

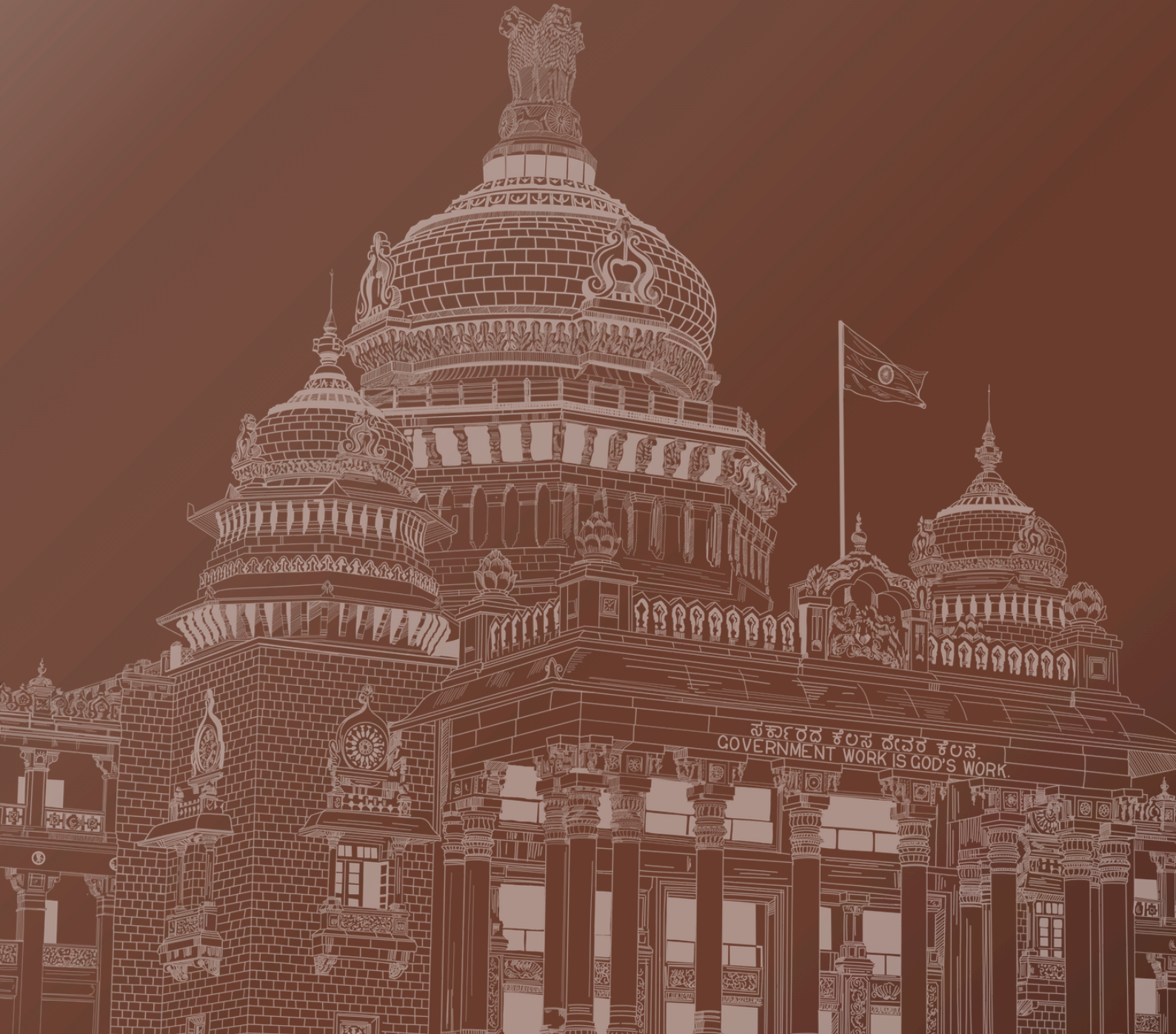


THE/NUDGE

Indian Administrative Fellowship

Karnataka Cohort

Outcome Report (2025-2026)





Foreword



Dr. Shalini Rajneesh, IAS

Hon. Chief Secretary

Government of Karnataka

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ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ
Dr. SHALINI RAJNEESH, I.A.S.,
Chief Secretary



ಕರ್ನಾಟಕ ಸರ್ಕಾರ
Government of Karnataka

Date: 11.08.2026

Message

The Government of Karnataka remains committed to strengthening governance through innovation, collaboration, and citizen-centric solutions. The Indian Administrative Fellowship, implemented in partnership with The/Nudge, reflects this commitment by bringing experienced professionals from diverse sectors into government to support transformational initiatives.

The third cohort of Fellows has worked alongside government departments to address complex challenges, strengthen institutional capacity, and contribute to initiatives across technology, public service delivery, and policy implementation. Their work demonstrates the value of cross-sector collaboration in advancing effective and responsive governance.

This report captures the journey and contributions of the third cohort and stands as a testament to the collective efforts of the Fellows, participating departments, and The/Nudge. I congratulate all those who have contributed to the success of this Fellowship and wish the Fellows every success in their future endeavours.


(Dr. Shalini Rajneesh),
Chief Secretary

Foreword



John Paul

*Executive Director & Chief Program Officer
The/Nudge*

Government of Karnataka's partnership with The/Nudge has been a cornerstone of our efforts to foster systemic governance reforms. This cohort marks the third edition of the Indian Administrative Fellowship (IAF) in the state, building on the successful cohorts run in 2021 and 2023.

The Indian Administrative Fellowship is built on the premise that public-private collaboration, when structured around clear goals and sustained engagement, can meaningfully strengthen state capacity. The Government of Karnataka's administration has consistently demonstrated an openness to innovation and a willingness to collaborate with partners to improve program design and service delivery. This has made it a productive environment for the Fellowship to operate in.

Over the past 18 months, this cohort brought together senior technology and management professionals to work alongside civil servants across key departments of the state government, strengthening systems and processes that affect service delivery and citizen outcomes.

The Fellows worked across the Chief Secretary's Office, and the Departments of Agriculture; Health and Family Welfare; Horticulture; Industries and Commerce; Rural Development and Panchayat Raj; Tourism; and Women and Child Development, contributing to policy design, system strengthening, and public service delivery improvements across these areas.

The outcomes of this cohort are expected to extend well beyond the Fellowship period itself, as the systems strengthened and the working relationships established between government and the private sector continue to inform how programs are run.

We are honoured to have had the opportunity to support three cohorts in Karnataka, and value the partnership with the state government that has made this work possible. We are also grateful to the officials across departments who contributed their time and expertise, and worked with the Fellows to co-create these solutions.

At The/Nudge, we continue to work towards a poverty-free India within our lifetime, and partnerships like this one remain central to that effort.

Foreword



Srichandra Menon

Head, Karnataka Cohort

Indian Administrative Fellowship

The/Nudge

The Indian Administrative Fellowship is founded on the belief that experienced professionals working alongside Government can help build stronger public institutions and better outcomes for citizens, through partnership rather than working outside it.

It has been a privilege to serve as State Lead for the Karnataka KA/25 Cohort and witness the commitment of our Fellows and the openness of Government to collaboration. Over the past year, the cohort worked on projects covering policy, governance frameworks, digital platforms, and data systems, all sharing one purpose: developing practical, sustainable solutions in partnership with Government.

One of the greatest lessons from this journey is that transformation in Government is rarely driven by technology alone. Sustainable change happens when policy, people and technology come together with trust, patience, and, above all, ownership by the institutions carrying the work forward. Fellows were encouraged to focus on underlying problems rather than individual projects, giving equal weight to documentation and clear ownership to ensure the work's long-term continuity.

The Fellowship has also been a profound learning experience for all of us. Fellows learned to navigate complexity, build consensus, and appreciate the realities of public administration, discovering that lasting change comes through listening and collaboration. Government, in turn, showed openness to new perspectives while remaining committed to strengthening governance.

I extend my sincere gratitude to the Government of Karnataka for its trust in the Fellowship, and to the leaders, officers and teams who partnered with us throughout, as well as to my colleagues at The/Nudge, whose dedication enabled this Fellowship's success.

I also acknowledge the Fellows and Associates of the Karnataka KA/25 Cohort. Their professionalism, humility, resilience and commitment to public service have defined this Fellowship. They embraced complexity with curiosity and remained committed to creating value for the institutions they served.

As the Fellowship draws to a close, I hope this report serves as a record of the work undertaken and a resource for key stakeholders. Its success will ultimately be measured not by projects completed, but by how far the ideas and capacities built through this work continue to strengthen public institutions and citizen outcomes.

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Key Milestones

The/Nudge Indian Administrative Fellowship is an 18-month impact fellowship providing a unique platform for socially conscious senior corporate professionals to partner with visionary civil servants to transform public systems with technology-led innovations.

OCT 2020	First MoU signed with the Government of Karnataka
Inaugural Karnataka Cohort (KA/21) launched	JUL 2021
DEC 2022	Graduation of KA/21 Cohort Cohort launched in Punjab (PB/22)
Launch of second Karnataka Cohort (KA/23)	JUL 2023
MAR 2024	Launch of MoSJE/24 (First cohort in partnership with a Central Ministry, Ministry of Social Justice and Empowerment)
Graduation of PB/22 Cohort	JUN 2024
AUG 2024	First MoU signed with the Government of Jharkhand
Graduation of KA/23 Cohort	DEC 2024
FEB 2025	Launch of Jharkhand Cohort (JH/25)
Launch of third Karnataka Cohort (KA/25)	MAR 2025
AUG 2025	Graduation of MoSJE/24 Cohort
Graduation of JH/25 Cohort	JUL 2026
AUG 2026	Graduation of KA/25 Cohort

IAF KA/25 at a Glance



Areas of Focus



**Technology
Solutions**



**Policy
Recommendations**



**Strategic
Advisory**



**Branding &
Marketing Linkages**

Technology Solutions

Anupalana — Chief Secretary's Office	Digital Action Taken Report platform enabling real-time tracking of departmental review meetings, action items and compliance. 100% adoption/completion across 43 departments; 34 meetings, 255 agendas and 875 compliance items tracked, with 706 completed.
Integrated Old Age Homes Portal	Digital platform for registration, renewal, inspection and compliance monitoring, integrated with Seva Sindhu. Covers 259+ old age homes and nearly 3,000 senior citizens.
PwD Budget & Benefits Monitoring	Solution to monitor the 5% PwD budget allocation and spending, with a centralised beneficiary repository and automated checks to prevent duplicate claims. Phase 1 launched; four departments onboarded in Phase 2.
WCD Integrated MIS Dashboard	Unified reporting platform consolidating welfare-scheme data across Women & Child Development entities; 7 departmental schemes initially onboarded.
AI-Based Discovery & Mentoring Platform	Connects rescued women and PwDs to government schemes, skilling institutions, mentors, employers, NGOs and CSR partners. Piloted with 8 NGOs and 6 One Stop Centres, with an estimated statewide reach of 2.5 lakh beneficiaries.
State-Level Project Monitoring Platform	GIS-based platform, modelled on GoI platforms including PM GatiShakti and PRAGATI, to strengthen infrastructure planning, monitoring and inter-departmental coordination.
BharatVistaar — Agriculture DPI	AI-enabled platform integrating farmer ID, government schemes and market data, with a Kannada voice-bot interface for non-English-literate farmers.
Online Monitoring of Farms & Nurseries / Parks & Gardens	MIS covering 415 farms and nurseries, with a Power BI dashboard and a prototype digital plant wealth catalogue.

Policy Recommendations

Karnataka State Drug Management Policy	Developed 25+ policy documents, SOPs and templates covering inventory, quality assurance, drug procurement, vendor management, grievance redressal, blacklisting, whistleblower mechanisms and fleet management.
Warehouse Quality Assurance Framework	Created a state-level framework with warehouse scorecards, inspection templates and governance indicators aligned with NQAS and Kayakalp principles.
e-Aushada & e-Upakaran	Developed functional requirements for procurement tracking, smart indenting and data-driven decision-making.
Emergency Procurement Optimisation	Recommended integration of Amrut Pharmacy and Jan Aushadhi inventory networks to strengthen emergency procurement.
DPDP & Health Data Governance	Developed a DPDP Act compliance SOP and broader recommendations on health-data governance, secure data exchange and ethical data sharing.

Branding & Market Linkages

ITF Buyer-Seller Pilot	Brokered an e-commerce/export pilot with Walmart Vrutti, Flipkart and Walmart Cross-Border Trade; 120 sellers onboarded, ~₹5 lakh in transactions, and credit/logistics partnerships scoped against a ₹53 crore LOI book.
FPO Branding & Marketing	Connected FPOs with branding, packaging and training partners, including Brimbus, SpectalPak and the Indian Institute of Packaging.
Value Chain & GI Branding:	Built market linkages for FPO-grown moringa, Karnataka GI crops and a branded-coffee value chain.
Inter-State Trade Facilitation	Connected 11 FPOs with corporate buyers including ITC, Orkla and BigBasket, as well as credit providers, to address upfront-payment barriers.

Strategic Advisory

Water & Sanitation Centre of Excellence	Supported development of the implementation strategy, knowledge-management framework and innovation ecosystem for a proposed state-level CoE.
Karnataka State MSME Portal	Reviewed business requirements and technical architecture, prepared resource and cost estimates, strengthened procurement and supported bidder responses.
SMECONNECT	Assessed the existing solution, developed enhanced requirements and recommended an operating framework for long-term sustainability.
Karnataka Udyog Mitra	Identified technical and security risks across key IT systems and recommended improvements to software engineering and governance practices.
Upskilling Tour Guides in Karnataka	Designed the tourist-guide learning and upskilling framework; assessed AI-based itinerary planning and behaviour-change initiatives for frontline tourism stakeholders.
Leveraging data for citizen good	Supported strategic coordination across the Department of Health & Family Welfare, CeG, CDPG, IISc and the Department of Planning.
CSG Re-positioning & Go-to-Market Strategy	Assessed institutional strengths, market opportunities and operating model; developed a three-ring go-to-market strategy, product-led operating model and implementation roadmap.
KRSRAC Geospatial Data Monetisation Strategy	Developed sector use cases, monetisation strategy, governance and licensing framework and phased implementation roadmap to identify sustainable revenue opportunities.

Department Overview

Chief Secretary's Office

The Chief Secretary's Office is the apex administrative body of the Karnataka government, headed by the Chief Secretary, the senior-most civil servant in the state. It coordinates policy implementation across all departments, ensures effective governance, oversees inter-departmental coordination, and acts as the primary link between the political executive and the bureaucracy, ensuring smooth functioning of the state administration.

Department of Agriculture

The Department of Agriculture works to enhance agricultural productivity and farmer welfare across Karnataka. It implements schemes related to crop production, soil health, irrigation support, seed distribution, and modern farming techniques. The department also provides subsidies, insurance, and advisory services to farmers, aiming to ensure food security, sustainable farming practices, and improved rural livelihoods statewide.

Department of Horticulture

The Department of Horticulture promotes the cultivation of fruits, vegetables, flowers, spices, and plantation crops in Karnataka. It supports farmers through technical guidance, subsidies, nursery development, and post-harvest management. The department focuses on boosting horticultural productivity, encouraging organic farming, expanding export potential, and improving farmer income through diversification into high-value horticultural crops.

Department of Health and Family Welfare

This department is responsible for public health infrastructure, disease prevention, maternal and child healthcare, and family welfare programs across Karnataka. It manages hospitals, primary health centres, immunization drives, and health insurance schemes like Ayushman Bharat-Arogya Karnataka. The department aims to ensure accessible, affordable, and quality healthcare services to all citizens.

