



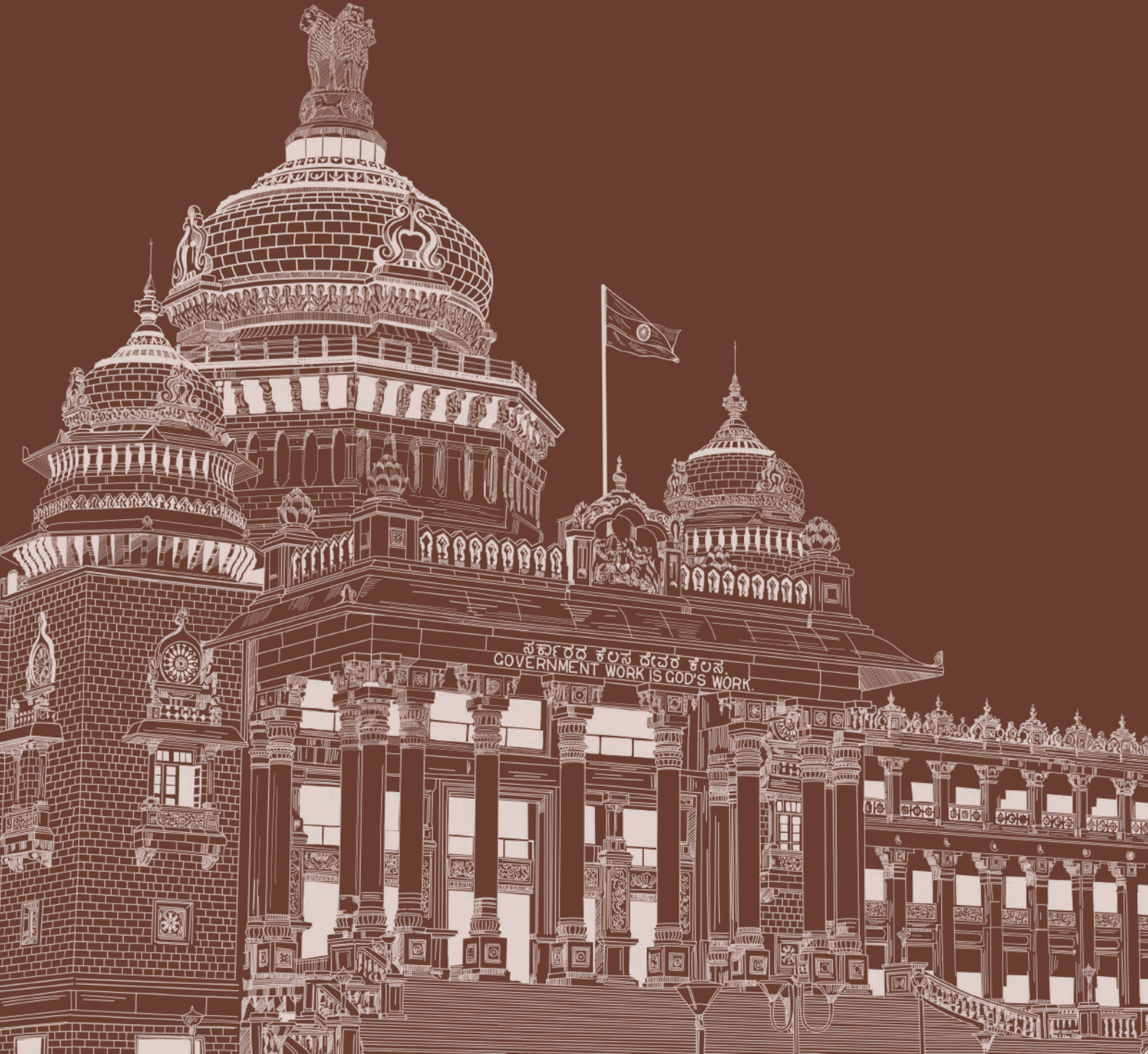
THE/NUDGE
INSTITUTE

Indian
Administrative
Fellowship

Outcome Report

KA/21 Cohort

July 2021 - December 2022





Shri Basavaraj Bommai

*Former Chief Minister,
Karnataka*

The/Nudge Institute is relentlessly working towards the goal of a 'poverty-free India'. I congratulate them on undertaking this challenging mission, in tandem with the government, markets and civil society. There's no better time than now to dream of a more equitable and empowered nation, collaboratively charting out the path towards sustainable development. The Government of Karnataka is already associated with The/Nudge on the Indian Administrative Fellowship program as part of a larger collaborative effort to make this dream a reality.



