





NeSDA - Way Forward Monthly Report for States/UTs April and May 2024

Department of Administrative Reforms and Public Grievances

Contents

1.	. Introduction	2
2.	. Key Highlights	4
3.	. Review of Status of Implementation in States/UTs	5
4.	. Unified Service Delivery Portal	10
,	4.1. Saturation Status	10
,	4.2. Best Practices – Unified Service Delivery Portal	12
	4.2.1. Uttarakhand (e-Services Apuni Sarkar)	13
	4.2.2. Sikkim (Single Sign On)	14
	4.2.3. Andhra Pradesh (AP Seva Portal)	15
5.	. Strengthening e-Service Delivery in North Eastern States	16
6.	. Digital Initiatives for Enhanced e-Service Delivery	18
	6.1 Service Plus	19
	6.2 UMANG	20
7.	. Improvement in Quality of Service Delivery	21
8.	. Appendix	22
	8.1. Monthly Progress of Status of e-Services across States/UTs	22

1. Introduction

The Department of Administrative Reforms and Public Grievances (DARPG) had formulated the National e-Governance Service Delivery Assessment (NeSDA) Framework to assess States/UTs and Central Ministries with regard to their delivery of e-services as a benchmarking exercise, covering seven sectors. DARPG intends to conducts the NeSDA study biennially.

In view of encouraging findings of NeSDA 2021, NeSDA Way Forward PMU was setup to monitor the monthly progress in eservice delivery, across States/UTs. DARPG monitors the progress made in e-service delivery and rise in integrated service delivery portals, across States/UTs through NeSDA Way Forward monthly reports and regular review meetings with SPoCs from States/UTs. So far, 9 NeSDA Way Forward Monthly Reports and Annual Report 2023 have been published to monitor the status of e-service delivery, across States/UTs.

The Monthly Reports released for States/UTs in 2023 especially featured deep analysis of eservices in each of the seven focus sector, viz Tourism (May), Environment (June), Education (July), Labour & Employment (August), Finance (September), Social Welfare including Agriculture, Health & Home Security (October) and Local Governance & Utility Services (November).

The upcoming monthly aim to institutionalises the nation's endeavours for improved delivery of e-services and prepare States/UTs for the biennial NeSDA.

The enhanced objectives of NeSDA Way Forward Monthly Reports are as follows:

A. Saturation of e-services

- Provision of all identified 56 mandatory e-services
- Increase in delivery of total number of e-services provided
- Provision of identified common services

B. Promote faceless and suo-moto entitlement-based delivery of services

- Monitor improvement in the number of services provided facelessly, i.e., without any physical visits, paperwork and human intervention.
- Provision of e-services to the citizens as per their entitlement, based on their socioeconomic status

C. Strengthening of Unified Service Delivery Portals

- Strengthening of unified Service delivery portal especially in North Eastern States
- Integration with other government platforms like Service Plus, MyScheme, Umang, etc.

D. Identification of bottlenecks and dissemination of best practices

- Recognize the existing gaps and improve scores in NeSDA assessment parameters
- Learn from best practices to leverage emerging technologies

The NeSDA Way Forward Bi-Monthly Report for States/UTs, April - May 2024 is based on the inputs provided by States/UTs on *NeSDA - Way Forward* dashboard, as of 3rd June, 2024.

Status of Implementation **Unified Service Delivery Portal** Quality of Service Delivery

2. Key Highlights

Status of Implementation

- **16,581**-services are provided across States/UTs
- **Jammu & Kashmir** provides maximum e-services (1140)
- Maximum e-services (5,312) lie in the sector Local Governance & Utility Services
- 1,530 out of 2,016 mandatory e-services (56*36 States/UTs) are available, making saturation at 76%
- Himachal Pradesh, Madhya Pradesh, Punjab, Rajasthan, Tamil Nadu and Uttarakhand have achieved 100% saturation of 56 mandatory e-services

Unified Service Delivery Portal

- Jammu and Kashmir, Kerala, Assam and Odisha provide 100% of their services through their identified Single Unified Service Delivery Portal i.e., e-UNNAT (1140), e-Sevanam (911), Sewa Setu (461) and Odisha One (404), respectively
- Apuni Sarkar portal created by Government of Uttarakhand provides citizen-centric services seamlessly.
- AP Seva Portal created by Government of Andhra Pradesh offers a wide range of government services directly to residents.
- **Sikkim GO** portal created by **Government of Sikkim** streamlines access to government services with a Single Sign-On system.

