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INDIA’S rapid economic growth in this century brought over 27 Crore Indians out of poverty.

However, we cannot rest in knowing that

While a lot of Indians live in poverty, India is not a poor country anymore. Our expenditure budget has tripled in the last decade to more than 30L crore rupees. We are at a point where public spending on welfare and human development is at an all-time high. The philanthropy landscape in India is also fast evolving. With the resources we have now, we can afford to dream that before we hit 100 years of our independence, in 25 years, India will be poverty-free. And to realize that dream, we need to commit to it now.

At The/Nudge, we have been working with underprivileged youth through our skilling programs, ultra-poor communities through our graduation approach, and other nonprofit entrepreneurs through our incubator and accelerator programs. While seeing the impact of our programs gave us great hope, we were also deeply bothered knowing that for every person we got to serve, there were many others we couldn’t reach.

When we turned 5, we took a moment to reflect on the distance we had covered. We realized that it was no longer exciting for us to grow the impact of The/Nudge through our work - it was far more critical for the solutions we found working at The/Nudge or beyond to scale. And as we looked around, we found inspiration in many large-scale transformations from the past, which have been pivotal moments in India’s development story. For instance, the white revolution transformed the dairy industry in India and impacted the lives of millions of farmers across the country.

The microfinance movement provided affordable capital and catalyzed economic activity at the grassroots.
Today, with the tailwinds of economic growth, the growing reach and power of technology, a young, ambitious demographic, and increasing social consciousness in mainstream society, we have the right conditions for more such movements of large-scale social transformation.

We also feel that the best way to achieve such a scale is to go deep into a specific area and invest in solutions that will reach millions through the combined efforts of all stakeholders. Given our foundation in skill building and rural livelihoods, we have chosen to now work within “Resilient livelihoods” from here on.

We are excited to embark on this journey as The/Nudge Institute and commit ourselves to work on needle-moving social transformations by taking on an institutional mandate. The/Nudge Foundation evolves into a development action institute working towards “a poverty-free India, within our lifetime.”

Given that we’re a first-of-its-kind institute, there are five important things we will work towards:

1. The/Nudge Institute is an action institute. This means that we will do on-ground programs, build evidence of their impact and then remove the barriers to their growth and scale. We are essentially playing a catalyst role in large-scale social transformations.

2. To do this, we will partner closely with governments, markets, and civil society, especially with players that bring complementary strengths, to achieve more together.

3. Our vertical focus will be “resilient livelihoods for all.” We will cover both urban and rural poor through our livelihood programs.

4. We will organize our work in various Centres (like our Centre for Rural Development) that will house their respective Programs (like our End Ultra Poverty program).

5. Our shared capabilities will be set up as Hubs over time, for example, the Impact Hub, Technology Hub, Data, Public Policy, Innovative Financing, etc.

To build this unique institution, 45 founding partners - including foundations, corporates, philanthropists, and individuals - have come together and are committing to it for the long term.

We are also joined by Ms. Renana Jhabvala (from SEWA) and Mr. Samit Ghosh (from Ujjivan) on our Advisory Board. Their livelihoods work has inspired us and raised our aspirations.

We are all in this together and are confident that we can help millions of underserved to achieve their full potential. Nelson Mandela said, “Overcoming poverty is not a gesture of charity. It is an act of justice. It is the protection of a fundamental human right, the right to dignity and a decent life.” We thank you for being an ally and a fellow believer that we can make India poverty free in our lifetime.

On behalf of all Nudgesters and the board,
ATUL SATIJA
OUR APPROACH

As an action institute The/Nudge will catalyze large scale social transformation to build resilient livelihoods for all.

PROTOTYPE

DESIGNING EFFECTIVE SOLUTIONS

involves understanding the problems plaguing rural and urban poor, backed by action research with experiments followed by trials in significantly large numbers to demonstrate that the solutions are impactful, feasible, and viable at scale.

PROPAGATE

GETTING THESE SOLUTIONS ADOPTED

involves evangelizing impactful and scalable solutions and working with the key stakeholders, including the government and funders, removing any barriers to adoption through targeted outreach, networks, convenings, influencers, funding, evidence.

PROLIFERATE

SUPPORTING THE IMPLEMENTATION

involves providing support (tech-based monitoring systems, training, partnerships) to civil society organizations (CSOs), government and private sector players who have committed to implementing these solutions and addressing ecosystem barriers to scaling.

“A POVERTY-FREE INDIA, WITHIN OUR LIFETIME.”

We shall achieve this by establishing partnerships across:

OUR RENEWED VISION

“"A POVERTY-FREE INDIA, WITHIN OUR LIFETIME."”

ACADEMIA

GOVERNMENTS

THINK TANKS

MARKETS

CIVIL SOCIETY

PHILANTHROPY & CSR
WHERE ARE WE NOW?

