

60 _ decibels



eGovernments Foundation Municipal Employees – Punjab Impact Performance Report

March 2022

Welcome to your Impact Performance Report



Introduction

This report is generously sponsored by Omidyar Network India (ON India), who partnered with [60 Decibels](#), a tech-enabled impact measurement company, to listen to the employees, beneficiaries, and partners of their grantee organizations and investee companies. 60 Decibels conducted interviews with stakeholders of 23 ON India portfolio organizations to understand their experience, impact and profile. This report summarizes the insights from interviews with eGovernments Foundation's municipal employee users in Punjab.

About the 60dB Methodology

Between Dec. 2021 and Feb. 2022, 60 Decibels' trained research assistants conducted 89 phone interviews with eGovernments Foundation's employee users. Here is the breakdown of how we collected this data:

Sampling	Sampled randomly from a database of 256 employee contacts
Response rate	82%
State	Punjab
Language	English, Hindi
Accuracy	Confidence Level: ~85%; Margin of error: ~8%

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At a glance



Experience and Impact

13

Net Promoter Score, on a -100 to 100 scale

The Net Promoter Score® — a common gauge of satisfaction and loyalty — of 13 is fair. Promoters love the improved public engagement and the increased efficiency in business. Detractors complain about difficulty in using the app due to low English proficiency.

88%

quality of work 'very much improved' or 'slightly improved'

The top reported outcomes are:

- Time savings
- Improved grievance organization & resolution
- Decrease in effort

95%

report experiencing 'no' challenges with eGovernments Foundation

Of the 5% who did experience challenges, none of them report that their challenge has been resolved. Unresolved challenges can lead to negative word of mouth and offer an opportunity for improvement.

Profile & COVID-19 Impact

2%

live in the bottom 60th of India's population

eGovernments Foundation is serving a lower proportion of low-income employees compared to the India national average.

43%

'much worse' or 'slightly worse' financial situation since before the pandemic

Over 4 in 10 of eGovernments Foundation's employees experienced negative financial consequences of the COVID-19 pandemic. It's encouraging that 17% report an improved financial situation.

79%

used at least one financial coping mechanism

The use of financial coping mechanisms is indicative of employees' vulnerability to financial shocks. Using savings and finding new or additional work were the top two mechanisms that respondents reported using.

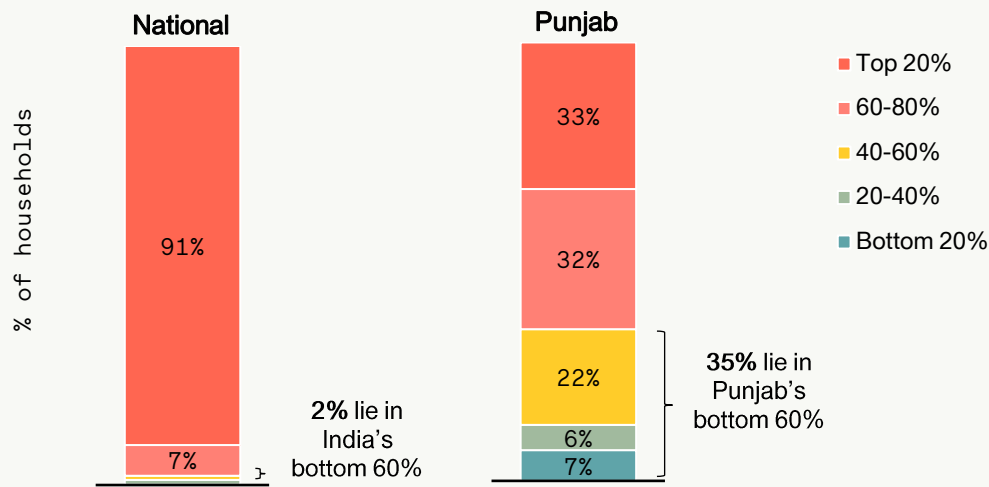
Employee Profile



Using the Wealth Index developed by [Innovations for Poverty Action](#), we measured how the wealth profile of your employees' households compares to the Punjab and national quintiles. eGov's municipal employee base has, on average, a higher proportion of wealthy individuals when compared to the national and state wealth distributions.