Department Overview

Department of Industries and Commerce

The Department of Industries and Commerce drives industrial growth and investment promotion in Karnataka. It facilitates ease of doing business, offers incentives to entrepreneurs, supports MSMEs and large industries, and formulates industrial policies. The department also oversees infrastructure development in industrial areas and promotes the state as a leading investment and manufacturing destination.

Department of Rural Development and Panchayat Raj

This department strengthens rural governance and grassroots development through Panchayati Raj institutions. It implements schemes for rural infrastructure, employment generation (like MGNREGA), sanitation, drinking water, and poverty alleviation. The department empowers Gram Panchayats, Taluk Panchayats, and Zilla Panchayats to ensure decentralized planning and inclusive rural development across Karnataka.

Department of Tourism

The Department of Tourism promotes Karnataka's rich cultural heritage, wildlife, and natural attractions to boost tourism-driven economic growth. It develops tourist infrastructure, markets destinations, supports heritage conservation, and encourages eco-tourism and adventure tourism. The department also collaborates with private stakeholders to enhance visitor experience and generate employment opportunities.

Department of Women and Child Development Empowerment of Differently Abled and Senior Citizens

This department oversees the welfare and empowerment of women, children, differently abled persons, and senior citizens in Karnataka. It implements nutrition and childcare schemes, women's safety and self-help group initiatives, disability welfare programs, assistive aids, pensions, and old-age care services, working toward inclusive social protection and dignity for all vulnerable and marginalized groups.

Fellow Profiles



Anil Nerale

26+ yrs of leadership experience across sectors Corporate, Social & Government | 3X Entrepreneur in CyberTech, MarTech and FinTech domains | Ex-IBM, Infosys, Cisco, Ekstep and Gol Aadhaar IEC UIDAI

**MBA (IIM Bangalore) |
B.E. (UVCE, Bangalore)**



Anil Rao

33+ yrs of experience in I.T. Services, Product Engineering, and Enterprises | Ex Senior VP & CIO, Sun Pharma | Ex Senior VP Mindtree | Ex- Wipro

**MBA (University of Mysore) |
B.E. (SJCE, University of Mysore)**



Monappa Nalyanda

24+ yrs of experience in driving brand visibility and business growth across e-commerce, fintech, & tech platforms | Ex- CMO Financial Services Tata Digital | Ex- Head of Marketing & Insights Amazon Pay

**MBA (IIM Bangalore) |
B.Sc (Agriculture)**



Shrinath Honnavalli

25+ yrs of experience in Product Strategy, Technology Leadership, Agile project management & Vendor management | Co-Founder & CEO Trawello Healthcare | Ex- HP Enterprise, Cisco

**MS Comp Sc (Texas A&M) |
B.E. Comp Sc (NIT Trichy)**

Team Profiles



Srichandra Menon

Srichandra Menon brings over twenty-four years of professional experience across the corporate and development sectors, combining strategic leadership, operational excellence, and a deep commitment to public service. Throughout his career, he has worked at the intersection of governance, digital transformation, and institutional strengthening, enabling organisations and public systems to deliver meaningful impact. As State Lead for the Indian Administrative Fellowship in Karnataka, he provides strategic direction to the fellowship, mentors Fellows, and works closely with government departments to strengthen public institutions and improve service delivery.



Apoorva Srinivas

Apoorva is a graduate of the National Law School of India University (NLSIU) with a strong foundation in public policy and social sector leadership. Her expertise spans public policy consulting, regulatory and governance frameworks, and cross-sectoral stakeholder engagement, with a focus on translating policy objectives into effective on-ground implementation. She has worked closely with government departments and institutional partners to strengthen coordination across stakeholders, streamline systems and processes, and enable more effective public service delivery. Her work reflects a strong ability to liaise across government and non-government actors to build consensus and drive institutional strengthening at scale.



Naseem Banu Z

Naseem is a Christ University alumna and certified Project and AI Product Manager with a background in commerce, product management, and Agile methodologies. Her core strengths include product strategy, Agile delivery, stakeholder management, digital systems design, and translating complex operational needs into scalable technology solutions. She played a key role in advancing the Farms and Nurseries project with the Department of Horticulture (Government of Karnataka), driving system enhancements and state-level execution to strengthen operational efficiency and digital adoption.

Team Profiles



Pratiksha Rai

Pratiksha Rai is a certified Project Management Professional (PMP®) with over a decade of experience at the intersection of government, social impact, and the non-profit sector. She has worked closely with multiple Central Ministries and State Governments to support policy implementation and strengthen public systems. She holds a Master's degree in Social Work (MSW) and a Certificate in Public Policy & Management from IIM Nagpur. Her expertise spans program management, government partnerships, capacity building, and leadership development.



Saba Ahmed

Saba is a research and MEL professional with eight years of experience specializing in end-to-end project execution, impact evaluation, and grant management. She has managed cross-functional teams across direct implementation programs, social enterprises, and GovTech initiatives. Her sectoral expertise spans livelihoods and the informal economy. She is an alumna of Delhi University and Dr. B.R. Ambedkar University Delhi (AUD) and she currently leads product and impact assessment at IAF.



Vibhuti Kumar

Vibhuti Kumar Rai is a development professional with over eight years of experience working closely with government departments to support programme implementation, drive digital transformation, and strengthen institutional capacity for improved public service delivery. His expertise spans programme management, government partnerships, digital transformation, and technology-enabled governance. He holds a Master's degree in Livelihoods & Social Entrepreneurship from the Tata Institute of Social Sciences (TISS), Mumbai.



Projects & Outcomes

Anil Kumar Nerale

Fellow Associate: Vibhuti Kumar



Chief Secretary's Office

Department of Women and Child
Development Empowerment of
Differently Abled and Senior Citizens

Across these engagements, the work centred on three themes: Accountability and monitoring systems, Platform and strategy design, and AI and data driven decision support for strengthening technology enabled governance and citizen centric service delivery.

Chief Secretary's Office projects:

- Anupalana: Establishing a Robust Monitoring and Tracking Mechanism for Action Taken Reports (ATRs) on Meeting Proceedings of Department Heads and DC/CEOs
- Work Allocation and Optimization Study of Staff at the Chief Secretary's Office (CSO)
- Developing a State Level Platform on the Lines of GoI PM GatiShakti/Pragati/PMG
- CSG Repositioning and Go to Market Strategy
- KRSRAC Geo Spatial Data Monetization Strategy
- Court Case Management System (CCMS) Usability and Operational Efficiency Improvement
- Creation and Enhancement of the CM Dashboard with Reports and Data from the Recently Concluded DC/CEO Meeting

Women and Child Development projects:

- AI Enabled Digital Discovery and Mentoring Platform
- Integrated MIS Dashboard Across All WCD Schemes
- Integrated System for Registration and Renewal of Old Age Homes
- Solution to Monitor 5% PwD Budget Allocation and Utilization Across Departments and Eliminate Duplicate Claims for Aids and Appliances
- Developing Use Cases for AI/ML Based Decision Support System for WCD through CeG
- Cybersecurity Awareness Campaign for Senior Citizens in Karnataka

Anupalana: Developed a Robust Monitoring & Tracking Mechanism for Action Taken Reports (ATRs) on Meeting Proceedings of Department Heads and DC/CEOs

The Context

The Chief Secretary's Office, Government of Karnataka, holds periodic review meetings with heads of departments, District Commissioners/CEOs, and Boards/Corporations to monitor key projects and programmes. Action points arising from these meetings are assigned to concerned departments and district administrations, which are required to submit Action Taken Reports on progress. Given the high volume of meetings, proceedings and action points were being tracked on a Google Sheet, which could not capture all meetings and lacked an effective mechanism to monitor departmental follow up, requiring continuous manual coordination by the office.

The Solution

Anupalana is a digital tracking and monitoring mechanism for meeting proceedings and Action Taken Reports arising from meetings held by the Chief Secretary's Office. It captures proceedings through voice-based, multilingual input, generates system-based records, and assigns action points to departments and district administrations with defined deadlines. The portal enables structured, time-bound submission of ATRs and gives the CS office a consolidated, real-time view of project status, pendency, and ageing of outstanding items. It was developed in partnership with the Web Portals team at the Centre for e-Governance, based on requirements finalised with the CS office and the Department of Personnel and Administrative Reforms, moving the office from a manual, spreadsheet-based process to a dedicated digital platform.



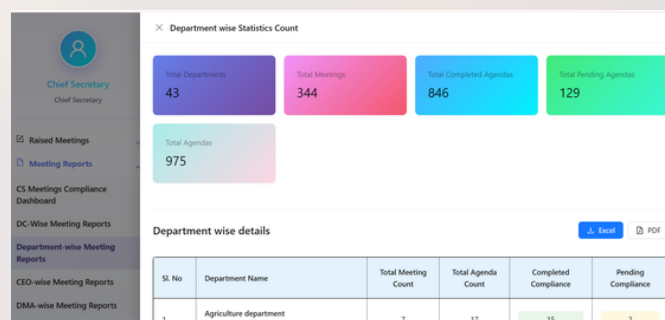
Anupalana Portal - Overall View of the Dashboard.

Key Activities & Fellow Contribution

-  Led stakeholder consultations with the Chief Secretary's Office to define the problem statement and finalise requirements, and coordinated with the Centre for eGovernance's Web Portals team through the design and development process.
-  Organised weekly review meetings to track development progress, and presented system demonstrations to Secretary DPAR (AR), OSD to CSO, and other key stakeholders, incorporating their feedback into the solution.
-  Facilitated soft launch and testing of the system, obtained approval for production hosting on the state data centre, and coordinated collection of department and official details for credential creation.
-  Led training of nodal officers across 42 departments on use of the portal, and followed up with the Web Portals team on resolution of bugs and technical issues after launch.

Way Forward

The system has been handed over to the Chief Secretary's Office for ongoing use, with nodal officers trained across 42 departments and a group set up for coordination. Onboarding of the Health and Family Welfare Department has been initiated for adoption of Anupalana in internal departmental meetings.



Anupalana Portal - Department wise Statistics view



Department Secretaries Monitoring & Compliance view

Work Allocation and Optimization Study of Staff at the Chief Secretary's Office (CSO)

The Context

The Chief Secretary's Office, Government of Karnataka, comprises Secretaries, Section Officers, Personal Assistants, and Group D staff handling Tapal and correspondence, citizen grievances, meeting proceedings, ATR tracking, and RTI and court matters. Multiple individuals often handled the same kind of work, causing duplication and underutilisation of resources. Despite an existing work roster with defined allocations, the office lacked data-based insight into actual work distribution, performance, time spent per task, or peak workloads.

The Solution

The project involved a primary survey of Chief Secretary's Office personnel through personal interviews, to build a data-based understanding of work performed and identify opportunities to reduce duplication and improve allocation. A structured 10-point questionnaire captured key responsibilities, time spent per task, ad hoc work, seasonal variation, tools used, targets and backlog, skill gaps, and role overlap. Responses were analysed to map current workflow, identify structural gaps across Organisation, Process, and Competency domains, and develop a staff re-allocation framework with recommendations on digital tools, staff realignment, capacity building, and performance monitoring. The diagnostic report was submitted to OSD to CSO for review; implementation rests with the CS office.

Key Activities & Fellow Contribution

-  Led stakeholder consultations with OSD to CSO to define the problem statement and secure sign-off on the project scope.
-  Designed a 10-point personal interview questionnaire and obtained OSD's review and sign-off before conducting interviews.
-  Conducted personal interviews with CS office personnel, including a second round to address gaps in initial responses.
-  Drafted the diagnostic report, including workflow mapping, identification of 12 structural gaps, and a staff re-allocation framework with recommendations, and presented it to OSD to CSO for review.

Way Forward

The diagnostic report, including its staff re-allocation framework and recommendations on digital tools, staff realignment, capacity building, and performance monitoring, has been submitted to the OSD to CSO. Implementation, including the weekly work log tracker and quarterly capacity building programme, rests with the Chief Secretary's Office.

Develop a state level platform on the lines of Gol PM GatiShakti/Pragati/PMG

The Context

Infrastructure projects in Karnataka require coordination among multiple departments and agencies, but existing systems operate in silos, limiting end-to-end visibility of project progress, inter-departmental dependencies, and bottlenecks. While the Government of India has established platforms such as PM GatiShakti, PRAGATI, and the Project Monitoring Group to support integrated planning and monitoring, Karnataka required a state-level solution aligned with its own governance structure and operational requirements for infrastructure project planning, monitoring, and issue resolution.

The Solution

The project involved implementing a State PMG Platform for the Government of Karnataka, integrating core capabilities of the Government of India's PM GatiShakti, PRAGATI, and Project Monitoring Group platforms into a unified digital solution. The platform is designed to enable integrated infrastructure planning using GIS data from KRSAC, facilitate monitoring of priority projects, support inter-departmental collaboration, and provide structured workflows for identifying and resolving implementation bottlenecks. It also includes an interface for collecting and validating project information from departments and the CMS before transfer to the State PMG system. During the fellowship, detailed studies of Gol platforms, requirement gathering, gap analysis, and preparation of Business, Functional, and Technical Requirement Specifications were undertaken to define the state-specific solution and support its phased implementation.



A glimpse from field visit for conducting Gap analysis and As-Is study in Hubli-Dharwad

Key Activities & Fellow Contribution

- Conducted functional and technical study of PM GatiShakti, PRAGATI, and PMG platforms, and led requirement gathering with the Chief Secretary's Office to define the scope of the State PMG platform.
- Supported preparation of Business and Functional Requirement Specification documents, and coordinated with CeG, KRSAC, and DPIIT to align platform architecture, data integration, and implementation planning.
- Designed and recommended an interface web application for departmental data collection and validation, and guided GAP analysis between the State Pragathi system and the Central PMG platform.
- Facilitated coordination for initial data onboarding, rollout planning, and capacity-building activities to support adoption of the proposed platform.

Way Forward

The next phase includes completion of platform integration with departmental systems, statewide rollout, user training, and operationalisation of monitoring workflows. KRSAC will lead technical development and maintenance, with continued collaboration with DPIIT for alignment with the Central PMG ecosystem, while the Chief Secretary's Office provides ongoing strategic oversight.



Visit to do feasibility study for AI discovery and mentoring platform, Hubli-Dharwad

AI-enabled Digital Discovery and Mentoring Platform

The Context

Rescued women from cases of domestic violence, child marriage, abuse and Persons with Disabilities across Karnataka's government institutions, One Stop Centres, and Shakti Kendras lacked a unified platform for personalized career, social reintegration, and livelihood guidance. Mission Vatsalya guidelines require structured state support for children exiting Child Care Institutions at 18, covering education, skilling, and placement. Existing manual, one-size-fits-all processes could not adequately meet the individual needs of these vulnerable groups, necessitating a personalized, technology-enabled approach integrated with government schemes, skilling providers, and support agencies.

The Solution

The project involved conceptualising and developing an AI-based Discovery and Mentoring platform providing personalised mentoring, opportunity discovery, and livelihood support for rescued women, Persons with Disabilities, and children in need of care and protection. The platform connects beneficiaries with government schemes, mentors, educational institutions, skilling providers, employers, NGOs, and CSR partners through a single ecosystem, using AI to suggest personalised learning, employment, and financial support pathways. Key modules include Beneficiary Opportunity Mapping, Donor and NGO Engagement, Learning and Certification, and Corporate and Internship Engagement, supporting a five-phase beneficiary journey from screening and group allocation to custom training, mentorship, and transition support. The platform is designed to be multilingual and accessible, with digital credentials linked to Aadhaar/UDID.



