DIGITISING PAYMENTS FOR GOVERNMENT SERVICES
- THE CASE OF EMITRAS

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About CATALYST

CATALYST is a user-centric ‘digital financial inclusion innovation platform’ for the underserved last mile. The initiative is funded by the United States Agency for International Development (USAID) under the mSTAR Program, through funding provided to FHI 360. Housed within the Institute for Financial Management and Research, Leveraging Evidence for Access and Development (IFMR LEAD), the initiative aims to expand digital payments and financial inclusion in India.

CATALYST identifies, develops, and validates solution frameworks and business models in collaboration with facilitating government agencies and participating industry solution providers to responsibly transition small business ecosystems (i.e., merchants, consumers, suppliers) from an inefficient cash economy to digital payment platforms, and further onto broader digital finance solutions. CATALYST has also launched a new business incubator, ‘Fintech for the Last Mile,’ to promote entrepreneurs focused on developing innovative digital finance solutions for traditionally underserved segments.

Technical team

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1 SUMMARY
eMitra, a Government of Rajasthan (GoR) e-governance platform, provides more than 350 services to citizens. The eMitra centers are run by individual entrepreneurs who earn through commissions or fees paid for services rendered. The most widely used services are utility bill payments, which are either paid monthly or bimonthly, resulting in a share of the eMitra center customers being regulars.

GoR has instituted the eMitra center network across Rajasthan, thus providing opportunities to scale and reach a wider audience. Such common service center networks are present in other states as well, so learnings from pilots conducted in Jaipur could be useful in digitizing similar networks in other states. Today, most payments from customers to the eMitra entrepreneurs are made in cash; the entrepreneurs need to maintain a prepaid wallet with GoR which is utilized for cash-based transactions, thus requiring the entrepreneur to digitize cash at his end.

CATALYST conducted a diagnostic study with eMitra entrepreneurs in a particular area. It held a detailed discussion with six entrepreneurs and studied the back-end data of a sample of around 27 eMitras to understand their operations and underlying challenges in process and payments flows. While attempts have been made to digitize payments at eMitra centers in the past by providing Point of Sale (PoS) devices or integrating other modes of payment within the eMitra portal itself, the transaction fee is usually passed on to the customer. This acts as a disincentive for customers to pay digitally. Due to low profit margins, these additional charges cannot be absorbed by the eMitra entrepreneur either.

Under the CATALYST pilot, two solutions were tested: PoS (card-based) solution, which is relatively popular, and Unified Payments Interface (UPI), a new solution that required awareness generation. Incentives were tested for the UPI solution while customer/merchant handholding was undertaken for both solutions to nudge customers to pay digitally and record details of the interactions to better understand customer/merchant behavior.

During the pilot, around 8 percent of PoS transactions and 11 percent of the UPI transactions were converted to digital (counting only eMitra entrepreneurs making at least one digital transaction). The Merchant Discount Rate (MDR) fee was found to be a major roadblock in increasing adoption of digital payments. The MDR charges were subsidized by CATALYST for the pilot period. Post the pilot, there was a significant drop in digital transactions as these charges were reinstated. PoS is a well-known solution and therefore needed minimal merchant handholding followed by a simple nudge to convert consumers to pay digitally using their debit/credit cards. Since UPI is a new solution, there was a need to invest time to download and register onto the solution. Incentives were tested as a nudge to both stakeholders – the consumers as well as eMitra entrepreneurs – to convert to digital.

Digital payments were found to be beneficial to the eMitra entrepreneurs because to accept cash payments they need to maintain a balance in a prepaid wallet (through which they pay the government), which comes from their working capital; however, in case of digital payments the money flows directly to the government, thus reducing the dependence on the prepaid wallet balance and working capital. With a higher number of digital transactions, the need for digitizing cash (sometimes multiple times a day) reduces as well. Paying digitally is also dependent on the transaction value as digital modes are preferred for higher value transactions by customers, while cash is preferred for lower value transactions. Customers, once converted to pay digitally, continue to use the digital payment solution, and some even start using it for smaller value utility payments such as water bills. Issues impacting usage and motivation to continue include transaction failures, followed by slow resolution of complaints and/or complicated grievance redressal process. Even low levels of such failures tend to impact the motivation of the affected entrepreneurs and customers.

Collaterals were designed for generating awareness about the UPI solution and its associated campaigns. Multiple communication channels were adopted for the UPI campaign to understand the benefits and challenges for entrepreneurs and customers. The findings highlight the pros and cons of both solutions, including potential reach, ease of transaction, familiarity, time investment in adoption, need for training and handholding, as well as operational issues. Generating awareness and providing training to eMitras on any new solution is also very important to the success of the solution.

1 MDR is a fee charged to a merchant by a bank for accepting payments from customers through credit and debit cards in their establishments.
2

BACKGROUND AND CONTEXT
2.1 Overview

eMitra is a GoR e-governance platform that provides government to customer (G2C) and business to customer (B2C) services to citizens. Rajasthan has over 52,000 physical eMitra centers across the state, of which approximately 5,000 operate in Jaipur. These centers are run by individual entrepreneurs who work on a fee-based revenue model. The Department of Information Technology and Communication (DoITC), the nodal agency for eMitra, has appointed 35-40 Local Service Providers (LSPs) who hire and manage the eMitra entrepreneurs. Apart from the physical centers, citizens can access and pay for certain services directly through the eMitra web portal and mobile application. DoITC and RajComp Info Services Ltd. (RISL) are the state-designated agencies for running its operations, including management of the portal and payment gateways.

The eMitra entrepreneur has to deposit money upfront in a prepaid wallet with the government in order to provide services to customers. It acts as a prepaid account with the amount reducing after every transaction. Given that 98 percent of transactions take place in cash at the eMitra centers, maintaining a balance in the prepaid wallet is critical for the entrepreneur to do business.

A recurring transaction use case such as that of the eMitra centers, which can impact the transaction behavior of every strata of the population, could provide meaningful insights into potentially large-scale behavior changes from the current transaction scenario.

2.1.1 Scale and outreach

The physical eMitra centers witness a significant turnover of over INR 400 crore (~ USD 560,00,000) per month on average, with Jaipur accounting for INR 110 crore (27 percent, i.e., USD 153,16,067). On a monthly basis, eMitra centers carry out close to five to seven lakh transactions. Almost 30 percent of the population visits an eMitra center once in a month. The average transaction value ranges from INR 300 (USD 4.18) to INR 2,000 (USD 27.85). The customer pays a fee for all eMitra services except for utility bill payments, which constitute about 50-75 percent of total transactions. Digitizing eMitra transactions is a significant use case providing great potential for digital transformation.

Network efficiency

Digitizing eMitra transactions may bring efficiency into the entire network for the eMitra entrepreneurs, DoITC, and customers. These efficiency gains would translate into a reduction in the cost of cash management borne by eMitra entrepreneurs. It will also release the working capital blocked by them to undertake these cash transactions. There could be a potential increase in business as well, since the entrepreneurs would not be dependent on prepaid wallet balance or banking hours (to deposit cash in case the prepaid wallet balance is exhausted). DoITC would benefit from a reduced cost of acquiring an eMitra and the customer would benefit in many areas such as ease of transactions, no hassle of managing loose change, and so on.

Large-scale adoption and behavior change

eMitra centers touch almost 30 percent of the population; people transact on a monthly basis for at least two or three services. This has the potential for large-scale adoption of digital payments by the customers since they make recurring transactions at these centers and have long-standing relationships with the emitras who run these centers.

Government’s mandate

GoR, as part of its mandate to promote digital payments, is working on digitizing payments at eMitra centers. CATALYST, as a digital ecosystem enabler, in partnership with the DoITC, selected eMitra centers as a use case to find appropriate payment solutions and business models to digitize customer payments to eMitras.

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1 USD to INR conversion rate as on December 14, 2018 is 71.87 [http://dollarrupee.in]. This rate has been used for all INR to USD conversions in this document.

2 Based on data from Government of Rajasthan.

3 Based on data from Government of Rajasthan.

4 Varies according to the type of service.
Potential for large scale adoption and behavior change by consumer targeting C2B

**Scale and Outreach**
- INR 100 crore transacted pm in Jaipur
- 5-7 lakh transactions per month in Jaipur
- Reaches out to all strata of the population

**Network Efficiency**
- Cost of Cash: bank charges, bank visits, management of cash
- Capital blocked in prepaid wallet
- Constant funding of prepaid wallet
- No requirement of managing prepaid wallet
- Large-scale consumer/merchant adoption
- Reduced chances of frauds

**Business Model**
- Increase in business — as no prepaid limit is required
- Leveraging the blocked capital for other business
- No risk of handling cash and bank deposits
- Cost of management of managing prepaid wallets
- Credit to eMitra based on transactions

**Criticality of Use Case**
- Monthly recurring use case
- Reaches out to almost the entire population
- Trust factor with eMitra
- Adoption by eMitrats for other business
2.2 Diagnostics

A diagnostic study was conducted with eMitra entrepreneurs in Barkat Nagar in Jaipur to understand the current processes, associated costs, customer profile, and key challenges. A one-to-one in-depth interview was conducted with six such entrepreneurs with a mix of high and low volume of transactions. There are around 27 eMitra centers in Barkat Nagar and data from all these centers were used for the purpose of analysis. This included parameters such as the number of transactions, type of service, mode of payment, monthly commission and balance maintained in prepaid wallet. Findings from the diagnostic study are elaborated below.

Profile: Almost all eMitras have other sources of income and the eMitra center acts as a source of additional secondary income. Unless the particular center has a very high footfall, operating a standalone eMitra center does not make business sense for most entrepreneurs. They are otherwise engaged in running grocery/department stores, cyber cafes, online ticket booking offices and filling forms for customers such as university admissions, government job applications, and others. They operate the eMitra centers from the same premises as their other businesses.

Setting up an eMitra center: RISL has appointed LSPs who hire and manage the eMitra entrepreneurs. An entrepreneur needs to contact the LSP in order to open an eMitra center. LSPs are also entrepreneurs/companies who intermediate between GoR and eMitra entrepreneurs. They receive a commission as a percentage of the entrepreneur’s commission. Thus, their income is dependent on the transactions made at their specific eMitra centers.

Margins/commissions: The income margin (commissions/revenue) from an eMitra business is on average 0.35 percent. However, there is significant variation in this parameter ranging from 0.25-2.44 percent, primarily due to the types of transactions at eMitra centers. The eMitras engaging mainly in utility bill payments have an income margin of around 0.35 percent while those with a greater number of other transactions, such as Bhamashah enrollment and exam forms, have a higher income margin. The transactions contributing to maximum volumes are the utility bills payments which have a lower commission level as compared to other transactions that may pay more. While the eMitras focusing on utility bills typically have lower income margins as compared to other eMitras engaged in other higher paying transactions, they have higher overall income due to a higher volume of transactions. Other types of transactions such as birth certificates or Bhamashah enrollments are not regular transactions like utility bill payments.

Reasons for opening an eMitra center:
- Expectation of higher customer footfall, which could have a positive impact on their other businesses (which are often run from the same premises) and vice versa. In the words of an eMitra entrepreneur: “A customer comes one day and does not buy anything, the next time she/he will remember some products that were available and decide to buy them.”
- Customer demand is another reason cited for starting an eMitra center. It was stated that customers demand that eMitra centers be opened, as multiple services are provided through a single window. This also reiterates the strong relationship between the customers and eMitra entrepreneurs, who were previously catering to other daily needs of the customers and had decided to open an eMitra center purely to address the expressed needs of the customers.

Investment: An initial investment is required for purchasing equipment, which includes a laptop or desktop, printer, scanner, and biometric device. The approximate cost for setting up an eMitra center is INR 30,000-50,000 (USD 418-696). Many entrepreneurs already had equipment in place and required no investment in hardware such as computers and printers.

Key services provided: Key services include utility bill (primarily electricity and water) payments, made on a monthly or bimonthly basis. Online form filling and submission of fees for university/college admissions is another key service, but this is periodic and dependent on when admissions are announced. Other services include making Bhamashah cards, ration cards, police verification, birth certificates, among others. All eMitras do not provide every service. Utility bills make up around 50 percent of the total transactions.

