

37. Bangalore One, Government of Karnataka, India



Photo Credit⁸¹

Background

Citizens of Bangalore were faced with inconvenient and uncomfortable conditions when visiting government offices. Long waiting times, limited visit times and dates, little flexibility in payment methods, strict compliance of service provision with citizens' residential locations, and different services available through one government department being provided at different office locations were among the obstacles that made accessing government services more difficult than it needed to be.

To improve governance and service delivery, and in line with comparable initiatives around India, the Government of Karnataka decided to implement a PPP e-governance project named Bangalore One to provide information and government services using the concept of one-stop-shop facilities.

Project Structure

Following a competitive selection process, a consortium consisting of CMS Computers Ltd. and Ram Informatics Ltd. was selected as the implementing partner for the Bangalore One project. The consortium and the Directorate of Electronic Delivery of Citizen Services entered into a service level agreement to ensure the delivery of the project and compliance with established level of service standards.

Following the signing of the agreement, the consortium developed an application software (single application interface for all services) and initially implemented it in 15 citizen service centers in different parts of Bangalore city. The public partner provided furnished centers, information technology hardware, and a data center. At the same time, the participating government departments in the city made their essential data available. The 2,000 ft², uniformly designed

citizen service centers accommodate 15-20 non-government staff offering services from 8 am to 7 pm in two shifts (8:00 - 1:30 pm and 2:00 - 7:00 pm), 365 a year, excluding national holidays, complete with the necessary hardware and networking equipment.

The government departments are not required to make any upfront investment, but they are obliged to pay service charges for services rendered on a transaction basis. The private partner and the directorate receive a share of the transaction charges. The public partner retains responsibility for ensuring service provision to citizens.

Axis Bank is the official financier for the project, using a one-day float. The cash collected at the centers is picked up by the bank at the end of each day (day 1); day 2 is the reconciliation/float period and on day 3 the funds are transferred to the government departments and can be tracked online. Through the one-day float mechanism, the bank bears part of the project's operating expenses.

The objective of Bangalore One is to offer all central, state and local government services through these facilities so that citizens and businesses need only go to government offices for complex requests. Initially, the activities carried out in the service centers were to include: payment of water, electricity and telephone bills; payment of property taxes; filing of grievances; issuing khatha, birth/death certificates; issuing and renewing driver's licenses; booking railway and airline tickets; providing application forms for new passports; and collecting taxes. The project aims, among other things, to increase the productivity of official government offices by handling the most time-consuming and routine activities outside these premises.

BOOT Model. Madhya Pradesh: Bhopal Smart City Co. Ltd, 2016. Accessed August 12, 2019. http://smartcities.gov.in/upload/tender/582d4607ab71fbhopalSmartCity_Part1.pdf;

Chen, Zhuolun, Nikhil Kolsepatil, Sonali Malik, Tejas Shinde, Ashish Verma, Soumya Chaturvedula, Emani Kumar, Benjamin Hickman, Parimite Mohanty, and Lily Riahi. *District Energy in Cities Initiative in India.* Bhopal: District Energy in Cities Initiative, November 2, 2017. Accessed August 12, 2019. <http://www.districtenergyinitiative.org/sites/default/files/Bhopal%20Rapid%20Assessment%20Report%20Version%201.0.pdf>.

⁸¹ Victorgrigas (https://commons.wikimedia.org/wiki/File:Bangalore_guy_on_phone_crossing_street_2_November_2011_-7-3.jpg), „Bangalore guy on phone crossing street 2 November 2011 -7-3“, <https://creativecommons.org/licenses/by-sa/3.0/legalcode>

E-governance access will also be possible through other channels outside the citizen services centers, including electronic kiosks, mobile phones, and online. Citizens and business entities will have the option to pay for the services in cash, online, by card, by cheque or through demand drafts.

Lessons Learned

The Bangalore One project launched in April 2005 with 14 centers offering 13 services. As of March 2016, more than 100 centers were operational, offering more than 100 services with more than 400 counters per shift serving more than two million of citizens every month. The project was replicated in other cities in Karnataka and has expanded beyond the designated service centers. For instance, Bangalore One is now available on minibuses with built-in infrastructure, through mobile applications, and at commercial complexes. The project has won several awards, such as the 2005-06 CSI-Nihilent e-Governance Award for "Best in-service orientation" and CSI Nihilent Award 2012 as "Best project for sustainability."⁸²

The project highlights how municipalities can leverage the private sector strengths, including around innovation and commercial orientation, in the performance of traditional public functions. This project benefited from clearly defined needs and objectives on the part of the public partner, as well as trust and cooperation between the public and private entities involved, which typically reflects an alignment of incentives.

⁸² Nisg. 2013. "Projects: Bangalore One – Integrated Citizen." National Institute for Smart Government. Accessed May 28, 2019. <https://www.nisg.org/project/74>;

APHRDI." Presentation on Bangalore One Project." Three Day Residential Training Program, AP HRDI, Bapatla, January 5, 2017. https://www.aphrdi.ap.gov.in/documents/Trainings@APHRDI/2017/1_jan/Best%20Practices/kumudavalli.pdf.