Indian Administrative Fellowship

Second Cohort, Karnataka
July 2023 - Dec 2024
Outcome Report

THE/NUDGE INSTITUTE | Indian Administrative Fellowship

in partnership with

GOVERNMENT OF KARNATAKA

MESSAGE

Dr. Shalini Rajneesh

The Chief Secretary
Government of Karnataka

ಡಾ. ಶಾಲಿನಿ ರಜನೀಶ್, ಭಾ.ಆ.ಸೇ.,
ಮುಖ್ಯ ಕಾರ್ಯದರ್ಶಿ
Dr. SHALINI RAJNEESH, I.A.S.,
Chief Secretary

ಕರ್ನಾಟಕ ಸರ್ಕಾರ
Government of Karnataka

Date: 23.12.2024

MESSAGE

The Government of Karnataka has always been at the forefront of pioneering governance models to address complex challenges, enhance service delivery, and meet the growing aspirations of its citizens. Recognizing the immense potential of collaboration, we embarked on the Indian Administrative Fellowship as a bold initiative to bring the expertise of senior private sector professionals into the realm of public administration.

Launched in 2021, the Fellowship began as an innovative public-private partnership. I am pleased to witness this fellowship expand upon the inaugural cohort and successfully complete the second cohort. The Fellows, embedded within key departments, have made notable contributions by strengthening processes, driving technology adoption, and forging impactful partnerships. I wish the Fellows all the best in their future endeavors and look forward to their continued contributions to sustainable development.

I commend the Department of Planning, Programme Monitoring & Statistics for effectively leading and anchoring the second cohort of the Fellowship. I also extend my gratitude to The/Nudge Institute for their invaluable partnership and dedication to this shared vision. As we move forward, we remain committed to refining this initiative and building on its foundation to deliver even greater impact.

(Dr. Shalini Rajneesh)
Chief Secretary

Department Stakeholders Meeting, July 2023

Orientation at Administrative Training Institute (ATI) Mysore, August 2023

Projects Review Meeting, July 2024

MESSAGE

Smt. Uma Mahadevan

Additional Chief Secretary
and Development Commissioner
Government of Karnataka

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Uma Mahadevan, I.A.S.,
Additional Chief Secretary and
Development Commissioner

ಕರ್ನಾಟಕ ಸರ್ಕಾರ
Government of Karnataka

ಕರ್ನಾಟಕ ಸರ್ಕಾರ ಸಚಿವಾಲಯ
ವಿಧಾನ ಸೌಧ
Karnataka Government Secretariat
Vidhana Soudha

FOREWORD

Governance is inherently dynamic, requiring constant adaptation and collaboration to address evolving challenges. Fellowship models like The/Nudge Indian Administrative Fellowship provide a unique opportunity to enable cross-departmental collaboration and learning, bridging institutional boundaries and fostering systemic change through this unique public private partnership.

This initiative, hosted across various departments, aimed at driving impactful governance reforms and accelerating development goals. The second cohort of Fellows has brought fresh, outside-in perspectives that have been instrumental in identifying challenges, conceptualizing innovative solutions, and building meaningful external partnerships to drive large-scale initiatives.

This Fellowship has demonstrated the value of combining diverse expertise to strengthen governance frameworks, enhance institutional capacity and it holds significant promise for creating lasting and impactful change. I extend my best wishes to the Fellows for their future endeavours and look forward to seeing their continued contributions to the development sector.

Umamahadevan

(Uma Mahadevan)
Additional Chief Secretary &
Development Commissioner

Knowledge Sessions by Departments, March 2024

Projects Review Meeting, September 2024

FOREWORD

Vishal R, IAS

Secretary - Planning, Programme Management & Statistics Department

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Dr. VISHAL. R. I.A.S.,
Secretary to Government
Planning, Programme Monitoring
and Statistics Department

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Foreword

It is my distinct pleasure to present the outcome report of the second cohort of The/Nudge Indian Administrative Fellowship in Karnataka. As the anchor department for this transformative initiative, the Planning Department has had the privilege of fostering collaboration across various government departments, driving innovation, and creating pathways for sustainable development.

The fellowship has uniquely positioned senior corporate professionals to work alongside visionary civil servants in departments such as Commerce & Industries, Planning, Programme Monitoring & Statistics, Rural Development and Panchayat Raj, Skill Development, Entrepreneurship & Livelihood, Women and Child Development, and Youth Empowerment & Sports. Unlike traditional consultancy or Project Management Unit (PMU) models, the Fellows were deeply embedded within the departments, functioning as integral team members and representatives of the departments themselves. This immersive approach has catalysed the development of a technology-oriented mindset, promoted cross-functional collaboration, and provided an opportunity for officials to move beyond routine administration to focus on systemic improvements in public service delivery.

The program owes its success to the steadfast guidance of Hon'ble Chief Secretary, GOK, Dr. Shalini Rajneesh, the strategic vision of Additional Chief Secretary and Development Commissioner Smt. Uma Mahadevan, and the unwavering support of Additional Chief Secretaries, Principal Secretaries, Secretaries, and other department stakeholders. Their leadership has been instrumental in shaping and nurturing the fellowship's achievements.

We firmly believe that this program has laid a strong foundation for lasting impact. It is now imperative that departments sustain and advance the initiatives introduced during the fellowship. By doing so, we can ensure that the programs and innovations reach their full potential, significantly contributing to systemic improvements and better service delivery for the people of Karnataka.

Together, let us continue to work toward a future where cross-departmental collaboration and sustainable practices remain at the heart of governance.

R. 19/12/2024

Dr. Vishal R. I.A.S.,
Secretary to Government
Planning, Programme Monitoring
& Statistics Department.

Department Stakeholders Meeting, July 2023

The/Nudge Institute leadership team with The Chief Secretary, August 2024

Interaction with Chairperson, State Institute for Transformation of Karnataka (SITK), Aug 2023

MESSAGE

Vivek Sharma

Managing Director
The/Nudge IAF

The Government of Karnataka has been a pioneer in fostering innovative public-private partnerships, under whose leadership the The/Nudge Indian Administrative Fellowship (IAF) was launched in 2021. Building on the success of its inaugural cohort, the second cohort brought together six fellows who collaborated with various departments to drive impactful initiatives. The accomplishments of the Fellows, from technology solutions to partnerships, showcase how strategic collaboration can enhance the efficiency and effectiveness of public systems.

This journey has been transformative both for the fellows and us. We extend our heartfelt gratitude to Hon'ble Chief Secretary Dr. Shalini Rajneesh, Additional Chief Secretary and Development Commissioner Smt. Uma Mahadevan, Secretary of Planning, Programme Monitoring & Statistics Dr. Vishal R., and the Additional Chief Secretaries, Principal Secretaries, Secretaries, and department stakeholders for their unwavering support and guidance.

Looking ahead, we aim to build on the foundation laid by the first two cohorts to enable transformative change in governance through future cohorts in Karnataka. With the recently concluded cohort in Punjab, current fellowship in the Ministry of Social Justice and the upcoming cohort in Jharkhand, we hope this Fellowship pioneered in Karnataka, evolves into a nationwide platform for driving systemic transformation and governance innovation.

Projects Review Meeting, April 2024

With Shri. Suman Bery, Vice Chairperson, NITI Aayog, June 2024

EXECUTIVE SUMMARY

Chetana Koulagi

State Head, Indian Administrative Fellowship - Karnataka
The/Nudge Institute

The journey of the second cohort of The/Nudge Indian Administrative Fellowship in Karnataka has been one of learning, collaboration, and innovation. Through their expertise in problem-solving, solution design, technology expertise, stakeholder engagement, and with collaborative efforts across teams, the Fellows delivered significant results.

These include enhancing the State's Single Window System for investments, conceptualising and securing funding for the MSME (Micro, Small, and Medium Enterprise) portal under World Bank funded RAMP (Raising and Accelerating MSME Performance) scheme, and launching a Learning Management System for Anganwadi workers. The cohort also enhanced the Yuvakanaja youth portal, providing comprehensive information on youth schemes and engaging over three lakh users, with one lakh thiry thousand profiles created.

Online sessions via Arivu Kendras reached over ten lakh children and youth, offering life skills, career guidance, and creative activities. Fellows further conceptualized technology solutions for maternal health, child protection, digital libraries, and governance of Solid Waste Management leveraging Digital Public Goods (DPG), while establishing critical partnerships to bring these solutions to life. They have facilitated industry connections for job fairs, conducted a feasibility study for women's credit empowerment, and mobilised Corporate Social Responsibility (CSR) partnerships to support education, health, and water sustainability initiatives in Karnataka.

These outcomes are a testament to the commitment of both the Fellows and the government departments they worked with. As we prepare to launch the third cohort in Karnataka, I extend my heartfelt gratitude to the Government of Karnataka, the department officials, and the Fellows for laying a robust foundation.

