



सत्यमेव जयते

प्रशासनिक सुधार और लोक शिकायत विभाग

DEPARTMENT OF
ADMINISTRATIVE REFORMS &
PUBLIC GRIEVANCES



NeSDA Way Forward

Monthly Report for States/UTs

OCTOBER
2025

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1. Introduction

The Department of Administrative Reforms and Public Grievances (DARPG) formulated the National e-Governance Service Delivery Assessment (NeSDA) Framework in 2019 to assess States/UTs and Central Ministries with regard to the delivery of their e-services as a benchmarking exercise, covering seven sectors. DARPG conducts the NeSDA study biennially.

In view of encouraging findings of NeSDA 2021, NeSDA Way Forward PMU was setup to monitor monthly progress in e-service delivery across States/UTs. DARPG monitors the progress made in e-service delivery across States/UTs through inputs provided by States/UTs on NeSDA Way Forward Dashboard, NeSDA Way Forward monthly reports and regular review meetings with SPoCs from States/UTs. So far, 30 NeSDA Way Forward Monthly Reports and Annual Report 2023 have been published to monitor the status of e-service delivery, across States/UTs.

This series of NeSDA Monthly Reports distinguishes itself through its comprehensive scope and regular frequency. Being the only government publication systematically monitoring and evaluating the scale and quality of e-Services provided across all States and Union Territories since its inception in April 2023, the update has consistently reported on three key categories of online services each month: all e-Services, mandatory e-Services, and those delivered through a unified portal.

In 2023, besides the regular monitoring across all sectors, the monthly reports from May to November, featured deep analysis of e-services in each of the seven-focus sectors – Tourism, Environment, Education, Labour & Employment, Finance, Social Welfare including Agriculture, Health & Home Security and Local Governance & Utility Services.

In 2024, alongside reporting the progress in overall delivery of e-services, the monthly editions featured sections on e-service delivery in the north eastern states, progressive parameters under the NeSDA framework, Assessment parameters for State/UT Portals as well as Service Portals, e-Services by Panchayati Raj Institutions, focus sector wise mandatory e-services, Advancements under Right to Service Commission, Best Practices in e-service delivery, while in 2025 the reports expanded to include best practices from city and municipality portals and

introduced the monthly presentation of group-wise results from the AAKLAN tool assessment of State/UT portals as a key initiative.

The upcoming monthly report aims to institutionalise the nation's endeavours for improved delivery of e-services and prepare States/UTs for the biennial NeSDA by providing regular status on e-services across States and UTs, introducing new sections each month assisting states/UTs to enhance their respective e-services. The report further serves as a platform for dissemination of best practices in e-service delivery, providing scope for replication of these practices.

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

A**Saturation of e-services**

- Provision of identified 59 mandatory e-services by all states/UTs
- Increase in delivery of total number of e-services provided
- Increase in the number of mandatory e-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 citizens as per their entitlement, based on socio-economic status



C**Strengthening of Unified Service Delivery Portals**

- Strengthening of unified Service 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 Monthly Report for States/UTs, Oct'25 is based on the inputs provided by States/UTs on *NeSDA – Way Forward* dashboard, as of 31st October, 2025.

2. Key Highlights

Status of Implementation

- **23,919** e-services provided across States/UTs. Maximum e-services (**8,436**) pertain to 'Local Governance & Utility Services' sector
- A total of **307 e-Services added** since last report, by States/UTs across the country
- **1,713** of 2124 mandatory e-services (59*36 States/UTs) available, making saturation >**80%**
- **21 States/UTs** viz. Andaman & Nicobar Islands, Andhra Pradesh, Chandigarh, Chhattisgarh, Gujarat, Haryana, Himachal Pradesh, Jharkhand, Jammu & Kashmir, Karnataka, Kerala, Madhya Pradesh, Maharashtra, Meghalaya, Punjab, Rajasthan, Tamil Nadu, Telangana, Tripura, Uttar Pradesh, Uttarakhand and West Bengal achieved **over 90% saturation** of 59 mandatory e-services

Unified Service Delivery Portal

- Over 90% of services are provided through their identified Unified Service Delivery Portals i.e. **e-District Chandigarh, e-District Delhi, Saral Haryana** and **e-Mitra (Rajasthan)**. Portals providing 100% services are **Assam (Sewa Setu), J&K (e-UNNAT), Karnataka (SevaSindhu), Odisha (OdishaOne), Uttarakhand (Apuni Sarkar) & Kerala (e-Sevanam)**

Best Practice: Central Government Departments/Ministries

- Comprehensive service delivery portals of Central Government Ministries/Departments, the **Soil Health Card Portal** and **PAN & Tax Information Network Services Portal** have been highlighted as examples of best practices

Best Practices: State Level e-Governance

- This chapter highlights best practices from State Department Portals of Governments of **Gujarat, Himachal Pradesh** and **Kerala**

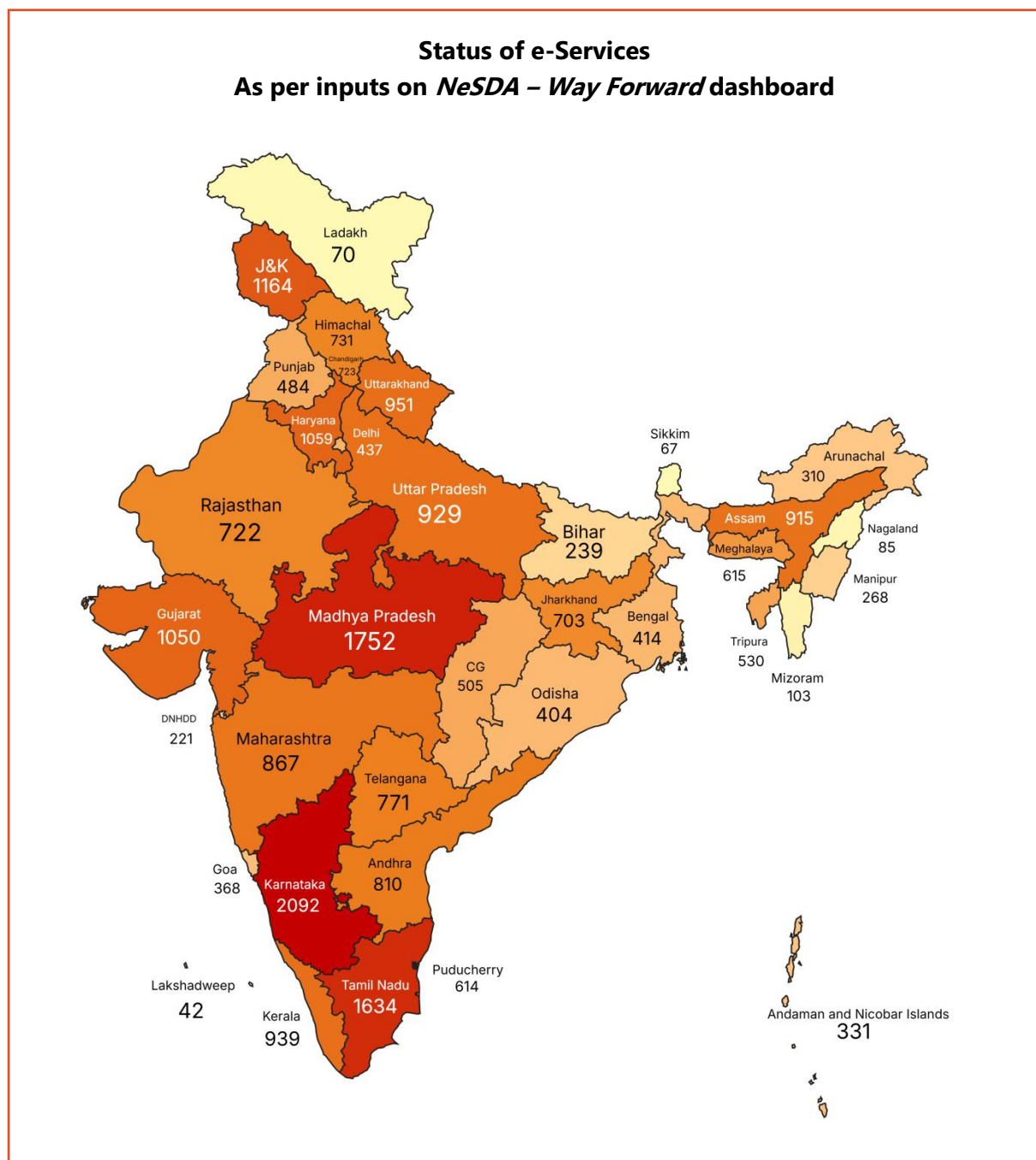
WhatsApp Governance: Citizen-Centric Service Delivery

- This edition highlights Andhra Pradesh's '**Mana Mitra – WhatsApp Governance Platform**' as an innovative initiative enabling citizens to access government services through WhatsApp, promoting easy accessibility, transparency in service delivery

AAKLAN: Benchmarking and Ranking Tool

- This edition presents Comparative Analysis of AAKLAN Assessment Findings from June 2025 to September 2025