Foreword

Dr. Shalini Rajneesh, IAS

*Additional Chief Secretary,
Department of Planning,
Programme Monitoring & Statistics,
Government of Karnataka*



It is my pleasure to present the program report for the inaugural cohort of The/Nudge Indian Administrative Fellowship in partnership with the Government of Karnataka. I would like to acknowledge the guidance of the Hon'ble Chief Minister Shri Basavaraj Bommai, Chief Secretary Smt. Vandita Sharma, Former Chief Secretary Shri P Ravi Kumar & Shri T M Vijay Bhaskar in strengthening this program.

Karnataka is a pioneer in enhancing public-private collaborations and, in that spirit, we launched this unique partnership with The/Nudge Institute in October 2020. It is thanks to the support and efforts of all my colleagues - Additional Chief Secretaries, Principal Secretaries, Department heads and other officials of all participating departments, and the Fellows themselves, that we were able to significantly contribute towards furthering government programs' reach and efficiency. I wish to acknowledge the support of the Karnataka Evaluation Authority in supporting the documentation of the impact and progress made by Fellows across Departments.

It has been an invaluable journey for us and the Fellows who worked across 10 departments. We have already seen the traction for the Fellows' work and impact. I also hope this Fellowship grows into a platform for enabling transformation and systems change in governance, not only in Karnataka but across the country.

Executive Summary

Sudha Srinivasan

Chief Executive Officer

The/Nudge Centre for Social Innovation



The Indian Administrative Fellowship by The/Nudge Institute was launched with the mission to advance tech-centric innovation in livelihoods sector by bringing together socially conscious technology leaders and visionary civil servants in state departments. We were encouraged by the strong intent of the Government of Karnataka in transforming public systems through a robust public-private collaboration framework. Gratitude for the continuous support from the state leadership and the department stakeholders in the Government of Karnataka. Over 18 months, all the Fellows' efforts have helped the state to deploy innovation, technology and systems reforms to solve problems faced by citizens. This report gives a glimpse into the outcomes delivered by the inaugural cohort.

I am delighted to witness the multiplier that the intent, investment, and intervention have created, proving firmly that private-public collaboration can propel sustained impact at scale. As we continue to work with Government of Karnataka through our second cohort (KA/23) and take the program to other states and ministries, we will look to bring disproportionate positive change in the lives of millions. Such collaboration is key to achieve the vision of resilient livelihoods for all.

Table of contents

About us	1
IAF KA/21 At a glance	3
KA/21 : Fellow Profiles	4
KA/21 : Project Themes	6
In focus : Technological Transformation	7
In focus : Innovation	10
In focus : Systems Reform	14
IAF KA/21 Gallery	17
Kickstarting IAF in Punjab	18
Testimonials	21

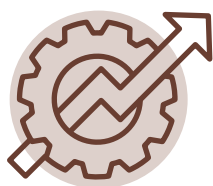


The/Nudge is an action institute that works with governments, markets, and civil society to build resilient livelihoods for all.

Guided by the vision to ensure that every Indian lives a life with dignity out of poverty, The/Nudge works to create livelihood opportunities at scale, and in doing so, build resilience in society to withstand economic shocks.



The Indian Administrative Fellowship is an 18-month tech-first fellowship leveraging the strengths and capabilities of socially conscious technology leaders and visionary civil servants to:



advance

the pace of innovation in public systems



foster

conducive policy to scale livelihood programs



amplify

impact through focused and collaborative governance

IAF KA/21 | At a glance

The inaugural cohort of the Indian Administrative Fellowship kicked off in July 2021 in partnership with the Government of Karnataka.

Through the Fellowship, senior professionals worked with visionary civil servants across 10 departments on critical developmental issues of the state.

36

Strategic Projects

Fellows across the 10 State departments worked on priority focus areas anchored in technological innovation and systems reforms.