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KEY MILESTONES OF IAF

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

Oct 2020

First MoU signed with the Govt of Karnataka

Jul 2021

Inaugural Karnataka Cohort KA/21 launched across 10 state departments

Dec 2022

Graduation of KA/21 cohort

IAF cohort launched in Punjab: PB/22

Jul 2023

Launch of second Karnataka cohort: KA/23

Mar 2024

First IAF cohort in partnership with a central ministry: MoSJE/24

Jun 2024

Graduation of PB/22 cohort

Aug 2024

First MoU signed with Government of Jharkhand

Dec 2024

Graduation of KA/23 Cohort

IAF KA/23 AT A GLANCE

The second cohort of the Indian Administrative Fellowship (IAF) in Karnataka commenced in July 2023, marking another step forward in fostering public-private collaboration to drive systemic transformation. The Fellows' contributions spanned a wide spectrum of projects aimed at streamlining public systems and tackling critical state priorities across 6 departments. Their efforts led to the introduction of technology-driven systems and fostering cross-sectoral partnerships between government agencies, grassroots organizations, and private enterprises, creating synergies that enhanced the scalability and sustainability of their projects.
Here is a snapshot of their impact:

13 Technological solutions

34 Collaborators

1.3 million Lives touched

Bharath Sondur

Dept. of Skill Development, Entrepreneurship & Livelihood

Career:

CBO, Arohan Financial Services and Suryoday Small Finance Bank | Exec VP - Jana Small Finance Bank | 30 yrs in retail banking, financial inclusion and micro-finance

Education:

SMLP with INSEAD, Singapore and Fontainebleau, IMD - Zurich

Prathap Parashar

Department of Youth Empowerment & Sports

Career:

Director: Technologies, Efficiency Initiatives,
Business Leadership: VMware, JCPenney, NetApp | 20+ years leading Global Teams
Founder: Sundara Bharata Trust | Supporting Rural Education, Skill Development and Employability |
6+ Years

Education:

BE (Bangalore University), ITIL Expert

Pravin Hungund

Department of Rural Development & Panchayat Raj

Career:

Chief Technologist - Wipro | 30 yrs in Tech Strategy & innovation, Business Management, P&L, and Deep Tech Development

Education:

Post Graduate Certificate in Technology Leadership and Innovation from Massachusetts Institute of Technology- MIT xPRO

Pritam Kumar Sinha

Department of Planning, Programme Monitoring & Statistics

Career:
Regional Manager (IT Service Support)- Infosys | 26 yrs of exp in program management, digital transformation & cybersecurity

Education:
MDP (IIT Kanpur) | BE (Dr. Babasaheb Ambedkar Marathwada University)

Puneet Jetli

Department of Commerce & Industries

Career:
CEO - SensiWise Solutions | Ex MindTree | 30 yrs of IT experience with expertise in building and scaling innovative, sustainable digital businesses and startups

Education:
MBA (FMS) | BE- (Govt Engineering College, Jabalpur)

Srichandra Menon

Dept. of Women & Child Development and Empowerment of Differently Abled and Senior Citizens

Career:
VP (Plastics Recovery & Aggregation) - Hasiru Dala Innovations | Ex AVP - Accenture | 22 yrs in strategy, operations, finance, and risk mitigation

Education:
BSc, Certified Project Manager (PMP) and Certified Six sigma Green Belt

KARNATAKA '23 | THE/NUDGE TEAM

Chetana Koulagi | State Head, IAF Karnataka

Chetana is an engineer by education and has 25+ years of diverse and cross-functional experience in technology, learning & development, governance, project and risk management in corporates such as Infosys, Intel and Nokia, prior to her transition to the development sector.

Navneet Prakash | Associate Manager

Navneet is a post-graduate from Tata Institute of Social Science (TISS) and has over 16 years of experience in the non-profit sector, focusing on mentoring and capacity building for youth social entrepreneurs, child rights, youth development, training design and facilitation, and entrepreneurship education.

Pratiksha Rai | Associate Manager

Pratiksha is a development professional with 9 years of experience in social impact & non-profit sectors. She has closely worked with the Ministry of Drinking Water & Sanitation, Ministry of Skill Development & Entrepreneurship, IIM Nagpur, Tata Trusts, and various state governments. She is passionate about promoting public policy through technology enablement.

Vibhuti Rai | Associate Manager

Vibhuti is post-graduate from Tata Institute of Social Science (TISS) and has over 8 years of experience in the corporate and development sectors. He has previously worked with the Ministry of Women and Child Development (MWCD), NABARD, Tata Trusts, and various state governments in the areas of nutrition, farming, and public and social policy.

Vishesh Kumar | Associate Manager

Vishesh has 7 years of experience in the private and development sectors. A former Teach For India fellow and second-generation entrepreneur, he is passionate about improving public service delivery through technology and service design. He has led New Product Introduction (NPI) projects in the electronics manufacturing sector for clients such as GE Healthcare, Bosch, and Capgemini.

DEPARTMENT OVERVIEW

Commerce & Industries

The Department of Industries and Commerce acts as a catalyst for the development of the industrial sector and MSMEs through effective discharge of developmental and facilitation activities. It promotes trade and investment by identifying sectoral advantages of the state and formulating and implementing the policies for sustainable and growth-oriented industrialization.

Planning, Programme Monitoring & Statistics

The Planning, Programme Monitoring, and Statistics Department is pivotal in strategic planning and monitoring for the state's development. It formulates annual and five-year plans, supports evidence-based policymaking through data collection and analysis, and monitors program implementation across sectors.

Rural Development & Panchayat Raj

The Department of Rural Development and Panchayati Raj focuses on sustainable and inclusive growth of overall rural development along with empowerment of Panchayati Raj Institutions. It enhances the quality of life, particularly marginalized groups, by prioritising essential infrastructure and socio-economic opportunities for people in rural areas.

DEPARTMENT OVERVIEW

Skill Development, Entrepreneurship & Livelihood

The Skill Development, Entrepreneurship & Livelihood department of the Government of Karnataka focuses on enhancing employability through skill development, promoting entrepreneurship, and creating livelihood opportunities. Its aim is to equip individuals with the necessary skills to thrive in various sectors and support the state's economic growth.

Women & Child Development & Empowerment of Differently Abled & Senior Citizens

The Department of Women and Child Development and Empowerment of Differently Abled and Senior Citizens in Karnataka focuses on their welfare and empowerment. It implements programs like ICDS (Integrated Child Development Scheme), providing nutrition, health, and early education through Anganwadi centers, and manages ICPS (Integrated Child Protection Scheme) to protect vulnerable children.

Youth Empowerment & Sports

The Department of Youth Empowerment and Sports, Government of Karnataka, is dedicated to the comprehensive development of the state's youth through a range of initiatives, including empowerment programs, sports promotion, vocational training, and leadership development. The Department strives to enhance the physical, mental, and social well-being of young individuals, while providing platforms for sports excellence and sustainable livelihoods.

PROJECTS & OUTCOMES

Ease-of-Doing-Business

Revamped Single Window Clearance System (SWS) for the industries in Karnataka

Department of Commerce & Industries

Mr. Puneet Jetli | Associate: Mr. Vishesh Kumar

Status: Phase 1 development completed; To be launched in February, 2025

Partners: Microsoft, E&Y

The context

Karnataka is a key driver of India's development, hosting over 400 multinational companies and leading in software exports, renewable energy, aerospace and defense and R&D sectors. Karnataka is known to be a prime destination for industrial investments. The Single-Window Clearance System (SWS) facilitated by Karnataka Udyog Mitra (KUM) enables access to critical information on policies, schemes, and providing timely clearances and in-principle approvals for investment proposals; such as approvals for land use, construction, environmental clearances, etc. However, based on feedback from industries and benchmarking against other states, there was a recognised need for enhancements to further digitise and streamline the system to increase Ease of Doing Business in the state.

*"Karnataka aims to be ranked third nationally by the end of the 2023-24 fiscal, with investments totalling Rs 54,427 crore. By the end of June 2024-25, Karnataka is set to move up to second place with an additional Rs 19,059 crore in investments."**

- Sri Siddaramaiah,
Hon. Chief Minister of Karnataka

* https://www.ibtimes.co.in/ktaka-aiming-2nd-rank-industrial-capital-investments-by-june-2025-cm-siddaramaiah-875111

The solution

On behalf of the Commerce and Industries department, the fellow worked with Microsoft and E&Y to revamp and digitise the State-level Single Window Clearance System (SWS) which aims to simplify the investment approval process for potential investors and enhance the efficiency, transparency, and effectiveness of over 138 G2B services provided by over 30 participating departments for industries in the state.

The key features of the solution are:

- Unification and digitisation of 138+ Business Services across 30 departments on a single platform
- Complete digital Lifecycle management of approvals and fee payments
- AI powered multilingual and multi-channel Chatbot
- Digital wizards, tools and how-to videos to assist investors
- Approvals for over 45 district level business services, bringing MSME related proposals under the purview of SWS
- Increased Transparency and time-bound SLAs via integration with SAKALA

Fellow's contributions & key results

Managed the program on behalf of the department to achieve the on-time rollout of the project in collaboration with the technical implementation partner Microsoft and Project Monitoring Unit (PMU) partner E&Y.

Collaborated with over **30+ departments** to rationalise and **unify over 138 business services.** Preparation and **review of Application Programming Interface (API) specifications** to ensure the seamless two-way integration between the SWS and departmental systems.

Validated functional requirements for alignment with GOIs Business Reforms Action Plan (BRAP). **Enabled technology innovations** in terms of Geographical Information System (GIS) -based Industrial Information Systems, **proof-of-concept for a multilingual, multi-channel AI-based Chatbot.**

The way forward

With an implementation partner and a departmental program manager onboarded, the project with enhanced features is all set for development of Phase 2 and launch in February 2025.

Growth and sustainability of MSMEs

MSME Sarthak Portal – A digital platform enabling growth of MSMEs in Karnataka

Department of Commerce & Industries

Mr. Puneet Jetli | Associate: Mr. Vishesh Kumar

Status: High level functional requirements defined and INR 15.84 crores funding secured; program implementation partner to be onboarded

The context

Micro, Small, and Medium Enterprises (MSMEs) are the backbone of both the Indian economy and the state of Karnataka. They play a crucial role not only by making a significant contribution to the Gross Value Added (GVA) but also by driving employment, innovation, and entrepreneurship. Despite numerous policies, schemes, incentives, and support systems introduced by the Government of India and the Government of Karnataka, MSMEs continue to face significant challenges with respect to awareness of schemes, access to markets, credit, technology and infrastructure.

*65 % of MSMEs surveyed in Karnataka feel that there is a lack of knowledge and awareness on potential markets**

*76% of the respondents feel that limited availability of working capital products**

*74 % of MSMEs surveyed in Karnataka require financial assistance for the purpose of expansion and diversification or for the purpose of adoption of technology**

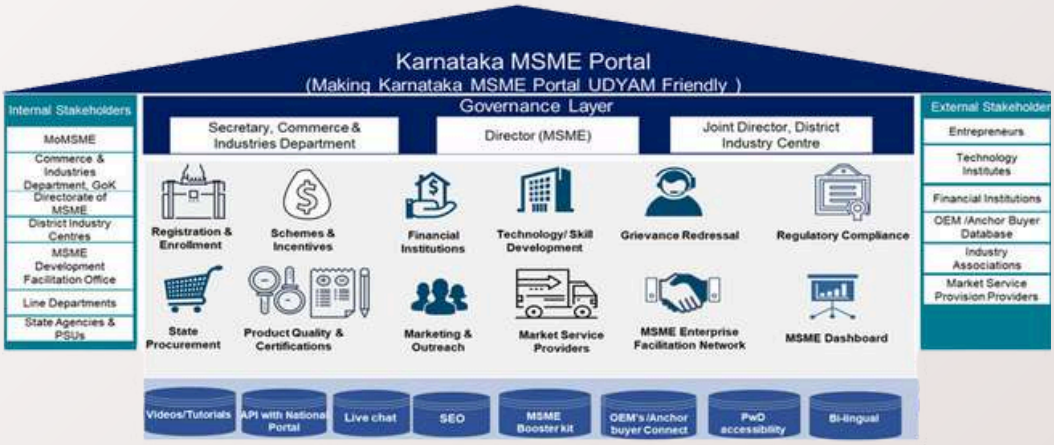
The solution

MSME Sarthak portal would see the State Government taking a more central role in using technology as an ecosystem enabler to address the challenges for the growth and sustainability of MSMEs. The platform intends to facilitate collaboration and transactions between MSMEs and key stakeholders such as government bodies, industry associations, academic institutions, service providers, financial entities, and mentors, in order to provide comprehensive support and development opportunities for MSMEs.