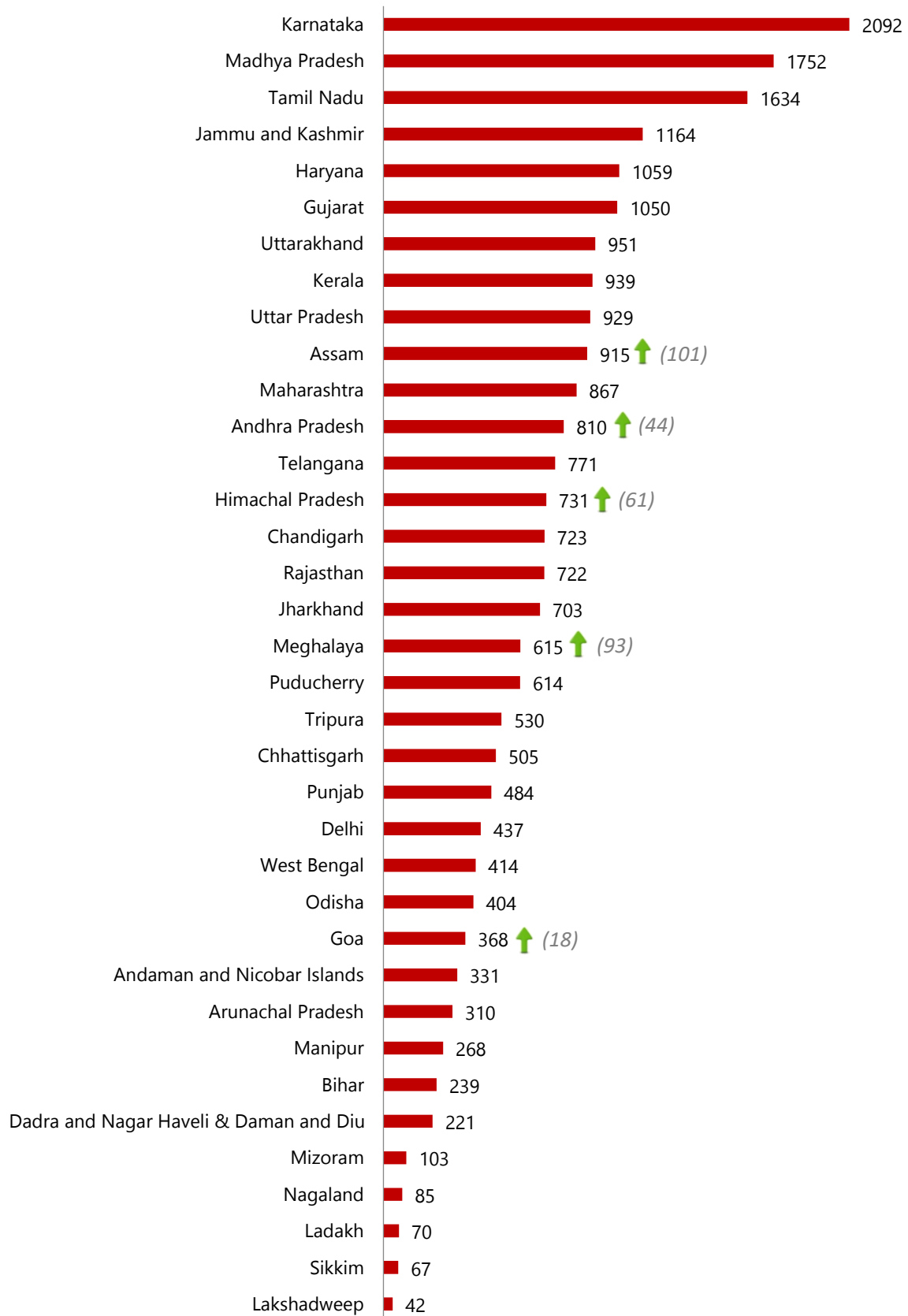
3. Review of Status of Implementation in States/UTs



Total e-Services
23,919

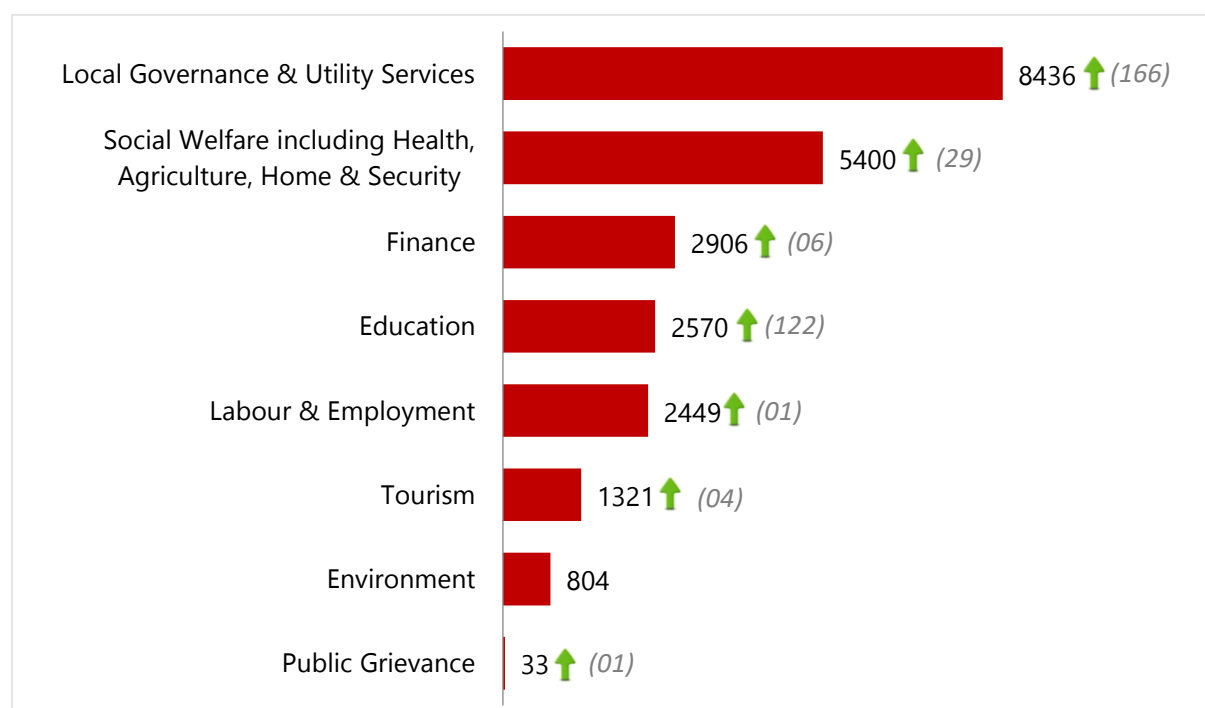
Note: The aforementioned figures are uploaded by States/UTs as of 31/10/2025.

Status of e-Services As per inputs on NeSDA – Way Forward dashboard

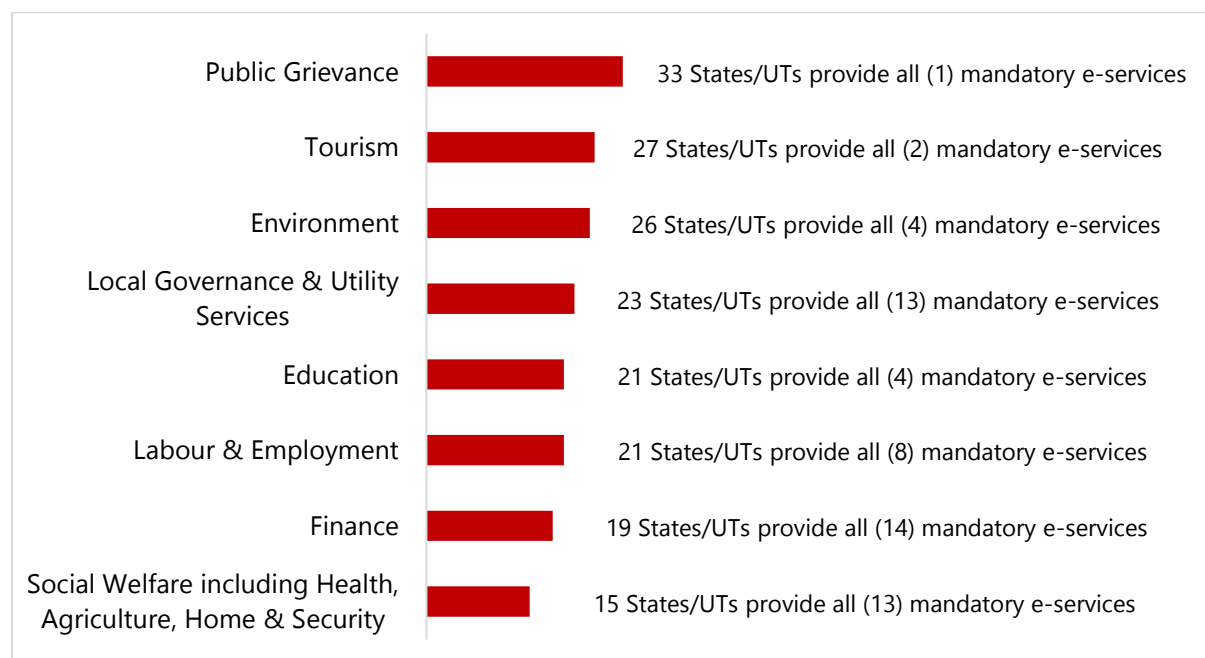


Monthly progress of status of e-services across States/UTs is attached in **Annexure 9.1**

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

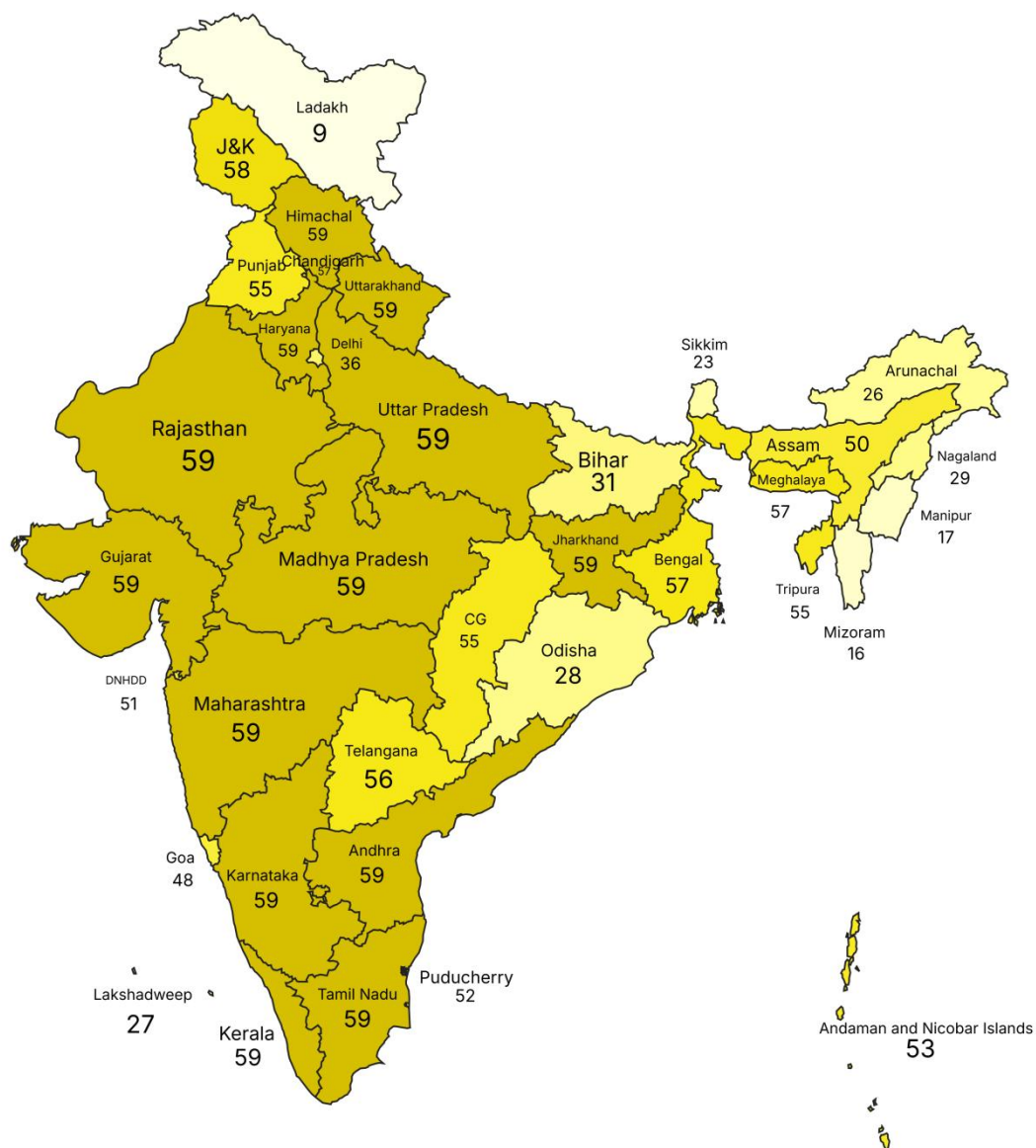


Sector-wise saturation status of mandatory e-services across States/UTs



Note: The aforementioned figures are uploaded by States/UTs as of 31/10/2025.

