



Ministry of Housing and Urban Affairs  
Government of India

NIIUA  
National Institute of Urban Affairs

Smart City  
VISION TRANSFORMATION

150  
YEARS OF  
CELEBRATING  
THE RAJAHATHA

स्वच्छ  
भारत  
एक कदम स्वच्छता की ओर

# *Compendium of* Best Practices in Digital Payments



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# Preface



**Sh. Kunal Kumar,**  
Joint Secretary, MoHUA

Cities are the engines of growth. The challenges of rapid urbanization in India need to be tackled at scale and speed to continue the momentum of economic growth of Indian cities and to enable them to continue to serve as lands of opportunities for the country's population. Smart Cities Mission aims to propel this growth through comprehensive strengthening of infrastructure and by harnessing the power of technology to deliver urban services efficiently.

Payments form a core element of citizen services. When made digitally, they enhance the ease of living for citizens and further the achievement of the objectives of Smart Cities Mission. Digital Payments are also a vital component in realizing the vision of a Faceless, Paperless and Cashless India. Societies that substitute digital payments for cash reap the benefits of improved transparency, higher economic growth, reduced crime and increased worker productivity.

Digital Payments have gained momentum and are expected to grow exponentially with the introduction of platforms like UPI and BHIM. To encourage the Smart cities to lead the way in digital payments

for other cities, the Ministry of Housing and Urban Affairs launched the "Smart Cities Digital Payment Awards 2018 – 100 days Challenge in 100 Smart Cities" to recognize and reward them for their efforts.

It was heartening to note that all the 100 Smart cities participated in the Challenge with great enthusiasm. The cities took various innovative measures to create awareness, reached out to citizens through various print, broadcast and social media, built mechanisms to instill trust in digital payment systems and offered discounts to make digital payments attractive. As a result of these efforts, these cities registered a significant increase in digital payments within a short span of 100 days.

The initiatives of cities led to tangible outcomes and learnings. It is these initiatives that we wish to share and celebrate through the present publication. The good practices of various cities have been collated. We hope that readers of this compendium will find it as vital resource book on innovative practices undertaken at city level for promotion of digital payments in India.

I thank the Ministry of Electronics and Information Technology (MeitY) for their continuous guidance during this process. I appreciate the efforts of all Ministry officials, team from NIUA and the support from PwC, Deloitte Units at MoHUA for their knowledge support for the duration of the program.

I would also like to commend all the participating cities for their extraordinary enthusiasm and support in this process. I wish them the very best for their continued efforts in this direction.

# Executive Summary

Payments, featuring in a majority of the basic services availed by citizens, form the core of every economic flow in a city. With that, more and more cities realize the value of smart payment technology and the integral part it plays in achieving the country's smart city vision. Digital payments form an integral part of the smart city vision, with a rising acknowledgment of the value they bring to local governments and their citizens. Multiple cities are already well on their way towards reaping the benefits of their payments digitization initiatives, with others recently deploying projects towards achieving the same.

The purpose of this compendium is to present good practices relating to promoting digital payments in Smart Cities to inform, support and strengthen the payment ecosystem. The good practices presented in this compendium provide practical and concrete examples of cities who have successfully and innovatively implemented projects and initiatives

related to digital payments. Although not all of these practices may always be replicated exactly in every context, it is hoped that they will increase the understanding and awareness of how the payment ecosystem can be catalysed for greater impact so that others can implement similar practices or create new practices. Moreover, users of this compendium can follow-up with the various actors who are implementing the practices presented here, thus promoting the interaction between various groups and organisations working in payments across the country.

This compendium organizes the practices into five categories: (a) Policy intervention; (b) Enablement of channel; (c) Incentives; (d) Communication and Trust. These categories are areas of interventions that help mitigate some of the common barriers for adoption of digital payments in order to enable a wider penetration.





Digital payments set to become a trillion-dollar market in next five years.

– NITI Aayog, 31<sup>st</sup> July 2018



The number of digital payment transactions have increased by 207% from October 2016 to August 2018

– MeitY, 9<sup>th</sup> November 2018



The government may be on course to achieve its target of 30 billion digital payment transactions in the current financial year.

– Economic Times, 11<sup>th</sup> December 2018



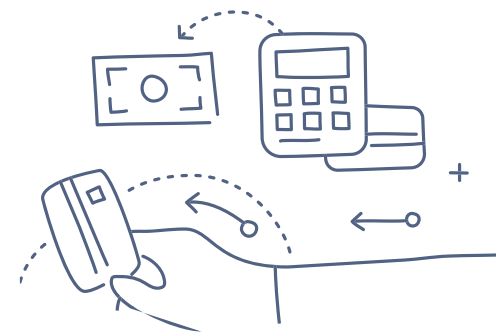
Digital payments in India is now poised for a great leap forward as global tech giants slug it out for a bigger slice of the pie.

– Business Today, 28<sup>th</sup> August 2018



# Chapter 1

## Digital Payments and Smart Cities Mission



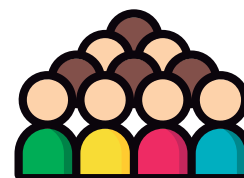
### 1.1 Digital Payments

India's cashless economy has picked up steam in the last few years with the Government of India taking measures to boost Digital Payments. These include launching initiatives like UPI and BHIM for encouraging fast and convenient digital payments. Digital Payments in India has tripled to 7% of GDP from 2.5% three years ago, according to Morgan Stanley.

Digital payments are expected to have an exponential impact in cities by pushing levels of employment and economic growth.

This goes to show that Digital Payments are expected to push the GDP growth up by 3% (approx.) by creating jobs and enhancing productivity in cities in the coming years. This makes digital transactions and payments the topic of focus for cities today.

Why Digital Payments in Cities is a necessity



**590** Million residents in cities with 270 million working population by 2030

**70%** employment will be generated by cities

**91** Million HH will constitute Middle Class by 2030

Source: McKinsey Urban Awakening report

City	Direct Impact		Catalytic Impacts (2017-32)			
	Total net impact (\$ m)	Net impact as % of GDP	Average annual GDP growth rate increase	Additional jobs created	Productivity growth	Wage growth
Mumbai	\$2,881.10	2.80%	4.4	61,900	0.00%	0.00%
Bengaluru	\$1,279.60	2.90%	7.7	48,000	0.03%	0.03%
Chennai	\$813.20	2.60%	9.8	34,600	0.05%	0.04%
Delhi	\$2,200.70	3.00%	8.4	21,600	0.04%	0.03%

Source: Visa's report 'Cashless Cities: Realizing the Benefits of Digital Payments' (2017).



The most common barriers to adoption of digital payments are given below:

Challenges	Mitigation
Lack of Policy Support	Policy Intervention
Poor Convergence and Absence of Enterprise Strategy	
Lack of Adequate Digital Infrastructure	Enablement of Channel
Poor Access to Digital Modes and Channels	
Absence of Incentives	Provide incentives to citizens
Lack of awareness of products and their benefits	Communication and trust
Security and Privacy Concerns	

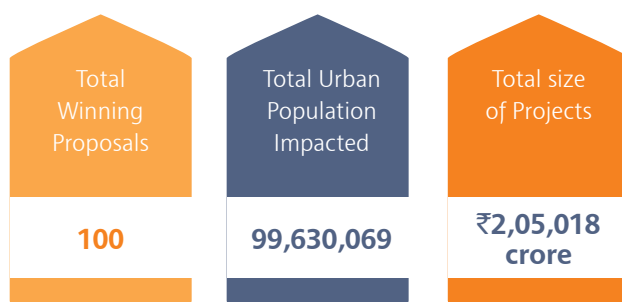
In order to mitigate the challenges identified above, initiatives in the areas of policy intervention at the administration level, enablement of channel for penetration of digital payments, providing incentives to citizens for making digital transactions and communication for building awareness and trust amongst citizens are important. These form the basic pillars under which the best practices are categorized in this compendium.

### 1.2 Smart Cities Mission

India is urbanizing exponentially with the expected influx of over 200 million more people upto 2030. This rapid urbanization presents a great opportunity for India to leapfrog stages of development, and at the same time poses challenges in addressing chronic urban problems. The rate of development of urban infrastructure in India has lagged population growth resulting in demand and supply gaps across sectors such as water, waste management, energy, mobility, the built environment, education, healthcare and safety.

Recognizing these challenges and opportunities, MoHUA, Government of India (GoI), launched the Smart Cities Mission (SCM) in June 2015. Since the launch of the mission, 100 smart cities have been identified and cities have started executing civic

infrastructure and ICT projects as per the mission guidelines. Cities have conceptualized projects that enable them to do more with less, enhance their operational efficiency, and deliver timely and quality services to citizens. In order to do more with less, cities are looking for innovative technologies, affordable and sustainable interventions to manage the demand of exponentially growing population in cities to bring in efficiency and optimization in governance and to provide better quality of life to its inhabitants.



Source: <http://smartcities.gov.in>

### 1.3 Smart City Digital Payment Awards

Smart Cities make use of cutting-edge technology across areas and sectors to enhance ease of living for their citizens. One of the most important areas of transformation is the digital payments space. Promotion of digital payments has been accorded high priority by the Government of India to bring our country to reap their advantages for the overall economy. Accordingly, it is imperative for the Smart Cities to transform their existing payments framework into smart payments by inclusion of various digital payment modes across variety of payment transactions including G2C, C2G, G2B and B2G payments. The mandate is to provide facilities for seamless digital payment to all citizens of India in a convenient, easy, affordable, quick and secured manner. MoHUA had laid down a few guidelines and step-wise implementation approach which each city can follow and/or customize as per their unique city requirements, in order to boost the digital payments. The Smart Cities Digital Payments Awards (SCDPA) 2018 '100 days Challenge in 100 Smart Cities',



launched on 9th July 2018 is part of this endeavor of MoHUA. The objective of these awards was to guide, motivate, recognize and reward the Smart Cities for promoting digital payments and carrying out innovative payment initiatives. This will not only reward Smart Cities at the forefront of digital payments but also act as encouragement for other cities to follow suite and strengthen their digital payments infrastructure and create awareness through promotion of digital payments amongst all stakeholders and provide citizens with multiple options to make digital transactions.

### Classification of Smart Cities for awards

The Smart Cities will be divided into 3 different categories based on their population. This will enable comparison of similar sized cities to provide an accurate overview of the top performers. The Smart Cities will be classified into 3 population brackets as below:

Population bracket	Population
Bracket 1	0-5 Lakhs
Bracket 2	5-10 Lakhs
Bracket 3	Above 10 Lakhs

### Classification of awards

Based on the classification of Smart Cities, three awards were given in each of the following categories:

- Best digital payments adopter:** This award was conferred to the Smart City that exhibits an overall excellence in digital payments across different channels and payments instruments to ensure anytime, anywhere payments for all.
- Best digital payments innovator:** This award was conferred to the Smart City that exhibits the most innovative implementation of the digital payments options for its citizens.
- Fastest growing Smart City focusing on digital payments:** This award was given to the Smart City having the highest growth rate in digital payment transactions by volume and value during the challenge period.