*Karnataka MSME Market Study, under Karnataka Strategic Investment Plan under World Bank supported Central Sector Scheme of GoI – Raising and Accelerating MSME Performance (RAMP)

Key features of the solution include:

- Providing information on markets, government policies, schemes, incentive claims, and available infrastructure
- Connecting MSMEs with marketplaces, government procurement opportunities, and innovation/vendor development
- Facilitating MSMEs in obtaining funding for business growth and daily operations.
- Offering guidance and expertise to MSMEs through mentors and various service providers
- Providing access to solutions for accounting, CRM, HCM, and skill upgradation.
- Integrating with national MSME portals and Karnataka's skill-connect portal for streamlined access to resources
- Allowing MSMEs to claim state government incentives and concessions online.
- Creating an engaging platform for MSMEs to connect, collaborate, and share knowledge
- Provides a digitised system for query resolution and mentorship support to MSMEs on various issues



Fellow's contributions and key results

Defined high-level functionality and **secured INR 15.84 crore in funding** for the development of the 'MSME Sarthak' portal under the World Bank-funded MSME-Ramp scheme.

The way forward

A tender to onboard the State's Program Implementation Unit (SPIU) for the MSME-RAMP program funded initiatives has already been released and processed. The selected SPIU agency will work with the department to design, develop & rollout the project.

Education reforms

Karnataka educational reforms and CSR-driven Government schools transformation initiative

Planning, Programe Monitoring and Statistics Department

Fellow: Mr. Pritam Sinha | Associate: Mr. Vibhuti Kumar Rai

Status: 40 Schools are adopted by NGO/CSR partners under School Transformation Program

Partners: ITC, Art of Living

The context

The Karnataka's government schools face significant challenges, including low enrollment, high dropout rates, and inadequate infrastructure, with over 18,000 schools having fewer than 30 students and 3,500 at risk of collapse. Issues such as poor WASH facilities, limited smart classrooms, lack of STEM labs, teacher shortages, and fragmented Corporate Social Responsibility (CSR) efforts further hinder quality education and equitable opportunities. These gaps lead to suboptimal learning outcomes.

The solution

The Karnataka Educational Reforms and CSR-driven government schools transformation initiative, addresses these challenges through innovative strategies like the Cluster Schools Concept consolidating smaller schools to optimise resources, build state-of-the-art infrastructure, and strengthen teacher capacity. Partnerships with CSR entities, Foundation, alongside grassroots organisations, aim to foster equitable access to quality education, improve learning outcomes, and create a sustainable model for rural education transformation. CSR conclave played a critical role in bringing together all the partners to enable large-scale development.

- *Optimisation of resources by merging smaller schools for greater viability*
- *State-of-the-art facilities, including STEM labs, smart classrooms, and vocational training setups*
- *Trained teachers in digital literacy, STEM, and modern pedagogy.*
- *Support of CSR entities and foundations for resources*
- *NGOs Partner for grassroots expertise and innovative education models*
- *Integrate fragmented CSR initiatives into comprehensive reforms*

40 Schools are adopted under 500 School transformation program

Fellow's contributions and key results

Adoption of cluster school model and and pilot in the Varuna constituency, Mysore, marking a significant step toward transformative education reforms. Launch of the 500 government schools adoption program. Played a key role in organising the CSR conclave for education partners, bringing together stakeholders to align efforts for holistic education reforms.

Facilitated participation of over 70 corporates and NGOs in CSR Conclave. Facilitated 40 schools adoption by Art of Living and Youth For Seva.

Design thinking workshop was organised to engage stakeholders in innovative brainstorming sessions to co-create solutions aligned with NITI Aayog's education quality parameters.

The way forward

The onboarded partners will continue to engage with the Department of Education for the implementation of the identified projects

Water sustainability

Jala Samruddhi: CSR-driven multidisciplinary research and water sustainability initiative

Planning, Programe Monitoring and Statistics Department

Fellow: Mr. Pritam Sinha | Associate: Mr. Vibhuti Kumar Rai

Status: MOU is signed with EMPRI, AoL and Bangalore University. The project will be taken forward under this MOU

Partners: ITC, Art of Living, EMPRI, Bangalore University

The context

Bangalore, once known as the "City of Lakes," faces an acute water crisis due to delayed rainfall, a rapidly depleting groundwater table, unchecked domestic and industrial pollution, and unsustainable urbanization. Conventional methods like de-silting fail to address root causes such as unregulated groundwater extraction and inadequate recharge mechanisms. Fragmented efforts among Corporate Social Responsibility (CSR) partners, government agencies, and academic institutions further hinder sustainable water management. Legal hurdles and misaligned priorities have slowed CSR engagement in critical rejuvenation projects. Key issues include severe groundwater depletion, pollution of water bodies, and ineffective rejuvenation methods that overlook long-term solutions. Limited adoption of innovative technologies, such as bioenzyme formulations and plant-based water purification, adds to the challenge.

The solution

To address these challenges, Jala Samruddhi: CSR-driven multidisciplinary research and water sustainability initiative was launched as a transformative program. This initiative aims to integrate corporate social responsibility (CSR) engagement, interdepartmental collaboration and multidisciplinary research through engagement of educational institutions to design and implement sustainable water management practices across Karnataka.

The project emphasises evidence-based, scalable, nature-based solutions, fostering collaboration among diverse stakeholders. With CSR funding, cutting-edge research, and evidence-driven approaches, the initiative aims to revive Bangalore's lakes and rivers, recharge its groundwater, and restore its ecological balance

Fellow's contributions and key results

Conceptualised and initiated the "Jala Samruddhi" project, integrating CSR funding, government schemes, and multidisciplinary research with a focus on sustainable, nature-based solutions for water rejuvenation. Design thinking workshop was organised to engage stakeholders in innovative brainstorming sessions to co-create solutions.

INR 3 crores is committed by ITC CSR to rejuvenate 400 water bodies across Karnataka.

Facilitated partnership with Environmental Management & Policy Research Institute (EMPRI), Art of Living and Bangalore University for rejuvenation of Vrushabhavathi river. Brought together ITC and Art of Living to initiate large-scale water body rejuvenation projects, including the South Pennar River catchment.

Drafted and secured approval for the Forest, Wildlife, and Climate Change Mitigation Foundation, institutionalising sustainable water management practices.

The way forward

- MOU is signed with EMPRI, AoL and Bangalore University. The project will be taken forward under this MOU, with EMPRI as the nodal organisation
- Alignment with national programs like Amruth 2.0 and NREGA ensures government support

Solid Waste Management

Building a digital public infrastructure to enhance the efficiency and effectiveness of solid waste management through quantifiable metrics

Department of Rural Development & Panchayati Raj

Mr. Pravin Hungund | Associate: Ms. Pratiksha Rai

Status: Solution has been approved and implementation work in progress.

Partners: Egov Foundation & Centre for Smart Governance.

The context

Karnataka generates 9.17 lakh metric tons of waste annually, according to a recent report by the Central Pollution Control Board.* Significant improvements can be achieved in Solid Waste Management (SWM) by addressing the challenges of inadequate capacity building, limited public awareness, poor governance, weak policy enforcement, and fragmented coordination.

Gram Panchayats (GPs) in Karnataka face challenges in effective and efficient tracking of waste collection, segregation, transportation, and disposal of different types of waste. There is a huge opportunity to enable effective waste management tracking and governance through technology.

The solution

A first of its kind in the Country, the initiative leverages DIGIT Digital Public Good (DPG) to enable grassroots-level transformation in SWM practices, improving their effectiveness and efficiency. The solution will enable data capture, systemic & comprehensive tracking and governance of end-to-end SWM process, improving service delivery and decision making.

The focus is to develop a comprehensive Digital Public Infrastructure (DPI) strategy, architecture and design to enable digital transformation of infrastructure, people, and processes to enable SWM activities across 5,951 GPs in Karnataka. The project will drive awareness on SWM processes & best practices through AR VR (Augmented Reality & Virtual Reality) based IEC (Information, Education & Communication) initiatives.

This effort establishes a robust foundation for expanding DPG adoption across the state for a variety of other applications.

- *Systemic & comprehensive tracking enables data-driven decision-making*
- *Build communities including industries to improve service delivery, from source segregation to the disposal of solid waste*
- *Promotes decentralisation, increases transparency accountability & market linkages in solid waste management processes*
- *Technology enablement for capacity building of Self-Help Groups & SWM Workforce*

* https://bangaloremirror.indiatimes.com/bangalore/civic/waste-management-crisis-in-karnataka-major-gaps-exposed/articleshow/111440455.cms

Fellow's contributions & key Results

Conceptualised technology-led innovation by utilizing digital public goods (DPG) to create a DPI strategy and roadmap, **enabling digital transformation of infrastructure, people, and processes** for SWM activities across 5,951 Gram Panchayats (GPs) in Karnataka.

The solution was strengthened through insights gained from **extensive intra- and inter-state field visits**, inputs from organizations such as Saahas, Hasiru Dala Innovations, industry experts and mentors, as well as technical organisations like TROIS (Kerala), KELTRON, BEL, and corporate partners.

