



Department of Housing and Urban Development
Government of Odisha

SUJOG

Impact Performance Report

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Prepared by:

60__decibels



Submitted by:

eGovernments Foundation

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FOREWORD

It gives me great pleasure to present the SUJOG Impact Performance Report, a reflection on Odisha's urban digital transformation journey. Over the past decade, Odisha has consistently demonstrated how technology, when designed with people at its core, can create more inclusive, efficient, and responsive systems of governance. This report, prepared for the Housing & Urban Development Department by eGov Foundation in collaboration with 60 Decibels, captures both the progress we have made and the opportunities that lie ahead. Documenting the voices of citizens, employees, and policymakers, it highlights the real impact of digital transformation in shaping everyday governance and service delivery.

Odisha has long recognised that technology is not an end in itself, but a means to empower people and institutions. Whether in health, education, disaster management, or urban services, our approach has been to embed digital tools within robust institutional frameworks, ensuring sustainability, adaptability, and inclusivity. The insights in this report reaffirm the importance of continuity in policy, iterative design of platforms, and strong state leadership in driving digital transformation.

I am confident that the learnings captured here will serve not only as a benchmark for Odisha's continued journey but also as a valuable reference for other states seeking to strengthen urban governance through digital innovation.

I congratulate all those who contributed to this effort and remain committed to ensuring that Odisha continues to lead with vision, resilience, and a citizen-first approach.

For me, this report is not just numbers and graphs, but a reflection of how technology can touch the everyday lives of people, and I sincerely hope this document inspires continued reflection and action, in Odisha and beyond. Our collective task is to keep improving, keep learning, and above all, keep placing citizens at the heart of governance.


(Usha Padhee) 3/11/2025



FOREWORD

SUJOG Impact Evaluation Report

At eGov, we believe technology should fade into the background, allowing governance to be simple, transparent, and citizen-centric. Our role is to build open digital infrastructure that empowers governments to deliver services at scale and enables citizens to access them reliably, transparently, and with ease.

This report is a pulse check on that philosophy, rooted in Odisha's experience with SUJOG, a platform built on eGov's DIGIT. The findings here capture how digital public infrastructure, when implemented with continuity and commitment, translates into real improvements in how citizens access services and how frontline staff are empowered to deliver them.

Odisha's progress shows what becomes possible when strong leadership, open platforms, market partnerships, and citizen-first design converge. SUJOG is not just a technology deployment; it is a working proof that open digital building blocks can create inclusive systems, improve efficiency, and build trust between governments and people.

As we look ahead, the Odisha experience offers valuable lessons for the rest of India. Solving for a billion will require partnerships that bring together governments, civil society, and technology enablers on a shared foundation. Reports like this are a reminder that change at scale begins with people, and it is only when citizens experience dignity and ease in accessing public services that digital governance truly fulfils its promise.

For me, what makes this journey most meaningful is hearing from the people whose lives we were able to touch — a citizen who no longer has to spend hours in queues, or a municipal staff member who feels more confident with the system. These stories remind me why we do what we do at eGov, and they keep us grounded in the belief that digital transformation is ultimately about human dignity.



Viraj TyagiCEO,
eGov Foundation

About This Report

Background:

In Odisha, the SUJOG application by H&UDD aims to streamline government service delivery by enhancing efficiency for government employees. It also provides citizens with easier access to local government services, which they avail through both online and offline mediums.

Objectives:

This report aims to provide you with an in-depth understanding of the experience of local government employees using the SUJOG application, as well as the outcomes and satisfaction levels of citizens in Odisha when availing local government services. The data is also disaggregated by ULB type for further insight into the experience of employees and citizens.

Scope:

The insights are based on phone interviews with 104 employees and 213 citizens across Odisha. These interviews were conducted by 60 Decibels' trained researchers.

Using the sample frame provided for Odisha, we representatively sampled employees and citizens based on Urban Local Body (ULB) type. To learn more about our methodology, head to the [Appendix](#).

We have performed ULB level sub-sample analysis across both sections. For the employees' section of the report, given the small sub-sample of employees from 'Development Authority' and 'Municipal Corporation' (3 employees each), we have excluded these 6 employees from ULB sub-sample analysis.

We really enjoyed hearing from the employees and citizens – they had a lot to say! We encourage you to use these results to set targets and identify ways you can further improve your impact performance over time.

104 employees interviewed.
213 citizens interviewed.

Employees

ULB Type	% of total sample
Municipality	52%
Notified Area Council (N.A.C.)	43%
Municipal Corporation	3%
Development Authority	2%

Citizens

ULB Type	% of total sample
Municipality	39%
Notified Area Council (N.A.C.)	23%
Municipal Corporation	38%

Executive Summary

Employees:

Employees primarily use the applications for tax collection and management and issuing and managing trade licenses. 9 in 10 report improvements in their way of doing work, mentioning increased efficiency and better organization in data management. A similar proportion say they spend less time on documentation and reporting, with employees estimating a 48% reduction on average.

Further, employees are satisfied with the application – the SUJOG application has a Net Promoter Score (NPS) of 31, which is good. However, the challenge rate is high; over 6 in 10 employees face challenges. Among those with challenges, 8 in 10 say they remain unresolved. Top reported challenges include server downtime, network connectivity issues, and data accuracy problems. The NPS is significantly higher amongst those who report no challenges, compared to employees facing challenges (NPS of 90 vs. -3).

Experience with SUJOG differs by ULB type.

Employees working in N.A.C.s report a higher NPS than those in municipalities (NPS of 39 vs. 24) and are less likely to report challenges (55% vs. 72%). The higher levels of satisfaction among N.A.C. employees are likely driven by a history of limited resources and manual processes, which leads to a greater appreciation for tech-enabled services.

When asked to describe their challenges, N.A.C. employees are more likely to complain about server downtime compared to employees from municipalities (67% vs. 51%). Since N.A.C.s often serve smaller, transitioning urban areas with limited resources, they may struggle more than municipalities, which typically oversee larger urban centers, in maintaining strong IT systems.

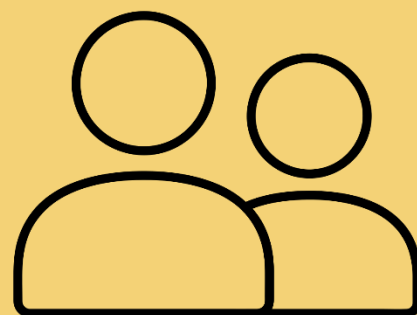
Citizens:

While 7 in 10 citizens report being aware of the online availability of city government services, 8 in 10 still rely on offline mediums, particularly doorstep visits by ULB employees. When asked about their preference, 6 in 10 say they prefer offline mediums, mainly due to their limited digital skills and knowledge.

