



Indian Administrative Fellowship

MoSJE Cohort - Outcome Report
2025





MESSAGE



Dr Virendra Kumar
Union Minister of Social Justice
and Empowerment

डॉ. वीरेन्द्र कुमार
DR. VIRENDRA KUMAR

सामाजिक न्याय और अधिकारिता मंत्री
भारत सरकार

MINISTER OF
SOCIAL JUSTICE AND EMPOWERMENT
GOVERNMENT OF INDIA



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Message

I am happy to note that the first cohort of Social Defence Fellows (SDFs) through the The/Nudge Institute Indian Administrative Fellowship program has successfully concluded its 18-month tenure.

The Ministry of Social Justice and Empowerment (MoSJE) is a key contributor in India's journey towards achieving the vision of Viksit Bharat by 2047. This vision, championed by the Hon'able Prime Minister of India, aims to transform India into a developed nation by 2047 (100th year of independence), encompassing economic prosperity, social advancement and effective governance. Inline with this vision, the Department of Social Justice & Empowerment (DoSJE) partnered with The/Nudge Institute to leverage the innovative spirit and professional expertise of senior corporate professionals who could work alongside senior officers in the government in driving transformation. It gives me immense satisfaction to see that fellows have lived up to our expectations and joined hands with our team in delivering desired outcomes.

I congratulate all the fellows for their contributions during this tenure and I am confident that their efforts have made an impact in the lives of our citizens through this Fellowship.

I extend my best wishes to the Social Defence Fellows and The/Nudge team in their future endeavours.

(Dr. Virendra Kumar)

MESSAGE



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Union Minister of Social Justice
and Empowerment

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यह जानकर मुझे अत्यंत प्रसन्नता हो रही है कि The/Nudge Institute के Indian Administrative Fellowship कार्यक्रम के अंतर्गत पहले समूह के Social Defence Fellows (SDFs) ने सफलतापूर्वक अपनी 18 माह की अवधि पूर्ण कर ली है। भारत को 2047 तक एक विकसित राष्ट्र बनाने के लक्ष्य - 'विकसित भारत 2047' - की दिशा में सामाजिक न्याय और अधिकारिता मंत्रालय (MoSJE) एक महत्वपूर्ण भूमिका निभा रहा है। यह दृष्टिकोण, माननीय प्रधानमंत्री द्वारा प्रस्तुत किया गया है, जिसका उद्देश्य है आर्थिक समृद्धि, सामाजिक प्रगति और सुशासन के माध्यम से भारत को स्वतंत्रता के 100वें वर्ष तक एक विकसित राष्ट्र के रूप में स्थापित करना। इसी दिशा में सामाजिक न्याय और अधिकारिता विभाग (DoSJE) ने The/Nudge Institute के साथ साझेदारी की, ताकि वरिष्ठ कॉर्पोरेट पेशेवरों की नवाचार क्षमता और विशेषज्ञता का लाभ उठाया जा सके, जो सरकारी वरिष्ठ अधिकारियों के साथ मिलकर परिवर्तन को गति दे सकें।

मुझे यह देखकर अत्यंत संतोष है कि फेलोज (SDFs) ने हमारी अपेक्षाओं पर खरा उतरते हुए हमारी टीम के साथ मिलकर अपेक्षित परिणाम प्राप्त करने में योगदान दिया।

मैं सभी फेलोज को इस कार्यकाल में उनके योगदान के लिए बधाई देता हूँ और मुझे पूर्ण विश्वास है कि उनके प्रयासों ने इस फेलोशिप के माध्यम से नागरिकों के जीवन में सकारात्मक प्रभाव डाला है।

मैं Social Defence Fellows और The/Nudge टीम को उनके भविष्य के प्रयासों के लिए अपनी शुभकामनाएँ देता हूँ।

(डॉ. वीरेन्द्र कुमार)

MESSAGE



Shri. Amit Yadav, IAS

Secretary

Department of Social Justice & Empowerment

अमित यादव, भा.प्र.से.

सचिव

Amit Yadav, IAS
Secretary

भारत सरकार

सामाजिक न्याय और अधिकारिता मंत्रालय

सामाजिक न्याय और अधिकारिता विभाग

Government of India

Ministry of Social Justice & Empowerment

Department of Social Justice & Empowerment

The Department of Social Justice and Empowerment is committed to ensuring dignity, opportunity, and social protection for every citizen—particularly those historically underserved. Achieving this at scale requires not only administrative will, but also innovative thinking and collaborative effort.

The/Nudge Indian Administrative Fellowship has been a timely and thoughtful partnership that enabled experienced professionals from the private sector to partner with the Department and co-create solutions with our Officers. The outcome of this Fellowship reflects what can be achieved when governance is open to new ideas and collaborations.

Over the last 18 months, the Fellows have contributed to strategic projects/areas across social welfare, rehabilitation of individuals involved in beggary, the development of historically marginalized communities, structural/institutional reforms of autonomous bodies, designing of a new venture capital fund, leveraging of technology to enhance visibility and accessibility of schemes of MoSJE etc. Their work in accelerating delivery mechanisms, creation of standard operating procedures, designing of new or enhancing of existing schemes, continuous intra/inter Department coordination, and taking forward technology-led solutions has supported the Department's broader vision of equity and empowerment of its beneficiaries.

I am confident that the contributions through this fellowship impact—not only on our current initiatives but also on how we approach systemic transformation going forward.

I commend the Program Division heads also for anchoring this partnership in the right spirit and extend gratitude to The/Nudge Institute and each of the Social Defence Fellows individually for their commitment and contributions.

My best wishes to the Fellows for their future endeavours as they embark on their next journey based on this experience in service of the nation.

(Amit Yadav)
Secretary,

Department of Social Justice and Empowerment
Ministry of Social Justice and Empowerment
New Delhi

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FOREWORD



Smt. Caralyn Khongwar Deshmukh, IAS
Additional Secretary
Department of Social Justice & Empowerment

करलिन खोंगवार देशमुख, भा.प्र.से.
अपर सचिव
Caralyn Khongwar Deshmukh, I.A.S.
Additional Secretary



भारत सरकार
सामाजिक न्याय और अधिकारिता मंत्रालय
सामाजिक न्याय और अधिकारिता विभाग
GOVERNMENT OF INDIA
MINISTRY OF SOCIAL JUSTICE AND EMPOWERMENT
DEPARTMENT OF SOCIAL JUSTICE & EMPOWERMENT

Dated 05.08.2025

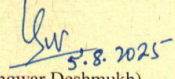
I am very happy to present the outcome report of the first cohort of Social Defence Fellows (SDFs) based on their 18-month tenure at the Ministry of Social Justice & Empowerment (MoSJE). The/Nudge Indian Administrative Fellowship program presents an opportunity to work towards deepening the reach and effectiveness of our schemes and programs through new ideas & external professional expertise with experience in the private sector, augmenting strategic capacity in the department.

As the Project Anchor of the Cohort, I am pleased to report that after eighteen months, the Fellowship has met our expectations. The SDFs worked alongside our Senior Officers within the Department of Social Justice & Empowerment (DoSJE). Being deeply embedded in the Department, SDFs have contributed to strengthen various schemes and programs by bringing their professional expertise and innovative spirit. I had the privilege of closely observing Fellows' journey: their curiosity, persistence and application of their domain knowledge. Their efforts have added significant value across different programs and schemes of DoSJE.

The cohort's success would not have been possible without the continuous guidance and active involvement of Shri Amit Yadav, Secretary, Department of Social Justice & Empowerment. His visionary leadership has been pivotal in steering the projects towards meaningful and impactful outcomes. It is noteworthy that the spirit of co-creation along with camaraderie can work towards creating meaningful outcomes. Our bright officers engaged with the talented Fellows as equal partners committed to a shared vision of social justice.

This outcome report captures the progress made and serves as a good model of public-private-partnerships in driving transformative changes. I congratulate the Fellows for their dedication and thank all Department officials who helped make this collaboration meaningful and impactful.

I also appreciate The /Nudge Institute for stewarding the Fellowship with clarity and strong intent. I hope partnerships like this can be a model for future innovations in governance.


(Caralyn Khongwar Deshmukh)
Additional Secretary

MESSAGE



Shri Amit Ghosh, IAS
Principal Secretary
Secretariat Administration,
Departments of Animal Husbandry,
Dairy Development
& Fisheries, Govt of UP

अमित कुमार घोष
आई.ए.एस.
प्रमुख सचिव



अई0शा0प0 संख्या- 662 /पी.एस.एस.ए.डी./2025

उत्तर प्रदेश शासन।
सचिवालय प्रशासन, पशुधन,
दुग्ध विकास एवं मत्स्य विभाग,
उत्तर प्रदेश शासन।

संख्या-47, नवीन भवन, लखनऊ।

फ़ोन नम्बर : 0522-2238065

दिनांक : 14-07-2025

I am pleased to acknowledge the successful completion of the 12-month tenure of the Social Defence Fellows (SDFs) with the Department of Social Justice and Empowerment, Govt of India. This cohort, engaged through The/Nudge Indian Administrative Fellowship, exemplifies a unique and impactful partnership between the private sector and government institution, dedicated to driving systemic transformation within the realm of social justice governance.

Throughout their fellowship, the Social Defence Fellows have demonstrated exceptional commitment and innovation in enhancing the reach, efficiency, and effectiveness of various social welfare programs. Their contributions have been instrumental in strengthening accessibility, ensuring that benefits and services reach the most marginalized and vulnerable sections of society.

The complex challenges encountered during their work demanded perseverance, creativity, unlearning, relearning and collaborative problem-solving—qualities the Fellows displayed consistently. As the former Project Anchor of this Fellowship* I take this opportunity to commend the Social Defence Fellows for their dedication and exemplary service. Their journey stands as a testament to the power of collaboration between Government, Civil Society and the Corporate Sector in creating meaningful social impact. I am confident that the foundations they have laid will continue to inspire and facilitate transformative changes in social justice governance.

I extend my heartfelt best wishes to the Fellows for their continued success in all their future endeavors in the wider sphere of public and social service.

May their fellowship experience propel them to further contribute towards building a more equitable and just society.


(Amit Kumar Ghosh)
Principal Secretary,
Secretariat Administration,
Animal Husbandry, Dairy Development and Fisheries
Department,
Government of Uttar Pradesh

(*Shri. Amit Ghosh had previously been serving as the Additional Secretary in the Department of Social Justice and Empowerment, Government of India. He returned to his parent cadre Uttar Pradesh as Principal Secretary-Secretariat Administration Department and has also been given additional charge of Principal Secretary, Departments of Animal Husbandry, Dairy Development and Fisheries, Government of Uttar Pradesh).

MESSAGE



Vivek Sharma
Managing Director
Indian Administrative Fellowship,
The/Nudge Institute

The Ministry of Social Justice and Empowerment (MoSJE), Government of India, has demonstrated exemplary leadership and vision in advancing innovative public-private partnerships. It is under this progressive vision that The/Nudge Institute's Indian Administrative Fellowship was launched in collaboration with the MoSJE, first time with a central ministry.

The MoSJE'24 Fellowship enabled senior corporate sector professionals to partner with senior officials to work on strategic projects and schemes of the ministry. These fellows worked closely with various program divisions within MoSJE to strengthen, design and implement initiatives aimed at deepening social justice and empowerment outcomes.

The accomplishments of the Fellows — ranging from technology-led interventions to strategic ecosystem partnerships and implementations — are a testament to the potential of collaborative governance in enhancing the responsiveness and effectiveness of public systems, particularly those serving historically marginalised communities.

This journey has been transformational — both for the Fellows who engaged deeply with the public system, and for the Ministry, which has welcomed and encouraged this pathbreaking initiative in service of its mission. I take this opportunity to convey my sincere gratitude to the Hon'ble Union Minister Dr. Virendra Kumar Ji, Secretary Shri Amit Yadav, Additional Secretary Ms. Caralyn Deshmukh and all the officials and stakeholders whose trust, guidance, and support have been integral to the success of this Fellowship. I also want to extend my gratitude to Dr. Saurabh Garg, Secretary, Ministry of Statistics and Programme Implementation and Shri. Amit kumar Ghosh, Principal Secretary - Secretariat Administration & Departments of Animal Husbandry, Diary Development and Fisheries, Government of Uttar Pradesh for their guidance and contributions. I would like to congratulate and extend gratitude to the Fellows, who took this bold step in their career to contribute to nation building and wish them the best for their journey ahead. My sincere gratitude to The/Nudge team who have been instrumental in implementing this program with dedication and hard work.

As we look ahead, we remain committed to strengthening this model of engagement. With four cohorts completed, and new engagements currently underway in the states of Jharkhand and Karnataka, we are confident that this pioneering Fellowship will continue to evolve into a nationally relevant platform — one that drives systemic transformation and catalyzes innovation in governance.



EXECUTIVE SUMMARY

Gaurav Bhandari
Head, MoSJE Cohort
Indian Administrative Fellowship,
The/Nudge Institute

The journey of the MoSJE Cohort has been marked by deep learning, meaningful strategic collaboration and impactful innovation. The Fellows have worked closely with the officials of Department of Social Justice & Empowerment (DoSJE) by leveraging their diverse skillsets and years of work experience. During the Fellowship, Fellows were instrumental in driving tangible outcomes and transformative change across many social justice domains. Their direct contributions led to the successful expansion of schemes like SEED, alongside advancements in the rehabilitation of individuals involved in beggary (SMILE - Beggary) and PM-Suraj.

