

PCMC's Journey

By Shekhar Singh, IAS
Municipal Commissioner

Reactive to
Proactive to
Intelligently Active



Responsive

Process Oriented

Sustainable

Technology

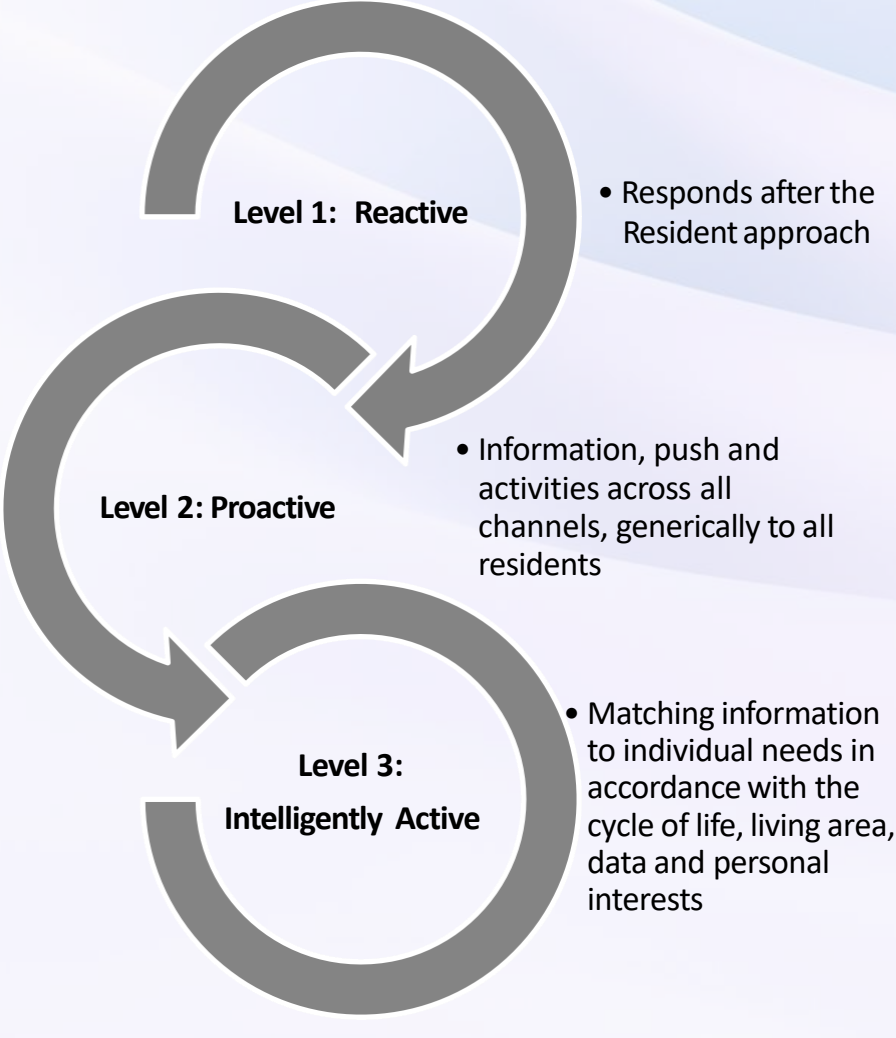
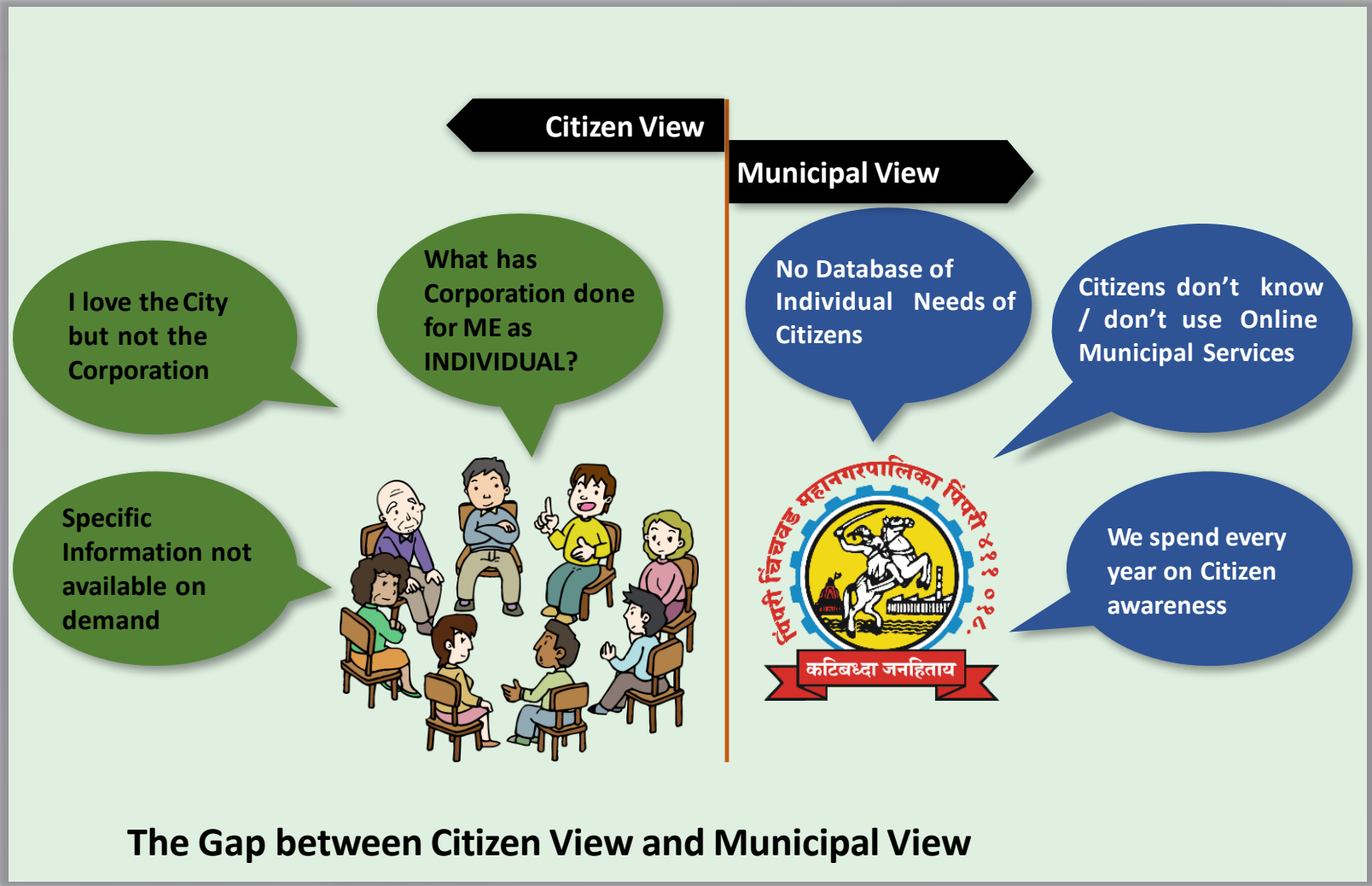
Governance

Citizen Centric

Service

Data Driven

Case for Change: Gap Between Citizen View & Government View



The Journey Summary

2015



Sarathi

E services and Online Grievance Management

2021



Property Tax Improvement Program

Data Driven Decision Making

2024

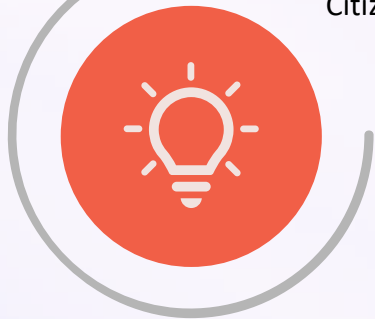


CHDC (WIP)

Unified Data Approach for Data Driven Decision Making

Smart Sarathi

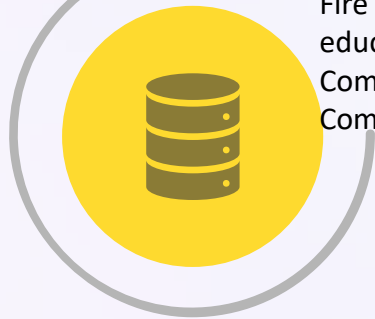
Unified Citizen Layer & Citizen Centric Focus