The overall NPS for city government service delivery is 49, which is very good. Promoters appreciate the door-to-door services and helpful staff. Detractors, on the other hand, request for more helpful staff and better complaint resolution. 3 in 10 citizens experience challenges. This is most prominent amongst N.A.C.s and municipal corporations, compared to municipalities (38% vs. 36% vs. 24%). They mainly talk about unresolved complaints, unhelpful staff, or delayed services. When asked for suggestions for improvement, they mainly request speedy complaint resolution.

We recommend looking into three areas as next steps:

- Identifying the bottlenecks in issue resolution: It's important to recognize that while employees primarily face challenges with server downtime and network connectivity, citizens also often experience unhelpful staff and delays in service. Focusing on resolving technical issues related to server connectivity will enhance employee efficiency, directly impacting their ability to deliver services to citizens in a timely manner. This, in turn, will improve the overall experience for both employees and citizens.
- Understanding experience by ULB type: While N.A.C. employee satisfaction levels are higher, they can be better supported by resolving server issues to increase efficiency, morale, and reliability in service delivery.
- Closing the skill gap amongst citizens: Facilitating knowledge transfer on the use of digital services can encourage direct adoption and streamline service delivery. This can be done by training employees to educate citizens on online mediums and sharing collateral in government offices to disseminate information.

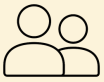


01: Employee Profile

This section helps you understand the employee base and their usage of the SUJOG application.

The key indicators in this section are:

- **Demographics:** What is the gender and age distribution of employees?
- **Inclusivity Ratio:** Are you reaching a less well-off segment of the population? How representative is the Odisha employee base of the national population of India?
- **Usage and Digital Access:** What do employees use the SUJOG app for?



A typical city government employee in Odisha is a 38-year-old male, living in a 5-member household.

Table 1 - Demographics (n = 104)

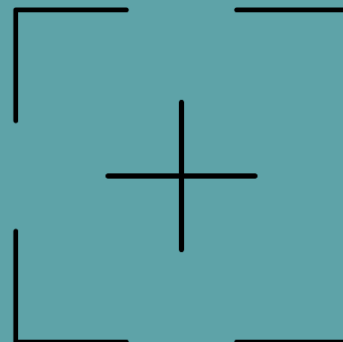
About the Employee	Overall	Municipality	N.A.C.
Sample Size	104	54	44
 Male employees	83%	80%	86%
 Median age	38	38	38
 Median household size	5	5	4

Employees primarily use the applications for tax collection and management and issuing & managing trade licenses.

Table 2 - Top Use Cases of Applications

Q: What do you use the SUJOG app for?
(n = 104 | Municipality = 54, N.A.C. = 44). Open-ended, coded by 60 Decibels.

Use Cases	Overall	Municipality	N.A.C.
Tax collection and management	57%	59%	59%
Issuing and managing of trade licenses	43%	41%	47%
Issuing and managing of building plans	30%	24%	34%
Issuing and managing of marriage certificates	29%	26%	36%
Utility connection application management	13%	11%	16%



02:

Employee Impact

This section shows you the degree to which using the SUJOG app is impacting employees' way of doing work, and what outcomes, if any, are they experiencing, in their own words.

The key indicators in this section are:

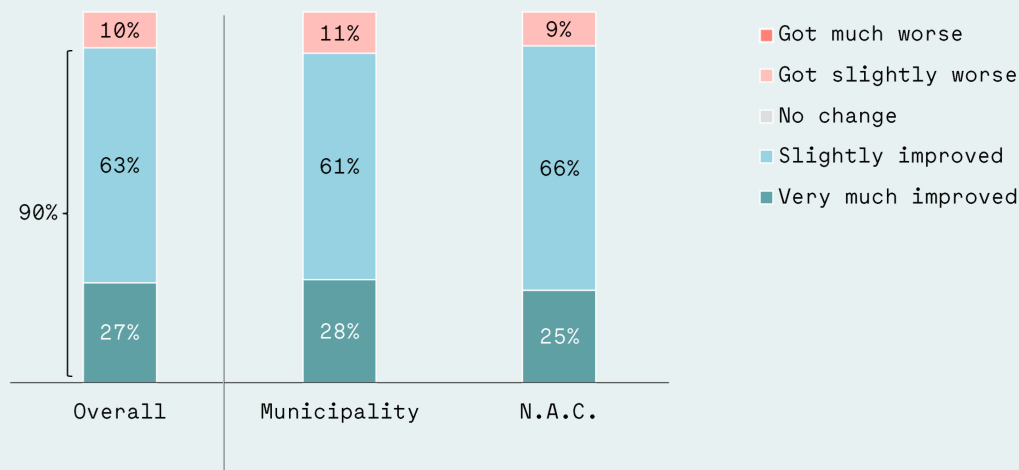
- **Way of Doing Work:** To what extent has the employees' way of doing work changed because of using the SUJOG app?
- **Time Spent at Work:** Are employees experiencing time savings at work? What is the change in time spent on documentation and reporting since using the SUJOG app?



9 in 10 report improvements in their way of doing work because of SUJOG. Close to 3 in 10 report significant improvements.

Fig. 3 - Change in Way of Doing Work

Q: Has your way of doing work changed because of the SUJOG app?
(n = 104 | Municipality = 54, N.A.C. = 44)



Top improvements include time savings, increased organization in managing data, and reduced travel and paperwork.

Table 3 - Improvements in Way of Doing Work

Q: How has your way of doing work improved?
(n = 94 | Municipality = 48, N.A.C. = 40). Open-ended, coded by 60 Decibels.

