

# Our Journey to National-Scale Impact





147/J, 10<sup>th</sup> Cross, 12<sup>th</sup> Main, 3<sup>rd</sup> Block,  
Koramangala, Bengaluru,  
Karnataka, 560034



[contact@egovernments.org](mailto:contact@egovernments.org)



[egov.org.in](http://egov.org.in)



[eGovFoundation](#)



[eGovernments Foundation](#)



[egfindia](#)

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# 01



## INTRODUCTION





**16**  
States

**2421**  
Cities and  
Towns

**16 cr**  
Citizens

As of Oct 2020



## Viraj Tyagi

CEO, eGov Foundation

**We exist to improve the quality of life of ordinary citizens across all 4400+ towns & cities in India.**

The nation is at the cusp of a new revolution, where digital technology is not so much about “digitising and automating” as it is about humans: improving quality of life, removing barriers, and creating trust between all stakeholders in the community. We see ourselves as thinker-doers, catalysing an ecosystem of citizens, governments, and enterprises to come together and improve the quality of life for every citizen in cities and towns across India.

In 2015, Hon. Prime Minister Narendra Modi said, “I dream of a Digital India where ICT-enabled citizen-government interface is incorruptible.” eGov’s open digital platform - DIGIT - and the services built on it have already seen great impact in several states, across service areas such as water connections, trade licenses, obtaining certificates, building plan approvals, payment of municipal taxes, resolution of civic complaints, etc. **Over the past 17 years, we have worked with city and state governments to deliver timely, transparent and efficient local services to the citizens.**

**Ultimately technology is only an enabler; to have a sustainable impact at scale, we need to tap into the collective energy of the ecosystem (Samaaj-Sarkaar-Bazaar) to enact enabling policies, understand local needs, and build local capacity to solve local problems.** We work with all actors in the ecosystem to catalyse this collective energy. We partner with state governments to achieve platform-enabled governance transformation over a period of 3 to 4 years. With the central government, we collaborate to understand what policies and governance structure can enable urban solutions to be built at scale and in a sustainable manner. We also play a convening role, bringing in both non-profits and commercial entities that can leverage the platform and contribute to citizen-focused improvements.

In 2003, we started by working in the trenches of wards and ULBs of Karnataka to understand problems on the ground, and how Digital Platforms can help in making cities better. **Over the last 17 years, we have worked with 14 states in more than 1000 ULBs across India to enable local capacity to solve problems.** We do still have a long way to go: I dream of a day when a 16-year old girl from a remote town in India is able to ensure the needs of her community are met, through an app on her phone. I believe that day is not too far away.



## Srikanth Nadhamuni

Co-Founder and Managing Trustee

eGov has been tirelessly working for 17 years with governments, citizens, and ecosystem partners to transform urban systems at scale. Our national-scale platform - DIGIT - has already seen great impact in Karnataka, Andhra Pradesh, Punjab, and Uttarakhand. Ease of access, improved experience, and rapid resolution of complaints are at the core of what we do – and we strive to innovate and improve our services everyday.

Our partners in the Ministry of Housing and Urban Affairs (MoHUA) and the National Institute of Urban Affairs (NIUA) have been a great pillar of support. The publication of the strategy paper on the National Urban Innovation Stack (NUIS) was a great milestone, and we are committed to building on that vision. I also want to take this opportunity to welcome the states of Odisha and Uttar Pradesh who have joined us in our journey in this past year. I hope and trust these new partnerships will deliver on the ambitious promise of impacting and improving lives of citizens in India's cities and towns.







## Nandan Nilekani

Co-founder

Urbanisation is one of the biggest challenges as well as the greatest opportunities presented to our country today. As our cities grow in size and density, it is essential that local governments make services accessible and inclusive, ensure public spaces are well-maintained and citizen-friendly, and enhance ease of doing business. This can only be done by keeping citizens at the centre of planning, and providing transparent and accountable governance to them.

We at eGov believe that the citizen-centric platform we have built using the right tools in the hands of ULB employees and senior administrators enables high-quality urban governance and a better quality of life for citizens. eGov has spent over 17 years transforming multiple states and cities in India, impacting millions of citizens, and I am excited to see many more states stepping forward this year to adopt this platform-based and ecosystem-driven approach to making India a leader in efficient urban governance.



## Three pillars of our strategy

eGov's aim is to make life better for every citizen in every city and town across India. As citizens, each of us should be able to receive public services, and have any gaps or complaints with respect to such services resolved, in a rapid and reliable manner. Businesses should have access to the infrastructure they need to operate safely and productively.

Across India, however, Urban Local Bodies (ULBs) grapple with constraints on capacity to deliver in this manner. To execute on our vision our strategy has three key pillars.



Technology



Policy



Ecosystem

Technology is an enabler; it makes it possible for us to work at scale and speed. However, we know technology alone is no solution. That's why we work with states to design robust programs for tech-enabled transformation of urban governance systems, and to enact policies and frameworks that support and sustain these transitions. We know that local ecosystems are already working on addressing local challenges - an open digital platform lets them scale their solutions, and learn from peers in other cities. In particular, we look to work with community-based organisations and amplify their impact.

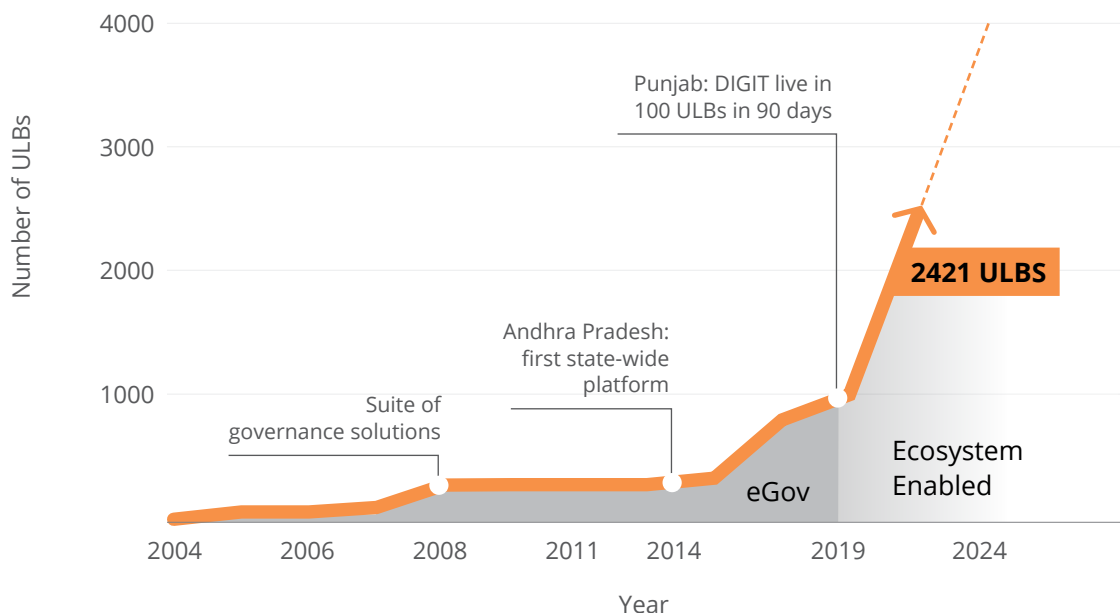
Cities are vibrant ecosystems, where stakeholders from civil society and communities, industry, academia, and government interact. By embedding an open digital platform for urban governance, eGov enables these interactions to be smoother, quicker, more reliable, more transparent, and more data-driven. **We help build trust between stakeholders in the urban ecosystem.**



## Key impact indicators of our work

We started by working in the trenches of the wards and ULBs of Karnataka in 2003, to understand problems on the ground and how digital platforms can help in making cities better. Over the last 17 years, we have worked across 14 states to transform urban governance and ensure that every citizen can access all the services they need with ease and transparency.

Fig. 1: Achieving scale @ speed - no. of ULBs participating



### Key outcomes achieved



**2421** ULBs



**>35 lakh** grievances

(As of Oct 2020)



