

annual report

2023-24



THE/NUDGE
INSTITUTE

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The/Nudge Institute

poverty-free India, within our lifetime

Livelihood Programs



Economic Inclusion Program

Supporting governments to prioritise, fund & implement evidence-based poverty graduation model to serve the bottom 5% of most marginalised households.

5

States

17K+

Households

INR 28K

Increase in annual income

INR 24K+

Average asset value increase

Asha Kiran

To promote sustainable livelihood clusters with women at the center, by providing them supplementary income.

8

Districts

8K

Households

ReFarm

Sustainable income increase for small and marginal farmers.

Pilot

Urban Entrepreneurship

Making self employment a sustainable source of livelihood.

Pilot



Livelihood Ecosystem



Social Entrepreneurship

Nudging, inspiring and nurturing early and growth stage social entrepreneurs through training, mentorship, and resources to create sustainable, intentional impact ventures alleviating poverty through enabling resilient livelihoods.

130+

Nonprofits graduated

INR 40 Cr

Innovation grants

7-8x

Mutiplier

9.1

Satisfaction score

Indian Administrative Fellowship

Accelerating public sector innovation.

2

State govts.

1

Union ministry

33

Fellows

Prize

Guiding markets to where they are needed the most.

3

Challenges

66

Contestants

10-20x

Funds raised post challenge

Forum

Bringing together key stakeholders and ecosystem players for collective thought and action with a deep focus on fostering sustainable and inclusive growth for a poverty-free India.

4

Years

60

Co-hosts

1100+

Speakers

15,000+

Participants

charcha

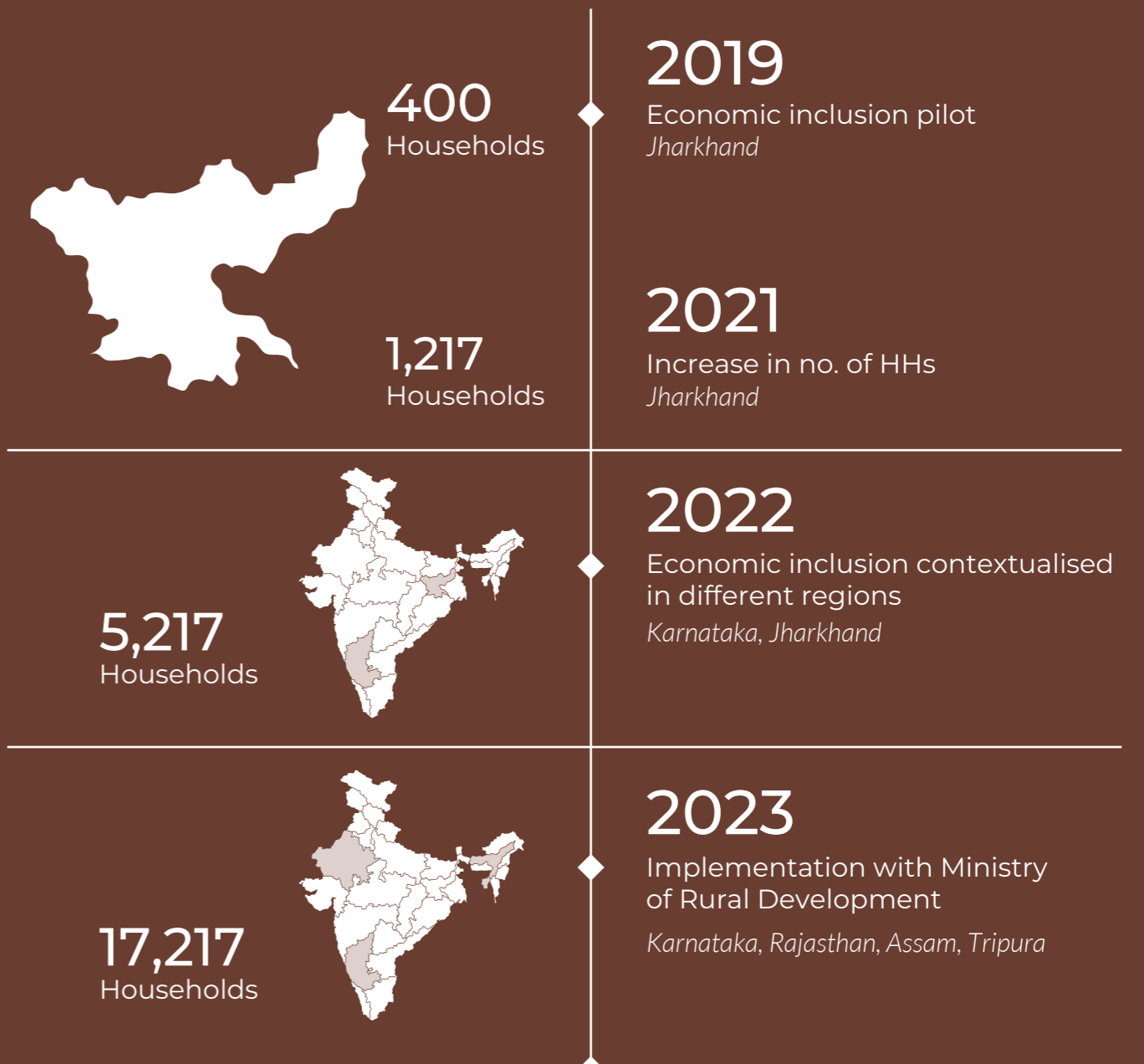
Economic Inclusion Program

The Economic Inclusion Program (EIP) is transforming the lives of India's most excluded households with a carefully designed, evidence-based model. This scalable, cost-effective program guides women through a 150-week, sequenced journey that integrates cash transfers with personalised support to create lasting change.

