



annual report

2022-23

THE/NUDGE
INSTITUTE

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Economic Inclusion Program

Program updates

The/Nudge Institute's Economic Inclusion Program (EIP) is targeted towards 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.

Highlights

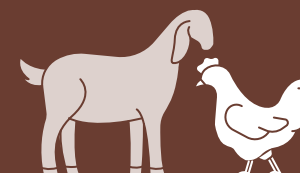


400 Didis

graduated in Jharkhand, marking a significant milestone in the program's journey.



Expanded direct implementation in Karnataka, contextualising the EIP model to the state's unique challenges and opportunities.



Unlocked INR 15 Cr

funding facilitating Jharkhand's State Rural Livelihood Mission to implement a specialised graduation project for the economically excluded, supported by a dedicated 10-member team.



Secured commitments from five additional states (Rajasthan, Assam, Tripura, Meghalaya, West Bengal) to implement the EIP model, each backed by INR 15 Cr in initial funding, with the potential to grow to INR 30 Cr per state.



Published a white paper outlining a national strategy for scaling EIP initiatives. This foundational work, supported by data from partners such as IDinsight, Sambodhi, XISS, and GRAAM, aims to inform and influence national policy dialogues in collaboration with NITI Aayog.

Asha Kiran

Program updates

In partnership with the government and market stakeholders, this initiative facilitates livelihood clusters with women at the center, to earn supplementary income by promoting backyard poultry and goat-rearing.

- We pivoted our strategy from a multi-thematic fund to focus on promotion of livelihoods such as backyard poultry and goateries in partnership with Uttar Pradesh State Rural Livelihood Mission
- We expanded our backyard poultry operations from 3 districts to 8 districts and launched goateries operations in 2 districts
- We secured government approval for both the expansion of backyard poultry and the construction of sheds for rearers through MGNREGA
- We gained valuable insights from our projects in partnership with expert organisations in goat rearing and backyard poultry



Social Entrepreneurship

Program updates

Our Social Entrepreneurship Program helps social entrepreneurs scale solutions to address India's toughest livelihood challenges. Since 2017, we have supported over 130 nonprofit organisations and social enterprises, equipping them with the tools, mentorship, and funding needed to scale their impact and create sustainable change.

Incubator and Accelerator Cohorts

This year, we launched new livelihood-focused cohorts for Incubator and Accelerator programs, drawing over 800 applications. Of these, 11 promising organisations joined the Incubator, while 4 high-potential organisations were selected for the Accelerator.

Highlights

Over the incubation/acceleration period, our organisations received over INR 8.7 Cr worth of innovation grants, 500+ hours, and 700+ hours of dedicated mentoring support for our incubator and accelerator organisations, respectively.

Awards and achievements

2 founders won the Mulago Foundation Rainer Arnhold Fellowship.



3 founders were named under "75 WomenPreneurs of India" by the Atal Innovation Mission.



5 founders featured in the Forbes 30 Under 30 list.



2 founders featured in the Business World 40 Under 40 list.



1 founder joined the 2022 Fast Forward cohort.



1 founder was selected for the Echoing Green Fellowship.



Key partnerships



Co-hosted the "Tech for Impact" track at Uimage 2023 with the Government of Tamil Nadu, showcasing technological innovations from the nonprofit startup ecosystem.



Celebrated the success of more than 100 nonprofit startups supported since the program's inception, reinforcing the Center's role as a catalyst for social innovation in India.



Case study

Baeru X TIP sessions

Baeru, a nonprofit dedicated to revitalising indigenous farming practices, joined The/Nudge Incubator to refine its operational strategy and expand its impact. Through the TIP (Theory into Practice) sessions, Baeru:

- Identified scalable approaches to integrate traditional farming knowledge with modern sustainability practices.
- Piloted an innovative model for crop diversification, benefiting over 1,200 smallholder farmers in its first phase.
- Leveraged mentorship from industry experts to secure INR 1.2 Cr in funding, allowing it to expand its reach across three states.

The TIP sessions were instrumental in helping Baeru transition from a local initiative to a regionally recognised leader in sustainable agriculture.



Prize

Program updates

Prize, an initiative to catalyse innovative solutions, focused on two key challenges in FY23: the AgWater Challenge and the Ashirvad Water Challenge.

AgWater Challenge: In collaboration with the DCM Shriram Foundation, the AgWater Challenge was launched to address water use efficiency and sustainability in agriculture. With a prize purse of INR 2.6 Cr, the challenge brought together 16 innovators chosen from over 130 applications. These solutions, aimed at enhancing India's water security, are supported by an esteemed panel of experts and designed to address the urgent needs of agricultural water management.

Ashirvad Water Challenge: Concluding its 18-month journey in March 2023, the Ashirvad Water Challenge focused on promoting innovation in water security. With the participation of several high-potential teams, this challenge contributed significantly to developing scalable and impactful water solutions in India.

Impact

- Mobilised and supported innovators addressing critical water challenges in agriculture
- Enhanced visibility of technology-driven, scalable solutions for water sustainability

Strengthened partnerships with industry leaders and innovation experts to drive future challenges.





