

Transforming Lives and Livelihoods Through Technology

MUMBAI,
INDIA

Mumbai, located on the west coast, is the financial capital of India. With a population density three times that of Shanghai, the complexities of the metropolis are unique in many ways. While the mega-city contributes 33 percent of India's income tax collection, 60 percent of the country's customs duty and 40 percent of foreign trade; the challenges of intense urbanisation in recent decades have taken a toll on the services used by the 12.5 million people residing in the city.

Project overview

The city's civic body, The Municipal Corporation of Greater Mumbai (MCGM) is India's largest local government body. It oversees the city's public health and hospitals, schools, the maintenance of parks and open spaces, sewage treatment and disposal, cemeteries, the registering of births and deaths, the removal of encroachments, and the registering of markets, shops and establishments. Actively involved in devising development plans and strategies to ensure Mumbai's status as the preferred city in India (for both residents and businesses), the MCGM has initiated a number of strategic, technology led transformation initiatives to accommodate the civic body's increasing workload. MCGM's technology initiatives aim to leverage the power of technology in providing significant and measurable benefits without adding to existing time, resource or budget constraints. Such technology initiatives include innovation in service delivery; improving quality of life and the optimisation of operations through automation, mapping and tracking.

Results and impact

The impact of the city's technology initiatives are wide reaching, with the following a brief indication of the project's success to date. Concerning *innovation in service delivery*, MCGM's services, once rendered through 50+ administrative offices spread across the city,

are now delivered through neighbourhood general stores (1000+ delivery points) and an online portal; greatly reducing queue time and transactional costs for citizens. In order to create a thriving business environment and investor friendly ecosystem, MCGM has also created a 'Business Development Cell' to fast track approval process and ease regulatory concerns. With the objective of *improving quality of life*, the Slum Rehabilitation Authority has initiated an extensive Geographic Information System (GIS) based mapping of utilities, education institutions and primary health centres, creating development plans that directly address the needs of the vulnerable sections of society (60 percent of Mumbai's residents live in slums). The MCGM has also embarked on an initiative to implement a comprehensive health care system which has the potential to not only reduce patient wait times, but will enable data sharing across over 400 hospitals and primary care centres. Concerning Mumbai's goal of *optimising operations*, MCGM was an early adopter of ERP solutions, with over 70,000 internal users (one of the largest user bodies in the world). Today, development planning for the entire city is performed through 50+ layers of utilities and reference points created over electronic maps. In addition to the optimisation of operations, the data gathered by transaction systems will be leveraged for performing predictive analytics and is likely to result in significantly reduced false benefits claims and prevent tax evasion.

Enablers

With the Indian economy growing at a steady pace, it was the drive to excel and compete with India's other emerging cities which led Mumbai, and MCGM in particular, to improve service delivery and quality of life in order to attract the best talent required to further fuel growth in the city. The drive to change emanated from the top of the organisation with significant contributions coming from employees in the shape of new ideas and the embracing of innovative technology. The technology transformation roadmap developed focuses on adoption of global best practice and leverages locally developed solutions; in many ways representing the culture and rhythm of a bustling and energetic Mumbai.