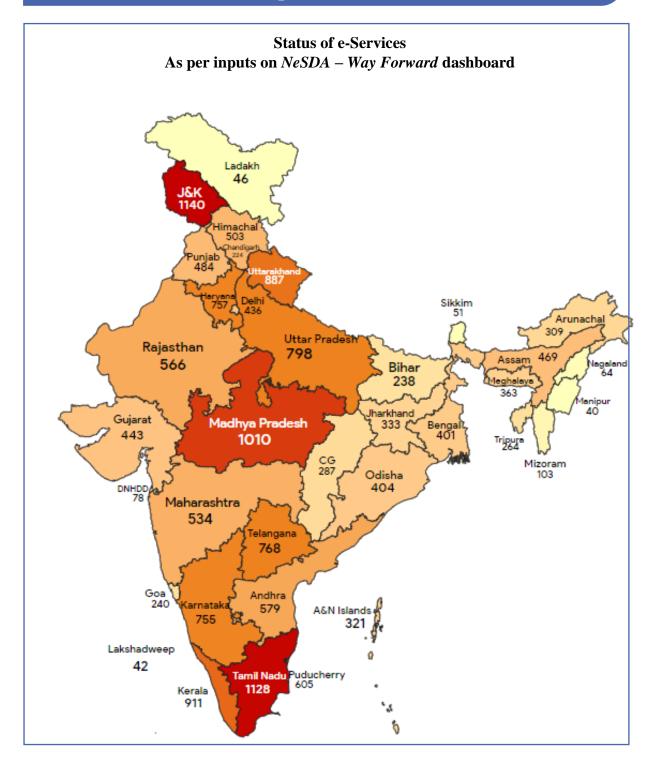
Strengthening e-Service Delivery in North Eastern States

• A virtual meeting was conducted with the **Government of Tripura** on May 29, 2024 to review the status of implementation of e-service delivery in the State

Improvement in Quality of Service Delivery

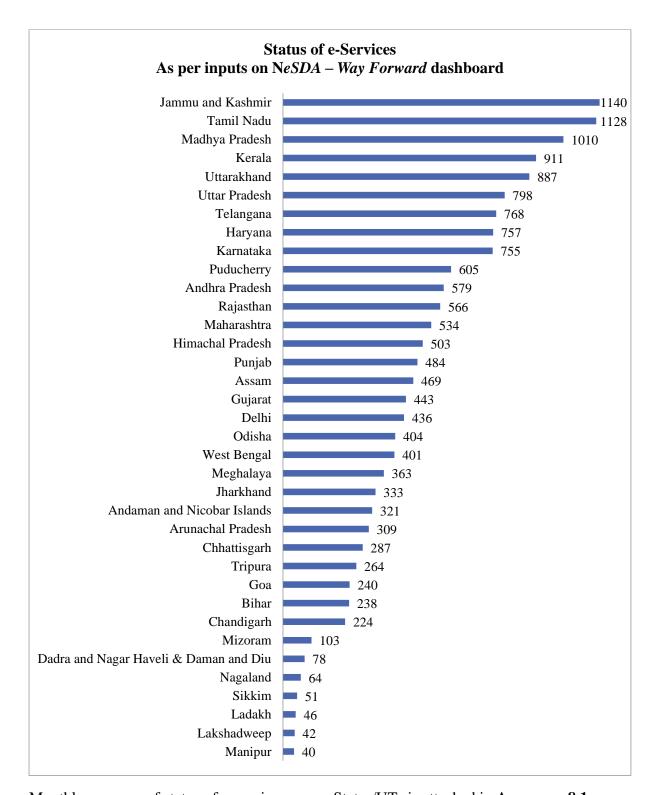
• New *Progressive Parameters* tab has been introduced on *NeSDA Way Forward* dashboard to monitor the progress made under the three new assessment parameters i.e., *Open Government Data, e-Participation* and *Leveraging Emerging Technologies*

3. Review of Status of Implementation in States/UTs



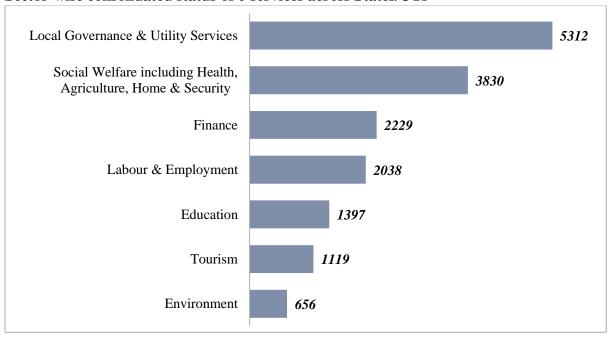
Total e-Services 16,581

Note: The aforementioned figures are uploaded by States/UTs as of 03/06/2024.