IN NUMBERS

**CENTRE FOR SKILL DEVELOPMENT & ENTREPRENEURSHIP**
- **GURUKUL**: 7000 YOUTH TRAINED
- **FUTURE PERFECT**: 11000 YOUTH TRAINED

**CENTRE FOR RURAL DEVELOPMENT**
- **ASHA KIRAN**: 1170 HOUSEHOLDS BENEFITED
- **END ULTRA POVERTY**: 80000 HOUSEHOLDS BENEFITED

**CENTRE FOR SOCIAL INNOVATION**
- **SOCIAL ENTREPRENEURSHIP**: 100+ NON-PROFITS SUPPORTED
- **INDIAN ADMINISTRATIVE FELLOWSHIP**: 1 ONGOING COHORT KARNATAKA

**THE/NUDGE PRIZE**
- **2 CHALLENGES**
  - CISCO AGRI CHALLENGE
  - ASHIRVAD WATER CHALLENGE

**PROJECT PIONEER**
- **5 PROJECTS**

CENTRES

Focus areas with domain expertise, thought leadership, research, policy advocacy capabilities in the respective problem areas. Our programs are housed in these centres.

PROGRAMS

A long term commit, with clear theory of change, evidence-based impactful model, leading to large-scale impact.

HUBS

Central hubs with functional expertise supporting programs and centres.
Our Work in FY22

OUR FOCUS
improving the employability of youth

Future Perfect

India is home to the largest youth population in the world with half of its 1.3 billion people below the age of 25. According to a UNICEF report*, more than 50% of young people in India will not have the requisite skills for employment by 2030. Out of the 150 corporates surveyed, 75% expressed a skill gap in their workforce.

As per India Skills Report 2022, emerging into the new wave of job opportunities in this decade, the lack of awareness about current job roles and requirements among the youth newly entering the workforce is alarmingly high. Although there is an increasing demand for jobs in Maharashtra, Karnataka & Tamil Nadu, only ~40% of Indian youth are employable.

* https://www.unicef.org/press-releases/more-half-south-asian-youth-are-not-track-have-education-and-skills-necessary
Today, the ecosystem faces significant challenges across mobilization, delivery, learning outcomes, and placements. This can be attributed to migration to urban centres, skew towards the male audience in Industrial Training Institutes (ITIs), lack of vernacular support, absence of handholding support, and low trust and awareness for a paid program.

Understanding the gaps and based on our learnings from our online skilling model of Future Perfect, The/Nudge is actively researching and designing a solution focused on providing youth the skills needed to enable upward socio-economic mobility sustainably.

We have also launched a Youth Awareness Project to nudge the fence sitters among youth to consider formal employment through better awareness and information sharing. It is a dedicated edutainment channel hosted on Instagram where the content is designed with relevant, bite-sized, fun, engaging, contextual, and useful information.

We have over 118k followers reaching semi-urban and rural areas of Karnataka with an average of 40k users/week via reels. 96% of our followers are 18-24 years old and have an engagement rate of 7.5%.

We are working towards launching another channel for the state of Tamil Nadu by March 2023.

**OUR IMPACT SO FAR**

- **10,583 YOUTH TRAINED**
  - 47% WOMEN
  - 82% A2 HIGH AND ABOVE ON CEFR* SCALE
  - INR 14K AVG MONTHLY SALARY

*CEFR = Common European Framework for Reference of Languages
Sandhya, 31 years old, a homemaker, and a native of Thondebhavi, comes from a family of six with one earning member in the field of agriculture. She completed her Bachelor’s in Education, but after she got married, she could not work due to personal reasons. There was a long break in her career, and when she decided to return to work, she could not crack interviews. She was rejected for a job opportunity for an HR role due to her low communication skills, urging her to take a step and work on her skills to support her family.

She came across the program through Instagram, and its enriched content pushed her to apply for the course. She enjoyed learning English and appreciated the mock interview and resume writing modules. She witnessed a change in her attitude as she gained confidence and spoke to more people in the class.

She is keen to move to Bangalore to apply for a job. She shares, “The course helped my interview process, create a resume which brings out my skills, and understand essential workplace etiquettes, all of these basics which will help me for a long time.”

Shruthi, a native of Bellary, Karnataka got married recently and now lives with her husband. Their family income is Rs 20,000 per month.

Shruthi had been looking for apps through which she could learn English, but she couldn’t find any that suited her timings and could not put them into practice. She wanted to improve her English speaking skills to increase her potential for job readiness. She found an ad on Instagram regarding Future Perfect and enrolled in it.

After joining the program, she has improved her confidence to a great extent, reinforcing her trust and conviction in not just English communication but other 21st century skills like leadership and collaboration.

She mentions, “I was hesitant in the beginning to speak up. I was very nervous when others around me had better communication skills. But I spoke to my trainer separately and improved over time. I used to complete pre-work and post-work, which helped. By the end, I could do a presentation in breakout rooms which is a great win.”
Centre for Rural Development

OUR FOCUS

building resilient livelihoods for the poor
India is home to 12.2% of the world’s poorest*, followed by Nigeria (12.2%), Congo (9.9%), Tanzania (4.5%), and Yemen (3.1%). According to the 2011 Socio-Economic Caste Census, India’s 23 million households satisfy at least 3 deprivation criteria and are the poorest. Despite prioritization and the best efforts of large-scale government programs, the poorest of the poor are still difficult to reach.

The Graduation Approach, pioneered by BRAC, is an evidence-rich, carefully sequenced program targeting women who graduate households out of ultra poverty in a time-bound manner. It targets the improvement of the woman’s agency, food security, income & savings, productive assets, and access to social protection and credit.

The model has now been adopted in more than 40 countries by NGOs and governments where the enrolled rural households graduate from ultra poverty with higher non-farm income, asset ownership rates, and improved per capita consumption.