Average operating costs: The average cost of operations ranges from INR 2,500-5,000 (USD 35-70) per month, depending on the business. Most entrepreneurs operate from their own premises, and thus they do not have to pay rent. The major operating expenses for eMitras include electricity, internet, and stationery costs. The other components of monthly costs which are not included in this amount are the prepaid wallet balance that needs to be maintained (these funds cannot be used for other investments and hence the interest lost is the opportunity cost of operation), transport cost.

*A direct benefit transfer scheme promoted by GoR and aimed at women’s empowerment.*
of visits to the bank to deposit cash, and cash deposit charges, if levied by the banks.

**Prepaid wallet account:** eMitras need to maintain a prepaid wallet with the government, which can then be used for cash transactions. When a customer makes a cash transaction, the amount is reduced from the wallet balance. It can be topped up through the entrepreneur’s personal bank account. There is no minimum balance requirement in the current system and entrepreneurs either keep a balance in this wallet or make multiple top-ups from their bank account based on the transaction volume and footfall. During peak times, usually during bill payments and form/fees submission, entrepreneurs need to make multiple visits to the bank in a day (as many as three or four visits). During lean times, they need to visit the bank once in a few days to make deposits. On average, the eMitras make 13 trips to the bank in a month.\(^7\) However, there is variance in this parameter ranging from as low as three top-up transactions in a month to as high as 50 or more.

**Loss of business due to low balance:** There are a few instances of eMitras not being able to complete a transaction due to low balance in the wallet as they usually maintain low balance in their bank accounts as well.

**Mode of payment:** The current modes of payment from customers to eMitras include cash and checks. The check details need to be entered on the eMitra portal and then deposited at the GoR Secretariat. All eMitras do not accept checks from customers and the utility departments are also phasing out checks as a form of payment.

**Fees charged:** The fees to be charged to customers for services have been fixed by the government. For utility bills, fees are not paid by the customer and the eMitra’s commission comes from the relevant government department. However, for other services such as domicile certificates, Bhamashah cards, etc., the customer pays the fees that are mandated by the government. eMitras also provide form-filling services unrelated to the eMitra portal such as university admission/exams fees, job applications, etc. Charges for these services are not mandated by the government as they fall outside the ambit of eMitra services, and the entrepreneur is free to set the rates.

**Digital payment acceptance:** The eMitras surveyed as part of this study do not use any form of digital payment solutions for their eMitra transactions. A few entrepreneurs had PoS solutions in the past as the mechanism was promised at zero monthly rental but when the banks started charging rental, it became economically unviable for the eMitras. Additionally, any transaction charges such as the MDR in the case of card transactions are passed on to the customer, which acts as a disincentive. Due to the low margins on the commissions earned, the eMitra entrepreneur is not able to absorb transaction charges associated with digital payments.

**Customer profile:** Most people visiting the eMitra centers are regular customers, largely from the surrounding residential area. Utility bill payments are usually made by senior citizens or women of the household who have time to spare. For the work related to forms/fees, the customer base is largely students.

### 2.3 Pain-points

The current situation creates the following challenges:

- **GoR is keen to promote digital payments and has rolled out the eMitra web portal and app. However, passing on the MDR to customers creates an adverse impact.**
- **The current eMitra model of requiring entrepreneurs to deposit money upfront reduces the risk for the government and enables digital payments from entrepreneurs to the department. But it creates a cost implication for the entrepreneur in terms of working capital. An increase in digital transactions would reduce the burden associated with cash transactions such as multiple bank visits and maintaining a working capital. In case of cash transactions, the payment is deducted from the eMitra entrepreneur’s prepaid wallet balance and thus higher cash transactions would mean making multiple trips to the bank to digitize the cash collected. In case of digital transactions, the money flows directly to the government, thus reducing the burden on the entrepreneur’s prepaid wallet balance and his working capital.**
- **The eMitra livelihood opportunity is restricted to those entrepreneurs who can afford the working capital required.**
- **eMitra centers with a high rate of transactions might be losing business due to the time taken to digitize the cash required to top up their prepaid account. On days with high footfall, eMitras may exhaust their wallet balance before the end of the day, thus requiring them to digitize the cash collected multiple times during the day in order to continue operating. This results in several visits to the banks on such days.**

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\(^7\)This analysis is based on wallet top-ups assuming the top-ups reflect bank visits to deposit cash and subsequent transfer to the prepaid wallet.
## 2.4 Stakeholder Analysis

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Roles and Responsibilities</th>
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<tbody>
<tr>
<td>DoITC</td>
<td>• Issue relevant guidelines/instructions to eMitra centers/LSPs about the initiative</td>
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<tr>
<td></td>
<td>• Help CATALYST liaison with eMitras and solution partners</td>
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<td></td>
<td>• PoS enablement in selected eMitra centers</td>
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<tr>
<td></td>
<td>• Integration and enablement of UPI on the eMitra platform</td>
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<tr>
<td></td>
<td>• Announcement of campaign information on eMitra portal</td>
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<td></td>
<td>• Monthly transaction data sharing of the eMitra centers</td>
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<td></td>
<td>• Data sharing for the purpose of selection of eMitras and analysis</td>
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<tr>
<td>eMitra Entrepreneur</td>
<td>• Agreement to partner in the pilot and adopt the solution</td>
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<td></td>
<td>• Provide support in execution of the pilot</td>
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<tr>
<td></td>
<td>• Motivate customers to pay digitally</td>
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<td></td>
<td>• Support customer handholding and digital payment adoption</td>
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<tr>
<td></td>
<td>• Regular feedback on customer behavior and pilot progress</td>
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<tr>
<td>Solution Provider</td>
<td>• Agreement to partner in the pilot</td>
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<tr>
<td></td>
<td>• Provide support in onboarding the solution and training (if required)</td>
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<tr>
<td></td>
<td>• Provide support in grievance redressal</td>
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PILOT DESIGN AND IMPLEMENTATION
After careful analysis of the diagnostic, we concluded that digital payment solutions can effectively address the pain points faced by the eMitra entrepreneur. However, a business case for the absorption of MDR by GoR or the service provider as well as an understanding of the adoption rate of digital payments by the customer needs to be developed. The eMitra center is a significant touch point for the customer to pay utility bills and such regular repeat payments could contribute to instilling a digital payment-friendly behavior among customers. It can also be an effective way to test the impact of the utility payment use case and for handholding customers for a behavior change. The eMitra entrepreneurs could also benefit from a reduced requirement for managing cash or funding the prepaid wallets and adoption of digital payments in other business.

3.1 Theory of Change

Based on the detailed diagnostic and specific challenges identified, CATALYST designed a pilot to digitize transactions at eMitra centers in collaboration with DoITC, GoR. The broader objective of the pilot was to test the uptake of digital payments by eMitas and their customers, after temporary waiver of transaction charges. In addition, transaction-based incentives for eMitas and a lucky draw for customers were implemented for the first three months to promote adoption (under the UPI pilot). The pilot aimed at digitizing a sample of Jaipur-based eMitra centers, the learnings from which could be utilized to scale up solutions to the entire network. The pilot was designed to test two payment solutions: card-based payments using a PoS device, and UPI, a government-backed digital payment system.

A learning agenda was constituted for the pilot, which included the hypotheses to be tested or addressed through this activity and the reasons why these hypotheses are pertinent to the overarching objectives of CATALYST. Key areas of interest include customer preference to pay, merchants as effective enablers, effectiveness of handholding, challenges in adoption, and benefits to entrepreneurs.

The detailed learning agenda is shown in Annex A.

3.2 Scope

3.2.1 Objectives

The overarching objectives of the pilot are enumerated below:

• Measure the increase in digital payment uptake by waiving the MDR surcharge to customers.
• Measure the decrease in average working capital requirement by the entrepreneur through an increase in digital payment usage.
• Develop a business case for GoR to absorb MDR and promote digital payment acceptance by all eMitra centers across the network.
• Understand the impact of digitization and customer handholding on customer behavior shift.

3.2.2 Partnerships

The pilot was conducted in close coordination with the eMitra cell of DoITC (GoR). During the pilot, CATALYST partnered with Finacus, the solution provider that integrated UPI within the Rajasthan Payment Portal (RPP). As part of the partnership, Finacus modified its solution to absorb the transaction fees for UPI, thus not passing on charges to the customers. All transaction charges for the pilot period were borne by CATALYST.

The State Bank of India (SBI) was the solution provider for the PoS pilot. Post the completion of the pilot, SBI is keen to widen its network base further with eMitra centers. As a start, CATALYST shared its initial findings with the SBI team, particularly regarding monthly rental costs as well as transaction charges. With the introduction of the government scheme that absorbs MDR on transactions worth less than INR 2,000 (USD 27.82) and rental waivers on SBI PoS schemes which also allow customers to withdraw cash, SBI is interested in marketing the product. CATALYST began by approaching the eMitas who participated in the PoS pilot with the details of the scheme and received a positive response.

Figure 2: Theory of Change

Provide digital payment solutions to eMitra entrepreneurs with zero adoption cost

Incentivize eMitas and consumers to uptake digital payments through zero transaction costs or incentives

Create awareness through collateral and messaging

Provide structured handholding to eMitas and consumers

eMitas become change agents to drive consumer usage
3.2.3 Target segment

There are around 52,000 eMitra centers in Rajasthan. Pilot activities were rolled out in eMitra centers based in Jaipur. However, CATALYST’s engagement/intervention levels varied for different eMitras as shown in Figure 2.

At present, PoS solutions carry charges such as MDR (which are passed on to the customer) and monthly rental of the device, in some cases. The uptake remains low due to the additional charges which act as a disincentive to digital payments. CATALYST selected eMitra centers from Barkat Nagar and nearby areas to participate in the pilot. They were provided the PoS device and all transaction charges were waived for the eMitras and customers for the pilot period. UPI has been integrated into RPP and is available as a payment mode across all eMitra centers in Jaipur city as well as the entire state. The uptake of UPI is low currently for two reasons: a) lack of awareness about UPI as a payment option, and b) the cost per transaction, which is being passed on to the customer, thereby disincentivizing him/her to pay digitally using UPI.

The transaction fee for UPI was INR 2 (USD 0.02) plus taxes during the start of the pilot as it was operating on a peer-to-peer (P2P) mode. However, the National Payments Corporation of India (NPCI) asked the solution provider to move to person-to-merchant (P2M) mode and the transaction fee was revised to INR 8 (USD 0.11) plus taxes from mid-October. As part of the pilot, CATALYST waived the charges for all UPI transactions in Jaipur district for a period of five months.

3.2.4 Methodology

The methodology was designed based on the solution type in order to test the value propositions such as reduced cost of operations for eMitras. Additionally, other modules such as customer/merchant handholding were incorporated and tested. Essential material for the solution/campaign was designed and placed at the selected eMitras. Multiple solutions [PoS and UPI] were tested, which provided an opportunity for comparison on aspects such as adoption, usability, costs, overall benefits, and issues. The following sections detail the methodology adopted for each of the two pilots.

![Figure 3: Activity levels at different eMitra centers](image)
3.2.4.1 PoS (card-based) solution pilot activities

**Diagnostic assessment:** A diagnostic study was done with select eMitra centers in Barkat Nagar. Apart from qualitative interviews, data from around 27 eMitra centers in Barkat Nagar were used for analysis.

**Selection of eMitra agents:** Based on transaction-level data shared by DoITC for Barkat Nagar and nearby areas, the eMitra centers were selected based on the number and value of transactions. Selected eMitras in Barkat Nagar, Mahesh Nagar and Imli Phatak areas were enabled to accept digital payments. The scope was expanded from Barkat Nagar to nearby areas as a few eMitras had very low monthly transactions. Assuming a significant proportion of the Barkat Nagar population would be targeted through digitizing the top performing eMitras, other eMitras were selected from areas nearby to reach a wider audience.

**Training of eMitra agents:** GoR procured the PoS devices from SBI for the selected eMitras for this pilot. GoR, along with SBI and CATALYST, planned eMitra enablement through in-room training. Due to lack of participation from the selected eMitras, the approach was altered. The mechanics of enablement include:

- **Scheduled training of selected eMitras:** GoR organized a meeting inviting all selected eMitras on July 15, 2017. Ten entrepreneurs attended and were trained on the use of PoS machines by SBI representatives, on the UPI payment portal by DoITC representatives and use of a UPI app by CATALYST representatives.

- **Enablement of remaining eMitras:** The approach was revised as many entrepreneurs were unable to participate in the training since they could not leave their stores unattended. In order to activate the remaining eMitras, CATALYST representatives, along with SBI engineers, visited individual eMitras to set up the PoS machines and provide training on the spot.