Since the program's first pilot in 2019, EIP has evolved from regional pilots to a phase of extensive scaling. Each pilot phase allowed us to adapt the program to the unique needs of different states, ensuring effective local adoption. What began as a modest program in two states has now expanded to seven, supported by a growing team of over 200 members. Key collaborations have strengthened EIP's reach, including a strategic partnership with a central ministry. Together with state and central governments, EIP is supporting more than 17,000 households within complex stakeholder environments.



Journey of Economic Inclusion Program



Signed partnerships in 2023



In the past year, an independent assessment of EIP's first graduating cohort in Jharkhand - comprising 474 program participants ("didis") - highlighted significant improvements in several areas:

95%

of participants now consume three meals per day, up from 18% at the start.



91%

of households now maintain kitchen gardens (up from <5%), and 99% access Public Distribution System (PDS) benefits, compared to 85% at baseline.



INR 28,207

rise in average annual income driven by livelihood activities such as vegetable cultivation, goat and pig rearing, and micro-enterprises.



99.87%

of participants can now access their bank accounts, up from 68%.



3x

increase in Self-Help Group (SHG) savings, from INR 1,048 to INR 2,987 on average.



96%

of the households had diversified their livelihoods (two or more activities supported by the project)



Distress migration to brick kilns fell sharply from 70% to 14%, reflecting improved local economic opportunities.



Launch of Sarathi

To achieve EIP's vision at scale, The/Nudge has partnered with the Ministry of Rural Development (MoRD) to develop and deploy Sarathi, a comprehensive tech platform launched in January 2024 by the Secretary, Ministry of Rural Development. Sarathi's role is pivotal in managing program activities and ensuring effective on-ground execution through real-time decision support.

Key capabilities



Breaking down the 150-week program into manageable daily tasks.



Monitoring progress at the mission, participant ("didi"), and field staff levels.



Identifying and providing targeted interventions for both participants and staff.



Offering contextual task guidance to field teams in multiple local languages.



Enabling access in remote areas, thus supporting rural participants across diverse regions.



Our collaboration with government agencies

The/Nudge Institute has partnered with government agencies to integrate the Economic Inclusion Program (EIP) into social welfare frameworks, enhancing its impact across multiple states.

Partnerships with the Union Ministry of Social Justice and Empowerment (MoSJE)

We signed an agreement with MoSJE to extend EIP's reach through the ministry. This collaboration enables us to integrate our program within the social welfare departments of these states, bringing essential resources and support directly to underserved communities.

Partnerships with the Jharkhand State Government

We are partnering with the government of Jharkhand to support two state initiatives grounded in the EIP's graduation approach to benefit more than 130,000 households. The two schemes are:



Phulo Jaano Aashirwad Abhiyaan

Targeting women engaged in selling country liquor, this scheme provides alternative livelihood opportunities to improve economic and social outcomes.



Birsa Vishisht Jan Jatiya Vikas Yojana

Focused on providing livelihood opportunities and coaching to Particularly Vulnerable Tribal Groups (PVTG).





Direct implementation progress

In our own direct implementation, The/Nudge has graduated over 1000 households successfully through EIP. We have expanded into Rajasthan and Karnataka, introducing new cohorts that bring the total number of households under direct implementation to more than 4,000.

Investing in program evaluation

We are evaluating the EIP programs' Impact, Process, Gender, and Sustainability in partnership with GRAAM, XISS, ID Insight, Catalyst Management Services, and Craft Consulting, driven by the Impact Hub. This helps us adapt the Graduation Approach to diverse contexts, embed its components in community institutions for SRLM implementation and scaling, and enhance sustainable outcomes, especially for women.

Asha Kiran

In partnership with the government and market stakeholders, this initiative empowers women to earn supplementary income by promoting backyard poultry and goat-rearing. Currently, it has impacted 8,000 households across eight districts in Uttar Pradesh.

Key highlights

- Conducted an in-depth study of the ecosystem and alternate livestock models.
- Engaged with 8,000 households to derive insights on mobilising goat rearers, retaining poultry participants, and integrating technology.
- Enhanced understanding of women farmers, leading to reassessed engagement strategies.
- Delivered a scale-focused plan for expanding backyard poultry and goat-rearing operations through a cluster-based approach.

Over the last 5 years, The/Nudge has impacted 40,000 households across 10 districts in Uttar Pradesh through Asha Kiran.





Social Entrepreneurship

The/Nudge has supported over 150 nonprofits, led by entrepreneurs whose work brings transformative impact and scalable solutions to underserved communities.

Program updates

In 2023, we launched our second livelihood-focused cohorts of Incubator and Accelerator, selecting from over 680 high-potential entrepreneurs who are addressing key barriers to sustainable livelihoods across India.



11

organisations
were chosen for
Incubator.



7

were selected for
Accelerator.

Key events

The/Nudge has organised a series of impactful events in 2023, highlighting the achievements of our alumni and strengthening partnerships to support emerging social entrepreneurs.

100+ alumni event

In August, we celebrated a significant milestone - the incubation of over 100 social impact startups. This gathering honoured the achievements of our alumni network, who continue to make strides in areas like skill development, financial inclusion, and environmental sustainability.

MoU with Gujarat Livelihoods Promotion Company

The Nudge LifeSkills Foundation (NLF) signed an agreement with the Gujarat Livelihoods Promotion Company (GLPC) to establish the INR 50 crore Gujarat Social Entrepreneurship Fund (G-SEF). Over the next five years, G-SEF will provide grants to more than 150 startups, strengthening the social enterprise ecosystem in Gujarat and beyond.