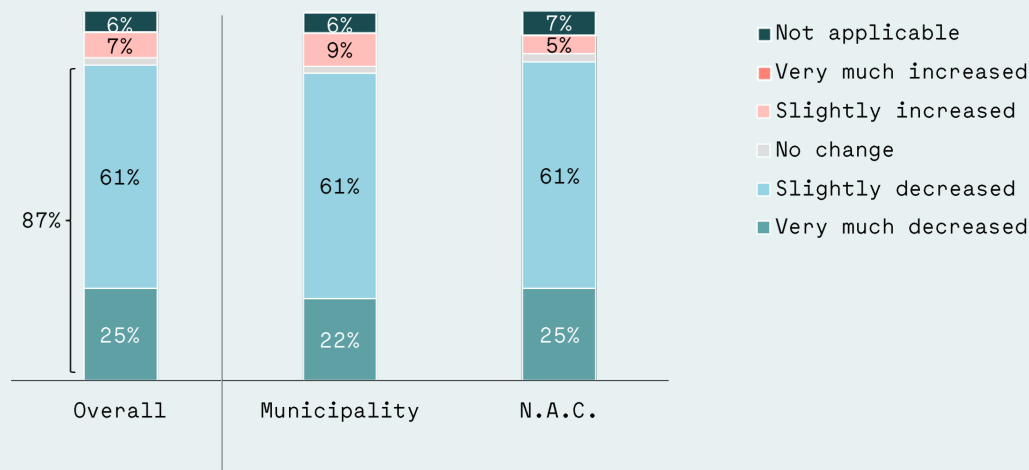
Top Improvements	Overall	Municipality	N.A.C.
Improved efficiency and time savings	98%	98%	100%
Increased organization in managing data	39%	35%	48%
Reduced travel and paperwork due to online transactions	20%	17%	23%
Remote work capability	15%	15%	13%
Improved work-life balance	6%	8%	3%



Close to 9 in 10 report saving time in documentation and reporting due to SUJOG. A quarter report significant improvements.

Fig. 4 - Change in Time Spent

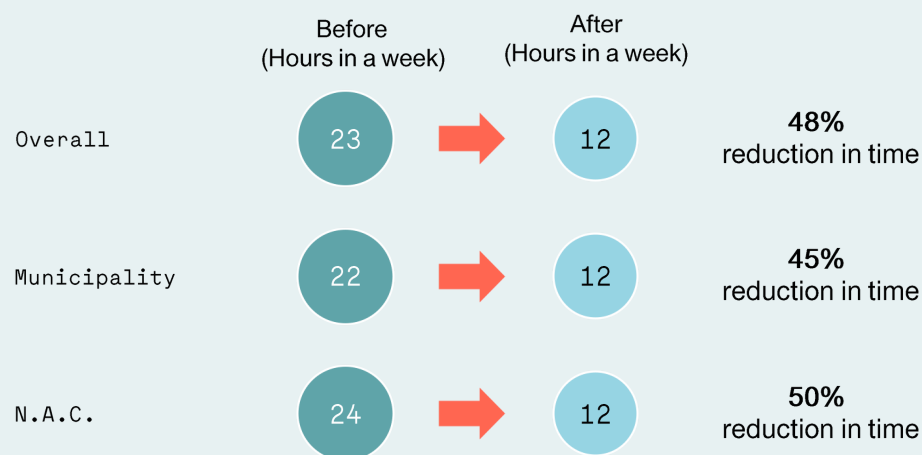
Q: How has the time you spend on documentation and reporting changed because of the SUJOG app? (n = 104 | Municipality = 54, N.A.C. = 44)



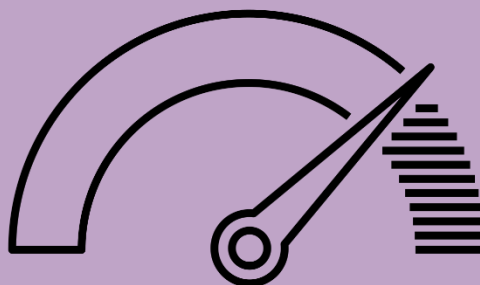
Employees experience a 48% reduction in weekly time spent on documenting and reporting because of SUJOG.

Fig. 5 - Average Time Spent – Before and After

Q: How many hours per week did you spend on documenting and reporting before and after using the SUJOG app? (n = 98* | Municipality = 51, N.A.C. = 41)



*6 employees are new and have not done documenting & reporting work without the applications.



03:

Employee Experience

If employees are unhappy, it's unlikely they will continue to choose using the SUJOG app or recommend it to others.

This section uses the popular Net Promoter Score® to understand the level and drivers of employee satisfaction. Additional insights on challenges highlight areas you can improve.

The key indicators in this section are:

- **Net Promoter Score:** How likely are employees to recommend the SUJOG app to a friend or family member?
- **Challenges:** What proportion of employees' experience challenges with the SUJOG app?

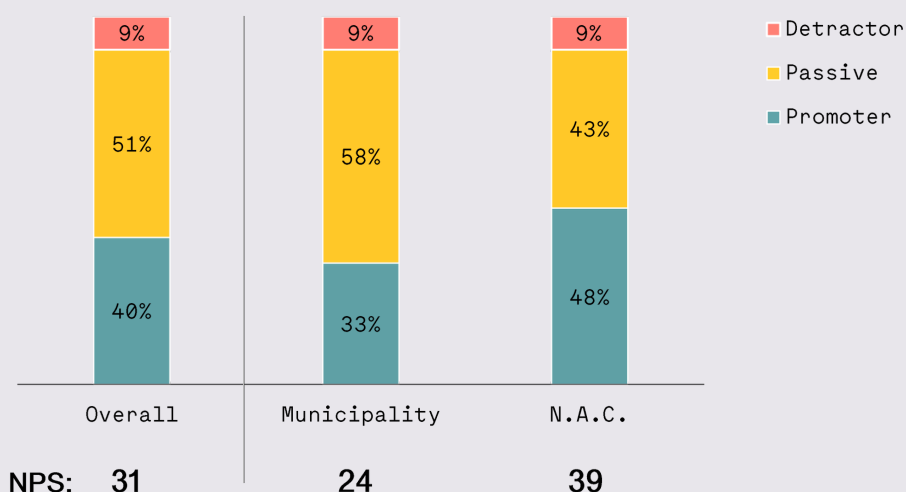


The SUJOG app has an NPS of 31, which is good. Employees working in N.A.C.s have a higher NPS than those in municipalities.

Fig. 6 - Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely are you to recommend the SUJOG app to a friend or family member, where 0 is not at all likely and 10 is extremely likely?

(n = 104 | Municipality = 54, N.A.C. = 44)



The Net Promoter Score® (NPS) is a gauge of respondent satisfaction and loyalty. The NPS is the percent of citizens rating 9 or 10 ('Promoters') minus the percent of citizens rating 0 to 6 ('Detractors'). Those rating 7 or 8 are 'Passives'.

The score can range from -100 to 100.

