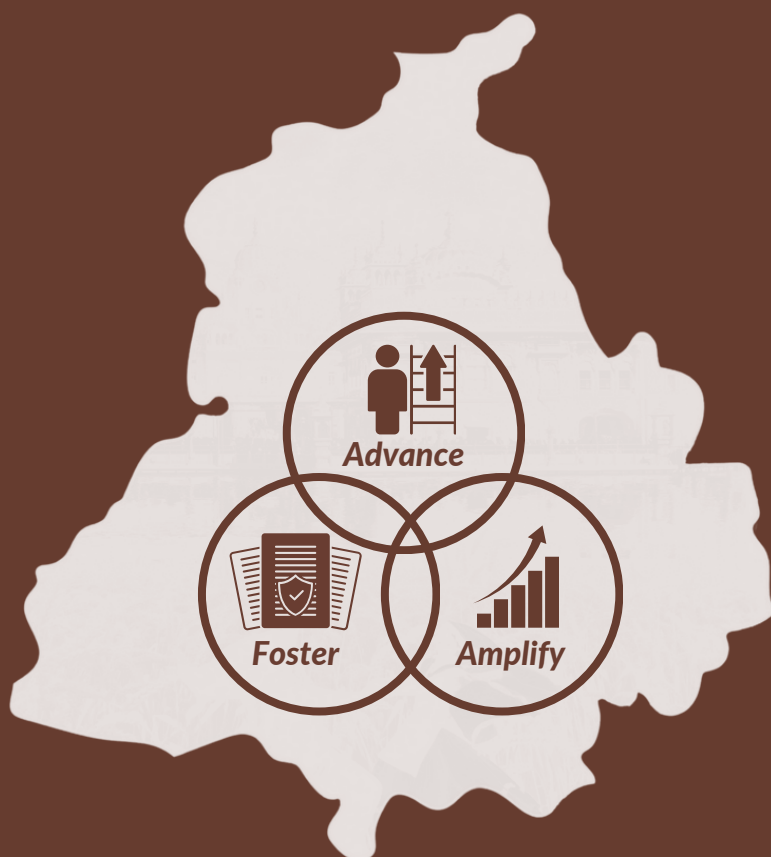




Outcome Report

Punjab/22 Cohort



Shri Bhagwant Mann
Chief Minister
Punjab



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



**Message from Hon'ble Chief Minister of Punjab
Shri Bhagwant Mann**



**ਭਗਵੰਤ ਮਾਨ
Bhagwant Mann**



**ਮੁੱਖ ਮੰਤਰੀ, ਪੰਜਾਬ
Chief Minister, Punjab**

MESSAGE

I am delighted that the first cohort of The/Nudge Indian Administrative Fellowship has successfully concluded its 18-month tenure in June 2024.

The Government of Punjab initiated this partnership with senior corporate professionals to leverage their innovative spirit and professional expertise. Together, we are transforming the narrative of development in the State for the welfare of its citizens.

I extend my heartfelt congratulations to all the Fellows for their dedication and significant contributions during their Fellowship. I am confident that their efforts have made a lasting impact.

Best wishes to The/Nudge and the IAF Fellows for their future endeavors.


(Bhagwant Mann)

Executive Summary

Vivek Sharma

Managing Director

The/Nudge Indian Administrative Fellowship



The IAF program's Theory of Change envisions a tech-first approach to alleviate poverty and enhance livelihoods through collaboration between socially conscious technology leaders and visionary bureaucrats in government institutions. Building on the success of the inaugural IAF cohort in Karnataka, the program was launched in Punjab with a focus on fiscal resilience, digital empowerment, and employment generation.

The program received enthusiastic support from senior bureaucrats in Punjab, who provided critical guidance and helped fellows refine their projects. This support enabled the fellows to effectively leverage their skills and deliver significant impact.

