



**THE/NUDGE**  
INSTITUTE

2021  
**2022**

**annual**  
**REPORT**

# THE/NUDGE INSTITUTE annual REPORT



2021  
2022

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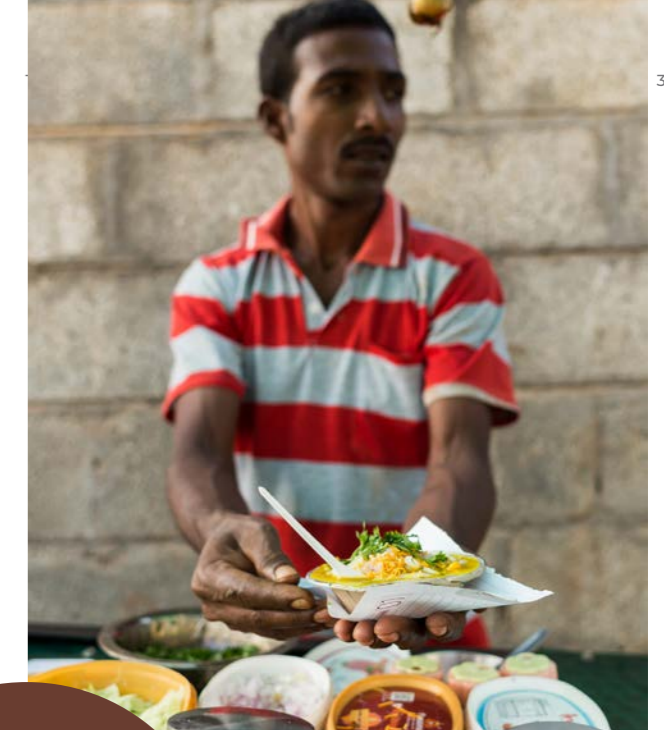


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# Foreword to our Journey

INDIA'S rapid economic growth in this century brought over 27 Crore Indians out of poverty.

However, **we cannot rest** in knowing that

Roughly  
**400M**  
Indians are still  
living in poverty  
and have the  
second largest  
number of  
extreme poor  
globally, second  
only to Nigeria



Around **1M youth**  
enter our job market every  
month. Still, only a small  
percentage are employable  
or have the means to a  
viable livelihood.

India ranks **131**  
in the Human  
Development Index



**1/3rd**  
of all  
children  
under 5 in India  
are stunted

While a lot of Indians live in poverty, India is **not a poor country anymore**. Our expenditure budget has tripled in the last decade to more than 30L crore rupees. We are at a point where public spending on welfare and human development is at an all-time high. The philanthropy landscape in India is also fast evolving. With the resources we have now, we can **afford to dream** that before we hit 100 years of our independence, in 25 years, India will be poverty-free. And to realize that dream, we need to commit to it now.

At The/Nudge, we have been working with underprivileged youth through our skilling programs, ultra-poor communities through our graduation approach, and other nonprofit entrepreneurs through our incubator and accelerator programs. While seeing the impact of our programs gave us great hope, we were also **deeply bothered knowing that for every person we got to serve, there were many others we couldn't reach**.

When we turned 5, we took a moment to reflect on the distance we had covered. We realized that it was no longer exciting for us to grow the impact of The/Nudge through our work - it was far more critical for the solutions we found working at The/Nudge or beyond to scale. And as we looked around, we found inspiration in many large-scale transformations from the past, which have been pivotal moments in India's development story. For instance, the **white revolution** transformed the dairy industry in India and impacted the lives of millions of farmers across the country. The **microfinance movement** provided affordable capital and catalyzed economic activity at the grassroots.

Today, with the tailwinds of economic growth, the growing reach and power of technology, a young, ambitious demographic, and increasing social consciousness in mainstream society, we have the **right conditions** for more such movements of large-scale social transformation.

We also feel that the best way to achieve such a scale is to **go deep** into a specific area and invest in solutions that will reach millions through the combined efforts of all stakeholders. Given our foundation in skill building and rural livelihoods, we have chosen to now work within “**Resilient livelihoods**” from here on.

We are excited to embark on this journey as **The/Nudge Institute** and commit ourselves to work on needle-moving social transformations by taking on an institutional mandate. The/Nudge Foundation evolves into a development action institute working towards “a poverty-free India, within our lifetime.”

Given that we’re a first-of-its-kind institute, there are five important things we will work towards

1. The/Nudge Institute is an **action** institute. This means that we will do on-ground programs, build evidence of their impact and then remove the barriers to their growth and scale. We are essentially playing a catalyst role in large-scale social transformations.
2. To do this, we will **partner** closely with governments, markets, and civil society, especially with players that bring complementary strengths, to achieve more together.
3. Our vertical focus will be “**resilient livelihoods for all.**” We will cover both urban and rural poor through our livelihood programs.
4. We will organize our work in various **Centres** (like our Centre for Rural Development) that will house their respective Programs (like our End Ultra Poverty program).
5. Our shared capabilities will be set up as **Hubs** over time, for example, the Impact Hub, Technology Hub, Data, Public Policy, Innovative Financing, etc.



To build this unique institution, **45 founding partners** - including foundations, corporates, philanthropists, and individuals - have come together and are committing to it for the long term.

We are also joined by Ms. Renana Jhabvala (from SEWA) and Mr. Samit Ghosh (from Ujjivan) on our **Advisory Board**. Their livelihoods work has inspired us and raised our aspirations.

We are all in this together and are confident that **we can help** millions of underserved to achieve their full potential. Nelson Mandela said, “Overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life.” We **thank you for being an ally** and a fellow believer that we can make India poverty free in our lifetime.

*On behalf of all Nudgesters  
and the board,*

**ATUL SATIJA**



**“A POVERTY-FREE INDIA, WITHIN OUR LIFETIME.”**

**OUR APPROACH**  
As an action institute The/Nudge will catalyze large scale social transformation to build resilient livelihoods for all.

# OUR RENEWED VISION

**PROTOTYPE . . . . . PROPAGATE . . . . . PROLIFERATE . . . . .**

**DESIGNING EFFECTIVE SOLUTIONS**

involves understanding the problems plaguing rural and urban poor, backed by action research with experiments followed by trials in significantly large numbers to demonstrate that the solutions are impactful, feasible, and viable at scale.