Creators of the NPS, Bain & Company, suggest that a score of:

- Above 0 is good
- Above 20 is very good
- Above 50 is excellent
- Above 80 is world class

Promoters value remote access to SUJOG and speed of work. Passives appreciate digital document management and speed.

Table 4 - Satisfaction Drivers

Follow up from NPS question: We ask respondents to explain their rating to provide an insight into what they value and what creates dissatisfaction.

Top Drivers	Overall	Municipality*	N.A.C.*
Promoters	(n = 42)	(n = 18)	(n = 21)
Convenience of remote work	62%	13	11
Increased speed of work	50%	8	13
Passives	(n = 53)	(n = 31)	(n = 19)
Digital document management	57%	16	12
Increased speed of work	45%	13	9
Incomplete system features	30%	10	6
Detractors*	(n = 9)	(n = 5)	(n = 4)
Server reliability issues	4	2	2
Poor application interface	3	2	1

*Given the low ULB and detractor sub-samples, we have reported whole numbers and not percentages.



6 in 10 report challenges. Of those, 8 in 10 say they are unresolved. Municipality's employees report more challenges than N.A.C.'s.

Fig. 7 - Proportion of Employees Reporting Challenges

Q: Have you experienced any challenges with SUJOG application?
(n = 104 | Municipality = 54, N.A.C. = 44)

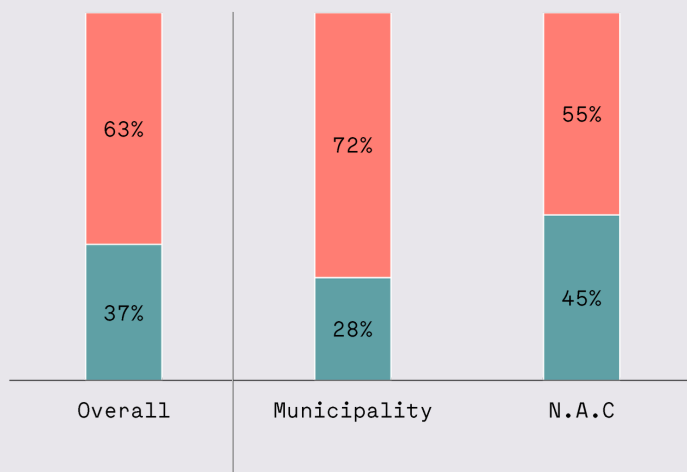


Table 5 - Unresolved Challenges
(n = 65 | Municipality = 39, N.A.C. = 24)

Overall	80%
Municipality	82%
N.A.C.	75%

Insight:

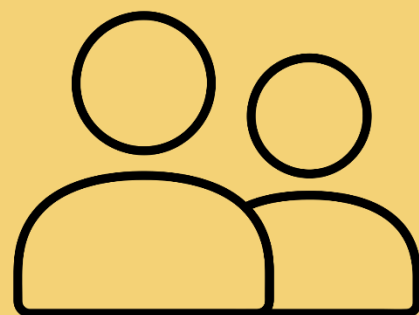
The NPS is higher amongst employees who don't report challenges, compared to those who face challenges (NPS of 90 vs. -3).

Of those who report challenges, 6 in 10 report server downtime and this is most prominent amongst N.A.C. employees.

Table 6 - Most Common Challenges

Q: Please explain these challenges. (n = 65 | Municipality = 39, N.A.C. = 24).
Open-ended, coded by 60 Decibels.

Top Challenges	Overall	Municipality	N.A.C.
Server downtime	57%	51%	67%
Network connectivity issues	37%	41%	29%
Data accuracy problems	20%	21%	21%



04:

Citizen Profile

This section helps you understand the citizens and their usage of city government services.

The key indicators in this section are:

- **Demographics:** What is the gender and age distribution of citizens using city government services?
- **Inclusivity Ratio:** Are you reaching a less well-off segment of the population? How representative are the citizens using city government services in Odisha of the national population of India?
- **Availing of Services:** Through which mediums do citizens avail and commonly access services from their city government? Do they use online or offline mediums?



A typical citizen using city government services is a 44-year-old male. N.A.C.s have a higher proportion of male users.

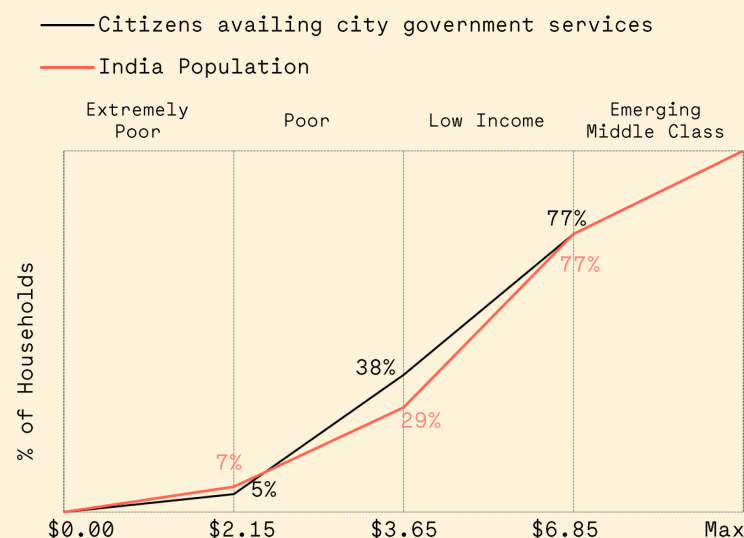
Table 7 - Demographics

About the Citizen	Overall	Municipality	Municipal Corporation	N.A.C.
Sample Size	213	84	81	48
 Male citizens	61%	58%	58%	71%
 Median age	44	43	45	45
 Median household size	4	4	4	5

Citizens using city government services in Odisha are on par with the national population in India.

Fig. 8 - Citizens' Income Distribution Relative to India Average

% living below \$x.xx* per person per day (2017 PPP). (n = 210**)



*Refer to the globally accepted dollar values of poverty lines (\$2.15, \$3.65, and \$6.85) on the x-axis. The corresponding percentages signify the proportion that fall under those poverty lines, which can then be compared to the national averages.

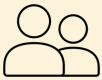
**3 citizens did not answer the full set of PPI questions required for analysis.

Fig. 9 - Inclusivity Ratio

Degree to which government services (via SUJOG) are reaching the low-income segment.

1.00

1 = parity with population;
 > 1 = over-serving;
 < 1 = under-serving.
 See [Appendix](#) for calculation.