**Back-end changes on the eMitra platform:** Back-end changes were also made on the portal to ensure MDR charges were not passed on to the customers in these selected eMitra centers. Digital payment options are available for all eMitra transactions except for third-party transactions which are initiated from the eMitra platform.

**Handholding of eMitra agents:** Post enablement, CATALYST surveyors spent time at each eMitra center to assist the merchant with a few initial transactions, to ensure he/she
was comfortable with using the solution. The objective was primarily to handhold the entrepreneur and ensure he/she understood the solution and its use.

**Handholding of customers:** As part of the project, customer handholding was also undertaken. The key objective was to assess if customers needed assistance with making payments for their purchases through a PoS device. This exercise also helped determine supplementary factors that induce a customer’s behavioral shift from cash to digital payments, as well as to understand the customer profile, and merchant and customer behavior.

**The key objectives included:**
- Influence customers to pay digitally
- Observe and record the customer profile
- Observe merchant behavior

**This exercise helped to:**
- Determine the real demand from customers to pay digitally on a PoS device
- Identify barriers that hinder customers from paying digitally
- Understand the customer profile as well as merchant and customer behavior

**Identification of dates:** Due dates of utility bill payments are high footfall days. The due dates are usually around the same period but may vary by a few days. The handholding activity at most eMitra centers took place on these days as in many of the smaller eMitra centers, customers may not visit on other days.

**Questionnaire design and digitization:** A structured questionnaire was used for data capture during interactions with customers. This was translated and digitized. Aspects of transactions, mode of payment, digital payment behavior, customer profile, and willingness to pay digitally at an eMitra center in the future were some aspects that were largely covered.

**Collateral:** Specific customer collaterals on the benefits of digital payments were placed at the eMitra centers to increase solution acceptance visibility. They were printed in both Hindi and English to cater to different customer segments. Marketing materials were designed and placed at the selected eMitra centers such as:
- Stickers reading “Cards accepted here” and “No extra charges on digital payment”
- PoS user guides on the onboarding process

**Constant analysis of monthly transaction data:** Constant and rigorous data analysis of transactions conducted by the eMitra centers was carried out. It was aimed at identifying low performing and high performing eMitra centers so as to devise specific interventions with individual focus, if required. The data analysis also was focused on looking at the kind of services favored for digital payments by customers.

**Feedback from eMitra agents:** Feedback from the eMitras was solicited to gauge their experience, perceptions of digital payments, customer behavior, problems faced by them in convincing customers, other issues as well as challenges, and most importantly, the benefits to the eMitra entrepreneur in his/her business.

**3.2.4.2 UPI pilot**

**Integration of UPI in the eMitra platform:** CATALYST recommended and helped DoITC to integrate UPI as a payment mechanism within the eMitra platform. This platform is used by all eMitra entrepreneurs to provide services to consumers. All transactions are initiated through this platform and payment modes such as UPI, Aadhaar, Bharat QR, among others, are also integrated within the same platform for payments.

**Workflow design of UPI payment:** CATALYST helped DoITC in designing the work flow of UPI payments. The workflow design was a critical step as it defined the user interface and experience. The number of steps were reduced to ensure a smoother user experience. For instance, during initial testing, the entrepreneur would have to go back to the home screen to print the receipt for the transaction, which added to the time taken to complete a transaction. This was revised so that the receipt was generated automatically post successful payment.

**Collateral design:** Specific collaterals were designed for eMitras and customers. These were largely focused on workflow and usage of UPI for the eMitras on the portal, benefits of UPI and usage of UPI from a customer’s perspective. The collaterals are appended in Annex B.

**Incentive design:** Since UPI is a new mode of payment, an incentive campaign was designed for both eMitra entrepreneurs as well as customers. Performance-based incentives were designed for eMitras which were linked to a unique number of UPI transactions per month and a lucky draw was devised for customer incentives. The incentives were as follows:

**eMitra entrepreneurs:**
- Monthly award for three months: 35+ unique transactions: INR 500 (USD 6.95)
- 70+ unique transactions: INR 1,500 (USD 20.87)
- 140+ unique transactions: INR 2,500 (USD 37.78)
Bumper award (at the end of three months)

- eMitras making a total of 1,000 transactions in three months were eligible for a lucky draw of INR 10,000 (USD 139.14)

Customers:
Monthly, 100 customers would participate in a lucky draw to win up to INR 1,000 (USD 13.91) each.

Marketing and information dissemination: An animated advertisement was uploaded on the eMitra portal homepage informing the eMitras about the campaign with links to the detailed collaterals for both eMitras themselves as well as customers. Apart from this channel, SMSs were also sent to all eMitras by DoITC informing them of such a campaign.

Engagement and handholding plan: All Jaipur district eMitra centers were part of this UPI campaign. However, the level of engagement varied across the city.

All Jaipur district centers:
- No transaction charges for customers or eMitra entrepreneurs for UPI transactions during the pilot period. Both eMitras and customers were eligible for the incentive scheme
- Campaign information disseminated through the eMitra portal and SMS
- Information on all collaterals was disseminated to all centers through the portal.

Selection of top-performing eMitras:
The top 500 eMitras were selected on the basis of past transaction history for the relevant services (primarily utility bill payments). These were subdivided into the following:
- 200 eMitras were selected from this list of 500, retaining a proportion of high and low performing eMitras
- Further, these 200 were divided into three groups:
  » 100 eMitras: Hard copies of the collaterals were provided to these eMitras. CATALYST’s Feet on Street (FoS) team visited and informed these eMitras about the campaign
  » 30 eMitras — merchant handholding:
    - At these eMitra centers, only merchant handholding took place and the FoS team visited and observed customer interactions
    - Hard copies of the collaterals were provided to these eMitras; the FoS team visited and informed these eMitras about the campaign
    - The FoS team trained the eMitra entrepreneurs on the usage of UPI on the portal as well as on a UPI app so he/she could handhold customers, if needed
  » 70 eMitras — merchant and customer handholding:
    - At these eMitra centers, eMitra entrepreneurs and customer handholding took place
    - Hard copies of the collaterals were provided to these eMitras; the FoS team visited and informed these eMitras about the campaign
    - The FoS team trained the eMitra entrepreneurs on usage of UPI. Customers visiting the store were informed of the campaign (through pamphlets) and assisted with UPI payments

The FoS team recorded details of customer interactions at these eMitra centers

Feedback from eMitra entrepreneurs: Feedback was solicited on the eMitras’ experience, perceptions on digital payments, customer behavior, problems faced in convincing customers, other issues and challenges, and most importantly, the benefits of digital payments to the eMitras’ businesses. Initial interviews were also carried out with the 200 eMitras to understand their profile as well as campaign understanding and recall of relevant campaign details prior to training and handholding.
4 OBSERVATIONS AND INSIGHTS
4.1 PoS Solution Pilot

4.1.1 Metrics

Figure 5: Conversion funnel

Key Issues: Low transactions due to:
- Lack of customers agreeing to pay digitally
- Lack of interest from the eMitra entrepreneurs
- Frequent/permanent closure of eMitra centers

4.1.2 Challenges and barriers to conversion

- Since the eMitra centers are usually their secondary business, most entrepreneurs do not have the time to guide and convince customers, which results in a low number of transactions
- A few (<5) eMitras had used the PoS device provided by GoR in the past and faced issues with monthly rentals being levied at a later stage; they declined to participate in the pilot due to past experience/feedback from others
- A few (<5) eMitras who adopted the PoS mechanism primarily dealt in services such as form filling, etc., which could not be paid for by using the PoS device

4.1.3 Key learnings

A tangible increase from 0 to 8 percent in digital transactions
- In order to make the transition from cash to digital payments, these entrepreneurs had to inform customers about the availability of digital payment solutions and, in many cases, convince them to make the shift. Many eMitras had already moved to accepting only checks above a certain transaction amount such as INR 3,000/5,000 (USD 41.75/69.50) and employed a similar strategy for digital payments as well.
- During the pilot period (mid-July 2017 to April 2018), the number of digital transactions at the select eMitra centers reached around 7.5 percent and the value of transactions digitized was around 13.5 percent of the total transaction value, which was close to INR 1.2 crore (USD 1,66,877).

Differences by mode of payment
- Cash continues to be the most prevalent mode of payment. However, digital payments picked up and almost matched check transactions during the pilot period.

The trend since inception of the PoS initiative shows that check and cash are the predominant modes of payment used by customers at eMitra centers. The check transactions (number of transactions and payment value) appears to be displaced by a slight rise in digital transactions (PoS and UPI), while cash accounts for the majority of the difference on a month-to-month basis.
Preference for particular services for digital uptake

- Electricity bills were the major contributor to digital payments, both in terms of number of transactions and value of transactions, followed by water and mobile phone bills.

- During the course of the pilot, while electricity bills contributed to 58 percent of the total digital payments, water bills stood at 34 percent. This could be attributed to the ticket size of the transactions. The average ticket size of an electricity bill is around INR 4,000 (USD 55.65) as against water bill which is INR 400-500 (about USD 5-6).

- Payments made digitally also involve more steps to complete the transaction as compared to cash which could also be a reason for lower uptake of smaller value transactions. For a digital transaction, the entrepreneur first has to swipe the card on the PoS device which generates a transaction slip with a 12 digit reference number that has to be entered on the eMitra portal against the requisite bill.
Figure 10 shows the distribution of transactions across ticket size categories. There is a shift in payment mode based on ticket size — as ticket size increases, there is a shift away from cash as the preferred mode of payment to checks and digital transactions. Across all eMitra entrepreneurs who were engaged as part of the PoS initiative, approximately 76.3 percent of their transactions’ value was of less than INR 1,999 (USD 27.81) ticket size.

eMitra entrepreneurs are willing to accept even lower value transactions digitally. However, customers prefer paying cash for smaller value transactions. While eMitra entrepreneurs are open to accepting all payments digitally, they nudge customers to pay for only higher value transactions digitally.

Payment trends depend on the payment cycle for major utility bills such as electricity. The electricity bill cycle is once in two months while water bills are paid monthly. On months when the proportion of electricity bills is higher, we see a slightly higher uptake in digital payments as well.

Figure 11 shows sector-wise digital payments across months, along with the proportion of that service of the overall bill payments of the month.

Entrepreneur disposition and handholding

- Entrepreneurs who accepted card transactions had a positive perception regarding digital transactions. Thus, their transition to a card-based payment mechanism was not difficult.
- As this is a new solution for many eMitras, they needed help in the beginning to learn how to transact as well as understand the various functionalities of the PoS machine. During our pilot, our team trained the entrepreneurs in the initial period and also spoke to customers to convince them to pay digitally.
• Apart from the initial handholding, the CATALYST PoS team was available to answer and resolve some of the eMitra’s queries such as getting duplicate slips, process of settlement at the end of the day, ordering paper rolls, and so on. Quick responses in these situations help build trust as well as the entrepreneur’s capacity. However, in case of transaction failures, CATALYST’s role was limited.

Transaction failures
• One critical hurdle faced in digital payment uptake is technical errors at the service provider’s end — transaction failures which are either bank related or eMitra portal related. The payment process first requires the money to be debited from the customer’s account through the PoS machine. The slip generated has a particular transaction number that needs to be entered on the portal, to link the specific payment to a particular bill. Often, while the amount is debited, the transaction fails to validate on the portal which leaves the entrepreneur with a limited choice, the most appropriate being cancelling the transaction which would refund the amount to the customer. While this process ideally should take up to one or two days, in some cases, customers at eMitra centers have had to wait as long as a month to get their refund.

• In order to build trust around the solution, it is important that any query or issue is addressed and resolved at the earliest.

• While the number of such failures, particularly where the money is debited but the transaction has failed, is low, they do impact the motivation of both the customer as well as the eMitra entrepreneur to continue transacting digitally. Since the eMitra entrepreneurs are the point of contact for the customer, it is their responsibility to provide satisfactory answers to the customer as well. These customers would otherwise revert to cash as the preferred mode of payment.

• Quotations from eMitra entrepreneurs:
  “Some [customers] understood and some created an issue. But we explained to them. Next time these people gave cash.”
  “They get scared that their money may or may not be returned, [and reckon it’s] better to give cash only.”

eMitra entrepreneur’s opinion
• Entrepreneurs who have consistently accepted card payments from customers have seen a decrease in the number of trips they need to make to the bank to add money to their prepaid eMitra government wallet. They report a noticeable decrease in the number of visits to the bank and of time saved. “We have the advantage that we don’t have to visit the bank. Otherwise we have to leave work and go to the bank.”

