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e-Governance Service Maturity Model

**Government of India
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1. Introduction

The Government of India deals with several administrative matters that affect the day to day lives of the citizens of this country. In a sense, the services of the government are all encompassing as they cater to various sectors such as defence, foreign policy, communications and infrastructure, maintenance of land records, maintenance of law and order, collection of revenue, promotion of agriculture, science and technology, international trade, banking, insurance, transport, social welfare and family planning etc., that define the cycle of a citizen's life.

In the last few years, government services have taken a subtle turn with electronic means of governance, or simply put e-Governance, taking the centre-stage. Ideally, 'governance' is a process by which the government and social organizations and citizens interact with each other. The Human Development Report, describes governance as "the exercise of power or authority – political, economic, and administrative or otherwise – to manage a country's resources and affairs. It comprises of the mechanisms, processes and institutions, through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations & mediate their differences."

The development in the Information and Communications Technology (ICT) has made it possible for citizens to interact with the government remotely without physically visiting any government office in most of the cases and avail the e-Governance services in a convenient manner. In the context of Electronic Service Delivery – "e-Governance is about the making use of ICT in systems of governance for a wider participation and a deeper involvement of citizens, institutions, civil society groups and the private sector in the decision making process of governance." There is no fixed definition of e-Governance and several different agencies have tried to define this term according to their own objectives and requirements. At many places, the term 'e-Government' is also used in place of 'e-Governance'.

The United Nations defines e-Government as "the use of ICT and its application by the government for the provision of information and public services to the people". The Organization for Economic Co-Operation and Development (OECD) has a definition to e-Government as "The use of information and communication technologies, and particularly the internet, as a tool to achieve better government". According to the World Bank, "'e-Government' refers to the use by government agencies of information technologies (such as Wide Area Networks, the Internet, and mobile computing) that have the ability to transform relations with citizens, businesses, and other arms of government." e-Government aims to make the interaction between government and citizens (G2C), government and business enterprises (G2B), and inter-agency relationships (G2G) more friendly, convenient, transparent, and inexpensive.

In e-Governance, the use of ICTs by government agencies is required for any or all of the following reasons:

1. Exchange of information with citizens, businesses or other government departments
2. Faster and more efficient delivery of public services
3. Improving internal efficiency
4. Reducing costs/ increasing revenue
5. Re-structuring of administrative processes and improving quality of services

1.1 Cashless, Paperless and Faceless Governance

To achieve its vision and mission objectives, a government is required to find out the ideal size, shape and way of operating. To chart its course, the government is required to view through the different 'lenses' which need to guide its behavior.

1. **Citizen-centricity** - Always keeping the citizen at the very centre, meeting citizen needs effectively, affordably and on a timely basis.
2. **Internal-external balance** - Ensuring the right balance between managing internal government efficiency and effectiveness and externally delivering 'good growth'.
3. **Sustainable outcomes** - Strategically building the assets for society by managing the 'capitals' needed for long term prosperity: social, environmental, cultural, intellectual, infrastructural, ICT and political participation capitals.

Over the years, the central and state governments have adopted various measures to improve the quality of services delivered to the citizens and have tried to reach different sections of the society to improve the social and economic status of the masses. Change in the mind-set of the bureaucracy to come out of their traditional perception of being a controller in administering various services for development of the people to a reversed role of being a facilitator for reaching public services to the citizen has helped significantly to bring about this change. This change is creating a new legacy for the next generation while keeping the legacy left behind by predecessors.

The renewed focus, for the government to further improve the quality of service delivery, is on offering such e-Governance services which exhibit following three key tenets i.e. cashless, paperless and faceless.

1. **Cashless Services** - Any service rendered to a beneficiary through any service delivery channel enabled with option of electronic/ digital payment modes.
2. **Paperless Services** - Any service that is entirely dematerialized and requires no physical paper at any level for rendering of that service to the beneficiary.
3. **Faceless Services** - Any service in which a beneficiary is not required to come in contact with government personnel, unless it's a legal requirement, and that requires no human interface for delivery of that service to the beneficiary.

2. Need for Maturity Model

The maturity model provides a mode to measure the methods and processes being used, against a clear set of external benchmarks. Maturity is indicated by the award of a particular "Maturity Level". A maturity level assessment may provide the following benefits.

- Ability to compare Maturity Level with other government ministry / departments
- A known Maturity Level, with precise recommendations for improvement
- An independently held set of "benchmarks"

Simply put, maturity models are used to assess as-is situations (to diagnose and eliminate deficient capabilities), to guide improvement initiatives (to map the way for improvement), and to control progress.

India is fast rising in the global e-Governance ecosystem and is now known for its gamut of public delivery services that it offers to the beneficiaries. The ruling government's move of becoming a cashless economy, through measures such as demonetisation of its highest currency notes accounting for 86% of the total currencies in the system, has been seen as one of the biggest financial initiatives in the world. The other services at the state and central level have also matured and evolved significantly in the meantime. Yet, despite the level of sophistication of the e-Government services landscape of India, the true maturity of e-Government services has not been measured in detail. This can be partly attributed to the fact that there is no official maturity assessment model and framework tailored for Indian purposes and needs.

Traditional view is that implementation of e-Governance services and improvement is a continuing process, and it is conceptualized in different phases or stages. e-Governance involves multiple phases of development and is not a one-step process. Additionally, these phases are independent of each other and therefore, does not require one phase to be completed for another to begin. As articulated by various agencies, such as World Bank, ADB, Gartner and other individual experts, there are four stages of e-Governance, starting with Information, Interaction, Transaction and Transformation and based on these phases / stages e-Governance services have been categorized into different levels called maturity levels.

While all these stages and levels are true, none of them specifically cater to the requirements of e-Governance services strictly in the Indian context. The fundamental goal is to fit and apply these e-Government assessment models into Indian e-Government context and efforts be made to keep the criteria as objective as possible and which is not entirely based on the subjective assessment and value judgment of a few individuals/ agencies. There should be an authentic mechanism for ensuring a rational and objective assessment of these services.

3. Designing the Maturity Model

3.1 Design Guidelines

The design of the maturity model takes into account the assumption that the Government Ministry/Department, that has made the service available to its beneficiaries, knows the exact true state of its service and the beneficiary, that avails this services, can provide the true state of service that it has experienced while availing the service.

The model proposes to conduct two kinds of assessments by requiring the Government Ministry/Department and beneficiary to fill two different questionnaires for each of the service offered by the Government Ministry/Department.

- **Top-down assessment:** This assessment is required to arrive at the digital maturity of services being offered a Government Ministry/Department. The questionnaire for the top-down assessment can be filled by the Government official responsible for delivering the services or any of the authorized representative of the Government Ministry / Department such as agency that has consulted the Government Ministry / Department and / or implemented the service, etc.
- **Bottom-up assessment:** This assessment is required to arrive at the level of comfort that the beneficiary experiences while availing the service. The questionnaire for the bottom-up assessment is required to be mandatorily filled-in by the beneficiary.

The model provides the outside-in perspective of the government services (delivery view) and not necessarily the inside-out view (e.g. governance or developer view). The model requires services to be categorized into Informational and Transactional types to give weightages for the purpose of aggregation at Ministry / Department level and identify their maturity level for all the e-Governance services offered by it. The framework considers the maturity based on the availability of services, and not by their uptake.

3.2 Digital Maturity Pillars

The model is based on the three pillars of cashless, paperless and faceless which are the key tenets for improving service delivery to citizens. The three pillars of the model are depicted in the following diagram.