As this cohort concludes in June 2024, it is clear that the impact of their projects will continue to resonate, securing a sustainable future for the state. Noteworthy contributions from the IAF fellows include optimising operations in Public Sector Enterprises to enhance revenue, implementing ERP systems within PSPCL to reduce costs, and boosting nutrition and hygiene standards in Mid-Day Meals. They also played a key role in augmenting the capabilities of ULB cadres, developed a sustainable roadmap for NEP implementation, and secured grants for infrastructure development in higher education institutions. Additionally, fellows improved NeSDA rankings, collaborated on a World Bank project for a robust Data Policy, refined PPP frameworks for heritage site management, fostered private sector employment, and devised strategies to enhance profitability for State Marketing units.

This report provides a brief overview of the projects undertaken and the impact delivered. As IAF continues to collaborate with more State governments and Central Ministries, we look forward to driving significant positive change for the country's citizens through this program.

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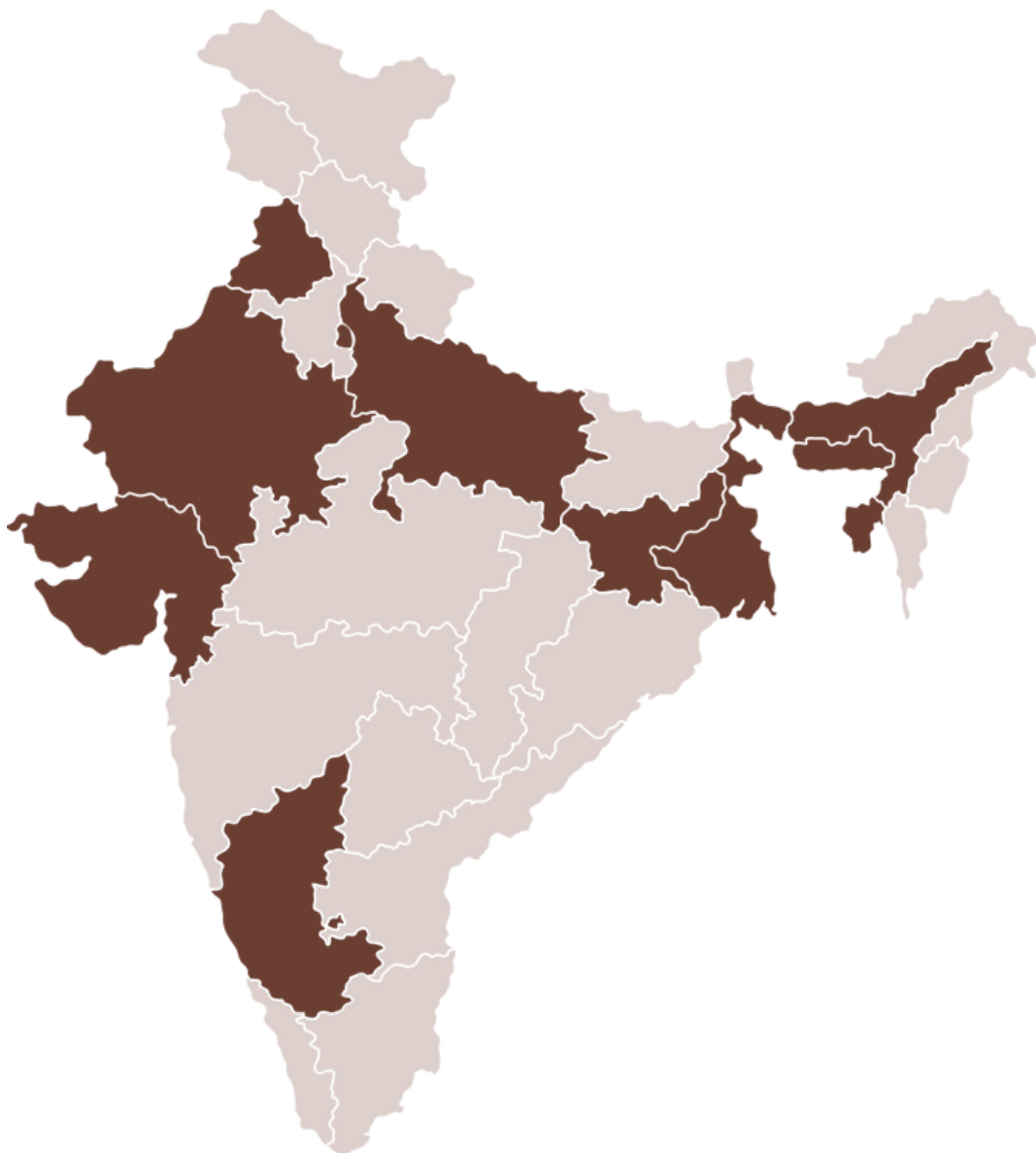