Co-hosting Tech for Impact track at Umagic

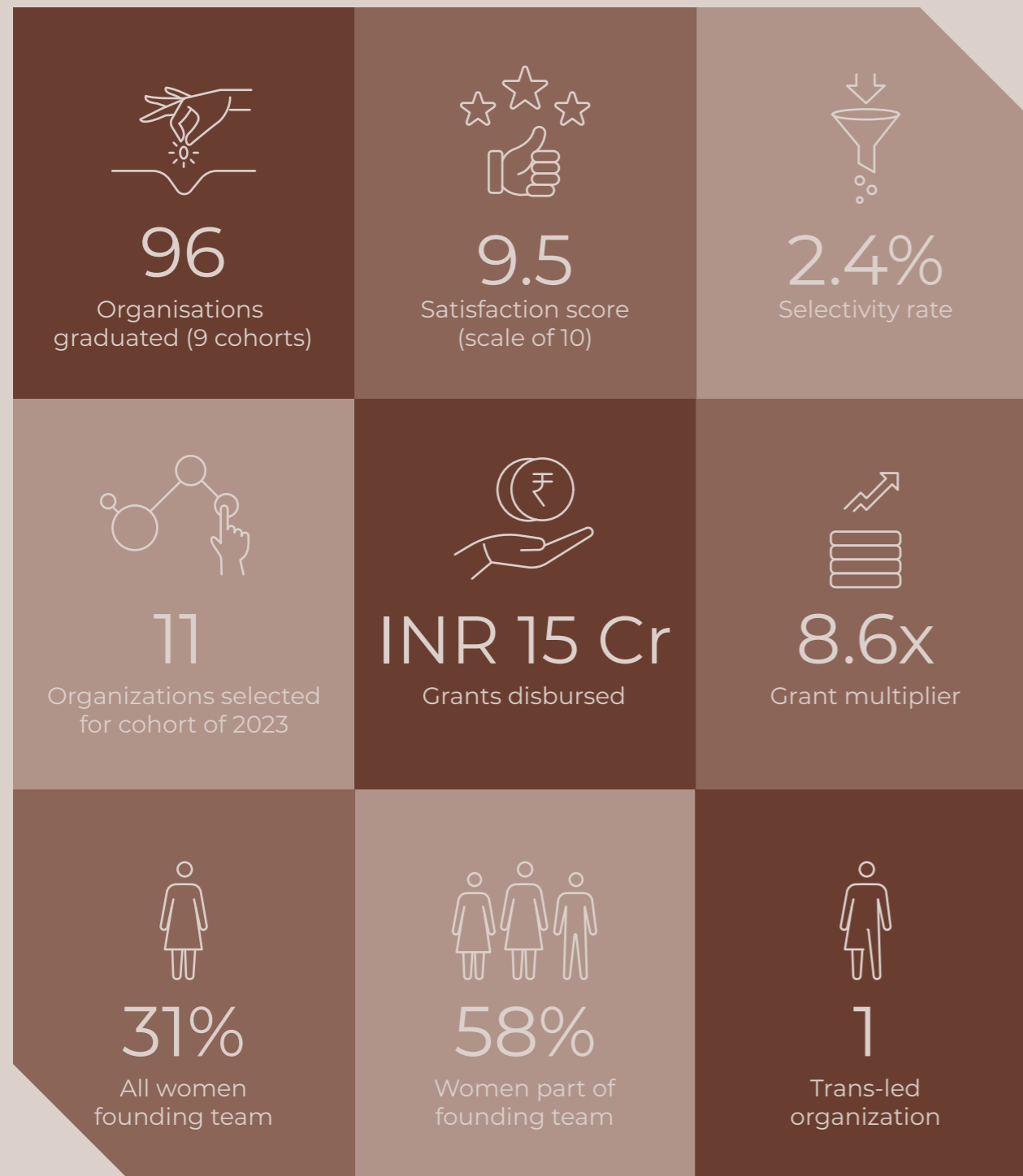
The/Nudge partnered with the Government of Tamil Nadu to co-host the Tech for Impact track at Umagic 2023, a premier summit on Technology, Entrepreneurship, and Skills. This three-day event spotlighted nonprofit startups supported by Incubator and Accelerator, showcasing technology-driven and sustainable solutions to a diverse audience of policymakers, funders, and innovators.

The/Nudge remains dedicated to cultivating talent and supporting scalable, impactful solutions for India's toughest livelihood challenges, fostering an ecosystem where social entrepreneurs can thrive and achieve lasting change.