**>16 cr** citizens



**>55 lakh** properties



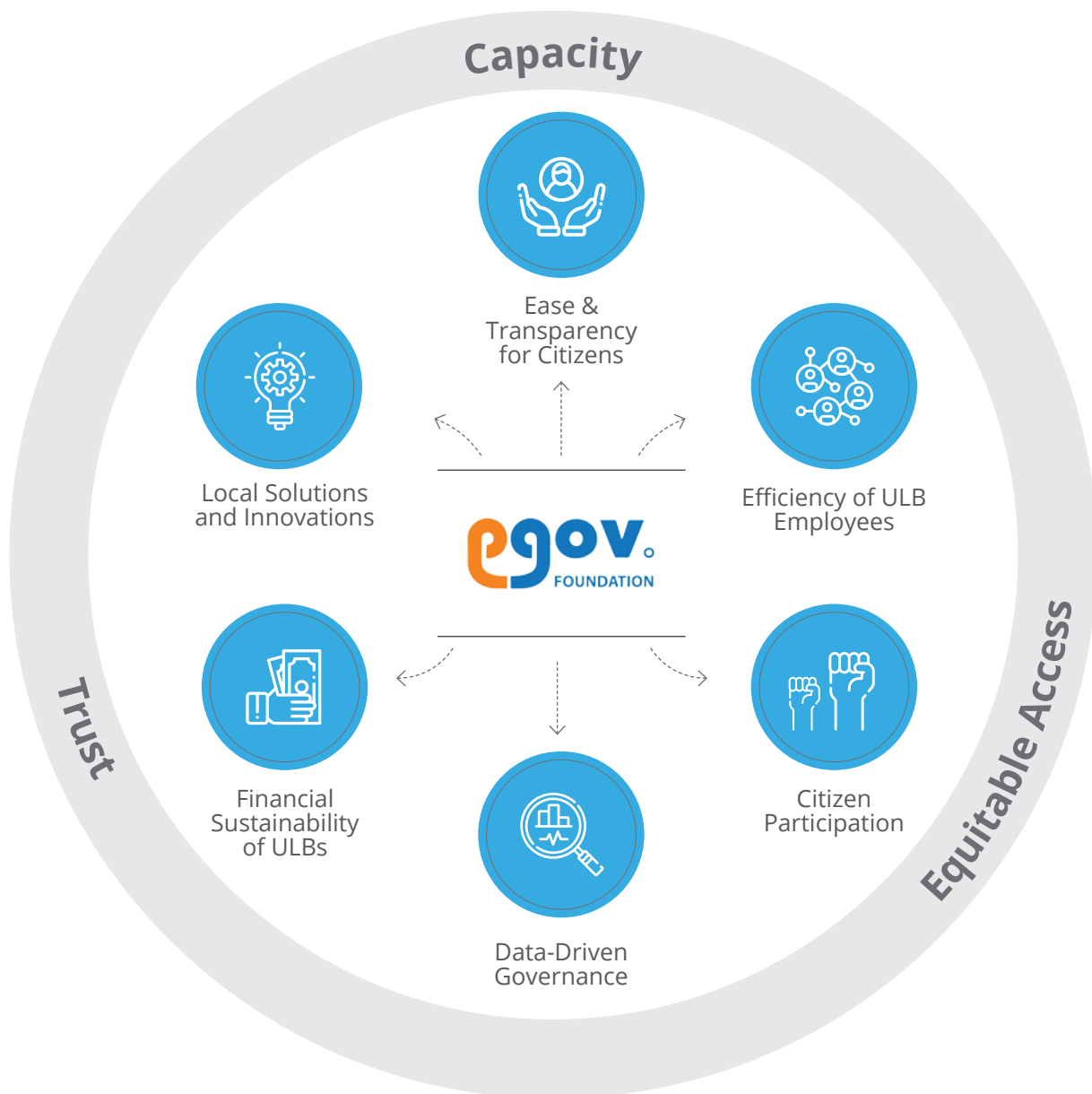
**>₹15,000 cr**  
total revenue

## Delivering impact for all stakeholders

Our most important stakeholders are citizens. The ecosystem of stakeholders that revolves around improving the lives of India's citizens includes city and state governments, the central government, administrators and front-line employees; businesses and service providers, ranging from major firms to innovative start-ups and social enterprises; academia and research institutions; and community-based and civil society organisations.

eGov seeks to meet the interests of all our stakeholders. Our impact framework is based on the contribution of a public digital platform to transform the experience of living and working in a city for each of these stakeholders.

Fig. 2: Our impact framework





**>16 cr**  
citizens

**>35 lakh**  
grievances

**>40**  
solutions  
co-created by  
partners

**>2.5 cr**  
transactions  
on platform

**>11,000**  
hours of partner  
enablement

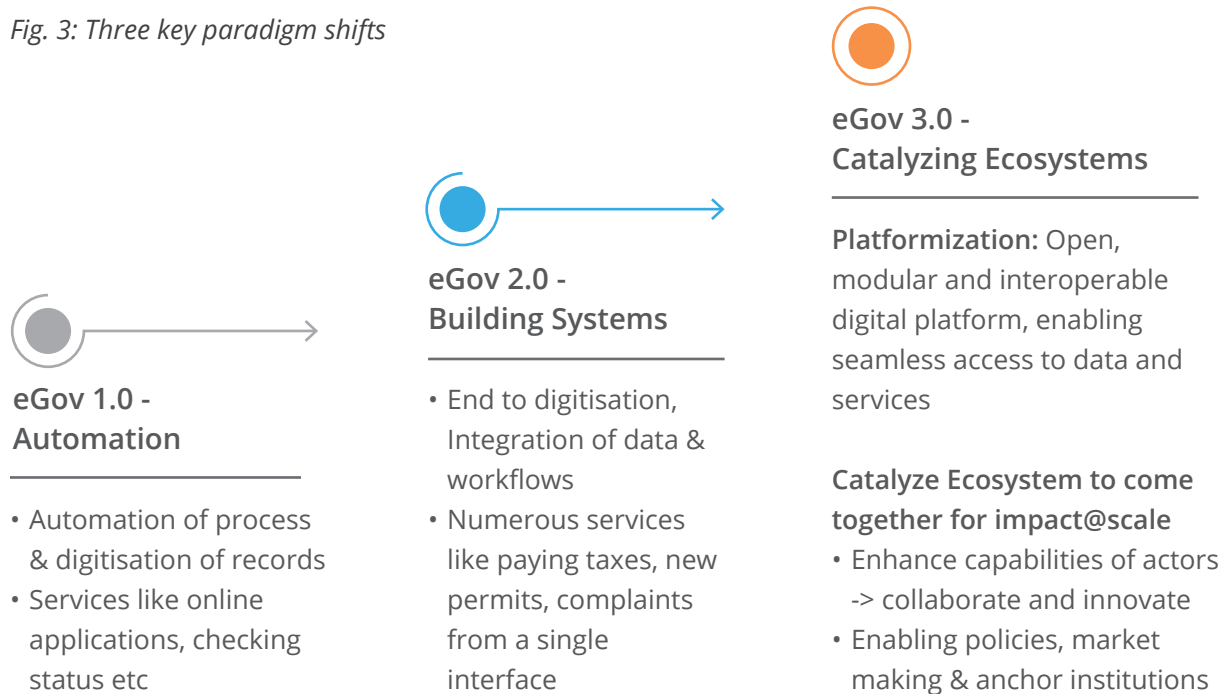
**> ₹15,000 cr**  
total revenue

*(As of Oct 2020)*

## From building systems to catalysing ecosystems

Over the last 17 years, we have gone through 3 key shifts in our quest to create large-scale societal impact.

Fig. 3: Three key paradigm shifts

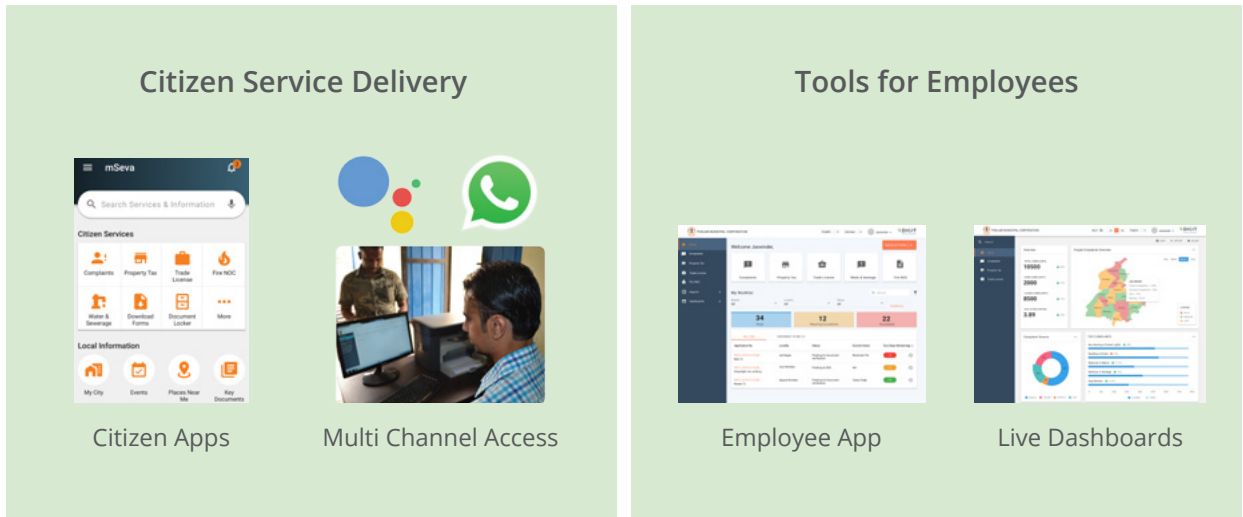


### Impact on ground - eGov 3.0 operating model in action

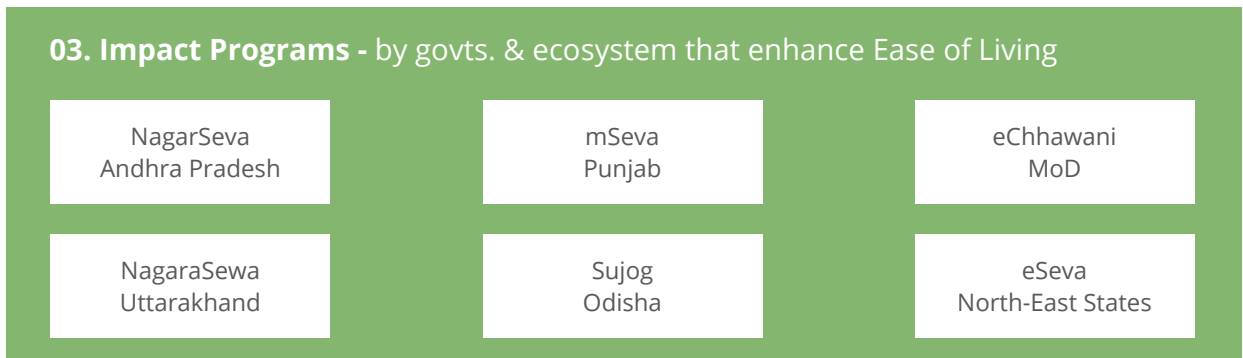
There are three fundamental layers of the model (as shown the figure on facing page) and eGov plays a role in all of them:

- 01 Public Digital Infra** - eGov's DIGIT Platform is the first layer and we are the main contributor here. It is designed as a public good and can be accessed without any restrictions or fee. Other ecosystem players can also contribute assets to the platform.
- 02** In the second layer, **Co-creation Ecosystem**, we play the role of a catalyst and enabler. We enable the ecosystem through solution workshops, implementation playbooks, hands-on training as well as providing technology tools.
- 03** In the third layer, **Impact Programs**, we play the role of an advisor and connector. This comprises providing advisory to the govt. in designing programs and crafting enabling policies to drive impact at scale. We also play a convening role and bring together various actors to collaborate and build solutions or programs for citizens.