We currently work with 1170 women from poorest of the poor households in Jharkhand in the districts of Lohardaga, Latehar, and Gumla, primarily focusing on building agency for women and resilience in their communities.

Results from the midline assessments conducted in July 2021 of the first cohort of 400 women participants by The/Nudge showcased:

- 48% of women raised kitchen gardens, and 85% now access PDS (ration cards), reducing food insecurity
- INR 8000-10,000 increase in annual income for 21% of women

* World Poverty Clock
Based on the confidence from our work in Jharkhand, we have partnered with the Ministry of Rural Development (MoRD) to scale the graduation approach across six states in the next six years, where the respective State Rural Livelihood Missions will implement the graduation approach. We are prioritizing Jharkhand, Rajasthan, Madhya Pradesh, Odisha, West Bengal, Assam, Tripura, Meghalaya and Chhattisgarh.

A 4-member Strategy and Design Unit within the MoRD in Delhi has been set up to develop the strategy and design to scale the graduation approach.

63% of women reported average savings of INR 1,800; 75% of women engaged in 2 diversified livelihoods

76% of women access benefits from at least one applicable social security scheme

100% of women have savings accounts; 85% of women have started saving

A 10-member Strategy, Design and Implementation Support Unit has also been set up at Ranchi, 3 districts and 4 blocks, within the Jharkhand State Livelihoods Promotion Society (JSLPS) to support the implementation of the graduation approach with 4,000 households in Jharkhand. MoRD has approved this special project.

The/Nudge looks forward to launching the “End Ultra Poverty” initiative in the coming fiscal year to pull 5 million poorest of the poor women and their households out of ultra-poverty in the next ten years.
According to the Situation Assessment of Agricultural Households and Land and Holdings of Households in Rural India, 2019, small and marginal farmers in the state of Uttar Pradesh is primarily engaged in farming (~49%) and casual and wage labor (35%). They need diversified and sustainable sources of income, given low savings rates and migratory patterns amongst the men leaving women of the household financially vulnerable.

Uttar Pradesh as a state has a low Human Development Index. Support of Uttar Pradesh State Rural Livelihood Mission (UPSRLM) and Mahatma Gandhi National Rural Employment Guarantee Act (MNREGA) department along with an already large scale goatery and poultry production offers great potential to scale livestock promotion models for the poor in the state.

Asha Kiran is a very timely initiative to rebuild the livelihoods of rural households in this time of crisis. It is exciting to see the government and private sector being brought together to achieve this at scale is exciting. Magic Bus is pleased to be implementing this project.

JAYANT RASTOGI
GLOBAL CEO, MAGIC BUS

There is a need to promote scientific rearing practices, linking producers to markets and strengthening community institutions to drive the adoption of livestock models at scale. Thus, The/Nudge, with its Asha Kiran program (meaning a ray of hope), is building sustainable rural livelihoods for 250k households in Uttar Pradesh through goatery and poultry in the coming five years.
We are currently prototyping solutions with UP State Rural Livelihood Mission and local civil society organizations (CSOs), driving the adoption of goatery and poultry models in the state, including enabling linkages with private markets.

The/Nudge has partnered with seven civil society organizations reaching 199 villages across eight districts of Uttar Pradesh. So far, we have reached:

- 137 started backyard poultry and agri interventions in 4 districts
- 83,493 households have received benefits via urban and rural interventions of our partner CSOs
- 1,35,766 households for welfare access
- 83,493 households have received benefits via urban and rural interventions of our partner CSOs
- 3,371 households adopted sustainable livelihoods such as goatery, poultry, and agri-generating additional income activity

Uttar Pradesh has large-scale poverty alleviation programs and enabling convergence is important to amplify their benefits for the poor. I’m happy that Asha Kiran is actively partnering with government, private sector, and civil society to enable this.

SHRI MANOJ KUMAR SINGH
Additional Chief Secretary, Rural Development and Panchayati Raj, Government Of Uttar Pradesh

Asha Kiran is a timely intervention for vulnerable households in this critical time. It aims to support sustainable livelihood, increase social protection and strengthen economic resilience.

MR. ANIRBAN GHOSE
Director TRIF
The assessment as mentioned earlier on agricultural households highlighted the lack of equitable access to opportunities for small farmers in India. Nearly 25 million small farmers are committed to farming but face high variability in their income. More than 70% of these farmers have reported crop damage at least once in the past three years, thus leading their children to pursue other trades besides farming.

Even with the right intent, these farmers usually struggle to achieve their full potential owing to sub-optimal agri practices, poor price realization, and climate change. At The/Nudge, we are working on getting the vibrant agricultural sector – from new innovative Agri-Tech organizations to companies that are procuring directly from the farmers – to improve the incomes of smallholder farmers.

Currently, our focus is to identify interventions, develop business models and do action research to shortlist solutions for propagation and proliferation in the coming years.

Our team conducted 107-in depth interviews with small farmers in the states of Karnataka, Andhra Pradesh, and Telangana to understand the small farmers’ demographics, aspirations, farming practices, and challenges between November 2021 and February 2022. A report has been published after a peer review by 40+ practitioners, highlighting the impact of climate change on the livelihoods of these small farmers.

