THE/NUDGE INSTITUTE | Indian Administrative Fellowship

Candidate Guidebook

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About The/Nudge

NUDGE LIFESKILLs FOUNDATION (The/Nudge Institute) is a Section 8 company incorporated under the Companies Act, 2013 with its corporate office in Bengaluru founded in 2015 by Atul Satija with a purpose to alleviate poverty, sustainably and scalably.

The/Nudge Institute is governed by a board comprising of Mr. Arun Seth (Ex-Chairman, British Telecom), Mr. B. Muthuraman (Ex-Vice Chairman, Tata Steel) and advisors such as Binny Bansal (Co-founder, Flipkart), Dr. Devi Shetty (Chairman, Narayana Health) amongst other eminent leaders.

Our Journey, in brief

Over the last 6 years, we have impacted ~16m lives through our direct, leveraged and indirect work across three impact streams:

- The/Nudge Centre for Skill Development and Entrepreneurship (CSDE) - we enable underprivileged youth to lead flourishing lives
- The/Nudge Centre for Rural Development (CRD) - we enable rural families to come out of extreme poverty
- The/Nudge Centre for Social Innovation (CSI) - we nudge and nurture talent to solve for India's biggest problems

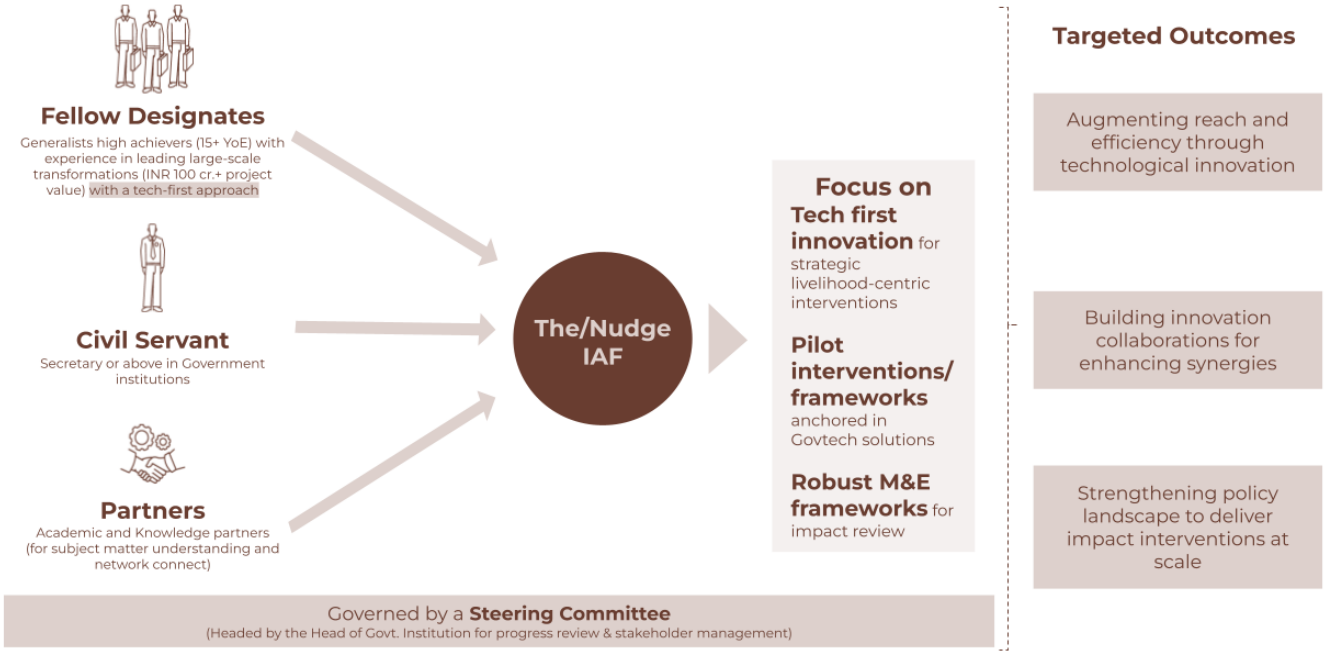
About the Indian Administrative Fellowship

The/Nudge Indian Administrative Fellowship is an 18-month Fellowship providing a platform for senior corporate leaders (Fellows on Special Duty) to collaborate closely with senior IAS officers (Secretary rank & above) within departments/divisions to design and execute technological interventions of strategic importance focused towards strengthening livelihoods.