Indian Administrative Fellowship

Program updates

To improve the quality of life for those at the bottom of the pyramid and help India meet the Sustainable Development Goals (SDGs) by 2030, scaling innovations in public systems is essential. Achieving this at scale requires collaboration, blending the strengths of public sector leaders with industry expertise. By working together, they can create solutions that cater to local needs and drive meaningful change. Yet, challenges such as gaps in bureaucratic capacity and a lack of platforms to attract and retain talent have hindered large-scale reforms.

The/Nudge launched the Indian Administrative Fellowship (IAF) to bridge these gaps by fostering collaboration between visionary civil servants and private sector experts. This partnership enables the strategic development and implementation of transformative solutions within public systems.

Highlights

Launched in July 2021 with the Government of Karnataka: The first cohort graduated in December 2022 after initiating impactful projects across the state.

Launch of Punjab cohort in December 2022: The second cohort expanded the program's reach and influence, reflecting its growing success.

Karnataka cohort impact



38 strategic projects

focused on financial inclusion for Self-Help Groups (SHGs) and enhancing the ease of doing business for industries.



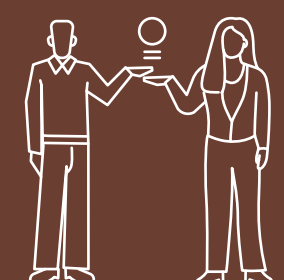
15 lakh participants

directly impacted by the cohort's efforts.

Punjab cohort launch

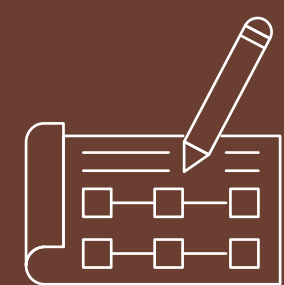
Building on this success, the Punjab cohort commenced in December 2022, with projects poised to address pressing state-level challenges.

Cumulative impact since July 2021



35 fellows

who are experts with over 15 years of private sector experience.



40+ governance recommendations

designed to streamline and enhance public systems.

Supported by key partners: Collaborations with the Administrative Training Institute in Mysore, the Ashoka Centre for Social and Behaviour Change, ISB, and NITI Aayog bootcamps have reinforced the program's strategic and operational capacity.

Forum

Program updates

Forum serves as a vibrant platform for cross-sectoral dialogue, uniting leaders from government, markets, and civil society to accelerate progress toward India's developmental goals. Anchored by the vision of a poverty-free India, Forum facilitates meaningful conversations and fosters collaborations that inspire collective action.