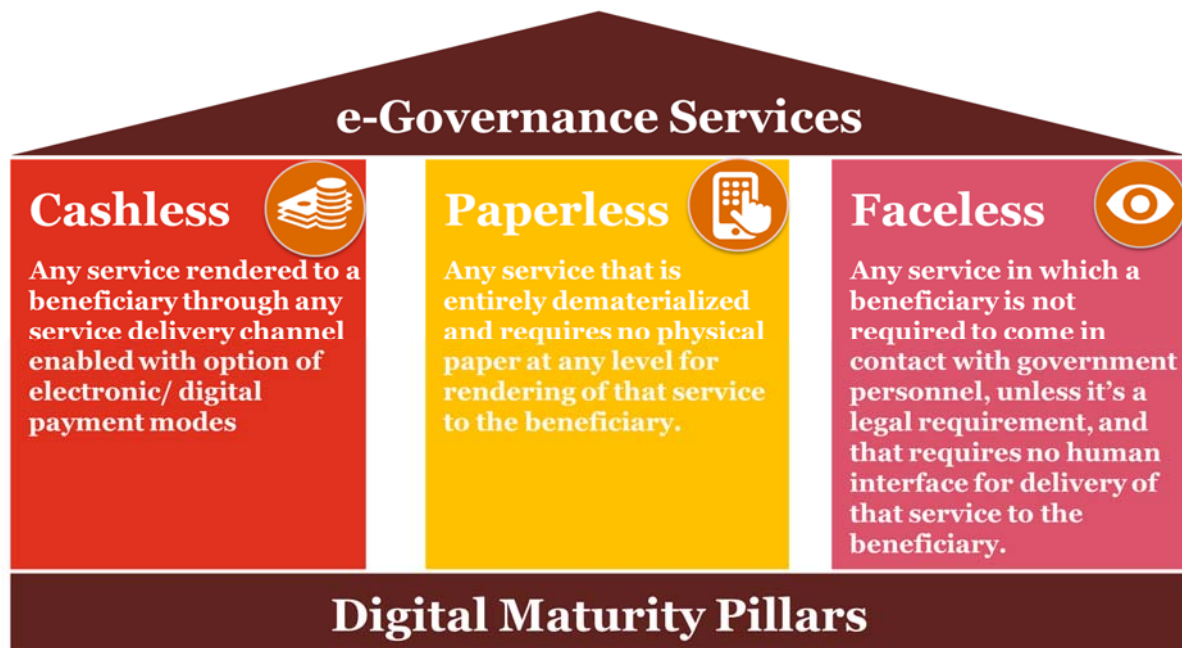
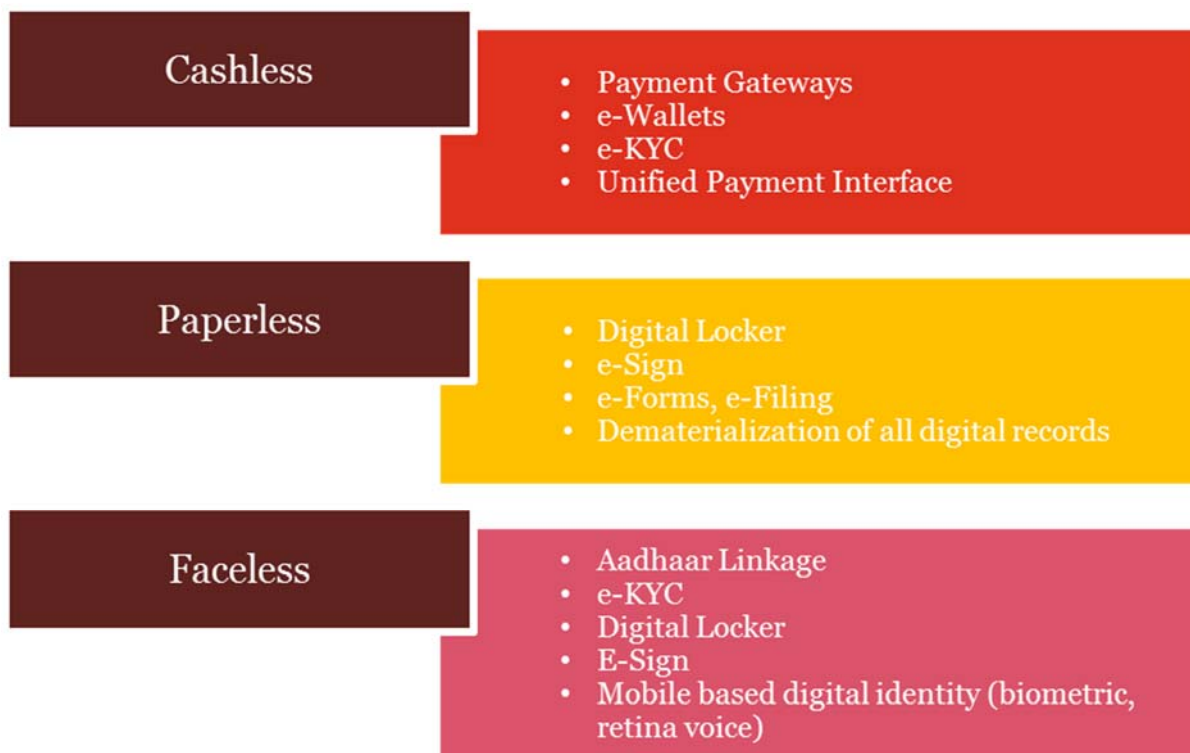


Figure 1: Digital Maturity Pillars for e-Governance Services

3.3 Digital Maturity Enablers

Central and State Governments in India already have many systems and applications in place which act as enablers for achieving digital maturity. For each of the three pillars of the digital maturity, we have identified certain systems and applications, as shown below, which act as enablers. Please note that these are just indicative systems and applications. There are more such systems and applications.



4. Service Maturity Model

4.1 Service Assessment Framework

As described in the section on “Designing the Maturity Model”, the proposed framework is made up of two types of assessments - “Top-down assessment” and “Bottom-up assessment”.

4.1.1 Top Down Assessment - Digital Maturity of the Services

	Level A	Level B	Level C	Level D	Level E
Cashless	Use of physical cash (hard paper) or cheque for making any transaction	Enablement of banking services based payment to complete a transaction for a service – cheque, DD, bank challan note etc.	Enablement of electronic means of payment on the service portal – Net Banking, card based payments	Enablement of electronic means of payment with all possible modes– Net Banking, Card based payments and Integration with e-Wallets	Use of universal biometric based identity and all other e-payment modes
Paperless	Physical submission of paper based document and no means of electronic form / document	Electronic means of submission available; however, physical paper submission is required	Electronic forms available, however, physical paper based identity identification	Integration with a digital repository (Digital Locker) such that there is no requirement of manual upload of a document/form	Complete dematerialization without the requirement of generating, printing, and storing any physical paper
Faceless	Human interface of citizens with government personnel, right from initiation till service delivery	Part of service delivery is faceless and does not require human intervention; however, for complete service delivery; minimal human intervention is required	Presence of a call centre for the citizens to avail services remotely	No human interface with government personnel and services are accessible remotely at an anywhere anytime basis	Proactive delivery of services to the citizens at an anytime anywhere basis through any means
	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5

4.1.2 Bottom-up Assessment – Beneficiary’s Experience of the Services

	Level A	Level B	Level C
Accessibility (Multiplicity of channels, mobile app, web portal, disabled friendly portal, call centre support)	Low	Medium	High
Experience (Ease of navigation, multi-lingual support, browser support, error messages, low transaction failure rate, digital security, behavioral recommendation)	Low	Medium	High
Completeness (Completeness of service delivery, integration, workflow)	Low	Medium	High
Participation (Citizen participation mechanism, social media tools)	Low	Medium	High
Alerts (SMS, emails for the delivery of services, relevance of content, contextual, personalized)	Low	Medium	High
Ease of Service Delivery (Transparency, streamlining of rules in online service delivery, cost reduction, time reduction)	Low	Medium	High
	Score - 1	Score - 2	Score - 3

4.1.3 The Overall Assessment Framework

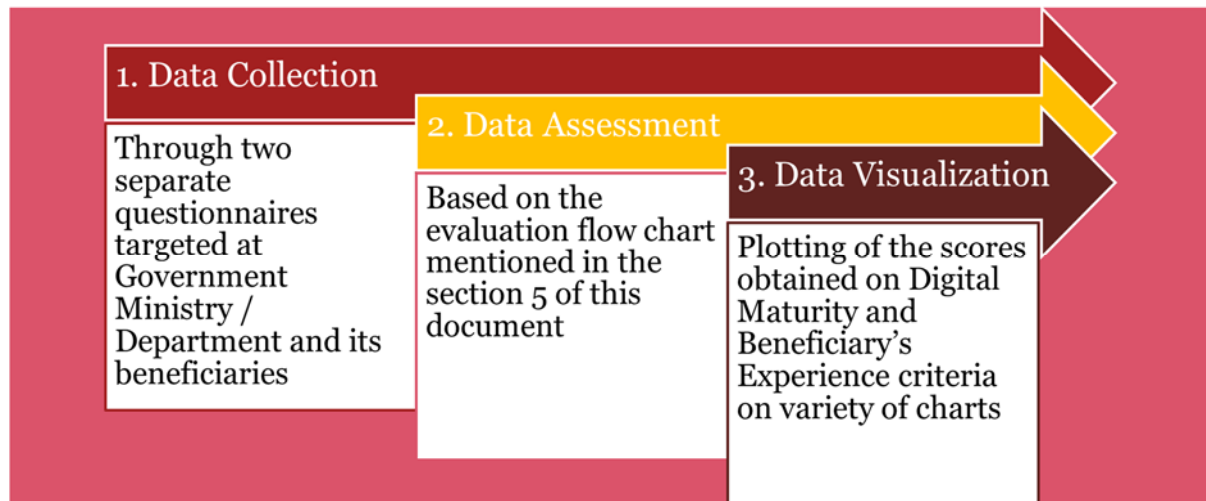
Digital Maturity						Beneficiary's Experience				
	Level A	Level B	Level C	Level D	Level E	Level A	B	C		
Cashless	Use of physical cash (hard paper) or cheque for making any transaction	Enablement of banking services based payment to complete a transaction for a service – cheque, DD, bank challan note etc.	Enablement of electronic means of payment on the service portal – Net Banking, Card based payments	Enablement of electronic means of payment with all possible modes– Net Banking, Card based payments and Integration with e-Wallets	Use of universal biometric based identity and all other e-payment modes	Accessibility (Multiplicity of channels, mobile app, web portal, disabled friendly portal, call centre support) Experience (Ease of navigation, multi-lingual support, browser support, error messages, low transaction failure rate, digital security, behavioral recommendation) Completeness (Completeness of service delivery, integration, workflow) Participation (Citizen participation mechanism, social media tools) Alerts (SMS, emails for the delivery of services, relevance of content, contextual, personalized) Ease of Service Delivery (Transparency, streamlining of rules in online service delivery, cost reduction, time reduction)	Low	Medium	High	
	Paperless	Physical submission of paper based document and no means of electronic form / document	Electronic means of submission available; however, physical paper submission is required	Electronic forms available, however, physical paper based identity identification	Integration with a digital repository (Digital Locker) such that there is no requirement of manual upload of a document/form		Complete dematerialization without the requirement of generating, printing, and storing any physical paper	Low	Medium	High
	Faceless	Human interface of citizens with government personnel, right from initiation till service delivery	Part of service delivery is faceless and does not require human intervention; however, for complete service delivery; minimal human intervention is required	Presence of a call centre for the citizens to avail services remotely	No human interface with government personnel and services are accessible remotely at an anywhere anytime basis		Proactive delivery of services to the citizens at an anytime anywhere basis through any means	Low	Medium	High
	Score - 1	Score - 2	Score - 3	Score - 4	Score - 5	Score - 1	2	3		

The results obtained from the two types of assessments would be plotted on two dimensional axes to see the overall maturity of the e-Governance services and Ministry/ Department. The top-down assessment will help the Government Ministry / Department in identifying the current maturity levels of an e-Governance service on three parameters – cashless, paperless and faceless - and see if the service is helping that Government Ministry / Department meet its mission and vision. The current maturity levels will also act as an impetus for the Government Ministry / Department to devise strategies to reach the ultimate goal.