Advocated and enabled the solution through extensive stakeholder interactions, collaborating with Grant Thornton to **develop functional requirements**, and facilitated **onboarding of the System Integrator (SI) partner**, Centre for Smart Governance (CSG) and **Egov Foundation, DIGIT Platform.**

Introduced innovative IEC (Information, Education & Communication) by developing a **VR-based application to enhance the capacity of SHGs and the SWM workforce** on end-to-end SWM processes and best practices, by driving industry-academy collaboration.

The way forward

The DPI partners are onboarded and working with the department nodal officer to drive DPI program implementation and IEC VR enablement. The technical and functional committee is formed including experts from various organisations for governance and implementation of the DPI.

Open-source lifeskills platform

Building Digital Public Infrastructure (DPI) for learning and skill-building to empower rural communities across the state.

Department of Rural Development & Panchayati Raj

Mr. Pravin Hungund | Associate: Ms. Pratiksha Rai

Status: Solution has been approved and implementation work in progress.

Partners: Ek Step Foundation, Centre for Smart Governance & 8 educational NGO's

The context

Karnataka has 5,895 Arivu Kendra (rural libraries) with 5767 being digital libraries, acting as knowledge hubs, catering to the learning needs of children, youth and rural communities. Various organisations offer content and resources across sectors such as agriculture, healthcare, digital literacy, vocational trainings, etc. Arivu Kendra faces challenges with content fatigue, repetitive materials, difficulty in refreshing high-quality content, limited topic coverage, and a lack of variety in resources. Librarians face coordination challenges, and the appropriate content often fails to reach the intended audience, limiting the quality content to a few gram panchayats. There is a need to centralise essential resources across all the rural communities.

The solution

The project aims to develop a unified digital public infrastructure platform that provides essential educational and skill-building resources that will significantly enhance literacy and access of relevant resources for rural communities. Leveraging the building blocks of the Sunbird Platform, developed by the Ek Step Foundation, the solution will address regional needs and seamlessly integrate content from NGOs, the Arivu Kendra soft skill & literacy enhancement program for rural children (12- 18yrs) and other department-approved resources.

- *Centralised digital platform for skill enhancement, literacy & vocational development.*
- *Integration of diverse content, creation of new resources, adapting to the regional needs.*
- *Build communities across ecosystem to improve learning Outcomes.*
- *Community driven content creation and ownership*

Fellow's contributions & key results

Advocated for the **development of Digital Public Infrastructure** (DPI), recommended its implementation to optimize capital, operational investments, and CSR contributions, while leveraging technology to strengthen the state's digital ecosystem.

Enabled strategic partnerships, and Memorandum of Understanding (MoU) with Rotary District 3191, to drive the **soft skills & literacy enhancement program across the state.**

Developed a comprehensive operational ecosystem, covering all aspects of the project from functional to legal services, ensuring effective execution and desired outcomes.

Impacted over 1 million rural children through a weekly state-wide soft skills and literacy enhancement program through Arivu Kendra.

The way forward

With the partners onboarded and a dedicated program officer assigned, the FRS (Functional Requirement Specification) will be signed off to drive project implementation through the unified Sunbird Platform, continuing to empower rural children through the Arivu Kendra State-Level Skill Enhancement Program. Online sessions to continue under the MOU With Rotary District 3191.

Enabling livelihoods for youth

Enabling employment opportunities for youth through job fairs

Skill Development, Entrepreneurship and Livelihood Department

Mr.Bharath Sondur | Associate: Mr. Navneet Prakash

Status: 58 companies successfully onboarded for the KSDC Job Fairs.

The context

The Karnataka Skill Development Corporation (KSDC) works actively with youth, enrolling them in training and certification programs for a diverse range of job roles. These include traditional trades like plumbing, electrical work, and masonry, as well as modern professions such as digital marketing and data entry. Additionally, KSDC has a specialised unit for facilitating overseas job placements.

Despite the significant efforts by the government and the department to equip the youth for employment, the actual outcomes fall short of expectations. Enrollment and training initiatives are substantial, yet the conversion to job placements remains relatively low. This presents an important opportunity to enhance collaboration with industries across various sectors within the state. Strengthening these partnerships can help bridge the gap between training and employment while fostering both job creation and entrepreneurial ventures, ultimately driving economic progress in Karnataka.

The solution

To address youth unemployment, the KSDC organises Udyoga Melas (Job Fairs) at the district and taluk levels. These events are designed to connect young job seekers—particularly fresh graduates and those with limited experience—with potential employers. They play a crucial role in career development and tackling unemployment across the state. Over the past 18 months, the Skill Connect team at KSDC, including the Fellow, has been instrumental in organising these job fairs. Out of 1,322 companies across five job fairs, the Fellow's contributions have included onboarding 58 companies from the services, technology, banking, financial services, and insurance (BFSI) sectors, enhancing the registration process through technological integration and improving overall event efficiency.

Fellow's contributions & key results

Contributed to the adoption of technology in the job fair registration process through the enhancement of the Karnataka Skill Connect Portal (https://skillconnect.kaushalkar.com/).

Successfully onboarded **58 companies**, from the services, technology and BFSI sector, **across 5 job fairs.**

Designed Key Result Areas (KRAs) for team members of the industry linkages team at KSDC.

The way forward

The onboarded industries (Job Fairs) will remain integral to future job fairs, ensuring ongoing access to diverse employment opportunities across multiple sectors for the youth.

Enabling livelihoods for women

Empowering rural women through micro-entrepreneurship in waste management

Skill Development, Entrepreneurship and Livelihood Department

Mr. Bharath Sondur | Associate: Mr. Navneet Prakash

Status: Report submitted with recommendations for a Plastic Recycling unit at Gargeshwari GP to boost women's role in SWM.

The context

In terms of employment and entrepreneurship opportunities for women, in rural Karnataka, women in self-help groups (SHGs) have been actively involved in solid waste management (SWM) at the gram panchayat (GP) level, creating an opportunity to develop a sustainable, scalable micro-entrepreneurship model. This initiative aims to further empower SHG members by establishing a commercially viable model within SWM.

The solution

To explore the feasibility of a commercially viable, sustainable, and scalable micro-entrepreneurship model for solid waste management (SWM) at the gram panchayat (GP) level, the Fellow conducted field visits to four GPs across three districts: Honaganahalli and Gummanahalli in Pandavapura (Mandya district), Gargeshwari in T. Narasipura (Mysuru district), and Vandse in Kundapura (Udupi district). The goal of these visits was to identify best practices and challenges in SWM managed by women's self-help groups (SHGs) and assess the potential for a micro-entrepreneurial model. The findings culminated in a report recommending the establishment of a plastic recycling unit at Gargeshwari GP, Mysuru district, aimed at enhancing women's participation in SWM and providing a sustainable waste management model.

Fellow's contributions & key results

Submitted a report with **10 key recommendations**, including a proposed **micro-enterprise model** to boost women's participation in **SWM,** specifically through a **plastic recycling unit at Gargeshwari GP.**

The way forward

A pilot is planned in Gargeshwari gram panchayat in collaboration with the Mysore zilla panchayat to take forward the implementation of the recommendations.

Improving women's access to credit

Study feasibility for setting up a Multipurpose Credit Cooperative Society for SHG members in Karnataka

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Skill Development, Entrepreneruship and Livelihood Department

Mr. Bharath Sondur | Associate: Mr. Navneet Prakash

Status: Concept note on the feasibility of establishing a Multipurpose Credit Cooperative Socierty for SHG members in Karnataka, along with a comprehensive outline of the required processes and steps, has been submitted to the Mission Director, National Livelihood Mission (NLM), Karnataka.

The context

Economic empowerment of women is crucial for broader societal development. In Karnataka, there is a pressing need for a robust financial infrastructure that supports women's financial inclusion. Access to financial services for women remains limited, hindering their economic independence. To address this gap, a study was initiated to explore the possibility of establishing a specialised financial institution, such as a a Multipurpose Credit Cooperative Socierty for SHG members in Karnataka. This initiative is inspired by successful model like the Stree Nidhi Credit Cooperative Federation Ltd. in Telangana, which has demonstrated the significant impact of women-focused financial institutions in fostering economic empowerment. The study aimed to assess the feasibility of replicating these models in Karnataka, with a particular focus on the Rajasthan Mahila Nidhi Credit Cooperative Federation Ltd. in Jaipur.

The solution

Building on the findings of the feasibility study for women's financial empowerment, a proposal is being developed to establish a Multipurpose Credit Cooperative Socierty for SHG members in Karnataka, This proposal follows a field visit to the Rajasthan Mahila Nidhi in Jaipur, conducted by the NLM Karnataka team and the Fellow. The proposed solution aims to create a sustainable, women-led financial institution in Karnataka, improving women's access to financial resources and services, thereby fostering their economic empowerment.

The way forward

The concept note and proposed sturcture along with the recommendations have been submitted to the Mission Director, NLM, Karnataka, and the subsequent steps are currently under review.

Empowering SHGs, expanding market reach

Enabling market linkages and expanding opportunities for Self-Help Group (SHGs) products

Skill Development, Entrepreneruship and Livelihood Department

Mr. Bharath Sondur | Associate: Mr. Navneet Prakash

Status: MoU has been signed between Bengaluru Metro Rail Corporation Limited (BMRCL) – the venue for Bengaluru Santhe, and Karnataka Rural Infrastructure Development Limited (KRIDL) and KSRLPS - Sanjeevini (NLM, Karnataka) for the execution of Bengaluru Santhe.

The context

Rural women's Self-Help Groups (SHGs) under the National Livelihoods Mission (NLM) produce a variety of products at home but face significant challenges in accessing broader markets. Their market reach is largely confined to local Talukas or districts, limiting their sales opportunities and income potential. To address this, the project aimed to expand their market access through both online and offline channels. The intervention involved collaborating with a specialised marketing agency, Mysore Sales International Ltd. (MSIL), recognised for its expertise in branding and promoting government products. Additionally, market linkages were strengthened through the creation of Sanjeevini Marts at district, taluka, and gram panchayat levels to enhance sales opportunities and broaden the market footprint for SHG products.