THE/NUDGE

INSTITUTE

The/Nudge is an action institute that works with governments, markets, and civil society to build resilient livelihoods for all. Guided by the vision to ensure that every Indian lives a life with dignity out of poverty, The/Nudge works to create livelihood opportunities at scale, and build resilience in society to withstand economic shocks.

We work with the **Central Government** and **10 State Governments**.



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



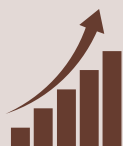
advance

the pace of innovation in public systems



foster

conducive policy to scale livelihood programs



amplify

impact through focused and collaborative governance

Key Milestones

Oct 2020

First MoU signed with Govt of Karnataka

Dec 2022

Graduation of KA/21 cohort, IAF cohort launched in Punjab: Punjab/22

Mar 2024

1st IAF cohort in partnership with a central ministry: MoSJE/24

Jul 2021

Inaugural Karnataka cohort KA/21 launched across 10 state departments

Jul 2023

Launch of second Karnataka cohort: KA/23

Jun 2024

Graduation of Punjab (Punjab/22) cohort

Punjab/22 Overview

The inaugural Indian Administrative Fellowship Cohort in Punjab/22 brings top talent from the private sector to work with motivated Senior Civil Servants across departments in the Government of Punjab to build pathways for sustained impact on livelihoods at scale. Over the duration of 18 months, the Fellows have worked on enabling systems change by unlocking innovation & strategic implementation to deliver a positive impact across departments.

20

Key Projects

Fellows across the 9 state departments worked on priority focus areas, anchored in technology innovation in system reforms.

25

Governance Recommendations

Recommendations made by the fellows to the department on schemes, implementation, guidelines, processes, and policies

₹18
Lakh+

Participants Impacted

Participants directly impacted through the fellows' projects during the fellowship period

₹222
Cr+

Funds Impacted

These include funds approved in the budget towards the fellows' projects

₹400
Cr+

Cost Savings

Cost Savings through the fellows' projects

Testimonials

“

It is a rare opportunity for government departments and public sector enterprises to leverage the skills of senior private sector executives. At the same time it provides the Fellows with a unique experience in government that enables them to acquire a new skill set in the public service domain. During my interactions with the Fellows I was very impressed with their motivation to serve the public.

They have each made notable contributions which will have a lasting impact on the organisations that they worked with. I wish them all success, fulfilment and happiness in their future endeavors.

Karan Avtar Singh, I.A.S. (Retd.)

Former Chief Secretary | Government of Punjab



“

Good Governance is not a single-player game!

Apart from the Government, when citizens, civil society or private sector joins in contributing for development, the outcome is going to be much better and richer. The IAF is a step in this direction.

Vijoy Kumar Singh, I.A.S.

Special Chief Secretary to the Chief Minister, Punjab



“

By utilising the extensive corporate expertise of a professional with the profound governmental experience of an officer, we are leveraging the pinnacle of talent and insight at our table. This partnership epitomises innovation, ensuring that we harness the very best capabilities for our endeavors.

Rakhee Gupta Bhandari, I.A.S.

