

The background of the slide is a dark blue gradient. Overlaid on this is a complex, isometric digital cityscape. The city is composed of numerous cubes and rectangular blocks of varying sizes. Many of these blocks are covered in a grid of small, glowing blue dots, resembling binary code or data points. Several blocks have bright blue light emanating from their centers or faces, creating a sense of depth and activity. Thin, glowing lines in blue, green, and red connect different parts of the city, suggesting data flow or network connections. In the upper right corner, there are three solid-colored circles: a small red one, a medium green one, and a larger purple one. The overall aesthetic is futuristic and technological.

# Benchmarking Governance

*National e-Governance Service  
Delivery Assessment 2021*

11<sup>th</sup> July 2022

# Benchmarking Governance

## Rise of Digital Service Delivery in India



- Transforming India into a digitally empowered society and knowledge economy
- 3 Vision Areas – **Digital Infrastructure as a Core Utility to Every Citizen, Governance & Services on Demand, Digital Empowerment of Citizens**
- Rise in number of services **delivered online** by governments

***Good and smart governance is required to implement the reforms***

*- Hon'ble Prime Minister of India's Speech at Independence Day 2021*

## Measuring quality and success – the need for Benchmarking Governance



- Assess and benchmark e-Governance initiatives
- Help understand critical role of ICT in delivery of citizen centric services
- Emulate and learn from best practices
- Identify areas of strength and opportunities
- Address challenges in implementation of initiatives
- Outline future policies and strategies for digital government services
- Promote digital governance interactions for G2B and G2C services
- Create transparency and accountability for digital governance

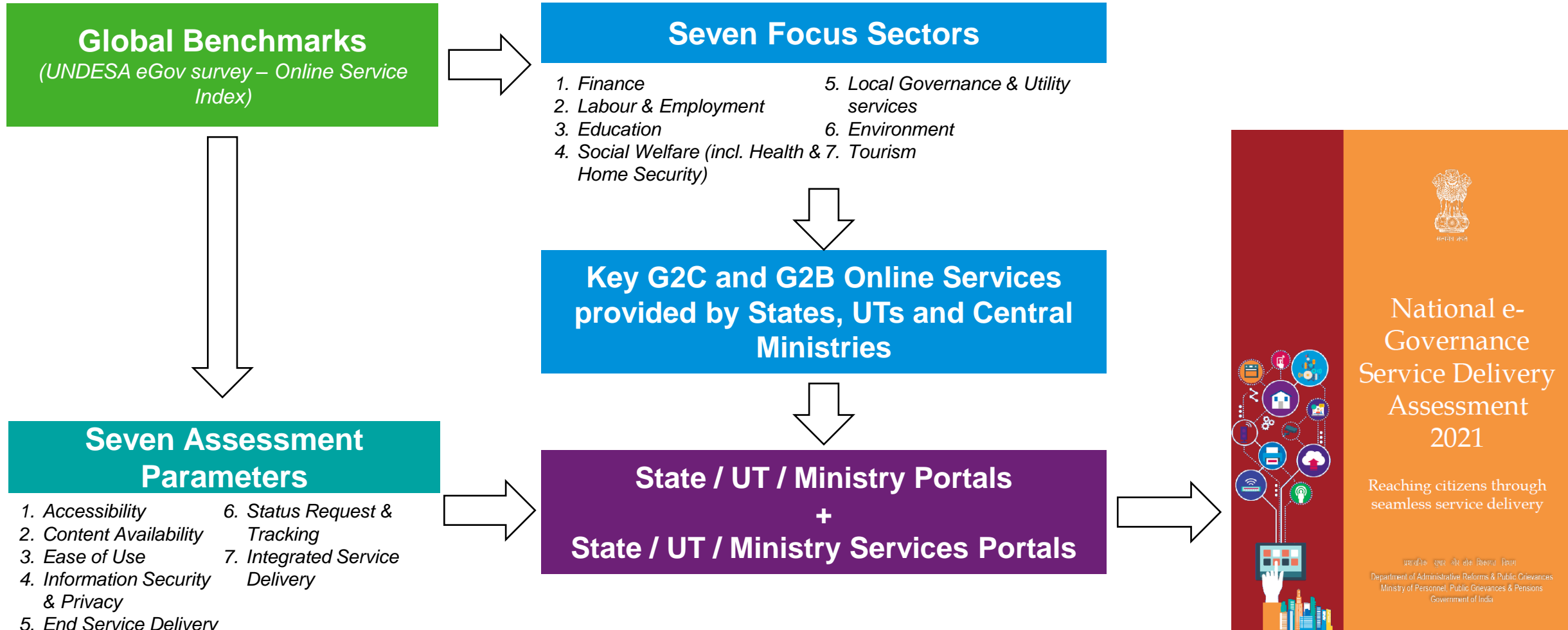
## NeSDA – Holistic & comprehensive view of effectiveness of e-Governance service delivery