The team is now working towards onboarding partners focused on building a product that assures yield to small farmers of at least 50% of their income, reaching 2,50,000 farmers in the next five years.
OUR FOCUS

nudging talent to solve India’s development challenges
Poverty is a multi-dimensional problem. It needs an infrastructure that promotes disruptive, differentiated thinking to solve the critical social issues related to poverty. Thus, The/Nudge continued nurturing talent to solve India’s complex developmental problems with our offerings of

where each nonprofit founder receives an innovation grant with access to networks and 1:1 mentorship from industry experts.

23 nonprofits incubated*

60% of incubated organizations are women-led

8.3x avg grant multiplier

*21 organizations under incubation in the year 2021 are slated to graduate in August 2022.

The/Nudge has been able identify and financially support a number of early stage organisations, who are creatively working in a wide range of areas to alleviate poverty. It is exhilarating to mentor this bunch of young & selfless founders to help them scale and create a major positive impact on our society.

MR. SAMIT GHOSH
Founder - Ujjivan Small Finance bank & Ujjivan Financial Services

We are currently working on designing and launching a livelihoods-dedicated social entrepreneurship program from September 2022 onwards.
Street waste collectors, itinerant buyers, and sorters in scrap shops and dry waste collection centers are a vital part of any city’s waste management system. Despite their massive economic and environmental contribution - they collect, sort, and send forward waste that can be recycled - waste pickers and their families struggle to lead healthy and productive lives, particularly women and children. Most waste pickers earn low wages (an average of Rs 300-500 per day), work in hazardous conditions, and face discrimination and negative societal perception with poor access to quality housing, education, healthcare, and water and sanitation services.
The Nudge is working with H&M Foundation to pilot the “collective impact” approach in India, where seven implementing organizations have joined forces to enable waste pickers to have greater agency to lead secure and dignified lives, with a specific focus on gender and equity. The first phase of the Saamuhika Shakti (meaning collective strength) project will continue for 4 years with a focus on the following:

- Quality Education
- Healthcare & Wash
- Perception Change
- Alternate Livelihood Options
- Safer Working Conditions
- Social Security
- Support Against Gender-Based Violence & Substance Abuse
- Quality Education, Healthcare & Wash

Our role at The Nudge is of a backbone ensuring:

1. **A shared understanding of problem-solving common challenges and milestones toward the success of the collective**

2. **Continuous communication with building trust and transparency among partners, sharing learnings, and facilitating collaboration**

3. **Program outcomes are equitable to women, girls, and other vulnerable groups**

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I am grateful to the opportunity to work with Saamuhika Shakti and with The Nudge. I thank The Nudge team for their excellent support in driving coordination among various partners in reaching the waste picker community. It has been a great learning experience to work with The Nudge and Saamuhika Shakti partners to bring dignity to life of the waste picking community.

Vijayamma

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“Collective Impact: fostering collaboration across civic society organizations in a structured way to achieve social change in an equitable manner.”

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As of date, the interventions within the collective have been able to impact:

- 5,784 waste pickers and families trained on life skills and vocational skills with 17 waste pickers brought into the formal workforce across 4 startups
- 2,806 waste pickers avail social security
- 981 waste pickers/family members have formed 84 collectives such as SHGs*
- 1,211 people with access to clean toilets, safe drinking water
- 5,627 children with access to quality education
- 2.6m residents in Bangalore reached through the “Invaluables” social awareness campaign

Women, men, children, everyone would have to go outside as we did not have toilets. People around would shout at us and ask us why we are littering and dirtying the place, but did we have a choice? We had to go anyway, even though we felt bad. With WaterAid India’s work here, our lives have become easier, especially for women.

UMA

Bringing together diverse partners and supporting all the organisations to work collaboratively to achieve the vision is a challenging task which The/Nudge team in its capacity as backbone organization, has been able to accomplish not just supporting but also giving each partner the freedom to do what they do best.

MEGANA
Innovations to improve the quality of life for those at the bottom of the economic pyramid, if scaled through government programs, can enable India to achieve Sustainable Development Goals by 2030. Designing and delivering public sector innovation at scale requires collaborations, leveraging the public sector’s and industry leaders’ strengths and capabilities to spearhead solutions contextualized for geographies.

Today, significant gaps exist in the strength of bureaucracy and the platforms for talent to deliver systems reforms at scale. Public systems need State leadership to collaborate with industry leaders, strategizing and implementing large-scale systems to transform public systems.

Thus, The/Nudge launched the Indian Administrative Fellowship (IAF) to build open-source knowledge in the administration, replication, and propagation of population-scale solutions while supporting state governments in fast-tracking innovation and delivery of development programs.

Since July 2021, 10 Fellows from Tier I academic backgrounds, with an average of 20+ years of private sector experience, have been working with visionary civil servants to collaborate on mandates that enhance the reach and efficiency of government programs. They have produced over 40 good governance recommendations with over 900 crore rupees worth of funds influenced, mobilized, and deployed.

They are supported by a program team of research analysts and a partner ecosystem, including the Administrative Training Institute in Mysore and the Ashoka Centre for Social and Behavior Change.

We have secured approvals from the Governments of Punjab and Odisha to launch the Indian Administrative Fellowship in these states in January 2023, with plans to expand to an additional state yearly.
The semi-finalists conducted their pilots, and their results were evaluated for scalability, thus leading to the selection of our winner, S4S Technologies, with BioPrime Agrisolutions as the runners-up. These semi-finalists were exposed to the country’s greatest minds as mentors, juries, technology partners, knowledge partners, policy circle enablers, philanthropists, and impact investors. These organizations collectively fundraised 146 crore rupees and received international recognition through awards such as Zayed Sustainability Prize, The Earthshot Prize.