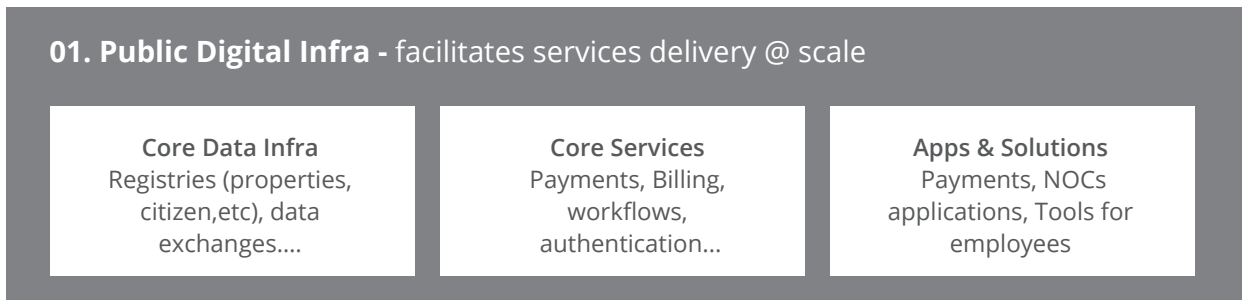
# Three layers of our open digital ecosystem



Private-Public Innovation



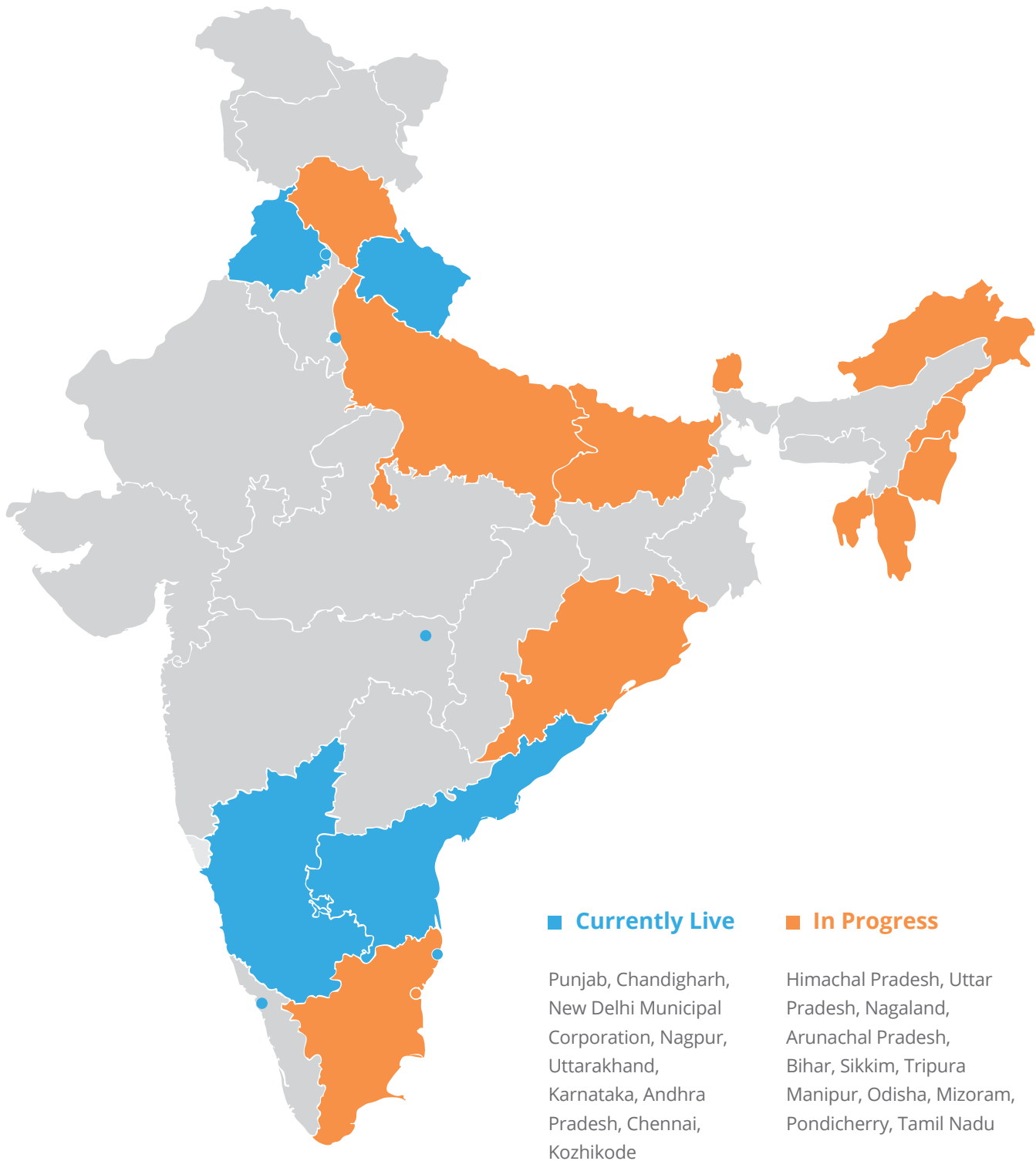
Open APIs and protocols to ensure interoperability & reusability



Digital Public Goods

## On the path to national scale

Fig. 4: eGov's footprint across India





## With ULB and state partners

### Andhra Pradesh



### Punjab



### Uttarakhand



# 02



**STORIES FROM THE STATES**



# ANDHRA PRADESH



## Creating a digital spine for urban governance

Andhra Pradesh has been a pioneer in leveraging technology for citizen-centric governance and inclusive growth. In 2015, the Government of Andhra Pradesh decided to create a common digital platform for all 110 ULBs in the state, reducing variations in cost and digital capacity across cities. This effort was combined with the creation of multiple online and offline channels for citizens to interact with their city governments, to ensure ease of access.

The AP government articulated a clear vision: not just to resolve urban governance challenges in the state, but to raise the bar for municipal governance and service delivery for the entire country. With this goal in mind, the following objectives were set for the DIGIT implementation:

- Standardization of municipal governance processes across all 110 ULBs
- Improved service delivery to citizens through technology
- Data driven municipal governance that leveraged real-time transaction level data
- Improved employee tracking and accountability across ULBs

PuraSeva poster: No need to run around for services

**Earlier**

You had to run around to get a certificate




**Now**

apply online



And print the document in minutes



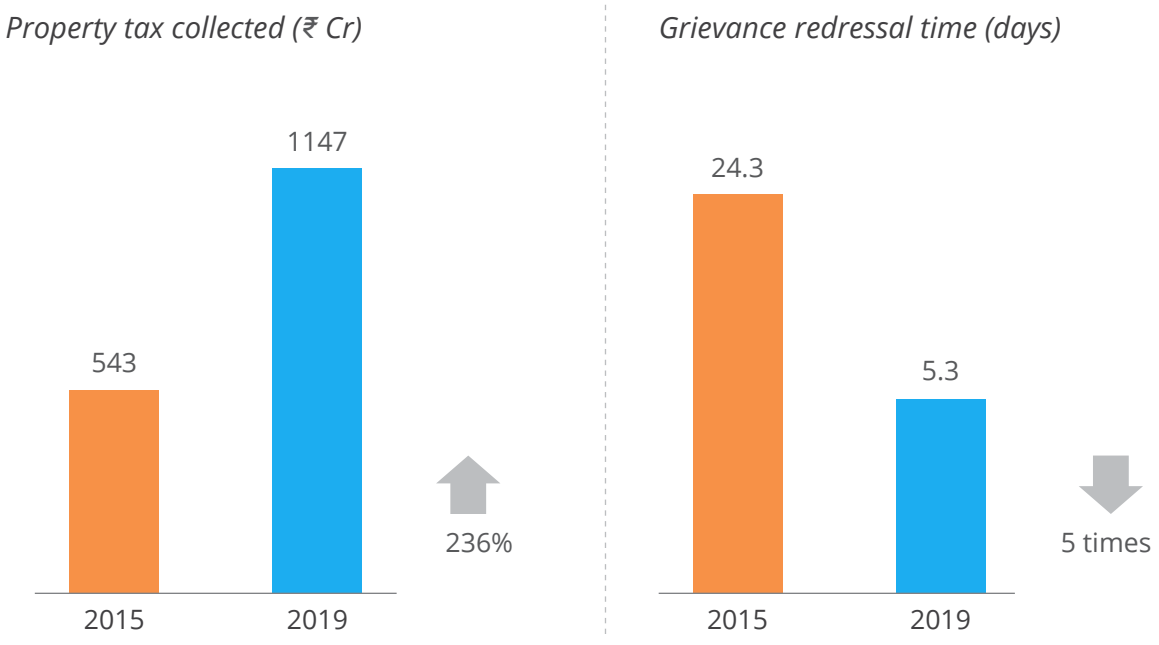
Please download our pura seva app on your android mobile from google play store  create an account.