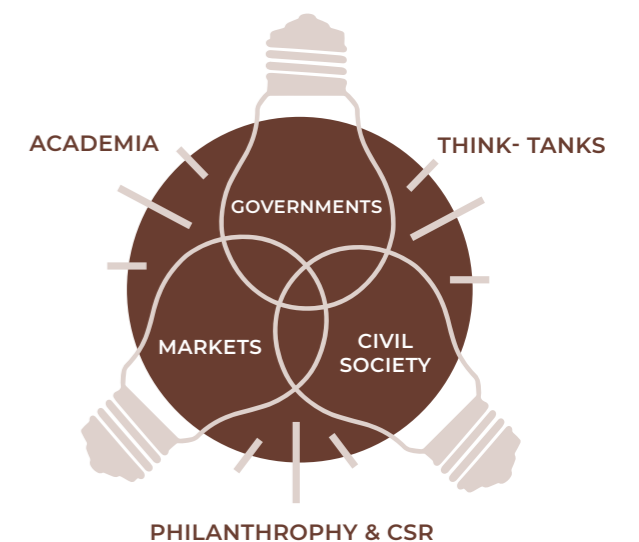
**GETTING THESE SOLUTIONS ADOPTED**

involves evangelizing impactful and scalable solutions and working with the key stakeholders, including the government and funders, removing any barriers to adoption through targeted outreach, networks, convenings, influencers, funding, evidence

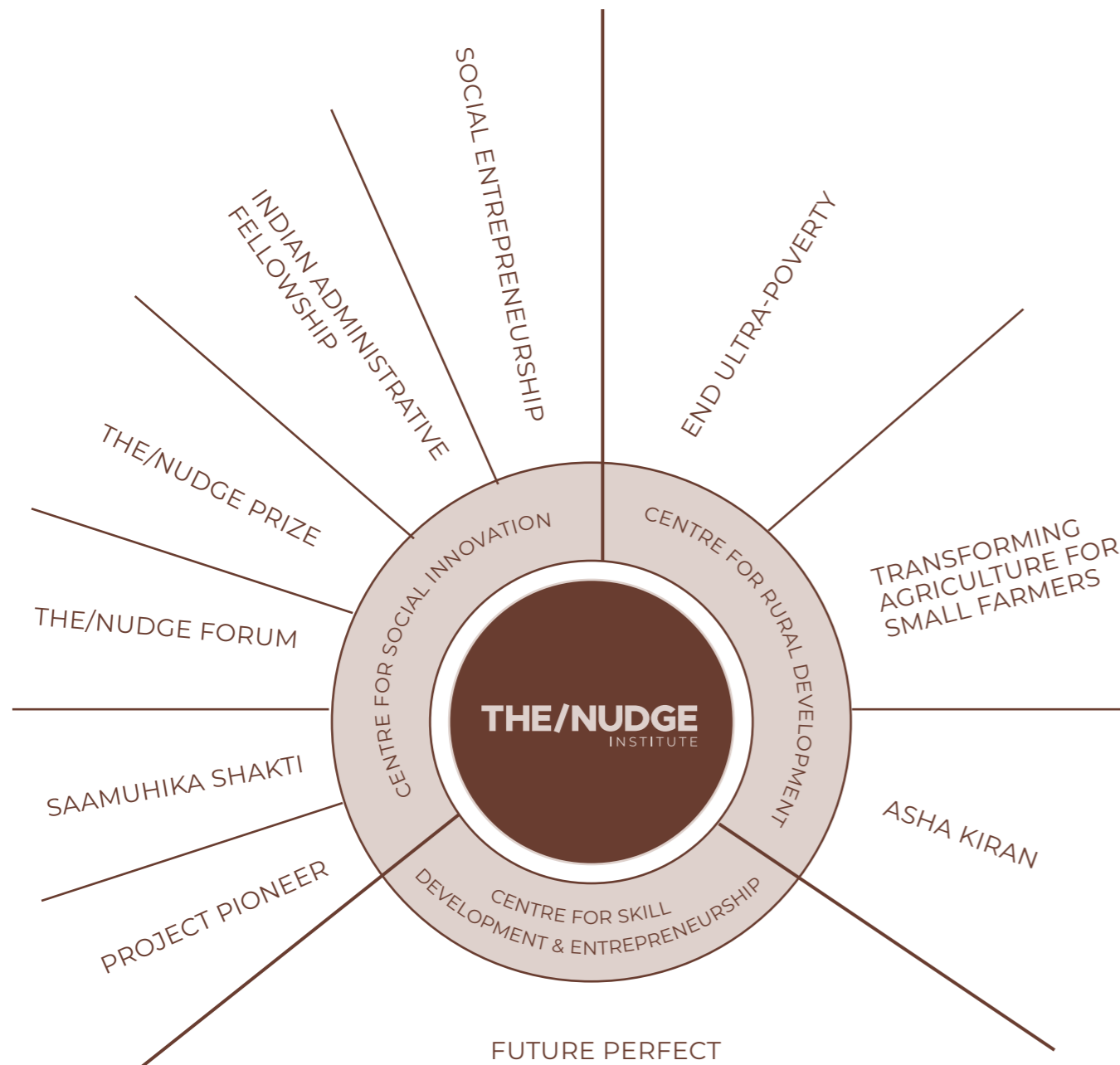
**SUPPORTING THE IMPLEMENTATION**

involves providing support (tech-based monitoring systems, training, partnerships) to civil society organizations (CSOs), government and private sector players who have committed to implementing these solutions and addressing ecosystem barriers to scaling.

We shall achieve this by establishing partnerships across:



## WHERE ARE WE NOW?



## THE/NUDGE INSTITUTE IN NUMBERS

CENTRE FOR SKILL DEVELOPMENT & ENTREPRENEURSHIP

GURUKUL  
**7000**  
YOUTH  
TRAINED

FUTURE PERFECT  
**11000**  
YOUTH  
TRAINED

CENTRE FOR RURAL DEVELOPMENT

ASHA KIRAN  
**1170**  
HOUSEHOLDS  
BENEFITTED

END ULTRA POVERTY  
**80000**  
HOUSEHOLDS  
BENEFITTED

CENTRE FOR SOCIAL INNOVATION

SOCIAL ENTREPRENEURSHIP

**100+**  
NON-PROFITS  
SUPPORTED

INDIAN ADMINISTRATIVE FELLOWSHIP

**1**  
ONGOING COHORT  
KARNATAKA

THE/NUDGE PRIZE

**2 CHALLENGES**  
CISCO AGRI CHALLENGE  
ASHIRVAD WATER CHALLENGE

PROJECT PIONEER

**5 PROJECTS**



### CENTRES

Focus areas with domain expertise, thought leadership, research, policy advocacy capabilities in the respective problem areas. Our programs are housed in these centres.

### PROGRAMS

A long term commit, with clear theory of change, evidence-based impactful model, leading to large-scale impact

### HUBS

Central hubs with functional expertise supporting programs and centres

# Our Work in FY22



OUR FOCUS

improving the  
employability of youth

## Future Perfect

India is home to the largest youth population in the world with half of its 1.3 billion people below the age of 25. According to a UNICEF report\*, more than 50% of young people in India will not have the requisite skills for employment by 2030. Out of the 150 corporates surveyed, 75% expressed a skill gap in their workforce.

As per India Skills Report 2022, emerging into the new wave of job opportunities in this decade, the lack of awareness about current job roles and requirements among the youth newly entering the workforce is alarmingly high. Although there is an increasing demand for jobs in Maharashtra, Karnataka & Tamil Nadu, only ~40% of Indian youth are employable.

\*<https://www.unicef.org/press-releases/more-half-south-asian-youth-are-not-track-have-education-and-skills-necessary>



Today, the ecosystem faces significant challenges across mobilization, delivery, learning outcomes, and placements. This can be attributed to migration to urban centres, skew towards the male audience in Industrial Training Institutes (ITIs), lack of vernacular support, absence of handholding support, and low trust and awareness for a paid program.