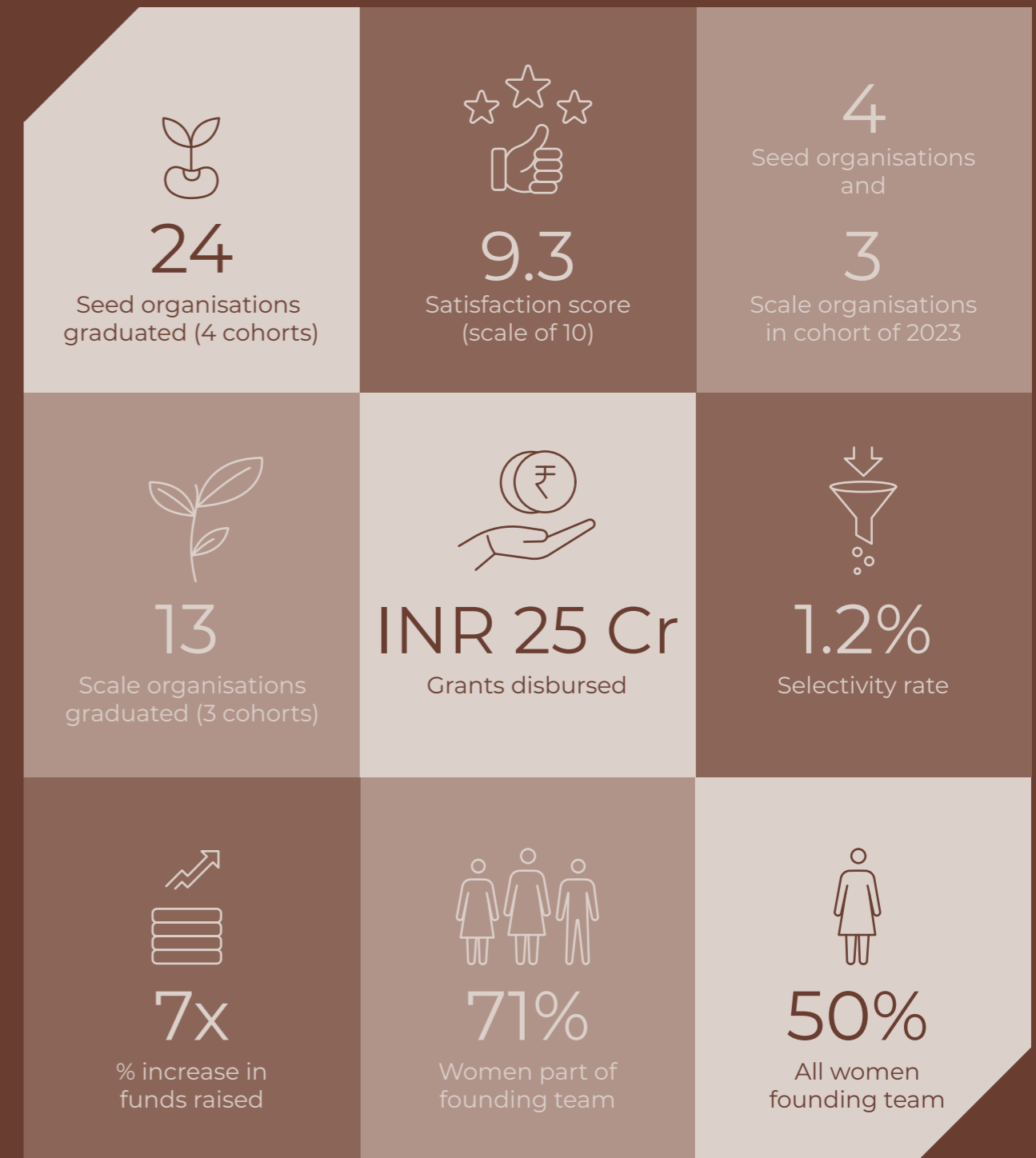


Impact

Incubator *Nurturing early stage nonprofit social entrepreneurs.*



Accelerator *Supporting the scale journey of nonprofit social entrepreneurs.*



Impact presence across all states and union territories

Alumni accolades

In 2023, we had 4 Mulago Fellows, 4 organisations named in the inaugural cohort of the LSE 100x Impact Accelerator, 2 Acumen Fellows, 2 Gratitude Network Fellows, 3 organisations named in the HundrEDorg 2023 list, 3 founders named in the Forbes 30 under 30 list, and 3 founders chosen for the Echoing Green Fellowship.



Krutika Ravishankar | Farmers For Forests | 2023
 Samina Bano | RightWalk | 2023
 Shruthi Iyer | FMCH | 2023
 Richa Gupta | Labhya Foundation | 2023
 Merlia Shaukath | Madhi Foundation | 2022
 Namya Mahajan | Rocket Learning | 2022
 Dilip Pattubula | Uninhibited | 2021
 Varsha Venugopal | Suvita | 2021
 Vikas Birhma | Gramhal | 2021
 Kruti Bharucha | Peepul | 2020
 Neha Verma | Inteleheath | 2019



Labhya Foundation | 2021-22
 Rocket Learning | 2021-22
 Peepul | 2021-22
 Intelehealth | 2021-22



Labhya Foundation | 2023
 Gramhal | 2023
 Karya | 2023
 Rocket Learning | 2023



75 Womenpreneurs of India

Alina Alam | Mitti Cafe | 2022
 Neha Verma | Intelehealth | 2021
 Kruti Bharuche | Peepul | 2021



Alina Alam | Mitti Cafe | 2021
 Darshana Joshi | VigyanShaala | 2021
 Gauri Malik | Skilled Samaritan | 2021
 Khushboo Awasthi | Mantra4Change | 2021
 Samina Bano | RightWalk | 2021



Finalists

NavGurukul | 2022
 Khushi Baby | 2019



Awardee

Azra Ismail | MakerGhat | 2021
 Kruti Bharucha | Peepul | 2019



Manzil Mystics | 2023 & 2022
 MakerGhat | 2023
 Labhya | 2022
 Involve Education | 2022
 Rocket Learning | 2022
 Saturday Art Class | 2022
 Slam Out Loud | 2020, 2021, & 2022
 Reap Benefit | 2021, 2020



Testimonials



Chintan Vaishnav

Mission Director, Atal Innovation Mission

The/Nudge, through AIC NCore*, has created a unique space for tech entrepreneurs to solve problems of poverty, the nonprofit way. I am inspired for impact in each of these startups. May your numbers grow, and take us closer to the vision of poverty free India in our lifetime.