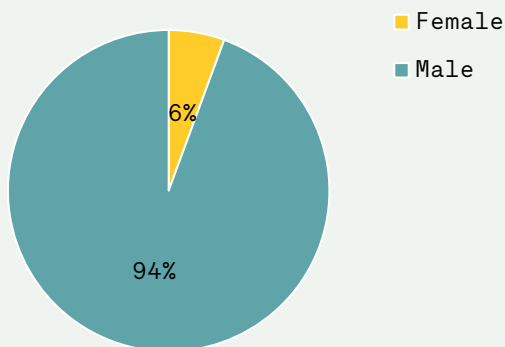
Wealth Distribution of eGovernments Foundation's Employee Users vs. National and State Average

(n: National = 84, Punjab = 84)

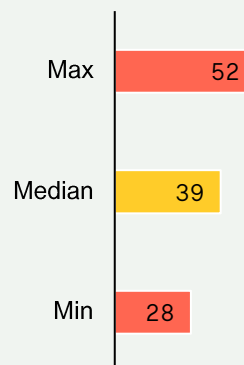


eGovernments Foundation appears to be serving a relatively homogenous employee base. There was very little variability by gender. The average age for respondents we spoke to was 39.

Gender



Age



Employee Satisfaction

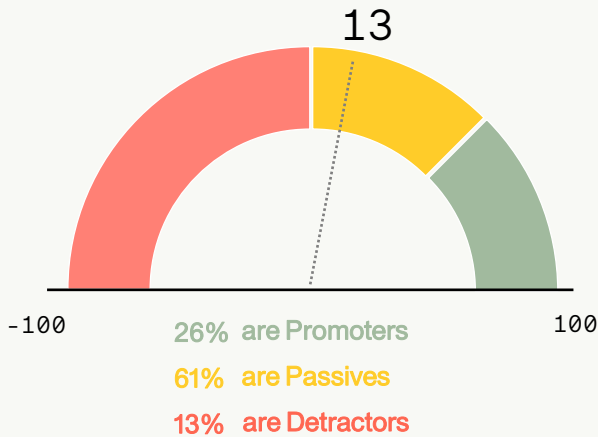


Net Promoter Score®

Q: On a scale of 0-10, how likely are you to recommend mSeva app or WhatsApp chatbot to a friend or family member, where 0 is not at all likely and 10 is extremely likely? (n = 89)

eGovernments Foundation has a Net Promoter Score (NPS) of 13 which is fair.

The NPS is used world over to gauge employee loyalty. It is calculated as the percent of respondents rating 9 or 10 ('Promoters') minus the percent of respondents rating 0 to 6 ('Detractors'). Those rating 7 or 8 are 'Passives'. The score can range from -100 to 100.



What's driving employee satisfaction?

What employees like

Promoters love:

1. Improved **public engagement**
(44% of Promoters / 11% of all respondents)
2. The improved **business efficiency**
(39% of Promoters / 10% of all respondents)
3. **Good user-experience** of the app
(17% of Promoters / 5% of all respondents)

“This app made services accessible to everyone including people from rural areas. They can get their issues resolved without even visiting the office.”

What employees want more of

Detractors want to see:

1. Support for **regional languages**
(46% of Detractors / 6% of all respondents)
2. **Fewer technical errors** in the app
reliable app
(18% of Detractors / 2% of all respondents)
3. **Better app experience**
(9% of Detractors / 1% of all respondents)

“The app is very user friendly but most of my friends and family are not well educated. They cannot type the complaint in English. I think if the app can be made available in regional languages, everyone can use it.”

Quality of Work Impact

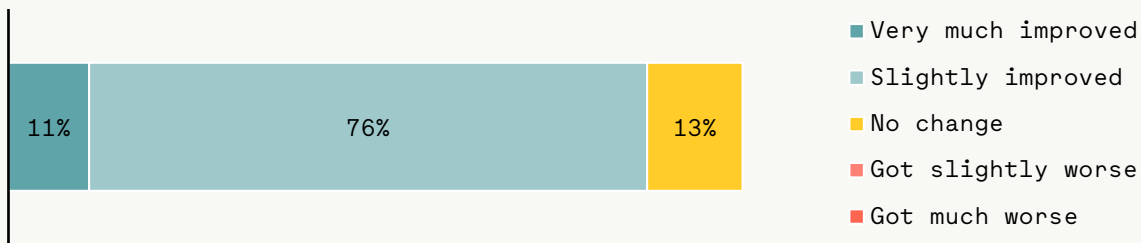


87% of employees report improvements in their quality of work because of mSeva app or WhatsApp chatbot.