- Assess **service level maturity** and **effectiveness of service delivery**
- Encourage **integration of services** between departments and across levels
- **Verify and validate benefits of e-Governance services** through citizen feedback
- Highlight **good practices to learn & replicate**
- Promote **digital government excellence**

# The NeSDA Framework

**The NeSDA Framework builds on the UNDESA framework and has been customized to the India federal structure**



# The NeSDA Assessment Parameters



## Accessibility

- Equal Access for All
- Improved understandability
- Ease of navigation
- Overcomes differences in physical, cognitive, and motor capabilities



## Content Availability

- Relevant, useful and timely information to citizens
- Direct communication
- Better user experience
- Improved citizen confidence
- Encourages repeat visits.



## Ease of Use

- Key driver for service adoption
- Reduces digital divide
- Improves perceptions of benefits of the system
- Higher user satisfaction
- Improves intention to use e-Services



## Information Security & Privacy

- Safety & integrity of information and transactions
- Increases the trust of citizens digital service delivery and new platforms
- increased adoption and helps improve reach & coverage.



## End Service Delivery

- Build trust between citizen and Government through transparency, inclusion and collaboration
- Increased citizen satisfaction,
- Fostering participation of all citizens



## Integrated Service Delivery

- Whole-of-Government approach
- Improved co-operation between Government agencies
- Better engagement with citizens, reduction in costs