5. Using the Service Maturity Model

5.1 Approach to use the framework

The approach to using the e-Governance Service Maturity Model is depicted in the diagram given below:



The following two sub-sections provide the detailed questionnaires for Government Ministry/ Department (top-down assessment) and beneficiary (bottom-up assessment).

5.2 Questionnaire for top-down assessment

This questionnaire has been designed to evaluate the Digital Maturity of the services offered by a Government Ministry/ Department to its beneficiaries/ stakeholders using electronic mechanisms. The Digital Maturity of the service will be assessed based on following three parameters.

1. **Cashless Services** - Any service rendered to a beneficiary through any service delivery channel enabled with option of electronic/ digital payment modes.
2. **Paperless Services** - Any service that is entirely dematerialized and requires no physical paper at any level for rendering of that service to the beneficiary.
3. **Faceless Services** - Any service in which a beneficiary is not required to come in contact with government personnel, unless it's a legal requirement, and that requires no human interface for delivery of that service to the beneficiary.

A service may also be known by the names such as applications, apps, etc. The questionnaire can be filled by the Government official responsible for delivering the services or any of the authorized representative of the Government Ministry / Department such as agency that has consulted the Government Ministry / Department and / or implemented the service, etc.

The Government Ministry / Department is required to fill this questionnaire for all the services that it offers to its beneficiaries / stakeholders. The detailed questionnaire is as given below.

Questionnaire for Top-Down Assessment

Instructions for filling this questionnaire - You are required to indicate the true state of your service as on the date of filling this questionnaire, based on the questions asked and the options provided. In case of Radio Buttons (), you can select just one option but in case of Check Boxes (), you can selected multiple options.

To keep the questionnaire simple and unambiguous, the frequently used terms in the questionnaire have been defined as below.

Service: A type of activity in which Government Ministry / Department cater to the needs of its citizens/ residents / stakeholders using electronic means. Also, known by the name application or apps.

Department: Government Ministry / Department offering the service.

Beneficiary: Citizen/ resident / stakeholder availing the service offered by the department.

Name of the Government Department / Ministry	
-----------------------------------------------------	--

Name of the Service	
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Purpose of the Service	
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Beneficiaries of the Service	
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Stakeholders of the Service	
------------------------------------	--

Service Launch Date	
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Question # 1: Does the service offered by your department require the service beneficiary to make payments to avail the service?

Yes

No

If answer to the “**Question # 1**” mentioned above is “**No**” then please skip to the “**Question # 3**” else proceed to the “**Question # 2**” below.

Question # 2: What are the different payment modes through which a service beneficiary can make payment to the department for availing the service? (Please select all that apply)

Cash

Cheque

Demand Draft

Net Banking

Debit Card

Credit Card

Mobile Wallet

- Unified Payment Interface (UPI) based payment
- Unstructured Supplementary Service Data (USSD) based payment
- Aadhaar based payment

Question # 3: Does the service require the beneficiary to fill some kind of application form to avail the service?

- Yes
- No

If answer to the “**Question # 3**” mentioned above is “**No**” then please skip to the “**Question # 6**” else proceed to the “**Question # 4**” below.

Question # 4: Does availing of the service by the beneficiary require online submission of the application form?

- Yes
- No

If answer to the “**Question # 4**” mentioned above is “**No**” then please skip to the “**Question # 10**” else proceed to the “**Question # 5**” below.

Question # 5: Is copy of certificates, such as Proof of Identity (PoI) and Proof of Address (PoA), required to be submitted to the department along with the online application form?

- Yes
- No

If answer to the “**Question # 5**” mentioned above is “**No**” then please skip to the “**Question # 9**” else skip to the “**Question # 7**”.

Question # 6: Is copy of certificates, such as Proof of Identity (PoI) and Proof of Address (PoA), required to be submitted to the department, even if the application form is not required to be filled-in and submitted?

- Yes
- No

If answer to the “**Question # 6**” mentioned above is “**No**” then please skip to the “**Question # 10**” else proceed to the “**Question # 7**” below.

Question # 7: Is the service integrated with some kind of authentic digital repositories, such as Digital Locker, etc., which can be used by the beneficiary to fetch the authentic electronic copy of the certificates, such as PoI and PoA, and provide the same to the department?

- Yes
- No

If answer to the “**Question # 7**” mentioned above is “**No**” then please skip to the “**Question # 10**” else proceed to the “**Question # 8**” below.

Question # 8: Does the service require beneficiary to keep anything related to availing the service, such as application form, acknowledgement receipts, etc., be stored in the physical form?

- Yes

No

Irrespective of the answer to the “**Question # 8**” mentioned above, please skip to the “**Question # 10**” below.

Question # 9: Does availing of the service require beneficiary to be take the printout of the application form submitted online and send/carry the same to the department?

Yes

No

Question # 10: Is it a **legal requirement** for the beneficiary to be physically present to avail the service?

Yes

No

If answer to the “**Question # 10**” mentioned above is “**Yes**” then you are through with this questionnaire and you don’t have to answer any other questions else proceed to **Question # 11**” below.

Question # 11: Is physical presence of beneficiary required for the **entire duration** of the service delivery process, even if it is not a legal requirement?

Yes

No

If answer to the “**Question # 11**” mentioned above is “**Yes**” then you are through with this questionnaire and you don’t have to answer any other questions else proceed to **Question # 12**” below.

Question # 12: Is physical presence of beneficiary required **only at some point of time** during the service delivery process, even if it is not a legal requirement?

Yes

No

If answer to the “**Question # 12**” mentioned above is “**Yes**” then you are through with this questionnaire and you don’t have to answer any other questions else proceed to **Question # 13**” below.

Question # 13: Is the **entire service** delivered to the beneficiary through a call center?

Yes

No

If answer to the “**Question # 13**” mentioned above is “**Yes**” then you are through with this questionnaire and you don’t have to answer any other questions else proceed to **Question # 14**” below.

Question # 14: Is service delivered to the beneficiary without requiring physical presence or human intervention from either end of the service delivery channel (e.g. delivery of service does not require a beneficiary to speak to a customer care representative at a call center)?

Yes

No

If answer to the “**Question # 14**” mentioned above is “**No**” then you are through with this questionnaire and you don’t have to answer any other questions else proceed to **Question # 15**” below.

Question # 15: Does the department deliver the service to beneficiary **proactively** without any kind of intervention from the beneficiary (e.g. LPG subsidy (direct benefit transfer) is credited to the beneficiaries’ bank accounts without requiring them to ask/request the department)?

Yes

No

*****End*****

5.3 Questionnaire for bottom-up assessment

This questionnaire has been designed to understand the beneficiary’s experience with the e-Governance service offered by a Government Ministry / Department. This questionnaire is required to be filled-in by the beneficiary.

Questionnaire for Bottom-up Assessment

Instructions for filling this questionnaire - You are required to indicate the state of service best known to you as on the date of filling this questionnaire. In case of *Radio Buttons* () , you can select just one option but in case of *Check Boxes* () , you can selected multiple options.

To keep the questionnaire simple and unambiguous, the frequently used terms in the questionnaire have been defined as below.

Service: A type of activity in which Government Ministry/ Department cater to the needs of its citizens/ residents/ stakeholders using electronic means. Also, known by the name application or apps.

Department: Government Ministry/ Department offering the service.

Beneficiary: Citizen/ resident/ stakeholder availing the service offered by the department.

App: An app is a piece of software which can run on the internet, on your computer, or on your phone.

Web Portal: A web portal is a specially designed web site that brings information together from diverse sources in a uniform way.

Browser: A browser is an application program that provides a way to look at and interact with all the information on the internet.

Transaction: A transaction is a logical unit that is independently executed for data retrieval or updates.

Name of the Service	
Question # 1: What are the different service delivery channels available to you to avail the service offered the department? (Please select all that apply)	
<input type="checkbox"/> Paper based	
<input type="checkbox"/> Web based such as websites, portals, etc.	

Mobile based such as mobile app, Unstructured Supplementary Service Data (USSD), etc.

Question # 2: Do you think the service delivery channels, such as website, mobile app, etc., used for delivering the service to you, are also friendly for differently-abled people?