Impact objectives of the Program

Indian Administrative Fellowship intends to stimulate sustained impact at scale, by bringing together talent from the private sector to collaboratively work with state leadership to:

- augmented reach and efficiency of livelihood-centric interventions anchored in technology
- enhanced departmental and cross-departmental synergies
- and strengthened policy ecosystem to deliver impact interventions at scale

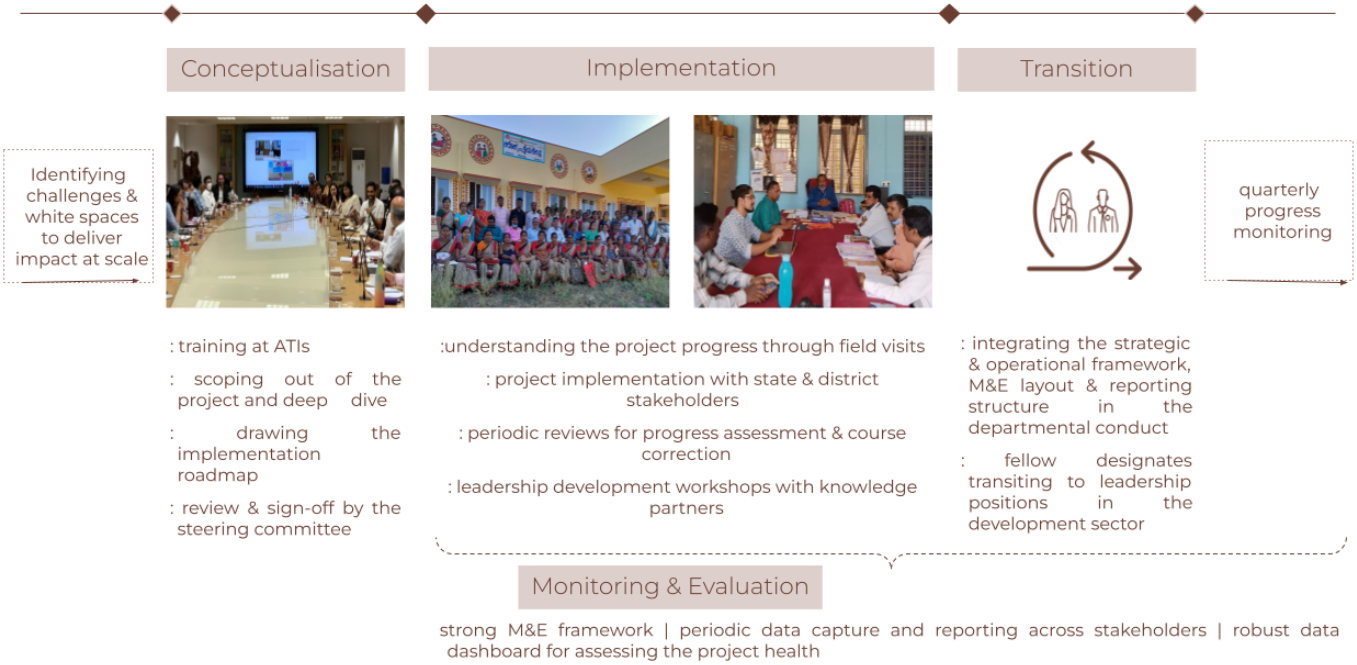


Program Design

The Fellowship is designed as an 18-month cohort cycle that will be phased across immersion, implementation & transition, each Fellow Designate will graduate across phases considering the departmental/divisional framework and pace of progress; but it's crucial that all Fellow designates cover the three phases in the stipulated 18 month window.

The Fellowship is designed to focus on building capacity for the Fellow designates through periodic leadership boot camps delivered by premium institutional partners, alongside periodic huddles within the cohort to inculcate and promote peer-learning. The Fellow Designates will also gain access to mentors including retired IAS officers and leaders who have worked on transformative projects with the government.

Fellowship phases



Phase	**Significant tasks**
Immersion	: Onboarding and induction to Departmental/Divisional stakeholders, and priorities. : Clearly defining the scope of the engagement wrt which areas to cover for assessment and framework design and the Departmental/Divisional stakeholders to actively coordinate with : Drawing a roadmap for the rest of the Fellowship duration with agreed outputs/timelines : Review & sign-off by the steering committee
Implementation	: Building understanding and sketching an assessment landscape across different areas as agreed in the scope say technology integration, data management, process optimization.