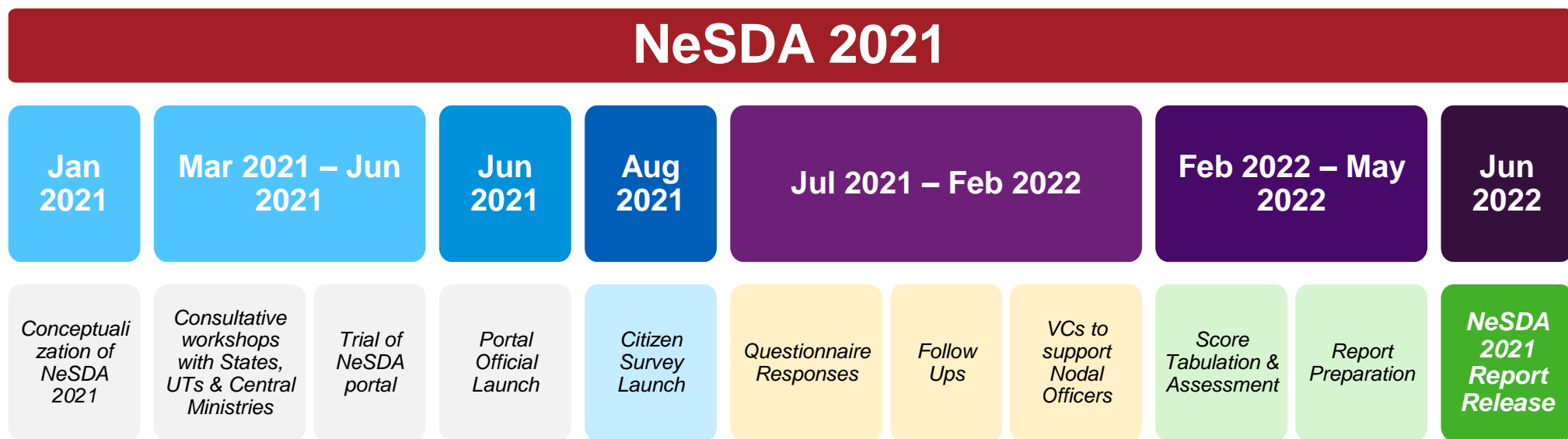
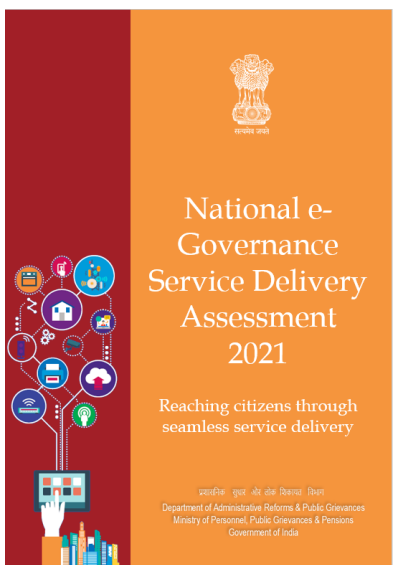
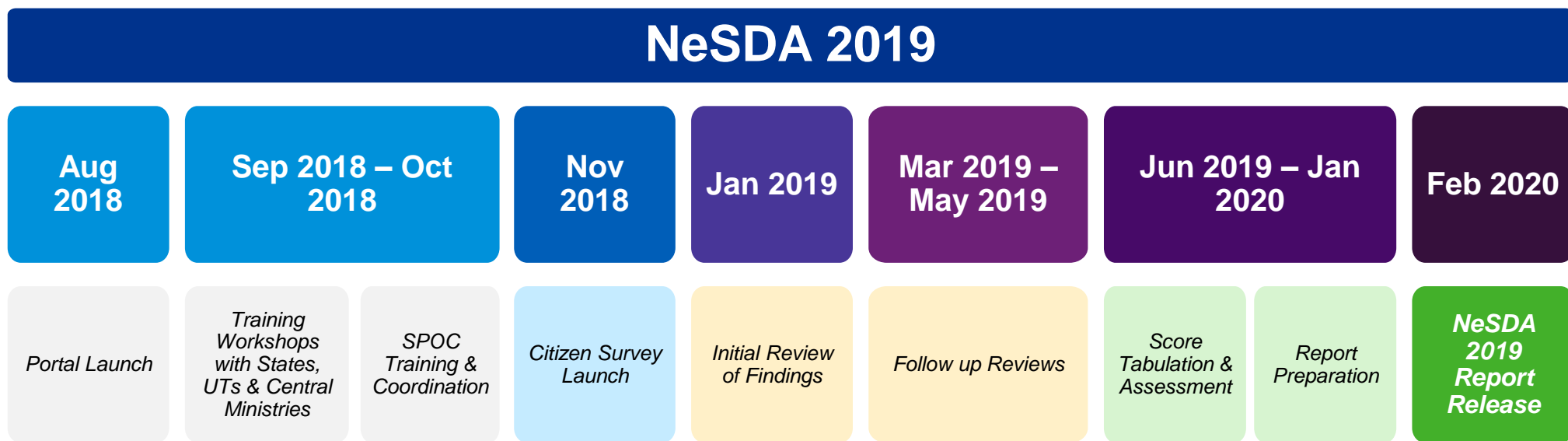
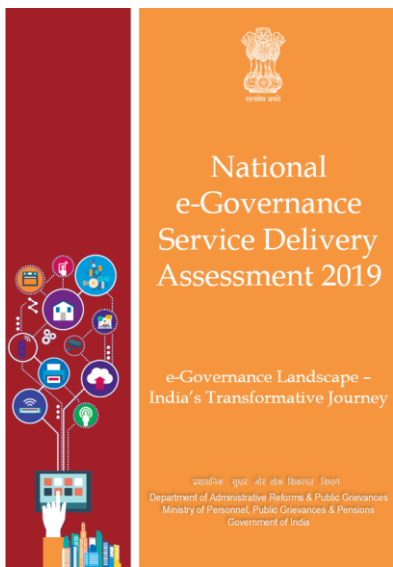


## Status Request & Tracking

- Creates transparency
- Reduces transaction costs
- Improves efficiency
- Empowers users
- Increases trust in Government



# The NeSDA Journey - Participatory Approach



# Key Takeaways from NeSDA 2021

Improvements in NeSDA 2021 have resulted directly from the implementation of recommendations and action plans from NeSDA 2019