Most citizens paid taxes or fees in the past year, followed by applying for a new connection and registering a complaint.

Fig. 10 - Services Availed

Q: Have you availed any of the following services from your city government in the past year? Have you:
(Multiple Answers allowed). (n = 213 | Municipality = 84, Municipal Corporation = 81, N.A.C. = 48)

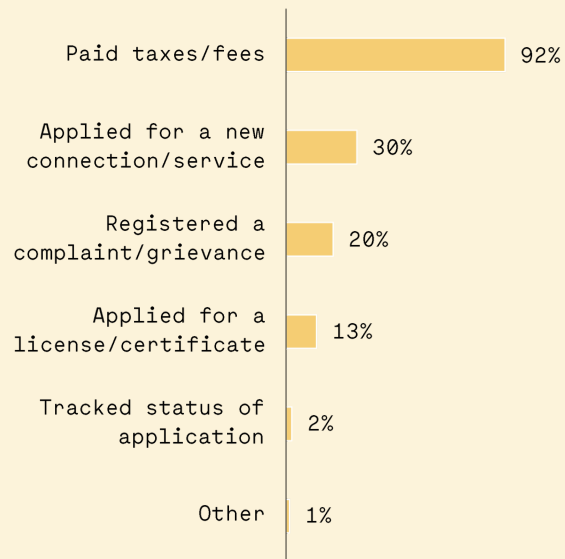


Table 8 - Services Availed by ULB Type

Services	Municipality	Municipal Corporation	N.A.C.
Paid taxes	92%	89%	96%
Applied for services	30%	32%	25%
Registered a complaint	17%	22%	21%
Applied for a license/certificate	12%	12%	15%
Tracked status of application	1%	1%	6%
Other	2%	1%	0%

Citizens most commonly avail city government services via ULB employees. Over 8 in 10 primarily rely on offline mediums.

Fig. 11 - Commonly Used Mediums for Availing Services

Q: What medium do you most commonly use to avail services from your city government?
(n = 213 | Municipality = 84, Municipal Corporation = 81, N.A.C. = 48)

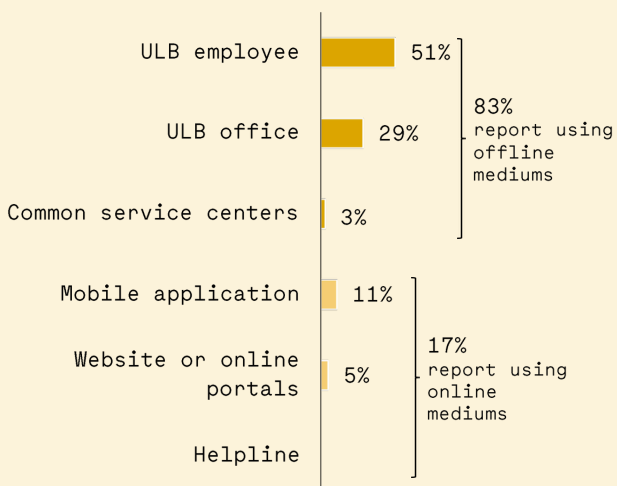


Table 9 - Commonly Used Medium by ULB Type

Mediums	Municipality	Municipal Corporation	N.A.C.
ULB employee	51%	49%	54%
ULB office	26%	31%	31%
Common service centers	4%	4%	2%
Mobile application	11%	14%	8%
Website or online portals	7%	2%	4%
Helpline	1%	-	-



05: Citizen Experience

This section uses the popular Net Promoter Score® to understand the level and drivers of citizen satisfaction. Additional insights on challenges highlight areas for improvement.

The key indicators in this section are:

- **Net Promoter Score:** How likely are citizens to recommend their most commonly used medium for availing services from their city government to a friend or family member?
- **Challenges:** What proportion experience challenges with availing services?
- **Suggestions for Improvement:** What do citizens think can be improved about the process of availing these services?

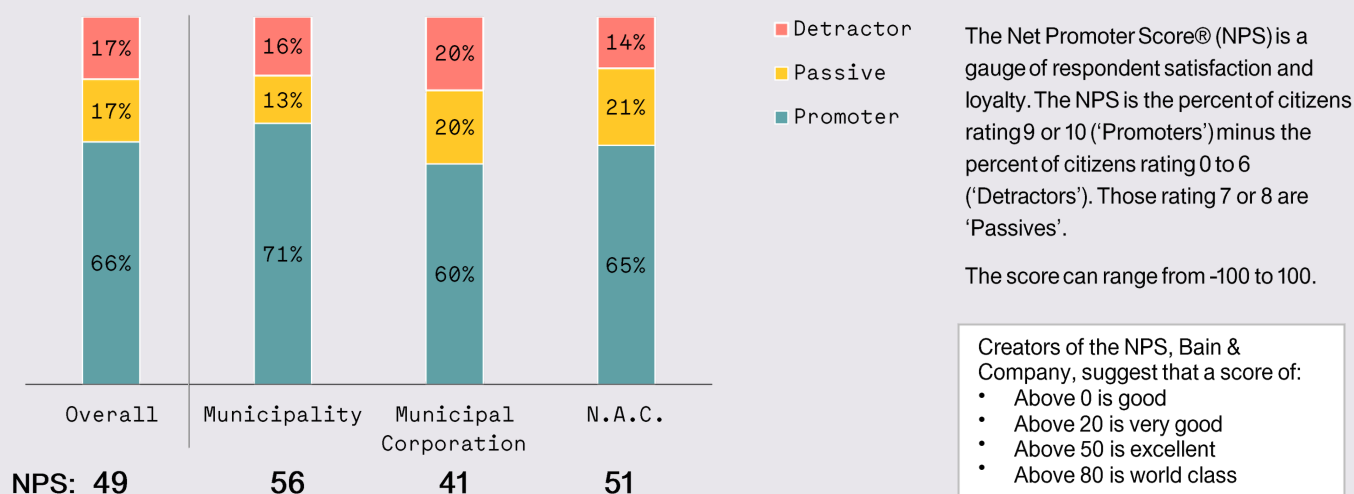


The overall Net Promoter Score (NPS) for the citizens' most commonly used medium is 49, which is very good!

Fig. 12 - Net Promoter Score® (NPS)

Q: On a scale of 0-10, how likely are you to recommend using [most commonly used medium] to a friend or family member, where 0 is not at all likely and 10 is extremely likely?