Understanding the gaps and based on our learnings from our online skilling model of Future Perfect, The/Nudge is actively researching and designing a solution focused on **providing youth the skills needed to enable upward socio-economic mobility sustainably.**



## OUR IMPACT SO FAR

10,583  
YOUTH TRAINED

- 47% WOMEN
- 82% A2 HIGH AND ABOVE ON CEFR\* SCALE
- INR 14K AVG MONTHLY SALARY

\*CEFR = Common European Framework for Reference of Languages



We have also launched a **Youth Awareness Project** to nudge the fence sitters among youth to consider formal employment through better awareness and information sharing. It is a dedicated edutainment channel hosted on Instagram where the content is designed with relevant, bite-sized, fun, engaging, contextual, and useful information.

We have over 118k followers reaching semi-urban and rural areas of Karnataka with an average of 40k users/week via reels. 96% of our followers are 18-24 years old and have an engagement rate of 7.5%.

We are working towards launching another channel for the state of Tamil Nadu by March 2023.



**Future Perfect**

## Sandhya's Story



Sandhya, 31 years old, a homemaker, and a native of Thondebhavi, comes from a family of six with one earning member in the field of agriculture.

She completed her Bachelor's in Education, but after she got married, she could not work due to personal reasons. There was a long break in her career, and when she decided to return to work, she could not crack interviews. She was rejected for a job opportunity for an HR role due to her low communication skills, urging her to take a step and work on her skills to support her family.

She came across the program through Instagram, and its enriched content pushed her to apply for the course. She enjoyed learning English and appreciated the mock interview and resume writing modules. She witnessed a change in her attitude as she gained confidence and spoke to more people in the class.

She is keen to move to Bangalore to apply for a job. She shares, **"The course helped my interview process, create a resume which brings out my skills, and understand essential workplace etiquettes, all of these basics which will help me for a long time."**

**Future Perfect**

## Shruthi's Story



Shruthi, a native of Bellary, Karnataka got married recently and now lives with her husband. Their family income is Rs 20,000 per month.

Shruthi had been looking for apps through which she could learn English, but she couldn't find any that suited her timings and could not put them into practice. She wanted to improve her English speaking skills to increase her potential for job readiness. She found an ad on Instagram regarding Future Perfect and enrolled in it.

After joining the program, she has improved her confidence to a great extent, reinforcing her trust and conviction in not just English communication but other 21<sup>st</sup> century skills like leadership and collaboration.

She mentions, **"I was hesitant in the beginning to speak up. I was very nervous when others around me had better communication skills. But I spoke to my trainer separately and improved over time. I used to complete pre-work and post-work, which helped. By the end, I could do a presentation in breakout rooms which is a great win."**



OUR FOCUS  
/ building resilient livelihoods for the poor

# End Ultra Poverty

India is home to 12.2% of the world's poorest\*, followed by Nigeria (12.2%), Congo (9.9%), Tanzania (4.5%), and Yemen (3.1%). According to the 2011 Socio-Economic Caste Census, India's 23 million households satisfy at least 3 deprivation criteria and are the poorest. Despite prioritization and the best efforts of large-scale government programs, the poorest of the poor are still difficult to reach.

The Graduation Approach, pioneered by BRAC, is an evidence-rich, carefully sequenced program targeting women who graduate households out of ultra poverty in a time-bound manner. It targets the improvement of the woman's agency, food security, income & savings, productive assets, and access to social protection and credit.

The model has now been adopted in more than 40 countries by NGOs and governments where the enrolled rural households graduate from ultra poverty with higher non-farm income, asset ownership rates, and improved per capita consumption.



We currently work with 1170 women from poorest of the poor households in Jharkhand in the districts of Lohardaga, Latehar, and Gumla, primarily focusing on building agency for women and resilience in their communities.

Results from the midline assessments conducted in July 2021 of the first cohort of 400 women participants by The/Nudge showcased:

**48%** of women raised kitchen gardens, and **85%** now access PDS (ration cards), reducing food insecurity

**INR 8000-10,000** increase in annual income for **21%** of women

\* World Poverty Clock

**63%** of women reported average savings of INR 1,800; **75%** of women engaged in 2 diversified livelihoods

**76%** of women access benefits from at least one applicable social security scheme

**100%** of women have savings accounts; **85%** of women have started saving



THE/NUDGE ULTRA-POOR PROGRAM | TO HELP END ULTRA-POVERTY IN INDIA



<https://www.youtube.com/watch?v=B-VmGF4jSg2A>

Based on the confidence from our work in Jharkhand, we have partnered with the Ministry of Rural Development (MoRD) to scale the graduation approach across six states in the next six years, where the respective State Rural Livelihood Missions will implement the graduation approach. We are prioritizing Jharkhand, Rajasthan, Madhya Pradesh, Odisha, West Bengal, Assam, Tripura, Meghalaya and Chhattisgarh.

A 4-member Strategy and Design Unit within the MoRD in Delhi has been set up to develop the strategy and design to scale the graduation approach.



A 10-member Strategy, Design and Implementation Support Unit has also been set up at Ranchi, 3 districts and 4 blocks, within the Jharkhand State Livelihoods Promotion Society (JSLPS) to support the implementation of the graduation approach with 4,000 households in Jharkhand. MoRD has approved this special project.

The/Nudge looks forward to launching the “End Ultra Poverty” initiative in the coming fiscal year to pull 5 million poorest of the poor women and their households out of ultra-poverty in the next ten years.

## Asha Kiran

According to the Situation Assessment of Agricultural Households and Land and Holdings of Households in Rural India, 2019; small and marginal farmers in the state of Uttar Pradesh is primarily engaged in farming (~49%) and casual and wage labor (35%). They need diversified and sustainable sources of income, given low savings rates and migratory patterns amongst the men leaving women of the household financially vulnerable.

Uttar Pradesh as a state has a low Human Development Index. Support of Uttar Pradesh State Rural Livelihood Mission (UPSRLM) and Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) department along with an already large scale goatery and poultry production offers great potential to scale livestock promotion models for the poor in the state.



*Asha Kiran is a very timely initiative to rebuild the livelihoods of rural households in this time of crisis. It is exciting to see the government and private sector being brought together to achieve this at scale is exciting. Magic Bus is pleased to be implementing this project.*

**JAYANT RASTOGI**  
GLOBAL CEO, MAGIC BUS



There is a need to promote scientific rearing practices, linking producers to markets and strengthening community institutions to drive the adoption of livestock models at scale. Thus, The/Nudge, with its Asha Kiran program (meaning a ray of hope), is **building sustainable rural livelihoods for 250k households in Uttar Pradesh through goatery and poultry in the coming five years.**



We are currently prototyping solutions with UP State Rural Livelihood Mission and local civil society organizations (CSOs), driving the adoption of goatery and poultry models in the state, including enabling linkages with private markets.