## Increased delivery of e-Services

**1,400 Services assessed** across States and UTs in NeSDA 2021, an **increase of more than 60%** from first edition

**Punjab and Tamil Nadu** are the leading States providing **all 56 mandatory services online**



## Scores improved across States, UTs & Central Ministries

Overall Scores have **improved** for **28 State and UT Portals** and **22 State and UT Services Portals**

Overall Scores have **improved** for **4 Central Ministry Portals** and **6 Central Ministry Services Portals**



## Comprehensive assessment of e-Services

**More than 1 Lakh responses** assessed during NeSDA 2021.

**56 mandatory services** were assessed for each State & UT and **27 services** were assessed for Central Ministries



## Improvement across Parameter Scores

**All 4 parameters** for State / UT / Central Ministry Portals

**All 7 parameters** for State / UT / Central Ministry Services Portal

**Information Security & Privacy** was the **most improved aspect** across all Portals assessed in NeSDA 2021



## Rise of Integrated / Centralized Portals

e-Services delivery shifting from single silo departmental portals **to integrated portals / centralized portals**, resulting in **improved outreach, ease of use, and higher citizen satisfaction**



## High Satisfaction with e-Services

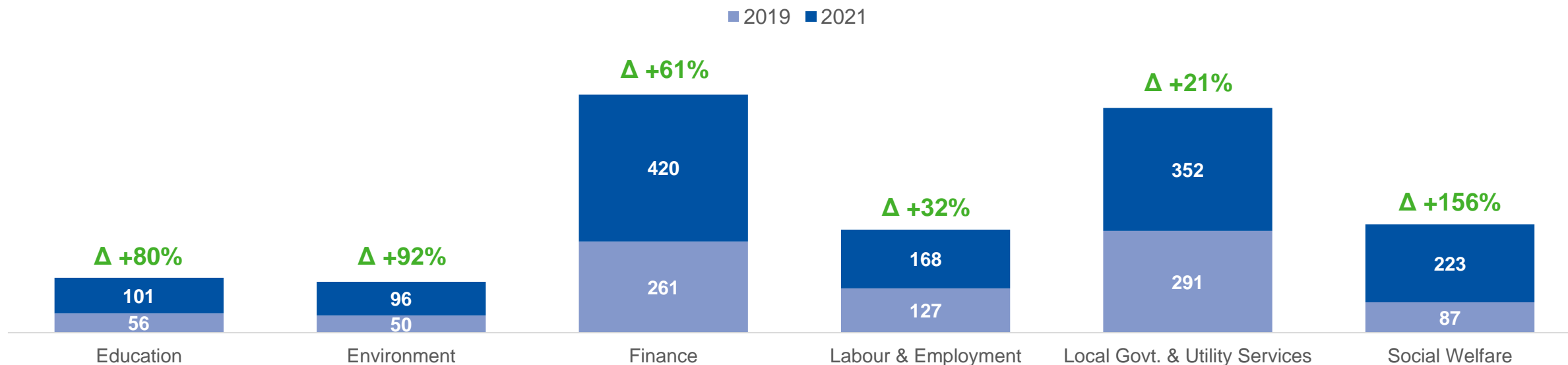
**74% respondents** for nation-wide Citizen Assessment Survey are **Satisfied / Very Satisfied with e-Services**

# More Services delivered Digitally in 2021

69% of all possible mandatory e-Services provided by State / UT Govts in 2021

In 2019, 45% of all possible mandatory e-Services were provided; increase of 49% in 2 years

## Sector-wise Increase in delivery of e-Services across States and UTs



### Technological Achievement

Increased adoption of technology for facilitation and automation of businesses process

### Economic Achievement

Reduction in transaction costs, less procedural friction, more efficient service delivery

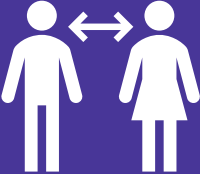




### Social Achievement

Equitable access to all services across all services of citizens, reducing digital divide

### Governance Achievement

Improved trust, higher citizen satisfaction, better quality of governance

# Improvement across Parameter scores

|  Accessibility | Enhances user perceptions and improve citizen participation for e-Services             |   |   |   |
|--|--|---|---|---|
|  | State / UT Portals   | State / UT Services Portals   | Central Ministry Portals  | Central Ministry Services Portals   |
|  | 76%  | 74%  | 63%  | 91%  |