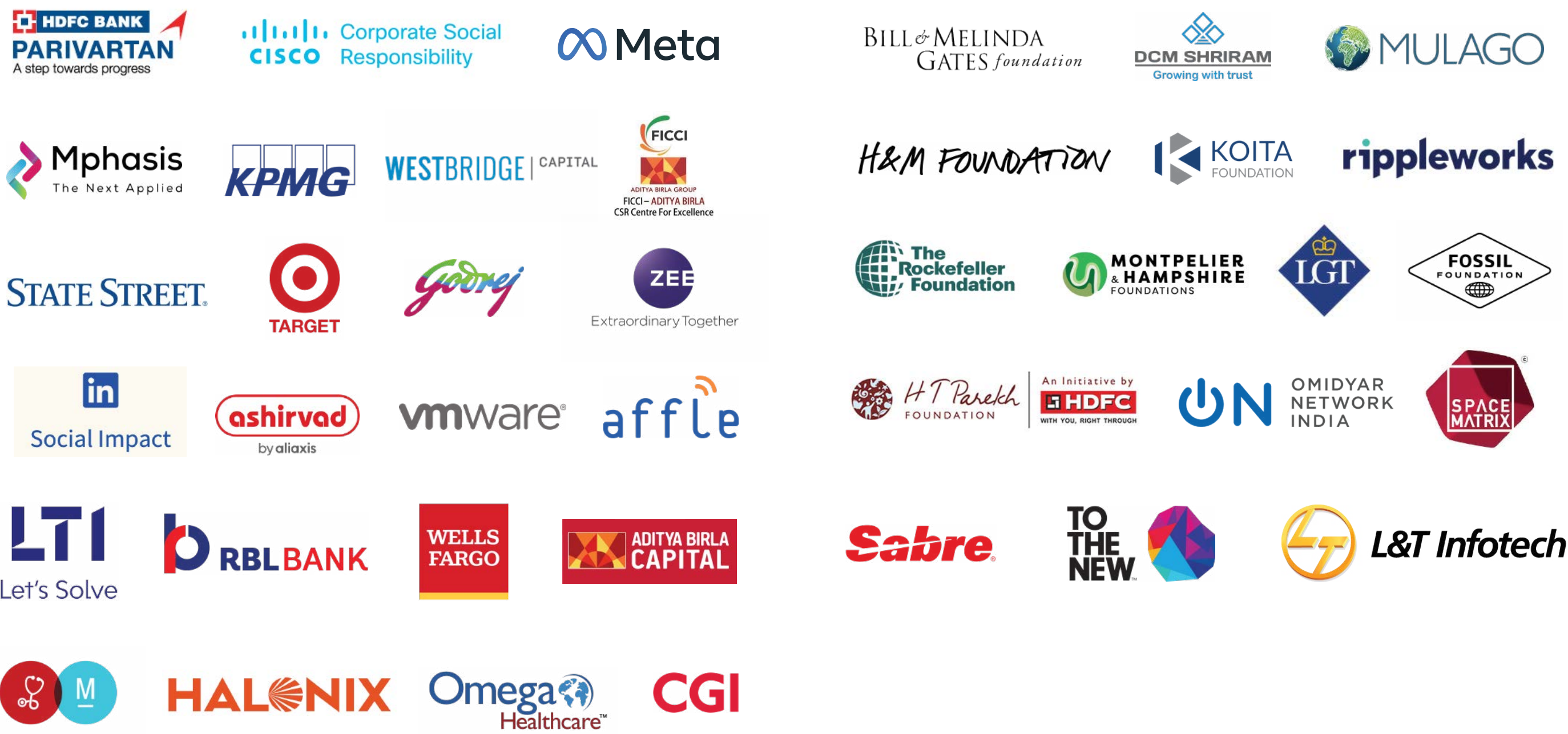
charcha 2023

Since its inception in 2020, charcha has become India's premier convening for livelihoods. In March 2023, we hosted charcha at ISB Hyderabad, bringing together policymakers, innovators, and thought leaders to discuss transformative strategies for resilient livelihoods. The event featured tech-driven approaches, policy innovations, and market solutions, solidifying charcha's role as a catalyst for change.

Through these gatherings, Forum continues to inspire collective action and foster innovation to build a resilient livelihood ecosystem for a thriving India.



Donors



Financials

Particulars	Note	As at March 31, 2023 (In INR Lakhs)	As at March 31, 2022 (In INR Lakhs)
Equity & liabilities			
Shareholders' fund			
Share capital			
Corpus funds	1	477.35	269.76
Reserves and surplus	2	670.83	559.79
		1,148.18	829.55
Non-current liabilities			
Long - term provisions	3	32.52	25.63
		32.52	25.63
Current liabilities			
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	56.24	48.53
Short - term provisions	5	1.47	3.59
Other current liabilities	6	885.95	1,995.88
		943.65	2,048.01
Total			
		2,124.35	2,903.19

Particulars	Note	As at March 31, 2023 (In INR Lakhs)	As at March 31, 2022 (In INR Lakhs)
Assets			
Non-current assets			
Property, plant and equipment and intangible assets			
Property, plant and equipment	7	41.12	15.73
Intangible assets			
		41.12	15.73
Current assets			
Cash & cash equivalents	8	1,977.01	2,802.92
Short term loans & advances	9	76.52	52.21
Other current assets	10	29.69	32.33
		2,083.23	2,887.46
Total			
		2,124.35	2,903.19

Particulars	Note	As at March 31, 2023 (In INR Lakhs)	As at March 31, 2022 (In INR Lakhs)
Income			
Grants and donations	11	5,884.74	4,261.59
Other income	12	90.56	96.90
Total income		5,975.30	4,358.49

Expenditure			
Expenses on programme initiatives	13	5,121.37	3,678.48
Employee benefits expense	14	478.22	304.71
Depreciation and amortisation expense	7	20.34	12.70
Other administrative expenses	15	244.33	219.44

Total		5,864.26	4,215.34
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Excess of income over expenditure before exceptional and extraordinary item and tax		111.03	143.15
Exceptional items			
Prior period items			
Excess of income over expenditure before extraordinary item and tax		111.03	143.15
Extraordinary items			
Excess of income over expenditure before tax		111.03	143.15
Tax expense			
Current tax			
Deferred tax			
Surplus/(deficit) transferred during the year to the Reserves and Surplus account	16	111.03	143.15





Looking ahead

From the CEO's desk

“As we reflect on the past year, we see our poverty alleviation work advancing with meaningful milestones. The graduation of 400 Didis in Jharkhand under our Economic Inclusion Program (EIP), in partnership with Jharkhand’s State Rural Livelihood Mission, marks a significant step in empowering women towards sustainable livelihoods.

Our Asha Kiran initiative has also evolved, with a sharper focus on promoting income-generating activities such as backyard poultry and goat-rearing, in collaboration with the Uttar Pradesh State Rural Livelihood Mission.

Meanwhile, our Social Entrepreneurship program continues to nurture changemakers working to scale high-impact solutions. We were proud to co-host the Tech for Impact track at Uimage 2023 with the Government of Tamil Nadu and to launch the AgWater Challenge in partnership with the DCM Shriram Foundation—an initiative focused on improving water use efficiency in agriculture.

As we look ahead, the achievements of this past year lay a strong foundation for the road forward. We remain deeply committed to contributing towards a poverty-free India by scaling impactful programs and strengthening partnerships across government, civil society, and markets. With each step, we are driven by optimism and the belief that real, lasting change is within reach for the most marginalized communities.

On behalf of the Board,
Atul Satija



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