Impact Evaluation of Initiatives For Increasing Efficiency in Decision Making Deeper Analysis

As per the Record of Discussion, 36 Ministries/Departments were identified for a deeper analysis. Of these, 25 Ministries/Departments have submitted the required information/data sets. A deeper analysis of these includes-

1. **KEY FINDINGS**

2. **DELAYERING**
   - Table 1.1 as shown below gives a comprehensive view of the status of delayering on the basis of reporting structure (Fully Delayered- where all JS report directly to Secretary; Partially Delayered- where JS are reporting to AS in certain subjects. JS/AS equivalents are not included.)
   - Table 1.2 gives % of Files <= 4 distinct levels for Ministries/Departments that have reported all their subjects within 4 levels of submission.

3. **DELEGATION**
   - Table 1.3 gives financial delegation to HoD(s) for contingent/miscellaneous expenditure

4. **DESK OFFICER SYSTEM**
   - Table 1.4 gives List of subjects and number of Desk Officers assigned in these Ministries/Departments

5. **DIGITIZATION**
   - Table 1.5 gives List of Ministries with %eFiles and %pFiles share for 2023 (Jan-May 2023). Share of eFiles out of total Files created in 2023

6. **CLARIFICATIONS ON ANECDOTES**

KEY FINDINGS

- Out of a total of 274 JS in the Central Secretariat, 214 report directly to Secretary and 60 report through AS.

- A deeper analysis has been conducted in 36 Ministries/Departments. Out of these, 25 Ministries/Departments have submitted the required information.

- Out of these 25 Ministries/Departments, 13 are Partially delayered and 12 are Fully delayered (Refer Table 1.1)

- In these 25 Ministries/Departments, 68 JS out of 106 JS, report directly to their respective Secretaries. (Refer Table 1.1)

- MoMA, MoMines, MoSPW, DoLR, DH&FW, MoI&B and DA&FW have delegated full powers to HOD(s) forcontingent/miscellaneous expenditure (Refer Table 1.3)

- 11 Min/Dept out of 36 Min/Dept have reported absence of Desk Officer System. Table 1.4 gives a comprehensive list of subjects where officials are appointed at Desk Officers.

DELAYERING

Table 1.1 Comprehensive View of Status of Delayering

PARTIALLY DELAYERED

S. No	Min/Dept	Status of Delayering (On the basis of Reporting Structure of JS to AS/Secy)[1]	Total no. of JS	Total no. of JS Equiv.	Status of Reporting (JS/JS (Eq.) to AS/AS (Eq.))	No. of Subjects where the Channel of submissionis >4	Reasons/Remarks
1.	Department of Agriculture, Cooperation and Farmers Welfare	Partially Delayered	9	1	8 JS to AS 1 JS (Eq.) to AS (Eq.)	3	In the context of reporting structure, there are instances in the ministry wherein the JS reports to the AS. The administration division is aware of this situation and deciding upon the work allocation between AS and JS.
2.	Department of Commerce	Partially Delayered	10	9	1 JS to AS	Subject wise data not available	High importance subject and needs to discussed.
3.	Department of LandResources	Partially Delayered	2	2	2 JS to AS 1 JS (Eq.) to AS	6	The Department is observing delayering to the extent so as to maintain the level of disposal at four levels within the prescribed channels of submission in all items for increasing efficiency in decision making. However, in respect of certain policy matters, wherein, Level of Disposal exists at more than 04 levels, are in process of review, in extent Channel of Submission for further stream lining.
4.	Department of Telecommunication	Partially Delayered	2	46	2 JS to AS 8 JS (Eq.) to AS 25 JS (Eq.) to AS (Eq.) 12 JS (Eq.) to both AS andSecy	Delayering not feasible	Department of Telecommunications is a commercial Department. So, the structure is different from normal department. Similar structures exist in D/o Posts and M/o Railways. There are three cadres in the Departmenti.e., Indian Telecom Service (ITS), Indian Post & Telecommunication Accounts and Finance Service(IP&TAFS) and Indian Radio Regulatory Service (IRRS) whose officers perform such core functions. Further, there are officers from Building & Works Service (BWS). Officers from