**The/Nudge Prize**

We launched Cisco Agri Challenge in December 2020 in partnership with the Office of the Principal Scientific Adviser to the Government of India to enable farmer-centric innovations and enhance the profitability of small-scale farmers.

- **844 applications**
- **25 semi-finalists**
- **1 grand prize**
- **Rs 1 crore**

S4S Technologies, with the prize grant received, intends to:

1. Expand the Farmer base through Village Level Collection Centre Model from 25,000 farmers to 100,000 farmers
2. Expand Milk Processing & Insect Farming and Processing to 200 Women Farmers
3. Expand the Women Micro-Entrepreneurs to 2000
4. Digitizing of the VLCC Model in different geographies

Building upon the success, we launched our second challenge in February 2022 focused on providing clean drinking water for all. We aim to promote innovation at scale through similar nested challenges within the livelihoods space backed by research in partnership with the Office of the Principal Scientific Adviser to the Government of India in the coming years.
Project Pioneer

We have supported 9 research projects focusing to bridge the gap existing across data and insights to improve land, property, and housing interventions backed by high-quality academic research and highlighting opportunities within the ecosystem.

- supporting high-quality research to inform policy and highlight opportunities
- sparking innovation and inspiring new, audacious problem solvers to jump in
- discovering and supporting the most promising early-stage social entrepreneurs to grow and scale

We have supported 9* research projects focusing to bridge the gap existing across data and insights to improve land, property, and housing interventions backed by high-quality academic research and highlighting opportunities within the ecosystem.

*2 projects have been completed in 2021. The remaining 7 have reached the halfway mark, and their findings will be published in FY23 with the support of our communication partner, The Quantum Hub.

Pucca House

Economic and Environmental Challenges of Housing for All | Fields of View

Affordable housing is a stated policy priority of the government, with the Pradhan Mantri Awas Yojana aiming to build 1 crore houses in urban India by 2022. However, because of the multi-dimensional nature of poverty, the impact of affordable housing policies on the urban poor is not well understood. Fields of View’s research will build a computational model that draws upon theories from complex adaptive social systems, development studies, and economics to drive a better design for affordable housing programs.

ABOUT THE ‘PUCCA HOUSE’ COMPUTATIONAL MODEL

https://www.youtube.com/watch?v=pXF0A61nA90

Centre for Social Innovation
Our team also conducted an analysis of our interventions under Project Pioneer to understand the land rights from the perspective of rural and tribal women. Thus, we launched a grant challenge called “Meri Mitti” (meaning “my soil”) in July 2021. The challenge focuses on supporting rural organizations with funding and mentoring to develop innovative solutions and strengthen the existing interventions designed to improve land access and ownership for women in rural communities.

A cohort of five grassroots organizations was selected to improve access of rural and tribal women to:

- LAND-BASED LIVELIHOODS
- LEGAL AID
- INSTITUTIONAL SUPPORT
- SOCIAL EQUITY

The current cohort of project entrepreneurs comprises of 80% women leaders. They are currently conducting pilots of the implementation models based on the feedback support received from the members of the collective, including experts on land and property rights.

After successfully supporting over 20 early-stage social enterprises, 9 research projects, and disbursing over USD 200k in grants, we shall be focusing our complete efforts on our social entrepreneurship arm in the livelihoods space in the coming years.

The/Nudge Forum

The/Nudge Forum has served as a platform for all stakeholders in India’s development to come together and chart the course towards a poverty-free India through its annual convening event called “charcha”. Since its inception on May 2020, the platform has enabled leading institutions and organizations in India’s development sector to host pivotal events that have shaped the narrative in a wide range of developmental topics.

We hosted our annual convening in August 2021 with Nobel laureates, grassroots leaders, civil servants, philanthropists, and researchers participating across themes such as rural development, skill development, etc. We enriched each other’s experiences and reiterated the need to collaborate and forge public-private partnerships of value.
With an ambitious goal of a poverty-free India within our lifetime, The/Nudge has actively invested in the brightest talent to build resilient livelihoods for the underserved, informed by different cultures and perspectives.

We have built a team of over 350 Nudgesters across 4 states in India where ~65% of them identified as women. The team demonstrated enormous agility and resilience through the second wave with select members volunteering at GiveIndia while ensuring timely and adequate support is provided to our communities and fellow Nudgesters.

On weekends when I talk about my work with friends and family, it’s easy to notice the respect and admiration they have for my work, on workdays it’s a fight to do meaningful/impactful work which has its own hits and misses like any other job, but I always believe that collective effort of all Nudgesters is in the right direction.

GARVIT MAINI
MANAGER, PMU

We are working towards building an inclusive and diverse organization. While there is a long way to go, we are taking small strides in that direction with 31% women in our leadership against 23% in March 2021.

We also redefined the spirit of The/Nudge as we move onwards in our journey that will guide our behavior, roles, decisions, and take meaningful action.

We are extremely grateful to all our Nudgesters who made The/Nudge one of “India’s Best NGOs to Work For” in October 2021.

The single minded focus of every member at The/Nudge towards its vision is truly infectious. The last two years at The/Nudge have been of immense unlearning and learning where every person whom I observed and interacted has taught me something valuable.