	: Deliberating and establishing frameworks, best practices, enhanced systems, and processes to enable resource optimization, accountability, and transparency to strengthen citizen service delivery and welfare. : Piloting the proposed framework in a district or a cluster of districts to identify acceptance and effectiveness; also capturing feedback for improvements. : Leadership development workshops with knowledge partners.
Transition	: Documenting the frameworks, processes, systems established and piloted, in parallel having it integrated as part of departmental conduct with established owners in order to sustain the effectiveness of the Fellowship intervention. : Spotlighting the Fellow's work and initiating introductions for outplacements support through program partners.

The Indian Administrative Fellowship Team

The Indian Administrative Fellowship team is divided across two sub-teams, the program team, and the cohort team. The program team focuses on the overall design, partner onboarding and management, while also working with the cohort team on aspects of monitoring & evaluation and research & advocacy. The cohort team comprises the Cohort Head and Cohort Leads who work closely with the Fellows on their engagements.

Stakeholders and Charter

The Fellowship builds convergence and collaborations across multiple stakeholders within the government institutions and beyond.

The key stakeholders of the program and their commitments to the program include:

: Program Sponsor at the government institution (usually Additional Secretary/ Joint Secretary/Admin Secretary)

- Onboard all the Project advisors to participate in the program.

- Engage and provide support to Fellow designates and Project Advisors on engagement progress and oversight through quarterly and ad-hoc reviews.
- Mentor/advice on areas of intervention, gaps, priorities, and potential partnerships for the engagement

: Project Advisors (Additional Secretary/Joint Secretary/Admin Secretary, with a strong belief in the program's theory of change and clearly defined projects to be executed):

- Identify department/divisions/sub-department, assess capacity, set goals for engagement.
- Guide, mentor, provide resources to Fellow designates, achieve clarity.
- Provide timely feedback, assist with compliance, remove roadblocks for success.
- Participate in monitoring and evaluation, presenting project progress alongside the Fellows in updates, reports, and Steering Committee meetings.

: Project Directors (Commissioners/Mission Directors with whom the Fellows will be working closely)

- Support the Fellow in exposing them to opportunities/stakeholders/program per internal needs and priorities.
- Set clear expectations, goals, and pace of progress during the engagement.
- Provide timely feedback, direction, and assist with administrative and procedural compliances.
- Manage travel arrangements/reimbursements for official visits in the project.
- Participate in monitoring and evaluation.

: High power Steering committee

- The Steering committee commands the administrative oversight of the Fellowship program including the project selection, project sign-off, progress review, dispute resolution, and other critical aspects.
- The Steering committee shall be comprised of:
- Chief Secretary/Apex authority for the institutional partner
- The Additional Secretary/Joint Secretary/Admin Secretary of the Department/Division where the Fellowship is anchored
- The Chief Executive Officer of The/Nudge CSI/Program Director
- At least 3 members from participating departments/divisions

: Task Force

- Task Force Meetings will take place routinely to set goals for the Fellows, review the progress and performance made in the project, and decide on tactical measures to augment the effectiveness and the efficiency of the engagement by enhanced coordination, convergence, and collaboration. They will be chaired by the Program Sponsor (AS/JS/Admin Sec of the Nodal Department/Division) with participation from AS/JS/Admin Sec across departments/divisions.

: The/Nudge Indian Administrative Fellowship team:

- Co-create and deliver a highly impactful program
- Identify and invest in Fellows (induction and leadership development, support Fellows on Project Strategy, Thought Partnership, Research, M&E, access to a network of experts and advisors to achieve agreed goals
- Support in delivering the Fellowship, including outreach, trainings and bootcamps, state coordination team, backend support for Fellows

The Karnataka 2021 Cohort - KA/21

The Indian Administrative Fellowship kicked off with its inaugural cohort (KA/21) with the Government of Karnataka in July '21, where we onboarded 10 Fellow Designates with a distinguished career as leaders, working with visionary civil servants across 10 departments to deliver needle-moving change through their engagements.

Fellows worked on key departmental priorities and projects infusing into the work, ideas, innovation, efficiency and technology. Their contributions have resulted in creation of technology frameworks in Women & Child Development, Go to market strategies and brand creation for FPO produce and Agritech innovations for farmer beneficiaries among others.