Yes

No

If answer to the “**Question # 2**” mentioned above is “**No**” then please skip to the “**Question #4**” else proceed to the “**Question # 3**” below.

Question # 3: What friendly features does the online service offer to the differently-abled people? (Please select all that apply)

Text to speech conversion

Speech to text conversion

Image magnification

Simplified virtual keyboard

Question # 4: What provisions do you think are available to you if you are not satisfied with the service offered by the department and you want the department to address deficiencies in the service? (Please select all that apply)

Frequently Asked Questions (FAQs) are available on the website/ mobile app

Email id to convey the deficiency in the service

Online Chat assistance is available on the website/ mobile app

Call center service is available to talk to the customer care executive

Question # 5: Do you think it is easy to navigate to the various sections of the website/ mobile app?

Yes

No

Question # 6: Is it easy for you to understand the language of the content provided on the website/ mobile app?

Yes

No

Question # 7: Do you think the website/ mobile app offering the service take too much time to load/ process your request?

Yes

No

Question # 8: What are the different languages in which service is available to you? (Please select all that apply)

Hindi

English

My regional language

Question # 9: Do you face any issue, such as image/ text not loading properly, some functions not behaving normally, etc., when trying to access the service using a particular web browser such as Microsoft Internet Explorer, Google Chrome, Mozilla Firefox, etc.?

- Yes
- No

Question # 10: Do you think service runs properly on at least one of the mobile browsers such as Opera, Safari, Skyfire, etc.?

- Yes
- No

Question # 11 Have you ever been notified by the website/ mobile app about the error that you commit while availing the service online?

- Yes
- No

If answer to the “**Question # 11**” mentioned above is “No” then please skip to the “**Question # 13**” else proceed to the “**Question # 12**” below.

Question # 12: In case of an error while accessing website/ mobile app, does the website / mobile app suggest corrective actions, along with error message, that you are required to perform?

- Yes
- No

Question # 13: Have you ever done any transaction, such as online payment, uploading of some kind of documents, etc., on website/ mobile app?

- Yes
- No

If answer to the “**Question # 13**” mentioned above is “No” then please skip to the “**Question # 15**” else proceed to the “**Question # 14**” below.

Question # 14: How often do you think the transaction done on the website/ mobile app fail? (Please select all that apply)

- Never
- Sometimes
- Often

Question # 15: Do you think the service offered through the website/ mobile app is secure?

- Yes
- No

If answer to the “**Question # 15**” mentioned above is “No” then please skip to the “**Question # 17**” else proceed to the “**Question # 16**” below.

Question # 16: What provisions are available on the website/ mobile app to digitally secure your transaction and data? (Please select all that apply)

- Encryption certificate for the website (can be seen as padlock in the web browser)
- Single/Dual Factor Authentication required to avail the service
- Digital Signature required to avail the service

Question # 17: What extent of the service offered by the department is available online?

- The service is not available online. Only information about the service is available online. Paper-based submissions are required to avail the service.
- Part of the service is online while remaining is paper-based (e.g. application form is submitted online but the print-out of the application form and/ or copies of certificates is required to be sent to the department to avail the service).
- Entire service is available online including submission of application form, uploading of copies of certificates, payments, etc.

Question # 18: If availing of the service offered by the department requires completion of other dependent/ interrelated sub-services, which may or may not be offered by the same department, what is the level of integration support offered by the service?

- Other dependent/ interrelated sub-services are required to be completed separately independent of the service offered by the department.
- Only some of the dependent/ interrelated sub-services can be completed using the service offered by the department (e.g. department has integrated its services with payment gateways but other dependent/ interrelated sub-services such as police verification, no-dues issuance, etc., are not integrated).
- All dependent/ interrelated services can be completed using the service offered by the department (e.g. department has integrated its services with payment gateways, certificate repositories of other departments, police verification, no-dues issuance, etc.).

Question # 19: Do you think the service offered by the department provide you an opportunity to participate in the decision making process of the department/ provide suggestion to the department?

- Yes
- No

If answer to the “**Question # 19**” mentioned above is “No” then please skip to the “**Question # 21**” else proceed to the “**Question # 20**” below.

Question # 20: What are the different mechanisms, offered by the department, that you are aware of using which you can participate in their decision making process/ provide suggestion? (Please select all that apply)

- Email id/ contact number provided by the department
- Provision in website/ mobile app to provide feedback/ suggestion
- Web pages on Facebook, Twitter or other social media to provide feedback/ suggestion
- Collaborative citizen engagement platform, such as MyGov, etc., offered by the department

Question # 21: Do you think department keep you informed about the status of your application/ account during the service delivery process?

Yes No

If answer to the “**Question # 21**” mentioned above is “No” then please skip to the “**Question # 23**” else proceed to the “**Question # 22**” below.

Question # 22: What are the different mechanisms through which department keep you informed about the status of your application/ account during the service delivery process?

 Alert is sent via SMS or email. Alert is brought to my notice on next login to my account

Question # 23: What do you feel about the relevance of content offered to you through the service offered by the department?

 The content is not personalized to me and generic in nature (e.g. common newsletter sent to all beneficiaries of the service, etc.). Only some part of service delivery is personalized (e.g. updates sent to you for your subscriptions, etc.) Entire service delivery is personalized to my needs (e.g. website/ mobile app offers you opportunities to personalize the look & feel, select preferred mode of communication, select preferred mode of payment, etc.)

Question # 24: Is all scheme related information available?

 Yes No

Question # 25: Is some kind of support available like call center, chat, email etc. to clarify the beneficiaries concerns?

 Yes No

Question # 26: Is review of other beneficiaries available?

 Yes No

Question # 27: Are all certificates / documents required in electronic format?

 Yes No

Question # 28: Is service available on multiple channels?

 Yes No

Question # 29: Is the online payment facility available?

Yes

No

Question # 30: Is service completion timeline conveyed to the beneficiary?

Yes

No

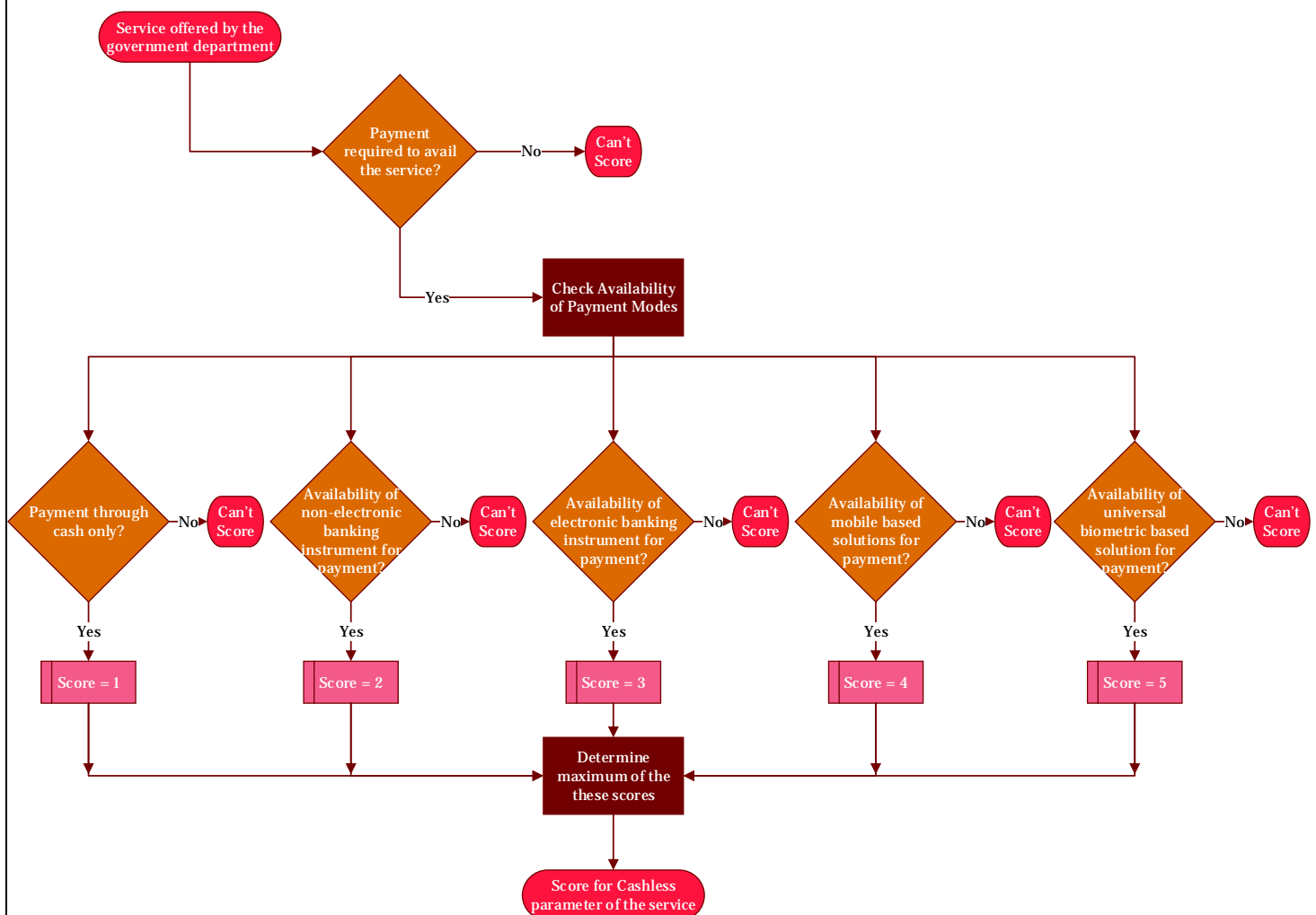
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6. Evaluating the Services using the Maturity Model