2019

Services Departments

Fire Data based Survey, education Data based Community Communication



2022

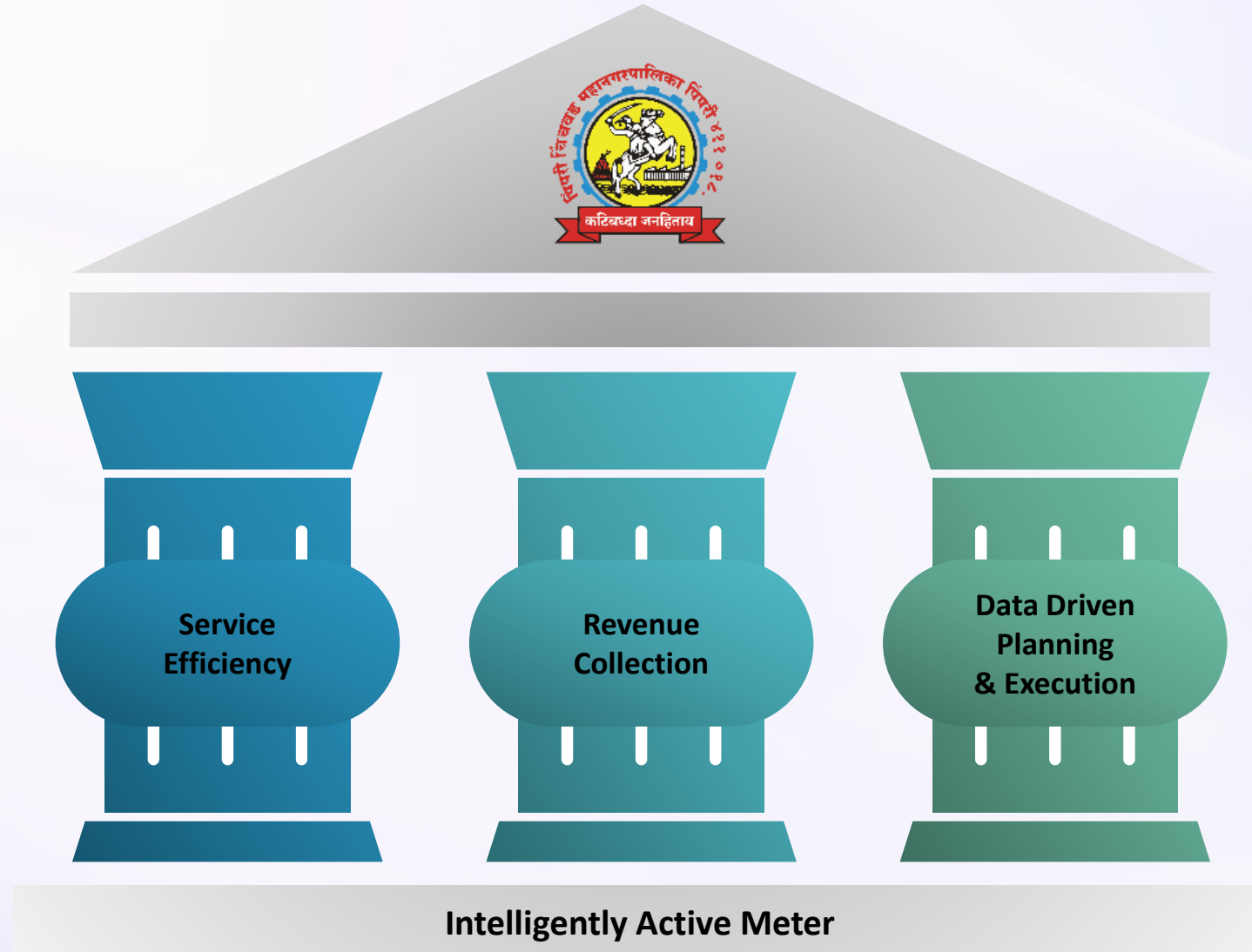
Unified Card (WIP)