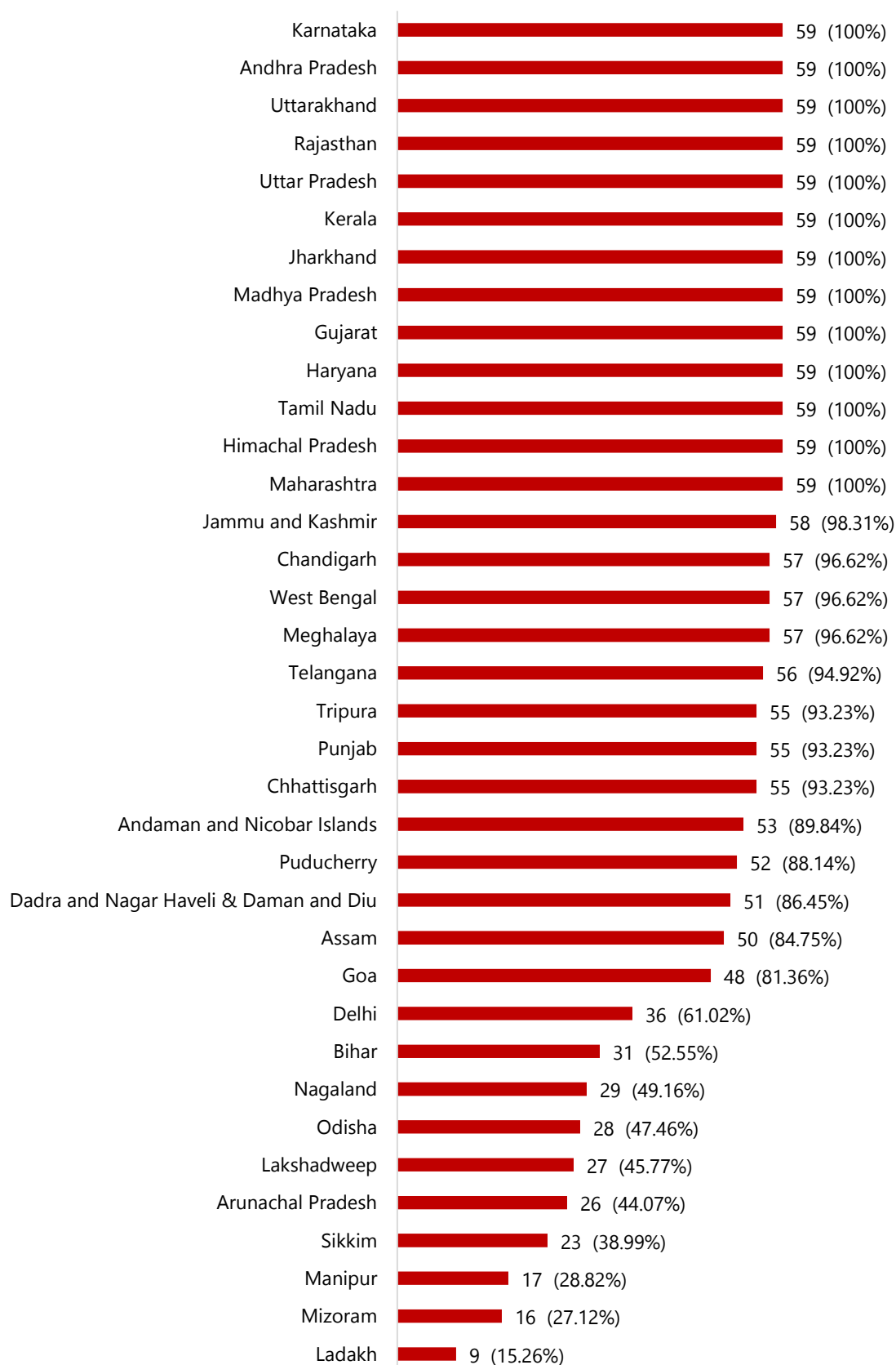
Status of 59 Mandatory e-Services
As per inputs on *NeSDA – Way Forward* dashboard



Mandatory e-Services
1,713

Note: The aforementioned figures are uploaded by States/UTs as of 31/10/2025.

Status of 59 Mandatory e-Services
As per inputs on NeSDA – Way Forward dashboard

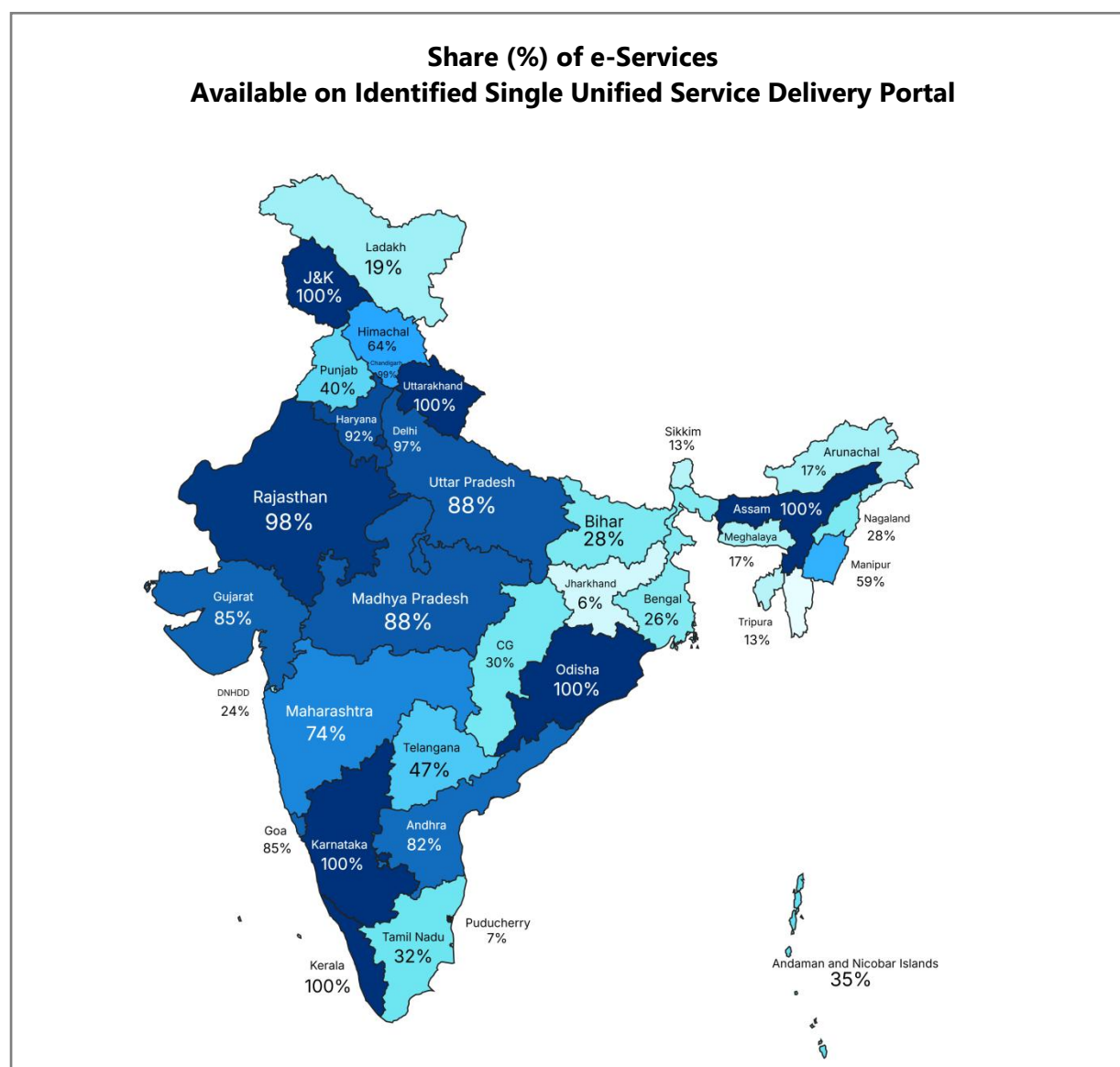


Monthly progress of mandatory e-services across States/UTs is given in **Annexure 9.2**

4. Unified Service Delivery Portal – 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. These centralised platforms integrate services from multiple departments, providing citizens with a single, user-friendly interface to access information, submit applications and avail services. Features like digital authentication, single sign-on and online payments further streamline the process, reducing the need for physical visits or navigating multiple websites.

6 States/UTs have achieved 100% integration through their unified service delivery portals. Additionally, 4 more States/UTs have crossed the 90% mark, reflecting strong adoption of the unified service delivery model. However, nearly half of the States/UTs remain below the 50% mark, indicating scope for further enhancement in unified service delivery.