6.1 Evaluation of the services based on top-down assessment

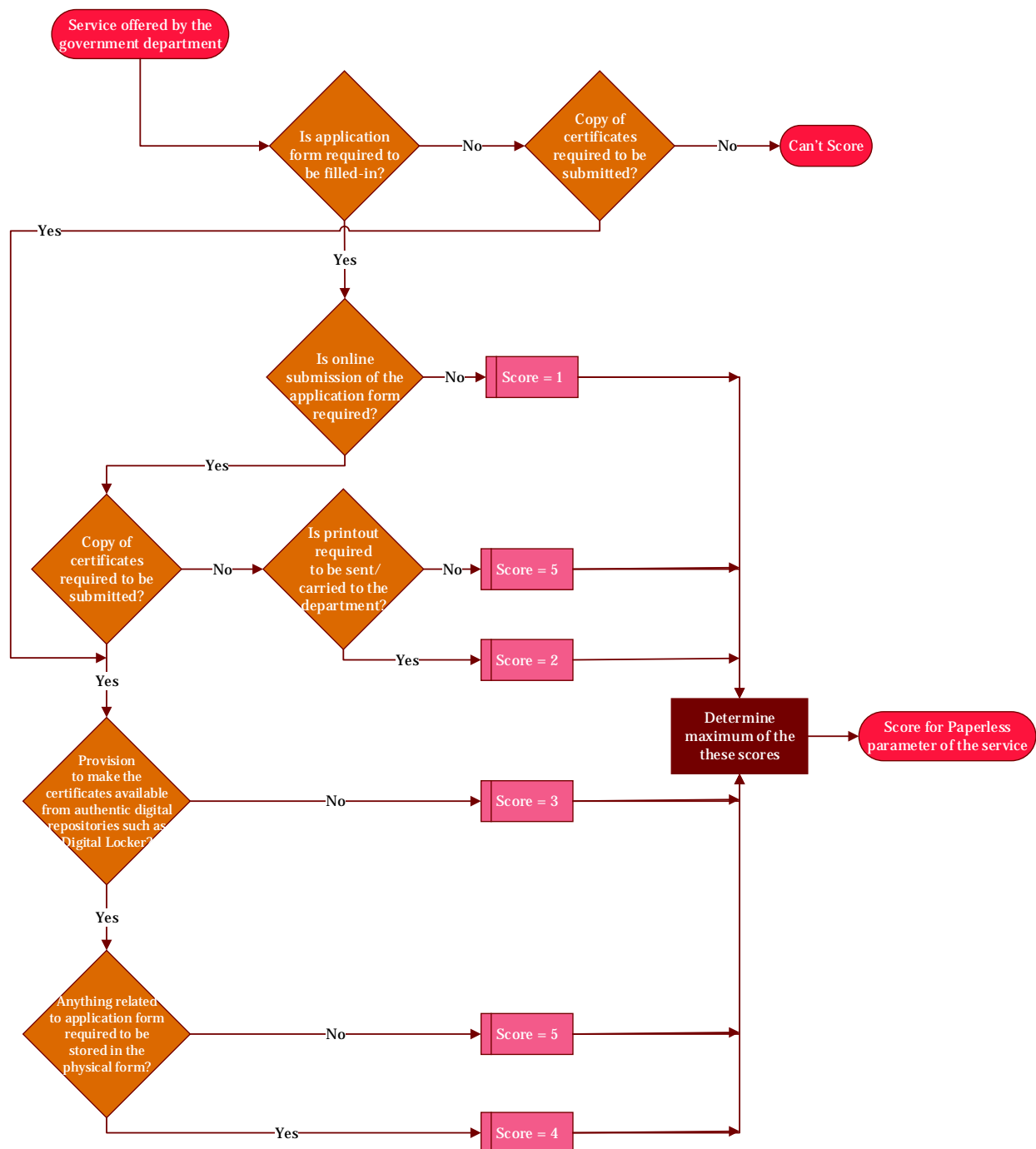
6.1.1 Cashless

If the payment is not required to be made by the beneficiary to avail the service offered by a Government Ministry / Department, the framework assumes that the service cannot be assessed on the Cashless parameter. Hence, no score is awarded to that service. If a Government Ministry / Department provides multiple payment modes to the beneficiary for availing the service offered by it, the framework awards a score which is highest of the scores obtained by the service on all of its payment modes. A maximum score of 5 can be achieved by the service.



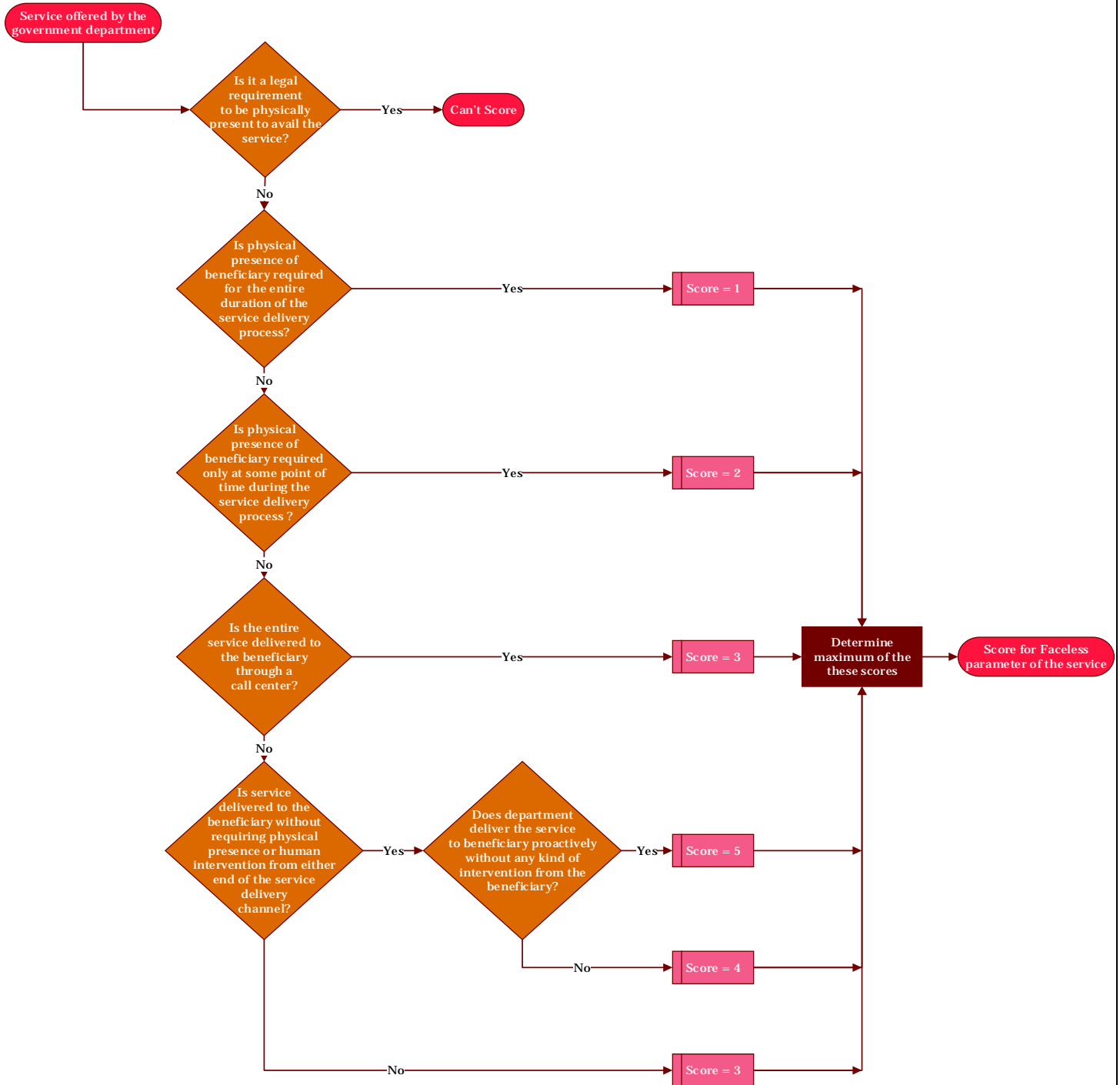
6.1.2 Paperless

If the service is provided without requiring the beneficiary to fill-in an application form and without seeking a proof of identity/ proof of address in the form of certificates, the framework assumes that the service cannot be assessed on the Paperless parameter. Hence, no score is awarded to that service. If a Government Ministry/ Department requires beneficiary to fill-in an application form and /or submit the copy of certificates, the service is awarded scores based on the online/ paper-based submission mode and availability of the provision for beneficiary to fetch these certificates from the authentic digital repository such as Digital Locker, etc. A maximum score of 5 can be achieved by the service.