Please contact us for our services:

- Log on to : [cdma.ap.gov.in](http://cdma.ap.gov.in)
- contact nearest pura seva or e-seva kendram

## Positive outcomes for both citizens and government

Property tax revenues doubled, and complaint redressal became 5 times faster



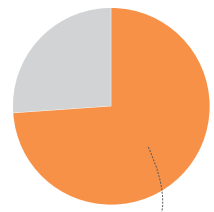
## Feedback from both citizens and employees was positive

Andhra Pradesh Lean Data Survey 2019

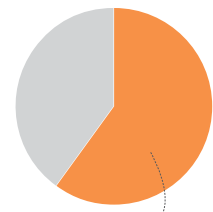


It is becoming very easy to file complaints which saves our time"

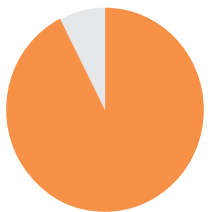
Resident, Andhra Pradesh



74% citizens report increased access to government



60% citizens report better delivery of services



96% ULB employees report improved quality of work.



11 hours/week Time saved on documentation & reporting by ULB employees.

## Open platform in Andhra Pradesh: Integrating multiple technologies and partners

The true measure of success for a digital platform is when the ecosystem is able to leverage it to develop additional functionalities. These can be alternatives to the basic solutions developed with the platform, or they can be new solutions and technologies, beyond what the platform initially imagined.

In Andhra Pradesh, the evolution and expansion of the platform has been led by a range of ecosystem players. Some of the additional functionalities developed to meet the state and city governments' needs include:

- Advanced property management tools
- Integrating GIS capabilities
- New channels for citizen feedback
- Custom dashboards for administrators and citizens

Fig. 5: Ecosystem / partner solutions building on DIGIT



*The AP govt recently rolled out the prestigious Ward Secretariat Program for door step delivery of 24 urban services. This was rapidly enabled on the Core Municipal Platform, ensuring easy roll out and consistency of operations."*

**Shri GSRKR Vijay Kumar, IAS**

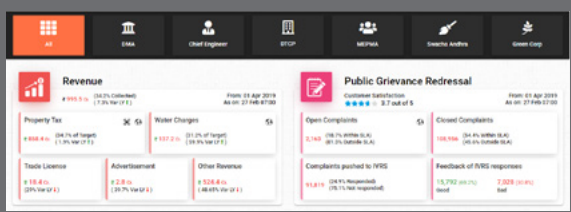
*Commissioner and Director - Municipal Administration, Andhra Pradesh*

# Transparency & accountability through data

In Andhra Pradesh, real-time data from the platform was used to achieve a greater degree of accountability - not just to administrators, but to citizens.

Fig. 6: Open dashboards to track all levels :State>District>Ward> Citizen request

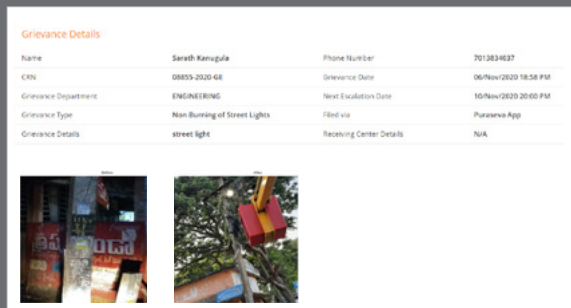
1. State level aggregate of complaints



2. District/ULB level performance on resolution

S.No	District	No. of Complaints				
		Total	Closed	Closed (%)	Open	Open (%)
1	SRIKAKULAM	4,745	4,710	99.26%	35	0.74%
2	VIZIANAGARAM	1,203	1,190	98.92%	13	1.08%
3	VISAKHAPATNAM	3,684	3,516	95.44%	168	4.56%
4	EAST GODAVARI	14,701	14,228	96.78%	473	3.22%
5	WEST GODAVARI	3,216	3,148	97.89%	68	2.11%
6	KRISHNA	5,284	5,224	98.86%	60	1.14%

4. Specific citizen complaint real time status



3. Election ward/Deptt level performance

S.No	Ward	No. of Complaints				
		Total	Closed	Closed (%)	Open	Open (%)
1	Srikakulam Municipal Corporation	767	764	99.61%	3	0.39%
2	Election Ward No 21	247	247	100.00%	0	0.00%
3	Election Ward No 36	175	173	98.86%	2	1.14%
4	Election Ward No 4	175	175	100.00%	0	0.00%
5	Election Ward No 12	158	157	99.37%	1	0.63%
6	Election Ward No 8	142	142	100.00%	0	0.00%

With this broader goal of public accountability in mind, the AP Government has decided to make a number of dashboards public. Today, a citizen can visit the AP CDMA website and view real-time data on a number of services (e.g. public grievance redressal, property tax) as well as various other indicators for their city, ward, or locality.

One of the main benefits of a digitally-enabled governance system is that state leaders, administrators, and ULB employees can have access to reliable and structured data. This substantially improves their ability to manage ULB performance and direct resources to high-traffic areas. As trends emerge from the data, they can anticipate emerging needs, and improve the quality of planning. (To see these dashboards visit <https://cdma.ap.gov.in>)

# PUNJAB



## A unique partnership to build state capacity and achieve statewide citizen impact in 2 years

**The long wait:** Since 2012, The Punjab Municipal Infrastructure Development Company (PMIDC) had tried to introduce an e-governance system across 167 Urban Local Bodies (ULBs). Despite floating multiple RFPs, it was unable to move forward in this direction primarily because of financial constraints and technical problems. The estimated cost of the program was prohibitive at ₹200-300Cr.

**The bold decision:** In March 2018, after a careful evaluation of all options, PMIDC decided to go with eGov's open platform - DIGIT. The PMIDC team felt that this platform-based approach will be faster to roll out & enable the state to build its capacity at a much lower cost. As DIGIT already had the majority of components & applications needed, this approach freed up resources to focus on critical non-technology elements like program management, governance, capacity building etc.

**A partnership to drive citizen impact:** PMIDC entered into a strategic partnership with eGov, by signing a non-commercial MoU. The intent was for eGov to support the state by:

- Providing advisory support to PMIDC in program design and building its own IT and Operations team
- Enabling and training Punjab Government personnel to customize, configure and support the platform independently
- Resolving key technical and implementation issues with the state team



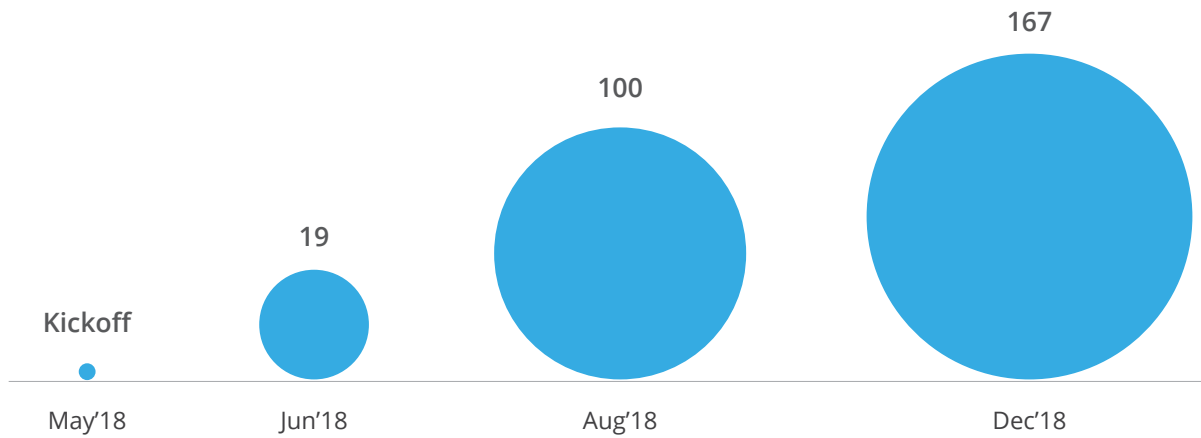
*We are now getting all facilities handy, and we don't have to stand in queues anymore, saving a lot of time and energy. Since parking is a huge problem these days, with this facility of mobile app, our work gets done from home. What could be better than this?"*

**Mr. B P S Kanwal,**  
Resident of Zirakpur, Punjab

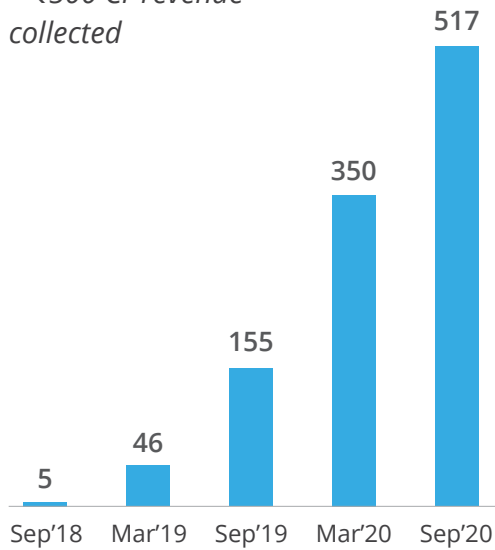


## Impact highlights

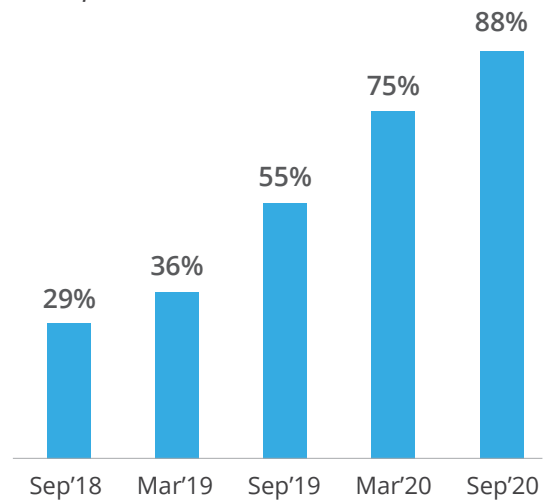
A new national benchmark - 100 ULBs in 90 days



> ₹500 Cr revenue collected



3 times improvement in resolving complaints within SLA



### By the numbers

167  
ULBs live

63  
services digitised

4000+  
employees trained

₹5-7 cr  
total cost to state

₹517 cr  
revenue collected

77,000  
complaints resolved

14 lakh  
citizen transactions

## An 'atmanirbhar' state team: Helping the state build capacity

From day one, the intent of both eGov and PMIDC was to build the state's capacity to handle both technology and operations independently. This was a key priority for the strategic partnership, embodied in the Memorandum of Understanding (MoU) between the partners.