Principal Secretary, Food Processing, Government of Punjab



Punjab/22 | Fellow profiles



Anil Hajela | Finance

Career:

Head, Corporate Affairs - L&T Infra, ex - DEG, Fortis Financial | 35 yrs in Strategy, Project Advisory, and Financial Intermediation

Education:

CA, CS, BCom Hons (DU)



Anupam Joshi | Power

Career:

National Head Retail GTM - Vodafone Idea, Ind. Exp. upGrad, ex-Telecom | 30 yrs in Transformation, Strategy, Ops, CM, P&L

Education:

UPPI (ISB), PGDM (MICA), MBA (Punjabi University)



Harmeet Sehgal | School Education

Career:

Enterprise Head (VP) - Vodafone Idea Ltd, ex - Idea Cellular, TATA, Reliance, Spice Communication | 25 yrs in Sales Ops & Leadership

Education:

BE (Bangalore Univ.)



Harpreet Singh Arora | Local Government

Career:

Urban Adviser - FCDO | ex - DFID, AECOM | 19 yrs in Urban Economics & International Development

Education:

PPM (IIMB), EFP (UCL, UK), MTech (CEPT University)



Kumud Jha | Higher Education

Career:

VP (Pvt Financing) - NatWest Markets | ex- Moody's, Deutsche Bank | 17 yrs in Portfolio Mgmt & Structured Finance | CFA charterholder

Education:

MBA (Olin Business School), BTech (MNNIT)

Punjab/22 | Fellow profiles



Mohit Khanna | Governance Reforms & Public Grievances

Career:

Qualcomm, ex - Mtree Software | 15 yrs in Tech delivery and Business Mgmt

Education:

MS (North Carolina State University), BTech (GGS)



Puneet Mahajan | Tourism

Career:

AVP - Amar Ujala, ex-Hutch, Airtel, DB, HT, Fortis | 25 yrs in Sales, Marketing & Business Leadership

Education:

AMP (IIMC), MBA & BCom (Panjab University)



Saurabh Saha | Employment Generation & Training

Career:

Director, Product - NASSCOM, ex - GaliJobs, SAP Labs | 18 yrs in Product Management & Technological Transformation

Education:

MiE (Stanford), BTech (Purvanchal University)



Vaibhav Dayal | Cooperation

Career:

CSO Patanjali, ex- CEO Tenon, WNS Europe, | 31 yrs in Business Strategy & Dev

Education:

MBA (IIM A), BTech (IIT BHU)



Project Highlights





Employment Generation

Departmental Focus

The Department of Employment Generation and Training (EG&T), established independently from the Department of Labour and Employment, focuses on synergising efforts and coordinating various schemes for employment generation. The fellow focussed on building partnerships with the private sector and expanding skilling infrastructure for employment opportunities in Punjab.

Spinal Projects

- Enhance partnership-based employment opportunities in Punjab through collaborative initiatives between the government, private sector, educational institutions, and NGOs
- Expand skilling infrastructure and outreach in Punjab that involves developing state-of-the-art training centers and leveraging digital platforms to provide widespread access to vocational education and employment resources across both urban and rural areas.

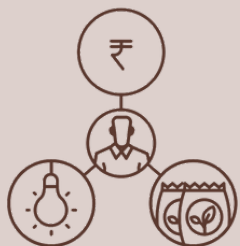
Impact

Created Partnership Modules to facilitate dialogue between market aggregator and GoP

Identified fourteen skill sets in the healthcare space to be launched while working on the skill analysis and outreach



Saurabh Saha



Finance

Departmental Focus

As per Punjab's financial condition, almost 20% of the annual budget goes into debt servicing, and is requesting for a 5-year moratorium on debt repayments. The fellow focussed on reviewing State PSUs under the Department of Agriculture, Department of Industries and Commerce and Department of Tourism, and present a status report to the concerned authority.

Spinal Project

- Identify opex reduction/ revenue unlock opportunities across 52 PSU/PSEs

Impact

- Highlighted the gaps & process for completion of annual accounts, strong corporate governance and initiated an annual plan
- Initiated zero-based budgeting for expenditure
- Studied details of PTDC and gave recommendations for the perusal of the Hon'ble Finance Minister and Chief Secretary
- Discussed conversion of Sugarfed's loans into equity, and suggested way forward
- Developed a perspective on operations of Punjab Infotech and shared observations with the MD
- Shared insights on Punjab Communications Limited (PUNCOM), Punjab State Container & Warehousing Corporation Ltd (CONWARE) (additional investment), evaluated OTS scheme proposed by PSIDC, other entities of the Department of Industries, etc.