The solution

The fellow played a key role in advancing the project by leading the development of the concept note and business plan for 'Bengaluru Santhe,' a proposed marketplace at SV Road Metro Station in Bengaluru for showcasing SHG products. The fellow coordinated efforts to identify suitable locations for additional marketplaces, including a supermarket in Belagavi, and facilitated partnerships with various stakeholders. This included collaborating with Mysore Sales International Ltd. (MSIL) as the technical and marketing service provider and onboarding Nanomedia as the execution partner. Furthermore, the fellow worked closely with the partner agency and the Bangalore Metro Rail Corporation Limited (BMRCL) to finalise the project's details. In alignment with the directives from the Additional Chief Secretary (ACS), SDEL Department, and the Mission Director of the Karnataka State Rural Livelihood Promotion Society (KSRLPS) - Sanjeevini, the project was handed over to the department for further execution.

The way forward

The project is underway, with an MoU signed between BMRCL and KSRLPS - Sanjeevini for the launch of Bengaluru Santhe. The department will continue driving the project to create a sustainable marketplace, expanding sales opportunities and market access for rural women SHGs.

Digital learning

Learning Management System for ICDS field functionaries

Department of Women and Child Development

Fellow: Mr. Srichandra Menon | Associate: Mr. Vibhuti Kumar Rai

Status: Launched with 12 learning modules. Trainings conducted for 900+ staff.

Partners: Infosys, Makkala Jagriti, Foundation for Mother and Child Health

The context

The Integrated Child Development Scheme (ICDS) within Women and Child Development department aims to enhance early childhood care, nutrition, and maternal health through Anganwadi centers. However, audits and research have identified significant skill gaps among Anganwadi Workers (AWWs), in Early Childhood Care and Education (ECCE). Field visits, focus group discussion and personal interviews with supervisors and Anganwadi workers by the Fellow show many workers lack clarity on what to teach and how to teach children at Aganwadi Centers, adversely impacting service delivery. Furthermore, no formal capacity-building training has been conducted for AWWs since COVID-19, creating critical knowledge gaps and limiting their effectiveness These findings highlight critical training deficiencies among Anganwadi personnel that, if left unaddressed, could compromise the ICDS program's impact.

The solution

To address these challenges, we conceptualised a Learning Management System (LMS) to foster the continuous development of AWWs, helpers, and supervisors by equipping them with the necessary knowledge and skills to provide high-quality care and services. For this purpose, Infosys Springboard was selected as the LMS solution and is currently being implemented. This multilingual, app-based platform gives flexibility and ownership to the department to create and upload interactive modules, generate certificates, and build a resource repository, fostering continuous skill development. The Department can leverage real-time monitoring tools to track training progress and make data-driven interventions.

By bridging knowledge gaps, promoting digital literacy, and fostering professional growth, the LMS will empower Anganwadi personnel, significantly improving ICDS program outcomes.

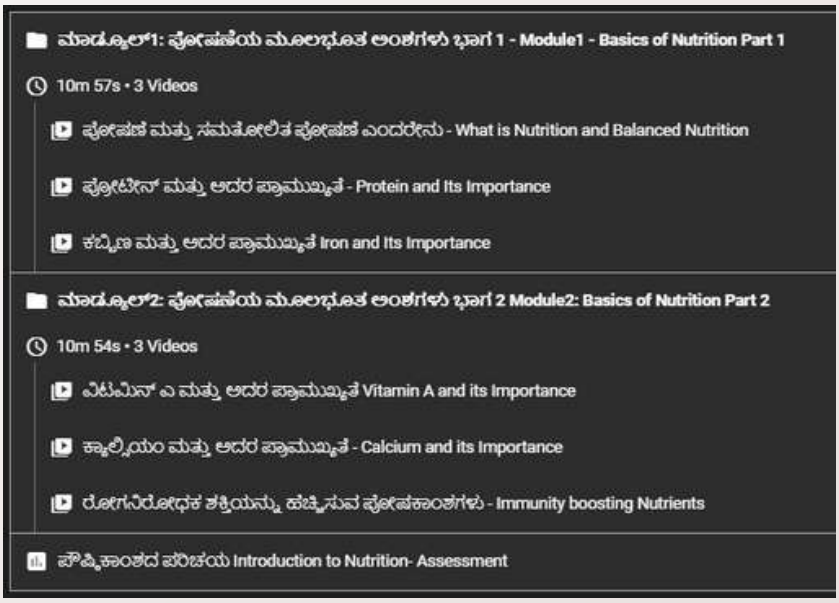
- *Ease of use with both app-based and web-based access*
- *Self-Paced Learning*
- *Multilingual content*
- *Interactive learning*
- *Freedom for the department to design periodic assessments*
- *A comprehensive resource repository for best practices, research, and policy updates.*
- *Real-time monitoring tools*
- *Ownership and flexibility to create and upload content*

LMS Launched with total of 12 modules consisting of 32 videos

- *6 Modules on ECCE with 12 videos*
- *2 Modules on Nutrition with 6 videos*
- *4 Modules on Breast feeding with 14 videos*

Modules on ECCE

Modules on Nutrition



Modules on Breastfeeding

Fellow's contributions and key results

Extensive field visits and meetings conducted with supervisors, AWWs, and WCD stakeholders to **identify capacity-building needs, training requirements, and digital content** for LMS adoption.

MOU was signed between Infosys and CEG to utilize Infosys Springboard. **Onboarded Makkala Jagriti and Foundation for Mother and Child Health (FMCH)** to offer digital content on ECCE, nutrition, and breastfeeding. LMS was launched with rich content.

400 supervisors, Child Development Project Officers (CDPOs) , and Deputy Directors (DDs) trained across Karnataka via Google Meet on usage of Springboard. On-field workshops conducted in **six districts Chamarajnagar, Mandya, Bidar, Kalburgi, Belagavi and Chikkbalapur** training over **400 supervisors and 100 AWWs** on LMS usage, email creation, and digital literacy.

The way forward

- Live sessions on digital literacy and LMS is planned through the Panchayat Raj studio
- Department stakeholders to continue to drive the adoption in collaboration with NGO partners.
- Springboard will support future training on topics like child marriage, POSH, ethics, and compliance, tailored to departmental needs.
- The LMS is scalable to other government departments for capacity building, improving service delivery

The LMS has the potential to reach over 120,000 field functionaries, improving service delivery and impacting 4 million beneficieries

Interactions with Child Protection Officers, Raichuru, February 2024

Digital Literacy and Learning Management System Training, Chikkaballapura, October 2024

Ending child marriage

Next Generation 'Surakshini' Application for enhanced monitoring and follow up of child marriage cases

Department of Women and Child Development

Fellow: Mr. Srichandra Menon | Associate: Mr. Vibhuti Kumar Rai

Status: Solution conceptualised and approved. Funds approved . Implementation partner onboarding in progress.

Partners: Center for Development of Advanced Computing (CDAC)

The context

Child marriage remains a critical concern in Karnataka, with 21% of women aged 20-24 marrying before 18, as reported by National Family Health Survey (NFHS-5). The Child Helpline (1098) captures most cases. However, there is a lack of follow-up by Child Marriage Protection Officers under Integrated Child Protection Scheme (ICPS) on these cases, until the girl turns 18. To address this, the Karnataka government launched the Surakshini website, but its effectiveness is hindered by operational issues such as poor data integration from sources like the Child Helpline (CHL-1098), police reports, and in-person complaints. This results in duplicate entries, missed cases, and tracking errors.

Additionally, interdepartmental coordination is weak, and user engagement suffers due to inadequate training, interface design challenges, shared logins, and limited mobile accessibility. These barriers undermine its potential to effectively combat child marriage.

According to NFHS-5 (National Family Health Survey), In Karnataka, twenty-one percent of women aged 20-24 years got married before attaining the legal minimum age of 18 years, a figure that has remained unchanged since NFHS-4. This stagnation highlights the persistent challenge of addressing child marriage in the state

The solution

The solution builds a robust data integration system to ensure holistic case tracking and streamlined responses. The system will automate data entry where applicable and establish structured systems for escalated cases enhancing efficiency. Regular reconciliation and training will improve data accuracy, while incorporating key departments into the child welfare network will boost coordination. Non-monetary incentives like certificates and recognition for supervisors, user-specific credentials for data security, and mobile integration for notifications and reminders will foster engagement, collaboration, and timely responses to combat child marriage effectively.

- *Web Interface Integrated with CHL-1098 to reduce manual entry and rework*
- *Mobile app for field officers to capture case details*
- *Automated notifications to CMPOs and DCPUs for prompt action*
- *A Citizen-facing feature in the app for direct reporting of child marriage cases*
- *Multilingual Support*
- *Multi-Level Login for State, District, Taluka, and Gram Panchayat*
- *Tagging non-CHL cases via helpline for 100% coverage*
- *Provide ICPS-required analytics, including reports on CMPO actions and escalations*
- *API Integration with RCH for teenage pregnancies and Education systems for absences and dropouts (Recommendation for Next phase of the Pro)*

Fellow's contributions and key results

Evaluated workflows at the ICPS (Integrated Child Protection Scheme) control room, reviewed the Surakshini application, and identified gaps, including the lack of a Standard Operating Procedure (SOP). Conceptualised technical and process improvements based on these insights. Developed high level **business requirement document, work orders and a formal communication** to start work by CDAC.

Onboarded CDAC to build new Surakshini system.

Secured 4G Exemption under KTPP Act, enabling the allocation of INR **34 lakhs** for building Next Gen Surakshini system.

The way forward

CDAC will develop the new integrated Surakshini system as outlined in the final business requirements document

Child protection

End-to-end unified child protection system

Department of Women and Child Development

Fellow: Mr. Srichandra Menon | Associate: Mr. Vibhuti Kumar Rai

Status: Solution conceptualised. Fund approval in process

Partners: AWS, Deloitte

The context

The Integrated Child Protection Scheme (ICPS) in Karnataka addresses critical child protection challenges amidst rising cases of child abuse, trafficking, and neglect. Despite the Juvenile Justice Act, 2015, emphasising holistic child care and protection, systemic gaps hinder effective implementation. Key challenges include fragmented and non-digitised data across stakeholders like Child Welfare Committees (CWCs), District Child Protection Units (DCPUs), and Child Care Institutions (CCIs), limiting real-time insights and decision-making. Existing platforms, such as the Mission Vatsalya portal, face design flaws, insufficient training, and lack of scaling, reducing their effectiveness. Additionally, the absence of a dedicated Project Management Unit (PMU) exacerbates these issues, resulting in delayed interventions and inadequate accountability.