(n = 213 | Municipality = 84, Municipal Corporation = 81, N.A.C. = 48)



Promoters value the door-to-door service and helpful staff. Detractors want to see more helpful staff and resolved complaints.

Table 10 - Satisfaction Drivers by State

Follow up from NPS question: We ask respondents to explain their rating to provide an insight into what they value and what creates dissatisfaction.

Top Drivers	Overall	Municipality	Municipal Corporation	N.A.C.
Promoters	(n = 139)	(n = 60)	(n = 49)	(n = 30)
Door-to-door service by ULB employees	58%	58%	53%	67%
Helpful staff	36%	33%	41%	33%
Passives	(n = 37)	(n = 11)*	(n = 16)*	(n = 10)*
Regular collection of bills by municipal staff	62%	8	9	6
Speed of service delivery	32%	3	6	3
Detractors	(n = 36)	(n = 13)*	(n = 16)*	(n = 7)*
Unhelpful staff	61%	8	8	6
Unresolved complaints	58%	6	12	3

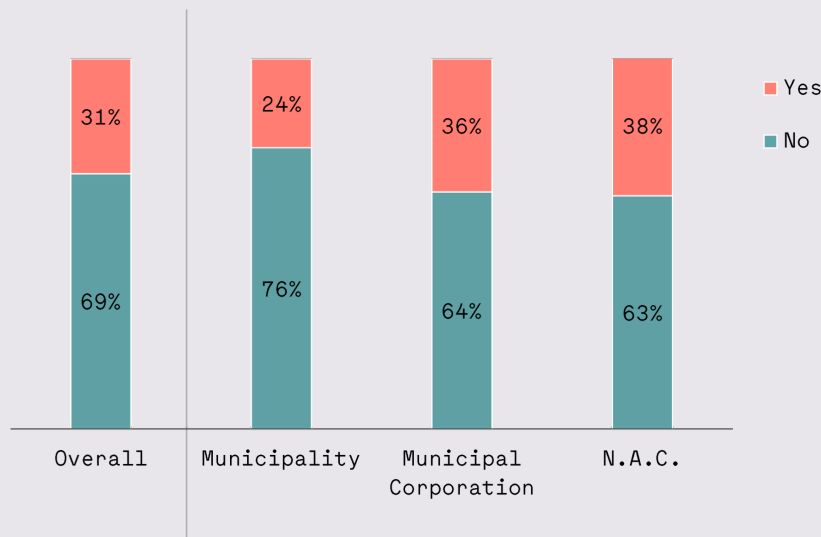
*Given the low sample of passives and detractors, we have reported whole numbers and not percentages.



3 in 10 citizens report facing challenges with availing services. This is least likely among those governed by municipalities.

Fig. 13 - Proportion of Citizens Reporting Challenges

Q: Have you faced any challenges with availing these services via [most commonly used medium]?
(n = 213 | Municipality = 84, Municipal Corporation = 81, N.A.C. = 48)



Citizens mainly mention unresolved complaints, unhelpful staff, or incomplete and delayed provision of services.

Table 11 - Most Common Challenges

Q: Please explain these challenges. Open-ended, coded by 60 Decibels.
(n = 67 | Municipality = 20, Municipal Corporation = 29, N.A.C. = 18)

Top Challenges	Overall	Municipality*	Municipal Corporation*	N.A.C.*
Unresolved complaints	37%	6	13	6
Unresponsive or unhelpful staff	30%	6	9	5
Incomplete or delayed provision of services	28%	7	6	6

*Given the low ULB sub-samples of those reporting challenges, we have reported whole numbers and not percentages.



Of those who have suggestions for improvement, top ones include speedy complaint resolution and improved staff availability.

Table 12 - Suggestions for Improvement

Q: What about the process of availing services from [most commonly used medium] can be improved? Open-ended, coded by 60 Decibels. (n = 213 | Municipality = 84, Municipal Corporation = 81, N.A.C. = 48)

Top Suggestions	Overall	Municipality	Municipal Corporation	N.A.C.
Faster complaint resolution	25%	10%	14%	13%
Improved availability and speed of staff	11%	10%	12%	10%
Increased frequency of home visits	9%	10%	9%	10%
Improved customer service	8%	7%	6%	15%
No improvement needed	43%	50%	37%	42%

“

Payment processing should be fast.
Complaints of consumers should be listened to by staff and resolution should be given on time.
– Male, 40, Municipality

“

An additional staff member should be appointed at the ULB office to handle complaints.
– Female, 41, Municipal Corporation



06: Citizen Digital Profile

This section shows your citizens' awareness of online service availability and preferred mediums for accessing city government services.

The key indicators in this section are:

- **Awareness and Preference of Mediums:** Are citizens aware of the availability of online mediums to access services from their city government? How would they prefer to avail these services?

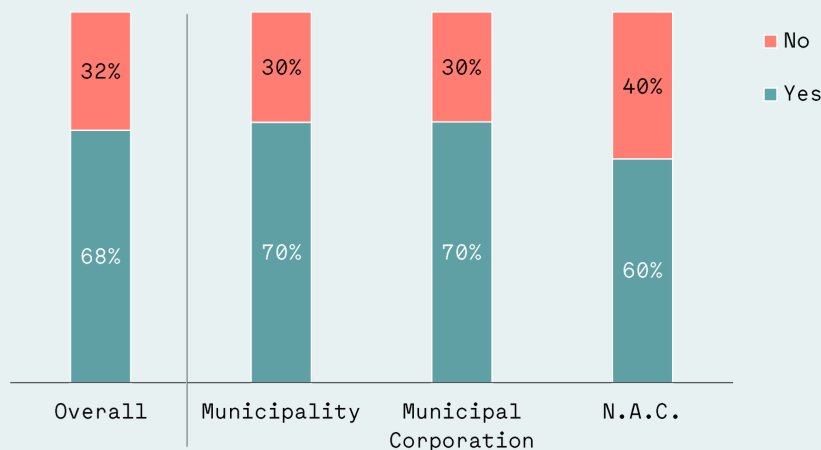


Nearly 7 in 10 citizens are aware that city government services can be accessed online.

Fig. 14 - Awareness of Online Mediums*

Q: Are you aware if these services can be accessed online?

(n = 213 | Municipality = 84, Municipal Corporation = 81, N.A.C. = 48)



*See page 18 for a breakdown on what comprises online and offline mediums.

Citizens report hearing about the online availability of services through ULB employees, and friends and family.