They significantly enhanced the ministry's capabilities by engineering new technology solutions (such as Universal Benefits Interface) and implementing upgrades to existing platforms, boosting scheme accessibility and delivery. Furthermore, their work encompassed structural reforms for autonomous bodies (DAIC, DAF, NISD) and the design of a new venture capital fund.

These efforts, through optimized delivery mechanisms, new and enhanced schemes, and strengthened inter-divisional coordination, have unequivocally supported the Department's mission to ensure equity and empowerment for its beneficiaries.

These accomplishments underscore the power of collaborative innovation and the Ministry's forward-thinking approach to governance. This partnership has not only achieved immediate impact but has also laid a resilient foundation for sustained, large-scale social empowerment across India.

I extend my profound gratitude to the Ministry's top leadership, talented Senior Officers, the dedicated Fellows, and the driven Nudge program team members based out of New Delhi and Bengaluru for their unwavering commitment to this transformative journey. We eagerly anticipate the continued expansion of this collaboration to further advance social justice and empowerment throughout the nation.

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Key Milestones

Indian Administrative Fellowship

The/Nudge Indian Administrative Fellowship is an 18-month impact fellowship providing a unique platform for socially conscious senior corporate professionals to partner with visionary civil servants to transform public systems with technology-led innovations.

Oct 2020

First MoU signed with the Govt of Karnataka

Dec 2022

Graduation of KA'21 cohort

Cohort launched in Punjab: PB'22

Mar 2024

First cohort in partnership with a central ministry: Launch of MoSJE'24

Aug 2024

First MoU signed with Government of Jharkhand

Feb 2025

Start of Jharkhand Cohort: JH'25

August 2025

Graduation of MoSJE'24 Cohort

Jul 2021

Inaugural Karnataka Cohort KA'21 launched

Jul 2023

Launch of second Karnataka Cohort: KA'23

Jun 2024

Graduation of PB'22 Cohort

Dec 2024

Graduation of KA'23 Cohort

March 2025

Start of KA'25 Cohort

MoSJE Fellowship at a Glance

The Indian Administrative Fellowship in the Ministry of Social Justice & Empowerment (MoSJE), commencing March 1st, 2024, has been a pivotal step in fostering public-private collaboration for systemic transformation. Fellows were instrumental in driving tangible outcomes across different Program Divisions within the Department of Social Justice & Empowerment (DoSJE). Contributions from the fellows drove success across multiple initiatives, such as the expansion of SEED, advancements in rehabilitating individuals involved in beggary (SMILE), and the upliftment of marginalized communities through PM-Suraj.

By conceptualizing, testing a new prototype technology solution (such as social stack for transforming welfare delivery) and proposing the way forward in order to substantially increase the accessibility and delivery of schemes, Fellows have helped the Department to take a significant next step in the right direction, which needs to be further scaled up. Their work also encompassed vital structural reforms for autonomous bodies (DAIC, DAF, NISD) and the design of a new venture capital fund. These efforts, through optimized delivery mechanisms and strengthened inter-divisional coordination, have unequivocally supported the Department's mission to draw the roadmap for equity and empowerment for the marginalized sections of the Society.

50+

Collaborations

9+

Tech Interventions

46940

Women Empowered

3
Lakhs+

Lives Touched

Overview

Department of Social Justice & Empowerment

Vision

The vision of the Department of Social Justice & Empowerment (DoSJE) is to build inclusive society wherein members of the target groups can lead productive, safe and dignified lives with adequate support for their growth and development. It aims to support and empower its target groups through programmes of social development, and rehabilitation wherever necessary.

Mandate

The mandate of the DoSJE is empowerment of the socially, educationally and economically marginalized sections of the society including (i) Schedule Castes (ii) Other Backward Classes (iii) Senior Citizens (iv) Victims of Alcoholism and Substance Abuse, (v) Transgender Community (vi) Individuals involved in Beggary (vii) Denotified and Nomadic, Semi - Nomadic Tribes (viii) Economically Backward Classes (EBCs) and (ix) Economically Weaker Section (EWS) (x) Manual Scavengers, Sewer & Septic Tank workers and Waste Pickers.

Funds

The revised estimate of DoSJE in FY 2024-25 was INR 10,026 Crore. Total budget estimates of DoSJE in FY 2025-26 is INR 14,164.62 Crore.*

DoSJE engages in the development/updation of legislation, policies and guidelines at the national level for effective implementation of the Department's objectives.

Citizens

The population of the main target groups (as per Census 2011) is given below:

- Scheduled Castes (SC) - 16.6%
- Other Backward Classes (OBC) - 41.7%
- Senior citizens - 8.57%
- Victims of alcoholism and substance abuse - 6.50 Cr
- Person engaged in the act of Beggary - 4.13 Lakhs +
- Transgender community - 4.87 Lakhs +

**DoSJE Annual Report 2024-25, MoSJE, Government of India*

MoSJE | Fellow Profiles



Ekta Kumar

Career:

Ex-GM ESG & CSR - Samsung South West Asia | CII Sustainability Assessor | 23+ yrs in ESG, CSR, digital transformation and strategic leadership

Education:

Strategic ESG & CSR Exec Program (ISB Hyd), MBA (LBSIM Delhi), M.Com & B.Com Topper, Allahabad University

Career:

Ex-CEO - Tata Green Batteries | Ex FICCI, Hella India Lighting & ACMA | 25+ yrs in Automotive Industry, Business Turnaround, and Leadership

Education:

EGMP (IIM Bangalore) | B.Tech (NIT Calicut)



Rama Shankar Pandey



Santashil PalChaudhuri

Career:

Ex-MD - JP Morgan Chase & Co. | Ex- HPE Aruba Networking | 18 yrs in cloud computing, system architecture, networking

Education:

PhD in Computer Science (Rice University) | B.Tech (IIT Kharagpur)

Career:

Ex-Deputy COO - SOS Children's Villages International | 32+ yrs of experience with 22 yrs in leadership coaching, project management and EQi assessment

Education:

Executive MBA (IIM Ahmedabad)



Shubha Murthi

The/Nudge Team



Gaurav Bhandari
Head, MoSJE Fellowship

Gaurav is an MBA and a Mechanical Engineer by education and has 18+ years of diverse and cross-functional work experience in B2B SaaS, for-profit social enterprise, multinational conglomerate group, international law firm, Consulting and entrepreneurship. He has worked with companies such as Voltas Ltd, Sun King, Nishith Desai Associates, Awaaz.De, Margdarshan, prior to his transition to the non-profit sector



Diwakar Kumar
Associate Manager

Diwakar is a development professional with over 7 years of experience in program delivery, governance, and public policy. A TISS Mumbai graduate, he has led SDG-aligned initiatives in rural Bihar with BRLPS, supported Members of Parliament on constituency and legislative work at Swaniti Global, and advanced good governance reforms in Haryana through the CMGGA program



Namrata Lama
Associate Manager

Namrata is a development professional with 6+ years of experience working with the Government of Bihar, the National Rural Livelihood Mission, and the Ministry of Rural Development across 21 states. She specializes in social inclusion and the Graduation Approach, with direct experience of working with PVTGs, DNTs, SCs, STs, individuals engaged in beggary, and other marginalized communities.

The/Nudge Team



Vignesh P
Product Lead

Vignesh is a masters in International Relations and a Civil engineer by education. He has 12+ years experience in corporate (L&T) and co-founded an ed-tech startup. He has been with The/Nudge for 5 years specializing in digital skill development programs through AI. He is currently product lead at Indian Administrative Fellowship and working on anchoring AI strategy within the organization



Punita Maheshwari
Associate Manager
Communication

Punita is a communications and program design professional with a background in journalism, digital advocacy, and political strategy. She has written for The New Indian Express, Times of India, and Newslandry, and has led gender-focused campaigns at Jhatkaa.org and contributed to electoral strategy at I-PAC. She currently works in a communication role for Indian Administrative Fellowship at The/Nudge Institute



Saba Ahmed
Associate Manager
Monitoring & Evaluation

Saba Ahmed is a research and monitoring, evaluation, and learning (MEL) professional specializing in social impact, with a strong focus on policy reform, socio-economic empowerment, and inclusive development. She has over seven years of experience leading research projects, and impact assessments, managing data collection and analysis teams, and implementing MEL frameworks for GovTech projects, social entrepreneurship initiatives



Ekta Kumar

Scheme for Economic Empowerment of Denotified, Nomadic and Semi-Nomadic Tribes (SEED)

Development and Welfare Board for the Denotified, Nomadic, and Semi-Nomadic Communities (DWBDNC)

Motivation to become a fellow



Sense of Purpose



Nation Building



Impact at Scale

Components Ekta has worked under the SEED Scheme

Objective is to provide health insurance to Communities and to avail the benefits of Pradhan Mantri Jan Arogya Yojana

Health

Livelihood

To facilitate livelihoods initiative at community level through SHG formations, skill training, entrepreneurship and financial assistance

Aim is to provide coaching of good quality for students to enable them to appear in competitive examinations

Education

About SEED

De-notified Tribes once criminalized under the British-era Criminal Tribes Act of 1871, remain one of India's most socially and economically marginalized communities. Although the Act was repealed and these communities were officially de-notified in 1952, the stigma of criminality and historical neglect continue to hinder their access to basic rights, public services, and development opportunities.

In recognition of this persistent exclusion, the Ministry of Social Justice & Empowerment constituted the **National Commission for De-Notified, Nomadic and Semi-Nomadic Tribes** in 2014, chaired by Shri Bhiku Ramji Idate. The Commission submitted its report in 2017, which included key recommendations and a draft list of DNT/NT/SNT communities. Acting on these recommendations, the Government of India established the **Development and Welfare Board for DNTs, NTs & SNTs (DWBDNCs)** in 2019 to design focused interventions for these communities.

This institutional groundwork culminated in the launch of the Scheme for Economic Empowerment of DNTs (SEED) on February 15, 2022, by the Union Minister for Social Justice and Empowerment. With a total outlay of INR 200 crore over five years (2021–26), SEED targets households with an annual income below INR 2.5 lakh that are not beneficiaries under any similar scheme. It is structured around four core components: **Education, Health, Livelihoods**, and **Housing** with the aim of providing integrated and inclusive development support.



Fellow Ekta with Senior officials with the signed off revised SEED Policy

Fellow's Contribution

Funds

- The SEED Scheme was strategically revised to enhance impact, with the SFC approving the revised budget of **3.7x (INR 145 Crores in FY 2025-26 vs INR 39 Crores in FY 2024-25)**. Key changes for SHGs include raising the Revolving Fund from INR 17,500 to INR 25,000 and introducing INR 75,000 Community Investment Fund
- In the scheme, additional components have been proposed for **FY 2026-2031**, which includes dedicated allocations of **INR 18.25 Cr** for skill development and **INR 29.6 Cr** for institutional development

Partnership

19 implementation partners were onboarded to operationalize the revised components at the field level across 8 states (Maharashtra, Tamil Nadu, Gujarat, Rajasthan, M.P., U.P., Andhra Pradesh and Haryana). Partnered with NIRD and NRLM for capacity building of the implementing agencies

Coverage

- SEED Livelihood component expanded to 107 districts across 8 states of the country
- 3672 SHGs formed empowering 46940 women, revolving fund of INR 5.72 Cr transferred and Entry Point Activity fund of INR 5.55 Cr disbursed

Tools

- Redesigned the website
- Real time monitoring of data

Overall Impact

3672

SHGs formed

46940

Women Empowered

INR 5.72 Cr

Revolving Fund Transferred

INR 5.55 Cr

Entry Point Activity Fund
Transferred

SEED Samvad

Organized in MP, MH
and Gujarat

Voices from the field



I live in a small village where the opportunities to work are rare. With the help of this scheme, I was able to expand my grocery shop which has helped me become self-dependent

Shanti's Path to Self-Reliance in Rural Tamil Nadu

Shanti, a resident of small village in Chengalpattu district, Tamil Nadu has transformed her life and emerged as an inspiration for other women in her Irula community. In early 2025, Shanti became a member of the Star Kalanjiam Self-Help Group under the SEED Scheme (livelihood component) implemented by DHAN Foundation.

With guidance from DHAN's field staff, Shanti understood the purpose of SHGs and took a loan of Rs. 15,000 from the group's revolving fund. She used the loan amount to stock her small grocery shop with essential items like grains, eggs, and packed items. In just six months, her sales grew steadily, and she began earning a consistent profit.

More than just source of income, the shop has become a symbol of her self-reliance and empowerment. Shanti shared that she feels valued when her opinions are sought in the SHG group matters. "For the first time, I feel like my opinion matters. SEED is not just helping us earn but it's helping us grow," she said. Through regular SHG meetings, access to savings and revolving fund, and support from DHAN's field staff, Shanti and other Irula women are not only building livelihoods but also gaining confidence, financial skills, and social empowerment.