One City One Report Card for Citizen from Municipality as One Institution



2025-26

How : The 3 Pillar Approach

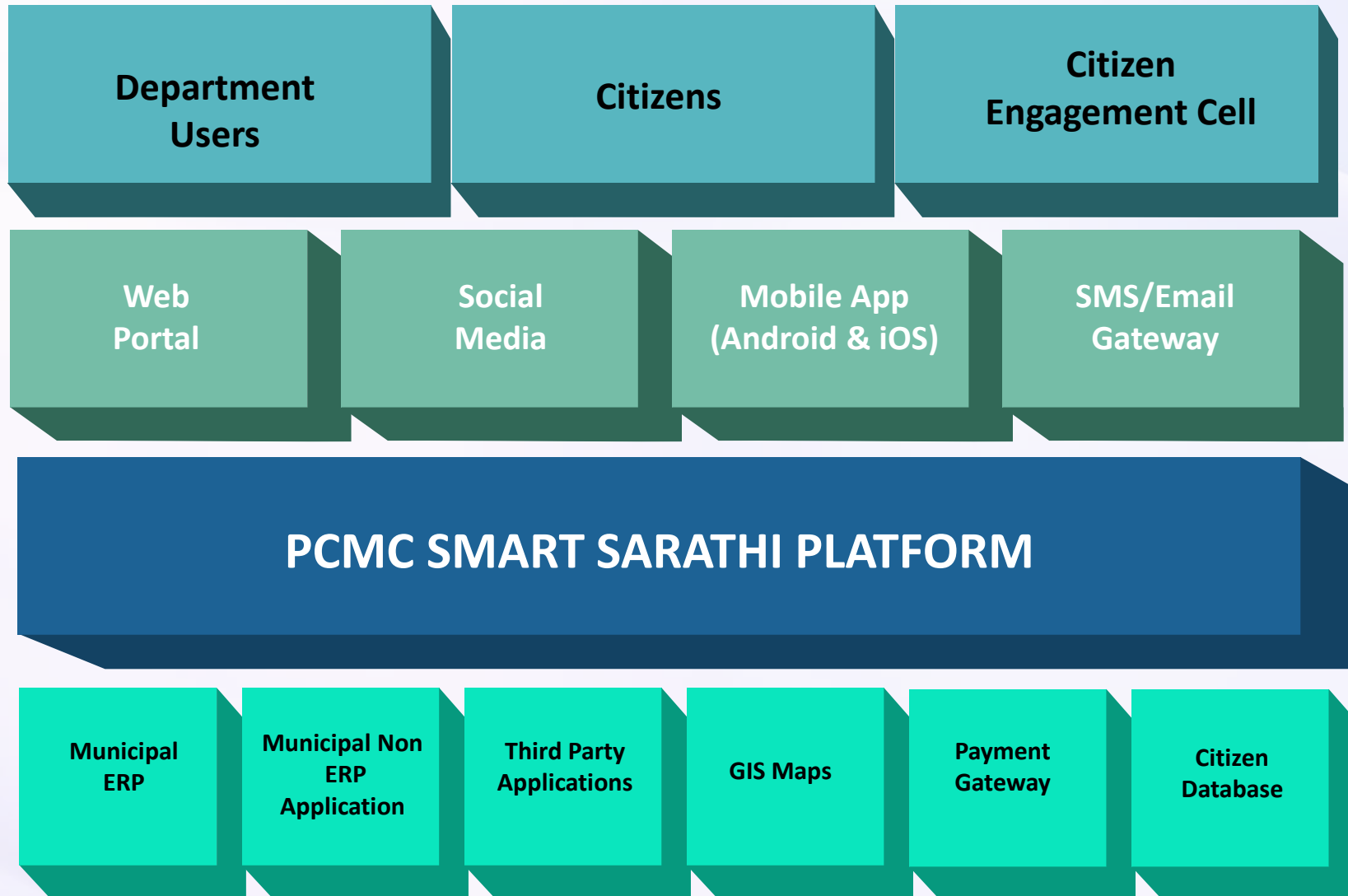


Case 1: PCMC Smart Sarathi

Unified Citizen Layer | Citizen Centricity | Data



Step 1: Unified Citizen Layer



IA Meter

Service

Revenue

Data

Results

Step 2: Citizen Centricity through Citizen Engagement Cell

Project Stakeholders



Citizen Engagement Cell



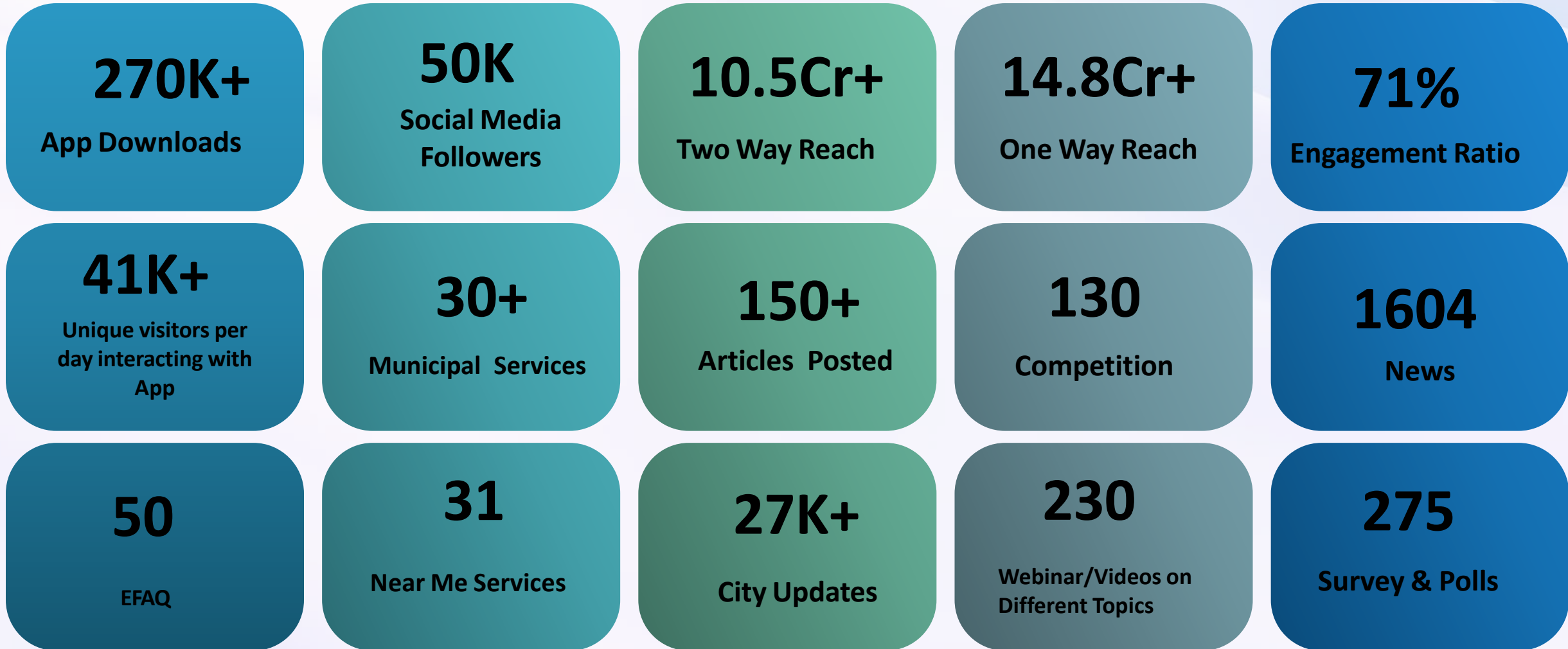
IA Meter

Service

Revenue

Data

Citizen Centric Content & Response



Other Major Citizen Centric Campaigns



River Cyclothon 2023

This Year **30,000+** Cyclist Participated in this Cyclothon.

- Cyclothon recorded in **Genius world record for Longest Line of Bicycles Static**



Festival of Startups

500+ Students registered
100+ Start-ups registered

7000+ student attended
10 Speakers



Jallosh Shikshnacha

250+
School Participated

30000+
Students Participated

137
Schools Presented Ideas



Online Patriotic Group Singing Competition
2000+

Citizens Participated from School, Societies,
NGOs, Hospital, Industries
,Colleges & Companies

8875
Reach through Social media

Managing Grievances Effectively

- We have received grievances through 16 different channels (E-mail, SMS, phone call, mobile app, WhatsApp etc.)
- Number of Categories of Grievances: 32 (Water, Ptax, Encroachment , Road, etc.)
- Response time- 2 hours

2,55,319

Total
Grievances

2,50,212

Grievances
Solved

98%

Grievances
Resolution
Rate

Step3: Data Collection

Building Citizen Communities



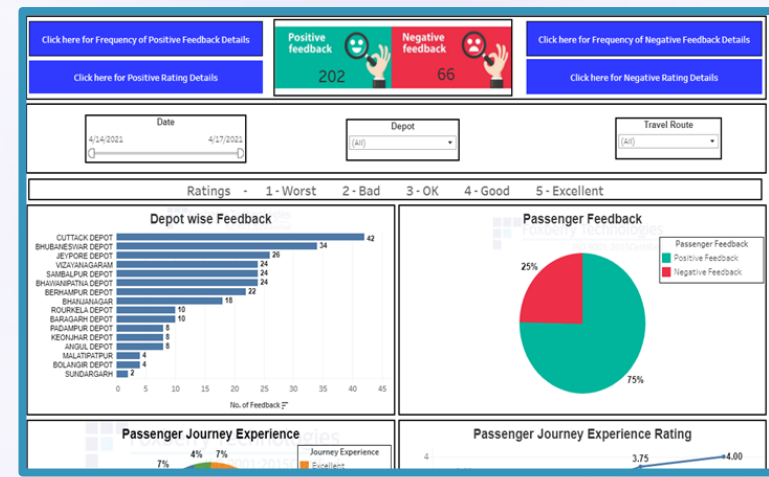
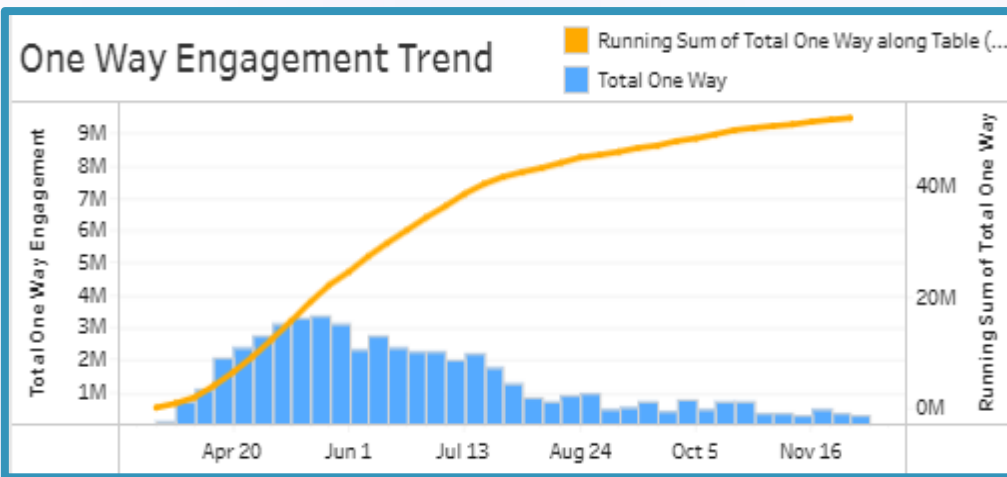
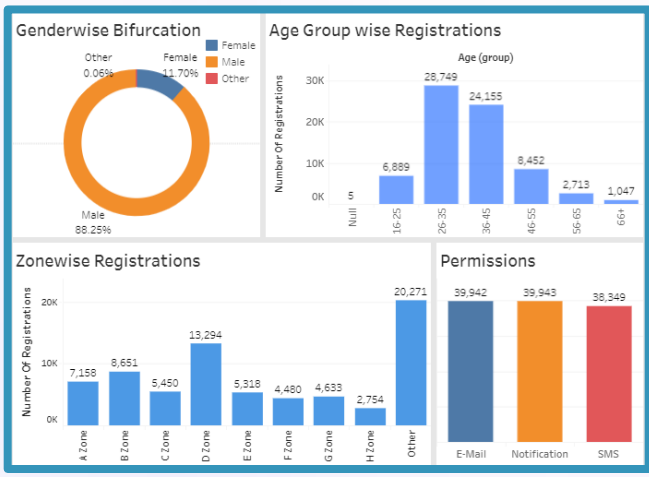
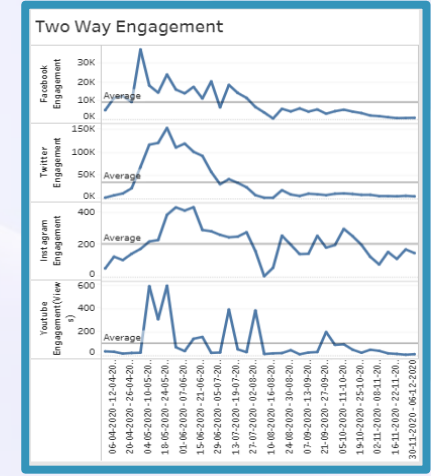
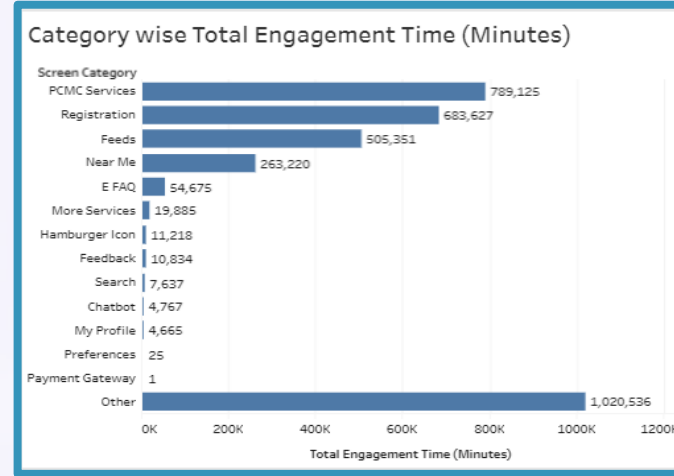
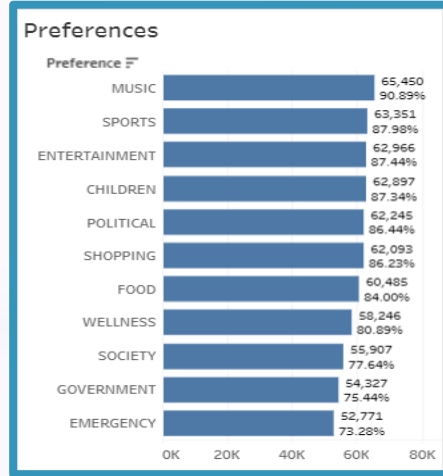
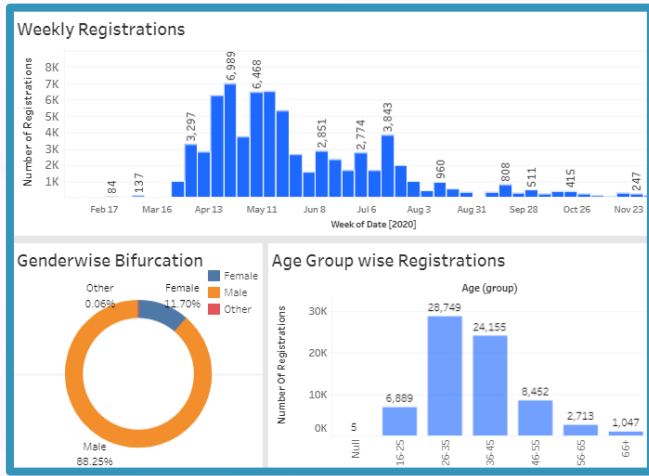
IA Meter