### Awards Evaluation Approach

The awards were conferred based on a 2-stage process:

**Stage I:** This stage of the process involved Smart Cities filling in a questionnaire based on the extent of promotion and enablement of digital payments carried out in the city. All the 100 Smart Cities submitted their entries for Stage I. The cities were required to submit their responses to the Stage I questionnaire by 20th September 2018. The list of short listed Cities from the first stage was declared on 30th September 2018. Based on the evaluation of entries by the Evaluation Committee duly constituted for this purpose, 72 Smart Cities were short-listed that were then eligible to participate in Stage II of the Challenge.

**Stage II:** Cities that were shortlisted from the first stage proceeded to the stage where a closer look at the implementation of various digital payments and their impact on the life of citizens was taken based on a detailed template. This template was designed keeping in mind the large variations in size, stage of digitisation and institutional set-up across cities. Stage II submissions were to be made by cities by 8th November, 2018. Later Postponed to 15th November, 2018 on request by various cities. 65 out of 72 shortlisted Smart Cities submitted their entries for stage II.

As a part of Stage II, 27 cities - 3 cities for each category under each population bracket were chosen to proceed to the next level. Since some of the cities were nominated under multiple categories, 22 unique cities were required to make detailed presentations to the Evaluation Committee chaired by Secretary, MoHUA and comprising other members of the Ministry. The jury assessed and performed detailed evaluation for the short listed Smart Cities in round 2 before the announcement of the final awards.







# Chapter 2

## Best Practices in Digital Payments Compendium



### Overview

The 100 days Challenge in 100 Smart Cities was an opportunity for the Smart Cities to take a leap towards digitally transforming their payment ecosystem. During these 100 days, these cities displayed innovation, growth and unwavering effort. This will go a long way in increasing efficiency and transparency in payments and eventually towards achieving the goal of becoming a cashless economy.

This Compendium of Best Practices in Digital Payments in Indian Smart Cities, 2019 has been put together by the Ministry of Housing and Urban Affairs (MoHUA) as a part of its programme on Digital Payments to promote policies, best practices and success stories which can make Indian Smart cities cashless within the urban agenda of building smart cities. The aim is to showcase some of the good work done by the cities in the area of digital payments which can be replicated by other cities.

### Methodology

While evaluating the responses for SCDPA 2018, the Ministry came across various initiatives and a need was felt to prepare a compendium highlighting the diverse projects undertaken all with the common aim of increasing digital payments. The entries submitted by the cities for the Smart City Digital Payment Awards were further scouted and a detailed template was shared with the cities. The initiatives mentioned in this compendium have been picked up from these responses with the purpose of encouraging all cities to be united in their journey towards becoming cashless. The responses showed a varied spectrum of initiatives which could be

broadly classified into 4 categories. These categories are critical factors for mitigating the challenges to digital payment which are identified in the earlier sections. These categories are as listed below:

1. Policy Intervention
2. Enablement of Channels
3. Incentives
4. Communication and Trust

The city initiatives divided under these categories form the base for promoting digital payments in these cities. This compendium is based on the information provided by the cities and the validity of these may be verified by the cities, wherever necessary. While efforts have been made to include a variety of projects, the number of cities and their projects may be limited for the purpose of this compendium.

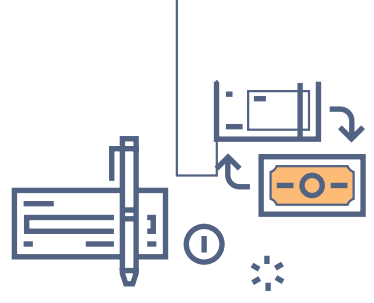
The following sections will provide a glimpse of the projects under these categories.





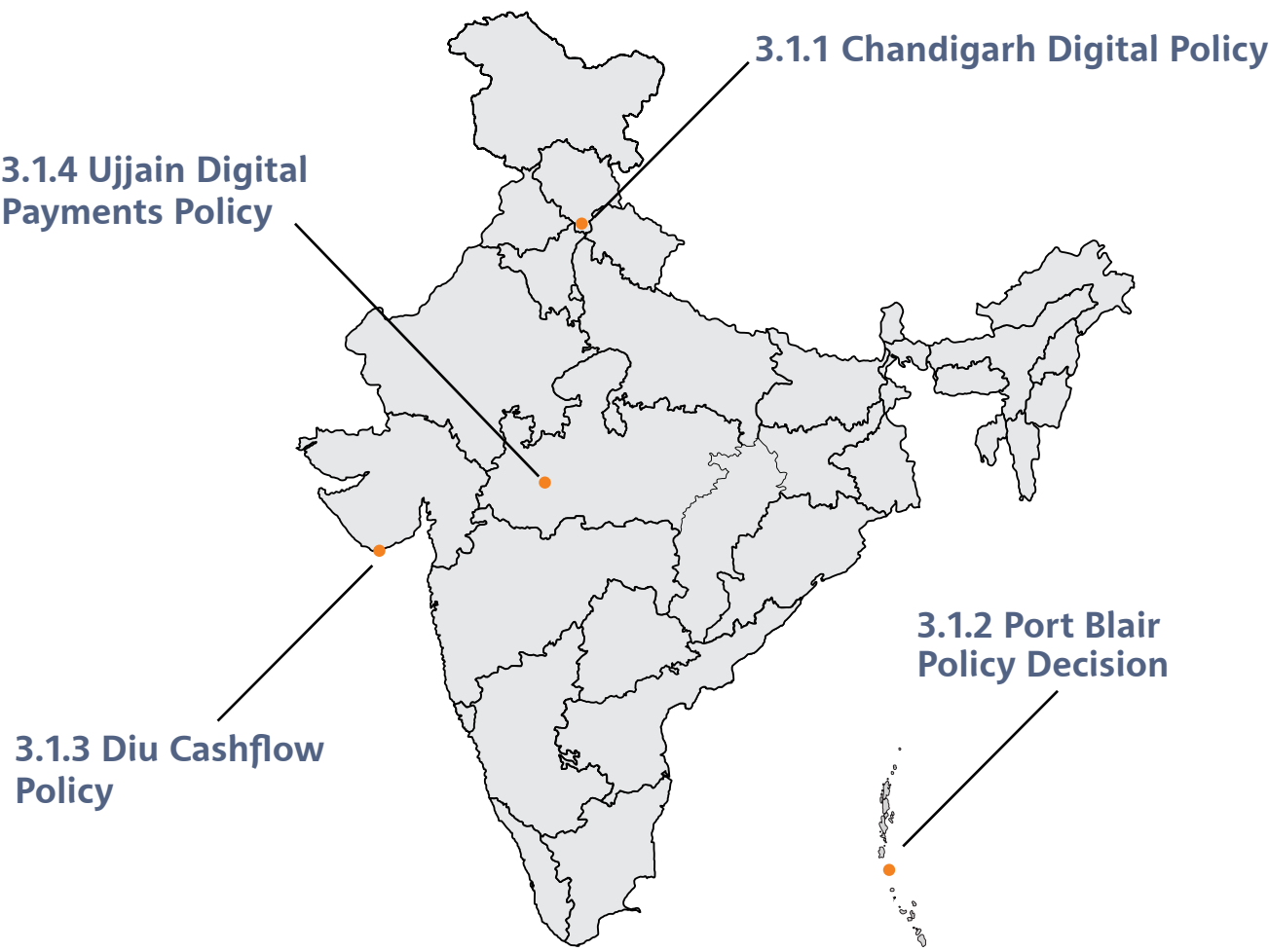
# Chapter 3

## Case Studies



### 3.1 Policy Interventions

These case studies show how the city administration stepped in to make policy level changes to propagate digital payments. This has a multiplier effect in the receipts being made digitally.





### 3.1.1 Chandigarh Digital Policy

#### What?

Chandigarh Administration had adopted a top down approach for implementing a total cashless transaction for the city and to encourage all the citizens of Chandigarh to be more adaptive to cashless transactions at all sampark centres. With the aim to make the entire Union Territory of Chandigarh, a cashless destination, an order was released **for reduction of cash transactions at all Sampark Centers for all government utility services** from Rs 2000 to Rs 500. Later on however due to imposed difficulties the amount was increased to Rs. 1000, but by this time the impact for making cashless transactions in the city had made an effect.

#### How?

Debit Card and Credit Cards are being accepted at the Sampark Centers as payment modes for electricity and water bills. To this end, Card Swipe point-of-sale machines have been installed at all Sampark Centers. All transaction charges for digital payments made via web portal or mobile app have been eliminated to encourage online digital payment of bills.

#### Challenges faced:

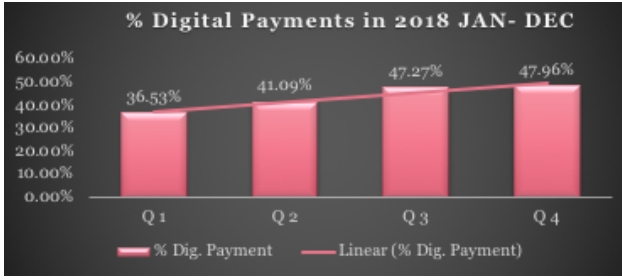
At the onset, challenges such as limited support from public and protests from them on methodology adopted for accelerating digitized payments were faced

#### Measures Taken:

Chandigarh Administration adopted a phase wise implementation from low revenue to high revenue utilities to test system and spread awareness among staff and people. The Administration has been successful in providing various services under single window, which were available earlier at separate departments. The processing time has been minimized as the efficiency of the service delivery system has been optimized by making it IT enabled thereby eradicating the long queues and waiting hours for the public.



Impact:



## 3.1.2 Port Blair Policy Decision



### What?

Since November 2018, PBMC counters has mandated receipt of all payments across PBMC counters in digital mode only. **No cash or cheque is being received anymore.**

### How?

PBMC had started its journey towards digital payments in 2016 with its decision to not receive any amount above INR 2000 in cash for revenue receipts. They started POS installations during January 2017 and later added many other payment modes like online payment facility using internet banking, credit card, debit card, wallet etc. through their on-line revenue collection application eNagarsewa. Now, payments are also being accepted through BHIM and QR code. PBMC has introduced recent technologies for increasing the modes of receiving payments such as installation of MOPAD (Multi Option Payment Acceptance Devices) and introduction of VAN (Virtual Account Number) for NEFT/

RTGS payments identification. They are in the process of onboarding BBPS and integration of BBPS with the eNagarsewa application through Bill Desk.