AI Discovery and Mentoring Platform pilot rollout session

Key Activities & Fellow Contribution

-  Led field visits and stakeholder consultations across 18 facilities in 5 districts (Bengaluru, Tumkuru, Mysuru, Belagavi, Dharwad-Hubli), engaging DCPOs, counsellors, and NGOs to conduct an As-Is assessment and GAP analysis.
-  Created the Concept Note, Conducted Survey and prepared the As-Is and GAP Analysis report, Drafted the Functional Modules and Technical Architecture Overview, Solution Design and Project Plan documents and submitted to the Centre for eGovernance, outlining solution architecture, milestones, timelines, and budget estimates for departmental approval.
-  Created the prototype and presented demonstrations to WCD Secretary and Directors, Secretary DPAR (AR), and the Chief Secretary, securing approval to proceed to pilot stage.
-  Designed and developed the pre-production pilot platform and pilot Implementation Proposal and Plan and led its roll out at a Shakti Sadanas in Bengaluru Urban, covering beneficiary onboarding, staff training, AI-based mentoring, and monitoring dashboards.

Way Forward

The one-month pilot at Shakti Sadanas and OSC One stop centers for women in Bengaluru Urban is underway to validate operational workflows, usability, and AI-assisted mentoring. Findings will inform a phased statewide rollout, supported by a Project Management Unit, CSR partnerships, and CeG as technical implementation partner, with ownership continuing under the Department of Women and Child Development.



Training Session during Pilot rollout and capacity building of NGOs, Shakti Kendras & OSC counsellors

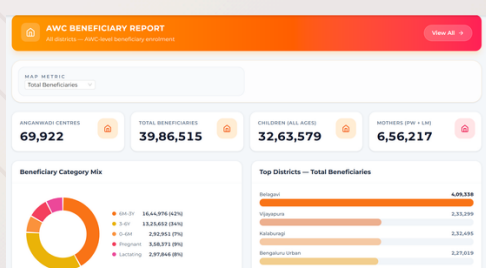
Integrated MIS Dashboard across all WCD Schemes

The Context

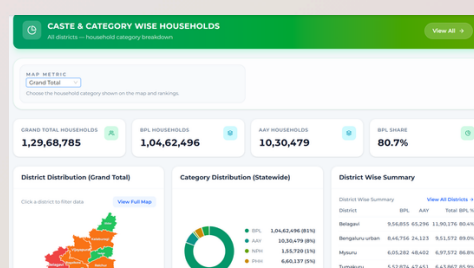
The Women & Child Development Department manages multiple welfare schemes through independent applications and databases across its directorates. The absence of a unified Management Information System limited the department's ability to obtain a consolidated view of programme performance, monitor beneficiaries across schemes, and support evidence-based decision-making. Departmental leadership, programme managers and field administrators had to compile data manually from multiple sources for reviews and planning, restricting the department's ability to identify service gaps and analyse programme performance across directorates.

The Solution

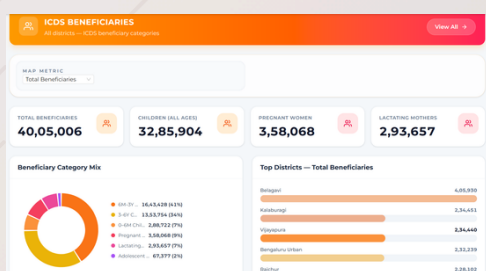
The project involved developing an Integrated Management Information System that consolidates scheme-level information from across the Women & Child Development Department into a unified dashboard for monitoring, reporting and decision support. The solution integrates key programme data from multiple directorates into a single platform, enabling senior leadership to access real-time information through customised dashboards and reports. It includes a standardised reporting framework, scheme-wise dashboards with drill-down analytics, custom report generation, and an API-driven approach for periodic data integration from existing departmental applications. A governance mechanism was also established through designated nodal officers responsible for data validation and periodic updates, with the platform designed to scale for additional schemes in future.



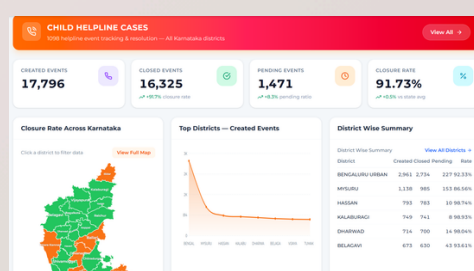
MIS - Angwadi beneficiaries report view



MIS - Category wise house hold distribution



MIS - ICDS beneficiaries with Category mix



MIS- Child Helpline Cases Overview

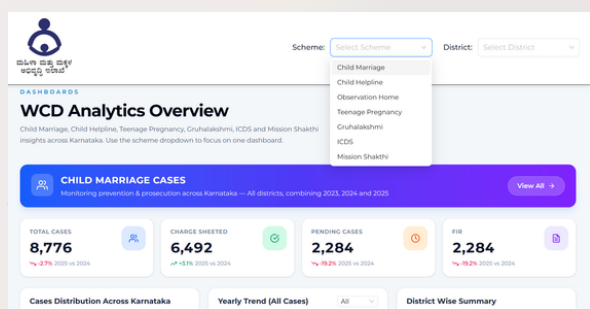
Department of Women and Child Development Empowerment of Differently Abled and Senior Citizens

Key Activities & Fellow Contribution

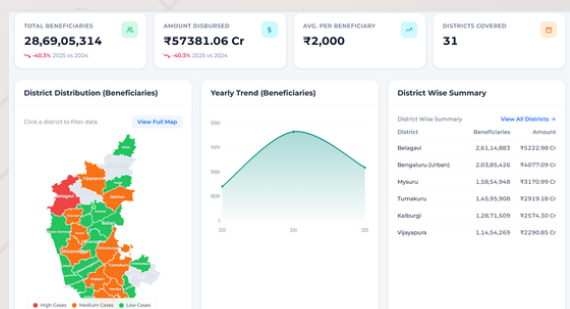
-  Led end-to-end requirement gathering across the Directorate of Women and Child Development, ICPS, Directorate of Empowerment of Disability and Senior Citizens, and Karnataka Women Development Corporation, reviewing existing applications and reporting structures.
-  Designed the functional framework, identified key performance indicators, and drafted the functional requirement document and dashboard specifications, incorporating feedback from the Secretary and departmental leadership.
-  Coordinated with the Centre for e-Governance Web Portal Team through the design and development lifecycle, presenting dashboard concepts and progress to departmental leadership.
-  Facilitated nomination of nodal officers across directorates, coordinated data validation and prototype refinement, and monitored milestones through to final demonstration and rollout.

Way Forward

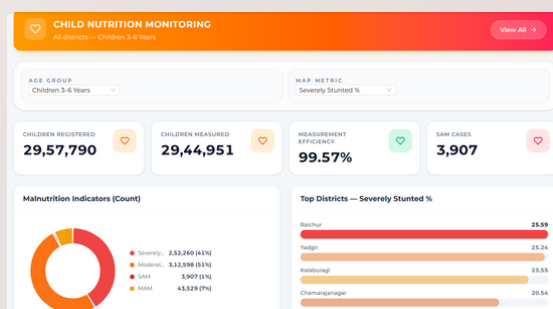
Following departmental approval, the Integrated MIS will be handed over to the Women & Child Development Department for operational use, with the CeG Web Portal Team providing technical support. Seven schemes are currently onboarded, with additional departmental schemes to be integrated in future phases based on requirements.



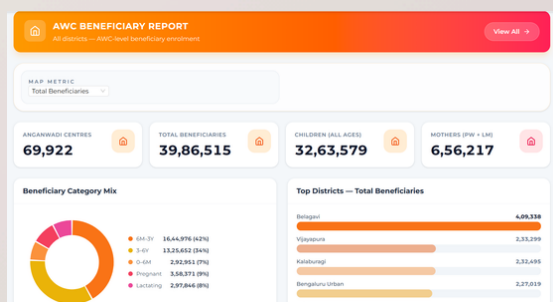
MIS- Child Marriage Cases Overview



MIS- Gruhlaxmi Scheme View with key indicators



MIS- Child Nutrition overview of Karnataka



One stop Centers capacity overall view

Integrated system for Registration and Renewal of Old-age homes and shelters in State in compliance with GoI Minimum Standard Guidelines

The Context

The Department regulates senior citizen homes across Karnataka to ensure quality care, safety and adherence to prescribed standards. While registration was facilitated through Seva Sindhu, the existing system was limited to NGO-level registration and lacked a dedicated mechanism for registration, renewal, compliance monitoring, or standardized assessment of individual homes against Government of India Minimum Standards Guidelines. This resulted in fragmented processes, limited monitoring, and reduced visibility into the operational status and compliance of institutions, affecting regulatory oversight, service delivery, and data-driven decision-making.

The Solution

The project developed an integrated digital portal for the registration and renewal of Government, NGO, and Private Senior Citizen Homes in Karnataka, in accordance with Government of India Minimum Standards Guidelines. The portal digitizes the complete lifecycle of registration, renewal, document verification, inspections, compliance assessment, and approvals through a standardized workflow integrated with Seva Sindhu. Institutions can submit online applications, self-declare compliance against prescribed standards, upload supporting documents, and track application status, while departmental officials get structured workflows for scrutiny, inspections, approvals, renewals, and ongoing compliance monitoring through a centralized dashboard. The solution also includes geo-tagging, facility classification, a configurable compliance checklist, and role-based access for all stakeholders, improving transparency and operational efficiency.



Field visit to an old age home- Madhugiri Taluk, Tumkuru

Department of Women and Child Development Empowerment of Differently Aabled and Senior Citizens

Menu

- Manage Profile
- Apply for services
- View all available services
- View Status of Application
- Messages & Alerts

Themes

Language

Harish Ravindra Kaddimani

Language

Department for the Empowerment of Differently Aabled and Senior Citizens

ವಿಶಲಬೇತನರ ಹಾಗೂ ಹಿರಿಯ ನಾಗರಿಕರ ಸಬಲೀಕರಣ ಇಲಾಖೆ

Application Form for Registration of NGOs who work for welfare of Old age home for Senior Citizens

ಹಿರಿಯ ನಾಗರಿಕರ ವೃದ್ಧಾಶ್ರಮದ ಕಲ್ಯಾಣಕ್ಕಾಗಿ ಕೆಲಸ ಮಾಡುವ ಸರ್ಕಾರೇತರ ಸಂಸ್ಥೆಗಳ ನೋಂದಣಿಗೆ ಅರ್ಜಿ ನಮೂನೆ

Applicant's Details / ಅರ್ಜಿದಾರರ ವಿವರಗಳು

Applicant's Name (Head of the NGO/ಅರ್ಜಿದಾರರ ಹೆಸರು/ಸಂಸ್ಥೆಯ ಮುಖ್ಯಸ್ಥರು)

Harish Ravindra Kaddimani

Date of Birth/ಹುಟ್ಟಿದ ದಿನಾಂಕ

03-12-1993

Father's Name/ತಂದೆಯ ಹೆಸರು

S/O: Ravindra Kaddimani

Mobile Contact Number (Landline) / ದೂರವಾರ್ತೆ ಸಂಖ್ಯೆ

Inspection of Basic Facilities / ಮೂಲಸೌಕರ್ಯದ ಗೌರವ್ಯಗಳ ತಿರಾಟ

1. Location

1. Physical Accessibility — Not in Isolated/Remote Area / ಭೌತಿಕ ಪ್ರವೇಶ — ದೂರದೃಷ್ಟಿ ಸ್ಥಳದಲ್ಲಿ ಇಲ್ಲ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

2. Geo-tagging of Facility / ಸ್ಥಳದ ಗುರುತಿಸುವಿಕೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

3. Name, Address & Scheme Displayed Prominently / ಹೆಸರು ಮತ್ತು ವಿಳಾಸ ಪ್ರಮುಖವಾಗಿ ಪ್ರದರ್ಶಿತವಾಗಿರುತ್ತದೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

4. Nature of Facility Clearly Stated / ಸ್ಥಳದ ಸ್ವಭಾವ ಸ್ಪಷ್ಟವಾಗಿ ಹೇಳಲ್ಪಟ್ಟಿದೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

5. Land Complies with Floor Area Ratio (FAR) / ನೆಲ ವಿಸ್ತೀರ್ಣ ಅನುಪಾತ (FAR) ಅನುಸರಿಸಿದೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

2. Infrastructure & Facilities / ಮೂಲಸೌಕರ್ಯ ಮತ್ತು ಸೌಕರ್ಯಗಳು

1. Handrails Along Walls on Both Sides of Corridors & Stairs / ಕಾರಿಡಾರ್ ಮತ್ತು ಮೆಟ್ಟಿಲುಗಳ ಎರಡೂ ಬದಿ ಹ್ಯಾಂಡರೇಲ್

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

2. Contrasting Strips on Step Edges & Equal Step Heights / ಮೆಟ್ಟಿಲು ಅಂಚಿನಲ್ಲಿ ಪ್ರತಿಭಿನ್ನ ಪಟ್ಟಿ ಮತ್ತು ಸಮಾನ ಎತ್ತರ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

3. Human Resource / ಮಾನವ ಸಂಪನ್ಮೂಲ

1. Caregiver Qualifications — Certified, Graduate Supervisors / ಆರೈಕೆದಾರರ ಅರ್ಹತೆ — ಪ್ರಮಾಣೀಕೃತ, ಪದವೀಧರ ಮೇಲ್ವಿಚಾರಕರು

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

2. Police Verification & Medical Check-up Before Hiring / ನೇಮಕಕ್ಕೆ ಮೊದಲು ಪೊಲೀಸ್ ಪರಿಶೀಲನೆ ಮತ್ತು ಆರೋಗ್ಯ ತಪಾಸಣೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

3. Staff-to-Resident Ratio Maintained, No Vacancies / ನಿವಾಸಿ-ಸಿಬ್ಬಂದಿ ಅನುಪಾತ ಕಾಯ್ದಿರಿಸಲ್ಪಟ್ಟಿದೆ, ಸ್ಥಾನಾವಳಿಗಳು

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

4. Record Keeper — Staff, Resident & Legal Documents / ದಾಖಲೆ ರಕ್ಷಣೆ — ಸಿಬ್ಬಂದಿ, ನಿವಾಸಿ ಮತ್ತು ಕಾನೂನು ದಾಖಲೆಗಳು

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

5. Supplementary Staff — Dietician, Yoga/Physiotherapist / ಪೂರಕ ಸಿಬ್ಬಂದಿ — ಆಹಾರ ತಜ್ಞ, ಯೋಗ/ಫಿಸಿಯೋಥರಪಿಸ್ಟ್

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

6. Health & Safety of Staff — PPE, Immunisation / ಸಿಬ್ಬಂದಿ ಆರೋಗ್ಯ ಮತ್ತು ಸುರಕ್ಷತೆ — PPE, ಲಸಿಕೆ ಕಾಯ್ದುಕೊಳ್ಳುವುದು

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

7. Dress Code — Uniforms & Identity Badges for All Staff / ಎಲ್ಲಾ ಸಿಬ್ಬಂದಿಗೆ ಸಮಸಜ್ಜ ಮತ್ತು ಗುರುತಿನ ಚೀಲ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

4. Health & Medical Services / ಆರೋಗ್ಯ ಮತ್ತು ವೈದ್ಯಕೀಯ ಸೇವೆಗಳು

1. Regular Health Check-ups — Weighing, BP, Hospital Consultation / ನಿಯಮಿತ ಆರೋಗ್ಯ ತಪಾಸಣೆ — ತೂಕ, BP, ಆಸ್ಪತ್ರೆ ಸಂಪರ್ಕ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