Fellow Ekta moderating a stakeholder consultation at DAIC, chaired by the Hon'ble Union Minister, with Ministers of State, senior officials and NGO partners also present

Sustainability of the Project



The fellow helped transition the project into a system-driven model by strengthening DWBDNC's capacity, recruiting support staff, and standardizing processes—from NGO onboarding to SHG formation, fund disbursement, and livelihood development. With institutional leadership, initiative is now poised for scale and long-term impact

Key Takeaways



Fellow learnt the complexity of formulating Government proposals in accordance with the extant guidelines and getting them through



Fellow Ekta moderated Samwaad between SHG women and the Hon'ble Minister in Agar Malwa Village, Ujjain, MP

Education

Fellow's Contribution

Policy

- The SEED scheme was strengthened for the period 2025–2026 & received approval from the Hon'ble Minister, MoSJE. From **INR 5 Cr budget in 2024-25, a 10 times budget increase to INR 50 Cr** has been sanctioned for the education component, in FY 25-26
- Student **stipend increased from INR 3,000 to INR 4,000 per month**; income limit **raised from INR 2.5 lakh per year to INR 8 lakh/year**
- New coaching courses introduced for 12th-pass students to expand access
- The **enhanced SEED scheme for 2026–31** received approval from the Secretary, MoSJE with **INR 46 Cr for education**. Following components have been included: Residential School Facilitation for Class 6-12 with special focus on Girls and MAATR

Impact

Access to free coaching enabled for 551 students, meeting the annual target under the education pillar of SEED

Partners

Partnership with Buddy4Study, Central University of Tamil Nadu and Central University of Gujarat to provide free coaching to students

Partners

- Onboarded key implementing partners such as Buddy4Study, Central University of Gujarat, and Central University of Tamil Nadu to deliver high-quality free coaching
- Enabled access to coaching for 551 students, achieving the set target under the education component
- Organized SEED Samvaad- education in Madhya Pradesh, Gujarat, and Maharashtra
- Organised National Stakeholder Meeting in New Delhi, bringing together key participants for strategic discussions

Overall Impact Created

3

Organizations Partnered
for implementation

551

No. of students, who
received free coaching in
FY 2024-25

Voices from the field



“
The scholarship and academic support provided under the SEED scheme has helped students like me not only access quality education but also secure good jobs, hereby improving our families' socio-economic status
”

This Was My Chance: From a Village to Government Job

Hailing from a small village in Tamil Nadu, Vignesh (*on the right in picture*) belongs to the Maravar community. His father is a farmer, and mother is a homemaker. Growing up in a deprived household, Vignesh became the first in his family to complete higher education. When he came across a newspaper advertisement about the SEED Centre at the Central University of Tamil Nadu (CUTN), he saw a life-changing opportunity.

Determined to build a better future for himself and his family, he enrolled in the free coaching programme under the SEED Scheme and began preparing for government exams. The SEED scheme not just provided him free coaching for exam preparation but a holistic support system, including mentoring by dedicated faculty, access to study resources, and access to hostel facilities (through stipend provided under SEED).

As a result of his hard work and determination, Vignesh cleared the Railway Recruitment Board (RRB) and is now preparing for the Staff Selection Commission (SSC) exams. Vignesh's journey shows how inclusive and well-structured academic support scheme like SEED can provide access to quality education, secure better job opportunities and thereby improving their socio-economic status. It also inspires change within their community and can improve overall well-being of the marginalized communities.



Fellow Ekta organised capacity building workshop for SEED Scheme partners which was kicked-off by Secretary, DoSJE

Sustainability of the Project



The fellow helped transition the project into a system-driven model by strengthening DWBDNC's capacity, recruiting support staff, and standardizing processes—from NGO onboarding to free coaching, fund disbursement, etc. With institutional leadership the initiative is at scale and sustainable

Key Takeaways



Fellow learned that real change emerged when she stepped back, enabling communities to take ownership, letting partners become champions, and creating space for new voices to emerge through facilitation and not control



Fellow Ekta facilitated Free Coaching Certificate Distribution by Minister of Social Justice & Empowerment

Health

Fellow's Contribution

Policy

SEED scheme was revised for FY 2025–26, which was **approved by the Hon'ble Minister, MoSJE** and the SFC. From **INR 1 Cr budget in 2024-25 a 4 times budget increase to INR 4 cr has been sanctioned**

Partner

Onboarded Haqdarshak and Prayatna as partner agency for the health component of SEED in 2024 and 5 more partners in May'25

Field

Facilitate generation of Ayushman Bharat Cards of the DNT communities

Impact

Over 30,286 Ayushman Bharat cards were applied under the Health component of the SEED Scheme

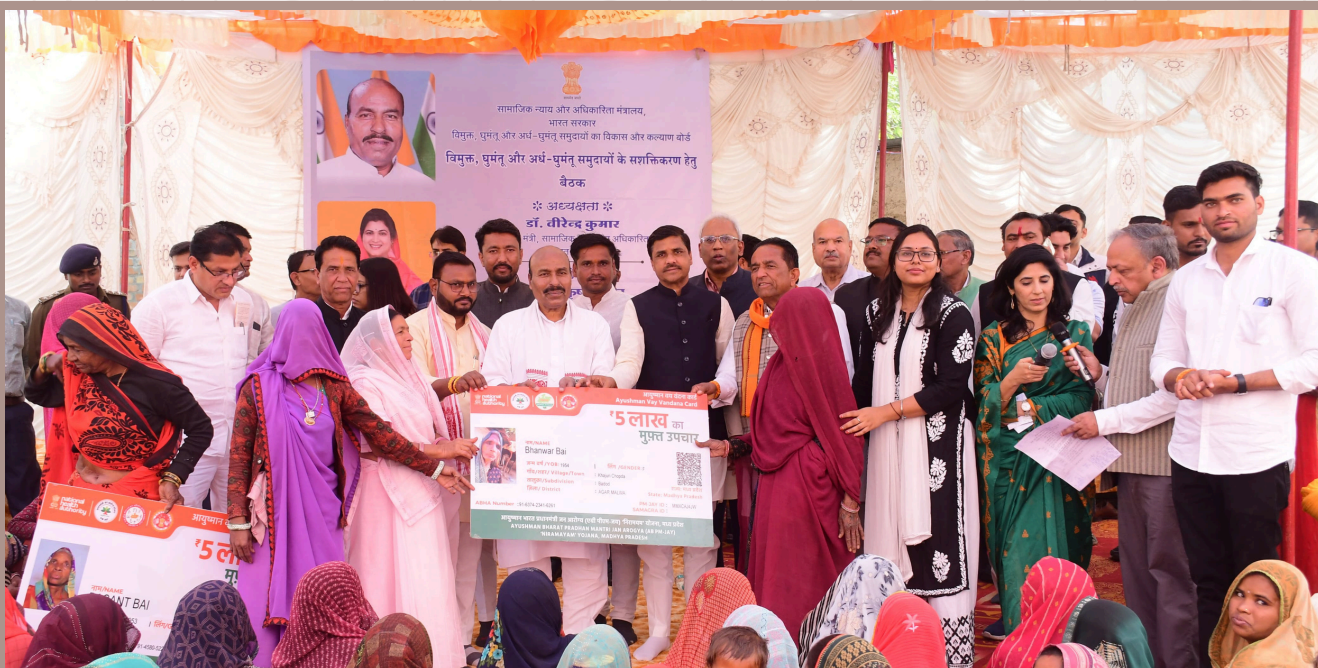
Overall Impact

30286

Households reached

INR 1 Cr to INR 4 Cr

Budget increased



Fellow moderating a session for Ayushman Card Distribution by Union Minister of Social Justice and Empowerment

Voices from the field



It's only with the use of the ABHA card, poor families like us can now get quality health care worth up to INR 5 lakhs even in private hospitals in big cities like Nagpur, completely free of cost

Transforming lives through health care entitlements

Narayan Ramji Rathore from Banjara community is a resident of Yavatmal district, had never imagined that a government health card could one day save his father's life. Like many from his community, he was initially hesitant when Haqdarshak NGO visited his village to help people enrol for the Ayushman Bharat Health Account (ABHA) card under the SEED scheme's health component. However, after attending an awareness camp organised by Haqdarshak, Narayan understood the importance of health insurance. With support from the Haqdarshak team, he enrolled himself and his family for ABHA cards and within days, they received their ABHA cards.

A few months later, when his father suffered a severe cardiac issue, the ABHA card came to their rescue. Only because of the ABHA card, Narayan was able to admit his father to a reputed hospital in Nagpur, where he underwent successful bypass surgery. The entire cost of treatment and medication was free, as it was covered under ABHA card health insurance.

Narayan's story is a powerful testament to how access to health care entitlements can be lifesaving and transform lives, especially for marginalized communities who've been left out for far too long.



Fellow Ekta interacting with the SHG members

Sustainability of the Project



The fellow helped anchor the initiative's sustainability by strengthening institutional capacity, recruiting two consultants to support the CEO, DWBDNC, and standardising key processes. The project now follows a system-driven model with clear, replicable workflows.

Key Takeaways



Fellow learnt that frameworks don't transform lives, relationships and genuine listening do. It's about understanding why a mother may resist formal banking, or why her children aren't in school despite the incentives.



Fellow Ekta moderating Ayushman Card training for new partners onboarded



Rama Shankar Pandey

Support for Marginalized Individuals for Livelihood and Enterprise Scheme (SMILE) - Beggary component

Pradhan Mantri Samajik Utthan and Rozgar Adharit Jankalyan (PM-SURAJ)

National Action Plan for Drug Demand Reduction (NAPDDR)

Why did Rama Shankar choose Indian Administrative Fellowship?



Nation building via govt collaboration



Servant Leadership



Refine & Rebuild

Schemes Rama Shankar Pandey has worked on

Objective of the sub-scheme is to make the country 'Bhiksha-Vritti Mukta Bharat' and ensure comprehensive rehabilitation of persons engaged in begging.

SMILE
(Beggary)

PM-Suraj

Aims to uplift the most marginalized sections of society and provide credit assistance to entrepreneurs from disadvantaged communities.

Focuses on preventive education, awareness generation, identification, counseling, treatment and rehabilitation of individuals with substance dependence, training and capacity building and help in reducing stigmatization of and discrimination.

NAPDDR

About Smile (Beggary)

The Department of Social Justice and Empowerment has formulated an Umbrella Scheme/Central Sector Scheme “Support for Marginalized Individuals for Livelihood and Enterprise (SMILE)”, which includes a sub-scheme for ‘Comprehensive Rehabilitation of persons engaged in the act of Beggary’. This sub-scheme covers several comprehensive measures including welfare measures for persons who are engaged in the act of begging with focus extensively on rehabilitation, provision of medical facilities, counseling, education, skill development through an effective convergence approach for sustainable development of target groups.

The sub-scheme is being implemented across the country with the support and convergence of various stakeholders such as State/UT Governments, District Administration, Urban Local Bodies/Municipal Corporations and other organisations/agencies working in the field of prevention of beggary and public at large so as to ensure the beggars reintegration in the mainstream society to lead a life with dignity and self confidence.

Survey & Identification

using geo-tagged forms via the SMILE-B portal
Profiles individuals by age, gender, substance use, mental health, and willingness to engage
Each team surveys ~25 individuals/day

Rescue & Mobilization

by multi-stakeholder squads (Women & Child Dept., police, ULBs)
Individuals sent to tailored centers: de-addiction, mental hospitals, old age homes, child care institutions

Rehabilitation & Livelihood

Skill development: culinary arts, stitching, digital literacy, watchkeeping, paper bag making
Entitlements: Aadhar, ration cards, bank accounts, Samagra ID
Economic empowerment through PM SVANidhi, PMMY, NRLM, PMJAY, and CSR convergence

Fellow's Contribution

Policy

New 2025–26 guidelines drafted, incorporating cost revisions, additional shelter provisions etc
Recommendations submitted post-World Bank Round Table and Steering Committee Meetings

Partners

Expert Network (10 members) created; National training held in Ayodhya for 125+ NGO personnel. Released: Success Story Book, SOP Book with RACI chart, and SMILE-B Handbook. Capacity building inputs presented by Expert Network Members at Chintan Shivir 2025 (Dehradun)

Field

Implemented in 31 cities in Phase one ; 22410 individuals surveyed, 3400 rehabilitated (including 728 children). 50 new cities approved; 100 more cities added for FY 2025–26. Implementation now expanded to 181 Cities

Impact

Launched SMILE-Beggary Web Portal (Beta); survey data uploaded. “Report a Person” feature developed

Data

Insights used for refining implementation and modifying scheme guidelines (Concept Paper for Scheme extension beyond FY 26-31 submitted).

Overall Impact

22410

Individuals Surveyed

3400

Rehabilitated (Including
728 children)

100

New cities added

Voices from the field



I had lost everything—my family, my dignity, even myself. But with care, support, and a second chance, I've stitched my life back together. Today, I stand not as a beggar, but as a supervisor, a son, and a man with purpose

Sunil Mahavar: From Addiction to a New Life

Sunil Mahavar (*in green t shirt in the above picture*), a 33-year-old graduate, once managed a business in the bustling vegetable market of Indore. His life took a drastic turn in 2012 when he tried alcohol for the first time at a friend's wedding. This initial experience sparked the beginning of a severe addiction, leading him down a dark path of substance abuse. These destructive habits eroded his life, causing the disintegration of his marriage and the loss of his family's support.

As his addiction worsened, in a desperate bid to satiate his cravings, Sunil resorted to catching lizards, burning them, and consuming their ashes. Eventually, Sunil left home and found himself begging on the streets.