## Factors driving improvement

- ☐ Integrated approach with direct links to relevant services from State / UT portal
- ☐ Auto formatting to enable usability across a variety of form factors
- ☐ Improved login experience through integrated authentication channels
- ☐ Details provided on how to avail services across various channels

## Areas for further improvement

- ☐ Compliance with Guidelines for Indian Government Websites (GIGW)
- ☐ Better multilingual support
- ☐ Implement features for citizens with special needs



# Improvement across Parameter scores



## Content Availability

Helps enhance user satisfaction with e-Services and improves citizen participation

| State / UT Portals | State / UT Services Portals | Central Ministry Portals | Central Ministry Services Portals |
|--------------------|-----------------------------|--------------------------|-----------------------------------|
| 73% ↑              | 80% ↑                       | 72% ↑                    | 83% ↑                             |

### Factors driving improvement

- ❑ Websites regularly update content for relevancy, with timestamps to inform users of recency
- ❑ Statistics on transactions availed reinforces belief of government actively working for benefit of citizens
- ❑ Collecting feedback directly from citizens and acting upon it

### Areas for further improvement

- ❑ Better awareness of fundamental processes for online services such as digital signatures
- ❑ Foster greater transparency by displaying results and actions based on user feedback for eServices

# Improvement across Parameter scores



## Ease of Use

Influences user satisfaction, perception on benefits of system, and intention to use the system

| State / UT Portals | State / UT Services Portals | Central Ministry Portals | Central Ministry Services Portals |
|--------------------|-----------------------------|--------------------------|-----------------------------------|
| 76% ↑              | 68% ↑                       | 81% ↑                    | 75% ↑                             |

### Factors driving improvement

- ❑ implemented SEO to improve discoverability on popular search engines
- ❑ Services are available within 2 clicks of home page
- ❑ Search feature for portal to assist users
- ❑ User manuals / videos to guide citizens on availing services

### Areas for further improvement

- ❑ Embracing new age technologies for better usability and overall experience
- ❑ Populate content relevant to user's activity & interests
- ❑ Providing a what's new section for latest updates and changes

# Improvement across Parameter scores



## Information Security & Privacy

### Increases the trust of citizens in any e-Government service delivery

| State / UT Portals | State / UT Services Portals | Central Ministry Portals | Central Ministry Services Portals |
|--------------------|-----------------------------|--------------------------|-----------------------------------|
| 79% ↑              | 80% ↑                       | 81% ↑                    | 91% ↑                             |




### Factors driving improvement

- ☐ Adoption of secure digital communications channels and clear indication of online security measures adopted
- ☐ Security policy of the Government to safeguard personal data
- ☐ Support for multi-factor authentication
- ☐ Intimate users on password change / expiry

### Areas for further improvement

- ☐ Staying abreast of global trends and adopting best practices
- ☐ Mobile alerts to complement email alerts for notable security events
- ☐ Greater mandate for multi-factor authentication
- ☐ Regular TPA assessment to review and update portal security

# Improvement across Parameter scores

|  End Service Delivery | Build trust between citizen and Government through transparency, inclusion and collaboration |   |
|---|--|---|
|   | State / UT Services Portals  | Central Ministry Services Portals   |
|   | 65%       | 75%  |

## Factors driving improvement

- ☐ Publishing service delivery timelines on website
- ☐ Doing away with manual processes at the end of service delivery
- ☐ Output of service is available through a digital channel – downloadable file or email to recipient

## Areas for further improvement

- ☐ Completely doing away with manual processes across the entire service lifecycle
- ☐ Ensure service output available across various channels of user convenience
- ☐ Investment in digital infrastructure to enable parameter objectives

# Improvement across Parameter scores



## Integrated Service Delivery

**Better cooperation between Govt. agencies, efficient services, & citizen engagement.**

State / UT Services Portals

62% ↑

Central Ministry Services Portals

91% ↑

### Factors driving improvement




- ☐ Allowing submission of applications through web forms and document upload
- ☐ Support for various payment mechanisms when availing services
- ☐ Auto-population of content in online forms through inter-departmental linkages
- ☐ Collaboration between department and across levels to facilitate service delivery

### Areas for further improvement

- ☐ Mandating that all applications must be submitted online only, doing away with all physical touchpoints
- ☐ Greater adoption of digital lockers for storing and accessing important documents
- ☐ Usage of single-sign on for authentication across all government portals