Profile of the inaugural cohort (KA/21) :

CXOs, Ivy League, Deeply committed to serving the country

Aruna Sampige | Skill development
career: founder, Rootsreforms Initiative, ex - CEO - SheCommerz | co-founder, Billion Lives
education: BBA | PGDM, SDM - IMD Mysore

R. Balasubramanya | KARC-2
career: CFO & board member - Fidelity Investments | ex - Deutsche Software, ICICI Ltd, AF Ferguson
education: Chartered Accountant | CMA

Gayathri Swahar | Horticulture
career: Co-founder and head of marketing, YCook India | ex - Nielsen Consumer NeuroScience
Education: Ph.D, Organisational Behaviour, Bharathiar Univ

Giri Bala | Primary & Secondary Education
career: quizmaster and CEO, Greycaps | ex - Indiainfo, Walt Disney, Times of India
education: National College, Basavanagudi | Harvard Business School

Ramachandran Narayanaswamy | Women & Child
career: founder, Yushu Consulting | ex - Mindtree, Wipro
education: B.E, National Institute of Technology

Ravi Trivedi | Agriculture
career: founder, PushEngage | mentor, NSRCEL IIM Bangalore | ex - Bank of America, Hewlett Packard
education: IISc| Fuqua School of Business, Duke University | ILSS

Rohit Malhotra | Rural Development
career: CEO and board member, Jubilant Motorworks | ex - Airtel, Big Bazaar, Reliance Infocom
education: B.tech, IIT Varanasi, PGDBM, IIM Ahmedabad

Shobha Reddy | Panchayat Raj
career: founder, Jalmitra | ex - Indian Institute of Human Settlements, National Institute of Advanced Studies
education: MA, Environmental Economics | M.Sc and Ph.D, Environmental Science

Sreenivasa Madenhally | State Planning Commission
career: head of engineering, KVP Business Solutions | ex - Dell EMC, GE Healthcare
education: B.E, University of Mysore

Sunil Vaya | Infrastructure Development
career: ex - finance head, Bosch, Videocon
education: MBA, IIM Bangalore, CMA, ACS

The Punjab Cohort - PB/22

The second cohort - Punjab '22 (PB/22) was kicked off in collaboration with the Government of Punjab in December 2022. 10 spirited senior professionals with a strong intent to serve & average 22 years of experience in Tech, Product, and Business Transformation, are working with Visionary Civil Servants on strategic priorities for the State of Punjab inc. Employment Generation, Urban Development, and Finance, amongst other critical focus areas.

Profile of the the Punjab cohort (PB/22) :

~22 yrs of avg experience, CXOs, Premium B schools, Deeply committed to serve

Anil Hajela | Finance
Head, Corporate Affairs - L&T Infra, ex - DEG, Fortis Financial | 35 yrs in Strategy, Project Advisory, and Financial Intermediation | CA, CS, BCom Hons (DU)

Anupam Joshi | Power
Industry Expert - UpGrad, ex - Vodafone Idea, Airtel | 28 in Retail Strategy & Ops | PGD (MICA), MBA (Punjab University)

Harmeet Singh Sehgal | School Education
VP - Vodafone, ex - Idea, Reliance | 25 yrs in Sales Ops & Leadership | Business Analytics (Wharton), Consumer Neuroscience (Copenhagen Business School), MBA (UBS)

Harpreet Singh Arora | Local Government
Urban Adviser - FCDO | ex - DFID, AECOM | 19 yrs in Urban Economics & International Development | PPM (IIMB), EFP (UCL, UK), MTech (CEPT University)

Mohit Khanna | Governance Reforms
Engineering Lead - Qualcomm, ex - Mtree Software | 15 yrs in Tech delivery and Business Mgmt | MS, North Carolina State University | B.Tech, GGS

Puneet Mahajan | Tourism & Cultural Affairs
AVP - Amar Ujala, ex - Fortis, HT Media | 25 yrs in Sales & Business Leadership | AMP (IIMC), MBA & BCom (Punjab University)

Saurabh Saha | Employment Generation & Training
Director, Product - NASSCOM, ex - GaliJobs, SAP Labs | 18 yrs in Product Management & Technological Transformation | MiE (Stanford), BTech (Purvanchal University)

Vaibhav Dayal | Industries & Commerce
CEO, Blackburn Technologies, ex - Patanjali, Mahindra Comviva | 31 yrs in Business Strategy & Development | MBA, IIM A, BTech, IIT BHU

Kumud Jha | Higher Education
VP (Pvt Financing) - NatWest Markets | ex- Moody's, Deutsche Bank | 17 yrs in Portfolio Mgmt & Structured Finance | CFA |MBA, Olin Business School |B.Tech, NIT

The Karnataka 2023 Cohort - KA/23

The success of the inaugural cohort in Karnataka validated the power of collaborative efforts between senior private-sector executives and visionary civil servants. The second cohort was launched in the state in July '23 with 10 Fellows working on critical state-wide initiatives across 9 departments with the aim to accelerate the pace of technology adoption and innovation in the system.