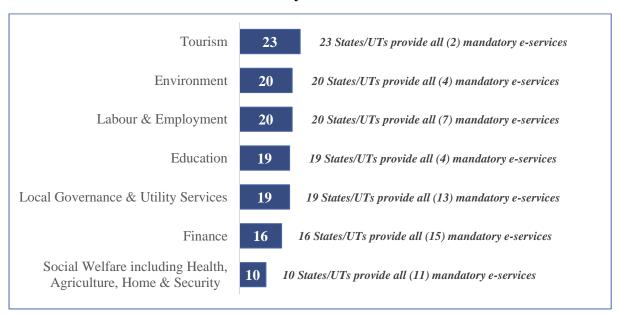


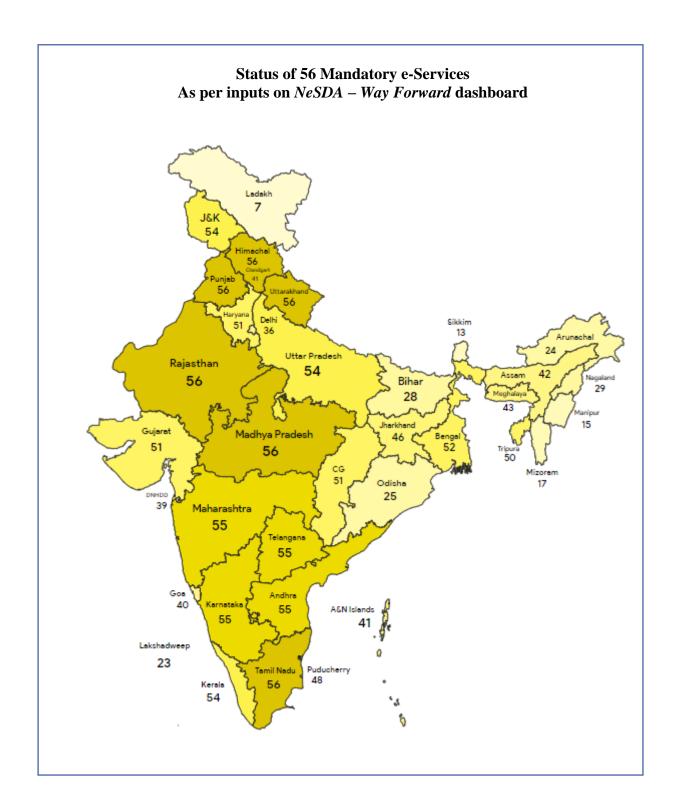
Monthly progress of status of e-services across States/UTs is attached in Annexure 8.1.

Sector-wise consolidated status of e-services across States/UTs



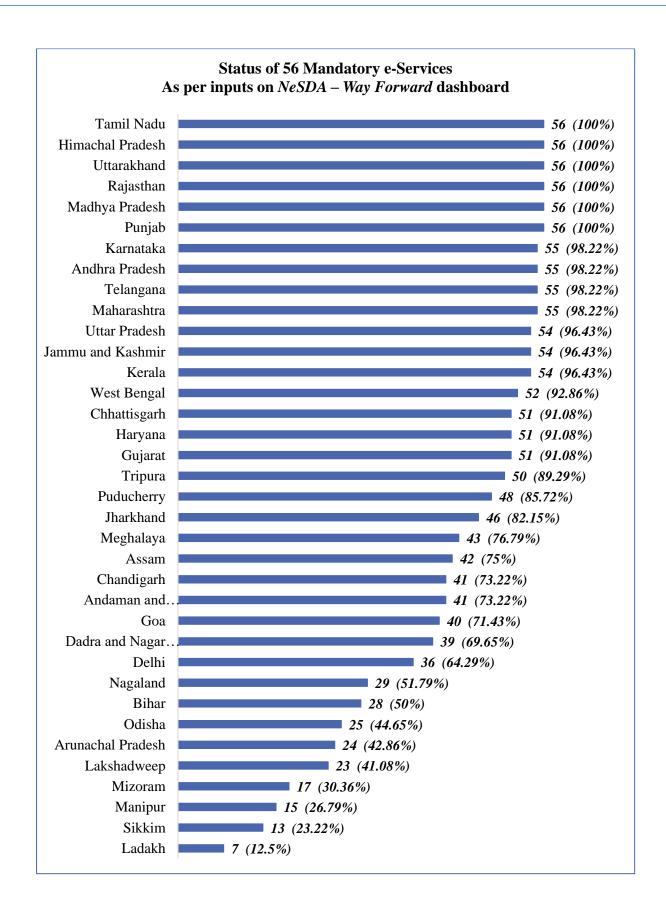
Sector-wise saturation status of mandatory e-services across States/UTs





Mandatory e-Services 1,530

Note: The aforementioned figures are uploaded by States/UTs as of 03/06/2024.

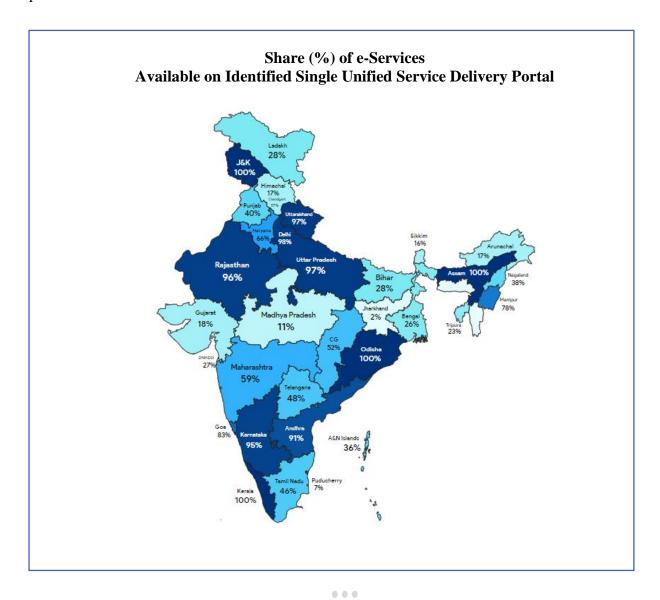


4. Unified Service Delivery Portal

4.1. Saturation Status

DARPG actively encourages States/UTs to enhance their e-service delivery capabilities through provision of e-services through a single unified service delivery portal.