283

Governance Recommendations

These are recommendations made by the Fellow to the department on schemes, implementation guidelines, processes, and policies

21,000

Governance Recommendations

These are beneficiaries directly impacted through the programs Fellows worked on during the Fellowship

₹235 Cr+

Funds Mobilised

These include funds approved in the budget towards the Fellows' projects during the Fellowship

KA/21 | Fellow profiles



Aruna Sampige | Skill development

Founder, Rootsreforms Initiative

Ex - CEO - SheCommerz

Co-Founder, Billion Lives

Education: BBA | PGDM, SDM - IMD Mysore



R. Balasubramanya | KARC-2

CFO & Board Member - Fidelity Investments |

Ex- Deutsche Software | Ex- ICICI Ltd |

Ex- AF Ferguson

Education: Chartered Accountant | CMA



Gayathri Swahar | Horticulture

Co-founder and head of marketing, YCook India |

Ex - Nielsen Consumer NeuroScience

Education: Ph.D, Organisational Behaviour,
Bharathiar University



Giri Bala | Primary & Secondary Education

Quizmaster & CEO - Greycaps | Ex-Indiainfo |

Ex-Walt Disney | Ex-Times of India

Education: National College, Basavanagudi
Harvard Business School



Ramachandran Narayanaswamy | Women & Child

Founder, Yushu Consulting |

Ex - Mindtree, Wipro

Education: B.E, National Institute of Technology



Ravi Trivedi | Agriculture

Founder, PushEngage | Mentor, NSRCEL IIM B
Ex - Bank of America, Hewlett Packard
Education: IISc| Fuqua School of Business,
Duke University | ILSS



Rohit Malhotra | Rural Development

CEO and Board member: Jubilant Motorworks
Ex - Airtel, Ex - Big Bazaar, Ex - Reliance Infocomm
Education: B.tech, IIT Varanasi, PGDBM,
IIM Ahmedabad



Shobha Reddy | Panchayat Raj

Founder, Jalmitra | Ex - Indian Institute of
Human Settlements, National Institute of Advanced Studies
Education: MA, Environmental Economics | M.Sc and
Ph.D, Environmental Science



Sreenivasa Madenahally | State Planning Commission

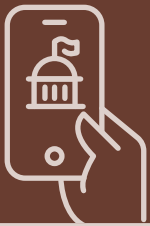
Head of engineering, KVP Business
Solutions
Ex - Dell EMC, GE Healthcare
Education: B.E, University of Mysore



Sunil Vaya | Infrastructure Development

Ex - Finance Head, Bosch, Videocon
Education: MBA, IIM Bangalore, CMA, ACS

Project mandates | Themes



Technological Transformation

Tech-first solutions to solving livelihood problems and improve government service delivery



Innovation

Accelerated adoption of innovation and systems change to deliver disproportionate positive impact



Systems Reform

Systemic interventions to augment the efficacy, efficiency and impact of public services

Women & Child Development



#TechEnabledNutrition4All

Departmental Focus

While Karnataka is one of the fastest growing states in India, it still has a high burden of undernutrition. In devising a nutrition policy to improve the overall nutritional status of the population, the Fellow worked on tech-focused interventions with the department.

Spinal Projects

Integrated tech platform: In order to provide real-time data on nutrition to the grassroot workers, the fellow worked on an IT platform to enhance Anganwadi infrastructure management.

State-level health & nutrition survey: The Fellow conceptualised the survey, secured budget approval and formulated a technical committee for design and implementation to enable localised interventions.

Impact

₹30 Cr

Funds mobilised

towards creating a State Early Childhood Education Curriculum

60 L

Beneficiaries

scope of direct impact through the suggested recommendations



Ramachandran Narayanaswamy



Agriculture

#AgriTechReforms

Departmental Focus

The disparity between farming and non-farming income, along with limited exposure to modern technology, has led to discontented farmers. To prevent future agrarian distress and food insecurity, the Fellow's charter was to bring Artificial Intelligence & other tech innovations to farmers' fields.

Spinal Projects

Integrated Farming System to enhance market linkage: The Fellow identified 3,100 gram panchayats for the pilot rollout of the IFS scheme and helped strengthen its reach amongst farmers.

Innovation Cell: The Fellow was involved in establishing the department's Innovation Cell and launching 2 critical initiatives:

- Early pest detection for cotton crops
- Credit cashback for organic farmers

Impact

₹4.5 Cr

Funds mobilised

towards setting up an innovation cell in the department

12 K

Beneficiaries

farmers reached through the pilot



Ravi Trivedi

State Planning Commission



#DataDrivenGovernance

Departmental Focus

When data is collected across departments and districts with diverse needs, the end outcome has inconsistencies and delays. The Fellow's project aimed to facilitate data-driven policy decision making at all levels in the State.

Spinal Projects

Data Dashboard: In order to facilitate efficient decision-making across critical State interventions through effective utilization and visualization of existing data, the Fellow created a data dashboard that tracks progress & delivery.

Data driven planning: The Fellow conceptualised a project management framework for data driven planning, secured budget approval and facilitated training across departments.