Service

Revenue

Data

City Level Citizen Analytics



Recognition & Awards

- PCMC Smart Sarathi is the citizen engagement platform that includes: official mobile application, web portal, social media handles & offline interventions for good governance.
- PCMC Smart Sarathi is an initiative of Pimpri Chinchwad Smart City Ltd. in collaboration with Pimpri Chinchwad Municipal Corporation(PCMC), to create a **Sustainable Two-way Citizen Engagement**
- This programme has been recognized at the apex multiple times



Case Study 2

Property Tax Improvement Program

Driving Department Efficiency through D3 (Data Driven Decision) approach



Step 1: Setting Objectives



Step 2: Setting Data Process



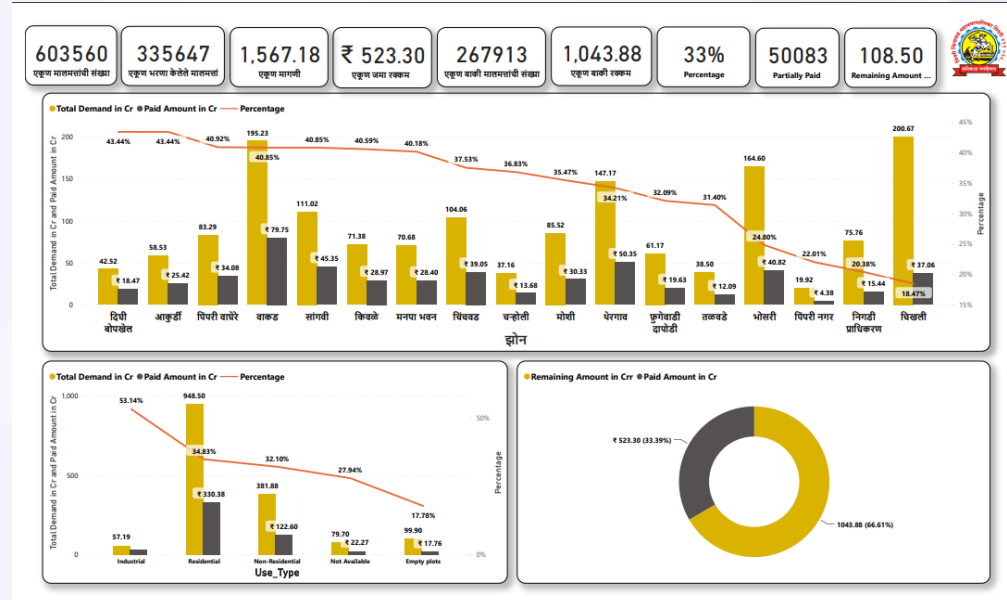
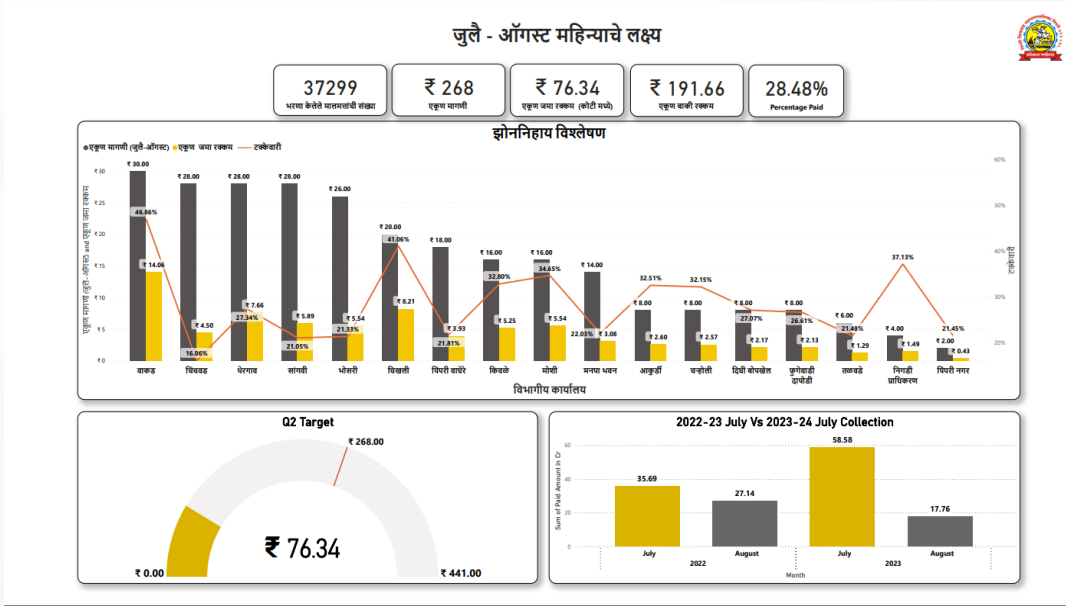
- Gather relevant data from various sources
- Ensure data integrity and quality

- Explore the data to identify patterns, trends, and relationships
- Utilize statistical methods and visualization tools

- Develop a strategy for interpreting findings and drawing conclusions
- Determine the appropriate analytical techniques

Apply statistical models or machine learning algorithms to Generate insights and actionable recommendations

Step3: Data Visualization with Tracking & Monitoring

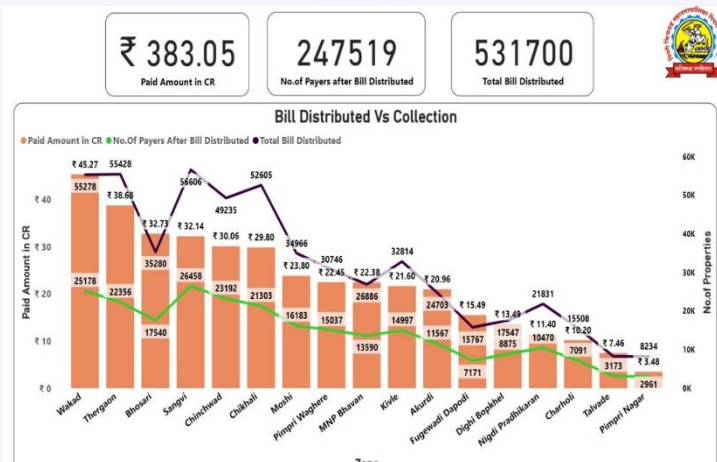
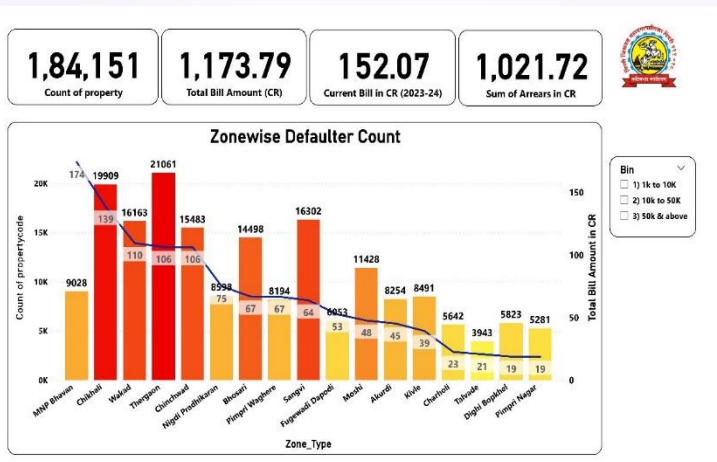