# Improvement across Parameter scores

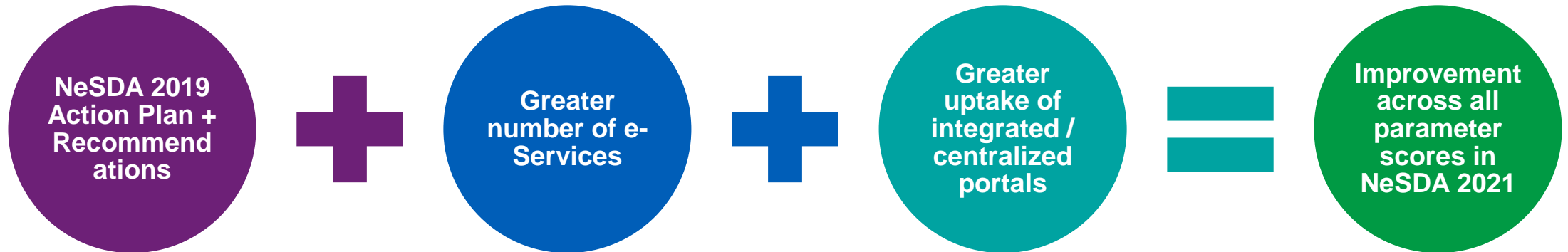
| <br>Status Request & Tracking | Increases satisfaction about Government's service delivery, fostering citizen participation |   |
|---|---|---|
|   | State / UT Services Portals   | Central Ministry Services Portals   |
|   | 68%      | 75%  |

## Factors driving improvement

- ☐ Most platforms have implemented functionality to track service applications and requests online
- ☐ Option to track via SMS provides a convenient channel for users
- ☐ Help desk / call center to aid users and complement tracking systems

## Areas for further improvement

- ☐ Be more proactive in providing information at each state of service lifecycle
- ☐ Provide tracking across multiple channels as per user preference
- ☐ Ensure ticket numbers are provided for each request to facilitate follow ups



*While significant and commendable progress has been made across two editions of NeSDA, there remains scope for improvement in the adoption and effectiveness of digital service delivery and maturity of the overall e-Governance landscape of India*

# Learnings from Citizen Survey 2021

**Pan-India Online Survey covering 26,245 respondents was conducted in August 2021 – November 2021 to understand first-hand experience of respondents to improve the quality of e-service delivery**



**74% respondents are satisfied with eServices provided by States & UTs**

## **Features that led to higher satisfaction levels:**

- Online payment facility of the portal
- Password recovery and reset facility on the portal
- Ability of the portal to support multiple languages
- Access to the portal through multiple devices



**Over 90% respondents state eServices are better than manual services for cost, time & effort**

e-Services of **Finance** and **Local Governance & Utility Services** sectors were most used by the respondents

Higher usage was seen for **Labour and Employment** services in NeSDA 2021 compared to 2019



**Internet on devices like computer, mobile, tablet, etc. is most preferred option to avail eServices**

Lower preference was seen for kiosks and government departments, a reflection of the **success of digital literacy programs** of governments

## **The top reasons for citizens not availing e-Services highlight the areas for improvement**

**Not familiar with online services (51%)**

**No regular access to Internet (34%)**

**Security or privacy issues / concerns (28%)**

**Online service portals are not user-friendly (28%)**

**No gadgets / electronic devices to access online services (27%)**

# Way forward for enhancing NeSDA and e-Service Delivery

**While NeSDA 2021 has provided encouraging findings for the journey of e-Services excellence across India, there continues to be room for improvement.**

## Evolving the NeSDA Framework

### Alignment to IndEA

Creation of Enterprise Architecture (EA) that is aligned to IndEA and adopting some aspects such as single Digital Id, creation of APIs for integration, establishment of Architecture Governance Committee.



### Open Government Data

Governments should have an appropriate data sharing policy, like Government of India's National Data Sharing and Accessibility Policy (NDSAP)



### Cyber Resilience

Provide assurance to citizens on use of electronic platforms data protection through publishing of cyber security legislation / policy /guidelines, etc and creating awareness



### Emerging Technologies

Encourage strategic adoption of new and emerging technologies for digital government development and enhance service delivery to its people.