6.1.3 Faceless

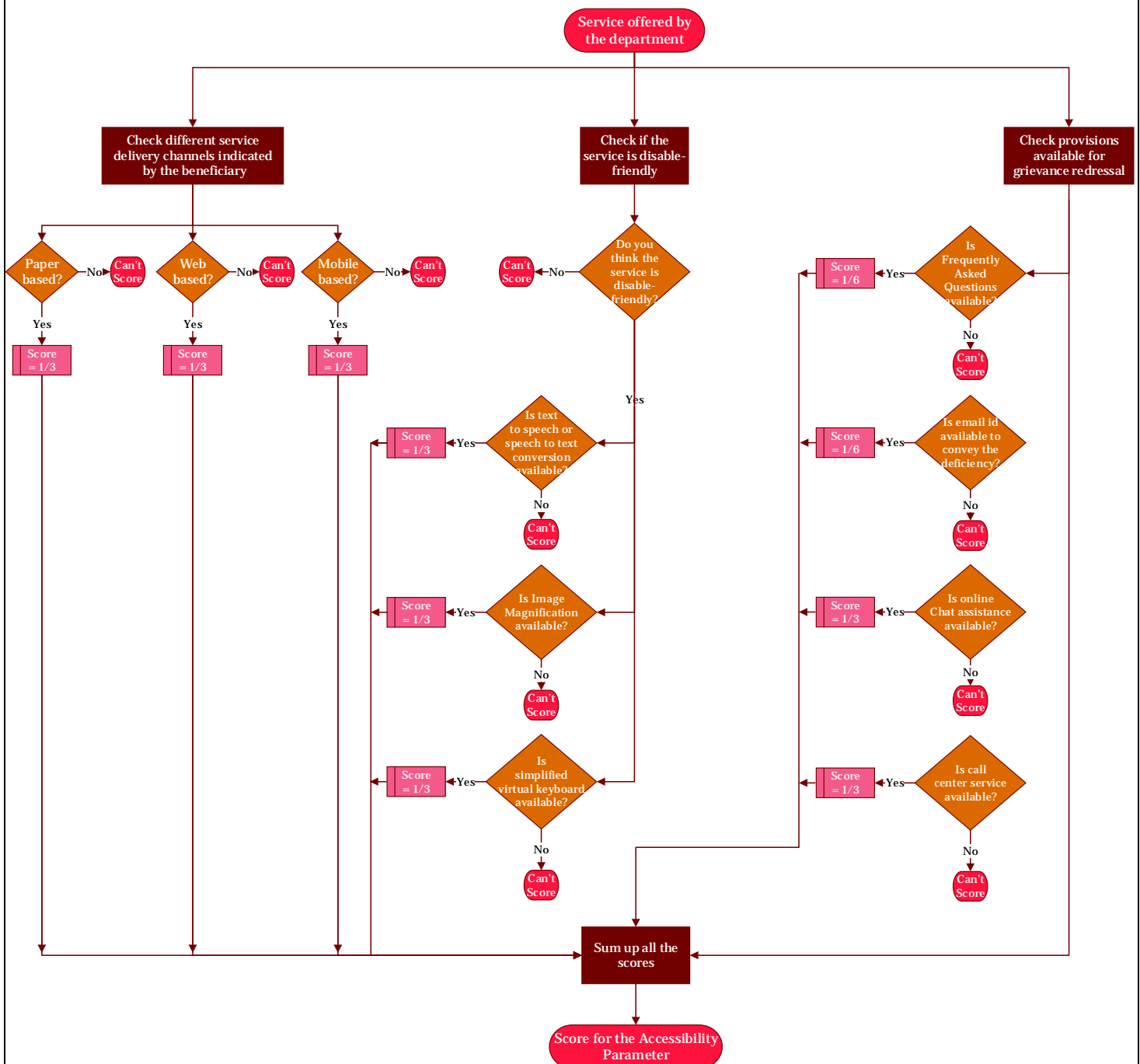
If it is a legal requirement for the beneficiary to be physically present to avail the service offered a Government Ministry/ Department, the framework assumes that the service cannot be assessed on the Faceless parameter. If there is no legal requirement for the beneficiary to be physically present, the framework assigns score to the service based on the extent on human intervention required at either end of the service delivery channel. A maximum score of 5 can be achieved by the service.



6.2 Evaluation of the services based on bottom-up assessment

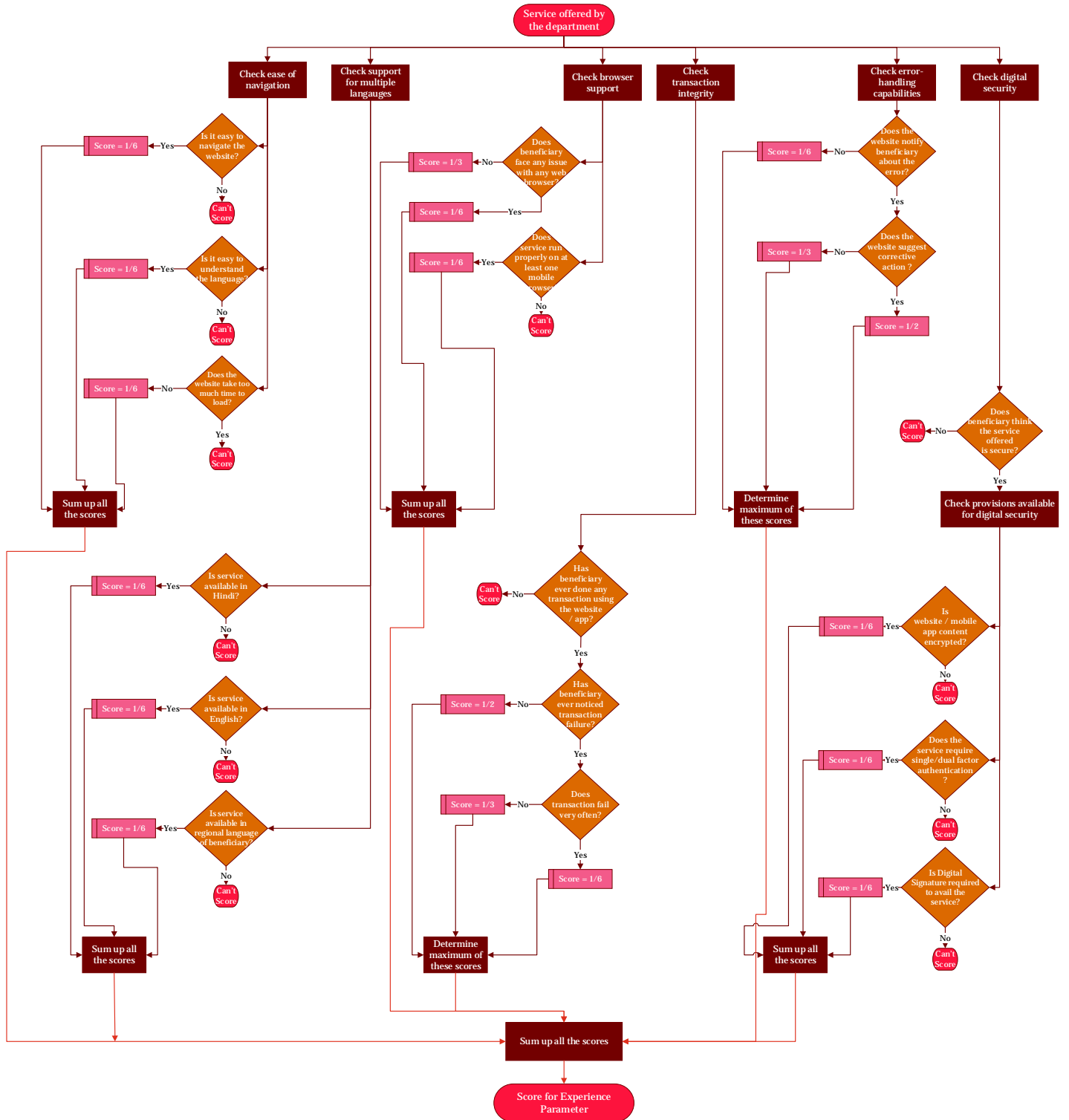
6.2.1 Accessibility

On accessibility parameter, the service offered by a Government Ministry/ Department will be evaluated, based on the feedback provided by the intended beneficiary using the questionnaire, to see if the website and/ or mobile app has been correctly designed and developed so that all beneficiaries have equal access to information and functionality. A maximum score of 3 can be achieved by the service.