Anil Hajela



Governance Reforms

About the Department

The Department of Governance Reforms & Public Grievances aims to enhance internal governance through systemic reforms and the utilisation of IT tools. The fellow aimed at the improvement of the department's service delivery portals in Punjab. An actionable roadmap was developed for the State's digitally empowered initiatives and efficient digital service delivery.

Spinal Projects

- Provide recommendations for improvement of service delivery
- Support the setting up of a PMU for the World Bank sponsored BFaIR project to deliver a robust Punjab State Data Policy and the State Data Integration platform
- Deliver an actionable roadmap for Punjab's digitally empowered initiatives in the form of a Digital Vision Punjab document

Impact

₹10L

Cumulative funds mobilised

Improvement of the department's service delivery portals. Quality improvements included executing NeSDA assessments, compiling a report on e-service delivery. Also, developed a concept note for the Center of Emerging Technologies.



Mohit Khanna



Higher Education

About the Department

The Government of Punjab aims to cultivate an education and training environment that fosters the development of values, knowledge, skills, and competencies. The fellow aimed at scaling the college admissions portal into a comprehensive digital platform and creating proposals for raising grants for the Higher Education Institutions (HEIs) in Punjab.

Spinal Projects

- Scale the college admissions portal into a comprehensive digital platform, catering to varied operational and strategic needs of the Higher Education Department and Institutions
- Developed strategies for securing PM-USHA funds to transform Punjab's Higher Education
- Prepare a comprehensive NEP 2020 implementation road-map for HEIs in Punjab

Impact

₹2Cr

Cumulative funds mobilised

Scaling the college admissions portal into a comprehensive digital platform impacting 400 colleges with approximately 2 lakh undergraduate and 50,000 postgraduate student users. Strategising for PM-USHA funds has resulted in the approval of Rs. 85 crore in grants, including funding for one university, eleven colleges, and one district.



Kumud Jha



Local Government

About the Department

With a primary focus on urban development and infrastructure, the Punjab Municipal Infrastructure Development Company (PMIDC), endeavors to uplift communities, promote sustainable development, and create opportunities for growth. The fellow identified an opportunity to utilise funds sanctioned by the World Bank towards sustainable urban development.

Spinal Projects

- Develop a strategy for Learning & Development (L&D) and building Capacities for ULB cadre towards efficient utilisation of funds and enhanced services in important urban services including low-cost housing
- Build Fiscal and Institutional Resilience (BFaIR) to improve local governance

Impact

₹9.80Cr

Cumulative funds mobilised

The initiative focuses on empowering Urban Local Body (ULB) cadres to proactively design, develop, and monitor solutions for local challenges. A State Performance-based Grant System is being piloted to incentivise performance within Municipal Corporations, thereby fostering effective governance and sustainable urban development.



Harpreet Singh Arora



Markfed

About the Department

Markfed, officially known as The Punjab State Cooperative Supply and Marketing Federation Limited is striving to strengthen the Cooperative network and the farming community in Punjab. The fellow focused on turnaround of Markfed's FMCG business and bring in operational efficiencies in delivery.

Spinal Projects

- Develop strategies for the turnaround of Markfed's FMCG (Sohna) business
- Implement operational efficiencies in doorstep delivery of Atta scheme for over 30 lakh beneficiaries in the first phase

Impact

Top leadership at Markfed has accepted strategic recommendations, leading to the floating of a Tender/RFP for the constitution of a Project Management Unit (PMU). Additionally, a comprehensive route optimisation strategy has been implemented to minimise transport costs, enhancing operational efficiency.



Vaibhav Dayal



Power

About the Department

Punjab State Power Corporation Limited (PSPCL) has ~1 crore consumers across agriculture, domestic and industrial segments. Including own and purchased power, in FY22, PSPCL generated over 62,100 MUs. Implementation of ERP was key to bring in operational efficiencies and cost savings in PSPCL. The fellow also focused on enhancing customer experience and engagement.