13. Financial Transparency / ಆರ್ಥಿಕ ಪಾರದರ್ಶಕತೆ

1. Fee Transparency — Clear Terms, Whistleblower Policy, Financial Audit / ಶುಲ್ಕ, ಪಾರದರ್ಶಕತೆ — ಸ್ಪಷ್ಟ ನಿಯಮ, ಲೆಕ್ಕಪರಿಶೋಧನೆ, ವಿಸ್ತರಣಾಪತ್ರ ನೀಡುವುದು

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

2. Financial Reporting — Regular Data Entry, Timely Reporting, Statutory Filing / ತಿರಸ್ಕಾರಣೆ ಬರಹ — ನಿಯಮಿತ ದೇಖಾ ಎಂಟ್ರಿ, ಸಾಮಾನ್ಯ ಸಲ್ಲಿಕೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

3. Single Dedicated Bank Account for All Grants & Donations / ಎಲ್ಲಾ ಅನುದಾನ ಮತ್ತು ದೇಣಿಗೆಗಾಗಿ ಒಂದೇ ಬ್ಯಾಂಕ್ ಖಾತೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

1. Location / ಸ್ಥಳ

1. Sustainability — No Plastic, Green Energy, Native Plants, Recycling / ಸುಸ್ಥಿರತೆ — ಪ್ಲಾಸ್ಟಿಕ್ ರಹಿತ, ಹಸಿರು ಶಕ್ತಿ, ದೇಶೀ ಹೂ, ಪುನರುತ್ಪಾದನೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

2. Safe & Accessible Outdoor Spaces with Helping Staff During Outings / ಸುರಕ್ಷಿತ ಹಾಗೂ ಸಹಾಯಕ ಸಿಬ್ಬಂದಿ ಸಹಾಯದೊಡನೆ ಹೊರಗೆ ಹೋಗುವ ಸ್ಥಳ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

15. Governance / ಆಡಳಿತ

1. Quality Assessment — Building Code, All Audits (Fire, Finance, Social), Food Safety / ಗುಣಮಟ್ಟ ಪರೀಕ್ಷಾಪ್ರಕ್ರಿಯೆ — ಕಟ್ಟಡ ನಿಯಮ, ಎಲ್ಲಾ ಲೆಕ್ಕಪರಿಶೋಧನೆ, ಆಹಾರ ಸುರಕ್ಷತೆ

Full Compliance / ಸಂಪೂರ್ಣ ಅನುಕರಣೆ

Partial Compliance / ಭಾಗಶಃ Not available / ಲಭ್ಯವಿಲ್ಲ

Screenshots from the portal developed, to monitor the status of old age homes.

Key Activities & Fellow Contribution

- Conducted field visits and stakeholder consultations at Senior Citizen Homes across Tumakuru, Pavagada, Madhugiri, Belagavi, Dharwad, and Hubballi to identify operational gaps and compliance requirements.
- Prepared the project concept note and mapped existing As-Is conditions and proposed To-Be workflows, aligning them with Government of India and State guidelines for registration, renewal, and inspections.
- Defined functional requirements, application workflows, compliance checklists, and approval hierarchy, coordinating with Seva Sindhu/EDCS and departmental officials to validate and develop the portal.
- Designed and validated prototype screens, user journeys, compliance processes and workflows through stakeholder review, facilitating periodic feedback and supporting the portal's finalization for deployment.

Way Forward

Following departmental handover, EDCS/Seva Sindhu will own and maintain the portal, with the Directorate of Empowerment of Senior Citizens and DDWOs operationalizing registrations, renewals, and inspections at the district level. Compliance assessments will help the State identify institutions requiring targeted support, with additional modules to be added as future requirements arise.



Visit to Senior Citizens Shelter, Tumkuru



Swadhar gruh visit and FGD with women-Hubli

Solution to monitor 5% PwD Budget allocation and utilization across Departments and Eliminate Duplicate Claims in PwD Schemes for Aids and Appliances

The Context

Multiple Karnataka government departments, including Education, RDPR, Urban Development and BBMP, run their own separate application processes, beneficiary databases and eligibility criteria for providing aids and appliances to Persons with Disabilities. In the absence of a centralised, cross-checking mechanism using unique identifiers such as UDID or Aadhaar, the same beneficiary can receive similar aids and appliances multiple times from different departments. This resulted in duplicate benefit allocation, reducing the reach of scheme benefits to newer and more deserving beneficiaries across the state.

The Solution

The project proposed a centralised data repository and de-duplication tool at the Seva Sindhu level, consolidating five years of beneficiary data from the Directorate of Disability, to serve as a mandatory eligibility-check step in the application process. In Phase 1, a tool was designed to perform first-level de-duplication during the application process for all Directorate of Disability schemes, supported by a comprehensive scheme-wise eligibility criteria list to configure de-duplication rules. In Phase 2, departments providing aid and appliance schemes for Persons with Disabilities will be directed to use this centralised, cross-checked data source, integrating their own databases through API or manual process, and use the de-duplication tool before disbursing aid to any beneficiary.



*Feasibility study for AI Mentoring and Discovery platform at
Government Hostels Saudatti, Dharwad and Belagavi*

Key Activities & Fellow Contribution

-  Led stakeholder meetings with Secretary WCD, Director-Disability, Seva Sindhu (EDCS) and Kutumba teams to assess feasibility and shape the de-duplication solution design.
-  Drafted the concept note, inter-department correspondence, and compiled the eligibility criteria matrix used to initiate the project with Seva Sindhu/EDCS, securing Secretary and Director approval.
-  Engaged Education, RDPR, Urban Development and BBMP through official communication for beneficiary data sharing and nomination of nodal officers for Phase 2.
-  Applied for pre-production integration keys from DBT and coordinated development, testing, and UAT/launch of Phase 1 with the EDCS team.

Way Forward

Phase 2 will focus on onboarding Dept of Education, RDPR, Urban Development, BBMP and other departments providing PwD aids and appliance schemes onto the centralised de-duplication check, using already-nominated nodal officers. EDCS/Seva Sindhu and the Directorate will continue regular progress reviews with Secretary WCD to prioritize project completion and full rollout.



Field visit to School for visual and hearing impaired children, Dharwad



Visit to Carmel Vidya Vikas Kendra Residential School for Special & Mentally Challenged Children, Bailhongal, Belgavi

Ancillary Projects

CSG Re-positioning & Go-to-Market Strategy

Project Overview

Developed a strategic repositioning and Go-to-Market roadmap to transform the Centre for Smart Governance into a technology and consulting partner for government departments, PSUs, urban local bodies, and Digital Public Infrastructure initiatives, while preserving its public-sector mandate.

Status and Way Forward

The project has been completed, with the comprehensive strategic repositioning and Go-to-Market roadmap submitted to CSG leadership and the Governing Council. The way forward involves leadership review and phased implementation of the recommended organisational, commercial, and market expansion measures.

KRSAC Geo-spatial Data Monetization Strategy

Project Overview

Developed a comprehensive monetization strategy for the Karnataka State Remote Sensing Applications Centre to unlock the commercial and developmental value of Karnataka's geospatial data assets, proposing a sustainable revenue model aligned with the National Geospatial Policy 2022.

Status and Way Forward

The project has been completed, with the comprehensive Geospatial Data Monetization Strategy submitted to KRSAC. The way forward involves institutional review and phased implementation of the recommended commercialization, licensing, governance, and ecosystem development measures.

Court Case Management System (CCMS) Usability and Operational Efficiency Improvement

Project Overview

Aims to improve the usability and operational efficiency of the Court Case Management System by studying the existing workflow, identifying operational challenges, and recommending improvements to the user interface, document management process, and dashboard visibility.

Status and Way Forward

The project is ongoing, with the initial assessment completed and a recommendations report submitted. As redesign of pan-India system is a challenge, a monthly reporting schedule was recommended, and a Chief Secretary's office letter has directed departments to update case status on the 15th of every month.

Creation & enhancement of the CM Dashboard with reports & data from DC/CEO meeting.

Project Overview

Aims to enhance the Chief Minister's Dashboard by integrating MIS and performance reports from priority departments, strengthening executive monitoring and enabling real-time visibility of departmental performance and action points from periodic review meetings, in collaboration with the CeG AI Cell.

Status and Way Forward

The project is ongoing, with functional requirements finalized, initial assessment completed and a recommendations report submitted. The way forward involves operationalizing the framework for automated reporting and executive monitoring.

Develop Use cases for AI/ML based Decision Support System for WCD through CeG

Project Overview

This project explored AI and geospatial analytics to strengthen evidence-based planning in WCD. Two Decision Support System use cases, covering senior citizen shelter homes and inclusive education, were developed to improve resource allocation and service planning.

Status and Way Forward

Both DSS use cases were approved by the Secretary, WCD, and forwarded to the CeG AI Cell for implementation. The project has been handed over, establishing a foundation for AI-enabled decision support in departmental governance and future scheme planning.

Cybersecurity Awareness Campaign for Senior Citizens

Project Overview

This project addressed rising cyber frauds targeting senior citizens, including investment scams and digital arrest frauds. A comprehensive report was prepared with expert inputs, complemented by a campaign across 6 months on FM radio awareness programme with Radio Mirchi across Bengaluru.

Status and Way Forward

The project has been completed, with the report finalised and the FM radio awareness campaign successfully broadcast across Bengaluru in partnership with Radio Mirchi FM and the AI Cell, CeG, contributing to improved cyber safety awareness among senior citizens.

Anil Rao M

Fellow Associate: Pratiksha Rai



Department of Industries & Commerce

Department of Tourism

Department of Rural Development and Panchayat Raj

Across these three departments, the engagement was largely advisory, supporting departmental teams in shaping strategy, structuring implementation approaches, and strengthening institutional and digital readiness.

Industries & Commerce, projects covered in this section:

- Development of State MSME Portal
- Development of SMEConnect
- Central Inspection System (CIS)
- AI based Agents in Single Window System (SWS)

Tourism, projects covered in this section:

- 24x7 Tourism Helpline
- Tourist Guide Training and Upskilling
- OneTAC for Karnataka Tourism (K TAC)
- AI based Curated Travel Itinerary Planning
- Sensitisation Training of Auto Drivers, Taxi Drivers, and Tourist Mitras
- Department of Tourism's Website (Go Live and Monetisation)

Rural Development & Panchayat Raj, projects covered in this section:

- Conceptualizing and Planning the Implementation Strategy for the proposed Centre of Excellence (CoE) for Water and Sanitation

Across the three Departments, the Fellow's program management and strategic advisory was centred on institutional scaling, infrastructure planning, and appropriately leveraging technology for strengthening service delivery and governance.

Development of State MSME Portal

The Context

Karnataka's Micro, Small and Medium Enterprises currently lack a unified digital platform to access essential information on government schemes, compliance requirements, financing options, infrastructure support, and market linkages. Businesses often rely on fragmented sources, making it difficult to stay updated on relevant policies and opportunities. To address this gap, the Directorate of MSME is developing the Karnataka State MSME Portal, a centralized, technology-driven platform. This initiative is being undertaken as part of the Strategic Investment Plan under the World Bank supported Central Sector Scheme, Raising and Accelerating MSME Performance (RAMP).

The Solution

The Karnataka State MSME Portal will serve as a single-window digital gateway for MSMEs across the state. It will provide consolidated access to information on policies, schemes, financial assistance, subsidies, and tax benefits, helping create a more business-friendly environment for enterprises of all sizes. Beyond information dissemination, the Portal is designed to enable structured partnerships within the OEM-SME ecosystem and to catalyse vendor development programmes in identified priority sectors. It will also support the skill-building needs of MSMEs by connecting business units with academic institutions and R&D organisations, fostering long-term capability development. Together, these features position the Portal as a comprehensive support system rather than a purely informational resource.



Fellow's presentation on potential projects.

Key Activities & Fellow Contribution

- Conducted a study of similar digital platform implementations within India and internationally, and performed the business requirements analysis, to recommend the Portal's functional framework.
- Recommended the detailed approach for coverage in the Technical Solution section of the RFP and its evaluation mechanism. This was submitted to the Director, MSME.
- Carried out detailed reviews of the draft RFP document and prepared resource and cost estimates for the defined scope of work.
- Reviewed a proposal submitted by CSG and shared observations with the Director, MSME, contributed to TAP committee discussions and bidder query responses during the tender process.

Way Forward

The next step is the tendering process for finalising the selection of a technology partner and the contract thereof. Following this, onboarding the partner team and formally initiating the project will set the stage for the development and subsequent go-live of the Portal.



Discussion on Fellow's project with Smt. Thulasi Maddineni, IAS, Former Secretary DPAR (AR)

Development of SMECONNECT

The Context

Karnataka Industrial Policy 2025-30 envisions an investor-friendly ecosystem that fosters a conducive manufacturing environment across large, medium, and MSME enterprises, supported by industry collaboration and human capital development. Karnataka Udyog Mitra (KUM) serves as the State's designated investment facilitation arm. Within this framework, the Department of Industries & Commerce aims to enable Original Equipment Manufacturers (OEMs) to discover suitable SMEs, establish buyer-seller market linkages, and facilitate supplier development. SMECONNECT has been envisaged to support this objective through structured, technology-enabled supplier discovery and vendor development.

The Solution

SMECONNECT is envisaged as a digital, technology-based platform to enable structured discovery and engagement between OEMs and SMEs. The solution will leverage data and artificial intelligence to power supplier discovery, automated matchmaking, and vendor development processes, reducing reliance on informal or fragmented sourcing methods. A version of the system was developed and demonstrated during the Global Investors Meet (GIM) 2025. Following a technical review of this version by the Fellow, the recommended approach involves refining requirements and aligning them with the broader Karnataka State MSME Portal, so that SMECONNECT can function as an integrated module supporting supplier ecosystem development at scale.

Key Activities & Fellow Contribution

-  Studied supplier discovery and matchmaking implementations, both within India and internationally, to finalise SMECONNECT's features and functional architecture.
-  Conducted a detailed technical analysis of the SMECONNECT system developed and demonstrated during GIM 2025, and submitted the findings to the Commissioner, Industrial Development.
-  Presented possible options for the way forward and a broad operating framework for an enhanced version of SMECONNECT to the Commissioner, Industrial Development.
-  Prepared the Business Requirements Document and merged these with the Business Requirements for the Karnataka State MSME Portal project.

Way Forward

SMECONNECT will be developed as an integrated module within the Karnataka State MSME Portal, under the World Bank supported Central Sector Scheme, Raising and Accelerating MSME Performance (RAMP), aligning its supplier discovery and vendor development functions with the Portal's broader digital infrastructure and rollout timeline.

Central Inspection System (CIS)

The Context

Karnataka Udyog Mitra (KUM) operates the Single Window System (SWS), a unified interface offering existing and new investors access to relevant information and services for ease of doing business. However, investors currently need to register separately across multiple department websites to manage state-related compliance inspections.

The Solution

This project aims to build and implement a Central Inspection System (CIS) module on the existing SWS platform, enabling investors to manage all compliance inspections across departments through a single, integrated interface.

The Central Inspection System (CIS) is envisaged as an add-on module to the existing Single Window System, ensuring seamless co-existence and compatibility. This approach allows investors to manage all state-related compliance inspections across departments from one interface, without registering separately on individual department sites. CIS will use the same technology stack as SWS, thus ensuring consistency in architecture, ease of integration, and lower maintenance overheads. By building on an existing infrastructure, the solution aims to accelerate deployment while maintaining the reliability and familiarity users already associate with the SWS user interface.



Meeting with Shri. Ramandeep Chowdhary, IAS, Former Secretary DPAR(AR)

Key Activities & Fellow Contribution

- 🔍 The Fellow designate served as Program Manager, coordinating with the selected System Integrator, KUM officials, and other stakeholders to plan and execute the CIS development project.
- ✂ Evaluated technical proposals and recommended shortlisting of a System Integrator as part of the RFP process for design, development, and implementation.
- 🤝 Conducted detailed analysis of EODB reform requirements for inspection systems, ensuring traceability to the tender document and supporting requirements and design planning.