• Nudging customers is a challenge. eMitra entrepreneurs understand the benefits of accepting digital payments; however, they do not have the time to nudge each customer. Lack of trust in digital payment solutions has been indicated by many entrepreneurs as the reason for people not preferring to pay digitally. Those who have some time do try and explain the benefits of paying digitally. However, if the store is crowded they cannot spare the time. Usually the PoS device is kept on the counter, easily visible to customers so that they can take a decision on which mode of payment to choose. One eMitra entrepreneur tried to convert his customers from paying by check as he wanted to stop accepting them gradually.

Another entrepreneur did not accept cash after a certain time in the evening. “My [wallet] limit finished about 5 o’clock yesterday. Everyone brought their cards as yesterday was the last day of bill payment. Everyone had cards, old [customers] or otherwise.” Thus, since the customers had to pay their bills due to the last date and cash was not an option at the time, they agreed to pay digitally, which otherwise might not have been the case.

• Some eMitras operate differently. They collect all the bills and cash during the day and deposit this cash in their accounts, refill their wallets and process the bills. The customers can collect their receipts at the end of the day. Another benefit of paying digitally is that the bill is processed immediately and the customer gets the receipt at once.

• eMitra entrepreneurs also rely on their judgment and perception of a customer’s ability to pay digitally. Thus, usually they nudge customers who they think would be willing to listen or have the means/knowledge to pay digitally.

• Adopting digital payment solutions has not resulted in an increase in the overall business inflow for the entrepreneurs. One entrepreneur’s input was: “No difference came from [digital] transactions. The customers remained the same.”

• eMitra entrepreneurs indicated that, even post the pilot period, customers were using their cards to make payments. The regulars had become habituated to card payments and had started to understand their benefits and appreciated the facility provided by the eMitras. “Yes, they are still coming with cards. They say it was good when there
was the card-swiping machine. There was no need to carry cash.”

- Entrepreneurs had a positive attitude towards PoS transactions and the CATALYST initiative because there were no costs to be borne by them. Even entrepreneurs who had carried out the highest number of PoS transactions during this initiative did not see value in paying transaction cost/fee for digital transactions because the eMitra business has a very low margin. Paying additional costs would make the business economically unviable. “How much commission do I get — I get maximum INR 8 on an electricity bill. If INR 3 is cut (deducted) from INR 8 (tax deducted at source, etc.), then I get only INR 5. If I also pay machine charges from INR 5 then what would I get?”

- According to eMitra entrepreneurs, customers will not pay additional charges for making a card transaction. Thus, passing on the MDR to the customer would not be successful, in their opinion.

Converting the customer
- Once converted, customers usually adopt digital payments even for small amounts. The entrepreneurs indicated that customers who convert to paying digitally usually do so for subsequent payments as well. These customers, who originally start paying their electricity bills digitally, subsequently also pay their water bills digitally even though it is a smaller amount. However, if they are making separate visits for the water bill (or other lower value transactions) then even these customers may not use their cards for these payments.

- Almost 31 percent of the transactions were repeat payments during the pilot period. These repeat payments came from 13 percent of the customers.

- Figure 13 shows the proportion of repeat payments by the two main services – electricity and water bill payments. Repeat payments are almost nil for water bills but around 69 percent for electricity bills. eMitra entrepreneurs have indicated that customers paying electricity bills digitally also tend to pay other bills such as water, digitally. However, since the dates for these two bill payments rarely coincide, it is dependent on the customer carrying his/her card for the small value water bill transaction.

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*This analysis was conducted considering the electricity and water bill payments since they were most frequently paid digitally. There is no common key/identification number for electricity and water bills of the same household. Thus, for the purposes of this analysis, these two have been taken separately and in case bills for both services have been paid digitally, this will not be accounted for in these figures.*
The conversion to digital payments is more challenging with older customers as they are habituated to operate in cash. Entrepreneurs also indicated that some people, particularly from the older age group, have trust issues with digital payments. There are variations in customer segments by area as well; some seem to have a larger number of elderly people or women, while others have more of a working population. The following trends were noticed by entrepreneurs for each age group:

» Elderly: Many of these customers do not own debit cards of their own. Those who do, habitually withdraw cash from the ATM prior to visiting the eMitra center to make a bill payment. A majority of these customers do not trust a PoS machine to make transactions. Lack of trust is the primary reason this customer group refuses to pay digitally through the PoS device.

» Women: Similarly, many women do not own debit cards of their own and habitually carry cash to make bill payments. Lack of trust in digital transactions is the primary reason for this group not adopting digital transactions.

» Young adults and youth: This group is used to making digital transactions at other PoS locations and hence is easily convinced to pay digitally at eMitra centers.

Among the people not paying digitally there seems to be a lack of trust and fear of digital forms of payment. Any issue of fraud highlighted in the newspapers further increased their distrust in digital payments.

Future of digital

- eMitra entrepreneurs do believe that, with the right scheme such as this pilot, digital transactions would increase over time. However, the pilot was active on only limited eMitra services. It would be more beneficial for the entrepreneurs if this service could extend not only to other services but also their other businesses.

- The entrepreneurs believe that releasing advertisements in the newspapers to encourage people to pay digitally at eMitra centers could change customer perception and behavior.

### 4.1.4 Customer handholding exercise

#### Customer profile
- Around 82 percent of the customers are male
- The age group of 25-40 constitutes around 32 percent of the total footfall while customers over 40 years make up 65 percent of the footfall at eMitra centers
- Roughly around 58 percent of the customers own a smartphone
- Around 92 percent have active debit cards. Customers who paid digitally also show higher digital payment usage elsewhere (45 percent) as compared to those paying in cash or check (11 percent).

### Table 2: Digital payment behavior

<table>
<thead>
<tr>
<th>Digital payment behavior: pays digitally elsewhere</th>
<th>Overall (%)</th>
<th>Customers paying digitally (%)</th>
<th>Customers paying in cash/check (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>21.0</td>
<td>44.2</td>
<td>10.9</td>
</tr>
<tr>
<td>Sometimes</td>
<td>11.1</td>
<td>11.7</td>
<td>10.9</td>
</tr>
<tr>
<td>No</td>
<td>67.9</td>
<td>44.1</td>
<td>78.2</td>
</tr>
<tr>
<td>Total sample</td>
<td>252</td>
<td>77</td>
<td>175</td>
</tr>
</tbody>
</table>
Findings

- A huge behavior shift was witnessed when a customer was simply nudged. Around 30 percent of the customers shifted from cash to digital payments during handholding.

- The primary reasons for preferring digital payments included convenience (97 percent) and no additional charges (68 percent).

- Overall, around 42 percent customers did not have a smartphone. Around 45 percent was in the age-group of 40-55 years and 43 percent above 55 years. Table 3 compares this to the overall sample.

- Around 10 percent of the customers were unwilling to pay digitally the next time they visited an eMitra center. However, around 99 percent who paid digitally were willing to pay digitally next time while only 50 percent of those paying in cash/check were open to paying digitally in the future.

- The major reasons for not paying digitally included: (i) already carrying cash for the transactions (44.6 percent) (ii) preference to pay in cash (24.6 percent), (iii) not carrying a card (16.6 percent), and (iv) fear of being cheated (9.7 percent).

- UPI onboarding and registration was also used during the handholding exercise. Around 5.3 percent of the customers were interested in downloading and registering on UPI and around 5 percent were already registered.
  - One of the major reasons for not being interested in UPI was no smartphone ownership (41 percent).
  - Another reason was that customers were not carrying their smartphones during the time of handholding.
  - 20 percent of customers were not interested in UPI.

4.1.5 WhatsApp Group

A WhatsApp group was created for the eMitra as part of the PoS pilot to act as a channel of communication and a means of information dissemination and interaction among the various entrepreneurs. Insights from the group activity are elaborated below:

- eMitras started using this primarily as a means of grievance redressal. Unfortunately, since the solution providers in this case were SBI and DoITC, CATALYST could not provide conclusive resolutions, but helped escalate issues. However, since CATALYST was the point of contact, eMitras expected us to help address their complaints in a swift manner. These would range from transaction failures on the portal after money was deducted from the customer’s card, server issues, and so on. If they did not receive a prompt resolution of their grievance on the WhatsApp group, they started to lose interest.

- Even if the resolution needed to come from the bank/DoITC, entrepreneurs sent multiple messages on the group asking for updates.

- Any transaction failure or grievance was magnified as other eMitras read it as well and assumed there were issues and avoided using the PoS machine.

- A few eMitras were challenging to deal with in terms of their negative messaging regarding the pilot to the group.

- There were extensive forwarded messages from entrepreneurs every day on the group.

Thus, the WhatsApp group did not prove to be an effective mechanism to engage the eMitra entrepreneurs and was discontinued.

Table 3: Smartphone ownership of eMitra customers versus overall sample

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Overall (%)</th>
<th>Customers without smartphones (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth (15-24 years)</td>
<td>2.4</td>
<td>0.9</td>
</tr>
<tr>
<td>Adults (25-40 years)</td>
<td>32.4</td>
<td>10.4</td>
</tr>
<tr>
<td>Middle age (40-55 years)</td>
<td>38.6</td>
<td>45.3</td>
</tr>
<tr>
<td>Old (above 55 years)</td>
<td>26.8</td>
<td>43.4</td>
</tr>
<tr>
<td><strong>Total sample</strong></td>
<td><strong>254</strong></td>
<td><strong>106</strong></td>
</tr>
</tbody>
</table>

1 UPI as a service on the eMitra portal had a transaction charge at this time.
4.1.6 Cost-benefit analysis

a) Project investments

<table>
<thead>
<tr>
<th>Activity</th>
<th>Breakup</th>
<th>Cost (INR/US$)</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of digital payments</td>
<td>MDR charges</td>
<td>96,618/1,344.34</td>
<td>3,835 digital transactions during the pilot period totaling around INR 1.2 crores in value</td>
</tr>
<tr>
<td>Feet on Street</td>
<td>3 FoS for 2 months</td>
<td>9,000/125.22</td>
<td>Entrepreneur handholding and handholding of around 250 customers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>per person per month + dearness allowance (DA) of INR 300/4.17 per day + travel allowance (TA) of INR 150/2.08 per day</td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>67.9</td>
<td>44.1</td>
<td>78.2</td>
</tr>
<tr>
<td>Supervisor</td>
<td>For 10 months</td>
<td>10,000/139.14</td>
<td>eMitra visits, raising and resolving issues, coordination and conducting interviews</td>
</tr>
<tr>
<td></td>
<td></td>
<td>per month + DA INR 300/4.17 per day + TA INR 200/2.78 per day</td>
<td></td>
</tr>
<tr>
<td>Marketing Collaterals</td>
<td>For all eMitra participants in the pilot</td>
<td>5,100/71.96</td>
<td>Placed at eMitra centers to informing customers of the availability of PoS machines at no additional cost</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>409,718/5,700.82</td>
<td></td>
</tr>
</tbody>
</table>

b) Outcome

- **8 percent** increase in digital transactions from no digital transactions before pilot
- **3,835** digital transactions recorded during the course of the pilot

4.2 UPI Pilot

Finacus integrated UPI into the eMitra platform and charged a nominal fee of INR 2 (USD 0.02) plus taxes per UPI transaction. According to the contract between CATALYST and Finacus, the per transaction fee was waived for the customer and these charges were borne by CATALYST. In May 2018, CATALYST was engaged in stakeholder consultations for the selection of eMitra entrepreneurs who would be directly engaged for the UPI initiative of the pilot. In addition, the CATALYST team developed the customer and entrepreneur flyers that spread the word regarding the initiative. On June 12, 2018, the campaign banner and merchant/customer-specific flyer with information regarding the UPI campaign and incentive structure was launched on the eMitra portal such that entrepreneurs could access the information on the portal regularly.

4.2.1 Metrics

While the UPI solution is available to all eMitras across Rajasthan, the transaction charges were waived for the pilot period for all Jaipur eMitras only. Figure 14 shows the numbers pertaining to the pilot activities. For the handholding initiative, the target was to reach 100 eMitras as mentioned in section 2.2.4.2

![Figure 14: Conversion funnel for UPI adoption](image-url)

**Key Issues:**
- Locating some eMitras was a challenge as they could not be contacted at the number/address provided.
- Often, shops were also found closed after multiple visits.