The/Nudge has partnered with seven civil society organizations reaching 199 villages across eight districts of Uttar Pradesh. So far, we have reached:

1,35,766 households for welfare access



137 started backyard poultry and agri interventions in 4 districts

83,493 households have received benefits via urban and rural interventions of our partner CSOs



PROJECT PARTNERS



हक़दर्शक  
Haqdarshak



“

*Uttar Pradesh has large-scale poverty alleviation programs and enabling convergence is important to amplify their benefits for the poor. I'm happy that Asha Kiran is actively partnering with government, private sector, and civil society to enable this.*

**SHRI MANOJ KUMAR SINGH**

*Additional Chief Secretary,  
Rural Development and Panchayati Raj,  
Government Of Uttar Pradesh*

3,371 households adopted sustainable livelihoods such as goatery, poultry, and agri-generating additional income activity

“

*Asha Kiran is a timely intervention for vulnerable households in this critical time. It aims to support sustainable livelihood, increase social protection and strengthen economic resilience.*

**MR. ANIRBAN GHOSE**

*Director TRIF*

# Transforming Agriculture for Small Farmers



The assessment as mentioned earlier on agricultural households highlighted the lack of equitable access to opportunities for small farmers in India. Nearly 25 million small farmers are committed to farming but face high variability in their income. More than 70% of these farmers have reported crop damage at least once in the past three years, thus leading their children to pursue other trades besides farming.

Even with the right intent, these farmers usually struggle to achieve their full potential owing to sub-optimal agri practices, poor price realization, and climate change. At The/Nudge, we are working on getting the vibrant agricultural sector – from new innovative Agri-Tech organizations to companies that are procuring directly from the farmers – to improve the incomes of smallholder farmers.

Currently, our focus is to identify interventions, develop business models and do action research to shortlist solutions for propagation and proliferation in the coming years.

Our team conducted 107-in depth interviews with small farmers in the states of Karnataka, Andhra Pradesh, and Telangana to understand the small farmers' demographics, aspirations, farming practices, and challenges between November 2021 and February 2022. A report has been published after a peer review by 40+ practitioners, highlighting the impact of climate change on the livelihoods of these small farmers.

The team is now working towards onboarding partners focused on building a product that assures yield to small farmers of at least 50% of their income, reaching 2,50,000 farmers in the next five years.



SMALL FARMERS BIG OPPORTUNITIES:  
UNDERSTANDING SMALL HOLDER FARMERS



<http://bitly.ws/xLeg>





OUR FOCUS

/ nudging talent to solve India's development challenges

# Social Entrepreneurship

Poverty is a multi-dimensional problem. It needs an infrastructure that promotes disruptive, differentiated thinking to solve the critical social issues related to poverty. Thus, The/Nudge continued nurturing talent to solve India's complex developmental problems with our offerings of



**INCUBATOR**



**ACCELERATOR**

where each nonprofit founder receives an innovation grant with access to networks and 1:1 mentorship from industry experts.



**23 nonprofits incubated\***

**60% of incubated organizations are women-led**

**8.3X avg grant multiplier**

\*21 organizations under incubation in the year 2021 are slated to graduate in August 2022.

## INCUBATEES



*The/Nudge has been able identify and financially support a number of early stage organisations, who are creatively working in a wide range of areas to alleviate poverty. It is exhilarating to mentor this bunch of young & selfless founders to help them scale and create a major positive impact on our society.*

**MR. SAMIT GHOSH**

Founder - Ujjivan Small Finance bank & Ujjivan Financial Services



We are currently working on designing and launching a livelihoods-dedicated social entrepreneurship program from September 2022 onwards.





THE/NUDGE  
INSTITUTE | Centre for  
Social Innovation

H&M FOUNDATION

## Saamuhika Shakti

Street waste collectors, itinerant buyers, and sorters in scrap shops and dry waste collection centers are a vital part of any city's waste management system. Despite their massive economic and environmental contribution - they collect, sort, and send forward waste that can be recycled - waste pickers and their families struggle to lead healthy and productive lives, particularly women and children. Most waste pickers earn low wages (an average of Rs 300-500 per day), work in hazardous conditions, and face discrimination and negative societal perception with poor access to quality housing, education, healthcare, and water and sanitation services.



The/Nudge is working with H&M Foundation to pilot the “collective impact”\* approach in India, where seven implementing organizations have joined forces to enable waste pickers to have greater agency to lead secure and dignified lives, with a specific focus on gender and equity. The first phase of the Saamuhika Shakti (meaning collective strength) project will continue for 4 years with a focus on the following:

- PERCEPTION CHANGE
- ALTERNATE LIVELIHOOD OPTIONS
- SAFER WORKING CONDITIONS
- SOCIAL SECURITY
- SUPPORT AGAINST GENDER-BASED VIOLENCE & SUBSTANCE ABUSE
- QUALITY EDUCATION, HEALTHCARE & WASH



\*Collective Impact : fostering collaboration across civic society organizations in a structured way to achieve social change in an equitable manner

Our role at The/Nudge is of a backbone ensuring:

- 1 \_\_\_\_\_  
A shared understanding of problem-solving common challenges and milestones toward the success of the collective
- 2 \_\_\_\_\_  
Continuous communication with building trust and transparency among partners, sharing learnings, and facilitating collaboration
- 3 \_\_\_\_\_  
Program outcomes are equitable to women, girls, and other vulnerable groups



*I am grateful to the opportunity to work with Saamuhika Shakti and with The/Nudge. I thank The/Nudge team for their excellent support in driving coordination among various partners in reaching the waste picker community. It has been a great learning experience to work with The/Nudge and Saamuhika Shakti partners to bring dignity to life of the waste picking community.*

**VIJAYAMMA**

“

Women, men, children, everyone would have to go outside as we did not have toilets. People around would shout at us and ask us why we are littering and dirtying the place, but did we have a choice? We had to go anyway, even though we felt bad. With WaterAid India's work here, our lives have become easier, especially for women.

UMA



As of date, the interventions within the collective have been able to impact:

5,784 waste pickers and families trained on life skills and vocational skills with 17 waste pickers brought into the formal workforce across 4 startups

2,806 waste pickers avail social security

981 waste pickers/family members have formed 84 collectives such as SHGs\*



\* Self-Help Groups



1,211 people with access to clean toilets, safe drinking water

5,627 children with access to quality education

2.6m residents in Bangalore reached through the "Invaluables" social awareness campaign



“

Bringing together diverse partners and supporting all the organisations to work collaboratively to achieve the vision is a challenging task which The/Nudge team in its capacity as backbone organization, has been able to accomplish not just supporting but also giving each partner the freedom to do what they do best.

