



THE/NUDGE | Incubator INSTITUTE



About us

The/Nudge Incubator was started in 2017 to make the nonprofit sector aspirational and welcoming for committed and capable entrepreneurs, and to provide the early-stage support needed to build high-scale, high-impact nonprofits. In aligning capable founders, large-scale problems and disruptive ideas, it fulfilled a deeply felt need in India's nonprofit sector. Since 2022, the programs are focused on working with entrepreneurs working on disruptive models promoting resilient livelihoods at scale.

The/Nudge Institute is an action institute working towards a poverty-free India, within our lifetime. We partner with governments, markets, and civil society to build resilient livelihoods for all. The/Nudge Centre for Social Innovation is mandated to create a thriving livelihoods ecosystem and proactively address barriers and bottlenecks to unlock the systems' potential for large-scale social transformations.

The/Nudge Incubator

What we offer to early-stage non profit start ups

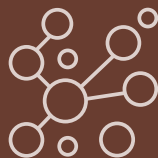
The/Nudge Social Entrepreneurship programs are a catalyst for the nonprofit sector, nudging capable and committed problem solvers to work on some of the toughest problems faced by India's poor.



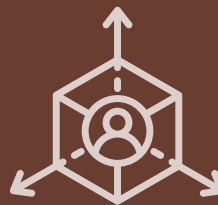
Innovation grant
INR 20 Lakhs



Strategic mentorship
from The/Nudge
Ecosystem



Ecosystem support from
peers, and experts



Virtual & in-person
immersion with
ecosystem leaders

The/Nudge Incubator | At a glance

Catalysing early-stage social entrepreneurs



107

Organisations graduated
(10 cohorts)

Cohort of 2023

10 Organisations selected



9.5

Satisfaction score
(scale of 10)



₹16.7 crores

Grants disbursed



8.5x Grant multiplier



2.4% Selectivity rate



58%

Women part of founding team

31%

All-women founding team

1 Trans-led organisation

Impact presence across all states & UTs

Incubator Impact Assessment Study

Sattva conducted an impact assessment study for The/Nudge Incubator program from April 2022 to September 2022 to assess the impact of the program on the incubatees and their ability to scale up through replication, speed up problem-solving, and come up with innovative solutions. The study also assessed the larger impact of the incubation program on the start-up ecosystem. The study was conducted over 13 weeks and utilized the OECD's (The organisation for Economic Co-operation and Development) Development Assistance Committee (DAC) evaluation framework.

Impact of the program on incubatees



80%

reported improvement in their **product readiness**



74%

attributed some of their **partnerships** to The/Nudge's network



89%

reported **improvement in skills**



94%

reported an increase in **awareness** across all themes



89%

reported improvement in their **org culture**



91%

reported having **prudent financial practices** after undergoing the program



60%

of the incubatees were able to **secure more funding** due to the incubation exposure

No. of respondents: 40/68 quantitative sampling | 14 in-depth interviews with incubatees | 14 in-depth interviews with ecosystem stakeholders

Incubator Impact Assessment Study

While challenges with respect to funds still exist, all stakeholders reported observing a positive mindset shift in the ecosystem. Some key findings are as follows:

- **Structured Support** - Sector experts and donors rate The/Nudge Incubator's non-regimented model of support very positively. They found this model to help young start-ups set a solid base for operations at their speed.
- **Trust and Credibility** - Stakeholders believed that The/Nudge Incubator is a very well-established name in the sector and the incubatees greatly benefit from it in terms of securing funding
- **Attitude Shift** - Stakeholders reported that the sector has undergone a major shift in the last few years with the attitude towards the nonprofit model warming up. They reported The/Nudge Incubator as being a contributor to shifting this attitude
- **Platform for not-for-profits** - Given the few number of incubation programs for not-for-profits, The/Nudge Incubator is filling an important vacuum in terms of providing these organisations a platform to showcase their ideas

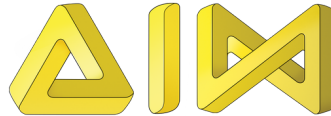
Recommendations

- While mentorship is one of the highest-rated aspects of the program, there was a need felt for increased access to the overall mentor network in a manner that incubatees could reach out to any or all of the mentors.
- The program needs to strengthen the alumni outreach aspect of the program. This will enable maintaining a long-lasting relationship with the alumni network. A need to be connected with the alumni was expressed by the incubates as well.
- The study also found a need for graduating incubatees to build strong MEL (Monitoring, Evaluation, and Learning) systems and processes with robust data. The report therefore, recommended a greater role for the program in capacity-building founders accordingly.