### E-Participation

Enable citizens with information, engage and empower citizens to co-design policies and government services via Online tools



# Way forward for enhancing NeSDA and e-Service Delivery

**While NeSDA 2021 has provided encouraging findings for the journey of e-Services excellence across India, there continues to be room for improvement.**

## Learning from Global Government Best Practices



**Integrated Service Delivery**



**Data Centric e-Government**



**Policy framework for adoption of New Age Technologies**



**Cyber Resilience**



**Future workforce for Government**



**e-Literacy for Inclusiveness**



**Mobile-First Approach**

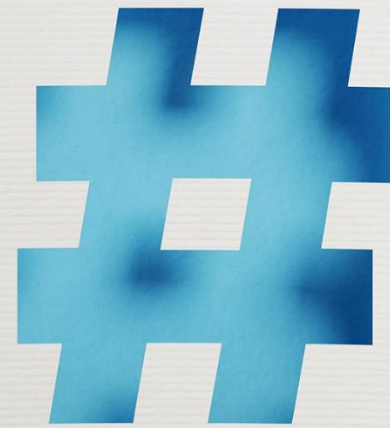


**Service Affordability**



**Continuous Monitoring, Evaluation and Improvement**

Annexures





# NeSDA 2021 – Top 5 State / UT / Central Ministry Portals

| Portal Rankings |                          |                            |                            |                           |   |
|-----------------|--------------------------|----------------------------|----------------------------|---------------------------|---|
| Rank            | North-East & Hill States | Remaining States – Group A | Remaining States – Group B | Union Territories         | Central Ministries                      |
| 1               | Nagaland                 | Kerala                     | Odisha                     | Jammu & Kashmir           | Home Affairs                            |
| 2               | Meghalaya                | Tamil Nadu                 | Uttar Pradesh              | Andaman & Nicobar Islands | Rural Development                       |
| 3               | Assam                    | Punjab                     | Bihar                      | Puducherry                | Education                               |
| 4               | Sikkim                   | Karnataka                  | Jharkhand                  | Delhi                     | Environment, Forest & Climate Change    |
| 5               | Tripura                  | Telangana                  | West Bengal                | Chandigarh                | Personnel, Public Grievances & Pensions |

# NeSDA 2021 – Top 5 State / UT / Central Ministry Services Portals

| Services Portals Rankings |                          |                            |                            |                           |                                      |
|---------------------------|--------------------------|----------------------------|----------------------------|---------------------------|--------------------------------------|
| Rank                      | North-East & Hill States | Remaining States – Group A | Remaining States – Group B | Union Territories         | Central Ministries                   |
| 1                         | Meghalaya                | Punjab                     | Rajasthan                  | Jammu and Kashmir         | Central Public Procurement Portal    |
| 2                         | Tripura                  | Tamil Nadu                 | Uttar Pradesh              | Andaman & Nicobar Islands | Digital Police                       |
| 3                         | Assam                    | Haryana                    | Madhya Pradesh             | Delhi                     | Bhavishya Portal                     |
| 4                         | Uttarakhand              | Telangana                  | Odisha                     | Chandigarh                | Central Board of Direct Taxes        |
| 5                         | Himachal Pradesh         | Gujarat                    | West Bengal                | Puducherry                | Environment, Forest & Climate Change |

# NeSDA 2021 – Ranking of State / UT Portals

| Rank | North-East and Hill States | Remaining States – Group A | Remaining States – Group B | Union Territories         |
|------|----------------------------|----------------------------|----------------------------|---------------------------|
| 1    | Nagaland                   | Kerala                     | Odisha                     | Jammu & Kashmir           |
| 2    | Meghalaya                  | Tamil Nadu                 | Uttar Pradesh              | Andaman & Nicobar Islands |
| 3    | Assam                      | Punjab                     | Bihar                      | Puducherry                |
| 4    | Sikkim                     | Karnataka                  | Jharkhand                  | Delhi                     |
| 5    | Tripura                    | Telangana                  | West Bengal                | Chandigarh                |
| 6    | Himachal Pradesh           | Goa                        | Madhya Pradesh             | Ladakh                    |
| 7    | Uttarakhand                | Haryana                    | Chhattisgarh               |                           |
| 8    | Mizoram                    | Andhra Pradesh             | Rajasthan                  |                           |
| 9    | Arunachal Pradesh          | Maharashtra                |                            |                           |
| 10   | Manipur                    | Gujarat                    |                            |                           |

Note: In 2021, the UTs of Lakshadweep and Dadra & Nagar Haveli and Daman & Diu have not provided adequate data for assessment of their UT Portals, and hence they are not considered for analysis.