### Challenges faced:

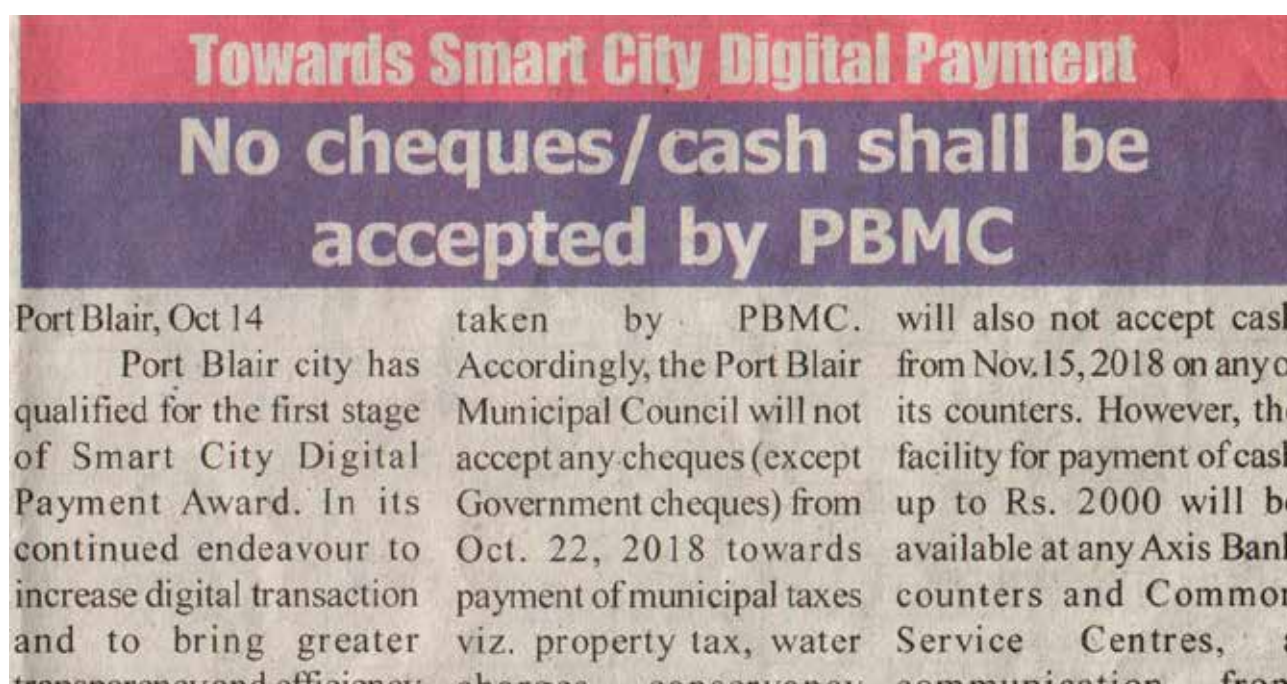
The biggest challenge has been connectivity and PBMC is focused on achieving the target of zero cash environment by mid 2019 despite of the poor connectivity issues.

### Measures taken:

Increasing number of counters and modes of payments has reduced the burden on these counters and on the limited connectivity thereby diverting the citizens to the multiple collection points.

### Impact:

There has been an exponential increase in the percentage of digital transactions in only one month's time. December 2018 data shows an increase in digital transactions from 55.50% to 74.94% on account of the aggressive approach taken to push digital transactions.







# 3.1.3 Diu Cashflow Policy

### What?

With reference to the Office Memorandum (No.M.401/FIN(150)/2012/908) of Finance Department UT Administration Daman and Diu and Dadra & Nagar Haveli regarding Government transaction through e-payment, **DMC has digitized all outflow transactions.** 100% payments are made via digital modes such as Payments to Contractors, Individual Beneficiaries, Other Government Organizations, etc., which set a precedence for other types of transactions

### How?

Before adopting this policy of e-payment, DMC carried out Gap Analysis to check for availability of systems, network connectivity and organizational capacity as the initial step toward digital payment adoption. Infrastructure commissioning & deployment along with Orientation sessions for office users were carried out. Concerned Departments were instructed and guided to make necessary banking arrangements through their banks for handling on-line transactions.

Secondly, to make direct benefit transfer of different government schemes such as old age pension, widow pension, physically disabled pension, stipend, Student scholarship, subsidies, beneficiary bank account number is mandatory. DMC mobilised its citizens to open bank accounts, and link them with Aadhar. Diu district was the first in the country to seed 100% bank accounts with Aadhar. Banks Onboarding was carried out for implementation of the Pradhan Mantri Jan Dhan Yojana (PMJDY). Public Financial Management System (PFMS) has been implemented as supplementary framework for E-payment or subsidy transferred by government agencies directly into the beneficiary's bank account under DBT (Direct Benefit Transfer).

### Challenges faced:

Some of the challenges faced were, unfamiliarity with digital systems for transactions, network connectivity issues, etc.

## दीव नगरपालिका के डिजिटल पेमेंट वर्कशॉप का डिप्टी कलेक्टर डॉ. अपूर्व शर्मा एवं सीओ वंदना राव ने किया उद्घाटन

दीव। दीव नगरपालिका ने डिजिटल पेमेंट को बढ़ावा देने के आशय से वर्कशॉप का आयोजन किया। सभी सरकारी विभागों के अधिकारी, व्यापारियों, होटल एसोसिएशन, ट्रेड यूनियन समेत के लोग को डिजिटल ट्रेन्सेक्शन पर बताया गया। दीव जिला डिप्टी कलेक्टर डॉ. अपूर्व शर्मा एवं नगरपालिका सीओ वंदना राव के नेतृत्व में वर्कशॉप का आयोजन किया गया। एमपीसीआई एवं सीसीए महाराष्ट्र एवं दीव नगरपालिका के संयुक्त उपक्रम से हुए



वर्कशॉप में डिजिटल पेमेंट के बारे में जानकारी दी गई। इस मौके पर दीव के व्यापारी, होटल एसोसिएशन, ट्रेडर्स

एसोसिएशन तथा सरकारी विभाग के अधिकारी एवं कर्मचारियों को डिजिटल पेमेंट के बारे में प्रायोगिक तौर पर बताया गया। साथ ही



डिजिटल पेमेंट से जुड़े उपयुक्त साधनों के बारे में जानकारी दी गई। प्रधानमंत्री नरेन्द्र मोदी के डिजिटल इंडिया में दीव प्रशासन

कदम बढ़ा रहा है। इसी कड़ी में वर्कशॉप किया गया ताकि लोगों को डिजिटल पेमेंट के जानकारी के साथ फायदे बताये जा सकें।



### Measures taken:

To address those issues, following solutions were adopted:

- All information on electronic interfaces, bills, signages were being provided in local language and English. City wide financial & digital literacy campaigns were being conducted. To create awareness among stakeholders (DMC, vendors, Citizens, Banks, other Government organisations in Diu) about advantages of these facilities, activities such as Campaigns and program like Digital Payment Mela were conducted. Further Skill development training programs for DMC officials were being undertaken to make them digitally literate to the payment system.

- As a part of the Smart City Mission and through UT support, DMC is aiming to improve the network service and proposal for erecting Cellular Network Towers on Government Buildings & Land has been drafted.

### Impact:

- All the payments made by DMC are in Digital mode. We accept shop registration fees in digital cashless mode at the time of registrations, or renewals. Reconciliation of payments has also become easier, considering that offline payments have been entirely abolished. Therefore, a reduction in modes of payment reduces the effort significantly.
- Further, customer experience has improved considering that in case of absence of loss of payments receipts, the bank statement can be produced as an evidence of payments. Digital payments drive have brought about overall process changes and result in improving overall accountability, transparency and efficiency thus making it very beneficial to the Council as well as citizens.



તા. ૦૨-૧૦-૨૦૧૮

મંગળવાર

## દીવમાં ડિજીટલ મેળાનું આયોજન



(સર્કિલ કારમણી દ્વારા) દીવમાં બે દિવસ માટે ડિજીટલ પેમેન્ટ મેળાનું બલ્ય આયોજન દીવ મ્યુનિસિપાલિટી અને દીવ સ્માર્ટ સીટી લી. દ્વારા થવા જઈ રહેલ છે. જે મ્યુનિસિપાલિટી પ્રમુખના અધ્યક્ષ-

સ્થાને થશે. તા. ૧૦ ઓક્ટો.ના રોજ સવારે ૧૧ કલાકે મ્યુનિસિપાલિટી હોલમાં ડિજીટલ પેમેન્ટ વિશેનો કાર્યક્રમ થશે. જેમાં ટેલીકોમ કંપનીના અધિકારી, બેંકના અધિકારીઓ ઉપસ્થિત રહી અને દીવ ડિજીટલ ચેમ્બર ઓફ કોમર્સ, ટ્રેડ યુનિયન, હોટેલ એન્ડો.ના વેધારીઓને ડિજીટલ પેમેન્ટ વિશેની સમજૂતિ આપશે તેમજ જે કચેરી પેમેન્ટ લેવડ દેવડ કરે છે તે કચેરીના સરકારી કર્મીઓ પણ ઉપસ્થિત રહેશે.

આ ઉપરાંત ભારત સરકારની એમપીસીઆઈ કંપની પણ બે દિવસ ડિજીટલ મેળો દીવ, ધોધલા અને ગ્રામ્ય વિસ્તારમાં કરશે. અને કાર્ડ દ્વારા ચતા ટ્રાન્જેક્શનોની માહિતી ઉપલબ્ધ કરાવશે. સમગ્ર કાર્યક્રમ મ્યુનિસિપાલિટીના ચીફ ઓફિસર વંદના શવના દેખરેખ હેઠળ થઈ રહેલ છે.



## 3.1.4 Ujjain Digital Payments Policy



### What?

All departments have been requested to go digital within one year and start accepting digital payments. As further measures, departments have been requested to automate their software and systems.

### How?

As part of increasing digital payments, various initiatives have been conducted by Ujjain Municipal Corporation and related entities in accepting digital payments, such as for property taxes, water charges, building permission, etc. It was further discussed and deliberated that the ecosystem of payments and receipts need to be changed, and a digital payments and receipts ecosystem needs to be built in the entire city. This also required other government departments to start accepting digital payments. Hence, a Digital Policy was framed, which required the departments to be more accepting of Digital Payments. To assist the departments in their journey for Digital Payments, the e-Governance Manager was appointed as a nodal person to assist the departments in their journey towards accepting digital payments. A simple policy was framed that would be easy to understand and implement across the city.

### Challenges faced:

- Many Government departments are currently operating on cash, and it is difficult to change the process.
- MIS and integration with existing manual processes is required
- Citizens have a resistance to switch to digital modes of payments and have concerns related to security of digital transactions.

### Measures taken:

Since there is an issue with capacity building and training for Digital Payments, a Digital Centre was setup in the city to encourage citizens to learn about digital technologies and digital payments.

### Impact:

- Ujjain Smart City has seen an enormous **growth in digital payments, from only 0.71% in Apr-2018 to a maximum of 37% in November-2018.**
- The policy forms a part of the integrated approach of Ujjain City to encourage the Digital Payments and develop the ecosystem to encourage digital payments and digital collections.