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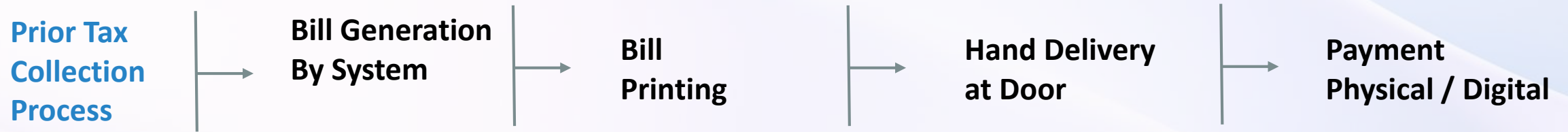
Service

Revenue

Data



Step 4: Identifying Data & Process Gaps



Prior Process Issues

Database Gaps:

- No Lat Long
- Incomplete Addresses (+2.2 lac)
- Number of Mobile Number (3.2 lac out of 6lac)
- Last Assessment of Properties – Not done.

Bill Delivery

- No record of Bill Delivery
- No Updates of Delivery
- Long drawn process due to shortage of staff

Frequent Survey

- Contact numbers not updated
- Property use type changes not updated

Inefficient and Ineffective Communication

- Wrong/No Phone Numbers
- No targeted communication strategy based on profile of tax payer like payment history , prop type
- Integrated Marketing Communication strategy not deployed

Payment Tracking

- Data at Zone level , No micro level data -eg Street , Colony level
- No scientific/data analysis based strategies –eg whom to target when , how , communication plan
- No pattern analysis for policy input
- No data based prediction on collection improvement

Step 5: Data Enhancement through BPR



Database Quality Improvement

Google Map Validation & cross tabulation with other PCMC databases (PSS, Education, Health, etc.) through inhouse developed software & manual efforts

Fast Bill Delivery Process

600 Self Help Groups (SHGs) women deployment.

Data Augmentation

Lat Long collected : **(534479) (89%)**
Images of Property Collected: **(534479) (89%)**
Use of Property Updated: **(527455) (88%)**
Existing Phone Numbers Updated & New Phone Number Added : **(171982) (33%)**
Address Updated: **(327342) (54%)**

Profiling Parameters

Outstanding Amount
Date of Payment
Mode of Payment
Property Types
Geospatial positioning and Clustering

Based on AI / ML based Algo

Data Based Communication

Tax Payers Profiling

Model Payer
Probable Payer
Probable Defaulter
Habitual Defaulter Eg. Customised SMS , Calls as per AI / ML based analysis

IA Meter

Service

Revenue

Data

Siddhi App 1.0



5:01 22%

← **भेटीचा तपशील**

मालमत्ता कोड : 1080300097.00
झोन : मनपा भवन गट : 3
मालमत्ता प्रकार : निवासी
श्रीवास्तव एस.एन.
स.नं.144 व 149/1 श्री तुकाराम मासुळकर कॉलनी, बि.नं.7 फ्लॅट नं.4 पिंपरी पुणे 411 018

मालमत्ता कोणाच्या नावे आहे?

मालमत्ता प्रकार निवडा

मोबाईल क्रमांक अपडेट करावयाचा आहे

मोबाईल क्रमांक टाका

अल्टरनेट मोबाईल क्रमांक

अल्टरनेट मोबाईल क्रमांक टाका

मालमत्तेचा जवळच्या खुणेसह पत्ता

संपर्काचा पत्ता टाका

अल्टरनेट संपर्काचा पत्ता अपडेट करावयाचा आहे

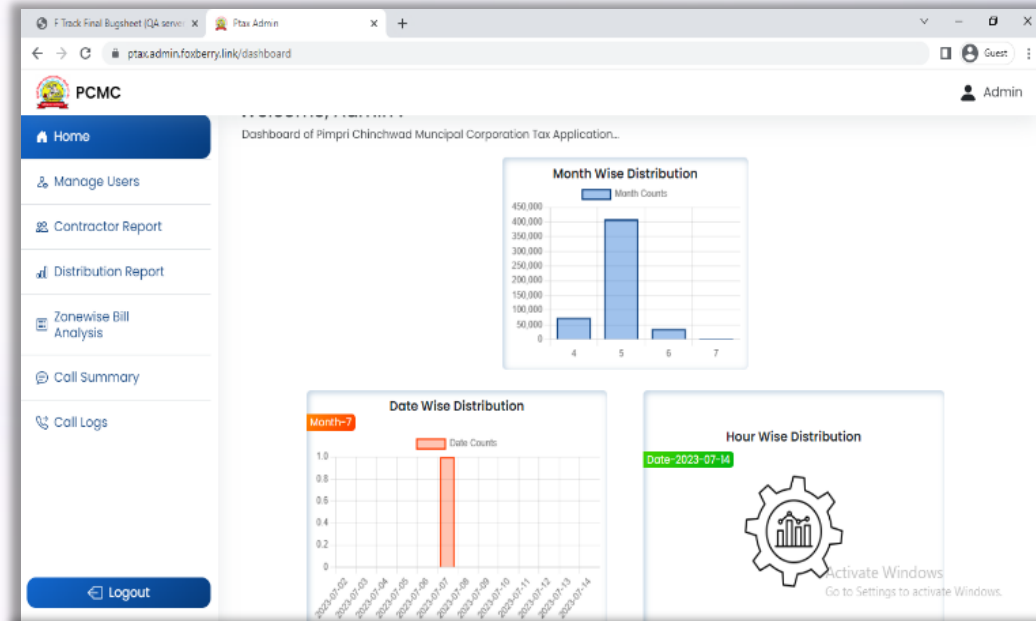
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बिल स्वीकारणाऱ्या व्यक्तीचे नाव आणि नंबर

बिल स्वीकारणाऱ्या व्यक्तीचे नाव

बिल स्वीकारणाऱ्या व्यक्तीचा नंबर

माहिती जतन करा



PCMC Contractor Report

Search by zone/gat

Select Zone Select Gat Search

Search by mobile

Enter mobile number Search

Search by date

mm/dd/yyyy Search

Search by zone/gat

Select Zone mm/dd/yyyy Search

Total Visits - 559321

Sr.	Name	Mobile No.	Zone	Gat	Visit Count (Found)	Visit Count (Not Found)	Total Visits	Mobile Updated	Alt. Mo update
1	दोशनी दिपक वेदराणी	8999895066	पिंपरी नगर	02	5969	95	6064	10	2
2	मनिषा त्रहदेव भोसले	8530783047	चिन्नली	01	5234	467	5701	208	27

Logout

IA Meter

Service

Revenue

Data

Step 6: Data based Execution

Carrot Approach



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Service
Revenue
Data

Meme Competition

More than 3,000 Citizens Participated with a reach of 5lac +

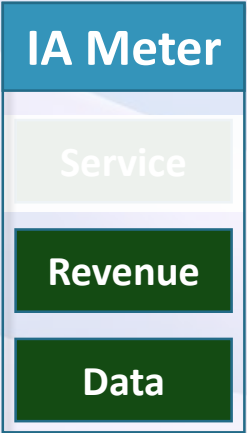
Execution contd..