BHARATH THOMAS SEQUEIRA
ASSOCIATE DIRECTOR, SaaS

Working at The/Nudge has been an incredibly enriching learning experience for me! Every Nudgester that I have closely worked with challenges you to think beyond your comfort zone while staying empathetic towards the people and the cause.

ROSHNI RANGANATHAN
SENIOR ASSOCIATE, FUTURE PERFECT

The/Nudge marries the ambition of the corporate world and the passion of the development sector, an intersection that has helped me grow individually and professionally in my one year of working here.

SELVI X
SENIOR ASSOCIATE, INDIAN ADMINISTRATIVE FELLOWSHIP
In The News

IS THE NONPROFIT SECTOR RIGHT FOR YOU?


NUDGE TOP TALENT TO CHANGE SYSTEMS IN INDIA


INDIA PANDEMIC WORSENS ONE OF THE WORLD'S WORST GENDER GAPS


11 INDUSTRY LEADERS TO WORK WITH OFFICIALS, LEND EXPERTISE


RAISING CAPITAL FOR A BETTER INDIA

https://www.entrepreneur.com/en-in/finance/raising-capital-for-a-better-india/363922

11 INDUSTRY LEADERS TO WORK WITH OFFICIALS, LEND EXPERTISE


CHARCHA 2021 TO DISCUSS INDIA'S GROWTH


THE/NUDGE FOUNDATION TO HOST VIRTUAL CONCLAVE ON SUSTAINABLE DEVELOPMENT GOALS


TOI

NUDGING OUT OF EXTREME POVERTY: THE GRADUATION APPROACH

https://www.nudging.org/nudge-briefs/graduation-approach-to-ending-extreme-poverty-

A ROOF OVER THEIR HEADS: THE COMPLEX CHALLENGES OF URBAN HOUSING

https://www.deccanherald.com/opinion/skilling-women-an-imperative-for-india-959496.html

SKILLING WOMEN AN IMPERATIVE FOR INDIA

https://www.deccanherald.com/opinion/skilling-women-an-imperative-for-india-959496.html

UNEMPLOYMENT SURGES TO 10.72% AMID COVID-19 PANDEMIC; DIGITAL UPSKILLING MAY HELP REVIVE JOB MARKET


11 INDUSTRY LEADERS TO WORK WITH OFFICIALS, LEND EXPERTISE


PANDEMIC SLICES OFF 75% OF THE INCOME OF THE "ULTRA-POOR"


REVOLUTIONISING AGRITECH SPACE THROUGH THE CISCO AGRI CHALLENGE

https://www.deccanherald.com/opinion/skilling-women-an-imperative-for-india-959496.html

THE RIGHT PERSPECTIVE: AGRI-TECH STARTUPS TO INCREASE FARMER INCOME


RAISING CAPITAL FOR A BETTER INDIA


HOW THE/NUDGE FOUNDATION IS ENABLING NOT-PROFITS TO THRIVE

https://www.thehinduspecialarchive.com/section/thehindu-special-archive/the-nudge-foundation-is-enabling-not-profits-to-thrive/How%20To%20Thrive

A ROOF OVER THEIR HEADS: THE COMPLEX CHALLENGES OF URBAN HOUSING

https://www.deccanherald.com/opinion/skilling-women-an-imperative-for-india-959496.html

SKILLING WOMEN AN IMPERATIVE FOR INDIA

https://www.deccanherald.com/opinion/skilling-women-an-imperative-for-india-959496.html

UNEMPLOYMENT SURGES TO 10.72% AMID COVID-19 PANDEMIC; DIGITAL UPSKILLING MAY HELP REVIVE JOB MARKET


11 INDUSTRY LEADERS TO WORK WITH OFFICIALS, LEND EXPERTISE


PANDEMIC SLICES OFF 75% OF THE INCOME OF THE "ULTRA-POOR"


REVOLUTIONISING AGRITECH SPACE THROUGH THE CISCO AGRI CHALLENGE

https://www.deccanherald.com/opinion/skilling-women-an-imperative-for-india-959496.html

THE RIGHT PERSPECTIVE: AGRI-TECH STARTUPS TO INCREASE FARMER INCOME


RAISING CAPITAL FOR A BETTER INDIA


HOW THE/NUDGE FOUNDATION IS ENABLING NOT-PROFITS TO THRIVE

https://www.thehinduspecialarchive.com/section/thehindu-special-archive/the-nudge-foundation-is-enabling-not-profits-to-thrive/How%20To%20Thrive
# Accounts & Financials

## Nudge LifeSkills Foundation

(Incorporated under section 8 of The Companies Act 2013)