							Central Secretariat Service (CSS) and Central Secretariat Stenographers Service (CSSS) perform supportive functions.
5.	Ministry of Electronics & Information Technology	Partially Delayered	3	11	1 JS to AS 6 JS (Eq.) to AS	15	The nature of work requires multiple scrutiny and some files have to be initiated at section level.
6.	Ministry of Environment, Forest and Climate Change	Partially Delayered	4	10	4 JS to AS 4 JS (Eq.) to AS 5 JS (Eq.) to AS (Eq.)	0	% of files less than 4 levels for May 2023 = 64% (NIC data)
7.	Ministry of Information and Broadcasting	Partially Delayered	5	0	2 JS to AS 1 JS to AS (Eq.)	10	In some cases, the competent authority is Ministers, appointed authority is Secretary.
8.	Ministry of Mines	Partially Delayered	4	1	1 JS to both AS and Secy 1 JS Eq.to both AS and Secy	1	Files/cases depending upon whether it is routed via Hon'ble MoS or not.
9.	Ministry of Power	Partially Delayered	3	1	1 JS to AS 1 JS (Eq.) to AS	17	Subjects have wider implications.
10.	NITI Aayog	Partially Delayered	1	6	1 JS to AS 2 JS (Eq.) to AS	11	Review under process, initiated after the announcement of IEDM 2023 in Niti Ayog
11.	Department of Health & Family Welfare	Partially Delayered *Status updated from Not Delayered	12	2	8 JS to AS 1 JS (Eq.) to AS	22	The Proposal for delayering is under process
12.	Ministry of Home Affairs	Partially Delayered *Status updated from Not Delayered	12	0	8 JS reporting to AS	1	Important matters.
13.	Ministry of Panchayati Raj	Partially Delayered *Status updated from Not Delayered	3	1	2 JS to AS 1 JS (Eq.) to AS	0	The Channel of reporting has been revised for JS(MV) to report directly to Secretary, PR. The channel of submission for most of the subjects. (Order dated 20th July 2023)

FULLY DELAYERED

S. No	Min/Dept	Status of Delayering (On the basis of Reporting Structure of JS toAS/Secy)[1]	Total no. of JS	Total no. of JS Equiv.	Status of Reporting (JS/JS (Eq.) to AS/AS (Eq.))	No. of Subjects where the Channel of submission is>4	Reasons/Remarks
1.	Department of Biotechnology	Fully Delayered	1	4	None	0	% of files less than 4 levels for May 2023 = 57% (NIC data)
2.	Department of Consumer Affairs	Fully Delayered	2	2	1 JS (Eq.) to AS (Eq.)	0	% of files less than 4 levels for May 2023= 54% (NIC data)
3.	Department of Financial Services (Banking Division)	Fully Delayered	4	3	2 JS(Eq.) to AS	0	% of files less than 4 levels for May 2023 = 60% (NIC data)
4.	Department of Food and Public Distribution	Fully Delayered	3	1	1 JS (Eq.) to AS (Eq.)	0	% of files less than 4 levels for May 2023 = 37% (NIC data)
5.	Department of Military Affairs	Fully Delayered	4	3	2 JS (Eq.) to AS	0	Data not available for % files less than 4 levels
6.	Department of Science & Technology	Fully Delayered	2	10	1 JS (Eq.) to AS (Eq.)	5	Proposals are generally re-initiated at higher levels but the channel cannot be reduced furtheras it is essential to obtain the factual position from the Section in vigilance matters. In some matters.
7.	Ministry of Corporate Affairs	Fully Delayered	3	10	3 JS (Eq.) to AS 7 JS (Eq.) to AS (Eq.)	Subject wise data not available	Not Applicable
8.	Ministry of Housing and Urban Affairs	Fully Delayered	8	5	3 JS (eq.) to AS	111	Some matters are Parliamentary Matters and in some inputs for delayering are awaited.
9.	Ministry of Minority Affairs	Fully Delayered	3	1	None	15	The Establishment Section is the custodian of service recordsand hence the cases have to be initiated at the level of ASO. The level of disposal of most items is as per the laiddown norms.