Megha Phansalkar

Founder, Tisser Artisans Trust

We had many questions in mind. That's when The/Nudge Institute came in as a strong partner, a hand-holder, and a mentor. They helped us crystallise our thoughts & make clear pathways for growth.



Samina Bano

Founder, RightWalk Foundation

RightWalk has been part of The/Nudge Incubator and The/Nudge Accelerator programs. They have taught us new principles on how to think and design for scale and supported us through our journey.



A journey of an incubatee

Lighthouse Communities Foundation

Founded by Ruchi Mathur and Dr. Ganesh Natarajan in 2011, Lighthouse Communities Foundation (LCF) is driven by the mission to equip youth from low-income communities with the skills, confidence, and opportunities to achieve meaningful careers. Dr. Natarajan, an esteemed alumnus of BIT Ranchi, IIT Bombay, and IIM Mumbai (formerly NITIE), co-founded LCF on the belief that building self-agency is crucial for youth to succeed.

Program design and impact

LCF's Lighthouse program is designed to support "self-work" in young people, helping them develop the agency needed to navigate their chosen paths. Skilling centers, or "Lighthouses," serve as transformative spaces where youth can access training in areas that align with their interests and strengths. Beyond skills training, the program emphasises job placement and retention, ensuring that young people not only find work but also experience sustainable career growth.

Scalability through public-private partnerships

LCF's innovative public-private partnership model is key to its scalability. By combining government-funded infrastructure with corporate-backed operations, the Lighthouse program has expanded beyond its original locations in Maharashtra to reach Delhi, Hyderabad, and Odisha. This hybrid model allows for efficient resource allocation and enables rapid expansion to meet growing demand.

2023 achievements

In 2023, Lighthouse Communities Foundation reached a significant milestone, securing INR 30.56 crore in funding—a 50% increase from the previous year. This increase in support facilitated job placements or self-employment opportunities for 8,143 youth, creating a potential annual incremental income impact of INR 19 crore. These achievements underscore LCF's ability to scale its model and provide transformative economic opportunities for youth across multiple states.

Lighthouse Communities Foundation exemplifies the impact of investing in self-agency and structured support, setting a powerful example for workforce development programs in India. Through continued growth, LCF is helping ensure that no young person is left behind in the journey toward economic empowerment.



Indian Administrative Fellowship

Program updates

The Indian Administrative Fellowship (IAF), launched by The/Nudge, fosters collaboration between seasoned private-sector leaders and visionary state government officials, bridging gaps in public systems to drive efficiency, innovation, and improved service delivery. Designed to accelerate public sector transformation, the fellowship empowers fellows to partner with government departments to strengthen program delivery and solve pressing governance challenges.

Since its inception in July 2021, IAF has brought together 35 fellows, each with over 15 years of private sector experience, to collaborate with civil servants across India. Together, these fellows have generated more than 65 governance recommendations, and positively impacted over 3.2 million (32 lakh) lives. Partnerships with the Administrative Training Institute in Mysore, the Ashoka Centre for Social and Behaviour Change, ISB, and NITI Aayog bootcamps have equipped fellows with insights and tools for high-impact public sector reforms.

This year, the ongoing IAF Punjab cohort achieved major milestones, with fellows enhancing technological processes through Enterprise resource planning (ERP) in the Punjab State Power Corporation and introducing tech

solutions within the Mid Day Meal Scheme. We also renewed our partnership with the Karnataka government, launching the second IAF cohort in the state. From 590 applications, we selected ten distinguished fellows, strategically placed across various government departments to enhance bureaucratic efficiency and innovation. These fellows have been instrumental in projects such as developing Digital Public Infrastructure (DPI) for waste management, establishing rural libraries, and reforming State Public Sector Undertakings (PSUs).

We launched the inaugural cohort with the Ministry of Social Justice and Empowerment (MoSJE) in New Delhi, marking the first IAF cohort embedded within a Central Ministry. This fellowship cycle attracted 608 applicants, out of which five exceptional fellows were selected to support critical government schemes, including the SMILE program, which addresses issues related to beggary, and the Venture Capital Fund aimed at socio-economic empowerment for marginalised SC/BC/DNT communities.

Looking ahead, the fellowship will extend to Jharkhand, with plans to reach additional states in the coming years.



INR 462 Cr

Cost savings



32 Lakh

Participants directly impacted



INR 160 Cr

Funds deployed

Testimonials



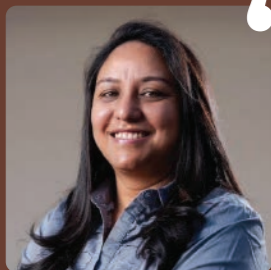
I believe the Government really is looking for evidence-based policy design. That is where I could make a contribution - analysing data and presenting it in a way that decision-making becomes easy.

Ramachandran Narayanaswamy,
IAF Fellow, Karnataka 2021-22 cohort



The world is gradually starting to be led by digital natives, and a paradigm shift in societal patterns is emerging. In this dynamically changing world, both problems & solutions scale exponentially, and there is a need to synergise the ecosystem of society, governance and digital technologies in an agile mode and at population scale. The/Nudge IAF program brings together the predictable and programmable corporate world to work hand in hand with the complex grass root led public services world, to cross leverage and derive value from best of both worlds. This helps the ecosystem view solution approaches from a different and diverse lens, redefine fundamentals and approach problem solving in an innovative and repeatable mode.