To gauge depth of impact, employees were asked to reflect on whether their quality of work has changed because of using the mSeva app or WhatsApp chatbot. In total, 87% said their work had improved, with 11% of all employees reporting it had ‘very much improved’.

Perceived Change in Quality of Work

Q: Has your quality of work changed because of mSeva? Has it:
(n= 89)



Top Outcomes Reported*

49% mention **time savings**
(43% of all respondents)

45% report **improved grievance organisation and redressal**
(39% of all respondents)

25% mention **decreased effort**
(21% of all respondents)

Voices that Stood Out

Very much improved:

“As an employee, I could approve the applications via app and assign them to my juniors for quick resolution.”

Slightly improved:

“The app auto generates tax payment receipts. This helps us focus on other pending work.”

No change:

“The app mostly shows technical error. So, people start coming to the office and register complaints in written.”

* % in large text is of those who report quality of work has ‘very much improved’ or ‘slightly improved’.

Challenges and Usage

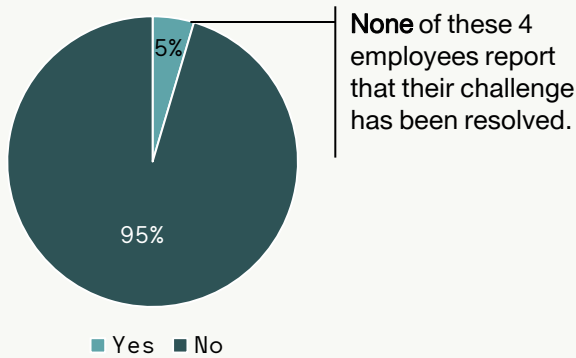


95% of employees report experiencing no challenges with eGovernments Foundation’s mSeva app or WhatsApp chatbot.

To better understand employees’ experience, we asked them about the challenges they faced. 5% report facing a challenge and none of them report that their challenge has been resolved.

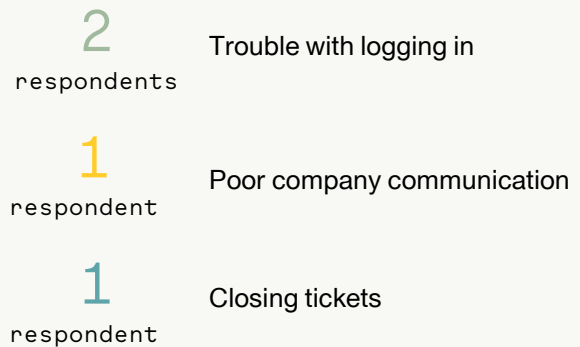
Challenges and Resolution

Q: Have you experienced any challenges with mSeva app or WhatsApp chatbot? (n=89)



Top Challenges Reported

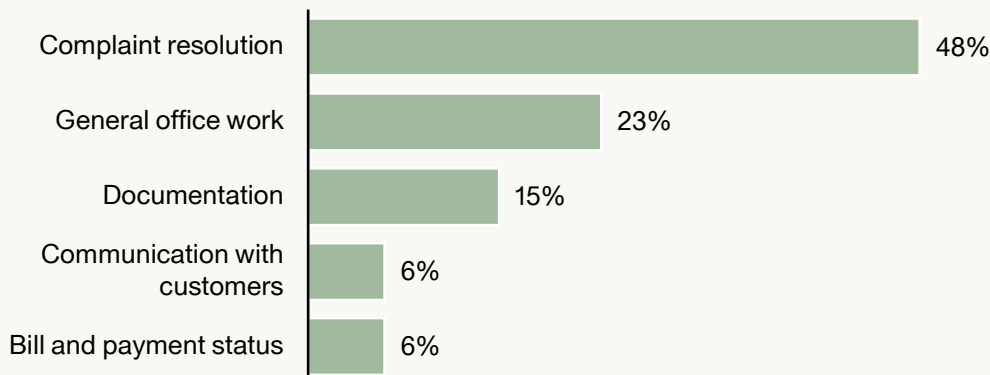
Q: Please explain the challenge(s) you have experienced. (n=4)