In 2018, PMIDC created a 20-member program implementation team, with resources pulled in from various branches of the Punjab government. Since then, eGov has organized approximately 1,100 hours of enablement sessions in Bangalore, and more than 7,200 hrs of online training sessions to enable PMIDC resources in support and bug fixing, product customization, new product development, and maintenance of the hosting infrastructure. Altogether, 3,978 state and ULB employees have been trained on various aspects of the DIGIT platform.

“



*The best thing about our collaboration with eGov is that they are building our state team's capacity and expertise so that we can get to a position where PMIDC can independently manage the platform and build new solutions on top of it. We are very happy that we went for this strategic partnership with eGov - finally the citizens of Punjab are getting all the municipal services digitally, and the ULB revenues are also improving.”*

**Shri Ajoy Sharma, IAS**  
(CEO, PMIDC)

### Enablement of PMIDC team on DIGIT




## Leveraging the platform, enabling innovation


To make it really easy to access municipal services, eGov and PMIDC have partnered to launch mSeva WhatsApp Chatbot. Now citizens can access services by simply chatting on WhatsApp. No need to download any app, or go to ULB offices.

### Resolving your civic complaint is now as easy as chatting on **WhatsApp!**


- 1




**CONNECT**  
Give a missed call on  
**8750975975**  
or scan the QR code
- 2



**REPORT**  
Submit your complaints with all details
- 3






**TRACK**  
Monitor the progress of each complaints until resolved



Scan the QR Code to connect with us on Whatsapp

OR

Give a missed call  
**8750975975**

Till date, two WhatsApp Chatbots have been launched in Punjab. **The mSeva WhatsApp Chatbot has made filing and tracking grievances as easy as chatting with one's friends,** and removes the need for citizens to download even the mSeva mobile app. eGov and PMIDC are working to expand the range of services accessible through the mSeva Chatbot, and citizens in Punjab should soon be able to view and pay bills via WhatsApp as well.

The **Home Isolation Chatbot** enables citizens who are self-isolating during COVID in Punjab to directly update their daily health status over WhatsApp. This illustrates the flexibility and adaptability of the platform approach, as it was possible to rapidly develop a solution as part of the pandemic response by leveraging building blocks already available on the platform.

## UTTARAKHAND



### Enhancing ULB capacity, making services accessible and transparent

We have partnered with the Uttarakhand Urban Development Directorate and the National Institute of Urban Affairs (NIUA) to design and implement the NagarSeva program - a statewide rollout of the DIGIT platform. **NagarSeva aims to increase the speed, access, and transparency of services for citizens.** The program is currently live in 60 of the 90 urban local bodies (ULBs) in Uttarakhand. The first services to go live included online trade licence, miscellaneous collections (mCollect) and property tax. The Government of Uttarakhand has also taken the opportunity to bring in reforms such as enabling property tax self-assessment in all ULBs.

In association with NIUA, our role has been to provide technical assistance in the design and implementation of the program. **We are also working closely with the state team to build their capacity.** This includes providing advice on the team structure and capabilities, as well as enablement of the team through training sessions and workshops. In addition, we work with state leadership on program governance, and on identifying areas of collaboration. Recently, the state team made the decision to leverage DIGIT as a platform for rolling out a Double-Entry Finance and Accounts system across all ULBs in the State, a process that is currently underway.

Hon'ble Chief Minister of Uttarakhand, Shri Trivendra Singh Rawat, launches NagarSeva



*The initiative of transforming services offered by Urban Local Bodies to citizens through a digital platform has been undertaken through support and technical assistance from National Institute of Urban Affairs and eGov Foundation and will be achieved in a very short duration"*

**Shri Shailesh Bagauli, IAS**

Principal Secretary

(Urban Development), Uttarakhand.



# ODISHA

## Keeping citizens at the heart of digital transformation

The Government of Odisha has partnered with eGov on a mission to provide all services in urban areas to citizens through online platforms and channels over a 2-year period. This digital transformation initiative is a key part of the SUJOG (Sustainable Urban services in a Jiffy from Odisha Government) Program, which is designed to cover all 114 ULBs in the state.

eGov's partnership with the Odisha government is aimed at building relationships of trust and bringing citizens and local governments together through ease of access and transparency of services. A key element of this work will be improving the accountability and capacity of ULB employees by providing them with the tools and data to do their jobs efficiently and reliably.



*This partnership would entail both the Government of Odisha and eGov Foundation driving Odisha to the forefront of citizen-centric, participatory governance. By bringing municipal services closer to citizens and enabling civic employees, Odisha aims to strengthen the social and economic performance of cities in the state."*

**Shri G Mathivathanan, IAS**  
Principal Secretary (Housing & Urban Development)  
Government of Odisha



# 03

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**ECOSYSTEM FIRST**



## Complex societal problems need collaborative, multi-sectoral solutions

What does it mean to say 'ecosystem first'?

While we believe in the power of technology to enable change, we know that technology is only one piece of the puzzle. **To make cities work for citizens requires collaborative efforts that reach across every sector of economy and society.** More importantly, we know that such efforts already exist. Irrespective of whether any e-governance initiative is attempted, there are always some individuals and organisations working to address the challenges and governance gaps they see around them. **The ecosystem already exists; our task is to facilitate and amplify their efforts.**

We place great emphasis on collaboration and co-creation because urban governance is an inherently complex problem. A city is a complex system in itself, and the number of factors that can influence the outcomes of any governance effort span multiple domains - social, economic, political, cultural, environmental, etc. **If one cares about the experiences of every last citizen, then one has to go beyond technological interventions;** one has to consider how the entire ecosystem can be mobilised towards improving outcomes.

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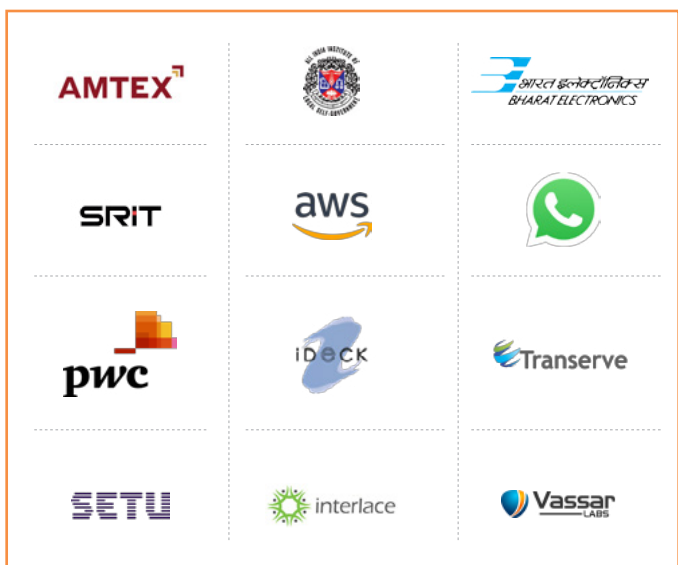
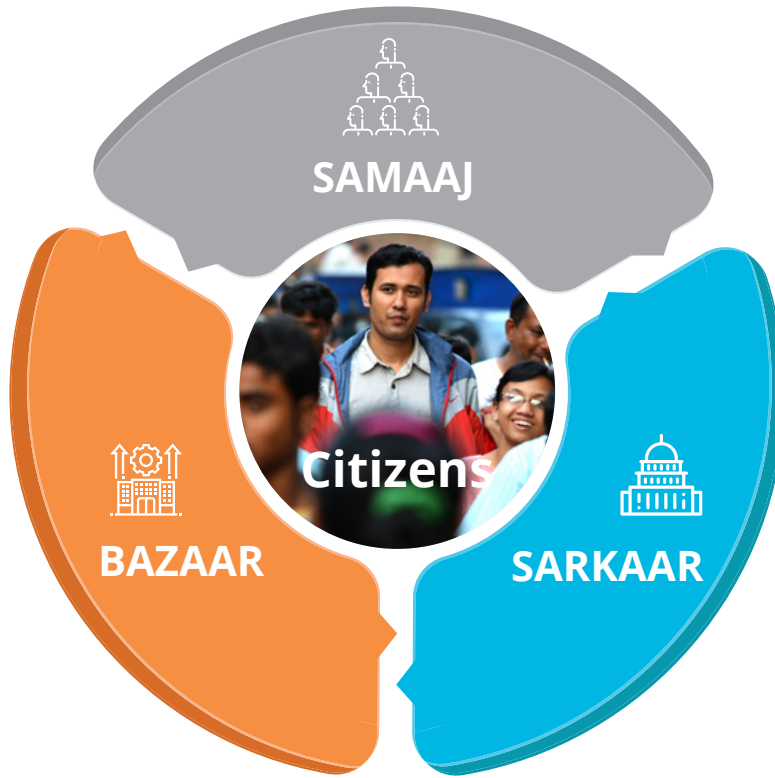
We think of the ecosystem in terms of three sectors: samaaj (society), sarkaar (government), and bazaar (market or industry). We know there is a further diversity of actors within each of these sectors - for instance, samaaj can encompass everything from NGOs to community and youth groups to public interest journalism; sarkaar includes central, state, and local governments in India's federal structure; and bazaar can range from famous and established brands, to traditional small businesses, to exciting new startups.