MEGANA

# Indian Administrative Fellowship



**Aruna Sampige**  
SKILL DEVELOPMENT  
Founder,  
Rootsreforms  
Initiative | ex - CEO  
- SheCommerz | co-  
founder, Billion Lives



**Balasubramanya Ramaswamy**  
KARC-2  
CFO & board member  
- Fidelity Investments  
| ex - Deutsche  
Software, ICICI Ltd,  
AF Ferguson



**Gayathri Swahar**  
HORTICULTURE  
Co-founder and  
head of marketing,  
YCook India | ex -  
Nielsen Consumer  
NeuroScience



**Giri Bala**  
PRIMARY &  
SECONDARY  
EDUCATION  
Quizmaster and  
CEO, Greycaps |  
ex - Indiainfo, Walt  
Disney, Times of  
India



**Ramachandran Narayanaswamy**  
WOMEN & CHILD  
Founder, Yushu  
Consulting | ex -  
Mindtree, Wipro



**Ravi Trivedi**  
AGRICULTURE  
Founder,  
PushEngage |  
mentor, NSRCEL  
IIM Bangalore  
| ex - Bank of  
America, Hewlett  
Packard



**Rohit Malhotra**  
RURAL  
DEVELOPMENT  
CEO and board  
member, Jubilant  
Motorworks | ex -  
Airtel, Big Bazaar,  
Reliance Infocom



**Shobha Reddy**  
PANCHAYAT RAJ  
Founder,  
Jalmitra | ex -  
Indian Institute  
of Human  
Settlements,  
National Institute  
of Advanced  
Studies



**Sreenivasa Madenhally**  
STATE PLANNING  
COMMISSION  
career: head of  
engineering, KVP  
Business Solutions  
| ex - Dell EMC, GE  
Healthcare



**Sunil Vaya**  
INFRASTRUCTURE  
DEVELOPMENT  
Ex - finance head,  
Bosch, Videocon

Innovations to improve the quality of life for those at the bottom of the economic pyramid, if scaled through government programs, can enable India to achieve Sustainable Development Goals by 2030. Designing and delivering public sector innovation at scale requires collaborations, leveraging the public sector's and industry leaders' strengths and capabilities to spearhead solutions contextualized for geographies.

Today, significant gaps exist in the strength of bureaucracy and the platforms for talent to deliver systems reforms at scale. Public systems need State leadership to collaborate with industry leaders, strategizing and implementing large-scale systems to transform public systems.

Thus, The/Nudge launched the Indian Administrative Fellowship (IAF) to build open-source knowledge in the administration, replication, and propagation of population-scale solutions while supporting state governments in fast-tracking innovation and delivery of development programs.

Since July 2021, 10 Fellows from Tier I academic backgrounds, with an average of 20+ years of private sector experience, have been working with visionary civil servants to collaborate on mandates that enhance the reach and efficiency of government programs. They have produced over 40 good governance recommendations with over 900 crore rupees worth of funds influenced, mobilized, and deployed.



They are supported by a program team of research analysts and a partner ecosystem, including the Administrative Training Institute in Mysore and the Ashoka Centre for Social and Behavior Change.

We have secured approvals from the Governments of Punjab and Odisha to launch the Indian Administrative Fellowship in these states in January 2023, with plans to expand to an additional state yearly.





# The/Nudge Prize

We launched Cisco Agri Challenge in December 2020 in partnership with the Office of the Principal Scientific Adviser to the Government of India to enable farmer-centric innovations and enhance the profitability of small-scale farmers.

The semi-finalists conducted their pilots, and their results were evaluated for scalability, thus leading to the selection of our winner, S4S Technologies, with BioPrime Agrisolutions as the runners-up. These semi-finalists were exposed to the country's greatest minds as mentors, juries, technology partners, knowledge partners, policy circle enablers, philanthropists, and impact investors. These organizations collectively fundraised 146 crore rupees and received international recognition through awards such as Zayed Sustainability Prize, The Earthshot Prize.

844 APPLICATIONS



25 SEMI-FINALISTS

GRAND PRIZE Rs 1 CRORE



[https://drive.google.com/drive/folders/1Jsbkn\\_QjX5jePaFN\\_bcjBrZJa2lwHOIU](https://drive.google.com/drive/folders/1Jsbkn_QjX5jePaFN_bcjBrZJa2lwHOIU)



S4S Technologies, with the prize grant received, intends to:

- 1 expand the Farmer base through Village Level Collection Centre Model from 25,000 farmers to 100,000 farmers
- 2 expand Milk Processing & Insect Farming and Processing to 200 Women Farmers
- 3 expand the Women Micro-Entrepreneurs to 2000
- 4 digitizing of the VLCC Model in different geographies



Building upon the success, we launched our second challenge in February 2022 focused on providing clean drinking water for all. We aim to promote innovation at scale through similar nested challenges within the livelihoods space backed by research in partnership with the Office of the Principal Scientific Adviser to the Government of India in the coming years.



MILESTONE GRANT WINNERS



WILDCARD ENTRIES



# Project Pioneer

We continued our work towards building land and property inclusivity for all by

- supporting high-quality research to inform policy and highlight opportunities
- sparking innovation and inspiring new, audacious problem solvers to jump in
- discovering and supporting the most promising early-stage social entrepreneurs to grow and scale

We have supported 9\* research projects focusing to bridge the gap existing across data and insights to improve land, property, and housing interventions backed by high-quality academic research and highlighting opportunities within the ecosystem.

\*2 projects have been completed in 2021. The remaining 7 have reached the halfway mark, and their findings will be published in FY23 with the support of our communication partner, The Quantum Hub.



PROJECT PIONEER RESEARCHERS



## Pucca House

### Economic and Environmental Challenges of Housing for All | Fields of View

Affordable housing is a stated policy priority of the government, with the Pradhan Mantri Awas Yojana aiming to build 1 crore houses in urban India by 2022. However, because of the multi-dimensional nature of poverty, the impact of affordable housing policies on the urban poor is not well understood. Fields of View's research will build a computational model that draws upon theories from complex adaptive social systems, development studies, and economics to drive a better design for affordable housing programs.



#### ABOUT THE 'PUCCA HOUSE' COMPUTATIONAL MODEL



<https://www.youtube.com/watch?v=pXFOA-6InA90>



Our team also conducted an analysis of our interventions under Project Pioneer to understand the land rights from the perspective of rural and tribal women. Thus, we launched a grant challenge called “Meri Mitti” (meaning “my soil”) in July 2021. The challenge focuses on supporting rural organizations with funding and mentoring to develop innovative solutions and strengthen the existing interventions designed to improve land access and ownership for women in rural communities.



A cohort of five grassroots organizations was selected to improve access of rural and tribal women to

- LAND-BASED LIVELIHOODS
- LEGAL AID
- INSTITUTIONAL SUPPORT
- SOCIAL EQUITY

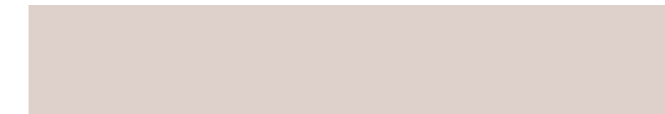
**PROJECT PARTNERS**

The current cohort of project entrepreneurs comprises of 80% women leaders. They are currently conducting pilots of the implementation models based on the feedback support received from the members of the collective, including experts on land and property rights.

After successfully supporting over 20 early-stage social enterprises, 9 research projects, and disbursing over USD 200k in grants, we shall be focusing our complete efforts on our social entrepreneurship arm in the livelihoods space in the coming years.



# The/Nudge Forum



The/Nudge Forum has served as a platform for all stakeholders in India’s development to come together and chart the course towards a poverty-free India through its annual convening event called “charcha”. Since its inception on May 2020, the platform has enabled leading institutions and organizations in India’s development sector to host pivotal events that have shaped the narrative in a wide range of developmental topics.

We hosted our annual convening in August 2021 with Nobel laureates, grassroots leaders, civil servants, philanthropists, and researchers participating across themes such as rural development, skill development, etc. We enriched each other’s experiences and reiterated the need to collaborate and forge public-private partnerships of value.