Impact

₹1.5 Cr

Funds mobilised

towards Data driven planning and project management

28

Government Departments

trained on data-driven planning



Sreenivasa Madenahally

Horticulture



#ReformingHorticultureValueChain

Departmental Focus

While Farmer Producer Organisations (FPOs) have expertise in the production process, they miss out on the skills and support to create market linkages & enhance post-harvest management. Creating a value chain for the farmers with a market-focused approach is a priority for the department.

Spinal Projects

Brand building for FPOs: The first ever uniform brand to facilitate systematised market linkage was conceptualised by the Fellow, secured budget approval and launched by the Chief Minister.

Established a cell for post-harvest : Bolstered the post-harvest and market intelligence anchored framework across select crops including coconut, lime, pomegranate and honey.

Impact

₹60 Cr

Funds mobilised

towards building a Uniform Brand for FPO produce in Karnataka

80 L

Small and marginal farmers impacted

through strengthening the post-harvest ecosystem



Dr Gayathri Swahar

Skill Development



#RevitalisingNRLM

Departmental Focus

Limited access to financial institutions, skill development & training have resulted in low financial independence for women in rural communities. The department focuses on improving livelihoods through community based institutions - SHGs, cooperatives, & stabilizing existing livelihood opportunities.

Spinal Projects

Sustainable livelihoods: The Fellow worked towards building livelihood opportunities for women in Fisheries and Tourism.

Improving financial access: By onboarding Canara Bank as an anchor bank, the Fellow worked towards access to regulated credit for SHG women entrepreneurs.

Robust policy guide: In order to regulate the system & enable efficient deployment, a comprehensive policy guide was created.

Impact

₹100 Cr

Funds mobilised

by the government for increasing credit linkages to SHGs

9 L

Women SHG Entrepreneurs

with improved access to regulated credit



Aruna Sampige



Infrastructure Development

#ValueCreationthroughAssetMonetisation

Departmental Focus

Infrastructure development requires funds to sustain growth rates, and governments have limitations in creating funds through fiscal resources. The Fellow's charter was to create alternative revenue sources through asset monetisation and to promote long-term investments in infrastructure assets.

Spinal Projects

Asset Monetization Structure: To unlock economic value of under-utilized assets & create alternative sources of revenue, the Fellow worked on proposals towards an institutional structure in tandem with State & Central guidelines.

State Asset & Project Management portal: An e-portal was created to establish a pipeline for State Assets to augment its utilisation and streamlining project management.

Impact

₹4 Cr

Funds deployed

towards creating State Asset & Project Management portal

7

Recommendations on Asset Monetization

made on the Economic
Survey of Karnataka 2022



Sunil Kumar Vaya

Panchayat Raj



#StrengtheningLocalRuralAdministration

Departmental Focus

Decentralization of funds, functions, and functionaries at a Gram Panchayat level is vital to ensuring socio-economic development in rural India. The Fellow worked on strengthening rural governance through capacity-building and enabling convergence for better service delivery at the grassroots level.

Spinal Projects

Solid Waste Management: At the Gram Panchayat level, the Fellow was involved in identifying gaps in implementation and drafted an end-to-end process for systematic implementation and review.

Decentralised rural primary healthcare: The Fellow helped enhance the delivery of decentralized rural primary healthcare with convergence of Gram Panchayats and PHCs through a dashboard.

Impact

₹19 Cr

Funds deployed

towards Implementation of SWM project at GP level

₹500 Cr

Lifetime economic value

generated through the SWM project



Dr. Shobha A Reddy

KARC - II



#ReformingKarnatakaAdministration

Departmental Focus

Governance and administration need to keep pace with rapidly changing socio-economic conditions and technological advancements. The Karnataka Administrative Reforms Commission - II focuses on making the governance of the state future-ready through resource efficiency and structural reforms.

Spinal Projects

Augmenting urban governance: Working closely with Janaagraha, the Fellow crafted recommendations for effective devolution of funds, functions and functionaries through the 3rd report of KARC-2.

Improving financial accountability: The Fellow was involved in helping Gram Panchayats tackle State ESCOM arrears and bettering their financial health.

Impact

₹3993 Cr

Cumulative arrears

(ESCOMs) due from Panchayats; suggested steps to manage and contain it.

125

Recommendations

submitted on effective and efficient Urban governance and structural reforms in BBMP



R. Balasubramanya



Education

#EducationtoEmployability

Departmental Focus

The onset of COVID-19 brought digital learning to the forefront. Educational systems needed to adopt effective methods of digital instruction and also adapt to changing trends in employment. The Fellow hence, focused on incorporating future readiness into the educational systems in Karnataka.