The solution

The proposed solution aims to digitally transform the child protection ecosystem in Karnataka through the development of an **End-to-End Unified Child Protection System (UCPS)**. This system will serve as a single, integrated platform connecting all stakeholders involved in the care and protection of vulnerable children, enabling seamless service delivery and advanced decision-making capabilities.

This integrated digital platform conceptualized in collaboration with pro-bono support from Delloitte and Amazon Web Services (AWS) aims to unify case management, service tracking, monitoring, and data analytics, enabling seamless coordination, real-time decision-making, and enhanced service delivery for vulnerable children across Karnataka.

- *Tracking of CNCP and CCL cases with integrated identifiers, enabling real-time case management, care tracking, and compliance monitoring*
- *Leverages cloud infrastructure and BI dashboards for real-time insights, predictive analytics, and evidence-based policymaking*
- *Digitizes legacy data from CWCs, CCIs, and DCPUs, integrating historical records into UCPS for comprehensive tracking and analysis.*
- *Unique identifiers for streamlined child registration, rescue, rehabilitation, and follow-ups process*
- *Real-time CCI capacity updates to ensure equitable distribution and optimal resource use*
- *Automated workflows to monitor home visits, foster care, sponsorships, and aftercare services*
- *UCPS will enhance Mission Vatsalya portal, improving functionality and interoperability with other systems*

Fellow's contributions and key results

Onboarded and partnered with AWS (Amazon Web Services) and Deloitte pro bono, to explore solutions, and advanced data analytics tools, and conduct a comprehensive assessment of existing ICPS workflows.

Conducted an in-depth assessment in collaboration with Deloitte of the existing ICPS ecosystem to **identify gaps** in processes and workflows. Engaged with stakeholders like CWCs, CCIs, DCPUs, CHLs, and JJBs through **workshops and field visits** to understand their needs, challenges, and validate findings. **Presented and submitted solutions and recommendations** to the Directorate and WCD Secretary for approval. **Approvals received for developing detailed documentation of solutions and the next phase of the project.**

Drafted **technical and operational frameworks** for further study and potential digitisation strategies. Fellow engaged with AWS and Deloitte teams and proposed an end-to-end **Unified Child Protection System (UCPS)** . An executive note and final project proposal with detail of the solution drafted and submitted and approved by the ICPS Director.

The way forward

Once the project gets final approval/Cabinet approval Deloitte will set up a PMU within the department and will create the solution whereas AWS will provide server support.

- *Once system is build it will impact 2500 children living in government CCI and all the staff of ICPS*
- *Pro Bono Support provided by Deloitte and AWS in preparing in-depth Solution document. This could end up costing the Department approximately 50 lakhs INR, if not pro bono*

Advancing maternal health services

State-owned maternal health application enhanced with real-time AI analytics and AI chatbot

Department of Health and Family Welfare

Mr. Srichandra Menon | Associate: Mr. Vishesh Kumar

Status: Pilot under approval for Bidar and Kalaburagi districts

Partners: Johns Hopkins Program for International Education in Gynecology and Obstetrics (JHPIEGO), Amazon Web Services (AWS)

The context

An in-depth analysis of the data on maternal and child health services along with the underlying IT systems, uncovered significant challenges in data capture, management, and reporting of data. These issues can impede the delivery of timely and effective maternal healthcare services which further impact maternal health outcomes.

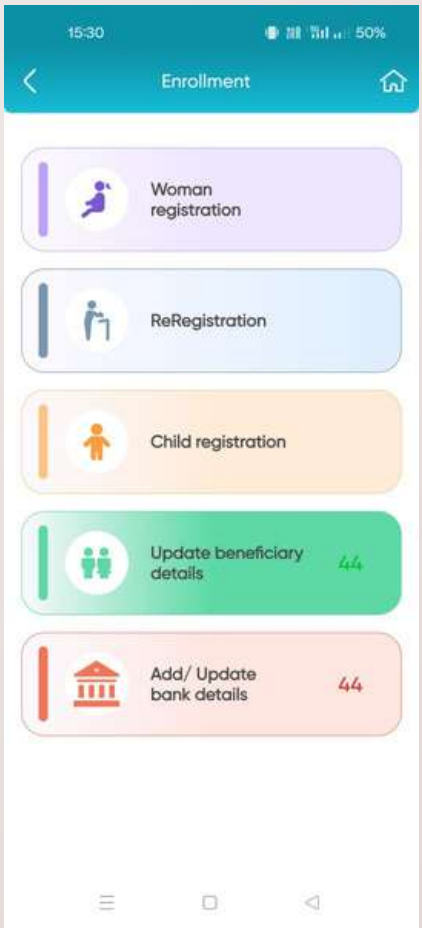
Key challenges include inefficiencies in field-level data workflows, leading to duplication, inaccuracies, and data fragmentation. These issues disrupt continuity of care between community and higher healthcare facilities. A notable gap exists in digitisation at the intrapartum stage, a critical period for ensuring maternal and neonatal safety. Manual data entry processes, in labor rooms, can further contribute to errors, lack of data for analysis and decision support.

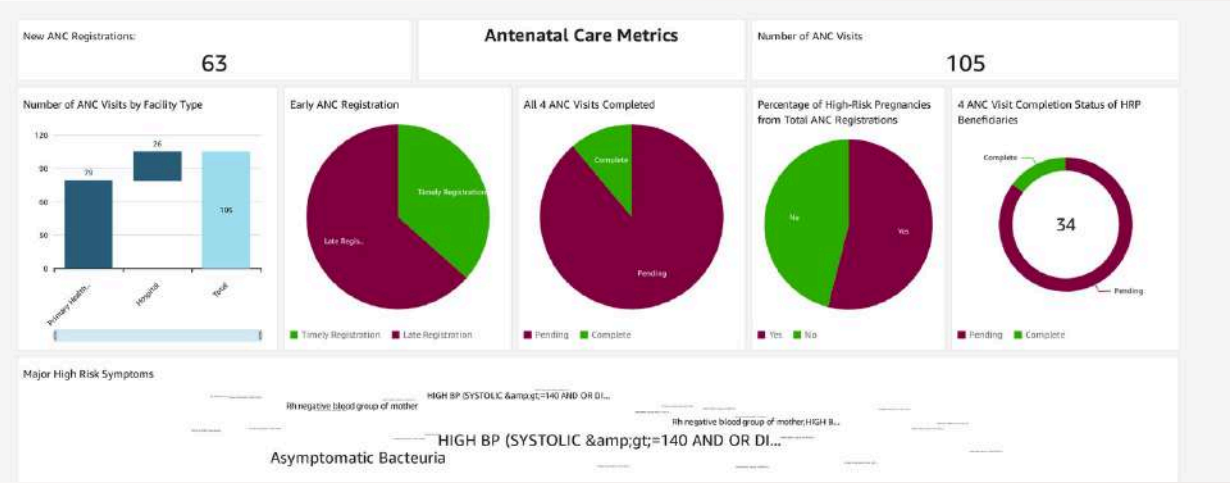
The existing Government of India (GOI) applications did not fully align with the specific needs and context of Karnataka. These systems lack integration and advanced features such as High-Risk Pregnancy (HRP) tagging, referral tracking, and intelligent analytics. These limitations reduce the ability to generate actionable insights for planning and interventions, underscoring the need for a state-owned maternal health IT system tailored to the state's unique requirements.

The solution

The fellow facilitated a collaboration between JHPIEGO and AWS to pilot an advanced maternal health application, combining JHPIEGO's expertise in obstetrics and digital health with AWS's cutting-edge AI and analytics. This partnership aims to improve service delivery and maternal outcomes through data-driven insights, real-time monitoring, and AI-powered tools. The solution is customisable to the state's needs and enhances operational efficiency, prioritisation, and planning at the field level and insight generation at administrator level. The ABDM compliant solution ensures integration with existing government platforms for interoperability, scalability and sustainability. The source code of the application is being offered to Indian States free-of-cost by JHPIEGO.

- *Continuity of care between primary and tertiary facilities.*
- *Seamless exchange of treatment and prescription data across facilities.*
- *High Risk Pregnancies (HRPs) tracking with customisable risk indicators.*
- *Intrapartum module with digital partographs and registers.*
- *Migratory population tracking via ABHA/RCH ID*
- *Bluetooth-enabled point-of-care devices for accurate data capture.*
- *Optimises staffing with a nurse duty roster*
- *Enables interoperability with state/central systems*
- *AI-powered dashboards and reports*
- *AI chatbot for information retrieval for field staff*





Fellow's contributions and key results

Conducted a **needs assessment** to identify **opportunities and gaps** in the department's Maternal Health **IT systems and service delivery processes.** Evaluated existing solutions and vendors to **plan a course of action** for the department.

Collaborated with AWS and JHPIEGO to plan **a pilot** of the solution in **2 districts (Bidar and Kalaburagi).**

Defined functional requirements and **enabled proof-of-concept design** for the **AI-enabled dashboard, query builder and chatbot** that can provide insights, reduce administrative burden and plan interventions at administrative levels.

The way forward

The pilot is being planned and under approval for Bidar and Kalaburagi districts. The proposal for state wide implementation has been submitted for cabinet approval.

Engagement of children at Anganwadi, February 2024

Sessions to heads and coordinators of National Service Scheme on Yuvakanaja, Dec 2024

Interaction with members of Rajastan Mahila Nidhi, October 2024

Improving awareness and access to government schemes among youth

Yuvakanaja - unified portal and notification system for youth programs by the Government of Karnataka

Department of Youth Empowerment and Sports

Mr.Prathap Parashar | Associate: Mr. Navneet Prakash

Status: Yuvakanaja portal redesigned, enhanced and moved to State Data Center

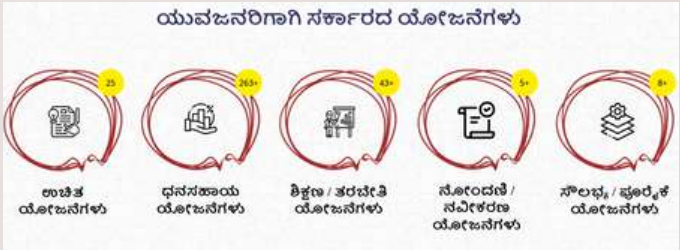
The context

There are various schemes for the youth offered by the Government. These are all spread across various Departments- Youth Empowerment and Sports, Primary and Secondary Education, Health and Family Welfare, Social Welfare and Backward Class Dept, Higher Education, Skill Development and so on. The existing youth portal Yuvakanaja.in providing information on these schemes as a single source needed upgrade in terms of user experience, features and the up-to-date information from various departments.