10.	Ministry of Ports, Shipping & Waterways	Fully Delayered	3	3	None	0	% of files less than 4 levels for May 2023 = 41% (NIC data)
11.	Department of Posts	Fully Delayered	0	25	8 JS (Eq.) to AS (Eq.)	Delayering notfeasible	The majority of activities undertaken by theDepartment of Posts is of operative nature, therefore, its hierarchy is different from other Ministries / Departments. There is a Postal Services Board (PSB) in the Department of Postswhich is the apex management body for policy making. It comprises of the Chairperson i.e. Secretary (D/o Posts), Director General Postal Services (DGPS), Additional Director General (Coordination), six Members and AS&FA. DGPS is a secretary level Officer and Addl. DG (Coord.) / Members (PSB) are of Special Secretary level Officers (Pay Level-16). As all these Officers are Members of Postal Services Board and involved inpolicy making, therefore, channel jumping in submission of some files i.e. directly from JS level Officer to Secretary / DGPS, has not been possible. Therefore, delayering (restricting channel of submission to 4 only) could not be fully implemented in the Department of Posts inrespect of all subject matters so far.
12.	Ministry of Water Resources, River Development and GR	Fully Delayered *Status updated from Partially Delayered	3	10	None	0	% of files less than 4 levels for May 2023 = 47% (NIC data)

As per the Information provided by the following Ministries/Departments, they have reported all subjects are disposed of within 4 levels. However, the following is the position as per the data submitted by NIC for the month of May 2023.

Table 1.2- Files <= 4 distinct levels for Ministries/Departments that have reported all their subjects within 4 levels of submission

S No.	Ministry/Department	% Files having distinct levels <=4 for May 2023
1.	Department of Public Enterprises	100%
2.	Department of Chemicals and Petrochemicals	71%
3.	Ministry of Skill Development and Entrepreneurship	70%
4.	Department of Animal Husbandry and Dairying	63%
5.	Department of Financial Services	63%
6.	Department of Promotion of Industry and Internal Trade	58%
7.	Department of Investment & Public Asset Management	58%
8.	Ministry of Development of North Eastern Region	58%
9.	Ministry of Ports, Shipping and Waterways	55%
10.	Department of Empowerment of Persons with Disabilities	54%
11.	Department of School Education and Literacy	53%
12.	Ministry of Steel	49%
13.	Ministry of Parliamentary Affairs	48%
14.	Department of Pharmaceuticals	47%
15.	Department of Food and Public Distribution	46%
16.	Ministry of Tribal Affairs	43%
17.	Ministry of AYUSH	40%
18.	Ministry of Culture	35%
19.	Department of Consumer Affairs	34%
20	Ministry of Textiles	32%
21.	Department of Defence	Data not available
22.	Department of Ex-Servicemen Welfare	Data not available
23.	Department of Space	Data not available

FINANCIAL DELEGATION

FINANCIAL DELEGATION TO HODs

- 25 Min/Dept (Refer Table 1.3) have submitted the required information for financial delegation out of 36 Min/Dept visited for a deeper analysis.

- 10 Min/Dept have JS/JS (equivalent) as HOD for contingent/miscellaneous expenditures. Out of these 3 Min/Dept i.e., MoSPW, DoLR and DH&FW have delegated full powers.

- 11 Min/Dept have DS/Dir as HOD for contingent/miscellaneous expenditures. Out of these 4 Min/Dept i.e., M/o I&B, DA&FW, M/o Mines and M/o Minority Affairs have delegated full powers.

- 4 Ministries i.e.,DFS, DFPD, MoPR and MoCA are in the process to delegate financial power for contingent/miscellaneous expenditures.