Pravin Hungund,
IAF Fellow, Karnataka 2023-24 cohort



My biggest contribution through the fellowship has been to bring in a market-first thinking, with a farmer-first approach in the department of Horticulture and its allied departments. The department had a grand vision, but lacked grassroots execution capacity. In 18 months of the fellowship, we were able to bridge that gap significantly!

Dr. Gayathri Swahar,
IAF Fellow, Karnataka 2021-22 cohort



It's been a privilege to support the Government of India in uplifting the most marginalised — De-notified, Nomadic, and Semi-Nomadic Tribes. Through this fellowship, I've drawn on over two decades of private sector experience in sustainable development to create pathways for dignified livelihoods, focusing on skill development and improving access to health insurance and education. Seeing these historically underserved communities begin to access opportunities and lead healthier, dignified lives has been both inspiring and humbling.

Ekta Kumar,
*IAF Fellow, Ministry of Social Justice & Empowerment
2023-25 cohort*



India is at a precarious stage in its journey towards becoming a developed country. While on one hand, we are landing rovers on the moon, becoming a hub for startups, increasing the number of IIMs, IITs, and AIIMS, and aiming to become the third-largest economy, we have fumbled in including everyone in the country's progress. It doesn't take a public policy degree to see the inequalities in our society; a walk in the inner circle of Connaught Place (Delhi) would suffice. Can India really prosper without taking along the less privileged or those who have not been as fortunate? Can I truly lead a healthy, prosperous life if most people around me are grappling with basic necessities like education, health, and access to employment? Why are the government systems in place not working for everyone? Who are the people within this system? Can something be done to improve these systems?

The Indian Administrative Fellowship (IAF) was an opportunity for me to address the curiosity that had been growing within me. There is certainly something satisfying about getting to know your own country better, thinking at scale and making an impact towards a larger goal.

My experience with the Department of Governance Reforms, Punjab, has given me a better understanding of how government systems work, their strengths, constraints, and perhaps some shortcomings. Now, having taken up a full-time position in the development sector, I can surely say that the IAF was the stepping stone that allowed me to take up development sector roles, setting me up for a more gratifying part of my professional career.

Mohit Khanna,
*IAF Fellow (Dept of Governance Reforms),
Punjab 2022-24 cohort*



As digital natives increasingly take the lead, we're witnessing a paradigm shift in societal patterns. In this rapidly evolving world, both challenges and solutions are scaling at an exponential rate, demanding a seamless synergy between society, governance, and digital technologies—executed with agility and at scale. The/Nudge Indian Administrative Fellowship (IAF) program bridges the predictable, programmable corporate sector with the complex, grassroots-driven public services, creating a unique opportunity to cross-leverage strengths from both worlds. This collaboration enables the ecosystem to approach solutions from diverse perspectives, redefining fundamentals and fostering innovative, repeatable approaches to problem-solving.

Anupam Joshi,
IAF Fellow (Dept of Power), Punjab 2022-24 cohort



Prize

Program updates

Building on prior challenges in agriculture and water, Prize turned its focus to an emerging area in 2023: the AgWater sector, where the need for sustainable water management is critical. In partnership with the DCM Shriram Foundation, we launched the "DCM Shriram AgWater Challenge" to enhance water security and improve the livelihoods of one million farmers. Unveiled in June 2023 with a prize purse of INR 2.6 crore, the challenge drew over 130 applications from tech-driven organisations across India, forming a cohort of 16 innovative teams committed to addressing the country's agwater crisis. With guidance from a panel of esteemed experts—including Hemendra Mathur, Arindom Datta, and Aruna Rangachar—the cohort is working toward practical, scalable solutions for India's complex water challenges in agriculture.

While the DCM AgWater Challenge began, the Ashirvad Water Challenge, launched in 2022, reached its final stage. After 18 rigorous months, SmartTerra and Solinas Integrity were announced as Winner and Runner-Up at the Grand Finale held in New Delhi on September 18, 2023. This challenge resulted in substantial impact, saving over 1.04 crore liters of water per month and improving access to water for more than 1.07 crore people. These achievements demonstrate the catalytic role of Prize in driving innovative, high-impact solutions for water security.

Impact

CISCO Agri Challenge

Farmer centric innovations with an impact potential of 10 million lives.

Winner

A full stack food processing platform for the F&B industry.



17x
increase in small farmer base



40x
downstream capital raised in 1 yr

Earthshot Prize 2021



Takachar (finalist) won the Earthshot Prize "Clean our Air" in 2021.

Earthshot Prize 2023



S4S (winner) & Boomitra (semi-finalist) won the Earthshot Prize "Build a Waste Free World" & "Fix our Climate" respectively.

TIME



Boomitra was named one of TIME's most influential companies of 2024.

Ashirvad Water Challenge

Clean water for all.

Winner

AI-powered analytics platform to help water utilities reduce NRW & improve revenue.



SmartTerra



1.07 Cr
lives impacted



1.04 Cr+
litres water saved / month

Imagine H2O Asia 2022

SOLINAS



Solinas Integrity (runner up), Ossus Bio & Aumsat (finalists) are among 13 global water tech startups in cohort 4 & 5 of the Imagine H2O Asia accelerator. SmartTerra has also been a long-standing disruptor at Imagine H2O Asia.

World Economic Forum



SmartTerra

SmartTerra - amongst the top innovator at Uplinks Zero Water Waste Challenge 2023 & among the top 10 watertech orgs in 2024.