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Our goal is to catalyse collaboration and co-creation across the three sectors, all directed towards addressing the challenges of urban governance and service delivery. An ecosystem first approach means that technology is primarily a tool for communication and facilitation. **The ecosystem first approach is what differentiates eGov from organisations that seek to identify "what works" and then scale that solution.** Instead, we aim to create networks of trust and partnership that enhance local capacity to solve - so that the diverse challenges of urban India can be met by a wide range of local solutions, each effective in its own context.



## Our partners in the ecosystem include:



## SAMAAJ:

### Understanding last-mile access



We believe that citizens should have access to every service they need in a simple, smooth, transparent, and predictable manner. Over the last year, we worked with Omidyar Network India and Aapti Institute, to identify barriers to access and approaches to overcome them. We found that **technology benefits both citizens and municipal employees** by creating an accessible record of transactions and actions taken, and enhances government responsiveness. For communities who traditionally face discrimination, it acts as a safe bridge to access government and be heard.

However, even in 21<sup>st</sup>-century India, **citizens still prefer the human experience**, choosing to access government through trusted channels like community-based organizations, local public leaders, party cadres, and trusted government officers. These intermediaries are rarely considered when designing e-governance systems and reforms. To empower local communities, **it is important to work with these intermediaries**, and to amplify their efforts to serve citizens. We plan to build on this work by exploring how proactive intermediation could bridge gaps in access.

We are also collaborating with Reap Benefit, to support their mission to create “100,000 youth as changemakers & citizen problem solvers”. Our partnership will help these youth to address issues at a local community level. Reap Benefit will mentor the youth, build a community of citizen problem solvers, and create templates which can be replicated and localised across India.



Image Credit: Sarayu Natarajan / Aapti Institute



*Breakdowns in access distort citizens' abilities to make claims on governance. We worked with eGov to unpack the puzzle of low state access despite growing digital access. This effort has been built on two pillars - first, gaining a comprehensive understanding of the challenges, and second, approaching the solution from a combined policy and product lens. This approach is helping us thoughtfully co-create an on-the-ground intervention that can build resilience and adoption around digital interventions."*

**Dr. Sarayu Natarajan**  
Founder, Aapti Institute

## Practical and scalable innovations for sanitation

Inadequate sanitation is a serious public health and development challenge. **Across the country, about 60% of urban households are not connected to sewers.** They rely on septic tanks, which need to be emptied in a timely manner, with the waste being transported to Faecal Sludge Treatment Plants (FSTPs). There are multiple gaps and challenges in this entire value chain - known as Faecal Sludge Management (FSM) - in India today.

Addressing these gaps has been a policy priority for India, with the AMRUT Mission allocating funding for FSTPs, and the Swachh Bharat Mission driving cities and states to construct and maintain indoor toilets. Gaps in baseline data and inadequate monitoring hamper the effectiveness of these efforts. Digitally-enabled systems are required to ensure that collection, treatment, and disposal are timely, reliable, and safe.

**eGov aims to create a population-scale shared digital infrastructure for sanitation.** We are working with partners like the Centre for Policy Research (CPR), Indian Institute of Human Settlements (IIHS), Janaagraha, and the Bill and Melinda Gates Foundation to develop a platform for non-networked sanitation.



*Close to 500 cities have already started implementing FSM programs. Given that most failures in urban infrastructure happen in the operations, it is imperative that cities monitor the performance of their sanitation infrastructure - including desludging and treatment facilities - to ensure systems that remain durable over lifespan. The new platform under development will help cities to systematically monitor and improve their systems based on precise performance data. It will be an invaluable contribution to the sector."*

**Shubhagato Dasgupta,**  
*Director, Scaling City Institutions for India (SCI-FI), Centre for Policy Research*



Image Credit:  
Scaling City  
Institutions for  
India, Centre for  
Policy Research

# SARKAAR:

## Designing for the long tail



The reality of urban governance in India is one of varied outcomes at multiple levels. States vary in their degree of e-governance experience and the resources they have dedicated to tech-enabled reforms. While a few states have implemented a truly state-wide e-governance system, in most states, there are variations in e-governance maturity, capacity, and outcomes from one city to the next.

**India has a long tail of nearly 4000 small cities and towns - the vast majority of which have populations below 1,00,000 and continue to struggle with resource-constrained governments, often still maintaining pen-and-paper operations.**

It is this “long tail” for whom the National Urban Innovation Stack (NUIS) is planned, and it is their needs and realities that have been kept in mind while designing the platforms and programs that make up NUIS. The goal is that state and city governments will find it cost-effective and simple to implement urban e-governance systems in every city at speed and scale.

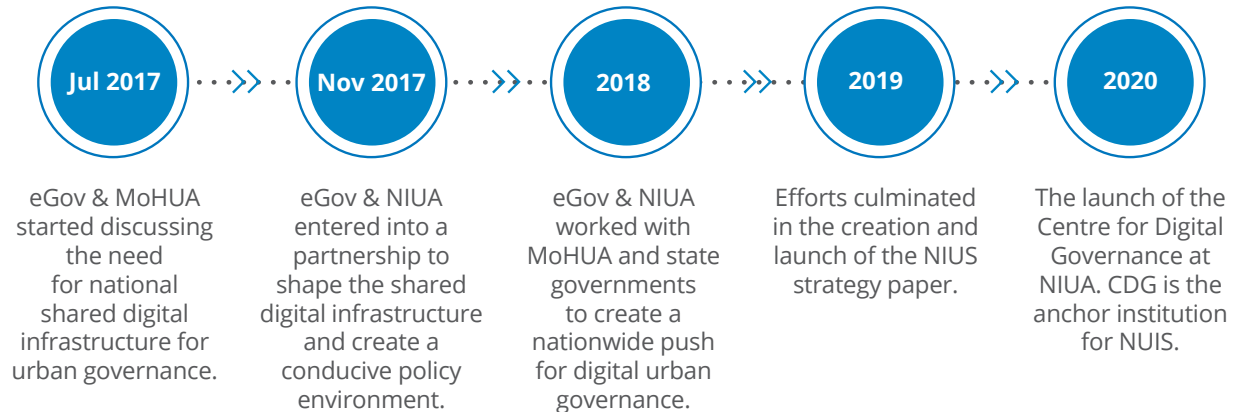
### Co-creating NUIS: Design Thinking Workshop



## Institutionalising e-governance at national scale

The Ministry of Housing and Urban Affairs (MoHUA) has set an ambitious goal of ensuring that India's 4400+ cities will achieve digitally-enabled governance by 2024. Over the past three years, we have engaged deeply with MoHUA and the National Institute of Urban Affairs (NIUA) to support this mission.

Figure 7: Timeline of our engagement with MoHUA and NIUA



**Policies:** We helped convene a diverse set of partners to co-create the National Urban Innovation Stack (NUIS) strategy. In the spirit of the 74<sup>th</sup> Constitutional Amendment, **NUIS is calibrated to empower and enable India's cities and communities through shared digital infrastructure.** Similarly, we supported the creation of the DataSmart Cities policy and the accompanying Data Maturity Assessment Framework, along with partners.

**Standards:** We have been active participants in the standards development effort driven by the Bureau of Indian Standards (BIS) and MoHUA. Standardisation will provide a common playing field for multiple stakeholders to solve urban challenges while also establishing minimum guarantees of quality for e-governance systems, processes, and implementations.

**Institution-building:** The Centre for Digital Governance (CDG) has been established at NIUA to serve as the anchor institution for NUIS. The CDG will support state and city governments with trusted advisory, standards, digital infrastructure, and process guidance on leveraging technology for urban development. We are actively supporting the CDG as it initiates a series of programs to achieve country-wide urban e-governance in keeping with MoHUA's vision.



*The Smart Cities Mission endeavours to improve liveability, economic ability, and sustainability in 100 cities, furthering the Government of India's larger goal of improving ease-of-living and ease-of-doing-business across the entire country. Digital technology is a powerful enabler of this process and when harnessed responsibly, can transform urban governance. We are driving numerous initiatives on data and technology with the focus to empower our cities with necessary digital infrastructure and capacity to be able to perform, reform and transform.*

**Shri Kunal Kumar, IAS**  
Joint Secretary and Mission Director, Smart Cities Mission, MoHUA

## BAZAAR:

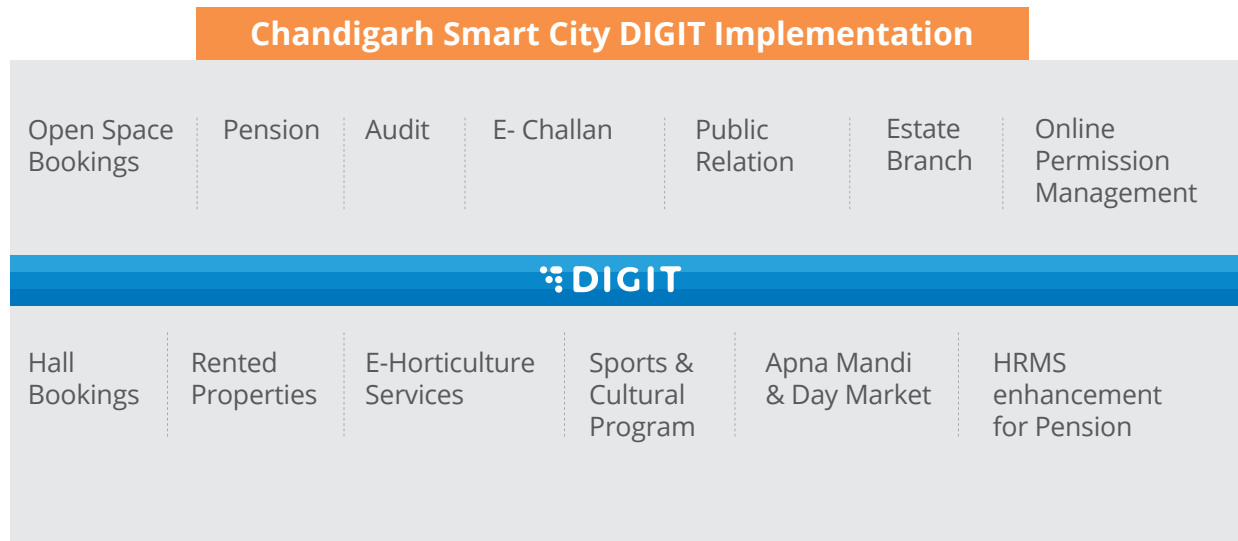
### First partner-led implementation - Chandigarh



eGov believes widening market participation is the way to improve profitability and impact for all our partners. We work with major market players, as also with entrepreneurs and smaller businesses, training and enabling them to build and deliver solutions on the DIGIT stack. We support our partners in multiple ways, including conducting solution workshops, creating implementation handbooks, and providing hands-on training.