Spinal Projects

- Operationalise the long pending ERP implementation to deliver operational efficiencies and cost savings in (PSPCL)
- Enhance customer experience and engagement by bringing in transparency, digital interventions, improved user interfaces, smoother consumer onboarding, and robust consumer grievance redressal

Impact

₹10.27Cr

Cumulative funds mobilised

ERP implementation projected to deliver cost savings of Rs. 400 crores by optimising workflows and reducing redundancies. Real-time data access to result in improved decision-making. On the consumer front, the revamped onboarding will deliver an enhanced experience for 4 lakh new consumers, while an improved grievance resolution system is meant to promptly address consumer concerns.



Anupam Joshi



School Education

About the Department

The Department of School Education oversees the State's administration and development of education. It is responsible for formulating policies, implementing educational programs, and managing resources. The fellow introduced Technology interventions in the Mid Day Meal scheme and worked on a PMU construct to deliver improved school education outcomes.

Spinal Projects

- Introduce technology interventions in the Mid Day Meal scheme for providing better nutrition and hygiene standards, etc. as a critical component to raise learning outcomes at the primary, and middle-school level
- Support the Program Management Unit (PMU) Organisation Design for the Punjab Outcomes-Acceleration in School Education (POISE) project aimed at strengthening the school education system

Impact

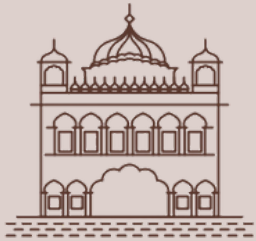
₹41.40Cr

Cumulative funds mobilised

SOPs for nutrition and hygiene were implemented, added fruit to the weekly menu and digital monitoring for kitchen hygiene. Worked with the Mission Director on PMU construct for the World Bank sponsored POISE project to improve teaching quality and learning outcomes.



Harmeet Sehgal



Tourism

About the Department

The Department of Tourism acts as the nodal agency for the development of Tourism in the State with the objective to position Punjab as a premier tourism destination. The projects focused on enhancing revenue of the heritage sites through the PPP mode and strengthen the brand strategy for Punjab Tourism

Spinal Projects

- Tender State-owned Heritage properties in Public Private Partnership (PPP) mode to enhance revenue, reduce operational burden, and generate local employment opportunities
- Develop Brand Marketing Strategy for “Punjab Tourism”

Impact

₹72.04Cr

Cumulative funds mobilised

A template for PPP projects was developed for 90+ heritage sites, and RFP was floated for Banasar Ghar, Patiala. Worked on a detailed digital platform strategy to increase engagement with relevant stakeholders, including potential tourists.



Puneet Mahajan

Gallery



Punjab/22 Cohort with Senior GoP officials at the Valedictory/Soiree in June'24



Punjab/22 & Karnataka/23 fellows at ISB, Mohali bootcamp



Managing Partner CSI : Subhashree Dutta | **IAF Head:** Vivek Sharma | **State Head:** Jayesh Bhav
State Team: Swapnil Kesarwani, Saurabh Sood, Punita Maheshwari
Product Team: Vignesh P, Disha Rathod, Venkatesh Naik, Shubh R Wadhwa

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

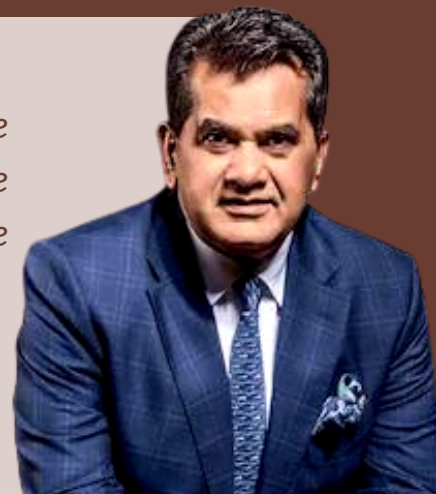
Cofounder and Chairman, Infosys | Founding Chairman UIDAI (Aadhaar)

“

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)

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Extraordinary Together

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iaf.thenudge.org