Spinal Projects

Future readiness: The Fellow was involved in creating modules for early vocational education, expanding National Skills Qualification Framework scheme as well as onboarding partners for curriculum on financial & computational thinking.

10 min learning: The first ever rollout of microlearning capsules at scale for PU students in Karnataka.

Branding of Karnataka Public Schools (KPS): The Fellow drafted a report with administrative & academic recommendations for KPS.

Impact

₹3.2 Cr

Funds deployed

towards the Future Rediness Framework

₹21.8 Cr

Budget allocated

for strengthening of vocational education in Karnataka



Giri Balasubramaniam

Rural Development

#WaterAccess4All



Departmental Focus

Karnataka has the second-largest arid region in the country after Rajasthan. Under the Jal Jeevan Mission mandate, the Fellow focused on water conservation and community ownership of water infrastructure through the processes of metering, and Operations & Maintenance (O&M).

Spinal Projects

Water metering & billing: In order to ensure water potability, and bolster water quality processes at the consumer and bulk levels, multiple initiatives were carried out including roll out of the 'Parihara' helpline for water and sanitation.

Multi-village water supply schemes: The Fellow supported the enhancement of the operations & maintenance processes by establishing a dedicated cell and contributing to a state-wide O&M Policy.

Impact

2718

Beneficiaries

impacted in Chamarajanagar District through interventions

4

Governance recommendations

to strengthen operations and maintenance



Rohit Malhotra

IAF Gallery | KA 21 cohort



'Canara Bank' announced as the 'Anchor Bank'

to spearhead bank linkages to 30 lakh women in the SHGs of Karnataka State Rural Livelihood Mission.



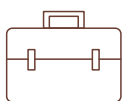
Special Report on improving Bangalore's urban governance ecosystem

presented to the Hon'ble CM of Karnataka by the Fellow working with KARC-II.

Kickstarting IAF in Punjab

The second cohort of the Indian Administrative Fellowship commenced in Dec '22 in partnership with the Government of Punjab. The Fellows will work on building pathways for sustained impact on livelihoods at scale. The scope of their work include:

Opportunities for the youth



Employment
generation



Higher
Education



School
Education

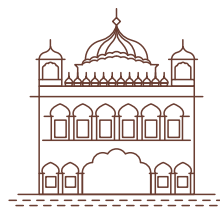
Enhancing livelihoods



Agriculture



Power



Tourism



Industries
& Commerce

Improving governance



Local
Government



Governance Reforms
& Public Grievances



Finance



Shri Bhagwant Mann

*Honorable Chief Minister,
Punjab*

The Government of Punjab is committed to a modern & prosperous Punjab. We are glad to partner with The/Nudge Institute as part of this mission to launch The/Nudge IAF Punjab 2022, a program fostering public-private collaborations at scale to deliver needle-moving impact.



IAF Gallery | PB 22 cohort

The Immersion phase of the IAF Fellowship in Punjab began with an extensive leadership bootcamp at the Mahatma Gandhi State Institute of Public Administration. The Indian School of Business (Mohali) also conducted workshops to help Fellows build a deeper understanding of public policy, administrative landscape and the state's needs & best practices. Post this, the cohort went on field visits across the State to understand the ground realities and the local culture.





Shri Nandan Nilekani
Cofounder and Chairman, Infosys |
Founding Chairman UIDAI (Aadhaar)



We cannot deal with our diverse and complex problems without focusing on fixing the basics and investing in public infrastructure. In the digital age, infrastructure no longer means just roads, bridges and highways but also digital platforms that create the conditions for innovation at scale.



Shri Amitabh Kant
G 20 Sherpa, Government of India |
ex CEO, Niti Aayog



The Indian Administrative Fellowship (IAF) by The/Nudge Institute is a unique model that fosters public-private collaborations required to spur innovation and enhance the efficiency of strategic government programs.



Shri P. Ravi Kumar, IAS-Retd
Former Chief Secretary,
Government of Karnataka



The value brought by spirited professionals who can strategize and execute large-scale statewide projects is immense and helps us realize our vision to have Karnataka on the forefront of the SDG leadership board.



Shri T.M. Vijay Bhaskar, IAS-Retd
Former Chief Secretary,
Government of Karnataka



The IAF Fellows come with the experience of working at the top of their organizations. They bring new perspectives, insights, and expertise into the system.

Our Partners



Extraordinary Together



THE/NUDGE
INSTITUTE

Indian
Administrative
Fellowship

Find us at iaf.thenudge.org