### Balance sheet as at 31 March 2022

<table>
<thead>
<tr>
<th>Particulars</th>
<th>As at March 31, 2022 (in Rs. Lakh)</th>
<th>As at March 31, 2021 (in Rs. Lakh)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EQUITY &amp; LIABILITIES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shareholders Fund</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corpus Fund</td>
<td>260.70</td>
<td>85.00</td>
</tr>
<tr>
<td>Reserve and Surplus</td>
<td>510.02</td>
<td>416.64</td>
</tr>
<tr>
<td>Total Shareholders Fund</td>
<td>770.72</td>
<td>501.64</td>
</tr>
<tr>
<td><strong>Non-current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long Term Provisions</td>
<td>25.63</td>
<td>19.99</td>
</tr>
<tr>
<td>Total Non-current Liabilities</td>
<td>25.63</td>
<td>19.99</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade Payables</td>
<td></td>
<td></td>
</tr>
<tr>
<td>I) Total outstanding dues of micro enterprises and small enterprises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>II) Total outstanding dues of creditors other than micro enterprises and small enterprises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Short Term Provisions</td>
<td>491.32</td>
<td>44.66</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>1,901.38</td>
<td>2,668.11</td>
</tr>
<tr>
<td>Total</td>
<td>2,392.68</td>
<td>2,718.66</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>2,693.15</td>
<td>3,331.58</td>
</tr>
</tbody>
</table>

### ASSETS

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Note</th>
<th>Amount (in Rs. Lakh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-current assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>7</td>
<td>15.73</td>
</tr>
<tr>
<td>Intangible Assets</td>
<td></td>
<td>15.73</td>
</tr>
<tr>
<td>Current Assets:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; Cash Equivalents</td>
<td>8</td>
<td>2,802.92</td>
</tr>
<tr>
<td>Short Term Loans &amp; Advances</td>
<td>9</td>
<td>52.21</td>
</tr>
<tr>
<td>Other Current Assets</td>
<td>10</td>
<td>22.02</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2,877.67</td>
</tr>
<tr>
<td>Total Assets</td>
<td></td>
<td>2,909.19</td>
</tr>
</tbody>
</table>

**Note:** 1 to 16 form an integral part of Financial Statements.

### Income and Expenditure Statement for the year ended March 31, 2022

<table>
<thead>
<tr>
<th>Particulars</th>
<th>Note</th>
<th>Year Ended 31.03.2022 (in Rs. Lakh)</th>
<th>Year Ended 31.03.2021 (in Rs. Lakh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Income</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants and Donations</td>
<td>11</td>
<td>4,261.59</td>
<td>1,864.51</td>
</tr>
<tr>
<td>Other Income</td>
<td>12</td>
<td>96.90</td>
<td>101.40</td>
</tr>
<tr>
<td>Total Income</td>
<td></td>
<td>4,358.49</td>
<td>1,965.91</td>
</tr>
<tr>
<td>2. Expenditure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Expenses</td>
<td>13</td>
<td>3,678.48</td>
<td>1,615.33</td>
</tr>
<tr>
<td>Employee Benefits Expense</td>
<td>14</td>
<td>265.94</td>
<td>75.95</td>
</tr>
<tr>
<td>Depreciation and Amortisation Expense</td>
<td>7</td>
<td>12.70</td>
<td>7.19</td>
</tr>
<tr>
<td>Other Administrative Expenses</td>
<td>15</td>
<td>258.21</td>
<td>150.25</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>4,215.34</td>
<td>1,848.71</td>
</tr>
</tbody>
</table>

**Note:** 17 to 19 form an integral part of Financial Statements.

For Nudge LifeSkills Foundation:

Abul Sattar  
Director

Nirmadhi Mishra  
Proprietor

For Mishra & Co.,
Chartered Accountants
Firm's Registration Number: 012355

As Per our report of even date
For Mishra & Co.,
Chartered Accountants
Firm's Registration Number: 012355

Nirmadhi Mishra  
Proprietor

Membership No. 223557.
Place: Bengaluru
Date: 24.09.2022
Thank You

Board
Mr. Arun Seth
Mr. Atul Satija
Mr. Balasubramanian Muthuraman
Ms. Gagandeep Satija
Mr. M.R. Rangaswami (TNF US)*
Mr. Maneesh Dhir (TNF US)*

Advisory Council
Ms. Renana Jhabvala
Mr. Samit Ghosh

Advisors
Mr. Ajit Rangnekar
Mr. Ananthapadmanabhan G
Mr. Arun Maira
Mr. Binny Bansal
Dr. Devi Shetty
Mr. Kiran Karnik
Mr. Manish Dugar
Mr. Manoj Kohli
Mr. Naveen Tewari
Mr. Pramath Sinha
Mr. Praveen Tripathi
Mr. Ravi Venkatesan
Ms. Shivani Garg Patel
Ms. Vandana Shroff
Mr. Vikram Mehta

Centre for Social Innovation Partners
Atal Innovation Mission
Mr. Anil Kumar S G
Dr. Sekhar Bonu
Dr. Susheela Venkataraman
Dr. K.P. Krishnan
Mr. Copichand Katragadda
Mr. Jugal Mohapatra
Mr. K.R. Lakshminarayana
Ms. Kamakshi Rao
Mr. Madhav Chavan
Mr. Maneesh Dhir
Mr. Paresh Parasnis
Mr. Raj Gilda
Mr. Samit Ghosh
Mr. Sanjay Purohit
Mr. Shankar Maruwada
Mr. Surendra Kumar Jain
Mr. Ujwal Thakar

End Ultra Poverty
Deendayal Antyodaya Yojana
National Rural Livelihood Mission (DAY-NRLM)
Jharkhand State Livelihood Promotion Society (JSLPS)
Sambodhi
Xavier Institute of Social Science (XISS)