# NeSDA 2021 – Ranking of State / UT Services Portals

| Rank | North-East and Hill States | Remaining States – Group A | Remaining States – Group B | Union Territories                    |
|------|----------------------------|----------------------------|----------------------------|--------------------------------------|
| 1    | Meghalaya                  | Punjab                     | Rajasthan                  | Jammu & Kashmir                      |
| 2    | Tripura                    | Tamil Nadu                 | Uttar Pradesh              | Andaman & Nicobar Islands            |
| 3    | Assam                      | Haryana                    | Madhya Pradesh             | Delhi                                |
| 4    | Uttarakhand                | Telangana                  | Odisha                     | Chandigarh                           |
| 5    | Himachal Pradesh           | Gujarat                    | West Bengal                | Puducherry                           |
| 6    | Nagaland                   | Kerala                     | Jharkhand                  | Ladakh                               |
| 7    | Arunachal Pradesh          | Karnataka                  | Bihar                      | Dadra & Nagar Haveli and Daman & Diu |
| 8    | Mizoram                    | Goa                        | Chhattisgarh               |                                      |
| 9    | Manipur                    | Andhra Pradesh             |                            |                                      |
| 10   | Sikkim                     | Maharashtra                |                            |                                      |

Note: In 2021, the UT of Lakshadweep has not provided adequate data for assessment of their UT Services Portals and hence it is not considered for analysis.

# NeSDA 2021 – Ranking of Central Ministries

| Rank | Ministry Portal                         | Ministry Services Portal                                     |
|------|---|--|
| 1    | Home Affairs                            | Finance – Central Public Procurement Portal (CPPP)           |
| 2    | Rural Development                       | Home Affairs - Digital Police                                |
| 3    | Education                               | Personnel, Public Grievances & Pensions – Bhavishya Portal   |
| 4    | Environment, Forest & Climate Change    | Finance – Central Board of Direct Taxes (CBDT)               |
| 5    | Personnel, Public Grievances & Pensions | Environment, Forest & Climate Change                         |
| 6    | Commerce & Industry                     | Finance - Central Board of Indirect Taxes and Customs (CBIC) |
| 7    | Labour & Employment                     | Commerce & Industry - Government e-Marketplace (GeM)         |
| 8    | Social Justice & Empowerment            | Labour & Employment  |
| 9    | Health & Family Welfare                 | Education  |
| 10   | Finance                                 | Health & Family Welfare                                      |
| 11   | Agriculture                             | Rural Development  |
| 12   |   | Agriculture  |

Note: The Ministry of Social Justice & Empowerment has not provided adequate data for assessment of their services portal in 2021.



# The NeSDA Assessment Parameters



## Accessibility

Allow people with a **diverse range of capabilities** (hearing, movement, sight, cognitive, linguistic and technological) to **equally access, understand and navigate** through a portal and its services **without any restrictions**



## Content Availability

Providing **relevant and useful information to citizens** on Government portals enables **better user experience, means of communication, confidence, loyalty and repeat visits.**



## Ease of Use

**Decisive factor** for **adoption** and **satisfaction** of e-Government services by users. It aids in **reducing digital divide, improves perceptions** regarding benefits of the system and subsequently user **intention to use the systems**



## Information Security & Privacy

Assess **safety & integrity of information and transactions** on e-Government platforms **at all times.**

**Increases the trust of citizens** in any digital service delivery, which in turn **increases adoption** and **helps improve reach and coverage.**



## End Service Delivery

**Build trust** between citizen and Government through **transparency, inclusion and collaboration.** It leads to **increased citizen satisfaction**, thereby **fostering participation** of all citizens, including the most vulnerable and socially excluded.



## Integrated Service Delivery

Leads to a connected Government or **whole-of-Government approach** which is aimed at **improving co-operation between Government agencies** and **deepening engagement** with citizens, along with **reduction in costs**



## Status Request & Tracking

From the government's perspective, **reduces transaction costs, improves efficiency** and **increases transparency.**

From the citizen's perspective, **empowers users**, provides **cost savings**, and **increases trust** in Government