The solution

The central youth portal was enhanced to provide comprehensive, up-to-date data from all relevant departments, while improving its user experience and accessibility. The platform offers a user-friendly interface where youth can easily find information related to education, career development, skill development, employment, entrepreneurship, scholarships, awards, sports, and job opportunities. Information is categorised both by topic and by the respective department offering the schemes. The upgraded portal aims to boost the utilisation of government programs, contributing to better youth development outcomes and improved youth development indices for the state.

The portal has transformed from an outdated platform with under 10,000 users to a dynamic hub serving over 300,000 users. It now boasts 115,000 youth profiles, ensuring personalised notifications about job fairs, skill training, startup funding programs, and self-employment support.



Fellow’s contributions & key results

Revamped and updated portal with user friendly features and information on + **500 youth programs** from **45 government departments**, ensuring accuracy and relevance.

Implemented a new personalized profile creation feature allowing users to access tailored content on relevant youth schemes in order to enhance user engagement.

Conducted orientation sessions for key stakeholders, reaching **474 degree Colleges, 9000 NSS volunteers and 4000+ Grama Panchayat Librarians.**

Enabled targeted programmatic marketing through a professional marketing agency thereby enhancing reach and access of youth schemes.

The earlier spend of INR 50 lakhs for this portal was minimized and the Government of Karnataka got a **refund of about INR 35 lakhs** from the vendor (through NIMHANS).

The way forward

- A Nodal Officer will be designated within the department to drive the initiative forward
- NGOs have committed to maintaining the portal's information by engaging youth interns for ongoing updates and management

Welcoming the KA/23 cohort at The/Nudge Institute, July 2023

Onboarding of KA/23 cohort by anchor department-GoK, July 2023

Interaction with purpose partner - Mphasis, August 2023

Advanced Management Programme in Public Policy at Indian School of Business (ISB), March 2024

Field visits as part of ATI orientation, August 2023

Live online sessions at Arivu Kendra, November 2024

Ancillary Projects

Department of Commerce and Industries - MSME & Mines

Mr. Puneet Jetli | Associate: Mr. Vishesh Kumar

Project Title: Business performance review to revitalise government corporations for the development of coir, handlooms and handicrafts - KSCDC, KHDC and KSHDC

Project overview: The project focused on conducting comprehensive Business Performance Reviews for three Karnataka state entities namely, Karnataka State Coir Development Corporation (KSCDC), Karnataka Handloom Development Corporation (KHDC) and Karnataka State Handicrafts Development Corporation (KSHDC). The review encompassed in-depth analysis of all areas including strategy, sales, marketing, financials, operations, IT adoption, supply chain efficiency, product-mix, market-mix and other pertinent factors. The output were detailed presentations for each Corporation outlining findings and analysis along with a suggested action plan to address challenges and capitalise on opportunities within each Corporation.

Status and way forward: The action plans with ~16 recommendations were submitted to the department and all have been accepted by concerned corporations and department stakeholders. They are in various stages of implementation.

Department: Planning, Programme Monitoring and Statistics Department

Fellow: Mr. Pritam Sinha | Associate: Mr. Vibhuti Kumar Rai

Project Title: Malnutrition and anemia eradication initiative in Karnataka

Project overview: Karnataka faces persistent challenges of malnutrition and anemia, particularly affecting children, pregnant women, and adolescent girls, due to poor dietary diversity, socio-economic disparities, and limited healthcare access. The Malnutrition and Anemia Eradication Initiative addresses these issues through dietary interventions with nutrient-rich millets, capacity building of Anganwadi workers, targeted data-driven actions, and public health education. By reducing anemia and malnutrition rates, the initiative aims to tackle the root causes of IMR and MMR, paving the way for a healthier Karnataka.

Status and way forward: Recommendation submitted with dietary chart, bajra has been incorporated into dietary programs with central government subsidies to enhance nutrition. Rolled out millet-based Ragi malt for approximately 4,000 children with Severe Acute Malnutrition (SAM) and Moderate Acute Malnutrition (MAM) in aspirational districts in collaboration with Annapurna Trust. Department will implement and Monitor the project progress.

Department: Planning, Programme Monitoring and Statistics Department

Fellow: Mr. Pritam Sinha | Associate: Mr. Vibhuti Kumar Rai

Project Title: Empowerment through digital transformation

Project overview: The Empowerment through Digital Transformation project addresses systemic e-governance challenges, including delays in service delivery from fragmented databases, KYC mismatches, Aadhaar errors, and insecure PII (Personally Identifiable Information) systems. The Gruhalakshmi scheme faced dormant accounts and incomplete KYC, hindering Direct Benefit transfers (DBTs), while the Akanksha CSR Portal dealt with SSL issues, authentication failures, and mismatched engagements. These challenges highlighted the urgent need for secure, scalable digital platforms to streamline services, ensure data accuracy, and foster participatory governance.

Status and way forward: Enhanced the Gruhalakshmi scheme delivery with geospatial and data analytics, developed secure PII protection applications, and coordinated digital banking solutions in collaboration with India Post Bank. Migrated and Enhanced the Akanksha CSR Portal, addressing SSL, authentication, and matchmaking features for CSR projects. Conducted Knowledge Transfer (KT) sessions with stakeholders, including UNDP and the CeG Web portal Team, to ensure smooth implementation of initiatives.

Project Title: Wayanad disaster management

Project overview: The recent tragic landslide in Wayanad on 30th July 2024 , which resulted in significant loss of life and property, brought to the forefront the critical need for effective disaster preparedness and response mechanisms. The immediate response, led by the Government of Karnataka and coordinated by various public and private stakeholders, was commendable for its rapid mobilisation and effective distribution of essential resources. Under the leadership of Dr. Shalini Rajneesh, Chief Secretary-GOK, and with key contributions from various corporate entities and NGOs, the response efforts demonstrated a high level of coordination and resource mobilisation.

Status and way forward: The Fellow played a crucial role in the Wayanad relief efforts, by overseeing strategic planning and coordination among government agencies, NGOs, and private sector partners. He supported in mobilising resources, ensuring timely delivery of emergency supplies like water, PPE kits, and medical essentials, in collaboration with corporations such as Volvo and KIAL. The fellow managed logistics for transporting relief materials, engaged stakeholders to streamline communication, and liaised with state officials to enhance response efforts. Additionally, he gathered and reported data on resource distribution, ensuring transparency and effective use of supplies.

Department of Rural Development and Panchayati Raj

Fellow: Mr. Pravin Hungund | Associate: Ms. Pratiksha Rai

Project Title: Adoption of Kusina Mane (Creche)

Project overview: The Fellow played a key role in enabling adoption of 15 Kusina Manes by Rotary District 3191 .The initiative aims to address key issues in child development, focusing on nutrition, infrastructure, and interactive educational activities, by adopting Kusina Manes in Ramnagara, Kolar & Bengaluru Rural.

Status and way forward: One year intervention plan has been prepared for the holistic development of child focusing in nutrition, early childhood.

Project Title: Panchayat Development Officer (PDO) transfer counselling application

Project overview: An internal application for Commissionerate was developed to improve efficiency of the PDO counseling and placement process across Gram Panchayats. Interns from Global Academy of Technology were onboarded, enabled on functional, technical and process requirements to develop and deliver the application.

Status and way forward: The application has been demonstrated and handed over to the department.

Project Title: GP Asset Monetisation - Revenue generation for GP for local self-governance.

Project overview: The project evaluated technology solutions for an inventory system to identify and monetise assets owned by each GP, enhancing their financial capacity to fund development projects. DPI has been identified as a promising solution for asset inventory and monetization. Pilots in 20 GPs will validate the plan.

Status and way forward: A committee has been formed to evaluate the solution and action plan.

Department of Skill Development, Entrepreneurship and Livelihood

Fellow Mr. Bharath Sondur | Associate: Mr. Navneet Prakash

Project title: Empowering Women: Strengthening financial security through small savings scheme

Project overview: The project aimed to enhance women's financial independence by introducing a secure savings scheme to replace unreliable chit funds. In collaboration with MSIL, a tailored small savings product with a tech-enabled application process was proposed. The fellow contributed by drafting the MoU, helping identify the four Gram Panchayats for the pilot, engaging with SHG members, and coordinating with MSIL to prepare the execution plan.

Status and way forward: The project is now overseen by NLM, who will decide on future actions.

Project title: Mapping Active BC Sakhis in Karnataka's Gram Panchayats to Scheduled Banks

Project overview: 'Mission One GP One BC Sakhi,' an initiative under NRLM, aims to promote digital finance and expand banking services in rural Karnataka by deploying trained women SHG members as Business Correspondents (BCs). This model enhances financial access, promotes inclusion, and integrates SHG accounts with regulators and Technology Service Providers (TSPs). The project focused on surveying Gram Panchayats to identify bank branches, assess BC Sakhi activity, and train eligible women to serve as BCs in underserved areas. The fellow played a key role in mapping Scheduled bank branches, ATMs, and BC Sakhis across the state.

Status and way forward: The findings of the mapping exercise have been shared with the MD, NLM, and are awaiting further consideration and action.

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

Fellow: Mr. Srichandra Menon | Associate: Mr. Vibhuti Kumar Rai

Project Title: Expand usage of Health & insurance, PMJJBY and PMSBY across Anganwadi workers and Helpers

Project overview: The project aims to enhance the adoption of health and insurance schemes, specifically PMJJBY (Pradhan Mantri Jeevan Jyoti Bima Yojana), PMSBY (Pradhan Mantri Suraksha Bima Yojana), and ABaRK (Ayushman Bharat Arogya Karnataka), among Anganwadi workers and helpers. The initiative focuses on identifying staff without access to these schemes and promoting enrollment through a systematic approach. A tech-enabled solution was initially proposed, but the approach evolved into a revised strategy of promoting and tracking adoption through Child Development Project Officer (CDPO) offices.