Voices from Prize



Prof K VijayRaghavan
Former Principal Scientific Adviser, Government of India

Through The/Nudge Prize Ashirvad Water Challenge, we are witnessing the collaborative and catalytic role government, academia, industry, and innovators can play in finding scalable solutions for water security, along with ensuring sustained drinking water availability, reducing barriers to access (social and geographic), and devising recycling solutions, thereby improving health and hygiene in communities.



Sajin Kunhambu
Founder, i47 Labs (Finalist - Ashirvad Water Challenge)

With the Ashirvad Water Challenge, we have been reminded of our purpose again and again. We have always been an impact-focused company, but in the past few months we have transformed ourselves into an impact-centric company. Now, all our business plans, numbers and goals start from an impact lens.



Dr. Renuka Diwan
Co-founder & CEO, Bioprime Agri Solutions (Runner-up - Cisco Agri Challenge, The/Nudge Prize)

We were able to capture larger geography, diversify crops (sugarcane), that was very important for us. We continued building on our ROI for various crops. It got a different perspective for the team.



VK Madhavan
CEO, WaterAid India

I have been struck by the fact that people's visions have no boundaries. We have contestants who are thinking about potential solutions which might become game-changers 10 years down the line. It's remarkable to be privy to some of them so early on. And I think that particularly is rewarding. So as someone being involved in the Ashirvad Water Challenge, it has actually been a journey of discovery and I am filled with admiration for the courage and insight these entrepreneurs have.



Hemendra Mathur
Bharat Innovation Fund

The most satisfying part of DCM Shriram AgWater Challenge for me has been to see the sheer number of innovators who want to solve for water use efficiency. I am optimistic that this challenge will trigger a new set of innovations and partnerships to drive water use efficiency in agriculture upwards of 80 percent (from current 50 percent) in the medium to long-term.





Case study

S4S Technologies | Winner of Cisco Agri Challenge

Majority of farmers in India face the issue of proper storage post-harvesting period, as a result of which their crop does not get sold and eventually degrades. S4S Technologies accepts grade B and grade C produce from farmers for dehydration. The key business model here is to primarily reach out to various farmers across the country through their app-based model wherein each farmer can individually access their webpage as well as app where they are able to mention the product and the quantity they wish to dehydrate.

S4S Technologies emerged as the winner of Cisco Agri Challenge in 2022. S4S increased their smallholder farmer customer base by 17x due to the prize money and milestone grants. In addition, they also onboarded 2200 women micro-entrepreneurs to support the agri-processing value chain.

The challenge was also instrumental in enabling organisational growth - active geographies increasing from 1 to 5, team strength from 70 to 150, and revenue per month increasing from INR 3 crores per month to INR 10 crores per month by 2023.

S4S Technologies was also recognised by the prestigious Earthshot Prize in 2023, receiving a grant of GBP 1 million.

Forum

Forum is a unique platform fostering impactful dialogue and partnerships among leaders in government, markets, and civil society. Driven by a vision of a poverty-free India, Forum seeks to build a thriving livelihood ecosystem through strategic conversations and collaborative actions that accelerate progress on India's development goals.

Since its inception in 2020, *charcha* has emerged as India's premier convening on livelihoods, uniting change-makers from various sectors to advance resilient, sustainable livelihoods. This forum of cross-sector dialogue encourages innovation and collaboration to tackle India's most pressing socio-economic challenges.

In August 2023, Forum hosted *charcha 2023* at ISB Hyderabad, India's leading tech-driven gathering focused on livelihoods. The event brought together influential voices in livelihood, policy, technology, and market ecosystems, enabling high-impact dialogues around innovative solutions for poverty alleviation and economic resilience.



Co-hosts of charcha 2023



BILL & MELINDA
GATES foundation



I-Venture@ISB



TATA STEEL FOUNDATION

Testimonials from charcha 2023



Kalpana Morparia
ex CEO India, JP Morgan

Events like what charcha represents today will go a long way to collaborating across the social sector. There is so much we can learn from each other.



Amitabh Nag
CEO Digital India Bhashini Division, MeitY

Events like charcha actually bring all the stakeholders together who are working in that direction. And it is important if we have something which can actually make difference we should be in a position to tell people so that they can take it forward.



Ghazal Alagh
Co-founder, Mamaearth

Convenings like charcha are the right places to discuss the work that's essential for the social ecosystem to bloom. We are talking about how to bring more women to work, which I relate with a lot.



Additional convenings in 2023-2024

Beyond **charcha 2023**, Forum organised sector-specific events to address critical areas within India's development landscape, deepening collaboration across sectors.

Pragati women-led social transformation convening

In partnership with Meta, The/Nudge Institute hosted the Pragati event at the Jio World Convention Center in Mumbai. This convening celebrated women's entrepreneurship, showcasing the "Pragati" cohort of women-led startups. Over 120 leaders from corporations, nonprofits, social enterprises, and policy organisations came together to explore ways to boost economic development for women entrepreneurs. The discussions focused on leveraging technology and support infrastructure to accelerate the scale and impact of women-led enterprises.

Roundtable on Developed India@2047

Charting the future of skilling & resilient livelihoods:

Held at the Bangalore International Centre, this roundtable brought together nine distinguished experts spanning industry, technology, policy, and civil society. The discussions highlighted urgent, transformative actions needed to build human capital and resilient livelihoods, with a focus on key themes such as:

- Industry-aligned human capital development
- Transitioning from job-work to high-value IP creation and AI-powered services
- Gender-responsive models to increase female workforce participation
- Formal migration corridors and skill-based employment for blue-collar workers
- Bridging vocational and academic pathways through skilling universities for youth employability
- AI-driven, personalised education, and vocational-academic mobility

Through these convenings, Forum continues to expand its role as a catalyst for systemic change, facilitating meaningful conversations that align stakeholders toward sustainable solutions for resilient livelihoods in India.