**Key Issues:**
- Customer footfall is high during bill payment dates. On other dates customer walk-ins were low/nil.
- Transaction time is greater for UPI transactions, particularly when the customer has to be onboarded.
- Customers usually decide on the payment mode prior to the visit which can be a challenge to conversion.
4.2.2 Challenges and barriers for conversion

- While the top transacting 500 eMitras were selected based on past transaction history on the assumption that these eMitras would contribute to digital transactions using UPI as well, sometimes contacting and locating them was a challenge.

- UPI as a mode of payment was not active on all eMitra services, the most prevalent being utility bill payments, which is also the most used service. However, the downside is high customer footfall during bill payment dates and very low footfall on other days. Thus, on many days, the FoS team encountered almost no customers, and during high footfall dates there was a paucity of time for eMitras as well as customers.

- UPI requires onboarding on to a mobile application, which takes at least 10 minutes. Additionally, it also needs the customer’s debit card information as well as a smartphone. This was a greater challenge for women and elderly customers.

4.2.3 Key learnings

Findings from the initial survey

During the initial visit to eMitra centers for distribution of hard copies of the collaterals as well as providing campaign information, a short survey was conducted to record the entrepreneurs’ profiles as well as gain an understanding of their campaign recall based on information from the portal. The total number of eMitras who participated in this survey was 201.

**Campaign recall and understanding**

- Around 52 percent of the eMitras were aware of the UPI campaign and the source of information for all was the advertisement on the eMitra portal.10

- In terms of details recalled, around 87.5 percent mentioned the eMitra incentives, only 11 percent mentioned the condition of the incentives linked to the number of transactions, and 38 percent spoke about the INR 10,000 award.

- Around 32 percent of eMitras who were aware of the campaign spoke about customer incentives as part of details recalled. When specifically probed, around 37 percent were aware of customer awards as part of this campaign. Of these, around half told their customers about the campaign and awards.

**Collateral and marketing feedback**

- Collateral testing was done with a few (5 to 10) eMitras. It was found that they did not understand that incentives were linked to getting a certain threshold of unique individuals to pay. Entrepreneurs were conducting UPI transactions through their own UPI accounts, which does not count as a unique individual’s transaction. The collaterals were revised to: (a) include more pages in the dashboard banner to specify the reward schemes; (b) include the helpline number; and (c) specify requirement of transactions from a unique UPI ID. A new design was created to highlight the need for unique individuals transacting to win the award schemes.

- A campaign banner was uploaded on the eMitra portal such that every time an entrepreneur visited the platform, he/she would view the flyer with information on the campaign and award structure. Due to a technical error, not all entrepreneurs could view this banner right away. The browser zoom setting was impacting the visibility for some of the entrepreneurs.

- While many eMitras had seen the campaign banner on the portal, they did not seek any further information or download the files with campaign details. During the initial visits, entrepreneurs also indicated that they were not aware of the UPI payment process on the eMitra portal and where the customer’s Virtual Payment Address (VPA) information was stored on the UPI apps. Some entrepreneurs were also using UPI for P2P transactions.

- SMSs were sent to all eMitras informing them of the campaign as well as the condition of unique transactions for incentives.

**Profile of eMitras**

- Around 92 percent of the eMitra centers are run by males.

- In terms of their education profile, 62.7 percent of eMitras are graduates, 16.4 percent had completed Class 12 and 14.4 percent are post graduates.

- The average age of the eMitra entrepreneur is around 35 years.

<table>
<thead>
<tr>
<th>Age group</th>
<th>(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-30 years</td>
<td>40.3</td>
</tr>
<tr>
<td>31-40 years</td>
<td>33.8</td>
</tr>
<tr>
<td>41-50 years</td>
<td>17.9</td>
</tr>
<tr>
<td>Above 51 years</td>
<td>8</td>
</tr>
<tr>
<td>Total Sample:</td>
<td>201</td>
</tr>
</tbody>
</table>

Table 4: Age profile of the eMitras

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10SMSs regarding the UPI campaigns had not been sent to the eMitras when the survey was conducted.
• The eMitras were fairly new in terms of years of operation. Around 83 percent have been running their centers for less than 5 years, and 12 percent for 5 to 10 years

• 75 percent of the eMitras run service stores such as printing/ xerox, money transfer, travel bookings, cyber cafes, etc., and almost 17 percent have specialty stores

• Around 29 percent of the eMitras accept digital payments from their customers for their other businesses. The most commonly used form of digital payments is wallets with 91 percent adoption among this group. Around 22 percent have adopted UPI and 12 percent have a PoS machine

Grievance redressal
Grievance redressal is an important step to ensure that customer queries or concerns regarding digital transactions are handled appropriately. The eMitra portal has its own grievance redressal cell where two individuals were identified and engaged by the CATALYST team to address specific queries.

Data analysis
The UPI campaign went live on June 12, 2018 on the eMitra portal. The transaction charges were waived and incentives were put in place for both eMitras and customers. Figure 15 shows the month-on-month UPI transactions.

Grievance redressal
Grievance redressal is an important step to ensure that customer queries or concerns regarding digital transactions are handled appropriately. The eMitra portal has its own grievance redressal cell where two individuals were identified and engaged by the CATALYST team to address specific queries.

Data analysis
The UPI campaign went live on June 12, 2018 on the eMitra portal. The transaction charges were waived and incentives were put in place for both eMitras and customers. Figure 15 shows the month-on-month UPI transactions.

Figure 15: Month on month UPI transactions

Note:
• Data for June is from post campaign activation (June 12 onwards)

• The number of transactions from June 1 to 11 (prior to pilot launch) were 9.

• The campaign period ended on October 16. The data for October are consolidated for the entire month. The number of transactions in October during the pilot period were 615 and post the pilot were 169.

• Data for November are only for half the month (until the 15th), when data collection was concluded.

UPI transactions saw a sharp rise during the campaign period. From June (June 12 onwards) to August, there were incentives in place and the transaction fee was waived from June (June 12 onwards) till mid-October. Thus, with just transaction fee waiver, this solution saw significant uptake for eMitra payments.

Table 5: Transactions on UPI

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>No. of eMitras transacting through UPI</td>
<td>127</td>
<td>149</td>
<td>206</td>
<td>177</td>
<td>94</td>
</tr>
<tr>
<td>No. of customers making 1-3 UPI transactions</td>
<td>129</td>
<td>186</td>
<td>286</td>
<td>254</td>
<td>79</td>
</tr>
<tr>
<td>No. of transactions by customers making 1-3 transactions</td>
<td>172</td>
<td>253</td>
<td>381</td>
<td>349</td>
<td>109</td>
</tr>
<tr>
<td>No. of unique UPI IDs</td>
<td>203</td>
<td>269</td>
<td>375</td>
<td>334</td>
<td>119</td>
</tr>
</tbody>
</table>

1Data from only the project period are included (June 12 till October 16, 2018). This is applicable for all subsequent tables in this section.

2 One customer can pay multiple bills in a month such as for electricity, water and mobile phone, etc. Thus, to segregate customers from eMitras themselves making transactions (through their IDs), a cut-off of three transactions has been used.
• The data in Table 5 show the increase in the number of unique customers paying through UPI post the start of the handholding exercise from 186 in July to 286 in August.

• The number of eMitras transacting through UPI as well as number of customers (making one to three transactions) does witness a dip in September once the incentives were withdrawn. However, the transaction fee waiver still seems to be a motivator for this payment mode.

Figure 16: Timeline for the UPI campaign

June 2018
- June 12: Campaign live
- Transaction charges waived
- Incentives for both eMitras and customers
- Collateral placed on the eMitra portal

July 2018
- Week 1: Feedback sought from eMitras doing more than 5-10 transactions to check their understanding of the scheme.
- eMitras informed of the unique UPI IDs condition
- SMSs sent to eMitras at the end of the month

August 2018
- August 3-10: Initial visit to 200 eMitras and collateral placement
- Week 1: Revised collateral placed on the portal
- August 13 onwards: eMitra visits and customer handholding and interviews
- August 31: End of campaign

September 2018
- No eMitra or customer incentives
- Transaction fee still waived off
- Handholding continued at the selected eMitra centers

October 2018
- October 16: Transaction fee waiver discontinued
- End of campaign

Figure 17: Transactions by different payment modes

- Transactions saw a slight dip from June to July which could be attributed to information dissemination to transacting eMitras about the condition of unique UPI IDs necessary for award eligibility.

- Handholding started and continued from mid-August to end of September. The number of eMitras making UPI transactions went up in August which could be due to SMSs being sent informing them of the campaign, FoS team visits, and handholding.

- Cash still remains the first preference for most customers; however, with the removal of transaction charges as well as introduction of incentives, UPI seems to have made inroads during the campaign period.

- While the proportion of UPI transactions seems to have fallen in August, there seems to be an indication of greater trialability during this period as can be observed from the data in Table 6. The number of eMitras making one to three UPI transactions in a month increases in August as compared to September. Thus, while they may contribute less towards the overall number of transactions, it is a positive trend in terms of a greater number of eMitras trying out the solution.

13 Only eMitras who carried out at least one UPI transaction have been included in this analysis to better understand conversion rates.
In terms of the value of transactions, again cash has the highest proportion; however, UPI did pick up momentum during the pilot period. Checks as a mode of payment were slowly phased out at eMitra centers, which is the reason for the fall in number of check payments. This seems to be a directive from the individual government departments and anecdotal evidence suggests that there were issues around delays in processing post submission of checks, errors in filling details, etc., which led to such a directive.

Analysis of the average transaction value shows the preference for various payment modes by the value of transactions. Checks are preferred for high value transactions while cash traditionally rules the roost for lower value transactions.

In this case, the average transaction value seems to be rising which could indicate an initial trial with lower value transactions moving to higher value as familiarity and trust in the solution increases.

### eMitra engagement activities

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>2,158</td>
<td>1,850</td>
<td>1,811</td>
<td>1,905</td>
<td>615</td>
</tr>
<tr>
<td>Only handholding (100)</td>
<td>33</td>
<td>36</td>
<td>220</td>
<td>242</td>
<td>50</td>
</tr>
<tr>
<td>Only collateral (200)</td>
<td>63</td>
<td>29</td>
<td>54</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Balance 300 of the top 500</td>
<td>237</td>
<td>195</td>
<td>57</td>
<td>16</td>
<td>3</td>
</tr>
<tr>
<td>Others</td>
<td>1,888</td>
<td>1,556</td>
<td>1,505</td>
<td>1,593</td>
<td>543</td>
</tr>
</tbody>
</table>

Only handholding: eMitras where customer/merchant handholding was conducted
Only collaterals: eMitras who received hard copies of the collaterals only and no handholding support
Balance 300: Part of top 500 transacting eMitras taken as control group. Only received information through the portal/SMS

### Table 6: Transactions on UPI from June to September 2018

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Doing 1-3 UPI transactions</td>
<td>61</td>
<td>72</td>
<td>123</td>
<td>90</td>
<td>66</td>
</tr>
</tbody>
</table>

### Table 7: Average transaction value from different payment modes from June to September 2018

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>1,054</td>
<td>1,082</td>
<td>1,289</td>
<td>1,492</td>
<td>1,307</td>
</tr>
<tr>
<td>Check</td>
<td>25,022</td>
<td>9,868</td>
<td>7,791</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>UPI</td>
<td>728</td>
<td>960</td>
<td>1,728</td>
<td>1,750</td>
<td>2,179</td>
</tr>
<tr>
<td>Other Digital</td>
<td>2,370</td>
<td>1,182</td>
<td>2,290</td>
<td>2,296</td>
<td>1,283</td>
</tr>
</tbody>
</table>

### Table 8: Month-wise UPI transactions by user groups

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall</td>
<td>2,158</td>
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<td>242</td>
<td>50</td>
</tr>
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<td>29</td>
<td>54</td>
<td>19</td>
<td></td>
</tr>
<tr>
<td>Balance 300 of the top 500</td>
<td>237</td>
<td>195</td>
<td>57</td>
<td>16</td>
<td>3</td>
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<tr>
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<td>1,556</td>
<td>1,505</td>
<td>1,593</td>
<td>543</td>
</tr>
</tbody>
</table>

Only eMitras who made at least one UPI transaction have been included in this analysis.
As defined in section 2.2.4.2.
• Table 8 shows the monthwise UPI transactions by the various sub-groups. The eMitra centers where handholding was done saw a sharp increase in transactions in August and September, coinciding with the handholding activity as well.