Status and way forward: To standardise enrollment tracking, data capture formats were designed and shared with Deputy Director-WCD and the WCD team. Coordination with the WCD Director ensured focus on tracking progress, and follow-ups gathered enrollment data for Anganwadi workers and helpers in PMJJBY, and PMSBY. Analysis identified gaps and discrepancies, leading to revisions in the data formats to minimise inconsistencies. The updated formats were sent to districts to recollect accurate enrollment data for AWWs and AWHs in PMJJBY, PMSBY, and ABaRK.

The project has successfully initiated awareness and adoption of the PMJJBY, PMSBY, and ABaRK schemes among Anganwadi workers and helpers. While challenges remain in achieving complete and accurate data collection, significant progress has been made in improving the tracking process. The initiative has strengthened the focus on health and insurance benefits for Anganwadi staff, with visible progress in the adoption of the ABaRK scheme. However, further efforts are required to ensure consistent and accurate reporting to fully realise the project's objectives.

Project Title: Teenage pregnancy data analysis

Project overview: The project involved analysing teenage pregnancies in Karnataka, identified from data indicating 12,000 cases in the state. The fellow reviewed and cleaned the data in collaboration with the WCD and shared an analysis and presentation with the Chief Secretary-GoK. KHPT (Karnataka Health Promotion Trust) was involved in planning actionable steps, including developing IEC (Information, Education, and Communication) material.

Status and way forward: Analysis of teenage pregnancies data lead to identification of high teenage pregnancy prevalence zones, enabling targeted interventions. Cabinet approved ₹5.45 crore budget for training and IEC activities. Fellow initiated initiatives for impactful content to combat teenage pregnancies and child marriages, gave recommendations for practical, scalable rollout plans, ensuring engagement from critical panchayat-level staff and requested ICPS to write to GoI for API integration of teenage pregnancies from RCH portal to ICPS CHL/Enhanced Surakshini application for faster action. The fellow strengthened partnerships among KHPT, WCD, ICPS, and stakeholders, paving the way for continued collaboration to address teenage pregnancy and related issues effectively.

Health and Family Welfare Department

Fellow: Mr. Srichandra Menon | Associate: Mr. Vibhuti Kumar Rai

Project Title: Leveraging advanced analytics for fraud detection and productivity enhancement in insurance claims management - SAST Team - HFW

Project overview: The Fellow is actively collaborating with the SAST (Suvarna Arogya Suraksha Trust) team in the Government of Karnataka to explore innovative technology solutions aimed at enhancing productivity and detecting potential fraud in insurance claims. Advanced reporting tools can significantly improve staff productivity by providing streamlined, real-time analytics. Tools offer high-level insights into patterns and anomalies, which are critical for identifying trends in potential fraud cases. This initiative demonstrates a commitment to leveraging cutting-edge technology to address systemic challenges and improve operational outcomes in Karnataka's healthcare insurance framework.

Status and way forward: Demo of advanced reporting tools with analytical insights completed. Triggers for auto detection of cases using AI has been agreed. Discussion on way forward and pilot ongoing.

Department of Youth Development and Sports

Fellow: Mr. Prathap Parashar | Associate: Mr. Navneet Prakash

Project title: Youth Development Index (YDI) for Karnataka

Project overview: The Karnataka Youth Policy 2022 (KYP 2022) highlights that youth aged 15-29 make up 29% of the state's population, equating to approximately 2.11 crore individuals. To track progress in youth development, the Youth Development Index (YDI) will be introduced, measuring key areas such as education, health, and leadership, and aligning with the state's Sustainable Development Goals (SDGs). The YDI framework was developed by the Centre for Economic Studies and Policy (ISEC), Bengaluru, with input from the Department of Youth Empowerment and Sports (DYES) and other key stakeholders. The initiative aims to support data-driven policymaking for youth empowerment in Karnataka.

The fellow played a key role in analysing and aggregating data for the YDI's three primary focus areas: Education and Training, Health and Wellbeing, and Leadership Development. They also helped determine scaling factors for areas with limited data on the 15-29 age group, such as health and skill gaps. The draft YDI framework is now under review by the government for final approval.

Status and way forward: The Department will proceed once the YDI framework and indices are approved by the government.

Project title: Sports Hostels Management System (SHMS) and Management Information System (MIS) for the Department

Project overview: The Sports Hostels Management System (SHMS) and Management Information System (MIS) project aims to streamline operations and enhance oversight for the Department of Youth Empowerment and Sports (DYES), Karnataka. With 35 Sports Hostels and multiple schemes under its purview, DYES required an integrated software solution to consolidate and analyse district-level data, providing actionable insights on inclusivity, financial management, and program outcomes. Previously, data collection relied on manual processes, leading to inefficiencies and delays in decision-making.

The fellow played a pivotal role in coordinating requirement gathering for the software, collaborating with the Centre for Smart Governance (CSG), Department of Personnel and Administrative Reforms (DPAR), and DYES. Key responsibilities included evaluating the feasibility of repurposing existing software, liaising with vendors, and facilitating partnerships to ensure cost-effective solutions. This resulted in a unified software approach, combining MIS and SHMS functionalities for improved user experience and operational efficiency. The project achieved significant milestones, including finalising functional requirements and engaging stakeholders. The proposed system will enable near-real-time financial tracking, enhance monitoring of hostel operations, and provide detailed metrics on student health, academic, and sports performance, thereby driving better outcomes for the department.

Status and way forward: The Department of Youth Empowerment and Sports will engage the relevant vendors upon approval of the budget request by the State Government.

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7. CBPS - Center for Budget and Policy Studies
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29. National Institute of Mental Health and Neurosciences (NIMHANS)
30. NIOS - National Insitute of Open Schooling
31. Pratham Books
32. Rotary District 3191
33. Sikshana Foundation
34. Youth For Seva

GLOSSARY

1. AB_ArK - Ayushman Bharat Arogya Karnataka
2. ABDM - Ayushman Bharat Digital Mission
3. ABHA ID - Ayushman Bharat Health Account ID
4. ACS - Additional Chief Secretary
5. AoL - Art of Living
6. API - Application Programming Interface
7. AR - Augmented Reality
8. AWWs - Anganwadi Workers
9. AWS - Amazon Web Services
10. BC - Business Correspondents
11. BFSI - Banking, Financial Services and Insurance
12. BRAP - Business Reforms Action Plan
13. CDAC - Center for Development Of Advanced Computing
14. CDPOs - Child Development Project Officers
15. CEGIS - Center for Effective Governance of Indian States
16. CCI - Child Care Institutions
17. CCL - Children in Conflict with the Law
18. CMPUs - Child Marriage Prohibition Officers
19. CNCP - Children Requiring Care and Protection
20. CRM - Customer Relationship Management
21. CSR - Corporate Social Responsibility
22. CHL - Child Helpline
23. CWCs - Child Welfare Committees
24. CSG - Centre for Smart Governance
25. DCPUs - District Child Protection Units
26. DBTs - Direct Benefit Transfers
27. DDs - Deputy Directors
28. DPI - Digital Public Infrastructure
29. DPG - Digital Public Good
30. ECCE - Early Childhood Care and Education
31. EMPRI - Environmental Management & Policy Research Institute
32. FRS - Functional Requirement Specification
33. GVA - Gross Value Added
34. GP - Gram Panchayat
35. GIS - Geographical information system
36. GOI - Govt. of India
37. HCM - Human capital management
38. HRP - High - Risk Pregnancy
39. IEC - Information, Education & Communication
40. ICDS - Integrated Child Development Scheme

GLOSSARY

41. ICPS - Integrated Child Protection Scheme
42. IMR - Infant Mortality Rate
43. ISEC - Institute for Social and Economic Change
44. JHPIEGO - Johns Hopkins Program for International Education in Gynecology and Obstetrics
45. JJB - Juvenile Justice Board
46. KHDC - Karnataka Handloom Development Corporation
47. KHPT - Karnataka Health Promotion Trust
48. KMEA - Karnataka Monitoring and Evaluation Authority
49. KSHDC - Karnataka State Handicrafts Development Corporation
50. KRIDL - Karnataka Rural Infrastructure Development Limited
51. KSDC - Karnataka Skill Development Corporation
52. KSRLC - Karnataka State Rural Livelihood Promotional Society
53. KSRPLS - Karnataka State Rural Livelihood Promotion Society
54. KYP - Karnataka Youth Policy
55. KSCDC - Karnataka State Coir Development Corporation
56. KTPP - Karnataka Transparency in Public Procurements
57. LMS - Learning Management System
58. MAM - Moderate Acute Malnutrition
59. MIS - Management Information System
60. MSME - Micro, Small, and Medium Enterprises
61. MSIL - Mysore Sales International Limited
62. MoU - Memorandum of Understanding
63. NCDs - Non-communicable Diseases
64. NIMHANS - National Institute of Mental Health and Neurosciences
65. NFHS - National Family Health Survey
66. NGO - Non-Government Organization
67. NLM - National Livelihood Mission
68. NBFC - Non-Banking Financial Company
69. OEM - Original Equipment Manufacturer
70. OSAAT - One School At A Time
71. PMJJBY - Pradhan Mantri Jeevan Jyoti Bima Yojana
72. PMSBY - Pradhan Mantri Suraksha Bima Yojana
73. PMU - Project Monitoring Unit
74. PSU - Public Sector Undertaking
75. PII - Personally Identifiable Information
76. POSH - Prevention of sexual harrasment
77. RAMP - Raising and Accelerating MSME Performance
78. RDPR - Rural Development and Panchayati Raj
79. RCH - Reproductive and Child Health
80. SAM - Severe Acute malnutrition

GLOSSARY

81. SAST - Static Application Security Testing
82. STEM - Science Technology engineering and mathematics
83. SHG - Self Help Group
84. SHMS - Sports Hostel Management System
85. SEO - Search Engine Optimization
86. SI - System Integrator
87. SOP - Standard Operating Procedure
88. SPIU - State Program Implementation Unit
89. SWS - Single Window System
90. SWM - Solid Waste Management
91. TSP - Technology Service Provider
92. UCPS - Unified Child Protection System
93. VR - Virtual Reality
94. YDI - Youth Development Index
95. . ZPTC - Zilla Panchayat Technical Committee

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