A unified service delivery portal is a centralized online platform that integrates all the government services from multiple departments, offering citizens a single point of access to a wide range of services. By consolidating services on one user-friendly interface, citizens can conveniently access information, submit applications, and avail services without navigating through multiple departmental websites / physical offices. Additionally, they often incorporate features such as digital authentication, single sign on, online payment gateways, etc., to further streamline the process.



State/ UT	Identified Single Unified Portal	URL	e-Services on Single Unified Portal % (count)
J&K	e-UNNAT	eunnat.jk.gov.in	100% (1140)
Kerala	e-Sevanam	services.kerala.gov.in	100% (911)
Assam	Sewa Setu	sewasetu.assam.gov.in	100% (469)
Odisha	Odisha One	odishaone.gov.in	100% (404)
Delhi	e-District	edistrict.delhi.gov.in	98% (426)
Uttarakhand	Apuni Sarkar	eservices.uk.gov.in	97% (863)
Uttar Pradesh	Nivesh Mitra & e-District	niveshmitra.up.nic.in & edistrict.up.gov.in	97% (774)
Rajasthan	e-Mitra	emitra.rajasthan.gov.in	96% (546)
Karnataka	Seva Sindhu	sevasindhu.karnataka.gov.in	95% (721)
Andhra Pradesh	AP Seva	vswsonline.ap.gov.in	91% (524)
Goa	Goa Online	goaonline.gov.in	83% (199)
Manipur	e-District	eservicesmanipur.gov.in	78% (31)
Haryana	Saral Haryana	saralharyana.gov.in	66% (503)
Maharashtra	Aaple Sarkar	aaplesarkar.mahaonline.gov.in	59% (315)
Chhattisgarh	e-District	edistrict.cgstate.gov.in	52% (149)
Telangana	MeeSeva	ts.meeseva.telangana.gov.in	48% (365)
Tamil Nadu	e-Sevai	tnesevai.tn.gov.in	46% (524)
Punjab	Connect Punjab	connect.punjab.gov.in	40% (196)
Nagaland	e-District	edistrict.nagaland.gov.in	38% (24)
A& N Islands	e-District	edistrict.andaman.gov.in	36% (114)
Ladakh	e-Seva	eseva.ladakh.gov.in	28% (13)
Bihar	RTPS Bihar	serviceonline.bihar.gov.in	28% (66)
DNHDD	Single Window Portal	swp.dddgov.in	27% (21)
West Bengal	e-District	edistrict.wb.gov.in	26% (105)
Tripura	e-District	edistrict.tripura.gov.in	23% (60)
Gujarat	Digital Gujarat	digitalgujarat.gov.in	18% (81)
Chandigarh	Service Plus	serviceonline.gov.in	17% (39)
Arunachal Pradesh	Arunachal e-Service	eservice.arunachal.gov.in	17% (53)
Himachal Pradesh	e-District	edistrict.hp.gov.in	17% (83)
Sikkim	Sikkim SSO	sso.sikkim.gov.in	16% (8)
Madhya Pradesh	MP Online	mponline.gov.in	11% (109)
Puducherry	e-District	edistrict.py.gov.in	7% (44)
Jharkhand	Jharsewa	jharsewa.jharkhand.gov.in	2% (8)
Meghalaya	Meghalaya Online	meghalayaonline.gov.in	-

<u>Note:</u> The aforementioned details of single unified portals are as informed and uploaded by States/UTs on NeSDA – Way Forward dashboard, as of 03/06/2024. Lakshadweep and Mizoram do not have a single unified services portal. States that have not uploaded their services' URL through their single unified service portal on NeSDA – Way Forward dashboard are marked (-)

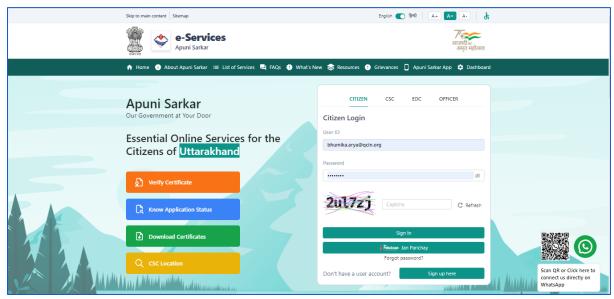
4.2. Best Practices – Unified Service Delivery Portal

A trend has been observed towards integration of portals for citizen service delivery as unified portals for service delivery have been developed by several nationalities and States/UTs. These provide users a unified access point for a variety of services and lie in the best practices that NeSDA encourages. By seamlessly integrating services across departments or jurisdictions, they provide better governance and service availability. These also help ensure that all citizen entitlements are portable and available on the cloud. Many of these portals have also digitally transformed services to enhance ease of doing business at the National/ State / UT level and unified a variety of technologies, both established and emerging, for decision support and development activities.