The/Nudge Prize
Aavishkaar Capital
Accel Partners
Mr. Anil Kumar SG
Ankur Capital
Asha Impact
Bharat Innovation Fund
Caspiam
Deshpande Startups
IRMA
Labs Indigram
Mr. Mark Khan
Menterra
NSRCEL
Office of the Principal Scientific Adviser
Omnivore
Prof K VijayRaghavan
Purdue University
Mr. Samit Ghosh
Sattva
Ms. Shamika Ravi
Startup Incubation and Innovation
Centre-IIT Kanpur
Telangana State Agriculture University
ThinkAg
Upaya Social Ventures
Vigiro
Wageningen University and Research

The/Nudge IAF
Anjum Parwez
Mr. Anil Kumar B H
Mr. B.J. Puttaswamy
Mr. C.V. Madhukar
Dr. Chaya K Degaonkar
Dr. Ashok Dalwai
Dr. K.P. Krishnan
Dr. Mamatha BR
Dr. Manjula N
Dr. N. Nagambika Devi
Dr. Rajesh Tandon
Dr. Santhosh Mathew
Dr. Shalini Rajneesh
Dr. SS Meenakshisundaram
Dr. Selvakumar S
Mr. Gautham Ravichander
Ms. Jayamala Subramaniam
Mr. Jugal Kishore Mohapatra
Mr. L.K. Atteeq
Ms. Manjula V
Mr. P Ravikumar
Mr. Rajeev Chawla
Mr. Rajender Kumar Kataria
Mr. Rajkumar Khatri

Ms. Saru Tumuluri
Ms. Sindhusree Khullar
Mr. Tushar Giri Nath
Ms. Uma Mahadevan
Ms. Umashankar S R
Ms. Vandita Sharma
Mr. Varad Pande
Mr. Vijay Bhaskar T M

Project Pioneer
Ms. Avni Gupta
Dr. Sujata Khandekar
Mr. Samit Ghosh
Mr. Shankar Maruwada
Ms. Shilpa Kumar
Ms. Sowmya Kidambhi
Mr. Vijay Mahajan

Saamuhika Shakti
H&M Foundation
BBC Media Action
Care
Hasiru Dala
Sambhav Foundation
Save The Children
Social Alpha
Sure

Tech Partners
Aspiring Minds
EdZola
Tribyte
Zoho

Mobilisation Partners
Betterplace
Meesho

Finance & Legal Partners
Chenthamarami Venkatachalam
Guru & Jana, Chartered Accountants
Misha & Co Chartered Accountants
Priti Suri & Associates
Sunanda & Sheshadri Chartered Accountants
**Corporates**
Ashirvad Pipes Pvt Ltd
ATC Telecom Infrastructure Pvt Ltd
CGI Information Systems and Management Consultants Pvt Ltd
Cisco Systems (India) Pvt Ltd
Facebook India Online Services Pvt Ltd
Federation of Indian Chambers of Commerce and Industry (FICCI)'s Socio Economic Development Foundation
Franklin Templeton Asset Management (India) Pvt Ltd.
Godrej Properties Ltd
HDFC Bank Ltd
Hindustan Unilever Ltd
Incute Technologies Pvt Ltd
Indus Towers Ltd
KPMG Global Services
KPMG Global Delivery Centre
LinkedIn Social Impact
Mphasis Ltd
PricewaterhouseCoopers Service Delivery Center (Bangalore) Pvt Ltd
RBL Bank Ltd
Sabre Travel Network (India) Pvt Ltd
SBI Cards and Payment Services Ltd
Standard Chartered Global Business Services (GBS) Pvt Ltd
State Street Foundation
Target Corporation
Unisys India Pvt Ltd
VMware Software India Pvt Ltd
Wells Fargo International Solutions Pvt Ltd
Zee Entertainment Enterprises Ltd

**Foundations**
Arghyam
Bill & Melinda Gates Foundation
DRK Foundation
Ford Foundation
Fossil Foundation
HT Parekh Foundation
Indira Foundation
LGT Venture Philanthropy
Montpelier Foundation
Mulago Foundation
Omidyar Network
Rockefeller Foundation
Skoll Foundation
SVP India
Yes Foundation

**Individuals**
Mr. Aakash Chaudhary
Mr. Ajai Chowdhry
Mr. Alok Aggarwal
Mr. Ambarish Kenghe
Mr. Amit Gupta (NewQuest Capital)
Mr. Amit Gupta (Yulu)
Mr. Amit Khanna
Mr. Anand Sahay
Mr. Anuj Kumar
Mr. Ari Daman & Mr. Srinivas Naryanan
Mr. Binny Bansal
Mr. Caesar Sengupta & Ms. Pooja Bhandari
Mr. Govind Iyer
Mr. Hari Menon
Mr. Kamal Sagar
Mr. Krishna Jha
Mr. Kush Ahuja & Ms. Bhavna Kapoor
Mr. Mohit Bhatnagar
Mr. Mohit Saxena
Mr. Nitin Jindal
Mr. Nitish Mittensain
Mr. Pankaj Gupta
Mr. Parminder Singh
Mr. Piyush Shah
Mr. Prashanth Prakash
Ms. Rima Pande
Ms. Ruchi & Mr. Sanjay Gupta
Mr. Sanjay Poonen
Mr. Sameer Garde & Ms. Yukti Garde
Mr. Shripati Acharya
The Ramesh Family
Mr. Umang Bedi
Mr. Vidit Aatrey
Mr. Vikram Lal