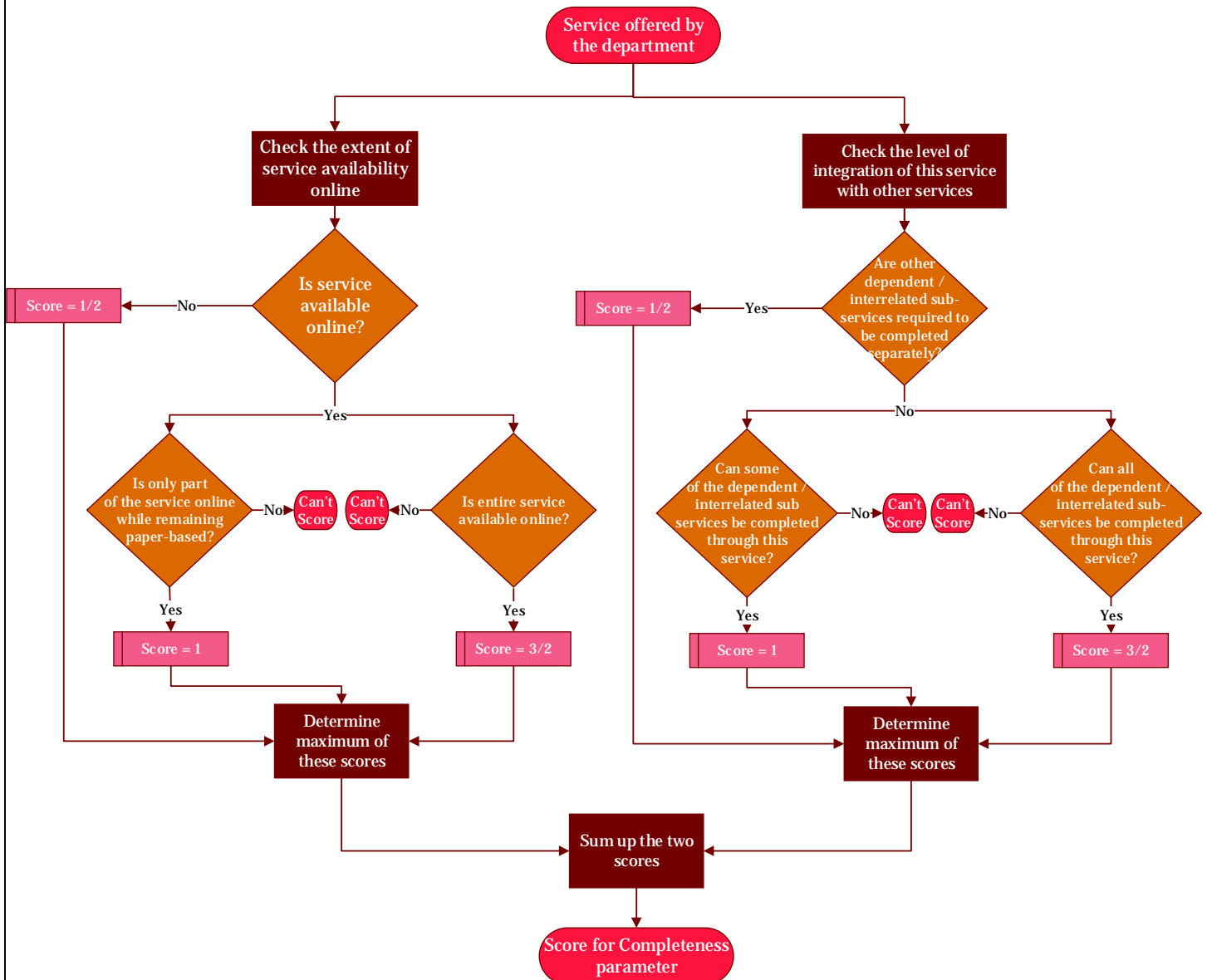
6.2.2 Experience

On experience parameter, the service will be evaluated to check beneficiaries' comfort across various touch points in the service delivery process. A maximum score of 3 can be achieved by the service.



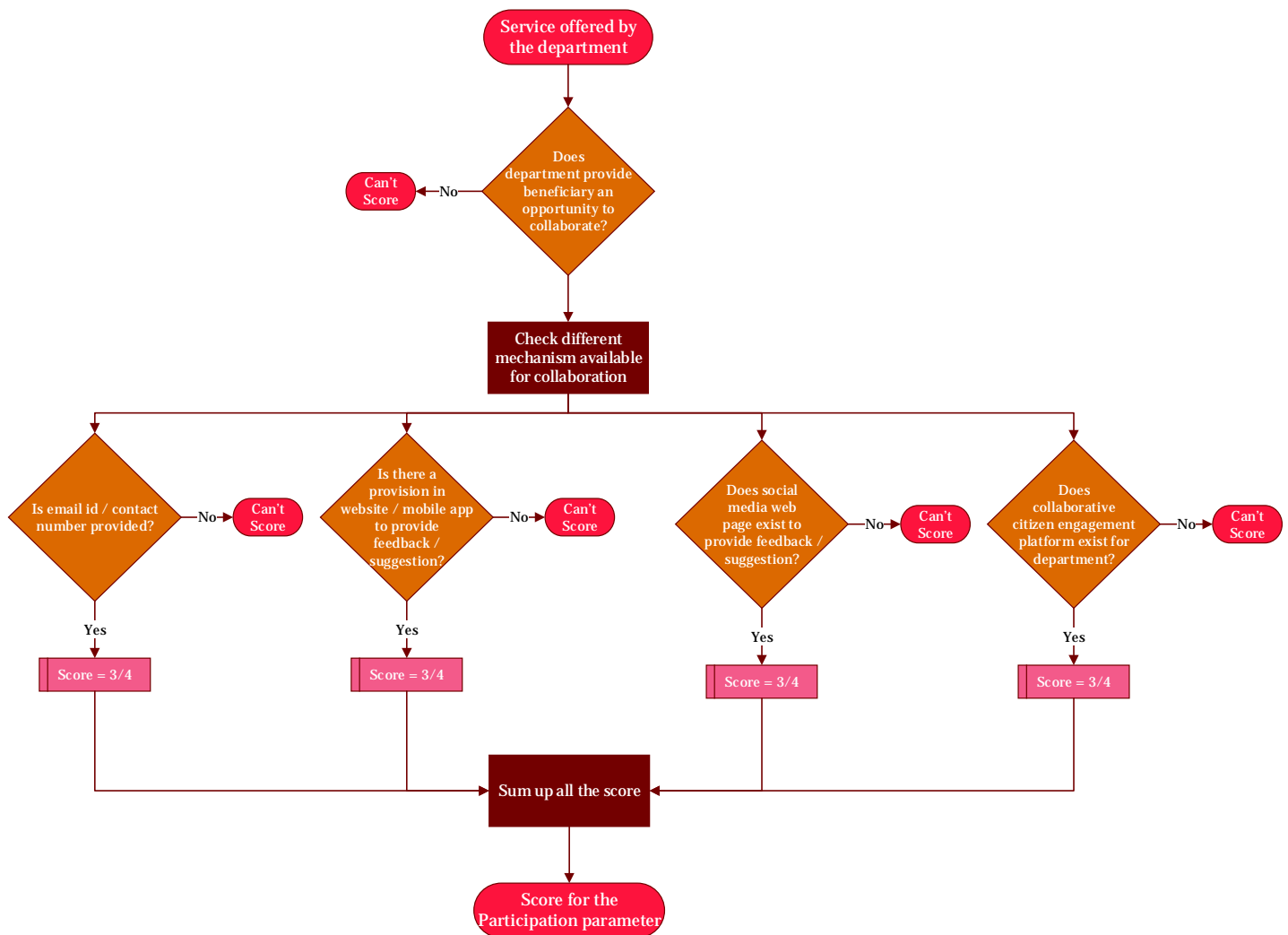
6.2.3 Completeness of Service

On completeness parameter, the service is evaluated to see how much of the service is delivered online and its level of integration with other dependent/ related services. A maximum score of 3 can be achieved by the service.