On March 12, 2024, Sunil's life took a turn for the better when he was rescued from the footpath of Chimanbagh, Indore by "Sanstha PRAWES" and taken to their beggar rehabilitation center. He was taken to the hospital for medical treatment and underwent 18 days of skill development as a Sewing Machine Operator at the rehabilitation center, conducted by PRAWES' in-house trainers. He was subsequently hired by Trends Apparel Pvt. Ltd. as an operator and cutting master.

Sunil's transformation over the past two and a half months has been remarkable. He now works as a supervisor in the cutting and stitching department in Indore. His family, deeply moved by his recovery, has welcomed him back with open arms, and he now lives with them in respect and harmony.

Voices from the field



“
Life pushed me to the edge, but with care and support, I found my way back. Today, caring for special children gives me strength and purpose. I may have lost everything once, but now I feel I'm finally giving something back
”

Jayalakshmi's Journey from Homelessness to Healing

Jayalakshmi, 45, was born in Sri Lanka and moved to Tamil Nadu with her parents during her childhood. They settled in Pollachi, hoping for a better future. Sadly, Jayalakshmi lost her parents at a young age, leaving her to navigate life on her own. She later moved to Chennai, where she found work as a sanitation worker at Malar Hospital. Eventually, she married Krishnaraj, and the couple had a child. Unfortunately, their child was born with a congenital heart defect, commonly referred to as a "blue baby," and tragically did not survive. The loss of her child deeply impacted Jayalakshmi, leading to the onset of mental illness. Over time, she left her home and began wandering the streets, disconnected from her former life.

Jayalakshmi was reported wandering around Erode, Pallipalayam, and Tiruchengode. She was then taken to the Atchayam Rehabilitation Centre, where she received new clothes, food and immediate care and medical attention.

She received training on care of children with special needs from the Ecomwell Home.

She now works as a trainer at a school for special children, where she takes care of their health and well-being. Through her work, Jayalakshmi has gained a renewed sense of purpose and fulfillment. She has also reintegrated with one of her relatives.

Voices from the field



For years, I was lost in darkness, even chained by those around me. But with care and support, I found a way back. Today, I stand with purpose, working as a watchman and living with dignity

Mohan's Transformation from Turmoil to Stability

Mohan, a 45-year-old man, had been struggling with severe mental health issues for the past five years, wandering the Kodumudi area. His condition led to erratic behavior, including frequent outbursts during which he would physically assault family members and destroy household items. Mohan had also developed a habit of consuming bidis and tobacco, which further worsened his condition. Due to his disruptive actions, the villagers took drastic measures and restrained him using large iron chains on his hands and feet, confining him to a secure location.

Recognizing the severity of his situation, the Atchayam Trust team intervened. They visited Mohan, assessed his condition, and provided him with the appropriate advice and care. They facilitated his rehabilitation process, offering him the necessary support and treatment to address his mental health issues.

Today, Mohan is employed as a watchman, allowing him to contribute positively to society while maintaining his recovery. His journey from turmoil to a renewed sense of purpose is a testament to the impact of compassionate intervention and dedicated support.



Fellow Rama Shankar and Senior Ministry officials visiting the implementation partner

Sustainability of the Project



Two member PMU is set up for the continuity of work done by the Fellow. Additionally, the interventions under SMILE-B were drafted by the Fellow in close coordination with the Department. These documents have been uploaded to the SMILE-B portal and are now accessible to all implementing agencies for reference and use

Key Takeaways



Fellow realised that collaboration is the real game-changer. No single entity—corporate, government, or civil society can drive large-scale impact alone. The biggest success have come from breaking silos and building trust between different stakeholders

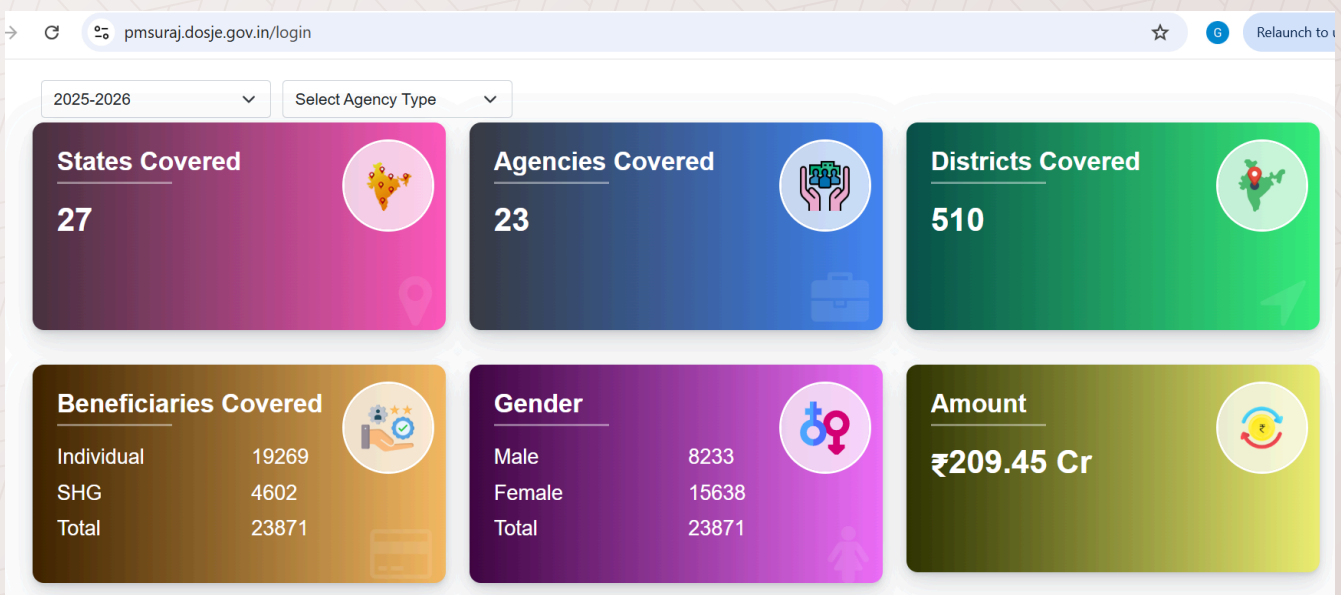
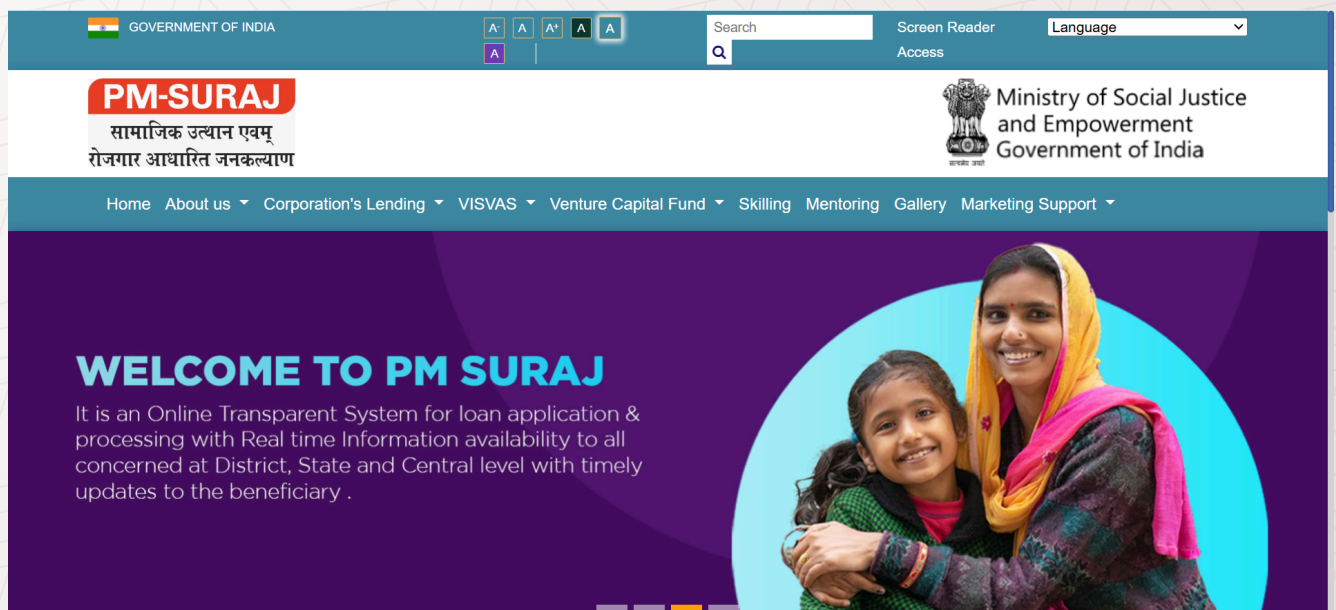


Fellow Rama Shankar attending workshop and stakeholder consultation on SMILE (Beggary)

About PM Suraj

Pradhan Mantri Samajik Utthan evam Rozgar Adharit Jankalyan (PM-SURAJ) initiative, launched on March 13, 2024, by PM Narendra Modi, marks a transformative step in delivering economic empowerment to India's marginalised communities. This initiative is designed to offer direct credit support through a unified digital portal that connects potential beneficiaries with lending institutions in a seamless and transparent manner.

PM-SURAJ targets individuals from Scheduled Castes (SCs), Scheduled Tribes (STs), Other Backward Classes (OBCs), denotified, nomadic tribes and Semi-Nomadic Tribes, and sanitation workers (Safai Mitras). Its core objective is to enable self-employment and enterprise creation by facilitating access to collateral-free loans through banks, NBFCs, and microfinance institutions (MFIs), while eliminating middlemen and reducing transaction inefficiencies through direct benefit transfer (DBT) mechanisms.



Fellow's contribution

Data

Assisted in developing common minimum Data Architecture, which was agreed among all Finance Development Corporations and helped in revival of the stalled relationship with BISAG as IT supplier to DoSJE

Collaboration

Coordinated the efforts to make the PM-Suraj Portal dynamic (which was earlier static) with all schemes of Ministry including newly launched VISVAS scheme, which was fully integrated with CMS data entry by each Financial Development Corporation

Integration

Collected feedback received from all Divisions and thereafter assisted NBCFDC to launch a pilot of the Integrated Cluster Development Scheme (ICDS) in March'25 across few clusters (after ICDS Scheme got approved in February'25)

Overall Impact*

2432

Direct Online
Applications for
financing in NSFDC

108984

Total Visitors on the
dynamic portal

**Source: PM Suraj Portal*

Nano-entrepreneur's Assistance on Marketing and Handholding (NAMAHA)

Fellow has proposed this transformative initiative designed to empower 1 lakh nano entrepreneurs over 3 years, belonging to marginalized communities, which aims to bridge critical non-financial gaps, such as lack of mentorship, market access, financial literacy, and entrepreneurial exposure—that restrict small/nano businesses from scaling and sustaining. A budget of INR 491 Cr is proposed under NAMAHA intervention.

Sustainability of the Project



PM-Suraj will be handed over to respective Financial Development Corporations (NSFDC, NSKFDC and NBCFDC) for continuity. Post the launch of ICDS, NAMAHA proposal will be independently taken forward by the respective Financial Development Corporations too.

Key Takeaways



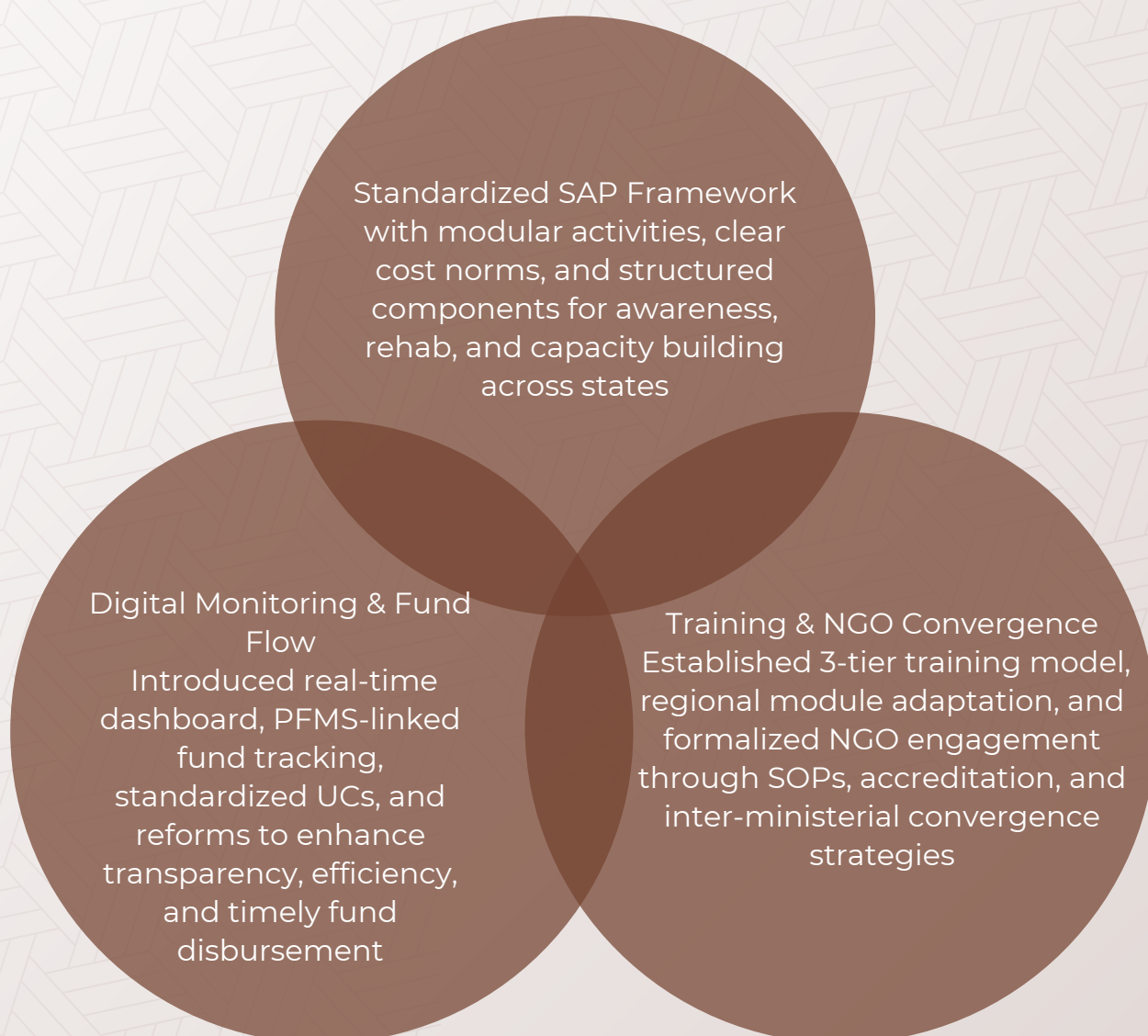
Fellow learnt that advocating from the outside has its limits. True transformation requires working within the system, understanding its constraints, and finding ways to drive efficiency while keeping the human impact at the center.