Table 13 - Introduction to Online Mediums

Q: How did you hear about the online availability of these services? Open-ended, coded by 60

Decibels. [Asked to those saying 'Yes' to the above question]

(n = 145 | Municipality = 59, Municipal Corporation = 57, N.A.C. = 29*)

Top Sources	Overall	Municipality	Municipal Corporation	N.A.C.
ULB employees	46%	47%	42%	14
Friends, family, or neighbours	41%	46%	39%	11
Social media	8%	3%	14%	2
Television and newspaper advertisements	5%	3%	7%	1
Text messages and calls	5%	5%	7%	0

*Given the low sample size, we have reported whole numbers and not percentages.

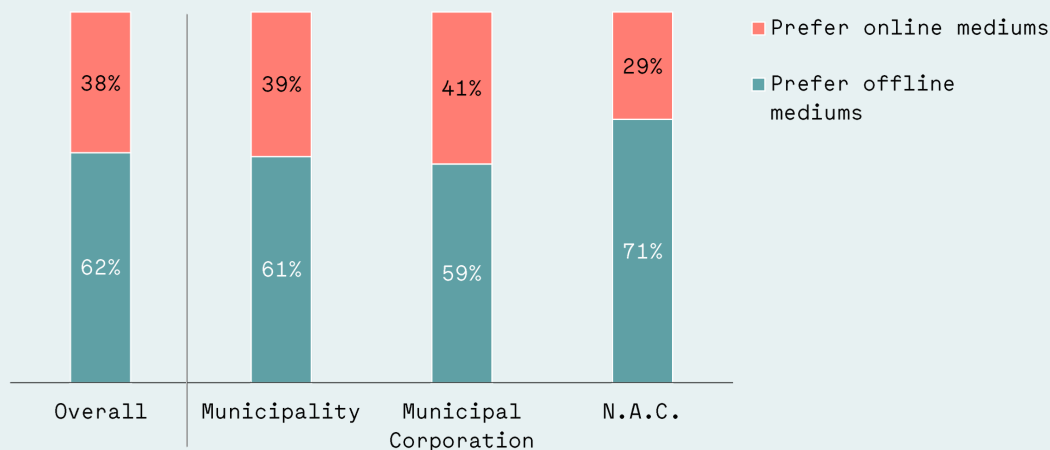


6 in 10 prefer availing city government services via offline mediums.

Fig. 15 - Preferred Mediums*

Q: Overall, how would you prefer to avail these services?

(n = 213 | Municipality = 84, Municipal Corporation = 81, N.A.C. = 48)



*See page 17 for a breakdown on what comprises online and offline mediums.

Citizens prefer offline mediums due to limited digital skills and knowledge, and online mediums primarily due to convenience.

Table 14 - Reasons for Preference

Q: Please explain your answer. Open-ended, coded by 60 Decibels.

Top Drivers	Overall	Municipality	Municipal Corporation	N.A.C.
Online	(n = 80)	(n = 33)	(n = 33)	(n = 14)*
Convenience of remote access	60%	45%	70%	10
Time saving	46%	52%	45%	5
Offline	(n = 133)	(n = 51)	(n = 48)	(n = 34)
Limited digital skills and knowledge	52%	53%	63%	35%
Lack of smartphone access	22%	18%	19%	32%

*Given the low sample size, we have reported whole numbers and not percentages.



“

I do not have to visit the office, wait in line, or stand for a long time. The staff comes to my home, collects the bill payment, and immediately gives the receipt in hand.
– Male, 29, N.A.C.



Appendix

Methodology (1/2)

About the 60 Decibels Methodology

From November 2024–February 2025, 60 Decibels’ trained researchers conducted 104 phone interviews with municipal employees, and 213 phone interviews with citizens across Odisha. The employees and citizens were randomly selected from a contact list provided by eGov Foundation. The breakdown of how we collected this data is below.

Employees’ study	Overall	Municipality	N.A.C	Municipal Corporation*	Development Authority*
Languages	Odiya, Hindi				
Sample Frame	312	157	139	7	7
Interviews Completed	104	54	44	3	3
Response Rate	73%				
Average Survey Length	12 mins				
Confidence Level	90%				
Margin of Error	7%				

*Given the small sub-sample of employees from ‘Development Authority’ and ‘Municipal Corporation’ (3 employees each), and incomplete ULB information for 1 employee, we have excluded them from ULB sub-sample analysis.

Citizens’ study	Overall	Municipality	Municipal Corporation	N.A.C
Languages	Odiya, Hindi			
Sample Frame	1868	659	580	629
Interviews Completed	213	84	81	48
Response Rate	58%			
Average Survey Length	10 mins			
Confidence Level	90%			
Margin of Error	5%			

Methodology (2/2)

Calculations and Definitions

For those who like to geek out, here's a summary of some of the calculations we used in this report.

Metric	Calculation
Inclusivity Ratio	The Inclusivity Ratio is a metric developed by 60 Decibels to estimate the degree to which an organization is reaching less well-off employees/citizens. It is calculated by taking the average of Company % / Country %, at the \$2.15, \$3.65, and \$6.85 lines for low income and low-middle income countries. We calculate these lines using the Poverty Probability Index (PPI), which has been built by Innovation for Poverty Action (IPA) based on the latest data from the Consumer Pyramids Household Survey (CPHS), produced by the Centre for Monitoring Indian Economy Pvt. Ltd. The PPI lines are based on updated 2017 PPP. The formula is: $\sum_{x=1}^3 \frac{(\text{Employee/Citizen Poverty Line } \$x)}{(\text{India Poverty Line } \$x)} / 3$
Net Promoter Score®	The Net Promoter Score (NPS) is a common gauge of employee/citizen satisfaction and loyalty. It is measured by asking employees/citizens to rate their likelihood to recommend a product/service to a friend or family member on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of employees/citizens rating 9 or 10 out of 10 ('Promoters') minus the % of employees/citizens rating 0 to 6 out of 10 ('Detractors'). Those rating 7 or 8 are considered 'Passives'.

