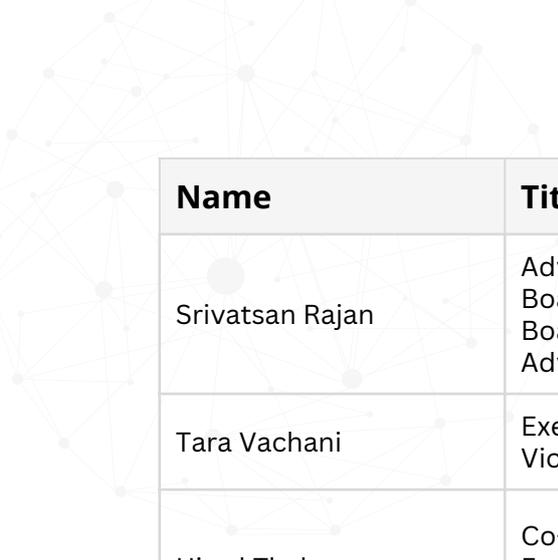
Name	Title
Srivatsan Rajan	Advisory Partner, Bain & Company Board Chair, Akshaya Patra (US) Board Chair, Udaiti, GATI & ILSS Advisory Board, The Convergence Foundation
Tara Vachani	Executive Chairperson, Antara Senior Living Vice Chairperson, Max India Ltd.
Ujwal Thakar	Co-founder, Ujwal Impact Advisors Former CEO, Pratham Board Member, Educate Girls
Vasant Saberwal	Director, Centre for Pastoralism

ANNEXURE 2

Mapping of 26 interview respondents by categories

Respondents who are/were nonprofit CEOs/founders/EDs

Category	Number	Names
CEOs/Founders/EDs	10	Niveditha Menon, Mandar Kulkarni, Nainish Tikoo, Shishir Joshi, Vasant Saberwal, Sabyasachi Das, Renu Mishra, Ashish Shrivastava, Kavita Anand, Maharshi Vaishnav
CEOs/founders/EDs who also serve on the governing boards of their organisation	4 40%	Mandar Kulkarni, Ashish Shrivastava, Shishir Joshi, Kavita Anand
CEOs/founders/ED who serve on the governing boards of another organisation	1 10%	Sabyasachi Das (Sahjeevan)
CEOs/founders/EDs who serve on advisory boards of their organisation	1 10%	Shishir Joshi

Respondents who are members of both advisory and governing boards

Category	Number	Names
Individuals who serve on both governing and advisory boards	9	Sashi Rajamani, Tara Vachani, Noshir Dadrawala, Nikunj Jhaveri, Ujwal Thakar, Luis Miranda, Ingrid Srinath, Sonny Iqbal, Govind Iyer

Respondents who are members of advisory boards only

Category	Number	Names
Individuals who serve on advisory boards only	3	Srivatsan Rajan, Deepak Satwalekar, Jagdish Acharya *(some of these individuals may hold governing board roles in the private sector)*

(mapped based on our visibility + publicly available information)

Respondents who are board members and corporate crossovers

Category	Number	Names
Corporate crossovers to nonprofit boards	9	Deepak Satwalekar, Jagdish Acharya, Nikunj Jhaveri, Srivatsan Rajan, Sonny Iqbal, Ujwal Thakar, Luis Miranda, Tara Vachani

Organisation representation

Category	Number	Names
ILSS ecosystem organisations	5 50%	Save Missing Girls, THE Labs, Shiksharth, Adhyayan, Educate Girls
Non-ILSS ecosystem organisations	5 50%	Centre for Budget and Policy Studies (CBPS), Centre for Pastoralism (CfP), Watershed Support Services and Activities Network (WASSAN), Project Mumbai, Association for Advocacy and Legal Initiatives Trust (AALI)

Organisations by age

Organisation age	Number	Names
0-5 years	1 10%	THE Labs
5-12 years	5 50%	Shiksharth, Save Missing Girls, Project Mumbai, Adhyayan, CfP
12-20 years	1 10%	Educate Girls
20+ years	3 30%	WASSAN, CBPS, AALI,

Organisations by sector

Sector	Number	Names
Gender	2 20%	AALI, Save Missing Girls,
Education	3 30%	Education, THE Labs, Shiksharth, Educate Girls
Livelihoods	2 20%	WASSAN, CfP
Urban transformation	1 10%	Project Mumbai
Public finance	1 10%	CBPS

Organisations by scale of operation

Category	Number	Names
Small (operations in <8 states)	6	THE Labs, Project Mumbai, Save Missing Girls, Adhyayan, AALI, CfP
Medium (operations in 8-15 states)	4	Shiksharth, WASSAN, Educate Girls, CBPS
Large (pan-India operations)	-	-

Respondents who are also funders

Category	Number	Names
Funders	5	Tara Vachani, Maharshi Vaishnav, Sashi Rajamani, Ujwal Thakar, Kathy Reich

Respondents who are considered experts in this area

Category	Number	Names
Experts	6	Kathy Reich, Noshir Dadrawala, Ingrid Srinath, Ritu Kochhar, Sonny Iqbal, Govind Iyer

ANNEXURE 3

This annexure presents the set of interview questions used to engage 26 nonprofit leaders and board members. The questions are organised by thematic areas to capture insights on board governance, composition, accountability, advisory roles, compliance, and the evolving needs of organisations at different stages.