Way Forward

The CIS project is currently in the requirements detailing and high level design phase, with continued coordination between the System Integrator and stakeholders from the Government.



Fellow and Associate attended the Bengaluru Tech Summit - 2026

24x7 Tourism Helpline Implementation

The Context

Karnataka welcomes approximately 28 crore tourists annually, making tourist safety and support a critical priority for the state. Visitors often face challenges in accessing timely emergency assistance, grievance redressal, and reliable travel information during their stay. A dedicated, round-the-clock helpline was identified as essential to address these gaps, ensuring that tourists receive prompt support in emergencies, have a structured channel for raising concerns, and can access accurate information to plan their travel. This need formed the basis for exploring a 24x7 Tourism Helpline for the state.

The Solution

The recommended approach leverages existing, well-established platforms already available to tourists and ensuring round-the-year awareness campaigns and publicity at tourist destinations. These include the 112 emergency number, the 112 India mobile app, the 24x7 multi-lingual helpline of Ministry of Tourism, Govt. of India, and the Karnataka State Police (KSP) App. This ensures tourists have multiple, reliable channels for emergency support, grievance redressal, and travel information.

By recommending the leverage of existing helpline systems, it resulted in a significant cost savings. Otherwise this would have resulted in a significant spend on the establishment, operations, and maintenance of yet another helpline.



Snippets of different existing helplines

Key Activities & Fellow Contribution

- 🔍 Researched and evaluated globally available tourist safety and support platforms. It also included the 112 emergency number, 112 India app, multi-lingual helpline, KSP App, and International SOS, to identify the most viable options for Karnataka.
- ✂ Prepared and submitted a detailed recommendation document outlining the proposed 24x7 helpline approach along with strategies for building awareness among tourists and citizens.
- 🤝 Presented the recommendations through a walkthrough cum discussion with the Secretary, Department of Tourism and obtained his concurrence for taking it forward.

Way Forward

To facilitate the implementation, the Fellow handed over to the Department's marketing, branding, and public relations agency. This work is underway.



Fellow Anil addressing the audience at IIM Shillong, sharing key insights and reflections from his fellowship experience.

Tourist Guide Training and Upskilling

The Context

In line with Karnataka's Tourism Policy 2024–29, the state aims to build a skilled, certified workforce of tourist guides capable of delivering consistent, high-quality service. Existing regulatory provisions under the KTTF Rules, 2016 require review to ensure they remain aligned with evolving tourist expectations. A structured approach to training, re-skilling, and certifying guides on a Karnataka-specific module was identified as necessary to strengthen the overall guiding ecosystem and enhance the tourist experience across the state.

The Solution

The proposed solution involves developing a comprehensive training program to skill, re-skill, and certify tourist guides through a Karnataka-specific training module. This intervention is designed to help guides perform their roles more effectively and consistently, in keeping with the objectives of the Tourism Policy 2024 - 29. As part of this effort, existing regulatory provisions under the KTTF Rules, 2016 are being reviewed to identify gaps in guide eligibility, qualification, training, and licensing processes. Addressing these gaps ensures the regulatory framework keeps pace with current and emerging tourist needs, while the training program builds a workforce equipped with relevant, updated skills.



Tour Guide training in Gadag District

Key Activities & Fellow Contribution

- Conducted detailed analysis and recommended a learning plan with defined learning outcomes, submitted to the Joint Commissioner, Department of Tourism.
- Identified and categorized key gaps in the KTTF Rules, 2016 relevant to tour guide eligibility, qualification, training, and licensing, aligning them with emerging tourist expectations.
- Submitted a document detailing these categorized gaps to the Joint Commissioner, Department of Tourism.

Way Forward

A detailed assessment on the feasibility of tailoring the Ministry of Tourism's (GoI) Incredible India digital self-paced Tour Guide Training platform and adapting for Karnataka specific need. This would be followed by blending the learning plan for existing tourist guides recommended by the Fellow.



Meeting with Shri C.N. Sreedhara, IAS, District Commissioner, Gadag

OneTAC Implementation for Karnataka Tourism (K-TAC)

The Context

OneTAC is India's proposed decentralized digital platform for Tourism, Arts and Culture, designed to connect local guides, artists, and cultural institutions directly with consumers. For Karnataka, this presents an opportunity to establish a dedicated digital public infrastructure that strengthens visibility and market access for the state's tourism and cultural ecosystem. Implementing this vision requires a structured planning phase to establish the right institutional and operational framework, laying the groundwork for K-TAC to function effectively under a public-private partnership model.

The Solution

Karnataka Tourism, Arts, and Culture (K-TAC) is envisaged as a Digital Public Infrastructure, to be established as a public-private partnership entity. As part of the planning phase, the Department of Tourism has invited an Expression of Interest to identify a qualified and competent entity to serve as Advisor to the Department, on a pro bono basis. This Advisor will play a key role in shaping the strategic direction for setting up and running K-TAC, ensuring the platform is built on sound institutional design and stakeholder alignment, ultimately enabling local guides, artists, and cultural institutions to connect directly with consumers through this digital infrastructure.

Key Activities & Fellow Contribution

-  Prepared and submitted a document on "Establishing and Running K-TAC under a PPP Model" to the Joint Director, DoT, to align stakeholders on planning phase activities.
-  Contributed to defining key activities, outputs, and success factors relevant to setting up K-TAC under a PPP model.
-  Supported the TAP meeting chaired by the Commissioner, DoT, for selecting the Advisor.

Way Forward

The Letter of Acceptance issued by the Department is to be accepted by the shortlisted Advisor. Following this, the Strategy and Action Plan for K-TAC will be jointly developed with the Advisor, in consultation with concerned stakeholders, to guide the next phase of implementation.

Conceptualizing & Planning the implementation of the Centre of Excellence (CoE) for Water and Sanitation

The Context

Karnataka's water supply and sanitation sector faces persistent technical and commercial challenges, alongside an ongoing need for sustainable capacity building of sector professionals. Addressing these gaps requires a dedicated institutional mechanism to develop cost-effective solutions to sector challenges while strengthening the skills and knowledge base of professionals in this domain. Establishing such a mechanism is a priority identified by the Secretary, Rural Development, RDPR Department, forming the basis for conceptualizing a specialized institution focused on water and sanitation.

The Solution

The project involves conceptualizing, establishing, and sustaining a Centre of Excellence (CoE) for Water and Sanitation in Karnataka, under a World Bank Grant. The Fellow worked closely with Deloitte, the initiative's Partner, along with officials from the Rural Water Supply (RWS) division under the RDPR Department and other stakeholders. As Program Manager, the Fellow coordinated across these stakeholders to advance the planning process, aligning the CoE's strategic vision with practical implementation considerations. This included facilitating an ideation session on the CoE's conceptualization and implementation strategy, incorporating feedback from senior officials, and presenting the draft CoE charter to a senior World Bank delegation to refine the approach and build consensus on the proposed institutional design.

Key Activities & Fellow Contribution

-  The Fellow provided a walkthrough of the concept and strategy for establishing the CoE with Commissioner, Rural Water Supply, Deputy Secretary (Admin), and Advisor, RDWSD, and obtained their guidance to refine the proposed approach.
-  Coordinated with the Department's identified Knowledge Partner team to incorporate feedback and suggestions received from senior officials into the slide deck and concept note for the proposed CoE.
-  Engaged with a World Bank delegation to discuss the concept and implementation strategy for the proposed Centre of Excellence.

Way Forward

The next step involves getting a buy-in to the concept and strategy for the CoE from the stakeholder departments, followed by executing the implementation plan.

Ancillary Projects

AI-based Agents in Single Window System (SWS)

Project Overview

This project enhances Karnataka Udyog Mitra's Single Window System with targeted AI capabilities to simplify investor interactions, reduce manual scrutiny effort, and support inter-departmental decision-making - all within the existing governance frameworks with human oversight fully retained.

Status and Way Forward

The project is currently in the development stage, with completion targeted for September 30, 2026. The O&M after go-live of this solution must be finalised by officials at KUM.

AI-based Curated Travel Itinerary Planning

Project Overview

This project evaluated the feasibility of an AI powered itinerary planning feature for tourists on the Department of Tourism's website, examining the technical, operational, and resource factors influencing its development and the recommended approach for implementation.

Status and Way Forward

The project was completed with submission of a document outlining factors relevant to the Department's decision on building such a solution independently. The Department may consider these findings while evaluating future digital tourism initiatives.

Department of Tourism's Website (Go Live and Monetisation)

Project Overview

This project supported the Department of Tourism's revamped website through two work streams: (1) preparing a pre go-live and security audit checklist, and (2) thoroughly reviewing the Department's designated Technical Agency's website monetisation proposal and submitting the review findings to Joint Director (Planning, Publicity, & Promotions).

Status and Way Forward

Both components were completed, with documents submission. The Department may proceed with the security audit, website go-live, and consideration of the monetisation proposal based on the shared inputs.

Sensitisation training of auto drivers, taxi drivers, and tourist mitras.

Project Overview

This project supported the Department of Tourism in planning digital sensitisation content for auto drivers, taxi drivers, and tourist mitras, focused on courteous behaviour, safety, and hygiene, in line with para 407 of the State Budget FY 2026-27.

Status and Way Forward

The project was completed with identification of key actions, a recommended communication strategy, and sample content for stakeholder sensitisation. The Department may proceed with the chosen Lead Agency for Marketing, Branding, and Public Relations to develop and publish the campaign.



Templates prepared for sensitization of Frontline workers

Monappa Nalyanda

Fellow Associate: Naseem Banu Z



Department of Agriculture Department of Horticulture

Karnataka's agriculture and horticulture sectors together support millions of farmers and FPOs across field crops, fruits, vegetables, spices, and plantation crops. As these sectors scale, strengthening trade linkages, building market ready branding for farmers and FPOs, improving visibility into public infrastructure, and reducing post-harvest losses have become essential to improving farmer incomes and market competitiveness.

Agriculture, projects covered in this section:

- Increasing MOU Conversion Rate at Buyer-Seller Meets
- Branding and Marketing Toolkit for FPOs to Leverage RSY Scheme Support
- Phase 1 Development of the BharatVistaar
- Marketing Plan for Organic Produce from Joida Organic Cluster

Horticulture, projects covered in this section:

- Increasing Inter-State Trade Potential of Select Fruit Crops
- Moringa Cultivation in Kalyana Karnataka
- Sampurna Grand Challenge for Reducing Food Loss
- Online management system for real time availability and utilisation of horticulture farms and nurseries
- Online management system for real time availability and utilisation of horticulture parks and gardens
- Marketing Toolkit for Unified FPO Brand, Raitha Siri
- Coffees of Karnataka Branding
- Cold Storage Capacity Planning Analysis
- Brand for GI Crops of Karnataka
- Fruit & Vegetable Processing Units in CEPMIZ Districts

Together, these projects span three themes: improving market access, infrastructure and visibility and livelihood diversification, collectively strengthening the value chain from farm to market.

Increase MOU conversion rate at Buyer-Seller meets

The Context

The Department of Agriculture conducts buyer-seller meets, including the annual International Trade Fair (ITF), to strengthen market linkages for farmers and FPOs. At ITF 2025, 221 buyer-seller registrations led to 78 LOIs worth ₹53.5 Cr, but only around 20% (₹11 Cr) converted into confirmed business over six months. Stakeholders included 46 FPOs and 14 federations across 27 districts, with buyers from as far as Vietnam, Bangladesh, and Ghana. The gap stemmed from certification mismatches, an inadequate LOI format, an unstructured pavilion design, limited credit and logistics support, and no post-event follow-up mechanism.

The Solution

To address these gaps, a full lifecycle redesign of the ITF buyer-seller meet was proposed and piloted at ITF 2026 across the pre-event, during-event, and post-event stages. The intervention focused on improving certification-readiness and buyer-seller matching before the event, restructuring the pavilion into segmented zones, and revising the LOI format to capture commercial details such as grade, certification, payment terms, and delivery timelines. Ecosystem partners including banks, MFIs, logistics providers, and e-commerce/export platforms (Walmart Vrutti, Flipkart, Walmart Cross-Border Trade) were onboarded to resolve working capital, transport, and market-access constraints.



Interaction with Former Agriculture Minister & KAPPEC MD at Walmart Vrutti's B2C Stall – ITF

Key Activities & Fellow Contribution

- Conducted phone interviews with ITF 2025 buyers and sellers and analysed 221 registrations and 78 LOIs (Rs 53.5 Cr) to diagnose non-conversion causes, identifying certification mismatches, pricing anomalies, and documentation gaps the Department's existing process had not surfaced.
- Redesigned the LOI format, segmented the database, restructured pavilion layout, and website wireframe as directly implementable artifacts, coordinating across departmental wings, KAPPEC, KSDA, and certifying agencies to align recommendations with operational feasibility.
- Sourced and brokered credit, logistics, and market-access partnerships, translating the recommendation into a live pilot with Walmart Vrutti, Flipkart, and KAPPEC at ITF 2026, resulting in 105 FPOs registered on Walmart, acknowledged on-stage by the Commissioner of Agriculture.
- Tracked and validated pilot outcomes against the ITF 2025 problem, documenting recommendations, partner scoping, and results for handover to the Department and KAPPEC beyond the Fellowship's tenure.

Way Forward

KAPPEC will lead implementation in coordination with KSDA, incorporating the revised LOI documentation, invitee database, and post-event follow-up protocol into the Department's SOP. Remaining priorities include SOP sign-off, a designated database owner, documentation support for 22 export-ready but under-documented sellers, and continued GMV tracking.



Market Linkage Solutions Briefing for Interstate Delegates

Branding and Marketing Toolkit for FPOs to leverage RSY scheme support

The Context

Over 90% of the Department's resources are directed toward crop production improvement, leaving limited focus on strengthening farmer and FPO incomes through marketing and branding. The Raitha Samruddhi Yojane (RSY) scheme offers a grant of ₹5 lakh per FPO, Co-operative, or Agri-entrepreneur for marketing and branding expenses, yet utilisation has stayed below 50% of the allocated budget across 2024-26, with 33 entries recorded in FY 2024-25 and 61 in FY 2025-26. Low awareness of eligible activities and limited execution capacity, among those eligible and department officials, has constrained scheme uptake.

The Solution

To address this gap, a branding and packaging pavilion was set up at ITF'26, offering FPO CEOs free demonstration services from private vendors alongside a co-located RSY department stall to resolve funding queries on the spot. Participating FPOs were engaged beforehand so that customised branding and packaging samples could be prepared and personally handed over at the pavilion, using a generic template adapted for each FPO. A monthly tracker was introduced post-event to follow up on lead conversion into scheme applications. Uptake data later showed marketing stall expenses as the least availed component at 42%, against 87% for brand name and logo creation, pointing to a clear area for targeted guidance. Best practices were also gathered from those with successful branding initiatives to inform future scheme design.



Handover of Branding Toolkits to FPOs for RSY Scheme Utilisation

Key Activities & Fellow Contribution

- Identified and onboarded branding and packaging vendors to co-create the FPO engagement experience at the pavilion, designing a process that delivered customised brand designs to CEOs digitally within five minutes, at no extra cost.
- Engaged with the RSY department to develop consumer facing marketing collateral for the stall and to support visitor queries on scheme application, strengthening the link between the pavilion and departmental follow up.
- Created a standardised template for district officers to collate scheme impact data, enabling consistent reporting across districts for the first time.
- Analysed district wise responses to identify best practices in branding and packaging execution, for use as guidance material by the department.