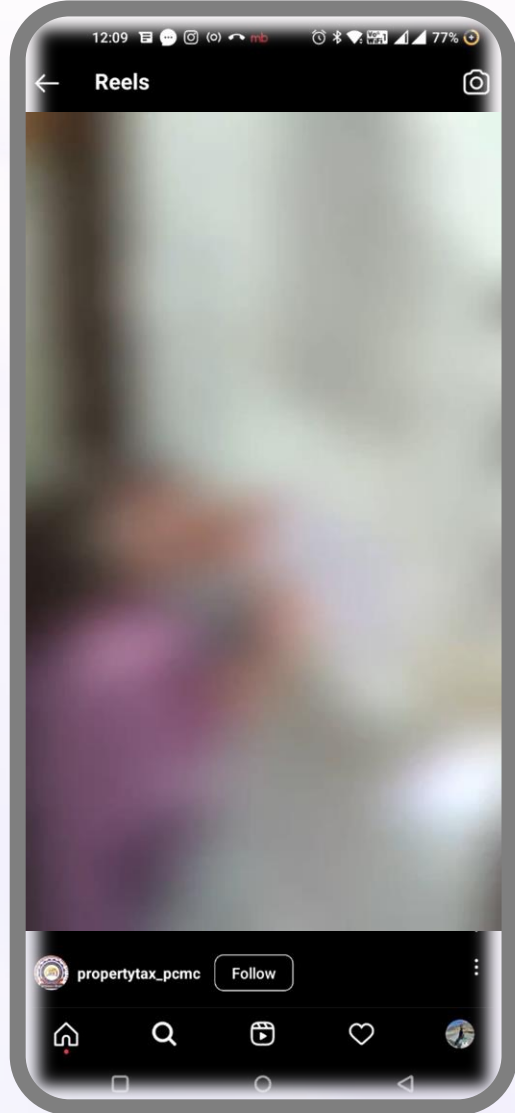
मनपा हद्दीतील १० लाखावरील थकबाकी असलेले थकबाकीदार		सिंपरी विधान		सिंपरी, पुणे - ४१२ ०१८.	
क्र.	थकबाकीदार नाव	थकबाकी रक्कम	थकबाकी तारीख	थकबाकी प्रकार	थकबाकी स्थान
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Stick Approach

- **Advanced Tools for Identifying Defaulters:** Utilized algorithms and advanced tools to identify the top willful defaulters.
- **Enhanced Awareness:** Publicized arrears exceeding ₹1 lakh in newspapers, raising awareness about outstanding dues.
- **Improved Recovery:** Publicizing arrears motivated property owners, resulting in better recovery rates.
- **Increased Accountability:** Public exposure of arrears made property owners more accountable, leading to increased compliance.
- **Encouraged Timely Payments:** The initiative encouraged property owners to make on-time payments, reducing arrears and benefiting department revenue.
- **Community Benefit:** Funds collected from this policy support public services, infrastructure, and development, contributing to the overall well-being of citizens.
- **Strategic Planning:** Demonstrated a proactive approach by the property tax department in planning for efficient arrears recovery through transparent means.



Siddhi App 2.0: Japti Notice & Japti Prakriya Monitoring



Sr. No	Features	Description
1.	Bill Distribution Tracking	<ul style="list-style-type: none"> Users can distribute bills and track the number distributed.
2	Japtipurv Notice	<ul style="list-style-type: none"> New features enable precise location tracking. Offers "Pay Now" and "Pay Later" options.
3	Payment Methods	<ul style="list-style-type: none"> Multiple payment methods: Online, DD, Cheque, and in-person. Option to pay entire or partial amounts.
4	Japti Prakriya (Procedure)	<ul style="list-style-type: none"> Ability to add witness count, movable, and immovable property for easy tracking of Japti Karvai.

3:26 34% 34%

← जपतीपूर्व नोटिस बजावणी

मालमत्ता कोड : 1080300097.00
 इतः 8 गट : 3
 श्रीवासव एस.एन.
 स.नं.144 व 149/1 श्री तुकाराम मासुलकर कॉलनी, वि.नं.7 फ्लॉट नं.4 पिंपरी पुणे 411 018

लोकेशन दाखवा पेमेंट तपशील

पुरुष

निवासी मालमत्ता

मोबाईल क्रमांक अपडेट करावयाचा आहे
 मोबाईल क्रमांक टाका
 9423013564

अल्टरनेट मोबाईल क्रमांक
 अल्टरनेट मोबाईल क्रमांक टाका
 9123456789

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 संपर्काचा पत्ता टाका
 स नं 144 व 149/1 श्री मासुलकर कॉलोनी

अल्टरनेट संपर्काचा पत्ता अपडेट करावयाचा आहे
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 श्रीधर पाठक

बिल स्वीकारणाऱ्या व्यक्तीचा नंबर
 8767331207

बिल स्वीकारल्याची तारीख

जपतीपूर्व नोटीस स्वीकारणाऱ्या व्यक्तीचे नाव आणि नंबर

नाव

नंबर

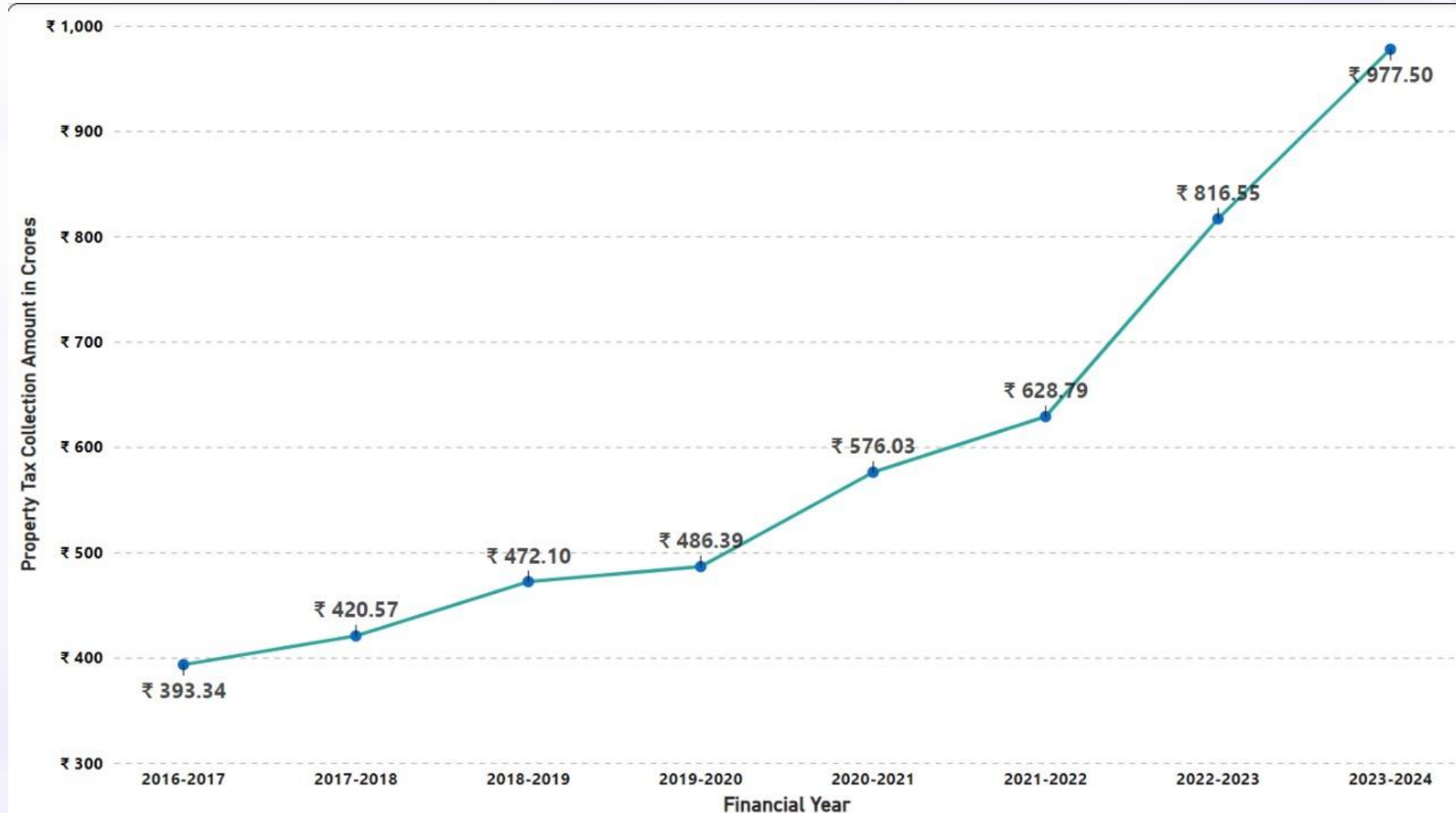
जपतीपूर्व नोटीस अपलोड करा फोटो अपलोड करा

Pay Later

Pay Now

Litigation In Recovery

Step 7: Impact Delivered



IA Meter

Service

Revenue

Data

Impact contd..