Unified and seamless delivery of services is a core tenet of the NeSDA framework and strengthening such portals will enhance the digital empowerment of citizens. Some of the portals and digital initiatives that are highlighted in this section for best practices in unified service delivery include the following:

S.No.	State/UT	Initiative Name
1	Uttarakhand	e-Services Apuni Sarkar
2	Sikkim	Single Sign On
3	Andhra Pradesh	AP Sewa Portal

4.2.1. Uttarakhand (e-Services Apuni Sarkar)



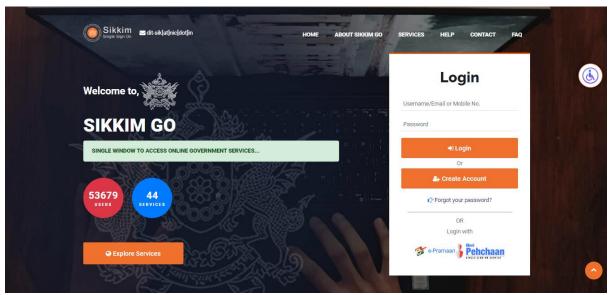
https://eservices.uk.gov.in/

The Uttarakhand Unified Service Delivery Portal, "Apuni Sarkar," is an innovative online platform developed by the Government of Uttarakhand to provide citizen-centric services seamlessly.

Key Features

- ✓ Seamlessly integrated with e-Pehchaan and Jan Parichay for streamlined access and verification
- ✓ Single secure login provides access for Citizens, PFCs, CSCs, and Officers, with customized dashboards for each user type
- ✓ Department-wise categorization of e-services with detailed information for easy navigation and access
- ✓ Track application status using Application ID and verify certificates through the portal
- ✓ Comprehensive dashboards providing real-time tracking and monitoring of application statuses
- ✓ Direct links to download the Apuni Sarkar mobile app for on-the-go access
- ✓ W3C compliant with adjustable screen font size and contrast, available in both English and Hindi
- ✓ Easily accessible contact details, helpline number, FAQs, and updates on new portal features
- ✓ Supports major browsers including Firefox (v90+), Google Chrome (v84+), and Safari (v14+)
- ✓ Over 34 lakh applications processed with a 98% average processing rate, ensuring efficient and contactless service delivery (faceless, paperless, and cashless)

4.2.2. Sikkim (Single Sign On)



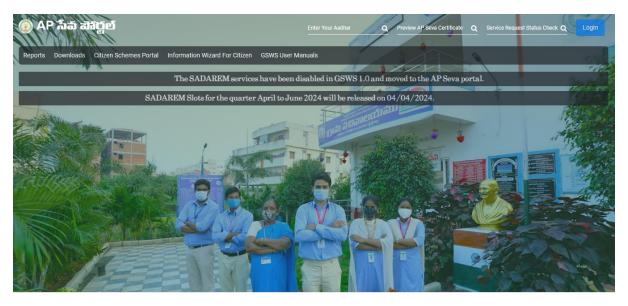
https://sso.sikkim.gov.in/

The Government of Sikkim has developed "Sikkim GO," a unified online service delivery portal that streamlines identity and access management through a Single Sign-On system. This secure platform allows citizens to authenticate once with a single set of credentials to access multiple state-delivered applications and websites. With Sikkim GO, users can conveniently access a wide range of integrated services from various departments using just one username and password, enhancing efficiency and user experience for the residents of Sikkim.

Key Features

- ✓ Integrated with MeriPehchaan and e-Pramaan platforms for unified identity verification and seamless access
- ✓ One login to access all 44 services across 15 departments, enhancing user convenience and security
- ✓ Department-wise categorization of e-services with detailed information for streamlined access
- ✓ Provision for users to provide feedback to improve service quality and user experience
- ✓ Dedicated contact information, FAQs, and user manuals available for quick resolution of any grievances and common queries
- ✓ Adjustable screen font size and contrast for enhanced user experience and accessibility
- ✓ Portal is compliant with W3C standards, ensuring compatibility and accessibility
- ✓ Provides website visitor count to monitor and analyze user engagement
- ✓ Over 53,683 registered users utilizing the portal, reflecting its widespread adoption and effectiveness
- ✓ Secure login with online payment facilities, ensuring user-friendly and efficient service access

4.2.3. Andhra Pradesh (AP Seva Portal)



https://vswsonline.ap.gov.in/

The AP Seva Portal, developed by the Government of Andhra Pradesh, revolutionizes public service access by offering a wide array of government services directly to residents' homes. Eliminating the need for physical visits to government offices, this portal streamlines applications for various schemes, ensuring time and cost savings while enhancing transparency.