#	State/ UT	Identified Single Unified Portal	URL	e-Services on Single Unified Portal % (count)
1	Karnataka	Seva Sindhu	sevasindhu.karnataka.gov.in	100% (2092)
2	Jammu and Kashmir	e-UNNAT	eunnat.jk.gov.in	100% (1164)
3	Uttarakhand	Apuni Sarkar	eservices.uk.gov.in	100% (951)
4	Kerala	e-Sevanam	services.kerala.gov.in	100% (939)
5	Assam	Sewa Setu	sewasetu.assam.gov.in	100% (915)
6	Odisha	Odisha One	odishaone.gov.in	100% (404)
7	Chandigarh	e-District	eservices.chd.gov.in	99% (717)
8	Rajasthan	e-Mitra	emitra.rajasthan.gov.in	98% (709)
9	Delhi	e-District	edistrict.delhi.gov.in	97% (426)
10	Haryana	Saral Haryana	saralharyana.gov.in	95% (1002)
11	Uttar Pradesh	Nivesh Mitra & e-District	niveshmitra.up.nic.in & edistrict.up.gov.in	88% (822)
12	Madhya Pradesh	MP e-Service	services.mp.gov.in	88% (1539)
13	Goa	Goa Online	goaonline.gov.in	67% (247)
14	Gujarat	Digital Gujarat	digitalgujarat.gov.in	85% (889)
15	Andhra Pradesh	AP Seva	vswsonline.ap.gov.in	68% (551)
16	Maharashtra	Aaple Sarkar	aaplesarkar.mahaonline.gov.in	74% (644)
17	Himachal Pradesh	e-District	edistrict.hp.gov.in	58% (426)
18	Manipur	Manipur USP	uspmanipur.mn.gov.in	59% (158)
19	Telangana	MeeSeva	ts.meeseva.telangana.gov.in	47% (365)
20	Punjab	Connect Punjab	connect.punjab.gov.in	40% (196)
21	Andaman and Nicobar Islands	e-Seva	anieseva.andaman.gov.in	35% (117)
22	Tamil Nadu	e-Sevai	tnesevai.tn.gov.in	32% (524)
23	Chhattisgarh	e-District	edistrict.cgstate.gov.in	30% (151)
24	Nagaland	e-District	edistrict.nagaland.gov.in	28% (24)
25	Bihar	RTPS Bihar	serviceonline.bihar.gov.in	28% (66)
26	West Bengal	e-District	edistrict.wb.gov.in	26% (106)
27	Dadra and Nagar Haveli & Daman and Diu	Single Window Portal	swp.dddgov.in	24% (53)
28	Ladakh	e-Seva	eseva.ladakh.gov.in	19% (13)
29	Arunachal Pradesh	Arunachal e-Service	eservice.arunachal.gov.in	17% (53)
30	Meghalaya	Meghalaya Online	meghalayaone.gov.in	13% (81)
31	Tripura	e-District	edistrict.tripura.gov.in	13% (71)
32	Sikkim	Sikkim SSO	sso.sikkim.gov.in	12% (8)
33	Puducherry	e-District	edistrict.py.gov.in	7% (44)
34	Jharkhand	Jharsewa	jharsewa.jharkhand.gov.in	6% (43)

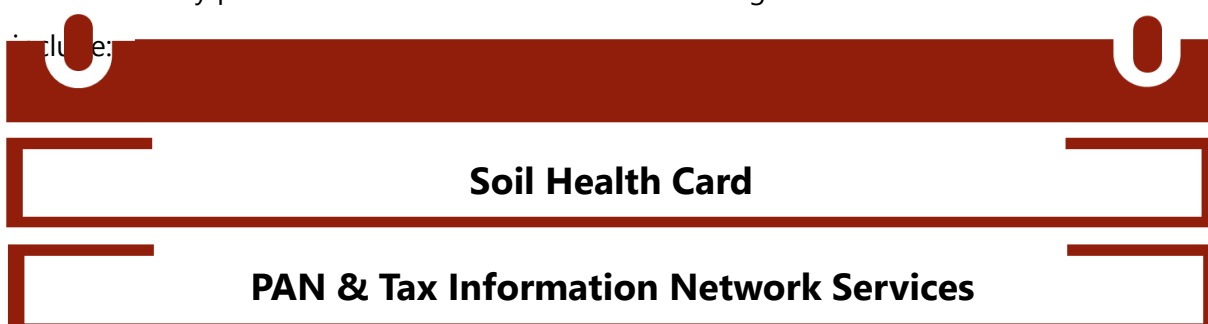
Note: The aforementioned details of single unified portals are as informed and uploaded by States/UTs on NeSDA – Way Forward dashboard, as of 31/10/2025. Lakshadweep and Mizoram do not have a single unified services portal.

5. Best Practices – Central Government Ministries/Departments

In the evolving landscape of public service delivery, digital platforms have played a transformative role in enhancing efficiency, transparency, and accessibility. This chapter of the NeSDA Way Forward report focuses on service delivery portals of the Central government and platforms that provide unified access to services across multiple states and departments. It highlights selected Central Government service delivery portals and digital initiatives that were part of the NeSDA study and have demonstrated promising practices in enhancing accessibility, interoperability, and service excellence. Through these insights, NeSDA Way Forward continues its mission of promoting scalable and impactful e-Governance solutions that enhance the citizen experience.

Service delivery portals of the Central Government serve as a cornerstone of digital governance, enabling seamless service delivery by integrating diverse government functions under a single platform. These portals leverage technology and innovation to simplify administrative processes, enhance citizen engagement, and ensure timely delivery of public services on a national scale.

By examining their features and functionalities, this section aims to showcase how central portals are setting benchmarks in accountable, efficient, and citizen-centric governance. The service delivery portals of the Central Government and digital initiatives featured in this section



The **Soil Health Card** Portal is a centralized digital platform of the Ministry of Agriculture and Farmers Welfare that enables real-time tracking of soil testing, analysis, and Soil Health Card generation, promoting data-driven soil management and balanced fertilizer use.

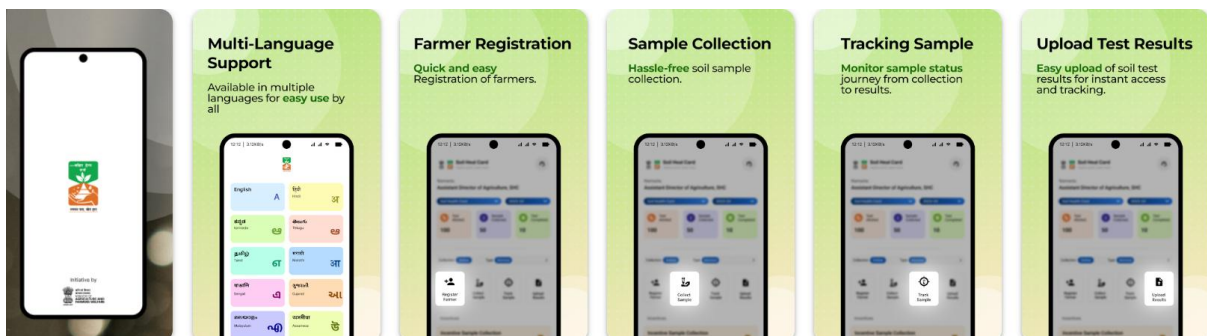
The **PAN & Tax Information Network Services** Portal is an online platform operated by Protean e-Gov Technologies Limited that streamlines PAN and TAN application, tracking, and verification processes, ensuring faster, transparent, and paperless tax-related services.

5.1. Soil Health Card



<https://soilhealth.dac.gov.in/>

The Soil Health Card Portal is a web-based (and mobile/field-app enabled) application developed by the National Informatics Centre (NIC) to support the issuance of Soil Health Cards (SHCs) to farmers, collection and management of soil sample data, and reporting/MIS for states and districts. The portal is supported by a mobile app (**Soil Health Card**) which makes it easier for on-the-go access available on Google Play Store and it has achieved over 100k+ downloads.



<https://play.google.com/store/search?q=soil%20health&c=apps>

Key Services

- **Get Soil Health Card:** Farmers can access their Soil Health Cards, which provide information on the nutrient status of their soil and recommendations on the appropriate dosage of nutrients to be applied for various crops
- **Find Nearest Soil Testing Lab:** Helps farmers locate the nearest soil testing facilities
- **Soil Testing Monitoring:** The portal provides real-time tracking of soil testing progress and integrates data from multiple laboratories, capturing nutrient and physical analyses while coordinating the complete process from sample collection to Soil Health Card generation



Portal Features

- **Fertiliser Guide:** Offers guidance on the right nutrients for better yields and smarter farming decisions
- **Training Videos:** Provides educational resources, including guides for the SHC application, pre-soil testing process, and soil health analysis
- **Success Stories:** Showcases real farmer experiences and results to inspire progress
- **Announcements:** Publishes new announcements and operational guidelines for related schemes, such as the Pradhan Mantri Rashtriya Krishi Vikas Yojana (PM-RKVK) and the School Soil Health Programme
- **Related Agricultural Links:** The portal provides links to other important services and portals under the Ministry of Agriculture and Farmers Welfare
- **Scheme Progress/Legacy Dashboard:** The portal offers MIS reports for tracking sample collection, testing, and card issuance, allows states/districts to monitor progress against targets, and includes GIS mapping to geocode and visualize soil health results for better oversight
- **Downloads:** Farmers can access/download their card (depending on state implementation)
- **Helpdesk and Support:** Portal official information includes a dedicated Helpline Number for user assistance

33

**Number of States
Participating**

1,959

**Number of Registered
Schools**

1,58,002

**Number of Registered
Students**

59,239

**Number of Farmers
Registered**

8,389

**Number of Samples
Collected**

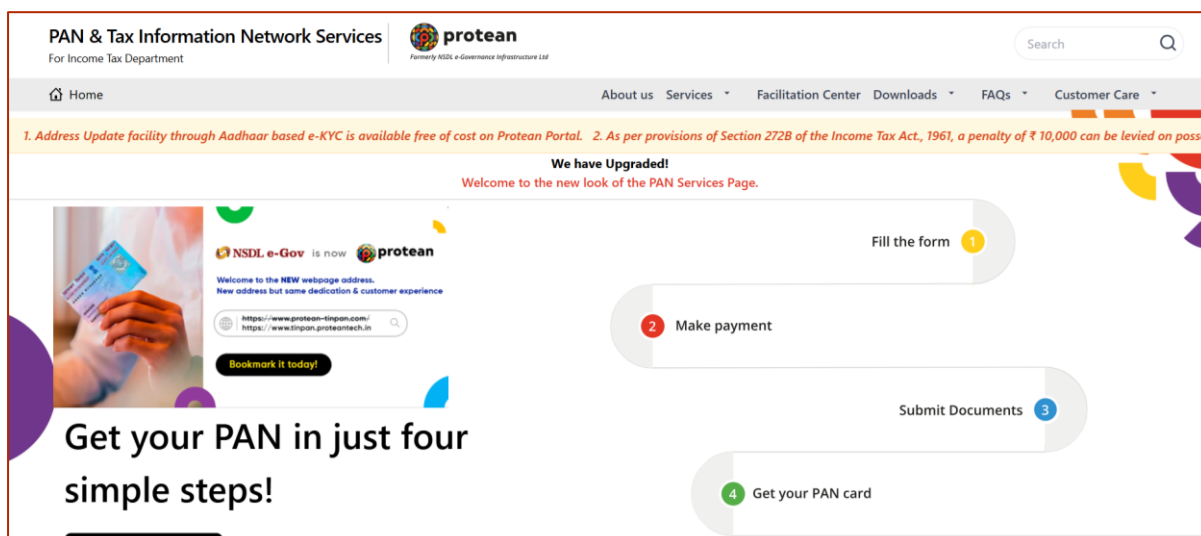
2,124,091

Portal Visitor Count

KEY FEATURES AVAILABLE FOR SCHOOLS & STUDENTS

- **User Access:** Schools register and log in via an admin panel as "School SHC" users
- **Student & Teacher Modules:** Separate modules for classes VI–XII students and teachers
- **Soil Sample Collection:** Students collect and log soil samples from school or nearby farms
- **Testing & Analysis:** Samples tested in school or partner labs; results uploaded to the portal
- **SHC Generation:** Soil Health Cards generated with soil-specific recommendations
- **Learning Resources:** School library provides study materials, guidelines, and sample data