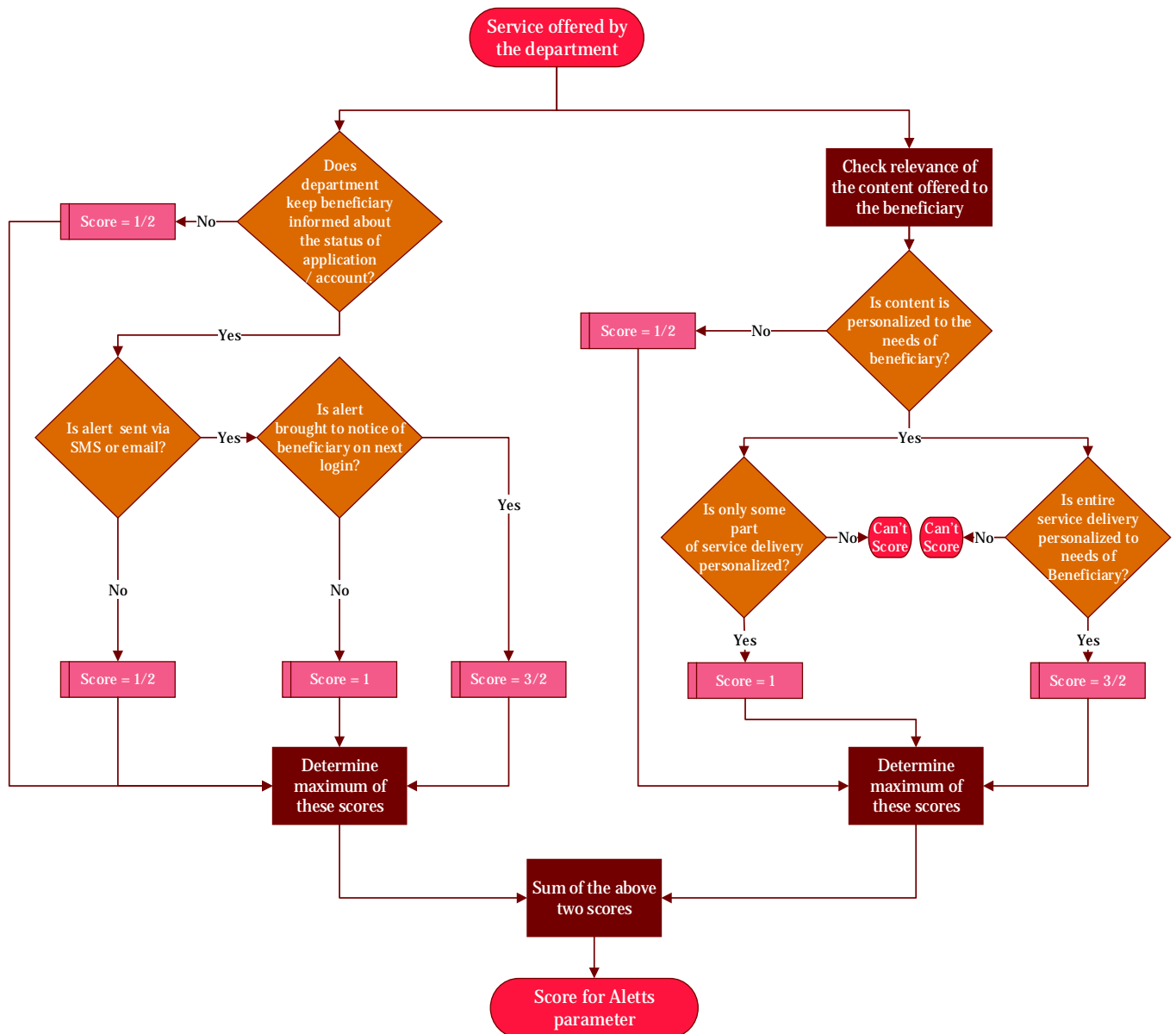
6.2.4 Participation

On participation parameter, the service offered by a Government Ministry/ Department is checked to see if it also allows beneficiaries to participate in the decision making process and provide feedback/ suggestions to the Government Ministry/ Department. A maximum score of 3 can be achieved by the service.



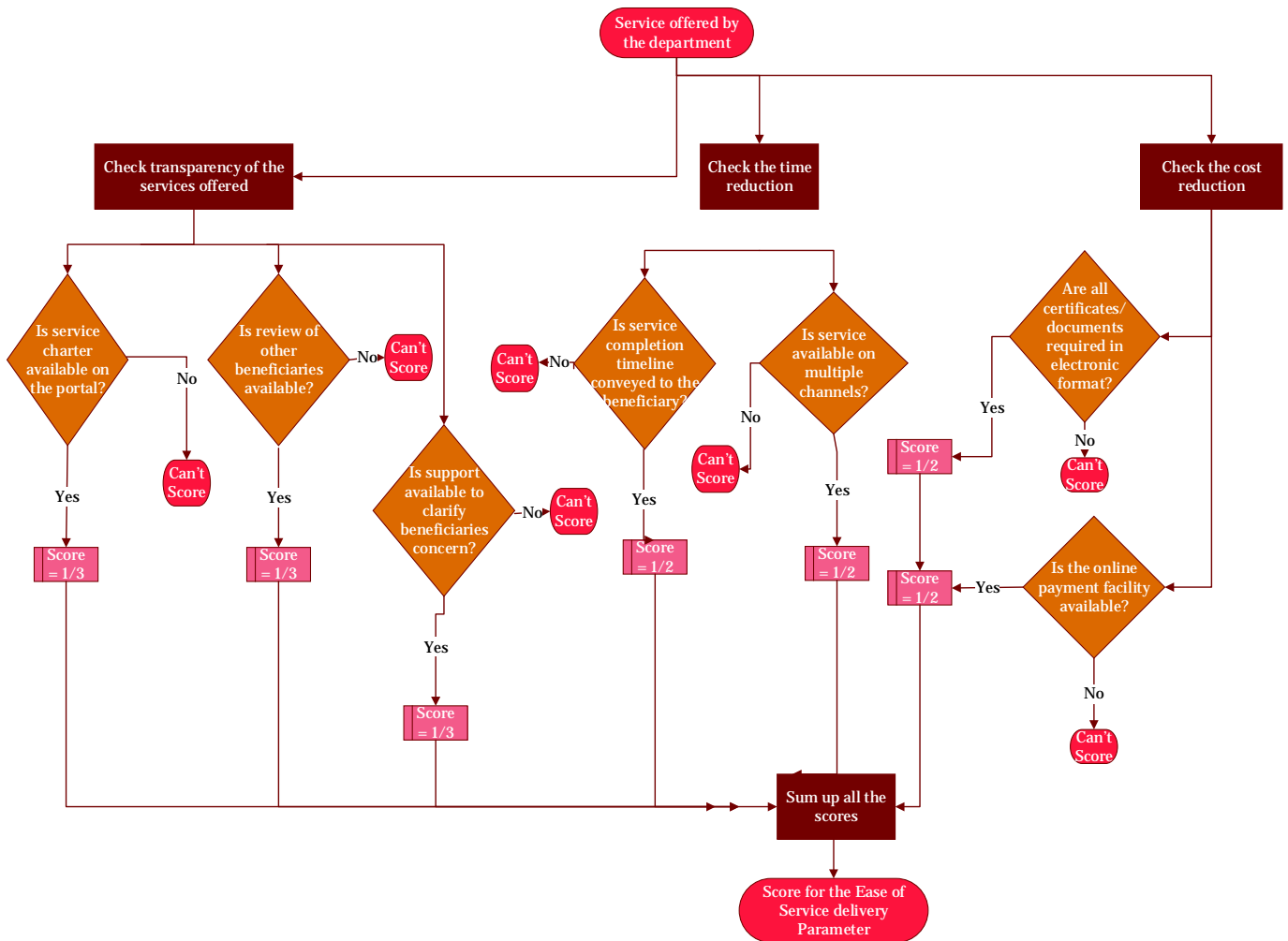
6.2.5 Alerts

On personalization parameter, the service is evaluated to see if the Government Ministry/ Department identifies, segments, and targets its beneficiaries with specific, personalized messages across its website/ mobile app. A maximum score of 3 can be achieved by the service.



6.2.6 Ease of Service Delivery

On ease of service delivery parameter, the service is evaluated to see if the Government Ministry/ Department identifies, segments, and targets its beneficiaries with Transparency, streamlining of rules in online service delivery, cost reduction and time reduction. A maximum score of 3 can be achieved by the service.



7. Assessment Visualization

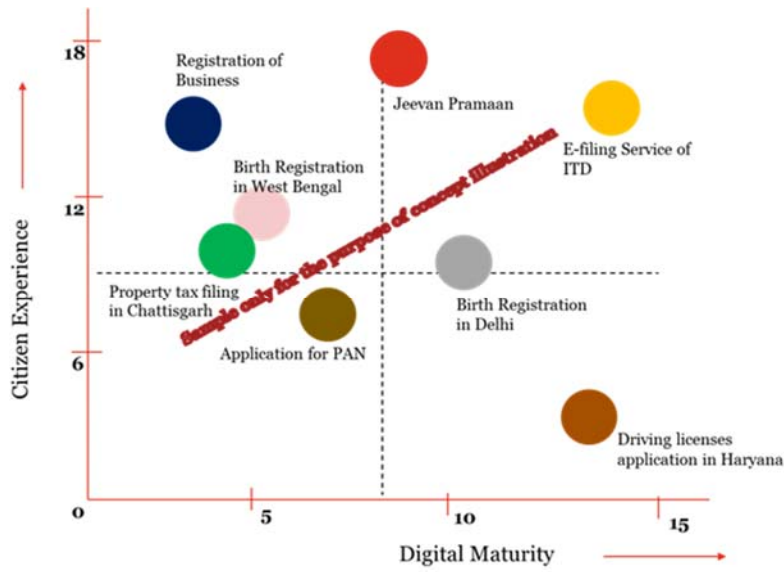
7.1 Ranking of Services: assessment visualization

Services can be ranked and compared within and outside the Government Ministry/ Department based on the scores achieved under the Digital Maturity (Top-Down Assessment) and Beneficiary's Experience (Bottom-Up Assessment) heads. A sample scoring and comparison is shown below.

Rank	Service	Digital Maturity Score	Beneficiary Experience Score	Total Score
1	Service 1	12	10	11.4
2	Service 2	11	9	10.4
3	Service 3	12	6	10.2
4	Service 4	10	10	10.0
5				
6				
-				
-				
-				

7.2 Service-wise assessment visualization

The score provided by the Government Ministry/ Department can be compared with the score provided by the beneficiaries to visualize the current state of the service and prepare the roadmap for reaching to the target state. A sample visualization is shown below.



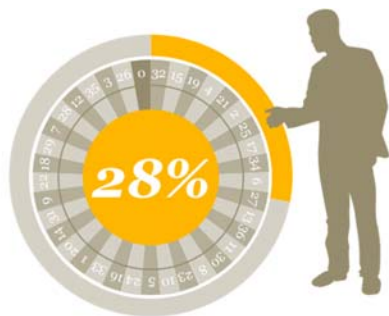
8 4

A services can also be visualized independent of the other type of assessment, e.g., based on the score provided by the Government Ministry/ Department (Top-Down Assessment), the maturity of a service can be depicted using a spider chart on the three parameters of Cashless, Paperless and Faceless.



Maturity on each service criterion

The maturity of a service can also be represented in terms of percentage or maturity levels of 1 to 5.



Service Maturity Percentage Score



Digital Maturity Assessment Levels