Table 1.3- Financial delegation to HOD for contingent/miscellaneous expenditure

S No	Ministry/Department	HOD	Delegation of Powers to HOD for Contingent/ Miscellaneous Expenditure (R)
1.	Department of Biotechnology	JS (A)	5,00,000/-
2.	Department of Health and Family Welfare	JS (A)	Full powers
3.	Department of Land Resources	JS (A)	Full powers
4.	Department of Miliary Affairs	JS (A)	Information not provided
5.	Department of Posts	Secy PSB (JS eq)	50,000/-
6.	Department of Science and Technology	JS (A)	2,00,000/-
7.	Department of Telecommunication	DDG (C&A) (JS eq)	75,000/-
8.	Ministry of Home Affairs	DG CAPF (JS/AS eq)	Power Delegated to DGs CAPFs level officer - item-wise procurement (Revised in 2021)
9.	Ministry of Housing & Urban Affairs	JS (A)	7,00,000/-
10.	Ministry of Shipping, Ports & Waterways	JS (A)	Full powers
11.	Department of Agriculture and Farmer Welfare	Dir(A)	Full Powers
12.	Department of Consumer Affairs	Dir (A)	1,00,000/-
13.	Ministry of Electronics & Information Technology	Dir (A)	2,00,000/-

14.	Ministry of Environment, Forest and Climate Change	Dir(A)	2,00,000/-
15.	Ministry of I&B	Dir(A)	Full powers
16.	Ministry of Mines	Dir (A)	full powers
17.	Ministry of Minority Affairs	Dir(A)	full Powers
18.	Ministry of Power	Dir (A)	4,00,000/-
19.	Department of Commerce	Dir (A)	1,50,000/-
20.	MoWRD	Dir(A)	1,00,000/-
21.	NITI Aayog	Dir(A)	Item-wise delegation. The maximum amount delegated is 35 lakhs p.a. for 'fixture & furniture'
22.	Department of Financial Services	Delegation under progress	
23.	Department of Food and Public distribution	Delegation under progress	
24.	Ministry of Corporate Affairs	Delegation under progress	
25.	Ministry of Panchayati Raj	Information not provided	

DESK OFFICER SYSTEM

Table 1.4- List of Subjects and number of Desk Officers

S. No	Min/Dept	No. of Desk Officers	Subjects
1.	Ministry of Housing and Urban Affairs	28	Zonal development plans, matters related to NDMC, GNTCD, Policy regularization, General housing policy.
2.	Ministry of Environment, Forest and Climate Change	17	Budget, Accounts, Media cell, NGO cell, Environment education, NATCOM, Clean Technology
3.	Department of Telecommunications	11	Media, USOF, Satellite Service Licensing and other related work of Satcom
4.	Ministry of Mines	9	Public Grievances and RTI matters, Investigation and vigilance, Proposal of Composite Licenses, All auction related matters, Policy and Legislation.
5.	Ministry of Power	8	Admin, Policy and planning desk, Grievance and RTI, Reservation Desk, International Cooperation Desk
6.	Department of Food and Public Distribution	7	FD-II, Finance- I, Vigilance-II, Sugar Policy-I
7.	Department of Posts	7	DO (Philately Revenue Management, Philately Exhibition& Marketing); DO (Vigilance); DO (Cadre Review); DO (GDS); DO (Global Business); DO (e-office); DO (SPB-III & RR)
8.	Department of Agriculture, Cooperation and Farmers Welfare	4	Internal Finance Division
9.	Department of Land Resources	4	Implementations of Digital India Land Records Modernisation Programme, General Coordination, General Administration and Programme Monitoring and Evaluation.
10.	Department of Military Affairs	4	Allotment of TTLE Aircraft & Deputation, Vigilance Cases & Compliance of procurement policy & complaints received, Procurement cases other than Russian Fleet, Procurement cases concerning Russian Fleet.
11.	Department of Science and Technology	4	Groups of officials divided in Desks A, B, C, D, E, F for Survey of India, National Geospatial Policy, NaATMO and Misc.
12.	Department of Consumer Affairs	3	Legal Metrology, Cost
13.	Ministry of Ports, Shipping & Waterways	2	Vigilance
14.	Department of Biotechnology	0	Desk officer system does not exist.
15.	Department of Financial Services (Banking Division)	0	Desk officer system does not exist.
16.	Department of Health & Family Welfare	0	Desk officer system does not exist.
17.	Ministry of Electronics & Information	0	Desk officer system does not exist.