5.2. PAN & Tax Information Network Services



<https://tinpan.proteantech.in/>

The Protean e-Gov Technologies Limited (formerly NSDL e-Governance Infrastructure Limited) operates the official portal for services related to the Permanent Account Number (PAN) and Tax Deduction and Collection Account Number (TAN). Citizens can apply for a PAN either online through this portal or by submitting a physical application at any TIN-Facilitation Centre (TIN-FC) or PAN Centre managed by Protean. Once the application is submitted, Protean digitizes the details and forwards them to the Income Tax Department (ITD) for further processing.

In addition to PAN services, the portal also provides information related to TAN, which is a 10-digit alphanumeric number mandatory for all individuals or entities responsible for deducting or collecting tax. To assist users, the Income Tax Department has introduced an online TAN search facility on its website (www.incometaxindia.gov.in) that allows deductors to find their new TAN by searching using their name or old TAN.

KEY SERVICES AVAILABLE

✓ New PAN Application:

- Individuals (Indian citizens) can apply for a new PAN via Form 49A
- Foreign citizens / non-Indian applicants (or foreign entities) can apply via Form 49AA
- The portal provides instructions, document requirements, and an online submission process with token generation

- ✓ **PAN Card Correction/Change Request:** Updating existing PAN details (e.g., name, date of birth, photo, signature, address)
- ✓ **PAN Card Reprint:** Requesting a physical reprint of an existing PAN card (useful if the original is lost or damaged)
- ✓ **PAN Verification (for Businesses/Entities):** The portal offers an Online PAN Verification Service for eligible entities: e.g., banks, NBFCs, mutual funds, insurance companies, etc. Verification can be done in multiple modes: screen-based (up to 5 PANs), file upload (up to 1000 PANs), and API (software integration) mode
- ✓ **e-TDS / e-TCS:** File electronic TDS/TCS returns, validate files, and track statement status
- ✓ **TAN:** Apply for a new TAN or make changes to an existing TAN record online
- ✓ **Form 24G:** Submit monthly TDS/TCS details by government deductors and generate Book Identification Numbers (BINs)
- ✓ **Online AIN Registration:** Register Accounts Office Identification Numbers (AIN) for government drawing/dispersing offices
- ✓ **e-Return Intermediary:** Register intermediaries authorised to file income tax returns electronically on behalf of taxpayers
- ✓ **Annual Information Return (AIR):** File statements of high-value financial transactions by specified institutions
- ✓ **e-Payment (Pay Taxes Online):** Pay direct taxes electronically through net banking or authorized banks
- ✓ **Status of Tax Refunds:** Check the current status of income tax refunds issued by the department
- ✓ **Challan Status Inquiry:** Track the status of tax payment challans submitted through banks under OLTAS



Portal Features

- **Tracking Status & Assistance:** Once you apply (new, change or re-print) you can track status of your PAN application via the portal
- **Supporting Infrastructure & Facilitation Centres:** The portal supports and links to a network of TIN-FCs (Tax Information Network Facilitation Centres) and PAN Centres across India where physical forms/documents can be submitted
- **Downloads / Forms / Resources:** The portal provides downloadable application forms (Form 49A, 49AA, change forms) and other resources (e.g., Aadhaar-Seeding Request Form)
- **Helpdesk & FAQs:** Provides detailed guidance on documentation, process flow, fees, and status tracking, along with contact support for technical or procedural assistance
- **Feedback:** The portal has a "Feedback / Query / Complaint" section for users

6. Best Practices: State Level e-Governance

As NeSDA Way Forward evolves, it is essential to deepen the focus on department level digital transformation within states. While state portals provide a unified interface for citizen-centric services, it is the individual departmental platforms that drive targeted service delivery and administrative efficiency. Strengthening these state department portals is crucial to ensure last-mile access, transparency, and accountability across diverse sectors.

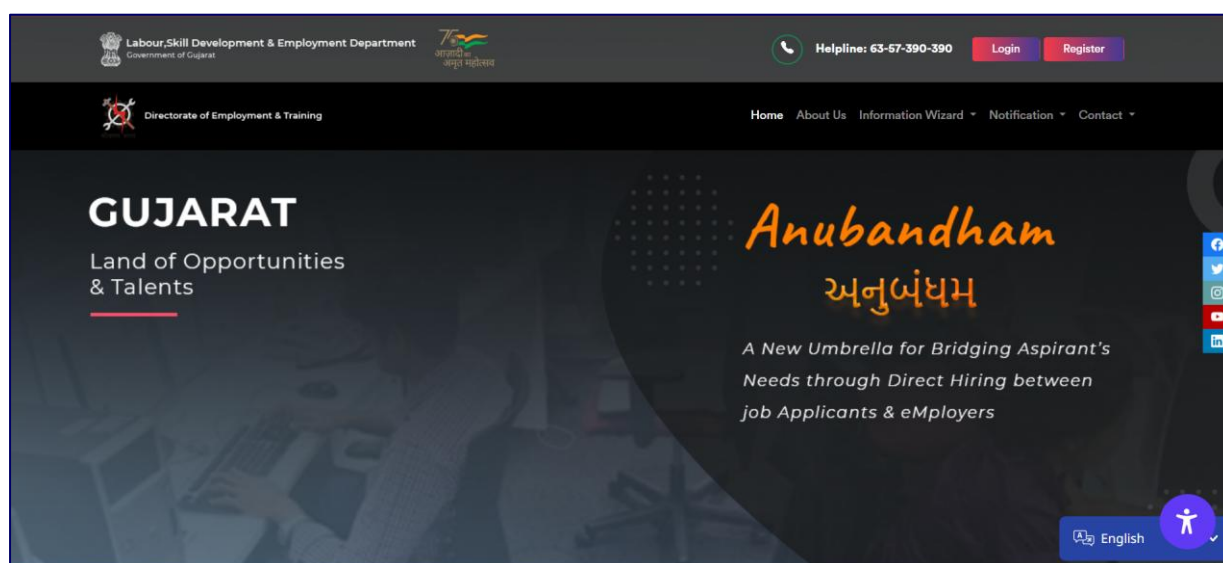
With growing digital adoption and the increasing need for integrated governance, the role of department-specific portals covering diverse areas has become indispensable. These platforms not only streamline service workflows but also enable policy monitoring, data-driven decision-making, and citizen empowerment.

State department portals serve as critical enablers of digital governance, offering both Government-to-Citizen (G2C) and Government-to-Business (G2B) services. They contribute significantly to improving service accessibility, reducing procedural delays, and fostering citizen trust in government systems. This chapter highlights best practices from portals of the state government department portals, showcasing select platforms that exemplify best practices and innovation in digital governance.

These platforms illustrate how technology-led interventions at the departmental level are transforming governance processes across states. As part of the ongoing effort, the NeSDA Way Forward monthly reports will continue to highlight top-performing departmental portals from across the country. Some of the notable state department service delivery portals and digital initiatives featured in this section include:

State	Portal Name
Gujarat	Anubandham Portal
Himachal Pradesh	Himachal Pradesh Tourism Development Corporation Portal
Kerala	Akshaya Portal

6.1. Anubandham Portal, Government of Gujarat



<https://anubandham.gujarat.gov.in/home>

The Anubandham Portal is an online employment-matching platform launched by the Directorate of Employment & Training, Government of Gujarat. It serves as a comprehensive digital bridge between job-seekers and employers, designed to facilitate skill-based employment matching, simplify the job registration process, and enhance transparency and efficiency in recruitment. The name "ANUBANDHAM" stands for "A New Umbrella for Bridging Aspirant's Needs through Direct Hiring between Job Applicants & Employers", reflecting its core mission to empower Gujarat's youth with access to relevant employment opportunities.

The platform related features and the list of key services provided is given as follows:

Key Services

- **Simple Online Registration:** Enables both job-seekers and employers to register easily using mobile number or email ID.
- **Profile Creation and Vacancy Posting:** Job-seekers can build comprehensive profiles detailing their skills, qualifications, and experience, while employers can post detailed job vacancies with location, requirements, and descriptions.
- **Skill-Based Job Matching:** The automated system intelligently matches candidates with suitable job openings based on their skill sets and preferences.
- **Search, Apply, and Shortlist:** Users can search and apply for jobs, while employers can view candidate profiles, shortlist, or schedule interviews directly through the portal.



Key Services

- **Interview Scheduling and Notifications:** Integrated tools enable scheduling of interviews and automated alerts to keep both parties informed about upcoming events or job postings.
- **Job Fair Participation:** The portal facilitates participation in job fairs organized across Gujarat, fostering direct engagement between employers and candidates.
- **Real-Time Updates and Dashboard Access:** Personalized dashboards allow users to track applications, responses, and job postings seamlessly.