Employee Survey Tool (1/2)

Questions	Answer Options
What do you use [application name] app for? [OE]	
On a scale of 0-10, how likely are you to recommend [application name] app to a friend or family member, where 0 is not at all likely and 10 is extremely likely? [SS]	NPS Scale of 0 - 10
[If 0-6:] What actions could [application name] take to make you more likely to recommend [application name] to a friend or family member? [OE] [If 7-8:] What specifically about [application name] caused you to give it the score that you did? [OE] [If 9-10:] What specifically about the [application name] would cause you to recommend it to friends or family? [OE]	Open-ended
Has your way of doing work changed because of [application name]? Has it: [SS]	Very much improved Slightly improved No change Got slightly worse Got much worse
[If improved] How has your way of doing work improved? [OE] [If no change] How has your way of doing work not changed? [OE] [If got worse] How has your way of doing work become worse? [OE]	Open-ended
How has the time you spend on documentation and reporting changed because of [application name] app? [SS]	Very much increased Slightly increased No change Slightly decreased Very much decreased
How many hours per week did you spend on documenting and reporting before and after using the [application name] app? [NM]	Before using the [application name] app After using the [application name] app
Have you experienced any challenges with [application name]? [SS]	Yes, No
Please explain the challenge(s) you have experienced. [OE]	Open-ended
Has the challenge been resolved? [SS]	Yes, No
Is affordability of mobile device and data a barrier to accessing the internet? [SS]	Major Barrier Somewhat a barrier Not a barrier
Is finding easy-to-access apps and content that caters to your specific needs a barrier to accessing the internet? [SS]	Major Barrier Somewhat a barrier Not a barrier

Employee Survey Tool (2/2)

Questions	Answers
Is lack of trust in making online transactions a barrier to accessing the internet? [SS]	Major Barrier Somewhat a barrier Not a barrier
Is concern for your safety a barrier to accessing the internet? [SS]	Major Barrier Somewhat a barrier Not a barrier
In which state does the household live? [SS]	All states of India
What is the highest level of education achieved by the head of the household? [SS]	No education 1 st std. – 9 th std. 10 th std. – 12 th std. Graduate, Masters's degree, PhD, Postgraduate
What is the predominant material used in construction of the roof of the household? [SS]	Grass, Polythene, Asbestos sheets, Thatch, Handmade tiles, Burnt bricks, Bamboo, Machine made tiles, Concrete, Wood, Stone, Other materials, Mud, Slate, Grass, Plastic, Galvanized iron.
Did the household or any of its members save in any way in the past 4 months? [SS]	Yes, No
Has the household incurred on any expenditures on gasoline, petrol, CNG/LPG and/or diesel in the last week? [SS]	Yes, No
Does any member of the household own a motorized two-wheeler? [SS]	Yes, No
Does any member of the household own a refrigerator that is used for domestic purposes? [SS]	Yes, No
Does any member of the household own a washing machine that is used for domestic purposes? [SS]	Yes, No
How many members of the household are 18 years of age or above? [SS]	0, 1 to 3. 4, 5 or more
How many members of the household are below 18 years of age? [SS]	0, 1 or 2, 3 or more
Would you mind sharing your age with us? [NM]	#

Citizens Survey Tool (1/2)

Questions	Answer Options
What mediums did you use to avail services from your city government in the past year? Select all that apply. [MS]	Mobile application WhatsApp chatbot Website Helpline ULB office CSC ULB employee
What medium do you most commonly use to avail services from your city government? [SS]	Same options as above
Are you aware if these services can be accessed online? [SS]	Yes, No
[If 'Yes' in Q3] How did you hear about the online availability of these services? [OE]	Open-ended
On a scale of 0-10, how likely are you to recommend using [most commonly used medium] for availing service(s) from your city government to a friend or family member, where 0 is not at all likely and 10 is extremely likely? [SS]	NPS Scale of 0 - 10
[If 0-6:] What actions could be taken to make you more likely to recommend using [most commonly used medium] to a friend or family member? [OE] [If 7-8:] What specifically about [most commonly used medium] caused you to give it the score that you did? [OE] [If 9-10:] What specifically about the [most commonly used medium] would cause you to recommend it to friends or family? [OE]	Open-ended
Have you faced any challenges with availing these services via [most commonly used medium]? [SS]	Yes, No
Please explain your answer. [OE]	Open-ended
What about the process of availing services from [most commonly used medium] can be improved? [OE]	Open-ended
Overall, how would you prefer to avail these services? [SS]	Online, Offline
Please explain your answer [OE]	Open-ended
Do you use digital platforms in your personal life for any of the following? (Select all that apply) [MS]	Financial services Payment platforms Social media E-commerce Transport apps Streaming services Other None of the above

Citizens Survey Tool (2/2)

Questions	Answer options
Is affordability of mobile device or data a barrier to accessing the internet? [SS]	Major Barrier Somewhat a barrier Not a barrier
Is finding easy-to-access apps and content that caters to your specific needs a barrier to accessing the internet? [SS]	Major Barrier Somewhat a barrier Not a barrier
Is lack of trust in making online transactions a barrier to accessing the internet? [SS]	Major Barrier Somewhat a barrier Not a barrier
Is concern for your safety a barrier to accessing the internet? [SS]	Major Barrier Somewhat a barrier Not a barrier
In which state does the household live? [SS]	All states of India
What is the highest level of education achieved by the head of the household? [SS]	No education 1 st std. – 9 th std. 10 th std. – 12 th std. Graduate, Masters's degree, PhD, Postgraduate
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How many members of the household are below 18 years of age? [SS]	0, 1 or 2, 3 or more
Would you mind sharing your age with us? [NM]	#

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About eGov Foundation

eGov Foundation is a nonprofit that helps governments deliver better public services through digital tools, making them more accessible and responsive to citizens. Its open-source platform, DIGIT, is supporting public service delivery in urban governance, health, sanitation, water, and finance. Over the past two decades, eGov has partnered with governments, civil society, and businesses, reaching more than 2.2 billion people.

About 60 Decibels

60 Decibels is a global, tech-enabled impact measurement company that brings speed and repeatability to social impact measurement and customer insights. We provide genuine benchmarks of impact performance, enabling organizations to understand impact relative to peers and set performance targets. We have a network of 1,600+ researchers in 90+ countries and have worked with more than 1000 of the world's leading impact investors, companies, foundations, Municipal Corporations, NGOs, and public sector organizations. 60 Decibels makes it easy to listen to the people who matter most.

Project Team

Pradyot Komaragiri
pradyot.komaragiri@60decibels.com

Varsha Vadlamani
varsha@60decibels.com

Srinidhi Balaji
srinidhi@60decibels.com

Ayezah Salman
ayezah@60decibels.com

Diksha Mishra
diksha@60decibels.com

Krupakar Reddy
krupakar@60decibels.com

For queries, please email:

varsha@60decibels.com;

srinidhi@60decibels.com

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