	Technology		
18.	Ministry of Home Affairs	0	Desk officer system does not exist.
19.	Ministry of Minority Affairs	0	Desk officer system does not exist.
20.	Ministry of Panchayati Raj	0	Desk officer system does not exist.
21.	Ministry of Information & Broadcasting	0	Desk officer system does not exist.
22.	Ministry of Water Resources, River Development & Ganga Rejuvenation/ Ministry of Jal Shakti	0	Desk officer system does not exist.
23.	NITI Aayog	0	Desk officer system does not exist.
24.	Ministry of Corporate Affairs	0	Desk officer system does not exist.

DIGITIZATION

Table 1.5- % share of eFiles out of total Files created in 2023 (January – May 2023)

S No	Ministry/Department	%eFiles (created in 2023)	%pFiles (created in 2023)
1.	Department of Biotechnology (DBT)	100	0
2.	Department of Drinking Water and Sanitation (DDWS)	100	0
3.	Department of Food & Public Distribution (DFPD)	100	0
4.	Department of Justice (DOJ)	100	0
5.	Department of Legal Affairs (DoLA)	100	0
6.	Department of Pensions and Pensioners' Welfare (PPW)	100	0
7.	Department of Pharmaceuticals	100	0
8.	Department of Posts (DoP)	100	0
9.	Department of Scientific and Industrial Research (DSIR)	100	0
10.	Department of Social Justice & Empowerment (DoSJE)	100	0
11.	Legislative Department	100	0
12.	Ministry of Corporate Affairs (MCA)	100	0
13.	Ministry of Development of North Eastern Region (MDONER)	100	0
14.	Ministry of Food Processing Industries (MoFPI)	100	0
15.	Ministry of Mines	100	0
16.	Ministry of Panchayati Raj (MoPR)	100	0
17.	Ministry of Parliamentary Affairs (MPA)	100	0
18.	Ministry of Women and Child Development (MoWCD)	100	0
19.	Ministry of Tourism	99.96	0.04
20.	Department of Empowerment of Persons with Disabilities (DEPwD)	99.94	0.06
21.	Ministry of Coal (MoC)	99.94	0.06
22.	Department of Chemicals and Petrochemicals (CPC)	99.88	0.12
23.	Department for Promotion of Industry and Internal Trade (DPIIT)	99.86	0.14
24.	Department of Science & Technology (DST)	99.85	0.15
25.	Ministry of Road Transport & Highways (MoRTH)	99.81	0.19
26.	Ministry of Skill Development and Entrepreneurship (MSDE)	99.79	0.21
27.	Ministry of Minority Affairs	99.78	0.22
28.	Ministry of Electronics & Information Technology (MeitY)	99.68	0.32
29.	Ministry of Earth Sciences (MoES)	99.65	0.35
30.	Department of Agricultural Research and Education (DARE)	99.55	0.45
31.	Ministry of External Affairs (MEA)	99.49	0.51
32.	Department of Rural Development (DoRD)	99.48	0.52
33.	NITI Aayog	99.48	0.52
34.	Ministry of Heavy Industries (MHI)	99.46	0.54
35.	Ministry of Statistics & Programme Implementation (MoSPI)	99.44	0.56
36.	Department of Land Resources (DoLR)	99.43	0.57
37.	Ministry of Ports, Shipping and Waterways (MoPSW)	99.16	0.84
38.	Department of Animal Husbandry and Dairying (DAHD)	99.1	0.9
39.	Department of Water Resources, River Development & Ganga Rejuvenation (DoWR, RD & GR)	98.95	1.05
40.	Ministry of New and Renewable Energy (MNRE)	98.91	1.09
41.	Department of Fertilizers (DoF)	98.87	1.13
42.	Department of Public Enterprises (DPE)	98.73	1.27