Employees use the mSeva app or WhatsApp chatbot for complaint resolution, general office work and for documentation

Top Use Cases

Q: What do you use mSeva app for? (n=89)



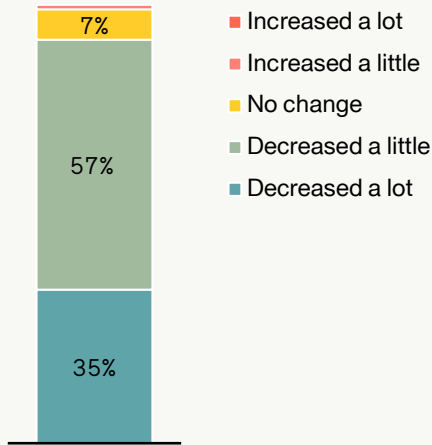
Change in Time Spent by Municipal Employees



We asked two questions to understand the extent to which employees are experiencing time savings at work. **92% of employees report spending less time on documentation and reporting** because of the mSeva app or WhatsApp chatbot. The **average time saved is 5 hours and a 42% reduction** compared to a time before employees used mSeva.

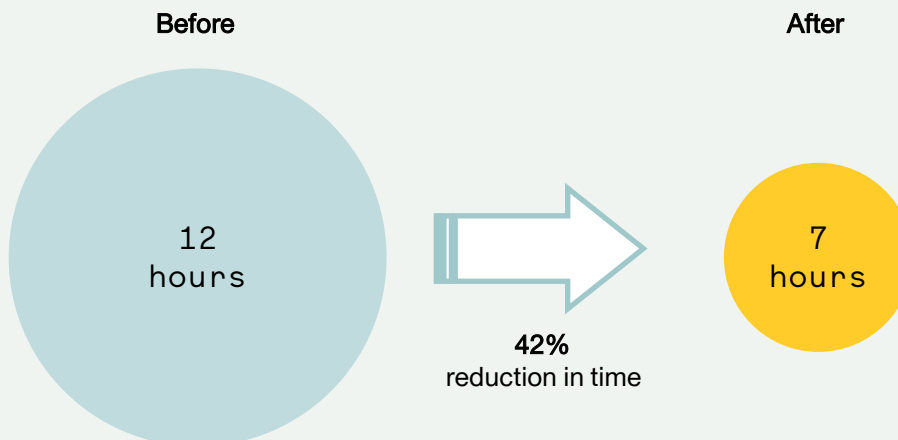
Perception of Change in Time Spent

Q: How has the time you spend on documentation and reporting, changed because you started using the mSeva app or WhatsApp chatbot? (n=89)

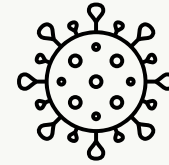


Average Time Spent – Before and After

Q: How many hours per week did you spend on documenting and reporting before and after using the mSeva app or WhatsApp chatbot? (n = 89)



COVID-19 Impact

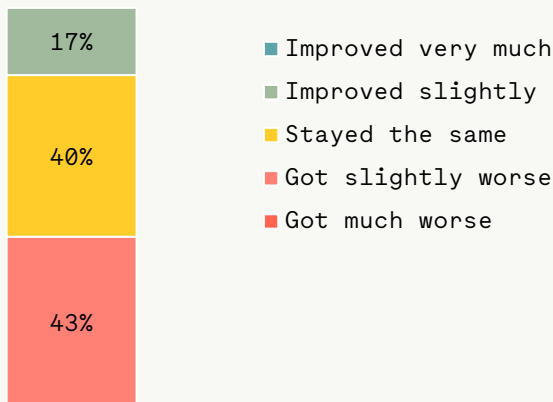


To gauge impact of COVID-19 on your employee users, we asked them to reflect on whether their overall financial situation had changed in comparison to the time before the pandemic.