Data Augmentation

- Lat Long collected : **(5,34,479) (89%)**
- Images of Property Collected: **(5,34,479) (89%)**
- Use of Property Updated: **(5,27,455) (88%)**
- Existing Phone Numbers Updated & New Phone Number Added : **(1,71,982) (33%)**
- Address Updated: **(3,27,342) (54%)**

Early Collection

Fiscal Year 2023-24:

- Q1: Increased to **₹449.56 Cr (295,725 properties)** from ₹253.65 Cr (192,599 properties)
- Q2: Increased to **₹130.88 Cr (56,522 properties)** from ₹110.67 Cr (46,295 properties)
- Net Surplus after Ptax Dept Annual costs: **₹13 Cr**

Defaulters Targeting

From the year 2021 to 2024 (Till August 30 2024):

- Converted **95, 897** Defaulters to become regular payers
- Encouraged **2,16,282** Properties to start paying that did not pay before PTIP

Reducing Defaulters

- Converted **1,15,007** defaulters from FY 22-23 to regular payers in FY 23-24, recovering **₹345.38 Cr**, including **34% (₹97.97 crore)** in Q1.
- **39,479** properties became regular payers with no arrears.

Increased Numbers of Taxpayers

Increase in properties paying from FY22-23 to FY23-24:

- **FY 22-23: 64.47% properties paid (390111 of 605011 properties)**
- **FY 23-24: 77.19% properties paid (472951 of 612665 properties)**
- **FY 24-25: 60.44% properties paid (380999 of 630294)**
(Till 30 August)

PCMC Fire Survey IMPACT

No Of Commercial Establishment
Surveyed By MAVIM Mahila

43941

No Of Commercial Establishment
Surveyed By Verified By Department

3918

No Of Notice Generated Online and Sent **3796**

No Of Hospital Confirmed Compliances **121**

No Of School Compliances Is In process **674**

No Of Other Business Confirmed the
Compliance **564**

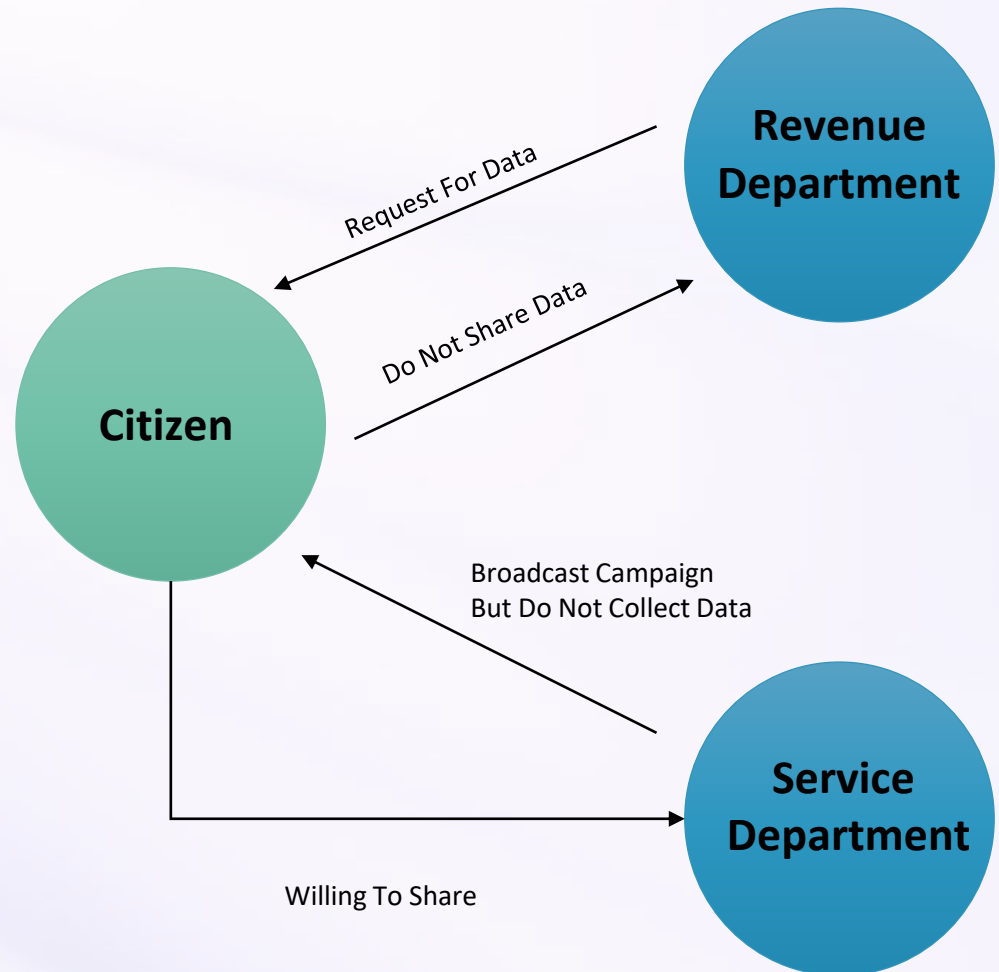


Case 3

City Hub For Data And Communication (WIP)



Case for Change



Low Data Driven Campaign



Low Response to Communication



Low efficiency & Effectiveness of Department

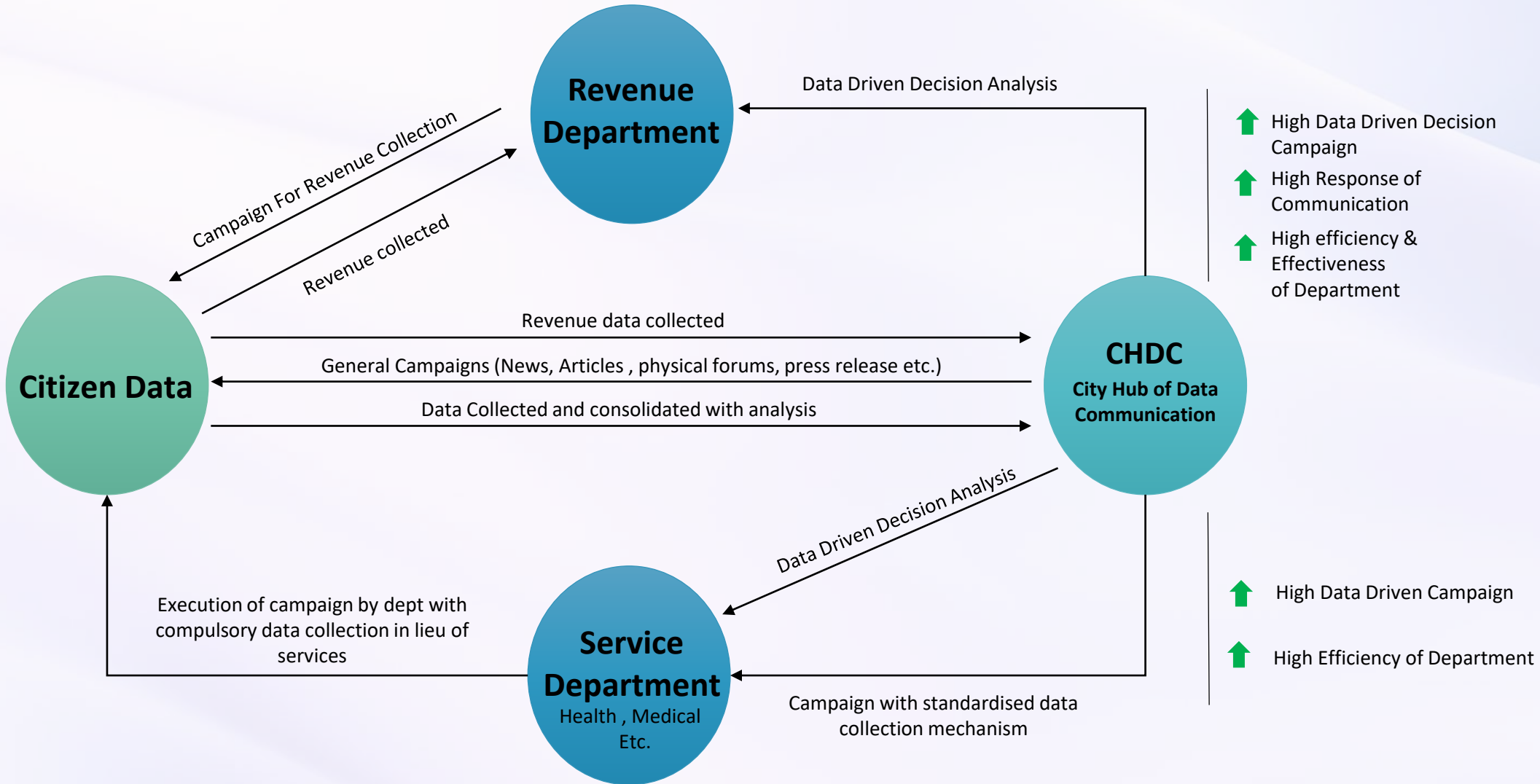


Low Data Driven Campaign



Low Efficiency of Department

Proposed Concept of Solution



- ↑ High Data Driven Decision Campaign
- ↑ High Response of Communication
- ↑ High efficiency & Effectiveness of Department