### DIGITAL PAYMENTS POLICY FOR UJJAIN

“Faceless, Paperless, Cashless” is one of the professed role of Digital India. Promotion of digital payments has thus been accorded highest priority by the Government to bring each and every segment under the formal fold of digital payment services. The Vision is to provide facility of seamless digital payment to all citizens in a convenient, easy, affordable, quick and secured manner.

To enable the cashless vision, the following measures are recommended to be taken by all departments:

- All cash counters in all government offices should accept a variety of payment mechanisms including QR Codes, BHIM, Aadhaar Pay, POS for Credit / Debit Cards, Majorly Accepted Payment Wallets, etc.
- All Utility Bills to have QR codes (also on the envelopes) to enable quick payments. All Utility Bills to be updated in Bharat Bill Payment System (BBPS).
- All Bills and Demands to be sent through SMS / WhatsApp to Customers.
- All payments done by departments be done through online / digital channels. In no case, cash / cheque payments be made.
- Suitable Mobile and Internet applications be prepared to enable citizens and businesses to make online payments. Mobile apps to be integrated with “Ujjayini App”.

Departments are advised to make back-end arrangements with their respective Banks to enable Digital Collections and Payments.

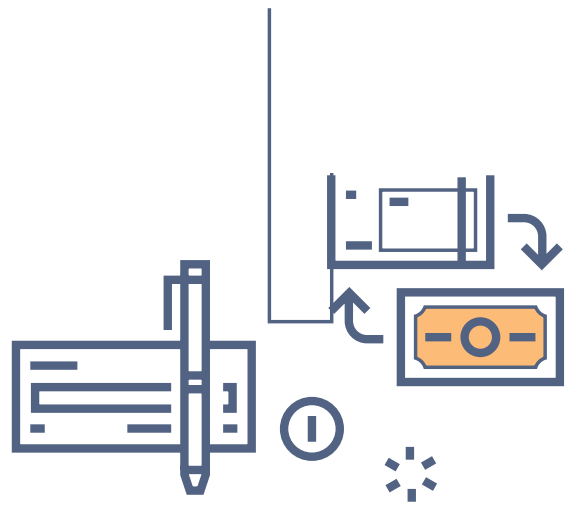
It is anticipated that all departments and public concerns in Ujjain will become fully digital, i.e, accept and pay money without the use of cash, DD, Cheque or paper instruments, within a timeframe of One Year from the date of this policy.

In this regard, Ujjain Municipal Corporation is considering to be completely digital by the year 2020. Ujjain Smart City Limited is tasked with ensuring implementation of the policy.

For any information, assistance and suggestions, The E-Governance Manager, Ujjain Smart City Limited can be contacted through e-mail at [ujjainsmartcity@gmail.com](mailto:ujjainsmartcity@gmail.com). Ujjain Smart City Limited is committed to providing assistance in ensuring that the city economy goes digital.

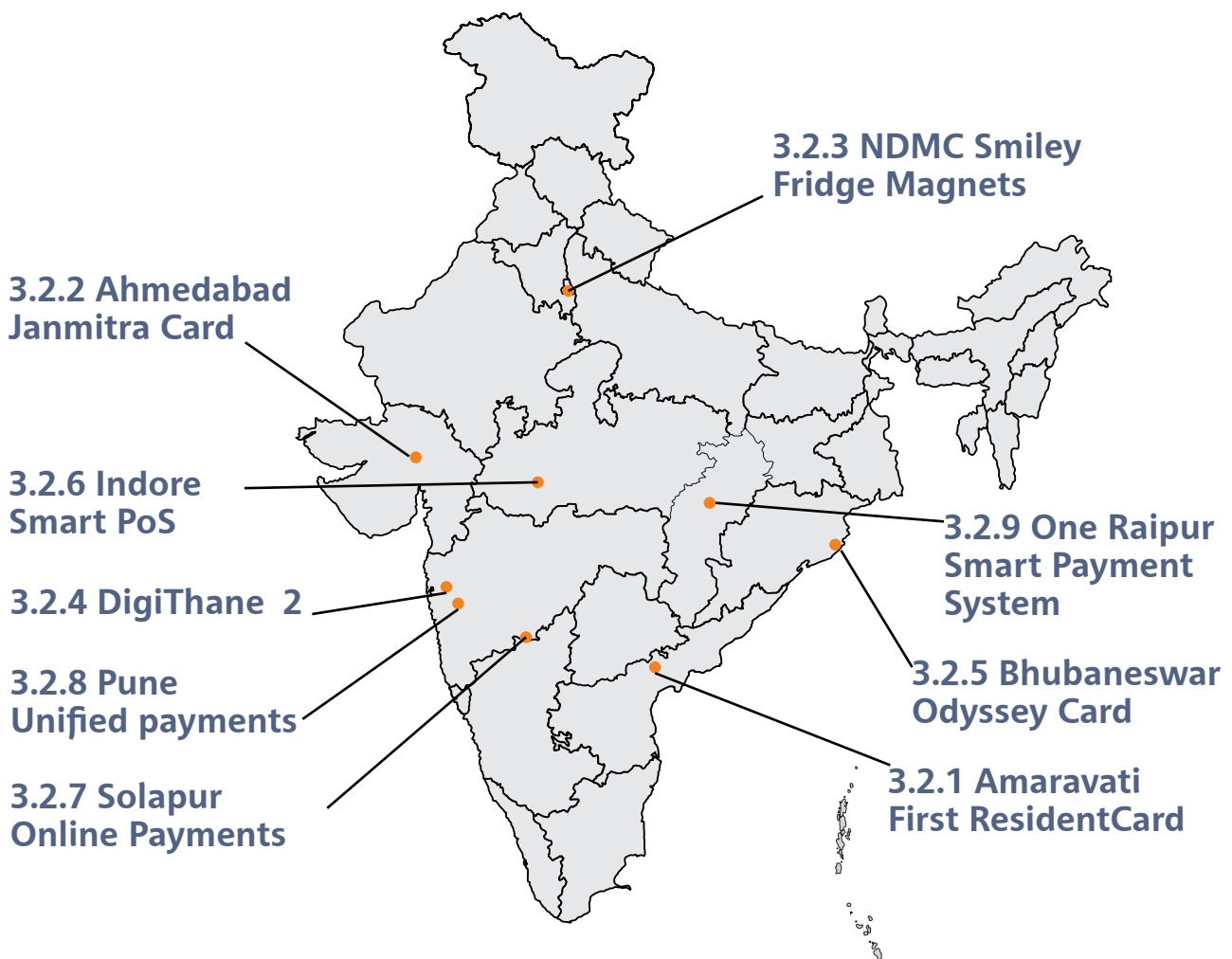






### 3.2 Enablement of Channels

These case studies show the various channels enabled by cities that helped citizens in making digital payments easily. These include smart cards, QR codes, citizen engagement platforms etc.



## 3.2.1 Amaravati First Resident Card



### What?

APCRDA has planned for a roll-out of virtual card which brings an essence of Digital City, **One Digital Card for all the payments in Amaravati City**. “Amaravati First Resident Card” is an Account based Open loop system which is also QR enabled for third party services and generated by seeding with Aadhaar Number.

First Resident Card usage is planned for about 1,10,000 Citizens in the first phase and shall be scaled with reference to the House Hold Survey which occurs periodically.

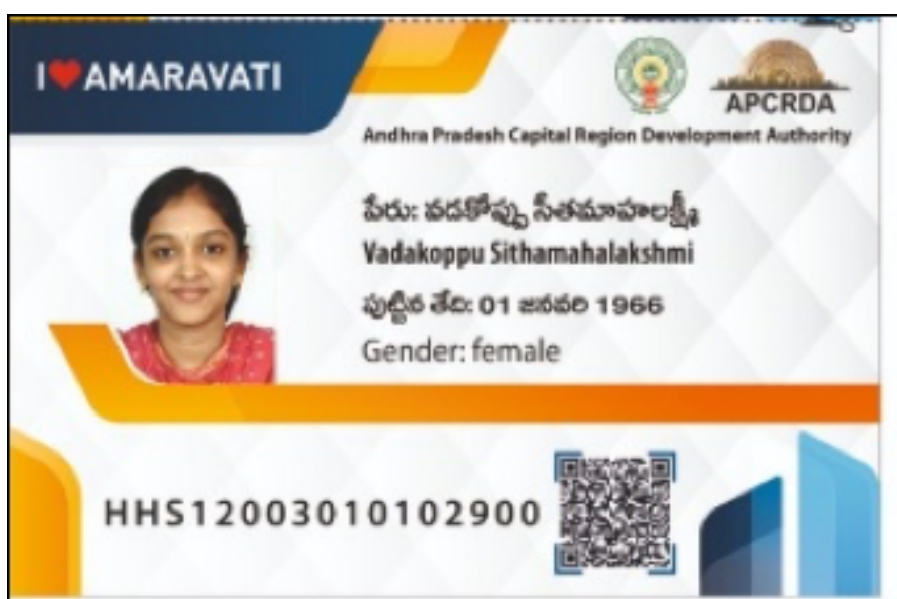
### How?

“Amaravati First Resident Card” can be generated through citizen portal, mobile app and kiosk with a single click. This card is envisaged to have an integration with one of the leading payment bank for all the cashless transactions, for all the G2G, G2C and G2B services municipality services (i. High Valued Services such as Layout Approval, Building Permissions, Development Permissions, EPC

Contracts, Annuity under Land Pooling Scheme, Landscape and Environment Contracts etc., ii. Low Valued Services such as Property Tax, Water Tax, Trade License Fee, Sewerage Charges, Property Mutation Fee, and Advertisement Tax etc), retail services, cashless multimodal transport, tourism services, toll payments, Govt. aided restaurants, and at parking slots. Platform has been enough flexible to onboard any vendor with minimal efforts.