- The eMitras in the third category (among the top 500, but did not receive hard copies of collaterals or handholding) saw a fall from July to August. In June and July, there was a high number of UPI transactions from these IDs but not in August and September. Transactions by unique UPI IDs across June to September in this category are shown in Table 9.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>UPI transactions</td>
<td>237</td>
<td>195</td>
<td>57</td>
<td>16</td>
</tr>
<tr>
<td>No. of unique UPI IDs</td>
<td>11</td>
<td>10</td>
<td>15</td>
<td>6</td>
</tr>
</tbody>
</table>

• While the number of unique IDs does not see a major change, variations in the number of transactions results from multiple transactions made from the same number of IDs. This could be caused by the initial time taken in understanding the campaign and conditions. In August, the banner advertisement was changed on the portal, better explaining the condition of unique UPI IDs.

- Thus, it could be deduced that entrepreneurs often do not spend time going through campaign details and conditions and it is critical to convey the message in a simple and easy to understand manner.

- Repeat IDs: Overall there were 878 unique UPI IDs across the campaign period. Of these, 201 UPI IDs made at least one repeat payment across the months of the campaign. However, filtering again for a maximum of three transactions in a month, we find that 79 customers made repeat payments across the months. This translates to around 9 percent repeat customers.

Findings from customer handholding
Different approaches were designed for eMitra centers where merchant and customer handholding took place, and for eMitra centers that saw only merchant handholding with customer interaction being carried out post the transaction. However, at all these eMitra centers, the role of the FoS team members was largely similar as they would nudge the customer assisted by the eMitra entrepreneur in many cases. Hence, the results from both these sets of eMitra centers have been combined for reporting.

Customer profile: A total of 2,207 customer interactions were conducted during the handholding period.

- Almost 77 percent of the customers visiting the eMitra centers were male.
- Around 40 percent of the customers visiting the eMitra centers were in the age group of 25-40 years, 43 percent between 40 and 55 years, and 15 percent were older than 55 years.
- Purpose of visit: 62 percent had come to the eMitra center to pay their water bill while 31 percent visited to pay their electricity bill.
- Preferred choice of payment: 98 percent were going to pay in cash for transactions.
- Around 95 percent had active bank accounts (used in the last one month), around 3 percent did have a bank account but used it rarely, and the remaining 2 percent did not have a bank account.

- Smartphone users comprised 60 percent of those visiting the eMitra centers. Thus, for solutions such as UPI which require a smartphone, the target audience is this segment of the population.

- Digital payment behavior:
  » Only 8 percent of these customers said they paid digitally elsewhere as well. The mode of payment preferred by the vast majority was cards. Wallet usage was low at around 10 percent.
  » The age profile of customers paying digitally is skewed towards the slightly younger age group as the majority falls in the 25-40 age bracket. The proportion decreases in the older segment of above 55 years of age.
Table 10: Digital payment behavior age wise

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Overall (%)</th>
<th>Customer paying digitally (elsewhere) (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth (15-24 years)</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Adults (25-40 years)</td>
<td>40</td>
<td>60</td>
</tr>
<tr>
<td>Middle age (40-55 years)</td>
<td>43</td>
<td>33</td>
</tr>
<tr>
<td>Old (above 55 years)</td>
<td>15</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,207</strong></td>
<td><strong>166</strong></td>
</tr>
</tbody>
</table>

Conversion to UPI
- Post the nudge by the eMitra entrepreneur/FoS team, 10 percent of the customers were willing to pay using UPI:
  - Around 11 percent of this 10 percent were already registered on a UPI app.
  - 10 percent had registration issues, largely due to poor internet connectivity or some people not carrying their debit cards.
  - Around 95 percent of the transactions were successful and the few failures occurred due to internet connectivity issues or bank errors.
  - 86 percent of those paying through UPI felt it was better than cash while 13 percent did not think it made any difference as compared to cash.
  - 36 percent of the customers were willing to pay using UPI during their next visit.
  - There are profile differences among customers who paid using UPI vs. the others who preferred cash. The percentage of customers paying through UPI is slightly skewed towards males at 81 percent, as compared to 76 percent of those paying cash.
- Younger customers are more open to using UPI as a mode of payment. Around 70 percent of the customers paying through UPI were in the age group of 25-40 years.

Table 11: UPI uptake by age group

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Customers paying cash (%)</th>
<th>Customers paying through UPI (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth (15-24 years)</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>Adults (25-40 years)</td>
<td>37</td>
<td>70</td>
</tr>
<tr>
<td>Middle age (40-55 years)</td>
<td>45</td>
<td>22</td>
</tr>
<tr>
<td>Old (above 55 years)</td>
<td>16</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,977</strong></td>
<td><strong>229</strong></td>
</tr>
</tbody>
</table>

Some of the reasons for paying through UPI were:
- 60 percent stated convenience as their reason for paying digitally
- 56 percent said the eMitra entrepreneur asked them to try UPI
- Around 53 percent mentioned the CATALYST incentive campaign as their reason for choosing UPI and 13 percent mentioned the application incentive (provided by the UPI app they use)

Lack of trust was one of the major reasons for customers to not pay through UPI:
- Around 32 percent had trust issues or a fear of being cheated
- 23 percent said they had already carried cash for that particular transaction
- 16 percent refused as they did not have a smartphone
- 12 percent were not interested in UPI

Findings from qualitative interviews
As observed in the PoS pilot, the key benefit of digital payments for the eMitra entrepreneurs, unanimously, was the time saved due to the reduced number of bank visits. For both large and small transactions, there were benefits. In large transactions, digital payments reduced the transaction time by cutting down on the process of counting. For smaller transactions, entrepreneurs felt they no longer required loose change. However, even though there were perceived benefits, the eMitras felt women and elderly customers were not yet ready for digital payments. Dearth of smartphone ownership apart, there were other problems such as trust issues. Elderly people were also reported to be very comfortable with cash and there was too much inertia for them to change their behavior.

Customers at eMitra centers come from all walks of life. Higher UPI transactions were recorded at eMitra centers that were frequented by youngsters and salaried employees. Very few female customers made digital payments. We also found that even for smaller transaction sizes as in the case of water...
bills, payments were now being made digitally. There was divided opinion on whether smaller or larger transactions were more suited for digital payments. Some entrepreneurs favored smaller transactions as the risk of losing money in an unsuccessful transaction was lower. Others opined that large transactions were better suited as that reduced the hassle of handling large quantities of cash.

In terms of digital payment promotion, in our interviews, we found it to be heavily reliant on the dynamic between the entrepreneurs and customers. The entrepreneurs were able to convert several people by communicating the benefits of digital payments and helping them onboard. One entrepreneur even reported that the elderly customers were comfortable with sharing their details with him and he could carry out the transaction for them. Collaterals in the form of posters with instructions on how to make digital payments by downloading the UPI apps were not found to be useful unless there was handholding support. With regard to incentives and charges, entrepreneurs agreed that people were lured by monetary incentives to onboard themselves. They pointed out that it was more the certainty of receiving an incentive rather than the quantum that mattered. Entrepreneurs were divided on their opinion on charges. Some said digital payments had inherent benefits that were realized by customers who would not mind paying a small fee. However, others felt that customers would revert to cash the moment there was even a marginal increase in the charges.

Incentive campaign
A list of customers who were potential winners was prepared and these customers were contacted. This was done either using their VPA if it was the same as the mobile number or alternatively using the mobile number recorded during the transaction. Around 65 percent of the list could be contacted while others were unreachable because they were either not answering, or their phones were busy or switched off, etc. During the call, we checked whether the eMitras or customers were interested in collecting the award from the office. Around half of those that could be contacted were actually eMitras themselves, and not eligible under the customer awards scheme. A few customers were not interested in coming to collect any award.

During the campaign period, a total of 89 customers were contacted for receiving awards, of which a majority was from the month of August. In June and July, eMitra visits and handholding had not begun due to which many eMitras were transacting using their own VPA rather than nudging customers. From this total, 68 awards were handed out while the remaining customers did not come to collect the awards worth INR 1,000 each.

Only one eMitra entrepreneur qualified for the eMitra incentive, doing more than 35 transactions. He was awarded a gift card worth INR 1,500.

Feedback from campaign winners
Feedback interviews were carried out with select customers who had won an award under the UPI campaign:

• While customers were aware of UPI or even using it elsewhere, the eMitra entrepreneur’s nudge worked to make them pay through UPI at the eMitra centers. The entrepreneurs did explain to them the reasons for using UPI as well as its benefits.
• While largely they did tell the customers about the chance to win awards, the entrepreneurs also told them about individual app incentives and instant cashbacks on using a particular app.
• Customers did state benefits, including no requirement of carrying cash, instant transfers directly from bank to bank, and so on. Incentives such as cashbacks were also mentioned.

• Most of those interviewed had told others as well about these apps and their usage. The option of referral with these apps was also mentioned.

• In terms of paying additional charges for UPI transactions at eMitra centers, while some customers said they would revert to other means of payment, others understood the benefits of time saving as well as easier processing, and were willing to pay a transaction fee, provided it was nominal.

• A few customers had transaction issues while using UPI elsewhere ranging from network issues to the amount being debited but not credited to the beneficiary. The money, in these cases, was usually refunded in a few days.

• One customer mentioned a case where the amount was debited and the refund took around 45 days. He had to send an email to the app administrator to check and resolve the issue. While the number of such transactions may be low, it shows the steps that a customer may need to take to resolve such issues. It may not be easy for all customer segments.

• In terms of usage, customers tried to use UPI apps at shops or for transferring money to someone, or online on activities such as booking tickets, recharges, etc. However, some also mentioned its unavailability at many shops or even with other people as many are not aware of UPI yet.

• The customers said they did not trust the call about awards the first time and thought it could be fraud. However, once they got the call the next time as
well and received information on the address for pick-up, they believed it to be true and not a fake call.

- Due to project requirements, the award amounts could not be transferred directly to the customer using his/her VPA. This would be operationally easy to manage as customers today are used to instant cashbacks and rewards being transferred directly into their wallets or bank accounts through other apps. Alternatively, it was decided to provide gift cards to winners which would come with a preloaded amount and could be used as a debit card at PoS terminals or even online. It was not possible to use this card at an ATM to withdraw money.

- Giving out gift cards to winners was operationally challenging in terms of first contacting the winners and checking their availability to collect the award.

4.2.4 Cost-benefit analysis

a) Project investments

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Breakup</th>
<th>Cost (INR/USD)</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of digital payments</td>
<td>Transaction charges</td>
<td>24,006/334.01</td>
<td>A total of 8,339 transactions during the pilot period of around 4 months</td>
</tr>
<tr>
<td>Incentives</td>
<td>Merchant and customer incentives for 3 months</td>
<td>69,500/967.02</td>
<td>68 customers and 1 eMitra entrepreneur collected awards. Customer award: INR 1,000 eMitra award: INR 1,500</td>
</tr>
<tr>
<td>Feet on Street</td>
<td>10 FoS for 4 months</td>
<td>9,000/125.22 per person per month + dearness allowance (DA) of INR 30/4.17 per day + travel allowance (TA) of INR 15/2.08 per day</td>
<td>Entrepreneur handholding and handholding of around 2,200 customers.</td>
</tr>
<tr>
<td>Supervisor</td>
<td>For 4 months</td>
<td>10,00/139.14 per month + DA INR 300/4.17 per day + TA INR 20/2.78 per day</td>
<td>eMitra visits, raising and resolving issues, coordination and conducting interviews</td>
</tr>
<tr>
<td>Marketing Collaterals [printing]</td>
<td>For 200 eMitras</td>
<td>20,720/288.29</td>
<td>Placed at eMitra centers informing customers of UPI payments, incentives, onboarding process and waiver of transaction fee</td>
</tr>
</tbody>
</table>

**TOTAL**                                                                                               | 914,226/12,720.55 |

b) Outcomes

- **8,339** digital transactions over the pilot period of four months.
4.3 Card versus UPI

Two solutions were tested at eMitra centers during the course of this pilot. There were positive outcomes from both solutions (Table 13), showcasing scope for higher conversions.