Portal Features



Auto-Matching System

Smart algorithms ensure transparent and accurate matching between job seekers and employers



Unified Dashboard

A single, user-friendly interface for managing all activities and updates



Mobile App Integration

The *Anubandham* mobile app on Google Play Store with 100K+ downloads, enables access on the go



Multilingual Support

Available in multiple languages to ensure inclusivity and accessibility



Free of Cost

Both job-seekers and employers can access services at no cost



Dedicated Helpdesk

A helpline (63-57-390-390) provides assistance for registration, login, and other user issues

Number of Registered Job Seekers: **7,09,567**

Number of Registered Employers: **53,716**

Total Number of Jobs Posted: **12,49,961**

6.2. Himachal Pradesh Tourism Development Corporation



<https://hptdc.in/>

The official website of the Himachal Pradesh Tourism Development Corporation (HPTDC) serves as a comprehensive digital platform for tourists planning to visit Himachal Pradesh. It acts as a one-stop destination offering a wide range of services related to accommodation, transport, tour packages, and travel information, ensuring a seamless travel planning experience.

The portal related features and the list of key services provided is given as follows:

Key Services

- **Hotel and Accommodation Booking:** Enables visitors to search and book from a network of HPTDC-run hotels, cottages, and huts across Himachal Pradesh in premium, deluxe, and budget categories.
- **Transport and Coach Services:** Provides luxury and Volvo bus services, including popular routes such as Delhi–Shimla and Delhi–Manali, along with coach hire and sightseeing tour options.
- **Tour Packages and Circuits:** Offers predefined travel circuits and itineraries based on themes like heritage, tribal, and mountain routes to help tourists explore the best of Himachal Pradesh.
- **Travel Planning Assistance:** Through the “Plan Your Visit” feature, users can share their preferences and receive personalized travel suggestions and itineraries.



Key Services

- **Conference and Wellness Services:** Offers facilities for business conferences, meetings, and specialized tourism experiences like *Yoga and Wellness Packages*.
- **Tourism Information and Resources:** Provides access to practical travel details including connectivity (road, air, rail), travel tips, local cuisine, event updates, photography contests, and galleries
- **Feedback and Grievance Redressal:** Allows tourists to share feedback or lodge grievances through an online form to improve service delivery and user satisfaction.

Portal Features



Single Interface

Unified platform for booking HPTDC-managed hotels, transport services, and tour packages through a single interface.



Mobile App Integration

HPTDC Mobile App (on Google Play Store with 50K+ downloads) enables easy access to services and information on the go.



Engaging Content

Includes sections for Events, Photo Gallery, Screensavers that promote scenic beauty and cultural richness of HP



Accessibility Options

Equipped with features for font size adjustment & screen reader support, ensuring inclusivity for all.



Customer Support

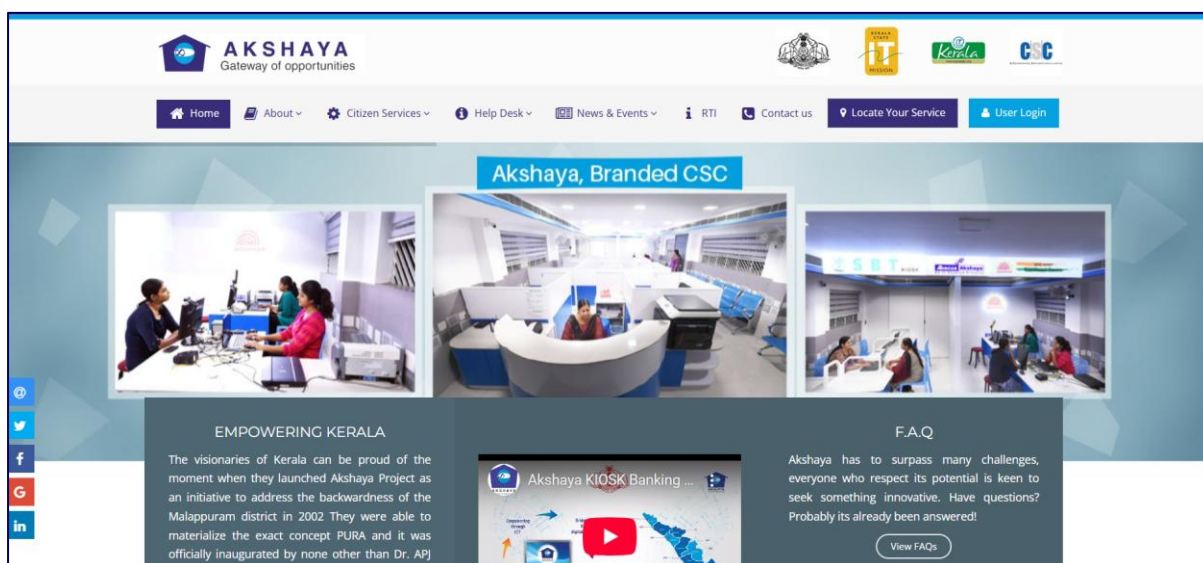
Dedicated channels for booking assistance, cancellations, other queries for user convenience.



Bilingual Interface

The interface is available in English and Hindi to cater to a diverse user base

6.3. Akshaya Portal, Government of Kerala



<https://akshaya.kerala.gov.in/>

The Akshaya Web Portal is the official digital platform for the Akshaya Project, a flagship initiative of the Government of Kerala aimed at bridging the digital divide and expanding public service delivery. Operating through a Public Private Partnership (PPP) model, the portal supports a vast network of over 2,750 Akshaya Centres (digital service kiosks) across the state. As Kerala's '*Gateway of Opportunities*', Akshaya plays a pivotal role in promoting e-literacy, digital inclusion, and citizen empowerment by offering a unified access point to 255+ Government-to-Citizen (G2C) and Business-to-Citizen (B2C) services.

The platform related features and the list of key services provided is given as follows:

Key Services

- **Government-to-Citizen (G2C) Services:** Services provided include income, residence, community, solvency, and legal heir certificates; Aadhaar enrolment and updation; ration card and passport services; RTI submissions; e-filing for taxes etc.
- **Utility Payment Services:** Payment facilities for electricity (KSEB), water (KWA), telephone (BSNL), university fees, and other government dues.
- **Business and Licensing Services:** Access to business-related services such as FSSAI registration, pharmacist registration, Pollution Control Board registration, and other licensing or compliance needs.

Key Services

- **Financial Inclusion Services:** Banking kiosk operations, micro-ATM transactions, and insurance schemes (health, accident, and other social protection coverages).
- **Education and Digital Literacy:** Training programs for digital and financial literacy, supporting ICT awareness and inclusive participation.
- **Tourism and Ticketing Support:** Provision for railway and bus ticket booking, along with select business advisory services.
- **Public Grievance and Feedback Services:** Integrated forms for citizens to submit grievances or feedback online.

Portal Features



Unified Gateway

Unified gateway providing access to more than 255 digital services across multiple departments



Wide Centre Network

Operates through 2,750+ Akshaya Centres, ensuring last-mile connectivity and rural inclusion



Bilingual Interface

Accessible in English and Malayalam, catering to a wide range of users



Feedback & Grievances

Dedicated section for users to share feedback and grievances directly through the portal



Helpdesk and Support

Includes helpline numbers, officer directories, and dedicated support for technical or procedural issues



Knowledge Resources

Offers FAQs, knowledge-sharing resources, and downloadable government orders for citizens.



Accessible Design

Provides font size adjustment and screen-reader compatibility, ensuring inclusivity.



Transparency

Promotes accountability by enabling direct digital transactions and online submissions.



Entrepreneurship Enabler

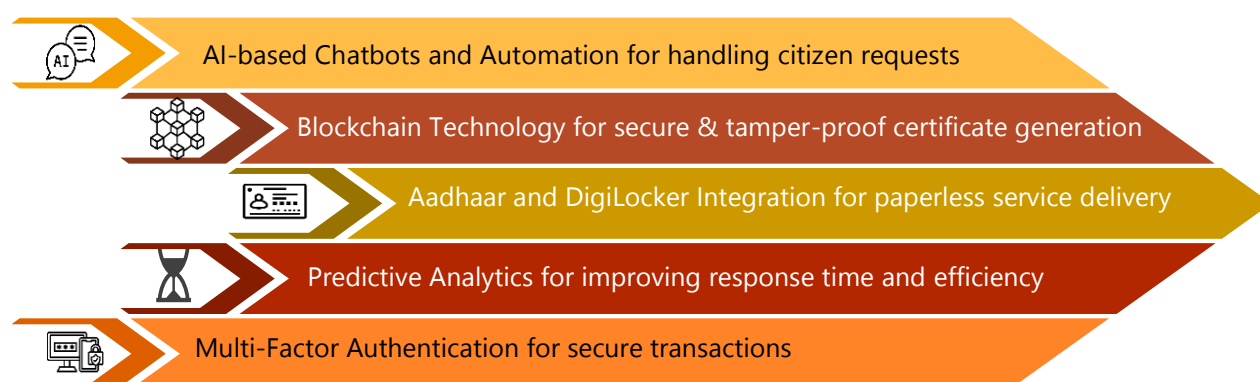
Empowers local entrepreneurs contributing to self-employment & community development.

7. WhatsApp Governance: Citizen-Centric Service Delivery

As part of its efforts to promote citizen-centric digital governance, DARPG has been encouraging States and UTs to explore technology-based solutions for efficient public service delivery. The growing use of digital communication platforms offers governments new opportunities to deliver services directly to citizens through familiar and easily accessible channels.

The Government of Andhra Pradesh, through the Real Time Governance Society (RTGS) under the Information Technology, Electronics & Communications Department, has implemented the “WhatsApp Governance – Mana Mitra” initiative to provide citizens with access to government services through the WhatsApp platform.