17% of employees report that their financial situation improved since the start of the COVID-19 pandemic. 43% report worsened situations and 79% used at least one coping mechanism to survive the shock of the pandemic.

Changes in Financial Situation

Q: Overall, today, is the financial situation of your family better, worse, or the same compared to before the COVID-19 pandemic? Is it: (n = 89)



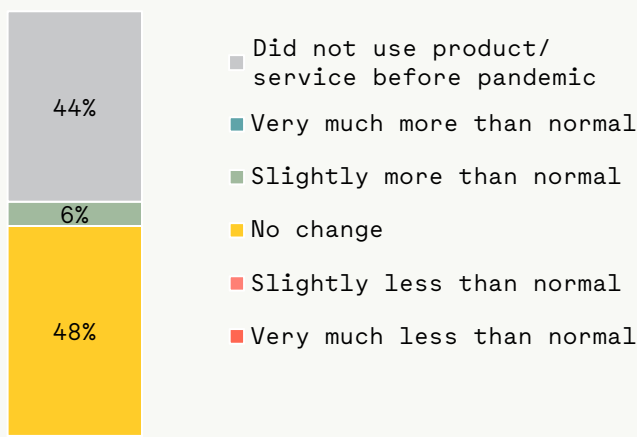
Top Coping Mechanisms

Q: As a way to cope with the COVID-19 situation, have you or anyone in your household had to do any of the following that you wouldn't normally have to do? Have you: (n = 89)



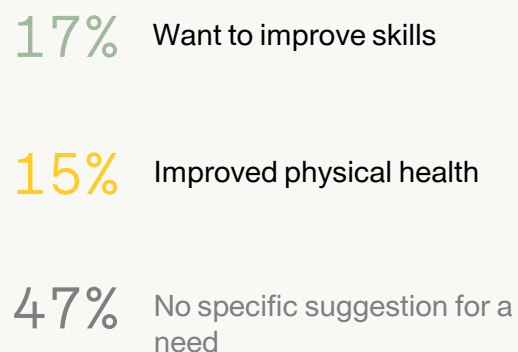
mSeva Usage

Q: Are you using Pura Seva / mSeva as you normally did before the COVID-19 pandemic? Are you using it: (n = 89)



COVID-19: Top Needs

Q: Related to the pandemic, what is the one thing that could improve your life at this time? Something that you currently do not have / do not have enough of. Please explain. (n = 89)