Way Forward

The Department of Secondary Agriculture will take this initiative forward, applying the recommendations from this project to sustain and scale the marketing and branding support model. Those who availed the scheme reported an average sales uplift of around 40% following branding and packaging support, underscoring the case for continued investment. Tracking component wise scheme uptake going forward could help close remaining utilisation gaps and inform future scheme design.



RSY Scheme Briefing for Women FPO Members – Udupi

Phase 1 Development of the BharatVistaar

The Context

BharatVistaar, the AI-enabled Digital Public Infrastructure for agriculture, was launched by the honorable PM on 17 February 2026 to transform how farmers access information, advisories, and services. The platform enables farmers to seamlessly access agricultural schemes, ICAR-based packages of practices, pest and disease advisories, IMD weather forecasts, mandi price information, and grievance redressal. Building on this foundation, the Fellow undertook a new initiative to develop a voice-enabled, Kannada-language AI-driven advisory service for farmers through BharatVistaar, in collaboration with the Department of Agriculture and the EkStep Foundation.

The Solution

The proposed solution centers on two components. First, integrating individual farmer identification (FRUITS) with BharatVistaar to enable customised advisory covering certified packages of practices, relevant department schemes, and real-time market information. Second, creating a consumer-facing interface in Kannada, whitelabeled as Karunadu Vistaar, accessible through mobile, web, and voice bot channels. To operationalise this, the four state agriculture universities are providing crop-specific packages of practices in Kannada in machine-readable format. KSDA's scheme APIs are being integrated into BharatVistaar, while the Karunadu Vistaar website and mobile application, along with a toll-free short code, are being linked to the BharatVistaar platform to ensure farmers can access all services through a single interface.



Interaction with Union Agriculture Minister at ITF'26

Key Activities & Fellow Contribution

-  The four state agriculture universities are compiling crop-specific packages of practices in Kannada, converting them into machine-readable format to serve as the technical content backbone for the voice-enabled advisory system.
-  BEL is developing APIs to directly connect beneficiary-level scheme information to the platform, while EkStep Foundation is integrating both the university content and the scheme APIs into BharatVistaar.
-  KSDA is developing a glossary of commonly used agricultural terms across various regional Kannada dialects, to strengthen the accuracy and reach of the voice bot for farmers.
-  As part of this project, the Fellow is managing the engagement between KSDA and EkStep Foundation teams, ensuring coordinated implementation across all partners.

Way Forward

The Department of Digital Agriculture will take this program forward based on the recommendations documented through this engagement. Continued collaboration between the four agriculture universities, BEL, EkStep Foundation, and KSDA will be essential to scale the Kannada voice-enabled advisory service across the state's farming community.



Bharat Vistaar briefing with EKstep Foundation at Agriculture Department

Increasing Inter-state trade potential of select fruit crops

The Context

Karnataka is amongst India's leading states in horticulture area and ranks seventh in production, generating a significant horticulture surplus. This creates a notable price arbitrage opportunity between local markets in Karnataka and markets in other states. However, Farmer Producer Organisations (FPOs) and farmers are largely unable to capitalise on this opportunity due to limited access to credible inter-state buyer contacts and inadequate short-term credit to support high-value transactions. As a result, a substantial share of inter-state trade continues to be facilitated by intermediary traders rather than direct farmer-to-buyer linkages.

The Solution

To address this gap, the project adopted a structured approach. It began by understanding the barriers to FPOs and farmers selling directly to inter-state buyers, including farmers' need for upfront payment against buyers' requirement of two to three weeks' credit. Inter-state APMC mandi prices for fruit and spice crops grown in Karnataka were analysed to identify crops offering the highest trade margin after transport costs, with chilli and turmeric emerging as priority crops. FPOs producing these crops were identified and connected with corporate buyers, including ITC, Orkla Spices and BigBasket, while banks and NBFCs were engaged to address the credit gap, culminating in a pilot buyer-seller-banker meet at COE-FPO, Bangalore with 11 FPOs, three buyers, three banks and one NBFC.



Buyer-Seller & Banker Meet for Red Chilli and Turmeric

Key Activities & Fellow Contribution

- Conducted one-on-one interviews with FPO CEOs across multiple locations to understand barriers to inter-state trade, and analysed inter-state APMC price data to identify crops with the highest price gaps.
- Sourced and connected with procurement heads at key buyers including ITC, Orkla Spices and BigBasket, and with agri-lending vertical heads at SBI, Canara Bank, HDFC and NBFCs such as Samunnati.
- Designed the workflow and Letter of Intent template for the buyer-seller-banker meet, and coordinated with the department and participating entities to organise the event on 20 November 2026.
- Conducted site visits to Chilli and Turmeric FPO locations with buyer procurement teams, and engaged with the RSY department on marketing collateral and stall queries.

Way Forward

The Department of Secondary Agriculture will take this initiative forward on the basis of the recommendations provided through this pilot. The approach demonstrated here, connecting FPOs with credible buyers and formal credit sources, offers a replicable model for addressing similar market linkage gaps across other horticulture crops in the state.



Field Visit to Red Chilli Farms During Harvest

Moringa cultivation in Kalyana Karnataka

The Context

Kalyana Karnataka is a drought-prone region requiring crop choices suited to high heat and low water availability. Moringa suits semi-arid cultivation with minimal inputs and low cost. A pilot by Raichur DC in 2022-23 added moringa leaf powder to Anganwadi meals, showing improvement in haemoglobin and body weight of malnourished children. This established both a nutritional case and a market opportunity for local FPOs. The project aimed to connect FPOs to the Anganwadi meal program as suppliers of moringa leaf powder, creating a revenue stream for farmers cultivating this low-maintenance crop.

The Solution

The project proposed a structured value chain linking farmer producer organisations (FPOs) in Kalyana Karnataka to the District Anganwadi meal programme through supply of moringa leaf powder. FPOs with adequate capacity were identified to cultivate residue-free moringa, dry the leaves, and transport them to a central processing unit at Koppal for conversion into packaged leaf powder. The powder was to be distributed through district collection centres to Anganwadi centres, where a recommended daily dosage would be added to the sambar meal for children. The intervention aimed to address child malnutrition while creating a sustainable income opportunity for farmers through a low-cost, low-maintenance crop suited to the region's semi-arid conditions.



FPO Briefing on Moringa Cultivation with Horticulture JD

Key Activities & Fellow Contribution

- Facilitated engagement with the Joint Director of Horticulture (JDH) and district FPOs to identify entities capable of cultivating moringa and supplying dried leaf for the programme.
- Identified and onboarded Nandi Organic Farms Limited as the processing vendor for training FPOs in residue-free cultivation and processing dried leaf into packaged powder.
- Presented the proposal to the WCD Commissioner, leading to leaf powder samples being tested at DFRL and NABL labs for residue-free verification.
- Prepared a Detailed Project Report (DPR) for the Deputy Director, WCD, to seek budget approval under CEPMIZ or an equivalent scheme.

Way Forward

The next phase involves securing budget approval under CEPMIZ or an equivalent scheme, formalising FPO supply agreements, and scaling distribution to additional districts. Continued monitoring of nutritional outcomes and residue-free compliance, along with periodic quality audits, will support wider replication across Kalyana Karnataka and strengthen farmer incomes.



Solar Dryer Utilisation & Market Linkage Facilitation

Reducing Food Loss Grand Challenge

The Context

As per NABCONS 2022 report, food loss across farm and market operations ranges between 10% and 20%. To address this, the Chief Secretary's office commissioned a Food Loss prevention Grand Challenge, with the Department of Horticulture as the nodal department, to identify food loss prevention solutions from startups across five fruit crops (Banana, Mango, Pineapple, Grape, Pomegranate) and two vegetable crops (Tomato, Onion). The objective was to identify and connect viable solutions to Farmer Producer Organisations (FPOs) and agri-preneurs for implementation across Karnataka.

The Solution

The approach began by mapping crop and food loss across the value chain, from farm to shelf, for the seven identified crops. Themes of food loss prevention, including Post Harvest Solutions, Logistics, Storage and Shelf Life, Food Processing, Community Aggregation, and Digital Advisory, were identified to invite solutions. The Grand Challenge was launched online and through state platforms, including events such as the International Trade Fair, and institutions such as COE-FPO and the Agri Innovation Centre. A Steering Committee guided outreach, while an Expert Group evaluated applications. Thirty finalists received mentoring, and seven winners were selected for a combined prize of ₹50 lakh, with the final event enabling connections with the department and investors.



Sampurna Grand Challenge – Official Website

Key Activities & Fellow Contribution

- Collected and consolidated district-level inputs on farm and market losses across three focus crops per district, creating a standard reporting template used department-wide.
- Coordinated with the Grand Challenge execution team and department to finalise crops and problem statements, and guided planning for the launch event at the International Trade Fair 2026.
- Facilitated connects with stakeholder institutions, including COE-FPO, IT-BT, Agri Innovation Centre, and GKVK, to drive awareness of the Grand Challenge among their startup networks.
- Sourced leads from established startups in food processing and financial services, and participated in shortlisting 30 finalists from 185 applications in consultation with the department.

Way Forward

The Department of Horticulture will carry forward the program based on recommendations from this initiative. Continued collaboration with the Steering Committee, Expert Group, and stakeholder institutions is expected to support scaling of winning solutions and deepen linkages between FPOs, agri-preneurs, and the broader startup ecosystem in Karnataka.



Key Themes of the Food Loss Challenge

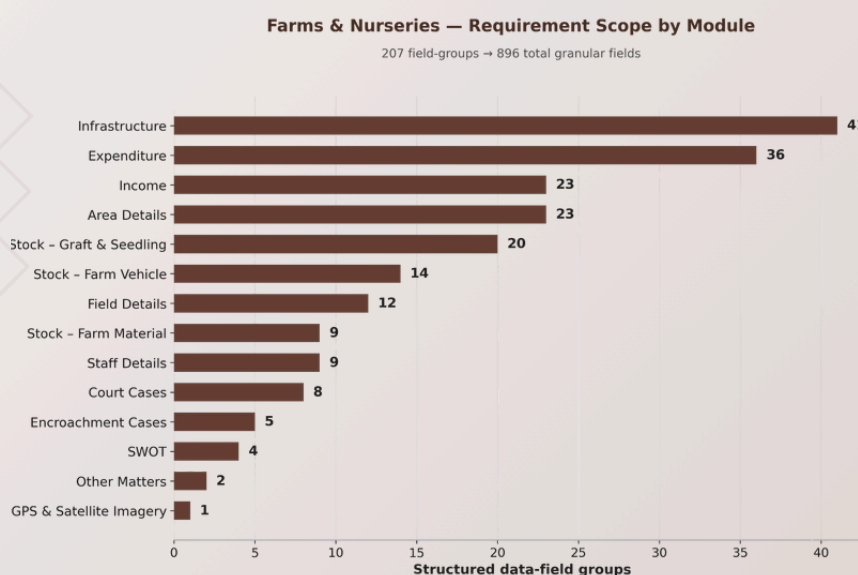
Online Management System for real-time availability and utilization of Horticulture farms and Nurseries¹

The Context

Department of Horticulture manages over 400 government farms and nurseries across Karnataka, generating land, infrastructure, staff, expenditure, revenue and litigation data held almost entirely on paper or in fragmented offline registers, much in Kannada-language documents. Without a unified digital system, the department had no real-time visibility into asset utilization, encroachment status or financial performance. Field officers manually compiled facility-level data, state leadership lacked a consolidated view for oversight and budget decisions, and the existing Sasyasiri platform lacked the depth needed for asset-level monitoring across the estate.

The Solution

The Farms & Nurseries Management System is a dedicated new platform, built to interoperate with the existing Sasyasiri tool rather than simply extend it. It consolidates land, infrastructure, staff, financial and legal information for all 400+ farms into one real-time, role-based system, with a public summary layer and a restricted layer for department officials handling sensitive operational and financial data. It enables leadership to track utilization, expenditure and revenue across the estate in real time, replacing manual Kannada-paper-based compilation with a structured digital record and an auditable trail for encroachment and litigation matters. The platform, developed by NIC with planned Bhoomi land-records integration and satellite-based farm boundary mapping, is currently in User Acceptance Testing, with 35 gaps identified and submitted for resolution.



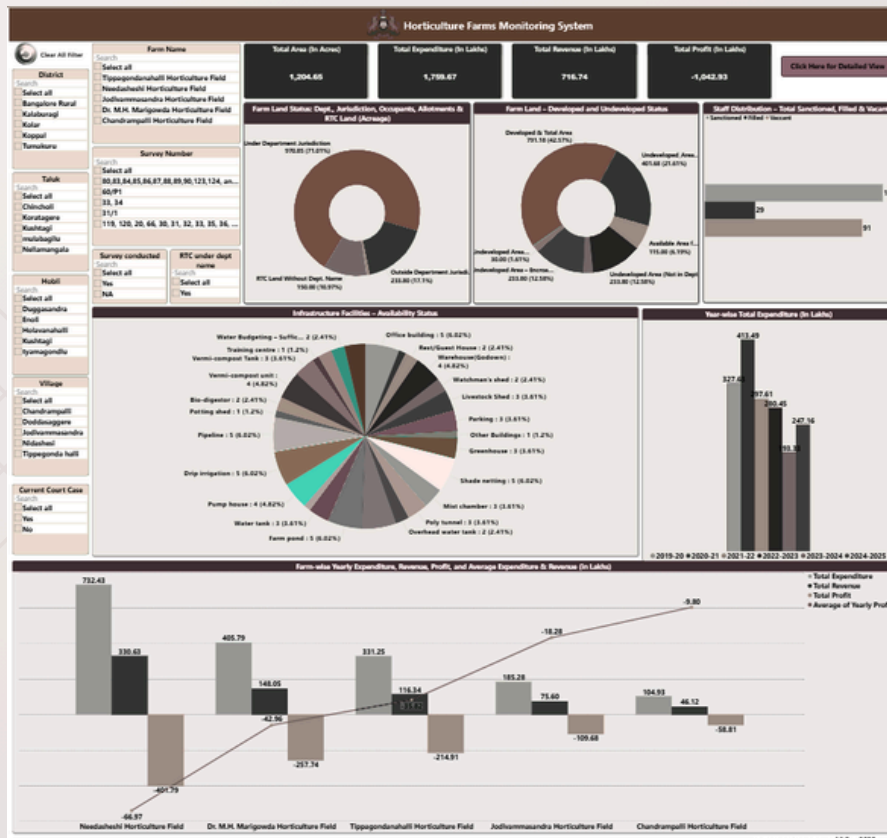
¹ Project led by Naseem Banu Z, under guidance of Monappa Nalyanda.

Key Activities & Contribution

-  Led requirement scoping, translating department problem statements into 207 field-groups (896 granular data fields), and secured Secretary and Executive Director sign-off on the platform strategy.
-  Recruited, trained and supervised 3 interns to digitize Kannada-language records for 304 farms, assigning SQL master codes and handing the dataset to NIC.
-  Facilitated Director- and Secretary-level review sessions, translating feedback into development inputs, and drove Secretary-level direction for go-live within 1.5 months.
-  Coordinated User Acceptance Testing, consolidating 35 identified gaps across 15 modules for NIC resolution, and is finalizing a training plan for statewide adoption.

Way Forward

Ownership rests with the Department of Horticulture. The confirmed path is a security audit, followed by hosting at the Karnataka State Data Centre, and statewide officer training. Immediate priorities are a dated NIC resolution plan for the 35 open UAT gaps, early audit scheduling, and finalizing the district-level training module.