**CHARCHA 2021**

AUGUST 13-15 2021

**300+**  
SPEAKERS

**5000+**  
LIVE AUDIENCE



**100+**  
HOURS OF PROGRAMMING

**35+**  
HOURS OF LIVESTREAMING



“

*On weekends when I talk about my work with friends and family, it's easy to notice the respect and admiration they have for my work, on workdays it's a fight to do meaningful/impactful work which has its own hits and misses like any other job, but I always believe that collective effort of all Nudgesters is in the right direction.*

**GARVIT MAINI**  
MANAGER, PMU

With an ambitious goal of a poverty-free India within our lifetime, The/Nudge has actively invested in the brightest talent to build resilient livelihoods for the underserved, informed by different cultures and perspectives.

We have built a team of over 350 Nudgesters across 4 states in India where ~65% of them identified as women. The team demonstrated enormous agility and resilience through the second wave with select members volunteering at Give India while ensuring timely and adequate support is provided to our communities and fellow Nudgesters.

We are working towards building an inclusive and diverse organization. While there is a long way to go, we are taking small strides in that direction with 31% women in our leadership against 23% in March 2021.

We also redefined the spirit of The/Nudge as we move onwards in our journey that will guide our behavior, roles, decisions, and take meaningful action.

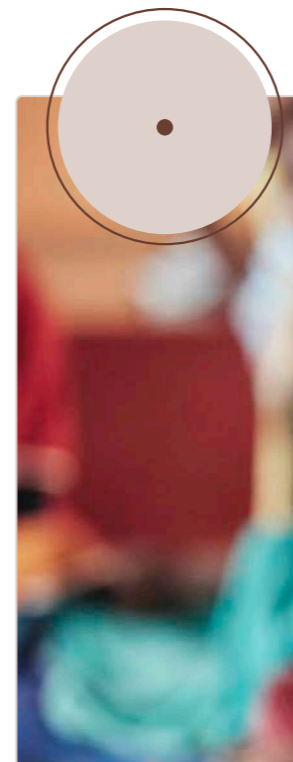
We are extremely grateful to all our Nudgesters who made The/Nudge one of "India's Best NGOs to Work For" in October 2021.

“

*The single minded focus of every member at The/Nudge towards its vision is truly infectious. The last two years at The/Nudge have been of immense unlearning and learning where every person whom I observed and interacted has taught me something valuable.*

**BHARATH THOMAS SEQUEIRA**  
ASSOCIATE DIRECTOR, SaaS

**PURPOSE AT THE CENTER**



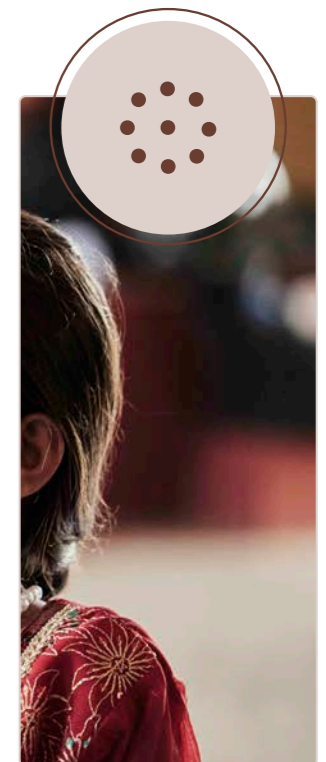
**BETTER TOGETHER**



**THE FOUNDER MINDSET**



**SOLUTIONS AT POPULATION SCALE**



“

*Working at The/Nudge has been an incredibly enriching learning experience for me! Every Nudgester that I have closely worked with challenges you to think beyond your comfort zone while staying empathetic towards the people and the cause.*

**ROSHNI RANGANATHAN**  
SENIOR ASSOCIATE, FUTURE PERFECT

“

*The/Nudge marries the ambition of the corporate world and the passion of the development sector, an intersection that has helped me grow individually and professionally in my one year of working here.*

**SELVI X**  
SENIOR ASSOCIATE, INDIAN ADMINISTRATIVE FELLOWSHIP

# In The News



**THIS DUO INCUBATES EARLY-STAGE NON-PROFITS. THEIR GOAL: BRING 1 CRORE INDIANS OUT OF POVERTY BY 2025**

<https://www.forbesindia.com/article/innovation-nation-2021/this-duo-incubates-earlystage-nonprofits-their-goal-bring-1-crore-indians-out-of-poverty-by-2025/71259/1>



**IS THE NONPROFIT SECTOR RIGHT FOR YOU?**

<https://hbr.org/2021/05/is-a-nonprofit-job-right-for-you>



**NUDGE TOP TALENT TO CHANGE SYSTEMS IN INDIA**

<https://www.livemint.com/opinion/online-views/nudge-top-talent-to-change-systems-in-india-11614869423690.html>



**INDIA PANDEMIC WORSENS ONE OF THE WORLD'S WORST GENDER GAPS**

<https://www.bloomberg.com/news/articles/2021-05-28/india-pandemic-worsens-one-of-the-world-s-worst-gender-gaps>



**11 INDUSTRY LEADERS TO WORK WITH OFFICIALS, LEND EXPERTISE**

<https://www.newindianexpress.com/cities/bengaluru/2021/jun/29/11-industry-leaders-to-work-with-officials-lead-expertise-2322873.html>



**RAISING CAPITAL FOR A BETTER INDIA**

<https://www.entrepreneur.com/en-in/finance/raising-capital-for-a-better-india/363922>



**CHARCHA 2021 TO DISCUSS INDIA'S GROWTH**

<https://www.thehindu.com/news/cities/bangalore/charcha-2021-to-discuss-indias-growth/article35761101.ece>



**THE/NUDGE FOUNDATION TO HOST VIRTUAL CONCLAVE ON SUSTAINABLE DEVELOPMENT GOALS**

<https://timesofindia.indiatimes.com/business/india-business/the/nudge-foundation-to-host-virtual-conclave-on-sustainable-development-goals/article-show/85091384.cms>



**A ROOF OVER THEIR HEADS- THE COMPLEX CHALLENGES OF URBAN HOUSING**

<https://www.deccanherald.com/opinion/panorama/a-roof-over-their-heads-the-complex-challenges-of-urban-housing-977459.html>



**SKILLING WOMEN AN IMPERATIVE FOR INDIA**

<https://www.deccanherald.com/opinion/skilling-women-an-imperative-for-india-959496.html>



**UNEMPLOYMENT SURGES TO 10.72% AMID COVID-19 PANDEMIC; DIGITAL UPSKILLING MAY HELP REVIVE JOB MARKET**

<https://www.financialexpress.com/industry/unemployment-surges-to-10-72-amid-covid-19-pandemic-digital-upskilling-may-help-revive-job-market/2252018/>



**PANDEMIC SLICES OFF 75% OF THE INCOME OF THE 'ULTRA-POOR'**

<https://www.thehindubusinessline.com/news/national/pandemic-slices-off-75-per-cent-of-income-of-the-ultra-poor/article34589978.ece>