Table 13: Outcomes of the pilot

<table>
<thead>
<tr>
<th>Indicator</th>
<th>PoS Pilot</th>
<th>UPI Pilot</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total no. of digital transactions</td>
<td>3,833</td>
<td>8,339</td>
</tr>
<tr>
<td>Total no. of digital transactions by customers*</td>
<td>3,833</td>
<td>1,264</td>
</tr>
<tr>
<td>No. of eMitras with the solution</td>
<td>~25</td>
<td>Solution enablement: all Jaipur transacting eMitras: 384</td>
</tr>
<tr>
<td>Duration of pilot</td>
<td>10 months</td>
<td>4 months</td>
</tr>
<tr>
<td>Total cost of digital payments (INR)</td>
<td>96,618</td>
<td>24,006 (actual paid at existing rates of INR 2 plus taxes) 78,720** (calculated at revised rate of INR 8 plus taxes)</td>
</tr>
<tr>
<td>Cost per transaction (INR)</td>
<td>25</td>
<td>2.87 (taking all transactions) 19 (taking only customer transactions)</td>
</tr>
</tbody>
</table>

* in case of UPI, assuming VPAs with up to three transactions as customer transactions, the rest are assumed to be made by the eMitra entrepreneur

**estimated value

- In terms of the solution itself, cards are better known both among eMitra entrepreneurs as well as customers while the UPI platform is a new solution that often requires customers to be assisted with onboarding. Some entrepreneurs do nudge the customer to pay digitally; however, they do not have the time to help customers download a UPI app and register on it. For a new solution such as UPI, incentive schemes (including cashbacks provided by the UPI apps) was a hook for conversion.

- Implementing a card-based solution with hardware is operationally more challenging as compared to using UPI which is in-built within the eMitra portal itself and does not require any instrument. The scope and reach are also restricted in the case of the PoS solution with the additional cost of the PoS machine. UPI, on the other hand, only has the transaction cost associated with it. During the course of the UPI pilot, the transaction cost was revised from INR 2 (plus taxes) to INR 8 (plus taxes) due to the shift from a P2P to a P2M consideration at the backend.

- Cards are more popular among the customers visiting the eMitra centers as compared to smartphones. With a simple nudge, around 30 percent of the customers were converted to use cards instead of cash. However, this figure was around 10 percent for UPI apps, indicating the lower awareness levels about this solution.

- In both cases, passing on the transaction charges/MDR would be detrimental to the uptake of digital payments. Customers would be unwilling to pay additional charges over and above their bill amount and eMitra entrepreneurs cannot absorb these charges due to the low margins of their business.

- Digital payments overall must be beneficial to eMitra entrepreneurs in terms of reduction in cash handling and reduced trips to the banks. Anecdotal evidence also suggests that customers who have paid once through digital means do make repeat payments as well. The uptake of digital payments is also dependent on the value of the transaction. The average transaction value for cards payments is around INR 3,000 and around INR 1,300 on UPI apps.

- Grievance redressal in both cases is critical and the support provided by solution partners needs to be prompt and the resolution swift; otherwise, there is a resultant loss of trust both among customers as well as eMitra entrepreneurs.

- Transactions are limited by the service types for which these solutions are available on the portal. Due to backend technical limitations, these digital payment solutions are not active across all services. They are active for the most used services, namely, utility bill payments. However, some other services such as university fees or form filling would probably have more digitally savvy customers (younger customers, students) visiting with higher chances of conversion.
• Merely placing campaign information and collaterals at the eMitra centers is not sufficient to induce large-scale adoption.

Cost analysis
• While cards were overall a more expensive solution, the MDR charges were waived for transactions below INR 2,000 from early 2018. During the PoS pilot, around 53 percent of the transactions were above this value.
• All UPI transactions at eMitra centers used to cost INR 2 (plus taxes), however only while the solution provider was operating on a P2P platform; once an increase in transactions was observed NPCI instructed them to move to a P2M platform, which would mean an increase in costs. This was implemented from mid-October, increasing the costs to INR 8 (plus taxes). Thus, these increased charges are a disincentive for a customer to pay through UPI. As per the campaign data, transactions saw a surge for the period when the transaction fee was waived.

4.4 SWOT Analysis

Based on the pilot learnings, the strengths, weaknesses, opportunities and threats have been identified for digitizing transactions at eMitra centers.

Strengths
• Direct payments to the government so that the eMitra entrepreneur’s balance is not utilized, which reduces his need for working capital.
• Reduction in cash handling for the eMitra entrepreneurs along with a reduced number of bank visits.
• Widespread reach among the population and regular repeat payments.
• A simple nudge is sufficient to encourage customers to pay digitally, provided they have the solution (card/UPI app installed).
• The institutional model ensures the solution, once live on the portal, is active for all eMitaras. In case of solutions such as PoS devices, the institutional mechanism could be helpful in negotiating the best possible offer and solution.
• Increased convenience as digital solutions reduce the need to carry cash as well as loose change.
• Longer-term usability of the solution as it is not dependent on the wallet balance of the eMitra entrepreneur.
• Reduced chances of fraud in cases where entrepreneurs take cash from customers and provide a receipt at the end of the day. In case of digital solutions, the payments are made instantly.

Weaknesses
• Passing on of the transaction charges/MDR on digital payments to the customer acts as a disincentive.
• Digital payment solutions are not active across all eMitra services, which is a drawback.
• Most eMitaras run other businesses as well and the eMitra center is usually a secondary income source. However, the digital solutions are only active for the eMitra business and cannot extend to their other business operations carried out from the same premises.
• Older customers and women do not prefer using digital payment solutions due to lack of access or familiarity with the solutions. Many customers visiting the eMitra centers do not have access to smartphones which limits the target audience.
• Grievance redressal mechanisms are not robust and lack of swift resolutions results in reduced trust in the solutions.
• Backend support from solution providers for answering queries and resolving issues is lacking.
• The lack of an effective training mechanism and monitoring support acts as a deterrent. New solutions such as UPI apps require handholding support and provision of training.
• Only distribution of collaterals is not sufficient to promote digital payments or help customers onboard on to a new solution. The eMitra entrepreneur’s nudge is required.
• The PoS solution requires the card to be first swiped on the machine followed by a 12-digit number generated on the slip to be entered on the portal. Due to frequent network issues, sometimes the second part of the transaction fails leading to the amount being debited from the customer’s account but the transaction not being successful. A revision in the payment process, eliminating the need for entering the 12-digit number on the portal, could lead to a reduction in failures.
• There are cases of incorrect amounts being deducted (from the wallet balance), particularly in the case of PoS devices (for instance, for rentals not paid, devices not returned, etc.) which leads to a loss of trust. More transparent communication is required on campaigns, withdrawal, reinstatement of charges, etc.

Opportunity
• eMitra entrepreneurs can become agents of change as they know their regular customers; however, they should be compensated accordingly.
• There is scope for expansion across the entire network of
eMitr

in the state, as well as similar citizen services across other states.

- Comfort with digital payment solutions in the eMitra part of the business can motivate the entrepreneurs to use digital payments for their other businesses as well.

- Solutions with hardware requirements such as PoS would have limited reach as compared to those which can be integrated within the portal.

- The selection of eMitr

needs to be made carefully based on transaction history and their willingness to use digital modes of payment.

- Since the eMitra center is a government-operated service, by association, active digital payment solutions could also gain credibility and trust from customers.

Threats

- Digital solutions with the option of remote payments could eventually facilitate customers paying bills from home without visiting the eMitra centers, leading to a loss in business for the eMitr

- Passing on of transaction charges/MDR to the customer would impact uptake of digital payment solutions. It is not economically viable for the eMitra entrepreneurs to absorb such costs due to low earnings from this business.

- The advent of new solutions and apps with options of bill payments could impact the eMitra business as a whole, needing them to reinvent to stay in the game, as utility bill payments form a major part of the transactions.

- Network downtime or transaction failure issues, unless swiftly managed and resolved, can act as a hindrance and impact the credibility of the solution.

- There is a need to ideate on innovative means of reaching out to the eMitr

in terms of providing training and to customers to promote the use of digital payment solutions.
5 RECOMMENDATIONS
The benefits of digital payment solutions for eMitra entrepreneurs include reduction in the need to block their working capital, the challenges associated with cash handling, and in bank visits. For customers, it is a convenient form of payment as they do not need to carry cash or worry about loose change and the payment goes directly to the government. For the government, incoming digital payments from eMitra centers come in advance and in digital form, which helps close the loop and digitize the chain.

For familiar solutions, such as cards, a nudge from the eMitra entrepreneur is sufficient, in many cases, to convert the customer to digital modes of payment. However, for new and less known solutions, customers would need information as well as assistance in adopting the solution. For such scenarios, both stakeholders need to be incentivized accordingly.

PoS and UPI solutions largely worked smoothly for eMitra transactions with no major issues during the pilot period. However, there is an impact of transaction failures on motivation to use digital payments, even though such instances may be few. Some of the key recommendations from the pilot are:

Solution relevancy
- Digital payment solutions are imminently relevant in this sector as all stakeholders — entrepreneurs, customers and the government — benefit from them. Hence such solutions can be promoted to this user segment.
- Familiar solutions such as cards are likely to see faster uptake as compared to UPI apps which have an initial learning curve. Such solutions may need some form of incentives to increase adoption. Incentives should be instant and guaranteed rather than probability-based, such as lucky draws.
- An effective training plan needs to be put in place to impart information and solution usage to the eMitras. Additionally, communication to customers could also be beneficial.
- One of the major barriers for uptake were the transaction charges/MDR being passed on to the customer. The pilots showcased that removal of these charges would greatly impact solution uptake.
- Backend support and grievance redressal need to be swift in order to retain trust in the solution. Network/server downtime also affects transactions.
- For solutions such as PoS, which require infrastructure to be placed at the eMitra centers, the selection of the eMitra entrepreneurs should be made based on transaction history as well as entrepreneurs’ willingness and disposition to use digital solutions.

Go-to-market model
- The eMitra network is spread across Rajasthan, and similar common service centers exist in other states as well. This could be a good channel for expansion.
- An eMitra entrepreneur has a regular set of customers; he/she can become a change agent to nudge and convert customers. However, in cases where customers need assistance in terms of onboarding, they need to be incentivized.
- At present, these solutions are not active on all services, some of which may be catering to a more digitally savvy customer. Activating digital solutions for all services would catalyze uptake.
- Digital payments can be built into the eMitras’ grading system as part of their performance rating. However, they need to be integrated in a manner that shows significant gains of going digital. Also, any such structure needs to be communicated along with potential benefits and gains to all eMitras.
- eMitra entrepreneurs need assistance in terms of solution usability as well as grievance redressal. A dedicated channel should be available to resolve such issues promptly. Such a channel could also help in imparting correct, timely information relating to any ongoing scheme/campaign.