43.	Department of Administrative Reforms & Public Grievances (DARPG)	98.69	1.31
44.	Ministry of Power	98.67	1.33
45.	Department of Consumer Affairs (DCA)	98.63	1.37
46.	Ministry of Housing & Urban Affairs (MoHUA)	98.45	1.55
47.	Department of Fisheries	98.43	1.57
48.	Ministry of Tribal Affairs (MoTA)	97.57	2.43
49.	Ministry of Cooperation (MoC)	96.93	3.07
50.	Ministry of Petroleum and Natural Gas (MoPNG)	96.9	3.1
51.	Department of Commerce (DoC)	96.74	3.26
52.	Ministry of Culture (MoC)	95.84	4.16
53.	Ministry of Youth Affairs & Sports (MoYAS)	95.34	4.66
54.	Ministry of Micro Small and Medium Enterprises (MSME)	95.2	4.8
55.	Department of Telecommunications (DoT)	94.97	5.03
56.	Ministry of Steel	94.2	5.8
57.	Ministry of Textiles (MoT)	92.55	7.45
58.	Department of Agriculture Cooperation & Family Welfare (DAC&FW)	90	10
		%eFiles less than 90%	**%pFiles more than 10%**
59.	Ministry of Civil Aviation (MoCA)	89.62	10.38
60.	Ministry of Labour & Employment (MoLE)	88.51	11.49
61.	Ministry of Health & Family Welfare (MoHFW)	88.31	11.69
62.	Ministry of Environment, Forest and Climate Change (MoEFCC)	87.68	12.32
63.	Ministry of Education (MoE)	85.72	14.28
64.	Ministry of Finance (MoF)	82.02	17.98
65.	Department of Personnel & Training (DoPT)	78.2	21.8
66.	Ministry of AYUSH	77.4	22.6
67.	Ministry of Home Affairs (MHA)	64.29	35.71
68.	Ministry of Information & Broadcasting (MIB)	35.63	64.37
69.	Department of Official Language (DOL)	32.97	67.03

CLARIFICATIONS ON ANECDOTAL REFERENCES

a. **PARIVESH Portal- Ministry of Environment, Forest & Climate Change**

Impact – faster environmental clearance from one year to 2-3 months

- The decision-making process in approvals for proposals have come down to 2-3 months from 1 year.

- Proposals are initiated earlier at Scientist E/F (Director level) instead of SO/US level.

- Details of project proposals in the public domain and compliant with India's transparency law

- User-friendly, latest IT features, Geographic information system (GIS) to grant faster environmental clearances for infrastructure projects.

- Process efficiency and time reduction through the use of technology & delayering.