Key Features

- ✓ Dedicated logins and dashboards for citizens and administrators for streamlined access and management
- ✓ Quick access to the top 10 services with detailed information for enhanced experience
- ✓ Comprehensive analytics dashboard for real-time monitoring and decision-making
- Centralized dashboard for a seamless and efficient service delivery experience
- ✓ Integrated grievance dashboard for addressing and resolving citizen grievances
- ✓ Launched by the Chief Minister of Andhra Pradesh on 27 January 2022, AP Seva portal 2.0 provides improved government services transparently
- ✓ Offers 30 services for revenue and land administration, 25 services for municipal administration, 6 services for civil supplies, 3 services for rural development, and 53 services for the energy department
- ✓ Enabled payment gateway for accessing paid services securely
- ✓ Allows remote villagers to access government services conveniently at their doorstep

5. Strengthening e-Service Delivery in North Eastern States

One of the primary objectives of NeSDA is to analyze India's e-governance progress, promoting the expansion of e-services and the utilization of centralized service platforms. In line with NeSDA, DARPG is taking continuous efforts to overhaul the e-service delivery landscape in North Eastern States, facilitating enhancements in their overall NeSDA scores.

To achieve this goal, the North Eastern States may consolidate all e-services under their flagship one-stop portals to ensure ease of access and efficient delivery. With this aim, DARPG organized a virtual meeting with the Government of Tripura on May 29, 2024, to discuss strategies aimed at enhancing online service delivery, wherein the following emerging e-governance initiatives were highlighted.

The Government of Tripura has made significant strides in advancing its e-governance infrastructure. Following is the detailed overview of the state's key initiatives:

Tripura offers "Digital Seva", an online platform providing citizen-centric services. As of October 2022, 65 high-volume services are available online, including obtaining Permanent Resident Certificates, Marriage Certificates, Income Certificates, and Survival Certificates. These services are integrated with digital signatures, SMS and email gateways, payment gateways, and platforms like CSC (Common Service Centres), UMANG, DigiLocker, and RAS (Rapid Assessment System). The state plans to onboard even more services in the near future.

e-Office, a Mission Mode Project under the Digital India program, aims to create a simplified, responsive, and transparent work environment in government offices. As of July 10th, 2024, e-Office has been implemented in 103 Departments, Directorates, Offices, and Statutory Bodies across Tripura.

SWAAGAT is a single window portal designed to simplify the process of setting up industries in the state. It allows entrepreneurs to submit online applications with self-certification and receive speedy approvals for various clearances required for industrial setup. Key features of SWAAGAT include:



SWAAGAT Single Window Portal

- Online submission of applications through a Combined Application Form (CAF) with relevant attachments
- Online payment for all fees associated with the application
- Electronic transfer of applications and fees to respective government agencies for processing
- Online tracking of application status and approval process
- SMS and email notifications to applicants and relevant authorities regarding application status
- Automated notifications for clearances approaching stipulated deadlines
- Streamlined inspections through an online Central Inspection System

UNNOTI, a sub-project under the World Bankfunded TRESP (Tripura Rural Economic Growth and Service Delivery Project), aims to unify eservice delivery in Tripura. It addresses isolated service platforms by integrating databases and supporting multilingual, mobile-based interfaces. By using an Aadhaar-seeded Ration Card database, it recommends services based on citizen profiles, facilitating automatic service delivery, and enhancing grievance redressal. The project enforces the Tripura Guaranteed Citizen Service Delivery



Meeting of DARPG with Senior Officials of Government of Tripura, on 29th May 2024

Act 2020, initially integrating 30 high-volume services and 75 schemes. The two stage implementation plan includes: solution study and recommendation, followed by platform development and rollout.

These initiatives showcase a strong commitment by the Government of Tripura to enhance e-governance landscape and improve the citizen experience through technology adoption.

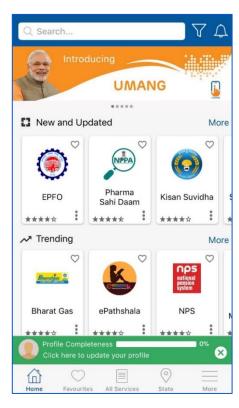
The meeting between DARPG and the Government of Tripura concluded with DARPG extending support to enhance the state's e-service delivery landscape. This collaboration between DARPG and Tripura have culminated in a comprehensive roadmap for achieving these e-governance goals.

Following the recommendations from the discussion, Tripura State may prioritize the digitization of mandatory e-services on a priority basis. This would be followed by the expansion of other e-services, ultimately leading to the integration of all e-services on their unified service delivery portal.