Profile of the the Karnataka 2023 Cohort

25 + yrs of avg experience, CXOs, Premium B schools, Deeply committed to serve

Bharath Sondur | Skill Development
CBO - Arohan Financial Services | Ex Exec VP - Jana Small Finance Bank | 29 yrs in retail banking, financial inclusion and micro-finance | SMLP (INSEAD) | BSc (DVS College of Arts & Science)

Chandramouli Subrahamanayan | Planning
VP (Head of IT, India) - Citrix | Ex Director IT Services - Intel | 20 yrs in technology transformation, M&A, and Change Management | MCA & BSc (Bharathidasan University)

Murali Govindarajulu | Finance
CPO - QuarkCube | Ex Oracle | 15+ years of experience managing product requirements, roadmap and product adoption | DBM (Bharathidasan Institute of Management) |BE (Visvesvaraya Technological University)

Prapulla Sandeep | School Education
CISO - Obopay | Ex Director (SBU Head) - Cognizant | 20 yrs of IT experience in P&L, delivery/project management, and consulting | PGPEM (IIM Bangalore) | BE (BMS College of Engg)

Prathap Parashar | Youth Empowerment
Technology Director- JCPenney | 20 yrs in leading global teams, IT efficiency initiatives, and business growth strategies | BE (Bangalore University)

Pravin Hungund | Rural Development
Chief Technologist - Wipro | 30 yrs in Tech Strategy & innovation, Business Management, P&L, and Deep Tech Development | BE (KLS Gogte Institute of Technology)

Pritam Kumar Sinha | Women & Child Development
Regional Manager (IT Service Support)- Infosys | 26 yrs of exp in program management, digital transformation & cybersecurity | MDP (IIT Kanpur) | BE (Dr. Babasaheb Ambedkar Marathwada University)

Puneet Jetli | Industries & Commerce
CEO - SensiWise Solutions | Ex MindTree | 30 yrs of IT experience with expertise in building and scaling innovative, sustainable digital businesses and startups | MBA (FMS) | BE- (Govt Engineering College, Jabalpur)

Srichandra Menon | Women & Child Development
VP (Plastics Recovery & Aggregation) - Hasiru Dala Innovations | Ex AVP - Accenture | 22 yrs in strategy, operations, finance, and risk mitigation | BSc (Vijaya College)

Application & Selection Process

The application form for the cohort would be available on the website - here. If the candidate is not keen to apply for the current cohort, one can consider registering their interest on the website - here.

The selection process would span across 4 stages:

Stage I - Submitting the application form below

Stage II - Selected candidates will be sent an assignment

Stage II - Interview Rounds with The/Nudge leadership

Stage IV - Selection Committee round chaired by Senior Govt. stakeholders in Ministry/State Govt

Who can be a Fellow?

The profile of a Fellow is that of :

- CXO/VP/GM at large-scale organizations with rich experience (minimum 15 years) in leading transformational initiatives anchored in technology
- High achiever in any sector with strong technological acumen, as evident in the career journey. Preference for: technologists, corporate leaders, entrepreneurs, consultants
- Willingness to be based out of the city where the secretariat offices are located (eg. Bangalore for Karnataka Cohort & Delhi for Central ministries) and travel as needed during the Fellowship.
- Fluency in regional language will be a distinct advantage.

What do we offer as part of the Fellowship?

The Fellowship offers a platform to stimulate systems change by infusing talent & innovation to deliver large-scale impact through the power and network of public leadership. The program offers the candidates an unparalleled opportunity to design and deliver interventions in the governance sphere to strengthen the reach and efficiency of public service delivery.

Beyond the opportunity to lead a large-scale transformation in the governance ecosystem, the Fellowship also offers:

- Leadership development opportunity: The Fellows shall be undergoing an extensive curriculum including a public policy course by ISB, curated to build capacity for efficient comprehension, formulation and execution of programs/projects.
- Access to an expert advisory and mentor panel: The Fellows will be mentored and supported by a pool of subject matter experts, industry leaders and mentors.
- Stipend : Each Fellow will receive a stipend of upto Rs. 12 lacs p.a. for the duration of the Fellowship.
- A team of young professionals: As part of the Fellowship, the Fellows will have access to a pool of young talent with diverse skill sets supporting them on secondary research, governance and capturing reports.
- Impact showcase and accreditation: During the course of the Fellowship the Fellow's contribution would be spotlighted through media features & case studies. There would also be a ceremony featuring senior administrators, notable leaders from the development sector, and other corporates with a formal accreditation by the government.