Power BI Prototype for Enhanced Secretary level overview on SasyaSiri

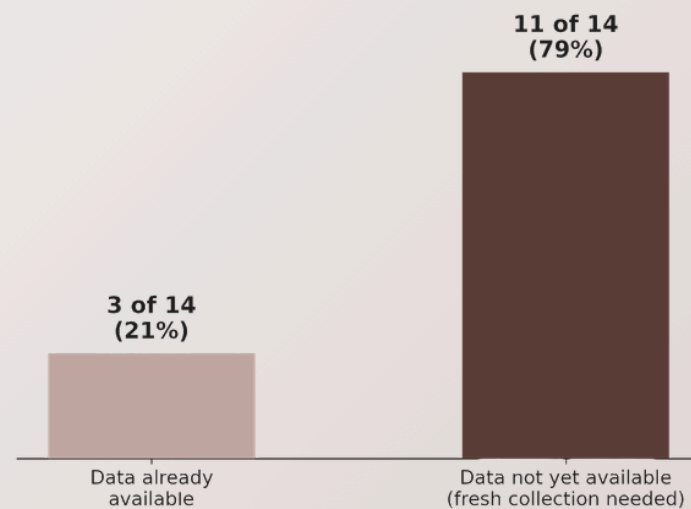
Online Management for real-time availability and utilization of Horticulture parks and Gardens ²

The Context

Department of Horticulture manages 13 parks, botanical gardens and 2 hill stations, including Lalbagh, Cubbon Park and Nandi Hills. These sites generated operational and financial data through 11 separate monthly formats and one annual report per site, with no centralized system for consolidation or monitoring. Field officers compiled reports manually, senior leadership lacked quick visibility into development, maintenance and budget utilization, and citizens had no single reliable source for visit-planning information such as timings, fees and facilities. This fragmentation limited effective oversight and public communication across the department's horticultural assets.

The Solution

The Parks & Gardens Management System is a digital platform unifying oversight of the department's parks, botanical gardens and hill stations, mirroring the model developed for Farms & Nurseries. It comprises three modules: field-level data entry covering land, infrastructure, plant wealth, staff and finances; a public information portal offering visitors details on timings, fees, attractions and amenities; and an analytical dashboard giving the Secretary and Directors a consolidated, real-time view of infrastructure, revenue and performance. It will replace the practice of 11 monthly and 1 annual paper-based report per site with a live record, and will create the department's first plant wealth catalogue. Requirements and a prototype are validated, and resource allocation has been requested from NIC's SIO to begin development.



Data Readiness Assessment – Parks & Gardens Department

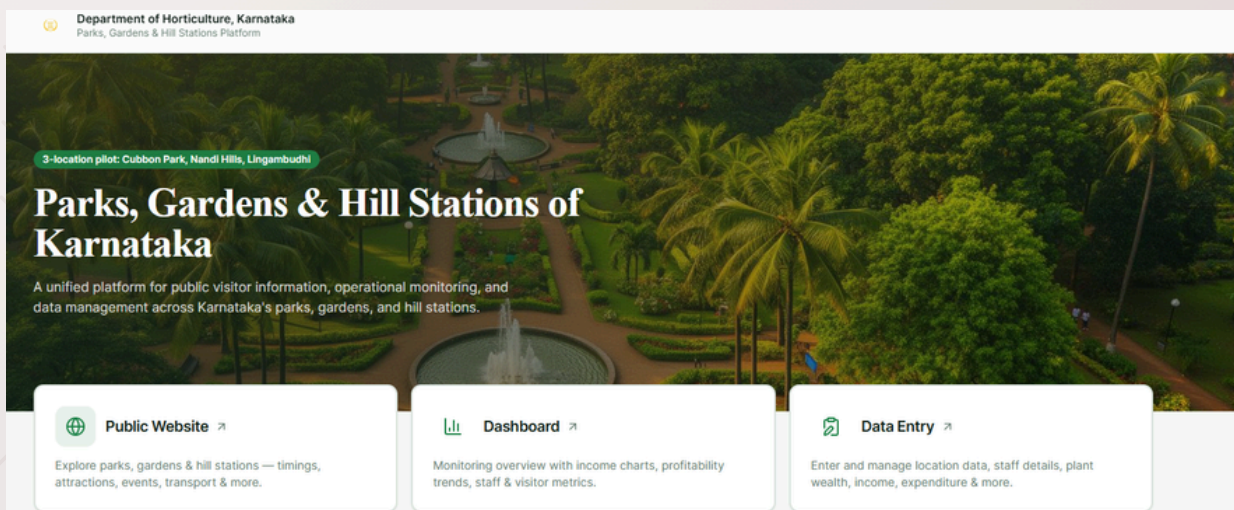
² Project led by Naseem Banu Z, under guidance of Monappa Nalyanda.

Key Activities & Contribution

-  Led requirement scoping and multi-round stakeholder consultation, incorporating feedback from regional officers into a revised draft covering all department parks and hill stations.
-  Coordinated site-level data gathering at Lingambudhi Park, Nandi Hills and Lalbagh, and conducted a structured data-readiness assessment across 14 requirement areas with the Joint Director.
-  Designed and built an AI-generated mock dashboard prototype, presenting it to the Executive Director, Parks and Gardens, and securing formal sign-off to proceed with development.
-  Advocated for buy-in from the Horticulture Director and NIC team, and drafted the formal resource-allocation letter sent to the SIO, NIC, to initiate platform development.

Way Forward

Development awaits resource allocation from the SIO, NIC, following the formal request letter. Continuity requires written confirmation on the final development owner between CSG and NIC, a data-collection plan for the 11 of 14 requirement areas still lacking source data, and a revised go-live timeline once resourcing is confirmed.



[AI prototype for the Parks & Gardens Management System](#) approved by the Horticulture Secretary, GoK for development by NIC. This is the link to the prototype.

Marketing Toolkit for unified FPO brand – Raitha Siri

The Context

The State FPO Federation (under Watershed and Horticulture departments) launched the unified FPO brand 'Raitha Siri' in April 2025 to help Farmer Producer Organisations transition into output businesses such as direct sales, processing, and branding. While the brand aimed to position Karnataka's horticulture produce as trustworthy for consumers and B2B buyers, individual FPOs lacked easy access to high-quality branding templates and marketing and packaging services. This gap limited their ability to quickly upscale branding capabilities while maintaining a consistent identity and brand language across the federation.

The Solution

To address this, a marketing toolkit was developed to enable FPOs to easily adopt high-quality branding and packaging solutions, allowing immediate upscaling of their marketing capabilities while maintaining consistency with the Raitha Siri brand identity. The solution centred on a seven-factor brand template, of which three factors remained fixed across all FPOs to preserve overall brand consistency of Raitha Siri, while the remaining four could be customised to reflect each FPO's individual identity. Alongside this, FPOs were introduced to digital printing technology for packaging, offering an alternative to setting up traditional packaging production units. This reduced capital expenditure requirements while still allowing flexibility for low minimum order quantities, making quality packaging accessible even to smaller FPOs.



Proposed Branding Template for Raitha Siri

Key Activities & Fellow Contribution

- Identified and onboarded branding and packaging service agencies (Brimbus Agency and Spectalpak) through the Atal Incubation Centre at Coffee Board, enabling FPO access to quality vendors.
- Designed a draft packaging design template using AI tools, facilitating early brainstorming discussions with the department on branding possibilities for Raitha Siri.
- Developed branding and packaging prototypes that were showcased at the first Annual General Meeting of the FPO federation.
- Presented FSSAI-aligned quality grading criteria for the 20 crops selected for Raitha Siri branding, supporting consistent brand quality standards.

Way Forward

Going forward, the Raitha Siri brand template and packaging solutions are intended to be institutionalised within the FPO federation, enabling continued adoption by member FPOs beyond the fellowship. Sustained implementation will depend on the department to oversee ongoing rollout and quality grading adherence.



Real-Time Branding & Packaging Solutions Demonstration at ITF

Coffees of Karnataka Branding

The Context

Karnataka is the largest coffee producing state in the country, with a significant share of national area under cultivation and production. Coffee is a high value export commodity, with over 70% of production exported. However, more than 90% of growers operate small holdings under 10 hectares and lack the resources to move up the value chain into branded coffee, limiting their ability to capture higher margins despite producing high quality, pure coffee comparable to established regional brands such as Araku Coffee from Andhra Pradesh.

The Solution

To address this gap, a dedicated coffee brand, "Coffees of Karnataka," was developed for launch by the Spice Board of Karnataka to communicate the unique identity and quality of coffee grown in the state. The solution combines four components: a brand identity built around the logo and the tagline "A Blend of Heritage and Taste"; six packaging designs representing coffee sourced from four key growing districts, Chikkamagaluru, Hassan, Chamarajanagar and Kodagu; backward linkages with small growers to source high quality coffee for processing; and market linkages with domestic premium retail and global online and offline storefronts. Together, these components aim to help small growers move up the value chain through a recognised, branded product.



"Coffees of Karnataka" Branding Presentation to the Horticulture Secretary

Key Activities & Fellow Contribution

-  Led brand development, including brainstorming sessions with the department and guiding the design agency to finalise the "Coffees of Karnataka" logo and packaging designs across four growing districts.
-  Engaged with the Coffee Board of India to identify complementary areas of collaboration for the brand's launch and positioning.
-  Drafted the project's business model report, presented to the Cabinet for funding approval, outlining the operational and financial pathway for the initiative.
-  Coordinated with Brimbus Agency, the engaged branding partner, to ensure design outputs aligned with departmental objectives and intended market positioning of the brand.

Way Forward

Going forward, the department will continue to build processing and retail capacity to operationalise the "Coffees of Karnataka" brand, pending Cabinet approval of the proposed funding. The Horticulture Department will oversee continued execution, ensuring backward linkages with growers and market linkages are institutionalised beyond the fellowship period.



"Coffees of Karnataka" Branding Templates Approved by the Chief Secretary

Cold storage Capacity Planning analysis

The Context

Karnataka has the third largest area under horticulture crops in India and is a leading producer of fruits, vegetables, and spices. The perishable nature of these crops leaves farmers vulnerable to price fluctuations during crop glut. Cold storage infrastructure helps farmers hold produce during short term price drops and sell once markets stabilise. The state currently has 8.9 lakh metric tons of installed cold storage capacity across 27 districts. This project assessed whether additional cold storage investment is needed to support farmers and FPOs during glut and low price scenarios.

The Solution

The project mapped installed cold storage capacity against demand for seven selected crops at state and district levels, and generated three hypotheses tested through primary and secondary data. Analysis found overall capacity sufficient to store all seven crops for eight months, disproving the hypothesis of a state level shortfall. At the district level, however, capacity for raisins and dry chilli did not align with production, disproving the second hypothesis. Primary data collected through a survey of 68 cold storage units across seven districts confirmed the third hypothesis: utilisation rates were strongly linked to processing capacity, with districts having higher processing capacity relative to production showing utilisation above 50 percent, compared to lower utilisation in districts with lower processing ratios.



Field Visit for Cold Storage Utilisation Assessment

Key Activities & Fellow Contribution

-  Led secondary data analysis mapping district wise production of seven selected crops against installed cold storage capacity, at both state and district levels.
-  Designed and administered a cold storage capacity survey and owner questionnaire across 68 units in seven districts, covering dry chilli and raisins.
-  Analysed survey and questionnaire responses to test the three hypotheses on capacity sufficiency, district level alignment, and utilisation rates.
-  Presented the final report and findings at the MPIC meeting in January 2026.

Way Forward

The findings were presented at the MPIC meeting in January 2026 for consideration in future horticulture planning. Continued monitoring of district level cold storage utilisation, particularly for raisins and dry chilli, can inform targeted interventions in processing capacity enhancement and optimum utilisation of existing cold storage capacity.



Analysis of Extended Processing Opportunities at Cold Storage Centres

Ancillary Projects

Marketing plan for organic produce from the Joida Organic Cluster

Project Overview

Following Karnataka's 2025-26 budget declaration of Joida as an organic taluk, the project developed "Joida Organic" as a brand for tribal produce, securing trademark registration and market linkages with online and offline retailers to improve farmer incomes.

Status and Way Forward

The brand and packaging design have been finalised, trademark registration is under process, and initial market linkages being established with HOPCOMs. Way forward includes onboarding FPOs, scaling production, and finalising sales agreements for wider market rollout.

Brand for GI crops of Karnataka

Project Overview

Karnataka has 21 GI tagged crops across fruits, vegetables, spices and plantation categories, each with distinctive qualities but limited market reach for small farmers. The project creates a unified brand, "Treasures of Karnataka," and establishes retail linkages through HOPCOMs to connect farmers directly with urban consumers.

Status and Way Forward

The brand identity has been approved by the Chief Secretary. Next steps include finalising the MOU with HOPCOMs, setting up branded kiosks at outlets, and launching a press campaign to build consumer awareness and drive footfall for GI crops.

Fruit & Vegetable processing units in CEPMIZ districts

Project Overview

Under the Supreme Court-directed CEPMIZ (Comprehensive Environment Plan for Mining Impact Zone) initiative, this project supports the Horticulture Department in enabling post-harvest value addition and food processing for affected communities across Ballari, Vijayanagara, Chitradurga, and Tumkuru districts, through units on leased departmental farmland.

Status and Way Forward

Crop processing opportunities have been mapped and processing unit proposals presented for coconut (Tumkur), guava (Vijayanagara), banana (Ballari), and pomegranate (Chitradurga). A solar dehydration demonstration for mango processing was conducted; next steps include finalizing unit designs and securing buyback arrangements.

Shrinath Honnavalli

Fellow Associate: Apoorva Srinivas



Department of Health and Family Welfare

Karnataka's public health system serves over 7 crore citizens through a vast network of health facilities, programmes, and digital platforms. As the system continues to expand in scale and complexity, ensuring reliable medicine and equipment availability, safeguarding data privacy, enabling interoperability across digital platforms, and establishing sound governance structures have become essential to delivering effective, citizen-centric healthcare.

Projects covered in this section:

- Streamlining Drug and Equipment Management through e-Aushada, e-Upakaran and HMS Integration
- Policy Framework for Data Management and Open Data Initiative
- Customization & Rollout of RCH 2.0 with POSHAN, UWIN, HMIS & RBSK Integration
- Governance Structure for Karnataka Digital Health Society (KDHS)

Across these projects, the fellow's engagement at the National AYUSH Summit on "Quality Assurance of Ayush Medicine and its Procurement System including Branding and Packaging" played an important role in the creation of pan India policy documents on drug management. The above engagement segued to creating a comprehensive drug management policy for the Government of Karnataka and institutional strengthening of Karnataka State Medical Supplies Corporation.

Another major milestone was the drafting of Compliance Framework for DPDP Act 2023 for consideration by all the stakeholders of Health and Family Welfare Department, Government of Karnataka.

Streamlining Drug and Equipment Management through E-Aushada, E-Upakaran and HMS Integration

The Context

Karnataka's public health system serves over 7 crore citizens across 10,000+ government health facilities, relying on a robust drug and equipment supply chain to ensure uninterrupted access to essential medicines. However, fragmented procurement processes, inconsistent warehouse practices, limited inventory visibility, and gaps in quality assurance mechanisms have historically contributed to stock-outs, wastage, and delays in medicine availability.

The Solution

An integrated, end-to-end drug and equipment management framework was developed to strengthen procurement, warehousing, quality assurance, inventory management, and drug dispensation across the state. This involved formulating standardized policies and SOPs covering procurement, Not of Standard Quality drug management, adverse drug reaction reporting, drug disposal, grievance redressal, and blacklisting of vendors, alongside warehouse operating procedures. A dedicated Warehouse Quality Assurance and Performance Assessment Framework was designed in alignment with National Quality Assurance Standards (NQAS) and Kayakalp principles to standardize warehouse practices statewide. Complementing these policy and quality measures, a digital integration roadmap was charted to connect e-Aushada, e-Upakaran, and HMS, aiming to establish a single source of truth for inventory and consumption data across facilities.