b. Swagatam Portal- Ministry of Electronic and Information Technology
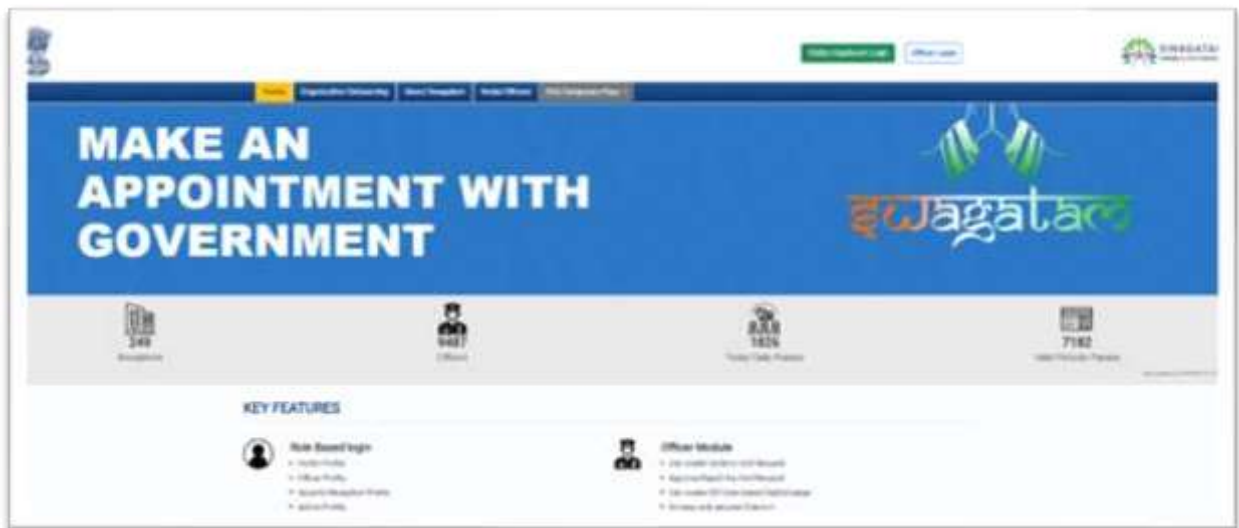
- Designed & developed by NIC, Swagatam (https://swagatam.gov.in) is an online workflow-based Visitor Management System, facilitating the general public to make online appointments with Government Officers of MeitY & NIC.

- Swagatam is an initiative by the Government of India to facilitate the common man to visit the government officials providing hassle-free means to meet a Government Officer.

- It enables public to have a smooth & simple process of making an appointment by eliminating cumbersome & tedious procedures of making a request for appointment and then visiting the premises. It covers all types of visits made by the public like daily passes and periodical passes.

- It is a cloud-based, unified and centralized solution by NIC with an easy-to-use graphical interface and embedded with comprehensive security features. It can be easily implemented in any Government Office/ Ministries/ Bhawans with some configuration efforts. It assists in maintaining all-relevant information about the visitor, which is automatically saved in a database.

c. 'KHOJ' Software – Department of Land Resources

- Old records in the Record room could be accessed by clicking barcodes to track their location

Indexing/ Coding of the Location of Files

➤ Identification of the locations where files stored and assign unique code to these locations

e.g. :

DoLR/ Admin/ 01/ 02/ 03

Department Division/ Section Almirah No. Rack No. Serial No.

DoLR/Parl/01/02/03 - For Parliament
DoLR/GC/01/02/03 - For GC
DoLR/LR-1/01/02/03 - For LR-1
DoLR/LR-2/01/02/03 - For LR-2
DoLR/LR-3/01/02/03 - For LR-3
DoLR/PME/01/02/03 - For PME
DoLR/WM/01/02/03 - For WM

Department Of Land Resources

00004 8/10/2011-Admn

Illustrative Bar Code generated in the Software

➤ Mapping of the codes of the locations with meta data

eacademics

SCHOOL | COLLEGE | UNIVERSITY
MANAGEMENT SYSTEM

Unilead
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LOGIN TO YOUR ACCOUNT

Module :
User :
Password :

LOGIN

d. **ASI (Annual Survey of Industries) web portal- Ministry of Statistics and Programme Implementation**

- Developed by ISI, Kolkata with the support of NIC for collection and compilation of ASI schedules
- Collection of ASI data at source with built-in **validation** which leads to data accuracy and time saving
- Deliver ASI data in a timely, transparent and reliable manner in a secured environment without any physical movement of the schedules

e. **Department of Post**

Grameen dak seva portal (https://indiapostgdsonline.gov.in/) to streamline and expedite recruitment of Gram Dak Sevaks (GDS) resulting in low attrition rate and cost saving through online mode.

f. **Department of Drinking Water and Sanitation**

Department took steps for rationalization of sections and redistribution of manpower for a more distributed work culture by keeping monthly meetings for work allocation regularly and ensuring revision.