Drivers for sustained usage
- Grievance redressal is important for customer retention as well. A dedicated customer grievance redressal system should be put in place and the resolution should be efficient.
- Timely and targeted communication to all eMitras in terms of solution incorporation, usage, associated charges, in an easy to understand format, would go a long way in achieving higher rates of digital payment adoption. Presently, the use of video calls for training is not seen to be very effective from an eMitra entrepreneur’s point of view.
- Network or server downtime should be reduced and infrastructure built up to reduce transaction failures.
## ANNEX A: LEARNING AGENDA

### Focus # 1: Digital payment adoption by customers

<table>
<thead>
<tr>
<th>Assumption/hypothesis</th>
<th>Objective</th>
<th>Measurement metric</th>
<th>Data collection tool</th>
<th>Target/threshold</th>
<th>Limitation[s]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Questions to be tested or answered through this activity</td>
<td>Why is this question important for CATALYST to answer? What is the importance for the project?</td>
<td>Ex: % of merchants on-boarded; # of students activated</td>
<td>How will the data be collected? Interviews, surveys, focus group discussions, etc.</td>
<td>What is the threshold data point that will answer the question posed?</td>
<td>Limitation in terms of data collection strategy, sample size, participant response, etc.</td>
</tr>
<tr>
<td>Will customers prefer to pay digitally at eMitra centres?</td>
<td>We are assuming that customers at present are disincentivized to pay digitally as they have to bear additional MDR charges</td>
<td>Percentage of digital transactions at eMitras</td>
<td>Data output from GoR</td>
<td>1) 25% transactions at eMitras in Barkat Nagar paid digitally by Sept 2017 2) 10% transactions at eMitras in Jaipur paid digitally by October 2018*</td>
<td>A large customer base is senior citizens and women who may not have the means to pay digitally</td>
</tr>
<tr>
<td>Are merchants effective enablers to nudge and push customers to pay digitally?</td>
<td>Scalability is easier achieved if the merchant himself/herself becomes the change model.</td>
<td>Percentage of customers who convert to pay digitally when merchants nudge customers</td>
<td>Immediate impact during surveyor presence: surveyor’s interaction and questionnaire</td>
<td>Qualitative information</td>
<td>Maximum transactions are utility payments which happen once in two months. Customers will visit the kiosk with cash for the particular transaction and not be carrying their card. Thus, merchants may be able to convince customers only over a period of time</td>
</tr>
</tbody>
</table>

*Based on our customer handholding activity, we know that a customer-surveyor conversation is limited to two minutes. Hence, this list includes factors prioritized by the team
<table>
<thead>
<tr>
<th>Assumption/hypothesis</th>
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<td>Why is this question important for CATALYST to answer? What is the importance for the project?</td>
<td>Ex: % of merchants onboarded; # of students activated</td>
<td>How will the data be collected? Interviews, surveys, focus group discussions, etc.</td>
<td>25% of customers adopt a UPI solution by October 2018</td>
<td>Limitation in terms of data collection strategy, sample size, participant response, etc.</td>
</tr>
<tr>
<td>Will in-person assistance for UPI drive customer usage of digital payments?</td>
<td>We are assuming most customers are not very well aware of: (a) UPI as a mode of payment; and (b) its availability at eMitrnas</td>
<td>Percentage of customers who: (a) download and register on a UPI app; and (b) pay digitally at PoS</td>
<td>1) Surveyor interaction and questionnaire 2) Data from GoR on number of UPI transactions at eMitra kiosks*</td>
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<td>Need to validate if in-shop assistance with the downloading and registering process will encourage customer adoption</td>
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<tr>
<td>What are the most common reasons customers do not pay digitally?</td>
<td>Since CATALYST is working to address customer adoption and usage trends, it is important to gather this insight</td>
<td>Technical barriers such as: - no debit card - no money in account - don’t know ATM pin - low or no internet/ data connectivity Perceptions such as: - don’t trust digital money - prefer cash - cash is quicker and more convenient</td>
<td>Customer feedback recorded during surveyor interaction and questionnaire</td>
<td>N/A</td>
<td>If too many customers are at the eMitra center, the surveyor may not be able to probe in-depth</td>
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</table>

*Based on customer handholding, it is clear that the number of customers who use UPI is negligible. So if UPI transactions increase then there is a high probability that it is because of in-person assistance by the entrepreneurs.
### Focus #1: Adoption rate among customers

<table>
<thead>
<tr>
<th>Assumption/hypothesis</th>
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<th>Data collection tool</th>
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<td>Ex: % of merchants on-boarded; # of students activated</td>
<td>How will the data be collected? Interviews, surveys, focus group discussions, etc.</td>
<td>What is the threshold data point that will answer the question posed?</td>
<td>handholding activity, we know that a customer-surveyor conversation is limited to two minutes. This limits the depth of qualitative information that can be captured</td>
</tr>
</tbody>
</table>

**What are the correlations that define adoption rate among customers?**

- If certain characteristics appear to correlate to adoption behavior, then it may influence implementation plan

**Assess correlation with the following:**
- Age
- Gender

**Surveyor’s interaction and questionnaire**

**Target/Threshold**: N/A

**Limitation(s)**: If it is a busy day, it will not be possible for one surveyor to talk to multiple customers

### Focus #2: Impact on eMitra entrepreneur’s business

<table>
<thead>
<tr>
<th>Assumption/hypothesis</th>
<th>Objective</th>
<th>Measurement metric</th>
<th>Data collection tool</th>
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<th>Limitation(s)</th>
</tr>
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<tr>
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<tr>
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<td><strong>Objective</strong></td>
<td><strong>Measurement metric</strong></td>
<td><strong>Data collection tool</strong></td>
<td><strong>Target/threshold</strong></td>
<td><strong>Limitation(s)</strong></td>
</tr>
<tr>
<td>What are the benefits of accepting digital payments for the eMitra entrepreneurs?</td>
<td>Why is this question important for CATALYST to answer? What is the importance for the project?</td>
<td>Ex: % of merchants on-boarded; # of students activated</td>
<td>How will the data be collected? Interviews, surveys, focus group discussions, etc.</td>
<td>What is the threshold data point that will answer the question posed?</td>
<td>Limitation in terms of data collection strategy, sample size, participant response, etc.</td>
</tr>
</tbody>
</table>

**Assessment of benefits (tangible and intangible) to the entrepreneurs. This could include:**

1) Data output from GoR
2) Data output from GoR and qualitative assessment based on

**Target/Threshold**: N/A

**Limitation(s)**: 1) Benefits may not be evident in case of low digital payment transactions
<table>
<thead>
<tr>
<th>Assumption/hypothesis</th>
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<td>Questions to be tested or answered through this activity</td>
<td>Why is this question important for CATALYST to answer? What is the importance for the project?</td>
<td>Ex: % of merchants on-boarded; # of students activated</td>
<td>How will the data be collected? Interviews, surveys, focus group discussions, etc.</td>
<td>Assess the benefits (tangible and intangible) to the entrepreneurs. This could include: 1) Reduced working capital need: comparing average daily closing balance in the prepaid wallet for every INR 1 transaction pre-pilot initiation and during pilot. 2) Increase in business 3) Convenience, etc.</td>
<td>N/A 2) There could be variations in the number of bills paid from one month to another 3) Almost all eMitra entrepreneurs have other businesses, thus separating costs and benefits of solely the eMitra business may be a challenge 4) Scalability is dependent on removing the economic burden of a solution from the entrepreneur as well as the customer</td>
</tr>
</tbody>
</table>

| Reduced costs (economic and non-economic) will incentivize the entrepreneur to promote digital payments. It will also showcase the advantages to GoR in order to build a case for long-term MDR absorption and scalability | N/A 2) There could be variations in the number of bills paid from one month to another 3) Almost all eMitra entrepreneurs have other businesses, thus separating costs and benefits of solely the eMitra business may be a challenge 4) Scalability is dependent on removing the economic burden of a solution from the entrepreneur as well as the customer |

<table>
<thead>
<tr>
<th>Indicators and metrics</th>
<th>Question Indicator/Metric</th>
<th>Source</th>
<th>Monitoring frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>What was the objective of the intervention and were the activities carried out consistent with the attainment of the objective?</td>
<td>Customer and merchant profile</td>
<td>Survey questionnaire</td>
<td>Start of the intervention</td>
</tr>
<tr>
<td>Preference/use of digital payment</td>
<td>Survey questionnaire</td>
<td>Start of the intervention</td>
<td></td>
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<tr>
<td>Current bottlenecks</td>
<td>Initial scoping</td>
<td></td>
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</tr>
<tr>
<td>How relevant was the intervention to the intended beneficiaries - eMitra entrepreneurs and customers? What value-add was the intervention able to provide? Was it perceived and/or realised by the entrepreneur/customer?</td>
<td>Customers’ and entrepreneurs’ perception of digital payments</td>
<td>Survey questionnaire</td>
<td>Start and end of intervention</td>
</tr>
<tr>
<td>Perceived value addition from digital payments</td>
<td>Survey questionnaire</td>
<td>Start and end of intervention</td>
<td></td>
</tr>
<tr>
<td>Realized value addition from digital payments for entrepreneurs</td>
<td>Survey questionnaire</td>
<td>End of the intervention</td>
<td></td>
</tr>
<tr>
<td>Question</td>
<td>Indicator/Metric</td>
<td>Source</td>
<td>Monitoring frequency</td>
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</tr>
<tr>
<td>To what extent were the objectives/targets achieved?</td>
<td>Number of digital payments</td>
<td>eMitra backend data</td>
<td>Start and end of intervention</td>
</tr>
<tr>
<td></td>
<td>Awareness level</td>
<td>Survey questionnaire</td>
<td>Start and end of intervention</td>
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<tr>
<td></td>
<td>Balance in the wallet</td>
<td>Back-end data</td>
<td>Start and end of intervention</td>
</tr>
<tr>
<td></td>
<td>Perception of digital payments</td>
<td>Semi-structured</td>
<td>Start and end of intervention</td>
</tr>
<tr>
<td>What were the major factors influencing the achievement or non-achievement of the objectives?</td>
<td>Quality of collaterals - information contained</td>
<td>Semi-structured interview</td>
<td>End of the intervention</td>
</tr>
<tr>
<td></td>
<td>Customer enablement - card/ smartphone</td>
<td>Semi-structured interview</td>
<td>End of the intervention</td>
</tr>
<tr>
<td></td>
<td>Infrastructure at eMitra: power/mobile network</td>
<td>Semi-structured interview</td>
<td>End of the intervention</td>
</tr>
<tr>
<td></td>
<td>Soft skills of the merchant</td>
<td>Survey questionnaire (for profiling) and observation</td>
<td>Daily</td>
</tr>
<tr>
<td>How efficient [cost/time] was the delivery of the intervention? What are the alternate methods in which the objectives could be met?</td>
<td>Cost of the intervention with MDR</td>
<td>eMitra transaction data</td>
<td>End of the intervention</td>
</tr>
<tr>
<td></td>
<td>Attitude towards receiving information from other media, e.g., radio, interactive voice response</td>
<td>Semi-structured interview</td>
<td>End of the intervention</td>
</tr>
<tr>
<td>What difference has the intervention made to the beneficiary?</td>
<td>Increase/decrease in number of digital transactions for secondary business</td>
<td>Semi-structured interview</td>
<td>End of the intervention</td>
</tr>
<tr>
<td></td>
<td>Number of trips to the bank for the merchant</td>
<td>Semi-structured interview</td>
<td>End of the intervention</td>
</tr>
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<td></td>
<td>Prepaid wallet balance</td>
<td>Back-end</td>
<td>End of the intervention</td>
</tr>
<tr>
<td>To what extent are the outcomes expected to sustain?</td>
<td>Entrepreneurs’ interest in continuing with the solution</td>
<td>Survey questionnaire</td>
<td>End of the intervention</td>
</tr>
<tr>
<td></td>
<td>Entrepreneurs’ perception of customers WTP</td>
<td>Semi-structured questionnaire</td>
<td>End of the intervention</td>
</tr>
<tr>
<td></td>
<td>Dependence on collaterals</td>
<td>Survey questionnaire</td>
<td>End of the intervention</td>
</tr>
<tr>
<td>What might be potential reasons for non-sustainability?</td>
<td>Infrastructure - costs associated without subsidy, gadget, internet, etc</td>
<td>Semi-structured interview</td>
<td>End of the intervention</td>
</tr>
<tr>
<td></td>
<td>Behavioral - motivation, opportunity, capability</td>
<td>Semi-structured interview</td>
<td>End of the intervention</td>
</tr>
</tbody>
</table>
ANNEX B: CAMPAIGN COLLATERALS

BHIM-UPI Aapnoy Drama Paye

Use UPI, Win Rewards

How to use

1. Select service, enter remitter details and pay
2. Click on Pay and enter details, fillable address
3. Select payment method and click on Pay
4. Enter UPI details of the consumer and "Send to Pay"

Terms and Conditions
1. 100% mobile recharge transactions of minimum transaction value of ₹20 or more will be counted. Minimum transaction value is non-transferable.
2. Individuals can earn a maximum of ₹5,000 on mobile recharge transactions of minimum value of ₹20 or more
3. Individuals can earn a maximum of ₹500 on mobile recharge transactions of minimum value of ₹2.
4. The maximum amount to be earned is ₹5,000 in cumulative value on mobile recharge transactions of minimum value of ₹20 or more

USE BHIM-UPI WIN AWARDS

Why?

Win upto ₹1,000

100 citizens every month

Win using UPI on offer

Choice of App

WhatsApp | PhonePe | Tez | BHIM | SBI | Bank of Baroda | Punjab National Bank and others

Terms and Conditions

1. 100% mobile recharge transactions of minimum transaction value of ₹20 or more. Period: from June 2018 to August 2019. Details for payments done at offline modes not included.

Get ₹2500 every month

For 100+ transactions in 3 months

Get ₹10000

For 3 months