Key Activities & Fellow Contribution

-  Led the drafting of 25+ comprehensive policies and SOPs within an 18-month period, covering procurement, quality assurance, and warehouse management, to establish a standardized governance framework for the state's drug and equipment supply chain.
-  Designed the Warehouse Quality Assurance Assessment Framework (WQAAF), the first-of-its-kind in India, enabling standardized, objective assessment of warehouse performance across districts.
-  Prepared functional and technical requirements for enhancing e-Aushada and e-Upakaran systems, including integration workflows designed to improve inventory visibility and minimize duplicate data entry across platforms.



Felicitated by Dr Kousthubha Upadhyaya Advisor, Ministry of AYUSH for successfully organizing the State AYUSH summit on drug procurement and quality at Bengaluru



Meeting with stakeholders from six states at State AYUSH summit on Drug procurement and quality at Bengaluru under the leadership of AYUSH Commissioner Shri Vipin Singh, IFS Government of Karnataka on 12 June 2025

Way Forward

Implement the Warehouse Quality Assurance Assessment Framework and performance scorecards across all district drug warehouses. Roll out e-Aushada-HMS and e-Upakaran integration for real-time tracking of procurement, stock, consumption, and dispensation. Scale this framework as a replicable model for other State Medical Supplies Corporations across India.



Fellow represented the Government of Karnataka at State AYUSH summit on Drug procurement and quality at Guwahati, Assam on 1st August 2025



Representatives from Karnataka, Assam, Gujarat, Jharkhand, Tamil Nadu and Puducherry at the National AYUSH Summit. Fellow led the deliberations and policy recommendations for improved drug procurement and quality control for National Ayush Mission on 3 - 4th September 2025

Policy Framework for Data Management and Open Data Initiative

The Context

Karnataka's health system generates large volumes of data across multiple programmes and digital platforms, spanning service delivery, monitoring, and public health surveillance. However, fragmented systems, limited interoperability, inconsistent data-sharing practices, and the absence of a DPDP Act-compliant governance framework restricted the effective use of this data for planning, monitoring, AI-driven analytics, and evidence-based decision-making. This gap constrained the health department's ability to harness available data assets for improved programme design and citizen-centric service delivery across the state.

The Solution

A secure, ethical, and interoperable health data governance framework was designed to enable structured, DPDP Act-compliant use of health data for planning and analytics. This included drafting a DPDP Act-compliant Standard Operating Procedure for health data handling and sharing, alongside a comprehensive Health Data Governance and Open Data Framework to guide institutional practices. An Intelligent Data Exchange architecture was conceptualized to facilitate interoperable data sharing across health programmes and platforms. The framework further incorporated a consent management mechanism and an anonymized data-sharing approach to safeguard citizen privacy. Additionally, an analytics pilot framework was developed in partnership with the Centre of Data for Public Good (CDPG), IISc, using Rashtriya Bal Swasthya Karyakram (RBSK) data to demonstrate AI-enabled public health analytics.



With Karnataka AI Cell, Center for e-Governance (CeG) on DPDP (Digital Personal Data Protection) Act 2023 consultation

Key Activities & Fellow Contribution

- 🔍 Drafted the DPDP Act compliance Standard Operating Procedure and contributed to Karnataka Data Policy 2.0 for the health department, supporting its official notification for adoption and departmental use.
- 🔧 Developed the MoU and project proposal with CDPG, IISc, to enable advanced analytics using RBSK data for evidence-based child health insights.
- 🤝 Supported implementation planning for Annual Health Cards, interoperable digital health systems, and AI-enabled public health analytics frameworks.

Way Forward

Pilot the RBSK analytics initiative in partnership with CDPG, IISc. Implement the Intelligent Data Exchange platform along with API integrations across health programmes. Scale interoperable, consent-based, and anonymized data-sharing mechanisms across Karnataka's digital health ecosystem to enable AI-ready, evidence-driven public health governance.



At Vidhana Soudha, with Hon. Chief Secretary, Dr Shalini Rajneesh and Shri Manoz Jain, Secretary to Government, Department of Planning, representatives of Centre of Data for Public Good, IISc with Fellow Shrinath Honnavalli discussing Karnataka Intelligent Data Exchange on 30th July 2026

Ancillary Projects

Customization & Rollout of RCH 2.0 with POSHAN, UWIN, HMIS & RBSK Integration

Project Overview

Karnataka is integrating RCH 2.0 with Samasta, POSHAN Tracker, UWIN, HMIS, RBSK, JSY, PMMVY and e-JanMa to enable real-time beneficiary tracking and reduce duplicate data entry. The project outlines rollout framework for RCH 2.0 in Karnataka, including system architecture, API requirements and a phased implementation roadmap to enable seamless data exchange across maternal and child health platforms.

Status and Way Forward

Documented learnings from Chikkamagaluru **RCH 2.0 pilot**, submitted a **proposal to MoHFW** seeking approval for API integrations, facilitated discussions with MoHFW, NIC, LTIMindtree, State RCH Team, and Samasta on integration requirements and rollout planning.

Next steps include securing approval from MoHFW on the integration approach. Complete API integrations between RCH 2.0 and **Karnataka's digital health ecosystem**. Finalize rollout timelines, capacity-building plans, and implementation dependencies with key stakeholders. Support statewide rollout to strengthen maternal and child health service delivery through interoperable digital systems.



Hands on training for Pilot Testing of RCH 2.0 in Chikkamagalur on 24th June 2025

Ancillary Projects



Fellow with Ms Kalpna Deputy Director, Statistics, MoHFW, Government of India, Dr Rakesh Consultant, MoHFW, Government of India and Shri Nikhil Agarwal Director, Statistics, MoHFW, Government of India on 19 February 2026, Ministry of Health and Family Welfare, Delhi.



Stakeholder Meeting on RCH 2.0 with Deputy Director, Demography, Deputy Director, RCH 2.0, Ministry of Health and Family Welfare, District RCH Officer in Chikkamagalur on 24 June 2025.

Ancillary Projects

Governance Structure for Karnataka Digital Health Society (KDHS)

Project Overview

Karnataka's expanding digital health ecosystem under ABDM required a formal governance structure. This project developed the **KDHS Governance Framework, along with Karnataka Digital Health Policy (2025-2030), and an AI Strategy for Healthcare** to guide for digital health governance, interoperability, and responsible AI adoption.

Status and Way Forward

KDHS Governance Framework defining institutional structures, roles, and governance mechanisms, **Karnataka Digital Health Policy (2025–2030)**, **AI Strategy for KDHS**, **Ethical AI Framework with IIIT-Bangalore**, **Karnataka AI Cell**, and **CeG** for responsible AI adoption in healthcare have been drafted.

Next steps involve securing formal adoption of **KDHS Governance Framework, Digital Health Policy, and AI Strategy** and strengthening partnerships with government, academic, and technology to build a scalable and future-ready digital health ecosystem.



Fellow presenting the work on Digital Health Ethics to Shri. Pralhad Joshi, Union Minister of Education from Karnataka at the AI Summit under the aegis of Karnataka Pavilion in New Delhi on 17th February 2026.

Gallery



Fellows attended Orientation and Training at the Administrative Training Institute (ATI), Mysore.



Fellows also conducted field visit as part of their training at the Administrative Training Institute (ATI), Mysore.

Gallery



Steering Committee meeting chaired by Hon. Chief Secretary, Dr. Shalini Rajneesh, IAS on 23 June, 2026.



Fellows and The/Nudge leadership with Hon. Additional Chief Secretary, Government-cum-Development Commissioner Ms. Uma Mahadevan, IAS

Gallery



Monthly Meeting of Fellow Projects with Department officials



Fellows and team at the Vidhan Soudha

Gallery



Fellows at the Niti Aayog Office, New Delhi



Fellows and The/Nudge Team from Karnataka Cohort 2025-26

Collaborators

- Agri Innovation Centre
- Bank of India
- BigBasket
- Brimbus Agency
- Canara Bank
- Center for e-Governance (CEG)
- Center for Internet of Ethical Things (CIET), International Institute of Information Technology (IIIT-Bangalore)
- Centre for Smart Governance (CSG)
- Centre for e-Governance (CEG)
- AI Cell- Centre for e-Governance (CEG)
- Web Portal team- Centre for e-Governance (CEG)
- Centre of Data for Public Good (CDPG), Indian Institute of Sciences (IISc-Bangalore)
- CJ Darcl Logistics
- COE-FPO (Centre of Excellence for FPOs)
- Coffee Board of India
- Department for Promotion of Industry and Internal Trade (DPIIT), Government of India
- e-Gov Foundation
- EkStep Foundation
- Flipkart
- Four Karnataka Agriculture Universities
- GKVK (University of Agricultural Sciences, Bangalore)
- HDFC Bank
- HOPCOMs
- Horticulture Farms & Nurseries Department (District Officers, SADH, ADH)
- Horticulture Parks & Gardens Section (Executive Director's Office)
- Ideas To Impact Foundation
- Indian Institute of Packaging
- Dept of IT, BT and S&T (IT-BT)
- India Tobacco Company Limited (ITC)
- Jupiter Brain
- Karnataka State Agricultural Produce Processing & Export Corporation (KAPPEC)
- Karnataka State Remote Sensing Applications Centre (KSRSAC)
- LTIMindtree
- Mahindra Logistics
- NABKISAN
- Nandi Organic Farms Limited
- Navata Road Transport
- National Informatics Centre (NIC), Karnataka
- National Law School of India University (NLSIU), Bangalore

Collaborators

- Orkla Spices
- Raheja Solar Pvt Ltd
- Samunnati (Samunnati Finance Pvt Ltd)
- SBI
- Seva Sindhu - EDC
- SIO (State Informatics Officer), NIC
- SpectalPak Pvt Limited (Spectalpak)
- State Level Banking Committee (SLBC)
- VRL Logistics
- Walmart Cross-Border Trade (CBT)
- Walmart Vrutti

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Development Commissioner's Office	• Smt. Uma Mahadevan, IAS, Additional Chief Secretary-cum-Development Commissioner. Additional Chief Secretary, RDPR & SDEL
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CEG	• Shri. Bhoobalan T, IAS, Chief Executive Officer, Centre for E-Governance, Department of e-Governance • Smt. G Rashmi, KAS, Programme Director, Karnataka Web Portal • Dr. Shreevyas, Project Director, AI Cell

Abbreviations

- ADH – Assistant Director of Horticulture
- ADR – Adverse Drug Reaction (ADR)
- AGM – Annual General Meeting
- AI – Artificial Intelligence
- AI/ML – Artificial Intelligence/Machine Learning
- APEDA – Agricultural and Processed Food Products Export Development Authority
- API – Application Programming Interface
- BEL – Bharat Electronics Limited
- BV – BharatVistaar
- CAPEX – Capital Expenditure
- CBT – Cross-Border Trade
- CDPG, IISc – Centre of Data for Public Good, Indian Institute of Science, Bangalore
- CEG – Center for e-Governance
- CEPMIZ – Comprehensive Environment Plan for Mining Impact Zone
- CCL – Children in Conflict with Law
- CNCP – Children in Need of Care and Protection
- CoE – Centre of Excellence
- COE-FPO – Centre of Excellence for FPOs
- CS – Chief Secretary
- CSO – Chief Secretary's Office
- CSG – Center for Smart Governance
- CSR – Corporate Social Responsibility
- DCPO – District Child Protection Officer
- DD – Deputy Director
- DFRL – Defence Food Research Laboratory
- DoA – Department of Agriculture
- DoH – Department of Horticulture
- DoHFW – Department of Health and Family Welfare
- DPDP – Digital Personal Data Protection (DPDP) Act, 2023
- DPI – Digital Public Infrastructure
- DPIIT – Department for Promotion of Industry and Internal Trade
- DPR – Detailed Project Report
- DSS – Decision Support System
- EDCS – Directorate of Electronic Delivery of Citizen Services
- EODB – Ease of doing business
- FPCL – Farmer Producer Company Limited
- FPO – Farmer Producer Organisation
- FRUITS – Farmer Registration and Unified Beneficiary Information System
- FSSAI – Food Safety and Standards Authority of India
- GAIN – Global Alliance for Improved Nutrition
- GI – Geographical Indication
- GIM – Global Investors Meet
- GKVK – Gandhi Krishi Vignana Kendra (University of Agriculture Sciences, Bangalore campus)
- GMV – Gross Merchandise Value
- GPS – Global Positioning System
- HMS – Hospital Management System
- HOPCOMs – Horticultural Producers' Co-operative Marketing and Processing Society

Abbreviations

- IAF – Indian Administrative Fellowship
- ICAR – Indian Council of Agricultural Research
- ICDS – Integrated Child Development Services
- IMD – India Meteorological Department
- IT-BT – Information Technology and Biotechnology (Department)
- ITF – International Trade Fair
- JD – Joint Director
- JDH – Joint Director of Horticulture
- JSY – Janani Suraksha Yojana
- K-TAC – Karnataka Tourism, Arts, and Culture
- KA/25 – Karnataka '25 (Cohort)
- KAPPEC – Karnataka State Agricultural Produce Processing & Export Corporation
- KDHS – Karnataka Digital Health Society
- K-Kisan – Karnataka Kisan (department scheme portal)
- KODI – Karnataka Open Data Initiative
- KSDA – Karnataka State Department of Agriculture
- KSDC – Karnataka State Data Centre
- KSMSCCL – Karnataka State Medical Supplies Corporation Limited
- KSP – Karnataka state police
- KRSRAC – Karnataka State Remote Sensing Applications Centre
- KTTF – Karnataka Tourism Trade (Facilitation and Regulation) Rules.
- KUM – Karnataka Udyog Mitra
- LOI – Letter of Intent
- MIS – Management Information Systems
- MoHFW – Ministry of Health and Family Welfare
- MOQ – Minimum Order Quantity
- MOU – Memorandum of Understanding
- MPIC – Monthly Progress and Implementation Committee
- MSME – Micro Small Medium Enterprises
- MT – Metric Tonnes
- NABL – National Accreditation Board for Testing and Calibration Laboratories
- NABCONS – NABARD Consultancy Services
- NBFC – Non-Banking Financial Company
- NGOs – Non-Governmental Organisations
- NIC – National Informatics Centre
- NSQ – Not of Standard Quality
- OEM – Original Equipment Manufacturers
- PMMVY – Pradhan Mantri Matru Vandana Yojana
- PMG – Project Monitoring Group
- POC – Point of Contact
- PoP – Package of Practices
- POSHAN – Prime Minister's Overarching Scheme for Holistic Nutrition
- PPP – Public-Private Partnership
- PWD – Person with Disability
- RAMP – Raising and Accelerating MSME Performance
- RBSK – Rashtriya Bal Swasthya Karyakram
- RCH – Reproductive and Child Health
- RDWSD – Rural Drinking Water and Sanitation Department.
- RSY – Raitha Samruddhi Yojane

Abbreviations

- RTC – Record of Rights, Tenancy and Crops
- RWS – Rural Water Supply
- SADH – Senior Assistant Director of Horticulture
- SIO – State Informatics Officer
- SLBC – State Level Banking Committee
- SOP – Standard Operating Procedure
- SQL – Structured Query Language
- SWOT – Strengths, Weaknesses, Opportunities, Threats
- SWS – Single Window System
- TAP – Technical Approval Panel
- TAT – Turnaround Time
- UAT – User Acceptance Testing
- UWIN – Universal Immunisation Web Platform
- WCD – Women and Child Development
- WQAAF – Warehouse Quality Assurance Assessment Framework

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