What are the expectations?

The Fellowship is designed to be a rigorous experience of learning and steering transformational initiatives in the public leadership realm. The program stakeholders, including the Project Advisors, Project Directors have pivotal roles and responsibilities in working with the Fellows to steer the needle-moving change during the duration of the engagement, there are clear expectations laid down for the Fellows as well.

On departmental/divisional engagements:

- To understand, propose, and formulate the framework and strategy for the particular engagement.
- To seek and build clarity, collaboration, and consensus across stakeholders for carrying the engagement forward.
- To communicate status updates, seek feedback, and refine, or course-correct, as needed to achieve success on parameters, agreed with the Project Advisor.
- To deliver on aligned goals in coordination with the department/division with a high sense of ownership and accountability; also ensuring the delivery of a pilot to establish evidence on the intervention effectiveness

On knowledge management:

- To document the research, key deliberations and decisions, and data on a regular basis, which can be leveraged by the teams working in the current cohort and for subsequent cohort learning as well.
- To participate and contribute in all workshops, seminars, and bootcamps by sharing perspectives and learning from peer experiences.

On advocacy and research engagement:

- To engage with organizations/institutions/departments to catalyze the impact of the Fellow's engagement.

On monitoring & evaluation:

- To provide regular updates on the progress of the engagements; along with regular documentation on scoping, stakeholders, and progress through reports and dashboards.
- To deliberate with the department/division stakeholders to design a framework including indicators for mapping the progress and contribution of the Fellow's work in the departmental/divisional engagement(s); also regularly updating the

data and sharing with the program team and M&E partner institution within the government.

On working with the IAF team:

- To set clear expectations regarding the division of responsibilities & ways of working with the team members toward making swift progress on the engagements.
- To communicate in a timely and consistent manner.

Other Program-Related FAQs

Q. 1 For whom is the Fellowship, not a good fit?

The Fellowship is an 18-month rigorous program on framing and executing government programs of strategic relevance under the guidance of visionary civil servants leading the department/division. A Fellow will be stationed at the relevant department/division office, but one would be expected to travel frequently and on short notice during the Fellowship.

The target Fellow profile is that of a CXO/VP/GM in a large scale organization, with rich experience (minimum 15 years) in leading transformational initiatives anchored in technology.

The program is not a good fit for someone :

- who is a non-resident Indian, although OCI cardholders who are regular taxpayers can consider applying
- who has less than 15 years of experience in leading transformational initiatives
- who is not comfortable with working 6 days work weeks, traveling or working in the field, committing full-time to the assignment
- who lacks the leadership experience required for such large scale initiatives

Those who don't match the Fellow profile can explore other exciting opportunities in the program team here.

Q.2 What happens post the Fellowship?

The Fellows will receive soft support to transition into suitable roles within the development sector.

Q.3 What would be the Fellow's position in the government?

All Fellows would be Indian Administrative Fellows (Fellows) with the government but the formal engagement shall be as a Consultant with The/Nudge.

Q.4 What happens if the civil servant/department/division head gets transferred or the project is halted/terminated?

The Fellow is linked to the division/department, so even if the division/department head gets transferred, the Fellow shall remain on the project assigned and will be working subsequently with the incumbent official. Although all the projects selected are approved, in case a project gets terminated, the Fellow will start engagement on a different project for the remaining part of the program after deliberation with the Project Advisor.

Q.5 How much travel should one expect during the Fellowship?

The Fellows will be based out of the city their secretariat/department offices are located in, but in order to understand deeper aspects of the project and to facilitate implementation, one would need to travel across states/districts where the project will be or is being implemented. The frequency of travel would depend on the nature of the department & focus of the projects.

Q.6 What happens if a Fellow has to leave the project mid-term?

The Fellows will be signing a contract to serve for a period of 18 months. However, if unavoidable circumstances require an early termination, they will be required to serve a notice period of 2 months, or reimburse for the stipend in lieu of the notice period.

For more information on the program - https://iaf.thenudge.org/

In case of doubts, concerns, or clarifications; write to us at iaf@thenudge.org