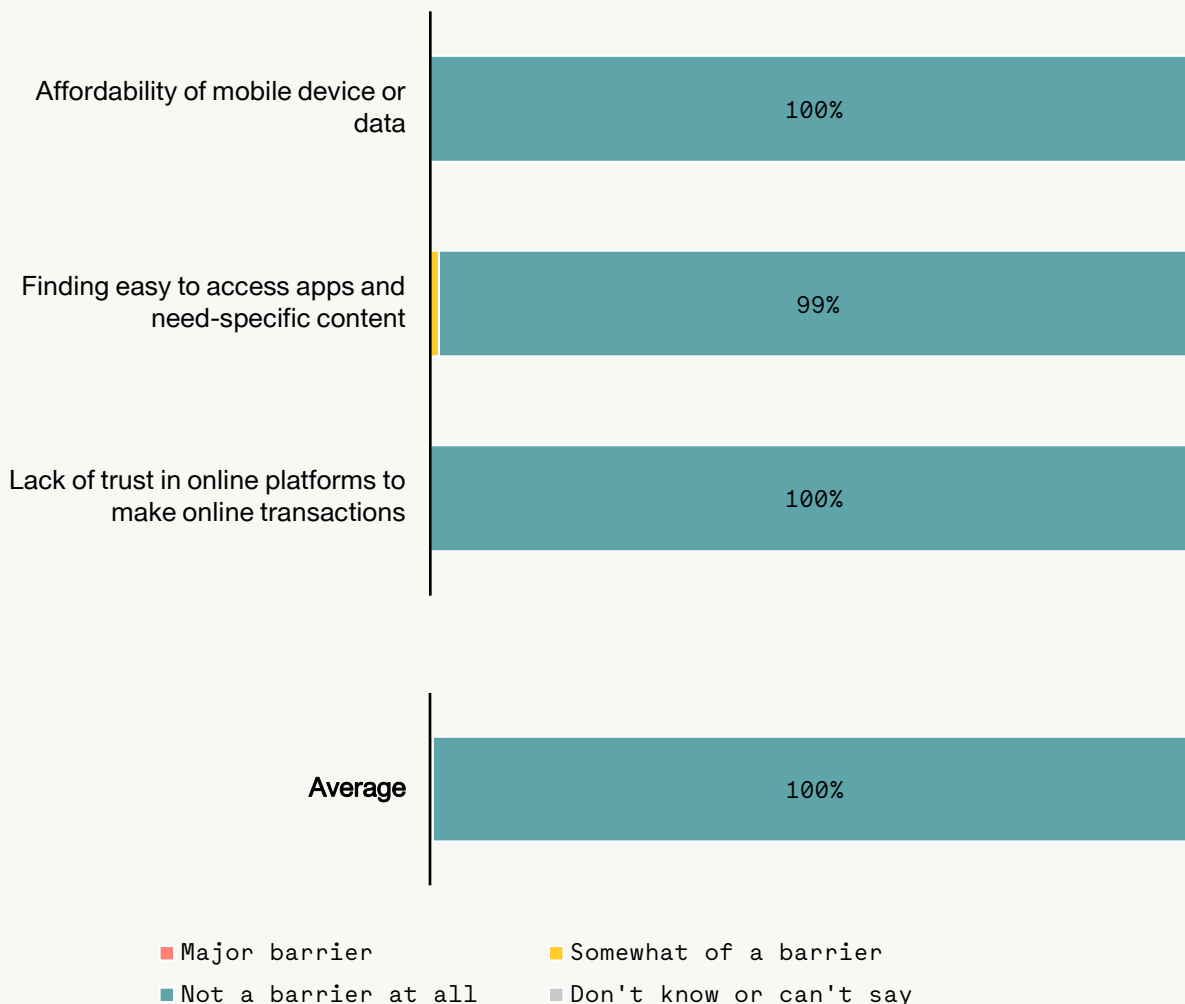
Digital Access & Safety

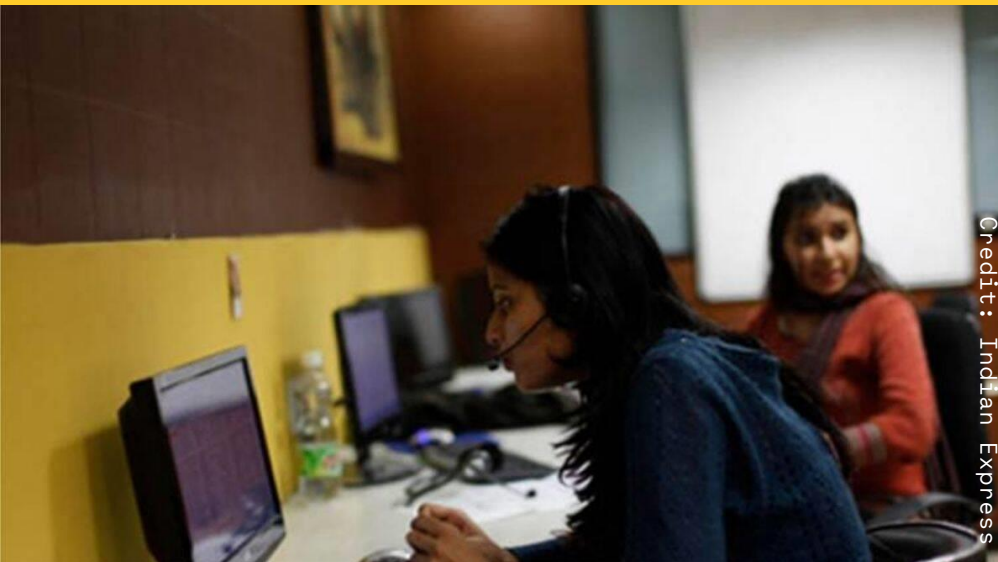


We asked four questions to understand the extent to which respondents are experiencing barriers to accessing the internet. Affordability, nature of content, and trust in online transactions were the key areas we focused on. **Overall, less than 1% of employees report experiencing any barriers to accessing the internet.**