Chandigarh Smart City is home to the first partner-led implementation of DIGIT. PricewaterhouseCoopers (PwC) is using and extending the DIGIT platform to provide a number of citizen services. In addition to deploying the basic modules provided with DIGIT, PwC has led the development of 13 new solutions on the platform - an agile and rapid process that is aimed to be completed in just 6 months.

Fig. 8. PwC to develop 13 new solutions on DIGIT platform for Chandigarh Smart City



*eGov's experience and understanding of the challenges in urban governance has enabled them to design a platform to specifically cater to the growing need of local governments to adopt technology easily. Principles of reusability, scalability, extensibility etc. all allow governments to easily keep up their technology with the changing needs of fast urban growth in India. We have been one of the early partners of eGov in adopting the open source platform - DIGIT."*

**Rakesh Kaul**  
Partner, PwC

## Virtual enablement during the lockdown

eGov has been interacting with the Directorate General of Defence Estates (DGDE), a department of the Ministry of Defence (MoD), to deploy DIGIT in 62 Cantonment Boards across India. The 'e-Chhawani program' aims to standardize and centralize a number of citizen-centric services, through a multi-tenanted platform that offers these services online to Cantonment-area residents.

Since March 2020, meetings with DGDE and the Defence Secretary were conducted virtually, culminating in the virtual signing of an MoU between DGDE and eGov. Bharat Electronics Ltd. (BEL) has been selected to pilot the implementation for the e-Chhawani program. BEL set an ambitious target: to roll out 4 modules (trade licences, mCollect, PGR and web portals) in 5 Cantonments within a span of 4 months.



BEL has led from the front during interactions with DGDE and the Cantt. Boards. eGov has supported them with key program inputs – such as optimising master data collection, establishing robust practices, and setup of infrastructure – based on our own learnings from other states, which greatly improved turnaround times. In a first for both our organisations, this enablement process has been conducted entirely virtually, which was essential to meeting the target timelines even during the lockdown.



*Strategic partnership with eGov foundation enabled us in diversifying our business area to e-governance domain for providing citizen services by cantonment boards across the country. Well-proven and time-tested DIGIT platform of eGov with platform-centric approach & citizen-centric service delivery will facilitate us in providing state-of-the-art solutions to our customers, keeping pace with futuristic requirements of the environment."*

**Smt Durga G K**  
General Manager - Software, BEL

## When sarkaar and bazaar come together: Creating the COVID e-Pass

### Movement of citizens during lockdown

As national lockdown started in March, one of the challenges citizens faced was how to travel safely and legally when they had urgent personal reasons to do so. Administration and police personnel on the ground faced the problem of identifying those traveling for legitimate reasons vs. those who should not be permitted to travel. This is exactly the problem we set out to solve; within 72 hours from Lockdown 1.0, the COVID e-Pass system was created - a rapid adaptation made possible by leveraging the DIGIT Trade License solution. Madhya Pradesh became the first state to adopt this system.

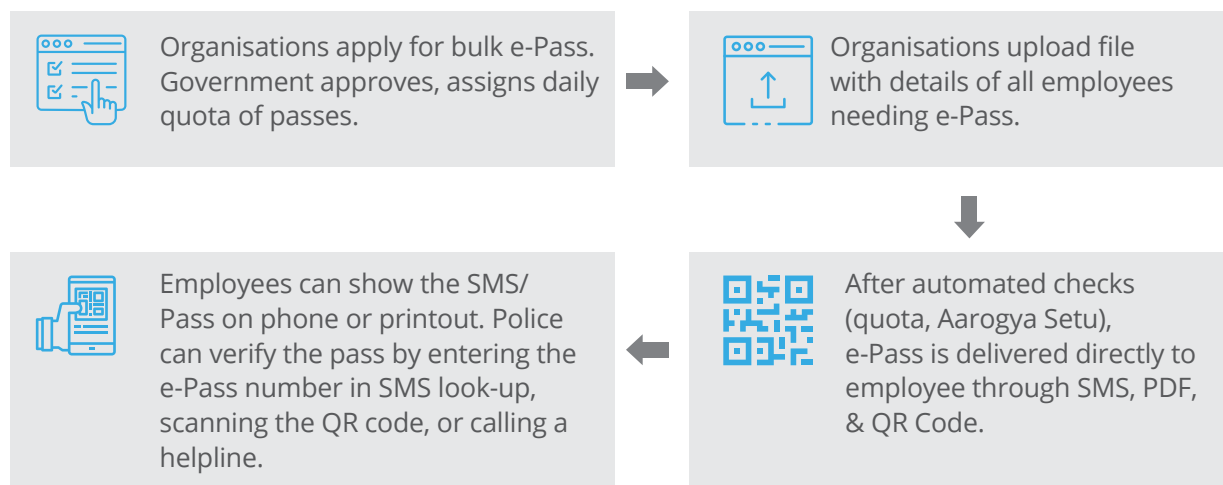
### Enabling delivery of essential services and goods

Post this, another important use case was to support providers of essential products and services to move seamlessly within the state. In this case, bulk passes had to be generated by the employer, and be accessible to the employees with ease. With the COVID e-Pass platform, authorities could issue passes for essential products & service providers and manufacturers to smoothly operate amidst this lockdown. We working in collaboration with organisations such as iSPIRT, Amazon Web Services, NeGD, and the Ministry of Consumer Affairs to co-create this bulk e-Pass solution.

### Integration with Aarogya Setu

The e-Pass platform was also integrated with Aarogya Setu, the Government of India's COVID-19 contact tracing app. The first phase of this integration allowed the e-Pass system to check the health indicator of the individuals through Aarogya Setu before generating the e-Pass. Following this, a copy of the e-Pass was also made accessible through the individual's Aarogya Setu app, for ease of viewing and verification.

Fig. 9: COVID e-Pass platform for movement of essential services and goods



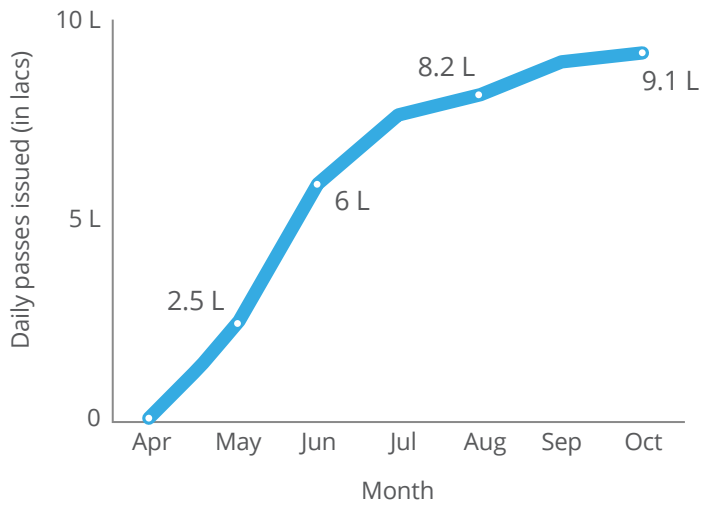


# Covid e-Pass: Impact snapshots

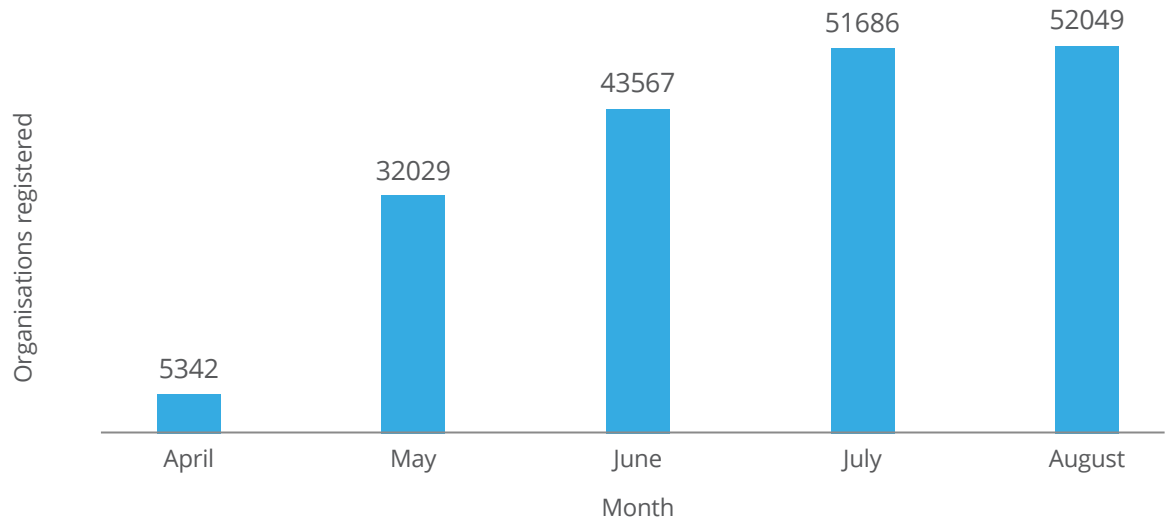
Fig. 10: Sample e-Pass



Daily passes issued



Organisations registered



# 04



**A NEW VISION FOR  
URBAN INDIA**



## India's urban development agenda is ambitious and urgent

India's urban population is expected to grow to 600 million over the coming decade. Four in every ten Indians will live and work in our cities and towns. **Cities will remain at the forefront of economic growth, with as much as 75% of India's GDP projected to come from urban areas.** Realising the promise of urban India will need concerted, multi-sectoral, and holistic efforts, focused on rapidly expanding local capacity to solve local challenges.