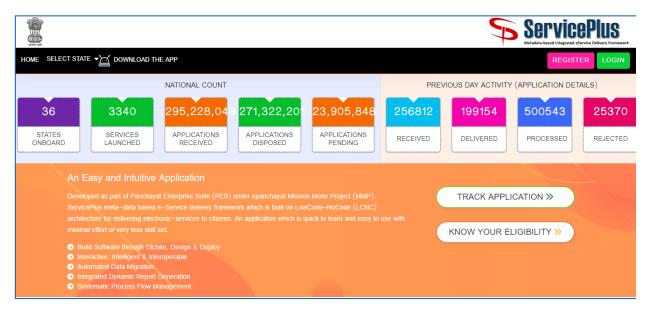
6. Digital Initiatives for Enhanced e-Service Delivery

This bi-monthly NeSDA Way Forward report incorporates a new spotlight on two central government digital infrastructure services offered by the Ministry of Electronics and Information Technology (MeitY): UMANG (Unified Mobile Application for New-Age Governance) and Service Plus. These platforms serve as crucial facilitators for states and UTs to deliver their services online, thereby augmenting their e-governance landscapes.

This inclusion aligns with the Department's continuous endeavour to strengthen the e-service delivery ecosystem across the nation, particularly in the Northeastern states. By showcasing UMANG and Service Plus, the report aims to promote their potential as robust digital tools that States and UTs can leverage to expand their online service offerings and enhance citizen accessibility. We delve deeper into these initiatives in the following sections.



UMANG (Unified Mobile Application for New-age Governance)



Service Plus – Metadata based integrated e-Service Delivery Framework

6.1 Service Plus

Service Plus is one of the applications developed as part of Panchayat Enterprise Suite (PES) under e-panchayat Mission Mode Project. It is a low code no code' framework designed to e-enable a service by using a generic, configurable, unified, metadata-based open-source multi-tenancy framework which can be used by each tenant (the department or local government) to configure their services as per their requirement and ensure the highest degrees of scalability, reliability and flexibility.

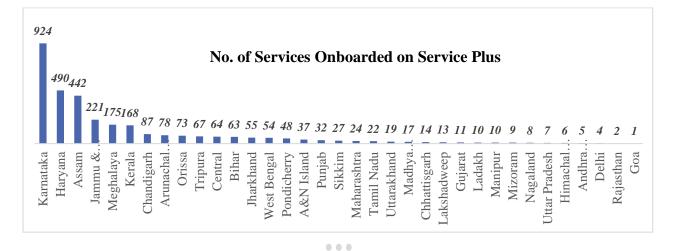
Key Features:

- Intuitive, code-free configuration tools
- Tailored service delivery customization
- Low Code No Code solution for easy development
- Versatile solution for diverse departmental needs
- Integrated essential functionalities for streamlined processes
- Seamless management of database and infrastructure
- Third-party integration support via REST APIs
- Built on open-source framework for efficiency

- Utilization of external tools for enhanced functionality
- Reliable application server with Apache Tomcat
- Flexible framework powered by Spring and Hibernate
- Modern user interface with Query and Bootstrap
- Secure operating environment on Red Hat Enterprise Linux
- Seamless integration with various third-party solutions
- Robust database management with PostgreSQL

More than 90% of the applications are received from these 5 states

#	State	Applications Received (%)
1	Bihar	45.0%
2	Karnataka	14.7%
3	Jharkhand	12.0%
4	Haryana	10.8%
5	Orissa	8.4%

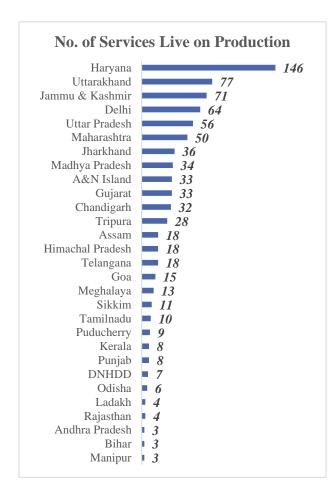


6.2 UMANG

UMANG (Unified Mobile Application for New-age Governance) is developed by Ministry of Electronics and Information Technology (MeitY) and National e-Governance Division (NeGD) to drive Mobile Governance in India. UMANG provides a single platform for all Indian Citizens to access pan India e-governance services ranging from Central to Local Government bodies through different channels like Mobile Application (iOS, Android), Chatbot, Voice Bot and Website.

Key Features:

Services Engagements **Transactions Documents** Central Status Aadhaar •Feedback/Rating •State •Driving License •Bills Notifications •Utility Bills Applications •PAN •Customer Support •Vehicle RC •Live Chat Others Others from Chatbot Digilocker Voice Bot



70% of the users are from the given 10 States:					
State	Users %				
Maharashtra	14.2				
Uttar Pradesh	12.8				
Tamil Nadu	7.0				
Karnataka	6.5				
Gujarat	6.3				
Bihar	5.5				
West Bengal	5.3				
Rajasthan	4.7				
Delhi	4.5				
Andhra Pradesh	4.3				

7. Improvement in Quality of Service Delivery

To reflect the latest advancements in digital governance and better serve citizens, the NeSDA framework has been expanded to include three new parameters: *Open Government Data, e-Participation*, and *Leveraging Emerging Technologies*. These elements are crucial for promoting transparency, citizen involvement, and innovative government services. Therefore, it is imperative that all States/UTs integrate these parameters into their respective State/UT portal.