**HOW THE/NUDGE FOUNDATION IS ENABLING NOT-PROFITS TO THRIVE**

<https://www.businesstoday.in/latest/economy-politics/story/how-nudge-foundation-is-enabling-not-profits-to-thrive-283624-2021-01-06#:~:text=In%20addition%2C%20the%20founders%20get%20adoption%20of%20technology%20among%20women>



**THE RIGHT PERSPECTIVE: AGRITECH STARTUPS TO INCREASE FARMER INCOME**

<https://www.youtube.com/watch?v=sBzBks0gaWg>





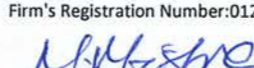

**NUDGING OUT OF EXTREME POVERTY: THE GRADUATION APPROACH**

<https://www.dailypioneer.com/2022/state-editions/nudging-out-of-extreme-poverty--the-graduation-approach.html>

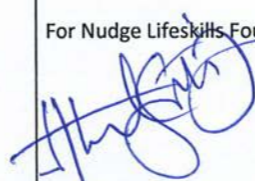





**REVOLUTIONISING AGRITECH SPACE THROUGH THE CISCO AGRICULTURE CHALLENGE**

<https://economictimes.indiatimes.com/revolutionising-agritech-space-through-the-cisco-agri-challenge/articleshow/90543097.cms>

<b>Nudge LifeSkills Foundation</b> (Incorporated under section 8 of The Companies Act 2013) <b>Balance sheet as at 31 March 2022</b> CIN:U74999HR2015NPL056756			
Particulars	Note	As at March 31, 2022	As at March 31, 2021
		(In Rs. Lakhs)	(In Rs. Lakhs)
<b>EQUITY &amp; LIABILITIES</b>			
<b>Shareholders fund</b>			
Share Capital			-
Corpus Funds	1	269.76	85.00
Reserves and Surplus	2	559.79	416.64
		<b>829.55</b>	<b>501.64</b>
<b>Non - current liabilities</b>			
Long - Term Provisions	3	25.63	19.93
		<b>25.63</b>	<b>19.93</b>
<b>Current liabilities</b>			
Trade payables :-			
i) Total outstanding dues of micro enterprises and small enterprises			
ii) Total outstanding dues of creditors other than micro enterprises and small enterprises			
	4	48.53	44.66
Short- Term Provisions	5	3.59	6.84
Other Current Liabilities	6	1,995.88	2,658.51
		<b>2,048.01</b>	<b>2,710.01</b>
<b>Total</b>		<b>2,903.19</b>	<b>3,231.58</b>
<b>ASSETS</b>			
<b>NON-CURRENT ASSETS:</b>			
<b>Property, Plant and Equipment and Intangible assets</b>			
Property, Plant and Equipment	7	15.73	15.51
Intangible Assets		-	-
		<b>15.73</b>	<b>15.51</b>
<b>CURRENT ASSETS :</b>			
Cash & Cash Equivalents	8	2,802.92	3,184.56
Short Term Loans & Advances	9	52.21	15.91
Other Current Assets	10	32.33	15.61
		<b>2,887.46</b>	<b>3,216.07</b>
<b>Total</b>		<b>2,903.19</b>	<b>3,231.58</b>
Significant Accounting Policies and Explanatory Notes to the Financial Statements	16		
Note 1 to 16 form an integral part of Financial Statements			
For Nudge Lifeskills Foundation		As Per Our report of even date For Mishra & Co., Chartered Accountants Firm's Registration Number:0123555	
 Atul Satija Director DIN: 07203697 Place : Bengaluru Date: 24.09.2022	 Gagandeep Director DIN: 07203701	 Nilamadhab Mishra Proprietor Membership No. 223157 Place : Bengaluru Date: 24.09.2022	



<b>Nudge LifeSkills Foundation</b> (Incorporated under section 8 of The Companies Act 2013) <b>Income and Expenditure Statement for the year ended March 31, 2022</b> CIN:U74999HR2015NPL056756			
Particulars	Note No	Year Ended 31.03.2022	Year Ended 31.03.2021
		(In Rs. Lakhs)	(In Rs. Lakhs)
<b>1. INCOME</b>			
Grants and Donations	11	4,261.59	1,864.51
Other Income	12	96.90	101.40
<b>Total Income</b>		<b>4,358.49</b>	<b>1,965.91</b>
<b>2. EXPENDITURE</b>			
Project Expenses	13	3,678.48	1,615.33
Employee Benefits Expense	14	265.94	75.95
Depreciation and Amortisation Expense	7	12.70	7.19
Other Administrative Expenses	15	258.21	150.25
<b>Total</b>		<b>4,215.34</b>	<b>1,848.71</b>
<b>Excess of Income over Expenditure before exceptional and extraordinary item and tax</b>		<b>143.15</b>	<b>117.20</b>
Exceptional items :			
Prior period items			
<b>Excess of Income over Expenditure before extraordinary item and tax</b>		<b>143.15</b>	<b>117.20</b>
Extraordinary Items			
<b>Excess of Income over Expenditure before Tax</b>		<b>143.15</b>	<b>117.20</b>
<b>Tax expense:</b>			
Current Tax			
Deferred tax			
<b>Surplus/(deficit) transferred during the year to the Reserves and Surplus Account</b>		<b>143.15</b>	<b>117.20</b>
Significant accounting policies and Explanatory notes to the Financial Statements		16	
Note 1 to 16 form an integral part of Financial Statements			
For Nudge Lifeskills Foundation		As Per Our report of even date For Mishra & Co., Chartered Accountants Firm's Registration Number:0123555	
 Atul Satija Director DIN: 07203697 Place : Bengaluru Date:24.09.2022	 Gagandeep Director DIN: 07203701	 Nilamadhab Mishra Proprietor Membership No. 223157. Place : Bengaluru Date: 24.09.2022	



**Board**

Mr. Arun Seth  
Mr. Atul Satija  
Mr. Balasubramanian Muthuraman  
Ms. Gagandeep Satija  
Mr. M.R. Rangaswami (TNF US)\*  
Mr. Maneesh Dhir (TNF US)\*

**Advisory Council**

Ms. Renana Jhabvala  
Mr. Samit Ghosh

**Advisors**

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Mr. Ananthapadmanabhan G  
Mr. Arun Maira  
Mr. Binny Bansal  
Dr. Devi Shetty  
Mr. Kiran Karnik  
Mr. Manish Dugar  
Mr. Manoj Kohli  
Mr. Naveen Tewari  
Mr. Pramath Sinha  
Mr. Praveen Tripathi  
Mr. Ravi Venkatesan  
Ms. Sindhushree Khullar  
Ms. Vani Kola

**Asha Kiran Advisory Board**

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Dr. Mukesh Aghi  
Mr. Hari Bhatia  
Mr. Hari Menon  
Mr. Krishnan Rajagopalan  
Ms. Neelam Dhawan  
Padma Bhushan Rajashree Birla  
Ms. Renu Karnad  
Mr. Sanjiv Mehta  
Mr. Sanjiv Puri  
Mr. Saurabh Chandra, IAS Retd