Our Funding Partners



Supported By



ATAL INNOVATION MISSION



Our Mentors



Anil Kumar SG

Anil Kumar SG is the Founder and CEO of Samunnati, India's largest agri-tech enterprise. Anil has received several awards/recognitions including the Best Social Entrepreneur in the Global Social Entrepreneurship Programme 2018; the TiE Impact Entrepreneur of the Year and Real Leaders Impact Award 2020. Anil is also on the task force for CII on Agri Start-ups and FICCI on Minimizing Food loss and Wastage. Anil has close to three decades of experience in the areas of Rural, Retail and Agri Banking.



**Dr. Gopichand
Katragadda**

Dr. Gopichand Katragadda is the Founder and CEO of Myelin Foundry and an Independent Director of Bosch India Limited and ICICI Securities. He is also the Deputy President of the IET, Board of Trustees, UK. He has also served as the Group Chief Technology Officer for Tata Sons and Managing Director of GE India Technology Centre, he helped grow GE's largest R&D Centre – the John F. Welch Technology Centre.



Jagdeesh Puppala

Jagdeesh Puppala has been at the forefront of thought leadership, systems thinking & on-the-ground efforts at the interface of ecology, society & economy for the past 35 years. He was the CEO of Foundation for Ecological Security (FES) from its inception in 2001 till July 2020. He has also been the Anchor and Curator of the Promise of Commons initiative and an Entrepreneur-in-Residence at Omidyar Network India. Jagdeesh is currently the Chief Executive of Living Landscapes, a backbone organisation set up to support the Common Ground initiative. Jagdeesh was conferred the 'Skoll Award for Social Entrepreneurship' 2015 and is also a Henry Arnhold (Mulago) Conservation Fellow and Senior Ashoka Fellow.

Our Mentors



Jugal Mohapatra

Jugal Mohapatra joined the Indian Administrative Service (Odisha Cadre) in 1979. Positions served in his civil service spanning over 37 years include Secretary to the Chief Minister, Principal Secretary (Finance) and Development Commissioner and Chief Secretary in Odisha Government. He is currently the non-executive chairman of the India International Bullion Exchange and Foundation for development of Rural Value Chains.



Kamakshi Rao

Kamakshi has over two decades of experience investing in listed equities. She was Senior Vice President at Capital International and has served on the board of Larsen and Toubro Financial Holdings. Since 2013, Kamakshi has been affiliated with Ankur Capital, a venture capital fund for social enterprises. Kamakshi is an alumnus of Harvard and UPenn.



Dr. KP Krishnan

Dr. K. P. Krishnan joined the Karnataka cadre of the Indian Administrative Service in 1983. Before retiring as the Secretary, Ministry of Skill Development and Entrepreneurship, he served in various positions in the Government of Karnataka, Government of India and the World Bank, primarily in the areas of Economic Affairs, Macro Policy, and Rural and Urban Development. Dr. Krishnan is at present the IEPF Chair Professor in Regulatory Economics at NCAER. He is also the Chairman of the Experts Committee constituted by the Government of India to propose the legal framework for Cross Border Insolvency.

Our Mentors



**KR Lakshminarayan
(Lan)**

KR Lakshminarayan (Lan) set up one of India's first endowment funds, at the Azim Premji Foundation, to sponsor various philanthropic activities in the areas of primary education and related development. He currently manages investments worth ~\$29 billion. Lan is an MBA from IIM Lucknow, and has previously served as Chief Strategy Officer and Head of M&A for Wipro Technologies.



Dr. Madhav Chavan

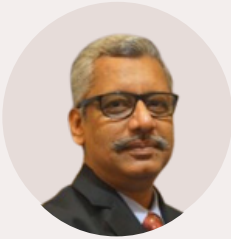
Dr. Madhav Chavan founded Pratham in 1995 to address problems of universal primary education in Mumbai. He expanded Pratham's reach to two-thirds of India with programs that include early education, remedial education for primary and upper primary students, libraries, support for at risk children and vocational training for youth. Dr Chavan has been named a 2014 Asia Game Changer by the Asia Society, and received the 2012 WISE Prize at the World Innovation Summit for Education.