### Challenges faced

- To handle large volumes of low valued digital payments, as low valued payments are generally paid in cash
- Services are operating in siloed and due to lack of interoperability, citizens are maintaining separate apps and payment instruments
- Partnering with the service providers for payment gateway and third-party services integrations
- Clearing House establishment for mapping the cash payments and reconciliations





- v. Capacity Building Cost to the staff and citizens for adapting and creating trust on digital payments
- vi. Hardware and Software modification costs for building the application for Amaravati First Resident Card

**Measures taken to overcome challenges:**

- i. Facilitating incentives in the form of reward points, cashback and discounts
- ii. One Digital Card for all the payments in Amaravati City through Single Sign-On
- iii. Omnipresent merchant networks
- iv. Comprehensive Financial Management System an enterprise level application, facilitating real time information, decision making, minimal reconciliations and improved financial discipline
- v. Communication Strategy through Continuous and Event based engagements

- vi. Tie-ups with Tier-IV Pi-Data Centre for Application hosting, AP State Fibernet as network backbone, 1100 for Grievance Redressal

**Impact**

- Improved cost savings and service delivery efficiency for the citizens
- Increased transparency and reduced leakages (syphoned funds)
- Improved access to a growing ecosystem of value-added services for the payments made such as reward points
- More effective, data driven decision making
- Enhanced Citizen and Government engagement
- Increased digital equity
- New Economic Development opportunities
- Increased skilled workforce engagement

Amount Collected is around 46+ Crores





## 3.2.2 Ahmedabad Janmitra Card



### What?

Ahmedabad is the first city in India to implement a multi-modal inter-operable card called the Janmitra Card. It can be used for availing transit services like BRTS/AMTS/ upcoming Ahmedabad metro as well as non-transit services like municipal tax payments, smart toilet, smart library, making payments for school fees, buying passes for amusement parks etc. AMC has partnered with ICICI Bank and NEC, leading players in banking and APC domain respectively, to implement the card based APC system. The card is a NCMC based open loop contactless EMV chip prepaid card designed in line with the One Nation One Card policy. In future Smart City Ahmedabad envisions making this card the ubiquitous payment instrument in the city.

### How?

BRTS, the dedicated bus corridor in the city of Ahmedabad and AMTS, the city transport



corporation have integrated the Janmitra Card to enable digital transactions and seamless inter-operability between multi-modal transports. In order to facilitate this, all the 158 BRTS stations have been equipped with smart gates and APC technology to automatically deduct fares from accounts on tapping the card. Pole validators are being installed in the entry/exit of all AMTS buses to ensure people can use Janmitra Card to tap-in and tap-out. The enablement of digital payments on BRTS and AMTS means a considerable reduction of hassles both for the commuter and transport corporations. For the commuter, the hassle to carry cash and take tickets before every trip will be reduced which will ensure seamlessness in their experience of availing public transport. For AMTS/BRTS the hassles of tendering change and the cost of handling and reconciling large amount of cash everyday will be minimized.

AMC has adopted a dual approach to drive mass adoption of the Janmitra Card. On the supply side infrastructure is being boosted to enable digital payments at all touch points.



- a. 59 Civic Centers equipped with 2 POS-terminals each for collection of payments.
- b. Pole-validators installed on AMTS buses for tap-and-go fare collection.
- c. Smart-gates at 158 BRTS stations powered by APC from NEC.
- d. Tax payment enabled through AMC Seva app and AMC website.
- e. Payment gateway implemented in association with Tech Process.
- f. Top-up for Janmitra card can be availed at 158 BRTS stations, 8 depots, 375 SDPs and 59 Civic Centers and Janyatra app.



On the demand side, AMC is running promotional offers for quick adoption

- a. 10% discount on BRTS tickets
- b. Loyalty program to induce stickiness for card use.
- c. Free WI-Fi at BRTS stations
- d. Discounts at select restaurants

**Impact:**

- a. **168,000 cards already been issued of which 80% are active.**
- b. Card getting used in the transit services like BRTS/AMTS and for other nontransit services.
- c. About 55000 people use the card every day in transit services (BRTS/AMTS).
- d. 5.65 lakhs transactions recorded and more than 4 crores INR collected from inception.



### 3.2.3 NDMC Smiley Fridge Magnets



#### What?

NDMC has launched India's 1st of its kind in-home Smart Bill pay initiative, wherein it has arranged to develop Smiley Fridge Magnets for the Digital Payment of utility Bills. NDMC has started distributing these magnets to Electricity and Water Consumers at their doorstep. These innovative Fridge Magnets will be personalized and each consumer will have **a unique QR Code mapped to their Consumer number**. There will be separate magnets provided for both electricity & water bills.

#### How?

The consumers can stick these magnets on their refrigerator at home and scan the QR Code on the magnet to pay their bills instantly. The QR Code will re-direct the consumers to their current bill/latest bill amount with an option to pay using any of the digital payment channels activated with NDMC like online Credit/Debit cards, Net Banking, Wallet, UPI and BBPS.

NDMC reckons that this will push non-digital payment consumers to adopt digital payments and will also help cut down on the time taken by the consumers to pay the bill drastically along with increasing the recall for payment of due bills on time, as the consumer would be able to see this everyday on their fridge. This fridge magnet will be very useful especially in the case where a consumer misplaces the pending paper bill.

NDMC could implement this initiative with the help of Signcatch & Axis Bank. Axis Bank engaged Signcatch for the integration with NDMC for accepting payment through QR Code. Signcatch integrated with NDMC for the QR Code to be printed on Electricity/Water bills. These QR Codes were printed on the template of Signcatch.



#### Impact

Development and Distribution of fridge magnets is being done in a phased manner. 1000 fridge magnets have already been distributed. NDMC has planned to roll out a total of 25000 fridge magnets by May 2019.







# 3.2.4 DigiThane

### What

**DigiThane is a Unified Citizen Engagement Platform to enable transactions for both C2G and more uniquely C2B payments.** Thane is the first municipal corporation in the country to own a platform for C2B payments as well and increase digital payments without limiting to G2C services. Key components of the platform include Mobile Application, Website and Pre-paid Smart Card which can be used at any merchant and CFC POS machines.

### How?

For reducing the transactional costs, DigiThane has implemented the below mentioned approach

- **G2C:** All G2C services on the platform will utilise existing TMC’s infrastructure (servers, payment gateway) with in-built integration and requires no additional effort for reconciliation.
- **B2C:** A QR code voucher system was created which shall be scanned by the merchant to validate the delivery of product/service post which payment will be made to merchant. Payment gateway charges are ZERO to both corporation and merchant. There are no cancellation charges and money will be transferred to original mode of payment in the event of cancellation of product/service.

The platform was publicly launched in January 2018, was integrated with Property Tax in August

2018 and all 3rd party merchant transactions were made available at same time.

### Impact

Currently **approximately 60,000 people have registered on the platform with 30% unique monthly visitors.** Following is the current status of the platform:

- **G2C:** DigiThane members are prioritizing tax payments through DigiThane Platform or through DigiThane Smart Card at Cash Collection Centers (CFC) in various wards. TMC believes that a major payment boost will happen through DigiThane during this year.
- **B2C:** More than 300 merchants are registered on the platform to advertise their products/services and are currently being approached for merchant application and portal training.

Promotional activities undertaken to create awareness about DigiThane include social media campaigns, painting vacant hoardings of the city with TMC information at the base so as to display digital touch-points of TMC. Buses and Bus shelters are being utilized with a similar strategy for using unutilized inventory.

DigiThane also results in higher efficiency in collections for the services integrated on the platform, through increased level of ease and through push notifications to pay their bills on time and avail schemes given by TMC



## 3.2.5 Bhubaneswar Odyssey Card



### What?

Bhubaneswar has launched the Odyssey card – a common card payment system for multiple services.

### How?

Bhubaneswar has included different modes of payments within one eco-system mobilewallets, smartcard, QR codes, netbanking, UPI, AEPS, mobile banking etc. A total of 5 lakh smart cards have been issued which can be used in 325 PoS centres for payment of various services like municipal and urban services as well as for transit services through the apps.

### Impact:

- Till date, a total of 1052 citizens have purchased the physical card.
- Approximately, 40,000 people have downloaded and are using mobile app based bus tracking and ticketing facility provided by CRUT
- Facilities for card based payment for parking has been enabled
- During Odisha Hockey World Cup 2018, the parking and transit was electronically managed with digital payment facility in Bhubaneswar.





### 3.2.6 Indore – Smart PoS



#### What?

Indore Municipal Corporation (IMC) used Smart Point-of-Sale Machines (HDFC Bank Ltd) channel for digital payments. Based on IMC request for providing support for the Digital Payment Promotion, HDFC Bank Ltd. offered to provide 110 number of Smart POS without any installation and operational cost under CSR budget as IMC has official account with them.

#### How?

Carrying physical cash/fine books for spot fines are replaced by Smart POS. A single machine is able to accept card payment, Biometric Payment and Barcode Payment along with generating user receipt. The transaction thus recorded real time in the system. This helped in reducing paper work and cash handling and reconciliation. All POS locations to be upgraded with Smart POS devices by the end of the year 2019.

Through Smart Point-of-Sale Machine, citizens can pay property tax at IMC's payment counters. These portable machines are also equipped to collect the fines and user charges in the field and instantly generate payment receipt to users.

During the implementation of Digital Payment, IMC has faced multiple challenges like Training to staff and motivating tax payers to use Smart POS machines, where Bank officials has provided training support and publicity material at payment counters for tax payers which helped them to overcome these problems and helped in achieving more digital payment via Smart POS devices.

#### Impact:

From 1st April 2018 to 31st October 2018, Total Collection were Rs.2,94,45,990 out of which Digital Collection were Rs.1,27,94,81,251 and Total No. of Transactions were 2,94,45,990 out of which No. of Digital Transactions were 11,12,013.



## 3.2.7 Solapur Online Payments



### What?

Solapur has started online payment of taxes through the SMC website and POS machines installed at 12 tax collection centres.

### How?

Digital payments have been implemented in departments of property and water tax, Market and Assets rent collection, accounts, building permission etc. SMC had incentivized the citizens in payment of online taxes by providing 5 % rebate on current year municipal taxes to tax payer for the period of 1st April to 31 August 2018. Additional tax rebate of 1% was given for during the 100 Days Challenge period. Citizens can also pay through RTGS / IMPS and submit Transaction details to SMC and collect Receipt from SMC.

### Impact

**A total of 8594 beneficiaries out of which 7492 paid taxes online and 1102 through cards at tax payment centres.** During the 100 days challenge, SMC received a total of Rs. 21 Cr in fees & taxes



# पालिकेत डिजिटल पेमेंट प्रक्रिया सुरू

धनवे; एक ऑगस्टपासून संपूर्ण आर्थिक व्यवहार ऑनलाइन

सोलापूर, मा. २३ : 'स्मार्ट सिटी' अंतर्गत महापालिकेतील व्यवहार डिजिटल पद्धतीने करण्याची सुरुवात योग्यतेने झाली. दरम्यान, एक ऑगस्टपासून संपूर्ण आर्थिक व्यवहार ऑनलाइन होकार असल्याची पाहिली सुरुवात तेव्हाच शिरीष धनवे यानी दिली.

प्रारंभिक तत्वावर सोलापूर जन्म-मृत्यू दाखला, मिळकतकर धारण्यासाठी स्वाइन चॅम्बर पॅलिमेंटेशन अधिकारी नामनाथ पदमगोडा यानी कर भक्षण या सुविधेची सुरुवात केली. या वेळी श्री.



डिजिटल पेमेंट सुरू झाल्याने नागरिकांचा वेळ वाचणारा आहे. नवेच कराबंद नोंद नसा होण्याचा प्रश्नच राहणारा नाही. पालिकेतील विविध कार्यालयात या पॉस मशिन बसविण्यात येणार आहेत.