- **1.** <u>Open Government Data (OGD):</u> Proactive access to government-owned shareable data and its usage information in-line with regulatory frameworks
 - A dedicated OGD portal or published datasets on OGD platform (data.gov.in)
 - Integration of the OGD platform link on the State/UT portal
 - Appointment of a Chief Data Officer that oversees data-related initiatives
 - Highlighted & publicly accessible datasets of at least four sectors of NeSDA 2023
 - Provision for downloading GIS maps and geospatial data
 - Allow public to request for new datasets
 - Presence of tutorials, guidance materials, and videos on using the OGD portal
 - Documentation of events organized by the State/UT to engage the developer community on the OGD portal and State/UT portal
 - **2.** <u>e-Participation:</u> The interaction between governments and citizens through *ICTs* to empower citizens to co-design policies and services
 - Published e-Participation policy on the State/UT portal
 - Establishment of a dedicated e-Participation portal or sub-site in MyGov portal
 - Integration of the e-Participation portal link on the homepage of the State/UT portal
 - Inclusion of calendar and outcomes of all upcoming e-Participation and e-Consultation activities on the homepage of the e-Participation portal
 - Presence of tutorials, guidance materials, and videos on using the portal
 - Documentation of events organized by the State/UT to raise awareness about e-Participation and e-Consultation initiatives on e-Participation portal & State/UT portal
 - **3.** <u>Leveraging Emerging Technologies:</u> The strategic adoption of emerging technologies for digital government development and enhanced service delivery
 - Presence of the State/UT's strategy document/approach for leveraging AI and other emerging technologies like *Blockchain*, *IoT*, *Big Data*, *Robotics*, *Augmented Reality*, *Virtual Reality* or 5G on State/UT portal
 - Provision of AI-based Service Chatbot (English & local language) on State/UT portal
 - Documentation of any other emerging technologies adopted in service delivery on State/UT portal

Refer to March's NeSDA Way Forward report for guiding manual for each of the three additional parameters.

8. Appendix

8.1. Monthly Progress of Status of e-Services across States/UTs

State/UT	Apr' 23	May'	Jun' 23	Jul' 23	Aug' 23	Sept' 23	Oct' 23	Nov' 23	Dec'	Jan & Feb'24	Mar' 24	Apr & May'24
J&K	474	469	469	470	1028	1034	1075	1097	1117	1119	1119	1140
Tamil Nadu	446	445	445	445	446	446	446	1078	1101	1128	1128	1128
MP	637	731	948	1000	1010	1010	1010	1010	1010	1010	1010	1010
Kerala	885	886	911	911	911	911	911	911	911	911	911	911
Uttarakhand	596	595	595	725	782	826	831	865	865	865	865	887
UP	709	706	713	714	714	714	798	798	798	798	798	798
Telangana	493	491	582	757	768	768	768	768	768	768	768	768
Haryana	762	757	757	757	757	755	757	757	757	757	757	757
Karnataka	779	747	752	752	752	752	752	755	755	755	755	755
Puducherry	239	239	239	239	246	247	247	325	605	605	605	605
AP	606	574	579	579	579	579	579	579	579	579	579	579
Rajasthan	248	248	248	525	536	547	549	549	549	549	566	566
Maharashtra	150	148	337	441	521	533	533	533	533	533	534	534
HP	500	494	500	500	500	500	500	500	500	501	502	503
Punjab	486	483	484	484	484	484	484	484	484	484	484	484
Assam	263	259	259	259	259	452	469	469	469	469	469	469
Gujarat	191	228	444	443	443	443	443	443	443	443	443	443
Delhi	412	416	416	436	436	436	436	436	436	436	436	436
Odisha	211	373	383	383	404	404	404	404	404	404	404	404
West Bengal	290	323	401	401	401	401	401	401	401	401	401	401
Meghalaya	252	217	223	223	249	306	340	363	363	363	363	363
Jharkhand	316	294	310	311	333	333	333	333	333	333	333	333
A&N Islands	164	171	171	199	200	206	239	239	321	321	321	321
AR	34	101	298	298	309	309	309	309	309	309	309	309
Chhattisgarh	272	270	284	284	284	284	287	287	287	287	287	287
Tripura	233	230	251	262	267	270	269	269	263	263	263	264
Goa	240	240	240	240	240	240	240	240	240	240	240	240
Bihar	222	234	238	238	237	237	237	238	238	238	238	238
Chandigarh	231	221	221	224	224	224	224	224	224	224	224	224
Mizoram	103	103	103	103	103	103	103	103	103	103	103	103
DNHDD	39	78	78	78	78	78	78	78	78	78	78	78
Nagaland	34	34	64	64	64	64	64	64	64	64	64	64
Sikkim	25	25	36	36	43	51	51	51	51	51	51	51
Ladakh	32	32	32	46	46	46	46	46	46	46	46	46
Lakshadweep	-	-	-	-	42	42	42	42	42	42	42	42
Manipur	40	40	40	40	40	40	40	40	40	40	40	40
Total	11,614	11,902	13,051	13,867	14,736	15,075	15,295	16,088	16,487	16,517	16,536	16,581

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