Other programs

The/Nudge Institute's early-stage programs aim to unlock new livelihood opportunities through innovation and entrepreneurship. With India needing approximately 100 million new livelihoods over the next decade to accommodate a growing labour force, these initiatives focus on scalable solutions for urban entrepreneurs, rural farmers, and underserved professionals.

Urban Entrepreneurship

As millions of people migrate to cities in search of work, many turn to street vending, representing a significant portion of India's informal sector. Nearly 10 million individuals work as street vendors, selling fruits, vegetables, household goods, food, and more. However, they face numerous challenges:



Low earnings

Most households earn less than INR 25K per month, with limited growth.



Lack of financial security

Minimal savings, no insurance, and high dependence on daily income make vendors vulnerable.



Limited access to formal credit

High-interest informal lending is often the only option.



Competition from e-commerce

Growing online markets reduce foot traffic.



Educational barriers

Low literacy and numeracy levels limit growth opportunities.



To address these issues, The/Nudge has initiated a pilot program in Bengaluru in partnership with an NBFC. This program connects street vendors with affordable formal credit and financial literacy training. Through shared accountability and accessible loans, the pilot enables vendors to achieve financial stability and growth, setting a path for further inclusion in formal economic systems.



ReFarm

Sustainable income increase for small and marginal farmers.

The ReFarm initiative supports farmers in rainfed areas, helping them increase incomes predictably while adopting regenerative practices. ReFarm's model consists of three primary interventions:

1. In-situ farm ponds: Creating ponds to store rainwater, extending the cultivation season and enabling additional crop cycles.
2. Regenerative agriculture: Adopting climate-resilient, high-value multi-cropping systems that protect farmers from market volatility.
3. Market access and linkages: Facilitating better market connections for farmers.

In April 2024, we launched a pilot in Gulbarga, Karnataka, with 41 farmers who now benefit from farm ponds and multi-cropping. This pilot aims to build evidence on ReFarm's effectiveness and identify on-the-ground challenges to refine and scale the model.

Donors



Financials

Particulars	Note	As at March 31, 2024 (In INR Lakhs)	As at March 31, 2023 (In INR Lakhs)
Equity & liabilities			
Shareholders' fund			
Share capital			
Corpus funds	1	1,011.52	477.35
Reserves and surplus	2	797.32	670.83
		1,808.84	1,148.18

Non-current liabilities			
Long - term provisions	3	57.76	32.52
		57.76	32.52

Current liabilities			
Trade payables:			
i) Total outstanding dues of micro enterprises and small			
ii) Total outstanding dues of creditors other than micro	4	78.91	56.24
Short - term provisions	5	2.12	1.47
Other current liabilities	6	2,210.51	885.95
		2,291.54	943.65

Total		4,158.14	2,124.35
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Particulars	Note	As at March 31, 2024 (In INR Lakhs)	As at March 31, 2023 (In INR Lakhs)
Assets			
Non-current assets			
Property, plant and equipment and intangible assets			
Property, plant and equipment	7	151.95	41.12
Intangible assets			
		151.95	41.12

Current assets			
Cash & cash equivalents	8	3,865.21	1,977.01
Short term loans & advances	9	111.82	76.52
Other current assets	10	29.16	29.69
		4,006.19	2,083.23

Total		4,158.14	2,124.35
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Particulars	Note	As at March 31, 2024 (In INR Lakhs)	As at March 31, 2023 (In INR Lakhs)
Income			
Grants and donations	11	7,468.92	5,884.74
Other income	12	181.15	90.56
Total income		7,650.07	5,975.30

Expenditure			
Expenses on programme initiatives	13	6,349.20	5,121.39
Employee benefits expense	14	891.41	478.22
Depreciation and amortisation expense	7	37.58	20.33
Other administrative expenses	15	245.38	244.34

Total		7,523.57	5,864.27
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Excess of income over expenditure before exceptional and		126.50	111.03
Exceptional items			
Prior period items			
Excess of income over expenditure before extraordinary item		126.50	111.03
Extraordinary items			
Excess of income over expenditure before tax		126.50	111.03
Tax expense			
Current tax			
Deferred tax			
Surplus/(deficit) transferred during the year to the Reserves and Surplus account	16	126.50	111.03



Looking ahead

From the CEO's desk

“As we look ahead, we are filled with a sense of purpose and determination to continue our work towards a poverty-free India. This past year has been one of significant progress. Our Economic Inclusion Program is supporting 7 state governments now to serve 200,000 of India's most excluded households with evidence-based poverty graduation model, and the Ministry of Rural Development (MoRD) launched Sarathi, a comprehensive tech platform developed in partnership with The/Nudge, to enable economic inclusion journeys of the most marginalised across the country. We have also expanded our efforts to support smallholder farmers in rainfed areas in their transition to higher value crops and regenerative agriculture, through our ReFarm initiative.

Since 2017, our Social Entrepreneurship programs have supported over 150 early-stage entrepreneurs solving for the livelihoods of India's poor. Our Indian Administrative Fellowship (IAF) program continues to foster collaboration between seasoned private-sector leaders and visionary state government officials to drive innovation and improved service delivery.

We remain committed to working collaboratively with government, markets, and civil society to help maximize impact through livelihood programs and ecosystem initiatives solving for talent, capital, policy and technology.

On behalf of the Board,
Atul Satija





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