- शिरीष धनवे, मुख्य लेखापाल

धनवे यांच्यासह अशाहीअप्यरीआम बँकेचे शाखा व्यवस्थापक जयदीप पेठर, विशाल चव्हाण, रांगमक परिचारिका स्नेहल चपळगावकर, मलीन शेख उपस्थित होते. विविध विभागातील अधिकारी व्यवहार डिजिटल व

ऑनलाइन करण्याचे संकेत अनुकरांनी दिले होते. महापालिकेचे संपूर्ण आर्थिक व्यवहाराची व्यवस्था, सोळाशुल्क व इतर धर्मा या ऑनलाइन व डिजिटल पद्धतीने करण्यात येणार आहेत. याद्वारा महापालिकेतील जन्म-मृत्यू दाखला

व मिळकतकर विभागात ऑनलाइन पद्धतीने त्यांचा परिचारी कागदाच्या प्रारंभिक तत्वावर प्रारंभ करण्यात आला. या दोन विभागांबरोबरच आता मंत्रालयासमोर विविध विभागातील कंत्र कार्टेजलरून ऑनलाइन पेमेंट भरणे घेण्याची प्रक्रिया सुरू करण्यात येणार आहे. कोणत्याही बाबीची रक्कमही ऑनलाइन पद्धतीने दिली किंवा पेतली जाणार असून यापुढे अशा कोणत्याही प्रकारचे धरदेत अथवा शेख लक्ष्मण तनकपात सर्वोकारती किंवा दिली जाणार असल्याचेही त्यांनी स्पष्ट केले.



सोलापूर : 'स्मार्ट सिटी' अंतर्गत महापालिकेत डिजिटल पेमेंट करताना नामनाथ पदमगोडा, या वेळी शिरीष धनवे, जयदीप पेठर, विशाल चव्हाण, स्नेहल चपळगावकर व मलीन शेख.







# 3.2.8 Pune – Unified payments

### What?

PMC has adopted a unified payments and collections platform which entail standardization across departments, payments modes and channels. For ease of payment catering to all the sections of the society, PMC has offered 7 modes and 15 channels.

### How?

Pune Municipal Corporation offers all payment transfers through POS machines, mobile applications, QR code scan, internet banking, doorstep services and more. All vendor and contractor payments, internal payments, funds transfers (G2G) like salary, loans etc. are disbursed through NACH/IMPS/NEFT/RTGS. All the customer centric payments like utility bills (property tax, water tax etc.) can be paid through various website and mobile applications using multiple payment instruments like UPI, Cards, BBPS and others.

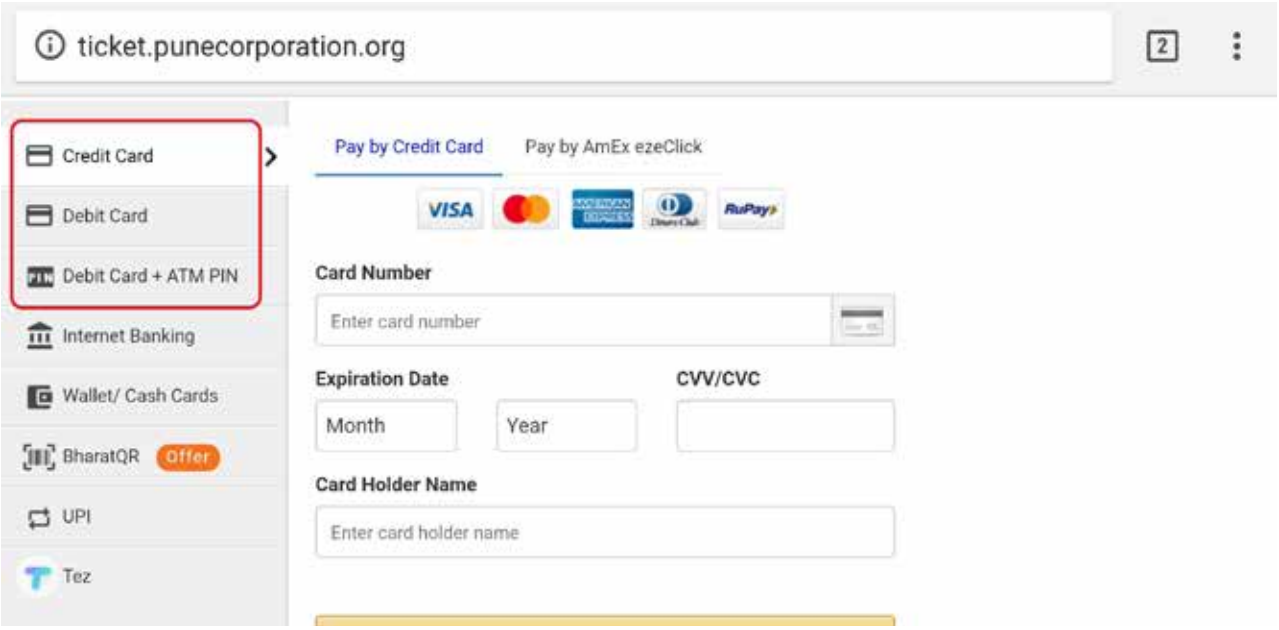
### Impact:

**Today more than 40% citizen transactions are done online in PMC.** For PMC’s core revenue generating services like Property tax collection accounts



for more than 50% of digital transactions and for citizen facing (citizens, students and employees) services like DBT (Direct Benefit Transfer) payments are 100% digital.

For the year 2017-18, the amount collected on-line for property tax is greater than 330 Crores. Implementation of cashless strategy in property tax has shown growth in the adoption of digital transactions. The upsurge accounts for 27.13% in FY 16-17 to 41.30% in FY 17-18 and 50.5% in FY 18-19 (till Dec). More than INR 340 crores annually are collected through digital channels which has shown a cumulative growth of 25% and more in the last 2 years. Also, there are 503 BBPS offline centers for Property tax collections.



### 3.2.9 One Raipur Smart Payment System



#### What?

Open Loop EMV Compliant Contactless Prepaid Smart Card – Provides facility to pay for Municipal Taxes and other payments with no cost to the citizen and Municipal Corporation. Card can be topped up online as well as at 100 Business Correspondents set up in the city.

#### How?

One Raipur Mobile app has been introduced with all the city services available at a single window. It consists of 3 major services:

- **Informative Services** – Contains all the information related to the city of Raipur like heritage points, city bus schedules, major events, etc.
- **Location Based Services** – Contains map based location services for prominent places in the city of Raipur.

- **Application and Payment Services** – Citizens can apply for various city services like Property tax, water tax, trade license, birth certificates, etc. It also includes facility for payment for these services through net banking and credit/debit/pre-paid cards.

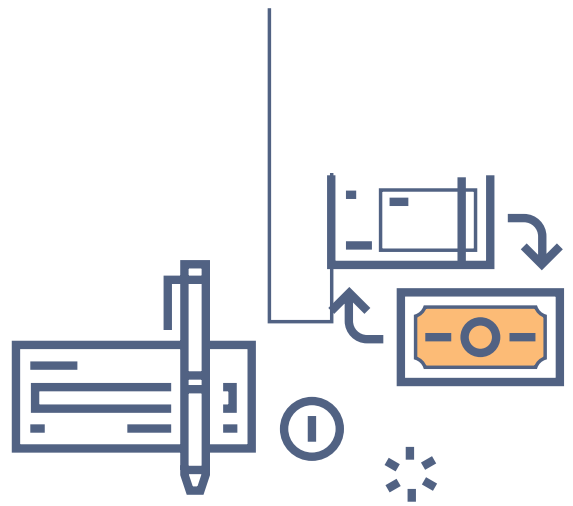
This mobile app will be a one stop solution for the citizens of Raipur to avail all G2C services. For G2C payments, corporation has benefitted in terms of increasing the Digital Payments for various payments like Property Tax, Water Tax, Shop Rents, etc.

#### Impact:

Currently, 1500+ cards have been issued and are being used for municipal payments as well as retail payments, especially at the merchants which have been on boarded by Axis Bank for giving certain discounts on the usage of this card.

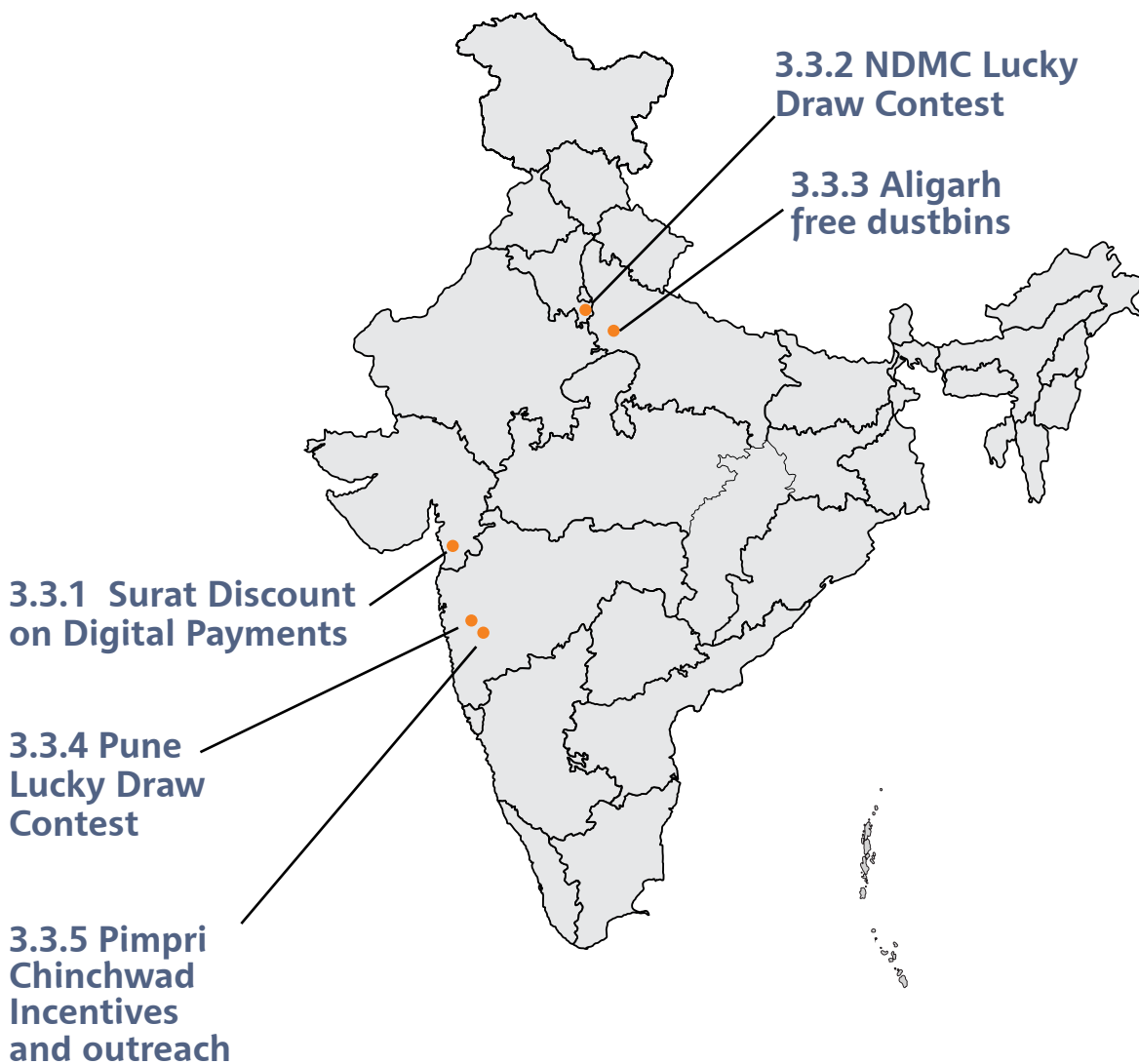
Total of Rs. 2.8 Cr was digitally collected out of total collection of Rs. 29.73 Cr (as on 31st Oct 2018).