Board governance

1. In your view, what makes a nonprofit board truly effective? What practices or qualities set apart boards that add real value from those that are disengaged or passive?

2. What role should the board play in supporting both stability and innovation as the organisation faces new challenges?

3. How can boards meaningfully contribute to areas like strategic visibility, partnerships, ecosystem engagement, accountability, and risk leadership beyond fiduciary oversight?

4. What role can boards play when it comes to navigating risk and increasing the resilience of the nonprofit?

Board composition and diversity

5. What factors do you consider most important when identifying the right fit for a board member?

6. What does having a mission-aligned or purpose-driven board mean in the context of your organisation and their work?

7. The conversation on board diversity in India often focuses on professional or sector experience. What does meaningful diversity look like, and how can boards move beyond tokenism to truly reflect the communities they serve?

8. How do gender dynamics play a role in boards, and how should they be addressed?

Advisory and governing boards

9. How do you see the roles of advisory boards and governing boards in the Indian context? What distinct purpose does each serve, and how should organisations approach these roles differently?

10. Based on your experience, at what stage does it make sense for SPOs to create an advisory board, and what factors should guide that decision?

11. What value can advisory boards add to an SPO governance structure, and how should they complement the role of governing boards?

Board accountability and evaluation

12. Board accountability doesn't always get the attention it deserves in the nonprofit space. In your view, what are some practical ways boards in India can build a stronger culture of accountability?
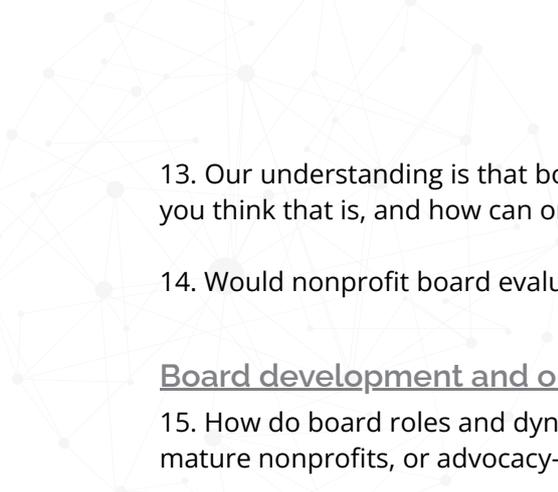
13. Our understanding is that board evaluations are uncommon in the Indian nonprofit space. Why do you think that is, and how can organisations start building a culture of board assessment?

14. Would nonprofit board evaluations look different from those in the private sector? If yes, how?

Board development and organisational maturity

15. How do board roles and dynamics tend to vary across organisations at different stages — startups, mature nonprofits, or advocacy-focused organisations?

16. For younger or innovation-driven organisations, what kind of board or advisory support is most valuable, and how does this differ from more traditional nonprofits?

17. How did your organisation approach early decisions or principles in shaping the board's structure and vision, and how have these evolved over time?

Compliance, governance, and role of funders

18. In a context where regulatory and compliance demands are growing, how can boards balance statutory responsibilities with the need to stay strategic and mission-focused?

19. What are the key compliance responsibilities that fiduciary boards in India must not overlook?

20. What role do funders play in supporting stronger board functioning, governance, and development, including co-creation of governance structures and capacity building?

About
ANTARA ADVISORY

Rooted in the Global South, Antara is committed to building knowledge through deep listening, humility and generosity. Antara seeks to build a space to support social change actors who are navigating complexity with courage, through a unique pathway derived from experiences across philanthropy, academia, and social impact.

Using research, deep inquiry, rigorous analysis, and thoughtful action as a tool of understanding and translation, Antara imagines futures that are more just, regenerative, and brimming with possibility through

Antara offers strategic advisory, leadership accompaniment, research and knowledge development, and impact measurement services.

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The Centre of Excellence for Board & Governance

The Centre of Excellence for Board & Governance is a dedicated initiative by India Leaders for Social Sector (ILSS) to strengthen governance structures across the development ecosystem. The Centre bridges two powerful worlds — senior professionals across industries and social purpose organisations — by building leadership and advisory capacity at the top.

Through immersion focused training, and post program advisory support, it repositions governance as a key driver of sustainable impact in the social sector.

STRUCTURED TRAINING

KNOWLEDGE BUILDING

CUSTOM LEARNING AND ADVISORY

ECOSYSTEM CONVENING

Scan to know more

ILSS
BOARD GOVERNANCE
PROGRAM

ILSS
BOARD LEADERSHIP
PROGRAM

57

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