- ↑ High Data Driven Campaign
- ↑ High Efficiency of Department

IA Meter

Service

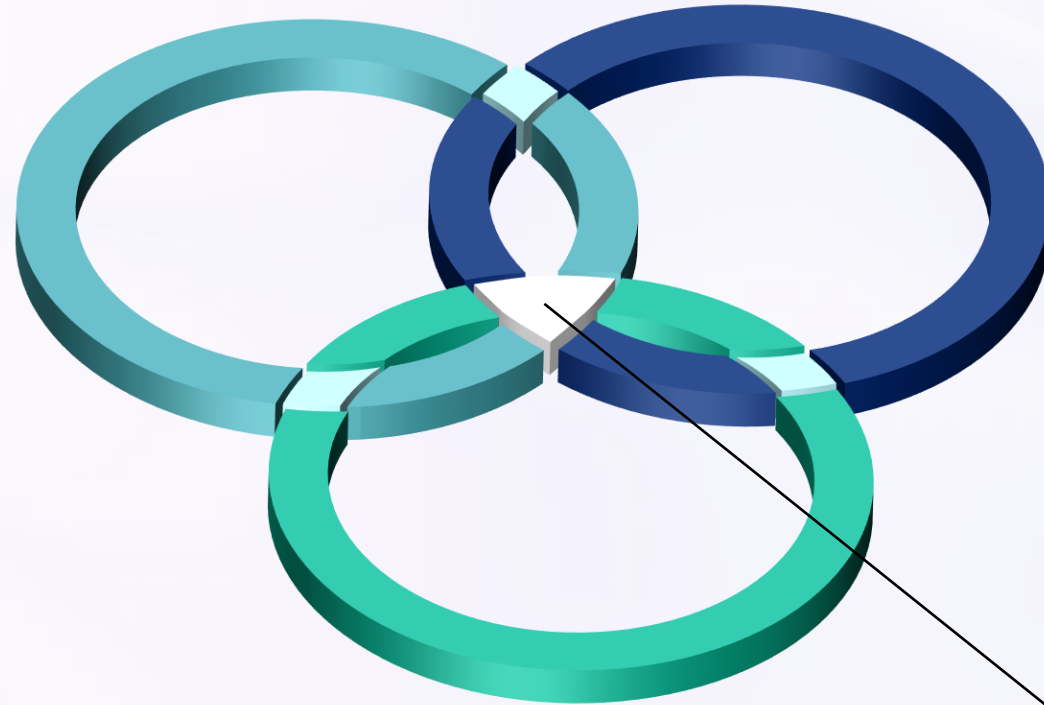
Revenue

Data

Solution Components

PRO & COMMUNICATION

- Generic PRO led comms
- Dept specific campaigns
- Central and State initiatives awareness
- 360 community engagement platforms round the year (urban art festival, DigiEntertainment, DigiLearn, etc.)
- Virtual Community Building



DATA MANAGEMENT

- Consolidation of DBs from outside municipal corporation
- Data Governance and Privacy Policy
- Collection of Data
- Consolidation of Data and User Profiling
- Data Visualization
- Inferential Analysis
- Data Driven Decision and Communication

IA Meter

Service

Revenue

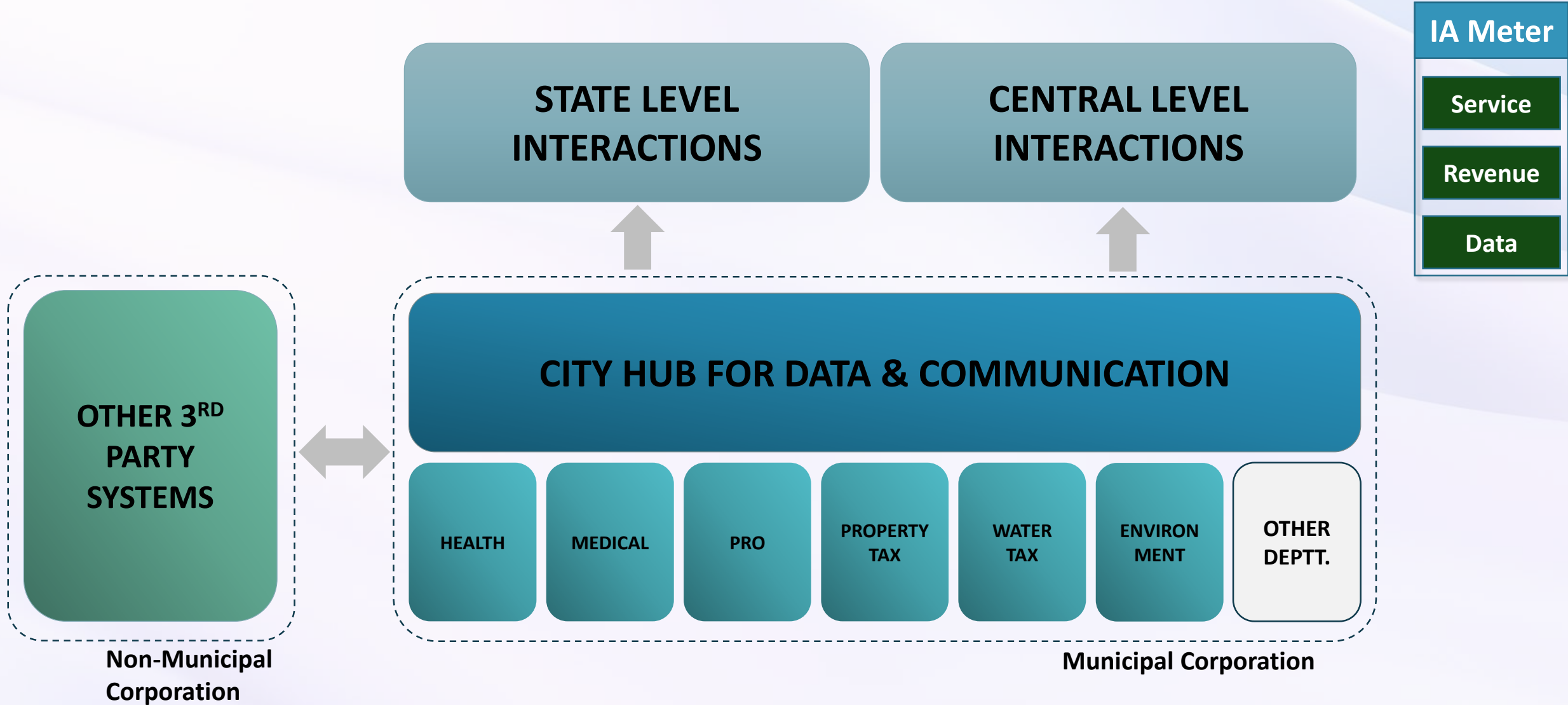
Data

IT TOOLS

- Automatic Pull data from departmental databases
- Team Tool for Data collection
- Effectiveness and Efficiency enhancement tools
- Role based access of data analytics views

CITY HUB FOR DATA AND COMMUNICATION

Interactions



Current Status of Project

Milestone	Status
Detailed Project Report	Done
Tender Publishing	Done
Technical Evaluation	Done
Financial Evaluation	Done
Letter of Award	Done
Project Commencement	WIP

Our Partners



The Journey Recap

2015



Sarathi

E services and Online Grievance Management

2021



Property Tax Improvement Program

Data Driven Decision Making

2024

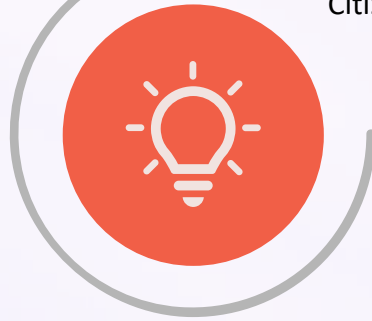


CHDC (WIP)

Unified Data Approach for Data Driven Decision Making

Smart Sarathi

Unified Citizen Layer & Citizen Centric Focus



2019

Services Departments

Fire Data based Survey, education Data based Community Communication



2022

Unified Card (WIP)

One City One Report Card for Citizen from Municipality as One Institution



2025-26

Reactive

Proactive

Intelligently Active

Thank You