Maneesh Dhir

Maneesh Dhir has been associated with The/Nudge since 2015 and is a Board member of The/Nudge Institute. He is the former CEO of Pepperdata in the Bay Area and former head of Apple in India, responsible for growing their business to \$1Billion+. He holds an MBA from Stanford, and is an alumnus of University of California, Los Angeles and IIT, Delhi.

Our Mentors



Paresh Parasnis

Paresh Parasnis, a chartered accountant by qualification, is the former CEO of Piramal Foundation. He has been closely involved in developing innovative solutions for issues that are critical roadblocks towards unlocking India's economic potential. Prior to joining the Foundation in 2012, he served as the Executive Director & COO of HDFC Standard Life Insurance Limited.



Raj Gilda

Raj Gilda, a banker-turned-social entrepreneur, is the Co-Founder of Lend A Hand India (LAHI), an NGO focused on providing vocational education in secondary schools in India. LAHI works with over 10,000 schools and 1 million students across 25 states. Raj has worked across Asia, Europe and North America in the fields of education, banking, insurance, and IT.



Samit Ghosh

Samit Ghosh is the Founder of Ujjivan Small Finance Bank. He served as the Bank's Managing Director and CEO till his retirement in 2019. Prior to Ujjivan, he was a career banker for over 30 years. He started his career with Citibank in 1975 and has also led the launch of retail banking for Standard Chartered Bank in Middle East & South Asia and HDFC Bank.



Sanjay Purohit

Sanjay Purohit is a Chief Curator at Societal Platform, and Strategic Advisor for EkStep Foundation, eGov Foundation, Mantra4Change, Fundamentum Partnerships and Unleash, to name a few. He is a frequent speaker at the World Economic Forum (Davos). Previously, Sanjay was Chairman of the Board, Infosys Consulting, and CEO for EdgeVerve Systems Limited, an Infosys Company.

Our Mentors



Dr. Sekhar Bonu

Dr. Sekhar Bonu is a Senior Fellow at the NITI Aayog. He worked as the Director General of the Development Monitoring and Evaluation Office (DMEO) from April 2019 to June 2022. Prior to that, Dr Bonu worked with the Asian Development Bank (ADB) in Manila for 15 years. Dr Bonu worked in the Indian Administrative Services and served as a civil servant in Rajasthan between 1987-2003, Dr Sekhar Bonu has a PhD from Johns Hopkins University and is a CFA charter holder.



Shankar Maruwada

Shankar Maruwada is the CEO and Co-founder of EkStep. He was Head of Demand Generation and Marketing for AADHAAR, India's national identification program. Shankar co-founded Marketics, a pioneering company in data analytics. He is also a startup investor and mentor. He is an Alumnus of IIM Ahmedabad and IIT Kharagpur.



SK Jain

Surendra Kumar Jain (SK) is a co-founder and former Managing Director for Westbridge Capital. Prior to Westbridge, SK was with Sequoia Capital. Earlier, he was co-founder and CEO of MeraNet, and worked at Intel, Motorola and Booz-Allen & Hamilton. SK is an alumnus of IIM Ahmedabad, IIT Delhi and the University of Minnesota.

Our Mentors



**Dr. Susheela
Venkatraman**

Dr Susheela Venkataraman is the Chair of Arogya World India Trust and on the board of SGBS Unnati Foundation, and the IIT Alumni Centre Bangalore. She was the Principal Director of the Asian Development Bank's Office of Information Systems and Technology until 2015.. She has also been MD of Cisco's strategy consulting group and Partner in leading consulting firms.



Sushma Rajgopalan

Sushma Rajagopalan is a Global Leader in the IT Industry and an experienced Venture Capitalist. She is a Partner at Rittenhouse Ventures and on the boards of WISH Foundation and Ben Franklin Technology Partners. She is a mentor with Harvard ilabs and Philadelphia Alliance for Capital and Technologies. Sushma was the MD and CEO for ITC Infotech. Sushma has an MBA from Carnegie Mellon University & a Master's Degree from Tata Institute of Social Sciences.



Ujwal Thakar

Ujwal Thakar, a banker for 28 years, has held key senior management positions at several leading banks including Standard Chartered Bank, BNP Paribas and Times bank. He has also served as CEO of Pratham, and GiveIndia. Currently, Ujwal is advisor to PricewaterhouseCoopers in their BFSI practice and serves on the board of Educate Girls and several other nonprofits.



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