### 3.3 Incentives

These case studies show how cities provided incentives to the citizens to increase their participation and awareness. These include lucky draw contests, discounts on digital payments etc.







# 3.3.1 Surat Discount on Digital Payments

### What?

SMC has taken various steps to promote the digital payments during the 100 Days Challenge. **Special discount was declared for the digital payments of Property Tax.**

Discount for payments through Surat Money Card: Payment through Surat Money Card was given the discount at the rate of 3.5%, 2.5% and 2% in the month of October, November and December on the Property Tax amount.

Discount for payments through other Digital Modes: Payment through other digital mode was given the discount at the rate of 3%, 2% and 1.5% in the month of October, November and December on the Property Tax amount.

### How?

To avail the discount the citizens are required to make payment utilising the online service delivery channels (website or mobile app) or by credit card or debit card at any of the 18 City Civic Centers spread across the city. The discount was made available instantaneously and the payable amount was reduced to the extent of applicable discount considering the month and mode of payment as the payment through Surat Money Card was given higher discount.

### Impact:

Around 32,000 citizens made the payment worth Rs. 19.68 crore and took advantage and availed the digital payment discount offered during the month of September, October and November 2018.



### 3.3.2 NDMC Lucky Draw Contest



#### What?

NDMC launched a Weekly Lucky Draw Contest in the months of November and December 2018 to incentivize and promote electronic transactions among Electricity and Water Consumers.

#### How?

Electricity and Water Consumers who made online payment of their bills were eligible for the lucky Draw. Every week in Nov and Dec 2018, ten computerized randomly picked lucky consumers were selected for the Lucky Draw award. Weekly lucky draw was conducted on 09th, 16th, 23rd & 30th November 2018 and 8th, 15th, 22nd and 29th Dec 2018. Every week 10 Electricity Consumers and 10 Water Consumers were selected in the Weekly Luck Draw.

One Mega Bumper Draw was selected every month through a computerized random lucky draw process. Weekly Lucky winners were awarded with the prize money of Rs. 500/- and that was credited to the winning consumer's subsequent month's bill. The names of the lucky draw winners were displayed on NDMC website and were intimated to the lucky consumers through SMS.







### 3.3.3 Aligarh free dustbins

#### What?

Distribution of free of cost dustbins to citizens making property tax payments online

#### How?

In the last three months Aligarh has shown immense progress in the area of adopting digital payments. With the aim of creating greater awareness, Aligarh started the concept of facilitating free of cost distribution of two dustbins (Green and Blue for source segregation of garbage into dry and wet waste) to the citizens paying their all Municipal taxes/bills by digital payments mode only. This has helped converge and propagate two important missions of Swachh Bharat Mission as well as Digital Payments.

The underlying thought behind giving away these dustbins was to make it a “point of thought/ discussion” among the citizens which also helped in propagating the benefits of digital payments as well as the importance of source segregation. The awards were given at the base location of the citizens in order to create a ripple effect in the neighborhood so that more and more people start making their Municipal Taxes/Bill payments online.







### 3.3.4 Pune Lucky Draw Contest

**What?**

Lucky Draw Contest: A lucky draw contest was held in October 2018 for all the citizen who paid their property tax bills using any of the mentioned digital payment instrument (Card, UPI, net banking etc.). Citizen from different wards also received prizes for adopting the digital payment option.

**How?**

PMC initiated a lucky draw contest to encourage digital payments across 38 citizen facilitation centers which are spread across the city. The motive was to spread awareness among the masses and also help them understand the benefits of using digital platform for paying all their utility bills.

To spread the word across all customer facilitation centres (CFC), PMC designed and printed brochures highlighting the norms, opening and closing date and other relevant details. These brochures were

displayed in English as well as Marathi for ease of citizen understanding. CFC staff also educated the customers about the contest and informed them about the benefits of using cashless payments. Citizen were given lucky draw form slips to fill in with their names, e-mail ids and contact details which were submitted at their respective CFC counters. There were more than 300 lucky draw slips collected from 15 wards across the city.

Later all these lucky draw slips were collected from the respective CFCs and segregated ward wise. From a ballot box 5 random slips from the different wards were picked and the names were announced. Basis the details given, customers were informed over e-mail/calls to collect their prizes from the PMC premise within a stipulated time. Citizens received their gifts on furnishing their details at the enquiry desk of PMC main building. Lucky draw contest had shortlisted **100+ beneficiaries.**



### 3.3.5 Pimpri Chinchwad – Incentives and outreach



#### What?

PCMC gave the citizens incentives for digital payments of taxes:

#### How?

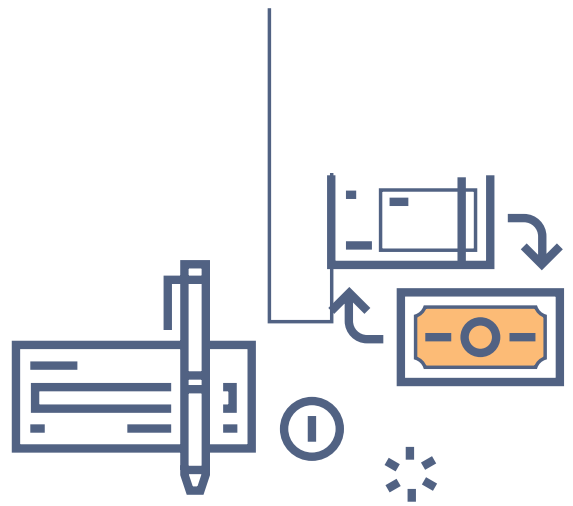
- 5% discount on Basic Property Tax for Digital Payments till June 30
- 2% discount year round on Basic Property Tax for Digital Payments
- No transaction charge is applicable on any debit, credit and net banking transaction
- Discount also available at Counter in case of Card Payments

Communication in the form of advertisements and workshops were conducted:

- Total 18 workshops were conducted on digital payments in which over 8600 citizens participated

- With the help of HDFC bank, PCMC has installed 8 information kiosks at ward offices and YCMH hospital which provided information about benefits of digital payment. Citizens can also view their latest property and water tax bills





### 3.4 Communication and Trust

These case studies show how cities used innovative ways of engaging with the citizens and onboard them on their digital payment mission. These include melas, campaigns, capacity building etc.

**3.4.4 Ludhiana DigiDost Campaign**

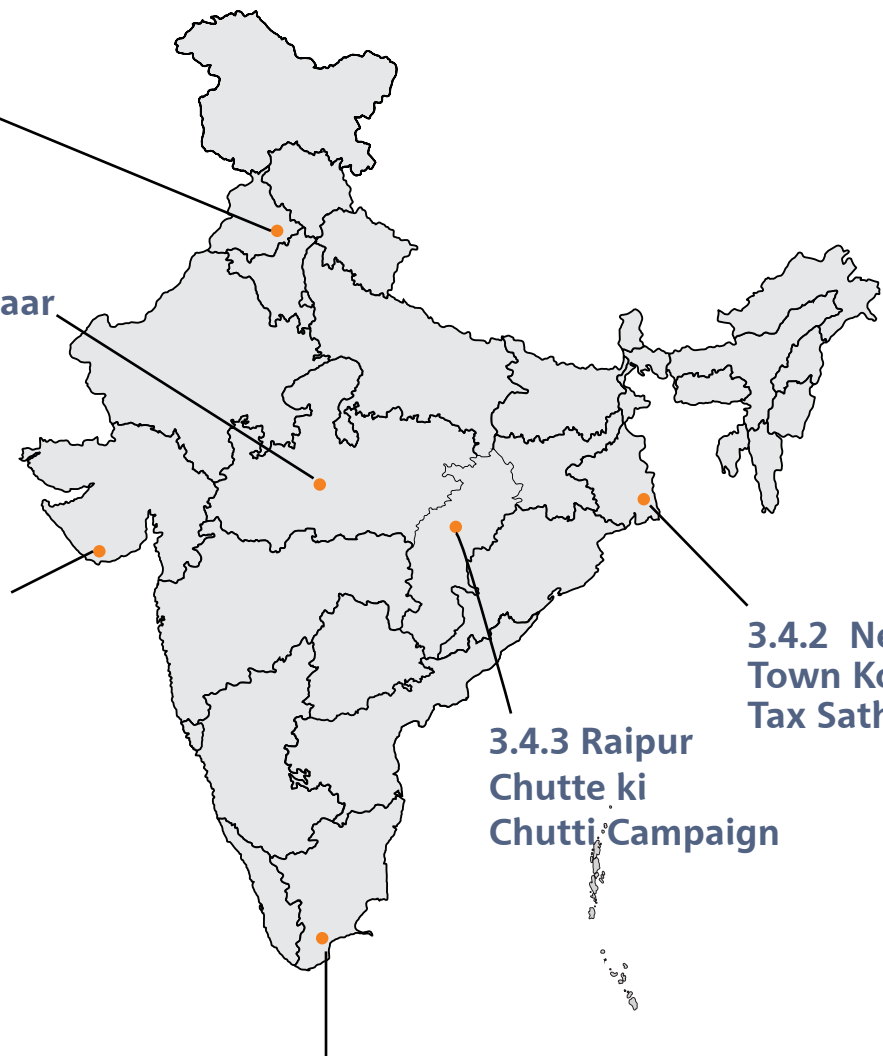
**3.4.5 Bhopal Digital Bank Bazaar**

**3.4.1 Diu Digital Payment Mela**

**3.4.2 New Town Kolkata Tax Sathis**

**3.4.3 Raipur Chutte ki Chutti Campaign**

**3.4.6 Tirunelveli Corporation digital payment mela**





### 3.4.1 Diu Digital Payment Mela



#### What?

As a part of the nationwide Digital India movement and IEC campaign, Digital Payment Mela was organised by Diu Municipal Council on 10th October 2018. Considering the size of city and compact administrative setup, Digital Mela was the apt option to take along all the stakeholders at large on one forum to educate them on digital payments. This platform brought together stakeholders of various Government departments, business enterprises including Hotel Association, Merchants, Trade Union representatives, Banks and citizens as end users. More than 500 people actively participated in the event. The aim of this one day workshop was to bring awareness among the people on digital payments, its advantages as well as its importance, along with handholding support to stakeholders especially digitally illiterates.