Fellow Rama Shankar with the Hon'ble Union Minister Dr Virendra Kumar

About NAPDDR

The National Action Plan for Drug Demand Reduction (NAPDDR), spearheaded by the Department of Social Justice and Empowerment, aims to combat substance abuse through prevention, treatment, rehabilitation, and social reintegration. The plan faced challenges such as inconsistent State Action Plans (SAPs), unclear cost norms, poor fund utilization, and limited NGO convergence. To address this, the project developed a standardized SAP framework with activity-specific cost norms, a three-tier training model, and digital monitoring systems. Convergence with health, education, and panchayati raj departments was emphasized. These reforms aim to make NAPDDR a robust, outcome-driven program for building a drug-free India.



Fellow's contribution

Policy

Developed a model State Action Plan (SAP) framework and cost norms, and proposed revisions to NAPDDR guidelines based on consultations and field insights. Submitted the same to the Department for policy approval

Design

Significant work was done in capacity building through the design of a three-tier training model, development of regionally adaptable modules, and creation of a certified master trainer roster for nationwide rollout

Field

Contributed in field implementation, which included mobilizing youth across multiple states under NMBA, coordinated mass pledge drives, and supported grassroots awareness through convergence with local NGOs and community institutions

Data

Proposed a real-time monitoring dashboard, which enabled geo-tagged beneficiary tracking, PFMS-linked fund flow, and digitized reporting to enhance transparency, efficiency, and data-driven decision-making

Funds

Analyzed SAP proposals, identified budget inconsistencies, and recommended improvements for fund utilization, performance monitoring, and evidence-based policy decisions under NAPDDR



Fellow Rama Shankar moderating the discussion on NAPDDR



Yuva Bharat Nasha Mukta Bharat

Fellow Rama Shankar taking the Nasha Mukta Bharat Abhiyan pledge along with civil society, citizens and senior officials of MoSJE at Youth Spiritual Conclave, Varanasi



Sustainability of the Project

Project will be carried forward by the DoSJE, which includes the standardized frameworks and the digital systems to ensure institutional continuity. A nationwide mega awareness campaign is also planned to sustain momentum and deepen public engagement in the coming days



Key Takeaways

Fellow learnt that systemic change requires patience. The key is to stay committed, embrace the complexity, and keep pushing forward.



Fellow Rama and Shubha with Nudge and NISD officials, visited the ODIC Centre in Jaipur



Santashil PalChaudhuri

Venture Capital
Fund

Social Stack

Why did Santashil PalChaudhuri choose Indian Administrative Fellowship ?



Serve the Nation



Policy Delivery at Scale



Power of Synergy

Projects Santashil has worked on

Objectives is to provide capital, mentorship, technical assistance, and Business Development services to underserved communities, enabling them to scale their businesses.

VCF

Social Stack

Enables proactive delivery of scheme to the beneficiaries at the right time with real- time data, lifecycle-linked triggers, and through multilingual, multi-modal interfaces..

Problem Statement

Despite initiatives like VCF-SC, VCF-BC, ASIIM, and SAGE, critical ecosystem gaps persist. While these schemes offer concessional finance, they lack support for mentorship, incubation, and market access. Delayed disbursements, rigid eligibility, and limited outreach hinder access for first-generation entrepreneurs. A risk-averse credit culture and lack of flexible financing further stifle innovation. An integrated venture capital framework—combining public-private partnerships, social stock mechanisms, and grassroots incubation—is essential for inclusive entrepreneurial growth.

Policy Context & Alignment

The proposed New Venture Capital Fund (VCF) aligns with India's inclusive development agenda, reflected in schemes like Startup India, Stand-Up India, PM-DAKSH, ASIIM, and the Social Stock Exchange. While initiatives such as VCF-SC, VCF-BC, SAGE, and ASIIM offer concessional finance to SC, OBC, and senior citizen-led ventures, challenges in outreach, disbursement, and sustained support persist. Complementary schemes like CGSS, VISVAS, and SHREYAS reduce financial barriers, and institutions like TBIs, LBIs, and MAARG provide incubation and mentorship. Place-based programs like ODOP, ONDC, and the Aspirational Districts Programme promote localized enterprise. Yet, uptake remains fragmented. The New VCF proposes a unified, public-private framework integrating flexible finance, grassroots incubation, and ecosystem convergence to fill these gaps and catalyze inclusive entrepreneurial growth.

Fellow's Contributions

Policy

Led the ideation and policy design of the New Venture Capital Fund (VCF), identifying structural gaps and proposing an inclusive financing model grounded in social justice

Funds

Conducted in-depth fund diagnostics and policy research across VCF-SC, VCF-BC, ASIIM, and SAGE; drafted the concept note and EFC/CCA documentation for inter-ministerial review

Design

Facilitated ecosystem partnerships with SIDBI, SSE, CGTMSE, and incubators; represented the Ministry at national forums to drive convergence

Data

Automated monthly tracking for the current fund. All information required for the current fund can be extracted easily with TAT of minutes compared to waiting for days earlier for reply from IFCI.

Policy Recommendations

Launch an Inclusive Venture Capital Fund

Create a unified fund that integrates existing caste-based schemes into a single platform. Adopt a fund-of-funds model to leverage private VC expertise and align the initiative with constitutional values of social justice and inclusive economic growth

Build End-to-End Ecosystem Support

Partner with incubators like TBIs, LBIs, and college-based platforms to provide capital, mentorship, and market access. Integrate the fund with schemes like StartUp India, PM-DAKSH, SHREYAS, and CGSS for comprehensive, grassroots-level entrepreneurial support

Enable Flexible and Risk-Tolerant Finance

Introduce patient capital, blended finance, and revenue-based instruments. Allow working capital support and risk-adjusted returns to support early-stage, first-generation entrepreneurs who lack access to traditional credit and equity models

Ensure Equity and Strong Governance

Focus investments on high-impact sectors and underfunded geographies like rural areas and Aspirational Districts. Establish a professional Mother Fund Manager, real-time monitoring, and third-party evaluation to ensure transparency & efficiency



Fellow Santashil moderating in the VCF Stakeholder Consultation at DAIC, New Delhi

What transformed

Existing VCFs offered concessional finance but lacked holistic support such as mentorship, incubation, and market access. Disbursements were uneven, with weak rural outreach and limited integration with schemes and platforms like SSE, CGTMSE, and StandUp India.

The new VCF model embeds mentorship, incubation, and market access, with strong linkages to schemes, platforms like SSE and CGTMSE, and rural outreach—enabled by deep diagnostics, stakeholder consultations, and a reimagined, inclusive policy and implementation roadmap.

Sustainability of the Project



The new VCF, housed within the Economic Inclusion Division, ensures continuity. Post DoE and Cabinet approvals, a PMU and Mother Fund Manager will drive implementation. Built on a blended finance, fund-of-funds model, it aims for sustainability via private capital, ecosystem convergence, and robust M&E.

Key Takeaways



Working on the New VCF deepened the Fellow's understanding of inclusive policy, showing how empathy and system thinking go hand-in-hand. It highlighted the power of collaboration, stakeholder engagement, and mission-driven leadership in driving equitable entrepreneurship.



Fellow Santashil spoke at PRABHAV 2024, New Delhi



Fellow Santashil with Senior official at NSE, Mumbai

Social Stack

Background

With nearly 8% of GDP allocated to social support schemes each year, the ambition is clear: uplift every citizen who stands at the margins of the economy and society. Yet, this ambition is constrained not by resources, but by architecture.

The answer lies not merely in digitization or in launching more schemes, but in fundamentally reimagining welfare delivery as infrastructure. A shift from portals and pilots to platforms and guarantees. That is the vision of the Social Stack — a new proposed governance architecture that can transform how welfare is discovered, delivered, and experienced in India.

Problem Statement

India today runs thousands of welfare schemes across Central and State governments. But access to these schemes is uneven, sometimes out of reach, and largely dependent on individual awareness, administrative discretion, or accident of geography.

Three systemic bottlenecks shape this reality:

Visibility Deficit

Government has limited real-time visibility into who is benefiting from which scheme and whether the support is adequate or overlapping. Without this, benefits can neither be tracked nor optimized properly

Convergence Deficit

Schemes operate in silos - education, health, social justice (each with its own application forms, eligibility criteria, and databases).

The system does not treat citizen as integrated individuals with evolving needs

Saturation Deficit

Some who are eligible never receive support. They don't know what they qualify for, or they give up after encountering complex paperwork and language barriers

Social Stack

A new social contract

What the Social Stack proposes is simple: welfare should find the citizen, not the other way around. This vision, however, is deeply rooted in India's federal structure, recognizing that its successful execution depends on a collaborative partnership between both the Central and State governments. Just as UPI and Aadhaar redefined how Indians engage with money and identity, the Social Stack can do the same for welfare. It envisions an interoperable, consent-based, and intelligent system that empowers the citizen, strengthens governance and state-citizen relations. At its core, it is a public infrastructure layer that enables every ministry, state, or NGO to plug in and deliver welfare efficiently and ethically.

Strategic Shift

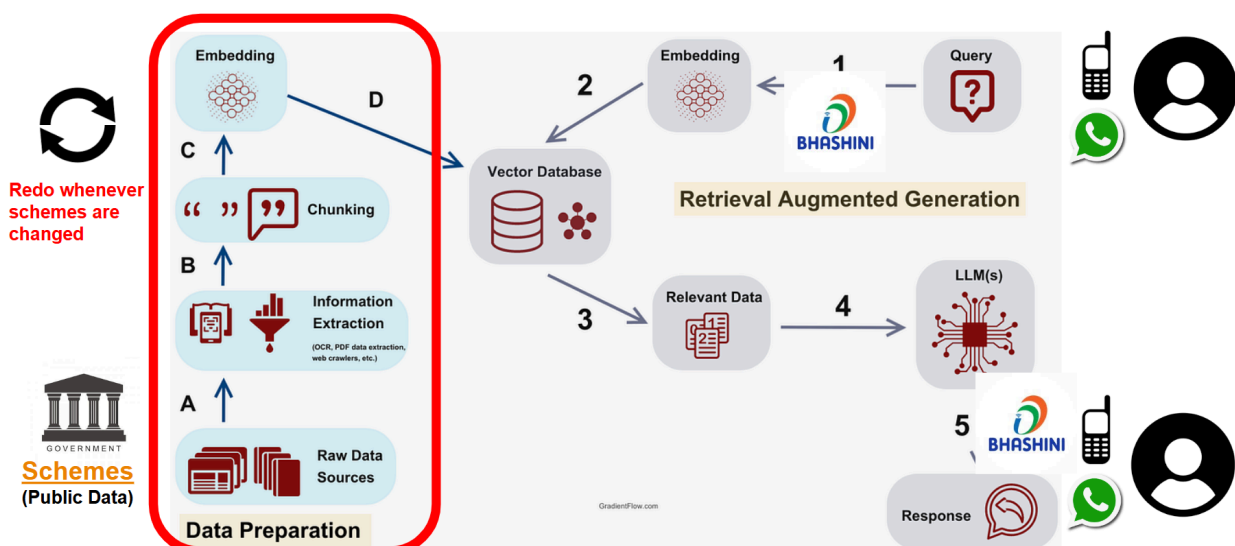
To build the future, the Social Stack champions three key shifts:

- **From Application-Based to Entitlement-Based Systems:** A unified interface, backed by verified personal data and intelligent matching using AI, can surface relevant schemes automatically for the citizens.
- **From Fragmentation to Interoperability:** Aadhaar and DigiLocker already lay the foundation — what's needed is convergence through APIs and shared protocols.
- **From Data Collection to Data Empowerment:** With consent-driven personal data stores and integration with platforms like DigiLocker, repeated friction can be eliminated.