Objective and Key Features: Mana Mitra seeks to simplify and humanize the interface between government and citizens by integrating essential services into a familiar, mobile-based environment. The project’s design focuses on convenience, speed, transparency, and inclusivity, ensuring that services reach all sections of society, including rural and underserved communities. The WhatsApp Governance platform integrates multiple departmental services into a single channel. As of now, the Government of Andhra Pradesh has onboarded 210 services from various departments onto the WhatsApp interface. So far, 12 departments have been integrated on the platform. The Mana Mitra platform uses the WhatsApp Business API to enable automated citizen communication. Key integrations include:



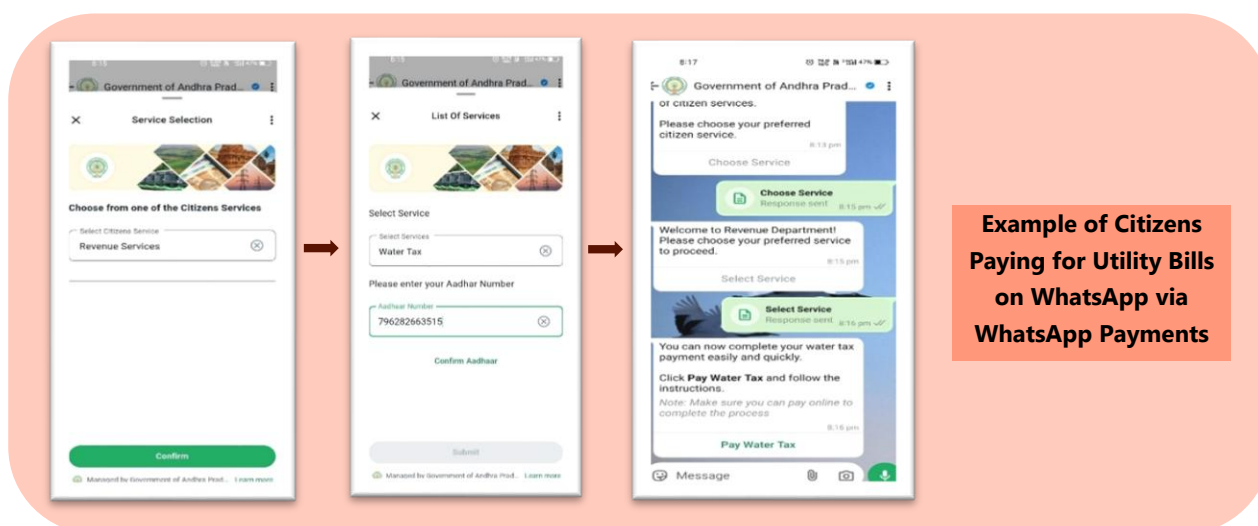
Key operational features include:

- Real-time query resolution & application status updates through automated responses
- QR code-enabled certificates for verification of authenticity
- Integrated grievance management system with ticket-based resolution tracking
- Comprehensive dashboard for real-time monitoring, analytics, and reporting

Context and Scale



The initiative demonstrates how commonly used communication platforms can be integrated into government systems to enhance accessibility, transparency, and efficiency in service delivery.



Alignment with NeSDA Way Forward: The Mana Mitra – WhatsApp Governance initiative aligns with the NeSDA Way Forward framework by expanding online service reach through mobile integration, enabling process re-engineering for improved delivery timelines, strengthening citizen engagement and feedback systems, and promoting digital inclusion using a familiar platform accessible to both urban and rural populations.

Through integration with WhatsApp, the State has brought multiple departmental services to a single, user-friendly interface, reducing the need for citizens to visit government offices. This initiative offers a scalable and replicable model for other States and UTs aiming to expand online service delivery under the NeSDA Way Forward initiative.

8. AAKLAN: Benchmarking and Ranking Tool

As part of the Government of India's initiative to harmonize and standardize government websites for consistency, accessibility, and citizen-centric design, the Department of Administrative Reforms and Public Grievances (DARPG), through its ongoing initiatives NeSDA and NeSDA Way Forward, continues to enhance digital governance and online service delivery across States and Union Territories.

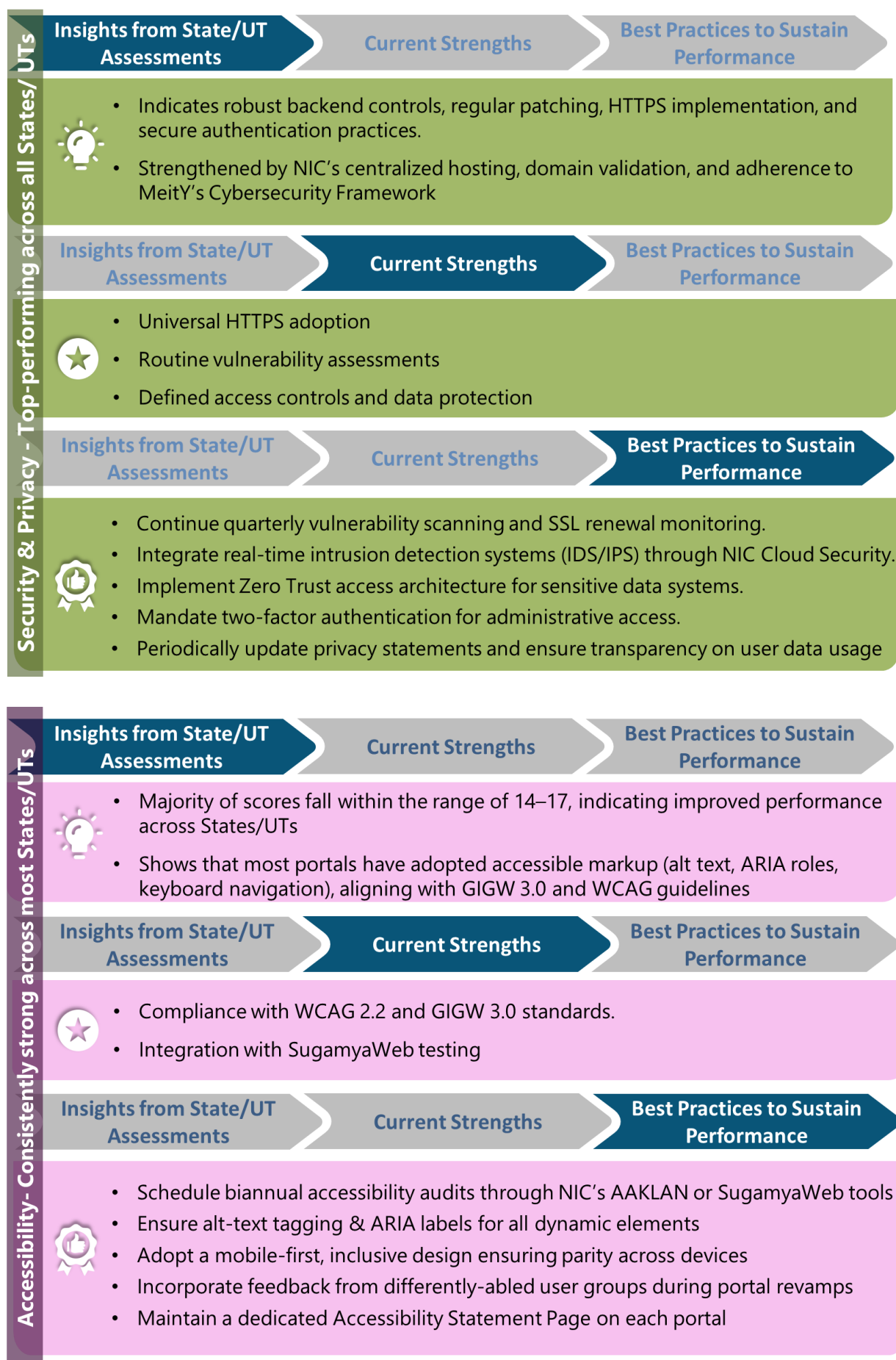
To advance this objective, the AAKLAN (Automated Assessment of Government Websites) segment has been integrated into the NeSDA Way Forward monthly reports. The tool provides an automated and standardized mechanism for evaluating government websites, enabling States, Union Territories, and Central Ministries to monitor and improve their digital platforms without manual intervention.

Building upon earlier assessments covering Northeastern and Hilly States/UTs (June 2025), Union Territories (July 2025), and remaining States (September 2025), the present analysis consolidates findings across these three cycles. Out of 18 remaining States, assessments were successfully conducted for Kerala, Punjab, Goa, Haryana, Odisha, Uttar Pradesh, and Bihar. The portals of the remaining 11 States could not be evaluated as they are not hosted on the NICNET server and thus inaccessible through the automated testing environment.

Comparative Analysis of AAKLAN Assessment Findings (June–September 2025)

The AAKLAN tool, integrated under the NeSDA Way Forward initiative, evaluates government portals across nine key parameters — **Accessibility, Brand & Visual Identity, Content & Information, Integration & Service, Interactivity & Engagement, Mobile Responsiveness, Navigation, Performance & Technical**, and **Security & Privacy**. These parameters collectively ensure a holistic assessment of digital platforms, covering both user experience and technical robustness. The framework follows an **Analytic Hierarchy Process (AHP)**-based model, ensuring balanced weightage and comparability of results. The AAKLAN tool has standardized digital performance benchmarking across Indian government portals, highlighting both strengths and areas for improvement. Sustained collaboration between DARPG, NIC, and State/UT IT Departments will ensure that government digital platforms evolve into secure, inclusive, and responsive systems, aligning with the vision of Digital India and Viksit Bharat 2047.

Best Practices for Maintaining High-Performing Parameters



Recommendations to Improve Low-Performing Parameters

Performance & Technical- Moderate across all reports	Insights from State/UT Assessments	Issues Identified	Targeted Recommendations
	 - Average scores between 3.02–3.60, suggesting slow response times, heavy media files, limited CDN utilization. - Reflects a need for enhanced backend monitoring, resource optimization, and testing automation		
	Insights from State/UT Assessments	Issues Identified	Targeted Recommendations
Interactivity & Engagement- Lowest Scoring Parameter Overall	 - Slow page loads and un-optimized content delivery. - Backend inefficiencies and absence of CDN layers		
	Insights from State/UT Assessments	Issues Identified	Targeted Recommendations
	 - Optimize images, minify scripts, and employ lazy loading for heavy assets. - Implement NIC CDN services to reduce latency and improve load time. - Adopt Lighthouse and GTMetrix audits for performance scoring. - Monitor uptime through automated systems and maintain >99% availability. - Transition to microservices architecture for modular scalability		
Interactivity & Engagement- Lowest Scoring Parameter Overall	Insights from State/UT Assessments	Issues Identified	Targeted Recommendations
	 - Weakest across all States and UTs (average score < 3). - Need for improving user feedback systems, two-way communication, and static web interfaces		
	Insights from State/UT Assessments	Issues Identified	Targeted Recommendations
Interactivity & Engagement- Lowest Scoring Parameter Overall	 - Lack of interactive components such as chatbots, live help, or polling features. - Limited presence of user feedback mechanisms and response tracking		
	Insights from State/UT Assessments	Issues Identified	Targeted Recommendations
	 - Integrate AI-based virtual assistants/chatbots for FAQs and citizen help. - Embed real-time feedback widgets and display “You Said–We Did” sections. - Connect social media handles via official APIs for dynamic content display. - Launch periodic citizen engagement drives encouraging portal-based participation. - Enable multilingual content switching & speech-to-text utilities		

Note: AAKLAN Assessment Scores previously featured in NWF Monthly Reports is attached in **Annexure 9.3**