Perceived Level of Barrier

Q: Are the following challenges a barrier for you? Do they stop you from accessing the internet or using apps more frequently. Please answer with 'Major barrier', 'Somewhat of a barrier' or 'Not a barrier at all'. (n = 89)





“Earlier, it used to take several months to address & resolve an issue but now we are able to address every grievance within 48 hours. This is the best part of our jobs!”

Comparison to 60dB Benchmarks



About the 60dB Benchmarks

We have been collecting impact data since 2015 and have heard from 180,000+ beneficiaries across 60+ countries. By asking the same questions in the same way across multiple projects, we're able to develop benchmarks to help put your data into context.

Impact Performance Benchmarks are the next leap forward for impact measurement. They provide an objective standard for comparable impact outcomes to understand and fuel performance.

Benchmarking is not just about hitting the average - the goal is to become a top performer. To make 'impact performance' as tangible as possible, we include the quintiles in which eGovernments Foundation is ranked in the performance benchmark for each metric. As we collect more data, we will be able to provide more nuanced benchmarks to ensure we are comparing your performance to relevant peers.

Depth of Impact*

88%

quality of work improved



Net Promoter Score®

13

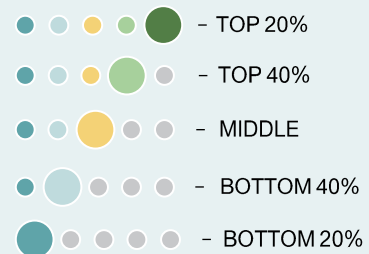
Net Promoter Score, on a -100 to 100 scale



60dB India Benchmark

The quintile assessment compares eGovernments Foundation's performance with the 60dB India Benchmark comprised of 110+ companies, across multiple sectors including energy, agriculture, financial inclusion, education, technology and governance.

Performance vs. Benchmark



Challenges

95%

reported 'no' to experiencing challenges



*We've retained the benchmark for "Quality of Life" impact since in this context we believe the Quality of Work impact is comparable.

Appendix

Indicator Glossary



Explaining the link between 60dB indicators and social impact.

Quality of Work

How transformative or meaningful is your service to the experience of work to your employees? This indicator looks at depth of impact and is measured by the % of employees saying their quality of work has 'very much improved' or 'slightly improved' because of your service. (other options: 'no change', 'got slightly worse', 'got much worse').

Net Promoter Score®

How satisfied are your employees with you and how loyal are they to you? The Net Promoter Score is used world over as a proxy for gauging this. This indicator is important for understanding customer experience and gathering feedback. It is measured through asking customers to rate their likelihood to recommend your organisation to a friend on a scale of 0 to 10, where 0 is least likely and 10 is most likely. The NPS is the % of employees rating 9 or 10 out of 10 ('promoters') minus the % of employees rating 0 to 6 out of 10 ('detractors').

Challenges

What proportion of your employees experience challenges with your organization? This is a critical experience metric that helps you understand the extent to which your service is being delivered as expected and the extent to which your intended impact is being achieved. We also ask about the nature of challenges employees experience and whether or not they've been resolved. This is very valuable information to help you understand where you can focus your employee experience efforts.

COVID-19 Impact

How has the COVID-19 pandemic impacted those you serve? By asking about the change in employees' financial situation, the coping mechanisms they've used and what would make their life better at this time, we aim to understand the financial and non-financial impact of the pandemic on their lives. This information can help you better understand the changing profile of your employees since the start of the pandemic.

Wealth Index

What proportion of employees lie in the bottom three wealth quintiles of India's population? This indicator uses the Wealth Quintiles developed by Innovations for Poverty Action to identify the likelihood of your employees living in a certain wealth quintile compared to the country's population. We use the index to determine the proportion of employees that lie in the Bottom 20th, Bottom 40th, Bottom 60th, and Bottom 80th wealth quintiles in India. This gives you insight into the inclusivity of your organisation.