Pull Model

Base Version – Pull Model

Chatbot and IVR



Original Source: <https://medium.com/enterprise-rag>

56

Social Stack

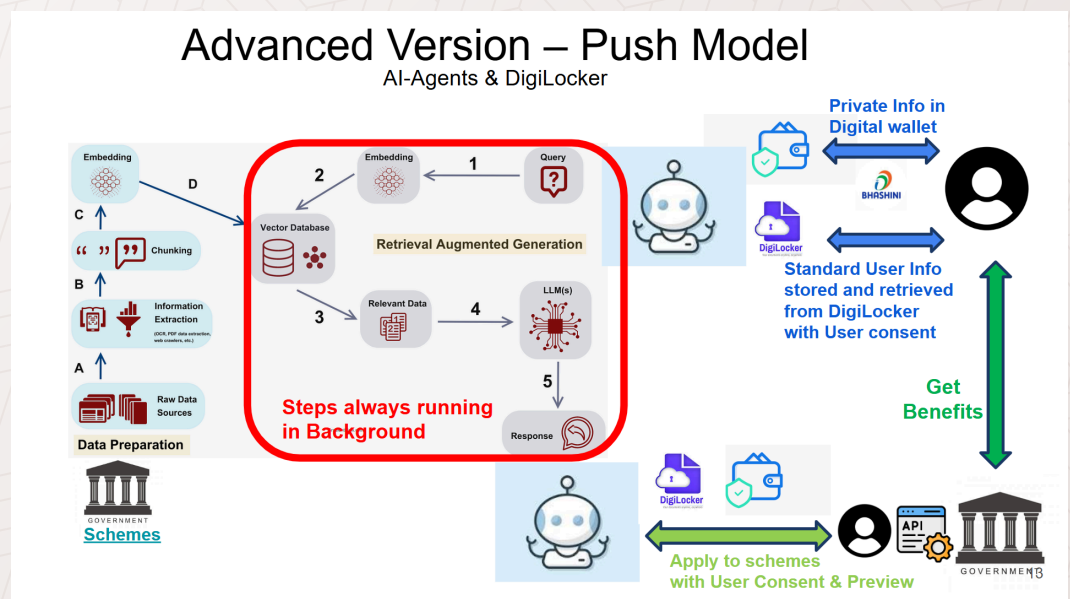
A Proactive State

The Social Stack enables a fundamental governance innovation: proactive delivery. With real-time data, lifecycle-linked triggers, and multilingual, multi-modal interfaces, the state can offer the right benefit at the right time. For instance:

- A young woman who completes school could be proactively nudged towards higher education scholarships or skilling programs.
- A farmer impacted by climate events could be matched to insurance schemes, compensation, and input subsidies — all in one flow.

This is not just about efficiency — it is about equity, trust, and dignity.

Push Model



Fellow's Contributions

Collaboration

Close collaboration with students from CHRIST (Deemed to be University) to develop a Social Stack prototype of an intelligent Unified Beneficiary Interface through the three modules

Work

Defined the scope of work for each module and also studied myscheme.gov.in extensively, as it was the base for developing the prototype

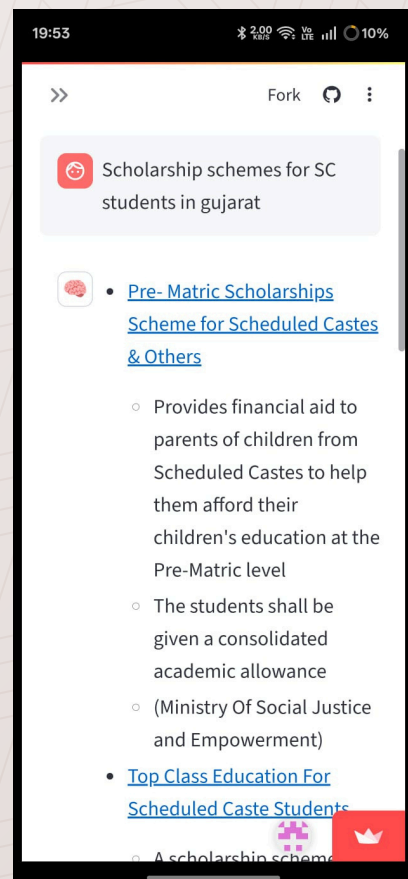
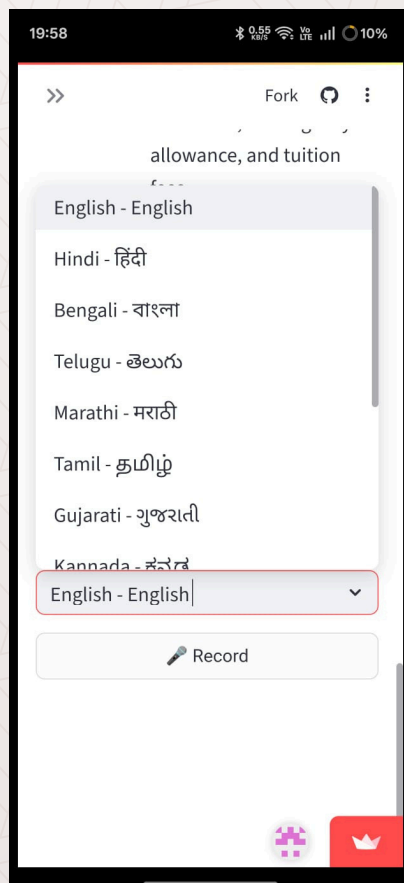
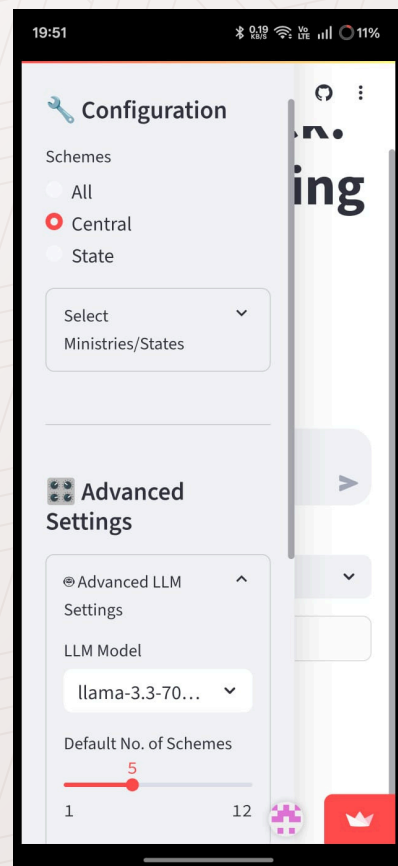
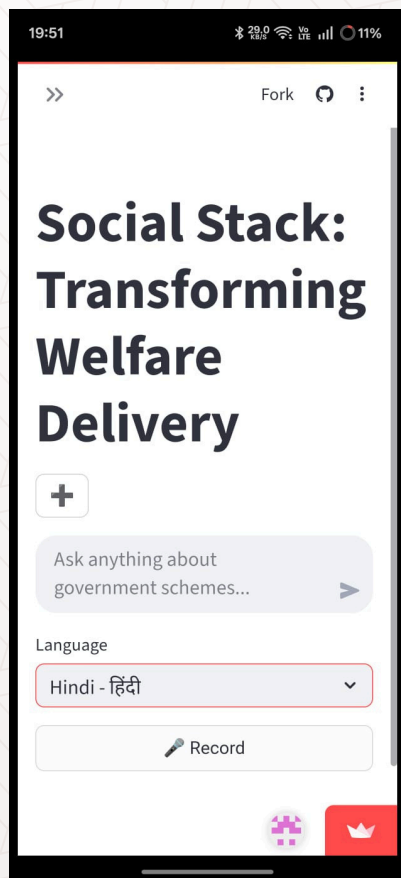
Platform

Spearheaded the Bhashini integration for multilingual, multimodal access. Bhashini (an initiative of Ministry of Electronics & Information Technology) is an AI powered language translation platform, bridging literacy, language, and digital divides

Technology

Onboarding and approval of DigiLocker, with ongoing dependency on cloud hosting and also successfully demonstrated Module 1 and 2

Social Stack Prototype



What transformed

DoSJE has faced some challenges in its welfare distribution systems. The baseline state can be characterized by: limited visibility, accessibility and lack of saturation.

As part of the Social Stack, a prototype of the Universal Benefits Interface (UBI) has been developed by the Fellow which is a new proposed governance architecture that can transform how welfare is discovered, delivered, and experienced in India.

Sustainability of the Project



Pilot in selected districts will be done in the coming months and feedback from the field trials will be integrated before going ahead with full development, deployment and stabilization of the social stack.

Key Takeaways



Fellow carries with him not just the technical knowledge of policy implementation, but a deeper understanding of how transformative change happens in the world's largest democracy. This journey has been humbling, challenging, and profoundly rewarding.



Shubha Murthi

Process Reform of Dr. Ambedkar
International Centre (DAIC)

Process Reform of Dr. Ambedkar Foundation
(DAF)

Strategic Roadmap to establish the National
Institute of Social Defence (NISD) as a
Centre of Excellence

Why did Shubha Murthi choose Indian Administrative Fellowship ?



Service to the nation



Influencing governance



Transforming systems

Shubha has worked on institutional reforms of :

Promotes education among marginalized communities by offering research fellowships, skill development programs, and academic support. It serves as a hub for learning, dialogue, and inclusive policy advocacy

DAIC

DAF

Supports education for marginalized communities through scholarships, awareness programs and also promotes Dr. Ambedkar's vision of social justice by encouraging equal opportunity in education

Promotes education through training programs, research, and capacity building in substance abuse prevention, elder care, and transgender welfare, aiming to create skilled professionals and informed communities

NISD

Process reforms in Dr. Ambedkar International Centre

About Dr Ambedkar International Center

The Dr. Ambedkar International Centre (DAIC) was established to honour the enduring legacy of Bharat Ratna Dr. B.R. Ambedkar, a visionary social reformer, jurist, and the principal architect of the Indian Constitution. DAIC serves as a premier institution dedicated to promoting research, policy analysis, and capacity-building initiatives that advance the principles of social justice, equality, and inclusive development. As a think tank and knowledge hub, the Centre aims to foster dialogue on issues concerning marginalized communities and to support evidence-based policymaking that aligns with the values of equity and human dignity. DAIC also works to disseminate Dr. Ambedkar's teachings through academic collaborations, public outreach, training programs, and the promotion of constitutional values

Problem Statement

Despite its foundational vision, DAIC faces notable structural and operational challenges that impede its effectiveness. A comprehensive study analysing these challenges and recommending strategic reforms is essential to enhance its functioning and optimise resource utilisation. Strengthening DAIC's institutional framework will significantly contribute to the welfare of the Ministry of Social Justice and Empowerment's target groups—Scheduled Castes, Backwards Classes, senior citizens, transgender persons, and individuals engaged in beggary



Fellow Shubha presenting DAIC report to the Senior leadership of DoSJE

Fellow's Contributions

Design

Conducted detailed consultations with DAIC leadership, senior consultants, academicians, and experts to gather insights on institutional challenges, strategic priorities, and opportunities for strengthening DAIC's role in social justice

Identification

Reviewed DAIC's governance structure, institutional framework, financial provisions, and operational processes to identify key gaps and potential areas for structural and administrative improvement aligned with its foundational objectives

Evaluation

Evaluated the scope, quality, and impact of DAIC's research portfolio, publications, and digital presence to understand current strengths and areas needing enhancement for greater national and global relevance

Design

Assessed the utilisation, accessibility, and effectiveness of DAIC's physical infrastructure, facilities, and technological capabilities to support its academic, training, and outreach functions more efficiently

Data

Studied comparable national and international institutions to identify best practices in research governance, outreach, capacity building, and policy engagement, informing a reform roadmap tailored to DAIC's vision

Policy Recommendations

The fellow developed a reform report addressing structural, operational, and governance gaps in DAIC, incorporating feedback from Ministry officials and experts through multi-stakeholder consultations to ensure relevance and actionability

The report proposes a dual-vertical model and legal, institutional reforms to strengthen DAIC's autonomy. It was submitted to the Ministry to guide action and unlock the Centre's long-term potential

What transformed

The fellow presented the draft report to senior Ministry officials and incorporated their feedback. It was also shared with key stakeholders, including DAIC leadership, for input. The final report will be submitted to the Ministry for action to strengthen institutional functioning

The project report will be utilized to initiate internal discussions within the Ministry. Structural and operational recommendations will be reviewed, and the proposed implementation processes and methodologies will be actively deliberated to guide future institutional reforms and strategic actions