9. Appendix

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

#	State/UT	Oct' 24	Nov' 24	Dec' 24	Jan' 25	Feb' 25	Mar' 25	Apr' 25	May' 25	Jun' 25	Jul' 25	Aug' 25	Sep' 25	Oct' 25
1	Karnataka	755	755	1414	2025	2025	2089	2089	2089	2089	2089	2092	2092	2092
2	Madhya Pradesh	1016	1016	1016	1016	1498	1718	1748	1748	1752	1752	1752	1752	1752
3	Tamil Nadu	1128	1128	1128	1128	1128	1128	1128	1132	1153	1599	1621	1634	1634
4	J&K	1164	1164	1164	1164	1164	1164	1164	1164	1164	1164	1164	1164	1164
5	Haryana	855	855	855	855	855	855	857	857	857	996	1091	1089	1059
6	Gujarat	682	643	894	894	894	894	894	894	904	973	1050	1050	1050
7	Uttarakhand	889	889	889	900	900	900	917	923	935	936	951	951	951
8	Kerala	916	916	938	938	938	938	938	938	938	939	939	939	939
9	Uttar Pradesh	800	800	822	904	904	904	904	924	924	929	929	929	929
10	Maharashtra	534	534	534	534	534	534	535	583	584	794	867	867	867
11	Assam	628	628	725	725	725	731	733	733	733	815	814	814	915
12	Telangana	768	768	768	768	768	768	768	768	768	771	771	771	771
13	Chandigarh	236	236	236	357	357	357	357	357	357	723	723	723	723
14	Rajasthan	606	606	606	621	621	621	621	621	621	622	722	722	722
15	Himachal Pradesh	504	504	504	504	659	660	660	661	661	664	664	665	731
16	Andhra Pradesh	579	579	579	579	579	579	579	579	579	606	630	668	810
17	Jharkhand	396	401	404	406	411	461	468	479	557	572	630	688	703
18	Puducherry	609	609	610	610	610	610	614	614	614	614	614	614	614
19	Tripura	264	264	272	272	272	272	272	272	529	529	530	530	530
20	Chhattisgarh	296	296	296	296	296	296	296	296	296	296	505	505	505
21	Punjab	484	484	484	484	484	484	484	484	484	484	484	484	484
22	Delhi	436	436	436	436	436	436	436	436	436	436	437	437	437
23	Meghalaya	363	363	363	363	363	363	363	363	363	363	422	475	615
24	West Bengal	401	401	401	401	401	401	401	406	406	408	414	414	414
25	Odisha	404	404	404	404	404	404	404	404	404	404	404	404	404
26	A&N Islands	323	323	323	323	327	327	329	329	329	331	331	331	331
27	Arunachal Pradesh	309	309	309	309	309	309	309	309	309	309	309	310	310
28	Goa	240	240	240	240	240	240	240	240	240	279	289	291	368
29	Manipur	40	40	40	40	40	40	40	268	268	268	268	268	268
30	Bihar	238	238	238	238	238	238	238	238	238	238	238	238	239
31	DNHDD	131	131	131	131	142	217	217	217	217	221	221	221	221
32	Mizoram	103	103	103	103	103	103	103	103	103	103	103	103	103
33	Nagaland	64	64	64	64	64	64	64	64	85	85	85	85	85
34	Ladakh	46	46	49	49	49	49	49	49	69	70	70	70	70
35	Sikkim	54	54	54	54	54	54	54	54	54	54	54	62	67
36	Lakshadweep	42	42	42	42	42	42	42	42	42	42	42	42	42
Total		17,269	18,335	19,177	19,834	20,250	20,315	20,638	21,062	22,478	23,230	23,402	23,612	23,919

9.2. Progress of Status of overall Mandatory e-Services provision across States/UTs

#	State/UT	Oct' 24	Nov' 24	Dec' 24	Jan' 25	Feb' 25	Mar' 25	Apr' 25	May' 25	Jun' 25	Jul' 25	Aug' 25	Sep' 25	Oct' 25
		Based on 56 identified Mandatory e-Services							Based on 59 Mandatory e-Services					
1	Madhya Pradesh	56	56	56	56	56	56	56	59	59	59	59	59	59
2	Uttarakhand	56	56	56	56	56	56	56	59	59	59	59	59	59
3	Kerala	56	56	56	56	56	56	56	59	59	59	59	59	59
4	Maharashtra	55	55	55	55	55	56	56	59	59	59	59	59	59
5	Gujarat	56	56	56	56	56	56	56	59	59	59	59	59	59
6	Tamil Nadu	56	56	56	56	56	56	56	59	59	59	59	59	59
7	Uttar Pradesh	56	56	56	56	56	56	56	59	59	59	59	59	59
8	Andhra Pradesh	55	55	55	55	55	55	55	59	59	59	59	59	59
9	Himachal Pradesh	56	56	56	56	56	56	56	56	59	59	59	59	59
10	Rajasthan	56	56	56	56	56	56	56	57	57	59	59	59	59
11	Karnataka	55	56	56	56	56	56	56	56	56	59	59	59	59
12	Jharkhand	47	47	47	47	47	47	47	55	55	56	56	57	59
13	Haryana	51	51	51	51	51	53	53	54	54	56	59	59	59
14	Jammu and Kashmir	54	54	54	54	54	54	54	58	58	58	58	58	58
15	West Bengal	52	52	52	52	52	52	54	57	57	57	57	57	57
16	Chandigarh	51	51	53	53	53	53	53	57	57	57	57	57	57
17	Meghalaya	43	43	43	43	43	43	43	42	42	49	49	57	57
18	Telangana	55	55	55	55	55	55	55	56	56	56	56	56	56
19	Punjab	56	56	56	56	56	56	56	55	55	55	55	55	55
20	Chhattisgarh	54	54	54	54	54	54	54	55	55	55	55	55	55
21	Tripura	50	50	50	50	50	50	50	54	54	55	55	55	55
22	A&N Islands	44	44	44	47	47	49	49	50	53	53	53	53	53
23	Puducherry	47	48	48	48	48	49	49	52	52	52	52	52	52
24	DNHDD	49	49	49	49	49	49	49	48	51	51	51	51	51
25	Assam	44	48	48	48	48	48	48	51	51	50	50	50	50
26	Goa	40	40	40	40	40	40	40	48	48	48	48	48	48
27	Delhi	36	36	36	36	36	36	36	35	35	36	36	36	36
28	Bihar	28	28	28	28	28	28	28	30	30	30	30	31	31
29	Nagaland	29	29	29	29	29	29	29	29	29	29	29	29	29
30	Odisha	25	25	25	25	25	25	25	28	28	28	28	28	28
31	Lakshadweep	23	23	23	23	23	23	23	27	27	27	27	27	27
32	Arunachal Pradesh	24	24	24	24	24	24	24	25	25	25	26	26	26
33	Sikkim	19	19	19	19	19	19	19	19	19	19	21	23	23
34	Manipur	15	15	15	15	15	15	15	17	17	17	17	17	17
35	Mizoram	17	17	17	17	17	17	17	16	16	16	16	16	16
36	Ladakh	7	7	7	7	7	7	7	9	9	9	9	9	9
TOTAL		1573	1579	1581	1584	1584	1590	1592	1618	1677	1693	1699	1711	1713

9.3. Scoring as per previous AAKLAN Assessments featured in NWF Monthly Editions

9.3.1 June 2025

State/UT	Security and Privacy	Performance and Technical	Integration & Service	Mobile Responsiveness	Accessibility	Content and Information	Interactivity & Engagement	Brand and Visual Identity	Navigation
(Maximum Score)	(19.2)	(19.2)	(6.2)	(6.2)	(19.2)	(6.2)	(6.2)	(11.3)	(6.2)
Arunachal Pradesh	19.2	3	6	3.6	14.59	4.4	0.7	6.7	6.1
Assam	19.2	3	5.168	3.6	13.82	3.9	2.6	11.2	5.9
Himachal Pradesh	19.2	3	3.7	2.7	14.98	5.1	0.7	2.2	5.7
Manipur	19.2	3	0.8	3.6	14.21	3.9	2	6.8	5.7
Meghalaya	19.2	3	3.7	3.6	15.74	5.8	3.3	6.8	6.1
Mizoram	19.2	3	0.8	1.7	14.21	2	0	6.8	4.2
Nagaland	19.2	3	3.7	3.6	14.21	4.3	4.6	11.2	6.1
Sikkim	19.2	3	3.7	3.6	14.59	3.9	3.3	11.3	5.4
Tripura	19.2	3	3.7	2.7	14.21	3.9	2	6.8	6.1
Uttarakhand	19.2	3	4.5	3.6	13.82	5.2	0.7	11.3	5

9.3.2 July 2025

Union Territory	Accessibility	Brand and Visual Identity	Content and Information	Integration and Service	Interactivity & Engagement	Mobile Responsiveness	Navigation	Performance & Technical	Security and Privacy
(Maximum Score)	(19.2)	(11.3)	(6.2)	(6.2)	(6.2)	(6.2)	(6.2)	(19.2)	(19.2)
Chandigarh	12.67	11.29	5.04	2.34	0.73	3.60	6.2	3.02	19.2
DNHDD	16.51	11.29	3.51	5.28	2.06	3.60	5.81	3.02	19.2
Jammu and Kashmir	10.75	11.29	4.27	4.61	2.06	3.60	6.2	3.02	19.2
Ladakh	15.74	11.29	4.65	2.42	2.06	3.60	5.81	3.02	19.2
Lakshadweep	14.20	11.29	4.2	5.36	2.06	3.60	5.81	3.02	19.2
Puducherry	12.28	11.29	4.65	5.36	2.06	3.60	5.81	3.02	19.2

9.3.3 September 2025

States	Accessibility	Brand & Visual Identity	Content and Information	Integration & Service	Interactivity & Engagement	Mobile Responsiveness	Navigation	Performance and Technical	Security and Privacy
Haryana	17.28	11.299	3.515	5.286	2.068	3.608	5.816	3.02	19.2
Goa	14.208	11.299	5.043	5.286	2.068	3.608	6.2	3.02	19.2
Odisha	14.208	11.299	2.751	5.286	2.068	3.608	5.816	3.02	19.2
Punjab	14.208	11.299	4.279	2.344	3.404	3.608	5.816	3.02	19.2
Kerala	14.208	11.299	4.279	2.344	2.068	3.608	6.2	3.02	19.2
Bihar	14.208	11.299	3.122	3.178	2.068	3.608	6.2	3.02	19.2
UP	10.752	11.299	3.908	4.61	2.068	3.608	5.816	3.02	19.2
Total Score	19.219	11.311	6.206	6.206	6.206	6.206	6.206	19.219	19.219

For any suggestions, kindly contact the undersigned:

Director,

Department of Administrative Reforms and Public Grievances

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