At eGov, we see our work as fitting with the themes of SDG 11 - Sustainable Cities and Communities - and SDG 17 - Partnerships for Development. SDG 11 has been reaffirmed in the Quito Declaration on Sustainable Cities and Human Settlements for All, which translates the goal into 175 points of agreement and key steps to take in order to achieve the goal by 2030. Some key targets that our work can support include:

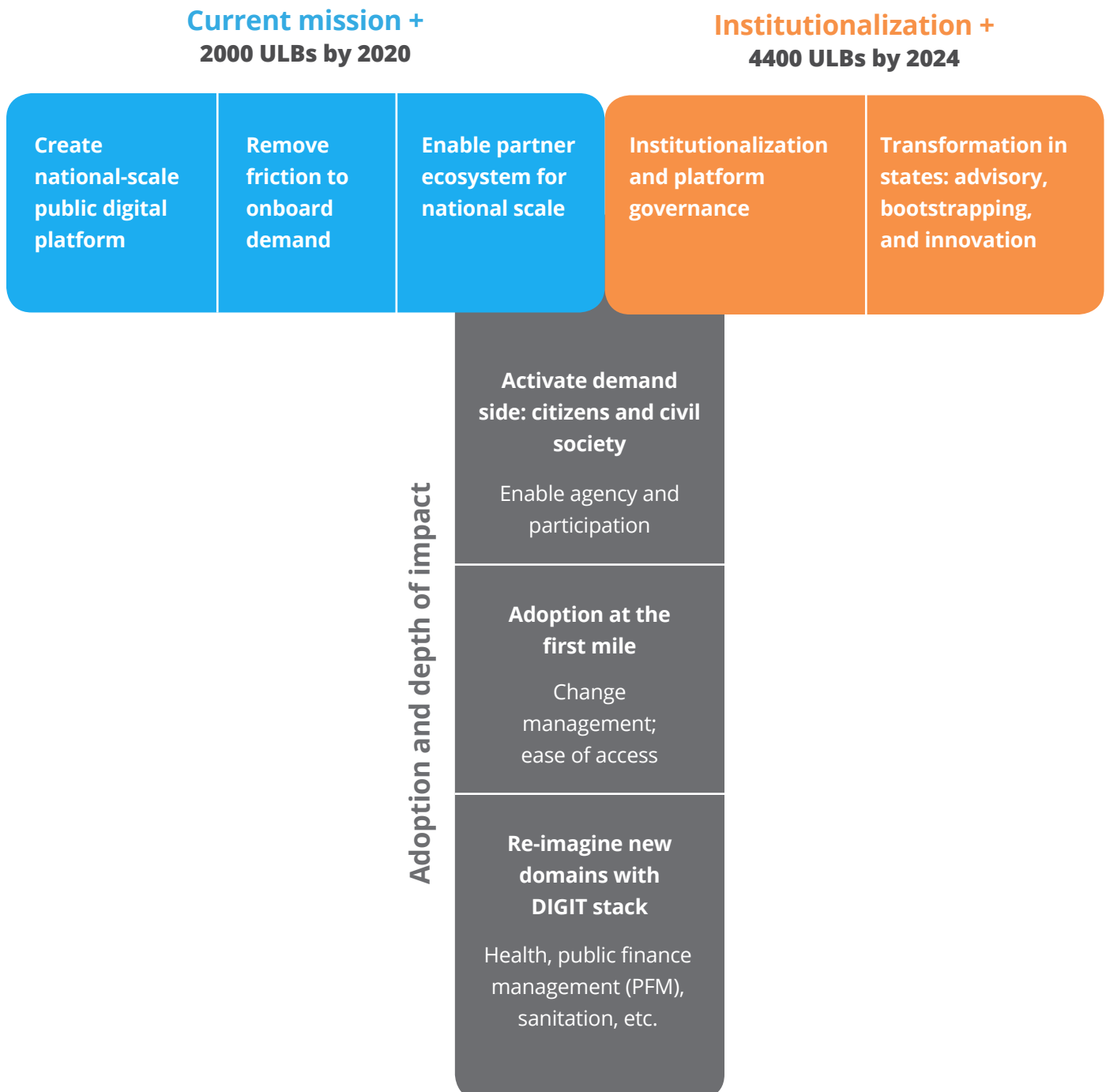
- Ensuring access for all to adequate, safe, and affordable housing and basic services
- Enhancing capacity for participatory, integrated, and sustainable human settlement planning and management
- Reducing the adverse environmental impacts of cities, including by paying special attention to municipal and other waste management
- Developing effective, transparent, and accountable institutions at all levels



## Vision 2025- Deepening the impact

We are committed to enabling urban development at speed and scale. Our current mission is to reach 2000 cities by 2020, and we are on track to achieve it. In the next 5 years, we envision an institutional shift to platform-based e-governance systems in all of India's cities and towns. At the same time, we will seek to deepen our impact at the first mile, and to explore domains beyond municipal services where open digital platforms can enhance government efficiency and ease of living for citizens.

Fig. 11: eGov's "Strategic T"



## Thank you our board members



**TATA TRUSTS**

**Dr. Poornima Dore**  
Head, Data Driven  
Governance, Tata Trusts

Urban planning and services in India can really transform in the coming years by unlocking the power of data. Tata Trusts is excited to partner with eGov as they build critical pieces of infrastructure and policy at a national level to make this come to life."



**ON**  
OMIDYAR  
NETWORK  
INDIA

**Roopa Kudva**  
Partner and Managing  
Director, Omidyar Network India

We believe that technology can play a vital role in enabling engagement between citizens and governments. eGovernments Foundation is a pioneer in building technology platforms that help improve governance in urban India."



**N** NANDAN  
NILEKANI  
*philanthropies*

**Nandan Nilekani**  
Co-founder

The future of India is in its cities. With eGov, we aim to bring the latest and best technologies for making our cities perform better and to enable an ecosystem that can address the full range of cities' needs and functions."



**Srikanth Nadhamuni**  
Co-founder and Managing  
Trustee

Data-driven governance is our mission. Our goal is to distribute the capacity to solve, so that cities across India can walk their own paths to development."



**Prof. S Sadagopan**  
Trustee

India has established a strong foundation for realising the potential of digital technology. I'm proud that at eGov, we are well-placed to apply these talents, technologies, and insights to transform the lives of every citizen in urban India for the better."

## Thank you our partners, friends, and champions

In addition to our board members and the many partners named in these pages, we are grateful to:

- Dr. Reuben Abraham
- Dr. Amrutur Bharadwaj
- Deepti Dutt
- Shrinivas Kowligi
- Dr. Santhosh Mathew
- Kanta Mishra
- Gulzar Natarajan
- Dr. Sarayu Natarajan
- Subhash Patil
- Sanjay Purohit
- T R Raghunandan
- Rohit Reddy
- Jagan Shah
- Manu Srivastava
- Madhavan Thirumalai
- Dr. Chintan Vaishnav
- Dr. Pramod Varma
- Ranjeet Vimal
- Bharath Vishweswariah
- Srikanth Viswanathan

and to the thousands of local government employees and public servants who have walked on this journey with us. We would like to thank every citizen who has placed their trust in us, and whose satisfaction will always be our greatest reward.

Team eGov at Annual Meet 2020 - Displaying the organisation values



## Awards

**2020: 2018**

Kerala State  
e-Governance  
Award- 1st Place  
in Best eCitizen  
Service Delivery

**2018**

Gems of  
Digital India  
(Andhra  
Pradesh)

**2018**

AMRUT  
Implementation  
Award – 1st Place  
(Andhra Pradesh)

**2018**

Ease of Living  
Ranking – 1st  
Place (Andhra  
Pradesh)

**2017**

Smart Cities  
India – Smart  
ICT Award  
(Puraseva)

**2016**

Business  
World Smart  
Cities Awards –  
Order of Merit  
(Puraseva)

**2014**

CII Connect  
– Best  
eGovernance  
Award  
(Chennai)

**2014**

Skoch Summit –  
Gold Model for  
eGovernance  
(Nagpur)

**2011**

National eGovernance  
Awards – Award  
for Excellence in  
Government Process  
Re-engineering-  
Project Aasthi  
(Karnataka)

**2010**

Skoch Summit –  
Digital Inclusion  
and Smart  
Governance  
Award (Chennai)

**2010**

eIndia Citizen  
Choice Awards  
– Private Sector  
Initiative of the  
Year

**2010**

India Tech  
Excellence Award  
(Karnataka)

**2008**

India-Nihilent  
eGovernance  
Awards – Best  
e-Governed  
Project (Municipal  
Corporation of  
Delhi)



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