Sustainability of the Project

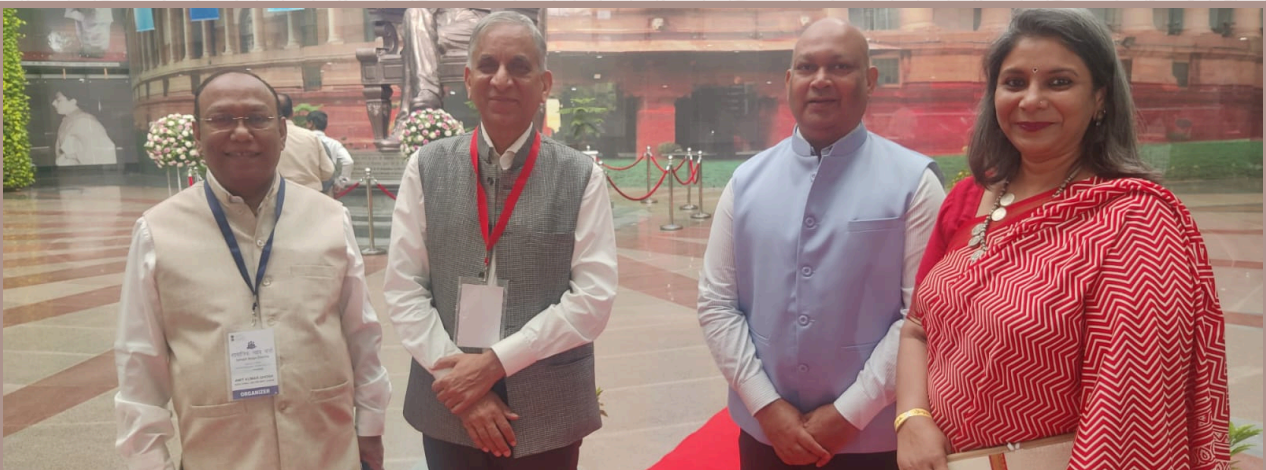


The proposed reforms at DAIC are designed for long-term impact through institutional restructuring, independent governance, and phased implementation. Ministry officials and DAIC leadership have been identified as key drivers to ensure continuity. The final report serves as a roadmap, enabling sustained improvements beyond the fellowship period with actionable, scalable recommendations

Key Takeaways



Fellow got an immersive opportunity to understand the intersection of institutional governance, policy design and social justice. It fostered critical inquiry into systemic inefficiencies and enabled the formulation of evidence-based reforms. This process refined Fellow's analytical acumen, deepened policy insight, and strengthened the ability to navigate complex ecosystems



Fellow Shubha with DoSJE officials at DAIC, New Delhi

Process reforms in Dr. Ambedkar Foundation (DAF)

About Dr Ambedkar Foundation

The Dr. Ambedkar Foundation (DAF), established in 1992 as an autonomous body under the Ministry of Social Justice and Empowerment (MoSJE), Government of India, is entrusted with advancing the vision and legacy of Dr. B.R. Ambedkar—the chief architect of the Indian Constitution and a global icon of social justice and equality. The Foundation’s mission is to promote Ambedkar’s philosophy and contribute meaningfully to the socio-economic empowerment of historically marginalized communities, including Scheduled Castes (SCs), Scheduled Tribes (STs), Other Backward Classes (OBCs), De-notified Tribes (DNTs), and other disadvantaged groups

Problem Statement

Despite its foundational mandate to promote social justice and empower marginalized communities, the Dr. Ambedkar Foundation (DAF) has faced persistent challenges in optimizing its institutional potential. Key programs have suffered from inconsistent implementation, limited policy alignment, and underutilized academic outputs. The absence of robust monitoring systems, digital infrastructure, and strategic outreach has further constrained impact. A comprehensive reform approach is needed to revitalize DAF’s role in addressing contemporary social inequities and fulfilling Ambedkar’s transformative vision



Fellow Shubha, NISD official, Nudge member’s visit to Dr. Ambedkar Chairs at Kalinga University and NISWASS

Fellow's Contributions

Reforms

Reviewed award implementation processes and proposed reforms to institutionalize regular conferment, restoring the national and international awards as credible instruments for promoting Ambedkar's ideals and advancing the discourse on social justice

Policy

Mapped scholarship schemes to policy goals and proposed digital integration for transparency and efficiency, ensuring timely disbursal and improved access for Scheduled Castes (SCs), Other Backward Classes (OBCs), and other disadvantaged groups

Design

Recommended structural and programmatic reforms to reposition DAF as a driver of social equity, with integrated welfare delivery, grievance redressal, and data-backed interventions for marginalized community empowerment

Design

Proposed strategies to enhance Ambedkar-related commemorations and memorial engagement through digital dissemination and structured programming, aiming to elevate public awareness and institutionalize Dr Ambedkar's legacy in national consciousness

Design

Supports construction of Ambedkar Bhawans and libraries, plans Samajik Samta Kendras, and proposes future initiatives like Legal Aid Clinics to expand grassroots access to justice and community empowerment

Policy Recommendations

Restructuring DAF w.r.t. research and academic engagement, and also welfare delivery and community outreach - to enhance thematic clarity, equitable access, and institutional responsiveness in advancing Dr. Ambedkar's vision of social justice, inclusion, and participatory governance

Propose establishing a dedicated M&E unit with social equity indicators, participatory grievance redressal, and impact tracking tools to strengthen transparency, accountability, and inclusive feedback mechanisms, ensuring that the voices and needs of marginalized communities inform policy and program implementation

NISD Strategic roadmap development

About NISD

The National Institute of Social Defence (NISD), under the Ministry of Social Justice & Empowerment, serves as the premier Central Advisory and Research institution for capacity building, policy input, and knowledge dissemination in the field of social defence. With thematic divisions focusing on substance use prevention, elderly care, transgender welfare, and marginalized populations, NISD functions as a think tank and training body supporting central and state governments, NGOs, and other institutions. It aims to foster inclusive, evidence-based, and rights-centric responses to emerging social challenges, while also building institutional capacity and public awareness across vulnerable population groups

Problem Statement

NISD is the apex institution for training and research in social defence. While it addresses critical issues like substance abuse, elderly care, transgender welfare, and beggary prevention, its impact has been limited by fragmented implementation and low visibility. This project focuses on three key areas: strengthening transgender welfare initiatives, expanding the NISD Internship Scheme to build future capacity, and enhancing institutional effectiveness. These proposed initiatives aim to make NISD a more inclusive, responsive, and impactful national institution



Fellow Shubha anchored a stakeholder consultation on transgender welfare

What transformed

The fellow conducted a comprehensive institutional assessment, mapped all schemes to DAF's objectives, and identified gaps, redundancies, and implementation challenges. A draft reform roadmap was prepared, integrating structural, programmatic, and technological recommendations

The reform roadmap will guide strategic decision-making within the Ministry. Recommendations for restructuring, performance evaluation, and scheme optimization are expected to inform long-term institutional planning, policy coherence, and inclusive service delivery across DAF's key functions

Sustainability of the Project



The project ensures sustainability through institutional anchoring, phased implementation, and leadership buy-in. Identified Ministry officials will lead reforms, supported by an M&E framework, digital tools, and thematic research agendas—ensuring continuity, data-driven governance, and inclusive service delivery

Key Takeaways



Fellow got critical insights into institutional reform, highlighting the need for structural coherence, evidence-based planning, and inclusive governance. It underscored the importance of aligning schemes with constitutional values, strengthening monitoring systems



Fellow Shubha visited Garima Grih in New Delhi

Fellow's Contributions

Evaluation

Assessed Garima Grih shelters in Jaipur and New Delhi, evaluating infrastructure, hygiene, service delivery, and SOP adherence through site visits and direct engagement with residents, staff, and NGOs

Identification

Identified critical gaps such as non-functional centres, poor hygiene, missing records, and lack of structured health and legal services, based on field observations and interactions

Collaboration

Supported the national stakeholder consultation by planning, documenting discussions, and synthesising key issues and recommendations across identity, healthcare, education etc

Policy

Reviewed the Transgender Act, SMILE Scheme, and digital platforms to evaluate implementation challenges and suggested reforms through policy analysis and programme data assessment

Report

Drafted a comprehensive report consolidating field insights and reviews, proposing phase-wise reforms to enhance programme delivery, institutional efficiency, and stakeholder accountability at NISD

Policy Recommendations

Reform Garima Grih operations by addressing implementation gaps through regular monitoring, structured rehabilitation services, and improved documentation. Establish decentralised support mechanisms, ensure timely issuance of ID cards, integrate transgender-inclusive healthcare, and expand access

Institutionalise a dedicated internship vertical within NISD to manage year-round recruitment, coordination, and integration of interns' work into policy planning. Enhance engagement formats and ensure scalability for long-term talent development in social defence

What transformed

NISD operated with a fragmented mandate, weak monitoring, and limited impact across transgender welfare and youth engagement. Garima Grihs lacked functionality and inclusivity, while the Internship Scheme remained unstructured & underutilised

Enablement of evidence-based reviews, field assessments, and stakeholder consultations has prompted internal reform discussions. Recommendations on transgender welfare and internship restructuring will guide NISD towards becoming a more inclusive and proactive institution

Sustainability of the Project



Dedicated teams within NISD have been identified to institutionalise reforms in transgender welfare and internships. National awareness campaigns, interdepartmental convergence, and decentralised support mechanisms are planned to ensure long-term impact, visibility, and structural strengthening of inclusive social defence delivery

Key Takeaways



Engaging with government systems amidst constant change fostered resilience and strategic patience in the Fellow. Exposure to diverse communities reinforced that social justice demands not just access, but systemic transformation through inclusive, locally anchored interventions aligned with long-term developmental goals



Fellow Shubha and Rama, NISD official and Nudge member interacted with transgender persons in Jaipur

Ancillary Projects

Fellow: Shubha Murthi | Associate: Diwakar Kumar

Project Title: Operationalising AVYAY: Standardising Elder Care Services through Standard Operating Procedures (SOPs) Implementation

Project Overview: This project advanced the implementation of the Atal Vayo Abhyuday Yojana (AVYAY), a centrally sponsored scheme for the welfare of senior citizens. With India's elderly population projected to reach 193 million by 2030, SOPs were developed to guide three key stakeholder groups, Government Agencies, Caregivers & Care Organisations, and Institutional Stakeholders. These SOPs aim to clarify roles, improve access to services, and promote inclusive, responsive care.

Way Forward:

- Government Agencies are guided to build Aadhaar-linked databases, coordinate with health, police, and legal departments, and implement elder-friendly infrastructure such as helplines and protection units. States are encouraged to adopt and localise the SOPs and integrate them with schemes like Ayushman Bharat and PMJDY.
- Caregivers & Care Organisations are tasked with delivering quality daily care, ensuring safety features, administering first aid, and fostering emotional and digital engagement. Caregiver training, monitoring, and grievance redress mechanisms are key next steps.
- Institutional Stakeholders such as NGOs, CSR bodies, and legal aid providers are encouraged to establish senior centres, assisted living spaces, and mobile units. Emphasis is also placed on financial safety, digital literacy, and legal awareness. Future efforts will focus on partnerships, inter-generational engagement, and regular service evaluations.

Ancillary Projects

Fellow: Shubha Murthi | Associate: Diwakar Kumar

Project Title: Enhanced Outreach and Engagement – Dr. Ambedkar National Memorial (DANM)

Project Overview: Dr. Ambedkar National Memorial (DANM) at 26 Alipur Road, Delhi, commemorates Dr. B.R. Ambedkar's legacy as the architect of the Indian Constitution and a social justice icon. Managed by the Ministry of Social Justice & Empowerment, DANM hosts high-quality exhibits, digital installations, and educational tour. Despite strengths, opportunities exist to enhance financial sustainability, visitor engagement, digital presence, and utilization of space.

Key observations include:

- Need for high-quality exhibits featuring life-size installations and an interactive Constitution Gallery.
- Underutilized amphitheater and limited retail and digital presence.
- To increase visitor footfall, notably among students, indicates growing educational outreach.
- Have a sustainable financial model.

Way Forward: Implementing these focused strategies will maximize DANM's potential as an educational, cultural, and inspirational hub, honoring Dr. Ambedkar's profound contributions and expanding its influence and sustainability



Fellow Shubha along with Nudge member visited the Dr. Ambedkar National Museum, New Delhi

Ancillary Projects

Fellow: Shubha Murthi | **Associate:** Diwakar Kumar

Project Title: Journey of a Student – Education to Entrepreneurship (E2E)

Project Overview: This project is a proposal submitted to the DoSJE with an aim to integrate existing schemes supporting SC, OBC, and EWS students into a seamless pathway from education to entrepreneurship. Despite DoSJE's annual investment of over INR 7,000 crores in education and financial assistance, these schemes often function in silos, limiting their transformative potential.

To address this, the project envisions a unified framework enhancing access, transparency, and convergence. The fellow supported this by analysing schemes like the Free Coaching Scheme, recommending structural reforms such as expanding coverage to Kendriya and Navodaya Vidyalayas and introducing a “Closed Loop Financing” model using prepaid cards to ensure direct service delivery.

On the entrepreneurship front, the fellow designed an ecosystem to identify and support entrepreneurial talent early through teacher training (via NGOs), mentorship from Atal Incubation Centres and State Agriculture Universities, and grassroots startup competitions. A mentor repository and a dedicated VC fund line were also proposed.

Way Forward: A pilot has been proposed to the department to cover 10 districts, reaching 500 students through coaching and 250–500 through entrepreneurship mentoring. The proposal is under review for inter-departmental convergence and approval.