Ms. Shivani Garg Patel  
Ms. Vandana Shroff  
Mr. Vikram Mehta

**Centre for Social Innovation Partners**

Atal Innovation Mission  
Mr. Anil Kumar S G  
Dr. Sekhar Bonu  
Dr. Susheela Venkataraman  
Dr. K.P. Krishnan  
Mr. Gopichand Katragadda  
Mr. Jugal Mohapatra  
Mr. K.R. Lakshminarayana  
Ms. Kamakshi Rao  
Mr. Madhav Chavan  
Mr. Maneesh Dhir  
Mr. Paresh Parasnis  
Mr. Raj Gilda  
Mr. Samit Ghosh  
Mr. Sanjay Purohit  
Mr. Shankar Maruwada  
Mr. Surendra Kumar Jain  
Mr. Ujwal Thakar

**End Ultra Poverty**

Deendayal Antyodaya Yojana  
– National Rural Livelihood Mission (DAY-NRLM)  
Jharkhand State Livelihood Promotion Society (JSLPS)  
Sambodhi  
Xavier Institute of Social Science (XISS)

**The/Nudge Prize**

Aavishkaar Capital  
Accel Partners  
Mr. Anil Kumar SG  
Ankur Capital  
Asha Impact  
Bharat Innovation Fund  
Caspian  
Deshpande Startups

IRMA  
Labs Indigram  
Mr. Mark Khan  
Menterra  
NSRCEL  
Office of the Principal Scientific Adviser  
Omnivore  
Prof K VijayRaghavan  
Purdue University  
Mr. Samit Ghosh  
Sattva  
Ms. Shamika Ravi  
Startup Incubation and Innovation  
Centre-IIT Kanpur  
Telangana State Agriculture University  
ThinkAg  
Upaya Social Ventures  
Villgro  
Wageningen University and Research

**The/Nudge IAF**

Anjum Parwez  
Mr. Anil Kumar B H  
Mr. B.J. Puttaswamy  
Mr. C.V. Madhukar  
Dr. Chaya K Degaonkar  
Dr. Ashok Dalwai  
Dr. K.P. Krishnan  
Dr. Mamatha BR  
Dr. Manjula N  
Dr. N. Nagambika Devi  
Dr. Rajesh Tandon  
Dr. Santhosh Mathew  
Dr. Shalini Rajneesh  
Dr. SS Meenakshisundaram  
Dr. Selvakumar S  
Mr. Gautham Ravichander  
Ms. Jayamala Subramaniam  
Mr. Jugal Kishore Mohapatra  
Mr. L.K. Atheeq  
Ms. Manjula V  
Mr. P Ravikumar  
Mr. Rajeew Chawla  
Mr. Rajender Kumar Kataria  
Mr. Rajkumar Khatri

Ms. Saru Tumuluri  
Ms. Sindhushree Khullar  
Mr. Tushar Giri Nath  
Ms. Uma Mahadevan  
Ms. Umashankar S.R  
Ms. Vandita Sharma  
Mr. Varad Pande  
Mr. Vijay Bhaskar T M

**Project Pioneer**

Ms. Avni Gupta  
Dr. Sujata Khandekar  
Mr. Samit Ghosh  
Mr. Shankar Maruwada  
Ms. Shilpa Kumar  
Ms. Sowmya Kidambhi  
Mr. Vijay Mahajan

**Saamuhika Shakti**

H&M Foundation  
BBC Media Action  
Care  
Hasiru Dala  
Sambhav Foundation  
Save The Children  
Social Alpha  
3ie

**Tech Partners**

Aspiring Minds  
EdZola  
Tribyte  
Zoho

**Mobilisation Partners**

Betterplace  
Meesho

**Finance & Legal Partners**

Chenthamarai Venkatachalam  
Guru & Jana, Chartered Accountants  
Mishra & Co Chartered Accountants  
Priti Suri & Associates  
Sunanda & Sheshadri Chartered Accountants

### Corporates

Ashirvad Pipes Pvt Ltd  
ATC Telecom Infrastructure Pvt Ltd  
CGI Information Systems and Management Consultants Pvt Ltd  
Cisco Systems (India) Pvt Ltd  
Facebook India Online Services Pvt Ltd  
Federation of Indian Chambers of Commerce and Industry (FICCI)'s Socio Economic Development Foundation  
Franklin Templeton Asset Management (India) Pvt Ltd.  
Godrej Properties Ltd  
HDFC Bank Ltd  
Hindustan Unilever Ltd  
Incture Technologies Pvt Ltd  
Indus Towers Ltd  
KPMG Global Services  
KPMG Global Delivery Centre  
LinkedIn Social Impact  
Mphasis Ltd  
PricewaterhouseCoopers Service Delivery Center (Bangalore) Pvt Ltd  
RBL Bank Ltd  
Sabre Travel Network (India) Pvt Ltd  
SBI Cards and Payment Services Ltd  
Standard Chartered Global Business Services (GBS) Pvt Ltd  
State Street Foundation  
Target Corporation  
Unisys India Pvt Ltd  
VMware Software India Pvt Ltd  
Wells Fargo International Solutions Pvt Ltd  
Zee Entertainment Enterprises Ltd

### Foundations

Arghyam  
Bill & Melinda Gates Foundation  
DRK Foundation  
Ford Foundation  
Fossil Foundation  
HT Parekh Foundation  
Indira Foundation  
LGT Venture Philanthropy

Montpelier Foundation  
Mulago Foundation  
Omidyar Network  
Rockefeller Foundation  
Skoll Foundation  
SVP India  
Yes Foundation

### Individuals

Mr. Aakash Chaudhary  
Mr. Ajai Chowdhry  
Mr. Alok Aggarwal  
Mr. Ambarish Kenghe  
Mr. Amit Gupta (NewQuest Capital)  
Mr. Amit Gupta (Yulu)  
Mr. Amit Khanna  
Mr. Amit Somani  
Mr. Anand Sahay  
Mr. Anuj Kumar  
Mr. Ari Daman & Mr. Srinivas Naryanan  
Mr. Binny Bansal  
Mr. Caesar Sengupta & Ms. Pooja Bhandari  
Mr. Govind Iyer  
Mr. Hari Menon  
Mr. Kamal Sagar  
Mr. Krishna Jha  
Mr. Kush Ahuja & Ms. Bhavna Kapoor  
Mr. Mohit Bhatnagar  
Mr. Mohit Saxena  
Mr. Nitin Jindal  
Mr. Nitish Mittersain  
Mr. Pankaj Gupta  
Mr. Parminder Singh  
Mr. Piyush Shah  
Mr. Prashanth Prakash  
Ms. Rima Pande  
Ms. Ruchi & Mr. Sanjay Gupta  
Mr. Sanjay Poonen  
Mr. Sameer Garde & Ms. Yukti Garde  
Mr. Shripati Acharya  
The Ramesh Family  
Mr. Umang Bedi  
Mr. Vidit Aatrey  
Mr. Vikram Lal



2021  
2022



[www.thenudge.org](http://www.thenudge.org)

*To partner with us, please write to*  
**[partnerships@thenudge.org](mailto:partnerships@thenudge.org)**

Ground Floor, Near APJ Abdul Kalam Enclave, Aswath Nagar Service Road, 15-19, NH 44, Doddanekundi Extension, Marathahalli, Bengaluru, Karnataka 560037, India