#### How?

The representatives of National Payments Corporation of India (NPCI) provided hands-on experience of carrying out digital transaction by

different digital payment methods. Experts answered queries and demonstrated download, installation and use of various digital payment solutions such as Unified Payments Interface (UPI), e-wallets, cards at Point of Sales (PoS), Aadhaar Enabled Payment System (AEPS) and Unstructured Supplementary Service Data (USSD). Participants were guided through a graduated process to carry out a dummy transaction. The speakers clarified doubts of participants and encouraged them to make payments digitally.

The Councilors involved in the Digital Mela had conducted orientation sessions in their respective wards. By choosing representatives from various layers of the society, Diu Municipal Council have achieved multiplier effect in attaining growth in digital payments. Reconciliation of payments has also become easier, considering that offline payments have been entirely abolished. Transaction on digital platform have brought about Citizen Service enhancement as it is hassle free and quick in service.





**Impact:**

Now Diu Municipal Council accepts all its payments through digital channels and has achieved **100% efficiency in making outflow payments**. In the post-program period, digital transactions have become three-fold, which is also an indicator of quick adaptability by citizens. Digital payments drive have brought about overall process changes and result in improving overall accountability, transparency and efficiency thus making it very beneficial to the Council as well as citizens.

## दीव में 10 अक्टूबर को डिजिटल पेमेंट मेला का होगा आयोजन



दीव 01 अक्टूबर। दीव में 10 अक्टूबर को डिजिटल पेमेंट मेला का आयोजन किया जायेगा। दीव म्युनिसिपल काउंसिल हॉल में 10 अक्टूबर को म्युनिसिपल प्रमुख हितेश सोलंकी की अध्यक्षता एवं चीफ ऑफिसर वंदना राव के नेतृत्व में डिजिटल पेमेंट मेला आयोजित होगा। जिसमें दीव की बैंकों द्वारा सभी एसोसिएशनों को डिजिटल लेन-देन करने के बारे में जानकारी दी जायेगी। इस मौके पर अनेक अधिकारियों की भी उपस्थिति रहेगी। इस डिजिटल पेमेंट मेला का लाभ दीव के लोगों को मिलेगा।



## 3.4.2 New Town Kolkata Tax Sathis



### What

NKDA organized the intensive campaign from 2nd April, 18 and continued till 2nd of June 2018. Different campaign modes both online and offline were used for promoting online Self Assessment and online payment of Property Taxes & other services. Face to face interactions were done with the tax payers and citizens to sensitize them how to avail services and pay taxes etc. online, apart from other traditional modes of communication like Advertisements/Fliers etc and social media channels. Also an intensive campaign was carried out via 100 nos of battery operated e-rickshaws, locally called "Totos", which reached all nooks and corners of the city according to a meticulously planned route and timing, each carrying fliers, messages and a Tax Sathi with Laptop and internet connection to facilitate on the spot assessment and payment and also to sensitize all concerned regarding the online services.

### How?

At the initial stages, all the eligible applicants for "Tax Sathi" scheme were given a two days intensive offline and online training regarding the Unit area

Assessment system & the process of online self-assessment and payment of taxes via e-district portal of GoWB. This was followed by a test (both written & practical). Total 109 nos. of candidates were shortlisted for training, out of 41 nos. of candidates achieved a minimum percentile were enrolled as empaneled "Tax Sathis"

These empaneled micro entrepreneurs called the Tax Sathis of NKDA (working wholly on Commission basis) have been visiting both residential & nonresidential complexes. Small numbers of groups comprising both Officials and "Tax Sathis" were formed which visited door to door interacting with both citizen groups and corporate authorities. Also intensive online campaigning was done. This was done to ensure that the message reaches the door-steps of the citizens and the stakeholders.

### Impact:

In a city of 33,000 approx nos of assessment units, till the date of this report **24700 nos. of assessments have been done** and Rs. 29,66,76,869.00 collected as Property taxes within a period of ten months.





### 3.4.3 Raipur Chutte ki Chutti Campaign



#### What?

Raipur introduced a 6 month “Chhutte ki Chhutti” campaign to resolve the issue of change through digital payments. **Small vendors like Sabji wala, rickshaw wala etc. were enabled with Bharat QR under “Chutte ki Chhutti” campaign.**

#### How?

The communication to these people has been planned in three ways:

1. Through Campaigns – The banking partner will be setting up campaigns at the local Sabji Mandis, rickshaw stands, etc.
2. There are a lot of Personality Development workshops being conducted in Raipur city for the rickshaw and auto rickshaw drivers. These workshops will also act as a communication channel

to spread awareness about the Digital Payments and encouraging these people to adopt digital payments as a preferred mode of payment.

3. They will be nominating one local ambassador from the community who will act as a communication agent for them to promote Digital Payments. They will be publishing user stories, hoardings with ambassador’s photo, radio, etc. to spread awareness through their own people

Their banking partner Axis Bank’s team would be conducting various camps in the Sabji mandis, rickshaw stands, etc. across the city explaining and demonstrating the ease in payment made through the Bharat QR code. These Bharat QR codes would be provided free of cost to these small vendors and people would be encourage to adopt the Bharat QR codes as preferred mode of payments.



Raipur is expected to face the following challenges during this campaign and have planned various measures to overcome these as explained below:

- **MDR:** Payment accepted through Bharat QR code will attract 0.3% of MDR which needs to be paid by the vendor to the bank. In this case, vendors need to be educated on the cost and benefits of accepting electronic payments. E.g. Paying 30 paisa for a transaction of Rs. 100 is better than forgoing 2-3 rupee in cases when customers don't have a change (chhutta).
- **GST:** Since vegetables and fruits are exempted under GST law, currently there won't be any concern to the vendors to pay GST. Also, Vendors with overall turnover of 9 lacs in a year are not mandated to register for GST.
- **Fear of losing money in Bank Account:** Since these small vendors would have never used the bank accounts, there would be a hesitation from them when we propose this idea to them. A strong awareness campaign has to be carried out to overcome all their fears related to bank accounts and accepting electronic payments

**Impact:**

Total of Rs. 2.8 Cr was digitally collected out of total collection of Rs. 29.73 Cr (as on 31st Oct 2018)







# 3.4.4 Ludhiana DigiDost Campaign

### What?

In tie up with local banks, DigiDost campaign was launched wherein a person trained in digital methods was placed in each Suvidha Centre. The main work of DigiDost was to motivate people coming to Suvidha Centres to make municipal payments digitally, to guide them in this process and to teach them about the mLudhiana app/website and its functionality. They also taught people about the various modes using which they can make payments digitally.

### How?

- Pledge letters were got signed from people coming to DigiDost desk to make all payments for municipal services in future, through digital means. Information was disseminated to them about the various initiatives being taken by Corporation in this field.
- Attractive brochures were distributed by the DigiDost to people to spread digital literacy among the citizens. These brochures explained the method of using digital platforms in easy steps.
- Feedback was taken from citizens about the whole experience and valuable suggestions were received where further improvements could be made.
- This DigiDost campaign was also extended to Malls and other public places since Ludhiana has a lot of malls and people coming at these places were also made aware about the digital methods and also given the option to pay their taxes digitally at the spot.
- Now the Municipal Corporation has started to send these DigiDost among households (based on the value of taxes collected and using GIS mapping) to motivate the non digital consumers to make transition to digital platform.

### Impact:

Continuous and steady increase in digital collections with **Value of digital collections reaching almost 50% during the period** and catapulting the city to overall 2nd place (1st in its category) in the list of 100 smart cities.



### 3.4.5 Bhopal Digital Bank Bazaar



#### What?

A “Digital Bank Bazaar” was organized at New Market, Bhopal and attended by the nearby Bank Officials, shopkeepers and others to make them aware of multiple options available with the banks for Digital Payment Methods at different purchase locations

#### How?

- Digital Bank Bazaar events were organized wherein both public sector and private sector banks came to represent and promote their digital payment products such as POS Machines, QR code, UPI, etc. This helped the Shopkeepers to compare the rates and own an efficient solution for them.
- This was a One Day Event event included participation from 10 public sector and private sector

Bank officials including SBI, ICICI, UBI, PNB, HDFC etc.

- An awareness campaign was rolled through the following media channels:
- SMS – This communication mode has been used by Banks to intimate all the account holders (customers) and the SPV to intimate the Traders Association to participate in the ‘Digital Bank Bazaar’.
- Promotions/Ads on radio, movie theatres, newspapers and outdoor media (Hoardings, Billboards, flyers, bulk SMS etc.)
- Meetings with Businessmen, Telecom retailers and Stakeholders

#### Impact:

Capacity building and awareness amongst various stakeholders.







### 3.4.6 Tirunelveli – Corporation digital payment mela

**What?**

In Tirunelveli, a Corporation Digital Payment Mela was conducted on 30/10/2018 with Telecom retailers to create awareness about digital payment modes and their benefits.

**How?**

The participants included Corporation Officials, Lead Bankers, NPCI Trainers (National Payment Corporation India Ltd), Telecom Retailers and Telecom Service Providers such as Airtel, Aircel, Vodafone, Rjio, Idea etc. NPCI trainers and various bankers made presentations highlighting the payments modes like UPI, BHIM, RUPAY etc. Live demos were made and mobile app of India Post Payment Bank was downloaded and accounts were opened by many of the participants.

**Impact:**

More than 70 members participated in the mela.



# Conclusion:

The Smart City Digital Payment Awards 2018 '100 days' challenge in 100 Smart Cities' was aimed to encourage Smart Cities to focus on digital payments in their cities to ease the lives of the citizens. We urge cities to continue the momentum gained during the challenge and strengthen their digital payment ecosystem.

The efforts undertaken collectively by cities have led to commendable tangible impact at the national level. There has been an overall increase in

adoption of digital payments, shifting us to a digital way of living.

The practices showcased in this compendium can be replicated as applicable to the cities. Cities need to continue innovating and adopting new methods of promoting digital payments while inspiring each other. In this regard, cities may chalk out their digital payment strategy to arrive at a cohesive plan for achieving the vision of a cashless India.

**7% INCREASE**  
In digital payments  
from 18% to 25%  
(July-Dec 2018)

**19**  
More Cities Onboarded  
on BBPS from 7 to 26

**87 CITIES**  
with City Website or  
Mobile App Collecting  
Tax Payments

**92 CITIES**  
with more than one  
online channel for  
collections

**67 CITIES**  
with PoS Machines  
to collect Payments