Fellow Shubha's interaction with the students at NISWASS, Bhubaneswar

Ancillary Projects

Fellow: Shubha Murthi | **Supported by:** Ekta, Rama, Santashil

Project Title: *Re-imagining Welfare Delivery*

Project Overview: This initiative aims to transform India's fragmented welfare landscape into a family-centric, digitally unified platform, which also aligns closely with the Hon'ble Prime Minister's vision of Viksit Bharat 2047. Key features include:

- Unified Benefits Interface (UBI): Centralised digital access point for all schemes
- Family Push Model: Proactive delivery of benefits through AI-personalised targeting and Smart Family Registries
- Scheme Convergence: Lifecycle-aligned support spanning education, livelihood, gender, and elderly needs
- Multilingual & Accessible: WhatsApp chatbot powered by *Bhashini*, simplified user journeys, and grievance mechanisms
- Local Empowerment: Training "scheme-preneurs" and mobilising grassroots networks for outreach

Way Forward: To realise this vision, the following support is essential:

- Policy & Institutional Backing: Unified guidelines to enable inter-departmental convergence
- Resource Commitment: Budget for technology, manpower, and district-level operations
- Strategic Partnerships: Collaboration with states, NGOs, the private sector, and Scheme-preneurs for pilot implementation
- Communications Strategy: Joint efforts with the Ministry's Media Cell on multilingual digital and field campaigns
- Monitoring & Accountability: Dashboard analytics and integrated grievance redressal for continuous improvement



Fellows at NITI Aayog, New Delhi

Ancillary Projects

Fellow: Rama Shankar Pandey | Associate: Diwakar Kumar

Project Title: NISD Studio Project

Project Overview: The NISD Studio Project is a proposal outlining the content requirements, timelines, and resourcing models for producing various media types. The project aims to create animated e-learning videos, 1-hour content videos, IEC materials, thematic podcasts, testimonials, videos for elder/senior citizen care, and TAPAS course modules. A hybrid outsourcing model is recommended for cost optimization and flexibility, utilizing a lean in-house team for strategic oversight, project coordination, scripting, quality control, and final delivery approval, while outsourcing execution-intensive tasks such as animation, video editing, and voiceover. This model is estimated to cost between INR 1-1.5 Cr, compared to an in-house heavy model estimated at INR 2 Cr.

Way Forward: The recommended approach is a Hybrid Model with Smart Outsourcing, involving a lean in-house team of 5-6 professionals for strategic oversight, project coordination, scripting, quality control, and final delivery approval. Execution-heavy work such as animation, video editing, voiceovers, podcast editing, and filming will be outsourced.



Fellow Rama Shankar with officials at the NISD Studio, New Delhi

Gallery | MoSJE Cohort



Fellows with the Hon'ble Union Minister at the Chintan Shivir, Agra



Fellow Santashil with Senior Officials at Shastri Bhawan, New Delhi



Fellow Rama Shankar, Nudge Team, NISD officials, DoSJE officials and Implementation Partners at NISD

Gallery | MoSJE Cohort



Quarterly Review Meeting chaired by Secretary, DoSJE, with Fellows, Nudge and Ministry officials



Coming together of DoSJE & Nudge teams at DAIC, New Delhi



Fellows, NISD officials, Nudge team and NITI Aayog officials at the Leadership Bootcamp, New Delhi

Gallery | MoSJE Cohort



Fellows, Nudge team and Officials during the inauguration of the Cohort at DAIC, New Delhi



Nudge Team during onboarding of Fellows at DAIC, New Delhi



Fellows at the Quarterly Review Meeting at Shastri Bhawan, New Delhi

Testimonials



“ 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.

Nandan Nilekani

Cofounder and Chairman, Infosys
| Founding Chairman UIDAI (Aadhaar)

“ 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.

Amitabh Kant

G 20 Sherpa, Government of India |
ex CEO, NITI Aayog



“ Central and State governments have a critical role in enabling markets, providing public goods, and fostering innovation. Technology is at the backbone of making this happen.

Ashish Dhawan

Founder and CEO , The Convergence Foundation (TCF)

Collaborators

- Academic incubators
- Aga Khan Foundation
- All India Institute of Medical Sciences (AIIMS)
- Arpan Seva Sansthan
- Atchyatam
- BHASHINI, Ministry of Electronics and IT
- BISAG
- BNSS
- Bombay Stock Exchange
- Buddy4Study
- C4DI
- Central University of Gujarat
- Central University of Tamil Nadu
- Centre for Advanced Research and Development
- Christ University Bengaluru
- Credit Guarantee Fund Trust for Micro and Small Enterprises
- DHAN foundation
- DigiLocker, Digital India Corporation, Ministry of Electronics & IT
- Dr. Ambedkar Centre of Excellence
- Dr. Ambedkar Chairs
- Goat Trust
- Haqdarshak Empowerment Solutions
- Indian Council of Medical Research
- Livelihood Business Incubators
- Mahila Mandal Barmer Abhor
- Ministry of Health and Family Welfare
- Ministry of Micro, Small and Medium Enterprises
- Ministry of Women & Child Development
- Ministry of Housing and Urban Affairs
- Myrada
- NI-MSME
- National Institute of Mental Health and Neuro Sciences
- National Stock Exchange
- National e-Governance Division
- Nav Chetna
- Nirmaan
- Pradan
- Prayatna
- Progressive Foundation

Collaborators

- SC-ST Hub of the Ministry of MSME
- Small Industries Development Bank of India
- Social Stock Exchange
- Start-Up India and MAARG Platforms (Department For Promotion of Industry and Internal Trade)
- StandUp India: Government scheme to promote entrepreneurship among SC/ST and women
- State Social Welfare Departments
- Support for Implementation and Research
- Technology Business Incubators
- Umeed
- Udayam
- Uthhan Foundation
- World Bank
- World Health Organization

Acknowledgements

- Shri Amit Yadav: Secretary, Department of Social Justice & Empowerment (DoSJE)
- Dr. Saurabh Garg: Secretary, Ministry of Statistics and Programme Implementation
- Shri Amit Kumar Ghosh, Principal Secretary - Secretariat Administration, Departments of Animal Husbandry, Dairy Development & Fisheries, Govt of UP
- Smt Caralyn Khongwar Deshmukh: Additional Secretary, DoSJE
- Shri Biswaranjan Sasmal: Additional Secretary, DoSJE
- Smt Yogita Swaroop: Senior Economic Adviser, DoSJE
- Shri Ajay Srivastava: Economic Adviser, Department of Fisheries, Ministry of Fisheries, Animal Husbandry & Dairying
- Smt Radhika Chakravarthy B: Joint Secretary, National Commission for Women, Ministry of Women & Child Development
- Smt Monali P Dhakate: Joint Secretary, DoSJE
- Smt Latha Ganapathy: Joint Secretary, DoSJE
- Shri Shailendra Kumar: Joint Secretary, DoSJE
- Shri Parveen Kumar Thind: Joint Secretary, DoSJE & Director, NISD
- Smt Debolina Thakur: Joint Secretary & Financial Advisor, DoSJE
- Smt Pratima Gupta: DDG (Statistics), DoSJE
- Shri V. Appa Rao: Member Secretary, DAIC, DAF & CEO, DWBDNC
- Shri Prashant Kumar Mittal: DDG/HoG, MoSJE Informatics Group, NIC
- Shri Prabhat Kumar Singh: MD, National Safai Karamcharis Finance & Development Corporation
- Shri Rajan Sehgal: MD, National Backward Classes Finance and Development Corporation
- Shri Prabhat Tyagi, Chairman-cum-MD, National Scheduled Castes Finance and Development Corporation
- Shri Alok Srivastava: Senior Director (IT/HoD), NIC
- Shri Akash Patil: Director, DAIC & DANM
- Shri N. Khamchin Thang: Director, DoSJE
- Smt Kajal Singh: Director, DoSJE

Acknowledgements

- Shri Anil Kumar Vinayak Patil: Director, DoSJE & DAF
- Shri Prabhudas Xalxo: Director, DoSJE
- Shri S. Sasikumar: Director, DoSJE
- Shri Mrityunjay Jha: Director, DoSJE
- Shri Rajesh Kumar Makkar: Director, DoSJE
- Shri Mahesh Kumar Meena: Director, DoSJE
- Shri Amresh Bahadur Pal: Director, DoSJE
- Shri Anand Verma: Joint Director (IT), NIC
- Dr. R. Giri Raj: Deputy Director (Trg), NISD, DoSJE
- Dr. H.C. Sridhara Channakeshava Ranga Reddy: Dy. Director, Admin, Sr. C & NCDAP
- Shri Narender Singh: Deputy Secretary, DoSJE
- Shri Puspendra Singh: Deputy Secretary, DoSJE
- Shri Narendra Vashista: Deputy Secretary, DoSJE
- Shri Awdhesh Kumar Mehta: Deputy Secretary, DoSJE
- Shri Sewak Paul: Deputy Secretary, DoSJE
- Shri Sapan Barua: General Manager, NSFDC
- Shri Krishna Kumar Bhagat: AGM, NSKFDC
- Shri Sujay P. John: Head of Department (Grants), NBCFDC
- Shri Gagandeep Sharma: Manager (Project), NBCFDC
- Shri Deepak Verma: Manager (Project), NBCFDC
- Shri Kartikye Vats: Dy. Manager (IT), NSKFDC
- Shri Ankit Srivastava: Under Secretary, DoSJE
- Shri Abhishek Kumar Singh: Section Officer, DoSJE
- Shri Chirag Rajoria: AE - Media Unit, DoSJE
- Ms. Eswin: Senior Program Officer, DoSJE
- Shri Manoj Hatoj: Consultant, NCDAP, DoSJE
- Shri Ashish Dutta: Consultant, DoSJE
- Shri Bhojraj Baseshankar: Consultant (General), DWBDNC, DoSJE
- Ms. Anu – Project Consultant, DoSJE
- Shri Mayank Bhardwaj – National Coordinator, DoSJE
- Shri Venkatesan Seeralan, National Coordinator, DoSJE

Abbreviations

- **ASIIM:** Ambedkar Social Innovation & Incubation Mission
- **AYE Network:** Ambedkar Young Entrepreneur Network
- **BSE:** Bombay Stock Exchange
- **CGSS:** Central Government Scholarship Scheme
- **CGTMSE:** Credit Guarantee Fund Trust for Micro and Small Enterprises
- **DAF:** Dr. Ambedkar Foundation
- **DAIC:** Dr. Ambedkar International Centre
- **DANM:** Dr. Ambedkar National Memorial
- **DPIIT:** Department for Promotion of Industry and Internal Trade
- **DoE:** Department of Expenditure (Ministry of Finance)
- **DoSJE:** Department of Social Justice & Empowerment
- **FDCs:** Financial Development Corporations
- **IFCI:** Industrial Finance Corporation of India
- **IRCA**s – Integrated Rehabilitation Centres for Addicts
- **LBIs:** Livelihood Business Incubators
- **MAARG:** Mentorship, Advisory, Assistance, Resilience and Growth (Startup India)
- **NBCFDC:** National Backward Classes Finance and Development Corporation
- **MAATR:** Mothers' Assistance for Access To Education and Retention and Free Coaching
- **MSME:** Ministry of Micro, Small and Medium Enterprises
- **NSKFDC:** National Safai Karamcharis Finance & Development Corporation
- **NSCFDC:** National Scheduled Castes Finance and Development Corporation
- **MoSJE:** Ministry of Social Justice and Empowerment
- **NAPDDR:** National Action Plan for Drug Demand Reduction
- **NISD:** National Institute of Social Defence
- **NITI Aayog:** National Institution for Transforming India
- **NSE:** National Stock Exchange
- **ODICs:** Outreach and Drop-In Centres
- **PM-AJAY:** Pradhan Mantri Anusuchit Jaati Abhyuday Yojana
- **PM-DAKSH:** Pradhan Mantri Dakshta Aur Kushalta Sampann Hitgrahi Yojana
- **PM-Suraj:** Pradhan Mantri Samajik Utthan Evam Rozgar Adharit Jankalyan
- **REH:** Research and Evaluation Hub (under DAIC)
- **SAGE:** Senior Able Citizens for Re-Employment in Dignity
- **SC-ST Hub:** National SC-ST Hub (Ministry of MSME)
- **SEED:** Scheme for Economic Empowerment of De-notified, Nomadic, and Semi-Nomadic
- **SHREYAS:** Scheme for Higher Education Youth in Apprenticeship and Skills
- **SIDBI:** Small Industries Development Bank of India
- **SMILE:** Support for Marginalized Individuals for Livelihood and Enterprise
- **SSE:** Social Stock Exchange
- **SLCAs:** State-Level Coordinating Agencies

Abbreviations

- **SSE:** Social Stock Exchange
- **SLCAs** – State-Level Coordinating Agencies
- **SIDBI:** Small Industries Development Bank of India
- **TBIs:** Technology Business Incubators
- **TAT:** Turnaround Time
- **TBIs:** Technology Business Incubators
- **VCF-BC:** Venture Capital Fund for Backward Classes
- **VCF-SC:** Venture Capital Fund for Scheduled Castes
- **YASASVI:** Young Achievers Scholarship Award Scheme for Vibrant India
- **VCF-BC:** Venture Capital Fund for Backward Classes
- **VCF-SC:** Venture Capital Fund for Scheduled Castes
- **YASASVI:** Young Achievers Scholarship Award Scheme for Vibrant India

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